

LOCAL GOVERNMENT GROWING REGIONAL AUSTRALIA

Volume 2 – Case Studies and Resources

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Acknowledgements

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Disclaimer

Contributions and comments were sought from a number of different stakeholder representatives and other individuals in the preparation of this report. The range of views expressed by these participants does not necessarily reflect those of the regional capital councils involved in the case studies or those of the other stakeholders, the RCA, ACELG or the researchers.

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Acronyms

ACELG	Australian Centre of Excellence for Local Government
AFFRIC	Australian Future Fibres Research and Innovation Centre
CEDA	Committee for Economic Development Australia
CfG	Committee for Geelong
CGG	City of Greater Geraldton
CoGG	City of Greater Geelong
CSU	Charles Sturt University
CWW	City of Wagga Wagga
DMLA	Diversify Mackay Leadership Alliance
DRALGAS	Department of Regional Australia, Local Government, Arts and Sport
EDQ	Economic Development Queensland
FAGs	financial assistance grants
GCEID	Geelong Centre for Emerging and Infectious Disease
GLP	Greater Launceston Plan
GME	Geelong Major Events
GRIIF	Geelong Regional Innovation and Investment Fund
IFAD	International Fund for Agricultural Development
IRC	Isaac Regional Council
LCC	Launceston City Council
LGA	local government authority/area
LGAT	Local Government Association of Tasmania
MIW	Mackay-Isaac-Whitsunday Region (also known as the Whitsunday Region)
MIW REDC	Mackay-Isaac-Whitsunday Regional Economic Development Corporation
MRC	Mackay Regional Council
MWCCI	Mid West Chamber of Commerce and Industry
MWDC	Mid West Development Commission
NACC	Northern Agricultural Catchments Council
NRM North	Natural Resource Management Northern Tasmania
NTD	Northern Tasmania Development
NTR	Northern Tasmania Region
OECD	Organisation for Economic Cooperation and Development
RAI	Regional Australia Institute
RAMROC	Riverina and Murray Regional Organisation of Councils
RCA	Regional Capitals Australia
RDA	Regional Development Australia
RDV	Regional Development Victoria
RED	Regional economic development

REROC	Riverina East Regional Organisation of Councils
RIFL	Riverina Intermodal Freight Logistics hub
ROC	Regional Organisation of Councils
RRT	Riverina Regional Tourism
SCI	Sustainable Cities International
SEGRA	Sustainable Economic Growth for Regional Australia
TNRM	Tamar Natural Resource Management Group
TNT	Tourism Northern Tasmania
UCQ	University of Central Queensland
UDIA	Urban Development Institute of Australia
UDLA	Urban Land Development Authority
UN	United Nations
UNDP	United Nations Development Program
VLGA	Victorian Local Government Association
WCED	World Commission on Environment and Development
WRC	Whitsunday Regional Council
WWCC	Wagga Wagga City Council

1 Introduction

The *Local government growing regional Australia* research project was an exploratory study conducted for Regional Capitals Australia (RCA) and the Australian Centre of Excellence for Local Government (ACELG) for the purpose of investigating the impact of good governance and effective leadership by local government in Australia in building strong sustainable regional capitals and regions. This research aimed to address three central questions:

1. What is meant by a strong sustainable regional capital and region?
2. What are the key drivers and inhibitors in building a strong sustainable regional capital and region?
3. What are the key local government leadership and governance ingredients involved in creating and/or enhancing these drivers, and/or eliminating/minimising the effects of inhibitors to building a strong sustainable regional capital and region?

The outcomes of this research are discussed in two volumes which make up the final report. Volume One provides an overview of the project and research methodology, a literature review précis, case study summaries and a discussion of the detailed research findings and conclusions. In this volume, Volume Two, the research methodology, literature review and case study outcomes are presented in full.

This volume commences with the full version of the extensive literature review which comprised the first stage of this project. This review aimed to address the first two of the research questions noted above in considerable detail and the third question in less detail. A full version of this literature review is presented in Section 2 of this volume. An abridged version is contained in Volume One.

The second phase of this project entailed a set of five case studies that addressed research questions two and three, but especially question three with a particular focus on the part played by governance frameworks and local government leadership in growing regional capitals and their surrounding regions. The methodology is outlined in Section 3 and the full case studies are presented in Section 4 of this volume of the report. Supporting tables for each case study are available in the Appendices. They contain socio-economic profiles and insights from published materials. Summaries of each case study are included in Volume One of the report.

2 Literature review

This literature review has two main purposes: to examine what is meant by a 'strong sustainable regional capital and region'; and to draw out what factors are commonly identified as key drivers and inhibitors of sustainable regional economic development (RED). Relevant academic and non-academic literature relating to sustainable regional economic development and its key drivers and inhibitors was therefore examined.

This review commences with a brief overview of RED thinking and an outline of the rationale underpinning the need for this study. It then provides a discussion of what constitutes a strong sustainable regional capital and region by discussing its component parts. This culminates in a set of definitions for the terms 'regional capital', 'region' and 'strong sustainable regional capital and region'. Some of the key indicators of strong sustainable regional capitals and regions are then outlined. This is followed by a discussion of common factors known to drive and inhibit RED. By no means does this discussion provide a comprehensive list of all factors uncovered in the literature as they are far too extensive. Rather, it attempts to synthesise the academic and non-academic literature to provide a summary of the major types of factors identified.

The outcomes of this review then informed the formulation of a set of criteria for selecting suitable case studies, and the development of a case study investigation framework and some key areas around which an interview guide was designed for the case study phase of this research project. Each of these is presented at the end of the literature review.

2.1 Overview

2.1.1 Regional economic development

Regional economic development (RED) has long been of interest to many researchers, policy makers and local government practitioners. It is both a product and a process and refers to 'the application of economic processes and resources available to a region that result in the sustainable development of and the desired economic outcomes for a region and that meet the values and expectations of business, of residents and of visitors' (Stimson, Stough, & Roberts, 2006, p.6). Approaches to RED have evolved over time.

In the 1950s and 1960s regional development theory emphasised exogenous (external) factors as the primary forces driving economic growth and development. This was based on the belief that differences in RED reflected differences in the comparative advantages and disadvantages of regions. A region has a comparative advantage if it can produce a good or service at a lower opportunity cost than other regions.

Then, in the 1970s, '80s and '90s, the focus of RED thinking shifted away from building regional comparative advantage to developing regional competitive advantage as a driver of economic growth and development. Competitiveness refers to:

the ability of a location, industry or business to attract and retain production inputs, such as investments and human capital, and to use these resources effectively to maintain high levels of economic and social prosperity ... [as] determined by the productivity with which a region, industry or business uses its human, capital and natural resources (CEDA & RDV, 2013, p.14).

The goods and services produced by a region with a competitive advantage cannot be easily duplicated (DRALGAS, 2013; Stimson, Stough, & Nijkamp, 2011).

Although much RED thinking is still embedded in these old paradigms, in the past two decades a new growth theory has emerged. This new approach, called endogenous growth theory, has a greater focus on sustainable development and emphasises endogenous (internal) factors and processes in driving RED. The rationale underpinning this new RED paradigm is based on the principle that all types of regions have the potential to contribute significantly to national prosperity and growth (OECD, 2009). Endogenous growth theory embraces an integrated approach to regional development that seeks to enhance a region’s capacity and capability to better utilise its resource endowments by drawing on collaborative advantage across public, private and community sectors (Stimson, et al., 2011). Table 1 provides an overview of the key shifts in regional development thinking and policy in the shift from the old to the new paradigm.

Table 1: Old and new paradigms of regional economic development

	Old paradigm	New paradigm
Objectives	Compensating temporarily for location disadvantages of lagging regions	Tapping underutilised potential in all regions for enhancing regional competitiveness
Unit of intervention	Administrative units	Functional economic units
Strategies	Sectoral approach	Integrated development approach
Tools	Subsidies and state aid	Mix of soft and hard capital (capital stock, labour market, business environment, social capital and networks)
Actors	Central government	Different levels of government

Source: OECD (2009), Regions Matter: Economic Recovery, Innovation and Sustainable Growth, p.51

The shift from the old to the new paradigm of RED has seen a change from a hierarchical top-down approach with national governments planning and implementing sectoral or program specific intervention initiatives centrally, to a more ‘place-based’ holistic regional approach which requires decentralised planning, decision-making and implementation with local initiatives being devolved down to the lowest level possible. This approach requires much greater intergovernmental cooperation and recognition of the wide range of players that can and do contribute to RED (Bellamy & Brown, 2009).

This recognition is clearly apparent in the 2013 SEGRA keynote address given by the Minister for Infrastructure, Regional Development, Arts and Sport where he stated that:

the federal government recognises that local councils, businesses and community groups are the backbone of regional areas and we intend to work closely with these sectors to build stronger economies and cohesive communities. (Truss, 2013)

2.1.2 Regional cities and regions, and regional economic development

Worldwide there is growing recognition that cities are engines of economic growth (CEDA & RDV, 2013). There is also growing consensus that having vibrant regional cities and rural regions is important to state and national economies (CEDA & RDV, 2013; DRALGAS, 2013; Kidokoro,

Muryama, Katayama, & Shima, 2008; McDonald, Saxena, & Maharaj, 2013; OECD, 2009; RAI website).

Australia is one of the most urbanised nations in the world, with about two-thirds of its population living in the states' capital cities (Beer & Clower, 2009; Budge & Butt, 2007). The nation, however, also has a substantial network of major urban centres outside its capital cities (Budge & Chesterfield, 2011). Recognition of the crucial role of regional cities and regions in promoting the prosperity and wellbeing of Australia's nation and states is clearly evident, at least in the rhetoric found in the 2013 Regional Economic Development Guide launched by the Department of Regional Australia, Local Government, Arts and Sport (DRALGAS):

Regional economic development plays an important role in the overall performance of Australia's economy. It directly affects income, employment, investment, working conditions and ultimately, the well-being of all Australians. Encouraging and supporting economic development in the regions can have spill-over effects for neighbouring communities and the nation as a whole (DRALGAS, 2013, p.11).

Australia's regions are vital to the national economy, cultural identity and environmental amenity. They produce the bulk of our exports and are home to roughly a third of our population. Importantly, the economies of our regions and cities are co-dependent and linked through economic, cultural and social ties. Therefore, the performance of a single region can have a significant impact on the performance of the nation as a whole, meaning that regions are crucial to Australia's national prosperity (DRALGAS, 2013, p.1).

The significant contributions of regional cities and their hinterlands are also widely noted in the regional development literature. For example, it has been observed that:

- Australia's regional cities and regions provide the foundations on which the growth and prosperity of the nation and its states are built (Beer & Clower, 2009; CEDA & RDV, 2013).
- Regional cities and regions are linked economically, socially and culturally so are co-dependent (DRALGAS, 2013).
- Regional cities have a strong regional role, not only in providing primary transport, economic and social links within their regions and to the capital city (CEDA & RDV, 2013), but also in connecting rural areas with national and international markets (Owusu, 2005), in providing a range of services to their hinterlands (Beer & Clower, 2009; CEDA & RDV, 2013; DRALGAS, 2013) and in being centres for disseminating government policies (Owusu, 2005).
- About 20% of the nation's population live in medium and small regional cities (of 20,000–100,000 people) with many of these cities being vibrant contributors to urban change which are growing faster than major capital cities and smaller urban centres (Budge & Chesterfield, 2011; Duncan, 2011).
- Many rural and regional areas provide valuable environmental and recreational services for large urban metropolitan areas (OECD, 2009).

Despite the broad recognition of the role of regional cities and regions in RED, over a number of years many regional development scholars have contended that regional cities are under-recognised in economic development debate, planning and policy formulation (Beer, 2007; Budge & Butt, 2009; Duncan, 2011; McDonald, et al., 2013). This is still apparent in the federal government's urban policy which focuses only on issues affecting urban centres with 100,000 or more people (Budge & Chesterfield, 2011). Some critics also suggest that federal and state governments in Australia have never really fully embraced the notion of a completely resourced regional development policy that seeks to grow the population and economy of regional Australia (Stimson et al., 2011).

2.1.3 Lack of research

Despite extensive acknowledgement of the importance of regional cities and their regions to RED, they remain the least studied and least understood elements of national urban systems nationally and internationally (Bell & Jayne, 2009). In 2013 the Regional Australia Institute (RAI) undertook a comprehensive systematic analysis of academic and non-academic literature on key regional issues. This study concluded that while there is a substantial body of research of significant relevance to regional development and policy in Australia, it is highly fragmented and there is considerable scope and demand for additional research work in this field. The RAI also noted that the international regional development research it examined appears to have limited application and adaptive potential for the Australian context (RAI, 2012a).

Consistent with this view, Budge and Butt (2007, 2009) noted that very few researchers have investigated small and medium-sized cities in depth and yet ironically most urban dwellers in the world live in these smaller regional cities, not the large global cities that have attracted the greatest attention of researchers and policymakers. Budge and Chesterfield (2011 p.7) also assert that in the Australian context 'there is a distinct lack of attention in government to an urban policy agenda for cities below 100,000 and indeed to cities outside the five [largest] metropolitan areas. This extends to a lack of research on smaller urban areas and cities in Australia'.

Duncan (2011) similarly acknowledged the lack of research attention given to Australia's medium-sized and small cities and comments that although these urban centres 'form a critical element of Australia's settlement network ... existing information [is] limited, scattered and lacking a clear focus'. Thus, 'to be commensurate with their contribution and potential, a significant lift in information resources, research capacity and cross-sectoral communications is required' (Urban Design Forum Australia, 2011).

Furthermore, Budge and Butt (2007, 2009) assert that small and medium-sized regional cities have different drivers of growth and sources of economic change and so they need different approaches to planning when compared to large metropolitan areas, and yet few examples of emerging differentiated approaches are evident. These authors call for further research providing specific examples of the types and effectiveness of different interventions by regional cities to inform the development of policy and the suitability of different approaches for different contexts.

Clearly, there is broad agreement that much more research is needed on regional cities and their hinterlands, especially in relation to medium-sized and small urban centres outside the main capital cities (Budge & Butt, 2007; Duncan, 2011; McDonald, et al., 2013). From its analysis of the existing literature on regional issues, the RAI identified a number of key areas on which future research could focus. The RAI states that 'there has been limited work done on the important issue of the drivers of change in the regional development context which trace through the pathway from determining position to identifying and achieving potential' (RAI, 2012a, p.30). The RAI also points to the relevance and effectiveness of local leadership in achieving successful transitions and managing change as a key area for investigation.

Thus, on many grounds regional cities warrant much closer research attention. In focusing on the part played by governance and leadership by local government as potential drivers of regional development, this study responds to the general call for further research into Australia's regional capitals and the part they play in RED, and touches on at least one element of the research gaps identified by the RAI.

2.2 Defining a strong sustainable regional capital and region

Before addressing the central question of what factors contribute to building strong sustainable regional capitals and regions, it is first necessary to have a clear and concise understanding of what is meant by a 'strong sustainable regional capital and region'. This is fundamental, not only for explaining and understanding the factors driving their development and their role in state and national economic development, but also for formulating RED policy. Thus, the component parts of this concept were explored, drawing on information found in the academic and non-academic literature with a view firstly to developing in the first instance definitions of 'regional capital' and 'region', and then to defining 'strong sustainable regional capital and region'. Here, consideration was given to the following questions:

- What is a region and what is meant by regional Australia?
- What is a regional capital?
- What does it mean for a regional capital or region to be sustainable?
- What does it mean for a regional capital or region to be strong?

2.2.1 What is a regional capital and what is a region?

To investigate the concept of RED the question of what is meant by a regional capital and what is meant by a region arises. This review of the RED and associated literature revealed that there are clear definitional issues around the terms used to describe and define urban centres and their hinterlands located outside the capital city metropolitan areas. Several questions emerge around these definitional issues including: 'What is regional?'; 'What constitutes a region?'; 'What is a regional city?'; 'Is an urban centre that is debatably part of an extended metropolitan area a regional city?' (Budge & Butt, 2009; Budge & Chesterfield, 2011; Edwards, 2012); and 'Is a regional city the same thing as a regional capital?'. These questions are unfortunately not easily answered as there appears to be considerable ongoing debate around them. The following discussion endeavours to shed some light on this debate.

In the literature the term 'region' appears to hold different meanings for different people. A region is often defined in spatial terms or as being an entity, with some researchers acknowledging the dynamism, and the emerging and evolving nature of regions. For example, Edwards (2012) questions whether a region is a distinctive geographic area or if it is a geographic space that contains a particular ethnic composition, a unique set of economic, cultural and political interests, or is historically different from its surrounding areas. Similarly, Kidokoro, Muryama, Katayama and Shima (2008) describe a region as a historical, cultural and economic entity that exists at the sub-national level, while Capello and Nijkamp (2011) define a region as an intermediate area somewhere between a nation and an individual citizen. Clearly, there appears to be no specific scale for defining a region as the term has been variously used at the macro, meso and micro scales. Edwards concluded that regions are not fixed entities, are complicated places and have 'emerged at particular moments, around particular issues, and through the interests of particular groups in our nation's past' (2012, p.484) and so they are dynamic in nature.

The terms 'region' and 'regional' are closely related. In Australia, various terms have been used to describe non-metropolitan areas outside the national capitals including rural, country, regional, rural and regional, and simply 'the bush'. Over time, however, the term 'regional' has risen to prominence and has come into common use (Budge & Chesterfield, 2011). Today the term 'regional Australia' is commonly used to describe all locations outside the major capitals and their immediate surrounding suburbs (Polese, 2013; RAI website). It seems that a region can be defined at a local level in terms of the geographic area surrounding a single urban centre that provides a range of functions serving the population in that area, or much more broadly, a region can be defined in terms of the sphere of

influence in the space surrounding a network of urban centres that provide different types and levels of functions for the people living in the hinterland.

In Australia, the Australian Bureau of Statistics (ABS, 2004, 2005, 2013) defines urban centres as places that form a contiguous built-up area with a core urban population of 1,000 or more people. Budge and Chesterfield (2011) observed that in addition to there being an interchangeable set of terms used to describe non-metropolitan or regional areas in Australia, several different terms are also used to describe larger cities and towns located in regional areas. Duncan (2011) also noted the absence of a clear agreed term for regional urban centres and suggested that this possibly compounds the lack of research and policy attention given to small and medium-sized cities. Overall, this situation has created some confusion around what term to use and how to define a regional capital.

An extensive search of the literature found no reference to the term 'regional capital' except in one article by Carthew and Allan (2005) and on the RCA website. Carthew and Allan described Bendigo as a 'quintessential regional capital' but then proceeded to call it a 'regional city'. Similarly, the RCA defines a regional capital as 'a regional city that is located outside the state metropolitan urban growth boundary' (RCA, 2015) and describes it as a central point where essential infrastructure, services, business, employment and education can be accessed by local residents and people living in surrounding towns and rural areas.

In the regional development and policy literature, various related terms are used to describe non-metropolitan urban centres outside the capital cities and their metropolitan areas. These include broad terms like regional cities and towns (Duncan, 2011; Stimson, Mullins, & O'Connor, 2001); regional centres (Budge & Chesterfield, 2011; Datu, n.d.; Independent Local Government Review Panel, n.d.); and district capitals (Owusu, 2005), as well as more specific terms for various categories of urban centres like medium/mid-sized or secondary/second-tier cities (Budge & Butt, 2009; Datu, n.d.; Duncan, 2011); small or third-tier cities (Budge & Butt, 2007); and small localities (Stimson, et al., 2001). Although similar in many respects, these different terms are neither equivalent nor consistent (Budge & Chesterfield, 2011). The broader terms 'regional city', 'regional centre' and 'district capital' appear closest in meaning to the concept of a regional capital, with the term 'regional capital' being used interchangeably with 'regional city'.

Kidokoro et al. (2008) described cities as social, economic and environmental systems that are formed through networks of cities, towns and rural communities called city regions. They describe the central city of a city region as the 'regional city'. These authors assert that regional cities play a decisive role in both regional and national development.

A population threshold is commonly used as the main criterion for defining the regional cities that form a nation's network of urban centres. However, no broadly accepted cut-off population size is evident in definitions of regional cities generally, or for different categories of regional cities across nations (Budge & Butt, 2007). For example, Andrew Beer defines 'regional cities' in the Australian context as urban centres with populations of 10,000 or more that lie outside the statistical divisions of the nation's capital cities (Beer, Bolam, & Maude, 1994; Beer & Clower, 2009). This definition is consistent with the Stimson et al. (2001) definition of 'larger regional cities and towns' which also uses a population threshold of 10,000 people as an appropriate cut-off. Stimson et al. argue that this is the population level above which most localities in Australia attain city status.

In contrast, Budge and Butt (2007) describe third-tier cities as regional urban centres with populations of 20,000–100,000. These cities are typically characterised as centres with their own local government that encompasses the entire urban area and often a substantial rural hinterland, with an established CBD that was developed to perform a service role for the hinterlands, and that

forms a separate local entity functioning at a regional scale with the local government performing roles and functions beyond its scale and resource base. Second-tier or mid-sized cities are described as major urban centres outside of primary capital city metropolitan areas (Budge & Butt, 2009; McDonald, et al., 2013).

In the context of Australia's urban policy, however, the federal government defines these mid-sized regional urban centres as having a population of 100,000 or more (Budge & Chesterfield, 2011) while somewhat inconsistently, Budge and Butt (2009) in their research used a population threshold of 50,000 to define mid-sized cities. Despite these discrepancies in the definitions of different levels of urban centres, Budge and Butt (2007) contend that the general concept of different tiers of cities in a nation's urban hierarchy can be applied, with regional cities comprising second-tier (mid-sized) and third-tier (small) cities within specific national contexts.

While Duncan (2011) suggests that 'regional cities' is possibly the best term available for regional urban centres, Budge and Chesterfield (2011) recommend using the term 'regional centres'. Budge and Chesterfield argue that, despite the ongoing search for a clear agreed term and definition, this term has not only come into prominence and common use but it also avoids the notion of a hierarchy implicit in terms like town or city. Further, they contend that this term encapsulates key characteristics of regional urban localities – the idea of the centre performing economic and social roles and operating as a core around which a range of activities reliant on a central place can function. They also propose that the 'centre' is a definable region (Budge & Chesterfield, 2011).

This view is consistent with Bell and Jayne's (2009) argument against using a minimum or maximum size for defining urban centres. These authors argue that 'smallness can be more productively thought of in terms of influence and reach, rather than population size and density or growth' (Bell & Jayne, 2009, p.689). That is, they propose defining urban centres in terms of their functional characteristics.

Regardless of the terminology used, it is broadly recognised that regional urban centres typically perform a range of key roles that have impacts beyond their geographic boundaries. These include a national role of producing goods and services that contribute to the overall economy (Beer & Clower, 2009; DRALGAS, 2013), a regional role of providing a variety of goods and services to their hinterlands, specialised functions in areas of agriculture, mining and/or tourism (Beer & Clower, 2009), and functions that are normally performed by government agencies in the largest metropolitan areas (Budge & Butt, 2007).

In light of the preceding discussion around what is a 'region' and what is a 'regional capital', in this study the term 'regional capital' is used. While the term 'regional capital' seems to share many characteristics with 'regional city' or 'regional centre' as described in the literature, this term implies some kind of functional hierarchy of urban centres within which the regional capital is the largest and/or most significant entity in the network of regional centres and smaller localities. The term 'region' is defined in terms of the surrounding area for which the regional capital is a nodal point and for which it provides core functions and services.

In summary, the primary criteria that appear to be used in the literature (Beer, et al., 1994; Beer & Clower, 2009; Budge & Butt, 2007, 2009; Budge & Chesterfield, 2011; Siegel & Waxman, 2001; Stimson, et al., 2001) for defining regional cities/centres are:

- a distinct, separate entity outside the urban growth areas of the nation's capital cities
- an urban centre with an economic structure that displays some complexity and is not entirely dependent on a larger centre so does not function as a satellite to a larger centre
- the primary urban centre in the region

- it has a population above some specified cut-off (in Australia this is most commonly a minimum of 10,000 people).

Drawing on these criteria and taking into account Bell and Jayne's (2009) recommendation of avoiding the use of a specific population threshold when defining regional cities, for this study a regional capital is defined as:

An urban centre that is a discrete entity located outside the urban growth area of the nation's capital cities that functions as the primary nodal point and service centre for people living in the surrounding network of smaller towns, rural communities and hinterland.

This definition recognises the dynamic nature of regional urban centres and emphasises the functional nature and character of regional capitals. Nonetheless, it is important to recognise that unlike the nation's capital cities, regional capitals have no formal political or government administrative function.

Further, following from this definition of a regional capital, for the purposes of this study a region is defined as:

The network of regional urban centres and hinterland areas located in the space immediately surrounding a primary regional urban centre with which the population identifies as the nodal point for providing primary transport links and economic, social and cultural services.

Spatially, a region is of no specified scale or population size and may encompass more than one local government authority.

2.2.2 What is strong and sustainable?

The concepts of sustainability, sustainable development, sustainable cities or communities and sustainable regions are all interrelated. The concept of sustainable economic development from which the other terms are derived is broad, complex, multi-dimensional, global and future oriented (Jazepcikas, 2013; Satterthwaite, 1997; SCI, 2012). As a result, sustainability and sustainable development are not easily defined (SCI, 2012). Consequently, there is no agreed meaning for these concepts so they have come to mean many things to different people (Anonymous, 1999; Barber, 1996; Campbell, 1996; Carroll & Stanfield, 2001; National Sustainability Council, 2013; Satterthwaite, 1997).

Arguably the most recognised and accepted definition of sustainable development came from the 1987 World Commission on Environment and Development (WCED) also called the Brundtland Commission Report (Bridger & Luloff, 2001; Callaghan & Colton, 2008; Carroll & Stanfield, 2001; National Sustainability Council, 2013; SCI, 2012). Here sustainable development is described as a 'process of change in which the exploitation of resources, the direction of investments, the orientation of technological development, and institutional change are made consistent with future as well as present needs' (WCED, 1987, p.15). That is, it entails development that meets the needs of the current generation without compromising the ability of future generations to meet their needs.

Although initially intended to apply at the national level, sustainable development has become a regional and local concern. Thus, this concept now involves greater complexity as it is shaped by the nature of a place and the demands of its citizens (Callaghan & Colton, 2008; SCI, 2012). Consequently, over time the WCED definition has been criticised, expanded and modified, although it remains the primary foundation on which many sustainable development models are based.

Sustainable development is a multi-dimensional concept. The core dimensions cited in the literature are economic, environmental and social (Bridger & Luloff, 2001; Campbell, 1996; Carroll & Stanfield, 2001; DRALGAS, 2013; Gibbs, 1999; Grodach, 2011; Moore, 2012; National Sustainability Council, 2013; Raco, 2005; Satterthwaite, 1997; SCI, 2012). As the concept has been expanded and modified, however, additional elements have been proposed including cultural (Carroll & Stanfield, 2001; Dale, 2007; Gibbs, 1999; Satterthwaite, 1997), institutional (Carroll & Stanfield, 2001; Jazepcikas, 2013; Satterthwaite, 1997), and political (Raco, 2005; Satterthwaite, 1997). The various components of sustainable development closely reflect the items that appear amongst the main types of drivers of economic growth and development.

The notion of a sustainable city or community is derived from the concept of sustainable development. Although there is no generally accepted definition, various descriptions have been suggested. For example, Moore (2012) describes sustainable communities as 'those that maintain a reliable economic base, practice sound financial management, provide a stable environment for their residents, and act as stewards of their land and other environmental resources' (p.8). Similarly, in the DRALGAS (2013) Regional Economic Development Guide, sustainable communities are described in terms of the economic, environmental and social dimensions of a community having the ability to endure in the long term. These descriptions of sustainable communities or cities are closely aligned with the broad definition of sustainable development.

Callaghan and Colton (2008) contend that the notion of resilience is closely linked with the concept of sustainability. Resilience refers to the capacity and capability of people and communities to quickly and readily deal with change and crisis resulting from natural, economic, political or environmental stressors (Callaghan & Colton, 2008; Edwards & Wiseman, 2010). Resilience gives a community the ability to anticipate, plan for and influence the direction of change through intentional, transformative actions (Edwards & Wiseman, 2010).

Callaghan and Colton (2008) maintain that resilience and sustainability are not mutually exclusive concepts and refer to something that communities and regions can progressively enhance over time. These authors propose a shift in focus away from sustainability as an end goal towards enhancing community resilience as an ongoing process that moves a community towards greater sustainability. This idea encapsulates the dynamic and evolving nature of regional capitals and regions. The idea of building resilience aligns closely with that of creating a strong regional capital or region. Thus, a strong regional capital and region can be conceived of as one that can anticipate changes and opportunities and proactively respond to them.

Developing long-term competitiveness without compromising the quality of life of the population and environment, together with building self-reliance to reduce dependency, are central processes in becoming a strong sustainable regional capital and region (Barber, 1996; Edwards & Wiseman, 2010; Jazepcikas, 2013; Raco, 2005). Thus, for the purposes of this study, a strong sustainable regional capital or region is defined as:

A regional capital or region that progressively displays high or increasing levels of resilience thereby building its self-reliance and which exhibits progressive improvements in its performance on the core sustainability dimensions considered important by its citizens, so that the quality of life of its current population is not compromising the quality of life of its future generations.

2.3 Indicators of a strong and sustainable regional capital and region

To be able to assess whether a regional capital or region is strong and sustainable, it is necessary to be able to measure key features of sustainability and resilience. As a minimum the resilience indicators should reflect the central idea of the regional capital and/or region possessing characteristics that will enable it to foresee change and adapt or respond proactively and positively to influence these. For example, amongst the critical elements in building resilience highlighted by Callaghan and Colton (2008) are:

- having strategic plans for minimising city and regional vulnerabilities
- having an effective communication and crisis response system;
- developing public/private partnerships
- supporting independent initiatives that create social support
- developing strategies for spreading risk across time, space and institutions.

Similarly, sustainability needs to be measured across at least those dimensions considered important to the regional capital and region. This should at least include indicators of the three core elements of economic, social and environmental sustainability, and possibly institutional and political factors depending on the value placed on these latter factors by the citizens.

Although no standard set of resilience and sustainability indicators were uncovered in the literature review, a number of authors have developed a list of key factors considered to characterise resilient and sustainable communities. For example, Raco (2005) identified 13 key requirements of a sustainable community or city that he adapted from work done by the Office of the Deputy Prime Minister in the UK (see Table 2).

Table 2: Key requirements of a sustainable community

a flourishing local economy to provide jobs and wealth
strong leadership to respond positively to change
effective engagement and participation by local people, groups and businesses in the planning, design and long-term stewardship of their community
an active voluntary and community sector
a safe and healthy local environment with well-designed public and green space
sufficient size, scale and density and the right layout to support basic amenities in the neighbourhood and minimise use of resources
good public transport and other transport infrastructure both within the community and linking it to urban, rural and regional centres
buildings—both individually and collectively—that meet different needs over time and minimise the use of resources
a well-integrated mix of decent homes of different types and tenures to support a range of household sizes, ages and incomes
good quality local public services, including education and training opportunities, health care and community facilities, especially for leisure
a diverse, vibrant and creative local culture, encouraging pride in the community and cohesion within it
a sense of place
the right links with the wider regional, national and international community.

Source: (Raco, 2005)

Similarly, Edwards and Wiseman (2010) suggested examples of the general features of resilient communities (see Table 3) that they adapted from work done by Norris et al (2008).

Table 3: General features of resilient communities

Dimension of resilience	Examples of indicators
Economic development	<ul style="list-style-type: none"> • diverse, sustainable sources of economic prosperity • high quality economic infrastructure • secure livelihoods & employment opportunities • equitable distribution of income and assets.
Social capital	<ul style="list-style-type: none"> • broad and deep social networks within and beyond the community • experienced and widely respected community leaders • a strong sense of community pride and optimism • high levels of citizen engagement.
Information and communications	<ul style="list-style-type: none"> • rapid access to accurate, relevant information during emergencies • responsive, accessible and reliable communications infrastructure.
Community competence	<ul style="list-style-type: none"> • a tradition of self-reliance combined with the capacity to identify and secure external resources • the capacity to collaborate effectively in identifying and achieving shared visions for the future • a diversity of well-resourced, well-linked community organisations • governance systems which enable and facilitate rapid, flexible decisions and responses • strong education and innovation systems.

Source: (Edwards & Wiseman, 2010)

In addition, the National Sustainability Council established in Australia in 2012 developed a set of sustainability indicators to meet the need for better information to inform government policy making and decisions. The set of sustainability indicators designed provide information on:

- Social and human capital – this includes indicators for skills and education; health; employment; security; institutions; governance and community engagement
- Natural capital – this includes indicators for climate; atmosphere; natural resources; water; waste; land; ecosystems and biodiversity
- Economic capital – this includes indicators for wealth and income; housing; transport and infrastructure; productivity and innovation.

In 2013 the Council produced the first in a series of bi-annual reports that identify major developments affecting Australia’s sustainability nationally and regionally. One notable limitation of the current set of indicators, however, is that its application at a regional level is constrained by a lack of local level data across all the sustainability dimensions (National Sustainability Council, 2013). This highlights that there is a real gap in the current ability to utilise this framework for regional capitals and regions in Australia.

These various sets of indicators capture some key elements of economic, social, environmental, political and institutional sustainability and include a combination of quantitative and qualitative factors. As can be seen, there is a high level of commonality between the lists which highlights the interrelatedness of the sustainability and resilience concepts.

In a similar vein, Stimson, Baum, Mullins and O’Connor (2001) developed an analytical framework for categorising elements of regional community vulnerability and opportunity. This framework,

however, focuses on socio-economic factors and the authors noted the need to expand it to include some quantitative and qualitative quality of life measures. One key indicator measured along a spectrum is used for each of the following variables:

Table 4: Vulnerability-opportunity framework indicators

Structural Change Indicators	Socio-economic Composition Indicators
<ul style="list-style-type: none"> • employment growth • unemployment growth • income growth. 	<ul style="list-style-type: none"> • occupational structure • industrial structure • household income • human capital • attachment to the labour force • disadvantaged families • housing.

These authors emphasised that the vulnerability-opportunity framework is not dichotomous but, consistent with the sustainability and resilience concepts, forms a spectrum from high vulnerability to high opportunity. They posited that regional localities with more opportunities are more likely to respond and adapt positively to change (i.e. they have higher resilience) while those displaying higher vulnerability are less likely to adapt (i.e. they have lower resilience). They noted that the level of vulnerability or opportunity of a regional locality was not associated with the size or location of regional centres.

Similarly, the RAI has developed a regional competitiveness index comprising indicators across 10 themes to evaluate a region’s potential for economic growth and development. The 10 dimensions in the framework are:

- institutions
- infrastructure and essential services
- economic fundamentals
- human capital
- technological readiness
- labour market efficiency
- business sophistication
- innovation
- market size
- natural resources.

This tool was designed to capture the inherent ability of a region to attract and use resources efficiently to maintain and enhance economic and social prosperity. It can be used to assess regional competitiveness at a local government and regional level as it provides a ranking for each local government area (LGA) and Regional Development Australia (RDA) region across Australia on all indicators where data is available.

Another potentially useful source of regional data can be found in the State of the Regions Reports produced by National Economics for the Australian Local Government Association (ALGA website). These reports allocate each local government authority in Australia to a particular type of region. In the 2013–14 State of the Regions Report, Australia is divided into 67 regions (metropolitan and non-metropolitan). An analysis of how each region is performing on 10 key indicators, current issues emerging, and the likely consequences of these issues for each region is provided in the report. The indicators largely measure the economic health of a region looking at patterns and trends in factors such as gross regional product, value added per working age population, disposable household

income, household wealth, mortgage burden and capital infrastructure investment. These annual reports provide valuable data that can assist councils or groups of councils to better understand the strengths and vulnerabilities of their regions and utilise these assessments as planning tools to help them address the challenges and opportunities confronting them.

The sets of indicators from these various frameworks for assessing the strength and sustainability of communities and regions offered a useful guide for formulating some criteria for selecting appropriate case studies for the second stage of this research project – the case study phase. The case studies selected needed to display at least some of the characteristics found in strong sustainable regional capitals and regions so as to indicate some level of progression towards sustainable development whilst providing a diversity of contextual situations in terms of location, population size, economic base and so forth. The criteria considered for selecting regional capitals as case studies for this project are outlined at the end of this literature review. The actual criteria used in the case study selection process, however, also depended on the availability of data at the regional capital level.

2.4 Drivers and inhibitors in building strong sustainable regional capitals and regions

According to the OECD (2009) there is no single factor or unique set of factors that explains the performance of a region or regional capital. Rather, a wide and diverse range of factors can potentially affect the competitiveness of different regions and regional capitals and hence their economic growth and development. Similarly, the RED Guide launched by the DRALGAS (2013) highlighted the importance of recognising the historical and natural diversity of regional capitals and regions that have interacted to give each of them a unique set of characteristics and attributes. As a result, clearly no ‘one-size-fits-all’ strategy for building strong sustainable regional capitals and regions is possible, so a highly flexible approach to RED is needed (DRALGAS, 2013; OECD, 2009).

The extent and diversity of potential drivers and inhibitors of sustainable RED makes it difficult to develop a concise list of factors. In the literature this is very evident as not only was no universally accepted set of sustainable RED drivers found, but some researchers provided broad categories of drivers like environmental endowments and the institutional environment, while others listed more specific factors like population migration, economic profile and global connections that do not always appear to fit clearly or concisely into a broad category framework. To complicate this further, various researchers sometimes categorise the same factor differently. For example, while some institutional scholars include leadership in the institutional environment driver, some social capital scholars include it as part of social capital while others separate leadership out as a distinct variable (Stimson, Stough, & Salazar, 2005).

Despite these classification issues, discerning what factors can potentially enhance regional resilience and competitiveness is critical to planning strategies for building a strong sustainable regional capital and region. Thus, understanding what factors may act as the potential drivers and/or inhibitors of sustainable RED is central to developing suitable strategies. The following sections of this review provide a brief overview of some key factors commonly identified in the literature as potential drivers and/or inhibitors of sustainable RED. In most cases the inhibitors of regional development are merely the converse of the drivers, while in some instances they are unique factors.

The classification framework of key drivers/inhibitors presented was developed from a synthesis of the literature examined for this study. At the macro level there are two broad classes of RED drivers/inhibitors – exogenous and endogenous factors. Exogenous factors are forces that originate

from outside a region, usually at a state, national or global scale. These include things like globalisation, global economic conditions, deregulation and federal/state government policies and programs. These factors can have broad effects across regions. Actors within a region or regional capital generally have limited if any ability to control or influence them. Rather, they need to consider how they can respond to them in order to minimise any negative impact or maximise any positive impact on their region or community.

In contrast, endogenous factors are forces that occur within a region at a local or regional scale and include factors like local/regional business innovation, local government/regional policy and regulations, and local/regional transport and communications infrastructure and technology. As these forces originate within a region there is arguably a greater capacity and capability for local/regional actors including local government to influence them either directly or indirectly.

Stimson et al. (2011), while not trying to downplay exogenous factors as they remain important determinants of a region's economic performance, noted that increasing importance is being placed on endogenous drivers of regional competitiveness and economic performance. Thus, remaining consistent with current thinking in RED theory and policy, the following discussion on the key drivers/inhibitors of strong sustainable regional capitals and regions focuses on these endogenous forces.

Table 5 provides a broad summary of the most commonly cited endogenous drivers/inhibitors of RED found in the literature. A brief overview is provided for the first four of these categories of factors – environmental/natural resource endowments, community capital, entrepreneurship, and economic and market conditions. Then, due to the focus of this study on the part played by governance and leadership by local government in RED, this is followed by a more detailed discussion on the institutional environment, which includes governance and leadership as key factors.

Table 5: Major classes of endogenous drivers and inhibitors of regional economic development

Category	Sub-categories	Description	References
Environmental/ natural resource endowments	Physical attributes & resources	Mining, agriculture, fishing, forestry etc. Climate, topography, visual amenity etc. Environmental sustainability Comparative advantage	(Beer & Clower, 2009; Callaghan & Colton, 2008; Carthew & Allan, 2005; CEDA & RDV, 2013; DRALGAS, 2013; McDonald, et al., 2013; OECD, 2006; Polese, 2013; Stimson, et al., 2011; Stimson, et al., 2005; Tyrell, Mellor, & Monypenny, 2010)
	Locational factors	Proximity to capital city Proximity to coast	
Community capital	Public and private capital infrastructure and essential services	Public & private physical infrastructure Technology & connectivity Essential community facilities and services (education, health, safety etc.) Community amenity and	(Beer & Clower, 2009; Callaghan & Colton, 2008; Capello & Nijkamp, 2011; Carthew & Allan, 2005; CEDA & RDV, 2013; Dale, 2007; DRALGAS, 2013; Kidokoro, et al., 2008; McDonald, et al., 2013; OECD, 2006; Polese, 2013; Siegel & Waxman, 2001; Stimson, et al., 2005)

Category	Sub-categories	Description	References	
Entrepreneurship		liveability		
	Human capital	Education & skills Workforce development	(Beer & Clower, 2009; Callaghan & Colton, 2008; Capello & Nijkamp, 2011; Carthew & Allan, 2005; DRALGAS, 2013; Kidokoro, et al., 2008; McDonald, et al., 2013; OECD, 2006; Siegel & Waxman, 2001; Stimson, et al., 2001; Stimson, et al., 2011; Stimson, et al., 2005)	
	Social capital	Social networks & relationships Mutual trust	(Callaghan & Colton, 2008; Capello & Nijkamp, 2011; Carthew & Allan, 2005; Dale, 2007; Martin, 2011; Stimson, et al., 2011)	
	Cultural capital	Built heritage & other tangibles Cultural diversity & intangibles like cultural values and norms, art/cultural practices, local customs and activities etc.	(Callaghan & Colton, 2008; Dale, 2007; Kidokoro, et al., 2008; Siegel & Waxman, 2001; Stimson, et al., 2011)	
	Creativity & innovation	Creative, innovative and entrepreneurial behaviour by private, public and community actors	(Capello & Nijkamp, 2011; Carthew & Allan, 2005; CEDA & RDV, 2013; OECD, 2006, 2009; Stimson, et al., 2011; Stimson, et al., 2005)	
	Economic and market conditions	Industry structure	Historical economic base Specialisation/diversification – industry composition	(Beer & Clower, 2009; Carroll & Stanfield, 2001; Carthew & Allan, 2005; DRALGAS, 2013; McDonald, et al., 2013; Polese, 2013; Stimson, et al., 2001; Stimson, et al., 2005)
		Workforce structure	Size, participation rates & composition Population demographics - size, composition and growth	(CEDA & RDV, 2013; McDonald, et al., 2013; Stimson, et al., 2001)
Market conditions		Size, growth, access, competition of local, regional, national and international markets Household income & income growth	(Carthew & Allan, 2005; DRALGAS, 2013; McDonald, et al., 2013; Stimson, et al., 2001; Stimson, et al., 2005)	

Category	Sub-categories	Description	References
Institutional environment		Population size, composition and growth	
	Agglomeration and scale effects	Industry specialisation, clustering and spillover effects	(Beer & Clower, 2009; McDonald, et al., 2013; Polese, 2013; Stimson, et al., 2011)
	Governance and intergovernmental relations	Participation and engagement Partnerships and alliances Horizontal collaboration & cooperation Intergovernmental collaboration & cooperation Integrated regional planning Institutional structures	(Carthew & Allan, 2005; CEDA & RDV, 2013; Dale, 2007; DRALGAS, 2013; Martin, 2011; McDonald, et al., 2013; OECD, 2006; Siegel & Waxman, 2001; Stimson, et al., 2011; Stimson, et al., 2005; Tyrell, et al., 2010)
Leadership	Hierarchical/collective leadership Reactive/proactive leadership	Types of leadership – political/professional/community; hierarchical/collective, reactive/proactive - by government, private sector, NGOs, other community groups	(Carthew & Allan, 2005; CEDA & RDV, 2013; DRALGAS, 2013; Hambleton, 2007; Hambleton, 2008, 2011; Hambleton, 2013; Hambleton & Howard, 2013; Martin, 2011; Stimson, et al., 2011; Stimson, et al., 2005; Tyrell, et al., 2010)

2.4.1 Environmental/natural resource endowments

It is widely recognised that the economic growth and performance of regions is closely tied to environmental and natural resource endowments. These endowments refer to all the naturally occurring resources and elements of the environment available in the regional capital and region, including minerals, agricultural land, forests and fishing. They also include the climate and topography of the area and the region's proximity to the coast, capital cities and other major urban centres.

The value of these endowments lies in the range, quantity and quality of resources available, their ability to produce goods and services, and their ability to be combined with other resources like community capital. Traditionally, resource endowments form the fundamental foundation on which a regional capital and region derives a comparative advantage or disadvantage. A well-endowed regional capital and region can benefit from its resource endowments in several ways including:

- The more diverse a region's natural resources, the greater the potential for developing a more diversified economic base. This helps to insulate the region from economic fluctuations, provides greater stability which enhances sustainability, and offers more business opportunities (Carroll & Stanfield, 2001).

- Proximity to a capital city can have economic spin-offs from things like lower transportation costs, greater access to markets and the establishment of new businesses that complement those located in the larger metropolitan area.
- A coastal location and/or the visual amenity of the physical landscape can offer tourism opportunities and makes the region more amenable to meeting lifestyle preferences.

Maintaining a healthy natural environment, however, is fundamental to ensuring that RED is sustainable. Therefore, protecting and enhancing environmental and natural resources is an important element in any sustainable RED strategy (McDonald, et al., 2013; OECD, 2006). At a local and regional level local government can plan and implement local strategies and initiatives aimed at protecting and managing the use of scarce resources and the environment.

2.4.2 Community capital

In general terms 'capital' refers to man-made resources that can be used to produce other goods and services. Amongst the main forms of community capital are public and private capital infrastructure and essential services, human capital, social capital and cultural capital although the categories do vary somewhat in the literature (Callaghan & Colton, 2008). Although the following sections discuss each form of community capital individually, Callaghan and Colton (2008) emphasise that they are strongly interrelated and can synergistically affect each other positively or negatively. Callaghan and Colton also posited that maintaining some degree of balance and flexibility between all forms of community capital is vital in building community resilience and promoting sustainable RED.

- *Public and private capital infrastructure and essential services* – Public capital refers to the physical infrastructure and essential services provided by the public sector that are public in nature (Callaghan & Colton, 2008). This includes transport and communications networks, power and water supplies, education, training, health and police facilities and services, and other public amenities like public open spaces and social meeting places.

Public infrastructure and essential services are vital determinants of the location chosen and the type of investment activity attracted, and hence the types of industry sectors that develop in a region. Public investment in physical infrastructure and transport networks, along with lifestyle amenities, is essential for attracting and supporting entrepreneurial and commercial activity, and for creating liveable communities that promote inward migration and attract and retain skilled people (McDonald, et al., 2013; RAI, 2012b).

Transport and communications networks also play a crucial role in ensuring greater connectivity and accessibility within and outside a region. Connectivity and accessibility are important for reducing production and transport costs, accessing regional and external markets, building knowledge networks and bridging social networks within and between communities, giving people access to new relationships that enhance a region's social capital base (Dale, 2007; McDonald, et al., 2013; OECD, 2006).

Private capital investment also promotes RED by increasing the productive capacity and productivity of other resources, thereby increasing the growth and competitiveness of local businesses and potentially generating greater employment and income. Private investment decisions are strongly affected by the institutional environment in which firms and households operate, as well as economic and market conditions. Furthermore, the OECD (2009) notes that it is important to combine infrastructure investment with investment in 'soft' capital like human and social capital development and innovation support, as 'hard' infrastructure alone is insufficient to ensure growth.

An integrated approach to investment to build these forms of capital produces better sustainable RED outcomes. These other important drivers of RED are discussed further in the following sections of this review.

- *Human capital* – this is most commonly thought of as the stock of knowledge, skills, expertise and abilities possessed by a population that enhance labour productivity in the workplace (Callaghan & Colton, 2008; DRALGAS, 2013). Callaghan and Colton (2008), however, also maintain that things like physical health, emotional stability, personal spirituality, religious affiliation and moral character are also elements of human capital.

Human capital can be increased through inward migration and endogenous strategies that increase the aspirations of the population to enhance skills and attainment. McDonald et al. (2013) highlight the importance of having integrated workforce development and population attraction strategies and local initiatives to raise lifelong learning aspirations and attainment that are linked with a regional capital's competitive advantage. Lifestyle amenities are central to attracting and retaining skilled workers and it is now well recognised that regional universities can play a key role in providing pathways and building aspirations to increase educational attainment (OECD, 2006).

Amongst the endogenous strategies that can be used to enhance the various forms of human capital are: ensuring that people have access to quality education and training facilities; ensuring that their basic health needs are met through adequate health facilities, housing, recreational facilities, places for social interaction and so forth; and ensuring that opportunities for building personal pride and community cohesion are provided.

It has been found, however, that while human capital can drive RED, human capital by itself may not be sufficient. It depends on how well matched the pool of knowledge and skills available is to the current and future needs of the region and it may need to be accompanied by other forms of community investment (Callaghan & Colton, 2008; OECD, 2006).

- *Social capital* – refers to the social networks and relationships that develop around shared values, norms, respect and trust. These networks and relationships provide groups and individuals with access to information, resources, support and problem solving.

Social capital can be built through activities that help to create feelings of tolerance, trust, security, certainty, altruism and inclusion while situations that promote intolerance, fear, exclusion, distrust and uncertainty can erode social capital. Strengthening social bonds, however, can become a two-edged sword and impede RED. For example, strong group cohesion may demand conformity and create unproductive group thinking that stifles innovative problem-solving and exclusion between groups. Therefore, it should not be presumed that social capital exists across community groups.

Social capital can be strengthened by facilitating opportunities for introducing new ideas into the community and conducting bridging activities like community events that will bring different social groups together (Callaghan & Colton, 2008). Connectivity within, between and across regional communities is also important in expanding a region's social capital base as it gives people access to new relationships (Dale, 2007).

- *Cultural capital* – this refers to tangible and intangible forms of culture found in a region. It includes tangible things like heritage buildings, works of art and places of historical, religious or cultural significance, as well as intangible things like community values, beliefs and myths.

This form of capital is often overlooked and underestimated in promoting community resilience and sustainability. Since what is valued culturally is socially determined, the level of cultural

capital depends on the strength of social capital (Callaghan & Colton, 2008). While cultural diversity in a region may enrich the stock of cultural capital in communities with high tolerance, trust and social cohesion, it can also degrade cultural capital in regions where intolerance, distrust and exclusion exists.

Dale (2007) maintains that through the staging of cultural festivals, street parties, food and music festivals and the like, cultural diversity and the arts can become important connectors between communities. Thus, these activities may function to break down intolerances that may degrade the stock of cultural capital.

2.4.3 Entrepreneurship, creativity and innovation

Innovation is 'the process of generating new value by creating and implementing new or significantly improved products (goods or services), processes or methods' (CEDA & RDV, 2013, p.16). Innovation derives from creative thinking and promotes entrepreneurial endeavour.

Creative, innovative and entrepreneurial ability and capacity are widely espoused as important forces for building regional competitiveness and promoting growth and development as they facilitate new product development and diversification, technology transfer, new market development and problem-solving. Universities in regional areas can play an important role in knowledge creation and the enhancement of entrepreneurial skills and ability (OECD, 2006).

In a regional context, the RAI (2012b) suggests that innovation gives an indication of the willingness of businesses to find new approaches and engage with the business environment in order to increase business productivity and competitiveness. Nonetheless, creativity, innovation and entrepreneurial behaviour are not limited to the private sector. These can potentially be extended to all sectors of a community – private, public, not-for-profit and community groups.

Stimson, Stough and Salazar (2005), for example, propose that leadership in a regional capital or region needs to display entrepreneurial characteristics, most notably: a strong belief in change that energises actors in the community and region to meet challenges and be progressive; and the foresight to identify and pursue innovative ideas and opportunities that will enhance the region's environment or bring about new institutional arrangements that will foster new venture development that can advance the region's competitiveness. These authors posit that, importantly, community leadership and the institutional environment can interact to facilitate and encourage or restrain and stifle entrepreneurial activity in a region.

Similarly, Hambleton highlights the role of place-based leadership by local government in promoting public service innovation, that is, developing and implementing innovative approaches to service delivery and community problem-solving (Hambleton, 2013; Hambleton & Howard, 2013).

Although entrepreneurship is widely acknowledged in the literature as an important endogenous force that can enhance regional capital and regional performance (Capello & Nijkamp, 2011; McDonald, et al., 2013; Stimson, et al., 2011; Stimson, et al., 2005), Stimson et al. (2011) maintain that there has been little systematic analysis of the extent of its impact on the RED process. These authors note the need for more research in this regard. Similarly, Stimson, Stough and Salazar (2005) identify a need for more case study research on the role of community leadership and institutions in influencing entrepreneurship at a local and regional scale involving a diverse range of regional capitals and regional contexts.

2.4.4 Economic and market conditions

Economic and market conditions relate to a wide range of economic and demographic factors. These include: the historical composition of a region's economic and industry base; the size, composition and growth of the local/regional population and workforce; access to and growth of local, regional, national and international markets; and the occurrence of agglomeration and scale effects from industry specialisation and clustering.

Changes in these factors can affect the economic stability of a region as well as business uncertainty and confidence which in turn impact business and household investment decisions. Economic instability and business uncertainty threaten regional economic sustainability. The impact of economic fluctuations caused by global, national or regional shocks on a regional capital and region depends on the structure of a region's economy and its readiness and capacity to respond to changing circumstances.

The diversity of a region's economic base can affect its vulnerability to economic fluctuations and its capacity to pursue new opportunities in related industries (Carroll & Stanfield, 2001; DRALGAS, 2013). Employment rates, workforce participation and structural unemployment problems affect how efficiently local and regional labour markets function and hence they can affect a region's competitiveness. The OECD (2006) maintains that regional capital growth is constrained by the social costs of high unemployment and the inability of its workforce to transition into new forms of employment in response to structural changes.

Similarly, the size, composition and growth of the local and regional population along with access to external markets affects a region's opportunities for business growth, innovation and entrepreneurial activity and thus its competitiveness. In addition, there is some debate on whether industry diversification or specialisation promotes RED. Agglomeration and scale effects refer to the physical concentration of economic activity whereby the proximity and dense networks of firms bring about enhanced productivity (CEDA & RDV, 2013). Traditionally, economists and economic geographers have claimed that agglomeration and scale effects arising from industry specialisation and clustering are a prerequisite for economic growth (Beer & Clower, 2009; Stimson, et al., 2011) although empirical evidence supporting this is mixed, especially in highly specialised urban centres and regions (Beer & Clower, 2009; OECD, 2009).

Beer and Clower (2009), for example, analysed the changing economic structure of Australia's regional centres between 1996 and 2001 to test whether specialisation or diversification promotes regional growth. They concluded that regional centres tend to grow with increased specialisation. Nevertheless, they acknowledged that specialisation can be a high-risk strategy and emphasised that the direction of specialisation is paramount. Specialised activities in value-added manufacturing and producer services that are linked to the region's existing economic base, infrastructure and locational endowments appear to be most beneficial in generating positive RED outcomes.

In contrast, Carroll and Stanfield (2001) recommend industry diversification as a strategy for helping to insulate a region from the negative impacts of economic fluctuations. Consistent with Beer and Clower's (2009) conclusions, however, these authors propose that incremental diversification into economic activities that blend with the existing local and regional economic base is most beneficial to RED.

In addition, Stimson et al. (2011) suggest that specialisation and agglomeration alone may not be sufficient. They argue that although agglomeration effects concentrate activity through self-enforcing effects that attract investment, intangible endogenous factors like institutions and leadership can function as important catalysts in this process and in fostering creativity, innovation and entrepreneurship.

2.4.5 The institutional environment

Sustainable RED is as much a matter of creating the right environmental conditions as it is about harnessing the environmental, social, capital and technological endowments that create a region's competitiveness. Creating the environmental conditions that support and facilitate creativity, innovation and entrepreneurial activity promotes business investment, growth and development in regional capitals and region (Capello & Nijkamp, 2011). Institutions and how they function within regional capitals and regions are vital in determining the legal and administrative framework within which business, investors and the community at large operate. They determine the system by which they are governed (i.e. government) and the way in which they are governed (i.e. governance) (RAI, 2012b; Stimson, et al., 2005).

The institutional environment is determined by a combination of federal, state and local government policies, regulations and interactions as these create the incentive structure of regional capitals and regions. The institutional environment is therefore crucial in creating the conditions that influence investment decisions. The institutional systems and processes affect the level of business and community uncertainty, access to information, the level of competition, and the general stability and predictability of the environment in which decisions are made. Thus, they impact on production and transaction costs, trust between economic and social actors, entrepreneurial activity, relational and learning mechanisms, the strength of social networks, and cooperation amongst key players whose behaviour affects the level of sustainable RED (Stimson, et al., 2005).

Institutional factors can either impose constraints on or facilitate the pursuit of opportunities that will in turn inhibit or drive sustainable RED. Creating a supportive and enabling institutional environment that promotes transparency, certainty, trust and stability is vital to sustainable RED. Having appropriate institutional arrangements for developing, implementing and managing strategies that foster regional growth is fundamental to building strong sustainable regional capitals and regions. Thus, institutional capacity building is now seen as fundamental in promoting the performance of regional capitals and regions. Stimson et al. (2005) maintain that regions that offer a highly favourable set of conditions that bring about an effective institutional environment, strong leadership and support for entrepreneurial behaviour are more likely to develop a competitive advantage upon which strong sustainable regional capitals and regions can be built.

Therefore governance, including cross-sectoral and intergovernmental relations, together with leadership, is integral to creating the right type of environment for achieving this outcome. Together with a region's economic resources (natural, human, capital and technology), governance and leadership are important factors in creating a competitive advantage in a regional capital and region (Stimson, et al., 2005).

2.4.6 Governance

In the modern world local authorities face many challenges, most notably the forces of globalisation and urbanisation. To cope with the effects of radical change, and to ensure the sustainability of their communities, local authorities have sought new ways of working. In many instances, the response has been a shift away from local government based on legitimate hierarchical power towards local governance which is embedded in collaboration and the formation of partnerships (Hambleton, 2008, 2011).

As previously noted, governance is seen as a key mechanism for building a competitive advantage and for driving sustainable RED (Stimson, et al., 2005; UNDP, 2011). Governance is a multi-faceted concept that has been variously described and defined in the literature (ACELG website; Bellamy & Brown, 2009; Hambleton, 2011; Hearfield & Sorensen, 2009; IFAD, 1999; Kidokoro, et al., 2008;

Stimson, et al., 2005; UNDP, 2011; Work, 2001). Perhaps the most holistic definition available is that developed by the United Nations Development Program (UNDP) which states that governance 'comprises the existence of effective mechanisms, processes and institutions through which citizens and groups articulate their interests, exercise their legal rights, meet their obligations and mediate their differences' (IFAD, 1999, p.6).

In a RED context, governance, or more precisely 'regional governance', refers to the set of institutions, systems, processes and relationships that exist at the regional level through which revenue is raised, decisions are made, services are provided, security is maintained, power is exercised and shared, and interactions with RED actors occur at a spatial scale that is larger than a locality and smaller than a state/territory (Bellamy & Brown, 2009; UNDP, 2011). Governance can entail formal institutions and regulations, administrative regimes empowered to enforce compliance, and informal arrangements. Thus, governance clearly involves more than government, and more than one level of government (Bellamy & Brown, 2009).

While government involves formal institutions of the state that make decisions within specific administrative and legal frameworks backed by legitimate hierarchical power, governance involves government plus looser processes of influencing and negotiating with a range of public, private and non-profit agencies to achieve mutual goals and desired outcomes (Hambleton, 2011). It is a continuing process through which diverse and conflicting opinions and interests are accommodated, decisions get made and cooperative actions occur (Bellamy & Brown, 2009; Hearfield & Sorensen, 2009). Although the hierarchical power of the state still exists, governance emphasises steering, influencing and coordinating the actions of others (Hambleton, 2011).

The UNDP sees governance encompassing:

- Economic governance – managing economic activities and relationships;
- Political governance – decision-making processes to formulate policy; and
- Administrative governance – system of policy implementation (cited in IFAD, 1999, p.5).

'Good' or 'democratic' governance entails the processes and structures that guide political and socio-economic relationships between the public sector, private sector and civil society (IFAD, 1999) and is based on the degree of transparency of processes (UN). Key principles of good governance include accountability, transparency, rule of law (predictability and stability), participation, pluralism and equity conducted in a manner that is effective, efficient and enduring (IFAD, 1999; UN; UNDP, 2011).

Thus, good governance involves:

- creating effective strategic partnerships and alliances between RED actors built upon mutual trust and cooperation (Dale, 2007; DRALGAS, 2013; Gibbs, 1999; Hearfield & Sorensen, 2009; McDonald, et al., 2013; McKinsey Company, 2013; Stohr & Devyani, 2001; Work, 2001) where these partnerships/alliances leverage the comparative advantages of the public sector, private sector and civil society (Stohr & Devyani, 2001; Work, 2001)
- providing opportunities for widespread participation and engagement in meaningful dialogue and decision-making processes (Bridger & Luloff, 2001; Carthew & Allan, 2005; DRALGAS, 2013; Gibbs, 1999; Hearfield & Sorensen, 2009; Kidokoro, et al., 2008; Martin, 2011; UN; UNDP, 2011)
- fostering collaboration amongst key players (Kidokoro, et al., 2008; McDonald, et al., 2013; McKinsey Company, 2013; Stimson, et al., 2005; Stohr & Devyani, 2001).

Current thinking on sustainable RED which is based on the new endogenous growth paradigm largely adopts a 'place-based approach'. This approach recognises the diversity of regional capitals and regions, and acknowledges the need for tailored initiatives. It entails a more decentralised

participative style of governance built upon the principle of subsidiarity which means ‘the decentralisation of decision-making powers, development responsibilities, and control over resources to the lowest possible level’ (Work, 2001, p.23).

Thus, building participatory processes is vital to regional capitals and regions realising their potential (Carthew & Allan, 2005). In addition, connectivity in governance is critical for ensuring meaningful dialogue (Dale, 2007). Good governance produces many positive outcomes including greater consensus, knowledge and resource sharing, consistency and coherence in relationships, certainty, stability, flexibility, cooperation and coordinated action, all of which contribute to creating an enabling environment. In this way good governance can become part of a regional capital’s and a region’s competitive advantage (Stimson, et al., 2005).

Within this framework, responsibility for RED is shared between the levels of government and other key RED actors. The effectiveness of RED strategies, therefore, depends on having integrated regional planning to align objectives and ensure coordinated actions, cross-sectoral (horizontal) and inter-governmental (vertical) cooperation, and adequate capacity and resourcing.

The OECD (2009) maintains that strong regional governance is a necessary condition for the effective implementation of RED initiatives. It argues that to be truly effective, sustainable RED policies need to adopt a multi-level governance approach in which each level of government, along with regional groups of councils and other actors, contribute not only to vision and policy design but also to policy implementation. The key areas of public investment that the multi-level governance approach must address include infrastructure and public goods provision, human capital formation and mobility, and the business environment and innovation. While national government is perhaps best placed to determine national development strategies, lower levels of government are better placed to identify regional and local investment priorities and to involve private sector actors in regional development.

Consistent with these views, Owusu (2005) contends that the ability of regional capitals to play a meaningful role in RED depends on having functional local government systems with adequate authority and resources, which in turn requires a decentralised development approach driven by local needs and priorities and active participation by all stakeholders. In a study of regional development in Ghana, Owusu concluded that a decentralised process of regional development that emphasises rural-urban linkages is only attainable when the conditions required for the development process are met by higher levels of government. Specifically, national policies and the role of state and federal governments are critically important in facilitating or supporting regional capitals and regions in effectively fulfilling their role in regional development. This highlights the paramount importance of developing and maintaining strong intergovernmental relations as a key driver and facilitator for building strong sustainable regional capitals and regions.

Nevertheless, regional governance is not a dominant feature of Australia’s governance system. There is no formal ‘regional sphere of government’ that has the authority and resources needed to plan for and drive RED (Bellamy & Brown, 2009; Everingham, 2005; Hearfield & Sorensen, 2009). Instead, Australia has a system in which the financial power to fund a systematic and energetic RED program sits with the federal government, while the constitutional power lies with state/territory governments. On the other hand, local government together with local people and institutions, have the experience, insight and networks needed to understand the current sources or potential sources of a region’s competitive advantage and to identify appropriate initiatives to help local communities move in the direction they want or need to go. However, they lack the capacity and resources necessary (Beer, 2007). This poses a real challenge for the effective implementation of regional development policy.

Nonetheless, over the years various regional governance frameworks have existed in Australia. These have included networks like Regional Economic Development Organisations (REDOs), Regional Development Authorities or Commissions (RDAs and RDCs) and Area Consultative Committees (ACCs) established by federal and/or state governments. In addition, voluntary groupings of neighbouring local governments that formed Regional Organisations of Councils (ROCs) (Bellamy & Brown, 2009; Everingham, 2005; Marshall, Dollery, & Witherby, 2003; Norman, 2005) have been established to fill a regional governance gap. These various, and often functionally specific, regional institutions have performed a range of roles intended to facilitate regional cooperation and coordination, and to promote regional development. The effectiveness and success of the individual organisations within each framework, however, has been variable.

In a national study of ROCs, for example, Marshall, Dollery and Witherby (2003) commented that although individual ROC performance differs greatly, many are quietly prospering in their localities. They found that, despite their 'fall from grace' in the mid-1990s with the withdrawal of federal government support, many ROCs today continue to perform well, providing a low profile but important mechanism for promoting RED. They concluded that the most successful ROCs appear to have 'evolved into quite sophisticated regional governing networks' (p.169) that 'play a vital role in coordinating and implementing policy initiatives between the three formal levels of government, act as a lubricant on sticky issues and fill in the policy interstices that are inevitably created in a federal jurisdiction' (p. 184). Amongst the key success factors identified for the better performing ROCs are: extensive systems of working groups linked to horizontal and vertical networks of external entities; networks that are non-hierarchical and comprise independent players who contribute expertise, information and resources to attain mutually beneficial outcomes; and participant interaction built on trust, commitment and goodwill.

More recently, Bellamy and Brown (2009) examined the nature of, and emerging trends in, Australia's regional governance and its potential for enhancing regional resilience and sustainability. These authors found that Australia's regional governance system 'is supported by only weak institutional frameworks and blurred spatial boundaries' (p.18). Nonetheless, they confirmed the importance of regions as spatial governance units and they characterised regional governance in Australia as emergent, ad hoc and involving complex relationships. They found that the strength of regional governance lies in the 'dynamic relational and responsive nature of partnerships, collaboration and networks involving public, private and voluntary actors in the development and implementation of local and regional policies' (p.18) highlighting the need for a combination of hierarchical top-down coordination complemented by bottom-up processes. These findings concur with the ROC success factors identified by Marshall et al. (2003) and the conclusions of Owusu's (2005) study of regional capitals in Ghana.

Overall, there is growing evidence that the need for a more integrated approach to RED, supported by a stronger regional governance framework to drive it, is gaining some traction at least at state and regional levels. For example, in a recent review of local government in New South Wales, the Independent Review Panel recommended establishing 'regional joint organisations' under new provisions in the Local Government Act. Further, it recommended creating a network of regional centres within each joint organisation to drive regional development, developing close working partnerships between the joint organisations and state agencies for strategic planning, infrastructure development and regional service delivery. It also recommended making provision for joint organisation representation on state agency Regional Leadership Groups (Independent Local Government Review Panel, 2014).

Similarly, in Victoria an integrated approach to RED entails making provision for coordinated regional planning and funding. Here, regional strategic plans that are owned and endorsed by local stakeholders, including local governments and the RDAs, have been developed for the state's five

non-metropolitan regions. This planning, which is seen as a vital element of the state's RED activities, is supported by a dedicated Regional Growth Fund that provides flexible funding for regional development initiatives (CEDA & RDV, 2013).

One placed-based example of an innovative approach intended to fill a regional governance gap has been the voluntary establishment of a 'company by limited guarantee' regional alliance by the communities of the Geelong region in Victoria. Having lost its highly successful Geelong Regional Commission, whose hallmark was successful cross-sectoral and intergovernmental coordination and program delivery, and then having gone through a lengthy period with no strong regional governance to drive and coordinate RED, these communities voluntarily formed the G21 Geelong Regional Alliance in 2005. The G21 is a formal regional institutional arrangement supported by a constitution, a board charter and a memorandum of understanding. It comprises five neighbouring councils, and community and business entities. While this is arguably a bold initiative that has wide community and council support, it still potentially suffers from having no long-term funding arrangement in place to secure its future as a peak regional governance entity (Norman, 2005).

While there are numerous examples of efforts to provide regional governance systems in Australia, Collits (2008) noted that being able to identify the optimal forms of regional governance for Australia remains a key unresolved issue for the effective implementation of RED policy. He also contended that the plethora of organisations in Australia involved in regional development, often with overlapping responsibilities and a need to answer to different tiers of government, is most disconcerting for business. He posited that 'Empowering regional bodies, giving them resources and decision making responsibility over funding, would ... achieve more genuine subsidiarity (decision making at the lowest, best level)' and enhance RED outcomes (Collits, 2008, p.303).

Although Norman (2005) suggested that the governance arrangement for the Geelong region principally lies in the hands of the state and local governments, it might be reasonably argued that ultimately it is the federal and state governments that control the regional governance arena. Realistically, these levels of government essentially determine what will be funded, what the policy agenda is for establishing larger regional councils, whether there will be any push for the amalgamation of local government authorities, and what decentralisation of decision-making power to the local and regional levels is likely.

Nevertheless, as discussed earlier, a central goal of institutions and individuals involved in RED is to create an enabling environment that fosters entrepreneurial activity and investment, and builds competitiveness. This hinges on the quality of governance (Stohr & Devyani, 2001) which is affected by the strength, structure and stability of public and private sectors in regional capitals and regions, the character of political relations between levels of government and other RED actors, the degree of social division, and the presence of favourable legislation (Stimson, et al., 2005). These factors affect the capacity of regional capitals and regions to respond to emerging opportunities and external threats.

While a primary role of local government in sustainable RED has typically been to provide local strategic planning and administration, investment in and maintenance of local facilities, the delivery of key social and municipal services and local development initiatives (McDonald, et al., 2013), local government can also play a proactive role in creating and building an enabling environment at a local and regional scale. Local government is central to the processes of participation and forging partnerships locally and regionally (Gibbs, 1999). Local government is well positioned to introduce changing forms of governance at the local and regional levels to make governance more flexible, responsive and resilient.

As noted, the governance framework is critically important in that it creates the environmental conditions that are either conducive to, or restrictive to, promoting local and regional development and to enabling local RED actors to harness environmental, social, capital and technological endowments to build regional competitiveness. Importantly, however, the governance framework also affects the extent to which the emergence of local leadership is accommodated (Beer & Clower, 2014). Thus, governance arrangements are closely linked to and interact with the leadership attributes of a regional capital and region (Stimson, et al., 2005) as leadership can play a central role in driving institutional change, in helping to build social networks and in fostering strategic relationships. Hambleton (2011) advocates a focus on place-based leadership for local government as it can play a crucial role in strengthening the orchestrating function of councils in the highly dynamic environment in which communities function. This potential driver/ inhibitor of sustainable RED will now be considered.

2.4.7 Leadership

A recurring theme in the RED literature is a growing agreement that strong leadership plays a vital role in fostering and promoting sustainable RED and building community resilience (Beer & Clower, 2014; DRALGAS, 2013; Queensland Government, n.d.; Stimson, et al., 2005). Adding support to this perspective, The Hon Warren Truss, Minister for Infrastructure, Regional Development, Arts and Sports stated in a keynote address at the 2013 SEGRA Conference, that 'regions need local leadership to drive growth and harness opportunities' and that 'strong leadership is something that all the most vibrant local communities have in common' (Truss, 2013).

It could be argued that local governments in regional Australia make a unique contribution to local and regional communities. They are often relied on more heavily than their metropolitan counterparts to perform a wide range of non-core functions, and to be leaders in addressing important local and regional issues. There is a community expectation not only that they will be competent service providers, but that they will also be leading advocates on behalf of the community and facilitators and/or partners with other stakeholders in resolving community issues and promoting the development of local economies (Morris, 2011).

Consistent with this perspective, Beer and Clower (2014) suggest that effective local leadership is potentially more important in smaller communities than in large metropolitan areas as regional and rural places are less likely to attract attention in central government priorities and processes. They also contend that local leadership is becoming more important as regional development becomes less dependent on natural resources and historical advantage. These authors note, however, that although places with effective local leadership are more likely to grow and be economically successful than places with ineffective or no leadership, our understanding of the leadership of places is still very under-developed. Nevertheless, they contend that knowing the fundamental ingredients of effective local leadership makes it possible to create conditions that may foster its emergence.

Thus, the increasing recognition of local leadership as an important determinant of the development of regional capitals and regions raises a number of questions: What is local leadership and how does the leadership of places differ from leadership of an organisation?; What constitutes effective local leadership?; and What conditions promote and inhibit the emergence of effective local leadership, especially in a RED context?

What is local leadership?

Leadership is something that most people agree is important but it is not a clear cut concept, especially within a RED context where the leadership of cities, regions and rural communities is quite complex (Beer & Clower, 2014; Stimson, et al., 2005). Clearly defining place-based or local leadership

is therefore an important first step in identifying good local leadership practice, as it is recognised as having features that are distinctive from the leadership of organisations (Beer & Clower, 2014).

Traditionally, leadership is often thought of in terms of an individual with the ability to persuade others to pursue certain goals (Stough, De Santis, Stimson, & Roberts, 2001). In a regional development context, however, leadership involves collaborative and collective processes with relationships between institutional actors and individuals based on mutual trust and cooperation rather than involving a traditional hierarchical relationships (Beer & Clower, 2014; , et al., 2005; Stough, et al., 2001).

The leadership of places involves activities that serve a public purpose in a given locality (Hambleton, 2008; Hambleton, 2013). Hambleton (2007, p.174) defines place-based leadership as a process of 'shaping emotions and behaviour to achieve common goals' whereby a wide range of activities are directed at generating new insights and new ways of working together. It is embedded in a strong commitment to collaboration and respect for the feelings and attitudes of others.

Leadership at a local or regional scale is importantly focused on improving economic and possibly other outcomes. It distinctively has a long-term dimension and typically involves many institutional actors from across the public, private, community and voluntary sectors (Beer & Clower, 2014; Hambleton, 2007; 2011; 2013; Hambleton & Howard, 2013). The nature and composition of local leadership seems to depend on where in the community or region 'slack resources' exist as effective local leadership depends on having enough uncommitted human resources available, especially high quality people who can contribute to community-based efforts (Beer & Clower, 2014).

Stough, De Santis, Stimson and Roberts (2001, p.177) define leadership in a RED context as 'the tendency of a community to collaborate across sectors in a sustained, purposeful manner to enhance the economic performance of its region'. They maintain that local leaders inspire and motivate their followers through 'persuasion, examples, data-informed arguments and empowerment' (Stough, et al., 2001, p.177). Similarly, Stimson, Stough and Salazar (2009) maintain that at a city or regional scale, effective place-based leadership involves the city and/or region taking on the role of setting a vision for the future, implementing plans to bring about change, monitoring regional performance and adjusting strategies and plans accordingly. Beer and Clower (2014) propose that at this scale the focus should be on leadership and creating an environment in which effective local leadership can emerge rather than on leaders as individuals.

In his works on local governance and leadership, Hambleton (2008) argues that effective approaches to achieving good community outcomes require a style of local leadership that is more outgoing, more visible and more influential. He draws attention to the potential of place-based leadership for bringing about significant change and the role of local leadership in creating what he calls 'innovation zones' – areas of inventive connectivity where new ideas can be generated and nurtured into practical proposals for public action (2008; 2011; 2013; 2013).

Hambleton (2008; 2011; 2013; 2013) also distinguishes between three realms of local leadership: political leadership (by elected politicians including councillors); managerial/professional leadership (by appointed officers) and community leadership (various community-based leaders). He contends that the overlaps between these different leadership roles form the 'innovation zones' as opportunities for innovation are created by bringing together different perspectives where established approaches are questioned and creative ideas can be cultivated. Nevertheless, he warns that if dialogue is mishandled these spaces can also become 'conflict zones'. He suggests that for communities to be better able to respond to the dynamics of modern change, the connections between these different leadership realms need to be strengthened. This can be achieved through the formation of effective governance arrangements.

The leadership of places involves what Considine calls 'distributed leadership' (2004) as it entails the sharing of power and draws on and utilises different kinds of expertise held by a range of community members which helps strengthen a community. The NSW Independent Local Government Review Panel also noted that strong regional capitals have strong leaders that encourage high quality capable candidates to understand and advocate the diverse interests of their region for regional benefit (Independent Local Government Review Panel, n.d.).

Harmaakorpi and Miukkanen (2007) are proponents of strategic leadership which involves leaders who are visionary thinkers with an ability to inspire and motivate, bring people and resources together, communicate, listen, negotiate and build networks. Similarly, Stimson et al. (2005) claim that strong leaders take a strategic stance by being proactive rather than reactive in planning and initiating RED strategies.

The notion of strategic leadership harmonises with Sotarauta's (2010) concept of 'policy networks' in leading the development of regional capitals and regions. Sotarauta examines the part played by governance, formal administrative arrangements and professional staff in RED. Policy networks encompass groups of strong-willed and ambitious individuals and organisations with a keen interest in promoting the development of a city or region. Amongst the key characteristics of successful policy networks are:

- the ability to span boundaries and access different spheres, thereby bridging social capital so the words and actions of these leaders have an influence in the absence of formal authority
- mobilising others and recruiting individuals from various walks of life and with differing skill sets and modes of operating
- effectively framing problems/issues so all parties are motivated to act
- creating institutions or structures through which actions can be coordinated, trust forged and tacit and formal information shared.

The concept of policy networks is consistent with Hambleton's notion of innovation zones and his argument for strengthening the connectivity between the different spheres of local leadership to expand the power and influence that place-based leaders can have over community outcomes (Hambleton, 2008; 2011; 2013; Hambleton & Howard, 2013).

Policy networks can encompass multiple actors and agents. When policy networks in places are well developed and involve many individuals and organisations and a culture of collaboration, they produce what Amin and Thrift (1995) call 'institutional thickness'. These authors propose that places with more institutions and organisations focused on improving their wellbeing will be more successful than places with very limited or patchy institutional arrangements, as they will have the capacity to better respond to external events and to shape or reshape their own futures. Thus, a place with players who act cooperatively and forge strong levels of trust and collaboration can build a 'collaborative advantage' that expedites the capacity of localities to respond to new opportunities and act to strategically reshape the future of a regional capital and its region. Stimson et al. (2009), however, warn against too much institutional thickness. They argue that it can make the cost and complexity of bringing about change too great.

What constitutes effective local leadership?

In a mid-1990s study of local political leadership in the UK, Hambleton and Bullock (1996) identified six main indicators of successful local authority leadership. These were:

- *articulating a clear vision for the area* – listening to the community, setting an agenda for the future, developing strategic policy direction and leading initiatives

- *promoting the qualities of the area* – building community pride, promoting locality benefits and attracting investment
- *winning resources* – winning power and funding from other tiers of government and maximising revenue sources
- *developing partnerships* – fostering a range of internal and external partnerships, working towards a shared vision of local community needs
- *addressing complex social issues* – taking up leadership of complex cross-sectoral issues and bringing together the right mix of agencies to tackle these problems
- *maintaining support and cohesion* – managing disparate interests and keeping key stakeholders on board (adapted by Hambleton 2008, p.16).

These success factors are consistent with other works that propose that effective local leadership involves undertaking many key roles that can help to build strong and sustainable regional capitals and regions. These include:

- establishing a vision and direction for the future development of the regional capital and region
- setting and aligning priorities of stakeholders
- tailoring initiatives to local circumstances
- encouraging stakeholder cooperation
- marshalling local support and action
- creating a culture of positive change.
- implementing plans and processes that bring about positive institutional change
- encouraging and facilitating entrepreneurial activity
- organising groups that function well and make things happen
- maintaining enthusiasm, vigilance and purpose (DRALGAS, 2013; Queensland Government, n.d.; Stimson, et al., 2005).

In a local leadership context, however, these various roles are not necessarily performed by the same individuals or organisations. In citing the work of Peters (2012) on socially embedded leadership, Beer and Clower (2014) propose that places may well have two main sets of leaders – one that ‘leads by talking’ and so bridges social capital, and a second that ‘leads by acting’ and thereby bonds social capital.

In performing these roles, effective local leadership builds community resilience by enhancing the capacity and capability of the regional capital and region to proactively respond to and positively adjust to changing circumstances. This in turn enables the region to better harness its environmental/natural and community capital resource endowments, and to attain an improved fit with market conditions. Furthermore, Stimson, Stough and Salazar (2005) posited that, by working synergistically with effective institutions, strong leadership may succeed in catalysing entrepreneurial activity that stretches and leverages economic resources to capture an expanded market and thereby promote RED even in situations where a regional capital and region has limited resource endowments or opportunities for growth.

In contrast, along with ineffective or inappropriate institutions, weak or ineffective leadership may inhibit RED due to ineffective utilisation of resource endowments even if the regional capital and region are well endowed with economic resources. Stough et al. (2001) maintain that leadership is critical for building sustainable regions and is of paramount importance for endogenously leading RED as it is fundamental to identifying catalytic forces and acting on that knowledge. Stimson et al. (2009) identified power sharing, flexibility and entrepreneurialism as three central factors for effective local leadership.

What are the enablers and inhibitors of effective local leadership?

In their recent review of the local leadership literature, Beer and Clower (2014) drew out some of the key enablers and inhibitors of effective local leadership. Their list highlights the close association and interaction between governance arrangements and the emergence of local leadership. These are summarised in Table 6.

Table 6: Enablers and impediments to effective local leadership

Enablers of effective local leadership	Impediments to effective local leadership
<p>Governance arrangement characterised by –</p> <ul style="list-style-type: none"> • decentralised power and responsibility for decision-making and its realisation • flexibility • trust • transparency • clear lines of accountability • certainty • stability and coherence • participative • equity • pluralism. 	<p>Governance arrangement characterised by –</p> <ul style="list-style-type: none"> • centralised power and responsibility for decision-making and its realisation • rigid approach • narrow focus • preoccupation with rules and regulations • uncertainty • instability.
Shared power and leadership (horizontal)	Vertical power and leadership structure
Policy networks – well developed	Policy networks – absent or poorly developed
Institutional thickness – an appropriate number of organisations/institutions focused on promoting a region’s wellbeing – avoids being too costly or complex to function effectively.	Institutional thickness – inadequate or too much institutional thickness making it ineffective or costly and too complex to function well.
Collaborative advantage – culture of collaboration embedded in trust and cooperation – expedites local capacity to respond to new opportunities and move strategically to reshape the future.	Political schisms – no coherent response, negotiation or agreement amongst broad range of political and social groups possible.
Slack resources – uncommitted resources amongst high quality individuals in the region available to dedicate to RED efforts.	Too few resources available
Progressive and proactive approaches	Reactive approach
Entrepreneurialism – innovative approaches to redress problems/issues or capitalise on opportunities.	Entrepreneurialism – a lack of creative and innovative thinking and entrepreneurial initiative.

Although creating a supportive environment is a necessary precondition for fostering effective local leadership, these authors emphasise that there is no guarantee that local leadership will either emerge or be effective, even if a suitable institutional and political environment is created. Also, in contrast to common belief, they argue that we cannot assume that significant adverse events will trigger the emergence of effective local leadership to drive the recovery of the local or regional economy. Furthermore, they conclude that there is no single leadership style or set of institutions for generating local leaders and creating effective local leadership. Rather, they propose that communities need to actively identify what institutions and agencies in their region are responsible for development, identify any leadership deficits, and take action to fill gaps by developing new organisations and redress the leadership deficiencies. In cases where superfluous institutions or agencies exist, these should be merged or disbanded in order to create a more effective level of institutional thickness.

In summary, it is evident from the preceding discussion on the forces that drive or inhibit sustainable RED that many of these factors appear to interact synergistically, creating mutually reinforcing effects. This interaction effect underpins the importance of not focusing on any single factor and taking a cross-sectoral approach to building strong regional capitals and regions, as different sectors and different actors have different capacities and capabilities to play various roles in RED. The OECD (2009) asserts that having a concentration of assets and investment in a region is a necessary but not a sufficient condition to ensure regional economic growth and development. The OECD proposes that three critical factors appear to enhance regional performance:

1. how assets are used
2. how different stakeholders interact
3. how synergies amongst assets and stakeholders are exploited.

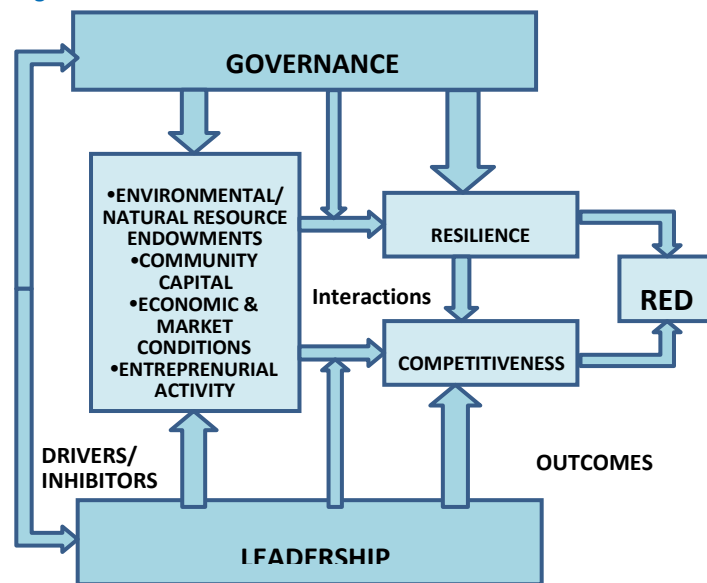
Clearly, strong leadership and effective governance systems have the capacity to play a part in each of these areas. In a review of federalism and governance systems in Australia, however, Sorensen, Marshal and Dollery (2007) claim that in actuality very few local governments proactively try to shape the development of their community or region. Nonetheless, there is considerable room for the local governments of regional capitals to take a proactive leadership role in helping to build strong regional capitals and regions. Kidokoro et al. (2008) identified a number of possible roles that local government could assume that would help build community resilience and promote economic development. These included functioning as a funder, initiator, facilitator, broker, advocate and educator.

2.5 Case study investigation framework and selection criteria

The above literature review provided the basis for formulating an investigation framework for the second stage of this research project – the case study phase - which principally aimed to explore what governance and leadership approaches and strategies selected regional capital local governments have taken and/or are taking to try to directly and indirectly leverage the other drivers of sustainable RED to build stronger and more sustainable regional capitals and regions.

Figure 1 presents the investigation framework that underpinned the in-depth case studies.

Figure 1: Case study investigation framework



This framework depicts the key factors that can impact on the competitiveness, sustainability and resilience of regional capitals and their regions. It highlights that governance and leadership by local government can have direct and indirect effects on the creation of resilience and competitiveness and they can thereby influence RED outcomes. These two forces can interact with the other drivers and inhibitors of RED and thereby enhance or suppress their impact in building the resilience and competitiveness of a regional capital and its region. The case study interview questions were designed around this investigation framework.

A central question explored in the case studies was: ‘How does the local government of the regional capital interact with other key stakeholders (including neighbouring councils in its hinterland) and provide the leadership required by those other stakeholders to help build the competitiveness, resilience and sustainability of the regional capital and the surrounding region?’ The interview guide prepared for the case studies was designed to focus on exploring the following key areas:

1. what characterises the governance approach used by the local government of the regional capital in exploring actions aimed at promoting local and regional engagement, participation, and cooperation with key stakeholders, and intergovernmental cooperation and coordination.
2. how the local government of the regional capital interacts with other key stakeholders (including neighbouring councils) and provides the leadership required by those other stakeholders to help build the resilience and sustainability of the regional capital and the surrounding region; what characterises the leadership approach of the local government in the regional capital; what are the key sources of leadership in the community/region; and whether the local government of the regional capital fosters and encourages this in any way.
3. the strategies used by the local government in the regional capital to influence other drivers believed to be important in affecting the development and performance of the regional capital and the region.
4. the strategies adopted by the local government of the regional capital to try to build organisational and community resilience.
5. whether the local government of the regional capital has any framework in place to monitor the outcomes of their actions and/or activities in these four areas and a process of feedback and review into them.

The literature review also provided guidance for choosing suitable criteria for determining which regional capitals to use for the in-depth case studies. In the first instance, the case studies selected needed to meet the definition of a regional capital developed in the literature review for this study. Then, the regional capitals selected needed to provide some diversity of context whilst displaying some core characteristics that indicated that they either already were, or were progressing towards becoming, strong sustainable regional capitals.

According to the literature, strong sustainable regional capitals should exhibit a range of characteristics or qualities that include:

- a history of population stability or growth with future stability or growth forecasted
- a diverse economy that hosts significant health, education, commercial, cultural, retail, public agency and transport infrastructure, services and facilities that support the network of smaller urban centres and hinterland in the region
- strong local and regional governance
- assuming a local leadership role in partnering with other tiers of government and other local and regional actors as well as attracting local, national and international interest and investment in local industries (Independent Local Government Review Panel, n.d.).

To a large extent however, the actual criteria adopted for the case study selection process was influenced by what data was readily available at a regional capital and regional level. With a view to choosing a group of regional capitals that were diverse in context but displayed some resilience and sustainability characteristics the following criteria were considered:

Table 7: Case study selection criteria

Diversity criteria	Resilience and sustainability criteria
<ul style="list-style-type: none"> • size – regional capital and regional population • distances from the capital city • location – coastal versus inland • location – jurisdiction/state • economic base 	<ul style="list-style-type: none"> • a discrete regional urban centre outside the urban growth area of a capital city • average population growth • average income and/or growth in household income • economic development potential indicators: <ul style="list-style-type: none"> – working age population – workforce participation – unemployment rate – welfare dependency – economic diversity • hosts significant health, education, commercial, cultural and retail infrastructure, services and facilities • regional transport network • presence of planning for RED <ul style="list-style-type: none"> – local/regional development policy/strategy or stated commitment to RED – resources committed to regional projects of long-term regional interest – local/regional sustainability plan • regional capital local government industry

Diversity criteria

Resilience and sustainability criteria

	<p>reputation for participative governance and effective leadership</p> <ul style="list-style-type: none">• experienced one or more major opportunities or destabilising events affecting economic development• formal or informal working arrangements with surrounding councils and/or other institutions.
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The next section of this report outlines the case study selection procedure used and the underpinning rationale for the five regional capitals selected for in-depth investigation. The full case study findings and outcomes are then presented.

3 Case study methodology

3.1 Case study structure and process

As already noted, a series of in-depth case studies were undertaken as part of the Local Government Growing Regional Australia research project. The preceding literature review provided definitions of the terms 'regional capital', 'region' and 'strong sustainable regional capital and region' used in this report. It also formed the basis for developing some selection criteria for choosing suitable regional capitals as candidates for the case study process. An initial pool of 59 regional capitals was identified and from this group five regional capital councils were chosen for investigation.

In selecting the regional capitals as case studies, the broad criteria taken into account included:

- meeting the criteria for being a regional capital
- offering some distinctive situational characteristics to provide diversity across the cases
- displaying some core characteristics indicating some progression towards becoming a strong sustainable regional capital.

Also, when there was a group of regional capitals with similar characteristics from which to choose, preference was given to a regional capital that was a member of the RCA group. This was done to enhance the likelihood of the council agreeing to participate in the research.

The cases chosen aimed to ensure diversity in terms of population size, distance from a capital city and the coast, jurisdiction and economic base. Other key variables taken into consideration included: a history of population stability or growth and future stability or growth; evidence of a diversifying economy; host to substantial infrastructure and essential community services and facilities; and performance on selected demographic and economic indicators including the percentage of working age population, workforce participation rate, unemployment rate, and income and welfare dependency relative to national, state and regional capital averages as evidence of regional capital growth potential and progression towards sustainable development.

By selecting regional capitals with diverse characteristics and a spread across the sustainable development spectrum, the researchers anticipated that useful insights would be gained for identifying what key elements of local government governance and leadership can play a role in promoting the sustainable development of regional capitals and their associated regions.

The preparation of each case study involved two key elements. The first was a desktop analysis of published materials relating to the development of each regional capital and its region. This included an examination of council strategic plans and other policies, planning documents, community profiles (social and economic), similar publications from other stakeholders, government reports and other relevant materials.

The second element involved a set of semi-structured discussions with a range of representatives of key stakeholder organisations from (or closely linked to) the regional capitals and their associated regions. These interviews were conducted with assurances of anonymity and therefore the interviewees and their organisations have not been identified in any of the case studies. Across the five case studies, however, the interviewees were drawn from senior representatives of the following broad stakeholder groups:

- regional capital councils, other councils in the region and regional local government organisations
- economic development boards, commissions, RDA committees or their equivalents

- regional promotional organisations, chambers of commerce, business lobby groups or similar bodies
- key businesses or developer groups involved in major development projects in the region
- major service providers to the business or development sectors
- other stakeholder organisations involved in key aspects of governance and management, especially relating to social and environmental sustainability.

Between five and seven stakeholder representatives were interviewed for each case study. The interviews took the form of a semi-structured discussions around topics related to the research questions. To assist in eliciting more detailed responses, the interviewees were asked to select a key event which had had a significant impact on the development of the region in recent years. This event was used to explore the role played by local governance frameworks and in particular the regional capital council in responding to, managing and/or influencing the outcomes of the event.

3.2 Selected case studies

The regional capitals and regions selected for the case studies were: Greater Geelong/Barwon G21; Greater Geraldton/Midwest; Launceston/Northern Tasmania; Mackay/Mackay-Isaac-Whitsunday; Wagga Wagga/Eastern Riverina. All five regional capitals selected met the criteria for being classified as a regional capital as defined in this report. Furthermore, this group of five regional capitals offered considerable diversity in terms of location and size: They are located in five different jurisdictions across Australia situated between 75 and 970 kilometres from their respective capital cities; they are a mix of coastal and inland locations; their LGA geographic area cover between about 1,250 square kilometres and nearly 12,500 square kilometres; and they provide a range of small, medium and large regional capitals with populations ranging from around 40,000 to just over 220,000. Table 8 summarises the key characteristics of the case studies chosen based on the selected criteria considered.

Table 8: Summary of case study characteristics for selected criteria

Criteria	Greater Geelong	Greater Geraldton^a	Launceston	Mackay	Wagga Wagga
Jurisdiction	Victoria	Western Australia	Tasmania	Queensland	New South Wales
Region	Barwon/G21	Mid West	Northern Tasmania	Mackay-Whitsunday-Isaac	Riverina East
Location	Coastal	Coastal	Inland	Coastal	Inland
Distance of regional capital from State capital (km)	75	424	200	970	460
Size of regional capital LGA (sq. km)	1,245	12,483	1,405	7,622	4,886
Size of region (sq. km)	8,944	466,766	20,700	90,363	47,917
Regional capital LGA population – ABS 2013	221,515	40,448	67,035	121,909	63,115
Population of region – ABS 2013	293,700	57,901	143,544	180,200	139,043
Population growth 2007-2012	7.1% Below national, state & regional capital averages	9.8% Above national & regional capital averages	2.8% Below national, state & regional capital averages	12.3% Above national, state & regional capital averages	3.8% Below national, state & regional capital averages
Unemployment rate – ABS 2011	5.6% Better than regional capital UE averages	5.5% Better than national & regional capital averages	7.3% Worse than national, state & regional capital averages	3.6% Better than national, state & regional capital averages	5.0% Better than national, state & regional capital averages

Criteria	Greater Geelong	Greater Geraldton ^a	Launceston	Mackay	Wagga Wagga
Workforce participation rate – ABS 2011	58.8% Below national, state & regional capital averages	63.3% Above national & regional capital averages	58.3% Above state average	67.0% Above national, state & regional capital averages	65.2% Above national, state & regional capital averages
Working age population 15-64 years – ABS 2011	65.2% Below national, state & regional capital averages	66.1% Above regional capital average	66.4% Above state & regional capital averages	68.6% Above national, state & regional capital averages	66.3% Above regional capital average
Average taxable income ABS 2010	\$42,111 Below national, state & regional capital averages	\$46,442 Above regional capital average	\$40,293 Above state average	\$52,155 Above national, state & regional capital averages	\$41,672 Below national, state & regional capital averages
Welfare dependency ^b ABS 2011	21.6% Above regional capital average & third quartile national rank	12.2% Below regional capital average & first quartile national rank	18.8% Below regional capital average & first half national rank	12.1% Below regional capital average & first quartile national rank	21.6% Above regional capital average & third quartile national rank
Economic diversity index ^c - RAI [InSight]	0.03 Better than regional capital average & first quartile national rank	0.06 Better than regional capital average & first quartile national rank	0.00 Better than regional capital average & first quartile national rank	0.14 Worse than regional capital average but in top half national rank	0.12 Better than regional capital average but in top half national rank

^a Note that except for population, the data reported is for Geraldton-Greenough rather than Greater Geraldton.

^b Lower percentage and lower quartile indicate lower welfare dependency – only regional capital and national comparisons made.

^c Zero equals national industry structure – higher value represents less economic diversity – only regional capital and national comparisons made.

The following sections outline the underlying rationale for selecting each of the five regional capitals and regions for the case study phase of this project. Each of these regional capitals had a combination of distinctive characteristics that not only offered a suitably interesting regional capital case to investigate in its own right, but also provided the diversity sought in the case study selection process. The full range of key characteristics of each of the five regional capitals selected are outlined later in the detailed individual case studies, but the characteristics most pertinent to the case study selection process are noted here.

3.2.1 Why Greater Geelong and the Barwon/G21 region?

The City of Greater Geelong (CoGG) was initially identified in the literature review as a potentially suitable case study. Most notably, it is a key partner in the G21 Geelong Region Alliance (G21

Alliance) which was presented in the literature as an innovative example of an initiative that provides a regional governance framework for promoting regional economic development in the Barwon Region. A strong regional governance structure is not a common feature of the Australian governance landscape, and yet it has the potential for enhancing regional resilience and sustainability. Thus, this feature of the CoGG offered an interesting differentiating element to a case study.

Further investigation of the CoGG revealed that this regional capital is not only the largest regional city in Victoria but also one of Australia's largest and most economically capable regional centres. With a population close to 222,000 it is a large urban centre within Australia's urban network and ranks in the top 20 cities in the nation by size of population. This contrasts with the much smaller regional capitals of Greater Geraldton, Wagga Wagga and Launceston also selected to form part of this study. Furthermore the Barwon/G21 region, for which Geelong is the primary urban centre, is the fastest growing region in Victoria outside the Melbourne metropolitan area.

Unlike the other regional capitals selected as case studies for this research, the CoGG is situated only 75 kilometres west of the state's capital city but lies sufficiently beyond Melbourne's urban growth area for it to function independently of the state capital. As a distinct regional entity it has a complex economic structure that enables it to perform an important regional service role for an extensive network of smaller towns, rural communities and hinterland areas. Its relative proximity to Melbourne, however, potentially provides some location advantages. The CoGG has the capacity to accommodate people and businesses seeking to escape from the growth pressures of the capital city but still wanting the benefits of close linkages to the capital. This is supported by a good existing infrastructure network that provides strong connectivity with the capital city and surrounding region that offers diverse opportunities for development. This includes a major port that presents an opportunity to expand its international connections.

Although the CoGG had not typically exceeded the state, national or regional capital averages on many of the selected demographic and economic criteria examined like population growth, workforce participation and average taxable income, it exceeded the regional capital averages for economic diversity and the rate of unemployment. It has developed a highly diverse economic base, offering a range of advanced manufacturing, financial, health, education, commercial, cultural, retail and tourism services and facilities. Also, historically this regional capital has experienced a number of major economic upheavals including the closure of some major traditional heavy manufacturing firms like Ford Motor Company in the automotive industry. Thus, over time it has needed to undergo substantial transformation and revitalisation to ensure its ongoing viability as a regional centre, earning itself a reputation for its resilience.

The CoGG is clearly an important regional service centre within the diverse and productive Barwon/G21 region and beyond.

3.2.2 Why Greater Geraldton and the Mid West region?

Located some 400 kilometres north of the state's capital Perth in Western Australia, the City of Greater Geraldton (CGG) is at a mid-range distance from the capital. Consequently it is not sufficiently close to Perth for its growth to be strongly intertwined with proximity to a capital city. It forms a major transport hub with a substantial road, rail, air and sea transport network giving it good connectivity, and it is a significant service centre located on the coast. It services an extensive network of smaller towns and rural communities and hinterland areas that cover nearly one-fifth of the area of Western Australia, extending some 800 kilometres inland. Of the regional capitals selected as case studies, the CGG covers and services the largest geographic area.

The CGG is amongst the smaller regional capitals in Australia with a population under 50,000. Although it did not exceed the state average on most demographic and economic indicators examined due to the very strong concentration of state growth in the capital city, it ranked higher than the national and regional capital averages on population growth, unemployment rate and workforce participation, and better than the regional capital average on working age population, average income and welfare dependency. Furthermore, the rate of population growth in the CGG has accelerated substantially in the past two years.

CGG hosts a substantial range of health, education, commercial, and cultural and retail services and facilities. Importantly, it is at the start of a substantial economic growth process, and hence it is currently in a significant transformational phase in its development, with the potential to become a truly global regional city.

3.2.3 Why Launceston City Council and the Northern Tasmania region?

With just over 67,000 residents, Launceston LGA is the largest council in terms of population in Tasmania and the largest inland regional centre in the state. With some 110,000 people living in the Greater Launceston urban area in 2014, this regional capital is the second-largest city in Tasmania after the state capital Hobart, with a metropolitan population of some 218,000 in 2014 (World Population Review, 2014). Launceston is also the most significant urban centre in northern Tasmania and is substantially larger than other surrounding cities in the north. Launceston and Wagga Wagga share the characteristics of being medium sized urban centres within the Australian urban centre network and inland regional capitals. These two regional capitals provided a contrast with the much larger regional capitals of Greater Geelong and Mackay and the considerably smaller regional capital of Greater Geraldton.

Launceston provided additional diversity compared to the other regional capitals selected, in that it is neither a coastal regional capital like Greater Geelong, Greater Geraldton and Mackay and nor is it as distant from the coast as Wagga Wagga. Like Greater Geraldton and Wagga Wagga, Launceston City Council (LCC) is sufficiently distant from the state capital for its growth not to be strongly affected by the growth of the capital city. At 200 kilometres from Hobart, it is closer to its state's capital than either of these two regional capitals, but not as close as Greater Geelong and not as distant as Mackay Regional Council.

Being centrally located within the state, Launceston has the advantage of being no more than about three hours' drive from any other major centre in Tasmania. It is a significant transport hub, being at the junction of the state's major north-south and east-west highways. It is also an important port of entry for visitors from mainland Australia. Its geographic separation from mainland Australia, however, provided another distinctive characteristic from the other regional capitals selected for investigation.

Although Launceston did not exceed the national averages on any of the selected demographic and economic selection criteria, it had performed marginally better than the state average on workforce participation rate and average taxable income. Also, the proportion of its population that was of working age was substantially higher than the state average. In addition, Launceston exceeded the regional capital averages on working age population, economic diversity and welfare dependency. Since 2001, LCC has experienced population growth in all years except 2012 and 2013 when there was a very small decline (0.1%). Over these same two years Tasmania overall only had marginal population growth (0.1–0.2%). Overall Launceston ranked amongst the top one-third of medium-sized regional capitals on the combined criteria considered for selection as a case study.

Launceston is clearly an important regional service centre servicing an extensive network of smaller towns, rural communities and hinterland areas within the highly productive Northern Tasmania

region. This regional capital offers a range of health, higher education, professional, commercial, cultural and retail services and facilities. Its highly diverse economic base presents substantial opportunities for driving economic development in the region. Being located in a state that has historically faced numerous economic challenges, Launceston has experienced some unique challenges, including the decline of some major industries such as forestry and timber and the closure of some of its largest businesses. These situational factors, along with its distinctive characteristics, suggested that Launceston would provide a differentiated and suitably interesting case to examine.

3.2.4 Why Mackay and the Mackay-Isaac-Whitsunday region?

Mackay is not only one of the largest regional capitals in Queensland but also one of Australia's largest and most economically capable regional centres. With an LGA population of close to 122,000 and a regional population of around 180,000, it is classified as a large urban centre within Australia's urban network. Like the City of Greater Geelong, Mackay ranks amongst the largest cities in the nation by size of population although its current population is only about half that of Greater Geelong. This contrasts with the much smaller regional capitals of Launceston, Wagga Wagga and Greater Geraldton also selected to form part of this study.

Unlike the other regional capitals selected, the Mackay Regional Council (MRC) is very distant from the state's capital city. It is situated some 970 kilometres north of Brisbane, well beyond the capital's area of influence and urban growth. Furthermore, Mackay is clearly a distinct regional entity with a complex economic structure that enables it to perform an important regional service role for an extensive network of smaller towns, rural communities and hinterland areas.

In terms of the regional development performance indicators and growth opportunities, the MRC was amongst the top performing regional capital LGAs considered for investigation. Powered by an extended resources boom, this regional capital was not only one of the fastest growing LGAs in Queensland but its population growth exceeded the national, state and regional capital averages over the period from 2007 to 2012. Furthermore, the Mackay-Isaac-Whitsunday (MIW) region for which Mackay is the primary urban centre is one of the fastest growing regions in Queensland with continued strong growth projected into the future. While this strong growth is recognised as posing a number of challenges for the regional capital, it also presents huge opportunities on which the MRC could capitalise to maximise benefits for its local community and region.

In addition to its historical population growth and future population growth prospects, this regional capital surpassed the national, state and regional capital averages on all but one of the other economic and social criteria examined – unemployment rate, workforce participation, percentage of working age population, average taxable income and welfare dependency. The criteria on which it performed the worst was economic diversity, for which it was lower than the regional capital average. Nonetheless, according to the Regional Australia Institute rankings it was still in the top 50% of the nation's 560 LGAs on economic diversity (RAI, 2012b).

This regional capital is supported by a good infrastructure network that provides strong connectivity regionally, nationally and internationally. Its relatively diverse natural endowment base offers opportunities for Mackay and its surrounding region to diversify and continue to develop strongly and sustainably. The MRC is clearly an important regional service centre within the highly productive MIW region.

3.2.5 Why Wagga Wagga and the Riverina East region?

While the City of Wagga Wagga (CWW) is the largest inland regional centre in New South Wales, with a population of about 63,000, it is considered a medium-sized urban centre within the

Australian urban centre network. This contrasts with the much larger regional capitals of Greater Geelong and Mackay and the considerably smaller regional capital of Greater Geraldton. Like the City of Greater Geraldton, the CWW is not sufficiently close to any nearby capital city (most notably Sydney, Melbourne and Canberra) for its growth to be strongly intertwined with another major urban centre. Being at the junction of the nation's main rail freight corridor and two major interstate highways, however, the CWW enjoys a high level of connectivity and a distinctive locational advantage, making it a strategic centre for interstate transport.

Although it did not exceed the state, national or regional capital averages on some of the selected demographic and economic criteria like population growth and taxable income, it exceeded the state, national and regional capital averages on workforce participation and unemployment rate. It also performed better than the regional capital average on economic diversity and the proportion of the population that was of working age. Also notably, the rate of population growth in the CWW increased, albeit slowly, even in the face of substantial adversity in the form of major natural disasters and its population growth is projected to accelerate into the future.

Like the other case studies selected, the CWW is clearly an important regional service centre for an extensive network of smaller towns, rural communities and hinterland areas within its highly productive Riverina region and beyond. It has a highly diverse economic base and offers a range of health, education, commercial, cultural and retail services and facilities. Importantly, it has also been subjected to some potentially devastating natural disasters in recent times, most notably long-term drought and major flooding events. These events presented some unique challenges to the council and other key development stakeholders in this regional capital and its surrounding region.

Overall, these five regional capitals and their associated regions provided a useful spread of case studies in terms of their current levels of development as well as contextual factors including their location, size, key industries and socio-economic characteristics. It was also found that they provided a variety of specific drivers and inhibitors of growth and had a range of governance frameworks and responses to events impacting on their actual and potential development.

4 Case studies

4.1 City of Greater Geelong and the Barwon/G21 Region, Victoria

4.1.1 Key characteristics

The G21 region – also known as the Barwon region, is located in south-western Victoria, between 75 and 160 kilometres from Melbourne. The G21 region includes Colac-Otway Shire, Golden Plains Shire, the CoGG, the Borough of Queenscliffe and Surf Coast Shire. The estimated residential population for the G21 region at June 2013 was 293,700 people. This represents a 5.3% increase from 278,864 residents at the time of the 2011 Census. The region's population is projected to significantly increase to approximately 500,000 by 2050 (ABS, 2012).

The CoGG is the largest city and major population centre of the G21 region, and is also the largest regional city in Victoria. The CoGG accounts for approximately 75% of the G21 region's total population. It comprises the central business district (CBD), local industrial precincts, and residential suburbs. Other major towns in the G21 region include Colac, the coastal towns of Anglesea, Apollo Bay, Lorne, Ocean Grove and Torquay and the inland rural centres of Bannockburn and Winchelsea.

The G21 region encompasses a total land area of 8,944 square kilometres including significant areas of state forest and national park. The land use of the region is rural and residential, with some industrial and commercial use. Much of the rural area is used for timber getting, farming, grazing, cropping, dairying, mining and viticulture. The region has three significant bodies of water – the Barwon River, Corio Bay and the Surf Coast which stretches west from the southern side of the Bellarine Peninsula.

The region is a popular tourist and holiday destination. The natural beauty of the Great Ocean Road, the beaches, and the Otway rainforests attract a significant domestic and international tourist trade throughout the year.

The close proximity to Melbourne, and improving transport connections mean that many parts of the region are now within easy commuter distance of the state's capital. Increasingly, people are choosing the lifestyle advantages of living within the G21 region while making the most of close linkages to Melbourne, commuting for business and pleasure.

The CoGG's population at the time of the 2011 Census was older than the state average, with an average age of 39 compared to the Victorian average of 37; the G21 region's average age was also above the state average at 39.5 years. People of Aboriginal or Torres Strait Islander descent made up 0.85% of the city's population in 2011, a higher proportion than the state average of 0.70%.

In terms of educational attainment, the proportion of the CoGG population aged 15 years and over who have completed Year 12 or equivalent was 8.2 percentage points lower than for Victoria overall. A marginally lower proportion of the population aged 15 years and over in the G21 region completed Year 12 or equivalent (41.4%). In the CoGG 28.8% of people 15 years and over have attained a bachelor's degree or higher, which is 8.3 percentage points lower than Victoria as a whole. Conversely, a significantly higher proportion of people aged 15 years and over in the CoGG and the G21 region have attained a certificate, diploma, or advanced diploma or higher, with 51.8% for the CoGG and 52.2% for the G21 region.

Whilst Geelong has slightly higher unemployment rates than Victoria as a whole, the demographic analysis revealed that it supports a highly diverse economic base, with most industry sectors well represented in employment and output terms.

At the 2011 Census an estimated 98,003 people worked in the G21 region which represents 4.1% of the 2,421,985 people working in Victoria. Of the total 98,003 jobs in the G21 region, there are:

- 2,747 jobs in Golden Plains (2.8 %)
- 78,572 jobs in Greater Geelong (80.2 %)
- 7,100 jobs in Surf Coast (7.24 %) (Remplan, 2014b)

Of these jobs, 14.9% are in the health care and social assistance industry, 13.7% are in the retail trade industry, and 12.1% are in manufacturing (Remplan, 2014b). The proportion of workers in the region employed in manual occupations (technicians/trades, machinery operator/driver, labourer) is 4.6 percentage points higher than Victoria as a whole.



Figure 2: Deakin University, Geelong. Photo supplied by City of Greater Geelong.

The G21 region is also home to major education and health facilities including Deakin University and Barwon Health. It has a range of businesses that are in the top 500 private companies in Australia, including Cotton On, MC Heard, and GMHBA. The top five industry sectors in terms of value of total output for the region are:

- manufacturing
- rental, hiring and real estate services
- construction
- health care and social assistance
- financial and insurance services.

Geelong provided \$10.5 billion or over 80% of the Barwon/G21 gross regional product of nearly \$13 billion, with manufacturing in the city clearly dominating regional economic output.

Geelong has experienced some major economic upheavals and to a certain extent has become accustomed to change. Historically, Geelong was the commercial centre for the fine wool growing, manufacturing and export trade for south-east Australia, and as such had significant textile-related industries. It also became home to large industrial firms such as Ford, Alcoa and Shell. Due to external economic forces over the past 15 years, Geelong has seen the progressive withdrawal of heavy manufacturing companies, such as those already mentioned, and a diversification towards a knowledge- and skills-based economy.

Whilst the CoGG and the surrounding G21 region continue to experience significant job losses in the manufacturing sector, it has emerged as a leader in several other industry sectors including knowledge, innovation and research, advanced manufacturing, health, tourism, events, food and horticulture. This diversification is further discussed later in this case study.

A full socio-economic profile for the CoGG and G21 region can be found in Appendix A.

4.1.2 Key drivers and inhibitors

As noted in the literature review, a wide and diverse range of exogenous and endogenous factors affect the competitiveness of different regional capitals and regions, and therefore their rate of economic growth and development. The following summary draws on both the findings of the interviews and the desktop research conducted and uses the broad categories outlined in the literature review to summarise the key drivers and inhibitors of growth in Geelong and the G21 region.

Key drivers

There are a significant number of drivers for the economic growth and development occurring in the Geelong and the G21 region, across all the categories identified in the literature review. Some of these key drivers are summarised in Table 9. A more complete list of drivers is included in the table in Appendix B..

Table 9: Greater Geelong and the G21 Region – summary of key drivers

Category	Selected Drivers
Environmental / natural resource endowments	<ul style="list-style-type: none"> • natural endowments creating a desirable lifestyle and enhancing the tourism sector • proximity to Melbourne
Community capital:	<ul style="list-style-type: none"> • established transport infrastructure • investment in transport infrastructure • investment in community infrastructure • Central Geelong Revitalisation project
• infrastructure and essential services	
• human capital	<ul style="list-style-type: none"> • research, knowledge and a strong tertiary education sector • significant health facilities
• social capital	<ul style="list-style-type: none"> • social action and support groups
• cultural capital	<ul style="list-style-type: none"> • cultural infrastructure • festival and events destination
• entrepreneur-ship and innovation	<ul style="list-style-type: none"> • emerging industries in science, technology and research • growing services and events sector • growth of the public sector
Economic and market conditions	<ul style="list-style-type: none"> • broad economic base for growth • diversification of the economy
Institutional environment: governance and intergovernmental relations/ leadership	<ul style="list-style-type: none"> • role as Victoria’s second-largest city • forced amalgamations in 1993 • formation of the Committee for Geelong in 2001, an independent thought leadership group • formation of the G21 Alliance in 2002 • strong leadership, strength of vision, pooling of resources, and collaboration between business, community, government and non-government organisations • state and federal government investment in the region • G21 Regional Growth and Implementation Plan: key strategic

Category

Selected Drivers

	<p>planning document which outlines a sequencing approach for the next ten years for 240 infrastructure projects to enable growth – funded by RDV</p> <ul style="list-style-type: none">• Enterprise Geelong: CoGG re-branded economic development unit. Targeted and commercially oriented approach to achieve sustainable employment and economic growth in region• Geelong Major Events Committee: Section 86 Committee of the City of Greater Geelong which has been created to support the attraction, assistance and funding of major events• work of other independent groups such as Geelong Chamber of Commerce and Geelong Manufacturing Council.
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Sources: interviews and published material – see Appendix B.

The G21 region benefits from naturally occurring resource and environmental assets which drive several industry sectors, and make the region a desirable place to live, work and visit. The region is home to 45 kilometres of coastline, the picturesque Bellarine Peninsula, the newly re-developed Corio Bay, the Barwon River, the You Tangs Regional Park, and wetlands and wildlife sanctuaries. Geelong is known for its lifestyle and liveability, and is a popular tourist and holiday destination. It has experienced significant population growth in the last decade. The extensive coastline also provides significant opportunities for the expanding aquaculture and marine industries in the region.

The region's relative proximity to Melbourne provides some strong location advantages. The CoGG has the capacity to accommodate people and businesses seeking to escape from the growth pressures of the capital city but still wanting the benefits of close links to the capital. This is supported by a good existing infrastructure network that offers diverse opportunities for development. By road, the Melbourne CBD is approximately 75 kilometres from the Geelong CBD, taking about one hour by car. Rail links to the capital city are also rapidly improving with the Regional Rail Link project due for completion at the end of 2015. This will provide a dedicated, high-speed line from Geelong to Melbourne.

Geelong's bulk-handling port (the largest port in Victoria), and the nearby Avalon airport, together with the rapidly improving road and rail links, are significant infrastructure assets, improving connectivity and accessibility within and outside of the region. This provides major opportunities for industrial activity. There has also been significant federal, state and local government investment in community infrastructure, including a new library and heritage centre, the Geelong Performing Arts Centre, and Simonds Stadium, all of which are further discussed in Section 4.1.4.

The region has a growing sporting and events profile that has put Geelong on the international map, encouraging tourism and stimulating the local economy. Geelong Major Events (GME) is a Section 86 Committee of the CoGG which has been created to support the attraction, assistance and funding of major events. Geelong Football Club, the UCI International Bike Race, the Festival of Sails, and the Yachting Regatta drive tourism and create local pride.



Figure 3: Port of Geelong. Photo supplied by City of Greater Geelong.

In an Australia-wide survey, ‘Engage Intelligently, My City: the People’s Verdict 2012’ by Auspoll, Geelong topped the survey for schools and other education facilities, healthcare services and for having a range of affordable housing (Committee for Geelong, 2014). Geelong is home to several significant education institutions, including Deakin University, The Gordon TAFE, Melbourne Institute of Business and Technology (MIBT), Geelong Grammar, The Geelong College, Kardinia International College, Belmont High School, Avalon College, North Geelong Secondary College, Marcus Oldham Agricultural College and more. These institutions provide education and employment opportunities to the community, and are driving opportunities for research and innovation in Geelong. Geelong is also home to significant health institutions, which are major employers and stakeholders in the region, and they contribute to health and wellbeing, and drive research and education opportunities. Major health institutions include Barwon Health, St John of God Hospital, Epworth Hospital, and the Geelong Centre for Emerging Infectious Diseases (GCEID).

In particular, the growth and prominence of Deakin University was referenced by all key stakeholders interviewed as being a significant driver of growth and innovation in the G21 region. The University is a leader in the transformation of Geelong from traditional manufacturing to a knowledge and service ‘smart city’ (Committee for Geelong, 2014). Key investments in the region by Deakin University are further discussed in Section 4.1.4.

The growth of the public sector in Geelong continues to drive economic growth and new employment opportunities in the region, particularly in the health, disability and insurance sectors. This was also referenced by most key stakeholders interviewed as being a significant aspect of the region’s growth and development. Soon after the announcement of the Ford closure, in June 2013 the Australian Government announced that Geelong was the winning site for the National Disability Insurance Scheme (NDIS) headquarters which is expected to create around 500 new jobs. The federal MP representing the region, Richard Marles stated ‘this is very significant in terms of the

federal government and the way it goes about governing, because this will really be the first serious, national federal agency which will have headquarters in regional Australia' (ABC News, 3 June 2013).

Following this announcement, in December 2013 the then Victorian Premier Denis Napthine announced that a re-elected Victorian Coalition Government would relocate the Victorian WorkCover Authority head office to Geelong, involving the relocation of around 550 jobs to Geelong. These announcements followed the success of the Transport Accident Commission relocation in 2009 and position Geelong as a national centre of excellence in insurance, rehabilitation and services for people with a disability (Committee for Geelong, 2014). The sheer size of Geelong's population and the city's role as Victoria's second-largest city have driven growth and investment in the region through access to a large employment pool and established infrastructure.

Finally, Geelong has a strong regional governance framework operationalised through several regional organisations including the G21 Alliance which predominantly plays a regional strategic planning role and promotes regional economic development for its constituent councils. There are multiple leadership organisations functioning in the region, and an institutional commitment to transforming and diversifying Geelong's economy in the face of a declining manufacturing sector. There is a belief that Geelong is resilient and leadership organisations promote the positive aspects of the region. The findings from the interviews suggest that the decline in the manufacturing sector, combined with the fact that Geelong falls within marginal state and federal electorates have been significant factors in attracting state and federal government investment and driving the long-term sustainability of Geelong and the G21 region. These governance, institutional and leadership characteristics play a key role in enhancing regional resilience and sustainability and are further discussed in Section 4.1.4.

Key inhibitors

Whilst there are many significant endogenous factors affecting growth and development in Geelong and the surrounding region, there are also significant forces operating at a state, national and global scale that have significantly affected the regional economy.

In 2013 Ford announced it would cease car manufacturing operations in Australia by 2016. This will result in the loss of around 600 jobs in Geelong. Also in 2013, Boral Cement cut around 100 jobs and Target cut 260 staff from its Geelong headquarters. Most recently, aluminium producer Alcoa confirmed its plans to close its Point Henry smelter and two rolling mills in Australia. This meant that 800 jobs were lost in Geelong by the end of 2014.

Despite a relatively diverse economy, the regional economy is still heavily reliant on the manufacturing sector and all key stakeholders interviewed referenced major manufacturing closures as challenges and inhibitors of growth and development in Geelong and the surrounding region. This economic shift, which is by no means a recent or unforeseen phenomenon, provides the setting for any discussion around the regional growth and development of Geelong. The effects of these closures are still being realised and will continue to be, as key industries continue to downsize and withdraw from the region over time.

In the interviews and published literature these closures and withdrawals have been attributed to broader economic forces including globalisation, global economic conditions, deregulation and federal and state government policies. The announcement and slow roll out of closures has led to significant job losses in the region, resulting in an urgent need to re-skill and find new job opportunities for traditional manufacturing workers. The roll-on effect to supply chain workers was also cited as significant.

Major company closures and job cuts in the G21 region have attracted much media attention which in turn may have led to the perception that Geelong is in decline or ‘closed for business’, and has presented some challenges in terms of public perception and local morale, and for attracting private investment into the region. On the other hand, it has also attracted the attention and response of state and federal governments and has attracted significant funding to the region.

As previously mentioned, the G21 region for which the CoGG is the primary urban centre is the fastest growing region in Victoria outside the Melbourne metropolitan area. Whilst the region is supported by a good existing infrastructure network, the review of published documents and interview findings revealed that there are some untapped opportunities, with the underutilisation of Avalon airport and the Port of Geelong. Strained road and rail links between Melbourne and the region were also cited as inhibitors to growth. There has also been an increased demand for improvements and coordination of public transport due to population growth and dispersed population centres in the region.

Table 10: Greater Geelong and the G21 Region – summary of key inhibitors

Category	Selected Inhibitors
Environmental / natural resource endowments	<ul style="list-style-type: none"> • climate change and rising sea levels • carbon footprint
Community capital:	<ul style="list-style-type: none"> • inadequate public transport • strained road and rail links between Melbourne and the region • underutilisation of Avalon Airport and the Port of Geelong • lack of infrastructure and capital for creative arts • Geelong city centre in need of revitalisation to cope with population increases, job growth and diversification of activities
• infrastructure and essential services	
• human capital	<ul style="list-style-type: none"> • poor alignment of workforce skill set as the region shifts away from traditional manufacturing into new areas of growth such as advanced manufacturing and health care
• social capital	<ul style="list-style-type: none"> • pockets of socio-economic disadvantage • ageing population • health outcomes lower than Victorian average for some indicators
• economic and market conditions	<ul style="list-style-type: none"> • global economic changes • negative media attention surrounding manufacturing closures in the region • the region’s continued reliance on manufacturing
Institutional environment:	<ul style="list-style-type: none"> • the lack of an up-to-date single united plan with fragmented strategic planning across multiple organisations and various plans, visions and priorities • leadership changes and continuity beyond political cycles • instances of out of date strategy and policy documents • a lack of belief by the people of Geelong, in Geelong and the region’s capacity to deal with change • lack of marketing material reassuring private investors that Geelong has a bright future • mixed messages about Geelong and its branding.
• governance and intergovernmental relations/ leadership	

Sources: interviews and published material – see Appendix B.

Table 10 summarises the key inhibitors affecting the growth and development of Geelong and its surrounding region. A more complete list of inhibitors is included in the table in Appendix B.

4.1.3 Significant recent events

In addition to the drivers and inhibitors outlined above, significant specific events that have impacted on Geelong and the G21 region in either a positive or negative way have also been identified from both the published material and the stakeholder representative interviews. Many of these are also included as drivers and inhibitors of growth and development in Geelong and the surrounding region.

The list of events nominated specifically by each interviewee is shown in the following table, grouped in the same broad categories identified in the literature review. One or more of these events was used as a focus for more detailed discussion of local governance and leadership in the regional capital and region. The events which were the subject of more detailed discussion have an asterisk in Table 11 below.

Table 11: Greater Geelong and the G21 Region – selected recent events

Category	Selected Recent Events
Human capital	<ul style="list-style-type: none"> • growth and development of Deakin University • Epworth Geelong Hospital and Regional Community Health Hub development • Skilling the Bay program to develop skills and education post traditional manufacturing • Geelong Workforce Development Centre
Cultural capital	<ul style="list-style-type: none"> • success of the Geelong Football Club • hosting the 2010 World Cycling Championships
Community capital: <ul style="list-style-type: none"> • infrastructure and essential services 	<ul style="list-style-type: none"> • G21 Regional Growth and Implementation Plan – outlines a sequencing approach for the next ten years for 240 infrastructure projects to enable growth in the region* <p>Transport infrastructure</p> <ul style="list-style-type: none"> • Save the Great Ocean Road campaign and subsequent funding* • improvements to transport connections between Melbourne and G21 region – East West Link and Regional Rail Link* • Geelong Ring Road and Princes Highway West development • Avalon Airport expansion of domestic services • Port and Land Freight Infrastructure Strategy – strategic partnership project. <p>Cultural and community infrastructure</p> <ul style="list-style-type: none"> • Geelong Library • Geelong Heritage Centre • redevelopment of Geelong Performing Arts Centre • expansion of the Geelong Gallery. <p>Urban growth and urban renewal projects</p> <ul style="list-style-type: none"> • Vision 2 and Central Geelong Revitalisation Project* • Corio Bay Waterfront redevelopment in the 1990s

Category

Selected Recent Events

<p>Entrepreneurship and innovation</p>	<ul style="list-style-type: none"> • Armstrong Creek Urban Growth Area Project • Geelong Ring Road Employment Precinct set to attract private investment, and 75 – 85 new jobs.
<p>Economic and market conditions</p>	<ul style="list-style-type: none"> • LAND 400 defence vehicle project* • Deakin University Carbon Revolution • Australian Future Fibres Research and Innovation Centre (AFFRIC) • Geelong Centre for Emerging Infectious Diseases • Centre for Advanced Design in Engineering Training • Australian Sports Technology Network
<p>Institutional environment: Governance and intergovernmental relations/ leadership</p>	<ul style="list-style-type: none"> • announcement of Ford closure • announcement of Alcoa closure • Qantas’s Avalon Operation closure • Target Headquarters downsizing. • NDIS headquarters moving to Geelong* • Transport Accident Commission head office relocated to Geelong • Work Cover headquarters relocated to Geelong resulting in 550 jobs • Energy Australia to create a customer call centre in Geelong resulting in 300 jobs.
	<ul style="list-style-type: none"> • Committee for Geelong advocating for the development of a Growing Geelong Charter (a single united plan for Victoria’s second largest city similar to those developed in Newcastle and Wollongong) together with a 25- to 50-year rail strategy for Geelong* • significant leadership changes at CoGG in the past two years – mayor and CEO • amendment of the City of Greater Geelong Act 1993 to reconstitute that council to include a mayor who is directly elected by all the voters of that municipality • establishment of GRIIF • Brand Geelong Project.

Key stakeholder involvement in regionally significant events

There are several examples where leaders in the region have been particularly proactive and strategic in identifying landmark opportunities that would strengthen the sustainability and resilience of the G21 region in the face of a rapidly changing economy. The stakeholders interviewed revealed a distinct institutional and individual commitment to transforming Geelong, and to attracting new job and growth opportunities to the region. Successfully advocating for the NDIS headquarters to be located in Geelong was cited by most stakeholders as being a very significant event in which local and regional stakeholders worked collaboratively and cooperatively to achieve a mutual goal. Several key organisations played various leadership roles in this process, including the G21 Alliance, the Geelong Chamber of Commerce, the Committee for Geelong, the Transport Accident Commission, Deakin University and the CoGG.

The events nominated had a variety of lead agencies, depending on their sphere of responsibility and direct control over specific projects. The CoGG, for example, played a key role in the NDIS project which is further discussed later in the case study. Because there is such a large number of

stakeholders forming the governance framework in the G21 region, there are instances where not all of these individuals or institutions are represented in key meetings with higher levels of government – in several instances, the CoGG Mayor, and often the CEO of the G21 Alliance, have been the key spokespeople for the region. In the case of the Ford closure, the CoGG played an important leadership role in bringing local stakeholders together to create a unified voice, and communicating with the state and federal governments, and with to the institutional leaders of Geelong.

As with the events surrounding the location of the NDIS headquarters, many of the events discussed in the stakeholder interviews revealed a highly collaborative and cooperative approach, with minimal disagreement amongst key stakeholders. The LAND400 defence vehicle advocacy project, the coordinated response to the Ford closure and the development of the G21 Regional Growth and Implementation Plan are examples of events that involved highly coordinated and collaborative approaches. These are further discussed later in this section.

Strategies adopted by the key stakeholders to influence decisions varied across events. In responding to significant events, or flagging opportunities that would benefit the region, it was clear that initially there was a high degree of coordination and cooperation at the local and regional levels. The key institutional players affected by a specific event or opportunity were often assembled to formally discuss, plan, research and strategise. Key messages were then formulated and higher levels of government or the community were approached. There have also been instances where the politically strategic nature of Corangamite – Australia’s most marginal seat – has been leveraged to advocate for the region.

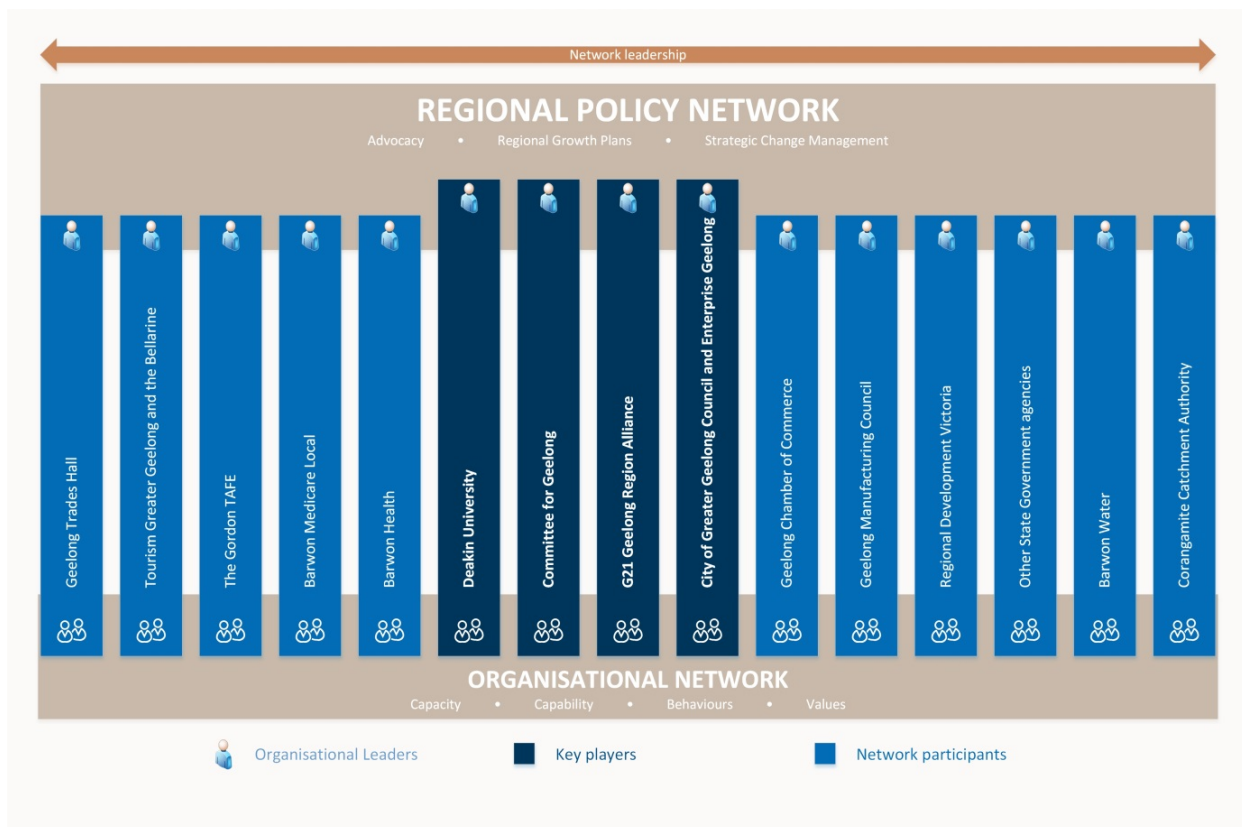
Events were mostly managed and approached in a very tactical, strategic manner, with resources dedicated to the initial planning and positioning phases. In some cases this included investment in research to frame problems or issues.

4.1.4 The role of local governance and leadership

The governance framework

The published materials and stakeholder interviews revealed a large and diverse range of key stakeholders and organisations in the G21 region with governance and leadership roles in promoting local and regional development. The stakeholders nominated in the interviews are shown in Figure 4 below.

Figure 4: Greater Geelong – governance framework



Key stakeholders and the governance framework

The case study interviews revealed several interesting points about key stakeholders and their role in Geelong’s governance framework.

The first is that the G21 region has many institutional and individual leaders who share power in order to drive growth and development through collaborative governance at a regional scale. Stakeholder representatives cited formal and informal opportunities for communication, knowledge, exchange and dialogue between key leaders. There is evidence of strong working relationships between individuals and organisations, and for the most part this has created an enabling environment which fosters entrepreneurial activity and attracts government and non-government investment. Across many of the organisations, including the G21 Alliance, Geelong Manufacturing Council, Geelong Chamber of Commerce, Deakin University, and the Committee for Geelong, there is shared individual and institutional representation on boards and committees, with individuals representing both public and private interests. Dialogue and collaboration across the regional policy network occurs through informal channels such as regular phone calls between leaders, crisis meetings, and networking events for organisations and individuals.

It is important to note that whilst the policy network in the CoGG consists of stakeholders from Geelong city, the network itself operates at a regional scale, with leaders from key organisations driving advocacy and focusing efforts on projects that are likely to strategically benefit the entire region (such as advocating for the NDIS headquarters and for the upgrading of the Great Ocean Road). This enables the CoGG to advocate for itself on issues of regional significance, with a united voice and a combined front. As depicted in .

Figure 4, Greater Geelong and the surrounding region is an institutionally ‘thick’ place, with many institutions and organisations focused on promoting the region’s wellbeing. Whilst still very much in

the depths of significant economic change, the G21 region has been responsive to external events to date, and has been proactive in seeking out opportunities, and strategically reshaping the future of the region.

The governance framework displayed in the G21 region involves collaborative and collective processes with a network of relationships amongst institutional actors and individuals that are for the most part based on mutual trust and cooperation. Collaboration and cooperation were cited by all stakeholders interviewed as being strong characteristics of the region's governance framework and a driver of growth and development for both Greater Geelong and the G21 region. This form of governance has allowed for successful policy networks in Greater Geelong (which are further discussed in the literature review), including the effective framing of problems and issues, coordinated actions, and formal information sharing.

Whilst these strong regional networks of governance allow the G21 region to successfully advocate and attract state and federal government funding, there have been instances in which members of the policy network have had disagreements over specific interests and single issues at a local level. There have been instances where there has been some tension between limiting local impacts and distributing regional benefits. For example, there are some tensions between the priorities of the G21 Geelong Region Alliance and the City of Greater Geelong Council. This can be further complicated as, for the most part, the Mayor of the City of Greater Geelong Council is also the Chairperson of the G21 Alliance. In addition, as the City of Greater Geelong Council is also the major funding partner in the G21 Region Alliance there is the potential for the CoGG to sway the direction of the organisation. Despite this, in dealing with significant regional events or opportunities, there was consensus amongst interviewees that key stakeholders in the G21 region were able to work together effectively to achieve mutual goals.

The most commonly nominated stakeholders identified as having a central role in the governance framework are now further discussed.

G21 – Geelong Region Alliance

The G21 Alliance plays a key role in the local and regional governance framework, and was cited by all key stakeholders interviewed as being a major player in the growth and development of Greater Geelong and the G21 region.

The G21 Geelong Region Alliance plays a key role in the local and regional governance framework, and was cited by all key stakeholders interviewed as being a major player in the growth and development of Greater Geelong and the G21 region. This entity is a collaborative alliance which makes it possible for the region to speak with one voice to all levels of government. It is a forum to discuss regional issues across interest groups and municipalities, to facilitate multi-agency collaboration and sharing of information and resources, and to coordinate and prioritise regional projects. The membership base comprises a variety of independent community and business organisations (including Deakin University, Barwon Health, Barwon Water and Shell), and the five councils that make up the Barwon region. As the councils are the primary stakeholders and provide the core funding for the G21 Alliance, some stakeholders view it as a local government entity that focuses on civic projects. It is governed by a board of fifteen people including five councillors representing the G21 municipalities, five council officers representing the G21 municipalities and five directors elected by G21 members at the annual general meeting.

The G21 Alliance was initiated in late 2001 by the CoGG and local leaders. It was driven by a need to improve community wellbeing across multiple industries, and for multi-regional expansion and support. As the idea grew, the mayors and chief executive officers of the four neighbouring municipalities – Golden Plains, Queenscliffe, Surf Coast and Colac Otway Shire – as well as the state

government and community and business leaders, held a consultation forum to ascertain the level of support and to discuss the benefits of a collaborative regional approach to planning. There was significant support and by 2004 the G21 leadership group had endorsed the G21 constitution (subsequently revised in 2012) and board charter, while pillar and working groups were collaborating to deliver 24 projects identified in the G21 Strategic Regional Plan (2003).

The following eight pillars are the principal means of project implementation for the G21 Geelong Region Alliance: arts and culture; education and training; health and wellbeing; economic development; planning and services; transport; environment; and sport and recreation. The G21 Alliance's achievements to date include the implementation of a long list of projects and significant government-funded infrastructure that contributes to the realisation of The Geelong Region Plan which was developed during 2006 and 2007.

The main characteristics of the G21 Alliance role are its capacity to pull together all of the significant stakeholders who might be affected by an initiative and to gain access in the political process of representation to state and federal governments (Kilpatrick & Wilson, 2013). The G21 Alliance plays a key role in mobilising others – in particular each of the local municipalities with different skill sets and modes of operating. In this respect, the Alliance has a holistic and strategic approach, positioning issues in relation to each other, and in relation to the priorities that have been identified in the planning process. The G21 Alliance has credibility with the state and federal governments, and has a track record of attracting significant funding through constructive dialogue (Kilpatrick & Wilson, 2013).

Deakin University

Deakin University was nominated frequently by stakeholder representatives as being a key regional leader and player, driving innovation and leading Greater Geelong into a new economic era. Deakin University has also been an integral contributor to the G21 Alliance since its inception. The vice-chancellor was the first chair of the board and senior Deakin staff have been consistently involved since then. The perspective of interviewees is that these contributions have largely come from individuals rather than through an institutional commitment. Individuals from Deakin University sit on boards and committees of regional organisations and advocacy groups. The University is represented on several G21 pillar projects, and is also represented on the board of the Committee for Geelong and the Geelong Chamber of Commerce.

The University is perceived to be grounded and able to contribute to progressive, real life projects (Kilpatrick & Wilson, 2013). Key investments in the region initiated by Deakin University include partnerships to create the Australian Future Fibres Research and Innovation Centre – incorporating the Australian Carbon Fibre Research facility (Carbon Nexus), the Centre for Advanced Design in Engineering Training, the Centre for Emerging Infectious Diseases and the Epworth Geelong Hospital and Regional Community Health Hub.

As well as its commitment to the long-term sustainability of the region, Deakin University has played a significant role in the immediate response to manufacturing closures and the downsizing of local employers in Greater Geelong over the past several years. Skilling the Bay is a project led by Deakin University and The Gordon TAFE for skilling Geelong's local labour force for new employment opportunities. Innovations in clean tech, advanced manufacturing, transport and logistics, construction, food manufacturing and the international education market are key areas of improving local skills and capabilities. The CoGG's Enterprise Geelong unit has also participated in the project through an operational role on the steering committee. Deakin University has partnered with the CoGG and the Committee for Geelong to drive the revitalisation of Central Geelong through a strategic visioning project known as the Vision 2 project.

Committee for Geelong

The Committee for Geelong (CfG) was nominated frequently by stakeholder representatives as being a key voice for businesses and industry in the region, and in particular Greater Geelong. Whilst the G21 Region Alliance was predominantly associated with the region's five municipalities – their core funders – the CfG was perceived to lead, advocate and engage government and the community for the strategic benefit of business and industry in the region. They are significant players in the local policy network and have a keen local focus on Greater Geelong and the Geelong Central Business District (CBD).

The CfG is an independent, member-based organisation established in 2001. It is governed by a board and chairperson with oversight by a representative group of members known as the Strategy and Policy Committee. The CfG members represent the political spectrum and industry sectors. The CfG has four key values; it is independent, strategic, collaborative and courageous. Its independence enables it to advocate on issues that other interest groups, including local government, are not able to. One of the CfG's most significant initiatives was advocating for a state government legislative change to allow for the popular election of the Mayor of Greater Geelong which was seen as significant for continuous leadership and local representation. The *City of Greater Geelong Amendment Bill 2011 (Vic)* gave effect to this, and Councillor Fagg became the City's first popularly elected Mayor in October 2012.

Establishing the Vision 2 project, the CfG has played a lead role and entered into a memorandum of understanding (MOU) with the state government, Deakin University and the CoGG to work on a vision for the future development of the Geelong CBD. The Vision 2 project consisted of three working groups, two committees and one project director. The working groups were: a workshop and design group, a data group, and a community engagement group. Although they worked independently there was cohesion throughout the project, with each group liaising regularly. The project was funded by the Victorian Government Department of Planning and Community Development with in-kind contributions by the partner organisations. It aimed to engage stakeholders throughout the community including business owners, developers, architects and interested community members. The majority of the Vision 2 work has now been incorporated into CoGG's Central Geelong Action Plan.

In some instances, the CfG has played a leadership role in empowering other local and regional stakeholders to act. This was the case with the revitalisation of the Geelong CBD which the CfG saw as significant for future growth and investment in Greater Geelong.

The role of Council within the governance framework

The CoGG plays a key role in the governance framework at the regional, local and organisational levels. The mayor and CEO play important roles by providing strategic leadership and representation in the regional policy network, advocating for regionally significant projects and infrastructure, and attracting government investment to the region. Through the G21 Region Alliance, the mayor is often the spokesperson for the broader region. Alongside other key organisations including Deakin University, the Committee for Geelong, the Geelong Chamber of Commerce and Regional Development Victoria, the mayor aims to effectively frame issues/ problems so that others are motivated to act. At an organisational level, CoGG staff play a key role in researching and providing intelligence for advocacy and regional projects, as well as in implementing the G21 Region Alliance pillar projects, and getting buy-in from Council on projects seen as locally and regionally significant. The CoGG's re-branded economic development unit, Enterprise Geelong, plays a substantive role in promoting the strengths of the region in order to attract private investment to Greater Geelong.

The following are key governance and leadership themes that emerged from the published document review and the stakeholder interviews.

Articulating a clear vision for the G21 region – local leadership for regional benefit

The CoGG has been proactive in developing strategic policy direction and setting out an agenda for the future of the local area and the region. Strategic policy formulation has occurred at a local level, but of particular interest is the CoGG's financial and time contribution to regional strategic planning. The CoGG, along with other key local leaders, instigated the G21 Region Alliance and has continued to play a lead role in developing regional strategic planning documents, including the recent G21 Regional Growth and Implementation Plan which outlines a sequencing approach for the next 10 years for 240 infrastructure projects. Senior staff at the CoGG play an important role in helping elected members recognise the value of the council's Alliance membership, and the important role of strategic planning in their own decision-making processes.

The G21 Regional Growth and Implementation Plan, Project Steering Group included several state government bodies, the G21 Region Alliance, the five G21 municipalities, the Committee for Geelong, Barwon Water and the Corangamite Catchment Management Authority. The CoGG (led by senior staff) played an important organisational role, taking on the tasks of rigorous analysis and evaluation behind the plan and bringing the five G21 local councils together to take ownership of, and formally agree on, a common growth strategy. This was cited by interviewees as being significant for RED as it meant the five councils were not competing for growth, but rather working towards mutual goals and outcomes which were endorsed at a local level and would benefit growth across the region.

The CoGG has shown a distinct commitment to broader regional issues, not just place-based issues, and shows a strong recognition of the interrelatedness of local growth and regional growth. There was strong recognition amongst the key stakeholders interviewed that what is good for one local government area is good for the whole G21 region. Many of the projects the CoGG has committed resources to and has advocated for, including the G21 Regional Growth and Implementation Plan, advocating for the NDIS Headquarters in Geelong, and forming Enterprise Geelong to attract private investment to the region, are all initiatives that have the potential to benefit and shape a different future for the whole region.

The CoGG has played a key role in implementing and leading on G21 Region Alliance priority and pillar projects. Many CoGG senior staff with appropriate skills are nominated as the champions for specific projects that have direct place-based benefits for Greater Geelong and are acknowledged by the G21 Region Alliance members as having regional significance.

Addressing complex social issues

The CoGG has played a continuous role in navigating the region through significant economic shifts and a declining manufacturing sector which has presented complex economic and social challenges, including a need to reskill a large proportion of the workforce and attract new public and private investment to the region.

Alongside other key organisations including Deakin University, the Gordon TAFE, the G21 Region Alliance, RDV, and the Committee for Geelong, the CoGG has played a key role in coordinating a holistic political and bureaucratic response to the announcement of the Ford closure in 2013. In this instance, the CoGG played a significant leadership role – taking control by calling meetings, communicating between levels of government, and coordinating and motivating local and regional leaders to act. In several instances, the CoGG has played a key leadership role in orchestrating various stakeholders, and communicating between these groups.

At the time of the Ford closure announcement, the member of parliament for the federal seat of Corio called a crisis meeting with key regional stakeholders and invited the federal and state political leaders to respond to Ford's announcement. This resulted in the establishment of a ministerial

taskforce led by the Victorian Premier, and including the state government development, manufacturing and tertiary education ministers, to address the resulting challenges that the region faced. The \$29.5 million GRIIF and several other grant programs which seek to diversify the region's economy and attract new investment were established as a result. Whilst the CoGG took a lead role in developing the GRIIF in partnership with local leaders, it was noted by some stakeholders that no similar crisis meeting was called or leadership shown after the Alcoa and Qantas announcements.

There was also a view that an up-to-date and holistic strategic plan would be beneficial for responding to the regional economic shifts. This could act as a document that is separate from the Regional Growth Plan (which is largely infrastructure related) and could be given to investors outlining where the region is headed.

Developing partnerships and fostering innovation

As discussed in the literature review, successful leadership is characterised by the existence of a range of partnerships, both internal and external, working towards a shared view of the needs of the community. Through partnerships and relationships with individuals at Deakin University and the Gordon TAFE, the CoGG has been able to foster innovation and entrepreneurship through initiatives such as the establishment of BioGeelong and the Geelong Centre for Emerging Infectious Diseases. The CoGG has also been involved in partnership strategies to deal with job losses resulting from the Ford closure and the decline of other heavy manufacturing facilities. These initiatives have included a career centre, the Skilling the Bay Project and the Business Transition Program. The existence of partnerships and a culture of collaboration have helped Geelong get on the front foot when responding to economic shifts and capitalising on new opportunities in health and advanced manufacturing.

Winning resources

The regional policy network in the G21 region has been opportunistic and strategic, successfully advocating for itself and attracting significant investment from the state and federal governments. The leadership network has sought out and capitalised on opportunities for innovation and entrepreneurialism that will foster RED.

The CoGG has played a leadership and operational role on several advocacy projects aimed at creating new jobs and diversifying the economy in Greater Geelong. These include coordinating industry and government funding for significant infrastructure developments including the Geelong Library and Heritage Centre and the Geelong Ring Road; and advocating for and securing the NDIS headquarters in Geelong. Alongside the Geelong Chamber of Commerce, the G21 Region Alliance and key service organisations, the CoGG played an important role in successfully advocating for Geelong to be the base for design, engineering, manufacturing and maintenance of the Australian combat vehicle, the LAND 400 Sentinel Military Vehicle. The contribution from the CoGG was largely through their economic development unit, Enterprise Geelong. The CoGG economic development staff provided the skills, expertise and resources to undertake background research and provide the necessary documentation and collateral to support the case for Geelong and influence decision-making.

Not only does the CoGG mayor play a leadership role within the regional policy network to win resources for the region, but at an organisational level, the skills, expertise and resources of the CoGG staff provide the backbone and collateral to support the case for Greater Geelong and to promote the G21 region.

Implementing local projects and processes for regional growth and development

The CoGG has promoted RED on a local policy and project level, and has implemented processes for expediting future growth and development in Greater Geelong. One significant initiative of the CoGG

is the Central Geelong Taskforce which comprises internal and external members including private and development industry experts. The Central Geelong Taskforce developed the Central Geelong Action Plan which was endorsed by Council in January 2014. The Central Geelong Action Plan is a 15-year blueprint to revitalise the city centre. Much of the plan is taken from the Vision 2 initiative and it identifies 10 priority projects and a range of other actions to create a thriving 21st century city. The plan also includes red tape removal, more flexible planning controls and a fast track planning approvals process. In creating precinct plans and planning the revitalisation of central Geelong, the CoGG has recognised the significant opportunities for the city in education, health and the arts. Partnerships with Deakin University and the Committee for Geelong have played a significant role in the visioning process and the Geelong Library and Heritage Centre was cited as a landmark project which the CoGG worked hard to advocate.

Promoting the qualities of the region

The CoGG plays an important role in promoting the qualities of the region and attracting visitors and investors to Geelong. The CoGG's economic development unit was re-badged as Enterprise Geelong in March 2013 in an effort to attract much needed private investment to the region. Enterprise Geelong operates with an advisory board providing strategic advice to the executive director. The advisory board comprises people with extensive experience in relevant disciplines including business development, marketing, commercial property, international business and financing. Enterprise Geelong focuses specifically on attracting business investment and employment growth to the region through case management, advocacy and support for prospective and existing businesses. Enterprise Geelong aims to signal that Geelong is 'open for business' and is a good place for overseas and Australian investors. A large focus has been on promoting the region's strengths, in particular research, science and health – enabled through partnerships with Deakin University, Barwon Health and the CSIRO.

The Geelong Major Events committee has also emerged in an effort to promote the region and support the attraction, assistance and funding of major events. Seven major events were staged in the Geelong region during the second half of 2012, generating significant economic benefits.

4.1.5 Conclusion

Key drivers and inhibitors

Whilst Greater Geelong and the surrounding region are faced with substantial social and economic challenges associated with the major manufacturing closures and withdrawals which have occurred over the last decade, the region also enjoys significant drivers for economic growth and development. Key drivers include: the region's proximity to Melbourne; a diverse economy; its coastal assets and lifestyle advantages; the existence of reputable and successful education and health organisations – in particular Deakin University and Barwon Health which have fostered innovation and research; and a strong regional governance and policy network.

The contribution of the governance framework

As demonstrated in this case study, many stakeholders are involved in fostering the economic growth and development of Greater Geelong and the surrounding region. The key players include the G21 Region Alliance, Deakin University, the Committee for Geelong, the Geelong Chamber of Commerce and the CoGG. The area is 'institutionally thick' with strong policy networks and an ability to successfully advocate for itself to higher levels of government. There have been instances in which specific interests and single issues at a local level have resulted in disagreements between members of the policy network (with some tension between stakeholders limiting local impacts and distributing regional benefits). However, the interviewees agreed that when dealing with significant

regional events or opportunities, key stakeholders in the G21 region have been able to work together effectively to achieve mutual goals.

The governance framework displayed in the G21 region involves collaborative and collective processes, with a network of relationships amongst institutional actors and individuals that are for the most part based on mutual trust and cooperation. Collaboration and cooperation were cited by all stakeholders interviewed as being strong characteristics of the region's governance framework and as drivers of growth and development for both Greater Geelong and the G21 region. This form of regional governance has allowed for successful policy networks, the effective framing of problems and issues, coordinated actions, and formal information sharing.

The CoGG plays an important leadership and organisational role in the regional policy network, both through the G21 Region Alliance and in its own right. The mayor is often the spokesperson for the region and plays a leadership role in winning resources, while the CoGG staff play an important role in strengthening the case for Greater Geelong through research, reporting and development of marketing collateral in a strategic and coordinated manner. The CoGG commits time and resources to regional planning through staff leadership and project work on G21 Region Alliance priority and pillars projects. They have also played a significant role in developing the G21 Regional Growth and Implementation Plan.

The CoGG has played a continuous role in navigating the region through significant economic shifts and a declining manufacturing sector, which has presented complex economic and social challenges including a need to reskill a large proportion of the workforce and attract new public and private investment to the region. The existence of partnerships and a culture of collaboration have helped Geelong get on the front foot when responding to economic shifts and capitalising on new opportunities in health and advanced manufacturing.

The CoGG has promoted RED on a local policy and project level, and has implemented processes for expediting future growth and development in Greater Geelong. Whilst it is recognised that more can be done to fast track planning processes, the CoGG plays an important red-tape reduction role and aims to expedite growth so Greater Geelong can become a thriving 21st century city. Enterprise Geelong is focused specifically on attracting much needed business investment and employment growth to the region through case management, advocacy and support for prospective and existing businesses. It aims to signal that Geelong is 'open for business' and is a good place for overseas and Australian investors to do business.

Finally, through partnerships and relationships with individuals at Deakin University and the Gordon TAFE, the CoGG has been able to foster innovation and entrepreneurship, and implement strategies to deal with job losses resulting from the decline of heavy manufacturing in the region.

4.2 City of Greater Geraldton and the Mid West Region, Western Australia

4.2.1 Key characteristics

Geraldton is the largest urban centre in the City of Greater Geraldton (CGG) local government area (LGA) and the major service centre for the Mid West, one of nine regions established for economic development purposes in Western Australia. The CGG LGA has an estimated resident population of 40,448 (ABS June 2013) and an area of 12,483 square kilometres. It was established in 2011 following the amalgamation of the Shire of Mullewa and the City of Geraldton-Greenough, which had previously been formed in 2007 by the amalgamation of the City of Geraldton and the Shire of Greenough.

The Mid West is a sparsely populated region with 57,901 residents (ABS 2013 estimate) and an area of 466,766 square kilometres. The Greater Geraldton LGA's population is considerably larger than that of all the other 16 LGAs in the Mid West combined. Nearly ten per cent of the population of both Greater Geraldton and the Mid West is of Aboriginal or Torres Strait Islander origin.



Figure 5: Geraldton foreshore. Photo supplied by City of Greater Geraldton.

Geraldton has a major port and provides services and logistics support to the mining, agriculture, fishing and tourism industries. It also assists in supporting the Square Kilometre Array radio telescope installation 315 km northeast of the city.

In 2013 the 'top five' industry sectors in Greater Geraldton in terms of value of the total output were:

- mining
- manufacturing
- construction
- rental, hiring and real estate services
- transport, postal and warehousing.

At the regional level, in the Mid West region the top four sectors were the same with agriculture, forestry and fishing displacing transport, postal and warehousing in fifth place.

Based on the number of jobs, the top five sectors in Greater Geraldton were:

- retail
- health care and social assistance
- education and training
- construction
- public administration and safety.

At the regional level, however, the top industry sector was mining, displacing public administration and safety from the top five industries, with the other four top sectors in the Mid West region being the same though in a slightly different order.

In terms of a number of socio-economic characteristics, both Greater Geraldton and the Mid West are below the Western Australian averages though this comparison has to be treated with considerable caution. This is because of the large differences between metropolitan Perth, where the large majority of the population live, and most non-metropolitan areas in Western Australia. This divide has been broadened in recent years by a resources boom in the state which has been strongly dependent on a fly-in fly-out (FIFO) approach. As noted earlier, the CGG is actually performing better than the national and regional capital averages on a number of socio-economic characteristics.

In general terms however, since 2001 Greater Geraldton's population has grown more slowly than the state average, although since 2011 the rate of growth has accelerated. Year 12 school completion rates, as well as people with tertiary qualifications, are 12 to 14 percentage points lower than the state average. The average annual household incomes are also well below the WA average.

On the other hand, the unemployment rate in 2012/2013 was below the state average and well below what it was in the period from 2002 to 2006. Overall, while the CGG has displayed below average performance on a number of key indicators at the state level over the past decade, it has not been in a state of decline or stagnation and is currently showing strong signs of moving into a phase of strong sustainable growth and development.

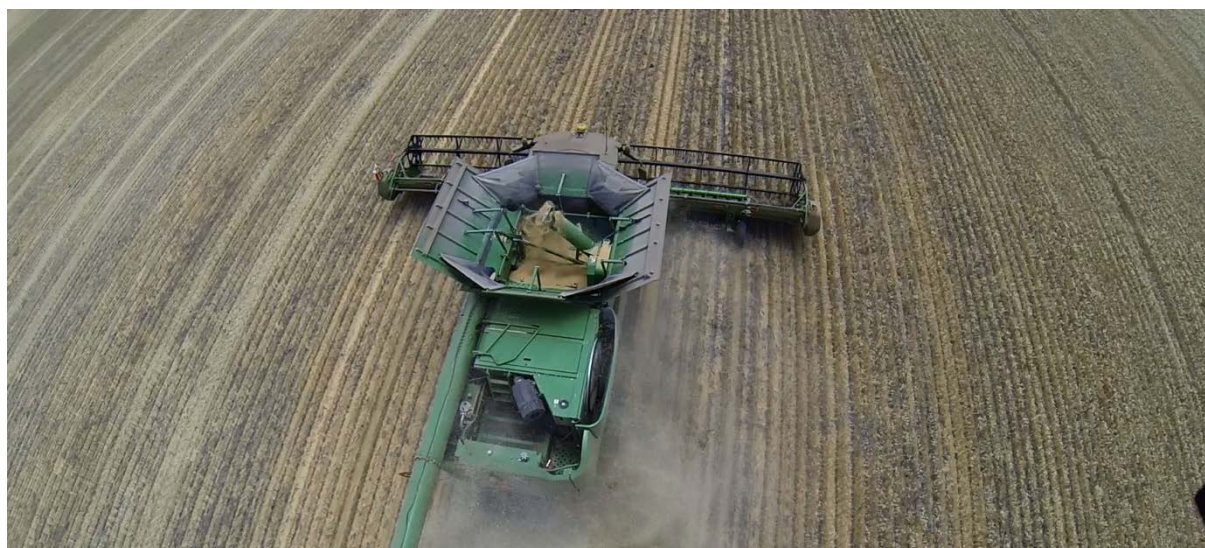


Figure 6: Farming in the Mid West. Photo supplied by City of Greater Geraldton.

A more detailed socio-economic profile of Greater Geraldton and the Mid West region is attached as Appendix C..

4.2.2 Key drivers and inhibitors

As noted in the literature review, a wide and diverse range of exogenous and endogenous factors affect the competitiveness of different regional capitals and regions and therefore their rate of economic growth and development. The following summary draws on both the interviews and the desktop research conducted and uses the broad categories outlined in the literature review to summarise the key drivers and inhibitors of growth in Greater Geraldton and the Mid West.

Key drivers

Clearly Geraldton enjoys a lot of drivers and potential drivers of growth. The most obvious are its environmental and natural resource endowments. The city's proximity to the mining areas of the Mid West and its coastal location have allowed it to develop a significant role as both the Mid West's seaport and as a service centre to mining, fishing and agriculture.

The city has been able to capitalise on its environmental assets through the construction of extensive infrastructure in the form of a major port and a road and rail network linking the city to the Mid West's mines. The city has been able to obtain funding from the previous state government and more recently through Royalties for Regions to fund a range of infrastructure investments to improve Greater Geraldton's amenities thereby making it a more attractive place to live and visit.

The city's relative geographic isolation has reinforced its role as a major regional centre, with almost all major regional offices, educational and health institutions and other facilities servicing the Mid West being located in Geraldton. As will be seen later, the various regional stakeholders and in particular the council, have been proactive in planning for the city's future and working together on specific projects such as the Geraldton foreshore redevelopment.

The city is also a site of major technological innovation and is the first regional city in Western Australia to receive a full rollout of the NBN which will secure its role as the major data hub and exchange point for mid and northern WA. The Mid West will also be home to the Square Kilometre Array, a revolutionary international radio telescope. Table 12 summarises the key drivers and a more detailed list is shown in Appendix D.

Table 12: Greater Geraldton and Mid West Region – summary of key drivers

<i>Category</i>	<i>Selected Drivers</i>
Environmental/ natural resource endowments	<ul style="list-style-type: none"> environmental & natural resource endowments: mild climate, rich and habitable coastal area, seaport, agricultural land, fishing, renewable green and alternative energy resources mining sector: geographic proximity to and strong connections with mining hotspots; development of Geraldton as FIFO/DIDO centre, Karara Mine, reopening Mt Gibson mine liveability of the Geraldton community: climate, affordable housing, community services & facilities distance from other cities: reinforces Geraldton's role as the only major centre in the Mid West.
Community capital: • Infrastructure and essential	<ul style="list-style-type: none"> established infrastructure: international seaport; service industries; freehold land suitable for diverse development; road and rail network, airport construction investment: mining developments, wind farms, solar energy farms, silo reconstruction; previous government investment in regional infrastructure council investment in community development: foreshore redevelopment,

<i>Category</i>	<i>Selected Drivers</i>
services	north-south highway connector, Batavia Coast Marina development, work in the port, town centre development
Human capital	<ul style="list-style-type: none"> • higher education: Geraldton Universities Centre, Durack Institute of Technology, Batavia Coast Marine Institute • Geraldton Regional Hospital
Social capital	<ul style="list-style-type: none"> • growing business innovation, networking and investment opportunities through active council and chamber of commerce support for business-related networking events and activities.
Entrepreneurship and innovation	<ul style="list-style-type: none"> • telecommunication and broadband capability developments: CGG is one of Australia's first regional cities to receive a full NBN rollout (completed 2014) • Geraldton airport and technology park developments • emerging industries: science and technology projects – renewable energy (wind, solar, wave, geothermal); growing service and knowledge based sector • Square Kilometre Array (SKA) project: capacity to attract world's best scientists and engineers and potential to drive the technology intensive sector • City of Greater Geraldton Economic Development Strategy 2013–2023 • Regional Network and Business Development Program: MWCCI response to economic downturn impact on the construction industry • Oakajee port development
Economic and market conditions	<ul style="list-style-type: none"> • relatively broad economic base for growth: agriculture, fisheries, construction, manufacturing, mining, communications, shipping, retail, tourism, real estate services, transport and warehousing • Iluka synthetic rutile operation not closing • international interest in Mid West from China
Institutional environment: Governance and intergovernmental relations/ Leadership	<ul style="list-style-type: none"> • CGG: <ul style="list-style-type: none"> – voluntary amalgamations in 2007 and 2011 to form the City Greater Geraldton. – integrated planning framework: Strategic Community Plan, Economic Development Strategy, etc. – community engagement strategies, including 2029 and Beyond Project implementing deliberative democracy and participatory budgeting processes to develop a shared vision and action plan for the future – Sustainable Future City Region project – partnerships/collaborations with government and/or government agencies, not-for-profit and community groups, other LGAs and Indigenous communities – working with Australia China Business Council Mid West Committee (ACBCMC) to facilitate business networking and promote investment opportunities. • Royalties for Regions: investment in regional infrastructure to support development • MWDC Blueprint for future development.

Sources: interviews and published material – see Appendix D.

Key inhibitors

Some of the drivers mentioned above also have potentially negative aspects that function as inhibitors. For example, despite attempts to diversify the CGG economy, it is still fairly heavily reliant on its role as a service centre for the mining and agricultural sectors. This means that it is susceptible to the price fluctuations of commodities and the boom/bust cycles of both sectors, as well as being impacted by the global financial crisis.

The city's relative remoteness, while helping to reinforce its role as a service centre, also means that it is comparatively isolated, although this inhibiting effect is being counteracted to at least some degree by improvements in technology and the rollout of the NBN network in Greater Geraldton and the surrounding region. While the CGG has developed a range of strategies to respond to the relative remoteness of the city, the very low population density of the Mid West outside Greater Geraldton, and its fragmented governance arrangements (16 councils managing a total population of less than 19,000), limit the strategic capacity of the wider region. There are also capacity issues in terms of Geraldton's infrastructure, with the port nearing full capacity and the proposed Oakajee port, rail and industry precinct project being delayed. A summary of the key inhibitors is shown in Table 13.

Table 13: Greater Geraldton and Mid West Region – summary of key inhibitors

<i>Category</i>	<i>Selected Inhibitors</i>
Environmental/ natural resource endowments	<ul style="list-style-type: none"> • distance from other cities: limits access to ideas, knowledge, networks, technology, skilled workers • low density of population in the rest of the Mid West region • drought.
Community capital: <ul style="list-style-type: none"> • Infrastructure and essential services 	<ul style="list-style-type: none"> • infrastructure capacity: <ul style="list-style-type: none"> – port near full capacity and congested – delay of the Oakajee port, rail and industry precinct project – inadequate power infrastructure – inadequate shovel-ready development sites – road infrastructure issues: Greenough River Bridge (but being rebuilt), Geraldton Bypass needed – hospital capacity. • connectivity: <ul style="list-style-type: none"> – limited intra-regional and inter-regional connectivity – airport capacity. – international positioning: low international brand awareness and exposure – appearance of CBD buildings: some vacant and deteriorating.
Human capital	<ul style="list-style-type: none"> • Limited skill base: <ul style="list-style-type: none"> – limited pool of skilled labour – poor alignment of skill set with diversification aspirations – high workforce mobility – emigration of skilled educated youth.
Entrepreneurship and innovation	<ul style="list-style-type: none"> • low business expenditure on R&D

<i>Category</i>	<i>Selected Inhibitors</i>
Economic and market conditions	<ul style="list-style-type: none"> • reliance on its role as service town to the mining and agricultural sectors: <ul style="list-style-type: none"> – price fluctuations - boom/bust cycle – mining - transition from construction to operation phase. • global financial crisis: <ul style="list-style-type: none"> – loss of business confidence – local retail and tourism industries hit hard • small scale of regional market, economy and business: increases risks and costs of operation and market expansion.
Institutional environment: Governance and intergovernmental relations/ Leadership	<ul style="list-style-type: none"> • inadequate collective strategic thinking • local governance fragmentation: low populations and limited capacity of Mid West councils (apart from the CGG) • regulatory change: impact of fishing quotas.

Sources: interviews and published material – see Appendix D.

4.2.3 Significant recent events

In addition to the drivers and inhibitors outlined above, significant recent events and initiatives which have impacted on Geraldton and the Mid West region in either a positive or a negative way have also been identified, both from published material and the stakeholder representative interviews. Most of these are included in the detailed list of the selected drivers and inhibitors outlined in Appendix D.

The list of events nominated by each interviewee is shown in Table 14, grouped into the same broad categories used earlier for the drivers and inhibitors. One or more of these events was used as the focus for a more detailed discussion of local governance and leadership in the regional capital and region.

Table 14: Greater Geraldton and Mid West Region – selected recent events

<i>Category</i>	<i>Selected Recent Events</i>
Environmental/ natural resource endowments	<ul style="list-style-type: none"> • impact of drought, both economically and socially
Community capital: Infrastructure and essential services	<ul style="list-style-type: none"> • foreshore development – makes Geraldton more attractive to live in* • deepening of the current port • current port reaching capacity • development of the Karara magnetite mine and rebuilding of the railway line • failure of Oakajee port, rail and industry precinct project to progress • new hospital – though it is not big enough • Batavia Coast marina development* • the rebuilding of Greenough River Bridge • need for road bypass for Geraldton. • appearance of town centre: CBD redevelopment needed
Entrepreneurship and innovation	<ul style="list-style-type: none"> • Geraldton Airport and technology park* • Square Kilometre Array project • Geraldton Universities Centre and Square Kilometre Array tie-in
Economic and market conditions	<ul style="list-style-type: none"> • impact of recent downturn in mining on retail and tourism industries
Institutional environment: Governance and intergovernmental relations/ Leadership	<ul style="list-style-type: none"> • Royalties for Regions program grant successes • convincing the previous government to invest in infrastructure • introduction of the quota system impact on fishing but seems to have stabilised • willingness of state government to develop non-strategic state land • MWCCI responses, for example the initiative to help the construction industry* • MWDC regional blueprint*

** Events selected by the interviewees as a basis for further discussion*

4.2.4 The role of local governance and leadership

The governance framework

Key stakeholders and their roles

The published material assisted in identifying a range of stakeholders directly or indirectly involved the development of Greater Geraldton and the Mid West region. In addition the interviewees were asked to nominate both the key regional stakeholders and those that they felt have key roles in the governance framework.

Table 15 summarises the organisations, agencies and associations identified directly and indirectly in the interviewees as key stakeholders affecting development in the region.

Table 15: Greater Geraldton and the Mid West Region – selected stakeholders

<i>Area/Category</i>	<i>Stakeholders</i>
Greater Geraldton LGA	<ul style="list-style-type: none"> • City of Greater Geraldton (CGG) • Geraldton Port Authority
Mid West region	<ul style="list-style-type: none"> • Mid West Chamber of Commerce and Industry (MWCCI) • Geraldton Iron Ore Alliance • Other councils in the Mid West Region
Government Departments/Agencies*	<ul style="list-style-type: none"> • Mid West Development Commission (MWDC) • Regional Development Australia (RDA) Midwest Gascoyne • Other state and federal government agencies
Tertiary Education	<ul style="list-style-type: none"> • Durack Institute of Technology • Geraldton Universities Centre
Private Sector/Other	<ul style="list-style-type: none"> • Master Builders Association of Western Australia (Geraldton Branch) • Business leaders group • Mining industry • Local businesses and retailers

** The state and federal governments were also nominated*

The following stakeholders were those most commonly nominated in relation to both interview questions:

- City of Greater Geraldton (CGG)
- Geraldton Port Authority
- Mid West Chamber of Commerce and Industry (MWCCI)
- Mid West Development Commission (MWDC)
- Regional Development Australia (RDA) Midwest Gascoyne

The following categories of stakeholders were also nominated, particularly in response to the first question:

- State and federal governments and government agencies. To some extent these nominations overlapped with the government organisations mentioned above, for example the MWDC and the Midwest Gascoyne RDA, but both governments were also nominated more broadly as stakeholders. In addition, other specific government agencies, especially at the state level such as Land Corp and the Department of Transport were nominated.
- Industry and the private sector stakeholders. Those nominated were mainly representative organisations such as the MWCCI, the Geraldton Iron Ore Alliance and the Master Builders Association of Western Australia (Geraldton Branch). Several interviewees also mentioned specific businesses and individuals including a selection of developers, builders, retailers, building product suppliers and service providers to the private sector.
- Educational institutions – Durack Institute of Technology and Geraldton Universities Centre
- Other councils in the Mid West Region.

There are several points to be noted about the above list. Firstly, a diverse group of stakeholders were nominated as significant players in Greater Geraldton and the region. This list is broadly consistent with the stakeholder organisations identified in the published material available. Nonetheless, the number identified as being more specifically involved in local and/or regional governance was relatively small and largely coincided with the first five organisations noted above.

The extent to which the other organisations and individuals were mentioned was influenced to some degree by the views of the interviewees regarding the role of governance in the region's decision-making processes. Some suggested that the private sector was the 'real' decision maker with local, state and federal governments playing an enabling role.

The second and linked point is that while the council and some of the private sector interests identified operate largely or wholly within Greater Geraldton and the Mid West, the majority are answerable to varying degrees to either the state or federal governments or state-wide or national business associations. This reflects the perspective in the literature that while formal modes of regional governance are not a dominant feature in the Australian system, people and institutions involved in regional economic development can create an enabling environment that fosters entrepreneurial activity, investment and awareness through the development of strong working relationships and informal collaborations and cooperation.

This is a process that requires coordination between different levels of government as well as between the government and non-government sectors. In this regard the limited number of stakeholders, and in particular the small number explicitly identified as forming the governance framework, may be to the advantage of Greater Geraldton and the Mid West in that only a relatively small number of players is involved. Nevertheless, the relatively small number of players may also contribute to inadequate 'institutional thickness' (Beer & Clower, 2014) which may limit their capacity to be effective in promoting development over such a large geographic region.

A third point is that several potential stakeholders – who are also at least potential participants in the governance framework – received little or no recognition. For example, the other 16 local governments in the Mid West Region were only mentioned once in the interviews. Given the very small average population of the other Mid West councils and the vast areas they cover, it appears that they simply do not have the critical mass individually or even collectively to be major regional players in promoting regional development. Nevertheless, some individual councils would obviously be relevant to decisions regarding major mining proposals and other specific projects in their local areas.

This highlights the fourth point – the strategic importance of Geraldton as the dominant urban centre within the region. Not only are most of the significant regional stakeholders based in Geraldton, it is also clear that even those stakeholders who focus mainly on activities within Geraldton also have major impacts on the rest of the Mid West region. For example, the effective functioning of the Geraldton Port Authority is critical to the success of the mining and agricultural industries throughout the region. Further, the role of the CGG Council in planning, providing infrastructure and services, and promoting the town of Geraldton, has direct and indirect benefits for the Mid West region generally.

On the other hand, while they do not form part of the formal governance framework and are located outside the city, the mines in the Mid West region make a substantial contribution to Geraldton's economic success. This highlights the interdependencies of the regional capital and the region and supports the notion that a strong regional capital makes a strong region, and a strong region contributes to building a strong regional capital.

Perceptions of the governance framework

The interviewees were also asked to reflect on the governance processes in Greater Geraldton and the Mid West region, both generally and in relation to one of the recent events and projects they nominated. The following comments relate to perceptions about the governance framework overall

and the role of leading stakeholder organisations other than the Council of Greater Geraldton. The role of the CGG within the governance framework will be discussed in the next section.

The consensus appeared to be that while there had been a 'silo' mentality in the past, with each organisation and agency pursuing individual plans, this had been replaced in recent years with a more cooperative and consultative approach, particularly through the efforts of the CGG and the MWDC. This is expressed both formally through mechanisms such as CEO meetings and MOUs, as well as informally through the relationships built up between senior stakeholder representatives, especially at the CEO level.

There was also a perception among some stakeholders, however, that more needs to be done in this area. There was some criticism, for example, that while a level of state regulation was necessary current regulations were too cumbersome, although it was acknowledged that the situation in the Mid West was not necessarily any worse than in other regions. Likewise, some stakeholders felt that Council had some way to go in improving its own internal communications.

Views regarding the management of the specific events impacting the development of Greater Geraldton and the region were generally more positive. The projects nominated by the interviewees had a variety of lead agencies. Although in most cases the interviewees' organisations were key stakeholders in managing their nominated events, a collaborative approach was commonly adopted through structured events such as workshops, formal structures such as MOUs or informal relationships and arrangements, with any stakeholder having the ability of to 'pick up the phone' at any time if there was an issue.

As a result, comparatively few issues leading to conflicts were reported for the selected events. These were seen as relatively minor and were resolved through the formal and informal processes in place. Similarly these processes were used to negotiate changes in direction for some projects. The need for changes arose either because of engineering challenges or because new and unanticipated opportunities had arisen.

The strategies adopted by the key stakeholders to influence decisions varied greatly with their sphere of responsibility and degree of direct control over the specific projects and so are somewhat difficult to compare directly. It was noted, however, that even where organisations had a high degree of control this was not absolute. They still needed to rely on strategies to either influence the attitudes of their customers or members regarding the benefits of a project proposal, or to influence the decisions of the final decision-makers such as state ministers. These findings highlight the need for flexibility in approaches to managing regional development. This need was also noted in the literature.

There was also a degree of variation in the extent to which stakeholders responded to issues such as building community resilience. This was not necessarily an explicit priority for all events discussed, but in broad terms resilience was an implicit aim of the projects and strategies, especially those that attempted to deal with the region's mining-related economic cycles by building a more diversified economy. The council was regarded as being more aware than the other case study councils of the need for resilience and this will be explored further in the next section.

Strategies to achieve environmental, social or economic sustainability outcomes were more explicitly adopted. To varying degrees environmental and economic sustainability objectives were built into all the projects discussed, and some also sought to address social sustainability issues. While several initiatives were ongoing, the consensus appears to be that the strategies relating to completed projects have been largely successful in delivering their targets relating to sustainability, though it is unclear how ambitious these targets were.

Despite the perspective that they had been largely successful, few of the stakeholders represented amongst the interviewees had introduced any review and monitoring processes to assess the governance strategies used. Most review and monitoring processes related to the performance of the completed projects, such as specific monitoring of the performance and standards of built infrastructure, or the maintenance of standard worker health and safety, environmental management and quality control systems required either by legislation or the policies of the organisations concerned. Other more specific processes included reviews which were triggered by significant changes in the direction of the project or which were maintained by committees supporting the requirements associated with related MOUs.

The interviewees were positive about the outcomes achieved to date in relation to the nominated projects, especially those associated with the Geraldton foreshore redevelopment which will be considered further in the context of Council's role in the next section. Other factors which have contributed to these outcomes include the adoption of a shared vision, an emphasis on collaboration and engagement through transparent consultation processes, and the development of a good working relationship with the state government.

The interviewees were also asked to nominate current factors that might enhance or limit ongoing development in Greater Geraldton and the Mid West region. In the main these were consistent with the drivers and inhibitors outlined earlier. There was a strong emphasis on the importance of developing Oakajee, along with an emphasis on the role of Council in continuing to revitalise the Geraldton city centre both to make it more attractive as a base for people employed in mining, and to assist in diversifying the city's economy.

Finally, when it came to evaluating the region's reputation and prospects for future growth, views on the current level of development were mixed. There was, however, a broad consensus that more needs to be done to ensure that growth is maintained through the current downturn which has resulted from the end of the mining construction phase. Some saw the best way to address this was through the development of Oakajee and new mining resources, while others took a broader view, emphasising the importance of Geraldton's other assets as well.

The role of Council within the governance framework

As well as surveying governance arrangements generally, the interviews and desktop research also explored the role of the City of Greater Geraldton within the governance framework in promoting the development of the regional capital and the wider region. As noted earlier, a number of stakeholders identified the CGG as a key player in the regional governance process and indeed it was the only local government in the Mid West region that was specifically nominated. This reflects in part the dominance of Greater Geraldton as the only major regional centre and the fact that in population terms Greater Geraldton is much larger than all the other 16 councils in the Mid West combined.

The review of published material also underlines Council's key role in the governance framework (see Appendix D). The council has developed a range of strategies across many of the categories of drivers and inhibitors described earlier, in areas such as Indigenous education, cultural programming, economic development, community consultation, sustainability and information technology. One specific example of council leadership has been the proactive approach to voluntary amalgamation adopted by the City of Geraldton and the Shire of Greenough when they merged in 2007 and the subsequent amalgamation with Mullewa to form the City of Greater Geraldton in 2011.

Another example has been Council's Change Leadership and Transition Management Strategy which Council implemented with the aim of 'improving engagement, productivity and aligning corporate outcomes with community expectations' (City of Greater Geraldton, September 2013, p.2). The strategy was developed in recognition of the fact that the council's financial position was becoming unsustainable while at the same time it was coming under pressure from growing community aspirations.

The strategy had two elements: a community participatory budgeting process in which two panels of 35 to 40 people reviewed Council's infrastructure priorities and the range and levels of services provided, and an internal council process in which change leadership and transition strategy techniques were used to change the council's organisational culture and ensure 'buy-in, engagement and ownership' by Council staff (City of Greater Geraldton, September 2013, p.8). At the time of writing the assessments of the outcomes were still to be finalised but were described in the interview as being very positive.

In this context it is not surprising that projects in which Council was or is a leading stakeholder formed the majority of the items specifically nominated as a basis for detailed discussion in the interviews. It should be noted, however, that projects relating to the same event (the foreshore redevelopment) were nominated by two interviewees and a third nominated a related project (the Batavia Marina project). Council's role varied in each nominated project but was instrumental in the development of all of them. Council also provided some input into the remaining nominated projects.

The Geraldton foreshore redevelopment was part of a complex suite of projects related to the redevelopment of the Port of Geraldton. The individual components included dredging the port to allow it to service iron ore carriers, movement of the existing rail freight corridor, construction of a new breakwater to accommodate part of the relocated railway line and the redevelopment of both the Geraldton foreshore and the eastern part of the breakwater as a community and recreational facility.

While different organisations such as the GPA and the Department of Transport led some of the components of the redevelopment, the CGG is widely regarded as being the key agency in developing the vision for the foreshore redevelopment and the integration of the eastern section of the breakwater into the project. In part this was a response to community concern over the breakwater proposal in the first place. In effect, Council brokered an arrangement in which the community accepted the breakwater in return for its beautification and integration into the foreshore.

In fact one of Council's strengths as noted in the interviews was its ability to develop a clear vision for each of these initiatives and then use various tools to drive the implementation of that vision. For example, the CGG not only adopted a leadership role to broker community support for the breakwater project, but also assumed overall responsibility for its design and implementation. Similarly, Council led the planning process and ensured that the appropriate zonings were in place in relation to the Batavia Marina and airport development projects. CGG also contributed substantial funding, especially in relation to the foreshore development and eastern breakwater projects.

Council has also used its leadership position to influence decisions in areas where it has no direct control. For example, it negotiated with most of the key stakeholders mentioned earlier, as well as with other government agencies, members of parliament and relevant ministers, to secure funding and support for Council initiatives. The CGG also entered into MOUs with relevant agencies and at one stage with the state government to coordinate the implementation of some of these projects, especially those in which a number of organisations were involved.

Some other interesting examples of influence strategies used by Council were also cited. For example, it attempted to keep other stakeholders who had their own spheres of influence 'in the loop' through the provision of timely information so they were better able to support Council's projects. In addition, it engaged with relevant private sector companies to induce them to establish operations in Geraldton.

Similarly, to varying degrees the CGG has attempted to build resilience and sustainability strategies into most of its projects. An explicit aim of the Geraldton foreshore and marina projects was to increase the vibrancy and attractiveness of the city's heart and through this to build social sustainability and a greater degree of community engagement and optimism. These projects have also helped to increase economic sustainability by making the foreshore a destination for travellers and more broadly by making Geraldton a more attractive place to live and work.

The outcomes of these projects to date were regarded very positively by most stakeholders interviewed. The breakwater and foreshore projects were described as 'transformative' and the best outcomes possible. In addition, through its involvement in these projects the council developed its own strategic capacity and corporate knowledge, particularly in relation to the planning and management of major projects. There was some concern, however, that Council may be becoming overly ambitious in seeking to become a developer in its own right rather than facilitating development.

There were mixed views about the effectiveness of the CGG in fostering regional development and its reputation in this area. Some interviewees felt that Council was doing a great job in developing a vision for the city and in using its influence to lobby and advocate for both the city and the region. Others cited Council's initiative in promoting the region and facilitating investment as a welcome break from a more bureaucratic model. However, while nobody was strongly critical of Council's current role, some stakeholders felt it could be doing more to attract investment.

Some concerns were also raised regarding the performance of the other smaller councils in the Mid West in promoting development. Nonetheless, it was understood that their small size meant they had limited capacity to support regional development and that they regarded the CGG as having the primary role as the regional centre. While some thought those councils close to mining developments had done a good job in attracting investment to complement mining activity, some of these councils were seen as being slow moving and reluctant to work together, due in part to the large number of councils in the region and their limited resources.

4.2.5 Conclusion

Key drivers and inhibitors

The City of Greater Geraldton and the surrounding Mid West region have a wide range of potential drivers of growth, including natural endowments such as considerable mineral resources, a climate suitable for agriculture and a location on the coast that is sufficiently remote from Perth and other major centres to enhance Geraldton's role as a regional capital and a major port.

Overall, these seem to largely outweigh the inhibitors of growth, which in some respects represent the other side of the coin from the growth drivers. These include the regional economy's reliance on mining and agriculture and its consequent exposure to the boom and bust cycles of both industries. There are also issues associated with the port's capacity and the deferral of the proposed port development at Oakajee. The city's relative geographic isolation can also potentially reduce its access to knowledge, technology and skilled workers, although ongoing technological improvements have enhanced the region's access to knowledge. The region's connectivity will be further improved with the rollout of the NBN, and this will help to counter its relative geographic isolation.

The contribution of the governance framework

Notwithstanding their important role, the drivers and inhibitors make up only part of the story in determining the pattern of growth and sustainable development of a regional capital and the region it supports. The other component is the framework of institutions, agencies, associations and informal groups which manage the responses to these drivers and inhibitors – a framework within which local government can play an instrumental role.

This framework and the way in which it interacts with the drivers and inhibitors available is very complex. However, based on the elements identified in the literature review it is possible to analyse the published material and the outcomes of each case study to identify the key ingredients that are central to building a strong sustainable regional capital and region, and in particular those which are provided by the local government of the regional capital within this framework. The key ingredients which have contributed to the success of the governance framework in Greater Geraldton and the Mid West region are summarised below.

A focus on forming strategic partnerships

A notable feature of the governance framework in Greater Geraldton and the Mid West is the ability of key regional stakeholders to engage with each other and to establish strategic partnerships.

This success has been assisted by the relatively compact and close-knit nature of the city's governance framework. Although a relatively broad group of stakeholders are regarded as significant 'players' in Greater Geraldton and the region, the number generally considered as being the key participants in local and/or regional governance is limited to five or six organisations, including the CGG. This makes it easier to establish relationships and to obtain consensus around projects and issues that affect the whole region.

The location in Geraldton of all of the main governance framework participants also assists this group in developing strategic relationships, though by implication this means that the rest of the region is not so well represented. However, this also reflects the sparse population of the region and the role of Geraldton as the key urban centre, as well as the relatively high level of local governance fragmentation outside Geraldton. The small size and relatively compact nature of this governance group has also assisted in the development of a strong sense of local and regional identity.

A strong participatory approach to governance and decision-making

The cohesive nature of the governance framework also means that the stakeholder agencies are able to adopt collaborative and consultative approaches to the development and implementation, among themselves and with the wider community. These include the establishment of a range of relationships, from formal agreements and MOUs through to informal meetings and arrangements.

This also involves a strong emphasis on both leadership and strategies to influence outcomes. The latter have been particularly significant in achieving agreement from other agencies and levels of government to complete and/or fund projects, particularly projects which are located in Greater Geraldton but which also have a wider regional benefit.

A focus on integration of planning and a planned agenda for growth

While there is no single overarching plan for the development of Greater Geraldton and the wider region, the close-knit and collaborative nature of the governance framework has resulted in an integrated and consistent approach to planning by the key regional stakeholders. This has enabled them to develop key projects, such as the port and foreshore redevelopment, which by their nature could only be undertaken with multi-agency support. This has been assisted by the group's ability to develop shared visions and goals and to align their implementation processes.

A proactive council stance

Both the review of published material and the interviews confirmed the central importance of the City of Greater Geraldton within the governance framework. While this was due in part to the structure of the region in which Geraldton is overwhelmingly the dominant urban centre, it also reflects the proactive way in which Council has approached its role. This is demonstrated by the CGG's success in initiating and implementing complex projects such as the Geraldton foreshore redevelopment.

In a real sense this process commenced with the willingness of the three original councils to engage in two rounds of voluntary amalgamations to form the City of Greater Geraldton. Not only did this create a council with greater strategic capacity and financial resources, it also helped to build the new city's influence with the other regional stakeholders as well as with the state government.

Despite some criticism of specific aspects of Council's approach and a perception that it will have to be even more proactive in future to respond to the downturn in the mining industry, the outcomes of the projects undertaken so far by the CGG are regarded by most stakeholders as being very positive for the region.

Some of the factors involved in developing these outcomes include the CGG's ability both to work with other stakeholders to develop a clear vision for each of its projects even when they are part of a wider suite of initiatives, and its ability to assume leadership for these projects and use its strategic and organisational capacity to implement them. Council has also been able to use a range of influence strategies to negotiate with other agencies and levels of government to obtain its desired outcomes in areas where it has no direct control.

In addition, Council has engaged with the community to negotiate the best outcomes for specific projects and, much more broadly through its change leadership strategy, for the whole city. It has also sought to build resilience and sustainability strategies into most of its projects, for example by seeking to increase the vibrancy of the city centre to make Geraldton a more attractive place to visit, live and work, as well as by developing its own strategic capacity and corporate knowledge, particularly in relation to the planning and management of major projects.

4.3 Launceston City Council and the Northern Tasmania Region, Tasmania

4.3.1 Key characteristics

The Launceston City Council (LCC) LGA has an estimated resident population of over 67,000 (ABS June 2013) and an area of 1,405 square kilometres. It is located 200 kilometres north of Hobart and 45 kilometres south of Bass Strait. LCC is the largest council in terms of population in the Northern Tasmania region which has eight member councils with a total estimated resident population of 143,544 (ABS 2013) and an area of 20,700 square kilometres.

LCC has 46.7% of the regional population but the significant urban area of the city as defined by the ABS has an estimated population of nearly 86,200 (ABS 2013) or 60% of the regional population. LCC is also Tasmania's largest council in population terms and Launceston is the second-largest city in the state.

Launceston has a more youthful population than the state as a whole, with an average age of 37.9 years compared to the Tasmanian average of 40.8 years. The rest of the Northern Tasmania region is markedly older, with average ages ranging between 42.6 and 54.1 years.

In 2013 Launceston's 'top five' industry sectors in terms of the value of total output were:

- manufacturing
- financial and insurance services
- rental hiring and real estate services
- construction
- health care and social assistance.

At the regional level the four top sectors were similar, though in a different order, with agriculture, forestry and fishing displacing health care and social assistance for fifth place.

Based on the number of jobs, health care and social assistance was the biggest industry sector in Launceston, followed by retail, education and training, manufacturing and then accommodation and food services. Regionally, health care and social assistance was also the biggest employer, followed again by retail, manufacturing, education and training, and accommodation and food services.

A degree of consistency between Launceston's employment and output value figures and those of the wider region is to be expected, given that the city LGA has 60% of the region's population. It is somewhat surprising, however, that agriculture and forestry make a relatively modest contribution both as employers and in terms of output value. The ABS figures may understate the overall contribution of agriculture and forestry though, as businesses in a number of other sectors also provide support services to the primary industry sector and much of the region's manufacturing also involves processing of the region's primary products.

There was a marked decline in agriculture and forestry jobs across the from 2006 to 2011, with 457 jobs lost. Manufacturing and trade also suffered significant job losses in this period, both in Launceston and the wider region. The construction, education and training, and accommodation and food services sectors saw the most significant job gains across Northern Tasmania, while education and training, public administration and safety and construction added the largest number of jobs in the Launceston LGA.

Launceston's unemployment rate of 8.2% in 2013 was slightly above the Tasmanian average of 8%, while Northern Tasmania's rate was slightly lower at 7.6%. By contrast, the percentage of Launceston's population with university degrees was higher than the state average while the percentage across the region was lower, a situation reversed in relation to the proportion of people with certificate or diploma qualifications.

In summary, the figures for Launceston and Northern Tasmania are mixed. Population growth was static between 2011 and 2013 but both the city and particularly the region experienced strong growth in the decade before that, and the population is projected to grow quite strongly through to 2016. Northern Tasmania's average age is higher than the state average but Launceston's average age is lower, possibly reflecting the presence of the university campus and other facilities that may attract a younger population. This may also contribute to the city having slightly higher levels of unemployment than the state average in 2013, while the regional unemployment level was somewhat lower. A more detailed socio-economic profile of Launceston and the Northern Tasmania region is attached as Appendix F.

4.3.2 Key drivers and inhibitors

As noted in the literature review, a wide and diverse range of exogenous and endogenous factors affect the competitiveness of different regional capitals and regions, and therefore their rates of economic growth and development. The following summary draws on both the interviews and the desktop research and uses the broad categories outlined in the literature review to summarise the

key drivers and inhibitors of growth in Launceston and the Northern Tasmania region. See Appendix G for further information.

Key drivers

Launceston and the Northern Tasmania region have a number of growth drivers. Launceston City Council has the largest population of any Tasmanian council and, as well as being Tasmania’s second-largest city, it is the major centre for the region, providing services and facilities to the north-eastern section of the state.

The city is located at the head of the Tamar River at its confluence with the North Esk and South Esk rivers and is well connected to the state’s transport network. The Northern Tasmania region has a moderate maritime climate, relatively stable and reliable water sources and high quality soils which support a range of agricultural activities. It has a national reputation for high quality viticulture and horticulture products.

Launceston was recognised in the inaugural Suncorp Bank Family Friendly City report, with this regional capital being named the most family friendly city in Australia in January 2013. Launceston is Tasmania’s second-most important employment precinct after central Hobart, with significant infrastructure including a port and airport. Other major regional facilities include two University of Tasmania campuses and an extensive range of cultural and recreational facilities, with Council providing \$378,000 annually in cultural, arts and recreational sponsorship. Out of the state’s four tourism regions, the Northern Tasmania region is the second-most popular destination for tourists and has attracted a number of major sporting events. Table 16 summarises the key drivers.

Table 16: Launceston and the Northern Tasmania Region – summary of key drivers

Category	Selected Drivers
Environmental/ natural resource endowments	<ul style="list-style-type: none"> • Environmental & natural resource endowments: exceptional scenic beauty and environmental qualities, moderate maritime climate, reliable water sources and high quality soils supporting a range of agricultural activities including viticulture and horticulture • Physical location: well located on the Tamar River at its confluence with the North Esk and South Esk rivers and close to Bass Strait • Liveability: Launceston was recognised in the inaugural Suncorp Bank Family Friendly City report as the most family friendly city in Australia in January 2013.
Community capital: <ul style="list-style-type: none"> • Infrastructure and essential services 	<ul style="list-style-type: none"> • Established infrastructure: well connected to highway and rail networks with port and airport facilities • Council investment in community development: LCC provides high quality services and facilities for the city which also benefit the entire Northern Tasmania region: <ul style="list-style-type: none"> – The Greater Launceston Plan (GLP) provides an overarching physical framework to guide the development of the greater urban area over the next 20 years and beyond and promote appropriate development opportunities. – Council has taken a long-term strategic approach to flooding, a 10-year financial and capital works plan and long-term cultural and recreational strategies. – Launceston has unique precincts and facilities that significantly contribute to its regional city role.

Category	Selected Drivers
<ul style="list-style-type: none"> • Human capital 	<ul style="list-style-type: none"> • Higher education: UTAS has campuses at Newnham and Inveresk. • Secondary and other education: The Department of Education Tasmania has a program to facilitate higher levels of participation in the latter years of secondary education. • LCC participates in the LGAT Local Government Careers Program and has a cadetship program for engineers.
<ul style="list-style-type: none"> • Social and cultural capital 	<ul style="list-style-type: none"> • Building community networks: <ul style="list-style-type: none"> – LCC focuses on using sports, recreation, arts, leisure and natural resource management as a means of connecting to the community and commitment to ensuring the health and safety of its residents. – Council is building and supporting community networks through a number of infrastructure projects. – LCC provides financial and in-kind support for the Tamar Natural Resource Management group. – Launceston is a recognised historic city of substantial cultural significance. – LCC provides high-level infrastructure and operational services and sponsorships for cultural and recreational facilities.
Entrepreneurship and innovation	<ul style="list-style-type: none"> • Support for entrepreneurship: <ul style="list-style-type: none"> – LCC undertakes a range of activities to promote and support entrepreneurship and innovation in the city and surrounding area. – The GLP acknowledges the significance of creativity, innovation and a supportive business environment in driving regional development and outlines specific business environment and creative community projects including Bell Bay Investment Project, Launceston Gateway Project and Multi-purpose Regional Precincts.
Economic and market conditions	<ul style="list-style-type: none"> • Building business networks: <ul style="list-style-type: none"> – LCC Economic Development Advisory Group and Project reference panel facilitates effective regional and economic development in Launceston and the Tamar Valley. – Northern Tasmania Development (NTD) has a three-year funding commitment to increase the benefits of a regional approach to economic development.
Institutional environment: Governance and intergovernmental relations/ Leadership	<ul style="list-style-type: none"> • Launceston's role as: the second-largest city in Tasmania, Australia's third oldest city and the largest LGA in Tasmania in terms of population • Council initiatives: <ul style="list-style-type: none"> – Community Vision 2020 adopted by LCC in 2006 following substantial engagement and consultation. This guides Council and other organisations in setting priorities and underpins Council's Strategic Plan (2008–2013) – The GLP is a major strategic project to develop a unified and holistic approach to coordinate the long-term planning and management of the City and broader urban area. – LCC takes a leadership role in enhancing regional cooperation through a range of projects and is a member of NTD and LGAT. – LCC is involved in a number of partnerships with not-for-profit and community groups, for example Tamar Natural Resource Management and Tourism Northern Tasmania.

Category	Selected Drivers
	<ul style="list-style-type: none"> – LCC takes a lead role in developing regional priorities in conjunction with adjoining councils, undertakes strong advocacy along with the councils and works with them to develop a strategy for the Bell Bay Port. – LCC gained a Gold Award in the Tasmania Tourism awards 2013 for the Launceston Travel and Information Centre. • NTD: works with member councils on projects including regional planning initiatives, corporate structuring and Bell Bay Port and international shipping.

Sources: interviews and published material – see Appendix G

Key inhibitors

Both Launceston and the Northern Tasmania region face a number of growth challenges. Some of these are inhibitors which apply to varying degrees to the whole of Tasmania, including slow population growth and the state’s island status and consequent isolation, compounded by the lack of a low-cost reliable freight shipping service. These have been exacerbated in recent years by the impacts of the global financial crisis and the broad decline in manufacturing, factors which have contributed to a poor economic performance.

A number of interviewees also suggested that the region’s relatively small regional population has also inhibited growth, as had out-migration by young people. Limitations on development which until recently applied to parts of Launceston as a consequence of problems with the city’s flood levees, were also nominated as a growth inhibitor. In addition, existing retail businesses in Launceston’s CBD are coming under pressure from the recent construction of major retail outlets in suburban areas.

Other inhibitors have included the potential for flooding which has impeded development around Invermay, though Council has recently upgraded the flood levees to address this problem. The majority of interviewees, however, indicated that by far the biggest factor to have impacted the regional economy in recent years has been the decline of the timber industry and in particular the collapse of the Bell Bay Pulp Mill proposal. This will be discussed in the next section.

Table 17: Launceston and the Northern Tasmania Region – summary of key inhibitors

Category	Selected Inhibitors
Environmental/ natural resource endowments	<ul style="list-style-type: none"> • Tasmania’s island status and consequent isolation • decline in resource-dependent industries, such as timber • potential for flooding (though Council has recently upgraded the flood levees)
Community capital: • Infrastructure and essential services	<p>Inhibitors identified in the LCC Strategic Plan and from the 2008 community survey:</p> <ul style="list-style-type: none"> • responses to specific environmental issues such as flooding and air quality • problems in determining the priority of works and services • confusion of the roles between regulation, planning and development • confusion between the role of Council and various other agencies and government, including ‘cost shifting’ to local government.
Human capital	Demographic trends:

<i>Category</i>	<i>Selected Inhibitors</i>
	<ul style="list-style-type: none"> • the region’s comparatively small population • out-migration by young people.
Economic and market conditions	Economic factors: <ul style="list-style-type: none"> • global financial crisis • decline in manufacturing • high shipping costs and lack of a low-cost reliable freight shipping service • collapse of the Bell Bay (Tamar Valley) Pulp Mill proposal
Institutional environment: Governance and intergovernmental relations/ Leadership	Governance issues: <ul style="list-style-type: none"> • Launceston’s fragmented urban governance arrangements • tensions between LCC and other councils in the region, especially within Northern Tasmania Development.

Sources: interviews and published material – see Appendix G

4.3.3 Significant recent events

In addition to the drivers and inhibitors outlined above, significant recent events and initiatives which have impacted on the development of Launceston and Northern Tasmania in either a positive or negative way have also been identified both from the published material and the stakeholder representatives interviewed. Most of these are included in the detailed list of the selected drivers and inhibitors contained in Appendix G.

A selected list of events is shown in Table 18. Each interviewee selected one of these events as the focus for a more detailed discussion of local governance and leadership in the regional capital and region.

Table 18: Launceston and the Northern Tasmania Region – selected recent events

<i>Category</i>	<i>Nominated Events</i>
Environmental/ natural resource endowments	<ul style="list-style-type: none"> • investment in irrigation infrastructure • investment in viticulture • decline in the timber industry.*
Community capital: Infrastructure and essential services	<ul style="list-style-type: none"> • Invermay flood levee upgrade • North East Mountain Bike Project* • Launceston Hospital redevelopment • investment in tourism infrastructure.
Entrepreneurship and innovation	<ul style="list-style-type: none"> • Boags brewery visitors centre project* • Silos Hotel project.*
Economic and market conditions	<ul style="list-style-type: none"> • impact of global financial crisis • collapse of the Bell Bay (Tamar Valley) Pulp Mill proposal* • impact of large chain retailers setting up in suburban centres on existing small retailers • imposition of an additional licence fee by the Victorian Government on the Port of Melbourne (the closest mainland port to Tasmania) • closure of car parts maker ACL and of other manufacturers • recent and sudden decline in household incomes resulting from other events.
Institutional environment: Governance and intergovernmental relations/ Leadership	<ul style="list-style-type: none"> • development of Launceston events strategy • completion of the Greater Launceston Plan.*

** Events selected by the interviewees as a basis for further discussion*

As noted earlier, the event which was nominated by most of the interviewees as having the greatest impact in recent years was the decline in the timber industry and the associated collapse of the Bell Bay Pulp Mill proposal. While the sequence of events leading up to the current situation is complex, the economic impact has been far-reaching with significant job losses not only in the timber industry but also in many businesses providing support services to this sector. These changes were only partly captured in the analysis of the ABS data mentioned earlier as it only covered the period up to 2011.

It has been claimed that this decline, combined with the impacts of the global financial crisis and the closure of manufacturing businesses, has resulted in a \$100 million decline in total household income in Launceston in recent years. These effects have flowed through the regional economy while the controversy over the timber industry outcomes continues to divide the community.

Responding to the resulting economic and social consequences was one of the items nominated for more detailed consideration in the interviews. The other recent events and projects selected for further discussion have had more positive impacts. These included the development of the Greater Launceston Plan by the LCC and commencement of the construction of mountain bike trails as part of the North East Mountain Bike Project. Two current private sector projects were also nominated for discussion: the development of the Boags brewery visitors centre and the Silos Hotel development.

4.3.4 The role of local governance and leadership

The governance framework

Key stakeholders and their roles

The interviews and the published material provided a basis for identifying a range of stakeholders directly or indirectly involved in the development of Launceston and the Northern Tasmania region. In addition, the interviewees nominated the key regional stakeholders and those they felt have played key roles in the governance framework.

The stakeholders most commonly identified in the interviews were Launceston City Council, the Department of Economic Development, Tourism and the Arts (now absorbed into the Department of State Development), relevant ministers, private sector developers and industry and business groups.

The following overall list of organisations, agencies and associations was identified directly and indirectly in the interviews as key stakeholders affecting development in the region.

Table 19: Launceston and the Northern Tasmania Region – selected stakeholders

Area/Category	Stakeholders
Launceston LGA	<ul style="list-style-type: none"> • Launceston City Council • Launceston Chamber of Commerce • Cityprom Inc.
Northern Tasmania region	<ul style="list-style-type: none"> • other councils in the region • Northern Tasmania Development • NRM (Natural Resource Management) North • Tourism Northern Tasmania • Tamar Natural Resource Management Group (sub-regional).
Government Departments/Agencies*	<ul style="list-style-type: none"> • Tasmanian premier and relevant ministers • state and federal representatives from the region • Tasmanian Department of State Growth (formerly the Department of Infrastructure, Energy and Resources and the Department of Economic Development, Tourism and the Arts) • Forestry Tasmania • Tasmanian Planning Commission • TasWater • RDA Tasmania.
Tertiary Education	<ul style="list-style-type: none"> • University of Tasmania • Australian Maritime College (Institute of the University of Tasmania).
Private Sector/Other	<ul style="list-style-type: none"> • Bell Bay Industry Group • Tasmanian Chamber of Commerce and Industry • Tasmanian Farmers and Graziers Association • private sector developers and investors (including Boags and Gunns).

** The state and federal governments were themselves also nominated*

Overall, the list of key stakeholders identified by the interviewees is similar to those described in the other case studies. It appears, however, to be slightly smaller in number than those identified by interviewees in other similar-sized regional centres, especially in terms of stakeholders with a focus specifically on the regional centre, though this is not an exhaustive list. It should also be noted that

there is a significant presence of state agencies and government department offices in the city, partly because of Launceston's 'second city' status within the state.

Another difference is the inclusion of the Tasmanian premier as a stakeholder. While representatives in other case studies have nominated local MPs and occasionally state and federal ministers, none included the current premier. This reflects in part the relatively small size and accessibility of the Tasmanian government and Launceston's status as the state's second city.

Perceptions of the governance framework

The nature of the governance framework in Launceston and the Northern Tasmania region along with the roles of key stakeholders within this framework were investigated generally and individually via the interview discussions with key stakeholders. The review of published documents also revealed additional governance networks and initiatives.

Comments in this section draw on the interview responses to focus on perceptions about the governance framework overall and the role of leading stakeholder organisations, networks and initiatives. In this regard two of the events and initiatives discussed in the interviews which have a broader regional focus (while still obviously involving Launceston City Council) are considered; the three initiatives which are more specifically focused on Launceston city and the role of the council will be discussed in the next section.

A key event which was the focus of at least one of the interviews was the regional response to the decline of the timber industry and the collapse of the Bell Bay pulp mill project. These events marked the collapse of a major economic driver for the region with consequent major job losses both in Launceston and throughout the region.

These events and their aftermath involved a range of stakeholders including all the councils, the timber company, Gunns, and a range of other companies connected to the timber industry along with Forestry Tasmania. The collapse also produced a complex range of responses, particularly among the region's councils. While some councils took a more proactive stance, for example developing their own economic renewal strategies or strategic planning frameworks, others, partly for political reasons, adopted a more neutral approach. This meant that while the issue was discussed by the region's mayors, their views were too disparate for them to form a common regional position.

The second key regional event is the North East Mountain Bike Project. This was initiated by Northern Tasmania Development (NTD) which, along with NRM North and Tourism Northern Tasmania, is one of the regional structures that brings together many of the local stakeholders and in particular the councils across the region. NTD was established in 1992 as the Northern Tasmanian Regional Development Board. Its membership comprises the eight councils in the region and its primary focus is the promotion of regional economic development.

The North East Mountain Bike Project, which was initiated by NTD four years ago when the organisation started investigating options for alternative recreational uses of land in forest reserves, provides one example of successful regional cooperation. With assistance from Tourism Northern Tasmania and drawing on examples in Scotland and New Zealand, NTD identified an opportunity for Northern Tasmania to become a world recognised mountain bike destination.

NTD prepared an application for federal RDA funding, though this had to be submitted through one of the participating councils. NTD sought extensive in-kind support and cash commitments from the councils involved as well as Forestry Tasmania. This support, which totalled \$1 million in value, was

instrumental in the success of the bid, with the project securing \$2.4 million from the federal government as well as \$1 million from the state government.

Moving the project from funding to the implementation phase, however, provided some particular challenges. In preparing its funding application NTD had set up conceptual governance arrangements but these had to be largely abandoned, partly because the funding was broken into different pools of money with different specific requirements for the councils involved. This made it difficult for councils to have these primary contractual responsibilities and simultaneously be bound by an overarching governance mechanism.

The project was therefore restructured with a reference group model in which the individual proponents managed each project locally. This approach appears to have been successful in terms of delivering the construction of the bike paths but the process of holding the structure together regionally has been complex. As a result NTD has become one of seven project partners instead of assuming an overarching role, but is also directly responsible for managing the construction of one of the trails with assistance from Launceston City Council.

Apart from the funding requirements this outcome also indicates a degree of governance fragmentation in the region. The implications of this issue specifically in relation to local government will be discussed in the next section, but it was suggested during the interviews that while collaboration across institutional boundaries did occur, it was not always easy to achieve and often depended more on individual relationships than on an ingrained culture of cooperation.

The impact of these institutional 'silos' is reinforced by the perception that there is a degree of overlap in functions and activities between some of the stakeholders identified earlier, particularly at the regional level. This can lead to duplication between these organisations, several of which are wholly or partly funded by the councils. There is also a perception that part of the problem has been the lack of consistency between and within state government departments and agencies in their responses to the region. The new state government has sought to address some of these issues through the recent formation of a new Department of State Growth incorporating the Department of Infrastructure, Energy and Resources and the Department of Economic Development, Tourism and the Arts. It was also suggested that there needed to be greater engagement at the regional level with key industry groups like the Farmers and Graziers Association and the Tasmanian and Launceston Chambers of Commerce.

The role of Council within the governance framework

As in the other case study regions, Launceston as the regional centre council has not only the majority of the population but is also considerably larger in terms of resident numbers than any of the other councils in Northern Tasmania. As a result the council has taken a leadership role in several key areas of regional cooperation, particularly in relation to natural resource management, economic development and waste management, as well as in its advocacy for the region to other levels of government.

However some tensions stemming from the differing levels of resourcing, staff expertise and priorities between Launceston and the other councils were apparent. These are reflected in the debate currently taking place in which Launceston City Council has questioned the large size of its financial contribution to the Northern Tasmania Development relative to its voting power and, more broadly, the nature of the regional framework and the direction of regional strategic planning.

A recent report to Council maintained that NTD lacked sophistication in its advocacy to other levels of government, placed the region at a relative disadvantage, and favoured the issues raised by smaller member councils (Launceston City Council, 2014). For its part NTD has argued that it has

demonstrated the efficiency of the shared service model as well as its commitment to building regional responses to economic and other challenges, as demonstrated by projects such as the mountain bike project described earlier and its advocacy over the future development of Bell Bay port and freight precinct (Launceston City Council, 2014). It is understood that some of the other NTD member councils have supported NTD and questioned LCC's approach on this issue.

The existence of these tensions around governance and funding arrangements and a degree of mistrust between the regional centre council and its neighbours in a region where there are major differences in LGA population size is not unusual. However, in the case of Launceston and Northern Tasmania the situation is complicated by the way in which the urban area has spread into surrounding councils, with the result that around 30% of the city's population lives outside the Launceston City Council LGA boundary. This provides a somewhat different context for the issues surrounding the relationship between Launceston City Council and its neighbours, as well as regarding debates over the provision of the funding of city-wide infrastructure and approaches to regional governance.

One response has been the release in January 2014 by Launceston City Council of the draft Greater Launceston Plan (GLP), the development of which was one of the specific events chosen for discussion during the interviews. The GLP is a 'community vision and evidence-based framework for the sustainable development of Launceston and its suburbs and localities over the next 20 years and beyond' (Renaissance Planning Pty Ltd, 2014b, p.iv). The \$1 million project was funded through the federal government's Liveable Cities Program and covered the Greater Launceston statistical local area (SLA) as defined by the ABS.

The GLP's structure and process reflected the local governance structure described above and therefore includes parts of the neighbouring municipalities of George Town, Meander Valley, Northern Midlands and West Tamar into which Launceston's urban footprint has spread. This means that the GLP has elements of both a local strategic plan and a regional plan, one which covers over two-thirds of the region's total population. In this regard the council report referred to earlier claimed that NTD had not provided a 'clear regional context' for development and so a key rationale of the GLP was to provide this. The report commented:

Launceston as a major regional centre has lacked a clear sense of how the City should evolve and develop in the context of existing and economic challenges the region faces. This lack of a clear strategic direction and unity of purpose placed the Council in a position of vulnerability in identifying and addressing high priority matters critical to the short and long term prosperity of the City (Launceston City Council, 2014, p.17).

The preparation of the GLP was coordinated by the office of the General Manager of Launceston City Council. The process was overseen by a project management group chaired by an alderman of LCC and comprising representation from the participating councils and from other key stakeholders including the Tasmanian Planning Commission, the then state Department of Infrastructure, Energy and Resources, the Launceston Chamber of Commerce, Cityprom, RDA Tasmania, the University of Tasmania and (notwithstanding the tensions described above) NTD.

The GLP comprises a vision and strategic pathway for the preferred future of greater Launceston, along with metropolitan structure principles and policy, and strategic and implementation frameworks to support and realise this vision. An important component of the implementation framework is the identification of key city projects of regional and state significance.

The GLP also identifies a number of challenges for the region and the city, including: the need to provide better governance for the municipalities that comprise greater Launceston; managing the

transition from an industrial to a services based economy and facilitating its growth and diversification, capitalising on infrastructure such as Launceston Airport and the Port of Bell Bay; encouraging social inclusion; and identifying strategies to address the region's limited population growth, loss of young families and ageing population (Renaissance Planning Pty Ltd, 2014a).

More specifically, the full version of the draft plan notes the region's historic reliance on agriculture, forestry and other aspects of primary production and how changes in these sectors have combined with global economic changes to increase the region's vulnerability. Examples include the 50% reduction in the forestry workforce state-wide in recent years and the loss of jobs in the region due to the closure of the Beaconsfield mine and the recent decline in manufacturing (Renaissance Planning Pty Ltd, 2014a).

Another aspect of the GLP is that while it addresses environmental and social issues, its key priority is to respond to the considerable challenges which face efforts to grow jobs, encourage private sector investment and increase household incomes. For Launceston City Council the next phase is the development of the City Heart project, defining a new role and vision for the CBD that extends beyond its traditional retail base and providing infrastructure to ensure it is a 'must visit' destination.

Given that the GLP has only recently been released it is difficult to gauge the extent of its impact, though it has already succeeded in providing a detailed analysis of the region's strategic planning issues. It also appears to have assisted in providing a framework for building cross-council relationships that recognises the difficulties of governance for a city in which a substantial proportion of the population has spread into the surrounding LGAs. This would also seem to indicate that these councils are willing to engage in collaboration at the sub-regional level, despite (or possibly because of) the questions that Launceston has raised about the wider regional governance process.

The other events discussed in the interviews related to projects to foster economic development in Launceston. Both are in the planning phase; the first, the Silos development, is an \$11 million plan to convert disused grain silos on the waterfront into an 11-storey hotel. The second is the development of a new tourism centre at the Boags brewery.

The elected representatives and the senior staff of Launceston City Council have been very supportive of both proposals, with council being very proactive in facilitating the projects and trying to resolve any planning issues. For example, in the case of the Boags development the application was approved quickly, with council agreeing to integrate the proposal into the GLP. Similarly, with the silos development a site-specific plan was developed by Council to ensure the project can proceed. As several interviewees noted, the economic challenges faced by the city and the region have probably assisted in fostering a pro-development perspective within Council. An important component of this has been the extent to which developers trust council, for example in relation to being able to discuss development proposals confidentially in the early concept phase.

While in several of the other case studies there were some concerns that high-level support within councils for development proposals had not always been reflected further down within the council structures, this does not appear to be the case in Launceston, at least in relation to these projects. A bigger issue was the level of red tape and the time needed to meet state government requirements, particularly in relation to water authority approvals and land rezoning applications. The government's planning requirements were described as significant inhibitors of development both directly and indirectly, as banks are increasingly mandating that development proposals must have planning and building approvals in place before they are prepared to lend funds.

Despite these impediments the state government departments and agencies involved in the approvals process for these projects were described as being very supportive, with the new state

government adopting a more explicitly pro-development stance, for example through the creation of the new Department of State Growth referred to earlier. However, the personalities and attitudes of those in key leadership positions relating to development both at the state and council levels were perceived as being at least as important as the policies adopted or the restructuring of government agencies in facilitating and encouraging the development of new projects.

4.3.5 Conclusion

Key drivers and inhibitors

As noted earlier, Launceston has a number of strategic advantages as an important regional service centre which offers a range of services and facilities to the highly-productive Northern Tasmania region. It has a relatively youthful and educated population, a port, airport, university campus and other key infrastructure as well as a diverse economic base with the potential to drive economic development in the region.

Both the city and region face considerable challenges however. Many of these stem from broader state-wide issues such as Tasmania's isolation and the consequently high shipping costs. Others, such as the decline in the timber industry and the manufacturing sector, have also affected the whole of the state but have had particularly heavy impacts in Northern Tasmania. Developing strategic responses to deal with these challenges and to encourage new economic development has in some respects become the defining issue for Launceston and the region.

Another unusual feature of the region is its governance structure and in particular the way in which Launceston's population spills over into the surrounding LGAs, which presents challenges to urban governance more common in major cities than in regional centres. This structure may not be the root cause of the current tensions, particularly between Launceston City Council and NTD, but it has probably contributed to the situation.

More broadly and without seeking to comment on an ongoing debate, it would appear that both the structural issues and the associated tensions may have complicated the region's ability to develop a comprehensive and coordinated range of responses to the challenges outlined above. However, the willingness of councils and other stakeholders to work together on specific projects such as the first two described below is a hopeful sign that these issues can be overcome.

The contribution of the governance framework

While the drivers and inhibitors identified are instrumental in shaping the pattern of economic development in Launceston and Northern Tasmania, the current councils and the wider local governance framework share a responsibility for maximising sustainable growth in response to these drivers and inhibitors.

In any region this framework and the way in which it interacts with these drivers and inhibitors is very complex. However, based on the elements identified in the literature review, each of the case studies endeavours to analyse the published material and stakeholder interview outcomes to identify those key 'ingredients' within this framework that are central to building sustainable growth, particularly those provided by the local government of the regional capital. Some of those which have contributed to the success of the governance framework in Launceston and the Northern Tasmania region are summarised below.

Innovation and cooperation in diversifying the regional economy

The North East Mountain Bike Project initiated by Northern Tasmania Development has been a successful example of regional cooperation creating a new tourism resource with the potential to

make a significant contribution to the area's economy. Based on international research, an alternative use for land in forest reserves was identified and a strategy was developed for Northern Tasmania to become a world recognised mountain bike destination. The project attracted \$3.4 million in federal and state government funding and \$1 million in cash and in-kind support from key stakeholders including Launceston City Council.

However, in order to receive funding NTD and the participating councils had to change the governance model to meet funding requirements so that the individual proponents managed project implementation, with the only regional oversight provided through a reference group. While this has demonstrated the adaptability of the local and regional stakeholders to work together despite some of their differences in managing the project, it also illustrates the limitations of some current state and federal funding models which can inhibit creative regional leadership.

Creating a regional context for strategic planning and economic development

The Greater Launceston Plan is Launceston City Council's innovative response to the challenges that the city and region face. It incorporates a detailed analysis of these challenges, including the decline in the primary industry and manufacturing sectors, and the need to transition to a services-based economy. This analysis has provided a regional context for a vision and a comprehensive plan for the development of Greater Launceston, along with a detailed implementation strategy.

A key aspect of the GLP is its recognition of the need to manage the Launceston metropolitan area more holistically, given the proportion of the city's population that lives in neighbouring municipalities. This has resulted in the development of a framework for these councils to be involved in the management of the wider urban area, again allowing these councils and other stakeholders including the NTD to work together despite their differences.

A proactive approach to engaging with the development sector

Launceston has been very proactive in working with the private sector to facilitate major development proposals such as the Silos Hotel and Boags tourism centre development. In both cases the elected representatives and the senior staff of Launceston City Council recognised the significance of the proposals for the region's economy and supported their development, engaging with the proponents in the early phases of the projects and working with them to overcome any problems. This approach recognised the economic potential of the proposals and the importance of ensuring that while all the requirements of the relevant planning and building codes were fully addressed, these did not become obstacles to project approval.

4.4 Mackay Regional Council and the Mackay-Isaac-Whitsunday Region, Queensland

4.4.1 Key characteristics

The Mackay Regional Council (MRC) local government area has an estimated resident population of just under 122,000 (ABS June 2013) and an area of 7,622 square kilometres. It is located on the coast nearly 1,000 kilometres north of Brisbane. MRC is the largest council in population terms in the Mackay-Isaac-Whitsunday (MIW) region. MIW has three council members with a total estimated population of just over 180,000 (ABS 2013) and a total area of 90,363 square kilometres. The MRC has nearly 68% of the regional population.

The populations living in the MRC area and the MIW region overall have average ages of 35.6 and 35.2 years respectively, which are slightly below the state average of 36.6 years. Within the region the Isaac Regional Council has the most youthful population with an average age of 31.7 years while the Whitsunday Regional Council has the oldest at 37.2 years. Population growth for both the MRC and the wider region has been mostly above the state average since 2001. This trend looks set to continue, with the MRC population forecast to approach 200,000 and the MIW region expected exceed 284,000 by 2031.

Both MRC and the wider region have higher labour force participation rates (4.2 and 4.3 percentage points higher respectively) and lower unemployment rates (1.6 and 1.4 percentage points respectively) than the Queensland averages in 2013. The MRC and MIW region populations are less qualified than the state average in terms of school completion rates and those with a bachelor's degrees or higher (for example, Mackay is 9.5 and 11.2 percentage points respectively below the state averages) but a higher percentage has certificate or diploma qualifications. These statistics reflect the occupational profile, with the percentage of resident workers employed in manual occupations being 13.5 percentage points higher than the state average in Mackay and 14.7 percentage points higher in the MIW region.

Within Mackay the sectors with the highest employment numbers are: retail; manufacturing; health care and social assistance; construction; and transport, postal and warehousing. This is one area where there is a marked difference between the statistics for the regional centre and those for the region; as could be expected, mining is the largest employer by a considerable margin across the MIW region. The mining sector is followed by: retail; construction; accommodation and food services; and manufacturing.

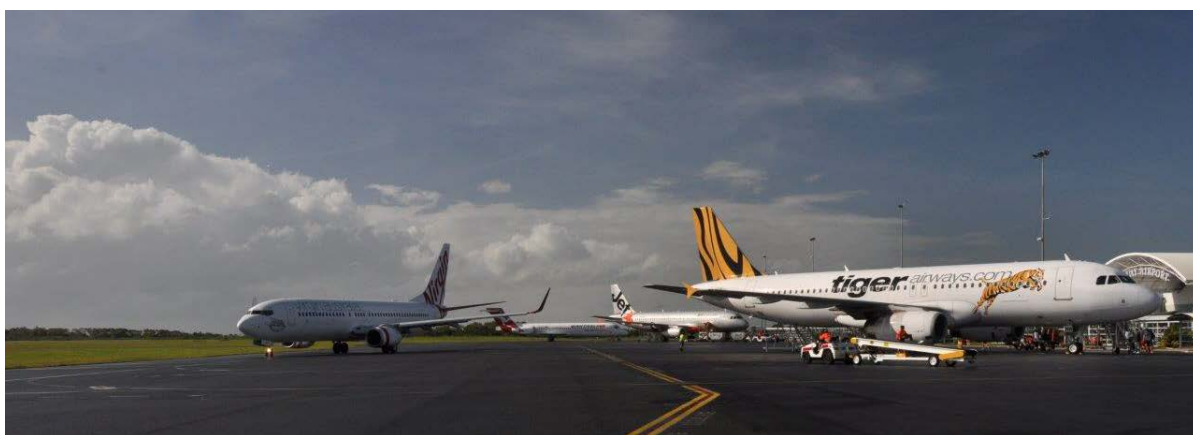


Figure 7: Mackay Regional Airport. Photo supplied by Mackay Regional Council.

The differences in industry sector employment between MRC and the wider region partially reflect those for sector outputs. At the regional level, mining is again by far the most significant contributor, accounting for \$17.42 billion (ABS June 2013 estimate) which is 24% of the total Queensland mining output. Not surprisingly, most of the other industry sectors making major economic contributions have strong direct and indirect links with mining. They include: manufacturing; construction; rental, hiring and real estate services; and transport postal and warehousing. Within the MRC area manufacturing is the leading sector. This is followed by: construction; mining; rental, hiring and real estate services; and transport, postal and warehousing. This reflects Mackay's role as a major service centre for mining and related industries across the whole region.

In terms of employment growth almost all sectors grew strongly in the five-year period from 2006 to 2011, especially at the regional level. Within the MIW region, mining in particular grew by over 5,300 jobs (or over 18% of mining sector jobs growth across the state), followed by construction and then health care and social assistance. These figures, however, do not capture any changes in sectoral employment since 2011.

In summary, although much of the data predates the impacts of the most recent downturn in the mining sector, the statistics indicate that the regional economy is performing strongly and continues to make a substantial contribution to the state and national economies. By far the biggest sector in terms of both output and employment is mining. This is followed by a number of mining-related industries and those sectors which have benefited from the mining boom such as construction, manufacturing, and rental, hiring and real estate services.

The statistics also indicate some of the issues with the regional economy that MRC is trying to address, including the extent to which the region is dependent on mining and the need to diversify the economy. While other industries such as agriculture, agricultural processing, tourism and fishing are important, they do not appear in the top industry sectors either in terms of output value or employment numbers. In fact agriculture, forestry and fishing was one of only three industry sectors to lose jobs in the 2006–2011 period, with nearly 900 positions disappearing across the MIW region. A more detailed socio-economic profile of Mackay and the MIW region is attached as Appendix I.

4.4.2 Key drivers and inhibitors

As noted in the literature review, a wide and diverse range of exogenous and endogenous factors affect the competitiveness of different regional capitals and regions, and therefore their rates of economic growth and development. The following summary draws on both the interviews and the desktop research conducted and uses the broad categories outlined in the literature review to summarise the key drivers and inhibitors of growth in Mackay and the MIW region. See Appendix J. for further information.

Key drivers

Mackay and the MIW region have a number of growth drivers, with substantial natural resources providing the foundation for the region's economy. These include productive agricultural land, forests, freshwater resources, minerals and marine waters and in particular the rich coal deposits in the Bowen and Galilee Basins. The coal mining boom has been the primary source of the region's growth in recent years, particularly during the mine construction phase. This boom has in turn supported growth in logistics support, housing construction and retailing, complemented by a resurgence of agribusiness and tourism.

Supporting the mining, agricultural and tourism industries is Mackay's role as a major regional transport hub due to its location on regional and national road and rail networks, and its well-established ports and airports. The ports link the region to major national and international

markets, with the Port of Mackay being Queensland’s fourth-busiest multi-commodity port and the port at Hay Point being one of the world’s largest coal export ports. The Mackay Airport services almost 100 flights a week and is recognised by the Queensland Government as an airport of state significance.

The region is also rich in biodiversity with a variety of ecosystems and habitats with coral reefs, forests, streams and wetlands, including several rare and threatened plant and animal species. The region’s spectacular natural environment includes 31 beautiful beaches, a picturesque blue river and a pristine rainforest hinterland. It is also a gateway to the Great Barrier Reef and lagoon system, coastal islands and national parks which form part of the Great Barrier Reef World Heritage Area.

The region’s great natural beauty is obviously also a driver in terms of providing both an environment which is attractive to residents and as a basis for a substantial tourism industry. Selected key drivers for Mackay and the MIW region are outlined in Table 20.

Table 20: Mackay and the Mackay-Isaac-Whitsunday Region – summary of key drivers

<i>Category</i>	<i>Selected Drivers</i>
Environmental/ natural resource endowments	<p>Environmental & natural resource endowments:</p> <ul style="list-style-type: none"> • a wide range of natural endowments: agricultural land, forests, freshwater resources, marine waters and minerals, including substantial coal deposits • a diversity of ecosystems and habitats with coral reefs, forests, streams and wetlands which support a number of rare and threatened species • a spectacular natural environment with beaches, a river and forest hinterland • proximity to the Great Barrier Reef World Heritage Area.
<p>Community capital:</p> <ul style="list-style-type: none"> • Infrastructure and essential services 	<p>Established infrastructure:</p> <ul style="list-style-type: none"> • Mackay’s role as a major regional transport hub with links to state and national road and rail networks • well established port infrastructure and an airport that links the region to major national and international markets. <p>Council investment in community development:</p> <ul style="list-style-type: none"> • a substantial network of physical infrastructure which supports economic and social development and creates a sense of place for residents and visitors • considerable industrial land supply in Mackay and regionally • MRC’s success in obtaining federal government funding for the Mackay CBD rejuvenation project and state government funding for the Mackay Active Towns Program. <p>Higher education: ‘dual sector’ UCQ campus.</p>
Human capital	MRC’s development of its own workforce
Social/cultural capital	<p>Development of community networks:</p> <ul style="list-style-type: none"> • MRC’s extensive volunteers program and focus on using sports, recreation, arts and leisure facilities and activities as a means of connecting members of the community • strategies to foster arts and cultural development, for example MRC funding for community groups and support for major cultural events. <p>International relationships: Australia’s first ‘sister region’ agreement signed by</p>

Category	Selected Drivers
	the mayors of Mackay, Isaac and Whitsunday and the Chinese city of Yantai
Entrepreneurship and innovation	Development of business networks: <ul style="list-style-type: none"> MRC's support for business diversification through initiatives such as 'Diversify Mackay' and developers' forums MRC's support of an innovative and professional customer service focus within its own organisation.
Economic and market conditions	External economic forces: <ul style="list-style-type: none"> the coal mining boom which was until recently the region's primary source of growth, particularly during the mine construction phase, supporting growth in logistics support, housing construction and retailing a resurgence in the agribusiness and tourism and tourism industries the recent contraction in mining has eased the region's skills shortages.
Institutional environment: Governance and intergovernmental relations/ Leadership	MRC role: <ul style="list-style-type: none"> the MRC's community engagement framework and support for initiatives such as Connecting Mackay and the Regional Sustainability Strategy council partnerships/collaborations, including the Whitsunday Regional Organisation of Councils (ROC) council participation in the Queensland Water Regional Alliances Program and other local, state and federal government committees and groups MRC participation on around 26 independent community committees.

Sources: interviews and published material – see Appendix J.

Key inhibitors

The great natural beauty of the MIW region also means that it needs to be managed carefully and is vulnerable to the impacts of climate change. The sensitive nature of this unique environment is therefore also a constraint on development and at times a source of conflict, particularly in relation to mining and the movement of mining products, as well as the pressures of residential growth.

Other constraints include the changing nature of the economy as the various mines move from a construction to an operational phase. Record tonnages of coal are being shipped but income levels have been hit by declining coal prices and the high Australian dollar. The recent downturn in mining construction will be discussed further in the next section, but it underlines another significant inhibitor – the region's comparatively narrow economic base. More than half of the region's GRP comes from mining, making the region susceptible to boom-bust cycles caused by changing market conditions like fluctuating commodity prices, exchange rates and costs of production.

In addition, while mining has brought obvious benefits, supporting the requirements of the sector and the associated population growth has put the MIW region's infrastructure under pressure. Because of various lags in provision, there is a backlog in the supply of infrastructure despite the recent downturn. Examples include the need to upgrade and maintain roads used by the mining industry as well as uncertainty regarding future water and power security for the region. Mackay's location on a floodplain, the sensitive natural environment described earlier and a pattern of dispersed low-density residential development also pose particular challenges for the provision of infrastructure to service urban growth.



Figure 8: Jilalan Rail Yards near Sarina. Photo supplied by Mackay Regional Council.

A number of other inhibitors were also nominated in the stakeholder interviews. The high wages paid in the mining industry to attract staff at the height of the boom were acutely felt by all the councils; many council employees had skills easily transferable to the mining industry where they could earn considerably more money. A number of interviewees also suggested that the regulatory framework was a significant constraint, claiming that red and green tape acted as a deterrent to development both in terms of the number of regulatory requirements and the amount of time involved in processing. Another inhibitor cited was that despite the region's considerable contribution to export income, it lacked a clear identity with Mackay not nearly so well known as other northern Queensland centres. Finally, several interviewees suggested that the process of council amalgamation undertaken several years ago across the state had only just been bedded down and that councils were only now starting to become more strategic in their approaches to economic growth.

Table 21: Mackay and the Mackay-Isaac-Whitsunday Region – summary of key inhibitors

<i>Category</i>	<i>Selected Inhibitors</i>
Environmental/ natural resource endowments	<ul style="list-style-type: none"> • recent declines in commodity prices • impacts on the natural environment from climate change • impact of cyclones • the potential for conflicts between managing the region’s sensitive natural environment and the pressures of mining development and urban growth.
Community capital: • Infrastructure and essential services	<ul style="list-style-type: none"> • infrastructure issues: <ul style="list-style-type: none"> – pressure on roads, water and electricity supply resulting from the mining boom and associated population growth – continuing backlog in the supply of infrastructure despite the recent mining downturn – the pattern of dispersed low-density residential development spread out across a floodplain, which is difficult and expensive to service – financing the infrastructure required to support growth while improving services and public facilities. • the impact of regulatory requirements, particularly on application processing times.
• Human capital	<ul style="list-style-type: none"> • skills shortages: limited workforce to support high rates of expansion, combined with shortages resulting from the recent mining boom which affect both the region broadly and the ability of councils to attract and retain staff. • unaffordable housing costs, though these have moderated.
Economic and market conditions	<ul style="list-style-type: none"> • economic factors: <ul style="list-style-type: none"> – the region’s narrow economic base, which makes it susceptible to boom-bust cycles in the mining sector caused by changing market conditions – specifically, the recent contraction in mining due to the strong Australian dollar, falling commodity prices and issues with production has caused job losses.
Institutional environment: Governance and intergovernmental relations/ Leadership	<ul style="list-style-type: none"> • lack of a clear regional identity • impact of council amalgamations • decreasing federal and state government funding.

Sources: interviews and published material – see Appendix J.

4.4.3 Significant recent events

In addition to the drivers and inhibitors outlined above, specific significant recent events and initiatives which have impacted on the development of Mackay and the MIW region in either positive or negative ways were also identified both from the published material and the stakeholder interviews. Most of these are included in the detailed list of the selected drivers and inhibitors contained in Appendix J.

A selected list of events is shown in the following table. Each interviewee selected one of these events as the focus for a more detailed discussion of local governance and leadership in the regional capital and region.

Table 22: Mackay and the Mackay-Isaac-Whitsunday Region – selected recent events

<i>Category</i>	<i>Nominated Events</i>
Environmental/ natural resource endowments	<ul style="list-style-type: none"> • approval for new mine and port • expansion of horticulture • impact of cyclones on development, infrastructure and future insurance premiums.
Community capital: Infrastructure and essential services	<ul style="list-style-type: none"> • successful application to Royalties for Regions funding for the Bowen Developmental Road* • \$154m investment in sewerage treatment works • major retail expansion.
Entrepreneurship and innovation	<ul style="list-style-type: none"> • ‘Diversify Mackay’ initiative* • Mackay Development Reference Group Forums* • Woodlands Estate joint venture* • opening of ‘dual sector’ UCQ campus.
Economic and market conditions	<ul style="list-style-type: none"> • downturn in new mining construction • continued income from coal exports but declining commodity prices • high Australian dollar.
Institutional environment: Governance and intergovernmental relations/ Leadership	<ul style="list-style-type: none"> • change in state government • councils still completing internal integration after 2008 amalgamations • election of new Mackay Regional Council • changes in state and federal government funding/Mackay Regional Sustainability Strategy* • closure of the Regional Economic Development Corporation (REDC) • creation of Whitsunday ROC.

** Events selected by the interviewees as a basis for further discussion*

While the mining sector is clearly still a substantial economic driver, the recent downturn in the construction of new mines was cited by all the interviewees as the most important issue the region has faced in recent years. As a result there have been cuts to the workforce particularly in the use of contractors, with resulting flow-on effects to other sectors such as retail. This has also had a substantial impact on the previously buoyant levels of housing demand, which has in turn hit residential construction. Several interviewees cited rising residential vacancy rates which have increased from under 1% to over 7%.

A number of businesses associated with the mining industry’s construction phase are now attempting to move into providing maintenance services for the sector but profit margins are thin and costs are still comparatively high. This situation is exacerbated by the continuing high wage expectations of staff and contractors based on the levels of remuneration provided during the mining boom and the associated skills shortages, though there is evidence that the latter is easing as a result of the downturn.

In the face of the downturn there has been some positive news with new distribution and manufacturing businesses starting up. There are indications that the economy has started to diversify as a result of the ‘Diversify Mackay’ initiative that will be described in the next section. This was established by the MRC Mayor whose election was itself described by some interviewees as significant in terms of responding to the city’s development issues. Diversify Mackay has also been

complemented by recent steps taken by the council to develop a more strategic approach to the management of its financial position and the provision of infrastructure. These centre on the development of a Regional Sustainability Strategy, as well as a proactive process of engagement with the development sector through the Development Reference Group forums.

MRC has also brought its engagement in economic development back in-house. This was a decision made in conjunction with the other councils in the region to withdraw most of their funding contributions to the MIW Regional Economic Development Corporation (REDC) which was placed in 'care and maintenance' mode in June 2014, and instead develop individual economic development strategies. At the same time, however, the three councils have established the Whitsunday ROC which has a primary focus on advocacy and collaboration (these developments will be discussed in the next section).

More negative events in recent years include the damage from the three cyclones that have hit Mackay and the MIW region which has been subjected to five major natural disasters since 2008. Apart from the direct impact on residents, businesses and infrastructure, the region's vulnerability to cyclones and flooding has a further significance in light of the federal government Productivity Commission inquiry into disaster recovery funding. Mooted changes mean that property owners will have to take more responsibility for the insurance and repair of their own homes. This, according to some interviewees, will increase insurance costs for both local residents and councils, effectively shifting a greater proportion of the costs of disaster recovery to the local level.

In addition, recent changes in federal and state government funding policies have resulted in substantial reductions in grants. Examples cited in the interviews included the freeze in federal Financial Assistance Grants (FAGs) indexation for three years which was estimated would cost Mackay council \$0.5 million and the state government's phasing out of subsidies for street lighting in regional centres which will eventually remove \$2 million annually from Mackay Regional Council's budget. On the other hand, the region has been able to take an integrated approach to applications for Royalties for Regions funding which has resulted in a grant for a major road upgrade. Further, Queensland's first dual-sector university campus was formed from a merger with Central Queensland TAFE opened in Mackay in July 2014, enhancing the city's role as a major education centre.

4.4.4 The role of local governance and leadership

The governance framework

Key stakeholders and their roles

The interviews and the published material provided a basis for identifying a range of stakeholders directly or indirectly involved in the development of Mackay and the MIW region. In addition, the interviewees nominated the key regional stakeholders and those that they felt have key roles in the governance framework. Table 23 below lists the organisations, agencies and associations identified in the interviews as key stakeholders affecting development in the region:

Table 23: Mackay and the Mackay-Isaac-Whitsunday Region – selected stakeholders

Area/Category	Stakeholders
Mackay	<ul style="list-style-type: none"> • Mackay Regional Council • Mackay Region Chamber of Commerce • Diversify Mackay Leadership Alliance • Mackay Tourism
MIW region	<ul style="list-style-type: none"> • Whitsunday ROC • Isaac and Whitsunday Regional Councils • Other Chambers of Commerce • UDIA Mackay Whitsunday Branch • Whitsunday Regional Roads Group • Mackay-Isaac-Whitsunday Regional Economic Development Corporation (operational arm recently closed)
Government Departments/Agencies*	<ul style="list-style-type: none"> • Department of State Development, Infrastructure and Planning • Economic Development Queensland • Regional Development Australia (RDA) Mackay-Isaac-Whitsunday • North Queensland Bulk Ports • Other Federal and State Government agencies
Tertiary Education	<ul style="list-style-type: none"> • University of Central Queensland Mackay Campus
Private Sector/Other	<ul style="list-style-type: none"> • Mackay Area Industry Network • Mackay Airport • Whitsunday Coast Airport • Mining companies • Engineering and logistics firms • Major developers • Major retailers

** The state and federal governments were themselves also nominated*

Perceptions of the governance framework

The list of stakeholders is broadly similar to those nominated in the other case studies. One distinct difference however is that the governance framework is less complex. The MIW region has an unusual structure with only three councils, the smallest number among the case study regions and well under the average number of councils across the case study regions. Partly as a result of this, there are only two major organisations with a distinct region-wide focus – the Whitsunday ROC and the Mackay-Isaac-Whitsunday RDA.

As noted earlier, a third regional organisation, the MIW REDC, effectively closed earlier this year. This event and the concurrent creation of the Whitsunday ROC were identified by several of the interviewees as significant components of the specific events they nominated for further discussion.

While there were several reasons for the closure of the REDC’s operations, the decision primarily appears to reflect a perception that while the regional body may have been effective at the broad strategic level, it was unable to provide the local-level, place-based planning that the three councils were seeking. There have also been cuts in government funding, both to regional bodies such as the

REDC and directly to councils. Consequently the councils decided to divert most of their funding away from the REDC to develop a 'new model of economic sustainability', with each council establishing its own economic development agency.

This approach is intended to be the basis of 'stronger collaboration' with local industry groups such as the Mackay Resource Industry Network, chambers of commerce and the Department of State Development Industry and Planning. It will also focus on opportunities emerging from the Diversify Mackay Forum. Over time, this will lead to the development of an overarching regional economic development strategy.

Although all the councils have supported the new model, some of the priorities outlined above suggest that it is particularly consistent with the desire of MRC to prioritise development within the Mackay LGA, as demonstrated by initiatives such as Diversify Mackay and the Developers Forum (both of which will be discussed in the next section). It was also noted that councils are coming under increasing financial pressure because of cuts in federal and state government funding and that Mackay in particular was seeking to spend the bulk of its \$200,000 contribution to the RDEC more effectively and closer to home.

On the other hand, while the councils may have decided to discontinue regional-level economic development, they have stepped up coordination in relation to advocacy and collaboration through the establishment of the Whitsunday ROC. This body aims to 'build organisational capacity and sustainability, increase investment in infrastructure and advocate on behalf of the Whitsunday Region to deliver collective benefit' (Mackay Regional Council, 2014b). The ROC Board comprises the mayors and CEOs of the three councils and has already visited Canberra to lobby the federal government about the region's infrastructure needs. It has identified regional priorities relating to transport, energy, water, sewerage management, education, telecommunications and social infrastructure and will also provide a platform for resource sharing and collaboration between the three councils.

One of the events cited by the interviewees, the successful funding application for the upgrade of the Bowen Developmental Road, is a positive example of inter-regional cooperation. The road connects Collinsville and Bowen in the Whitsunday council area and is extensively used by the mining industry. Instead of proposing competing projects, the three councils decided to adopt a collaborative approach, with each council identifying a limited number of 'shovel-ready' proposals and then establishing criteria to select overall regional priorities.

This process resulted in the nomination of the Bowen Developmental Road and the Dysart Medical Centre in the Isaac LGA as the priority applications. The Isaac project received \$750,000 and the Bowen Developmental Road upgrade \$10 million from Royalties for Regions, with the latter also receiving \$21.4 million from Natural Disaster Relief and Recovery Arrangements funding. In the second round of Royalties for Regions all three councils received substantial project funding.

The move away from a regional approach to economic development and the establishment of an ROC for inter-council cooperation is obviously still a work in progress. The mayors and CEOs of the three councils are working closely together through the new ROC structure but there are also some tensions because of the different directions and capacities of the three councils.

The role of council within the governance framework

As noted earlier, MRC has the largest urban centre and over two-thirds of the regional population. As some of the interviewees suggested, it can be argued that economic development initiatives which focus primarily on Mackay are likely to benefit the whole region directly or indirectly, an

outcome that seems to have informed MRC's support for local rather than regional growth strategies.

It is therefore not surprising that four of the projects nominated by the interviewees are wholly or largely focused on Mackay. The first is the ongoing development of MRC's response to the pressures of continued population growth combined with current and future cuts in government funding. Some of these pressures were outlined earlier – Mackay's population is projected to increase from around 122,000 in 2013 to 180,000 in 2031, while cuts have already been announced to indexation of FAGs funding and the removal of state government street lighting subsidies.

These factors, combined with the impacts of natural disasters, the costs of providing infrastructure to support dispersed multi-front development in a sensitive natural environment, and the backlogs of provision associated with the construction boom have forced MRC to consider fundamental changes in the way it delivers services. As council notes on its website:

During the last 10 years of high growth, council has invested heavily in providing services and infrastructure right across our council area, wherever growth was occurring. However, we have found that supporting growth on all fronts is simply not sustainable. We cannot continue to increase rates to fund unsustainable growth (Mackay Regional Council website, 2014).

As well as conducting internal reviews and pursuing the regional strategies outlined in the previous section, MRC is responding through the development of a regional sustainability strategy. This will focus on Council's long-term financial viability and will attempt to align infrastructure more closely with urban growth and the 'renewal of existing infrastructure'. In addition to working with major stakeholders, Council is seeking to engage with the community through an extensive consultation process that was due to commence in August 2014.

Another part of MRC's broader response has been the Diversify Mackay initiative. In February 2014, the council convened a forum of one hundred business, industry, government and community leaders to workshop ideas for the future sustainability and development of Mackay. From this process the Diversify Mackay Leadership Alliance (DMLA) chaired by the MRC Mayor was formed and involved 11 community and business leaders with observers from the regional office of the Department of State Development, Infrastructure and Planning and the Mackay Isaac Whitsunday RDA.

The outcomes of the initial forum were grouped into five working 'pillars': tourism and social wellbeing; agriculture; mining services; infrastructure and construction; education, training, research and innovation. Each pillar involves a small group of people who are interested and who can commit time and expertise in the relevant policy area, with two champions being appointed from the DMLA for each pillar. These champions will lead the pillar groups in working closely with the DMLA to 'strategise the initiatives and actions, harness available business opportunities and to deliver tangible long-term results' (Mackay Regional Council, 2014a, p.2).

This framework had only just been adopted at the time of writing and a number of details are yet to be finalised. It is anticipated, however, that the pillar groups will meet monthly and an annual opportunities plan will be developed along with a longer-term strategic plan. In addition, there will be a regular report card to the community to explain what the DMLA has been doing. An extensive external review of the first year of the process is also planned. This will involve 360-degree reviews of the contributions of each of the participants to the initiative.

Furthermore, Mackay Council has taken a proactive approach in its relationship with the development industry, establishing an agreement with the Urban Development Institute of Australia

(UDIA) Mackay Whitsunday Branch to convene Development Reference Group forums. These monthly forums are chaired by the MRC Mayor and provide an opportunity for the development industry in Mackay to raise issues around current and proposed projects. As well as the mayor, Council's CEO, the councillor with portfolio responsibility for planning and development, and applicable directors attend the meetings, along with relevant staff. The presence of the mayor, the CEO and other senior staff, and the ability for progress to be monitored via regular monthly meetings, ensure that Council is held accountable. These forums also represent a proactive grouping which aims to build relationships via a cooperative process.

It was indicated in the interviews that these processes had been successful with the regular forums now taking an average of only 15 minutes per meeting, compared to several hours when they first started. To complement this process Council has recently signed a Development Services – Client Services Charter with the UDIA. This establishes parameters for council to speed up development application processing and to be more accessible and accountable to developers, keeping them better informed. It also commits Council to being more consistent, for example by adopting standard conditions of approval wherever possible as well as engaging and collaborating more with the sector through industry reference and community groups.

In an effort to meet the demand for housing, address housing affordability needs and generate a financial contribution to minimise its dependence on rates income, Council has also entered into a joint venture residential development with the state government. The agreement was made with the former Urban Land Development Authority (ULDA) which has now become part of Economic Development Queensland (EDQ). The Woodlands Andergrove development which is located 7.5km from the Mackay CBD commenced in 2011 and when fully completed in 2016 will comprise over 250 homes.

The development is based on an equal partnership between Council and EDQ; Council owned and contributed the land, while EDQ as a statutory authority with development expertise took on the role of project manager. As a commercial joint venture, profits are split. A total of 189 houses have been completed to date and resident surveys have indicated that there is a high level of satisfaction among the initial house owners. It was noted in the interviews that Council and EDQ worked together effectively and collaboratively on this project, which demonstrates that the risks associated with this type of venture can be managed successfully. While changes of government policy mean that EDQ will not be able to enter into similar arrangements in future, Council is exploring options to undertake further such residential developments.

4.4.5 Conclusion

Key drivers and inhibitors

Mackay and the MIW region have a strong economy based on the region's substantial natural resources and endowments. These include a striking natural environment, productive agricultural land, forests and a coastal location with access to fishing and the Great Barrier Reef World Heritage Area. While the region has a range of successful agricultural, fishing and tourism businesses, the extensive coal deposits in the Bowen and Galilee Basins, enhanced by access to major ports, airports and land transport networks, have primarily driven the region's strong growth in recent years. As a result more than one-half of the region's GRP comes from mining.

The mining boom has in turn supported growth in mining support industries, as well as in housing construction and retailing to support the associated high rate of growth in the region's population. Nonetheless, the region's relatively narrow economic base makes it vulnerable to the boom-bust cycles of the mining sector. In recent years the regional economy has also been challenged as many of the mines have been changing from a construction to an operational phase.

In addition, the expansion of mining and the associated population growth has put the region's water, power and transport infrastructure, as well as other key community services like health, under considerable pressure. Infrastructure provision and maintenance is exacerbated particularly for local government by Mackay's location on a floodplain, the region's sensitive natural environment and a pattern of dispersed low-density residential development.

Other inhibitors identified included the high wages paid in the mining industry to attract staff at the height of the boom, the perception that development has been overly regulated, the lack of a clear regional identity and the after-effects of the council amalgamations undertaken in 2008. The Carmichael mine and the Abbot Point port developments would bring substantial economic benefits to Mackay and the wider region. However, these developments face a number of major environmental challenges. The region runs the risk of repeating some of the problems of the last mining boom unless the potential impacts are carefully managed, and these developments also have some interesting implications for MRC's strategies to diversify the local economy.

The contribution of local government and the governance framework

While the drivers and inhibitors identified are instrumental in shaping the historical pattern of economic development in Mackay and the MIW Region, the current councils and the wider local governance framework share a responsibility for maximising sustainable growth in response to these drivers and inhibitors.

In any region this framework and the way in which it interacts with these drivers and inhibitors is very complex. However based on the elements identified in the literature review, each case study endeavours to analyse the published material and stakeholder interview outcomes to identify those key 'ingredients' within this framework that are central to building sustainable growth. This applies particularly to those ingredients provided by the local government of the regional capital.

The literature review draws on Beer and Clower's work (Beer & Clower, 2014) to describe some of the key enablers of and impediments to effective local leadership. An effective approach involves governance arrangements characterised by factors such as decentralised decision-making, flexibility, trust and clear lines of accountability. It also involves shared power and leadership, an appropriate number of organisations and institutions focused on promoting regional wellbeing, a culture of collaboration, progressive, proactive and entrepreneurial approaches, and the availability of 'uncommitted' resources among key stakeholders which can be tapped to become engaged in fostering regional growth. Not surprisingly, the key impediments to effective leadership are in most cases the opposite of these characteristics.

The approaches taken by the MRC display some of the key enabling factors identified by Beer and Clower and others (Beer & Clower, 2014; Hambleton & Bullock, 1996; R.J. Stimson, et al., 2005), as outlined in the examples below.

Governance and leadership: developing a collaborative model of shared leadership

The Diversify Mackay initiative led by MRC has engaged a wide range of community and business leaders in an ongoing process to manage the sustainable development of Mackay. In doing so it has gone beyond the traditional methods of community consultation, getting stakeholders to lead and to some extent own the process of economic growth and diversification. The process also involves mechanisms to ensure the strategy is regularly reviewed and that there is a high degree of accountability to the community.

While it is too early to assess the effectiveness of the initiative, it does contain many of the elements of effective local and regional leadership noted above. These include the adoption by Council of a

‘horizontally based leadership coalition’ (Beer & Clower, 2014) in which power and responsibility is shared in a structured way between key local stakeholders, and the development of a culture of collaboration. This approach also relies implicitly on the availability of key individuals who are willing and able to participate in a shared leadership model and most importantly have the time, resources and commitment needed to take on these additional roles.

At this stage it appears that these resources are available in Mackay as the formation of the Diversify Mackay Leadership Alliance has been strongly supported by most of the key local stakeholders. Nonetheless, as the process has only recently commenced, the test of its success will be whether this initial level of commitment is sustained over time. More broadly it will be some time before the success or otherwise of the model in encouraging economic diversification and growth can be assessed. It also has to be noted that while there was some suggestion that the concept for the Diversify Mackay approach might have been originally intended as a regional model, so far it has only been adopted within the MRC area.

Collaborative advantage: striking a balance between regional collaboration and local development

The strategies adopted by the councils in working together at the regional level provide an interesting example of a differentiated approach to regional collaboration. In relation to economic development, the councils decided to discontinue a regionalised approach whereby they ceded virtually all responsibility for economic development to a regional body, the REDC. A number of factors appear to have driven this decision: government funding cuts that affected both councils and regional development agencies and some apparent dissatisfaction with both the relevance and effectiveness of the regional approach at the local level.

The councils concluded that they can achieve better results by reallocating their own funding to local projects and strategies. While this is a collective decision based on a belief that this is the best way to support regional growth, to date it has predominantly been strongly supported by MRC as reflected in the policies that this council has adopted to encourage local development. The region’s structure is a likely contributing factor to this new development model adopted by the MIW councils – there are only three councils, each of which covers a comparatively large area. Each council has different economic characteristics and varying and potentially divergent approaches to economic development.

At the same time the councils have adopted a much more proactive approach to working together regionally to encourage collaboration and advocacy through the formation of a new Regional Organisation of Councils (ROC). This has provided them with a more recognisable regional identity and a stronger voice, and it has provided a platform to negotiate and agree on regional funding applications. The ROC also gives the councils a platform to explore resource sharing and joint purchasing.

These approaches raise interesting questions about the circumstances and conditions in which regional collaboration provides an effective approach to development. It would appear that the ROC model can be adapted more readily as a basis for advocacy on broad regional issues and as a framework for collaboration. This is especially the case when decreasing government funding encourages this approach, and in regions with fewer councils which potentially makes it easier to achieve consensus. On the other hand, regional approaches to economic development require a high degree of coordination between regional strategies and local place-based implementation which might not always be possible to achieve.

Accountability and participation: a proactive approach to engaging with the development sector

The Client Services Charter signed with the Mackay-Whitsunday UDIA and the implementation of Development Reference Group forums demonstrates MRC’s proactive and participatory approach to

working with the development industry. The forums provide an opportunity for developers to work with Council to resolve issues and find solutions to problems, rather than assume that the approvals process is a set of barriers which developers are forced to negotiate with little assistance.

A number of councils have instituted developer forums but the Mackay approach is distinctive in that the mayor and CEO attend these meetings thereby ensuring a high level of accountability and demonstrating through their leadership the degree of Council's commitment to the process. The recently-signed charter also reinforces this by committing Council to meeting specific performance benchmarks in processing development applications and consulting with the sector.

As with a number of the other initiatives recently adopted by Mackay, it is probably too early to reach a conclusion about the long-term outcomes of this approach in terms of encouraging increased development. Nevertheless, the indications are that it has been successful in improving communication with developers, in reducing the number of disputes with Council, and in addressing the perception in the development industry cited here and in other regions that high-level council support for development is not always reflected at the approvals process coalface. The outcomes of these strategies will also have to be considered in the longer term in the context of the standards of environmental sustainability and protection achieved in new developments.

Seeking long-term sustainability: Mackay regional sustainability strategy

Continued population growth, cuts in government funding, the impacts of natural disasters and the costs of providing infrastructure for dispersed development are some of the factors which have required MRC to address the key issue of long-term financial sustainability.

Council's response, the development of a regional sustainability strategy, will attempt to align future urban growth with new infrastructure investment and the renewal of existing infrastructure – in other words, it aims to ensure that the effective use of both new and existing infrastructure is maximised. This appears to be a change from a more laissez faire approach to multi-front development to one in which Council is prepared to take a more proactive leadership role in determining the location of future development based on sustainability criteria. It is also an example of council seeking to engage with the community in determining expenditure priorities.

Entrepreneurialism: adopting an entrepreneurial approach to developing housing on council land

Council's joint venture residential development with the state government is an example both of a successful inter-governmental partnership and an entrepreneurial approach which is providing both affordable housing and a source of non-rates revenue to council. Although the project will not be completed until 2016, it appears to have already achieved positive financial outcomes for Council and a high degree of resident satisfaction.

While changes in government policy mean that such partnerships are less likely in future, Council's experience with this project means that in the future it will be better equipped to undertake such projects on its own or potentially in partnership with the private sector. Nonetheless, the initiative also raises interesting questions about the extent to which councils should become directly involved in entrepreneurial activities.

4.5 City of Wagga Wagga and the Riverina East Region, New South Wales

4.5.1 Key characteristics

The City of Wagga Wagga (CWW) has an estimated resident population of over 63,000 (ABS June 2013) and an area 4,886 square kilometres. The city sits on the Murrumbidgee River 450km south-west of Sydney, 460km north of Melbourne and 245km west of Canberra. Wagga Wagga is a member of the Riverina Eastern Regional Organisation of Councils (REROC) which comprises 13 councils and two water county councils with a total estimated resident population just over 139,000 (ABS 2013) and an area of 47,917 square kilometres.¹

Wagga Wagga accounts for almost half the REROC population and is the region's major centre. However, its status as the largest inland regional city in NSW, combined with its location halfway between Sydney and Melbourne on key road and rail transport links, means that the city's influence extends throughout the whole Riverina, well beyond the REROC boundaries.

Wagga Wagga also has a highly diverse industry base with retail, commercial and industrial precincts as well as major tertiary education and defence training facilities. In 2013 Wagga Wagga's top five industry sectors in terms of value of total output were:

- manufacturing
- public administration and safety
- construction
- rental, hiring and real estate services
- health care and assistance.

Based on the number of jobs, the health care and social assistance sector was the largest employer, followed public administration and safety, retail trade, education and training, and manufacturing.

Wagga Wagga's economic profile provides some interesting contrasts with those of the REROC region. While the city's strengths as measured by the number of jobs make a considerable contribution to the region's major employers of health care and social assistance, retail trade, education and training, manufacturing and the public sector, agriculture which is the top employer at the regional level is not nearly as significant in contributing to employment within the City of Wagga Wagga LGA.

These figures may, however, understate the contribution that agriculture makes to the city's economy. For example, in relation to the extent to which aspects of manufacturing support the farm sector, or the contribution of agriculture to value-adding industries, it would appear that in many respects Wagga Wagga complements rather than mirrors the economic and employment characteristics of the REROC region and the wider Riverina area.

As with the other case studies, comparisons of the economic and demographic characteristics of the City of Wagga and the REROC region with national or state level characteristics should be regarded with a degree of caution. This is because of the marked differences between the large coastal metropolitan centres, in particular Sydney but also Newcastle and Wollongong, and the rest of NSW including inland cities such as Wagga Wagga. In turn, these regional cities often have different characteristics to those of smaller rural areas.

¹ NSW does not have a set of consistent regions, with different government departments, groups of councils and other organisations using a variety of boundaries. Unless otherwise specified, the regional statistics used in this case study are based on the REROC region. See Appendix O for a comparison of selected government department and Regional Organisation of Councils memberships across south-western NSW.

The figures seem to suggest that since 2006 the population of both Wagga Wagga and the region have grown, albeit slightly more slowly than the state average, particularly between 2011 and 2013 when growth may have been affected by the 2010 and 2012 floods. However, the city continues to be a major centre for net in-migration from the surrounding region and major centres including Sydney, as well as from overseas. As a result, both the regional population and that of Wagga Wagga are forecast to grow more strongly over the period until 2031.

The city's population at the time of the 2011 census had an average age of 34 compared to the NSW state average of 38 years; the REROC region's average age was slightly above the state average at 39 years. People of Aboriginal or Torres Strait Islander descent made up 4.6% of Wagga Wagga's population in 2011, a higher proportion than the state average of 2.5%.

The Year 12 completion rates for both the city and the REROC region are 6.4 and 12.6 percentage points lower respectively than the NSW averages, with similar differences to the state averages for tertiary qualifications. On the other hand, unemployment rates for both the city and region are consistently slightly lower than the state average, while labour force participation rates are higher. Median household incomes within Wagga Wagga are broadly consistent with those for NSW, while the region's average weekly income in 2011 was \$996, somewhat below the NSW average of \$1,237. The city also has a relatively high overall level of social disadvantage. This demonstrated by its high ranking in the ABS Australia Bureau of Statistics' Socio-economic Indexes for Areas (SEIFA) of 373 out of 564 nationally and by its ranking for welfare dependency – 410 out of 564.

The figures suggest but possibly understate the performance of Wagga Wagga both in an economic sense and more broadly in terms of the range of education, health, social, cultural and other services and facilities the city provides. These are used by Wagga Wagga's residents and those of the region, and they are also available to much of the population of inland southern NSW. Some of these drivers of growth are explored in the next section while a more detailed socio-economic profile of Wagga Wagga and the REROC region is attached as Appendix L.

4.5.2 Key drivers and inhibitors

As noted in the literature review, a wide and diverse range of exogenous and endogenous factors affect the competitiveness of different regional capitals and regions, and therefore their rate of economic growth and development. The following summary draws on both the interviews and the desktop research conducted and uses the broad categories outlined in the literature review to summarise the key drivers and inhibitors of growth in Wagga Wagga and the REROC region. See Appendix M. for further information.

Key drivers

Wagga Wagga has a wide range of growth drivers which have already helped to create its current status as the largest NSW inland city but which also have the potential to contribute to future growth. As noted earlier, Wagga Wagga is well located at the halfway point between Sydney and Melbourne on the main rail line, and it is close to the motorway linking the two cities. It is comparatively close to Canberra and is on the Sturt Highway which links it to Adelaide. Complementing these land corridors is Wagga Wagga's airport which acts as a business and tourism gateway to the Riverina. The high capacity fibre optic trunk link between Sydney and Melbourne also runs through the city.

The city is situated on the Murrumbidgee River in the heart of the Riverina region. It has a temperate climate, stunning rural landscapes and fertile agricultural and horticultural land that supports extensive rural land uses including sheep and cattle grazing, wheat and mixed farming and viticulture.

The Riverina region as defined by the NSW Government (see Appendix O) produces over \$1 billion annually in agricultural and horticultural production, including 90% of the state's citrus products (NSW Government, 2014). It is also Australia's largest producer of wine (NSW Government, 2012). There are extensive softwood plantations near Tumut, along with a number of large processing companies (NSW Department of Trade and Investment, 2014).

Wagga Wagga has a highly diverse industry base with a number of retail, commercial and industrial precincts. Commercial and industrial ventures include a major livestock marketing centre, a beef processing plant, a lead recovery facility and a state-of-the-art oil seed crushing and refining plant, one of the largest value-added investments in the agricultural processing sector in regional Australia in recent years. The council is seen as supporting growth in the private sector through a number of planning strategies and initiatives. This has contributed to approvals for commercial development applications totalling \$477.2 million over the past five years. The region also has a wide range of agencies and alliances promoting development which will be discussed in Section 4.5.4.

The city's comparatively large size and consistent if not spectacular growth in recent years, which has been maintained in the face of a long-term drought and two recent floods, suggests to some that it has reached a critical mass in terms of reaching population and development thresholds that will trigger further external investment. On the other hand, it was suggested that the local entrepreneurial nature of the city's population means that a lot of development is still undertaken by residents who are committed to Wagga Wagga's growth.

The city has also been the long-term beneficiary of separate decisions to create major training and education facilities, including the establishment of defence services training facilities in the 1940s and '50s. These have evolved into the Kapooka Army Recruit Training Base and the Royal Australian Air Force Base Wagga which both make significant contributions to the city. Not only do the bases bring significant numbers of trainees to the Wagga Wagga and provide employment, but the regular march-out parades of graduates from these institutions means regular visitation by families, providing a further boost to the local economy.

The city has an older association with tertiary education dating back to 1890s when the Wagga Experiment Farm was established. This site eventually became a campus of the Charles Sturt University (CSU) and Wagga Wagga is now the largest campus in the university network with 13,465 students in 2013. Co-located with CSU is the Wagga Wagga Agricultural Institute (WWAI), a NSW Department of Primary Industries Centre of Excellence which aims to improve the profitability and competitiveness of mixed farming and viticulture in southern NSW. In addition, the largest campus of TAFE NSW's Riverina Institute is located in Wagga along with campuses of several other tertiary institutions.

These institutions contribute to the local and regional economy in several ways. A number, such as the WWAI, conduct research programs which contribute to regional industries including agriculture. They also provide a wide range of undergraduate and postgraduate courses which means that young people do not have to leave the region to pursue higher education. A number of these courses provide skills and training which support agriculture and other industries. In addition, the presence of a large staff and student body provides a direct boost to the population and the associated spending supports a range of local businesses.

The Wagga Wagga Base Hospital is the largest in the region and provides a range of services for much of southern NSW. The hospital is currently being redeveloped and expanded at a cost of \$282 million. Wagga Wagga is also home to the large private Calvary Hospital. The redevelopment and expansion of Wagga Wagga's defence, education and health facilities, along with new residential development, has contributed to a recent construction boom in the city.

Council provides and maintains an extensive network of physical infrastructure that provides a platform for economic and social development as well as strengthening the links between the community, business and natural environments and creating a sense of place for residents and visitors. Wagga Wagga also has a wide range of social, cultural and sporting facilities, largely provided by Council which, like its educational and health infrastructure, complement the city's strong employment base in attracting and retaining residents.

The success of this package of infrastructure, facilities and services has been demonstrated through Wagga Wagga's recognition in 2014 in a private sector survey as Australia's most family-friendly city, in particular being ranked as first amongst Australia's 30 largest cities in terms of community involvement. This ranking is likely to enhance the positive reputation of Wagga and the Riverina region, and could contribute to future population growth.

Table 24: Wagga Wagga and the Riverina East Region – summary of key drivers

Category	Selected Drivers
Environmental/ natural resource endowments	<ul style="list-style-type: none"> • environmental & natural resource endowments: a temperate climate, stunning landscapes, the Murrumbidgee River and fertile land that supports extensive rural land uses including sheep and cattle grazing, wheat and mixed farming and viticulture. • central location: on key transport corridors halfway between Melbourne and Sydney but sufficiently distant from these cities to be able to develop as a regional capital
Community capital: <ul style="list-style-type: none"> • Infrastructure and essential services 	<p>Established infrastructure:</p> <ul style="list-style-type: none"> • development as a major regional transport hub with an extensive network of road, rail and air transport • Wagga Wagga Airport which is a business and tourism gateway to the Riverina region and an award-winning leader in regional aviation • livestock marketing centre – the premier livestock selling centre in Australia marketing cattle, sheep and lambs • the Wagga Wagga Base Hospital which is the largest in the region and provides a range of services for much of southern NSW • extensive commercial and industrial land and infrastructure including the strategically located Bomen Business Park and the proposed Riverina Intermodal Freight and Logistics Hub (RIFL) <p>Council investment in community development:</p> <ul style="list-style-type: none"> • an extensive network of physical infrastructure provided by Wagga Wagga City Council (WWCC) which creates a platform for economic and social development, with strategies to build a more connected community • new residential developments which offer affordable housing.
<ul style="list-style-type: none"> • Human capital 	<p>Higher education:</p> <ul style="list-style-type: none"> • extensive education infrastructure including campuses of the Charles Sturt University, Riverina TAFE and Wagga Wagga Agricultural Institute • the presence of major defence training facilities including Kapooka Army Recruit Training Base and the Royal Australian Air Force Base Wagga • WWCC's role in facilitating a lifelong learning culture in Wagga Wagga, growing the region's education industry and supporting the development of

Category	Selected Drivers
	its staff.
<ul style="list-style-type: none"> • Social/cultural capital 	<p>Building community and business networks:</p> <ul style="list-style-type: none"> • WWCC’s focus on using sport, recreation, arts and leisure as a means of connecting the community, providing access to preschool programs for families in isolated rural communities and helping new residents in forming social networks • the Committee 4 Wagga’s ‘Wagga Connect’ program, as well as business events hosted by WWCC • Council support for cultural events
Entrepreneurship and innovation	<ul style="list-style-type: none"> • Wagga Wagga Airport Master Plan 2010: aims to establish a ‘world class aviation education and training city’ • the Evocities Initiative: which involves Wagga Wagga collaborating with six other regional cities in NSW to encourage people to live, work and invest in any of these cities.
Economic and market conditions	<ul style="list-style-type: none"> • over \$1 billion in annual agricultural and horticultural production including 90% of the state’s citrus products • tourism is a substantial industry in the region with over one million visitor days and nights generating a spend of over \$224 million a year
Institutional environment: Governance and intergovernmental relations/ Leadership	<p>Projects initiated by Council and other organisations</p> <ul style="list-style-type: none"> • extensive community stakeholder engagement is undertaken for each major planning activity by WWCC, which has a strong customer service focus • WWCC has four advisory committees and extensive representation on numerous external organisations and committees • the FloodFutures Initiative: WWCC used a variety of traditional and new engagement techniques to inform and educate people about all aspects of living and working on a floodplain and to gain feedback on proposed flood management strategies • WWCC and other councils participate in the Riverina Eastern Region of Councils (REROC), NSW Inland Forum, the Country Mayors Association of NSW and Riverina Regional Cities • WWCC collaborates with the Committee 4 Wagga and the Wagga Wagga Business Chamber • WWCC has taken a lead role in natural disaster response and management as evidenced by the FloodFutures Initiative • Committee 4 Wagga’s Emerging Leaders Program.

Sources: interviews and published material – see Appendix M.

Key inhibitors

The region’s recent history of a long and severe drought followed by major floods has had a significant impact on growth in both Wagga Wagga and the Riverina region. The specific impacts of the floods in Wagga Wagga will be discussed in the next section, but it is clear that this recent experience has affected attitudes towards development in the city, as well as the role of the council. In addition, the release of the Murray-Darling Basin Plan raised considerable uncertainties about future water allocations and affected investment decisions regarding agriculture, particularly in the western part of the region.

Wagga Wagga and the Riverina are undergoing demographic changes as the population ages. As noted earlier, the average age of Wagga Wagga's population is lower than the state average while the overall regional average (including Wagga) is slightly higher. However, this may mask a wider discrepancy between the city and the rest of the region, which could have wider implications as the trend of people moving from smaller to larger centres to access services continues.

While the construction involved in projects such as the hospital redevelopment has been a positive driver of growth, there are no other projects of this scale on the horizon, although projects such as the Riverina Intermodal Freight Logistics (RIFL) hub proposal and the further development of the airport precinct have the potential to provide further employment in the construction sector. The need to upgrade and expand the infrastructure required to support commercial development is however a continuing issue and one that will be exacerbated by recent contractions in federal and state funding. While the presence of several large defence, health and tertiary education institutions has clearly been a positive for the city, it does mean that Wagga Wagga is also vulnerable to government policy changes and budget cuts in any of these areas.

In addition, there is a general perception that the other levels of government do not do enough to support regional cities and have only a lukewarm commitment to decentralisation, particularly of government jobs. Governments also appear to have only a limited understanding of the diversity within regions such as the Riverina, for example, the differences between Wagga Wagga and the rest of the region. In this regard the city's distance from state and federal capitals can be seen to be a disadvantage. Another related inhibitor nominated in some of the interviews was the lack of integration around transport and infrastructure planning between governments and even between departments within the state government.

Although council is seen as being proactive in encouraging growth at the strategic level, there is also a perception that its management of the development process is sometimes too process-driven and that it does not always assess development applications in a way that is supportive and constructive. This is an issue which council has recognised and is taking steps to improve, both in terms of perception and performance. On the other hand, private enterprise outside the region is also seen as failing to recognise the potential advantages of decentralising to regional centres like Wagga.

Table 25: Wagga Wagga and the Riverina East Region – summary of key inhibitors

Category	Selected Inhibitors
Environmental/ natural resource endowments	<ul style="list-style-type: none"> • a long and severe drought followed by major floods in 2010 and 2012 • the city's continued vulnerability because of its location on a floodplain • the longer-term implications of climate change pose challenges to continued growth, especially rural growth across the wider region • uncertainties around the implications of the Murray-Darling Basin Plan
Community capital: <ul style="list-style-type: none"> • Infrastructure and essential services 	<ul style="list-style-type: none"> • infrastructure capacity issues: there is a need to upgrade and expand the infrastructure required to support continued commercial development
<ul style="list-style-type: none"> • Human capital 	<ul style="list-style-type: none"> • demographic and social change: changing social values, lifestyle choices and ageing farmers contribute to people moving from smaller to larger centres
Economic and market conditions	Economic factors: <ul style="list-style-type: none"> • the impact of the GFC and high Australian dollar • declining economic opportunities in rural areas and globalisation of the world agricultural economy • mechanisation and modernisation of farming methods and corporatisation of farming operations • rising start-up costs limiting new entries in the agricultural sector • economic rationalism and statutory controls.
Institutional environment: Governance and intergovernmental relations/ Leadership	Governance issues: <ul style="list-style-type: none"> • recent contractions in federal and state funding and inconsistencies in government policies • while the strong presence of defence, health and tertiary education institutions is positive, it means that the city is vulnerable to further policy changes and budget cuts in any of these areas • the perception that the management of the development process is sometimes too process-driven.

Sources: interviews and published material – see Appendix M.

4.5.3 Significant recent events

In addition to the drivers and inhibitors outlined above, specific significant recent events and initiatives which have impacted on Wagga Wagga and the Riverina in either positive or negative ways have also been identified both from the published material and the stakeholder representatives interviewed. Most of these are included in the detailed list of the selected drivers and inhibitors contained in Appendix M.

A selected list of events is shown in following table. These are grouped into the same broad categories used earlier for the drivers and inhibitors. Each interviewee selected one of these events as the focus for a more detailed discussion of local governance and leadership in the regional capital and region.

Table 26: Wagga Wagga and the Riverina East Region – selected recent events

Category	Nominated Events
Environmental/ natural resource endowments	<ul style="list-style-type: none"> • long-term drought • flood events in 2010 and particularly in 2012:* <ul style="list-style-type: none"> – emergency event management – recovery and reconstruction process – continuing issue of the levee • gasworks site remediation
Community capital: Infrastructure and essential services	<ul style="list-style-type: none"> • Wagga Wagga Base Hospital upgrade • Wagga Wagga Airport upgrade* • Rex Australian Airline Pilot Academy • successful funding application for the Riverina Intermodal Freight Logistics (RIFL) hub* • successful funding application to install CCTV in the Wagga Wagga CBD* • development of the Equine Centre at Charles Sturt University • Riverina Day Surgery • Wagga Harness Racing Club project application • Murrumbidgee Mill commercial and residential development • Southcity expansion • marketplace Expansion • Koorinal Mall Expansion.
Entrepreneurship and innovation	<ul style="list-style-type: none"> • establishment of the Committee 4 Wagga and the Emerging Leaders Program • Bomen Business Park initiative • airport master plan • participation in the Digital Enterprise program.
Economic and market conditions	<ul style="list-style-type: none"> • global financial crisis • high Australian dollar • increasing energy costs.
Institutional environment: Governance and intergovernmental relations/ Leadership	<ul style="list-style-type: none"> • changes in federal and state government policies and resulting contraction in funding for local government • release of the Murray-Darling Basin Plan. •

* Events selected by the interviewees as a basis for further discussion

The impact on Wagga Wagga of the 2012 flood which occurred less than two years after the 2010 flood was clearly regarded as the most significant recent event, being mentioned by all the interviewees. The other recent events frequently mentioned as having negative outcomes for Wagga Wagga and the region were the ten-year drought (by its nature both a long-term inhibitor and a recent event) and the uncertainty caused by the release of the Murray-Darling Basin Plan. The recent funding of the Riverina Intermodal Freight Logistics (RIFL) hub was cited as the most significant recent positive event.

The 2012 flood and its aftermath and the RIFL project were each selected by more than one interviewee to be the focus of their discussions. The other events selected for detailed discussion

were the Wagga Wagga Airport upgrade and the project to install a CCTV system throughout the Wagga Wagga CBD. The provision of funding for the RIFL and to some extent the airport upgrade are the only events nominated which can be described as having explicit regional outcomes. Nevertheless, it can be argued that the management of the floods and the funding of CCTV cameras also have potential implications for the efficient functioning of the city which in turn can benefit the wider region.

4.5.4 The role of local governance and leadership

The governance framework

Key stakeholders and their roles

The interviews and the published material provided a basis for identifying a range of stakeholders directly or indirectly involved in the development of Wagga Wagga and the Riverina region. In addition, the interviewees nominated the key regional stakeholders and those that they felt have key roles in the governance framework.

The following stakeholders (listed in alphabetical order) were those most commonly identified in the interviews:

- the business sector
- Committee 4 Wagga
- the defence force bases, in particular Kapooka
- educational institutions, in particular Charles Sturt University
- state and federal governments and their agencies involved in economic development such as Regional Development Australia and Trade and Investment NSW
- the State Emergency Service and other state agencies involved in responding to the flood crisis
- Wagga Wagga City Council (WWCC).

The overall list of stakeholders mentioned was very broad and is summarised in the table below:

Table 27: Wagga Wagga and the Riverina East Region – selected stakeholders

<i>Area/Category</i>	<i>Stakeholders</i>
Wagga LGA	<ul style="list-style-type: none"> • Wagga Wagga City Council • Committee 4 Wagga • Wagga Wagga Business Chamber • local landowners and neighbourhood community leaders • Aboriginal community leaders • local media • the non-government sector.
Riverina	<ul style="list-style-type: none"> • Riverina East Regional Organisation of Councils (REROC)* • Riverina regional cities
State government departments/agencies**	<ul style="list-style-type: none"> • Community Services • Office of Water • NSW Police (in relation to the 2012 flood) • Premier and Cabinet (in relation to the 2012 flood) • State Emergency Services (in relation to the 2012 flood) • Roads and Maritime Services • Trade and Investment • Transport.

Federal government departments/agencies**	<ul style="list-style-type: none"> • Infrastructure and Regional Development • Regional Development Australia – Riverina*
Defence	<ul style="list-style-type: none"> • Kapooka Army Recruit Training Base • RAAF Base – Wagga
Health	<ul style="list-style-type: none"> • Wagga Wagga Base Hospital • Riverina Medical Specialist Recruitment
Tertiary Education	<ul style="list-style-type: none"> • Charles Sturt University Wagga Wagga Campus • TAFE NSW Riverina Institute
Other	<ul style="list-style-type: none"> • Regional Capitals Australia • state and federal MPs • private sector companies in Wagga • the freight logistics industry • Rex, Qantas, car hire companies.

* *These organisations use different regional boundaries*

***The state and federal governments were also nominated*

This list is largely consistent with those identified in the published material relating to Wagga Wagga and reflects the diverse and complex nature of the city. The fact that a large number are either state or federal government departments or agencies that are directly answerable to either level of government also reflects a common pattern of local governance in Australia. As noted in the other case studies and in the literature review, formal modes of regional governance are not a dominant feature, with regional activity relying more on the development of strong working relationships and informal collaborations and cooperation.

However, the overall list of nominated stakeholders is distinctive in the extent of its focus on Wagga, with the obvious exceptions of the government agencies and bodies such as REROC, the RDA and the Riverina Regional Cities group. This reflects the structural differences between Wagga Wagga and the region described earlier, and in particular the fact that many of the nominated drivers of growth as well as most of the recent key events have specifically involved Wagga Wagga to a greater extent than the rest of the region.

Nonetheless, this does not detract from the importance of Wagga Wagga's role as the key regional centre in the Riverina. The activities of all the stakeholders, even those focussed primarily on Wagga, will also affect the rest of the region to varying degrees. Supporting Wagga Wagga's growth directly and indirectly assists the city's role in providing services and infrastructure, not only to the region, but also across southern NSW.

The considerable diversity in the size and function of the key stakeholders has implications for the governance framework. Some, like the Committee 4 Wagga, the RDA and REROC, are small but have important roles in local or regional advocacy and collaboration. Other stakeholders like the university, TAFE, hospital and army base are substantial institutions and larger than many of their counterparts in other regional centres. They are major employers and in recent years have also contributed to Wagga Wagga's economy through major infrastructure projects. Their influence on the direction of the city's growth is reflected by arrangements such as the memoranda of understanding (MOUs) between Council and Charles Sturt University and the TAFE Riverina Institute.

Perceptions of the governance framework

The nature of the governance framework in Wagga Wagga and the Riverina region, along with the roles of key stakeholders within this framework, were investigated generally and specifically via the interview discussions with key stakeholders. The review of published documents also revealed additional governance networks and initiatives.

These are summarised in the table below. The components of the governance framework are broadly classified into those which operate at the regional level, those which are council initiatives operating primarily within the city, and those which are led by stakeholders within the city's business or community sectors though still largely confined to Wagga. There is obviously some degree of overlap between these categories and this list is likely to be incomplete. However, it does provide insight to the extent of the governance framework in Wagga Wagga and the Riverina.

Comments in this section relate to perceptions about the governance framework overall and the role of leading stakeholder organisations, networks and initiatives other than those managed by council. The governance initiatives which are primarily council-based will be discussed in the next section. It is noted, however, that council has a strong central role in the overall governance framework especially within the city.

Generally speaking, the stakeholders reported a high degree of cooperation within the city and the region. The table demonstrates the range of formal ongoing relationships which have been established between stakeholders. There are, however, many more informal relationships which are not shown here. Both formal and informal relationships were also strengthened through the cooperation required to manage the immediate responses to the 2010 and 2012 floods, as well as the post-flood construction phase (these will also be discussed in the next section).

Table 28: Wagga Wagga and the Riverina East Region – selected components of the governance framework

<i>Auspice</i>	<i>Governance networks and initiative</i>
Regional*	<ul style="list-style-type: none"> • Regional Development Australia – Riverina • Riverina East Regional Organisation of Councils (REROC) • Riverina and Murray Regional Organisation of Councils (RAMROC – Murray and Western Riverina regions) • Riverina Regional Tourism (RRT) • Riverina Regional Library • Riverina Water County Council • Riverina regional cities • Eastern Riverina Arts • Western Riverina Arts.
Wagga Wagga City Council	<ul style="list-style-type: none"> • participation in many of the above regional bodies • memorandum of understanding (MOU) with CSU • MOU with TAFE NSW Riverina Institute • FloodFutures initiative • 'Welcome to Wagga Wagga' events • mayoral breakfast • Wagga Wagga Big Business Breakfast • Corporate Calling Card initiative • support of business and social events • contributions to community organisations and NFPs • support of advisory committees, user group committees

Auspice	Governance networks and initiative
	<ul style="list-style-type: none"> • participation in numerous external organisations and committees • participation in NSW regional bodies: Evocities, NSW Inland Forum, Country Mayors Association • sister city relationships.
Wagga Wagga – other	<ul style="list-style-type: none"> • Committee 4 Wagga • Committee 4 Wagga Emerging Leaders Program • Committee 4 Wagga Wagga Connect program • Wagga Wagga Business Chamber • Wagga Impact Network – (WIN – non-government sector alliance) • Multicultural Council of Wagga Wagga • informal business and community networks .

** These organisations use a range of regional boundaries – see Appendix O.*

The table above also includes a number of bodies specifically involved in advocacy and collaboration many of which were also identified as important stakeholders. At a local level, this includes the Committee 4 Wagga which acts to promote the city, identify development opportunities and provide a platform for community, business and government collaboration. In turn, the Committee 4 Wagga has been the catalyst for some significant projects as well as the development of further networks. At the regional level, REROC provides a framework for cooperation between the councils of the Eastern Riverina, while RDA Riverina is a joint federal–state government community committee which provides a link between government and local communities and which assists in the development and implementation of projects involving federal funding.

There are mixed views about the city and region’s relationship with other levels of government. Some aspects of this relationship are regarded positively, for example the support shown by local members of parliament for specific projects such as the CCTV project and the RIFL. The Department of Infrastructure and Regional Development was praised for its flexibility in allowing the restructuring of the financial model for the RIFL project while still recommending that it receive \$14.5 million in federal funding. In contrast, the approach of both the state and federal governments to the region was described by some as lacking integration, being influenced at times by political expediency and even as being fractured. In this regard it is interesting that while the role of the state government was often mentioned, specific initiatives such as the NSW 2021 Strategy (which includes a regional action plan for the Riverina) were not raised in any of the stakeholder interviews.

At the federal level, there is uncertainty regarding recent changes to policies and concerns about reduced funding for projects and programs resulting from budget cuts. The strong presence of defence and tertiary education institutions in the city also raised concerns over potential policy changes in these areas.

At times there also appears to have been a lack of communication and consistency in policies between federal and state government agencies and even between departments within the state government. The NSW Government’s regional development policies were also criticised as being inadequate compared to those in Victoria. This is a particular issue for Wagga Wagga which is vulnerable to competition for private sector investment from cities and regions in very close proximity south of the Murray. Another area of concern was the need to engage strategically with the media, especially in a city where there is a concentration of media ownership.

In summary, the regional governance framework outlined demonstrates a high degree of what has been described as 'horizontal' collaboration, while there are some issues with the 'vertical' links to other levels of government. This will be discussed further in relation to the role of council within this framework.

The role of Council within the governance framework

In investigating the nature of the governance framework, the role of Wagga Wagga City Council in promoting the development of the regional capital and the wider region within this framework was also examined. Council has a Commercial and Economic Development Directorate which combines Council's activities in relation to economic development, tourism and event management with the management of its own businesses and properties. The Directorate provides assistance to firms establishing new businesses in the city and those seeking to expand their current operations and works with the council's Environmental and Community Services and Planning Directorates which are also involved in other aspects of the city's growth and development.

Council owns two businesses – Wagga Wagga Regional Airport and the Wagga Wagga Livestock Marketing Centre – each of which has a role in providing critical infrastructure to support and facilitate private sector operations. Council has also been involved in all of the events discussed in detail in the interviews, although a range of other stakeholders were also party to these events. This was particularly the case with the response to the 2012 floods. As noted earlier, this was identified by all stakeholder representatives as being one of the most significant recent events in Wagga Wagga's recent history.

Because of the unique but complex set of circumstances surrounding the flood it is considered separately below from the other nominated events which were all somewhat more positive in nature; the successes in obtaining funding for the RIFL and CCTV projects and the recent Wagga Wagga Regional Airport upgrade. In each instance, the role of the council within a collaborative and flexible leadership framework is clearly demonstrated. See also Appendix N for further information on measures adopted by council to build resilience and progress sustainable development.

Responses to the 2012 flood

The city's location on the Murrumbidgee means that it is on a flood plain which has a history of frequent flooding. The March 2012 flood has been described as the worst in over 30 years and came less than two years after the 2010 floods. While it did not overflow the main levee protecting the city, 8,000 people were evacuated from central Wagga Wagga and the CBD was closed for several days because of fears the levee would not hold. Around 200 homes in North Wagga Wagga were flooded.

A study undertaken in 2004 assessed Wagga Wagga's Main City Levee as being able to withstand only a 60-year flood event rather than a 100-year event as had previously been believed. This was partly due to development in the floodplain and changes to its vegetation. Similarly, the study found that the levees protecting North Wagga Wagga provide protection up to only a 17- rather than a 20-year flood event. Since then the levee assessments have been regularly revised.

There appear to have been four overlapping phases to the management of the 2012 flood crisis and its aftermath: i) the response to the initial flood event; ii) the short-term recovery process; iii) the reconstruction phase; and iv) the development of long-term protection and community response strategies to deal with future floods. Council has been closely involved in these phases, each of which exhibited different aspects of the governance framework and demonstrated the range of strategies adopted by council.

In the first instance, the flood triggered a multi-agency response which included the police, the army and a range of emergency and support services as well as council. This phase, which was led by the State Emergency Service (SES) involved the precautionary evacuation of the central part of the city and the evacuation of the already flooded North Wagga area.

While the SES provided the overall leadership in the management of the disaster response, the council played a supportive leadership role. For example, Council constantly monitored the flood levee for weak points and rectified any leaks before they caused a major failure. Council also provided the facility used by the SES as the emergency coordination centre and was required to relocate its own Critical Incident Management Team and support staff. In addition, Council assisted with media management and in dealing with visiting politicians. From all accounts this phase of the crisis was effectively handled.

In the initial recovery phase Council took the lead role in establishing a flood recovery centre. It appointed a coordinator to liaise with a range of government agencies, non-government organisations and insurance companies which used the centre to provide a one-stop-shop offering advice and services to flood-affected residents across the region. When it closed it was estimated that over 10,000 residents had used the centre.

Establishing the centre obviously required a high degree of coordination and cooperation between Council and the other stakeholders. Several stakeholders noted that the previous strong partnerships and close relationships were critical in getting the centre established quickly. The model was so successful that it has been adopted by the SES to assist the recovery process in other disaster areas.

The third phase has been the reconstruction process. Council's primary responsibility has been the restoration of its own damaged infrastructure which will cost approximately \$40 million. While the restoration of private property is the responsibility of relevant land owners, council has been proactive in negotiations with the insurance companies to try to limit the extent of increases in premiums as a consequence of the flood.

Associated with the reconstruction process has been the fourth phase – the development of long-term strategies to make the city more secure from flooding and to build the community's resilience and capacity to deal with future flood events. This has involved commissioning a range of flood studies. Even though some of this work commenced before the latest flood, further work was undertaken in this area in response to the most recent disaster. The outcomes have provided the basis for the proposal to upgrade the Main City Levee and the levees protecting North Wagga Wagga to withstand 100-year and 20-year flood events respectively. Council has undertaken the planning work for these upgrades and has received funding from the state government for the detailed design phase.

Council's one-third share of the final cost of the upgrade work is estimated at \$7 million. Some concerns have been expressed regarding the project's long lead time and funding arrangements within Council's works program, with suggestions that any delays may impact on companies and investors seeking to invest in major projects in the city as they currently have to incur additional engineering and construction costs.

The lead time, however, appears to be an inevitable result of the time required to complete the detailed investigation and design of the project, with this phase due to be completed in June 2015. Council has also provided 'an absolute assurance' that it will fund its share of the upgrade. The Delivery Program and Long Term Financial Plan highlight Council's intention do this through a special rating variation commencing in 2016/17.

This will require an application to the Independent Pricing and Regulatory Tribunal (IPART) in early 2016, with a decision expected in June 2016. If the IPART application is not approved Council has indicated it will fund its share through loan borrowings, though this would involve additional budget reductions from 2017/18. Council will also apply for state and federal government funding through the NSW Office of Environment and Heritage (OEH). Construction of the upgrade is scheduled to commence in July 2016.

Council has also initiated the FloodFutures project which seeks to engage with the community on how best to manage the city's future on the floodplain. This has involved providing the community with information about flood modelling and the levee upgrade proposals but, perhaps more importantly, it has provided an opportunity for residents to share their experiences about the flood. In addition, the council has had conversations with progress associations, community groups and local leaders regarding the flood's impact and potential evacuation plans. These strategies are aimed directly at building community resilience and preparedness by giving the community both accurate information and some ownership regarding how these issues are managed at the local level.

Key infrastructure initiatives

The other three nominated events present a marked contrast to the flood in that they all involve project initiatives in varying stages of completion which are aimed at providing or upgrading critical additional infrastructure for the city.

The airport upgrade is the only of these projects to have been largely completed to date. It involved major improvements to the airport terminal including the introduction of passenger screening, as well as a runway upgrade and the construction of a new commercial aviation and light aircraft precinct. This has attracted investment from the private sector and the establishment of a major base and pilot training facility for Regional Express (Rex) Airlines. This project was driven and managed by Council and involved significant liaison and negotiation with a range of private stakeholders as well as the federal government.

A measure of the project's success is that Wagga Wagga Regional Airport won an award as the best regional airport in 2013. The success of the airport project both reinforces Wagga Wagga's role as the leading city in the region and provides benefits to the Riverina in terms of improved access. It also marks the first step towards Wagga's vision of becoming a 'world class aviation education and training city' and a 'Centre of National Aviation Significance'.

The Riverina Intermodal Freight and Logistics (RIFL) Hub is a council initiative to be located in the Bomen Business Park which also has the potential to provide major benefits for the whole region. It seeks to capitalise on the business park's location which straddles the main rail line between Sydney and Melbourne as well as being close to the Olympic, Sturt and Hume highways. Council successfully applied to the federal government's Regional Development Australia Fund for \$14.5 million in funding for the construction of basic road and rail infrastructure for the hub. Council is now seeking expressions of interest from companies regarding the RIFL's proposed development precincts.

The project has required considerable advocacy work, with Council adopting a strategy of face-to-face meetings with local MPs, ministers and other stakeholders and seeking to build support through bodies such as the Committee 4 Wagga. The RIFL was also nominated by the Riverina RDA as their sole priority project for the region and, as noted earlier, the Department of Infrastructure and Regional Development showed considerable flexibility in allowing the project time to be restructured financially without affecting its funding.

This project has also involved complex negotiations with the state government over road access as well as with large firms in the freight sector. These negotiations have been hindered by the problems

in federal-state relations and the lack of integration at the state level described earlier, as well as the difficulties of working with large logistics firms seeking to extend and protect their commercial advantage. The project has of necessity required an adaptable and flexible process, while observing appropriate formal procedures. Its success means that while this approach was adopted out of necessity for this project, it may be used in future for other major projects.

The third project is the planned installation of a CCTV system for the CBD. Council initiated the proposal, putting \$300,000 towards the project and seeking contributions from other stakeholders. There were some concerns over the level of funding initially committed by Council, but Council and the Committee 4 Wagga worked together to lobby other levels of government and the business community to raise an additional \$800,000.

This additional funding will not only see the project implemented but also cover the costs of a complete CBD-wide installation which is planned for the latter part of 2014. Its success appears to be a good example of shared leadership at the local level, with the Council and the Committee 4 Wagga adopting complementary roles at different phases of the project's development in raising funds and building community support.

General comments

More general feedback was also sought in the research and consultation process on Council's role and reputation in relation to local and regional development. In this regard Council was seen as being proactive in its advocacy with other levels of government, especially through its direct approaches to MPs and ministers, as well as in its engagement in representative organisations such as the RCA group and Country Mayors NSW. Council was also seen as being a leader in regional advocacy. Nevertheless, it was sometimes perceived as being insular, partly because of its size and resource base compared to the other councils in the region.

There were however mixed views about how Council's high-level development objectives have been implemented on the ground. In Wagga Wagga, as in some other regional capitals, there were some suggestions that the council's commitment to and support for new development has not always been consistently translated to the regulatory level. For example, there was a perception that firms from outside Wagga Wagga proposing to relocate to or establish new large-scale projects in the city seemed to receive a more positive response than local operators seeking to expand their existing businesses.

More broadly, the regulatory framework was seen by some as being more concerned about processes than about outcomes and finding solutions that would allow a development to proceed. Nevertheless, it was acknowledged that Council's performance was improving in this regard and participants suggested that such complaints could be taken out of context as they involved a small minority of the people who interacted with Council.

There seems to be strong support for Council continuing to take a leadership role in supporting both economic and social development within the region. A range of options to reinforce this role were proposed, including support for Council to continue and expand its role in:

- providing infrastructure, facilities and services to support economic, social and cultural development even though it does not have the resources to become involved directly in commercial developments
- lobbying other levels of government, not only in support of specific projects but also in relation to broader economic and skills development issues. This might include, for example, identifying

regional or local skills shortages and communicating this information to educational institutions and other levels of government.

- ensuring that the management of development controls on the ground is consistent with Council's overall strategies to encourage economic growth
- taking a leadership role in relation to the region's development while recognising that this has to involve greater communication with other councils and stakeholders across the Riverina
- taking a leadership role within the local government context as well as regionally. For example, this could involve being proactive in responding to the recent local government reform recommendations by seeking to participate with neighbouring councils in a trial of the proposed joint organisations model.
- proactively providing positive views about liveability in regional communities, especially as Council's views are frequently sought in the media on a range of issues.

4.5.5 Conclusion

Key drivers and inhibitors – summary

In many respects the most significant historic drivers for Wagga Wagga and the Riverina are related to their location. At the regional level, the Riverina's location on fertile soils with access to water has made it a very fertile and productive area, with Wagga Wagga at its centre. In addition, the city is strategically located halfway between Sydney and Melbourne on a number of key transport corridors and it has the largest airport in the region. This location provides Wagga Wagga with a well-populated and productive hinterland and excellent access to major markets but ensures that it is sufficiently distant from both major capitals to allow it to develop as an important regional centre.

The relationship between Wagga Wagga and the Riverina region is complex. The region's agricultural output contributes to the city's economy indirectly but is not a major driver of its growth. However, the population of the Eastern Riverina is slightly greater than that of Wagga Wagga and their combined total population has given the city the critical mass required to develop as a major regional service centre. This means the city plays a significant role in the wider region's economy, both directly and indirectly.

The city has also developed a diversified industrial base involving a number of companies engaged in retail, commercial and industrial activities. Complementing these and cementing Wagga's place as a regional service provider are the city's transport and logistics industries and its extensive defence training, tertiary education and health institutions. These contribute to the city's economy through employment, the presence of a significant student population, increased visitation and also through the refurbishment and reconstruction of physical facilities. Supporting Wagga's role as a major centre are the extensive social, cultural and sporting facilities and services largely provided by Council.

On the other hand there are a number of growth inhibitors which are also related to location, including the region's cycle of drought and floods. At the regional level the impact of the ten-year drought on the Riverina economy was severe. The continued uncertainty regarding the impacts of the Murray-Darling Basin Plan on access to water has also affected investment in the region's agriculture.

While the drought also affected Wagga, it was the 2012 flood that has clearly had a major influence on its growth strategies because it exposed the potential for future flooding to devastate the city's commercial centre as well as residential areas. Resolving issues regarding the funding and timing of the proposed levee upgrade to protect against one-in-100 year flood events will have an important bearing on community and business confidence and therefore prospects for growth in Wagga.

Other potential inhibitors are the demographic changes that Wagga Wagga and the region face as the population ages and settlement patterns change. Future employment growth is dependent on a number of factors. As in other regions there is a perception that the other levels of government do not fully understand Wagga Wagga and the Riverina region. There are also concerns that the recent contraction in government funding support, especially at the federal level, will affect the city and the region.

The contribution of leadership and the governance framework to development

While the drivers and inhibitors outlined above have shaped the growth of Wagga Wagga and the Riverina region, the framework of institutions, agencies, associations and informal groups described in this case study has responsibility for maximising the positive responses to these drivers and inhibitors. Within this framework Wagga Wagga City Council plays a key role.

In any region this framework and the way in which it interacts with these drivers and inhibitors is very complex. However, based on the elements identified in the literature review, each of the case studies endeavours to analyse the published material and stakeholder interview outcomes to identify the key ingredients of this framework that are central to building sustainable growth, particularly those ingredients provided by the local government of the regional capital. Those which have contributed to the success of the governance framework in Wagga Wagga and the Riverina region are summarised below.

A commitment to growth

Many of the key stakeholders at the regional level and in particular those within the city have a strong commitment to growth. At the regional level economic development is a key priority for bodies such as the RDA and REROC. Specifically in Wagga Wagga, the council and other bodies, most notably the Committee 4 Wagga, also have strong and explicit roles in the city's development.

The council has a Commercial and Economic Development Directorate with a specific focus on economic growth and development in the city, along with Environmental and Community Services and the Planning Directorates which support other aspects of development. In addition, Council runs three business enterprises which provide infrastructure to support entrepreneurial activity and private sector investment.

A number of key projects in which the council has taken a leadership role such as the airport upgrade and the development of the RIFL proposal will provide direct benefits to the wider regional community as well as to the city's businesses and residents. Other Wagga Wagga-based initiatives will increase the city's capacity to provide services and facilities to the wider region.

Collaborative governance and decision-making

While Wagga Wagga is fortunate to have a number of significant institutions, a key feature of the governance network has been the development of a strong set of relationships between these stakeholders. Council is a key participant in many of these arrangements.

Within Wagga Wagga these include memoranda of understanding (MOUs) between Council and Charles Sturt University and the TAFE, Council's membership of bodies such as the Committee 4 Wagga and less formal partnerships with a range of other organisations. At the regional level, Council is a member of a number of regional bodies, most significantly REROC, and it is represented on the RDA Riverina committee. As in many other regional centres and regions, this formal network is supported by a strong but largely informal network of personal contacts and working relationships between individuals with key positions in each of the major stakeholder organisations.

This range of organisations, agreements, partnerships and informal relationships is an example of ‘institutional thickness’ – it is a community with many agencies and organisations, and a culture of collaboration. Places with an appropriate number of organisations and agencies which work well together within such a culture are better able to shape their future direction compared to regions with ‘few institutions, or patchy organizational arrangements’ (Beer & Clower, 2014, p.14).

Within this framework, Council is a major leader in development, but not the only one. For example, the major institutions in Wagga Wagga such as the hospitals, tertiary education and defence training campuses each have their own hierarchical arrangements for making important investment decisions such as whether to rebuild or expand their facilities. Nonetheless, the network of relationships that exists between these institutions and the other stakeholders means that Council has been involved in the planning and implementation of most of these proposals.

Council has also shared leadership with other stakeholders for projects which are independent of these institutions, such as the RIFL and CCTV projects. The latter in particular is an example of a ‘horizontally based leadership coalition’ (Beer & Clower, 2014, p.18) in which Council initiated the project but the involvement of the Committee 4 Wagga assisted in the successful campaign to attract substantial additional funding.

Building community resilience

Another example of a leadership coalition was the response of the governance framework to the 2012 floods. The initial response was led by the SES but involved to varying degrees all the major government, business and community organisations and groups in the city, and they worked closely together.

Obviously, this was partly because of necessity as most of these bodies were either based in the area under threat or provided services there – but it was also due to the strong pattern of relationships that had already been established. In particular, the personal contacts and individual working relationships described earlier were key ingredients.

Council was also able to draw on the strength of the regional governance framework when it established the recovery centre in the immediate aftermath of the floods. This process marked the start of the development and implementation of various strategies to build community resilience, both in terms of practical concrete strategies to strengthen the city’s levee banks and in terms of more intangible strategies aimed at improving the community’s capacity to respond to future flood emergencies. While there is some debate over the funding and timing of the program to rebuild the levees, there is community consensus over the importance of this measure to build business confidence and provide greater certainty for future investment.

A flexible approach to project development

Council and other key stakeholders have shown the capacity to adopt flexible approaches to the development of project proposals. For example, the poor response to the initial RIFL proposal by operators in the logistics industry prompted Council to restructure it into a more acceptable package. The CCTV project was scaled up from a relatively modest initial proposal to one that will cover the whole of the Wagga Wagga CBD as fundraising efforts in conjunction with the Committee 4 Wagga succeeded in raising an additional \$800,000.

A ‘hands-on’ approach to advocacy

An element in the success of stakeholders, particularly Council and the Committee 4 Wagga, in obtaining support and funding from other levels of government has been a ‘hands-on’ approach to advocacy. This has involved two elements. The first was building a high level of consensus and

support within the governance framework of key stakeholders for specific proposals (for example, the RIFL and the CCTV proposals). The second was a strategy to influence the policy and funding decisions of other levels of government based on face-to-face meetings wherever possible with ministers, the region's MPs, other politicians and senior bureaucrats in the relevant government departments. While this approach has obviously been effective, it also requires that council and the other stakeholders involved have the capacity to allocate time and resources to the advocacy and lobbying process.

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Appendix A City of Greater Geelong and Barwon/G21 Region Socio-economic profile

	Variables	Regional Capital – City of Greater Geelong		Region – Barwon/G21 Geelong Region Alliance ^a			
Location	Distance from state capital ⁸	75 km south west of Melbourne					
	Geographic area ⁸	1,245 sq.km		8,944 sq. km			
Population	Estimated resident population – ERP	Largest regional city in Victoria		Comprises 5 LGAs – largest and fastest growing region outside the Melbourne metropolitan area⁸			
	June 2012	218,125		288,921			
	June 2013	221,515		293,700			
	Median age (years) – 2011 Census^{2,8}	Greater Geelong	39	Barwon/G21 region:	Queenscliffe	55	
		VIC	37	Colac-Otway	42	Surf Coast	40
				Golden Plains	39	Total region estimate incl. CoGG – 39.5	
	Aboriginal and/or Torres Strait Islander origin (2011)	Greater Geelong	Difference from VIC (% pts)	Barwon/G21 Region	Difference from VIC (% pts)		
	% population	0.85%	(+0.14%)	0.81%	(+0.1%)		
	% of households with Indigenous person/s	1.35%	(+0.24%)	1.31%	(+0.2%)		
	Population growth – persons	Greater Geelong	% VIC pop.	Barwon/G21 Region	% VIC pop. growth		
2001-2006	+9,961	3.35%	+13,320	4.48%			

Variables	Regional Capital – City of Greater Geelong				Region – Barwon/G21 Geelong Region Alliance ^a			
2006-2011	+14,342		3.01%		+21,127		4.43%	
2011-2013	+5,678		2.82%		+8,379		4.16%	
Population growth – Average Annual Growth Rate (AAGR)	Greater Geelong		Difference from VIC (% pts)		Barwon/G21 Region		Difference from VIC (% pts)	
2001-2006	1.02%		(-0.20%)		1.04%		(-0.18%)	
2006-2011	1.38%		(-0.44%)		1.55%		(-0.27%)	
2011-2013	1.31%		(-0.49%)		1.46%		(-0.34%)	
Population projections from:	Proj. pop.	Change	AAGR	Difference from VIC (% pts)	Proj. pop.	Change	AAGR	Difference from VIC (% pts)
2013 ERP base	221,515				288,921			
2013-2026 ⁷	269,653	+48,138	1.52%	(+0.31%)	355,287	+66,366	1.60%	(+0.29%)
2026-2031 ⁸	302,362	+32,709	2.32%	(+0.55%)	400,446	+45,159	2.42%	(+0.65%)
Labour Force	Size (persons)	Greater Geelong		VIC		Barwon/G21 Region		
		101,027		2,675,477		134,439		
	Participation rate (2011 Census data)	Greater Geelong		Difference from VIC (% pts)		Barwon/G21 Region		Difference from VIC (% pts)
% persons 15+ years in labour force	58.8%		(-2.6%)		59.6%		(-1.8%)	

	Variables	Regional Capital – City of Greater Geelong		Region – Barwon/G21 Geelong Region Alliance ^a	
		Greater Geelong	Difference from VIC (% pts)	Barwon/G21 Region	Difference from VIC (% pts)
	Unemployment rate (June 2013)	6.6%	(0.7%)	6.1%	(+0.2%)
	Average annual unemployment rate Jun 2002-Jun 2006	7.1%	(+0.3%)	7.8%	(+1.0%)
	Jun 2007-Jun 2011	5.1%	(+0.1%)	5.2%	(+0.2%)
	Jun 2012-Jun 2013	6.3%	(+0.7%)	5.8%	(+0.2%)
	Job provision ratio (2011) – Local jobs per resident labour force participant (local jobs/labour force)	Greater Geelong 0.78:1	VIC 0.91:1	Barwon/G21 Region 0.73:1	
		Greater Geelong	VIC (% pts)	Barwon/G21 Region	Difference from VIC (% pts)
Skill Base	School completion Year 12 or equiv. % population (2011)	41.6%	(-8.2%)	41.4%	(-8.4%)
	Bachelor Degree or higher (2011) % people	28.8%	(-8.3%)	28.9%	(-8.4%)
	% workers employed in area	24.2%	(-5.0%)	23.0%	(-6.1%)
	Certificate/Dip/Adv. Diploma (2011) % people	51.8%	(+7.6%)	52.2%	(+8.0%)
	% workers employed in area	35.2%	(+4.1%)	35.5%	(+4.4%)
		Greater Geelong	Difference from VIC (% pts)	Barwon/G21 Region	Difference from VIC (% pts)
Occupations	Employed in professional or managerial occupations (2011) % resident workers	29.8%	(-5.6%)	31.1%	(-4.4%)
	Employed in manual occupations (2011) (technicians/trades, machinery operator/driver, labourer)	33.5%	(+4.6%)	33.5%	(+4.5%)

	Variables	Regional Capital – City of Greater Geelong		Region – Barwon/G21 Geelong Region Alliance ^a				
	% resident workers							
	Employed in professional or managerial occupations (2011) % local jobs	32.3%	(-3.8%)	32.7%				(3.4%)
	Employed in manual occupations (2011) (technicians/trades, machinery operator/driver, labourer) % local jobs	30.4%	(+1.8%)	30.9%				(+2.3%)
		Greater Geelong	VIC	Barwon/G21 Region				
Income	Median household income – (2011 Census) Weekly	\$1,500-1,999	\$1,500-1,999	\$1,500-1,999				
	Annual	\$78,000-103,999		\$78,000-103,999				
Social Disadvantage	SEIFA ranking – National and State rank and decile ⁵	National: Rank – 345/564 Decile – 7	State: Rank – 39/80	Barwon/G21 Region – excluding CoGG	State Rank	Decile	National Rank	Decile
	Welfare dependency (% pop. with government support main income source) ¹³	(2011 Census) 21.6%	National: Rank– 414/564	Colac-Otway	19/80	(3)	218/564	(4)
				Golden Plains	58/80	(8)	436/564	(8)
				Queenscliffe	69/80	(9)	500/564	(9)
				Surf Coast	73/80	(10)	515/564	(10)
	Greater Geelong	Difference from VIC (% pts)	Barwon/G21 Region			Difference from VIC (% pts)		
Connectedness	Internet connection (2011) – % of people with an internet connection	79.7%	(-1.3%)	80.1%				(-1.0%)

	Variables	Regional Capital – City of Greater Geelong		Region – Barwon/G21 Geelong Region Alliance ^a	
Economic Output	Gross Regional Product (GRP) – 2013 ⁸	\$10.45B	(3.1% GSP)	\$12.95B	(3.8% GSP)
	Value of Output – June 2013	\$25.3B (3.6% VIC value of output)		\$30.2B (4.2% VIC value of output)	
	Value added – June 2013	\$9.6B (3.0% VIC value added)		\$11.8B (3.8% VIC value added)	
	Wages and salaries – June 2013	\$5.2B (3.1% VIC wages & salaries)		\$6.3B (3.8% VIC wages & salaries)	
	Jobs (2011 Census)	78,572 (3.2% VIC jobs)		98,003 (4.1% VIC jobs)	
Productivity	GRP per capita – 2013	Greater Geelong \$49,551	VIC \$63,035	\$46,455	
	GRP per worker – 2013	\$132,985	\$139,346	\$132,184	
Industry base	Traditional industries ^{12,11}	<p>Heavy manufacturing (e.g. Ford Motor plant, Shell) was the primary traditional industry sector in the CoGG.</p> <p>The past 15 years has seen a considerably reduced reliance on heavy manufacturing with a shift towards higher technology production and niche products. The CoGG has emerged as a leader in several industry sectors including knowledge, innovation and research, advanced manufacturing, health, tourism, events, food and horticulture.</p>		<ul style="list-style-type: none"> • Heavy manufacturing – diversified over past 15 years • Agriculture, agribusiness and food processing • Tourism – Gateway to Great Ocean Road 	
	Value of output (June 2013) Top industry sectors	<ul style="list-style-type: none"> • Manufacturing - \$10.78B • Rental, hiring and real estate services - \$1.96B • Construction – \$1.95B • Health care and social assistance - \$1.34B • Financial and insurance services - \$1.21B • Retail Trade - \$1.14B 		<ul style="list-style-type: none"> • Manufacturing - \$11.66B • Construction – \$2.61B • Rental, hiring and real estate services - \$2.53B • Health care and social assistance - \$1.66B • Retail Trade - \$1.36B • Financial and insurance services - \$1.36B 	

	Variables	Regional Capital – City of Greater Geelong	Region – Barwon/G21 Geelong Region Alliance ^a
	Value added (June 2013) Top industry sectors	<ul style="list-style-type: none"> • Manufacturing - \$1.78B • Rental, hiring and real estate services - \$1.31B • Health care and social assistance - \$919M • Financial and insurance services - \$755M • Education and training - \$725M 	<ul style="list-style-type: none"> • Manufacturing - \$1.99B • Rental, hiring and real estate services - \$1.69B • Health care and social assistance - \$1.07B • Financial and insurance services - \$865M • Education and training - \$821M
	Employment (number of jobs) – 2011 Census Top industry sectors	Health Care and Social Assistance (12,578) <ul style="list-style-type: none"> • Retail Trade (11,325) • Manufacturing (10,207) • Education and Training (8,471) • Accommodation and Food Services (5,450) • Construction (5,322) 	<ul style="list-style-type: none"> • Health Care and Social Assistance (14,608) • Retail Trade (13,580) • Manufacturing (11,806) • Education and Training (9,748) • Accommodation and Food Services (7,650) • Construction (7,157)
	Wages and salaries (June 2013) Top 5 industries by wages and salaries	<ul style="list-style-type: none"> • Manufacturing – \$839M • Health care and social assistance – \$755M • Education and Training – \$632M • Retail Trade – \$438M • Financial and insurance services - \$408M 	<ul style="list-style-type: none"> • Manufacturing – \$952M • Health care and social assistance – \$877M • Education and Training – \$715M • Retail Trade – 525M • Financial and insurance services – 457M
	Employment growth – 2006-2011 Change in total number of jobs	Net change = +4,395	Net Change = +5,647
	Top 5 jobs growth industries:	<ul style="list-style-type: none"> • Health care and social assistance (+2,553) • Education and Training (+1,136) • Financial and insurance services (+753) • Construction (+545) • Accommodation and Food Services (+438) 	<ul style="list-style-type: none"> • Health care and social assistance (+2,847) • Education and Training (+1,269) • Financial and insurance services (+807) • Construction (+790) • Accommodation and Food Services (+713)
	Top 5 job loss industries:		

	Variables	Regional Capital – City of Greater Geelong		Region – Barwon/G21 Geelong Region Alliance ^a
		<ul style="list-style-type: none"> Manufacturing (-1,683) Administrative & Support Services (-258) Wholesale Trade (-225) Information Media & Telecommunications (-122) Agriculture, Forestry & Fishing (-78) 		<ul style="list-style-type: none"> Manufacturing (-1,557) Agriculture, Forestry & Fishing (-423) Wholesale Trade (-322) Transport, Postal & Warehousing (-128) Information Media & Telecommunications (-112)
Business Structure	Number of businesses: Total (June 2012)	Greater Geelong 16,227(2.9% VIC businesses)		Barwon/G21 Region 23,277 (4.2% VIC businesses)
	Non-employing Micro-business - <5 staff SMEs 5-19 staff Medium – 20-199 staff Large – 200+ staff	9,638 3,950 1,919 687 33		14,050 5,655 2,656 879 37
	Business growth –2009-2012 - change in total number businesses	Greater Geelong 15,728 to 16,227 +499 (3.2%)	VIC 514,948 to 551,297 +36,349 (7.1%)	Barwon/G21 Region 22,407 to 23,277 +870 (3.9%)
Investment	Value of new building approvals – 2001/2 – 2005/6 2006/7 – 2010/11 2011/12 – 2012/13	Greater Geelong \$2.7B (Ave: \$541.4M p.a.) \$3.8B (Ave: \$759M p.a.) \$1.8B (Ave: \$880M p.a.)		Barwon/G21 Region \$4.05B (Ave: \$809.8M p.a.) \$5.5B (Ave: \$1.1B p.a.) \$2.4B (Ave: \$1.2B p.a.)
	Major recent and projected investment expenditure 2012/13 ^{6,8}	Greater Geelong has a strong and relatively fast paced investment pipeline involving considerable collaboration across the public and private sectors in a wide range of industry sectors. This includes: <ul style="list-style-type: none">\$745M worth of investment projects completed in past year;		Geelong Investment and Innovation Fund (GIIF) – a state and federal government and Ford Australia initiative committing a \$25M fund to stimulate \$65.8M in new investment and 560 jobs in the region

	Variables	Regional Capital – City of Greater Geelong	Region – Barwon/G21 Geelong Region Alliance ^a
		<ul style="list-style-type: none"> • \$1.2B of major construction and redevelopment projects underway; • a further \$1.9B of major construction and redevelopment projects awaiting commencement or in planning stage; • other long-term projects underway - \$750M Keystone Business Park located in the North East Industrial Precinct (10-15 year staged project); \$20B LAND 400 project (30 year life span); \$1.3B of confidential investment enquiries proposed for the Geelong Ring Road precinct expected to create more than 1,065 new jobs. <p>The CoGG contribution to public capital works investment: 2012/13 - \$91.2M 2013/14 - \$83.8M</p>	
Community Services and Facilities	Educational institutions ^{8,9,11}	<ul style="list-style-type: none"> • 89 primary and 24 secondary schools many with strong reputations for quality education • more than 24 childcare centres • a variety of home-based and centre-based services for children with extra needs • Deakin University – 2 campuses offering a wide range of courses • Gordon TAFE offering an extensive range of courses • Marcus Oldham Farm Management 	Many CoGG post-secondary educational institutions serve residents in the Barwon/G21 region although ease of access varies across the region.

	Variables	Regional Capital – City of Greater Geelong	Region – Barwon/G21 Geelong Region Alliance ^a
		<p>College – a leading rural business management college that attracts students from across Australia</p> <ul style="list-style-type: none"> • CSIRO – 2 divisions • more than 40 training and development organisations offering industry specific training 	
	Transport infrastructure ^{1,6,11,12}	<p>Good existing transport infrastructure with strong connectivity. Includes:</p> <ul style="list-style-type: none"> • Geelong Port– busy bulk and break bulk port partly serviced by rail • Avalon airport – domestic services; opportunity for an international facility; general light aircraft aviation underprovided • rail – broad and standard gauge lines • major road network – includes Geelong Ring Road & Princes Freeway • passenger transport – rail and bus services; transit passenger rail services under pressure in peak times. <p>Northern Gateway Precinct – a strategically located intermodal freight and logistics hub based around Geelong’s existing and proposed infrastructure assets – a key component will be a state-of-the-art industrial precinct, the Geelong Ring Road Employment Precinct. This will provide 500 ha with reticulated services for heavy industry and opportunities for</p>	<p>Barwon/G21 region has strong transport and infrastructure with adequate capacity to service the existing population and expected growth in the short to medium term. Geelong’s Ring Road is a significant transport infrastructure asset.</p>

	Variables	Regional Capital – City of Greater Geelong	Region – Barwon/G21 Geelong Region Alliance ^a
		Greenfield development.	
	Health ^{6,9,11}	<p>The CoGG has a comprehensive range of health facilities to cater for the community and personal care needs of not only residents of the city and Barwon/G21 region but also services the needs of western Victoria across to the South Australian border. Its considerable existing and expanding health infrastructure includes:</p> <ul style="list-style-type: none"> • 3 major hospitals – Geelong Hospital (a major teaching hospital with links to University of Melbourne and the Grace McKellar Centre), St John of God Health Care, Geelong Private hospital • Barwon Health – Victoria’s largest regional and one of one of Australia’s largest health care network organisations – provides comprehensive specialist hospital, rehabilitation, residential and community services. • Greater Geelong has a strong track record in delivering lifetime care and support schemes. Its extensive array of specialist services include pathology, aged care, palliative care, community health, mental health, cancer support, immunisation, disability services, home care, physiotherapy, parenting, paediatric, child and adolescent services. • significant private health operations 	<p>The CoGG community and personal health care institutions serve residents throughout the Barwon/G21 region although ease of access can vary across the region.</p>

	Variables	Regional Capital – City of Greater Geelong	Region – Barwon/G21 Geelong Region Alliance ^a
		<p>centred in CoGG – strong a practitioner and specialist presence</p> <ul style="list-style-type: none"> • a \$52M Deakin Regional Community Health Hub (REACH) was completed in last 12 months • Deakin Medical School and Research Centre – strong growth in optometry • with its strong network of disability services Geelong was nominated as one of 5 launch sites for DisabilityCare Australia and is working towards attracting the national headquarters for DisabilityCare Australia Insurance Scheme Agency to the city. • health infrastructure projects underway include - \$93M Geelong Hospital expansion; \$67M St John of God Hospital redevelopment; • health infrastructure projects awaiting commencement or proposed include - \$447M Epworth Geelong teaching hospital at Warnum Ponds; \$35M hospital in Norlane. 	
	Retail	<p>The retail sector is one of the largest industries in the CoGG. In 2012/13 it contributed around \$1.1B in value of total output and \$437M in wages and salaries, and generated 11,325 jobs.</p> <p>The CoGG has the largest retail shopping</p>	<p>The retail sector is also a major contributor regionally with total output valued at about \$1.4B and with 13,580 jobs and \$525M in wages and salaries generated in 2012/13. Many residents in the Barwon/G21 region</p>

	Variables	Regional Capital – City of Greater Geelong	Region – Barwon/G21 Geelong Region Alliance ^a
		<p>district in the state outside Melbourne with some 10,000 retail businesses offering enormous choice. Central Geelong has two large shopping centres and numerous retail outlets complemented by 8 major regional shopping precincts and community shopping centres. The city has many retail outlets including a range of major retail chains as well as major financial institutions, professional services, a full complement of dining establishments and a vibrant nightlife with wine bars, nightclubs and local pubs with live music. Geelong has an exceptional reputation for fine wine and food.⁹</p>	
	Public agencies	<p>There are numerous public agencies present in the CoGG including:</p> <ul style="list-style-type: none"> • Barwon Health • Barwon Water • Transport Accident Commission • EPA Victoria • VicRoads • Department of Education and Training • Department of Sustainability & Environment • Department of Primary Industry • Victoria Legal Aid • Department of Veteran Affairs • Department of Human Services • Department of Planning & Community 	<p>Defence Force facility in the Borough of Queenscliffe¹⁰ Primary industries Research Victoria is based in Queenscliffe</p>

	Variables	Regional Capital – City of Greater Geelong	Region – Barwon/G21 Geelong Region Alliance ^a
		Development <ul style="list-style-type: none"> • Department of Justice – Corrections • Centrelink & Medicare • Australian Electoral Commission 	
	Cultural ^{6,9,11}	<ul style="list-style-type: none"> • a culturally and linguistically diverse regional city where culture a valued part of the city’s lifestyle with a wide range of recreational and cultural events and activities. In 2013/14 the CoGG budgeted approx. \$1.1M towards major events funding. • the Arts Precinct is Geelong’s cultural hub and home to the Geelong Performing Arts Centre, art house films, concerts and other events providing a vibrant theatre, visual arts & dance scene. Amongst its other major cultural assets are Geelong Art Gallery; Geelong Heritage Centre and numerous historical properties and museums; Potato Shed; Geelong Regional Library Corporation (13 libraries & 1 mobile library), Reading Cinema complex and more than 180 events each year including several multicultural celebrations. • major recreational & sporting assets including Skilled Stadium; 84 formal recreation reserves; 163 tennis courts; 46 netball courts; 11 shared courts; 12 skate 	

	Variables	Regional Capital – City of Greater Geelong		Region – Barwon/G21 Geelong Region Alliance ^a	
		parks; 281 public playgrounds.			
Housing Affordability		Greater Geelong	Capital City - Melb		
	Housing – median house price ¹⁰ March 2013	\$385,000	\$574,000		
	March 2014	\$415,000	\$652,000		
	% change 2013-2014	+7.8%	+13.7%		
	Median rental price – 3 bedroom house (June Quarter 2012/13) ⁸	\$320/week	\$340/week	Median weekly rent (2011 Census) Barwon/G21 Region CoGG - \$231 Colac-Otway – \$175 Golden Plains – \$200 Queenscliffe – \$220 Surf Coast – \$280	VIC - \$277
Volunteering		Greater Geelong	VIC		
	% people doing voluntary work for organisations/groups (2011 Census) ²	18.5%	17.7%	Barwon/G21 region: Colac-Otway – 24.4% Golden Plains – 22.1% Queenscliffe – 36.0% Surf Coast – 26.7% Total region including CoGG – 20.1%	

a. Barwon Region and G21 Geelong Regional Alliance members include the following LGAs – Colac-Otway Shire, Golden Plains Shire, City of Greater Geelong, Borough of Queenscliffe and Surf Coast Shire.

Sources:

Unless otherwise indicated latest Remplan data accessed at <http://www.economicprofile.com.au/geelong> and <http://www.communityprofile.com.au/geelong>. This incorporates data from:

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Appendix B City of Geelong and the Barwon/G21 Region - key drivers and inhibitors of growth - insights from published documents

Broad categories of drivers/inhibitors	Local events or actions/initiatives	Sources
Environmental/ natural resource endowments	<p><u>Drivers</u></p> <ul style="list-style-type: none"> • natural endowments: 45 km of coastline, Bellarine Peninsula, Corio Bay waterfront redevelopment, Barwon River, You Tangs Regional Park, highly productive agricultural areas, wetlands and wildlife sanctuaries • lifestyle in Geelong: recognised for its liveability and lifestyle, including surf beaches, food producers, events and wineries. Region is sought after by people seeking a sea change • tourism sector: gateway to the Great Ocean Road (\$2.2 billion tourism industry), and the South West Victoria coastline. Communities on the Bellarine Peninsula and along the Surf Coast and Great Ocean Road grow significantly in population during the summer holiday season • aquaculture and marine industry: extensive and relatively pristine coastline provides significant opportunities for the rapidly expanding aquaculture and marine industries • proximity to Melbourne: many parts of the region are now within easy commuter distance of the state's capital, enabling significant residential growth <p><u>Inhibitors</u></p> <ul style="list-style-type: none"> • climate change: impacts on agricultural enterprises, rising sea levels affecting coastal communities and water availability for urban, industrial and agricultural use • carbon footprint: a carbon-constrained future, will put pressure on carbon intensive industries 	15, 18, 19, 20

Broad categories of drivers/inhibitors	Local events or actions/initiatives	Sources
Community capital Infrastructure and essential services	<p><u>Drivers</u></p> <ul style="list-style-type: none"> • established infrastructure: significant transport infrastructure, Avalon Airport, Port of Geelong (Victoria's largest bulk port), Geelong Ring Road, rail for freight and land development • Vision 2 Central Geelong Revitalisation: The Vision 2 project is a joint initiative of the CoGG, Committee for Geelong, Deakin University and Victorian Government. It aims to provide the vision, momentum and investment to guide growth in Central Geelong for the next 20 years. • investment in transport infrastructure: Avalon Airport Rail Link Project, development of East West Link Road to reduce congestion around West Gate Bridge • investment in community infrastructure: sports and recreation facilities including Simonds Stadium redevelopment, Armstrong Creek Community Centre and Sports Pavilion, the redevelopment of Geelong Library and Heritage Centre, Geelong Performing Arts Centre and Geelong Gallery • Great Ocean Road investment: State and federal governments committed \$25m each to help VicRoads undertake crucial repairs and upgrades to the Great Ocean Road • Armstrong Creek Growth corridor: This 2,500 hectare land development is the largest contiguous growth area in the nation. Anticipated to house up to 65,000 residents, the locality includes two business park areas which will provide future employment opportunities for a localised workforce • Investment in agricultural infrastructure: Golden Plains Intensive Agriculture Project – infrastructure to provide a dedicated water supply to intensive farm operations to help develop Intensive Agriculture industries in the Golden Plains Shire, maximising current competitive advantage, creating new jobs and advancing economic development 	15, 18, 19, 20, 25

Broad categories of drivers/inhibitors	Local events or actions/initiatives	Sources
	<p><u>Inhibitors</u></p> <ul style="list-style-type: none"> • public transport: increased demand for improvements and coordination due to population growth and dispersed population centres • links to Melbourne: strained road and transport links (rail and road) between Melbourne and the region • underutilisation of infrastructure including Avalon Airport and the Port of Geelong • lack of infrastructure and capital for creative arts • Geelong City Centre is not operating as a diverse economic, social, residential and cultural centre 	
Human capital	<p><u>Drivers</u></p> <ul style="list-style-type: none"> • strong tertiary education sector • research and knowledge: 2 CSIRO facilities, Deakin University with associated health and research arms, Australian Future Fibre Research and Innovation Centre (AFFRIC) • health facilities: Barwon Health, St John of God Hospital, Epworth Hospital, Geelong Centre for Emerging Infectious Disease (GCEID) • G21 Addressing Disadvantage Project: Meredith Integrated Community Hub funding enabling families and children to receive a high quality kindergarten education, long day care and early intervention services • CoGG Skilled Migration Project: The Economic Development Unit have a project that has been operating in partnership with the State and federal Government providing free practical assistance to employers whose business or service delivery are hindered by genuine skills shortages 	3, 6, 24

Broad categories of drivers/inhibitors	Local events or actions/initiatives	Sources
	<p><u>Inhibitors</u></p> <ul style="list-style-type: none"> • poor alignment of skill sets as the region shifts away from traditional manufacturing into new areas of growth such as advanced manufacturing and health care (need for re-skilling of manufacturing workers) 	
<p>Social capital</p>	<p><u>Drivers</u></p> <ul style="list-style-type: none"> • G21 Taskforce and ‘Give Where You Live’ collective impact model: working together to create a ‘collective impact model’ aimed at creating employment opportunities in areas of high unemployment in the region • social action and support groups: G21 Freedom from Discrimination Action Group, Network, Barwon Medicare Local, BATForce, Diversitat, Geelong Adolescent Sexuality Project, and Wathaurong Aboriginal Cooperative – working to address discrimination and support the diversity of people in the region • strategies, masterplans, initiatives and partnerships aiming to enhance health, wellbeing and quality of life of Greater Geelong communities, e.g. G21 Regional Health and Wellbeing Plan and G21 Regional Physical Activity Strategy; partnership with Barwon Health and working collaboratively with other agencies to promote and bring about system level changes aimed at improving wellbeing and lifestyle choices. • facilitations of programs and events that encourage increased participation in community life, as well as provision of community wellbeing services and activities e.g. investment in community hubs, community facilities, youth activities programs and events. <p><u>Inhibitors</u></p> <ul style="list-style-type: none"> • poor alignment of skill set as the region shifts away from traditional manufacturing into new areas of growth such as advanced manufacturing and health care (need for re-skilling of manufacturing workers) 	<p>8, 15, 18</p>

Broad categories of drivers/inhibitors	Local events or actions/initiatives	Sources
Cultural capital	<p><u>Drivers</u></p> <ul style="list-style-type: none"> • Geelong Football Club: economic stimulus and generates local pride • festivals and events destination: Lara Heritage Festival, Lara Food and Wine Festival, Mouth to Mountain Festival, UDI International Bike Race, Yachting Regatta • Geelong Performing Arts Centre and Geelong Gallery redevelopment • CoGG Public Art Strategy and Community Arts and Festivals Grants Program • CoGG Events Committee 	5, 15, 17, 18
Entrepreneurship and innovation	<p><u>Drivers</u></p> <ul style="list-style-type: none"> • emerging industries in science, technology and research: AFFRIC – conducting research focussing on all aspects of fibre manufacturing, including carbon fibre development, and GCEID • biotechnology: an emerging source of quality employment for region based on the intellectual assets of bodies including Deakin University, Barwon Health and CSIRO • growing services and events sector: Injects more than \$66 million into the local economy, creating the equivalent of 527 full time jobs each year • growth of the public sector in Geelong: The Australian Government chose Geelong as the site for the National Disability Insurance Scheme headquarters, which is expected to create more than 300 jobs. The Victorian Government has also committed to relocate the WorkCover head office to Geelong from Melbourne, following the success of the Transport Accident Commission relocation in 2009 • Geelong national headquarters for sports technologies industry: funding for the Australian Sports Technologies Network, received \$6 million over 4 years to develop a sports technology precinct in Geelong • Geelong Region Innovation and Investment Fund (GRIIF): a \$29.5 million competitive, merit-based grants program. Under the GRIIF, eligible projects will focus on encouraging new investment to create new or additional business capacity that results in sustainable jobs. 	

Broad categories of drivers/inhibitors	Local events or actions/initiatives	Sources
	<p>Established by the Australian and Victorian Governments</p> <ul style="list-style-type: none"> • Geelong Advancement Fund (stream of GRIIF): established by the Victorian Government to drive jobs growth, increase skills and innovation and deliver economic and community infrastructure in Geelong. Funding is available to support collaborative ventures with public and private sector, education and community organisations that will improve economic and liveability outcomes in Geelong. • national disease hub in Geelong: G21 secured \$3 million for national disease hub in Geelong, including increasing research and attracting biotech investment 	
<p>Economic and market conditions</p>	<p><u>Drivers</u></p> <ul style="list-style-type: none"> • broad economic base for growth: manufacturing, agriculture, horticulture, aquaculture, tourism, education, research, health and service sectors • diversification of the economy into advanced manufacturing and health care <p><u>Inhibitors</u></p> <ul style="list-style-type: none"> • global economic changes and decline of manufacturing industry - closure of major manufacturing industries including Ford and Alcoa • negative media attention surrounding manufacturing closures in the region Continued reliance on the region as a manufacturing centre 	<p>1, 5, 9, 26</p>
<p>Institutional environment Governance and intergovernmental relations/ leadership</p>	<p><u>Drivers</u></p> <ul style="list-style-type: none"> • forced amalgamations in 1993: Six local Councils and part of a seventh (Barrabool) were formed into one large municipality called the City of Greater Geelong on 18 May 1993 • formation of the G21 Alliance in 2002: which provides a regional governance framework for promoting regional economic development in the Barwon Region 	<p>4, 5, 6, 7, 18, 19</p>

Broad categories of drivers/inhibitors	Local events or actions/initiatives	Sources
	<ul style="list-style-type: none"> • the existence of politically marginal seats in the region which gives Geelong the ability to attract state and federal investment in the region • strong leadership, strength of vision, pooling of resources, and collaboration between business, community, government and non-government organisations • institutional support for innovation and entrepreneurial behaviour • institutional commitment to transforming Geelong: across the region there is a distinct commitment to transform Geelong from traditional manufacturing to the construction, infrastructure, education and skills based sectors • belief that Geelong is resilient • decline in manufacturing attracting state and federal government investment in the region • Geelong Region Innovation and Investment Fund (GRIIF): is a \$29.5 million competitive, merit-based grants program. Eligible projects will focus on encouraging new investment to create new or additional business capacity that results in sustainable jobs. Established by the Australian and Victorian Governments • Geelong Advancement Fund (stream of GRIIF): established by the Victorian Government to drive jobs growth, increase skills and innovation and deliver economic and community infrastructure in Geelong • G21 Regional Growth and Implementation Plan: key strategic planning document which outlines a sequencing approach for the next ten years for 240 infrastructure projects to enable growth – funded by RDV • suite of strategic planning initiatives for CoGG: Strategic Plan – City Plan 2013-2017 • Enterprise Geelong: CoGG re-branded economic development unit. Targeted and commercially oriented approach to achieve sustainable employment and economic growth in region 	

Broad categories of drivers/inhibitors	Local events or actions/initiatives	Sources
	<ul style="list-style-type: none"> • Geelong Major Events Committee: Section 86 Committee of the City of Greater Geelong which has been created to support the attraction, assistance and funding of major events • CoGG Future Proofing Geelong: The team consists of three staff who are experienced in sustainability, project management, marketing, bid writing, community engagement, architecture and carbon management. The team are based in the City of Greater Geelong's Planning Strategy & Urban Growth department <p><u>Inhibitors</u></p> <ul style="list-style-type: none"> • fragmented strategic planning across multiple organisations, with various plans, visions and priorities • leadership changes and continuity beyond political cycles • some out of date strategies • a lack of belief by the people of Geelong in Geelong's capacity to deal with change • lack of marketing collateral reassuring private investors that Geelong has a bright future and is a place for business • mixed messages about Geelong and its branding 	

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Appendix C City of Greater Geraldton and Mid West Region Socio-economic Profile

	Variables	City of Greater Geraldton		Mid West Region	
Location	Distance from State capital	424 km			
	Geographic area (excluding off-shore islands) ¹	12,483 Km ²		466,766 Km ²	
Population	Estimated resident population			Comprised of 17 LGAs	
	June 2012	39,306		56,540	
	June 2013	40,448	1.6% WA population	57,901	2.3% WA population
	Median age (years) ¹⁰ – 2012	Greater Geraldton 36.1	WA 36.1	Mid West region: Median age range - 34.7 to 47.1 Only 3 of the 17 LGAs in the Mid West region have a median age below the state median of 36.1 years, with Greater Geraldton equal to the state median and Mount Magnet marginally above the state median with a median age of 36.5 years.	
	Aboriginal and/or Torres Strait Islander origin (2011 Census) % population ² % of households with Indigenous person/s	Greater Geraldton 9.6% 10.1%	Difference from WA (% pts) (+6.5%) (+6.6%)	Mid West Region 9.9% 9.6%	Difference from WA (% pts) (+6.8%) (+6.1%)
	Population growth – persons	Greater Geraldton	% WA pop. growth	Mid West Region	% WA pop. growth
	2001-2006	+1,717	1.2%	+763	0.5%
	2006-2011	+2,604	0.9%	+3,868	1.3%
	2011-2013	+2,108	1.3%	+2,590	1.6%

	Variables	City of Greater Geraldton				Mid West Region			
	Population growth – Average annual growth rate (AAGR)	Greater Geraldton		Difference from WA (% pts)		Mid West Region		Difference from WA (% pts)	
	2001-2006	0.99%		(-0.48%)		0.30%		(-1.17%)	
	2006-2011	1.42%		(-1.37%)		1.46%		(-1.33%)	
	2011-2013	2.71%		(-0.75%)		2.31%		(-1.15%)	
	Population growth projections 2011-2026 using WAPC growth Band B and actual 2011 ERP as the base (closest to actual ERP at June 2011 and 2013)³	Greater Geraldton Proj. Pop.	Change	AAGR	Difference from WA (% pts)	Mid West Region Proj. Pop	Change	AAGR	Difference from WA (% pts)
	2011 ERP base	38,340			2,353,409	55,311			
	2011-2016	42,700	+4,360	2.18%	(+0.29%)	59,300	+3,989	1.40%	(-0.49%)
	2016-2021	46,100	+3,400	1.54%	(-0.02%)	63,100	+3,800	1.25%	(-0.31%)
	2021-2026	49,600	+3,500	1.47%	(-0.02%)	67,200	+4,100	1.27%	(-0.22%)
	Labour Force	Size (persons) – 2011 Census	Greater Geraldton 18,266		WA 1,152,197		Mid West Region 26,350		
		Greater Geraldton		Diff. from WA (% pts)		Mid West Region		Difference from WA (% pts)	

	Variables	City of Greater Geraldton		Mid West Region	
	Participation rate 2011 Census – % persons 15+ years in labour force	63.3%	(-0.74%)	62.4%	(-1.60%)
	Unemployment rate at Sep 2013	5.0%	(+0.3%)	5.0%	(+0.3%)
	Ave annual unemployment rate				
	2002-2006	7.2%	(+2.10%)	6.2%	(+1.06%)
	2007-2011	4.9%	(+0.84%)	4.6%	(+0.50%)
	2012-2013	3.9%	(-0.40%)	3.9%	(-0.40%)
	Job provision ratio (2011) – Local jobs per resident labour force participant (estimate - local jobs/labour force size)	0.78:1	0.93:1	0.85:1	
Skill Base		Greater Geraldton	Diff from WA (% pts)	Mid West Region	Diff from WA (% pts)
	School completion Year 12 or equivalent % population	33.6%	(-14.16%)	33.6%	(-14.17%)
	Bachelor’s degree or higher – % people	18.3%	(-12.64%)	17.8%	(-13.16%)
	% workers employed in area	15.1%	(-8.36%)	14.4%	(-9.09%)
	Certificate/Diploma/Adv. Diploma -% people	56.9%	(+8.21%)	56.0%	(+7.35%)
	% workers employed in area	36.4%	(+2.24%)	35.9%	(-1.78%)
Occupation		Greater Geraldton	Diff. from WA (% pts)	Mid West Region	Difference from WA (% pts)
	Employed in professional or managerial	26.0%	(-6.09%)	28.2%	(-3.90%)

	Variables	City of Greater Geraldton		Mid West Region	
	occupations				
	Employed in manual occupations (technicians/trades, machinery operator/driver, labourer)	40.1%	(+6.10%)	41.8%	(+7.84%)
Income	Median household income - 2011 Census	Greater Geraldton	Diff. from WA (% pts)	Mid West Region	
	Weekly	\$1,500 - \$1,999	\$2,000-\$2,499	\$1,500 - \$1,999	
	Annual	\$78,000-\$103,999	\$104,000-\$129,999	\$78,000-\$103,999	
Social Dis-advantage	SEIFA ranking – National and State rank and decile ⁴	National: Rank – 310/564	Decile – 6	Mid West Region: In terms of social disadvantage ranking, 11 of the 17 LGAs in the Mid West region are in the lower half of LGA rankings (deciles 1-5) nationally and 15 of the 17 are in the lower half of rankings in the state. The Shire of Chapman Valley has the best overall national and state ranking closely followed by Perenjori Shire. Four shires in the region are in the lowest national and state deciles – Shires of Cue, Meekatharra, Mount Magnet and Wiluna. All four of these shires have a substantially large (25-36% at 2011 Census) Indigenous population.	
	Welfare dependency (% population with government support main income source) ⁵	12.2%	National Rank – 50/560 LGAs		
Connected-ness		Greater Geraldton	Diff. from WA (% pts)	Mid West Region	Difference from WA (% pts)
	Internet connection (2011) – % of people with an internet connection	75.5%	(-4.78%)	72.9%	(-7.43%)
Economic Output	Gross Regional Product (GRP) – June 2013	\$2.62B	(1.1% GSP)	\$5.26B	(2.2% GSP)
	Value of Output – June 2013	\$5.07B	(1.0% WA output)	\$10.65B	(2.1% WA value of

	Variables	City of Greater Geraldton		Mid West Region	
					output)
	Value added – June 2013	\$2.43B	(1.1% WA val added)	\$4.99B	(2.2% WA value added)
	Wages and salaries – June 2013	\$1.13B	(1.2% WA wages & salaries)	\$1.87B	(2.0% WA wages & salaries)
	Jobs – 2011 Census	14,321	(1.3% WA jobs)	22,526	(2.1% WA jobs)
		Greater Geraldton	WA	Mid West Region	
Productivity	GRP per capita - 2013	\$70,425	\$108,387	\$98,035	
	GRP per worker - 2013	\$182,749	\$226,656	\$233,571	
Industry base	Traditional industries	Agriculture, commercial lobster and fishing, mining, transport, shipping, retail, building construction, manufacturing, tourism, health and education		Agriculture, commercial lobster and fishing, mining, tourism	
	Value of total output Top industry sectors (2013)	<ul style="list-style-type: none"> • Mining (\$772.7M); • Manufacturing (\$733.3M); • Construction (\$612M); • Rental, hiring & real estate services (\$468.3M); Transport, postal & warehousing (\$348.6M) 		<ul style="list-style-type: none"> • Mining (\$4,077.2M); • Manufacturing (\$1,391.4M); • Construction (\$1,026.1M); • Rental, hiring & real estate services (\$650.1M); Agriculture, forestry & fishing (\$469.5M) 	
	Value added Top industry sectors (2013)	<ul style="list-style-type: none"> • Mining (\$448.1M); • Rental, hiring & real estate services (\$297.1M); Construction (\$191.1M); • Health care & social assistance (\$161.3M); • Transport, postal & warehousing (\$256.9M) 		<ul style="list-style-type: none"> • Mining (\$2,140.1M); • Rental, hiring & real estate services (\$425.8M); Construction (\$330.3M); • Manufacturing (\$248.5M); • Education & training (\$202M) 	
	Employment (number of jobs) - 2011 Census Top industry sectors (2013)	<ul style="list-style-type: none"> • Retail (1,894); • Health care & social assistance (1,827); • Education & training (1,487); 		<ul style="list-style-type: none"> • Mining (2,769); • Retail (2,229); • Health care & social assistance (2,149); 	

	Variables	City of Greater Geraldton	Mid West Region
		<ul style="list-style-type: none"> Construction (1,320); Public administration & safety (1,098) 	<ul style="list-style-type: none"> Construction (2,057); Education & training (2,052)
	Employment growth – 2006-2011	Greater Geraldton	Mid West Region
	Change in total number of jobs	Net change = +1,574 (0.8% WA jobs growth)	Net change = +1,938 (1.0% WA jobs growth)
	Top jobs growth industries:	<ul style="list-style-type: none"> Construction (+372); Health care & social assistance (+390); Transport, postal & warehousing (+185); Professional, scientific & technical services (+152); Education & training (+152) 	<ul style="list-style-type: none"> Construction (+636); Health care & social assistance (+377); Accommodation and food (+232); Transport, postal & warehousing (+220); Education & training (+217)
	Top job loss industries:	<p>Only 5 sectors experienced job losses over this period.</p> <ul style="list-style-type: none"> Agriculture, fishing & forestry (-142) Wholesale trade (-39) Information media & telecommunications (-14) Mining (-12) Finance & insurance services (-5) 	<p>Only 5 sectors experienced job losses over this period.</p> <ul style="list-style-type: none"> Agriculture, fishing & forestry (-293) Wholesale trade (-96) Retail trade (-43) Information media & telecommunications (-14) Finance & insurance services (-10)
	Wages and salaries Top industry sectors (2013)	Health care & social assistance (\$132.4M); Education & training (\$129.8M); Public administration & safety (\$106.4M); Construction (\$96.1M); Retail (\$88.4M)	Mining (\$418.2M); Education & training (\$177.1M); Construction (\$168.6M); Health care & social assistance (\$155.7M); Public administration & safety (\$151.7M)
Business Structure		Greater Geraldton	Mid West Region
	Number businesses: Total (June 2013)	3,018 (1.4% of WA businesses)	5,160 (2.4% of WA businesses)

Variables	City of Greater Geraldton		Mid West Region	
Non-employing	1,778		3,045	
SMEs 5-19 staff	1,115		1,960	
Medium – 20-199 staff	119		149	
Large – 200+ staff	6		6	
	Greater Geraldton	WA	Mid West Region	
Business growth – 2011-2013 change in total businesses number (% change)	3,229 to 3,018 -211 (-6.5%) Note:	222,880 to 216,008 -6,872 (-3.1%)	5,404 to 5,160 -244 (-4.5%)	
	All business losses were amongst non-employing and SMEs			
Investment	Value of new building approvals – 2001/2 – 2005/6		\$356.25M (Ave: \$71.25M p.a.)	
	2006/7 – 2010/11		\$483.32M (Ave: \$96.66M p.a.)	
	2011/12 – 2012/13 (excl. 2012/13 non-residential due to statistical insignificance)		\$817.40M (Ave: \$163.48M p.a.)	
	2011/12 – 2012/13 (excl. 2012/13 non-residential due to statistical insignificance)		\$1,258.98M (Ave: \$251.80M p.a.)	
	2011/12 – 2012/13 (excl. 2012/13 non-residential due to statistical insignificance)		\$134.24M (Ave: \$137.27M p.a.)	
	Projected investment ⁶			
	Approximately 120 projects worth \$30B underway, proposed or planned for the Mid West region next 5-7 yrs 51% Minerals & energy; 40% Infrastructure; 7% Government projects; 2% Other projects			
Community Services and Facilities^{1,7,8}	Educational institutions		Quality education facilities including numerous public and private schools and tertiary institutions – Geraldton Universities Centre, Durack Institute of Technology, Batavia Coast Maritime Institute, Combined Universities Centre for Rural Health	
	Transport infrastructure		Major port; airport; rail; highways – Geraldton the major transport hub.	
	Health		Geraldton is the centre for major health services for the Mid West region.	

	Variables	City of Greater Geraldton		Mid West Region	
	Retail	Extensive retail sector – largest employing sector in CGG and the second-largest employing sector in the Mid West region.			
	Public agencies	Geraldton is the seat of Mid West government business. The Mid West Development Commission is located in the regional capital.			
	Cultural	WA Museum Geraldton; regional art galleries; regional libraries; Queens Park Theatre; community-based arts and cultural groups; wide range sporting facilities and clubs strong indigenous and pioneering history			
		Greater Geraldton	Capital city – Perth	Mid West Region	Regional WA
Housing Affordability	Housing – median house price – All dwellings – June Qtr 2011 ¹²	\$358,000	\$470,000	\$358,000	\$370,000
	3 Bedroom house at August 2014	\$330,000 ^b	\$840,000		
	All dwellings at August 2014 ^{13, 14}	\$345,000 ^b	\$722,645		
	Median rent - 3 bedroom house at August 2014	\$340/week ^b	\$650/week		
	All dwellings at August 2014 ^{13, 14}	\$350/week	\$600/week		
		Greater Geraldton	WA	Mid West Region:	
Volunteering	% people doing voluntary work for organisations/groups (2011 Census) ²	19.0% ^c	16.9%	Volunteering by residents living in the other 16 LGAs in the Mid West region varies considerably from a low of 9.4% in the Shire of Wiluna to a high of 39.3% in the Shire of Mingenew.	

Source:

^aThe Mid West Region comprises 17 LGAs – City of Greater Geraldton and the Shires of Carnamah, Chapman Valley, Coorow, Cue, Irwin, Meekatharra, Mingenew, Morawa, Mount Magnet, Murchison, Northampton, Perenjori, Sandstone, Three Springs, Wiluna and Yalgoo. At the 2011 Census, five of these LGAs had a usual resident population (URP) of less than 500 people; ten had a URP of less than 1,000 people; and 16 had a URP of less than 5,000 people. The City of Greater Geraldton accounts for about 70% of the Mid West population.

^bGeraldton city only.

^cCity of Geraldton-Greenough – most recent data available.

Source: Unless otherwise indicated latest Remplan data accessed at <http://www.economicprofile.com.au/geraldton>. This incorporates data from -

- o Australian Bureau of Statistics' (ABS) June 2012 Gross State Product, 2008 / 2009 National Input Output Tables and 2011 Census Place of Work Employment Data.
- o Australian Bureau of Statistics, Regional Population Growth, Cat. 3218.0 (Released 31 July 2012)
- o Australian Bureau of Statistics, Counts of Australian Businesses, including Entries and Exits, Cat. 8165.0 (Jun 2011, Released 31 Jan 2012).
- o Department of Employment Small Area Labour Markets (SALM).

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² Australian Bureau of Statistics (ABS), National Regional Profile, 2008-2012, Catalogue No. 1379.0.55.001.

³ Western Australian Planning Commission (2012), WA Tomorrow Population Report No. 7, 2006-2026, <http://www.planning.wa.gov.au/> accessed 16 April 2014.

⁴ ABS, Socio-economic Indexes for Areas (SEIFA) 2011 (Cat. 2033.0.55.001)

⁵ In[Sight] Competitiveness Index, Regional Australia Institute

⁶ Mid West Development Commission, Mid West Major Projects Summary December 2012

⁷ City of Greater Geraldton, Economic Development Strategy 2013-2023

⁸ Geraldton – Local to Global Regional City (2012).

⁹ Australian Bureau of Statistics (ABS), Population and Housing Basic Community Profile 2011 Census, Catalogue No. 2001.0.

¹⁰ Australian Bureau of Statistics (ABS), Data by Region, <http://stat.abs.gov.au/itt/r.jsp?databyregion#> accessed 25 July 2014.

¹¹ Australian Bureau of Statistics, Regional Population Growth, Australia 2012, Catalogue No. 3218.0.

¹³ Shames Sharley and Pracsys (2012), City of Greater Geraldton Background Report for Residential Development Strategy and Commercial Activity Centres Strategy, report prepared for the City of Greater Geraldton, [http://www.cgg.wa.gov.au/sites/default/files/Background%20Report%20for%20Residential%20Development%20Strategy%20and%20Commercial%20Activity%20Centres%20Strategy%20\(Draft%20-%20September%202012\).pdf](http://www.cgg.wa.gov.au/sites/default/files/Background%20Report%20for%20Residential%20Development%20Strategy%20and%20Commercial%20Activity%20Centres%20Strategy%20(Draft%20-%20September%202012).pdf) accessed 14 August 2014.

¹³ <http://www.realestate.com.au/neighbourhoods/perth-6000-wa> accessed 14 August 2014.

¹⁴ <http://www.realestate.com.au/neighbourhoods/geraldton-6530-wa> accessed 14 August 2014.

Appendix D City of Greater Geraldton and the Mid West Region – key drivers and inhibitors of growth - insights from published documents

Broad categories of drivers/inhibitors	Local events or actions/initiatives	Sources
Environmental/ natural resource endowments	<p>Natural endowments include: iconic coastline; attractive climate; wildflowers; mineral resources; rich in renewable energy resources - wind, solar, wave, geothermal and biomass (wind and solar already operational)</p> <p>Foreshore redevelopment project to capitalise on natural endowments of the city – coastline and climate</p> <p>Renewable energy projects – capitalising on wind, solar, wave, geothermal and bio-mass resources in the region – poised to deliver sustainable solutions to environmental challenges</p> <p>Mining sector – opening of Karara mine, reopening Mt Gibson mine, development of Geraldton as a FIFO/DIDO home town driven</p>	<p>(1) (8) (22)</p> <p>Interviews</p>
Community capital Infrastructure and essential services	<p>Substantial state government infrastructure investment including port deepening, new public hospital and police complex, Geraldton Universities Centre</p> <p>Proactive steps to plan, initiate and pursue major ICT development projects providing the city and region with state of art telecommunications and broadband capabilities including:</p> <ul style="list-style-type: none"> • The Australian Square Kilometre Array Pathfinder (ASKAP) and Murchison Widefield Array (MWA) project – next-generation radio telescope that underpinned Australia’s bid for the Square Kilometre Array (SKA) project • The Square Kilometre Array (SKA) project – a revolutionary international radio telescope – being shared with southern Africa • Digital government programs – Geraldton selected as the first WA regional capital to receive a full rollout of NBN (all three technology platforms). Digital Enterprise, Hub and Local Government Programs will provide training and support for digital technologies to equip the community to capitalise on the digital economy. These events will enable Geraldton to become a data exchange point for mid and northern WA, data repository and technology hub. CGG has developed a digital strategy for the regional capital and region to capitalise on the economic, social and environmental benefits these technologies can deliver. Digital Hub and Digital Enterprise initiatives commenced in 2013. 	<p>(8) (13)</p> <p>(1) (2) (5) (7) (8) (9) (19) (31)</p>

Broad categories of drivers/inhibitors	Local events or actions/initiatives	Sources
	<ul style="list-style-type: none"> Airport Technology Park - \$5M project funded through Royalties for Regions commenced 2013 <p>Cutting edge science and technology emerging to complement mining activity.</p> <p>IBM Smart City status – one of 33 cities selected worldwide in 2012 to receive an IBM Smart Cities Challenge grant giving the CGG access to international experts to advise the city on progressing its pursuit of becoming a digital and carbon neutral global city.</p> <p>An extended free public WiFi precinct covering the CBD and key neighbourhoods including Mullewa coupled with a ‘kick-start’ program to enhance digital skills and network usage.</p> <p>Top Iron mine and export from Midwest Port Karoo/Wandina – Building Better Regional Cities project (state/federal funding)- Availability of staged 4000 affordable homes</p>	
Human capital	<p>Plans to interconnect educational institutions, business and industry with digital services.</p> <p>SMART Mid West policy by MWDC – development of Geraldton Universities Centre, Separation Point Marine Precinct, Mid West Science Summits – foster education and technology stakeholder partnerships.</p> <p>CGG has implemented an Indigenous school-based traineeship program.</p>	
Social capital	<p>Growing business innovation networking and investment opportunities through active Council support in the planning and organisation of expos, seminars, forums, workshops and other business-related networking events and activities.</p>	

Broad categories of drivers/inhibitors	Local events or actions/initiatives	Sources
	Worked with the Australia China Business Council Mid West Committee (ACBCMC) to facilitate business networking and promote investment opportunities.	
Cultural capital	<p>CGG has significant quality cultural facilities and an extensive cultural program including:</p> <ul style="list-style-type: none"> • arts – facilities including Queens Park Theatre, Geraldton Regional Arts Gallery, Geraldton Regional Museum; Community Arts Program; Readers and Writers Festival • Heritage Program – annual heritage awards, Heritage Week activities • multicultural recognition and activities – CGG is highly committed to reconciliation having met or exceeded its Reconciliation Action Plan objectives; an extensive Reconciliation Week program; named a 2013 finalist in the Department of Aboriginal Affairs Regional Achievements Awards in Indigenous Service. <p>MWDC has developed and is implementing an Indigenous Arts Industry Strategy to promote and develop the region’s Indigenous art.</p>	
Entrepreneurship and innovation	<p>As part of the CGG’s economic development strategy:</p> <ul style="list-style-type: none"> • CGG produces useful data and information on city’s economic development – investment promotional brochure, online economic profile, bi-annual economic development newsletter • growing business innovation networking and investment opportunities through active Council support in the planning and organisation of expos, seminars, forums, workshops and other business-related networking events and activities. 	
Economic and market conditions	<ul style="list-style-type: none"> • Broad economic base – fishing and lobster industries, mining, agriculture (largely broad acre cereal farming) • Fluctuations in resource sector (resource prices) – reliance on boom/bust an inhibitor • Transition of mining sector from construction to operation phase – slowing of construction industry • Iluka not closing synthetic rutile plant (large employer) • Growing Chinese interest in Mid West region 	
Institutional environment Governance and intergovernmental relations	Voluntary amalgamation of the City of Geraldton and Shire of Greenough in 2007 forming the City of Geraldton-Greenough and then the amalgamation with the Shire of Mullewa in 2011 forming the City Greater Geraldton.	

Broad categories of drivers/inhibitors	Local events or actions/initiatives	Sources
	<p>2029 and Beyond Project – a long-term initiative to improve the CGG’s sustainability by implementing deliberative democracy (a participative governance process involving all stakeholder groups in cooperative problem solving and collaborative decision making). Key initiatives included:</p> <ul style="list-style-type: none"> • extensive community consultation using innovative engagement techniques that attained wide and diverse community participation (> 2000 community members) to develop a shared vision and action plan • creation of an ‘Alliance Governance Group’ (community, industry and government)to oversee and implement project outcomes • ‘Community Champions’ to initiate and engage the community in conversations about the CGG’s future • a strong alliance with the local media • new connections with Indigenous and multicultural groups. • an interactive website. <p>CGG gained UN recognition for its community participation and engagement in defining a future vision to enhance its future sustainability through its 2029 and Beyond initiative – Sustainable Future City Region Project.</p> <p>CGG was recently awarded ‘World Winner’ in Community Participation and Engagement at the UN Environmental Program International Liveable Communities Awards.</p> <p>CGG employs an integrated planning framework –</p> <ul style="list-style-type: none"> • aligns the City’s strategic plan with federal and state government strategies affecting the region and regional development agency plans <p>Strategic planning initiatives – plans and strategies developed by the city and surrounding region include:</p> <ul style="list-style-type: none"> • Strategic Community Plan (10 years) • Community Engagement Policy (core principles – open and trans[aren’t, genuine commitment, inclusive, consensus seeking, proactive • CGG Economic Development Strategy 2013 – 2023 <ul style="list-style-type: none"> ○ includes economic, social, cultural, environment and governance objectives: ○ economy – dynamic, diverse and adaptable 	

Broad categories of drivers/inhibitors	Local events or actions/initiatives	Sources
	<ul style="list-style-type: none"> ○ social – strong healthy community – equitable, connected and cohesive ○ cultural – vibrant arts, education and culture ○ environmental – sustainable built form and natural environment ○ governance – inclusive civic and community engagement and leadership. <p>Strategy was developed using extensive community consultation as part of its 2029 and Beyond project and input from relevant state, regional and local plans.</p>	
	<ul style="list-style-type: none"> • community engagement - as part of the CGG economic development strategy the council is working to foster collaborative relationships between CGG, business and community through strategic engagement processes and the implementation of deliberative democracy and participatory budgeting. Some key initiatives to date include: <ul style="list-style-type: none"> ○ 2029 and Beyond - Sustainable Future City Region Project that involved extensive community engagement using a variety of innovative approaches attracting broad community participation ○ community precinct planning projects ○ #changesCGG change leadership and transition management strategy – formed community panels to review community infrastructure priorities and the range and level of services. ○ engaged the community in the IBM Smarter Cities Challenge to plan for enabling the City and region to provide smart digital services and become carbon neutral by developing smart energy strategies. <p>Partnerships/collaborations with government and/or government agencies:</p> <ul style="list-style-type: none"> • formation of the Geraldton Futures Governance Alliance (GFGA) to facilitate the implementation of the CGG’s Economic Development Strategy, IBM Smarter City Report, Digital First Strategy and the Greater Geraldton Vibrancy Strategy. Members include – CGG, Mid West-Gascoyne RDA, MWDC, Durack Institute of Technology, MWCCI, Geraldton Port Authority and community representatives. • Mid West and WA Government working in tandem and committed to fostering balanced long term development of the region – evidenced by development of Mid West Investment Plan 2011-2021, Geraldton Global Regional City Plan and a significant commitment to the Oakajee port and industrial estate complex (Geraldton Investment Brochure 2012) 	

Broad categories of drivers/inhibitors	Local events or actions/initiatives	Sources
	<ul style="list-style-type: none"> • CGG and the Department of Broadband, Communications and the Digital Economy (DBCDE) jointly established the Digital Hub and Digital Enterprise programs to provide local residents, businesses and not-for-profit organisations with free training in digital literacy skills to support active participation in the NBN enabled digital economy <p>Partnerships/collaborations with not-for-profit and community groups:</p> <ul style="list-style-type: none"> • together with the Pollinators, NACC, MWDC, Durack Institute of Technology, CSIRO, West Coast Sustainability and other key stakeholders the CGG council jointly organised the Sustainability and Innovation Exhibition 2013. • CGG Council supported the organisation of the 2013 Mid West Economic and Resource Conference and Exhibition organised by the MWCCI • worked with the Australia China Business Council Mid West Committee (ACBCMC) to facilitate business networking and promote investment opportunities. • developed and maintain the 'Geraldton Opportunities' website which is an initiative supported by the CGG, MWDC and MWCCI and managed and monitored by the CGG on an ongoing basis. • as part of its 2029 and Beyond project initiatives CGG developed a strong partnership with Curtin University on the use of contemporary technologies to enhance regional community communication and to greatly improve community engagement in planning for the future of the City region. (6) • CGG partnered with the Cooperative Research Centre (CRC) to research and develop projects to help Geraldton become a 'water sensitive' city – an issue identified in the 2029 and Beyond project. Commenced with a 2 day summit in 2013 (21) <p>Partnerships/collaborations with other LGAs:</p> <ul style="list-style-type: none"> • member of the WA Regional Cities Alliance which is in turn a member of the RCA – the cities of Albany, Bunbury, Greater Geraldton and Kalgoorlie-Boulder outline the case for a strategic approach to regional development within WA through the WA Regional Cities Alliance. While making the case for decentralisation of future population growth away from the Perth metropolitan area their priority is strategic investment in the infrastructure of regional cities. • CGG is a member of the Batavia Regional Organisation of Councils that works collaboratively in selected areas including waste management and climate change. Members include CGG and the Shires of Chapman Valley, 	

Broad categories of drivers/inhibitors	Local events or actions/initiatives	Sources
	<p>Irwin and Northampton.</p> <p>CGG has had a Memorandum of Understanding with its Indigenous communities in place since 2004. It formed a reconciliation committee comprising key stakeholders with the council as administrator in 2007. The committee worked collaboratively to develop CGG’s reconciliation action plan that commits the CGG to build partnerships built on mutual respect, understanding, cooperation and trust with the ATSI community.</p>	
<p>Leadership</p>	<p>Demonstrated leadership in two phases of voluntary amalgamation in 2007 and 2011.</p> <p>Civic and business leaders and the community have demonstrated their support for managing growth and development of the regional capital and city and believe this needs to happen in a sustainable manner.</p> <p>Civic leaders managing the future of the CGG and region with a planned agenda for growth based on principles of sustainable development.</p> <p>CGG has demonstrated leadership in becoming a ‘smart city’ and a leader in digital technology and being internationally recognised for its participative democracy initiatives.</p> <p>Demonstrated leadership in use of renewable energy with 30% of city’s electricity from solar and wind power with more investment in renewable energy planned.</p> <p>CGG has been an active digital technology leader with plans to convene a ‘leadership alliance’ to bring together key stakeholders and local champions to implement the digital futures strategy for the regional capital and region.</p>	

Appendix E City of Greater Geraldton and the Mid West Region – evidence of measures to build resilience and progress towards sustainable development outcomes

Key elements	Local actions/initiatives to influence/manage development
Economic	<p>The CGG has the following set of integrated policies, plans and strategies in place to provide the underpinning framework and strategies for fostering sustainable economic development:</p> <ul style="list-style-type: none"> • Adopted a ‘Positive Lasting Legacy Principles’ policy – seeking for it to apply to all new major industry and government projects to maximise local economic benefits and multipliers (8) • Greater Geraldton Economic Development Strategy 2013-2023 (1) • Strategic Community Plan 2013-2023 (17) • City of Greater Geraldton ICT Strategic Plan 2011-2015 (19) • Towards a Digital Geraldton and Mid West: A Digital Strategy for the City of Greater Geraldton and the Mid West Region (2012) (9) • Geraldton City Centre Vibrancy Strategy 2012 (10) • The 2029 and Beyond Community Charter (guide to future development - based on 5 pillars of sustainability) (18) • Airport Master plan 2012-2030 (31) <p>The CGG’s Smarter City Initiatives include:</p> <ul style="list-style-type: none"> • Smarter Transport Planning – involved the development of the only strategic micro-simulation land use and transport model known in WA developed to address the help the City grow in a well-planned manner that supports community aspirations and is based on modern sustainable and integrated planning principles. • Smart Water Modelling and Management • Smarter Strategic Planning - 2029 and Beyond Project involving participative democracy, web communications and social media • Regional Data Centre and Internet Exchange Capabilities
Environmental	<p>The CGG aims to become and is progressing towards being a carbon neutral city.</p> <p>The City is committed to ‘green infrastructure’ – a sustainable low carbon, low water, high recycling approach. It is developing a comprehensive sustainability program, informed by best practices around the world, in collaboration with industry and the business</p>

Key elements	Local actions/initiatives to influence/manage development
	<p>community, the building construction industry, and the wider community, embracing adaptation for climate change, energy efficiency, and migration away from fossil fuels to renewable energy. Energy efficient buildings, use of renewable energy, transport planning and urban form design, and sustainable use of water – with the region dependent on groundwater supplies – are high on the priorities of the City. (6) (7) (8)</p> <p>As a member of the Batavia Regional Organisation of Councils the CGG has been party to developing the following plans for promoting environmental sustainability:</p> <ul style="list-style-type: none"> • Strategic Waste Management Plan Revision 2012 • Climate Change Adaption Action Plan (2010) – identified the risks and opportunities from climate change and developed an adaption action plan for councils in response to higher temperatures, reduced rainfall and rising sea levels. <p>CGG is taking positive steps towards becoming a climate-resilient and water-sensitive city (6).</p> <p>The West Australian Local Government Association (WALGA) worked with Greensense (www.greensense.com.au) to develop a greenhouse gas reporting and abatement platform specific to Local Government needs. The CGG was an early adopter of the platform, working with WALGA and Greensense during the prototype and testing phases of its development. City of Geraldton-Greenough is committed to making public its data related to monitoring and reporting of greenhouse gas emissions and energy utilisation. (6)</p> <p>CGG is persisting to gain Federal government agency assistance to develop smart grid capabilities for the Mid West region to optimise the potential for faster exploitation and take-up of renewable energy resources from major and small-scale distributed generators with a view to becoming a major renewable energy export province. The City has a project underway that will harvest and redirect stormwater from urban catchments to be used for irrigation and to recharge shallow aquifers for bores to reduce the use of potable water for irrigation. The Centre for Water Research at UWA also approached the CGG to partner them in a project to establish a real-time modelling/monitoring water system as an intervention into the degradation of the Mid West environment. (6)</p>
Social and Cultural	<p>CGG has a Reconciliation Action Plan for the Years 2011-2016 as a means of developing improved and sustainable relationships with its Indigenous communities. (25)</p> <p>In 2013 the CGG developed a Sporting Futures report that plans for the long term sporting and recreational needs of the community.(15)</p> <p>CGG has in place a Disability Access and Inclusion Plan 2013-2018. (26)</p> <p>CGG has an extensive cultural program – Arts, heritage, multiculturalism (31)</p>

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Appendix F Launceston and the Northern Tasmania Region socio-economic profile

	Variables	Regional Capital – Launceston City Council		Region – Northern Tasmania Region ^a		
Location		Third-oldest city in Australia; Tasmania's largest council by population size; 17 th largest urban centre in Australia and the 9 th largest non-capital city metropolitan area ^{10, 11}				
	Distance from State capital	200km north of Hobart; 45 km south of Bass Strait				
	Geographic area ¹¹	1,405 sq.km		20,700 sq. Km ¹⁴		
Population	Estimated resident Population – ERP	Major regional service centre in Northern Tasmania servicing at least 140,000 residents.		Northern Tasmania Region is comprised of 8 LGAs with ERP:		
	June 2012	67,069		143,469		
	June 2013	67,035		143,544		
	Median age (years) – 2012 ³	Launceston	TAS	Northern Tasmania Region (excluding Launceston):		
		37.9	40.8	Break O'Day – 50.5	Meander Valley – 42.9	
				Dorset – 45.1	Northern Midlands – 43.2	
			Flinders – 54.1	West Tamar – 43.4		
			George Town – 42.6			
Aboriginal and/or Torres Strait Islander origin (2011)	Launceston	Difference from TAS (% pts)	Northern Tasmania Region	Difference from TAS (% pts)		

Variables	Regional Capital – Launceston City Council				Region – Northern Tasmania Region ^a				
% population	3.05%			(-0.91%)	2.92%			(-1.04%)	
% of households with Indigenous person/s	4.95%			(-1.2%)	4.63%			(-1.52%)	
Population growth – persons	Launceston			% Tas pop. growth	Northern Tasmania Region			% of TAS pop. growth	
2001-2006	+1,836			11.7%	+4,823			30.9%	
2006-2011	+2,352			10.6%	+4,347			19.6%	
2011-2013	-119			-7.1%	-87			-5.2%	
Population growth – Average Annual Growth Rate (AAGR)	Launceston			Difference from TAS (% pts)	Northern Tasmania Region			Difference from TAS (% pts)	
2001-2006	+0.58%			(-0.07%)	+0.71%			(+0.06%)	
2006-2011	+0.72%			(-0.17%)	+0.62%			(-0.27%)	
2011-2013	-0.09%			(-0.25%)	-0.03%			(-0.19%)	
Population projections⁶	Proj. pop. Launceston	Change		AAGR	Difference from TAS (% pts)	Proj. pop	Change	AAGR	Difference from TAS (% pts)
2006 ERP base	64,620					138,705			

	Variables	Regional Capital – Launceston City Council				Region – Northern Tasmania Region ^a			
	2006-2016 (medium scenario)	70,990	+6,370	0.94%	(+0.29%)	149,400	+10,695	0.75%	(+0.10%)
	2016-2031 (medium scenario)	78,769	+7,779	0.70%	(+0.21%)	162,424	+13,024	0.56%	(+0.07%)
		Greater Launceston area ¹⁸							
	2011 ERP base	107,750							
	2011-2021 (medium scenario mean forecast)	114,380	+6,630	+0.56%					
	2021-2036 (medium scenario mean forecast)	124,050	+9,670	+0.54%					
Labour Force	Size (persons – 2011 Census)¹	Launceston		TAS		Northern Tasmania Region			
		30,513		232,124		64,083			
	Participation rate (2011 Census data)	Launceston		Difference from TAS (% pts)		Northern Tasmania Region		Difference from TAS (% pts)	
	% persons 15+ years in labour force	58.3%		(+0.50%)		57.4%		(-0.42%)	
	Unemployment rate (June 2013)	8.2%		+0.2(%)		7.6%		(-0.4%)	
	Ave unemployment rate Jun 2002-Jun 2006	7.4%		(+0.28%)		7.0%		(-0.10%)	
	Jun 2007-Jun 2011	5.4%		(+0.32%)		4.8%		(-0.26%)	
	Jun 2012-Jun 2013	7.7%		(+0.40%)		7.2%		(-0.15%)	
Job provision ratio (2011) –	Launceston		TAS		0.79:1				

	Variables	Regional Capital – Launceston City Council		Region – Northern Tasmania Region ^a	
	Local jobs per resident labour force participant (local jobs/labour force)	1.04:1	0.9:1		
Skill Base	School completion Year 12 or equiv.	Launceston	Difference from TAS (% pts)	Nthn Tas. Region	Diff from TAS (% pts)
	% population (2011)	36.2%	(-0.95%)	32.6%	(-2.7%)
	Bachelor degree or higher (2011) % people	28.9%	(+1.21%)	25.3%	(-2.46%)
	% workers employed in area	21.6%	(+1.4%)	18.6%	(-1.57%)
	Certificate/Dip/Adv. Diploma (2011) % people	51.2%	(-1.1%)	54.6%	(+2.29%)
	% workers employed in area	33.5%	(-1.1%)	34.8%	(+0.14%)
Occupations	Employed in professional or managerial occupations (2011) % resident workers	30.4%	(-0.46%)	29.8%	(-1.08%)
	Employed in manual occupations (2011) (technicians/trades, machinery operator/driver, labourer) % resident workers	32.1%	(-0.82%)	34.7%	(+1.81%)
	Employed in professional or managerial occupations (2011) % local jobs	32.2%	(+0.92%)	31.6%	(+0.25%)
	Employed in manual occupations (2011) (technicians/trades, machinery operator/driver, labourer)	27.7%	(-4.89%)	32.0%	(-0.57%)

	Variables	Regional Capital – Launceston City Council		Region – Northern Tasmania Region ^a			
	% local jobs						
Income	Median household income – (2011 Census)	Launceston	TAS	Northern Tasmania Region			
	Weekly	\$1,250-\$1,499	\$1,250-\$1,499	\$1,250-\$1,499			
	Annual	\$65,000-\$77,999	\$65,000-\$77,999	\$65,000-\$77,999			
Social Disadvantage							
	SEIFA ranking – National and State rank and decile ⁵				SEIFA ranking Northern Tasmania Region excluding LCC –	State Rank (Decile)	National Rank
			National: Rank – 137/564	Decile – 3	Break O’Day (1)	3/29 (2)	48/564
			State: Rank – 17/29	Decile - 6	Dorset (2)	11/29 (4)	84/564
				Flinders (5)	23/29 (8)	239/564	
Welfare dependency (% pop. with government support main	(2011 Census) 18.8%			George Town (1)	2/29 (1)	41/564	

	Variables	Regional Capital – Launceston City Council		Region – Northern Tasmania Region ^a	
	income source) ¹³	Ntnl Rank – 257/564		Meander Valley (5)	25/29 (9) 272/564
				Northern Midlands (4)	21/29 (8) 202/564
				West Tamar (7)	27/29 (10) 390/564
Connectedness	Internet connection (2011) – % of people with an internet connection	Launceston	Diff. from TAS (% pts)	Nthn Tas. Region	Diff. from TAS (% pts)
		75.2%	(-1.3%)	75.8%	(-0.62%)
	LCC has well-advanced ICT infrastructure and a well-resourced and innovative ICT sector undertaking R&D. Launceston and the NTR have a number of strategic IT advantages including a linkage between the UTAS School of Applied Computing in Launceston and the Tasmanian Electronic Commerce Centre, Telstra’s national e-Lab and Tasmanian Business Online, and a national pilot in e-commerce development in regional areas headquartered in Launceston enabling the city and region to play an active role in Tasmania’s aspirations to be at the cutting edge of e-commerce capabilities. ⁹				

	Variables	Regional Capital – Launceston City Council		Region – Northern Tasmania Region ^a
Economic Output	Gross Regional Product (GRP) – June 2013	\$3.56B (14.6% GSP)		\$5.89B (24.2% GSP)
	Value of Output – June 2013	\$6.86B (13.6% TAS value of output)		\$12.18B (24.1% TAS value of output)
	Value added – June 2013	\$3.33B (14.7% TAS value added)		\$5.42B (24% TAS value added)
	Wages and salaries – June 2013	\$1.82B (15.7% TAS wages & salaries)		\$2.78B (23.9% TAS wages & salaries)
	Jobs (2011 Census)	31,761 (15.2% TAS jobs)		50,899 (24.3% TAS jobs)
Productivity	GRP per capita – June 2013	Launceston	TAS	
		\$55,531	\$49,177	\$42,852
	GRP per worker – June 2013	\$112,236	\$116,365	\$115,814
Industry base	Traditional industries ^{7,9, 10,14}	<p>The City of Launceston has a strong and diversified services-based economy. Amongst its traditional industry sectors are manufacturing, retailing, wholesaling, transport and distribution, construction, higher education, health and community services, professional services, and government and administration, tourism and hospitality.</p>		<p>The Northern Tasmania Region has a broad production based economy. It has:</p> <ul style="list-style-type: none"> • a strong history in forestry and timber as well as manufacturing and agriculture (including viticulture) • the Bell Bay industrial zone is the State’s largest heavy industrial area; • other core sectors that include food and beverage processing; fishing; education and training; tourism; information technology and other services. • aquaculture as an emerging industry; • priority sectors for future development: <ul style="list-style-type: none"> ○ advanced manufacturing ○ food and agriculture ○ forestry and related products ○ tourism and hospitality.⁷

	Variables	Regional Capital – Launceston City Council	Region – Northern Tasmania Region ^a
	Value of output (June 2013) Top industry sectors	<ul style="list-style-type: none"> • Manufacturing - \$1.31B • Financial and insurance services - \$663M • Rental, hiring and real estate services - \$584M • Construction - \$569M • Health care and social assistance - \$429M • Public administration & safety - \$372M 	<ul style="list-style-type: none"> • Manufacturing - \$3.19B • Rental, hiring and real estate services - \$1.06B • Construction - \$1.03B • Financial and insurance services - \$735M • Agriculture, forestry & fishing - \$565M • Health care and social assistance - \$557M
	Value added (June 2013) Top industry sectors	<ul style="list-style-type: none"> • Financial and insurance services - \$483M • Rental, hiring and real estate services - \$381M • Manufacturing - \$299M • Health care and social assistance - \$296M • Education and training - \$248M • Retail - \$214M 	<ul style="list-style-type: none"> • Rental, hiring and real estate services - 707M • Manufacturing - \$671M • Financial and insurance services - \$536M • Health care and social assistance - \$387M • Education and training - \$352M • Construction - \$316M
	Employment (number of jobs) – 2011 Census Top industry sectors	<ul style="list-style-type: none"> • Health care and social assistance (4,875) • Retail (4,350) • Education and training (3,425) • Manufacturing (2,556) • Accommodation & food services (2,447) • Public administration & safety (2,391) 	<ul style="list-style-type: none"> • Health care and social assistance (6,401) • Retail (6,380) • Manufacturing (5,545) • Education and training (5,010) • Accommodation & food services (4,032) • Public administration & safety (3,371)
	Wages and salaries (June 2013) Top 5 industries by wages and salaries	<ul style="list-style-type: none"> • Health care and social assistance - \$246M • Education and training - \$216M • Financial and insurance services - \$208M • Public administration & safety - \$172M • Manufacturing - \$157M • Retail - \$141M 	<ul style="list-style-type: none"> • Manufacturing - \$344M • Health care and social assistance - \$324M • Education and training - \$308M • Public administration & safety - \$241M • Financial and insurance services - \$229M • Retail - \$206M

	Variables	Regional Capital – Launceston City Council		Region – Northern Tasmania Region ^a	
	Employment growth – 2006-2011	Launceston	TAS		
	Change in total number of jobs	Net Change = -434	+16,185	Net Change = +177	
	Top 5 jobs growth industries:	<ul style="list-style-type: none"> • Education and training (+267) • Public administration & safety (+252) • Construction (+218) • Electricity, gas, water & waste services (+142) • Accommodation & food services (+131) 		<ul style="list-style-type: none"> • Construction (+399) • Education and training (+389) • Accommodation & food services (+344) • Public administration & safety (+320) • Health care and social assistance (+208) 	
	Top 5 job loss industries:	<ul style="list-style-type: none"> • Wholesale trade (-452) • Retail trade (-362) • Manufacturing (-219) • Financial and insurance services (-192) 		<ul style="list-style-type: none"> • Agriculture, fishing & forestry (-457) • Wholesale trade (-412) • Manufacturing (-368) • Retail trade (-273) 	
		Agriculture, fishing & forestry (-176)		Financial and insurance services (-208)	
Business Structure	Number of businesses:	Launceston		Northern Tasmania Region	
	Total (June 2013)	5,507	(14.7% Tas businesses)	11,368	(30.4% TAS businesses)
	Non-employing	3,152	(14.1%)	6,816	(30.5%)
	Micro-business - <5 staff	1,401	(14.8%)	2,937	(31.1%)
	SMEs 5-19 staff	787	(17.4%)	1,366	(30.3%)
	Medium – 20-199 staff	158	(17.5%)	237	(23.8%)
	Large – 200+ staff	9	(15.3%)	9	(20.3%)
	Business growth –2011-2013 -	Launceston	TAS	Northern Tasmania Region	

	Variables	Regional Capital – Launceston City Council	Region – Northern Tasmania Region ^a
	change in total number businesses	5,634 to 5,507 38,779 to 37,398 -127 (-2.3%) -1,381 (-3.6%)	11,733 to 11,368 -365 (-3.1%)
Investment	Value of new building approvals –	Launceston	Northern Tasmania Region
	2001/2 – 2005/6	\$407.1M (Ave: \$81.4M p.a.)	\$862.2M (Ave: \$172.4M p.a.)
	2006/7 – 2010/11	\$775.6M (Ave: \$155.1M p.a.)	\$1,653.3M (Ave: \$330.7M p.a.)
	2011/12 – 2012/13	\$234.1M (Ave: \$117.1M p.a.)	\$476.7M (Ave: \$238.4M p.a.)
	Investment expenditure	<ul style="list-style-type: none"> The LCC contributes some \$50M a year to public capital works investment with more than \$373M in capital works planned for 2007-2017.¹² 	<p>NTR projects identified:</p> <ul style="list-style-type: none"> North Eastern Mountain Bike Development Project – a joint \$4.5M project spearheaded by NTD. A 90 km world class purpose built mountain bike trail infrastructure estimated to generate \$15.7M in economic activity.¹⁵ Upgrade of Lady Barron port facilities - \$1.7M over next 2 years from Tasmanian government.¹⁵ More than \$400M of Regional Transport Funding Priorities have been identified by NTD.¹⁵
Community Services and Facilities	Educational institutions ^{9, 12, 13}	<p>Launceston is regarded as one of the most well equipped learning communities in regional Australia. It boasts a high proportion of teachers with postgraduate qualifications and innovative senior secondary colleges that provide a more adult approach to learning for Year 11 and 12 students. Its education facilities include:</p> <ul style="list-style-type: none"> 36 primary schools 8 district schools 	

	Variables	Regional Capital – Launceston City Council	Region – Northern Tasmania Region ^a
		<ul style="list-style-type: none"> • 8 secondary schools • 2 senior colleges • 5 special schools • 15 independent schools and colleges (including 2 of Australia’s oldest and most prestigious colleges and some private schools with boarding facilities) • University of Tasmania (UTAS) northern campus with more than 3,600 students and is highly regarded as a teaching and research institution • UTAS Australian Maritime College based in Launceston is Australia’s national centre for maritime education and training with an international reputation for maritime research. • A large TAFE college with two campuses. • an Australian Technical College. <p>Launceston emphasises lifelong learning and boasts having Australia’s highest participation rate per head of population in adult education.</p>	
	Transport infrastructure ^{9, 12, 13}	<p>LCC is a significant transport hub and gateway to Northern Tasmania with good access to all of Tasmania and its northern ports. It has good existing transport infrastructure with strong connectivity and is within 3 hours of anywhere in the state. Its transport infrastructure network includes:</p> <ul style="list-style-type: none"> • a modern airport less than 15 minutes from 	

	Variables	Regional Capital – Launceston City Council	Region – Northern Tasmania Region ^a
		<p>Launceston CBD with 26 flights a day to/from Melbourne, Sydney and Brisbane. It is a key tourism and business travel destination and the busiest airport in Tasmania. It is also the largest air freight operation in Tasmania.</p> <ul style="list-style-type: none"> • five major state arterial transport routes radiate from Launceston City – Bass Highway west, Midlands Highway south, Tasman Highway east and the East and West Tamar Highways to the north. • served by a north-south freight only railway line with branches running east and west. Pacific National’s Tasrail is headquartered in Launceston. • close proximity to major freight transport centres. • LCC is at the head of the Tamar River valley at the confluence of the South Esk and North Esk Rivers –the Port of Launceston located the Bell Bay Industrial Estate is the district’s nearest sea port servicing some 500 vessels a year from 10 berths. • extensive network of on-road arterial bike lanes designed for cyclists travelling to work, school and other daily trips complemented by off road bike trails. 	
	Health ^{78 9, 13}	The City of Launceston has a wide range of specialist health and human services that	<ul style="list-style-type: none"> • Launceston’s medical facilities are complemented by good medical facilities in most

	Variables	Regional Capital – Launceston City Council	Region – Northern Tasmania Region ^a
		<p>service residents of Launceston and the NTR. These include:</p> <ul style="list-style-type: none"> • Launceston General Hospital - a 300 bed public hospital providing acute, non-acute and outpatient care services supported by tertiary teaching standards and facilities. It serves a population of some 135,000 and up to 280,000 for some specialty health services. • two private hospitals including Calvary Health Care Tasmania St Vincent’s Campus, a not-for-profit private catholic hospital providing a diver range of specialist medical care services with acute, non-acute and outpatient care. • a new Northern Integrated Care Service co-located alongside the Launceston General Hospital as part of a \$110M northern health services redevelopment jointly funded by the Australian and Tasmanian governments and UTAS. Developed to improve the coordination of care for people living with or at risk of chronic health conditions, this facility includes clinical consulting rooms; podiatry, physiotherapy and counselling services and a gymnasium and the UTAS Launceston Clinical School. • a number of fully serviced aged care facilities supported by numerous private and publicly funded ancillary services. • a range of more than 100 other public and 	<p>of the NTR’s rural and coastal towns including a small hospital in Scottsdale in the Dorsett LGA.</p>

	Variables	Regional Capital – Launceston City Council	Region – Northern Tasmania Region ^a
		private health and human services and facilities including child health care, disability, mental health and oral health services located in Launceston and across the NTR.	
	Retail	Retail is one of the largest industry sectors in LCC being the second-largest employer (4,350 jobs) and sixth-largest in terms of value added and wages and salaries generated.	
	Public agencies	Public administration and safety is a key industry sector in the LCC employing some 2,391 people (7.5% of jobs) at the 2011 Census.	Public administration and safety is a key industry sector in the NTR employing some 3,371 people (6.6% of jobs) at the 2011 Census.
	Cultural ^{9, 11, 12}	<p>The City of Launceston places a high value on heritage, community arts and events. It is renowned for its heritage streetscapes, supports numerous community arts initiatives and has extensive first class cultural, entertainment and recreational facilities that service the entire Northern Tasmania region. These include:</p> <ul style="list-style-type: none"> • Iveresk Precinct – a vibrant hub of community activity • Queen Victoria Museum and Art Gallery • The Princess Theatre • Prince Albert Hall • York Park which includes the Aurora Stadium (hosts AFL football). • Silverdome Entertainment Centre and Velodrome 	

	Variables	Regional Capital – Launceston City Council		Region – Northern Tasmania Region ^a	
		<ul style="list-style-type: none"> • City Park • Regional Aquatic Centre • Cataract Gorge Reserve • artists-in-residence supported in the Gorge cottage. 			
Housing Affordability	Housing – median residential property price - July 2014 ¹⁶	Launceston	Capital city - Hobart		
	3 bedroom house	\$326,000	n.a		
	All properties	\$372,500	\$440,000		
	Median rental price – July 2014¹⁶	Launceston	Capital city - Hobart	Median weekly rent (2011 Census)^{2,19}	
	3 bedroom house	\$320/week	n.a	Hobart City	\$200
	4 bedroom house	\$355/week	n.a.	TAS	\$200
	All properties	\$308/week	\$360/week	Launceston City	\$260
				Northern Tasmania Region:	
				Break O’Day	\$167
				Dorset	\$135
			Flinders	\$80	
			George Town	\$170	
			Meander Valley	\$200	
			Northern Midlands	\$150	
			West Tamar	\$220	

	Variables	Regional Capital – Launceston City Council	Region – Northern Tasmania Region ^a	
Volunteering	% people doing voluntary work for organisations/groups (2011 Census) ^{1,3}		Northern Tasmania Region (excluding Launceston):	
	Launceston	17.7%	Break O’Day	23.6%
	TAS	19.5%	Dorset	22.1%
			Flinders	39%
			George Town	17.2%
			Meander Valley	20.9%
			Northern Midlands	20.5%
			West Tamar	21.3%

a Northern Tasmania Region members include the following LGAs – Break O’Day, Dorset, Flinders, George Town, Launceston City, Meander Valley, Northern Midlands, West Tamar

Sources:

Unless otherwise indicated latest REMPLAN data accessed at <http://www.economicprofile.com.au/geelong> and <http://www.communityprofile.com.au/geelong>. This incorporates data from:

- Australian Bureau of Statistics’ (ABS) June 2012 Gross State Product, 2008 / 2009 National Input Output Tables and 2011 Census Place of Work Employment Data.
- Australian Bureau of Statistics, Regional Population Growth, Cat. 3218.0 (Released 31 July 2012)
- Australian Bureau of Statistics, Counts of Australian Businesses, including Entries and Exits, Cat. 8165.0 (Jun 2011, Released 31 Jan 2012).
- Department of Employment Small Area Labour Markets (SALM).

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2 Australian Bureau of Statistics, Population and Housing Basic Community Profile 2011 Census, Catalogue No. 2001.0.

3 Australian Bureau of Statistics, Data by Region, <http://stat.abs.gov.au/itt/r.jsp?databyregion#> accessed 21 July 2014.

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6 Demographic Change Advisory Council Tasmania (May 2008), Preliminary Population Projections: Tasmania and Local Government Areas, <http://www.dcac.tas.gov.au> accessed 22 July 2014.

7 Department of Economic Development, Tourism and the Arts (2014), Overview of the Regional Economic Development Plan – Northern Executive Summary, <http://www.development.tas.gov.au/?a=82528> accessed 23 July 2014.

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- 10 Launceston City Council, Greater Launceston Plan Project Overview, <http://www.launceston.tas.gov.au> accessed 21 July 2014.
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- 17 Regional Australia Institute, In[Sight] Competitiveness Index, www.regionalaustralia.gov.au accessed 28 May 2014.
- 18 Renaissance Planning Pty Ltd (May 2014), Greater Launceston Plan Consultant Report prepared for Launceston City Council, Meander Valley Council, Northern Midlands Council and West Tamar Council.
- 19 Tenants’ Union of Tasmania website www.tutas.org.au/publications/rental-properties-and-median-rent-by-tasmanian-local-government-area/ accessed 22 July 2014.

Appendix G Launceston City Council – key drivers and inhibitors of growth – insights from published documents

Broad categories of drivers/inhibitors	Local events or actions/initiatives
Environmental/ natural resource endowments	<p>The region is well known for its exceptional scenic beauty and environmental qualities. Launceston is a major regional city located on the Tamar River at its confluence with the North Esk and South Esk rivers, some 45 kilometres south of Bass Strait. It is endowed with a moderate maritime climate, relatively stable and reliable water sources and distributions of high quality soils for a range of agricultural activities. The area has a national reputation for high quality viticulture and horticulture products. A focus on nature and natural products is a key strength of the region and reflects 'Brand Tasmania', a state government initiative. (1)</p>
Community capital Infrastructure and essential services	<p>The vision for Launceston City Council is to be a thriving and sustainable municipality. In addition to providing services to the residents and businesses within the Launceston municipality, LCC provides high quality services and facilities that benefit the entire Northern Tasmania region. (3) (4)</p> <p>Greater Launceston has an extensive regional services role with connections to the national and state highway networks complemented by rail, air and sea services and a diverse range of infrastructure, facilities and services. It has unique precincts and facilities that significantly contribute to its regional city role and encompasses Tasmania's second-most significant employment precinct after central Hobart. It includes: the historic Inveresk precinct; the industrial district and port of Bell Bay; Launceston airport and the district centres of Kings Meadow and Mowbray. Major regional facilities include the UTAS campuses at Newnham and Inveresk.</p> <p>The Greater Launceston Plan is a strategic planning document which provides an overarching physical framework to guide the development of the greater urban area over the next 20 years and beyond.</p> <p>Completion and implementation of the new planning scheme will promote appropriate development opportunities.</p> <p>Council has taken a long-term strategic approach to flooding. They also have a 10-year financial and capital works plan and long term cultural and recreational strategies. In the most recent Launceston Community Survey (2008) residents were very satisfied with Council's customer service and responsiveness. They felt day-to-day services and community arts and events</p>

Broad categories of drivers/inhibitors	Local events or actions/initiatives
	<p>were operating well and were highly valued. Household garbage collection was noted to be successful and recycling services have a high satisfaction rate. Published documentation with more current information on community perceptions of Council successes in these and/or other areas however could not be located perhaps with the exception of the GLP.</p> <p>Inhibitors identified in the LCC Strategic Plan 2008-2013 and from the 2008 community survey included:</p> <ul style="list-style-type: none"> • Planning and development outcomes require specific attention and a clear strategic direction is needed for infrastructure works. • Preserving heritage buildings and maintaining the character of the City is a key focus. • There was a failure to respond to environmental issues such as flooding and air quality. • Relative isolation of Launceston and surrounds is impacting on communications and transport. • No mechanism for determining the priority of works and services and thereby being reactive rather than proactive. • There was confusion about responsibilities for regulation, planning and development. • There was confusion of roles between Council and various other agencies and state and federal governments, particularly given the tendency to 'cost shift' to local government.
Human capital	<p>The Department of Education Tasmania has a policy and program in place (2013) to facilitate higher levels of participation in the latter years of secondary education. (3)</p> <p>LCC participates actively in the LGAT Local Government Careers Program.</p> <p>LLC has a cadetship program for engineers.</p> <p>Council Strategic Plan 2008–2013 identified a skill shortage for both Council and the community.</p> <p>Inhibitors:</p> <ul style="list-style-type: none"> • Significant under-performance of Tasmania in terms of education participation in the later years of secondary school and skills training – recognised as major issue by the Government of Tasmania. • Skill shortage for both LCC and the community
Social capital	<p>Building community networks:</p> <p>LCC focuses on using sports, recreation, arts, leisure and natural resource management as a means of connecting to the</p>

Broad categories of drivers/inhibitors	Local events or actions/initiatives
	<p>community and is committed to ensuring the health and safety of its residents.</p> <p>Launceston's reputation as a fantastic place to live, work and play was recognised in the inaugural Suncorp Bank Family Friendly City report, with Launceston being named the most family friendly city in Australia in January 2013. The study examined the family friendliness of Australia's 30 largest cities across 10 key indicators, and ranked Launceston ahead of cities like Melbourne, Sydney, Canberra, Townsville, Bendigo and Adelaide.</p> <p>The key indicators used to obtain the ranking included crime levels, health care, education, housing, unemployment, income, child care services, connectivity and community.</p> <p>The Council-managed City Park was named by travel website TripAdvisor among Australia's top ten parks in 2013. City Park came in at number nine on the list, which features parks like Melbourne's Royal Botanic Gardens, Sydney's Centennial Park, and Perth's Kings Park and Botanic Gardens. It was the only Tasmanian park to feature in the list. TripAdvisor based its awards on millions of reviews and opinions from users across the world.</p> <p>Building community networks:</p> <ul style="list-style-type: none"> • improvements to pedestrian and cycle access in greater Launceston (Project B2: Metropolitan Pathways Network). • a broader diversity of housing and accommodation opportunities: <ul style="list-style-type: none"> ○ through integrated land use and planning in the public transport corridors (Project B.4 Public Transport corridors) ○ a major project for the co-ordinated planning and development of the northern suburbs (Project G.2 Northern Suburbs Strategy) ○ infill housing opportunities in the public transport corridors and established suburbs of Launceston (Project G.1: Living in the City)... • Facilitation of participation and engagement through creative and recreational activities (Project D.1 Creative Communities project and Project D.2 Whole of Life Development Program) • a broad-based multi-disciplinary review of housing, employment, community access and future access in the eastern corridor (Project G.10 Ravenswood Review Strategy). • consolidation of the health precinct (e.g. new private hospital and specialist suites) • affordable housing and social support programs

Broad categories of drivers/inhibitors	Local events or actions/initiatives
	<ul style="list-style-type: none"> • healthy living and lifestyles • an interconnected park system (with an emphasis on parkways and waterways) • promoting shared and multipurpose use of facilities to maximise best use of facilities and resources, and planning for new facilities in Legana, Hadspen, Mowbray, George Town and Kings-Meadow. <p>LCC provides financial and in-kind support to the Tamar Natural Resource Management group which facilitates community involvement in natural resource management and provides valuable community and landholder education, awareness and training.</p> <p>Inhibitors:</p> <ul style="list-style-type: none"> • aging population potentially increasing service needs while reducing ability to pay. • the need to promote healthy living and lifestyles through education and public awareness programs linked to sporting, recreation and exercise programs. <p>Building business networks:</p> <p>LCC is a partner member of the Launceston Chamber of Commerce which is committed to achieving sustainable economic prosperity for Launceston and the region.</p> <p>LCC has a 3-year funding commitment with Northern Tasmania Development (NTD) to increase the benefits of a regional approach to economic development (\$164,376 for 2014/15).</p> <p>Inhibitor: The changing pattern of employment and industry poses a significant challenge for the greater Launceston area and the greater Northern Tasmania region.</p> <ul style="list-style-type: none"> • the role and future of Bell Bay • the significance of private enterprise and small /medium business • Decline of the forestry industry • agricultural development potentials • service industry strengths • the Bass Strait impediment

Broad categories of drivers/inhibitors	Local events or actions/initiatives
	<ul style="list-style-type: none"> the investment imperative: critical support role of local and state government. (2) (3) (5) (9)
Cultural capital	<p>Launceston is a recognised historic city of substantial cultural significance.</p> <p>LCC provides high level infrastructure and operational services for the following cultural and recreational facilities: Queen Victoria Museum and Art Gallery; Princess Theatre; Albert Hall: Cataract Gorge; York Park including Aurora Stadium; City Park and the Regional Aquatic Centre.</p> <p>Cultural outcomes for LCC:</p> <ul style="list-style-type: none"> LCC provides \$378,000 in cultural, arts and recreational sponsorship annually. They include funding for 6 signature events, 6 celebration events and 21 activities and events across the arts and culture. a 10-year business plan has been developed for the Albert Hall to encourage effective management and to ensure it operates for a diverse community and includes broad cultural activities.
Entrepreneurship and innovation	<ul style="list-style-type: none"> Launceston has a long history of craftsmanship and creative expression in the areas of architecture, engineering, construction, the arts and design. Private enterprise is an important economic strength of Launceston and its surrounding the region although currently about 60% are non-employed firms so the development of more medium sized businesses needs to be fostered and supported. Key stakeholders in the Launceston area involved in supporting business investors seeking to establish, relocate, diversify or expand in Launceston and the NTR include – Department of Economic Development and Tourism (Launceston Office), Northern Tasmania Development (LCC and all 8 NTR councils members), Launceston Chamber of Commerce and Cityprom Ltd. Currently the LCC undertakes the following activities to promote and support entrepreneurship and innovation in the city and surrounding area: <ul style="list-style-type: none"> It works with the business community to protect and enhance the city’s retail area by encouraging larger retailers out to the city to maximise access and by protecting and promoting its heritage assets. It provides a number of modern industrial parks located in easy reach of the city centre. It established an Economic Development Committee with a membership that has 6 external representatives

Broad categories of drivers/inhibitors	Local events or actions/initiatives
	<p>including a prominent business person to facilitate significant development opportunities and fosters economic development activity in the city.</p> <ul style="list-style-type: none"> ○ It offers a service to help prospective investors with a range of advice and pre-lodgement meetings to assist them to better understand the development requirements of the LCC. ○ It promotes the city's key assets and strategic advantages for investors on its website including case studies of some prominent global businesses. It highlights the city's excellent infrastructure; advanced, well-resourced and innovative ICT sector; lifestyle; learning culture; relatively low business operating costs; productive and loyal workers; and strong government and industry collaboration. <ul style="list-style-type: none"> ● The recently developed Greater Launceston Plan for which the LCC took a lead role acknowledges the significance of creativity, innovation and a supportive business environment in driving regional development. The plan outlines specific business, environmental and creative community projects that the LCC and the surrounding councils will pursue in the coming years to foster more innovation and entrepreneurial activity including: <ul style="list-style-type: none"> ○ Bell Bay Investment Project – port expansion to make the port of Bell Bay a major deep water cargo and container port; consolidation and diversification of the Bell Bay industrial area; and advocacy and marketing of the strategy to attract investment. LCC and the other regional councils to play a support role with the NTD taking the lead role. ○ Launceston Gateway Project – integrated consolidation of the airport and Translink industrial precinct to service as a passenger and freight gateway and to make it the principal logistics precinct in the state. LCC is to play a support role with the Airport Precinct Working Group taking the lead role. ○ Multi-purpose regional precincts – high visibility multi-purpose regional precincts to support new and consolidated activities to induce space extensive activities to relocate from more central areas and provide more diverse commercial and trade development opportunities. LCC to take the lead role with other regional councils having a support role. ○ Business Conference Centre: Demand Facilitation Project – building Launceston's convention demand and improving its stock of convention facilities to enable it to cater for smaller conventions . LCC to take the lead coordinating role. ○ Research Park Project – development of a research precinct that links university applied research to commercial and industrial sectors to play a formative role for new technology and industry development in

Broad categories of drivers/inhibitors	Local events or actions/initiatives
	<p>the region. The LCC and other participating regional councils to take a support role with a project specific coordinating committee taking the lead role. (1) (3) (5)</p>
<p>Economic and market conditions</p>	<p>LCC has a 3-year funding commitment with Northern Tasmania Development (NTD) to increase the benefits of a regional approach to economic development (\$164,376 for 2014/15). The NTD work closely to support councils on regional planning initiatives, corporate structuring and Bell Bay Port and international shipping. (15)</p> <p>Inhibitors:</p> <ul style="list-style-type: none"> • The success of the Greater Launceston Plan and achieving optimal economic and social development for greater Launceston within a sustainable environmental framework is tied to effective regional leadership and governance. • The changing pattern of employment and industry poses a significant challenge and the critical support role of local and state government has been identified as an investment imperative.
<p>Institutional environment Governance and intergovernmental relations</p>	<p>Launceston municipality is Australia’s third-oldest city. In 2006 it adopted the community’s vision, Vision 2020, following substantial engagement and consultation. This community vision guides Council and other community organisations in setting priorities and underpins Council’s Strategic Plan (2008–2013) which sets the broad management planning for the organisation. LCC also has a 10-year financial and capital works plan, a planning scheme and recreational and cultural strategies to guide future development decisions. The 2008-2013 Strategic Plan, however, was the most current published plan that could be located and is now out-dated and possibly superseded by the GLP although it is unclear if this is the intent. (6)</p> <p>LCC takes a leadership role in enhancing regional cooperation for:</p> <ul style="list-style-type: none"> • the sewer and water restructure process by managing an effective transition program. • regional waste management initiatives • LTV Tourism and economic development initiatives • regional planning processes • LCC participates actively in the LGAT Local government careers program. <p>There are five Advisory Committee Councils within LCC to guide Council decision-making. They are: Strategic Planning and Policy; Economic Development; Tender Review; Finance and audit, and the General Manager Contract and the Performance</p>

Broad categories of drivers/inhibitors	Local events or actions/initiatives
	<p>Management Committee.</p> <p>Launceston City Council was recognised in the Local Government Association of Tasmania’s Awards for Excellence (2013), taking out the General Excellence category for its state-of-the-art Launceston Visitor Information Centre.</p> <p>Sister cities relationships have been established to develop personal, cultural, educational, and trade ties. Launceston has sister city relationships with:</p> <ul style="list-style-type: none"> • Ikeda, Japan (formalised on 1 November 1965) • Napa, United States of America (formalised on 6 June 1988) • Taiyuan, People's Republic of China (formalised on 28 November 1995). <p>Launceston also has historic links with the Town of Launceston in the County of Cornwall, United Kingdom</p> <p>Inhibitors and areas for further attention:</p> <ul style="list-style-type: none"> • Communication and consultation are noted by both community and Council as having improved, however, both groups believe there is more work to do. • River, roads, footpaths and traffic are high on the community’s agenda despite improvements in this area. A clear strategic direction is needed for infrastructure works. • Process improvement should be an important focus for Council’s operations. • Improved internal communications within Council will promote improved customer service. • Planning and development processes and outcomes require specific attention. • Preserving heritage buildings and maintaining the character of the city is a key focus. <p>City Council community engagement and participation:</p> <p>Inclusion is a core value of the LCC. The council has a Community Engagement Framework (CEF) to enable them to build partnerships with a range of stakeholders, and to seek greater community involvement in the activities and decision-making processes of Council. The CEF is designed to provide a framework for the council, its employees and the community.</p> <p>The Framework is supported by the following documents:</p> <ol style="list-style-type: none"> 1. a Community Engagement Policy – to provide direction for community engagement within the Launceston City Council.

Broad categories of drivers/inhibitors	Local events or actions/initiatives
	<p>2. a community Engagement Schedule of Activity – a timeline of annual engagement activities.</p> <p>Community Satisfaction Survey was undertaken in 2008 (Launceston Council Strategic Plan 2008/2013)</p> <p>Facilitation of participation and engagement through creative and recreational activities (Project D.1 Creative Communities Project and Project D.2 Whole of Life Development Program).</p> <p>Inhibitor: confusion of roles between Council and various other agencies and state and federal governments, particularly given the tendency to ‘cost shift’ to local government.</p>
	<p>Partnerships/collaborations with other LGAs:</p> <p>LLC is a member of the Local Government Association of Tasmania and provides funding of \$60,000 per annum.</p> <p>LCC has a 3 year funding commitment with Northern Tasmania Development (NTD) to increase the benefits of a regional approach to economic development (\$164,376 for 2014/15). The vision for NTD is to strengthen the region’s capacity, position and role as one of Australia’s most productive and liveable areas. Member councils include: Launceston City; Flinders; George Town; Dorset; Break O Day; Northern Midlands; Meander Valley and West Tamar. Current projects include a north eastern mountain bike development project (\$4.6 million) which will see the region become a mountain biking destination of world repute. An independent assessment of the proposal indicates it will deliver 94 full time equivalent job outcomes as a result of visitor expenditure impacts of \$15.7 million.</p> <p>The NTD works closely to support councils on regional planning initiatives, corporate structuring and Bell Bay Port and international shipping.</p> <p>A focus on nature and natural products is a key strength of the region and reflects “Brand Tasmania”, a state government initiative</p> <p>The Greater Launceston Plan is a major strategic project to develop a unified and holistic approach to coordinate the long-term planning and management of the city and broader urban areas. The project was initiated by the City of Launceston through the Liveable Cities program (Commonwealth Department of Infrastructure and Transport) and embraces the LCC together with the municipalities of George Town, Meander Valley, Northern Midlands and West Tamar.</p>

Broad categories of drivers/inhibitors	Local events or actions/initiatives
	<p>The GLP seeks to:</p> <ul style="list-style-type: none"> • provide an overarching consistent policy framework and approach for creating a regional perspective on development priorities and supporting sustainable development and building prosperity in the greater Launceston area. • identify key projects to be undertaken by participating Councils which will act as a focus for new investment and sustainable development opportunities in the greater Launceston area • engage the community to articulate their vision and preferred future for the greater Launceston area. <p>Some of the partnerships/collaborations with government and/or government agencies:</p> <ul style="list-style-type: none"> ○ LCC has formed an Economic Development Advisory Group and project reference panel to facilitate effective regional and economic development in Launceston and the Tamar Valley in order to achieve enhanced investment, development, liveability and tourism employment and competitiveness. <p>Partnerships/collaborations with not-for-profit and community groups:</p> <p>LCC provides funding to the Tamar Natural Resource Management (Tamar NRM). (\$137,100 direct funding for 2013/14 as well as in kind -\$40,000: human resource management; information technology; records management, risk management and workplace health and safety costs). The group was formed to prepare the Tamar Region Natural Resource Management strategy as a case study for a regional approach to natural resource management in Tasmania.</p> <p>Their role is to conserve and protect the natural environment of the Tamar region by:</p> <ol style="list-style-type: none"> a) carrying out, supporting and /or assisting with on ground works that address priority environmental management and sustainability issues within the Tamar Region ; and b) carrying out and /or assisting with studies, research and projects to improve the knowledge of the natural environment and natural resources of the Tamar Region and to facilitate practises of sustainable development and planning. <p>Projects (2009–2013) from which LCC received direct value and benefit from its contribution include: Gambusia control project; formation of a partnership to eradicate boneseed and bridal creeper in the Tamar Valley; perennial pastures; sustainable farming; sustainable living working groups; weeds working group and optimise your hot water service and reduce your costs.</p>

Broad categories of drivers/inhibitors	Local events or actions/initiatives
	<p>Launceston City Council provides annual funding of \$118,800 to Tourism Northern Tasmania to achieve economic and cultural objectives within the LCC Vision 2020 Community Plan. Their agreement with Council is to lead and facilitate tourism; marketing; industry development and investment attraction in partnership with industry, local and state government. (3) (14)</p>
<p>Leadership</p>	<p>LCC takes a leadership role in enhancing regional cooperation by :</p> <ul style="list-style-type: none"> • assuming the lead role in developing regional priorities in conjunction with adjoining councils • undertaking strong advocacy along with other Councils in the region on critical regional, economic, social and environmental issues • working with other councils to develop a strategy for the Bell Bay Port reflecting its importance to the region. <p>LCC gained a Gold award in the Tasmania Tourism awards 2013 for visitor centres:</p> <p style="padding-left: 40px;">The Launceston Travel and Information Centre is one of Tasmania's gateway visitor centres. Continuously operated by the Launceston City Council since 2003, the Centre re-located in December 2012 to the old post office, one of Launceston's iconic heritage buildings in the heart of the city. A satellite information service is also provided at Launceston Airport.</p> <p style="padding-left: 40px;">The Launceston Travel and Information Centre offers a full booking and information service for visitors to Tasmania, leading in the use of technology by offering online bookings and digital applications to extend the reach of our service. (3) (6)</p>

Appendix H Launceston City Council and the Northern Tasmania Region - Evidence of measures to build resilience and progress towards sustainable development outcomes

Key elements	Local actions/initiatives to influence/manage development
Economic	<p>Launceston City Council Strategic Plan 2008/2013 addresses all elements of sustainable development – economic, environmental, social/cultural and civic leadership as well as how to build community and organisational resilience. It includes baseline indicators and measures of targets to track progress against each goal.</p> <p>Regional measures:</p> <p>The Greater Launceston Plan is a community vision and evidence-based framework for the sustainable development of Launceston and its suburbs and localities over the next 20 years and beyond. The GLP comprises several key components and has an implementation framework. This framework provides a structure and guide for the organised and effective implementation of the GLP. It is consistent with the Land Use Planning and Approvals Act (1993) and the MOU (2008) between the State of Tasmania and North/North East Councils and Northern Tasmania Development which underpins the preparation of the Regional Land Use Strategy (RLUS) for Northern Tasmania.</p> <p>Geografia Consultants have conducted a social and economic planning and spatial analysis report (November 2013) as part of the Greater Launceston Plan</p> <p>Tourism Northern Tasmania Inc has an annual funding agreement with LCC which has an agreed commitment to working collaboratively to ensure effective planning, development and delivery of predetermined agreed outcomes. Established performance objectives and outcomes have been established to measure performance along with mutually agreed data and information for the purpose of service planning. These indicators are consistent with the LCC corporate goals and the Vision 2020.</p> <p>LCC has a 3-year funding commitment with Northern Tasmania Development (NTD) to increase the benefits of a regional approach to economic development (\$164,376 for 2014/15). There is an MOU between NTD and members councils detailing expectations and targets. Details of the benefits of a regional approach can be found in the 2013 Annual Report on the NTD website.</p> <p>Internet search giant Google named Launceston as Tasmania's top eTown in its second Australian eTown Awards (2013). The Google</p>

Key elements	Local actions/initiatives to influence/manage development
	<p>eTown Awards are designed to recognise businesses which are leading the way in their use of the internet.</p> <p>LCC has won several Keep Australia Beautiful Tasmania 2010 Sustainable Cities Awards - November 2010:</p> <ul style="list-style-type: none"> • <i>Certificate of Excellence for the Heritage and Cultural Category</i> - for the Duck Reach Power Station as a highly valued and much visited historical venue. • <i>Certificate of Excellence for the Community Action and Partnerships Category</i> - for the outstanding redevelopment of the car park and entrance to the Cataract Gorge including opening of the inclinator. • <i>Certificate of Appreciation for the Community Action and Partnerships Category</i> - The FREE Tiger Bus - an excellent initiative as a part of the council's Parking and Sustainable Transport Strategy. • <i>Certificate of Appreciation for the Community Action and Partnership Category</i> - Launceston City Council Recreation Officer, Bonnie McGee received this honour for her enthusiastic and proactive involvement in planning recreational activities. (1) (2)(3) (7)
Environmental	<p>LCC has an MOU with the Tamar Natural Resource Management group (Tamar NRM) and has provided direct funding of \$137,100 as well as in-kind support worth \$40,000 for: human resource management; information technology; records management, risk management and workplace health and safety costs.</p> <p>There is a requirement for the Management Group to prepare and submit to the councils (or Representatives' Group) the following documents for endorsement each year:</p> <ul style="list-style-type: none"> • a strategy • an annual plan with respect to the forthcoming financial year • council contributions budget with respect to the forthcoming financial year. <p>The Tamar NRM present annually to the council on achievements against their annual plan and strategy and the proposed annual plan for which funding is being sought.</p> <p>Council agrees that Tamar NRM makes a valuable contribution to the preservation and/or enhancement of the environment through its various natural resource management activities. They facilitate community involvement in natural resource management and provide valuable community and landholder education, awareness and training. (3)(5) (6)</p>

Key elements	Local actions/initiatives to influence/manage development
Social and Cultural	<p>Launceston City Council provides annual funding of \$118,800 to Tourism Northern Tasmania to achieve economic and cultural objectives within the LCC Vision 2020 Community Plan. Their agreement with Council is to lead and facilitate tourism; marketing; industry development and investment attraction in partnership with industry, local and state government.</p> <p>LCC provides substantial funding for cultural, arts and leisure activities, and events in the region with a total of 37 separate events. These events as well as providing positive social, health and wellbeing benefits to the community create a sense of place and connectedness. Small businesses benefit from the economic flow on effect when participating and partnering with event organisers in their regions. (2)(3)(8)(14)</p>

References:

1. Greater Launceston Plan www.launceston.tas.gov.au
2. Greater Launceston Community Statement –prepared by Geographia at www.geographia.com.au
3. Launceston City Council Strategic Plan 2008-2013 www.launceston.tas.gov.au
4. Launceston City Council Annual Report 2013 www.launceston.tas.gov.au
5. Launceston City Council Statuary Estimates year ending 30 June 2014 www.launceston.tas.gov.au
6. Review of the funding /governance of Tamar Natural Resource Management group (sub regional NRM group)
7. Northern Tasmania Development (memorandum of understanding and funding agreement with LCC)
8. Northern Tasmania Annual report 2013. <http://www.northerntasmania.org.au>
9. Tourism Northern Tasmania funding agreement. <http://www.tnt.org.au>
10. Northern Resource Management Annual report 2012/2013. <http://www.nrmnorth.org.au>
11. Launceston Chamber of Commerce Annual Report 2013
12. Launceston City Council Operating and Capital Budget year ending 30 June 2014 www.launceston.tas.gov.au
13. Launceston City Vision 2020 www.launceston.tas.gov.au
14. Launceston City Council website, www.launceston.tas.gov.au/llc/index.php

Appendix I Mackay Regional Council and the Mackay-Isaac-Whitsunday Region Socio-economic Profile

	Variables	Regional Capital – Mackay Regional Council		Region – Mackay-Isaac-Whitsunday Region ^a	
Location	Distance from state capital	970 km north of Brisbane			
	Geographic area ^{9, 10}	7,622 sq.km		90,363 sq. km	
Population	Estimated resident Population – ERP			Comprising 3 LGAs – one of the largest and fastest growing regions in Queensland¹⁶	
	June 2012	119,162		176,249	
	June 2013	121,909	2.6% QLD population	180,200	3.9% QLD population
	Median age (years) – 2011 Census^{2, 10}	Mackay	35.6	MIW region:	
		QLD	36.6	Isaac Regional Council	31.7
				Whitsunday Regional Council	37.4
				Total MIW region	35.2
	Aboriginal and/or Torres Strait Islander origin (2011)	Mackay	Difference from QLD (% pts)	MIW Region	Difference from QLD (% pts)
	% population	4.4%	(+0.76%)	4.1%	(+0.51%)
	% of households with Indigenous person/s	6.6%	(+1.58%)	6.4%	(+1.36%)
Population growth – persons	Mackay	% QLD pop. growth	MIW Region	Difference from % QLD pop. growth	

Variables	Regional Capital – Mackay Regional Council				Region – Mackay-Isaac-Whitsunday Region ^a			
2001-2006	+14,230		3.3%		+19,292		4.4%	
2006-2011	+12,393		2.6%		+17,370		3.7%	
2011-2013	+5,949		3.3%		+8,636		4.8%	
Population growth – Average Annual Growth Rate (AAGR)	Mackay		Difference from QLD (% pts)		MIW Region		Difference from QLD (% pts)	
2001-2006	3.0%		(+0.67%)		2.7%		(+0.38%)	
2006-2011	2.3%		(+0.05%)		2.2%		(-0.08%)	
2011-2013	2.5%		(+0.54%)		2.5%		(+0.50%)	
Population projections⁸	Mackay Proj. pop	Change	AAGR	Difference from QLD (% pts)	MIW Region Proj. pop.	Change	AAGR	Difference from QLD (% pts)
2011 ERP base – medium series	115,960				171,561			
2011-2016	130,896	+14,936	2.45%	(+0.44%)	192,529	+20,965	2.33%	(+0.32 %)
2016-2021	146,304	+15,408	2.25%	(+0.19%)	214,754	+22,225	2.21%	(+0.15%)
2021-2026	162,455	+16,151	2.12%	(+0.25%)	236,920	+22,166	1.98%	(+0.11%)
2026-2031	179,677	+17,222	2.04%	(+0.30%)	260,074	+23,154	1.88%	(+0.14%)
2031-2036	197,905	+18,228	1.95%	(+0.33%)	284,281	+24,207	1.80%	(+0.18%)
	Ranked 9 th fastest growing LGA in QLD 2011-				Ranked 7 th fastest growing region in QLD 2011-			

	Variables	Regional Capital – Mackay Regional Council		Region – Mackay-Isaac-Whitsunday Region ^a		
		2036 ⁹		2036 ⁹		
Labour Force	Size (persons) – 2011 Census	Mackay	QLD	MIW Region		
	December Qtr 2013 ^{9, 10}	59,487	2,171,075	88,036		
		70,016	2,510,177	105,667		
	Participation rate - 2011 Census	Mackay	Difference from QLD (% pts)	MIW Region	Difference from QLD (% pts)	
	% persons 15+ years in labour force	67.0%	(+4.16%)	67.1%	(+4.27%)	
	Unemployment rate at June 2013	4.5%	(-1.60%)	4.7%	(-1.40%)	
				The MIW region has a strong labour market with a higher participation rate and lower unemployment rate than the state. ²⁷		
	Ave annual unemployment rate at June each year -	Mackay	Difference from QLD (% pts)	MIW Region	Difference from QLD (% pts)	
	Jun 1998-Jun2001	9.6%	(+1.62%)	8.4%	(+0.40%)	
	Jun 2002-Jun 2006	6.5%	(+0.70%)	5.9%	(+0.12%)	
	Jun 2007-Jun 2011	3.7%	(-1.18%)	3.6%	(-1.24%)	
	Jun 2012-Jun 2013	4.1%	(-1.80%)	4.2%	(-1.65%)	
	Job provision ratio (2011) –	Mackay	QLD	MIW Region		
	Local jobs per resident labour force participant (local jobs: labour force)	0.75:1	0.89:1	0.91:1		

	Variables	Regional Capital – Mackay Regional Council		Region – Mackay-Isaac-Whitsunday Region ^a	
Skill Base	School completion Year 12 or equiv. % population (2011)	Mackay	Difference from QLD (% pts)	MIW Region	Difference from QLD (% pts)
		37.0%	(-9.54%)	37.1%	(-9.43%)
	Bachelor degree or higher (2011)	Mackay	Difference from QLD (% pts)	MIW Region	Difference from QLD (% pts)
	% people	18.1%	(-11.17%)	17.5%	(-11.8%)
	% workers employed in area	14.4%	(-7.46%)	12.9%	(-9.01%)
	Certificate/Dip/Adv. Diploma (2011) % people	59.0%	(+8.47%)	57.7%	(+7.11%)
	% workers employed in area	37.5%	(+3.26%)	39.3%	(+5.08%)
Occupations	Employed in professional or managerial occupations (2011) % resident workers	23.1%	(-7.84%)	23.2%	(-7.78%)
	Employed in manual occupations (2011) (technicians/trades, machinery operator/driver, labourer) % resident workers	46.3%	(+13.45%)	47.5%	(+14.7%)
	Employed in professional or managerial occupations (2011) % local jobs	26.7%	(-4.69%)	24.2%	(-7.22%)
	Employed in manual occupations (2011) (technicians/trades, machinery operator/driver, labourer) % local jobs	39.2%	(+6.45%)	34.5%	(+1.81%)
Income	Median household income – (2011 Census)	Mackay	QLD	MIW Region:	

	Variables	Regional Capital – Mackay Regional Council		Region – Mackay-Isaac-Whitsunday Region ^a		
	Weekly	\$2,000-2,499	\$1,500-1,999	\$2,500-2,999		
	Annual	\$104,000-129,999	\$78,000-103,999	\$130,000-155,999		
Social Disadvantage	SEIFA ranking – National and state rank and decile ⁵	National: Rank – 424/564	Decile – 8	MIW Region – excluding MRC		
		State: Rank – 68/74	Decile - 10		State National	
					Rank Decile	
				IRC	71/74(10)	466/564 (9)
				WRC	53/74 (6)	283/564 (6)
	Welfare dependency (2011 Census) (% pop. with government support main income source) ⁶	Mackay 12.1%	National: Rank – 48/560 LGAs	MIW Region 11.8%	National Rank 1/55 RDAs	
Connectedness	Internet connection (2011) – % of people with an internet connection	Mackay	Difference from QLD (% pts)	MIW Region	Difference from QLD (% pts)	
		80.1%	(-0.55%)	78.7%	(-1.94%)	
Economic Output	Gross Regional Product (GRP) – 2013 ⁸	\$6.62B	(2.3% GSP)	\$17.58B	(6.1% GSP)	
	Value of Output – June 2013	\$14.35B	(2.3% QLD value of output)	\$36.79B	(6.0% QLD value of output)	
	Value added – June 2013	\$6.16B	(2.3% QLD value added)	\$16.86B	(6.2% QLD value added)	
	Wages and salaries – June 2013	\$3.06B	(2.3% QLD wages & salaries)	\$6.17B	(4.6% QLD wages & salaries)	
	Jobs (2011 Census)	44,770	(2.3% QLD jobs)	78,148	(4.0% QLD jobs)	
Productivity	GRP per capita – 2013	Mackay	QLD	MIW Region		

	Variables	Regional Capital – Mackay Regional Council		Region – Mackay-Isaac-Whitsunday Region ^a
		\$58,728	\$66,969	\$105,362
	GRP per worker – 2013	\$147,964	\$147,481	\$224,902
Industry base	Traditional industries	<p>The MRC area is an economic powerhouse that focuses on mining, engineering, agriculture and tourism. It is the largest sugar producing region in Australia. Its relatively narrow economic base is seen as one of its main vulnerabilities.¹⁶ Amongst the key diversification goals of the MRC and key stakeholders are for Mackay to:</p> <ul style="list-style-type: none"> • become a world leading global knowledge base for agriculture and energy minerals in technology and innovation. • provide a sustainable, innovative, quality and traceable agriculture food industry. • deliver coordinated high-quality boutique tourism experiences by hosting nationally recognisable events. • become established as a defence support provider. • become a regional leader in mining, agriculture and social industry technology, innovation and training. • create a viable biomass industry. • Develop flexible, adaptable and sustainable manufacturing industry. • Provide first class health services.¹⁸ 		<p>The MIW region has traditionally had diverse industries driving its development including mining, agriculture (sugar, cropping, horticulture and grazing) and agricultural processing, tourism and fishing. Developing greater industry diversification to build more resilient communities is a key challenge facing the region. Potential exists for diversifying into value adding sub-industries like technology, innovation and mining services.¹⁷</p>
	Value of output (June 2013) Top industry sectors	<ul style="list-style-type: none"> • Manufacturing - \$3.38B • Construction - \$1.82B 	<ul style="list-style-type: none"> • Mining - \$17.42B (24% value QLD mining output) • Manufacturing - \$4.59B 	

Variables	Regional Capital – Mackay Regional Council	Region – Mackay-Isaac-Whitsunday Region ^a
	<ul style="list-style-type: none"> • Mining - \$1.63B • Rental, hiring & real estate services - \$1.26B • Transport, postal & warehousing - \$991.6M 	<ul style="list-style-type: none"> • Construction - \$3.36B • Rental, hiring & real estate services - \$1.94B • Transport, Postal & Warehousing - \$1.50B
Value added (June 2013) Top industry sectors	<ul style="list-style-type: none"> • Mining - \$805.4M • Rental, hiring & real estate services - \$771.7M • Manufacturing - \$674.0M • Construction - \$579.8M • Transport, postal & warehousing - \$464.2M 	<ul style="list-style-type: none"> • Mining - \$8.71B (24% value QLD mining value added) • Rental, hiring & real estate services - \$1.2B • Construction - \$1.1B • Manufacturing - \$929.4 • Transport, postal & warehousing - \$680.6M
Employment (number of jobs) – 2011 Census Top industry sectors	<ul style="list-style-type: none"> • Retail – 5,234 • Manufacturing – 4,842 • Health care & social assistance – 4,596 • Construction – 4,129 • Transport, postal & warehousing – 3,242 • Education & training – 3,075 	<ul style="list-style-type: none"> • Mining – 13,398 • Retail – 7,443 • Construction – 7,139 • Accommodation & food services – 6,224 • Manufacturing – 6,108 • Health care & social assistance – 6,043
Wages and salaries (June 2013) Top 5 industries by wages and salaries	<ul style="list-style-type: none"> • Manufacturing - \$400.4M • Construction - \$295.5M • Health care & social assistance – \$273.1M • Wholesale trade - \$230.9M • Transport, postal & warehousing – \$229.2M • Mining - \$228.3M 	<ul style="list-style-type: none"> • Mining - \$2.0B • Construction - \$549.9M • Manufacturing - \$537.4M • Health care & social assistance – \$359.4M • Transport, postal & warehousing – \$335.5M • Education & training - \$303.9M
	Mackay	MIW Region
Employment growth – 2006-2011 Change in total number of jobs	Net change = +5,158 (2% of QLD jobs growth)	Net change = +12,200 (4.8% QLD jobs growth)

	Variables	Regional Capital – Mackay Regional Council		Region – Mackay-Isaac-Whitsunday Region ^a
	Top 5 jobs growth industries:	<ul style="list-style-type: none"> Health care & social assistance (+928) Transport, postal & warehousing (+655) Mining (+637) Construction (+626) Professional, scientific & technical services (+519) 		<ul style="list-style-type: none"> Mining (+5,320) - 18.3% of QLD mining sector job growth Construction (+1,344) Health care & social assistance (+1,193) Transport, postal & warehousing (+918) Manufacturing (+674)
	Top job loss industries:	Only 3 industry sectors lost jobs over this period <ul style="list-style-type: none"> Agriculture, forestry & fishing (-393) Financial & insurance services (-102) Information media & telecommunications (-19) 		Only 3 industry sectors lost jobs over this period <ul style="list-style-type: none"> Agriculture, Forestry & Fishing (-887) Retail trade (-105) Financial & insurance services (-90)
Business Structure	Number of businesses:	Mackay		MIW Region
	Total (June 2013)	10,381	(2.5% QLD businesses)	15,746 (3.8% QLD businesses)
	Non-employing	5,967		9,160
	Micro-business - <5 staff	2,855		4,248
	SMEs 5-19 staff	1,157		1,771
	Medium – 20-199 staff	393		558
	Large – 200+ staff	9		9
	Business growth –2011-2013 - change in total number businesses	Mackay	QLD	MIW Region to
		10,582 to 10,381	430,718 to 414,217	
-201 (-1.9%)		-16,501 (-3.8%)	-325 (-2.1%)	
Note: All business losses were in non-employing businesses				
Investment	Value of new building approvals –	Mackay		MIW Region
	2001/2 – 2005/6	\$1.13B (Ave: \$225.4M p.a.)		\$1.78B (Ave: \$355.5M p.a.)

	Variables	Regional Capital – Mackay Regional Council	Region – Mackay-Isaac-Whitsunday Region ^a
	2006/7 – 2010/11	\$2.83B (Ave: \$565.2M p.a.)	\$4.01B (Ave: \$801.2M p.a.)
	2011/12 – 2012/13	\$1.49B (Ave: \$745.6M p.a.)	\$2.05B (Ave: \$1,022Mp.a.)
	Major recent and projected investment expenditure	<p>Mackay City Centre revitalisation program (Federal funding) - \$8.8M²⁰</p> <p>Mackay Airport expansion as key freight hub - \$900M²²</p> <p>Mackay Base Hospital redevelopment - \$410M²⁵</p> <p>The MRC contribution to public capital works investment:</p> <ul style="list-style-type: none"> • 2013/14 - \$126M²⁰ • 2014/15 - \$145.4M²¹ 	<p>According to the Mackay-Isaac-Whitsunday Regional Economic Development Corporation's regional development register, at December 2012 \$98.4B worth of developments were planned, in progress or recently completed in the MIW region.²⁷</p> <p>By LGA:</p> <ul style="list-style-type: none"> • MRC - \$22.2B • IRC - \$45.9B • WRC - \$30.4B <p>These are predominantly in:</p> <ul style="list-style-type: none"> • Mining - \$44.1B • Sea ports - \$20.5B • Rail - \$13.2B • Manufacturing - \$6.2B • Construction - \$5.6B • Energy - \$3.6B
Community Services and Facilities	Educational institutions ^{10, 11, 23, 24, 25, 28}	<p>Mackay has a vibrant education sector that includes:</p> <ul style="list-style-type: none"> • 60 early childhood education and care services • 25 long day care services • 25 public primary schools and 20 public pre-schools • 6 public secondary schools (I believe it is 6 public 	<p>The MIW region has extensive high quality education and cutting edge research facilities. These include:</p> <ul style="list-style-type: none"> • 92 early childhood education and care services • 40 long day care services • 67 primary schools • 22 secondary schools (I don't know the Isaac and

	Variables	Regional Capital – Mackay Regional Council	Region – Mackay-Isaac-Whitsunday Region ^a
		<p>secondary Schools – Sarina, Mirani, Mackay High, North Mackay, Pioneer, Northern Beaches)</p> <ul style="list-style-type: none"> • 12 private schools • Central Queensland Institute of TAFE (8,672 students in 2012) – see below comment • 2 universities – James Cook University and Central Queensland University which includes the Central Queensland Conservatorium of Music – CQU and CQ Inst of TAFE have now merged to become a more comprehensive university – a Qld first ‘dual sector’ university • Mackay Education Research Centre, an education precinct on the Mackay Base Hospital campus that is jointly funded by Queensland Health and James Cook University. Mackay Base Hospital is a teaching hospital for medical, nursing and allied health students. • Mackay Language College • Whitsunday College of English <p>Mackay also has the Mackay International Education and Training Consortium (Edmac) which comprises a diverse group of education providers and support agencies. This group has developed a fully integrated package of education products and support services including study tours and primary, secondary and tertiary studies targeting selected education export markets.</p>	<p>Whitsunday areas enough, but I am struggling to come up with 22 secondary Schools knowing how many are in the Mackay area as the biggest area)</p> <ul style="list-style-type: none"> • MIW region Central Queensland TAFE campus in Mackay - also has campuses in neighbouring LGAs at Gladstone, Rockhampton and Emerald. Has over 200 courses and offers qualifications in 35 nationally recognised VET areas. <p>The MIW region is a leader in vocational education and boasts world class trade training centres.</p>

	Variables	Regional Capital – Mackay Regional Council	Region – Mackay-Isaac-Whitsunday Region ^a
	Transport infrastructure ^{17, 18, 27, 28}	<ul style="list-style-type: none"> • The MRC and MIW region is well connected to other major centres in Australia. • The regional capital and region have extensive state and nationally significant road and rail networks linking the region to other regional centres especially along the east Queensland coast. The main national highway passes through Mackay and Queensland Rail’s Tilt Train travelling regularly between Brisbane and Cairns stops in Mackay. There is also an expanding road and rail network serving activities in the Central west. • Well established airports and ports connect the region to national and international markets. • The region has 3 major ports at Hay Point and Mackay and at Abbot Point in the WRC. Mackay has the largest bulk sugar terminal in the world. • The region has airports at Mackay, Hamilton Island and the Whitsunday Coast with up to four commercial airlines offering daily flights to capital city destination. There are 96 weekly flights to/from Mackay, 30 to/from Hamilton Island and 19 to/from Whitsunday Coast Airport in Prosperine. • The MRC together with other key stakeholders has a stated long-term vision for the Mackay airport to become Central Queensland’s multi-modal transport hub and for Mackay to have world class seaport facilities to support the import and export of value-adding products and services. 	
	Health ^{10, 11, 26}	<p>The MRC area health infrastructure includes:</p> <ul style="list-style-type: none"> • The Mackay Hospital and Health Service has 7 hospitals, 8 separate community health services and employs over 1200 health professionals providing a high level of health services to the region. • Mackay Base Hospital is undergoing a \$408M redevelopment is part of a major expansion of health services for northern Queensland. The redevelopment will cover 40,000 sq. metres increasing bed capacity from 160 to 318. It has been designed to meet health care demand through to 2020/21 and will be equipped with 	<p>The MIW Region area has considerable health infrastructure that includes 11 health service facilities:</p> <ul style="list-style-type: none"> • Bowen Hospital • Clermont Multi-purpose Health Service • Collinsville Multi-purpose Health Service • Dysart Hospital • Glenden Primary Health Care Centre • Mackay Base Hospital • Mackay Mater Hospital • Pioneer Private Hospital Mackay • Mackay Community Health • Middleton Community Health Centre

	Variables	Regional Capital – Mackay Regional Council	Region – Mackay-Isaac-Whitsunday Region ^a
		<p>leading edge technology.</p> <ul style="list-style-type: none"> • 20 aged care services 	<ul style="list-style-type: none"> • Moranbah Community Health Centre • Sarina Hospital and Primary Community Health Centre • Whitsunday Health Service Prosperine Hospital Campus
	Retail	<ul style="list-style-type: none"> • Retail is the largest employing industry sector in the MRC providing 5,234 jobs in 2011. • The Mackay City Centre is the region's hub for business, retail and hospitality.²⁹ 	<ul style="list-style-type: none"> • Retail is the second-largest employing industry sector in the MIW region providing 7,443 jobs in 2011 although 105 jobs were lost in the inter-census period 2006-2011, the second largest industry employment decline in the region.
	Public agencies ³⁰	<p>Public administration and safety is a substantial industry sector in the MRC local authority area employing some 2,090 people (4.7% of jobs) at the 2011 Census.</p> <p>Amongst the government agency offices located in Mackay are:</p> <ul style="list-style-type: none"> • Department of Natural resources and Water • Department of Housing Queensland • Queensland Health • Department of Local Government Planning • Queensland Parks and Wildlife Service • Main Roads • Department of Public Works 	<p>Public administration and safety is a sizeable industry sector in the MIW Region employing some 3,006 people (3.9% of jobs) at the 2011 Census although the vast majority of these jobs are located in the MRC local government area.</p>

	Variables	Regional Capital – Mackay Regional Council	Region – Mackay-Isaac-Whitsunday Region ^a
		<ul style="list-style-type: none"> • Education Queensland • The Public Trustee of Queensland • Queensland Department of Emergency Services • QRAA (Queensland Rural Adjustment Authority) • Mackay Port Authority (now called North Qld Bulk Ports – NQBP) • Pioneer Valley Water Board 	
	Cultural ^{16, 23}	<ul style="list-style-type: none"> • MRC places a high value on the arts and multiculturalism. • This is a multicultural region with 25 different nationalities represented in the region and the largest South Sea Islander population in Australia. • Inclusive community attitudes, especially towards other cultures, is a key strength of the MRC community. • Under the Queensland Government Local Area Multicultural Partnership (LAMP) program, the MRC integrates multiculturalism principles and practices into its organisation and promotes positive intercultural relations in the community. It employs a community relations officer to run the LAMP program. • The MRC facilitates quarterly meetings of the Cultural Diversity Interagency Network, an information sharing network. • The MRC produces a quarterly multicultural newsletter to link and connect people to multicultural events in the community and has an 	

	Variables	Regional Capital – Mackay Regional Council	Region – Mackay-Isaac-Whitsunday Region ^a
		<p>internal multicultural reference group that looks at ways of improving services to residents from CALD backgrounds.</p> <ul style="list-style-type: none"> • MRC’s key community and cultural facilities include: <ul style="list-style-type: none"> ○ the state-of-the-art Mackay Entertainment and Convention Centre ○ Bluewater Lagoon Aquatic Facility – a free 3-tiered lagoon in the city centre ○ Bluewater Trail - an award winning shared pathway providing a ring of activity around the city centre ○ Bluewater Quay ○ Stadium Mackay – Multi Sports stadium complex capable of hosting NRL fixture matches and major concerts ○ Mackay Regional Events Precinct (Showgrounds) – Following major (\$11M renovation), capable of hosting major events (such as QME – an internationally recognised mining and engineering expo) ○ Mackay Regional Botanic Gardens and the NMRC Queen’s Park ○ Artspace Mackay – 3 art gallery 	

	Variables	Regional Capital – Mackay Regional Council		Region – Mackay-Isaac-Whitsunday Region ^a	
		spaces that host travelling exhibitions and runs public and education programs <ul style="list-style-type: none"> ○ 3 historical museums, a historic homestead and the town hall (a historic building providing early 20th century history of Mackay) ○ Sarina Art Gallery ○ Sarina Sugar Shed – a miniature working sugar mill and distillery <ul style="list-style-type: none"> • In its 2013/14 budget the MRC allocated \$9.2M in operating and capital expenditure to festivals, events and the arts including \$538K for upgrading the Mackay Entertainment and Convention Centre and \$455K for festivals and events including the Festival of the Arts. • MRC has a Regional Arts Development Fund to support the professional development and employment of arts and cultural workers and a Community Arts and Culture Grant program to encourage the development of local groups and to broaden opportunities for residents to participate in the arts. 			
Housing Affordability	Housing – median house price all dwellings - 12 months ending Dec 2013 ^{10, 11}	Mackay	Capital city – Brisbane¹⁵	MIW Region	QLD
		\$416,000	\$449,644	\$400,000	\$395,000
	Median rent (12 months ending June 2014)	Mackay¹⁰	Capital city – Brisbane¹⁴	MIW Region¹⁰	QLD¹⁰

	Variables	Regional Capital – Mackay Regional Council		Region – Mackay-Isaac-Whitsunday Region ^a	
	3 bedroom house	\$380/week	\$410/week	IRC (Dec Qtr 2011) ^b - \$1,700/week ¹²	\$350/week ¹⁴
				WRC (Dec Qtr 2012) - \$350/week	
Volunteering	% people doing voluntary work for organisations/groups (2011 Census) ²	Mackay	MIW region (excluding MRC):		QLD
		15.9%	IRC – 20.4%	WRC – 17.0%	18.7%

- a. The Mackay-Isaac-Whitsunday Region comprises three LGAs – Mackay Regional Council, Isaac Regional Council and Whitsunday Regional Council. This regional area coincides with the Mackay Statistical Division. Statistical divisions outside the capital cities are defined by the ABS as relatively homogenous regions characterised by identifiable social and economic links between the inhabitants and between the economic units within the region, under the unifying influence of one or more major towns or cities. Mackay is the major town in the Whitsunday Region accounting for about 60% of the region's population.
- b. The December quarter 2011 is the most recent weekly rent data available – housing and rent costs have declined since this time with the easing of the resources boom.

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Appendix J Mackay Regional Council – key drivers and inhibitors of growth - insights from published documents

Broad categories of drivers/inhibitors	Local events or actions/initiatives
Environmental/ natural resource endowments	<p>Natural endowments provide the foundation for the MRC and MIW regional economies. The region’s prominent natural resources include productive agricultural land, forests, freshwater resources, minerals and marine waters. The region’s growth is largely fuelled by strong resource sector activity, a resurgence of agribusiness, and growth in construction, logistics and tourism which are underpinned by the region’s natural endowments. The MRC is the gateway to rich coal deposits in the Bowen and Galilee Basins. The region has the largest coal deposits in the nation and is one of the Australia’s largest coal producers.</p> <p>The region’s biodiversity includes a wide range of ecosystems and habitats with coral reefs, forests, streams and wetlands. The region also has a variety of ancient, rare and threatened plant and animal species. Mackay’s coastal location is complemented by its spectacular natural environment which includes 31 beautiful beaches, a picturesque blue river and a pristine rainforest hinterland. MRC’s recent sponsorship of Griffith University’s biodiversity study of the Eungella National Park highlights this aspect. The region has become renowned for its proximity to the Great Barrier Reef and lagoon system, costal islands and national parks which have regional, state, national and international environmental significance and form part of the Great Barrier Reef World Heritage Area.</p> <p>The environment and natural resources in the region are however potentially being threatened by strong population growth and climate change. The MIW is one of the fastest growing regions in Queensland and the MRC population is projected to increase by some 66,000 and the MIW region’s population is estimated to increase by about 100,000 by 2031. This growth will require some 43,000 additional dwellings to be constructed in the region (1) (17) (19).</p>
Community capital Infrastructure and essential services	<p>The MRC and MIW region is well connected regionally and nationally. Mackay is a major regional transport hub with extensive state and nationally significant road and rail networks, well established ports and an airport. The main national highway runs through Mackay and links it with an extensive road system that provides excellent access with other regions. Four rail systems, 3 designated freight services and one passenger service linking Mackay with Brisbane and Cairns, service the region. The ports that link the regional capital and region to major national and international markets, with the Port of Mackay being Queensland’s fourth-busiest multi-commodity port based on cargo throughput and the port at Hay Point being one of the world’s largest coal export ports. The Mackay Airport services almost 100 flights a week by four carriers linking the regional capital and region to major Australian capital cities and is recognised by the Queensland Government as an airport of state significance. Key stakeholders in the region including the MRC aim for Mackay to become Central Queensland’s multi-modal transport hub with</p>

Broad categories of drivers/inhibitors	Local events or actions/initiatives
	<p>world class seaport facilities (19) (20) (21) (22) (23).</p> <p>The MRC provides and maintains a substantial network of physical infrastructure within the LGA which provides a platform for economic and social development and creates a sense of place for residents and visitors. The city's 2014/15 capital works budget is worth \$145.4 million and provides funding for key infrastructure programs including :</p> <ul style="list-style-type: none"> ○ roads and drainage (\$41.8 million) trunk roads, resealing of roads, drainage , footpaths and bikeways ○ water infrastructure (\$21.4 million) water treatment plants, water mains, ongoing installation of new water meters. ○ wastewater (\$17.8 million) pump stations, Mirani and Sarina water recycling facilities ○ waste services (\$4.9 million) ○ park and environment projects (\$2.6 million) (3). <p>Water Services is a commercialised business unit of the MRC that provides treated water services to over 37,000 residential connections and 3000 commercial and industrial connections – a total of over 100,000 consumers. The business also provides sewage collection and treatment services to over 35,000 connections, as well as non-potable recycled water to farming and public recreational establishments. The business unit employs some 195 staff and has a combined annual operating and capital budget of over \$136 million. Construction has begun on a new sewage treatment plant for Sarina, a \$40 million project that is expected to meet the needs of the growing Sarina township until 2030. Waste Services employs nine staff and has a combined annual operating and capital budget of over \$31 million (1).</p> <p>MRC was successful in including the Mackay Ring Road in government and opposition forward-planning initiatives. This project, which will link the northern and southern parts of the city, is an essential step towards protecting the integrity of the national highway (10).</p> <p>MRC and the MIW region have a considerable industrial land supply with a number of industrial estates with investment ready sites available. These include:</p> <ul style="list-style-type: none"> ○ At 31 December 2011 the MRC had 328Ha of industrial land supply (49Ha low impact, 31Ha medium impact and 245Ha high impact) and a potential industrial land supply of another 702Ha with an expected development timeframe of 5-15 years. ○ South Mackay Industrial Estate – strategically located in the mining hub of Paget with excellent transport links to key mining towns ○ Galilee Basin SDA – 105,903 ha area declared an SDA by the Queensland Government in 2014. The SDA has 2 multi-user rail corridors and mining services precincts to transport coal to the port at Abbot Point. ○ Abbot Point SDA – 16,230 ha estate declared an SDA by the Queensland Government in 2008. This is a large scale,

Broad categories of drivers/inhibitors	Local events or actions/initiatives
	<p>large footprint industrial development with complementary industrial and infrastructure facilities with easy port and national road and rail access (19) (27) (28) (29).</p> <p>MRC acquired federal government funding for a joint \$18.6 million Mackay CBD rejuvenation project that will revitalise and beautify the city centre (6) (10).</p> <p>Mackay Active Towns Program – \$ 6 million pilot program funded by the Queensland Government over three years, commenced in early 2013. This project will deliver new cycling and walking infrastructure as well as education programs to increase physical activity and wellbeing. Significant achievements have been made with the construction of new and extended cycle ways, the opening of a secure bicycle parking facility and bicycle events and activities (10).</p> <p>The MRC has a wide variety of quality health, education, training and other essential community services and facilities (1) (19) (24) (25) (26).</p> <p>Inhibitors include:</p> <ul style="list-style-type: none"> ○ Financing the infrastructure required to support the growing residential, commercial and industrial areas within the region while improving services and public facilities remains a significant issue. ○ decreased government funding. ○ limited workforce to support high rates of expansion. ○ unaffordable staff housing (although housing costs have moderated) (1).
Human capital	<p>MRC has supported the human capital development of its workforce of more than 1,000 people by sponsoring and coordinating more than 47,000 training courses throughout the year. Staff took part in computer classes, health and safety courses and leadership programs. MRC also provides:</p> <p>Self-education assistance; Four staff members were approved for self-education assistance and 38 employees undertook study.</p> <p>Council mentoring program: 28 staff took part in this program to broaden their knowledge and leadership skills within local government.</p> <p>Work experience program: 33 students took part in this program across a range of areas from diesel fitting, horticultural/conservation and electrical to libraries, events and sound/lighting (10).</p> <p>As part of a seven-point action plan detailing the MRC’s response to the economic downturn the council proposed to help maximise employment opportunities by offering 81 apprenticeships across the organisation and to support 27 trainee positions (19).</p>
Social capital	<p>Building community networks:</p> <p>MRC has an extensive volunteers program providing thousands of volunteer hours in programs and projects supporting the</p>

Broad categories of drivers/inhibitors	Local events or actions/initiatives
	<p>community. These initiatives include: library; land care programs; cultural arts; festivals; events; sporting events; heritage and historical activities etc. (10).</p> <p><i>Building community networks by building community infrastructure -</i> MRC also focuses on using sports, recreation, arts and leisure facilities and activities as a means of connecting members of the community.</p> <p>The development of a Brewers Park Sporting Precinct Master Plan was identified as a priority project in the MRC Open Space, Sport and Recreation Strategy 2010–2016. The predominant theme for the recommended projects is the multiuse of facilities. A new multipurpose field, multipurpose training facility and recreation health and fitness tracks are proposed, all of which allow for significant community use from a variety of groups. Further lighting has been identified to increase usage and be used by a greater cross section of the community. The recommended projects will also assist in managing playing facilities during the wet season, to limit interruptions due to extensive rain.</p> <p>Bluewater Lagoon is a free family friendly leisure facility overlooking Pioneer River in the Mackay City Centre. It consists of an interactive children’s playground and wading pool, a waterfall with two connecting lagoon pools. There are four other pools in the region.</p> <p>MRC received a \$100,000 grant from the state government’s Get in the Game initiative to build a skate park in Sarina.</p> <p>\$1.1 million three-tier outdoor Meadowlands Amphitheatre was completed and ready to host its first show in July 2013. Located at the picturesque Mackay Regional Botanic Gardens, this facility features 190 car parks, toilet facilities and an all-access pathway.</p> <p>Bluewater Trail- Caneland Park lighting \$109,909. This section of the Bluewater trail connects key destinations within the CBD and this installation makes it safe for residents and workers to commute along the trail (9).</p>
	<p>Building business networks:</p> <p>MRC views working in partnership with local businesses as integral to realising the economic potential of the region. To promote this the council has in place several business networks that are used as a mechanism for maintaining contact with the local business community. Through face-to-face forum events and new e-business networks, the MRC’s Economic Development department regularly communicates with its growing network of local businesses. By June 2013 more than 3,500 businesses had joined the MRC’s business networks. The council’s business networks allow local business people to tap into free and low cost business events, training and programs to help them develop their businesses. Through these networks the council also provides free publications and up-to-date business news and information. The Economic Development department is establishing itself as the ‘go to’ destination for businesses seeking information on the Mackay region (9) (10) (19).</p> <p>Prior to the region’s NBN rollout the MRC staged a Broadband Seminar and Digital Economy Workshop involving key stakeholders</p>

Broad categories of drivers/inhibitors	Local events or actions/initiatives
<p>Cultural capital</p>	<p>to provide the latest update on the rollout (10).</p> <p>Mackay is recognised for fostering the arts and culture and has a strategy for strengthening community networks. The MRC Cultural Plan (2011-2015) provides direction for the community in regards to supporting cultural and artistic development in the region. Its vision is for a shared community journey where the past is revered, the present strengthened and the future forged through living creatively together in a bountiful and vital location. Community outcomes include local performances, festivals and celebrations. The goals of the plan are to:</p> <ul style="list-style-type: none"> • ensure Council’s cultural services meet priority needs, are of high quality and are well received and accessed by residents and visitors to the region • promote and facilitate community capacity building, leadership and networking and ongoing learning through arts and culture • continue to build and diversify the local economy by value adding through arts and culture (2). <p>MRC provides grants to local not-for-profit community groups to help provide services, events and activities to benefit the community (10).</p> <p>Part of the MRCD seven-point action plan response to the economic downturn included \$590K sponsorship for the REDC, Mackay Tourism, Sarina Tourism and Pioneer Valley Tourism as well as sponsorship for the Mackay Eisteddfod and other community events (19).</p> <p>In 2012/13 the MRC spent 10% of its budget on cultural service facilities, events and programs (32).</p>
	<p>MRC hosts and supports numerous large and smaller events. In 2014 these included:</p> <ul style="list-style-type: none"> • The Lanes Easter Festival; • Mackay Festival of the Arts with a program of music, dance, theatre and comedy; • Global Groovers – a large multicultural event that celebrates cultural diversity providing a one day free multicultural concert along with food and workshops provided by community groups. The 2013 event attracted over 4,000 people; • New Year’s Eve Celebration. • Twilight City – a free family event in the Mackay city centre • Eye for Difference photo competition – to raise awareness and acceptance of the region’s cultural diversity • Baby welcoming ceremonies (19). <p>In an Australian first, a Sister Region Agreement between the Mayors of Mackay, Isaac and Whitsunday and the Chinese city of Yantai was signed in 2012/13 thereby formalising the close friendship and economic bond between these regions (10).</p>

Broad categories of drivers/inhibitors	Local events or actions/initiatives
Entrepreneurship and innovation	<p>The MRC has a reputation as a progressive local government. It aims to provide a role model by encouraging and supporting an innovative and professional customer service focus within the organisation. Its implementation of an interactive online mapping system for informing motorists about major and short-term road works to help them plan journeys is an example (1) (10). MRC has been a finalist for or won several national, state and regional awards over the past few years including:</p> <ul style="list-style-type: none"> • Winner of the 2012 Qld Premiers Sustainability Award (Built Environment) – Paget Depot complex • Winner of the 2013 Local Government Managers Australia ‘Collaboration Award” Cairns, Townsville, Mackay (CTM) Water Alliance for their Best Practice Pricing and Financial Sustainability Model. • Finalist in the 2013 Premier’s Sustainability Awards “Minister’s award for leadership in sustainability” Council’s Sustainability Futures. • Finalist in the Queensland Tourism Awards “Tour/Transport” and “Tourism Wineries, Distilleries and Breweries” Category - The Sarina Sugar Shed. • Winner of the 2012 Government Communications Australia award: “National Communications” Pound Pet campaign “Best Advocacy-Community Partnership” Pound Pet campaign. • Winner of the 2012 Queensland Multi-Media Awards (QMMA) “Best Multi-Media Corporate Branding and Promotion” award. • Winner of the Local Government Association Queensland (LGAQ) Award – Senior Manager Healthy Leader – Onno Van Es Manager recreational Services. • Finalist in the 2012 Drover Awards “Performing Arts Centre of the Year” Mackay Entertainment and Convention Centre (MECC) and Sarina Sugar Shed. • Winner of four 2012 Mackay Spinal Injuries Association Awards – <ul style="list-style-type: none"> ○ Inclusive Community – MRC ○ Best Recreation-Leisure Entertainment – Blue Lagoon and Iluka Park All-Abilities Playground ○ Best Tourism – Artspace Mackay and Mackay regional Botanic Gardens ○ Best Government Department – Council’s Access and Equity Plan and Equitable Access Checklist. <p>In October 2013, a Paddock to Plate seminar was held to offer information and advice to about 20 local food producers and suppliers on how to identify supply chain opportunities for their businesses. Other topics discussed included enhancing the visitor experience and value-adding to your enterprise. This initiative was a partnership between Council, the Department of State Development and Infrastructure Planning and Mackay Tourism (10) (32).</p> <p>According to the Mackay-Isaac-Whitsunday Regional Economic Development Corporation (MIW REDC), the MIW region has contributed to the two largest economic booms in Australian history which has enabled it to capitalise on a period of opportunity</p>

Broad categories of drivers/inhibitors	Local events or actions/initiatives
	<p>where a highly skilled workforce can take on new ventures enabling the region to diversify and innovate. With the recent contraction of the mining sector, industry leaders previously reliant on mining are retraining workers and identifying how to lower production costs and increase productivity (18)</p>
<p>Economic and market conditions</p>	<ul style="list-style-type: none"> • A narrow economic base is a substantial inhibitor to the development of the MRC and surrounding region. More than one-half of the region’s GRP comes from mining making the region susceptible to boom-bust cycles in the mining sector caused by changing market conditions like fluctuating commodity prices, exchange rates and costs of production. • The recent contraction of the mining sector due to the strong Australian dollar, falling commodity prices and issues with production costs is bringing about job losses but has also relaxed the extreme skills shortage in the region (1) (18). • Tourism is a substantial industry in the MRC area and MIW region contributing: <ul style="list-style-type: none"> ○ 2,724 job in the MRC area and 6,350 jobs in the MIW region at the 2011 Census. ○ 977,000 day visitors (business and leisure) to the Mackay Tourism region and 1.3M day visitors to the MIW region in 2012/13. ○ 992,000 domestic overnight and international visitors generating almost 3.2M visitor nights and \$451M in visitor expenditure in the Mackay Tourism region and 1.65M domestic overnight and international visitors generating almost 6.6M visitor nights and nearly \$1.25B in visitor expenditure in the MIW region in 2012/13. ○ Business visitors have slowed with the contraction of the mining sector (30) (31).
<p>Institutional environment Governance and intergovernmental relations</p>	<p>Community engagement and participation:</p> <ul style="list-style-type: none"> • According to the MRC Corporate Plan 2009-2014 the MRC strives to empower its community and is renowned for its transparency and good governance. One of the council’s key guiding principles is to ‘provide genuine opportunities for informed community involvement in decision making in a framework of local democracy’ (1). • The MRC has in place a community engagement framework (plan, guidelines and policy) to guide its community engagement activities supported by a dedicated community engagement working group trained in community engagement techniques and able to assist staff in the design and implementation of community engagement activities (1) (13) (14) (15). • Under the revised Community Engagement Policy and Guidelines residents and businesses have more opportunities to have their say on council initiatives. These documents detail ways in which Council should inform, consult and involve residents in community consultation processes (10). • Connecting Mackay is the MRC’s dedicated community engagement website through which it conducts online discussion forums, surveys and other feedback tools to enable the community to contribute ideas, opinions and comments on key issues

Broad categories of drivers/inhibitors	Local events or actions/initiatives
	<p>and projects. Community members can register their interest in a range of discussion topics in which they can participate. (16)</p> <ul style="list-style-type: none"> • As part of its Regional Sustainability Strategy the MRC has planned a comprehensive community engagement program for 2013/2014 to ensure the organisation is able to sustainably deliver the services the community needs and wants (10). • MRC supports motorists, residents and business owners to stay up-to-date on regional road works. They have created a new interactive, online mapping system on the MRC website. The regularly updated map system (at www.mackay.qld.gov.au/roads) allows drivers to plan their journey ahead of time by making informed decisions on alternate routes available. The maps feature a wide range of information ranging from major projects and short-term works to drainage and general works such as footpaths, car parks, road reseals and also identifies flood-prone roads (10) (19). • MRC has numerous council advisory committees (15) and internal working groups and forums (24).
	<p>Partnerships/collaborations with other LGAs:</p> <ul style="list-style-type: none"> • Whitsunday Regional Organisation of Councils (ROC) – the Whitsunday ROC encompasses Mackay, Isaac and Whitsunday Regional Councils covering an area of some 90,000 square km and about 180,000 residents. • Queensland Water Regional Alliances Program is currently investigating potential collaborative service models and mechanisms for the region. Recent changes to the water industry and future drivers highlighted in 3 federal government reviews emphasised the need for all QLD service providers to prepare for industry pressures and future change and especially the need for more formalised collaboration among QLD council service providers (4). • The MIW REDC of which the MRC is a member, is a non-profit organisation dedicated to creating economic growth through stakeholder engagement, regional promotion and regional projects. Council’s investment to the group has delivered a range of benefits to residents and local businesses including the successful Coal to Coast website and the Mackay Hotel Accommodation Strategy that encourages developers to build hotels in the region. Recently the three councils and in June 2014 the REDC was placed in ‘care and maintenance’ mode and its office closed (10). <p>Partnerships/collaborations with government and/or government agencies:</p> <ul style="list-style-type: none"> • MRC has extensive representation on 16 external (non-council) local, state and federal government committees including Australia Wide Rural Road Group, Whitsunday Regional Roads Group, Local Authorities Waste Management Advisory Committee and Mackay District Disaster Management Group (10) (19). • The Whitsunday Regional Roads and Transport Group comprising Mackay and Whitsunday Councils is a cooperative governance arrangement between the Department of Transport and Main Roads (TMR), the Local Government Association of Queensland (LGAQ) and Queensland local governments to invest in and regionally manage the Queensland transport network. Established in 2002, the Roads and Transport Alliance was formed to jointly address shared road and transport challenges and

Broad categories of drivers/inhibitors	Local events or actions/initiatives
	<p>deliver improved value from all available resources. The principles and governance arrangements for the operation of the Roads and Transport Alliance are established in the Memorandum of Agreement (MOA) between TMR and LGAQ on behalf of Queensland local governments (5).</p> <ul style="list-style-type: none"> • MRC has a three-year agreement with Mackay Tourism to provide just over \$250,000 a year in funding to support its activities (10). • MRC has a Memorandum of Understanding (MOU) with the Queensland Police Service for cooperation in promoting public safety – Citysafe CCTV Network (19). <p>Partnerships/collaborations with not-for-profit and community groups:</p> <ul style="list-style-type: none"> • MRC has councillor representation on some 26 non-council community committees such as Citysafe, Crimestoppers, Coal to Coast Festival Organising Committee, North Queensland Bulk Ports Community Reference Groups, Mackay Regional Housing Company, Pioneer Catchment and Landcare Group and St Vincent De Paul Housing Committee (10).
Leadership	<ul style="list-style-type: none"> • MRC has a reputation as a progressive council. This is reflected in things like its innovative approach to service delivery (e.g. the interactive online mapping system) and its proactive stance in developing a seven-point action plan to redress the economic downturn brought about by a slowdown in the mining boom. • MRC has taken on a lead role in several community projects including: <ul style="list-style-type: none"> ○ securing federal funding for the Mackay City Centre Revitalisation Project - the MRC is seeking to improve Mackay's city centre infrastructure, traffic management, pedestrian connectivity and street and public domain enhancement to ensure the region has access to services and facilities of a modern CBD. A city centre vision was developed collaboratively with key stakeholders and the community. It aims to create a place that is attractive, culturally vibrant and entertaining, liveable, pedestrian friendly, safe and family-oriented in an environment that is business focussed and investment friendly. This \$18.6M infrastructure and refurbishment project commences in August 2014 and is being funded equally by the MRC and Australian government. It is expected to generate \$110M in economic benefits over the next 10 years including a \$60M boost to investment and about \$17M in tourism. ○ MRC and the City Centre Taskforce are progressing a new and innovative marketing initiative to coincide with the City Centre Revitalisation Project to rebrand Mackay city to better reflect its bright future. The MRC also recently engaged a City Centre Coordinator as part of its Economic Development department to serve as a key liaison person between business owners/operators and council to facilitate and public relations opportunities. ○ attaining success in having the government and opposition include the Mackay Ring Road in its forward planning infrastructure initiatives.

Broad categories of drivers/inhibitors	Local events or actions/initiatives
	<ul style="list-style-type: none"> • In recent years the MRC has attained several state and national awards in the areas of tourism, the performing arts, communications, marketing, leadership, collaboration community wellbeing and social inclusion. This included being runner-up in the 2013 Premier's Sustainability Award for leadership in sustainability for its Sustainability Futures project. • MRC takes a lead role in supporting and strengthening collaborative relationships amongst neighbouring councils in order to create a solid platform for these councils to take a regional approach to business and regional development (10) (19). • The MRC is endeavouring to provide leadership for the community in managing sustainability and climate change issues. Its Sustainability Strategy 2013-2018 is a leadership initiative aimed at actively building and strengthening a sustainability culture throughout the organisation and the community to protect the region's social, cultural and environmental values. The strategy outlines the MRC's agenda for planning, assessing and reporting its sustainability performance and will act as a tool to assist the council in achieving a united vision for a sustainable future (34).

Appendix K Mackay Regional Council – evidence of measures adopted to build resilience and progress sustainable development

Key elements	Local actions/initiatives to influence/manage development
	<p>The MRC vision is to have a community that is economically strong and prosperous allow business and individuals to invest, grow and enjoy a vibrant lifestyle. Its mission is to work in partnership with its community to deliver its vision and to strive for excellence in planning, delivering and managing community services and facilities. The MRC’s strategic priorities outlined in its corporate plan are:</p> <ul style="list-style-type: none"> ○ community and lifestyle – building safe, strong and self-reliant communities with access to diverse services and facilities that provide ample opportunities for community participation and involvement. ○ economic development – promoting a strong, diverse and competitive economy. ○ environmental sustainability – enhance and protect environmental assets for future generations. ○ strategic planning – an active approach to integrated regional planning reflecting community aspirations and lifestyle. ○ infrastructure services ○ organisational excellence and governance – embracing customer service, valuing staff and promoting ethical standards of practice supported by clear policies and strategies that are responsive to community needs. ○ water and waste services (1) (10). <p>MCR has a Regional Sustainability Strategy to enable a better understanding of planning for and managing growth, necessary infrastructure provision and financial sustainability for the long term. They have reviewed their Corporate Governance Framework to maintain a high standard of effective decision-making, sound management and accountability. They have implemented a corporate asset management strategy which focuses on a service-centric approach, rather than an asset or financial one to link agreed service levels with funding needs. In 2012/13 the council prepared a Sustainability Performance Snapshot report providing an overview of its performance on a range of sustainability indicators for the 2012/13 financial year (10) (32).</p>
Economic	<p>The MIW region is one of the fastest growing regions in Queensland with an average annual growth rate of around 2.5% in 2011-2013 compared to a state average of just under 2%. This is largely due to strong growth in the mining resources sector although this</p>

Key elements	Local actions/initiatives to influence/manage development
	<p>growth has recently moderated with a contraction in the mining sector (17) (18).</p> <p>The MIW region is the largest regional economy in Queensland. In 2011/12 its GRP of \$20.6B was the third-largest in Queensland behind metropolitan centres of Brisbane and the Gold Coast. Mining however contributes just over one-half of the region's GRP. The Mackay region accounts for nearly one-third of Queensland's exported goods (18).</p> <p>The MRC has a stated commitment to building a sustainable region that maintains the positive cycle of growth, investment and development. It has established a dedicated Economic Development department of four staff to assist with the fast-paced growth of the region and to work in partnership with the region's business people and stakeholders to promote and maximise the region's development opportunities (19) (35).</p> <p>In addition to its Regional Sustainability Strategy the MRC has a number of other key planning, strategy, policy and promotional documents that provide a framework and support its regional development decisions and activities. These include the following:</p> <ul style="list-style-type: none"> • Corporate Plan 2009-2014 that encapsulates significant infrastructure improvements necessary to facilitate anticipated levels of growth over the next five years. The financial plan identifies the use of significant own-source revenue raised through rates and charges as well as external grants and borrowings as being necessary to implement these requirements. • MRC maintains a 10-year Strategic Financial Plan and will develop a 10-year Asset Management Plan that covers the life of the Corporate Plan and beyond. These plans identify planned expenditure and management of assets on council's activities and facilities over the 10 years – from where the funds have come and what the cumulative financial impacts of this will be on the region as a whole. It is council's financial blueprint for the future and a living document that must be regularly reviewed. • Mackay Region Planning Scheme that provides a framework for managing development of the Mackay region. • MRC Priorities for Infrastructure report. • Promotional documents – <ul style="list-style-type: none"> ○ Mackay Region: Strong economy, liveable region. ○ Invest Mackay. <p>Council sees value in supporting tourism and events as key economic drivers and contributes \$290,000 annually to the operations of Mackay Tourism. Council has negotiated a new three-year agreement with Mackay Tourism and future amounts will be considered as part of subsequent budget deliberations. In addition, council spends over \$10 million annually operating and maintaining 12 lifestyle and tourist facilities for the community.</p>

Key elements	Local actions/initiatives to influence/manage development
	<p>MRC has completed an insurance gap analysis on all their services to compare their current risk controls with required insurance coverage with the aim of limiting exposure to both potential workplace health and safety issues and increasing insurance premiums (1) (3) (10) (19) (35).</p>
Environmental	<p>MRC has taken on a proactive leadership role in managing future sustainability and potential climate change issues in the community and broader region. The key components of its sustainability approach are:</p> <ul style="list-style-type: none"> ○ Corporate Plan 2009-2014 – which is currently being reviewed and updated defines the strategies and programs the council will pursue to deliver its sustainability outcomes and how it will respond to key regional and local issues. ○ MRC Sustainability Strategy 2013-2018 and Policy (2012) – outlines the MRC’s commitment to sustainability by integrating economic, environmental, social and cultural considerations into its decision making processes and policies to build and strengthen a culture of sustainability. ○ Sustainable Futures Advisory Committee – a key driver for developing the Sustainability Strategy this group has taken on a proactive leadership role in delivering sustainable practices across the organisation (34). <p>MRC has developed numerous policies relating to environmental protection and management as well as response planning for natural disasters. Examples include:</p> <ul style="list-style-type: none"> ○ Mackay Local Disaster Management Plan ○ Emergency Action Guide ○ Coastal Management Guidelines: Mackay Coasts and Communities ○ Best Practice Guidelines for Controlling Stormwater Pollution from Building Sites ○ Acquisition of Land for Environmental Purposes (Policy 064) ○ Numerous Beach and Creek management plans. <p>MRC is a principal partner with the Pioneer Landcare and Catchment group and provides infrastructure support (office space and IT) and annual funding to enable them to engage with volunteers and the community, and build capacity to deliver natural resource management outcomes. Projects involve: nursery program including plants for council and community; Wetlands and Coastcare projects; Land for Wildlife program; Regional Healthy Waterways initiatives; Iona West Men’s Shed; Pioneers River Improvement project; Padaminka Field Day May 2013 and various promotional opportunities and displays (fetes, support for local schools and expos) (19).</p>

Key elements	Local actions/initiatives to influence/manage development
	<p>MRC provides funding to the Sarina Landcare Catchment Management Association to facilitate connecting the community to the environment. Activities and projects include: River /creek management programs; Sarina Community Coastcare; school education, activity and field days; workshops; community nursery projects; Sarina Community Native Gardens; weed eradication projects; Land for Wildlife program; blue green algae trials at Middle Creek Dam and joint projects with wider catchment landcare groups.</p> <p>MRC provides small grants through the Natural Environment Grants program (7).</p> <p>Council has developed a draft planning scheme to replace the three existing schemes and provide a unified approach to managing land use and the development in the region for the next 20 years. It will also aid in catering for urban and industry growth and protecting the good-quality agricultural land and natural environments (8).</p> <p>In 2012/13 to help build a resilient community the MRC staged a highly successful Cyclone Saturday event at a major local shopping centre providing thousands of local residents with critical information on how best to prepare for cyclones, floods and heavy rain. The council also distributed 9,000 shopping bags containing an ‘Are you prepared for emergencies?’ message with a complete emergency checklist to primary schools funded by Emergency Management Queensland (10).</p>
Social/Cultural	<p>In Suncorp Bank’s second annual liveability study (2014) Mackay was ranked 10th overall amongst Australia’s 30 most populous cities as the most family friendly city based on 9 key family friendly indicators. It was ranked in the top 10 best Australian cities on 3 individual criteria – income (4th), unemployment (5th) and community safety (1st) (33).</p> <p>MRC has a strong commitment to enhancing community health and wellbeing, promoting cultural diversity and social inclusiveness. It provides and maintains 592 hectares of open space for sport and recreation; 253 parks and reserves, 111 playgrounds including an all-abilities playground, 7 skate parks, 4 swimming pools and a three-tiered Bluewater Lagoon, 26 boat ramps, 5 libraries and one mobile library, an international sports stadium, an award winning Blue Trail shared pathway, 13 community halls and a recreation centre, a youth centre and 9 SES facilities in addition to 3 museums; 2 art galleries; 1 entertainment and convention centre; 1 welcome centre and 2 tourist attractions - the historic Greenmount Homestead and the Sarina Sugar Shed. It also runs an extensive program of community and cultural events, festivals and activities as already outlined. These facilities and services provide numerous opportunities for community participation and involvement to enhance the development of social and cultural capital within the local community and across the region.</p> <p>Council has outsourced the management of the stadium facility via an arrangement with a new entity comprising Mackay Junior</p>

Key elements	Local actions/initiatives to influence/manage development
	<p>Rugby League, the Mackay and District Rugby League and the Mackay Cutters Team. Council has allocated \$180,000 for operational, transitional and minor capital costs. Benefits will include the multi-purpose facility securing additional events and activities for the wider community (10).</p> <p>Mackay Active Towns Program – is a \$6 million pilot program funded by the Queensland Government over three years that commenced in early 2013. It includes the delivery of new cycling and walking infrastructure as well as education programs to increase physical activity and wellbeing. Significant achievements have been made with the construction of new and extended cycle ways, the opening of a secure bicycle parking facility and bicycle events and activities (1).</p>

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Appendix L City of Wagga Wagga and the Riverina East Region: socio-economic profile

Variables		Regional Capital - Wagga Wagga		Riverina East Region Organisation of Councils (REROC) ^a		
Location	Distance from State capital ^{15,18}	450 km south west of Sydney 460 km north of Melbourne 245 km west of Canberra				
	Geographic area ¹⁵	4,886 sq. km		47,917 sq. km ¹⁵		
Population	Estimated Resident Population	<ul style="list-style-type: none"> Largest regional city in NSW 		<ul style="list-style-type: none"> Comprised of 13 LGAs and 2 water county councils 		
	ERP June 2011 ⁷	61,535		136,900		
	ERP June 2013 ⁷	63,115		139,043		
	Median age (years) – 2011 Census					
	Wagga Wagga	34 ¹³		39 ⁹		
	NSW	38				
Population	Aboriginal and/or Torres Strait Islander origin (2011)	Wagga Wagga	Difference from NSW (% points)	REROC⁹	Difference from NSW (% pts)	

Variables		Regional Capital - Wagga Wagga			Riverina East Region Organisation of Councils (REROC) ^a		
% population	4.59%	(+2.09%)		3.8%	(+1%)		
% of households with Indigenous person/s	6.79%	(+3.14%)		-	-		
Population growth – persons	Wagga Wagga	% NSW pop. growth		REROC	% NSW pop. growth		
2001-2006	+2,238	1.06%		2007–2012 ¹⁰	-		
2006-2011	+3,263	0.69%		+658	0.14%		
2011-2013	+368	0.19%		-	-		
Population growth – Average Annual Growth Rate (AAGR)²	Wagga Wagga	Difference from NSW (% pts)		REROC	Difference from NSW (% pts)		
2001-2006	0.78%	(+0.14%)		2007 – 2012 ¹⁰	-		
2006-2011	1.09%	(-0.28%)		0.1%	(-1.23 %)		
2011-2013	0.30%	(-1.02%)		-	-		
Population projections from	Proj. pop.	Change	AAGR	Proj. pop.	Change	AAGR	

Variables		Regional Capital - Wagga Wagga			Riverina East Region Organisation of Councils (REROC) ^a		
	2014 ERP base ⁷	63,847	-	-	140,227	-	-
	2014-2021	69,667	(+5,820)	1.25%	149,772	(+9,545)	0.95%
	2021-2026	73,939	(+4,272)	1.20%	156,654	(+6,882)	0.90%
	2026-2031	77,968	(+4,029)	1.07%	163,226	(+4,029)	0.83%
Labour Force		Wagga Wagga	Difference from NSW (% pts)		REROC⁹	Difference from NSW (% pts)	
	Size (persons)	33,229 (Sep 2013) ⁴	-		76,942 (June 2013) ¹⁶	-	
	Participation rate (2011 Census data) % persons 15+ years in labour force	65.2%	(+2.8%)		65%	(+2.6%)	
	Unemployment rate	4.6% (Dec 2013)	(-1.0)		4.2% (June 2013) ¹⁰	-	
	Ave annual unemployment rate	Wagga Wagga	Difference from NSW (% pts)		REROC¹⁰	Difference from NSW (% pts)	
	Jun 2002-Jun 2006	5.3%	(-0.16%)		-	-	

Variables		Regional Capital - Wagga Wagga		Riverina East Region Organisation of Councils (REROC) ^a	
	Jun 2007-Jun 2011	4.5%	(-0.72%)	-	-
	Jun 2012-Jun 2013	4.8%	(-0.50%)	4.8%	(-0.50%)
	Job provision ratio (2011)	Wagga Wagga	NSW	REROC	
	Local jobs per resident labour force participant (local jobs/labour force)	0.78:1	0.90:1	0.86:1	-
Skill Base		Wagga Wagga	Difference from NSW (% pts)	REROC⁹ (2011 Census)	Difference from NSW (% pts)
	School completion Year 12 or equiv.				
	% population (2011)	41.2%	(-6.4%)	35%	(-12.6%)
	Bachelor Degree or higher (2011)				
	% people	27.1%	(-7.6%)	-	-
	% workers employed in area	20.3%	(-8.1%)	-	-
	Certificate/Dip/Adv. Diploma (2011)	Wagga Wagga	Difference from NSW (% pts)	Residents 15+ with post-secondary qualifications (Certificate or higher)¹⁰	
	% people	54.9%	(+9.6%)	REROC	Difference from NSW (% pts)

Variables		Regional Capital - Wagga Wagga		Riverina East Region Organisation of Councils (REROC) ^a	
	% workers employed in area	36.6%	(+3.7%)	51%	(-7%)
Occupation	Employed in professional or managerial occupations (2011)	Wagga Wagga	Difference from NSW (% points)	REROC¹⁰	Difference from NSW (% pts)
	% resident workers	31.2%	(-4.9%)	32.3%	(-3.8%)
	Employed in manual occupations (2011) (technicians/trades, machinery operator/driver, labourer)				
	% resident workers	32.8%	(+4.5%)	35.5%	(+7.2%)
	Employed in professional or managerial occupations (2011)				
	% local jobs	32.6%	(-4.0%)	34.3%	(-2.3%)
	Employed in manual occupations (2011) (technicians/trades, machinery operator/driver, labourer)	Wagga Wagga	Difference from NSW (% points)	REROC¹⁰	Difference from NSW (% pts)
	% local jobs	29.8%	(+1.7%)	33.1%	(+5.0%)
Income	Median household income –	Wagga Wagga	NSW	REROC⁹ (2011 Census)	NSW⁹ (2011 Census)

Variables		Regional Capital - Wagga Wagga		Riverina East Region Organisation of Councils (REROC) ^a	
	Weekly	\$1,500 - \$1,999	\$1,500 - \$1,999	\$996	\$1,237
	Annual	\$78,000 – \$103,999	\$78,000-\$103,999		
Social Disadvantage	SEIFA ranking – National and State rank and decile³	National	State		
		Rank – 373/564 Decile – 7	Rank – 108/153 Decile - 8		
	Welfare dependency	(2011 Census)¹¹		(est. Mid-2010)¹⁰	
	(% pop. with government support main income source)	21.6%		22.1%	
	(NB: higher rank and decile indicates lower the social disadvantage)	National Rank – 410/564			
Connectedness	Internet connection (2011)	Wagga Wagga	Difference from NSW (% points)	REROC⁹(% dwellings)	Difference from NSW⁹
	% of people with an internet connection	80.0%	(-0.20%)	69%	(-8%)
Economic Output	Gross Regional Product (GRP) – June 2013	\$3.699B (0.78% GSP)			

Variables		Regional Capital - Wagga Wagga		Riverina East Region Organisation of Councils (REROC) ^a
	Value of Output – June 2013	\$7.32B (0.75% NSW value of output)		
	Value added – June 2013	\$3.43B (0.77% NSW value added)		
	Wages and salaries – June 2013	\$1.88B (0.82% NSW wages and salaries)		
	Jobs	26,011 (0.87% NSW jobs)		
Productivity		Wagga Wagga	NSW	
	GRP per capita – 2013	\$62,207	\$68,872	
	GRP per worker – 2013	\$142,200	\$159,021	
Industry Base	Traditional industries^{4,18}	<ul style="list-style-type: none"> Highly diverse industry base with retail, commercial and industrial precincts. Commercial and industrial ventures include a Livestock Marketing Centre, Teys/Cargill Australia, Renewed Metal Technologies and an oil seed crushing plant. Largest wine producing region in NSW. Defence forces. Education and training. Large health care and social assistance sector. 		<ul style="list-style-type: none"> Agriculture and rural production Retail Health & social care services Public service Education & training Tourism
	Value of total output (June 2013) Top industry sectors by value of	<ul style="list-style-type: none"> Manufacturing (1,346.9M) Public Administration & Safety (\$902.2M) Construction (\$710.9M) 		

Variables		Regional Capital - Wagga Wagga	Riverina East Region Organisation of Councils (REROC) ^a
Industry Base	output	<ul style="list-style-type: none"> Rental, Hiring & Real Estate Services (\$643.1M) Health Care & Assistance (\$436.5M) Education & Training (\$416.5M) 	
	Value added⁴ Top industry sectors by value added	<ul style="list-style-type: none"> Public Administration & Safety (\$475.8M) Rental, Hiring & real estate Services (\$426.4M) Health Care & Social Assistance (299.6M) Education & Training (\$294.4M) Manufacturing (\$274.1) 	
	Employment (number of jobs) Top industry sectors:	<ul style="list-style-type: none"> Health Care & Social Assistance (3,782) Public Administration & Safety (3,327) Retail Trade (3,140) Education & Training (2,960) Manufacturing (1,911) Accommodation & Food Services (1,873) 	<ul style="list-style-type: none"> Rural production (6,238) Health Care & Social Assistance (5,853) Retail Trade (5,591) Education and Training (4,904) Manufacturing (4,743) Public Service (4,743)
	Wages and salaries (June 2013) Top 5 industries by wages and salaries	<ul style="list-style-type: none"> Public Administration & Safety (\$312.3M) Education & Training (\$257.6M) Health Care & Social Assistance (\$247.1M) Manufacturing (\$150.7M) Retail Trade (\$132.0M) 	
	Employment growth – 2006-2011		
	Change in total number of jobs	Net Change = -193	Net change = +989

Variables		Regional Capital - Wagga Wagga		Riverina East Region Organisation of Councils (REROC) ^a
Industry Base	Top 5 jobs growth industries:	<ul style="list-style-type: none"> Health Care & Social Assistance (+542) Construction (+222) Education & Training (+138) Public Administration & Safety (+102) Professional, Scientific & Technical Services (+74) 		<ul style="list-style-type: none"> Health Care & Social Assistance (+583) Construction (+355) Education & Training (+211) Public Service (+178) Manufacturing (+163)
	Top 5 job loss industries:	<ul style="list-style-type: none"> Retail Trade (-418) Manufacturing (-330) Administration & Support Services (-119) Information Media & Telecommunications (-107) Transport, Postal & Warehousing (-73) 		<ul style="list-style-type: none"> Rural Production (-1,418) Retail Trade (-659) Information Media & Telecommunications (-148) Administration & Support Services (-145) Accommodation & Food Services (-134)
Business Structure	Number of businesses:	June 2011	June 2012	June 2011¹⁰
	Total	5,947	6,178	13,675
	Non-employing	3,301	3,471	7,896
	Micro-business - <5 staff	1,467	1,499	3,251
	SMEs 5-19 staff	902 }	933 }	2,528
	Medium – 20-199 staff	268 } = 1,179	272 } = 1,208	-
	Large – 200+ staff	9 }	3}	-

Variables		Regional Capital - Wagga Wagga		Riverina East Region Organisation of Councils (REROC) ^a	
	Business growth – 2009-2012	Wagga Wagga	NSW	2007-2009¹⁰	2009-2011¹⁰
	change in total number businesses	5,882 to 6,178 +296 (5.03%)	679,677 to 710,389 +30,712 (4.5%)	13,844 to 13,403 -441 (-3.2%)	13,403 to 13,675 +272 (+2.03%)
Investment	Value of new building approvals	Wagga Wagga		REROC¹⁰	
	2001/2 – 2005/6	\$567.1M (Ave: \$113.4M p.a.)		2005/6	\$260.9M
	2006/7 – 2010/11	\$965.2M (Ave: \$193.0M p.a.)		2006/7-2010/11	\$1,875M (Ave: \$375M p.a.)
	2011/12 – 2012/13	\$312.6M (Ave: \$156.3 p.a.)		2011/12	\$263.8M
	Projected investment				
	3 year horizon commercial and industrial investment (Spring 2012) ¹⁹	\$487M			

Variables		Regional Capital - Wagga Wagga	Riverina East Region Organisation of Councils (REROC) ^a
	Major recent investment⁴	<ul style="list-style-type: none"> • Wagga Wagga Base hospital \$282M • Murrumbidgee Mill \$35M • Southcity Expansion \$30M • Wagga Wagga Airport Upgrade \$18M • Marketplace Expansion \$15 • Riverina Day Surgery \$11M • Koorinal Mall Expansion \$6.5M 	
Community Services and Facilities	Educational institutions^{4, 5, 15, 18}	<p>Innovative city of learning with extensive high quality pre-school, primary, secondary and post-secondary/tertiary education facilities including:</p> <ul style="list-style-type: none"> • 25 early childhood and pre-school facilities, 24 primary schools (17 public and 7 private); 8 secondary schools (3 public, 5 private), 6 specialist education facilities including 2 for children with learning and intellectual disabilities. • 3 universities – Charles Sturt University (largest CSU campus), Rural Clinical Schools at the University of NSW and University of Notre Dame • Riverina Institute of TAFE NSW (34,000 students p.a.) • Riverina Community College (a leading employment service provider) • Royal Australian Air Force Base • Regional Express (REX) Australian Airline Pilot Academy (\$25M state of the art facility) • Army Recruit Training Centre 	

Variables	Regional Capital - Wagga Wagga	Riverina East Region Organisation of Councils (REROC) ^a
	<ul style="list-style-type: none"> • Riverina Conservatorium of Music • School for Seniors 	
	<p>Transport infrastructure^{4, 17, 18}</p> <p>High connectivity – strategic centre for interstate transport</p> <ul style="list-style-type: none"> • Rail – on the nation’s main rail freight corridor and proposed Riverina Intermodal Freight and logistics Hub; NSW TrainLink XPT trains twice daily. • Road – junction of two major highways (Sturt Highway north-south and Olympic Highway east-west); within 100 km of Hume and Newell Highways. Greyhound and Firefly express coach services to Sydney, Melbourne and Adelaide. <p>Air - 146 regular weekly passenger flights; 207,000+ airline passengers annually; 25,000 aircraft movements</p>	
	<p>Health^{4, 5, 18}</p> <ul style="list-style-type: none"> • 2 major hospitals – Wagga Wagga Base Hospital (public) and Calvary Private Hospital. • Wagga Day Surgery. • Riverina Radiotherapy Cancer Centre. • Retirement Villages, Nursing Homes and Community Health Centres. • A health service redevelopment project is also underway – expand public health services for a 	

Variables		Regional Capital - Wagga Wagga	Riverina East Region Organisation of Councils (REROC) ^a
		297,000 person catchment area. Purpose built 50 bed mental health facility offering specialist mental health inpatient facilities completed and a new acute hospital that will include emergency services, angiography suites, medical imaging, operating theatre and inpatient units is underway.	
	Retail⁴	<ul style="list-style-type: none"> Wagga Wagga has a strong retail sector with 9 shopping districts that collectively employ over 3,000 people. It is the largest retail, commercial, administrative and population centre in the Riverina region servicing more than 160,000 people with a wide range of products. 	
	Public agencies	<ul style="list-style-type: none"> Defence forces based in Wagga Wagga – RAAF Base at Forrest Hill and Army Base at Kapooka. Department of Education and Communities. 	<ul style="list-style-type: none"> Public sector employment 2011 (% employment)¹⁰: <ul style="list-style-type: none"> State Commonwealth Local REROC 10.2% 6.0% 2.8% NSW 9.7% 3.5% 1.5%
	Cultural^{4, 5, 10, , 15, 17, 18}	<ul style="list-style-type: none"> Museums, theatres, music, art galleries and arts community. Wagga Wagga Art Gallery includes the National Art Glass Gallery with the largest collection of 	

Variables		Regional Capital - Wagga Wagga		Riverina East Region Organisation of Councils (REROC) ^a
		studio glass and hosts a program of national exhibitions. <ul style="list-style-type: none"> • Heritage buildings, public artworks, sculptures and gardens. • More than 400 events each year. • Active sport & recreation community – known as the ‘City of Good Sports’. Produced a number of high profile sportspeople. Facilities include basketball, netball, softball, baseball, all codes of football, volleyball, outdoor and indoor cricket, athletics, running, golf, archery, shooting, indoor and outdoor karting, ice skating, bowls, road and off-road cycling, water sports (sailing, water skiing, canoeing, kayaking, freshwater fishing) and a range of health and fitness centres. 		
Housing Affordability	Housing – median property value	Wagga Wagga	Capital city -Sydney	
	(all dwellings – June 2013) ^{4, 18}	\$260,000	\$565,000	
	2012/13 FY⁶	Wagga Wagga	NSW	
	Median house price	\$312,500	\$454,500	
	Median unit price	\$232,500	\$457,500	
	Median rental price	Wagga Wagga	Capital city-Sydney	Median weekly rent (2011 Census)⁹

Variables		Regional Capital - Wagga Wagga		Riverina East Region Organisation of Councils (REROC) ^a	
		Sep 2013 ^{4, 18}		REROC	NSW
	3 bedroom all dwellings –	\$283/week	\$480/week	\$188	\$300
	Median weekly rent	Wagga Wagga	NSW		
	3 bedroom home ⁶	(2012/13) FY \$300	June 2013 Qtr \$360		
Volunteering		Wagga Wagga¹	NSW⁹	REROC⁹	
	% people doing voluntary work for organisations/groups (2011)	21.0%	17%	25%	
		<ul style="list-style-type: none"> In 2013 Wagga Wagga was ranked 1st amongst Australia's top 30 largest cities for community involvement – described as Australia's most socially aware city with 45.4% of residents aged 18+ years opting to do unpaid voluntary work through an organisation in the past 12 months.¹⁴ 			

a. REROC members include the following LGAs – Bland, Coolamon, Cootamundra, Corowa, Greater Hume, Gundagai, Junee, Lockhart, Temora, Tumbarumba, Tumut, Jerilderie/Urana, Wagga Wagga.

Sources:

Unless otherwise indicated latest REMPLAN data accessed at <http://www.economicprofile.com.au/waggawagga> and <http://www.communityprofile.com.au/waggawagga>. This incorporates data from:

- Australian Bureau of Statistics' (ABS) June 2012 Gross State Product, 2008 / 2009 National Input Output Tables and 2011 Census Place of Work Employment Data.
- Australia Bureau of Statistics, Regional Population Growth, Cat. 3218.0 (Released 31 July 2012)
- Australia Bureau of Statistics, Counts of Australian Businesses, including Entries and Exits, Cat. 8165.0 (Jun 2011, Released 31 Jan 2012).
- Department of Employment Small Area Labour Markets (SALM).

¹ Australia Bureau of Statistics, National Regional Profile, Wagga Wagga (C) 2007-2011 (Catalogue No. 1379.0.55.001)

² Australia Bureau of Statistics (31 July 2012), Regional Population Growth, Cat. 3218.0.

³ Australia Bureau of Statistics, Socio-economic Indexes for Areas (SEIFA) 2011 (Cat. 2033.0.55.001) – higher rank and decile indicates lower socio-economic disadvantage

⁴ Business Wagga Wagga Economic Snapshot 2014, City of Wagga Wagga,

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⁵ Evocities website – www.ecocities.com.au – accessed 3 June 2014.

⁶ Fitzpatrick's Real Estate (2013), The Fitzpatrick's Report financial year 2013, Wagga Wagga NSW.

⁷ Forecast.id - Population Forecasts for Riverina Cities - <http://forecast.id.com.au/riverina-cities/home>

⁸ National Economic Indicators Series – www.economic-indicators.com.au/ accessed 3 June 2003.

⁹ Public Practice Pty Ltd (2013), Eastern Riverina Community Portrait 2011, report prepared for REROC.

¹⁰ Public Practice Pty Ltd (2013), An Economic Portrait of Eastern Riverina September 2013.

¹¹ Regional Australia Institute, In[Sight] Competitiveness Index – lower rank indicates lower welfare dependency. www.regionalaustriainstitutew.com.au. Accessed 28 May 2014.

¹² Riverina Eastern Region Organisation of Councils (REROC) website - www.reroc.com.au - accessed 4 June 2014.

¹³ Riverina RDA website – www.myregion.gov.au/profile/riverina - accessed 4 June 2014.

¹⁴ Suncorp Bank (January 2014), Suncorp Bank's Family Friendly City Report

¹⁵ Wagga Wagga City Council Annual Report 2012-2013, Wagga Wagga City Council.

¹⁶ Wagga Wagga City Council Community Strategic Plan – Ruby & Oliver.

¹⁷ Wagga Wagga Community Profile – www.communityprofile.com.au/waggawagga - accessed 2 June 2014.

¹⁸ Wagga Wagga City Council (2014), Wagga Wagga New Residents' Guide.

¹⁹ Wagga Wagga City Council Spatial Plan 2013-2043.

Appendix M Wagga Wagga City Council – key drivers and inhibitors of growth - insights from published documents

Broad categories of drivers/inhibitors	Local events or actions/initiatives
Environmental/ natural resource endowments	<ul style="list-style-type: none"> • Major environmental and natural resource endowments include a temperate climate, stunning landscapes in the heart of the Riverina region, the Murrumbidgee River, and fertile agricultural and horticultural land that supports extensive rural land uses including sheep and cattle grazing, wheat and mixed farming and viticulture. • Long-term drought and climate change pose challenges that will potentially inhibit growth and development especially rural growth in the region. (11) (16) (20)
Community capital Infrastructure and essential services	<ul style="list-style-type: none"> • Wagga Wagga vision – to be a thriving, innovative and connected community rich in opportunity, choice, learning and environment. • A major regional transport hub with an extensive network of road, rail and air transport. • WWCC supplies and maintains an extensive network of physical infrastructure within the LGA that provides a platform for economic and social development, strengthens the community-natural environment link and creates a sense of place for residents and visitors. Includes roads, bridges and culverts, footpaths, public shelters, kerb and gutter, stormwater and sewer infrastructure, recreational assets, open spaces, landfills, Council businesses and community buildings valued at \$1.2B at June 2012. WWCC spends some \$16.7M p.a. on asset maintenance. • Wagga Wagga airport - serves as a transport, business and tourism gateway to the Riverina region and is a leader in regional aviation having won the prestigious ‘Regional Airport of the Year 2013 – 50,000 – 499,999 passengers’ award at the Australian Airports Association Industry Awards. It is a critical asset driving community growth, vitality, enthusiasm and economic health. It currently services 146 regular weekly passenger flights carrying 207,000+ passengers annually. It sees some 25,000 aircraft movements including nearly 8,000 training movements and has more than 100,000 vehicles moving through its car park each year. It functions as a fully self-funded operation generating some \$267,000 in revenue in 2012/13. In 2013 the Wagga Wagga airport • Future passenger traffic projections for the airport by 2029/30 are: <ul style="list-style-type: none"> ○ High scenario (sustained boom) – estimated 750,000 passengers ○ Medium scenario (expected value) – estimated 525,000 passengers ○ Low scenario (2 recessions) – estimated 375,000 passengers.

Broad categories of drivers/inhibitors	Local events or actions/initiatives
	<ul style="list-style-type: none"> • Recent airport upgrades and future development seen as major driver to Wagga Wagga and the Riverina region. The Airport Master Plan proposes developing Wagga Wagga as a regional airport city with the capacity to create synergistic revenue streams through 6 key strategically located economic activity clusters within and around the airport – high-valued commercial activities, aviation support and training, education and research, industrial park focussing on aviation support activity and green, innovative and recycling technologies, defence activities and terminal, freight and high service businesses. • Livestock Marketing Centre – the premier livestock selling centre in Australia marketing cattle, sheep and lambs. Established in 1979 the facility is a major driver of agribusiness, employment and economic growth in the regional economy. As a wholly Council owned facility that operates on a totally self-funding financial model it generates a substantial annual dividend which funds numerous rural and regional projects in the Wagga Wagga LGA. • Strategies to build a more connected community include: <ul style="list-style-type: none"> ○ a 220km network of footpaths ○ emphasis on proactive road maintenance works ○ bridge upgrades. • A wide variety of high quality health, education and training, and other key essential community services facilities. • WWCC makes a \$10,000 p.a. contribution to Medical Specialist Recruitment and Retention. • Extensive commercial and industrial land and infrastructure including the strategically located Bomen Business Park (2,040Ha) and the newly developed industrial precincts around the airport. • The proposed Riverina Intermodal Freight and Logistics Hub involving an investment of some \$69M would see the construction of new major rail and road infrastructure and a freight terminal on 80 hectares of land in the Bomen Business Park. • New housing developments on the outskirts of Wagga Wagga city offer affordable housing. This combined with a large employment base has attracted young families from the region and Sydney. (1) (7) (9) (10) (13) (14) (15) (19) (20) (21)
Human capital	<ul style="list-style-type: none"> • WWCC sees itself as a facilitator for developing a lifelong learning culture in Wagga Wagga and for growing the region’s education, training and learning industry. WWCC has an MOU with CSU and Riverina Institute of TAFE NSW aimed at enhancing Wagga Wagga’s reputation as a leader in education, training and research in regional Australia as well as a place for sustainable business and balanced living. (14) • WWCC provides a \$5,000 p.a. scholarship to University of NSW School of Rural Health. (9)

Broad categories of drivers/inhibitors	Local events or actions/initiatives
	<ul style="list-style-type: none"> • WWCC also supports the human capital development of its staff through its health and wellbeing initiatives, its staff training program, its sponsorship of staff participation in the 2013 Young Leaders Conference, the development of an e-learning induction program for new employees, participation in the Local Government Managers Australia Challenge and its staff Education Assistance Scheme (65 staff being supported in tertiary studies in 2012). (14)
Social capital	<p>Building community networks:</p> <ul style="list-style-type: none"> • WWCC focuses on using sports, recreation, arts and leisure as means of connecting the community. (14) • The WWCC Rural Villages Plan project and its Mobile Supported Playgroup Project are social initiatives aimed at supporting access to preschool programs for families in isolated rural communities and to help families and caregivers with young children build social support networks. Participation is growing rapidly, tripling in the 3 months April-June 2013. (18) • WWCC hosts 'Welcome to Wagga Wagga' events to facilitate new residents in forming social networks with other new residents, local residents, members of Council and business people. (20) <p>Building business networks:</p> <ul style="list-style-type: none"> • WWCC hosts a number of events to promote the development of networks within the community including: <ul style="list-style-type: none"> ○ Mayoral Breakfast The WWCC Mayor hosts monthly business breakfasts for various sectors of the local economy to provide a chance for local businesses and organisations to engage and discuss pressing issues with senior council staff. Different industry groups and themes for discussion are selected each month. This has been a vehicle for building working relationships between the council and local business community. ○ Wagga Wagga Big Business Breakfast WWCC hosts the Big Business Breakfast annually - primarily a networking event that brings together local businesses leaders and other business, industry, organisation representatives. ○ TAFE NSW Riverina Institute and Charles Sturt University Since 2012 WWCC has a memorandum of understanding in place with TAFE Riverina and Charles Sturt University. Quarterly meetings are maintained by the three parties. (9) (12) • The Committee for Wagga conducts a 'Wagga Connect' program that supports the development of social networks. It provides members with a platform to learn and exchange ideas and promote Wagga Wagga success stories. It is a forum for like-minded successful business people from a range of industries to meet and develop their networking skills. Monthly

Broad categories of drivers/inhibitors	Local events or actions/initiatives
	<p>events include regional tours and guest speakers and are designed to inform and support members in promoting and growing Wagga Wagga city. (2)</p>
Cultural capital	<ul style="list-style-type: none"> • Wagga Wagga hosts some 400 events throughout each year. WWCC directly contributes to these by providing financial support (sponsorship), promotional assistance and general support, assisting with the development of the events and providing advice on conducting and developing the event. Examples of the numerous cultural events and initiatives staged by Wagga Wagga include: <ul style="list-style-type: none"> ○ Wagga WaggaFest (an annual short film competition) that began in 2011 to nurture local talent, build partnerships and community connections and promote awareness of the City Brand. This has generated many successes including national awards, building social networks and professional collaboration, and winning a NSW local government award for excellence in communication and reporting to local communities. ○ The Fusion 12 festival – a multicultural event attracting about 7,000 festival goers with cultural activities from over 40 countries of origin. ○ Numerous community events, programs training and information sessions conducted by the WWCC Social Planning team in partnership with other government and non-government organisations to help connect people with varied cultural backgrounds and provide them with access to services and support. ○ Ngurra Hub – offers youth, after school care, education and training, carer support and cultural programs and is home to a group of local Aboriginal artists. • In the 2012/13 financial year WWCC contributed in excess of \$163,000 in donations to various community organisations and not-for-profit groups. • Sister City relationships – WWCC has 3 Sister City relationships – Leavenworth Kansas USA (1962), City of Kunming Yunnan Province China (1988) and Nordlingen Bavaria Germany. These are largely aimed at cultural exchange. In 2013 Wagga Wagga hosted the Knabenkapelle Boys Band (youth orchestra and musical ambassador of Nordlingen) and official delegation that included the Lord Mayor in 2013. (14)
Entrepreneurship and innovation	<ul style="list-style-type: none"> • Wagga Wagga Airport Master Plan 2010 – aims to establish Wagga Wagga as a ‘world class aviation education and training city’ and its airport as a ‘Centre of National Aviation Significance’. Takes an integrated approach to aviation, land and commercial development, environmental management and surface transportation; sets out infrastructure and land development requirements to support long term growth and development of Wagga Wagga and the region. of Key activity

Broad categories of drivers/inhibitors	Local events or actions/initiatives
	<p>clusters identified for development around the airport include –</p> <ul style="list-style-type: none"> ○ Training, education, innovation and R&D ○ Regional showcase/presentation hub ○ High value industry and commerce. (10) (14) <ul style="list-style-type: none"> ● In 2012/13 Douglas Aerospace was secured as the airport’s Commercial Aviation Precinct’s anchor tenant with its operations to the Wagga Wagga airport - its first aircraft refurbishment hangar capable of handling Boeing 737-800 and Airbus A321 aircraft has been constructed with a second hangar able to cater for aircraft as large as the Saab 340 under construction. Private aircraft owners are constructing four additional hangars in the light aircraft precinct with another group of developers seeking to construct another four hangars in this precinct. (14)
<p>Economic and market conditions</p>	<ul style="list-style-type: none"> ● Tourism is a substantial industry in the Wagga Wagga region with over one million visitor days and nights generating a spend of over \$224M a year. The Riverina (Griffith, Gundagai, Hay, Leeton, Temora and Wagga Wagga) attracted 910,000 domestic overnight visitors (8.8% rise), 22,800 international overnight visitors (7.5% rise) and over 1.4M domestic daytrip visitors (1.1% rise) for year ending Sep 2013. (9) ● Wagga Wagga hosts numerous sporting, cultural, business and community events and markets to attract visitors to the city and surrounding region. The WWCC is a member of Riverina Regional Tourism. Its Tourism team participates in numerous RRT promotional activities as well as undertaking its own promotional activities that drive the ongoing development and success of tourism in Wagga Wagga. (14) ● Evocities Initiative - in an Australian first initiative, in 2010 the WWCC has collaborated with 6 other regional cities in NSW to form the Evocities initiative to encourage people to live, work and invest in any of these leading regional cities. Members include Albury, Armadale, Bathurst, Dubbo, Orange, Tamworth and Wagga Wagga. WWCC contributes \$60,000 p.a. to the campaign. In the first two years the Evocities campaign has generated 2,000 pieces of media coverage, 180,000 visits to its website and seen a total of 924 new families welcomed to these 7 cities. (3) (13) ● Rural growth in the region is being inhibited by: <ul style="list-style-type: none"> ○ Declining economic opportunities in rural areas and globalisation of the world agricultural economy ○ Mechanisation and modernisation of farming methods and corporatisation of farming operations ○ Rising start-up costs limiting new entries in the agricultural sector ○ Economic rationalism and statutory controls ○ Social change - changing social values, lifestyle choices and ageing farmers (20)

Broad categories of drivers/inhibitors	Local events or actions/initiatives
<p>Institutional Environment</p> <p>Governance and intergovernmental relations</p>	<ul style="list-style-type: none"> • Community engagement and participation: • WWCC actively uses the Integrated Planning and Reporting Framework for strengthening community participation in Council decision making. Extensive community stakeholder engagement is undertaken for each major planning activity including the Wagga Wagga City Spatial Plan, Community Strategic Plan (Oliver & Ruby), Asset Management Plan, Local Environment Plan, Riverside Master Plan, Airport Master Plan, etc. • WWCC has a strong customer service focus and is committed to encouraging the community to be engaged, involved and informed about Council decisions affecting them. It has dedicated Media and Communications and Customer Service teams that have comprehensive systems in place to support the Council's community engagement activities. These teams create and implement initiatives that will enhance community participation and service delivery. WWCC has developed a strong online presence in response to growing community preference for communicating online. Its online community engagement hub for promotes discussion and gathers community feedback on projects, services and policy directions to promote fair, informed and representative decision making. In 2012/13 the hub attracted nearly 7,500 people who made over 22,000 visits and downloaded nearly 11,000 documents. Also, the WWCC sent over 1,000 tweets. • WWCC has four Advisory Committees comprising Planning Advisory Committee, Sister City Committee, Australia Day Committee, Floodplain Risk Management Committee • WWCC has extensive representation on numerous external organisations and committees. These include: • Riverina Water County Council; Bushfire Management Committee; Eastern Riverina Noxious Weeds; Local Traffic Committee; Murray Darling Association Committee; Public Libraries NSW (Country) Committee; Riverina regional Libraries; Riverina Conservatorium of Music; Rural Fire Service Zone Agreement Management Committee; Australian Road Transport and Heritage Centre Committee; Public Art Panel; Wagga Tidy Towns; Australia Day Committee; Liquor Accord; WWCC/Crown Lands Working Party; Sister City Community Committee; Regional Capital Australia; Australian Regional Road Group. • FloodFutures Initiative - In response to major floods in 2010 and 2012, the WWCC used a variety of traditional and new engagement techniques to engage with the community to inform and educate people about all aspects of living and working on a floodplain and to gain community feedback on proposed flood management strategies. This included an interactive website and 6 community forums in flood affected villages and suburbs. • Development of a Corporate Calling Card to facilitate more consistent and efficient communication between the Council and community members. (14) (20)

Broad categories of drivers/inhibitors	Local events or actions/initiatives
	<p><i>Partnerships/collaborations with other LGAs:</i></p> <p>Riverina Eastern Region Of Councils (REROC)</p> <p>REROC is a voluntary association of 13 General Purpose Councils and two water county councils which include: Bland, Coolamon, Cootamundra, Corowa, Greater Hume, Gundagai, Junee, Lockhart, Temora, Tumbarumba, Tumut, Urana, Wagga Wagga, Goldenfields Water and Riverina Water.</p> <p>NSW Inland Forum</p> <p>A joint initiative of the cities of Dubbo, Tamworth and Wagga which collectively represent a population of over 156,000 with a catchment of 430,000 people. It aims to present a single voice and meets quarterly in Sydney to discuss matters of mutual interest. In 2014 Albury, Armidale, Bathurst and Orange Councils resolved to join the Inland Forum.</p> <p>Country Mayors Association of NSW Incorporated</p> <p>Formed to further the interests of regional and country areas in NSW by providing an effective voice and forum for country NSW Mayors. All Mayors and General Managers of regional country Councils in NSW are eligible for membership. Meetings are held quarterly in Sydney and the current Mayor of Wagga Wagga is the current Chairperson of the Association.</p> <p>Riverina Regional Cities</p> <p>A joint initiative of Albury, Griffith and Wagga Wagga City Councils that collectively represents a population catchment of over 160,000. It aims to present a single voice to Government on matters of mutual interest and promotion of the Riverina. Meetings are held 3 times a year one at each City. (9) (14)</p> <p><i>Partnerships/collaborations with government and/or government agencies:</i></p> <p>NSW Trade and Investment</p> <p>WWCC and the NSW T&I share an informal working partnership and share any relevant information received through respective</p>

Broad categories of drivers/inhibitors	Local events or actions/initiatives
	<p>networks.</p> <p>Roads and Maritime Services</p> <p>Regional Development Australia</p> <p>RDA-Riverina is a non-profit, community-based organisation with a committee of 12 members from across the region who represent local communities, businesses and local government. RDAs are champions for local communities, working towards developing local solutions to local problems, and ensuring the prosperity of the regions.</p> <p>FloodFutures Initiative</p> <p>A floodplain management and community responsiveness initiative of the WWCC that involves a Council partnership with the SES, Local Progress Association, State and Federal MPs. (9) (14)</p> <p><i>Partnerships/collaborations with not-for-profit and community groups:</i></p> <p>Committee for Wagga</p> <p>The WWCC and Committee for Wagga maintain a strong working relationship and both regularly attend meetings/events/conferences in a cooperative capacity. WWCC contributes \$10,000 p.a. in sponsorship to the Committee.</p> <p>Wagga Wagga Business Chamber</p> <p>The WWCC shares a cooperative working relationship with the local business chamber meeting monthly to discuss projects and any relevant issues needing attention as well as sharing any synergies. WWCC contributes \$10,000 p.a. in sponsorship to the Chamber.</p> <p>Riverina Regional Tourism (RRT)</p> <p>One of 13 Regional Tourism Organisations in NSW and the RRT is recognised as the peak Regional Tourism Organisation in the Riverina. Its key role is as a tourism marketing body for the Riverina. WWCC contributes \$17,045 p.a. to the RRT for membership.</p>

Broad categories of drivers/inhibitors	Local events or actions/initiatives
	<p>Memorandum of Understanding</p> <p>Between WWCC, CSU and Riverina Institute of TAFE NSW – a formalised commitment to promote Wagga Wagga’s reputation as a leading regional education, training and research provider that paves the way for developing training agreements between local industry and these education providers and promoting cooperation in meeting local training needs.</p> <p>Equestrian Facilities Partnership Project</p> <p>Partnership between WWCC and Charles Sturt University to develop equestrian facilities throughout Wagga Wagga.</p> <p>Wilks Park Improvements</p> <p>As part of the city’s Riverside Master Plan the WWCC partnered with the Kooringal Rotary club to undertake improvements to the park.</p> <p>Ashmont ArtSpace</p> <p>This is a partnership initiative between the Ashmont Placemaking Group, Easter Riverina Arts and the WWCC’s Economic development team and forms part of the city’s Retail Growth Strategy.</p> <p>Sustainable Environments - Annual Grants Program</p> <p>WWCC allocates part of its annual grants program funds to help local community groups implement an environmental sustainability project.</p> <p>WWCC and ACELG Research Partnership</p> <p>WWCC has entered into a research partnership with the Australian Centre for Excellence in Local Government under ACELG’s research partnership scheme to investigate community wellbeing indicators for smaller regional cities. (14)(19)</p>

Broad categories of drivers/inhibitors	Local events or actions/initiatives
Leadership	<ul style="list-style-type: none"> • WWCC has taken a lead role in natural disaster response and management as evidenced by the FloodFutures Initiative – a WWCC initiative that promotes the Council as a community leader for floodplain management and community responsiveness. (14) • WWCC sponsored placements for 3 staff to attend the 2013 NSW Public Sector Young leaders Conference to promote the development of staff leadership skills and provide professional networking opportunities. • Committee for Wagga Emerging Leaders Program – this body is an incorporated member based, self-funded independent organisation established in 2011 to support and promote sustainable progress and champion positive change for a better Wagga Wagga. WWCC an Executive member. The Emerging Leaders Program was initiated by the Committee4Wagga with CSU as the major sponsor – this 12 month experiential learning program aims to build the leadership capacity of individuals in Wagga Wagga with identified or proven leadership potential, targeting emerging leaders. It also aims to create a network of younger business leaders. (2)

Appendix N Wagga Wagga City Council - evidence of measures adopted by to build resilience and progress sustainable development

Key elements	Local actions/initiatives to influence/manage development
	<p>The WWCC uses an integrated planning and reporting framework to work towards meeting the community’s vision and has numerous integrated policies, plans and strategies in place that underpin strategies for fostering sustainable economic development as outlined below.</p>
Economic	<ul style="list-style-type: none"> • WWCC has established a Commercial and Economic Development Directorate to facilitate economic growth. Strategies to initially focus on – Bomen Business Park, airport, Livestock Marketing Centre and forming close relationships with existing local businesses as drivers of growth. (19) • Wagga Wagga Spatial Plan 2013-2043 – the Council’s key strategic planning document for directing and managing urban growth and change given projections of strong population growth. Sets out clear strategic indicators for the development of the Wagga Wagga LGA over the next 30+ years with inbuilt flexibility to respond to change. (14) (20) • WWCC Community Strategic Plan – it addresses all elements of sustainable development – economic, environmental, social/cultural and civic leadership - as well as addressing how to build community and organisational resilience. It includes baseline data for indicators and measures of targets to track progress against each goal. (14) (18) • WWCC Asset management Plan 2013/2017 – integral to building the community’s wellbeing and quality of life. Infrastructure provision forms the platform for economic and social development, linking community with the natural environment and creating a sense of place. (15) • WWCC Long Term Financial Plan 2013/2023 – this guide to the Council’s long term financial sustainability revealed that the Council faces substantial challenges in balancing its asset maintenance and renewal requirements in the medium to longer term with its currently available financial resources. As the rate pegging environment that exists in NSW hampers the Council’s capacity for raising revenue to match rising costs the Council recognises the need for a proactive and innovative approach to address this situation. (19) • WWCC Workforce Plan 2013/2017 – to ensure an adequate level of workforce resources to meet goals and objectives of the Community Strategic Plan and optimal use of these resources to meet the Council’s program of service delivery. Strategies include a focus on staff engagement, encouraging and supporting and innovation and continuous improvement within the organisation, enhancing worker productivity and strategies for building a sustainable workforce including succession planning and flexible

Key elements	Local actions/initiatives to influence/manage development
	<p>working conditions). (22)</p> <ul style="list-style-type: none"> • Wagga Wagga Airport Master Plan 2010 – Aims to establish Wagga Wagga as a ‘world class aviation education and training city’ and its airport as a ‘Centre of National Aviation Significance’. Takes an integrated approach to aviation, land and commercial development, environmental management and surface transportation; sets out infrastructure and land development requirements to support long term growth and development of Wagga Wagga and the region. of Key activity clusters identified for development around the airport include – <ul style="list-style-type: none"> ○ Training, education, innovation and R&D; ○ Regional showcase/presentation hub; ○ High value industry and commerce. (10) (14) <p>In 2012/13 Douglas Aerospace was secured as the airport’s Commercial Aviation Precinct’s anchor tenant with its operations to the Wagga Wagga airport - its first aircraft refurbishment hangar capable of handling Boeing 737-800 and Airbus A321 aircraft has been constructed with a second hangar able to cater for aircraft as large as the Saab 340 under construction. Private aircraft owners are constructing four additional hangars in the light aircraft precinct with another group of developers seeking to construct another four hangars in this precinct. (14)</p> <ul style="list-style-type: none"> • Retail Growth Strategy (14) • Bomen Business Park Strategic Master Plan and Bomen Industrial Ecology Strategy (14) • Riverina Freight and Logistics Hub (14) • WWCC to investigate and support alternative energy technology opportunities and commercial opportunities for renewable energy infrastructure. (14) • Tourism Strategy and Events Strategy – includes collaboration with State and regional partners to increase visitation to Wagga Wagga and the region and providing professional development training to staff and tourism industry stakeholder to enhance service delivery skills. (14) • Evocities and local branding initiative to attract new residents. (14) (3)
Environmental	<p>WWCC is committed to the principles of Ecologically Sustainable Development. WWCC plans and strategies aimed at addressing environment aspects of sustainable development include:</p> <ul style="list-style-type: none"> • A spatial plan that plans for and outlines strategies for how the Council will: <ul style="list-style-type: none"> ○ enhance the quality of the natural and built environment ○ accommodate growth and change without compromising the natural environment to ensure its sustainability

Key elements	Local actions/initiatives to influence/manage development
	<ul style="list-style-type: none"> ○ protect the city's heritage ○ respond to, manage and recover from natural disasters to build community resilience (20) ● Wagga Wagga Environmental Sustainability Strategy 2009-2013 – to improve the sustainability of the environment, balance the needs of the built and natural environments and ensure development strengthens the connection between the community and the natural environment creating a sense of place and enhancing community wellbeing. The strategy contains performance targets for energy, water, waste, fleet, biodiversity, paper and procurement. (14) ● Wagga Wagga Local Environmental Plan 2010 and Development Control Plan 2010 – provides objectives and controls for attaining preferred forms of development. (14) (20) ● FloodFutures Initiative – a WWCC initiative for floodplain management. (14) ● Riverside Master Plan – a plan to sustainably capitalise on the relationship between the Murrumbidgee River and Wagga Wagga city. (14) (20) (8) ● WWCC has a proactive Stormwater Management Plan to improve stormwater management – involves modelling overland flow of stormwater, sediment removal and the installation of flood mitigation infrastructure. (14) ● WWCC staff has forged partnerships and worked collaboratively with the Catchment Management Authority, Office of Environment and Heritage, Department of Environment and Climate Change, Environmental Protection Authority and the Riverina Eastern Regional Organisation of Councils to actively develop and implement strategies to improve the quality of land, water and biodiversity in the LGA. (20) ● WWCC infrastructure team in collaboration with the Riverina Water County Council to host the 2012 Local Government and Shires Association (LGSA) Water Management Conference where it showcased innovative water conservation and management projects in Wagga Wagga. (14) ● WWCC staff conducts an education program in the community and schools to increase community awareness of the causes, problems and management of urban salinity and has produced an 'Urban Salinity Guide'. The Council is also undertaking various programs to control urban salinity and closely monitors the water quality the Murrumbidgee River, Flowerdale and Wollundry lagoons and Lake Albert. (14) ● WWCC partnered with the Riverina Water County Council to develop guidelines for nature strip replacement. (14) ● WWCC has numerous other programs aimed at enhancing the sustainability of the natural environment including acquisition of a 150ha Environmental Conservation Area through a Voluntary Planning Agreement, registration of Wilks Park as a Wildlife Area under the 'Land for Wildlife' program, a flood restoration program and a roadside revegetation program. (14) ● As part of its Environmental Health services WWCC conducts a Food Safety and Compliance education program which has been recognised by the NSW Food regulation Partnership as a worthy initiative. More than 78 Councils from across NSW have participated in and benefitted from the program. (14)

Key elements	Local actions/initiatives to influence/manage development
	<ul style="list-style-type: none"> • WWCC is a signatory to the NSW Mayors' Agreement on Climate Change committing it to reducing carbon emissions by 20% by 2020 based on 2005/06 levels. The Council subscribes to the Planet Footprint scorekeeping service and implements ongoing initiatives to reduce emissions from energy. (14) • WWCC undertakes various activities to educate and engage the community on aspects of environmental sustainability including school talks and tours, conducting a Schools Sustainability Challenge, spotlighting surveys to monitor numbers of endangered wildlife, noxious weed awareness activities, community action days (e.g. Clean up Wagga Wagga Day, National Tree Day) and the Great Green Challenge. (14)
Social and Cultural	<ul style="list-style-type: none"> • The WWCC Spatial Plan outlines strategies for how it will build a community that: <ul style="list-style-type: none"> ○ Has a sense of belonging – a strong feeling of being part of the community ○ People who are engaged and involved in the community ○ Has opportunities to connect ○ Be involved in important decisions affecting them ○ Is working together to achieve the things important to them. ○ Has access to a variety of transport options ○ Acknowledges and respects the first custodians of the Wagga Wagga LGA – their heritage, culture, sacred sites and special places. (20) • WWCC has a strong commitment to developing and implementing programs that enhances community health and wellbeing, promotes social diversity and facilitates reconciliation between Aboriginal and non-Aboriginal people. (20) • It has 62 playing fields, 90 playgrounds, 210 parks and reserves across the LGA that re maintained to a high standard and a high quality Regional Aquatic Centre that hosts a number of key events like the National Water Polo Championship and attracts more than 300,00 visitors a year. • Major projects in 2012/13 aimed at enhancing community health and wellbeing included: <ul style="list-style-type: none"> ○ Botanic Gardens and Zoo - \$200,000 infrastructure renewal. ○ Lake Albert enhancements and conduct of an annual Lake Albert Community Forum as part of the WWCC's community engagement strategy to disseminate information and gain feedback on the Lake. ○ Equestrian facilities development project in partnership with Charles Sturt University. ○ \$1.1M project to implement a citywide Soccer Development Strategy including upgraded facilities. ○ Wollundry Lagoon Upgrade including development of a picnic area and revegetation works. ○ Robertson Oval-Bolton Park Upgrade project valued at \$8M – enabled Wagga Wagga to host the 2013 NAB Cup in

Key elements	Local actions/initiatives to influence/manage development
	<p>partnership with the AFL and other major sporting and cultural events at the facilities. (14)</p> <ul style="list-style-type: none"> • In Suncorp Bank's second annual liveability study (2013) Wagga Wagga was ranked overall first amongst Australia's 30 most populous cities as the most family friendly city. Based on 9 key family friendly indicators it ranked in the top 10 best Australian cities on 6 criteria – community involvement (1st), community safety (1st), road safety (1st), unemployment (3rd), mortgage stress, immunisation (equal 6th) and mortgage stress (10th). (12) • In an Australian study of personal wellbeing of people living in the 150 Australian electoral divisions for the period 2001 to 2010, the Riverina electorate was identified as not only being amongst the 14 Australian electorates having a Personal Wellbeing Index above the normal range, but also having the highest Personal Wellbeing index amongst this top group of electorates – this Index is a subjective wellbeing measure relating to satisfaction with 7 domains of people's life – standard of living, health, relationships, life achievement, safety, community connection and future security. NSW overall had the highest proportion of electorates with low wellbeing of all states/territories (62%) and only 21% of its electorates in the high wellbeing group. (4)

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Appendix O Riverina/Murray/Murrumbidgee Regions – selected government department and Regional Organisation of Councils Memberships (Council LGAs)

NSW Planning and Environment: Murray-Murrumbidgee Growth Plan	Riverina East Regional Organisation of Councils (REROC)*	NSW 2021: Riverina Regional Action Plan	RDA Riverina/NSW Trade and Investment: Riverina Business Region	Riverina and Murray Regional organisation of Councils (RAMROC)
Albury				X
Balranald				X
Berrigan				X
Bland	X	X		
Carrathool		X	X	X
Conargo				X
Coolamon	X	X	X	
Cootamundra	X	X	X	
Corowa	X			X
Deniliquin				X

NSW Planning and Environment: Murray-Murrumbidgee Growth Plan	Riverina East Regional Organisation of Councils (REROC)*	NSW 2021: Riverina Regional Action Plan	RDA Riverina/NSW Trade and Investment: Riverina Business Region	Riverina and Murray Regional Organisation of Councils (RAMROC)
Greater Hume	X			X
Griffith		X	X	X
Gundagai	X	X	X	
Hay		X	X	X
Jerilderie				X
Junee	X	X	X	
Leeton		X	X	X
Lockhart	X	X	X	
Murray	X			X
Murrumbidgee		X	X	X
Narrandera		X	X	X
Temora	X	X	X	
Tumbarumba	X	X		
Tumut	X	X		

NSW Planning and Environment: Murray-Murrumbidgee Growth Plan	Riverina East Regional Organisation of Councils (REROC)*	NSW 2021: Riverina Regional Action Plan	RDA Riverina/NSW Trade and Investment: Riverina Business Region	Riverina and Murray Regional organisation of Councils (RAMROC)
Urana	X			X
Wagga Wagga	X	X	X	
Wakool				X
Wentworth				X

* Goldenfields Water and Riverina Water are also members of REROC



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