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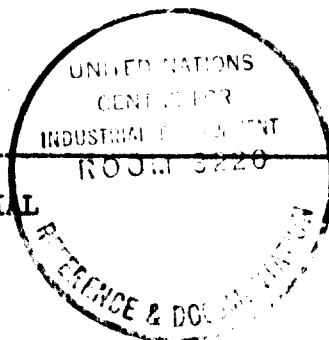
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CONSULTATIVE GROUP ON INDUSTRIAL ESTATES AND INDUSTRIAL AREAS

Geneva, Switzerland
24 to 29 October 1966

CID/IE.1/1
24 August 1966

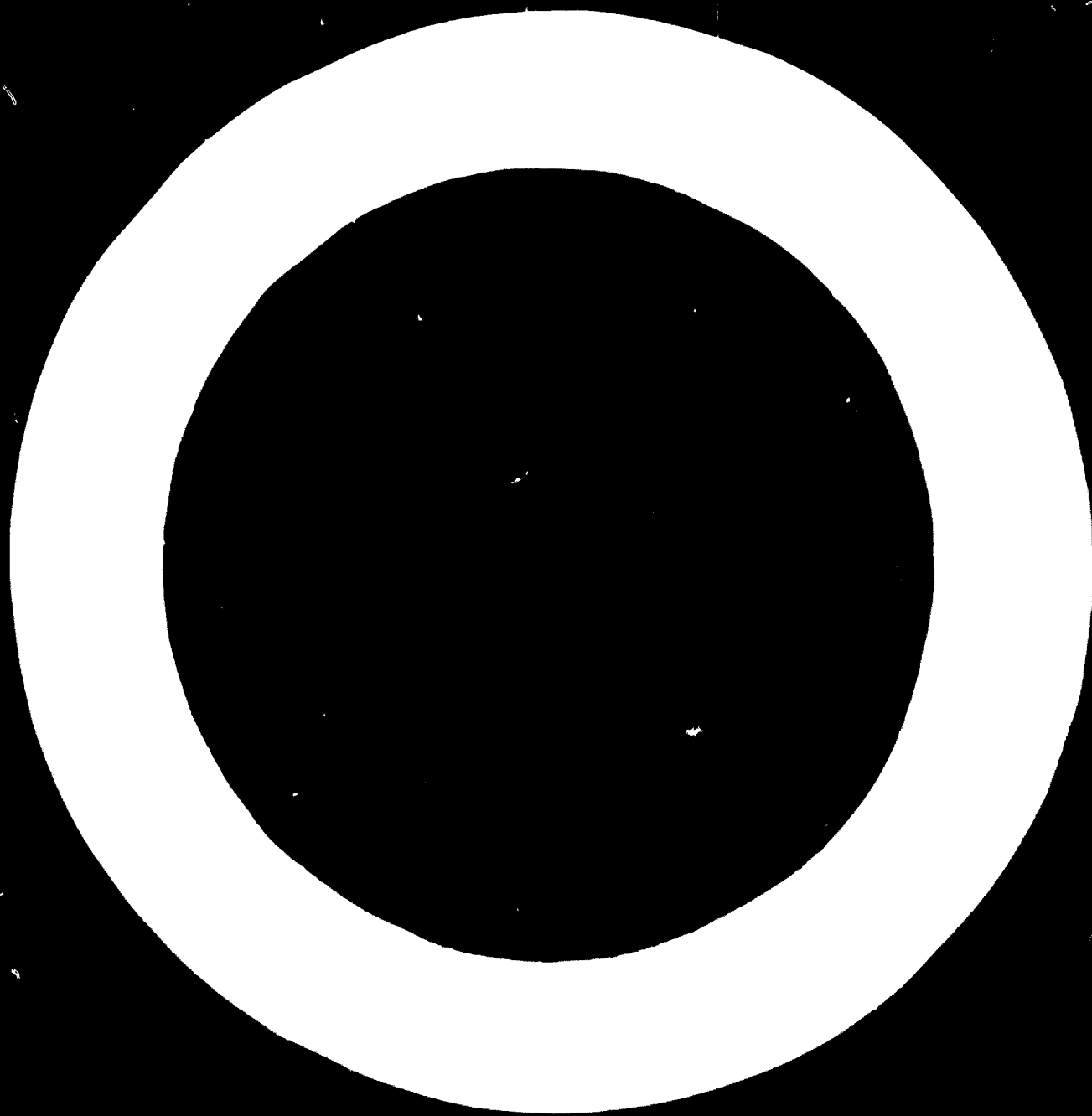
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PROVISIONAL AGENDA

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1. Opening addresses
2. Adoption of the agenda
3. Review of developments in the fields of industrial estates and industrial areas in the countries of the participants
4. The role of industrial estates and industrial areas in development policies and programmes, with special reference to promotion of small-scale industries
5. Planning of industrial estates and industrial areas
 - (a) Pre-project planning
 - Feasibility studies, location, type and size, phasing of development, integration with other schemes of economic development.
 - (b) Physical planning and engineering aspects
 - Site selection, land utilization and layout, plot and factory sizes, building design, physical utilities and services, economies in construction.
6. Organization and management
 - Sponsorship and organizational arrangements, admission policies, sales and lease policies, management, share of tenants in management, co-operative arrangements between occupants.
7. Services and facilities
 - Common service facilities, technical counselling and guidance, management counselling, training, information services, etc.
8. Financing of industrial estates and industrial areas
 - Sources and forms of financing of the projects, sources and forms of financial assistance to the occupants.
9. International and regional co-operation in the development of industrial estates and industrial areas.

We regret that some of the pages in the microfiche copy of this report may not be up to the proper legibility standards, even though the best possible copy was used for preparing the master fiche.

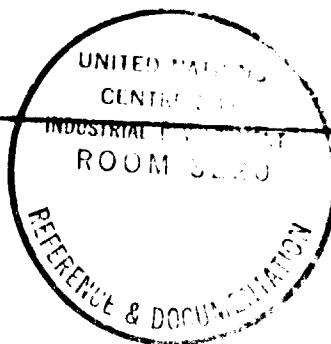


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ESTATES AND INDUSTRIAL AREAS

Geneva, Switzerland
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CID/IE.1/1/Add.1
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ORIGINAL: ENGLISH

ANNOTATED PROVISIONAL AGENDA

AND

PROPOSED QUESTIONS FOR DISCUSSION

The following list of questions for discussion has been prepared by the secretariat of the Consultative Group with a view to facilitating the debates. Participants are invited to send any amendments or additional proposals in writing to the secretariat as soon as possible. These will be issued and distributed as addenda to the present document.

1. Opening addresses
2. Adoption of the agenda
3. Review of developments in the fields of industrial estates and industrial areas in the countries of the participants

Participants are invited to make a brief review of the plans, progress and problems relating to the establishment of industrial estates and industrial areas in their countries and, wherever possible, outline future developments.

Document

- Industrial Estate Plans and Projects in Some European and Other Countries, by the Centre for Industrial Development (CID/IE.1/2)

4. The role of industrial estates and industrial areas in development policies and programmes, with special reference to promotion of small-scale industries

(a) In all countries, the main objectives governing the establishment of industrial estates and industrial areas are to promote industrial development and location policies. These objectives fall into several main groups, some of which are often combined. The following list of objectives is supplied with a view to facilitating the discussion:

- (i) Decongesting large urban areas, by controlling the location or relocation of new or existing industries, either by planned settlement in the outskirts of metropolitan areas, including resettlement as a result of urban renewal programmes, or by steering industry towards less developed regions, or encouraging its formation in such regions;
- (ii) Developing new or existing large-scale industrial centres and complexes including heavy and light industries of all sizes, and promoting the development of inter-relationships between small and large industries;
- (iii) Stimulating local entrepreneurship by promoting the establishment of new small-scale and medium-sized industries and the modernization of existing ones.
- (iv) Promoting industrialization projects related to the development of ports and airports, reclamation projects, large power plant schemes, development of land transportation junction points, etc.
- (v) Attracting industry from abroad, by facilitating its establishment and operation.

Participants are invited to express their views on the role of industrial estates and industrial areas in their country in fulfilling one or more of the above objectives, in particular as regards promotion of small-scale and medium-sized industries.

- (b) Discussion is invited on the extent to which reliance should be placed, to achieve these objectives, on:
- (i) Tax, customs, financial and other incentives;
 - (ii) Provision of basic infra-structure works;
 - (iii) Provision of special physical facilities and services for industry;
 - (iv) Zoning;
 - (v) Restrictions on the establishment of industries in certain regions.
- (c) Participants are invited to express their views on policies based on the "development pole" theory (industrial complexes in large industrial areas), either as an alternative or as a complement to policies of development of small-scale industries over broad regions (scattered industrial estates).
- (d) The discussion may also be concerned with the role of industrial estates, areas and zones in providing an industrial base in urban and regional development plans.

Documents

- The role of Industrial Zones, Areas and Nuclei in Development Policies and Programmes with Special Reference to the Promotion of Small-scale Industries: The Experience of Italy, by C. Alhaique (CID/IE.1/3)
- The Role of Industrial Estates, Areas and Zones in Providing an Industrial Base in Urban and Regional Development Plans, by A. Solow (CID/IE.1/4)
- The Role of Industrial Estates in Policies and Programmes for the Development of Small-scale Industries, by P. C. Alexander (CID/IE.1/5)
- Establishment of Industrial Estates in Under-developed Countries (United Nations publication, Sales No.: 60.II.B.4), .
- Industrial Estates in Asia and the Far East, pages 13 to 16, (United Nations publications, Sales No.: 62.II.B.5)

- Industrial Estates in Africa, pages 5-7, 45-46; (United Nations publication Sales No.: 66.II.B.2)
- Industrial Estates: Policies, Plans and Progress - A Comparative Analysis of International Experience, pages 4-19; (CIO/VI.14)

5. Planning of industrial estates and industrial areas

(a) Pre-project planning

Feasibility studies, location, type and size, phasing of development, integration with other schemes of economic development

(i) Feasibility studies

- Participants are invited to discuss the types of feasibility studies needed to determine (a) the prospects or establishment of industries in various regions, in the light of present or future availability of resources, utilities, transportation and other facilities, and measures to stimulate entrepreneurship and demand for factory accommodation, and (b) to select, on the basis of these surveys, the location, size and type of industrial estates and industrial areas.

(ii) Location of industrial estates and industrial areas

- Participants are invited to discuss the question of location of industrial estates and areas in metropolitan centres, suburban centres, small towns and rural areas, in the light of conditions and needs in their countries.
- Is it enough, in these countries, to provide industrial areas in or near the main urban centres, or are industrial estates with standard factories and a variety of services also necessary in such locations ?
- Is it sufficient, in such location, to provide assistance to the establishment of individual industries on individual sites ?

- Though most urban centres such as capital cities face problems of overcrowding and congestion, there is often no other centre with the necessary economic and social facilities for locating industries. How can this dilemma be solved ?

(iii) Types of industrial estates

- According to location: metropolitan, urban, suburban or rural estates; estates attached to ports, airports and railroad centres;
- According to type of facilities: estates offering improved sites and/or general-purpose factories built in advance of demand; flatted factories; workshop blocks for artisans;
- According to function: non-specialized industrial estates for all types of industries; so-called "functional" industrial estates in which the production of parts and components of a given product is allocated among the occupants; estates for industries engaged in similar or complementary lines of business; estates for small-scale industries acting as sub-contractors of large-scale industries; and other specialized estates.

Discussion is invited on the respective merits of these types of industrial estates with reference to suitability in different countries or regions, incentive to the establishment of industries, composition of industries and speed of development of the estate.

(iv) Size of industrial estates and industrial areas

Participants are invited to discuss, among other things, the question of whether there is an economic or an optimum size of industrial estates and areas permitting to achieve economies of scale in the provision of buildings, utilities and services, while avoiding problems of traffic, administration, and so on.

(v) Phasing of development

Participants are invited to comment on the experience of their countries regarding the phasing of development of industrial estate and industrial area projects, in particular, the co-ordination of supply of infra-structure with factory construction and of factory construction with provision of common service facilities, the speed of occupancy of sites and factories, and the requirements for reserve land.

(vi) Integration with other schemes of economic development

Discussion is invited of experience in the countries of the participants as regards integration of industrial estate and industrial area projects (or networks) with over-all programmes of industrialization, programmes of agricultural development, infra-structure development, housing, education, technical training and social services.

(b) Physical planning and engineering aspects

Site selection, land utilization and layout, plant and factory sizes, building design, physical utilities and services, economies in construction

Engineering, architectural and economic factors, including costs, involved in planning industrial estates of various types in the countries of the participants.

Determination of size of site required, selection of site and acquisition of land; utilization of land and layout of estates, including space for roads, service lanes, recreation area, parking area, other facilities and amenities, and future expansion of the estate; determination of sizes of plots and of factory area; design and construction of factory and other buildings, roads, etc.; provision of sewerage and drainage systems, water supply and installation of utilities; standardization and prefabrication.

- (i) Participants are invited to discuss the problems of acquisition of land for industrial purposes in their countries and the measures, adopted or proposed, to facilitate and protect transfer of ownership, tenure and change in use, and to regulate price and other contractual conditions. To what extent is the cost of land, relative to the total cost of the project, a factor in the selection of site for an industrial area or industrial estate ?
- (ii) Participants are invited to submit information on the costs of industrial estates of various types and sizes and providing different services and amenities, or, where these are not available, on the cost of industrial factory buildings of different types and sizes. Although the data from different countries may not be fully comparable, the information may provide useful indications for planning industrial estates in the countries of the participants. Information on indirect costs, e.g. social overhead investment, and various services related to industrial estate projects would also be desirable.
- (iii) Comments are invited on the criteria for site selection, size and design requirements for standard factories, sizes of blocks and lots, requirements of utilities and services and other operational considerations involved in the physical planning of industrial estates, contained in discussion paper CID/IE.1/7.

Documents

- Types of Industrial Estates, by P. C. Alexander (CID/IE.1/6)
- Pre-Project Planning for Industrial Estates, by P. Quigley (CID/IE.1/7)
- Industrial Estates in Asia and the Far East, pp. 16 to 21; 171 to 205; (United Nations publication, Sales No.: 62.II.B.5)
- The Physical Planning of Industrial Estates (United Nations publication, Sales No.: 62.II.B.4)
- Industrial Estates in Africa, pp. 7 to 10; 19 to 41 (United Nations publication, Sales No.: 66.II.B.2)

6. Organization and management

Sponsorship and organization arrangements, admission policies, sales and lease policies, management, share of tenants in management, co-operative arrangements between occupants

(a) Sponsorship and organization arrangements

(i) The role of the participating organizations in sponsorship and administration of industrial estates and areas. These organizations frequently include different services of the central and local governments, financial institutions, chambers of commerce, groups of local entrepreneurs, domestic and foreign technical assistance organizations, etc. Special industrial estate corporations are frequently set up.

(ii) Public, private or joint ownership and administration.

(iii) Co-operative ownership and administration by occupants of the estates.

- Participants are invited to exchange views, on the basis of their country's experience, on the most suitable arrangements for sponsoring, organizing and co-ordinating industrial estate projects. These arrangements usually allow for a variety of forms and degrees of co-ordination and integration. All forms of ownership and administration - public, private, mixed and co-operative - are found in industrial estate projects in the developing countries. Discussion is invited on the relative merits of different forms of organization, the extent of public ownership or control which may be necessary or desirable, and the possibility or desirability of shifting from one form to another, e.g. turning over public or mixed industrial estates to ownership and administration by an industrial foundation, a co-operative organization or a private company.

(b) Management

(i) Admission policies. Participants are invited to discuss the question of admission policies in projects of different types, in particular:

- Conditions of admission of new and/or existing enterprises;
- Measures to influence the industrial composition of the estate or area;
- Conditions of admission in estates or areas in urban or rural locations;
- Admission of industries from other regions of the country or from foreign countries;
- Estates or areas reserved to industries from abroad.

(ii) Sales and lease policies. Should sites and factories be leased, sold or made available on hire-purchase? Is custom and tradition in land ownership or tenure a factor in determining these policies? Should rents and selling prices be subsidized and should equal treatment be given to all tenants and purchasers? Should individual ownership be encouraged or discouraged?

(iii) Managerial control. Should managerial control be limited to the administration of the estate, or should it extend, within proper safeguards, to certain aspects of the organization and operation of the enterprises on the estate, such as control of the type and quality of machinery installed, quality of products, working conditions, etc. Should tenants share in the management of the estates?

Documents

- Industrial Estates in Asia and the Far East, pp. 22 to 37 (United Nations publication, Sales No.: 62.II.B.5)
- Industrial Estates in Africa, pp. 10 to 12 (United Nations publication, Sales No.: 66.II.B.2)
- Industrial Estates: Policies, Plans and Progress - A Comparative Analysis of International Experience, pp. 20-22, 25-46, 49-55, (CID/VI/14)

7. Services and facilities

Common service facilities, technical counselling and guidance, management counselling, training, information services, etc.

The services and facilities required in an industrial estate might be considered under the following headings:

- (i) Extension services - advisory or consulting, training, information, research (technological and economic)
- (ii) Common technical services - tool room, testing laboratory, shops for specialized processes, maintenance services for equipment and buildings, machine and tool lease shop, installation and hauling equipment
- (iii) Other services - exhibition, show room, advertisement and publicity, legal service, insurance, accounting and auditing
- (iv) Catering, health and recreational facilities, police and fire protection, etc.

Participants are invited to discuss the following aspects: services and facilities required as a minimum; agency for organizing the services - estate authority, co-operative or association of tenants, or private firm; provision of services on a commercial basis, at cost, or subsidized; arrangements for smaller estates or for estates in small towns or rural areas, where certain services cannot be provided economically; co-operation and co-ordination with regional and national institutions in providing assistance to small-scale industries.

Documents

- Services and Facilities for Small-scale Industries in Industrial Estates, by A. D. Bohra (CID/IE.1/8)
- Industrial Estates in Asia and the Far East, pp. 39 to 41, 150 to 170; (United Nations publication, Sales No.: 62.II.B.5)
- Industrial Estates in Africa, pp. 11-12 (United Nations publication, Sales No.: 66.II.B.2)
- Industrial Estates: Policies, Plans and Progress - A Comparative Analysis of International Experience, pp. 46-49 (CID/VI/14)

8. Financing of industrial estates and industrial areas

Source and forms of financing of the projects, sources and forms of financial assistance to the occupants

Financing of industrial estate projects, including infra-structure facilities, factory and other buildings, machinery, equipment and installations of common service facilities. Financing by governments, central or local, and/or industrial foundations and other public law institutions, banks and financing companies; or channeling of government funds through foundations and institutions.

- Participants are invited to comment on the most successful method of financing industrial estate projects, having regard to the difficulties encountered in developing countries and in depressed areas in mobilizing institutional and private sources of funds. Comments are invited, in particular, on the recommendations in discussion paper CID/IE.1/9 for reducing the direct burden of government financing by a system of guarantees and insurance by the central government.

Documents

- Public and Private Financing of Industrial Estate Projects and Stimulation of Private Projects by Government Authorities, with Special Reference to India's Experience, by B. K. Chatterji (CID/IE.1/9)
- Industrial Estates in Asia and the Far East, pp. 27-29, (United Nations publication, Sales No.: 62.II.B.5)
- Industrial Estates in Africa, page 11 (United Nations publication, Sales No.: 66.II.B.2)
- Industrial Estates: Policies, Plans and Progress - A Comparative Analysis of International Experience, pp. 62-71 (CID/VI/14)

9. International and regional co-operation in the development of industrial estates and industrial areas

(a) Regional co-operation

(b) United Nations activities in the field of industrial estates

- (c) Assistance by other international and inter-governmental agencies in the field of industrial estates

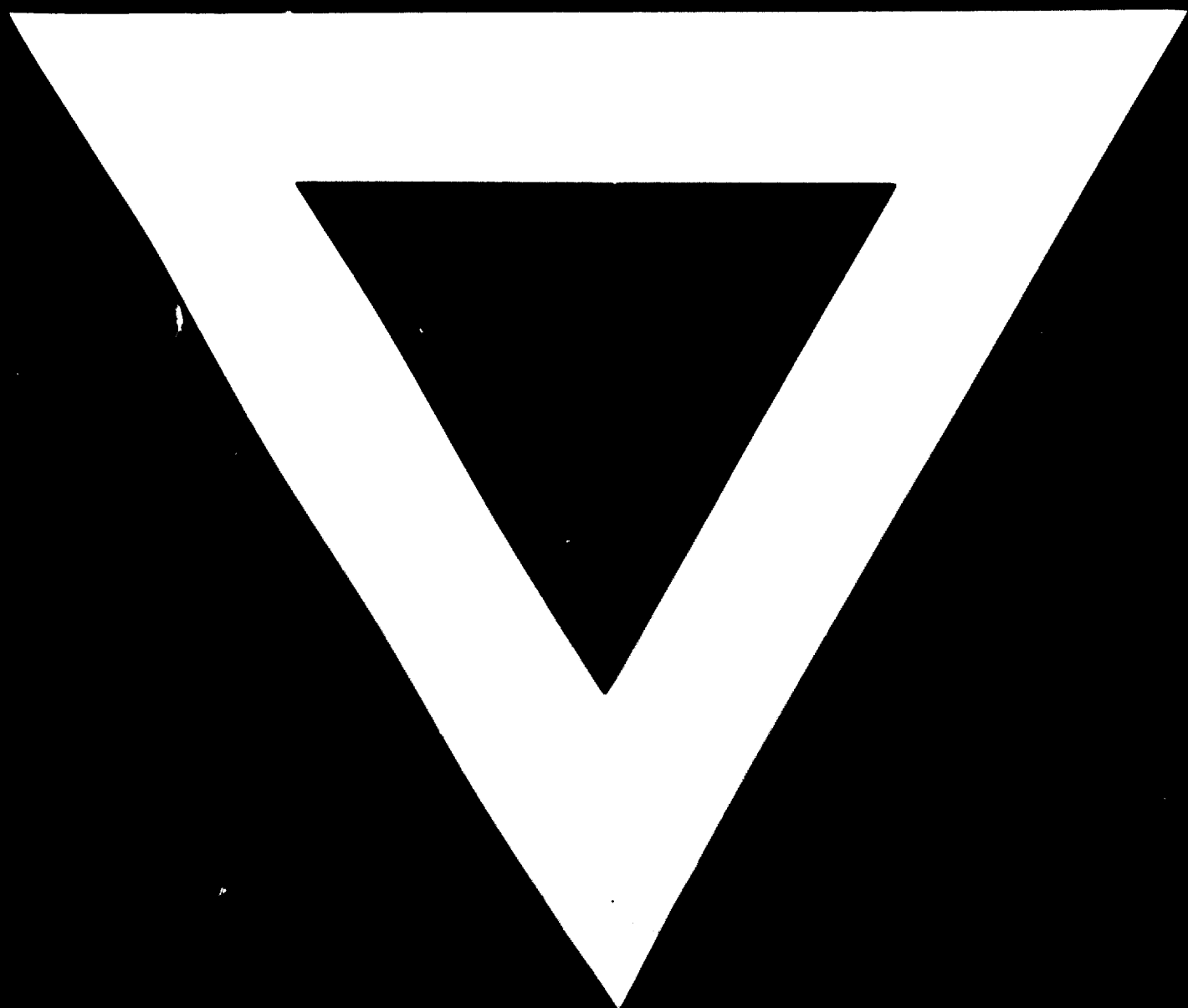
The Group may wish to suggest specific measures which may be taken at the international or regional level to promote the development of industrial estates. These may include:

- (i) Technical assistance in planning, construction and management of industrial estates;
- (ii) Special training courses on industrial estates;
- (iii) Training of managerial and technical personnel;
- (iv) Establishment of production and training centres; extension centres; small industry service institutes; etc.;
- (v) Exchange of observation and study teams among countries;
- (vi) Supplies of equipment and machinery;
- (vii) Financing, especially for the development of large industrial estates, industrial ports, etc.

Document

- United Nations Activities in the Field of Industrial Estates by the Centre for Industrial Development (CID/IE.1/10)





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