Place Based Economic Development: three case studies
Local communities are increasingly expected to:

• Design and promote projects that will catalyse economic development and attract Government and private sector collaborative funding

• Create economic linkages and connections with surrounding areas

• Fund all or at lease a substantial portion of project costs (Productivity Commission 2017)
Regional Solutions
ATTITUDE - AGILITY - ALIGNMENT

REGIONAL VISION

TRANSFORM LOCAL PROJECTS INTO REGIONALLY SIGNIFICANT PROJECTS

LOCAL PROJECTS
Our research has identified that development of bottom up regional catalyst project requires strong engagement of:

• Community interest groups (environment, amenity, education, safety)
• Private business and business networks
• Local, State, Federal Politicians (Refer Dinc et al 2003)
• State government employees.
This requires considerable collaboration, staff time and volunteer time to create a greater pool of divergent ideas.
Successful regions are those that are able to access and develop local economies in ways that:

• activate the role of local stakeholders,
• develop human capital and
• promote innovation. (Productivity Commission 2017)
Multi-level governance
Multi level governance requires a system of continuous negotiation ...characterized by co-decision making across several nested tiers of government (Marks 1993)

This means authority is dispersed vertically between the levels of administration and also horizontally across different sectors of interest and spheres of influence, including non-government actors markets and civil society.
However our research has shown:

• There are very few formal institutional and or governance arrangements that facilitate this activity at regional rural and remote levels.

• It is difficult to develop investment business models that assure place based stakeholders can co-operate effectively and take coordinated action on their decisions.

• Governments are non-committal towards decentralized decision making

• More time is required to ensure accommodation of diverse interests
"Well, since you’re asking, my experience has been that chivalrous guys always finish last."
This raises the following questions:

• How power is exercised and shared?
• Who makes decisions?
• How decisions are made?
• How revenue is raised?
Our project set out to devise a framework that could:

• Operate at a place-based level across three tiers of government, the private sector and community interest by building local human capital capacity and innovation.

• Its goals are to create projects that have a business model which allows multiple participants to connect interact with each other and create and exchange value via a digital platform there by delivering transparency accountability and independence.
Case Study One

Was conducted in a peri-urban area abutting a major capital city.

Drew on an earlier extensive community consultation by council that had largely established community values however the shire had three main townships which were still focused on their place.

A Community Leaders Group was formed who then developed close to 50 Big Ideas that over a period of three days were transformed into their three BEST (Bankable, Emotive, Strategic and Team based) they were then asked to design the BEST idea overall.
Case Study One

• The design team then devised a model based on three economic zones that had the potential to grow into catalyst, investible business cases.
Hawkesbury Horizon Economic Opportunity Zones

WEST
- Gateway To The West
- Urban Growth Area
- Peri-urban Enterprise Precinct
- Advanced Manufacturing
- Landscape Interpretation
- Western Service & Emergency Hub
- Community Services

CENTRAL
- Aviation
- Heritage Interpretation
- Sport & Recreation Open Space
- Technology & Recreation Precinct
- Equestrian Centre Of Excellence
- Research & Learning Centre
- Food & Heritage Precinct

EAST
- Major Service Centre
- Government Admin Centre
- Heritage Interpretation
- Food & Heritage Precinct
- River Edge Lifestyle
- Gateway to the North West
- Health Services
Case study One

Local council staff were highly engaged with the community however there were unresolved issues between the private investors, state government funder and the Council regarding perceived ‘unfair advantages’ for the private investor/s. These related to compliance function of council and funding arrangements.
Case Study Two

This region is by default a dormitory suburb of a major city 12 kms away. It currently has no Town Centre.

The local business group undertook to consider what might be the best way forward and identified some key leaders to facilitate the process.

The key leaders then conducted an enterprise values approach to identify the key attributes of the enterprise. As there was a potential footprint in the area the process took the form of designing a Lifestyle Enterprise Project.
• The consultation process was based on a coalitions of interest model around the four enterprise values of safety, wellbeing and connectivity

• Coalitions of interest were presented with possible outcomes and discussed what they wanted more of, less of or stay the same.

• At all times the discussion was around a Lifestyle Enterprise Precinct so was distinctly different to a more conventional Community Consultation
Highfields Lifestyle Enterprise Precinct
A new place-based approach for local employment and regional growth

MARCH 2018

TRC NORTH WEST EMPLOYMENT TRIANGLE

RSF
• There is now strong interest from the Federal Government and investors in catalytic infrastructure being developed.
Case Study Two

Local government were highly sensitive to negotiating with potential investors because of perceived issues of conflict of interest, suspicion of business about Council honoring collaborative investment, resistance by Council to come together as a whole to engage with State Government for funding. Local councilors were not able to separate out community consultation from an enterprise value consultation.
Highfields Lifestyle Enterprise Precinct

A new place-based approach for local employment and regional growth

Artistic Impression | NOT FOR CONSTRUCTION ...Just INSPIRATION!
Highfields Lifestyle Enterprise Precinct
A new place-based approach for local employment and regional growth

CONCEPT PLAN:
Highfields Lifestyle Enterprise Precinct

Artistic Impression | NOT FOR CONSTRUCTION ...Just INSPIRATION!

FEBRUARY 2018
Highfields Lifestyle Enterprise Precinct

A new place-based approach for local employment and regional growth

“DO NOTHING” JOB GROWTH: OVER 20 YEARS

1800

“LIFESTYLE ENTERPRISE” DIRECT JOB GROWTH: OVER 20 YEARS

4425

“LIFESTYLE ENTERPRISE” INDIRECT JOB GROWTH: OVER 20 YEARS

6986

2016

2026

2036

$1.7 BILLION GROSS REGIONAL PRODUCT 11,411 JOBS (DIRECT & INDIRECT)

“LIFESTYLE ENTERPRISE” IMPACT OVER 20 YEARS

30% reduction in commuting

$10.7 million in productivity Savings

2016 77% Commute everyday

2016 2026 2036

...and you get to see your kids more!
Case Study Three

The location was a very remote local council who were strongly committed to an ambitious catalyst infrastructure project and whilst skeptical of the process overtime became champions of it. They were happy to have conversations with local/potential investors. They also felt they understood their community’s expectations. They were aware they had insufficient skills and resources in their team for the scale of the project and were happy to contract a mentor for the project.
• The process of building enterprise values was conducted with Councillors and Council staff.
Critical learnings

Establish upfront:

• A focus on building an investible business case
• Be clear the project is about enterprise values
• Place based values are important to the enterprise values
• Engage/brief all levels of elected officials at all stages of the process
• Establish a leadership/advocacy group to drive the investible business case agenda using coalitions of interest
• Build capacity of the advocacy group through mentorship