City of Ballarat Submission

Inquiry into local economic development initiatives in Victoria

Anthony Schinck
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City of Ballarat
(a) examine the range of existing local economic development programs being carried out in Victorian municipalities;

The City of Ballarat Economic Strategy 2010-2014 (ES) provides the framework for delivery of economic development programs within the Ballarat LGA. This framework is structured around the core themes for Ballarat’s desired economic future including:

1. The Capital of Western Victoria;
2. Australia’s premier high-tech and knowledge based regional economy; and,
3. A bigger and more diverse community.

These themes provide the context for activities undertaken within each of the identified economy wide priority areas of Human Workforce & Capital, Business Development and Innovation. The concept of Ballarat as the Capital of Western Victoria is applied with regards to providing a logical model for economic development which supports the entire Central Highlands group of Councils. The strategy positions Ballarat as the economic hub for the region, with specific initiatives applied across the various sectors and sectors via specific strategies.

Seven key industry sectors have been identified as being strategic in nature, either as existing export sectors of the economy, or emerging / high growth sectors which have the potential to drive economic growth activity in the future, they are:

1. Business Services;
2. Health & Community Services;
3. Education;
4. Tourism;
5. Retail;
6. Manufacturing; and,
7. Information Communication and Technology.

Council within the Economic Strategy framework has developed a specific sectoral plan with each of the above key sectors. The focus of each of these plans reflects the role that local government plays in the various sectors. For example, the health sector strategy is in effect a strategy which provides a synthesized view from the various health providers within the city with regards to a coherent and integrated strategy, whereas the tourism strategy is a strongly supported and funded initiative led strategy that seeks to support the continued growth and development of the regions tourism sector. These strategies contrast significantly with regard to the level of intervention that is undertaken by Council, but reflects the role of local government in each sector. This concept is further explored in part (b) of this submission.

Specific Economic Development Activities

Ballarat West Employment Zone
The Ballarat West Employment Zone (BWEZ) is a 623-hectare precinct located to the west of Ballarat Ring Road and Learmonth Road. The land is jointly owned by Council and the Victorian Government. Through the master planning of the BWEZ Council is seeking to unlock future land for industry to create employment opportunities for our existing and future residents.

The 20 year Master Plan establishes a robust development framework which will support a Planning Scheme Amendment process and assists formulation of a Business Case and Development Strategy. The BWEZ Master Plan is driven by a
detailed Economic Assessment which identified the potential of BWEZ to generate up to 9,030 direct jobs and generate $5.078 billion in economic output per annum.

The BWEZ Master Planning process utilises an innovative response in integrating a range of environmental, hydrology, transport, energy, and commercial factors. The understanding of the BWEZ site’s opportunities and constraints is not only built on various technical analyses, but importantly, on wide ranging public consultation.

Future development of the BWEZ is supported by the presence of the Ballarat West Growth Area, Ballarat Airport, and by the VicRoads funded $38 million Ballarat West Link Road, which will create excellent road transport linkages.

Ballarat Industry Participation Program
In support of Business Development and Innovation, the City of Ballarat adopted the Ballarat Industry Participation Program (BIPP). BIPP is specifically designed to maximise the impact of major Council expenditure in the Ballarat and surrounding community through the maximisation of local content outcomes through Councils procurement activities. BIPP is complimented by the City of Ballarat TenderWrite Program delivered annually to assist local suppliers understand the tender process, investigate consortiums and improve tender development and writing skills. In summary, these programs seek to ensure that regional businesses are fully aware of the various procurement opportunities arising through Council business ($125 million annually) while also assisting businesses to better understand procurement processes at a Local, State and federal government level.

Ballarat Industry Workforce Development Strategy
The City of Ballarat partnered with the State Government to develop the Ballarat Industry Workforce Development Strategy (BIWDS). Ballarat manufacturing industry is in transition and has suffered 1600 job losses since the GFC. This strategy provides direction to the sustainable development of the Ballarat workforce and has resulted in programs including: manufacturing industry case management, development of a high performance network and most recently delivery of the Strategic Management for Profitable Growth Program. The program has been developed in partnership with the manufacturing sector, and enjoys significant stakeholder support, aligned with an ongoing commitment of the Australian Industry Group and DBI to deliver the various initiatives identified through the strategy.

Strategic Management for Profitable Growth Program
The program is designed to support small and medium enterprises (SMEs) with high growth potential to plan for, achieve and manage growth. Its purpose is to support SME owners, primarily in the manufacturing sector, to increase their innovative capacity and firm performance, by:

- Providing knowledge and implementation tools to plan for and facilitate growth;
- Focusing on more sophisticated concepts and tools which sharpen business practice;
- Building and/or providing access to collaborative relationships (networks) which enable innovation;
- Emphasising customised support, rather than a ‘one size fits all’ approach to business development;
The program incorporates a number of elements:

- Targeted seminar/workshop series – provided by subject matter experts, in the areas of (i) building and sustaining competitive advantage, (ii) marketing strategies for profitable growth, (iii) competitive intelligence and strategy development, (iv) driving corporate performance through financial management, (v) leading product innovation, (vi) business transformation through IT;
- On-going support provided by a project facilitator;
- Access to high level information services – provided by external consultants, peak body representatives, UB etc;
- Peer learning;
- Self-directed, project-based learning, and
- Mentoring – provided by subject matter experts, other industry experts etc as appropriate.

Ballarat ICT LTD
Ballarat ICT Limited is funded by the City of Ballarat with the role of supporting ICT industry development and jobs creation. Ballarat ICT was successful in advocating for the National Broadband Network with Ballarat being identified as one of the earliest release sites for the NBN nationally. The business development and innovation opportunities this affords local industry is significant. Further support for the ICT sector can be seen in the expansion of the University of Ballarat TechPark. Council and the University of Ballarat have partnered on this key initiative to foster ICT business development, attraction and expansion.

The Tech park currently employees over 1500 people across 30 businesses and includes IBM Australia, State Revenue Office, Emergency Services Telecommunication Authority (ESTA), and Ambulance Victoria, the TechPark provides a unique business environment for early stage and emerging technology businesses and large scale organisations. The TechPark has been established since 1996, and reflects the benefits of an ongoing commitment to an initiative of this nature. Ballarat ICT is the lead agency with regard to developing the ICT sector in not only Ballarat, but also the Central highlands region. Importantly, the ICT sector utilises the second highest level of Council expenditure across the seven economic sectors.

The second stage of the Ballarat Tech Park will be rolled out over 10 years accommodating 11 new development sites and an additional 1500 professional employees. Information technology will be a major focus, with the park also aiming to attract “tech-based” enterprises such as renewable energies, bio medicine and professional services with a strong online focus.

Central Business District Strategy
As the largest employment sector in the Ballarat LGA, Retail is a priority focus for the City of Ballarat. Councils CBD Strategy includes a comprehensive implementation plan of programs designed to strengthen this transitioning sector. Examples of programs include:
- Key infrastructure and beautification works;
- Development of landmark CBD commercial sites;
- Delivery of business development programs for retailers; and,
- Facilitated statutory planning for new and expanding businesses.

The CBD Strategy is a critical component that seeks to ensure that the Ballarat CBD is reflective of a capital city economic and social experience. The CBD strategy provides a clear framework to support the future growth of the city, and reflects the key aspirations of the various landowners and businesses across the CBD.

New Residents Program
The City of Ballarat’s ‘New Residents Program’ is effective in helping attract new residents to Ballarat and supporting their settlement into their new environment once they have arrived. Through business introductions, discount vouchers, civic and social functions, new residents are encouraged to connect with local businesses and people and set a strong foundation for local community engagement and support. The program also works well to compliment workforce attraction activities and is utilised in staff induction programs of large local employers.
(b) examine the appropriate role of local government in generating economic development and review the allocation of responsibility in this area with the State Government;

Local government plays an important role in nurturing an environment that helps its businesses and residents adjust to economic change and to identify and capitalise on opportunities that arise for economic growth. However, local government must be mindful and work within its jurisdiction and with limited resources. It must broker solutions between State and Federal Government intervention programs and Business and Industry lead development opportunities.

Local government is responsible for focusing the strategic vision of the multitude of stakeholders that exist across the key sectors driving our whole economy. Invariably, these stakeholders are focused solely on the success and sustainability of their individual organisation or business. However there needs to provide opportunities for collective thinking in order to capture broader economic development opportunities. Greater outcomes can be achieved for the region where individual stakeholders understand the benefit of a cohesive strategic vision in a regional environment it takes local government to drive this process to maintain the focus. Council plays a key role in helping to broker these sorts of relationships.

Local government’s role is also critical in establishing a culture and framework that supports organisations considering investing and expanding locally. By influencing what are termed ‘the preconditions for a competitive environment’, local government effectively creates the confidence that enables business and industry to drive economic development through investment attraction. Key areas where local government can influence these preconditions include but are not limited to:

- Efficient and effective infrastructure;
- An appropriately skilled workforce;
- Supportive governance structures; and
- Strong links between research and learning institutions and business to encourage industry innovation.

While the above activities can be influenced by the realms of local government, state government intervention is often required to enable local government to establish and deliver on a successful economic development framework. By following a similar model to the Department of Treasury and Finances’ Investment Logic process, local government must establish the strategic justification to make the case for intervention, however responsibility is then shared with the State to map the process through to achieving the appropriate outcome. These processes must be clearly aligned with State and federal principals in order to ensure that each level of government fully understands the opportunities that exist.

The existing role of City of Ballarat in economic development includes:

- Managing the early stages of project development through its role in development approvals (e.g. planning, building, engineering);
- Investing in the provision of development infrastructure that facilitates business and community activity and sustains environmental quality (e.g. roads, drains, community facilities and parks and gardens);
- Delivering community services that support economic activity and promote the health and well-being of the local population (e.g. child care, recreation and cultural services, aged care services);
Being (in many cases) the first point of contact for local businesses and the community in relation to day-to-day concerns that affect the immediate environment for business production and quality of life (e.g. local land use conflicts and their resolution, lobbying other spheres of government for attention to problems outside Council’s responsibility, providing information on changes to regulations).

In undertaking these activities, Council is directly influencing the way in which the local economy (and its surrounding region) develops.

**Investment Attraction**

The Investment Attraction component of local government economic development activities focused on facilitating investment from existing business and bringing new investment into a community from external sources. Ballarat employs the following investment attraction strategies:

1. **Broad Based Investment Attraction and Promotion:** These tasks relate to communicating and marketing our offer irrespective of where investment comes from. It includes putting in place initiatives to bring people and visitors to the area and communicating to a broad audience that we are ‘open for business.’

2. **Facilitating Investment from Existing Businesses and Households:** Previous research suggests that around 70% of investment in a region is made by firms and investors already located in the region (i.e. established businesses founded in the region plus newly established firms or ‘start-ups’ and households). Hence, local enterprise and local expenditure often presents the greatest potential to take advantage of new investment opportunities. This is assisted by population growth which is current and forecasted for Ballarat.

3. **Attracting New Investment:** The corollary of the above is that about 30% of investment in a region is generated by new external investment. Strategically targeted new businesses (that can meet a particular market need and link in with the existing industrial make-up) can contribute substantially to local economic growth and development.

4. **Attracting Government Investment:** Government expenditure is one component of improving the prospects of a local economy. This expenditure can come in many forms including funding for infrastructure projects, programs and interventions to address market failures, and development projects in support of new offices/relocations and precinct regeneration such as BWEZ.

5. **International Engagement:** This is a component of attracting new investment however this topic is particularly relevant to Ballarat given a prior history in engaging with international agencies and investors. Ballarat is receiving strong interest from visiting Chinese delegations. Attracting international students also is presenting significant opportunity for Ballarat.
(c) examine whether the role of local government in rural and regional areas has different economic development tasks to that of metropolitan based municipalities;

The City of Ballarat has a number of pressures and issues related to population growth compared to metropolitan local government. Council faces significant pressure to sustain population growth and ensure that it maintains liveability and lifestyle factors. Ballarat is currently experiencing significant population growth (1.95% annually 2006-2011 (ABS 2011)) which further focuses the attention on not only job retention, but more importantly job attraction. Given population growth equates to more than 1,600 new residents annually, it therefore follows that a similar rate of job creation must also be achieved. This is a key factor that differentiates the role of economic development between regional and rural centres and metropolitan Melbourne.

Council’s economic strategy is based upon expected population growth whereby Ballarat will increase from a current 93,000 to an estimated 128,000 by 2026. This is a 40% increase over the 15 years. In preparation for this Council’s economic strategy identified the need to create an additional 20,000 jobs in 20 years. The economic strategy provides a clear sectoral plan for each of the key as to how this target might best be achieved. This sort of analysis and economic plan does not usually take place within metropolitan Councils.

In line with job creation, the ability to supply quality infrastructure, increase the amount of land being released and facilitate investment activities that are required to be undertaken by Council, actively stretches Councils resources. This includes both having the skills and finances to undertake detailed planning, business case development and ultimately finding an appropriate funding stream for infrastructure.

Infrastructure initiatives designed to increase employment outcomes and services are required to be integrated with metropolitan strategies and if this cannot be achieved it is extremely difficult to obtain major infrastructure investment or support from government departments. Examples of this issue include the Metropolitan Freight Strategy, and the VicRoads funding formula system. This level of activity also requires an increased amount of community and industry engagement. The requirement to educate the community on the benefits off population growth in particular is difficult and requires significant resources.

The economic development function does not only centre on the Ballarat LGA, it encompasses a multitude of smaller communities focusing on regional scale priorities. The Central Highlands Regional Strategic Plan has been designed to deliver a productive, sustainable and liveable region for its people. It focuses on regional scale priorities and as such, requires a collaborative approach to implement these priorities. Partnerships can often involve up to eight municipalities within our region. However these regions often vary depending on the geographical boundaries defined by differing State and Federal Government departments involved in the process. Ballarat’s role as the regional service hub is critical in terms of helping to provide regional leadership. This role has a significant resource implication for Council.
In addition to providing regional leadership, local government regularly becomes the lead applicant or major supporting partner for other external entities attempting to access development or major project funding. This includes initiatives such as the Regional Development Australia Fund. Local government is expected to help with the development of the business case or provide the higher level strategic justification to support many varied applications.

Regional and rural areas also appear to encounter a greater level of accountability to their local community. This is often influenced by a greater level of scrutiny placed on local government by local media agencies. Often issues are raised that are not directly handled within the realms of local government but are perceived to be so by the wider community. Recent job losses in the manufacturing industry highlight the differing community expectations that exist between regional and metropolitan municipalities. When automotive job losses occurred recently in Melbourne, the community asked ‘what is the State Government going to do to help?’ When those same losses impacted on Ballarat, the community asked ‘what is Council going to do to help?’

The greater level of accountability extends across regional municipalities to also include an expectation that local government will help build local business capacity. Local small to medium business start-ups and those looking at business development identify Local Government as their first point of assistance ahead of State funded programs and support mechanisms. A perception remains that regional local government will have the answers and tools to support local business. This again places an increased level of scrutiny on local government business development activities as they are seen to have the greater impact on the local business.
(d) identify the barriers to local economic development, including compliance costs for business and planning delays, in operating in local municipalities and develop solutions to address these barriers;

Planning
Planning delays are constantly identified as a barrier to economic development. The City of Ballarat’s planning department continually seeks to improve processes to ensure greater customer service to the community as well as improving planning decisions that are made. Pre-application meetings have been designed and implemented and are available for applicants seeking design and development advice from senior members of the statutory planning department. This process seeks to ensure that issues identified with design, heritage and access are identified prior to an application being lodged with Council and in turn assists in decreasing the timeframe in which Council determines applications, as possible issues are identified at the outset.

The Statutory Planning webpage is also an important source of information, with dedicated pages to the Bushfire Management Overlay, Heritage Overlay and Cultural Heritage Management Plans which provides additional information to prospective applicants in determining the level of information required as well as necessary documentation to be lodged with an application for a planning permit.

City of Ballarat Statutory Planning has also developed ‘eservices’, whereby applicants can lodge planning applications on line. All applications which are being advertised are also placed on eservices, whereby the community can view applications which persons may have an interest in, can view supporting documentation as well as plans. By undertaking this task, we have allowed persons to view applications at their leisure, without the need to come in to the Council offices and view files during business hours.

The process improvements made in the Statutory Planning Department is evident in Council August 2012 determination statistics, whereby 90% of planning applications were determined within the 60 statutory days timeframe.

Investment capital
Consultation with industry in Ballarat has indicated that accessing investment capital is a key issue for the competitiveness of industry in Ballarat. Whether it is required for business establishment and start-up purposes, or to facilitate change or innovation and the expansion of existing operations, industry in Ballarat appears to be encumbered by serious constraints in raising the required capital. This is particularly true for those Ballarat companies that form part of a global conglomerate such as Mars foods.

Interviews with Mars’ management reveal that investment in the plant in Ballarat has been constrained over the past five years. This is partly attributable to the difficulty the Ballarat management has in competing for investment funds with other Mars operations (which are located in 68 countries around the world). This problem is compounded by the willingness of government in other parts of the world to supplement private sector investment initiatives. For example, in establishing a new plant in North America recently, Mars received 60% of the establishment costs from the host state.
The lack of available investment vehicles and instruments appropriate to the infrastructure needs of the Ballarat regional community is also an issue. Investment arrangements such as public private partnerships that have been used to encourage private sector investment in large scale metropolitan infrastructure such as freeways, bridges, tunnels, and airport terminals are not usually appropriate to the provision of infrastructure in regional cities such as Ballarat. This is because regional infrastructure requirements are usually of a small-scale, local nature. They include the building of a freight hub or bio energy co-generation plant. The capital required for these projects is commonly less than $20m. While large scale metropolitan projects of $200m or more can usually source capital from traditional markets, it is often difficult for local businesses and authorities in regional areas such as Ballarat to generate funds for small-scale infrastructure. The projects are simply too small to attract the attention of the major fund managers.

Private Developers are also experiencing difficulties accessing finance. There is lack of large floor plate office accommodation in Ballarat, with the commercial sector needing an additional 57,700m2 by 2021 increasing to 105,100m2 by 2031. With markets moving increasingly rapidly, responding to investment opportunities in a timely and appropriate fashion has been identified as being of a distinct advantage to a region.

This has been of particular importance in the ICT field. The Ballarat Tech Park has provided the region with ‘investment response’ process to any potential opportunity. This has ensured opportunities are responded to in a timely manner, increasing the likelihood of potential investors progressing in their investment enquiries. A key part of the TechPark strategy has been a clear avenue to State government investment capital, which has helped support the establishment of a number of key tenants at the site.

The private sector has been unable to meet this need though and it has become a deterrent for the establishment of larger firms requiring significant office space without the need to wait for construction. Based on current advice from commercial developers they are unable to progress opportunities as they cannot access finance in a regional centre unless they have a 80% pre build leasing commitment. An example of this is in Ballarat where a developer has completed the necessary planning processes which would enable them to provide 5000m2 of office space but without the pre-commitments construction cannot begin.
(e) examine ways in which municipal councils and the Victorian Government jointly support local economic development, enhance and promote employment and attract new investment, especially in localities with emerging economic potential;

An effective economic development partnership between State and Local Government begins with a framework of open dialogue and clear definition of roles and capacity. Once this framework has been established the foundation then exists to work together to jointly support economic development through clear communication and simplified government service delivery.

Navigating State Government departments, programs and initiatives can be challenging for Councils and where tackled poorly can ultimately hinder economic development. Through simplification of government service delivery and the sharing of common data across Departments and Councils, improved utilisation of resources and economic outcomes would be enhanced. For example the successful matching of incoming investment inquiry at a State level with compatible developments at a local level can only occur when Councils and the appropriate State Departments are in open dialogue with one another. For localities with emerging economic potential, this process is even more important and can in fact be pivotal in identifying and maximising economic opportunity. It must highlighted that Ballarat navigates this area very effectively, and has not experienced significant disadvantage. However, for outlying regional and rural centres it is possible that their ability to navigate the various State and Federal instrumentalities could act as a disincentive for investment.

Government expenditure as previously discussed is a major component of improving the prospects of a local economy. This expenditure can come in many forms including funding for infrastructure projects, programs and interventions to address market failures, and development projects in support of new offices/relocations and precinct regeneration such as BWEZ. Once economic development projects have been identified, opportunities for joint funding can be explored. The challenge for municipal councils in this regard is in the alignment of projects with State Government programs. Program rigidity can mean key projects do not easily map into State initiatives. Broader application of programs would allow projects with demonstrated economic benefit to more easily be matched with state funding and ultimately result in implementation.

Precinct infrastructure and planning is a further example of how state and local government can jointly support economic development. The Ballarat Airport is a perfect demonstration of this where the City of Ballarat and State Government came together to jointly fund an extensive $3.1M re-development project.

The airport infrastructure upgrade project has involved the modernisation and extension of a number of airport facilities and the development of a new commercial airport precinct. Target tenants for this precinct have been identified as diversified aviation businesses that would complement existing tenants, utilise a local skilled workforce and contribute to the Ballarat economy. Whilst the City of Ballarat is being proactive in campaigning for potential tenants, this example again highlights how State Government could promote the site opportunity through their investment attraction and facilitation departments so as to support Councils initiatives and expedite the leasing of sites.

In summary, the above examples illustrate that when clear pathways exist State and Local Government can very effectively jointly support economic development.
(f) investigate best practice local economic development initiatives relevant to the terms of reference.

With the largest population base, the largest range of infrastructure and services and the broadest business base in the region, the City of Ballarat recognises the role it plays in supporting the regional economy and has adopted the following economic development framework.

Establishing a strong data evidence base is a critical first step in assessing a municipality’s economic profile. In developing the Economic Strategy 2010 – 2014, the City of Ballarat completed detailed economic research to identify the strategic industry sectors of retail, tourism, ICT, business services, manufacturing, health & education.

Sector gap analysis follows and in the case of Ballarat revealed a number of potential economic opportunities, threats and priority implementation projects for each sector.

When these projects are presented to industry stakeholders for input, the outcome is a very strong industry commitment to identified economic development projects. For the City of Ballarat Economic Strategy 2010-2014, this process included the formation an Economic Advisory Committee with representation from each of the key 7 industry sectors. The Advisory Committee has proven invaluable in providing feedback for projects and garnishing support on a wider industry platform and continues to meet on a regular basis.

Investment Logic Mapping (ILM) is the preferred investment analysis tool of the Department of Treasury and Finance and is utilised by the City of Ballarat for the for the preparation of Business Cases. ILM uses a simple problem to solution framework and allows for the generation of Investment Business Cases which can be presented to State Government in the bid for partnership funding. ILM Business Cases have an increased certainty of funding which is the desired outcome of the process. The Ballarat West Employment Zone (BWEZ) is a great example of the City of Ballarat using the ILM framework to generate a Business Case for a project that at full development will deliver up to 9000 jobs and $5BN annually to the Ballarat economy.
## Best Practice in Investment Attraction

The City of Ballarat has a long history of promoting and facilitating investment in its locale having successfully attracted major firms and facilitated business development within its strategic industries. Critical success factors have been:

- The development of supporting infrastructure, skills and networks to support prospective businesses;
- Integration of firms and workers with local business networks;
- Integration of firms with institutional assets, particularly universities and other research institutions; and
- Land and infrastructure availability.

A set of best practice principles have been established to guide the City of Ballarat’s investment attraction activities. These principles are based on findings and insights gained from Australian and international literature on economic development and investment attraction. These principles are as follows:

**A strategic approach is required which leverages local and regional competitive advantages…**

Investment attraction activities will be more successful when municipalities adopt a targeted approach based on leveraging their core businesses/competitive advantages in the first instance and then building outwards. Inefficiencies across a broad range of sectors should be identified and strategies put in place to address these inefficiencies.

**Regions must facilitate access to industry supply chains and export markets to attract investment…**

Firms will locate in those areas which provide access to their supply chains and export markets. This is particularly important in relation to manufacturing which is increasingly serving national and international markets. Where supply chain inputs are not readily available locally, firms must be able to access these inputs regionally in an efficient manner. This could include access to specialised skills and advanced business services.

**Certainty of land provision and infrastructure is critical…**

Prospective businesses will seek out those localities which offer certainty in land supply appropriate to the type and scale of their business. Municipalities must be able to respond quickly and efficiently to prospective investors about securing suitable land, be informed of servicing and zoning requirements, and provide guidance on where to access local property advice.

**Knowledge of the depth and skills of the local and regional workforce is important…**

Municipalities and regions compete globally for new business investment. Increasingly those locations which have access to deep labour markets and a broad learning capacity will attract investment. Local universities and institutions have a critical role to play in ensuring a consistent supply of skills to support business development and as agencies for collaboration.
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<tr>
<th><strong>Quality of life is vital, especially for attracting skilled workers…</strong></th>
<th>The skills needs of the contemporary global economy are driving an emphasis on ‘people attraction.’ The discerning nature of knowledge workers means that those municipalities which offer access to superior lifestyle and recreational opportunities, schools, hospitals, and other facilities will become magnets for talent.</th>
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<tr>
<td><strong>Ensure efficient and transparent regulatory frameworks…</strong></td>
<td>Prospective investors look for certainty and efficiency in local planning and building regulations. Municipalities must be in a position to provide high quality advice and streamlined regulatory approvals which are informed by robust economic development and spatial policies and objectives.</td>
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<tr>
<td><strong>Financial incentives help but have a history of failure unless conceived and implemented appropriately…</strong></td>
<td>Financial incentives (usually public funds) have been used as a mechanism for attracting inward investment throughout Australian jurisdictions, however their application to ‘footloose’ firms is high-risk when incentives expire or when businesses decide to reinvest. Financial incentives should operate within a clear policy framework and should never be used at the expense of getting the fundamental business conditions right.</td>
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<td><strong>International partnerships must deliver ‘value for money’…</strong></td>
<td>International partnerships must deliver continuous economic and cultural exchanges that deliver benefits to partners and broader business and community stakeholders. Projects must be leveraged to deepen economic and social relationships and initiatives must have broad support and relevance to the local business and community, and add value to other initiatives. Initiatives must be cost effective.</td>
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