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**Regional Science and Local Economic Development:  
Policy and Analytical Framework for Australia**

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REGIONAL SCIENCE AND LOCAL ECONOMIC DEVELOPMENT:  
POLICY AND ANALYTICAL FRAMEWORK FOR AUSTRALIA

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**Introduction**

Locally based economic development, as contrasted with state directed and controlled development, is a totally new phenomenon in Australia. While a few bold municipalities and regional commissions experimented with a variety of economic activities with state or Commonwealth approval as early as the 1970s, no concerted effort on the part of local or regional organizations to seize any form of economic development initiative emerged until very recently. The reasons for the slowness and continuing unevenness of Australian communities and regions to initiate or control economic activities relate directly to the origins of the nation, and the dominant roles of Commonwealth and State Governments in operating and directing economic activity. The vestiges of past policies and practices of senior government entities remain in Australia and continue to shape the current responses of localities to locally based economic development. As a result, there remains a genuine ambivalence among local officials and even within state formed regional commissions regarding their role as initiator or implementor of state or Commonwealth policies and programmes. The distinction between designing and developing locally discrete economic activities, and conducting programmes and projects for other levels of government, is clear to most policy makers. However, the problem remains for local and regional officials throughout Australia as to whether higher levels of government are indeed concerned with or genuinely interested in local economic initiatives.

Locally based economic development is not merely new rhetoric but represents a fundamental shift in the actors as well as the activities associated with economic development. Without going into all of its forms and permutations, local economic development is essentially a process by which local governments enter into new partnership arrangements with the private sector to create new jobs and stimulate economic activity in a well defined economic zone (usually consistent with political boundaries). Local government may be involved in a variety of ways ranging from initiator of the development activity, including equity ownership or partnerships, to co-coordinator and stimulator of economic activities through a variety of incentives using traditional town planning and related tools which encourage new or existing enterprises to locate or expand in the locality. Frequently, local economic development requires the formation of special development institutions and/or organizations operating over several local government areas to effectively meet the challenge of diversifying the area's economic base or improving its performance.

The major goal of local economic development, no matter what form it takes, is to increase the number and variety of job opportunities to match the available human resources in a community or region. To achieve this goal local government itself, as participant or leader, must take on an initiating rather than a passive reacting posture.

In essence local government and locally based institutions both public and private are required to assess the potentials and marshal the necessary resources to design and develop the local economy with economic policies similar to those of the national and state governments but on a small area basis. Clearly local institutions, irrespective of their scale, (i.e., regional or municipal) operating in the sphere of economic planning can reach well beyond their traditional roles. In the United States, and more recently the U.K. and several other European countries, local development initiatives are backed by national policy and resources. The basic posture of US and UK federal authorities is that local efforts can and will help alleviate problems stemming from national economic transformations and indeed that small area development is beneficial to the nation as a whole. In Australia, by contrast, the issue of local development initiative is confused by the absence of national policy as well as by the lack of any local/regional development scientific or conceptual framework for sub state economic analysis and policy formation.

At present in Australia regional/local economic development is a practice without intellectual underpinning. Nevertheless, since current economic institutions are failing to produce politically acceptable results, there is a movement toward alternative scenarios proposed at the local government and regional level. Further, there is some reasonable yet lightly supported evidence that some of the current employment issues are to be resolved through a more ambitious use of local institutions and regional resources. Finally, there is a begrudged acknowledgement by some public officials at the Commonwealth and state level that employment problems unique to a particular locale require more targeted and specific remedies can be provided through those with large scale employment programmes. In essence, it is the absence of economic policy alternatives to improve localities and deal with lagging economic zones, rather than a positive endorsement, that provides the current context for regional and local economic development in Australia.

As a result of the conditions described above it is important for regional scientists to reduce the ambivalence and anxiety of senior governments towards locally based economic development by forging realistic and sustainable analytical/policy implementation framework for Australia that will encourage as well as sustain the important local development initiatives currently underway. It is imperative that an indigenous regional/local development science emerge because local governments and regional agencies will not be able to advance their claims without a reasonable development science framework which clearly and substantially delineates small area assessment techniques, analytical processes, and economic impact determination.

### **The Argument for Regional/Local Economic Development in Australia**

Historically regional and local economic development in Australia has been pursued as population redistribution and social equity policy. In the 1960s and 70s Australia's metropolitan areas were viewed by public officials as having reached the point of diseconomies of scale for both economic and social reasons. On the economic side, it appeared that the cost of providing infrastructure and dispersing employment were well out of balance between metro and rural areas (Butler and Mandeville p.14-25). On the population side of the ledger, city congestion, crime and urban living patterns were viewed as harmful to the states and the nation. While a number of analysts demurred from these views, there

remains considerable evidence as well as political support, for them. The 1960s policy alternative under these circumstances was to create inducements which Carter (1984) describes as, "...removing them (city problems) through decanting of population and economic activity to non-metropolitan areas." (p.C.2). With respect to locational equity, government policy to date has emphasised the inequalities in the distribution of jobs among regions in the nation and inequities in public facilities (O'Connor, 1983). It is this historical context that shapes the current intellectual framework of regional science and impedes consideration of an economically rational basis for a regional or local economic development science.

While Australia has proceeded from the distributive model of regional policy, the United States and the U.K. have developed regional science methodologies from a depressed area perspective. In the U.S., in particular, the apparent differences between the economic performance of rural places and inner city areas to produce job and improve the quality of community life required specific spatially oriented remedies. Even in times of exceptional economic growth and excellent job production, sections and segments of the U.S. population were economically left behind. As a result, the U.S. government fostered development initiatives designed to overcome the deficiencies of specific locales (Blakely & Bradshaw, 1983). Regional science's contributions to understanding the direct and indirect influences of economic activity spatially led to numerous policies to stimulate economic activity in the deficient zones in both the U.S. and the U.K. Doubtless the deficiency as well as the distributive models of regional science were helpful in earlier periods but they are not useful nor are they adequate in the current situation.

The mobility of firms, the transformation of work and the internationalisation of capital have altered the contribution of regional science to the theories of development (Bluestone & Harrison, 1982). Place-related economic development is now an international concern. Even in areas of rapid economic activity and job formation the match between workforce and jobs may not be balanced. That is, in many major centres in Australia as well as overseas there is an apparent mismatch in skills, locations and other attributes of the existing or forecasted workforce. Further, the sectors in economic decline (manufacturing, goods and food production) are shedding labour which will have ramifications throughout the economic system irrespective of location. Additionally, the workforce is either finding it difficult or impossible to make spatial readjustments to the changing economic conditions. As the recent report on tariff reduction in the textile, clothing and footwear (TCF) industry by Sloan and colleagues found:

"..TCF employees appear to be strongly attached to their region. Many have close relatives living in the region and just over half were either born in the region or moved there as a child. Of those who moved to the region as adults, most came from other parts of the State (other than the capital city) seeking a better living environment or to be close to friends or relatives. Most TCF workers had lived in the regions for at least 10 years, and considered their regions as a good place in which to live. It should be emphasised, however, that in terms of these characteristics, TCF workers do not differ significantly from their non-TCF counterparts. In other words, it appears to be typical of regional employees to have strong attachment to their districts." (Sloan et al, 1985)

Even if the labour pool were more mobile and flexible with respect to wages and other factors there still are not enough jobs being created to meet the demand. There are no safe havens for economic change and/or dislocation. Primary

producing areas are affected by slack world demand as well as technological improvements that reduce jobs. Similarly communities with advanced technology configurations, including those that have experienced remarkable growth throughout the 1980s in the U.S. and Japan, are now undergoing readjustments in human resource requirements due to technological change combined with world market realignments (EPAC No. 1 Report, 1985).

Public policy designed to meet the challenges of economic disruption of regions and localities runs the considerable risk of sheltering non-competitive enterprises or sectors of the economy and creating new disparities between regions by favouring one area over another which might retard overall development or developing the false impression that neither communities, workers nor firms need to make any sacrifices in periods of rapid economic change (EPAC, op cit). Experience has shown that central government policy no matter how well intended, has undesirable locational features. Unfortunately regional science methods with specific sectoral orientation have tended to neglect the ability of humans and institutions at the local level. O'Connor (1983b) supports this view when he suggests that regional policy can enhance (1) spatial adjustments to economic re structuring in order to induce local economic activity which improves creative new reuse of local human and industrial resources and (2) improve general economic growth through a better use of locally based institutions. Also, there is no local institutional economics emerging from regional science to support local economic development. Current regional economics in Australia is more oriented to "post hoc" policy analysis with few methods available to assist in policy choices or direction for local development.

In essence, Australian regional economics as an analytically descriptive tool is insufficient in its current form to assist in a new bottom up economic development planning process. Last year's keynote speaker Michael J. Breheny (1984) put it succinctly as follows, "...regional scientist are operating with a conception of policy making, and of their role in influencing policy making (in Australia - perhaps elsewhere too) that is outmoded and simplistic; in consequence they (we) are ridiculed..." (p. 19).

Regional economic methods must now be adjusted to focus on the place and context in which economic initiatives are being taken, that is, on the municipal and small sub state (provincial) regional scale, and to provide decision oriented information as well as policy management tools that integrate regional/local economic development with larger scale state and national policy. In sum, economic development planning should begin at the smallest politico-economic unit as the building block for the national economy rather than assuming that local government authorities provide only the venue only for externally determined economic policy.

#### **Dimensions of a New Regional Science for Local Economic Development**

A new regional science for local economic development must integrate process methods and policy formation into a single system. Too frequently regional scientists with an interest in policy rely on a single tool or set of tools without contributing to or understanding the intervention components of their efforts. Therefore, the first thing that Australian regional science must do is develop a mix of analytical, planning and policy methods appropriate to this country. The basis for such a system can be derived from the work underway throughout the nation by policy-oriented regional scientists and reinforced through Australian Institute of Urban Studies Project 73 (1).

FIGURE 1 : THE LOCAL DEVELOPMENT PROCESS FLOW CHART

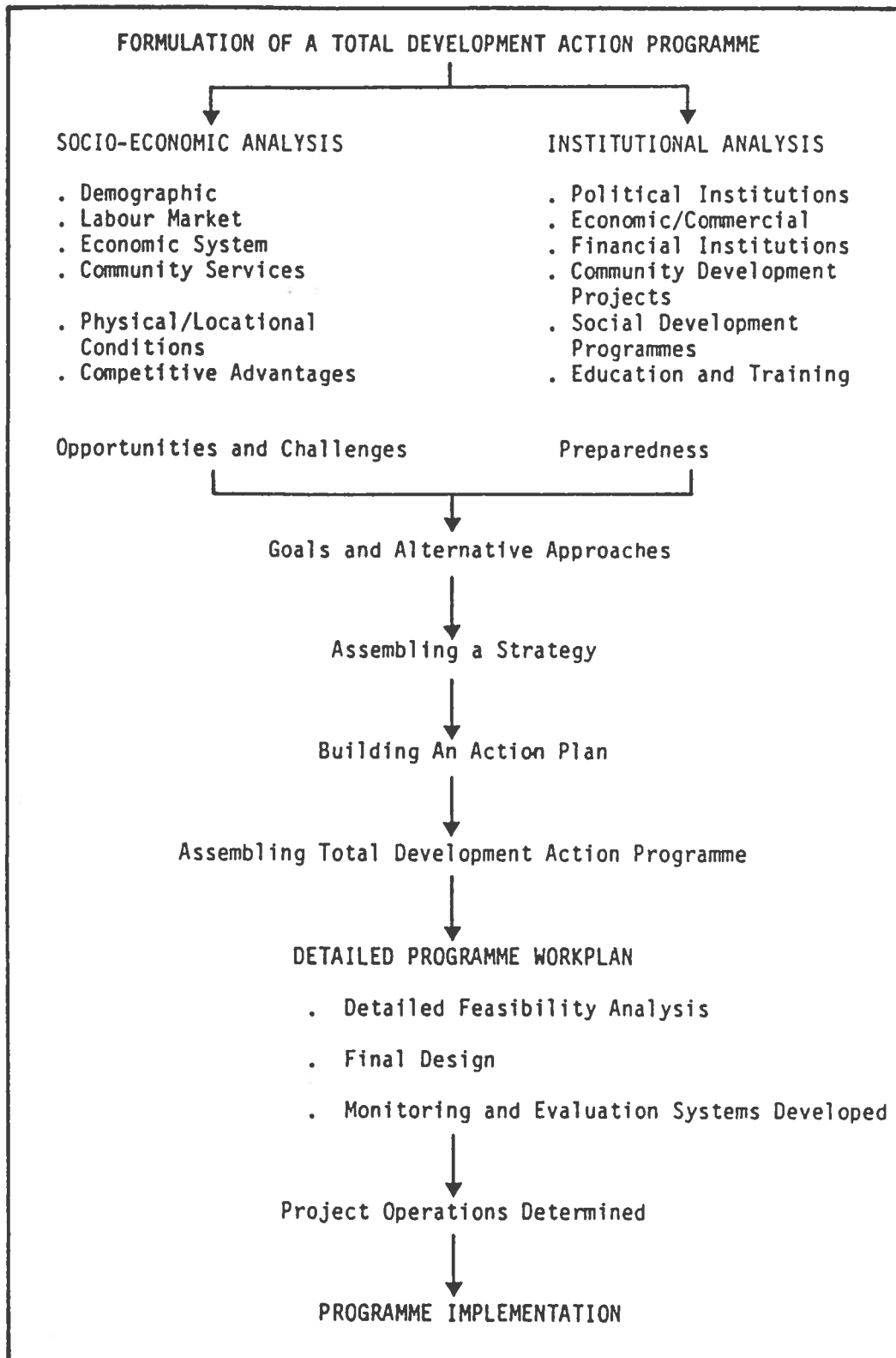


FIGURE 2: LOCAL ECONOMIC DEVELOPMENT ANALYTICAL AND POLICY FRAMEWORK

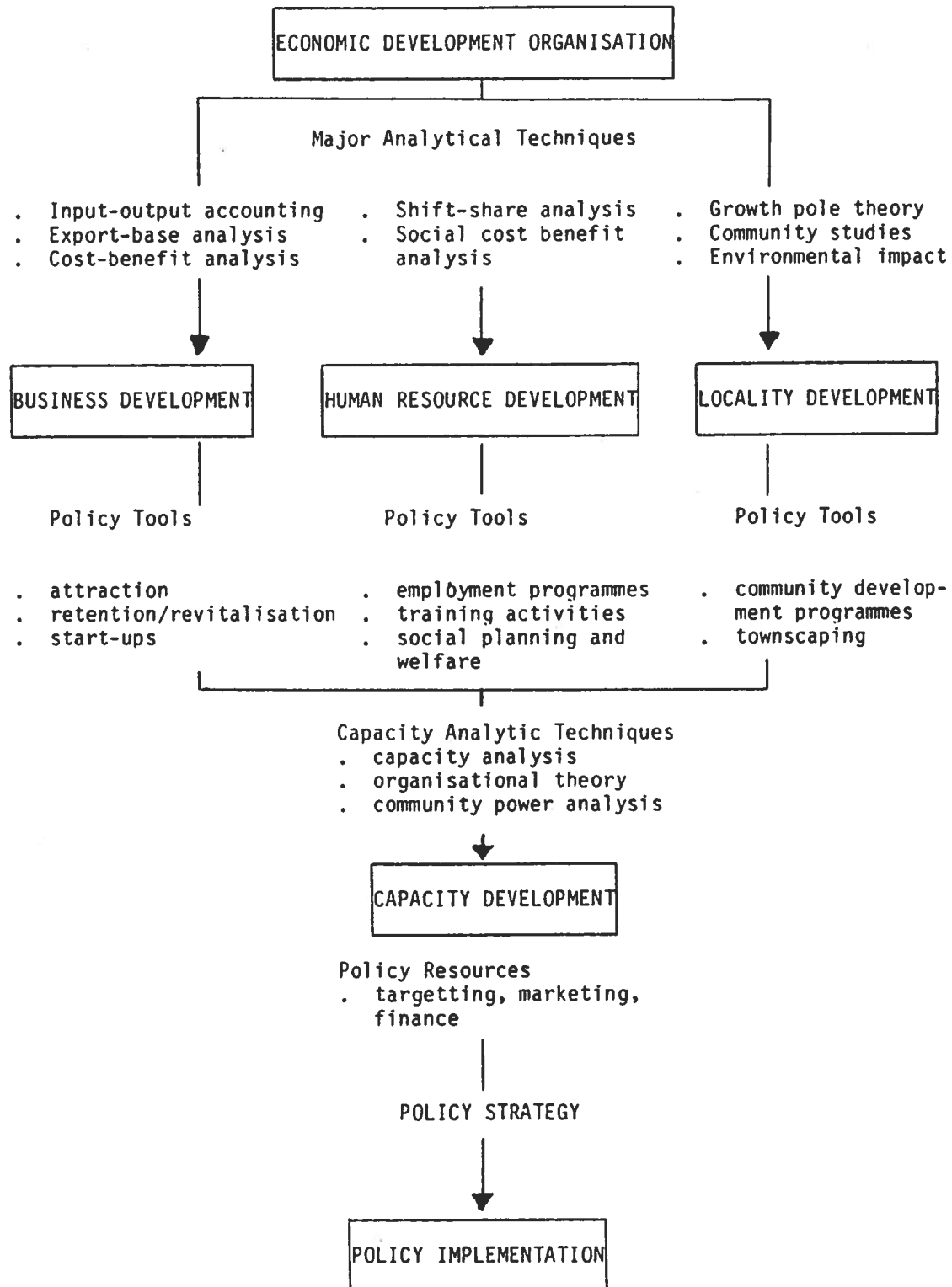


Figure 1 provides a clear view of the two important conceptual frameworks that undergird a new approach to locally based economic development. The left hand side of the diagram demonstrates the use of the traditional regional science analytic dimensions in assessing a local economy. The existing analytical methods require fine tuning for small area analysis along the lines of the contributions of Carter and others in the 1983 Proceedings (Regional Science 1983). On the other hand, the right side depicts a new area of local institutional economics which reports the preparedness dimension of the policy process. This side of the analytical system has received far too little attention among academics, policy makers and practitioners.

Development preparedness is measured by assessing both the actions and reactions of the politico-economic system towards meeting the needs of the community, and the systems capacity to perform new economic or related developmental tasks (see appendix 1 for items for analysis). For instance, an inventory of the existing social, commercial and industrial organizations in an area provides some insight into its capacity to mobilise such groups in the future. Similarly, an analysis of the community's ability to design, finance and market projects is an indicator of its capacity to embark on more difficult economic development ventures. In sum, this analysis will provide a framework for the possible roles and strategies that communities can or should initiate themselves. Subsequent to this analysis the regional development practitioner/planner has a better perspective on the likely alternatives to promote. Instead of promoting general concepts like import substitution or general export orientation, there can be a more precise prescription developed on the basis of real opportunities and actual capacity of the local system to contribute towards its own development within the parameters described by O'Connor (1983) earlier. Too frequently, the regional planner is left to follow his/her own devices regarding the appropriate economic and institutional development strategy to pursue. The systems approach outlined here provides a perspective for both regional planners and policy makers that is interactive, with generally understandable parameters. The appropriate use of regional economics tools within this context is a more troubling issue.

#### A Suggested Local Economic Development Policy System

The local economic development analytic system shown in Figure 1 integrates the existing regional science methods into a single analytic policy framework. Figure 2 (on the next page) describes this system in more detail. In figure 2 each of the three major strategy components for local economic development are depicted separately. The business development component recognises the requirement of local communities to develop, import and/or sustain and expand existing enterprises. The human resource component relates to the skills development component which makes it attractive for an enterprise or industry to remain in or come to an area. The locality development component refers to the physical improvements both in appearance and in planning systems that communities can undertake to improve their attractiveness to entrepreneurs. These components are linked through the analytical processes described below.

Section 1      **\*Socio-economic Analysis** - This includes the traditional analytical methods used by regional science integrated across the three dimensions of local economic development - business development, human resource development, and locality development.

Section 2      \*Policy Analysis - This includes the assessment of the major political tools that can be used in combination to provide a variety of approaches related to each of the strategy areas. For example, separate usually linked employment and training approaches are required within the human resource strategy interdependent with the business development strategy.

Section 3      \*Capacity Analysis - This analytical process is designed to provide policy makers with framework for determining the range of actions possible as well as plausible within the community context. It is foolish to undertake project or programmes without an adequate institutional system and firm commitment. Therefore, organisational studies must be undertaken and management systems developed which are consistent with the local situation.

The development system discussed requires integration of many of the regional science tools into a multidimensional framework. In the past there has been a tendency to rely too heavily on borrowed national economic descriptive tools to find out what was wrong and to rely on intuitive judgment to determine what to do about it. The proposal advanced here is that there are known ways and methods to build prescriptive local economic development systems of practical value to communities and useful for the advancement of regional science.

#### A National and State Policy Framework for Local Economic Development in Australia

New regional science tools in themselves are not sufficient to provide the impetus for local economic development. As previously stated the federal government needs to clarify its relationship to this process and its role in it.

For example, in the United States federal policy not only endorses but promotes local economic development efforts. There are a plethora of U.S. federal government programmes that provide seed capital to local governments thereby allowing municipalities to initiate and/or act as joint partners with private enterprise. Most U.S. cities are also eligible for specific assistance in the form of combination grants and loans (HUD - UDAG for example) to embark on long term development projects. In addition, several combinations of block grants provide special local infrastructure as a major component of the economic development process. Finally, U.S. cities of 250,000 or consortia of smaller communities are required to organise and co-ordinate through a joint public/private authority all of the employment and training activities associated with locally determined economic development objectives.

Australian communities by contrast have few resources available to them beyond their town planning authority. Nonetheless as the Ministry of Local Government recognises in a recent report "...Local government has the legitimacy to play a strong role in economic development..." (Local Government Ministers Conference, 1985). Not only does local government need to maximise the resources it has at its disposal but also to receive encouragement and additional resources from both the national and state governments. It is possible to construct policy as well as resource roles for both the national and state government. Naturally there are constraints to the role and potential of local government. But local government can become an important actor within the framework of national and state policy with sufficient guidance and resources.

The federal government is in the best position to encourage local government in taking on new economic development initiatives. The Self Report (1985) acknowledges the expanding roles of local government into the areas of human services provision and economic development. The report supported the views expressed by The Australian Council of Local Government "...that local government responsibility should be developed especially in the areas of community service and local economic development" (p. 375). The Self Report recommends further devolution of power and responsibility to local government because "...by their public investments and town planning powers municipalities can influence private investments, and can take responsibility for the development of their areas in the interest of residents". (p. 377) (emphasis added).

It is within these expanded roles for local government that the federal government can provide guidance to municipalities in economic development. One important incentive that the federal government might provide is special funding to states and localities to jointly conduct activities for the purpose of promoting regional economic planning. As a companion to area economic analysis the federal government might also provide increased assistance to multijurisdictional organizations, especially those involving public/private partnerships for the coordination of local economic activities. In essence, the national government should encourage locally based economic development that brings all of the relevant actors together within reasonably described and defined labour sheds or economic activity zones. In addition, the federal government might encourage the states to fund decentralised economic development decision making to regionally based economic planning units, which integrate all current commonwealth and state development agencies into multi purpose regional economic and employment functions with a single division manager.

One avenue for immediate attention by the federal government is the integration of the various employment and training and job creation schemes into locally based economic development councils. The basic idea would be to promote an overlapping, if not an entirely congruous, employment planning structure and economic development organisation. Both public and private organizations (unions, private enterprise, local government and service organizations) should be involved in directing these bodies. Federal government integration of employment and training with economic development and local government financing could be achieved through the guidelines proposed in the Self Report (1985).

In essence, the federal government can play a leadership and a facilitating role. Significant new resources may not be required the careful use of existing programmes may suffice. In addition, the federal government can stimulate local communities to become part of the national economic development planning system by providing more information on the likely geographic impacts of national economic policy and by providing communities with special assistance to make adjustments preferably to make long term plans before adjustments are required.

Some State governments in Australia are already at the forefront of locally based economic development.. The role of these states should be strengthened those states less disposed might benefit from observing the innovators.

In the United States state government, for example, provides assistance to localities that are pursuing economic development. The methods they employ vary. Most of the US states act as the attraction agents. That is, they promote the virtues of the state in general and provide a broad state policy framework that facilitates locally based economic development activities. In most instances, the state provides technical assistance to local communities and industries. U.S. states also attempt to create the industrial relations and business climate that will allow industries to advance within the state. There

are a variety of interpretations regarding the success or failure of such efforts (Summers and Clemente, 1976). Nonetheless, U.S. states are generally viewed as positive instruments in facilitating local economic development (Conway, 1983).

State governments in Australia by contrast have traditionally played the role of development initiator for localities. There is still some potential for this role to be played for very large scale projects. However, there remains considerable room for local government as an initiator of economic development. There are three interrelated roles state government can play to support local economic development. First, states can educate local governments in the opportunities and methods used in economic development. State government is in the best position to run training programmes for members of local councils and council officers on the roles municipalities can play in economic development as well as the resources available at state and national levels to support the process.

Second, states can provide technical assistance and co-ordination of economic development for local governments. States should provide technical assistance through resource pools of public servants capable of assisting local governments think through their options and roles and identify the resources available locally or elsewhere to help them draft economic development plans. One way of proceeding in this regard would be for the state development agency to outline or sketch the elements or features of an economic development policy consistent with the policy framework described in Figure 1.1. Communities might then be provided with funds to work with University personnel, consultants and others to transform the outline into realistic plans of action.

Also state governments can co-ordinate the planning efforts of communities across sub-state and even inter-state areas (where appropriate) to maximise diversity and specialisation among places while preserving an integrated state development horizon. This form of co-coordinated bottom up planning could yield enormous benefits to the state and reduce internal waste of energy and resources currently experienced as communities pursue conflicting and more often duplicative objectives in an ad hoc fashion.

Third, state government can develop a well articulated economic strategy (similar to Victoria) which outlines the sectoral opportunities and directions for the state. Such a strategy must go the next step and identify as far as possible the strategic areas for major industrial development. Conversely, in sectors like tourism, specialisation and identity should be clearly developed from the local base. Within this overall bottom up strategy plan communities can assist rather than under cut or compete with the state for development opportunities.

There is enormous scope for the state to play facilitating rather than directing roles with respect to locally based economic development. Only a slight re-orientation of the existing mechanism could bring this about.

#### Local Government Capacity for Local Economic Development

Local government will be an important actor in, but not the only local institution, that can promote economic development at the local level. In the U.S. many local governments have formed separate local economic development corporations (LEDC). These corporations, which are comprised of local business, government, unions and community based groups, are a governing body for significant economic activity. The LEDC's purchase land, start enterprises, loan money and even have equity positions in local industries. In other communities similar bodies provide planning, coordination and promotional

services. The mandate and organisation of the local development agency in each state varies tremendously across the nation. Most communities have some form of organisation either under direct control or indirect control of local government.

The development capacity of Australia's local governments is only now being formed. The rhetoric regarding local participation in local economic development has moved well ahead of the actual institutional ability of municipalities. Much more attention must be paid by local government to their real capacity to engage in development in three fundamental areas. First, each local government needs to assess its current management systems and staffing to determine what level of economic activity it can and should be involved in and what role it can play. Local governments that are having difficulty managing their existing resources or making appropriate policies to attract new and/or retain existing industry, for example, may decide that they have marginal capacity to embark upon new economic activities. This capacity assessment can and should take place within a total local government corporate strategic planning framework. (Floyd, and Palmer, 1985)

Second, local governments must pay attention to their ability to involve a wide range of groups within the political system. Economic development requires direct relationships being fostered between private industry, governments, unions and community social service and welfare agencies. In some communities there is little dialogue at present among these groups. Until there is meaningful community participation there is little potential for a community to initiate economic development programmes.

Third, local governments must utilise their assets in a more productive manner to promote economic development. Communities already have land, buildings, staff, public infrastructure and other assets which are useful tools for promoting economic development. Assembling these resources is a first step for communities desiring to formulate their own future. In addition, local government has to create a single or united entry point to their resources to facilitate business development and job creation.

In a sense local government is an actor in economic development no matter what course it pursues. The real issue is how a single local government or combination of local governments marshall their resources and create the right institutional form to direct their economic destiny.

### Conclusion

Regional science has a legitimate and valuable contribution to make to local economic development in Australia. The opportunity to build an indigenous framework is available with some work already underway. A concerted effort should be made by those interested in this new policy area to give it intellectual strength by contributing to the development of diagnostic as well as prescriptive methodologies useful in local economic development.

Clear Commonwealth and State support for local economic development will facilitate the processes already underway by municipalities across the nation. Some new legislation is also required but the principal resources of the federal and state government are leadership and information.

**Acknowledgements** The author wishes to acknowledge the support and co-operation of Kaye Bowman (Research Assistant) and Barbara O'Malley (typist) in the preparation of this manuscript and also the Australian Institute of Urban Studies which acted as host and sponsor for the 1985-86 academic year.

## Notes

1. Project 73 Taking Local Development Initiatives is the national research and demonstration programme of the Australian Institute of Urban Studies for 1985-86. The project is developing local economic development capacity in non metropolitan centres and suburban areas throughout Australia. Project 73 publications can be obtained through the Institute of Urban Studies, P.O. Box 809 Canberra. ACT 2601.
2. HUD-UDAG refers to the US Department of Housing and Urban Development programmes of Urban Development Action Grants. These grants are designed to encourage local government engage in public private partnerships for economic renewal of depressed inner city or rural areas.

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## APPENDIX 1: ASSESSING A COMMUNITY'S CAPACITY TO UNDERTAKE LONG-TERM ECONOMIC DEVELOPMENT

| Main Functions                                                                                                                                                                                                                                                                                                                                                                | Definition of services within each function                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>ECONOMIC PLANNING</b>                                                                                                                                                                                                                                                                                                                                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| <ul style="list-style-type: none"> <li>. economic plan</li> <li>. data base to make/update plan</li> <li>. co-ordinating body                             <ul style="list-style-type: none"> <li>- staffing</li> <li>- financial capacity</li> </ul> </li> <li>. one-stop centre</li> </ul>                                                                                   | <p>The economic planning function comprises four services: the production of an economic plan that sets out strategies for the development, importation, retention and expansion of preferred businesses and is formally adopted by local governments and chambers of commerce; the maintenance of a data base on both local and non-local economic activities in order that the economic plan can be regularly updated; The creation of a body with sufficient, trained staff and financial resources to co-ordinate the economic development process; and the establishment of a single entry point or one-stop centre to expedite the information needed by local and prospective businesses.</p>                                                                                                                                                                                                                                                                      |
| <b>HUMAN RESOURCE DEVELOPMENT</b>                                                                                                                                                                                                                                                                                                                                             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| <ul style="list-style-type: none"> <li>. social profile</li> <li>. data base to make/update plan</li> <li>. social resources guide</li> <li>. youth, senior citizens programmes</li> <li>. availability of higher ed.</li> <li>. involvement of social service institutions</li> <li>. research and development</li> </ul>                                                    | <p>The services within the human resource development function include: the preparation of a social profile to enable the identification of human needs; the maintenance of a data base to update regularly the profile; the production of a social resources guide in a form that is readily accessible to community members; the development of social programmes that match the needs and interests of target populations and dependent groups such as junior and senior citizens in particular; the provision of tertiary educational opportunities that help build economic development skills; the encouragement of social service organisations to be actively involved in job creation schemes; and most importantly nowadays the creation of locally-based organisations that offer applied technological research services which support the local economic development plan.</p>                                                                               |
| <b>LOCALITY DEVELOPMENT</b>                                                                                                                                                                                                                                                                                                                                                   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| <ul style="list-style-type: none"> <li>. housing stock for ownership</li> <li>. rental accommodation</li> <li>. child care facilities</li> <li>. sport and recreation</li> <li>. civic improvement programmes</li> </ul>                                                                                                                                                      | <p>Complementary locality development services also are needed including the provision of: housing stock for ownership by all segments of the community at affordable prices; reasonably priced rental accommodation; sufficient and suitably located child care facilities; appropriate and adequate sport and recreation facilities and organised activities; and civic improvement schemes such as bicycle paths and historic building restoration projects that add to the attractiveness of a locale as a place to live and work.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                |
| <b>TARGETTING, MARKETING, FINANCE</b>                                                                                                                                                                                                                                                                                                                                         |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| <ul style="list-style-type: none"> <li>. specific identity</li> <li>. community promotion</li> <li>. tourism promotion</li> <li>. business/industrial promotion</li> <li>. business assistance                             <ul style="list-style-type: none"> <li>- land</li> <li>- buildings</li> <li>- infrastructure - internal</li> <li>- external</li> </ul> </li> </ul> | <p>The targetting, marketing and finance function entails working with the community: to develop a unique identity and publicity programme; to design a co-ordinated tourism plan that is targetted towards specific populations and marketed in the places of residences of these populations; to ensure that community businesses are regularly represented at major trade events within regional, state, national and international arenas; and to design a business assistance programme for commercial and industrial enterprises that match the local socio-economic base. The business assistance programme would list the available land in the area for commercial/industrial uses; identify the shell building requirements of newly attracted businesses, and set out guidelines for the provision of these buildings and the other infrastructure requirements of preferred businesses and the financial resources available to support these businesses.</p> |
| <b>CLIMATE FOR DEVELOPMENT</b>                                                                                                                                                                                                                                                                                                                                                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| <ul style="list-style-type: none"> <li>. community attitude</li> <li>. leadership availability</li> <li>. availability of institutions</li> <li>. risk-taking</li> </ul>                                                                                                                                                                                                      | <p>An organisation for economic development must also have the capacity to find out the community's attitude towards economic development and to instill a positive attitude; to identify and nurture individuals and groups within the community that provide or have the potential to provide leadership for economic development, individuals and institutions with vision, energy, commitment and the courage to take an intelligent risk.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |