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ABSTRACT

Over the last 2 decades, the loss of population and businesses in many small, inland, and remote Australian rural communities has intensified, largely because of the stress and uncertainty of volatile world commodity markets. This manual presents a range of survival and revival strategies that some communities have used to build resilient characteristics and take proactive renewal initiatives to improve their quality of life and economic opportunities. The manual is divided into three sections. The first section presents 14 information sheets from various development and community organizations in Australia, the United States, Canada, and South Africa. The second section provides a range of community and economic development tools that may be useful at different stages of the rural renewal process. They are presented in a linear fashion reflecting the common cycle of community change and renewal: community motivation and readiness assessment; community reflection and awareness; community planning; strategy assessment; project implementation; and evaluation, monitoring, and feedback. The final section summarizes resources useful in town renewal: key government programs that support local economic planning and development initiatives; national funding sources for small town renewal projects; Web sites and print and audiovisual resources relevant to small town renewal; nongovernment programs useful for program design and implementation; and relevant youth development programs.
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Rural Industries Research
& Development Corporation

Small Town Renewal Manual

By

Peter Kenyon

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Twenty Clues to Rural Community Survival

According to Heartland Center for Leadership Development, Lincoln, Nebraska



Sheet No: 1

1. Evidence of community pride
2. Emphasis on quality in business and community life
3. Willingness to invest in the future
4. Participatory approach to community decision making
5. Cooperative community spirit
6. Realistic appraisal of future opportunities
7. Awareness of competitive positioning
8. Knowledge of the physical environment
9. Active economic development program
10. Deliberate transition of power to a younger generation of leaders
11. Acceptance of women in leadership roles
12. Strong belief in and support for education
13. Problem-solving approach to providing health care
14. Strong multi-generational family orientation
15. Strong presence of traditional institutions that are integral to community life
16. Attention to sound and well maintained infrastructure
17. Careful use of fiscal resources
18. Sophisticated use of information resources
19. Willingness to seek help from the outside
20. Conviction that, in the long run, you have to do it yourself.

(Reference: Heartland Center for Leadership Development (1992), Clues to Rural Community Survival, Lincoln, Nebraska. Heartland Center for Leadership Development)

INFORMATION SHEETS A Manual for Small Town Renewal - 3



What Does a Healthy Community Look Like?'

According to Bruce Adams of the Pew Partnership for Civic Change

Sheet No: 2

HEALTHY

optimism
focus on unification
'We're in this together'
solving problems
reconciliation
consensus building
broad public interests
interdependence
collaboration
win-win solutions
tolerance and respect
trust
patience
politics of substance
empowered citizens
diversity
citizenship
challenge ideas
problem solvers
individual responsibility
listening
healers
community discussions
focus on future
sharing power
renewal
'We can do it'

UNHEALTHY

cynicism
focus on division
'Not in my backyard'
solution wars
hold grudges
polarization
narrow interests
parochialism
confrontation
win-lose solutions
mean-spiritedness
questioning motives
frustration
politics of personality
apathetic citizens
exclusion
selfishness
challenge people
blockers and blamers
me-first
attacking
dividers
zinger one-liners
redebate the past
hoarding power
gridlock
'Nothing works'

(Reference: Adams, B, (1995), Building Healthy Communities, Charlottesville, Virginia: Pew Partnership, P28-29)

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SHEETS INFORMATION

Eight Outcomes of Community Capacity Building

According to the Rural Economic Policy Program of the Aspen Institute



Sheet No: 3

- Outcome 1: Expanding, diverse, inclusive citizen participation**
Description: In a community where capacity is being built, an ever increasing number of people participate in all types of activities and decisions. These folks include all the different parts of the community and also represent its diversity.
- Outcome 2: Expanding leadership base**
Description: Community leaders that bring new people into decision making are building community capacity. But the chance to get skills and to practice and learn leadership are also important parts of the leadership base.
- Outcome 3: Strengthened individual skills**
Description: A community that uses all kinds of resources to create opportunities for individual skill development is building community capacity in an important way. As individuals develop new skills and expertise, the level of volunteer service is raised.
- Outcome 4: Widely shared understanding and vision**
Description: Creating a vision of the best community future is an important part of planning. But in community capacity building, the emphasis is on how widely that vision is shared. Getting to agreement on that vision is a process that builds community capacity.
- Outcome 5: Strategic community agenda**
Description: When clubs and organisations consider changes that might come in the future and plan together, the result is a strategic community agenda. Having a response to the future already thought through communitywide is one way to understand and manage change.
- Outcome 6: Consistent, tangible progress toward goals**
Description: A community with capacity turns plans into results. Whether it's using benchmarks to gauge progress or setting milestones to mark accomplishments, the momentum and bias for action come through as a community gets things done.
- Outcome 7: More effective community organisation and institutions**
Description: All types of civic clubs and traditional institutions - such as churches, schools and newspapers - are the mainstay of community capacity building. If clubs and institutions are run well and efficiently, the community will be stronger.
- Outcome 8: Better resource utilization by the community**
Description: Ideally, the community should select and use resources in the same way a smart consumer will make a purchase. Communities that balance local self-reliance with the use of outside resources can face the future with confidence.

(Reference: Rural Economic Policy Program, The Aspen Institute (1996), Measuring Community Capacity Building, Washington DC, The Aspen Institute, p11)

INFORMATION SHEETS A Manual for Small Town Renewal - 5



Portrait of Community Resilience

According to the Centre for Community Enterprise in Canada

Sheet No: 4

The Centre for Community Enterprise has defined a resilient community as 'one that takes intentional action to enhance the personal and collective capacity of its residents and institutions to respond to, and influence the course of social and economic change'.

It has developed a portrait of such a community with the following 23 characteristics:

- Characteristic 1:** Leadership is diversified and representative
- Characteristic 2:** Community leadership is visionary
- Characteristic 3:** Community members are involved
- Characteristic 4:** Community feels a sense of pride
- Characteristic 5:** People feel optimistic about the future
- Characteristic 6:** Spirit of mutual assistance and cooperation
- Characteristic 7:** People feel a sense of attachment
- Characteristic 8:** Community is self-reliant
- Characteristic 9:** Belief in and support for education
- Characteristic 10:** Key community economic development functions are served
- Characteristic 11:** Organizations have developed partnerships
- Characteristic 12:** Employment is diversified
- Characteristic 13:** Major employers are locally owned
- Characteristic 14:** A strategy for increasing local ownership
- Characteristic 15:** Openness to alternative economic activity
- Characteristic 16:** Community looks outside itself for resources
- Characteristic 17:** Community is aware of its competitive position
- Characteristic 18:** Community has a community economic development plan
- Characteristic 19:** Citizens are involved in community vision and goals
- Characteristic 20:** On-going action towards community economic development goals
- Characteristic 21:** Regular evaluation of progress
- Characteristic 22:** Organisations use the community economic development plan to guide their actions
- Characteristic 23:** A development approach encompasses all population segments

(Reference: Centre for Community Enterprise (2000), the Community Resilience Manual: A Resource for Rural Recovery and Renewal, Port Alberni, British Columbia: Centre for Community Enterprise)

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SHEETS INFORMATION

Characteristics of Successful Communities

According to Cornelia Flora and Jan Flora of the Virginia Polytechnic Institute



Sheet No: 5

1. **Acceptance of Controversy**
Successful communities are willing to 'agree to disagree' and bring problems into the open for discussion.
2. **Ability to Depersonalise Politics**
In small communities, where people know each other, people sometimes have difficulty separating person and professional matters. To be successful, a community must focus on policies, not people, and must stick to the matter at hand.
3. **Surplus Income to Invest**
A successful community will set aside some funds for progress and not use every thing on basic necessities.
4. **Willingness to Take Risks**
Communities must be willing to take risks in investing money. A willingness to invest private capital locally can strengthen community efforts.
5. **Ability to Define Community More Broadly**
A successful community will reach outside itself to the surrounding communities, the region, the state and even the world. Communities must realise they are part of the global community and that partnership within the region and the state can provide benefits locally.
6. **Network Ability**
Because small communities lack resources for all they need to do, they must reach out to surrounding communities and to other levels of government for cooperative ventures.
7. **Emphasis on Academics**
Academic excellence and the support of outstanding teachers and educational programs are critical for rural areas.
8. **Flexible, Dispersed Leadership**
Leaders must think of the future and include all parts of the community in their deliberations. They must welcome new people and ideas, even if the ideas are not used. To be truly successful, many people in the community must participate in governing.

(Reference: Cornelia Flora and Jan Flora (1994), Virginia Polytechnic Institute; Blacksburg, Virginia)

INFORMATION SHEETS A Manual for Small Town Renewal - 7



Sustainable Community Principles

According to Northwest Policy Center in USA

Sheet No: 6

1. FOSTER COMMITMENT TO PLACE

Indicators checklist:

- a. There are historic celebrations, festivals, fairs and community projects that build a sense of commitment to the community and its landscape.
- b. Forums exist where diverse members of the community can come together to develop a common vision, resolve conflicts and advance mutual goals.
- c. Living-wage jobs are available for members of the community within a reasonable distance from home.
- d. Education and training is available locally that provides residents with skills they need to gain, keep or create living-wage jobs.
- e. Adequate affordable housing is available for the more economically vulnerable members of the community.
- f. Residents, including businesses and landowners are committed to the well-being of the community, its residents and the environment that sustains them.

2. PROMOTE VITALITY

Indicators checklist:

- a. Residents purchase goods and services within the community whenever possible.
- b. Local businesses are innovative, keeping pace with changing market demands and technologies, ensuring their continued vitality.
- c. Businesses 'add value' locally to renewable natural resources (fish, timber, farm products etc.) to increase the local economic benefits from sustainable harvest levels.
- d. The natural systems (lakes, rivers, forests, prairies, farm lands etc.) that enrich the community are ecologically healthy.
- e. Citizens from all segments of the community are welcomed and encouraged to participate in organizations and activities that help to strengthen the community and make it a better place to live.

3. BUILD RESILIENCE

Indicators checklist:

- a. There is sufficient diversity in the local economy to help it weather downturns in individual businesses or economic sectors.
- b. Natural resource management practices maintain and promote native biological diversity, helping to maintain economic and ecological productivity over the long-term.
- c. Local organizations have the capacity to help the community define and advance its economic, social and environmental goals. Capacity includes effective leadership, broadened community involvement and access to information and financial resources.
- d. There is adequate infrastructure (water, sewer, transportation, telecom munications) to protect public health and the environment and to support desired social and economic development.
- e. There are adequate social support networks - both formal and informal - that help members of the community during times of need.

Sustainable Community Principles

Continued



Sheet No: 6

4. ACT AS STEWARDS

Indicators checklist:

- a. Water quality and quantity are adequate to meet the needs of human consumption, industry, recreation and fish and other wildlife.
- b. The air is clean to breathe.
- c. Homes and businesses practice energy conservation to reduce the economic costs and environmental impacts of energy production.
- d. Productive natural resource lands (including farm, forest and range lands) are protected from development to ensure continued economic and environmental benefits for future generations.
- e. Critical wildlife habitats and other environmentally sensitive lands (including wetlands, riparian areas and habitat for rare or threatened or endangered species) have been identified, protected and where necessary restored.
- f. Community members (both residences and businesses) are taking steps to reduce, reuse and recycle solid wastes.
- g. There are opportunities for dialogue between citizens and owners or managers of natural resource lands whose management has significant ecological, economic and social consequences for the community.

5. FORGE CONNECTIONS

Indicators checklist:

- a. The community is involved in regional, watershed or ecosystem-based initiatives where such efforts are useful in addressing concerns that cross multiple jurisdictions.
- b. The community has built positive relationships with outside agencies and organizations that allow it to gain access to information and technical and financial assistance.
- c. Local businesses are aware and take advantage of markets beyond the community, and of outside sources of marketing assistance, technical assistance and financing.
- d. Businesses work together when it is in their self interest to do so.
- e. Schools, hospitals and other local public organisations cooperate with one another to improve their services, create new programs or acquire needed infrastructure for the community.

6. PROMOTE EQUITY

Indicators checklist:

- a. Each resident has similar access to and opportunity to participate in community decision making processes.
- b. Social, economic and political burdens and benefits are equitably distributed among all members of the community.
- c. Activities within the community do not impose unfair burdens on people in other communities within the region, state, country and other parts of the world.
- d. Community activities and decisions consider, and seek not to jeopardize the well-being of future generations.
- e. The community practices equity in relationships to the environment by respecting other forms of life and passing on a healthy environmental legacy to the future.

(Reference: Bauen et al. (1996), Sustainable Community Checklist, Seattle: Northwest Policy Center, University of Washington)

INFORMATION SHEETS A Manual for Small Town Renewal - 9



Key Characteristics of Sustainable Rural Communities

According to the Strengthening Communities Unit,
NSW Premier's Department

Sheet No: 7

1. The community takes an integrated approach to creating a sustainable future.
2. The community maximises the use of its limited time and resources in areas that will yield the greatest strategic benefits.
3. The community develops plans that merge social and economic goals and build local capacity.
4. The community is able to mobilise sectors of the community around priorities.
5. The community is able to focus its energies on mobilising internal assets while leveraging outside resources to achieve its goals.
6. The community has established a critical mass of cooperating organisations through which locally based initiatives are implemented and evaluated.
7. The community has strong, inclusive and visionary leadership.
8. The community promotes the well being of all its members by encouraging participation, consultation and involvement in community life.
9. The community values investment in education, training and lifelong learning.
10. The community has access to positive and accurate information with which it can evaluate its progress in achieving its goals.

Explanations and Indicators

1. **The community takes an integrated approach to creating a sustainable future.**

Explanation:

'In sustainable communities people believe that the future of the community is in their hands. They seek out and use productively the expertise, resources, skills and finances available to the community to address the issues and problems that are important to its citizens. They recognise the risks associated with relying on a single large employer, and emphasise economic diversification by supporting employment in smaller companies and actively promoting local ownership.

Sustainable communities demonstrate an openness to alternative development approaches and are aware of their competitive position in the broader economy. They co-operate with other communities where appropriate, combining resources to address a common goal. They are aware of the external factors (economic, environmental, political and social), that will influence their longer-term viability and respond proactively to these factors'.

Indicators

- The degree to which people believe there is an on-going structured dialogue between economic development and social service providers.
- The degree to which people perceive that the community plan addresses the needs of marginalised people in the community.
- Number of organisations and groups in the community that address the economic interests of low-income people.
- Niche markets have been identified in the community that take advantage of the community strengths.
- The degree to which there is a perception in the community that economic development is being realised.

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SHEETS INFORMATION

Key Characteristics of Sustainable Rural Communities

Continued



Sheet No: 7

2. The community maximises the use of its limited time and resources in areas that will yield the greatest strategic benefits.

Explanation:

'In sustainable communities local resources and skills are balanced with external information and resources to address local gaps and achieve local goals. Communities invest in the process of developing a common vision and strategic plan that maximises the allocation of resources to gain the greatest community impact. Such communities use information and connections to access outside resources'.

Indicators

- Analysis of local labour market.
- % of total working population employed in top 5 private sector employer companies.
- Degree to which people perceive that the community is open to alternative forms of economic diversification.
- The amount of economic leakage out of the community has been identified and analysed.
- Number of economic development initiatives pursued in the last twelve months.

3. The community develops plans that merge social and economic goals and build local capacity.

Explanation:

'Sustainable communities are those that take a long term, comprehensive approach to building active public participation in the development and implementation of community plans. This approach increases the knowledge of individuals and organisations and their capacity for strategic decision making and activities within the community. The connection between education, unemployment, poverty and the economic stability of the community is understood and integrated into strengthening the economic and social well being of all aspects of their community'.

Indicators:

- Public input into decisions has been actively sought and encouraged.
- Degree to which people perceive that public input has influenced major decisions in the community.
- Number of community generated solutions to local problems.
- Number of local celebrations in the last year.
- Relative level of optimism expressed by community members.

4. The community is able to mobilise sectors of the community around priorities.

Explanation:

'Sustainable communities demonstrate that visible results generate optimism and a sense of self-reliance. They focus on both short and long term goals and objectives. Implementation in these communities is co-ordinated and there is support for the organisations or groups involved. People feel a sense of pride in their community and demonstrate this through the energy and commitment they give to events and community projects. They have a sense that the future of the community is bright and that there is great potential to develop and change'.

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Sheet No: 7

Key Characteristics of Sustainable Rural Communities

Continued

Indicators:

- Number of benevolent events supported during the last year.
- Level of volunteering in the community.
- Number of complaints to council/newspaper relating to litter, vandalism, graffiti etc.
- Community response to emergency events.
- The existence of contingency plans for local industries.

5. The community is able to focus its energies on mobilising internal assets while leveraging out side resources to achieve its goals.

Explanation:

'In sustainable communities, community leaders are able to provide focus and opportunity for organising and mobilising internal resources to access external support and expertise to help achieve local goals. In times of crisis, emergency or opportunity, the sustainable community is able to resolve divisions and conflicts and mobilise united efforts through active participation and processes in which the community has confidence'.

Indicators

- Degree to which people believe the community is able to respond to local emergencies/events.
- Degree to which people perceive that outside resources have been accessed in order to address gaps or achieve goals.
- Degree to which community organisations have accessed outside resources in the past twelve months.
- Degree to which businesses have accessed outside resources in the past twelve months.
- Degree to which government resources have been directed to the community to achieve its goals.

6. The community has established a critical mass of cooperating organisations through which locally based initiatives are implemented and evaluated.

Explanation:

'Sustainable communities recognise the importance of a range of strong organisations in the community to support and encourage local initiatives and provide a full range of services. In these organisations, there is recognition that conflict is costly. Collaborative working relationships result in efficient use of limited resources and more effective and creative effort towards accomplishing common goals'.

Indicators

- Existence of professional organisations within the community.
- Existence of mechanisms for cooperation between organisations.
- Degree to which people perceive there are good working relationships between organisations.
- Number and quality of relationships.
- Degree to which people believe that conflict between organisations is well managed.

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SHEETS INFORMATION

Key Characteristics of Sustainable Rural Communities

Continued



Sheet No: 7

7. The community has strong, inclusive and visionary leadership.

Explanation:

'In sustainable communities local leadership represents all citizens in the community - taking into account the needs, aspirations and values of all people in the community in a fair and balanced way. Leaders understand the importance of sharing the responsibility and power. They use techniques that ensure community initiatives have the support of community members - minimising the potential for and the negative consequences of conflict. They encourage participation from all segments of the community and use this input as a guide for their decisions. Community decisions are therefore more reflective of the wide variety of views and opinions of those who live there'.

Indicators:

- Breakdown of formal and informal leaders by gender, age and culture and compared to representation in the community.
- Degree to which people perceive formal leadership to be diversified and representative of the population.
- Degree to which informal leadership is representative of the community.
- Degree to which people perceive that the community has been successful in involving all sections of the community in decision making.
- Degree to which people perceive that formal, elected leadership understands the issues that affect the community and works to find consensus on these issues.

8. The community promotes the well being of all its members by encouraging participation, consultation and involvement in community life.

Explanation:

'People make an effort in sustainable communities to work together and support each other in times of difficulty. There is a spirit of mutual assistance of cooperation. Local issues and problems are owned by the community, and people take it upon themselves to do something about them. People perceive that they have a sense of attachment to their community and are therefore ready to invest their time, energy and money in improving the community'.

Indicators:

- Meetings are advertised, open to the public and well attended.
- Number of participants attending community meetings.
- Number of mechanisms/opportunities for public input into community planning.
- Degree to which people perceive that the public is involved in the creation and implementation of community goals.
- Number of volunteers who participate in groups/committees etc., that are implementing initiatives in the community.

INFORMATION SHEETS A Manual for Small Town Renewal – 13



Sheet No: 7

Key Characteristics of Sustainable Rural Communities

Continued

9. The community values investment in education, training and lifelong learning.

Explanation:

'In sustainable communities education at all levels is valued and supported. There is strong investment in education from pre-school years to adult education. Community learning and participation in organisations such as Landcare, SES, Volunteer Fire Brigade, community bands and choirs is encouraged. Adults are provided with a range of services to support lifelong learning, career changes and skills upgrading. Education is used to strengthen the degree of local control over social and economic activities and resources, and these resources are used to improve all aspects of community life.'

Indicators

- % of population by education level.
- High school retention rate.
- Number of enrolments in adult and community education programs.
- Number of new skills training programs developed in response to local need in the last 12 months.
- Level of support from business for employment and training programs.

10. The community has access to positive and accurate information with which it can evaluate its progress in achieving its goals.

Explanation:

'In sustainable communities, people are able to gain access to the information they need to make informed decisions about the community's future. This information is able to be shared by the community, to examine options, possibilities and future strategies and to evaluate the effectiveness of local initiatives. Local leaders ensure that this information is available in a range of formats, easily accessible, is positive, accurate and reflects the views of all sections of the community.'

Indicators:

- Degree to which people perceive they have access to the information they need to make decisions.
- Degree to which the community believes the local media reporting is accurate and positive in its reporting of community events and issues.
- The degree to which the local newspaper is regarded as an integral part of the community.
- The use of technologies to provide community access to information on important issues.
- The extent to which industry trends and forecasts are understood within the community.

(Reference: Strengthening Community Unit, (2000) NSW Premier's Department, Sustainable Rural Communities Handbook, Sydney, p21-29)

Community Vibrance Continuum
 According to the Centre for Small Town Development,
 York, Australia



Sheet No: 8

**HEALTHY VIBRANT
 COMMUNITY**

**STAGNANT DYING
 COMMUNITY**

VISUALS	
growing population	static or declining population
attractive mainstreet	deteriorating infrastructure
healthy business district	empty shops
presence of young people	aging population
	low level of youth participation

open to change
 'future in our hands'
 'can do'
 positive mindset
 community pride and attachment
 openness to new and alternative thinking

ATTITUDES
 change resistance
 'dependence on outside cavalry'
 victim mentality
 negativity, cynicism
 locals talk down community
 low tolerance for controversy
 and alternative thinking

ECONOMICS	
willingness to invest locally	'want someone else to pay the bills'
diversity of employment	limited range of jobs
diversified economic base	dependence on a single employer/industry
strong local ownership	strong outside ownership of resources and activities
strong local development vehicle/agenda	no or weak local development vehicle/agenda

diversified leadership base
 leadership renewal
 collaboration
 'win win'
 consensus decision making
 inclusion
 newcomers welcomed and involved
 youth ideas and participation strongly valued
 regular opportunities for community dialogue, feedback, idea generation
 lifelong learning and relevant skill development opportunities

CIVIC PARTNERSHIP
 'same faces do everything'
 limited leadership renewal
 confrontation
 'win lose'
 polarisation
 exclusion
 no effort to welcome or involve newcomers
 young people are not a priority
 limited community forum opportunities
 poor education and training options



Eight Key Ingredients for Successful Local Economic Development in South Africa

According to National Business Initiative

Sheet No: 9

1. Ownership and Involvement

Local residents must be totally involved in the local development process. They must take ownership and responsibility for what is being planned and implemented. *Such ownership and involvement has the following elements:*

- active encouragement of a culture of community decision making;
- a participatory approach to community decision making;
- local control of the development process;
- a feeling of inclusiveness among residents;
- regular feedback to the local community;
- encouragement of, and support for local ideas and input;
- mechanisms to maintain local interest and involvement beyond the first rush of enthusiasm.

2. Vision and Passion

Fundamental to positive local economic development is vision, the belief and the will to make it happen. Essential starting points are having a positive mindset and a belief by the local community that their economic and employment destiny lies in their hands. The community as a whole must share a clear vision of what they want to do, and passionately believe in their ability to achieve it. *Such vision and passion is characterised by:*

- self reliance - that conviction that the community needs to take its own action, rather than 'waiting for the cavalry to arrive', ie, waiting for government or big business to do things for them;
- a sense of urgency about getting things done;
- a 'can do spirit' - that incredible burning desire to achieve;
- positive community perception where the community sees itself as an 'economic participant' rather than the traditional view of 'economic recipient';
- a belief in the community and its future;
- a willingness to experiment, make changes and take risks.

3. Local Leadership

A community must have a core of local, capable and respected leaders who are prepared to commit time, priority and belief to the notion of local economic development. As leaders are 'often created by situations', the community needs to identify and foster such people. The active engagement of women and young people as part of the leadership group is essential. *Community leaders need to:*

- possess or acquire the necessary skills, knowledge and attitudes necessary to manage economic change;
- share a vision for the community and have a definite stake in securing its fulfilment;
- provide that inspiration which captures the imagination of local people and provides hope;
- be aware of the need for an on-going process of identifying, recruiting and developing new local leaders;
- be transparent in all their activities;
- be constantly aware of the need to report, listen to and ensure the support of the community.

Eight Key Ingredients for Successful Local Economic Development in South Africa

Continued



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4. Practical and Realistic Goals

A community must adopt a practical development agenda which focuses on realistic and sustainable goals, long term plans and some early practical achievements. *It is essential that the community is methodical about development, and engages in:*

- design of a clear framework for economic development;
- strategic planning and management;
- achievement of some early successes - 'getting runs on the board' - small visible
- achievements early on prevent people from getting discouraged and are the key to real empowerment;
- actions which have a practical orientation and address community needs;
- realistic appraisal of the feasibility of potential opportunities;
- evaluation and adjustment of the action plan on a regular basis.

5. Partnership and Shared Vision

There needs to be a joint vision of what key community stakeholders desire for the collective future of the community, and a commitment to the concepts of partnership and cooperation. Clearly, positive economic change will only occur within a unified community. *Such an approach to development is illustrated by:*

- a strong sense of identity and attachment as a community;
- a shared community sense of direction;
- a participatory approach to community decision making and a framework for collective planning;
- open, frank and frequent communication;
- co-operation between the public, private, municipal and community sectors;
- an ability to manage community conflict positively;
- a commitment to inclusiveness;
- an ability to rise from failure, shortcomings and unfulfilled projects, to learn and then move on.

6. Credible Structures and Process

In order to achieve development, communities need to organise themselves in a professional manner. They require the use of organisations, structures and processes that make things happen. A community requires a credible locally based agency or organisation to facilitate and manage development efforts. Such an organisation must gain the confidence of local people, and the respect and support of the public, private, municipal and community groups.

7. Outside Skills and Resources

Having an awareness of, and the ability to use outside resources and skills.

8. Entrepreneurism and Opportunism

A community must be entrepreneurial in nature, and maximise any opportunity. They must think and plan laterally. Such an attitude involves a combination of:

- continued alertness to 'windows of opportunity' and possible linkages;
- the ability to respond quickly and positively to new opportunities as they arise;
- keeping well informed of one's community potential;
- a willingness to study and adapt other successful experiences;
- a never ending search for good practice, processes, development options and resources;
- an awareness of resources and how they can be exploited;
- the marketing of one's community as a vibrant and 'can do' entity;
- an ability to turn 'stumbling blocks into stepping stones'.

(Reference: National Business Initiative (1996), Taking the Lead - a community resource kit for local economic development. Auckland Park, South Africa: National Business Initiative)

INFORMATION SHEETS A Manual for Small Town Renewal – 17



20 Clues To Creating and Maintaining a Vibrant Community

According to the Centre for Small Town Development, York, Western Australia

Sheet No: 10

1. A group of passionate local people who are committed to spending the time, energy and other resources it will take to make positive local change a reality.
2. A Positive Community Mind set that focuses on optimism, belief, expectation, hope and 'talks up the community.'
3. A 'Can Do' self reliant spirit - the belief that one's economic and social destiny lies in the community's hands.
4. A Shared community vision of the future, coupled with wide spread resident participation and support.
5. A willingness to seek smarter ways, experiment, make changes to make that vision a reality, take risks and invest in the future.
6. Opportunity obsession - that never ending search for new and appropriate ideas, development options and possibilities and being a smart consumer of outside resources.
7. Recognition of healthy and sustainable community behaviours such as inclusive community participation, consensus decision making, win-win solutions, collaboration and stewardship of resources.
8. Presence of local leadership/champions committed to local development efforts, and the continual development and renewal of leadership.
9. A focus on youth development and their active participation in the community.
10. Enthusiastic acceptance and promotion of women in leadership roles.
11. The recruitment, involvement and recognition of volunteers is given constant attention.
12. Evidence of community pride and confidence in terms of physical presentation and local investment.
13. Recognition of the importance of local business vitality through actions of appreciation and support.
14. A practical development agenda which includes bite size and medium to long term initiatives, and continuously evolves through consultation and participatory planning processes.
15. A local based focus and structure responsible for facilitation, coordination and management of local economic and social development.
16. The identification and promotion of a clear and unique marketable identity.
17. Forging of partnerships with neighbouring communities for collaborative action and peer learning.
18. Strong belief in, and support for local education opportunities.
19. Presence of a positive local newspaper, matched by the ability of local people to utilise all forms of the media effectively.
20. A local government council which provides leadership and vision, and is viewed as a 'facilitator' rather than 'regulator'.

(Reference: Centre for Small Town Development (1997), 20 Clues to Creating and Maintaining a Vibrant Community. An IDEAS Information Sheet, York: IDEAS

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Community Economic Development Framework

According to the Bank of IDEAS, York, Western Australia



Sheet No: 11

Sustainable community economic and employment development involves developing a mix of initiatives related to the community's competitive advantages. There are at least six broad and interrelated approaches that may be of value to a community. These are:

- **Retaining and Expanding Local Businesses** - Actions which assist local businesses improve their productivity and market share;
- **Fostering New Businesses** - Actions that encourage and support the creation of new businesses to add value to existing products, to meet changing consumer demands, or to capture sales which might otherwise go to other communities, regions or countries;
- **Attracting Outside Businesses and Resources** - Actions that bring new investment, employers and funding to the community;
- **Plugging the Leaks in the Local Economy** - Actions that encourage greater loyalty in terms of purchasing by local residents and businesses;
- **Enhancing the Job Linking Capacity of the Community** - Actions that utilise community development processes and social networks to support the job search activities of unemployed people, to help fill job vacancies more quickly, to discover hidden job opportunities, to improve information flows regarding job creation assistance and to help counter attitudinal reasons why some employers may not be increasing their workforce; and
- **Marketing the Community** - Actions that enhance the appeal and image of the community to potential visitors and new settlers.

(Reference: Bank of IDEAS (1997), Community Economic Development Framework: An IDEAS Information Sheet, York: IDEAS)

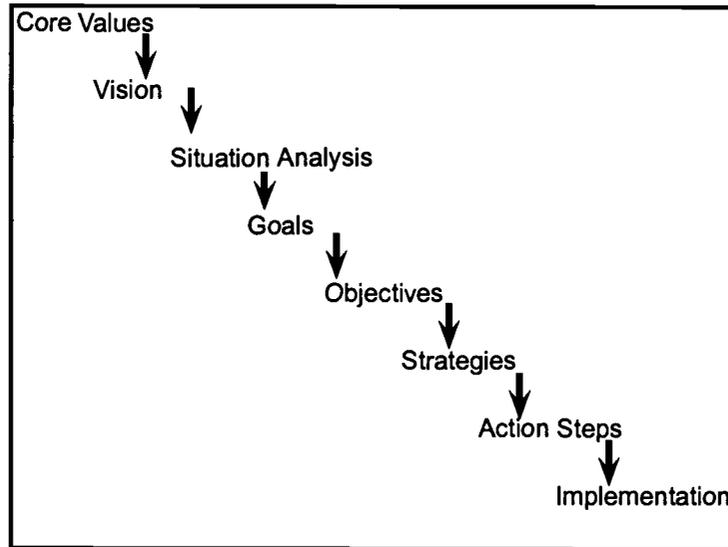
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Oklahoma Community Institute Planning Model

According to the Oklahoma Community Institute,
Oklahoma City, USA

Sheet No: 12



Core values - 'what we value and believe - the fundamental, moral ethical beliefs that we share as a group. They are the driving forces and guiding principles for our processes.'

Vision - 'a vivid description of what we want our community to be, without its current barriers, unconfined by our past, and tied to the values we hold dear.'

Situation analysis - 'provides a picture of where our community stands today, the data needed to plan movement towards our vision, information on the gap between current reality and the vision created, and a baseline for measuring improvement.'

Goals - 'broad statements of interest that begin to define our direction.'

Objectives - 'statements describing what must be done and when it will be done in terms of accomplishing your goals. Objectives are measurable and time bound.'

Strategies - 'describe how you will deploy your resources to accomplish your objectives.'

Action Steps - 'individual tasks that we undertake to accomplish our strategies, they define the task, who will be responsible and when it will be accomplished.'

(Reference: Oklahoma Community Institute (1997), Strategic Planning for Communities and Local Economies. Shawnee, Oklahoma)

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SHEETS INFORMATION

Eight Steps to Economic Renewal

According to the Rocky Mountain Institute, Colorado, USA



Sheet No: *13*

Economic renewal according to the Rocky Mountain Institute is 'a process by which community residents from all walks of life work together to find and develop projects to strengthen their community and its economy'.

They advocate eight essential steps.

- Step 1:** Mobilise the community.
- Step 2:** Envision the community's future.
- Step 3:** Identify what you have to work with.
- Step 4:** Discover new opportunities.
- Step 5:** Generate project ideas.
- Step 6:** Evaluate project ideas.
- Step 7:** Select project ideas.
- Step 8:** Develop project action plans.

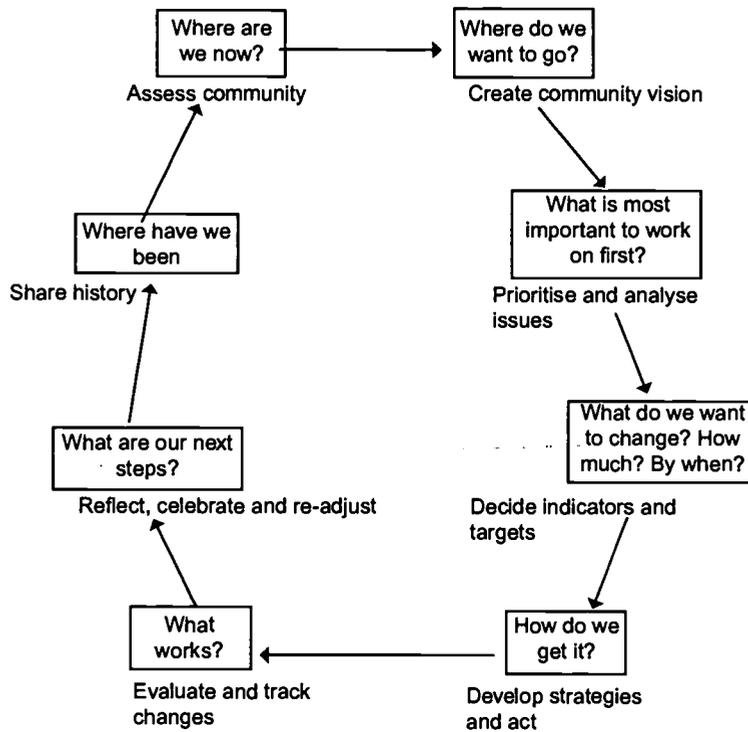
(Source: Kinsley M (1977), Economic Renewal Guide: A collaborative process for sustainable community development, Snowmass, Colorado. Rocky Mountain Institute.)



Sheet No: 14

Developing Community Capacity

A participatory process to build healthier communities



Communities may be at any point around the continuum.

(Source: New Mexico Healthier Communities Project, March 1999)

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SHEETS

INFORMATION

DEVELOPMENT TOOLS

This Section seeks to provide a Tool Box - a range of community and economic development tools whose application may be useful at different stages of the rural renewal process.

The majority of presented tools have been developed, trialed and adapted by the Centre for Small Town Development over the last ten years. In addition, a variety of tools drawn from other sources are provided and/or referenced to enable a full Tool Box of possibilities. Source details of any referred tool are contained within section D or through the website section C, of the Resources section below.

Many of the tools have been utilised to various degrees by different small rural communities in Australia, including usage by many of the case study communities appearing in this Handbook.

Tools are presented in this Section in a linear fashion reflecting the common cycle of community change and renewal, namely:

- Community Motivation and Readiness Assessment
- Community Reflection and Awareness
- Community Planning
- Strategy Assessment
- Project Implementation, and
- Evaluation, Monitoring and Feedback.

However, many of the tools have relevance of application at various stages.



DEVELOPMENT

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1. Community Motivation and Readiness Assessment

To assess and stimulate community interest in renewal there are three traditional techniques which many communities continue to find helpful:

- Use of a motivational speaker/facilitator at a public event who is able to stimulate community response through the sharing of community renewal insights, stories and facilitation of community assessment and planning activities.
- Use of case study material (printed and video) which illustrates stories of other communities. For example the use of case study material from this handbook or the use of video material listed in section D of the Resources section below.
- Participation by community residents in a study tour of other comparative communities which enable examination of community renewal efforts and an opportunity to interact with key players.

In addition there is a range of group participatory tools which could be useful in both motivating a community to take action, and in assessing the levels of readiness and commitment for what is involved, namely:

a. The Community Assessment Survey

The Community Assessment Survey is a useful tool for a community focus group* situation to enable a cross section of residents to reflect and debate their perceptions of the current status of their community - its attitude to change, assets, challenges and opportunities.

* A focus group is a group discussion guided by a facilitator, used to gauge opinions on designated topic(s), and then to guide future action.

1. Community Motivation and Readiness Assessment



a. The Community Assessment Survey Printed Survey Form

1. What is your general perception of the attitude in your community concerning its future?

- progressive conservative middle of the road
 positive negative other

Comments:

2. How do you perceive the economic picture of your community?

- growing declining stable

Comments:

3. What are your community's strengths and greatest assets?
List the top five, in order of priority.

- a.
- b.
- c.
- d.
- e.

4. What do you consider to be the best two advantages of living in your community?

- a.
- b.

5. What do you consider to be the five main challenging issues in your community, in order of severity/threat?

- a.
- b.
- c.
- d.
- e.

6. What are some of the most significant events that have occurred in your community during the last 10 years?

7. What changes have occurred in your community over the last 5 years?



1. Community Motivation and Readiness Assessment

a. The Community Assessment Survey Printed Survey Form (Continued)

8. What do you estimate as the make up of your community's economic base? List by percentage.

Agriculture _____ %	Industry/manufacturing _____ %
Retail _____ %	Tourism _____ %
Government _____ %	Service _____ %
	Other _____ %

9. What do you estimate as the employment make up of your community? List by percentage.

Agriculture _____ %	Industry/manufacturing _____ %
Retail _____ %	Tourism _____ %
Government _____ %	Service _____ %
	Other _____ %

10. Do you feel your local government is supportive and proactive in terms of economic development?

Yes No

Comments:

11. Does your community have a focus and organisation for local community and economic development?

Yes No

Comments:

12. What businesses/industries has your community lost in the last three years?

13. What do you feel is needed to stimulate your community economy?

<input type="checkbox"/> more attractive main street	<input type="checkbox"/> more diversified range of jobs
<input type="checkbox"/> better business infrastructure	<input type="checkbox"/> improved organization & coordination for economic development
<input type="checkbox"/> more businesses	<input type="checkbox"/> better technological infrastructure
<input type="checkbox"/> improved housing options	other _____

1. Community Motivation and Readiness Assessment
a. **The Community Assessment Survey**
Printed Survey Form (Continued)



14. Does your community have a 'road map' for the future?

Yes

No

Comments:

15. Do you feel that local residents are involved in local economic development activities and local decision making?

Yes

No

Comments:

16. Do local development groups (council, service clubs, tourism association, Development Association etc.) plan together and cooperate in terms of future development?

Comments:

17. Do your community and neighbouring communities collaborate together to achieve a positive economic future, or see each other as rivals?

Comments:

18. Finally, what changes would you like to see in your community over the next 12 months?

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TOOLS



1. Community Motivation and Readiness Assessment

b. The First Impressions Exercise

This tool provides a fun opportunity for two communities sharing some degree of similarity eg. size, industry sector focus, location etc. to provide a 'mystery visitor' service to each other. Each community provides a team of four to visit and prepare a report on 'impressions' of the other community. Besides each community receiving an objective feedback report by the visiting team, the participating communities also benefit when their team returns, usually with 'enlightened fresh eyes'.

Communities and their residents often have difficulty in developing an objective assessment of their strengths, limitations and opportunities, due to over familiarisation, fear of offending someone and the diversity of local perspectives. The First Impressions Exercise provides a simple and inexpensive mechanism to gain valuable feedback and insights from a neutral source with no local vested interests. It is a simple tool to provide feedback to a community from a "first time" visitor.

The First Impressions Exercise involves the following steps:

1. Two communities (preferably similar in nature in regard to size and socio-economic features) agree to visit each other's communities as 'mystery visitors' and provide feedback on their impressions.
2. Four residents form a visiting team and using the attached survey form travel to the other community and record their impressions. The date and times of this visit remain unannounced to the 'visited' community.
3. Upon returning to their own community, each team compiles a team report and forwards the feedback to the other community.
4. The visit feedback is shared with members of the 'visited' community and its stakeholders.
5. Ideally, the two teams then meet and share their reactions to the exercise.

The survey exercise has 5 sections, namely:

1. initial impressions section;
2. 'drive about' section;
3. walking tour of main street/CBD area;
4. an actor role section with each team member assuming one of the following roles:
 - a tourist visitor
 - potential resident with young family
 - a potential retiree
 - a potential business operator; and
5. overall impressions section.

1. Community Motivation and Readiness Assessment

b. The First Impressions Exercise *(Continued)*



To maximise the impact of the experience, the following process tips are important:

- Visit teams should have some diversity in their make up in terms of age, gender, occupation, background etc.
- Each team should get together before the visit and go over the process and survey form and agree on times, dates and roles.
- Visit teams should preferably travel to the visited community in one vehicle in order to maximise discussion and reduce cost.
- Except for the 'drive around' components of the exercise, the visiting team members should avoid walking around as one big noticeable group and should try to avoid being detected as 'researchers', eg, do not use clipboards or similar.
- Visit team members should try to find as many opportunities as possible to examine, and experience local services and facilities. For example, purchase fuel, have lunch (if possible in several different places), buy a local paper, post mail etc.
- If possible, the visit team should use a camera to record the features of suggestions.
- It is important for the visit team to focus on both the positives and the negatives (we all like to hear what we are doing right!).
- Make the visits FUN!
- It is important to take as many notes as possible (without appearing conspicuous). It helps when compiling the team report.
- The visit team should interact with as many locals as possible, eg, ask for directions, their thoughts, suggestions and impressions.
- The team report that is submitted to the visited community should:
 - be compiled straight after the visit, while the memories are still clear and focussed (preferably by the next day);
 - avoid yes/no answers. Use descriptions, give actual examples, and make as many suggestions as possible;
 - include any differences of opinion between visit team members; and
 - be typed into a presentable format with an explanatory letter.
- Always remember that the exercise is about impressions - it is not about being right and wrong. Impressions may vary even among the visit team and that is fine!

1. **Community Motivation and Readiness Assessment**
 - b. **The First Impressions Exercise**
Printed Survey Form (Continued)



B Drive About Section

As a group, spend up to an hour driving around the community and record impressions, positive and negative in regard to:

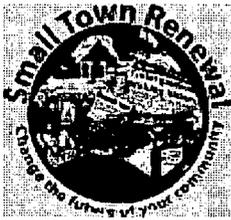
1. **Town entrance statement(s)**
eg, signage, quality and quantity of commercial advertising, billboards, community statements, logos, beautification and landscaping efforts .

2. **Industrial area appearance**
eg, layout, degree of activity, signage, directions, beautification, location, accessibility.

3. **Residential area appearance and pride**
eg, signage, gardens, maintenance, sense of pride, acknowledgment of outstanding efforts etc.

4. **Community facilities**
eg, range and condition of parks and gardens, playgrounds, public facilities and services, signage etc.

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1. **Community Motivation and Readiness Assessment**
b. **The First Impressions Exercise**
Printed Survey Form (Continued)

C Walking Tour of main street/CBD area

Wander individually around the town's main street and CBD area and comment on the following:

1. **Physical state of businesses**
eg, physical condition of buildings, window displays, merchandising, physical welcoming nature of business, signage, degree of empty buildings, sense of pride etc.
2. **Range and diversity of businesses**
eg, amount of product, service range, apparent gaps etc.
3. **The people factor**
eg, friendliness, helpfulness, knowledge of local facilities, services and other businesses, smile, welcome, customer service etc.
4. **Community information**
eg, information boards, brochures, maps etc.
5. **Public toilets and other facilities**
eg, condition of, location and range of toilets, post boxes, telephones, water fountains etc.
6. **Parking**
eg, location and adequacy.
7. **Streetlife and streetscaping**
eg, appeal, colour, degree of streetlife, use of trees, heritage themes, and seating

1. **Community Motivation and Readiness Assessment**
b. **The First Impressions Exercise**
Printed Survey Form (Continued)



D Actor Section (Note: Sections C & D can be carried out at the same time)

Each visit team member assumes one of the following roles and records impressions while 'in character' -

1. **Tourist/visitor**
Comment on knowledge and attitude of locals towards tourist attractions and services, tourist information, range and appeal of attractions, opening hours, costs, etc.
2. **Potential resident with young family**
Comment on issues that would be of influence if you were looking to re-settle in the town, eg, housing availability, recreation opportunities, community facilities, impressions of local education and services, welcome activities etc.
3. **Potential retiree**
Comment on issues that would influence choice of the community as a retirement destination, eg, aged accommodation options, health services, recreation options for seniors etc.
4. **Potential business operator**
Comment on issues related to purchasing or establishing a business in town based on comments of other operators, customers and shire personnel, eg, perceptions of the positives and negatives of doing business in town, local loyalty, business networking, opportunity gaps, activity level of local chamber of commerce, access to supplies, labour hire issues etc.

E Overall Feelings

At the end of your visit, record your impressions/comments in regard to the following:

1. Overall "gut feeling" about the community
2. List the 6 most positive features you observed in the community
 - a.
 - b.
 - c.
 - e.
 - f.
 - g.



1. Community Motivation and Readiness Assessment
b. The First Impressions Exercise
Printed Survey Form (Continued)

3. Describe one or two ideas that you feel you would like to steal for your own community.

4. What do you consider the key area that the community needs to give attention to?

5. What aspect of the community made the greatest impact on you (positive or negative)?

6. Any final comment(s) you would like to record.

1. **Community Motivation and Readiness Assessment**
c. **Awareness Through Photography**



A number of activities are possible utilising photographs as a means of stimulating community interest and identifying community resident priorities. These include:

- i. **Photographic Choice Exercise**
A series of photographs are taken of the major features of a community highlighting distinctive character features as well as aspects that detract from it. Photographs are displayed on boards at a variety of locations around a community, eg, shire hall, post office, roadhouse etc. There are numbered, and reaction sheets provided with pens to enable local residents to number from 'greatly adds to the character of the town' to 'detracts greatly'. Also a space at the end of the sheet for written comment is provided for 'what have we missed?'

Based on the results, a community photographic album is compiled, illustrating what local residents perceive as positive and negative.

- ii. **Community In Focus**
A number of local people are paired together and given a 24 photograph disposable camera. Each person is requested to take 12 photographs - five of the 'best' aspects, five of the most 'challenging' aspects and two of the most 'unique' aspects. The photographs are then assembled on three display boards at a prominent location to stimulate community discussion.
- iii. **Our Community Past, Present and Future**
This exercise involves the assembly of historic and contemporary photographs and drawings on a large map of the community (or maybe just the commercial business district (CBD)), to illustrate what the community (or CBD) once looked like, what it currently looks like and what it might look like. Such an exercise obviously requires the identification of historic photographic material and possibly the input of technical resource people like a heritage architect/planner. The map with its collage of photographs, drawings and comments is then displayed within a suitable location to stimulate community discussion.



1. Community Motivation and Readiness Assessment

d. Use of Indicators

As mentioned above, indicators are benchmarks or measurements that provide feedback to a community to help it assess where it is and the direction in which it is moving. As mentioned in section III, Concept of Vibrant Rural Communities, indicators are becoming very valuable tools for communities seeking to explore 'healthy behaviours' and/or 'sustainability'.

Bauen et al. (1996) through their work at the Northwest Policy Center, University of Washington, have produced an excellent workbook resource - Sustainable Community Checklist which could be used and adapted by Australian communities.

It provides a simple checklist format and process that enables a comprehensive picture of a community's health across economic, social and environment lines. It presents six principles of sustainable communities - commitment to place, vitality, resilience, stewardship, connections and equity. Each of the six principles is presented with a corresponding set of indicators and examples of related projects. (See Information sheet No 6).

The workbook advocates the use of a focus group situation where members using a 'trend arrow' seek to find consensus for each indicator and note major points of concern. The process enables participants to identify community strengths and challenges as opportunities for future action.

The Strengthening Communities Unit, NSW Premier's Department (2000) has also provided an invaluable resource in the field of community sustainability - Sustainable Rural Communities Handbook. It also utilises indicators. Information Sheet no 7 provides a summary of their ten key characteristics and possible indicators.

Those indicators have been selected to identify whether or not a characteristic is present in a community. There are two types of indicators. Firstly, indicators that relate to facts that are able to be collected in a community through reports and available statistics. Secondly, indicators that deal with perceptions, attitudes and values. Information about these indicators is collected through interviews, surveys and focus groups.

The Sustainable Rural Communities Handbook provides ten tools which use a variety of indicators to measure the key characteristics. These tools enable the development of a 'Community Profile of Sustainability' which can provide 'the basis for a number of decision making processes within the community, aimed at strengthening the community's capacity to manage change' (2000:39).

1. Community Motivation and Readiness Assessment

e. Miscellaneous Tools



Below are a range of tools which could be of value to specific communities at a specific time in history as a means of motivating community action and assessing level of readiness for action.

- *Taking Charge - An Action Kit for Communities Facing Bank Closure*. This tool is produced by the NSW Department of Fair Trading and is available through the Community Builders NSW website.
- *The Community Toolbox* website (university of Kansas) has a number of useful tools for this stage:
 - *Relationships Among Organisations - Promoting, Networking, Coordinator, Cooperative Agreements and Collaborative Arrangements* (Chapter 18, section 10),
 - *Developing Multisector Collaboration* (Chapter 18, section 7),
 - *Identifying Targets and Agents of Change: Who Can Benefit and Contribute* (Chapter 12, section 2),
 - *Recognizing Allies* (Chapter 21, section 3),
 - *Encouraging Involvement of Opponents as Well as Allies* (Chapter 21, section 7).



2. Community Reflection and Awareness

a. Asset Mapping

There are a host of tools which a community can utilise to answer that question -'Where are we now?'. Such tools enable a community to identify assets, challenges, opportunities and current and future trends.

a. Asset Mapping

Assets represent the 'community treasures, the positive strengths, qualities, merits, benefits, virtues, commodities and character embedded in a community' (Allen et al., 1999:2). Asset mapping is a philosophical approach pioneered by Kretzmann and McKnight in their publication - *Building Communities from the Inside Out: A Path Toward Finding and Mobilizing a Community's Assets* (1993). They identified two approaches for supporting communities. The first focuses on a community's needs, deficiencies and problems. The second begins with a clear commitment to discovering a community's capacities, skills and assets and then mobilizing and connecting those assets. Asset mapping is obviously the technique which identifies, collates and displays these positive capacities, skills and assets.

Kretzmann and McKnight (1993) provide a range of asset mapping tools for:

- releasing individual capacities;
- releasing the power of local associations and organisations;
- capturing local institutions for community building; and
- rebuilding the community economy.

Allen et al. (1999) in their publication '*Utilizing Communities: Building On Assets and Mobilizing for Collective Action*' provide five tools for creating:

- a *Community-wide Individual Skills/Assets Inventory*;
- a *Community-wide Associated Assets Inventory*;
- a *Community-wide Institutional Assets Inventory*;
- a *Community-wide Economic Linkages and Business Assets Inventory*;
- a *Community-wide Previous Efforts as Assets Inventory*.

The *Community Tool Box* (chapter 2, section 6) of the University of Kansas (<http://ctb.lsi.ukans.edu/tools/c2/c2s6f.shtml>) has an excellent tool - Identifying Community Assets.

Tools and Techniques for Community Recovery and Renewal (2000) of the Centre for Community Enterprise has a collection of tools in terms of *Inventory and Mapping of Community Regional Assets*.

Finally, below is an example of a Community Skills Audit sheet which can be used to collect information about the skills, hobbies and work experiences of community members. This information is then transcribed into a computer program, preferably a program capable of responding to key words

2. Community Reflection and Awareness
a. Asset Mapping
Community Skills Audit Sheet



Our community is rich and diverse in terms of the skills, interests and work experiences of its residents. As a first step to identifying what skills and talents actually exist, we need your help to complete this form.

Please note: Filling out this form is optional. The information you provide will not be shared with other people without your permission.

Name:

Postal Address:

Telephone: (home) (work)

Fax: (home) (work)

email:

Current Occupation:

Previous occupations:

Hobbies:

Special interests:

Other languages spoken besides English:

Other special skills:

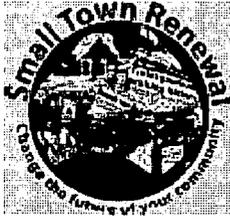
What is your community passion(s)? What issues do you care most about?

Are there skills you would like to learn?

Age: 10-15 16-20 21-30 31-40
41-50 51-60 61-70 over 70

Are you willing to share any of the above skills with others? YES/NO/MAYBE
Thank you for taking the time and effort to complete this form.

If you have any questions or concerns please call (name) on (telephone No)



2. Community Reflection and Awareness

b. Community Surveys

Community surveys represent a form of community assessment in which community residents have an opportunity to identify what they see as the most important issues and/or priorities for action and resource expenditure within the community.

The Community Tool Box website (University of Kansas) has a number of useful tools to assist in this process:

- *Conducting Concerns Surveys* (chapter 2, section 9)
- *Gathering Data on Public Opinion* (chapter 22, section 2)
- *Conducting Needs Assessment Surveys* (chapter 2, section 5)
- *Determining Service Utilization* (chapter 2, section 10)
- *Developing a Plan for Identifying Local Needs and Resources* (chapter 2, section 1)

The Strengthening Communities Unit, NSW Premier's Department (2000:52-61) contains an excellent tool - *The Community Survey* which provides both an example together with guidelines for use and interpretation.

An example of a Community Attitude Survey follows.

2. Community Reflection and Awareness

b. Community Surveys Community Attitude Sheet



By completing this survey, our local Development Association will have a better understanding of what our community see as priorities and would like to see enhanced. Remember your name will not be required, so feel free to tell us how you feel about your community. Please complete the survey by circling the appropriate number or by adding comments to suggestion sections.

	Excellent	Good	Not Sure	Poor	Very Poor
What is your visual impression of our community?	1	2	3	4	5
<i>Suggestions for improvement</i>					
What do you think of our community's sporting and leisure facilities?	1	2	3	4	5
<i>What other recreation facilities and activities would you like to see?</i>					
How do you rate our community's employment opportunities?	1	2	3	4	5
<i>Suggestions for improvement</i>					
What do you think of the education opportunities for our children and young people?	1	2	3	4	5
<i>Suggestions</i>					
What do you think of our Adult Education opportunities?	1	2	3	4	5
<i>Suggestions</i>					
How would you rate our community's health facilities?	1	2	3	4	5
<i>Suggestions for improvement</i>					



2. Community Reflection and Awareness

b. Community Surveys Community Attitude Sheet (Continued)

	Excellent	Good	Not Sure	Poor	Very Poor
What do you think of the range of services offered in our community?	1	2	3	4	5

Suggestions for other services you believe are missing

How would you rate your quality of life in this community?	1	2	3	4	5
--	---	---	---	---	---

What do you like about living in our community?

What don't you like about living in our community?

Which age bracket are you in?

<input type="checkbox"/> 13-19	<input type="checkbox"/> 20-29
<input type="checkbox"/> 30-39	<input type="checkbox"/> 40-49
<input type="checkbox"/> 50-59	<input type="checkbox"/> 60-69
<input type="checkbox"/> 70+	

What is your gender?

<input type="checkbox"/> Female	<input type="checkbox"/> Male
---------------------------------	-------------------------------

2. Community Reflection and Awareness
c. Business and Jobs Inventory



Such inventory exercises assist a community in identifying gaps in available business services, as well as providing an overview of the range of existing employment opportunities. Such exercises are best completed by a small task group rather than one person. Local telephone directories are a useful source of data.

The following provides a possible layout for an inventory collation sheet.

BUSINESS AND JOBS INVENTORY FORM						
Type of Business/ service	Total No.	Total No. of jobs		Closed within last 12 months	Why?	If not available, distance to nearest service
		pt	ft			
Accountancy						
Air conditioning						
Architectural/ drafting						
Antique shop						



2. Community Reflection and Awareness

c. Business and Jobs Inventory

List of possible businesses/ services which could be included on an inventory survey form.

Accounting service	Hotel
Air conditioning service	Household appliances/white goods
Architectural/drafting service	
Antique Shop	Insurance service
Auto dealer	
Auto electrician	Laundromat
	Legal services
Bank	Liquor store
Bakery	
Bed and Breakfast/farm stay	Manufacturing/agricultural processing
Bookstore	Massage service
Bricklayers	Motel
Building services	Music/record shop
Butcher	
	Newsagency
Caravan Park	
Café/milk bar/coffee shop	Office supplies
Carpentry	
Chemist	Printer
Childcare	Pest control
Churches	Petrol station
Cleaning services	Picture framer
Clothing (childrens)	Plumber
Clothing (mens)	Printing services
Clothing (womens)	Physiotherapist
Dental services	Real estate
Doctor	Refrigeration service
Diesel mechanic	Restaurant
Dressmaker	
Dry cleaning	Second hand/opportunity shop
	Secretarial support services
Electrician	Shoe store
	Sign writing
Farmer	Sporting goods
Farm machinery	
Feed store	Toy shop
Floor covering store	Travel service
Florist	TV/Video repairs
Furniture store	Transport/courier services
	Tyre service
Garden supplies/nursery	
Gardening/lawn mowing	Upholsterer
Grocery store	Undertaker
Haberdashery	Video shop
Hairdresser	
hardware store	Welder
Health store	White goods mechanic

2. Community Reflection and Awareness



d. Consumer Surveys

Such surveys enable a community to identify degree, extent and reasons for local retail leakage, and consumer feedback on current business services particularly in relation to helpfulness, product range, friendliness and service caps. Below is an example of a possible consumer survey form.

CONSUMER SURVEY FORM

We eagerly await your opinions. If you cannot fill this survey in immediately, please return it

to: _____ by _____

1. Do you do most of your shopping locally? Yes No

NB: 'Yes' means that you visit local businesses regularly and spend at least \$100 pl/wk.

If No, can you give your reason(s) for shopping elsewhere?
.....

2. Are you happy with the variety of shops and services in this area? Yes No

3. Do you live in this area? Yes No

If No, where do you live?

4. For each of the following items can you tick up to four reasons that influence you when you buy:

Most shopping items	Groceries	Meat
Price <input type="checkbox"/>	Price <input type="checkbox"/>	Price <input type="checkbox"/>
Range (variety) <input type="checkbox"/>	Range (variety) <input type="checkbox"/>	Range (variety) <input type="checkbox"/>
Quality <input type="checkbox"/>	Quality <input type="checkbox"/>	Quality <input type="checkbox"/>
Shopping Hours <input type="checkbox"/>	Shopping Hours <input type="checkbox"/>	Shopping Hours <input type="checkbox"/>
Parking <input type="checkbox"/>	Parking <input type="checkbox"/>	Parking <input type="checkbox"/>
Transport <input type="checkbox"/>	Transport <input type="checkbox"/>	Transport <input type="checkbox"/>
Attitude of Staff <input type="checkbox"/>	Attitude of Staff <input type="checkbox"/>	Attitude of Staff <input type="checkbox"/>
Speed of Service <input type="checkbox"/>	Speed of Service <input type="checkbox"/>	Speed Service <input type="checkbox"/>
Atmosphere <input type="checkbox"/>	Atmosphere <input type="checkbox"/>	Atmosphere <input type="checkbox"/>
Convenience <input type="checkbox"/>	Convenience <input type="checkbox"/>	Convenience <input type="checkbox"/>



2. Community Reflection and Awareness

d. Consumer Surveys (Continued)

Clothing	Hardware	Appliances
Price <input type="checkbox"/>	Price <input type="checkbox"/>	Price <input type="checkbox"/>
Range (variety) <input type="checkbox"/>	Range (variety) <input type="checkbox"/>	Range (variety) <input type="checkbox"/>
Quality <input type="checkbox"/>	Quality <input type="checkbox"/>	Quality <input type="checkbox"/>
Shopping Hours <input type="checkbox"/>	Shopping Hours <input type="checkbox"/>	Shopping Hours <input type="checkbox"/>
Parking <input type="checkbox"/>	Parking <input type="checkbox"/>	Parking <input type="checkbox"/>
Transport <input type="checkbox"/>	Transport <input type="checkbox"/>	Transport <input type="checkbox"/>
Attitude of Staff <input type="checkbox"/>	Attitude of Staff <input type="checkbox"/>	Attitude of Staff <input type="checkbox"/>
Speed of Service <input type="checkbox"/>	Speed of Service <input type="checkbox"/>	Speed of Service <input type="checkbox"/>
Atmosphere <input type="checkbox"/>	Atmosphere <input type="checkbox"/>	Atmosphere <input type="checkbox"/>
Convenience <input type="checkbox"/>	Convenience <input type="checkbox"/>	Convenience <input type="checkbox"/>

If you do not buy these items locally, in which town, area or shopping centre(s) do you buy them?

.....

5. From your own experience how would you rate staff in local shops in terms of the following:

Helpfulness	Product knowledge	Friendliness
Extremely good <input type="checkbox"/>	Extremely good <input type="checkbox"/>	Extremely good <input type="checkbox"/>
Good <input type="checkbox"/>	Good <input type="checkbox"/>	Good <input type="checkbox"/>
OK <input type="checkbox"/>	OK <input type="checkbox"/>	OK <input type="checkbox"/>
Bad <input type="checkbox"/>	Bad <input type="checkbox"/>	Bad <input type="checkbox"/>
Extremely bad <input type="checkbox"/>	Extremely bad <input type="checkbox"/>	Extremely bad <input type="checkbox"/>
Comments <input type="checkbox"/>	Comments <input type="checkbox"/>	Comments <input type="checkbox"/>

.....

.....

.....

2. Community Reflection and Awareness

d. Consumer Surveys (Continued)



6. What changes should local shops make to get more of your business? (choose up to 5 changes from the list)

- | | | | |
|--------------------------|--------------------------|------------------------------|--------------------------|
| More competitive pricing | <input type="checkbox"/> | More variety | <input type="checkbox"/> |
| Better quality goods | <input type="checkbox"/> | Longer opening hours | <input type="checkbox"/> |
| Better parking | <input type="checkbox"/> | Improved customer service | <input type="checkbox"/> |
| Day/weekend parking | <input type="checkbox"/> | More special events | <input type="checkbox"/> |
| More advertising | <input type="checkbox"/> | Any other suggestions: | |
| More store atmosphere | <input type="checkbox"/> | | |

7. Are there any existing shops or services in this community that you would use more if some things were changed?

Yes No

If "yes", what would you change and why?

.....

8. Are there any businesses or services which you believe are missing in this community: If so, which?

.....

.....

9. Are there any final comments you would like to make about services or businesses in this community:

.....

.....

.....

Thank you for your cooperation



2. Community Reflection and Awareness

e. Local Business Surveys

Such exercises provide opportunities local businesses to share their views about the local business environment - what helps, hinders and stops them from doing better. Also, it is another way of identifying potential new business opportunities and actions that could strengthen business performance and networking. An alternative to the local business survey would be use of the Business Retention and Expansion Program - see VIII Resources section.

Strengthening Communities Unit, NSW Premier's Department (2000: 62-67) provides a useful survey approach covering business investment in technology, business planning and education and training and the contribution of businesses to community life. The questions are linked to the key characteristics related to 'community sustainability'. Below is an example of a local business survey.

Local Business Survey Form

We eagerly await your opinions. We hope the answers will be of benefit and help local business growth. If you cannot fill in this survey immediately - please return it to

..... by

1. **What type of business do you operate?**
(eg, take away food, accommodation, second hand goods, groceries, farm etc.)
2. **Is your business locally owned?** Yes No
3. **Which of the following categories describes your business?**

Sole trader	<input type="checkbox"/>	Partnership	<input type="checkbox"/>
Company	<input type="checkbox"/>	Cooperative	<input type="checkbox"/>
4. **Do any of the following categories apply to your business?**

manufacturing	<input type="checkbox"/>	retailing	<input type="checkbox"/>
franchise	<input type="checkbox"/>	importing	<input type="checkbox"/>
exporting	<input type="checkbox"/>	wholesaling	<input type="checkbox"/>
distribution agent	<input type="checkbox"/>	agricultural production	<input type="checkbox"/>
5. **How long has your business been operating in this community:**

Less than 1 year	<input type="checkbox"/>	2 to 5 years	<input type="checkbox"/>
6 to 10 years	<input type="checkbox"/>	Longer than 10 years	<input type="checkbox"/>
6. **Do you employ any other people in your businesses?**

Yes No

2. Community Reflection and Awareness

e. Local Business Surveys
Local Business Survey Form (Continued)



7. **What do you think are the main advantages of running a business in this community? (Please tick up to five (5) reasons)**

- | | | | |
|-------------------------------------|--------------------------|---|--------------------------|
| close to key industries | <input type="checkbox"/> | reliable transport and freight services | <input type="checkbox"/> |
| local customer loyalty | <input type="checkbox"/> | reliable business & other services | <input type="checkbox"/> |
| the quality of life the area offers | <input type="checkbox"/> | quality and supply of local labour | <input type="checkbox"/> |
| housing available for employees | <input type="checkbox"/> | | |
| other(s) please specify | | | |

8. **What do you think are the main disadvantages of operating a business in this community? (please tick up to 5 reasons)**

- | | | | |
|----------------------------------|--------------------------|---|--------------------------|
| time/distance from other markets | <input type="checkbox"/> | shortage of skilled labour | <input type="checkbox"/> |
| time/distance from suppliers | <input type="checkbox"/> | narrow range of local business services | <input type="checkbox"/> |
| transport costs | <input type="checkbox"/> | poor service of other local business | <input type="checkbox"/> |
| communication costs | <input type="checkbox"/> | slow growth of local market | <input type="checkbox"/> |
| small size of local market | <input type="checkbox"/> | lack of suitable housing for employees | <input type="checkbox"/> |
| lack of local support | <input type="checkbox"/> | other(s) please specify | |
| | | | |

9. **Which (specific) products or services purchased by your business from outside the local community do you think could be manufactured or produced locally?**

.....

10. **Are there any services or products which you have considered providing or manufacturing locally, but did not proceed with the idea?**

- Yes No
- If yes, what services or products and what were your reasons for not proceeding?

.....



2. Community Reflection and Awareness

e. Local Business Surveys Local Business Survey Form (Continued)

11. Are there any products or services which you find difficult to obtain locally?

Yes
If yes, please specify.

No

.....

12. Are there any industries/businesses/services which you think could be successfully located in this community?

.....

13. What particular actions do you believe could be undertaken at the local level by government, local council or business organisations to assist businesses developing in the community?

.....

.....

14. Finally, do you have any other ideas or suggestions about improving business activity within the community?

.....

.....

.....

2. Community Reflection and Awareness

f. Community Profiling



Community profiling involves the preparation of a statement that summarises the demographic, social and economic conditions, needs and opportunities within a defined community.

Numerous resource publications provide community profiling tools:

- Department of Commerce and Trade, (1998) CommunityWise Tool Kit - *Community Profiles*
- Strengthening Communities Unit, NSW Premier's Department, (2000) Sustainable Rural Communities Handbook - *Scan the Plans*
- *Community Profile* Kenyon P, (2000) Community Builders: Resource Manual - *Community Profile*

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TOOLS



2. Community Reflection and Awareness

g. Visitors Opinion Surveys Visitor Opinion Survey Form

Often it is of value to solicit the opinions of people resident outside a community. Below is an example of a Visitor Opinion Survey.

Dear Visitor to

Our community is very keen to assess our appeal of ... as a place to visit and spend some time in. Therefore, we would be very grateful, if, whilst you are staying in ... you would at some time complete this form and hand it in either at the reception desk of your accommodation prior to your departure, or the Visitor Information Centre at ... You may wish to post the form to

The information you provide will be extremely valuable to us in planning and improving our tourism attractions, facilities and activities in and around our community. Thank for your cooperation.

1. In which town or city do you normally live? _____
2. Your main purpose for visiting our community is?
Friends or Relations Holiday Business
Sports/events
Other, please indicate _____
3. If for 'holiday' please indicate how you heard about our community and its visitor attractions?
Weather reports Advertising City/regional brochures
Through friends/relatives
Other, please indicate _____
4. How long are you staying in our community?
Three days or less More than 3 days, but less than one week
One to two weeks More than two weeks
5. When did you last visit our community? _____
6. Are you:
A regular visitor An occasional visitor A first time visitor

2. Community Reflection and Awareness

**g. Visitors Opinion Surveys
Visitor Opinion Survey Form (Continued)**



7. Which local attractions have you visited during your current stay in our community?

_____ _____ _____
_____ _____ _____

Others, please indicate _____

8. Which of the above attractions, and any others which you may have visited, did you enjoy most? (Please list)

9. Apart from the attractions that you have visited, what else have you enjoyed most about your currently holiday in our community?

10. Have you had any particular concerns or problems during your stay in our community that you would like to share with us?

11. Do you have any suggestions as to ways in which we could make our community a more attractive and enjoyable tourism destination?

12. Would you visit our community again and if so, why?

Please hand in the complete form to your accommodation reception desk, our Visitor Information Centre or the attraction that you are visiting prior to your departure.



2. Community Reflection and Awareness

h. Community Economic Analysis

Assessing the composition and trends in a community economy is fundamental to rethinking, informed decision making, and the development of new options, choices and strategies for rural communities. Community economic analysis involves far more than collecting data. It creates greater understanding of the strengths and weaknesses of local economies, gives early warning of adjustment needed in the community to emerging influences, and builds collaborative effort to deal with economic problems and opportunities.

Local people can analyse their own economy but specialist skills may also be needed. Analysis can start with a broad overview or "snapshot" of economic activity and trends. People can also use simple techniques and basic calculated measures. Finally, analysis can proceed to detailed feasibility studies of options requiring specialist skills.

Most economic analyses start with an overview of the local economy. This provides a context for more detailed analysis. An overview usually consists of three parts:

Broad trends

A "desktop" survey of major economic trends in the regional, state or national economy reveals broad issues the community needs to consider. This information may include, for example, sectoral employment, demand for goods and services, availability of capital and technology, or labour force changes. Local libraries, local government, economic development agencies or chambers of commerce should be able to assist community members access a range of existing publications and information sources such as census data, media releases, documents or informed people.

Resource base

This consists of a basic "stocktake" of community assets - natural resources, physical infrastructure, labour, housing, government, organisation. However, it is not just a simple listing. It can include changes to the community resource base over time. Strengths, such as good agricultural soil, scenery, or a skilled workforce need to be identified as well as weaknesses such as poor roads, risk of flooding, or declining housing stock.

Local Activities and Trends

Assessing the composition and performance of the local economy involves segmenting the local economy into sectors such as primary industry, services, or retail. The value of sales, employment, or level of production can measure the level of activity of different sectors. Communities can also identify basic trends in local employment, sales, and shifts between sectors.

A second degree of analysis involves calculated indices and measures. These include multipliers, location quotients and population/employment ratios. These are relatively simple measures that local people are able to calculate readily.

Multipliers

Local economies can be divided into export and non-export sectors. The export sector draws in dollars from outside the community. The non-export sector is the goods and services that circulate within the community and reflects how much economic activity is "captured" locally. Multipliers measure the linkage between these sectors. They express how much money and employment earned by the export sector ends up in local hands and how much "leaks" out of the community.

2. Community Reflection and Awareness

h. Community Economic Analysis (Continued)



For example, export industries such as agriculture, tourism or retirees may draw in \$100,000 in wages, sales, transfer payments or investment, and support 40 local jobs. If a significant amount of this money and employment leaks out of the community, through local people shopping, holidaying, purchasing business inputs, investing, or sending their children to school outside the community, the multiplier will be low. Multipliers will be high if much of this income and employment is captured locally.

An employment multiplier is the measure of every job in the export sector compared to every job in the total economy (export and non-export).

Employment = $\frac{\text{Total employment in community}}{\text{multiplier Export employment in community}}$ say $\frac{500 \text{ jobs}}{220 \text{ jobs}}$ = a multiplier of 2.3

This means that one job in the export sector generates 2.3 jobs in the whole community. That is, one job in the export sector gives rise to 1.3 jobs in the non export sector.

Concentration and Specialisation

Location Quotients and Population/Employment Ratios, used together, indicate specialisation sectors in the local economy and in which sectors there are "gaps" and potential development opportunities.

Location quotients estimate the degree of specialisation in a community's economy. The method assumes that the Australian national economy is in equilibrium - ie, the mix of sectors such as mining, banking, or professional services is in balance and remains fairly constant. Location quotients measure the proportion of employment in each sector of the local economy and compares that to the proportion in the national economy.

$LQ = \frac{\text{Community employment in a sector} / \text{Total employment in the community}}{\text{National employment in the sector} / \text{Total national employment}}$

An LQ of 1 in a sector means that the community has the same proportion of employment in that sector as the national economy.

If a local community has a greater proportion of employment in a particular sector, than the proportion of employment in that sector in the national economy, it will have a $LQ > 1$.

For example, a community may have 12% of its employed workforce in the retail sector and nationally 9% of the workforce sold retail goods. The location quotient for that sector in the community would be:

$$LQ = \frac{12}{9} = 1.3$$

This means that the community has a relative specialisation in that sector.

An LQ of less than 1 in a sector suggests a gap in the local economy and an opportunity for new businesses in that particular sector.



2. Community Reflection and Awareness

h. Community Economic Analysis

A population/employment (P/E) ratio is simply the population of the community divided by the number of jobs in each sector:

$$\text{P/E ratio for a particular sector} = \frac{\text{Total community population}}{\text{Employment in the particular sector}}$$

For example, for Gympie, Queensland the population/employment ratio for the community services sector is:

$$\text{P/E (Community services)} = \frac{\text{Community population}}{\text{Employment in community services}} = \frac{12000}{567} = 21$$

That is, every job in the community services sector "supports" 21 community people. Clearly not every community services worker only serves 21 people. The P/E ratio is an average relationship of population and employment. The more people per job in a particular sector the less specialised the economy is in that sector and vice versa.

Together LQ and P/E give a picture of the local economy. Figure 3 illustrates the example of Gympie, Queensland.

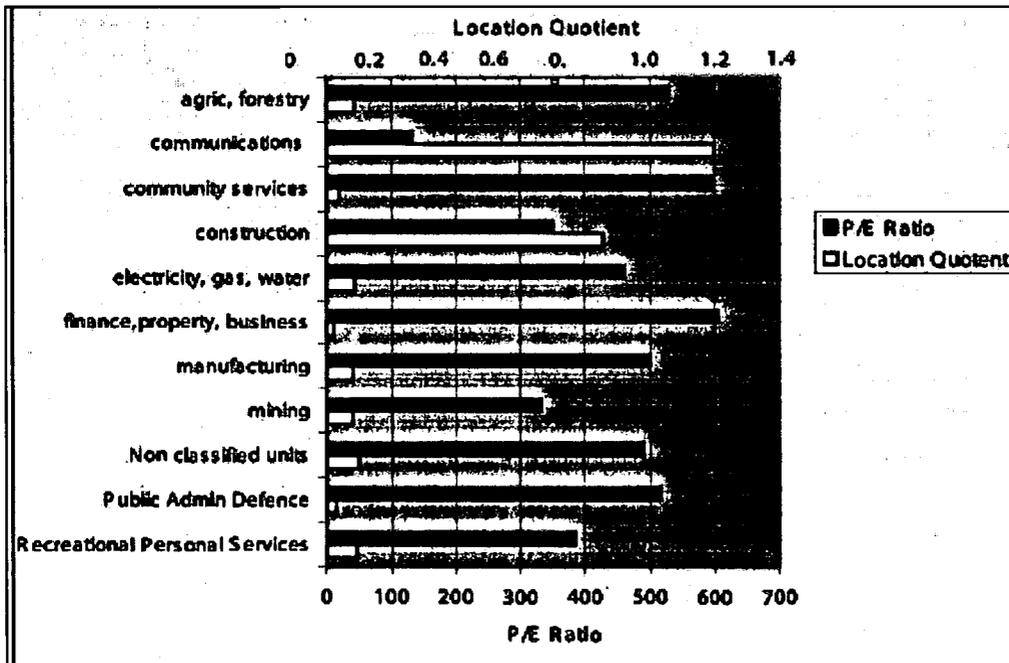


Figure 3. Location Quotients and Population/Employment ratios for Gympie, Queensland (1991) (calculated from data in Jensen, 1997).

2. Community Reflection and Awareness

h. Community Economic Analysis



As stated a LQ >1 means that the community has a higher proportion of employment in that sector than the national economy does. Also the fewer local people per job in a sector means a relative specialisation in the sector. Hence, figure 3 shows that Gympie's economy is relatively specialised in agriculture/forestry, community services, finance/property/business and public admin/defence. The economy has "gaps" in communications, mining and construction.

This does not mean that the community should immediately "prospect" for a communications company, for example. There might be very valid reasons for Gympie to not have much communications employment. Also it would be wrong to consider that community services or agriculture is a "strength". LQ and P/E only give an idea of specialisation. Having a concentration of employment in a sector can indeed be a major strength drawing in export income. Yet it can also represent vulnerability to changes in the sector as many mining, agricultural and forestry communities have demonstrated.

LQ and P/E provide a signpost for further investigation rather than a clear solution. Monitoring LQ and P/E over time can enhance this indication.

Other more sophisticated tools are available such as Input/Output analysis, Shift/Share analysis. For other community economic analysis tools see:

- Cavaye J, (2000) *Our Community, Our Future: A Guide To Rural Community Development*, chapter 8, p90-120;
- Jensen RC, (1997) *Introduction to Economic Impact (Multiplier) Analysis*;
- Hustedde RJ, Shaffer R, Pulver G, (1993) *Community Economic Analysis: A How To Manual*.

However, they do require specialist expertise but are other options for communities to use to explore economic development options and choices.

The above economic analysis tools are signposts for further discussion and investigation. None provide an equivocal answer and should never be used to prompt immediate solutions. Communities need to draw on a variety of information sources and never use economic indicators in isolation. Economic analysis is most powerful if communities can track indicators over time and involve local people fully in the process of analysing their own economy. Economic analysis is not absolute. It largely relies on comparison, with other communities or with the national economy. Communities need to be well aware of the assumptions inherent in all indicators.

i. Other Useful Resources

The following tools could be useful in community reflection and awareness.

- *How Young People Would Like To Be Consulted* - produced by the NSW Department of Local Government, available through the NSW Community Builders website.
- *Understanding and Describing the Community* - available through the Community Tool Box (University of Kansas) website, Chapter 2, section 12 and *Assessing Community Needs and Resources* (Chapter 3).

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TOOLS



3. Community Planning

There are a wide range of tools available to assist communities through the Community Planning processes. Some of the best resource documents containing specific practical tools are:

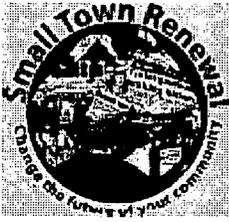
- Cavaye J (2000), *Our Community Our future* - chapter 5 entitled Community Development Methods - contains an excellent overview of the range of possible methodologies;
- Oklahoma Community Institute (1997), *Strategic Planning For Communities and Local Economies - Planning Manual* - represents one of the best practical guides to the various stages of community strategic planning with an excellent collection of worksheets;
- Department of Commerce and Trade (1998), *The Community Wise Tool Kit* - contains a practical overview of the community economic development planning process;
- Strengthening Communities Unit, NSW Premier's Department (2000), *Sustainable Rural communities Handbook* - contains two relevant tools:
- Public Meeting - *Decision Making Workshop*;
- Kenyon P (2000), *The Community Builders Manual* - contains a useful tool - *The Community Opportunity Workshop*;
- Segedy J, Johnson B (1997), *The Small Town Charrette Handbook* - describes through a clear and simple format the Charrette - a short intensive community planning and design exercise;
- Municipal Association of Victoria (1994), *Ready Set Go: Action Manual for Community Economic Development* p 32-93 - contains a wealth of tools relating to strategic planning for community economic development;
- Domack D (1995), *Creating a Vision for Your Community* - considered one of the classic resource manuals on community planning. This contains a wide range of practical tools.
- *NSW Community Builders Website* contains a number of relevant tools:
 - *Community Forums*;
 - *Group Work Techniques*;
 - *Simple Group Workshops*;
 - *Running Effective Meetings*;
- McArdle J (1998), *Resource Manual for Facilitators in Community Development* - a classic Australian resource manual with excellent material (including handouts) on important themes like 'encouraging participation' and 'meeting procedures'.
- *The Community Toolbox website* (university of Kansas) contains a series of useful tools:
 - *Conducting Effective Meetings* (Chapter 10a, section 2);
 - *Recruiting Members* (Chapter 5);
 - *Capturing What People Say: Tips for Recording a Meeting* (Chapter 10a, section 4);
- Centre for Community Enterprise (2000), *Tools and Techniques for Community Recovery and Renewal*, contains a set of useful tools under the themes of community-wide visioning and strategic planning.

4. Strategy Assessment



In terms of identifying and understanding strategies that will enhance local economic opportunities, the following provide an excellent introduction to the range of options, and valuable tools to aid selection:

- Kinsley M (1997), *Economic Renewal Guide*, ch 2;
National Centre for Small Communities (1997), *Harvesting Hometown Jobs: The New Small Town Guide to Local Economic Development*, chs 3, 4, 5 and 6;
- Kenyon P (2000) *The Business Retention and Expansion Handbook*, Appendix 5, *Examples of Economic Development in Action at the Local Level*;
- Richardson S (1991), *Colorado Community Tourism Action Guide*;
Municipal Association of Victoria (1994), *Ready Set Go: Action Manual for Community Economic Development*, section IV: *Selecting Appropriate Action Strategies*;
- Centre for Community Enterprise (2000), *Tools and Techniques for Community Recovery and Renewal*, section 4: *Retaining and Creating Jobs*, and section 5: *Addressing the Financial Gaps*;
- University of Kansas, *The Community Tool Box* website, chapters 17, 18 and 19 cover *Selecting, Designing and Adapting Community Interventions*.



5. Project Implementation

The following resource guides contain relevant tools to enhance project implementation:

- Kenyon P (2000), *The Community Builders Manual*:
 - *Tips for Working with the Media*
 - *Tips for Preparing Funding Submissions*
 - *Tips for Maintaining Community Interest and Involvement*;
- McArdle J (1998), *Resource Manual for Facilitators in Community Development*:
 - *Lobby Techniques*
 - *Submission Writing*
 - *Publicity Strategies*;
- Kinsley M (1997), *The Economic Renewal Guide*:
 - *Developing Project Action Plans*;
- National Center for Small Communities (1997), *Harvesting Hometown Jobs: The New Small Town Guide to Economic Renewal*:
 - *Getting Started*
 - *Managing Growth*
 - *Innovative Partnerships for Economic Growth*;
- NSW Community Builders Website:
 - *Using Media*
 - *Making Reader Friendly Publications*;
- Department of Commerce and Trade (1998), *Community Wise Tool Kit*:
 - *Guide to Submission Writing*
 - *Working With the Media*
 - *Management Committees*
 - *Guide to Engaging a Consultant*
 - *A Structural and Legal Guide for Community Organisations*.
- *The Community Tool Box* (University of Kansas);
 - *Putting Your Solutions into Practice* (Chapter 10a, section 7),
 - *Ways to Get the Word Out* (Chapter 4),
 - *Media Advocacy* (Chapter 25);
- South Australia Council of Social Services Inc has a series of relevant Handbooks:
 - *Constitutions Handbook* (1999),
 - *Employing Handbook* (1996),
 - *Finances Handbook* 1996,
 - *Insurance Handbook* 1996,
 - *Just a Tick - A Best Practice Survival Guide for Committees and Boards of Management* 1999,
 - *Legal Responsibilities of Committees and Boards of Management*, 1997,
 - *Marketing Handbook* 1996,
 - *Planning Handbook* 1996,
 - *Tendering Handbook* 1997.

6. Evaluation, Monitoring and Feedback



The following resource guides contain useful notes and tools in terms of monitoring, evaluation and feedback:

- Coup et al. (1990), *'We are Doing Well - Aren't We?': A Guide to Planning, Monitoring and Evaluating Community Projects*;
- Domack, D (1995), *Creating a Vision For Your Community*, ch 6;
- NSW Community Builders Website - *Practical Questions for Community Builders*;
- Wadsworth Y (1990), *Everyday Evaluation on the Run*.
- University of Kansas, The Community Tool Box website, part 5 - *Evaluating Community Programs and Initiatives*.



1. Key Government Programs Supporting Local Economic Planning and Development Initiatives

The case studies outlined earlier in this handbook often referred to a variety of State and Federal programs that have assisted their community with both planning and implementation of their revitalisation initiatives.

Over time some of these programs have been modified or disappeared altogether (eg Queensland Government Future Search Program). What follows is a summary of Federal and State programs that currently provide technical and/or funding assistance for local planning and development initiatives, including:

(a) Regional Solutions Programme	Federal Department of Transport and Regional Services
(b) Rural Transaction Centre Programme	Federal Department of Transport and Regional Services
(c) Local Solutions to Local Problems Program	Federal Department of Family and Community Services
(d) Can Do Initiative	Federal Department of Family and Community Services
(e) Regional Assistance Programme	Federal Department of Employment, Workplace Relations and Small Business
(f) Town Life Development Program	NSW Department of State Development
(g) MainStreet/Small Towns Program	NSW Department of State Development
(h) Business Retention and Expansion Program	NSW Department of State Development
(i) Working Towns	SA Department of Education, Training and Employment
(j) Community Capacity Building Initiative	Department of Natural Resources and Environment, State and Regional Development, Victorian Farmers Federation
(k) StreetLIFE	Victorian Department of State and Regional Development
(l) Project Mainstreet	WA Department of Commerce and Trade
(m) Small Town Economic Planning Program	WA Department of Commerce and Trade
(n) Community Builders Initiative	Agriculture WA

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RESOURCES

This section lists and summarises a wide range of resources that may be useful in the town renewal process. They are summarised as follows:

1. Key government programs that support local economic planning and development initiatives - includes the current set of programs offered at the Commonwealth and individual state level most relevant to rural renewal efforts.
2. Relevant national funding sources for small town renewal projects - though an extensive summary, it certainly is not an exhaustive list. It does not include individual State funding programs. An important set of reference guides relevant to funding sources appears at the end of the summary.
3. Websites relevant to small town renewal projects - includes national and international agencies, networks and initiatives.
4. Key print and audio visual resources relevant to small town renewal - includes a set of publications, audio tape and videos that are useful as technical resources. It includes several other manuals/handbooks that compliment this handbook.
5. Relevant non government programs useful for program design and implementation - including a range of programs and models available nationally that may be useful to support rural renewal efforts.
6. Given the importance of focussing on, and mobilising young men and women in rural renewal efforts, the summary includes a number of relevant youth development programs that could be useful resources for creative program design and youth leadership development.

Please note - while every endeavour has been made to ensure that program and contact details are current, users of this document should regularly check current status and details of each resource.

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1. Key Government Programs Supporting Local Economic Planning and Development Initiatives



a. Regional Solutions Programme

Description:

The Regional Solutions Programme is a Federal Government initiative designed to assist regional and rural communities build their capacity to identify and implement development opportunities.

Regional Solutions replaces the Rural Communities Programme and the Rural Plan initiatives, and is intended to meet the demand for a flexible Commonwealth program that enables local communities to obtain support in developing 'local solutions to local problems'. \$90 million is being provided over four years to allow communities to undertake projects that will lead to economic diversification and strengthen their social structures by improving access to and filling gaps in services. Targets for the Programme include regional and rural areas that are experiencing economic stagnation and/or population decline due to industry restructuring or a lack of development opportunities; or communities experiencing high levels of unemployment and social disadvantage. The Programme seeks to help communities to move beyond the planning stage by providing assistance to implement community initiatives, including funding for community infrastructure.

Regional Solutions recognises that one size does not fit all. The Programme enables communities to have the opportunity to develop their projects by selecting from a menu of activities eligible for funding. These activities can be small scale (such as developing community plans) through to large scale (such as community infrastructure projects). The following is a list of projects/activities that may be eligible for funding:

- community planning and objective setting;
- implementation of local projects;
- regionally based local community enterprise/infrastructure projects;
- contributions towards the employment of community based officers to develop resources and partnerships with other sectors;
- identifying and assisting community adjustment initiatives, and
- communities will be encouraged to undertake preliminary planning that reflects how their proposal for funding is part of an overall strategy for sustainable community development.

Funded groups will be encouraged to demonstrate a financial contribution to the project, either cash or in-kind, and to seek support from other sources, such as state and local governments as well as the private sector.

Funding:

The Regional Solutions Programme offers a menu of funding options from small-scale projects (\$5000 or less) to large-scale projects (up to \$500,000), depending on the needs of the communities and the activities to be undertaken. The example below indicates ways a community may be able to use the Programme.

- \$5,000 to develop a community based plan.
- \$1000 - \$50,000 to undertake community development projects (eg, purchasing printing facilities for a community newspaper).
- \$50,000 towards the cost of resourcing regionally based people to help implement local

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1. Key Government Programs Supporting Local Economic Planning and Development Initiatives

projects or provide information on Commonwealth programs and services (eg, employing a Community Information Officer).

- Up to \$200,000 for projects aimed at diversifying the economic base of a region (eg, developing a full strategic plan that will identify opportunities for potential economic growth and community capacity building; or enhancing tourism activities based on the community's location or industry).
- Up to \$500,000 to develop infrastructure in local communities that will enhance economic or social outcomes (eg, establishing a multi-function development centre that can provide access to a range of community services).

Technical assistance:

Details of non financial assistance not currently available.

Extent of use:

Programme was announced June 18 2000. Applications became available in late October 2000. Detailed guidelines and application forms are now available, and the first round of approvals occurred in late December 2000.

Contact details:

Countrylink Australia



1800 026 222



<http://www.dotrs.gov.au/regional/solutions/index.htm>

b. Rural Transaction Centre Programme

Description:

The Rural Transaction Centres (RTC) Programme is a Federal Government initiative which will provide up to \$70 million over 5 years to fund up to 500 local based service centres. The programme is designed to help small communities establish their own service centres which will enable residents to access basic transaction services such as banking, postal services, Medicare easyclaim facilities, phone and fax. The case study of Gulargambone illustrates how useful this programme has been in assisting with renewal.

The programme is based on the principle that by aggregating services into a single centre, combined with more transactions and greater availability of services, it will enhance the viability of the centres and make them self-sustaining units. The primary objective of the RTC Programme is to improve access to basic private and government transaction services, and to do so in a way that encourages private sector and/or community based provision. RTCs are designed to enhance or complement any existing or planned commercial or government transaction services in rural towns, and not to crowd them out.

Typically, the services are provided, on the basis of face to face contact with members of the community conducting transactions, and are delivered by outlets such as licensed post offices, community banks, pharmacies, other small businesses, local councils, or community bodies such as telecentres.

Rural communities with populations up to 3,000 are eligible for assistance, however towns

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1. Key Government Programs Supporting Local Economic Planning and Development Initiatives



with populations great than this with a strong case for assistance are considered. Applications under the programme are assessed based on the:

existing availability of services and the likelihood of services being provided in the near future by other providers;

- extent of community support and management;
- extent to which the applicant and others will contribute;
- extent of support from State/Territory and local government and the relationships with their initiatives, such as one stop shops and telecentres where appropriate;
- long-term viability of the project after Federal Government assistance ceases; and
- environmental and heritage impact of the project.

Funding:

Currently two sources of funding assistance are available, namely -

- **Business Planning Assistance.** Funding is available to help applicants develop RTC business plans. This may include the hire of external consultants with project management or financial expertise to help prepare business plans. To date amounts have ranged from \$3,000 to \$20,750.
- **Project Assistance.** The maximum funding available under the programme is project assistance which may be used for the capital costs of setting up RTCs, to assist in the ongoing maintenance of sites and, in some circumstances, to subsidise the running costs of the centres during the early years of operations. Examples of the costs which could be met include site development, infrastructure for service delivery, training and marketing. In the case of Gulargambone, \$200,000 of project assistance has been provided.

Extent of use:

As at November 2000, there were 19 RTCs in operation with a further 15 approved for funding in December 2000. 137 applications for Business Planning Assistance have also been approved to 1 January 2001.

Contact details:

Rural Transaction Centres Programme

Regional Development, Territories and Local Government Division
Department of Transport and Regional Services



Freecall 1800 038 160



www.dot.gov.au/rtc/



GPO Box 594, Canberra ACT 2601

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1. Key Government Programs Supporting Local Economic Planning and Development Initiatives

c. Local Solutions to Local Problems Program

Description:

Local Solutions to Local Problems Program is a new initiative announced in April 2000. It forms part of the Federal Government's Stronger Families and Communities Strategy. The delivery of the program seeks to be broad and flexible allowing for the wide diversity of communities and needs. Funding for 500 projects over four years is envisaged.

Available program support depends on each community's needs. Possible projects could include:

- conversion of unused buildings into community facilities;
- provision establishment costs for self-help services such as food cooperatives and food banks;
- development community resources, particularly human resources through access to training (eg 'how to involve local people in community activities', 'how to run community groups - basic meeting processes');
- linking of communities and people who are tackling similar issues in their community, including mentoring programs;
- provision of facilitators and advice services (volunteering, business and family advice); and
- IT training and support for individuals to seek information or contribute to information about their community.

Program guidelines emphasise the need for community involvement and partnerships between communities, business and government. Proposals need to include evidence of demonstrated need and broad local support and ownership.

The Program is part of an integrated set of measures designed to help build community capacity with the aim of strengthening the social fabric of communities. A key part of the Strategy is local responses to fit local need.

The strategy is based upon national and international research, and feedback from communities themselves, that show that often the best assistance for communities to build their own capacity is through small, cost effective flexible approaches, tailored to a community's own situation.

Funding:

Total funding is \$15.4 million over 4 years.

Technical assistance:

Details are not publicly available at this stage.

Extent of use:

Initiative was announced on April 16, 2000 and as of 1 January 2001 no funding allocations have been announced. State and territory advisory groups have been established to assist with funding decisions.

Contact details:

Department of Family and Community Services



1300 653 227



<http://www.facs.gov.au/internet/facsinternet.nsf/aboutfacs/programs/families-StrongFamCommStrategy.htm>

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1. Key Government Programs Supporting Local Economic Planning and Development Initiatives



d. Can Do Community Initiative

Description:

The Can Do Community Initiative is a new program forming part of the federal government's Stronger Families and Communities Strategy. The initiative seeks to -

- identify and promote best practice examples of local solutions to local problems using mechanisms such as community events, workshops, field days, interactive information technology, and local media campaigns;
- develop a project ideas bank;
- encourage people to get involved in their community;
- network community leaders and community builders; and
- publicly recognise best practice examples of collaborative community actions which effectively address local issues.

This initiative seeks to showcase Australian best practice and 'how to' examples of community revitalisation. There are many examples of innovative and effective community-based initiatives that help to strengthen community resilience and ability to address local social and economic problems. The program seeks to encourage local communities to develop local solutions to local problems by providing communities with access to new ideas and contacts.

Funding:

Overall funding is \$5.2 million over 4 years.

Technical assistance:

Details are not publicly available at this stage.

Extent of use:

Initiative was announced April 2000 and as of 1 January 2001 no funding allocations have been announced. State and territory advisory groups have been established to assist with funding decisions.

Contact Details:

Department of Family and Community Services



1300 653 227



<http://www.facs.gov.au/internet/facsinternet.nsf/aboutfacs/programs/families-StrongFamCommStrategy.htm>

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1. Key Government Programs Supporting Local Economic Planning and Development Initiatives

e. Regional Assistance Programme

Description:

The Regional Assistance Programme (RAP) is a federally funded programme which provides up to \$30 million annually through the Department of Employment, Workplace Relations and Small Business (DEWRSB) Area Consultative committee (ACC) network. The objective of RAP is to generate employment in metropolitan, regional and remote Australia by encouraging business and communities to take action to boost business growth and create sustainable jobs. It provides seed funding for innovative, quality projects of value to the community.

Community based project proposals submitted through ACCs are encouraged in the following areas:

- job generation;
- improving the skills base of a region;
- tackling disadvantage and encouraging growth in a region; and
- support infrastructure.

Project proposals must be able to demonstrate a clear path to job outcomes and/or an ongoing economic or regional benefit. They must also support the ACC Strategic Regional plan, be consistent with current Federal Government policy and, ideally compliment existing programmes.

Examples of the types of projects include:

- small business support and development projects such as supply chain networks and business cluster strategies;
- diversification of the economic base of a region, through generating new business, investment or tourism activities;
- infrastructure development in local communities; regional skills surveys and industry profiles;
- identification of skill gaps and ways to improve links between schools, training providers and industry;
- response to the specific employment needs of disadvantaged groups.

Project proponents will usually be not-for-profit organisations and all proposals must be endorsed by the ACC.

They must also be able to demonstrate:

- what difference the project will make to the local community;
- what employment outcomes are anticipated as a result of the project; and
- what would be the result if Commonwealth funding was not provided for the project.

Funding:

A total of \$30 million is available each year nationally. ACCs are provided with three year notional base funding allocations between \$200,000 and \$400,000 per annum, and from which individual projects are funded. Individual project proposals are assessed by the Federal Department on a quarterly basis.

Technical assistance:

Through the ACC network, technical support is available to help communities to develop project proposals and provide support for project implementation.

Extent of use:

Many communities across Australia have utilised RAP to undertake community planning and employment project implementation activities.

Contact details:

Local ACC or the Canberra national office



(02) 6121 6054



<http://www.acc.gov.au/rapguidelines>

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1. Key Government Programs Supporting Local Economic Planning and Development Initiatives



f. Townlife Development Program (NSW)

Description:

The Townlife Development Program (TDP) is a NSW Government initiative which aims to foster economic growth and job creation in regional towns. It helps communities take a strategic and proactive approach to their economic development, and offers the opportunity to undertake a community planning process and/or implement projects which have community support.

The Program is targeted at small non metropolitan localities which are particularly vulnerable to hardships such as the effects of globalisation, rationalisation of industry and services, regionalisation, population loss and natural disasters.

Townlife is open to:

- communities with a population of 2,500 or less;
- groups of communities with a population of 2,500 or less; and
- local government areas with a population of 2,500 or less.

The program's objectives are to:

- revitalise small communities outside the Sydney region;
- assist communities and businesses to develop a vision for their future and implement a practical community plan by harnessing local/regional resources to enhance their unique strengths and quality of life; and
- make the local business environment more vibrant by overcoming problems and exploring opportunities for new economic activity.

Funding:

TDP is a 'self-help' program. Funding is designed to 'kick-start' or provide seed funding for local programs with the aim that they will eventually become self-sustaining.

Financial assistance is available to assist communities in the planning process and/or to implement projects.

A standard assistance package of up to \$13,000 (or 75% of actual costs, whichever is the lesser) plus facilitation of the initial community and strategic planning workshops to get a new local program started.

Depending upon local circumstances and preferences, a tailored planning package can be developed with a mix of assistance from the following list:

- business retention and expansion survey;
- economic assessment;
- interim planning co-ordination;
- initial community workshop;
- strategic planning workshop;
- business marketing workshop;
- strategic plan review workshop;

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1. Key Government Programs Supporting Local Economic Planning and Development Initiatives

- specialist workshops, such as networking for a particular industry sector;
- organisation set-up costs ie. professional (generally legal or accounting) advice on organisation structure and/or financial record keeping, incorporation costs including public liability insurance; and
- project assistance.

To assist eligible communities to implement projects, 75% of the total project costs up to \$15,000, whichever is the lesser, is available per project.

Specific projects can relate to:

- business development;
- marketing, events and tourism;
- information technology; and
- youth, indigenous and non English speaking background and sustainability.

Technical assistance:

Non financial assistance is provided by way of:

- workshop facilitation;
- annual community economic development conference and regional forums;
- quarterly newsletter;
- resource material containing a series of self help modules.

Extent of use:

Program was launched August 2000 with first calls for expressions closed October 10, 2000.

Contact details

Regional Development Unit, Regional Development Division



(02) 9338 6719



(02) 9338 6726



<http://www.business.nsw.gov.au>



Level 44 Grosvenor Place, 225 George St, Sydney NSW 2000
PO Box N818, Grosvenor Place 1220, Sydney NSW

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1. Key Government Programs Supporting Local Economic Planning and Development Initiatives



g. Main Street/Small Towns Program (NSW)

Description:

The Main Street/Small Towns Program (MS/STP) is a NSW Government initiative designed to help communities take a strategic approach to their economic development.

The program's objectives are to:

- revitalise small and medium sized communities outside the Sydney region;
- assist communities to develop a vision for their future and implement a practical community plan; and
- skill local people to make decisions about their community's economic future.

Assistance at the planning stage is open to communities or groups of communities in non-metropolitan NSW with a population over 1500, with coordinator and project funding available at the implementation stage available to communities with populations between 1500 and 15000.

Funding:

MS/STP is a 'self-help' program, and is designed to 'kick-start' or provide seed funding for programs with the aim that they will eventually become 'self-sustaining'. Financial assistance is available to assist communities with planning and implementation of strategic plans.

Funding of up to \$10,000.00 (or 75% of actual costs) is available to get a local program started. This comprises:

- up to \$6000 towards the cost of a consultant to conduct an initial community workshop and strategic planning workshop;
- up to \$4000 to complete the strategic plan and secure implementation funding.

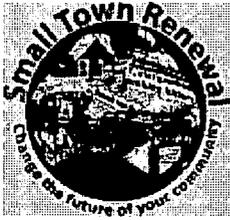
Various stages of community planning can include:

- initial community funding;
- economic assessment;
- strategic planning workshop; and
- specialist workshops, such as networking for a particular industry sector or a marketing seminar for local businesses.

To assist communities to implement strategic plans assistance is available on a matching contribution basis up to \$25,000 per project. Possible projects could include:

- employment of a coordinator;
- business development;
- marketing;
- information and technology; and
- sustainability issues.

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1. Key Government Programs Supporting Local Economic Planning and Development Initiatives

Additional funding for further projects is available on a competitive basis.

Technical assistance:

Non financial assistance is provided by way of:

- advice;
- workshop facilitation;
- resource materials;
- case studies showing successful projects;
- an annual community economic development conference;
- regional forums to encourage information sharing amongst communities; and
- training available to funded coordinators and project officers.

Extent of use:

Since the Department of State and Regional Development assumed responsibility for the program in 1994 over 120 non metropolitan communities have participated.

Contact details:

NSW Regional Development Division



(02) 9338 6716



(02) 9338 6726



<http://www.business.nsw.gov.au>



PO Box N8818 Grosvenor Place, Sydney NSW 1220

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1. Key Government Programs Supporting Local Economic Planning and Development Initiatives



h. Business Retention and Expansion Program (NSW)

Description:

The Business Retention and Expansion Program (BREP) is a NSW Government initiative administered by its Department of State and Regional Development, Regional Development Division. Communities with populations of between 1,500 and 15,000 are eligible for assistance under the program. The program provides an audit and is a starting point for developing community economic development plans and actions.

The program is an effective tool for helping local communities to:

- overcome problems and explore opportunities for growth;
- encourage communities and businesses to harness local and regional resources to maintain and enhance their unique strengths and quality of life; and
- make the local business environment more productive and attractive.

The focus of the program is existing businesses within a community whose potential to expand represents the best job creation option. By having an accurate understanding of the needs, weaknesses, capacities, and strengths of the business community and its potential for growth, communities are able to design effective strategies for community economic development.

Besides the business profile, the program also represents a way to seek input from local business people about the real problems and opportunities of their community.

Funding:

Small amounts of financial assistance (up to \$3000) towards project management is available.

Technical assistance:

Non financial assistance is provided by way of:

- a resource kit with sample materials, based on successful programs;
- follow up advisory and referral services to business owners; and
- a data entry and analysis service.

Extent of use:

1998-2000 period, 20 communities in NSW have utilised the program.

Contact details:

Department of State and Regional Development, Regional Development Division

 (02) 93386716

 (02) 9228 6726

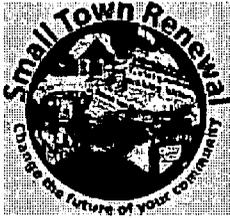
 http://www.business.nsw.gov.au/regional/regional_assistance.asp#4

 Level 35, Governor Macquarie Tower
1 Farrer Place
Sydney NSW 1220

NB: Similar programs are available in most states with assistance provided by private consultants/facilitators through the funding of such programs as Rural Assistance Program (see (e) above for more details).

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1. Key Government Programs Supporting Local Economic Planning and Development Initiatives

i. Working Towns Program (South Australia)

Description:

The Working Towns Program is a South Australian government initiative administered by the Department of Education Training and Employment (DETE), and is designed to support community economic development groups in stimulating a more dynamic local community

Working Towns can assist groups to:

- establish a committee to develop and manage community economic development initiatives;
- prepare strategic and other plans to further community economic development; and
- implement planned initiatives to bring community economic development to fruition.

Through this process it is expected that a contribution will be made towards growth and employment in areas such as:

- an increase in customers/trade by local business;
- an increase or diversification of local product;
- an increase in the number of businesses participating in town development activities;
- an increase in job opportunities; and
- a decrease in vacancies of commercial premises.

Funding:

Amounts up to \$20,000 per year are provided. Matching cash funding is required, however exemptions are considered in some cases. The length of the project is usually 12 months, although further stages may be funded in subsequent years.

Technical assistance:

Working Towns Program can provide groups with:

- advice and support from a Working Towns Coordinator;
- information to assist with the development and the and implementation of ideas;
- networking, particularly through the Working Towns state conference;
- training in skills which may be vital to the committee's success; and
- program promotion, via Working Towns Newsletter, posters etc.

Strengths of the program identified include:

- assistance provided under the program;
- ongoing funding available, although not guaranteed;
- networking opportunities through annual conferences; and
- communication of information and stories of interest via newsletters.

Extent of use:

The Working Towns Program has been of immense value to communities like Tumby Bay. During 2000, 50 projects were funded, totalling \$700,000.

Contact details:

South Australian communities can contact their local Regional Development Board, the City of Onkaparinga or:

Meredith Bogisch
Senior Project Officer, Employment Programs
Office of Employment and Youth
Department of Education Training & Employment



(08) 8463 5554



(08) 8463 5576



Bogisch.Meredith@saugov.sa.gov.au



GPO Box 1152, Adelaide SA 5001

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1. Key Government Programs Supporting Local Economic Planning and Development Initiatives



j. Community Capacity Building Initiative (Victoria)

Description:

The Community Capacity Building Initiative (CCB) is a joint project between the Victorian Government Departments of Natural Resources and Environment, and State and Regional Development and the Victorian Farmers Federation. \$3 million has been committed over 3 years. CCB focuses on the process of change management which allows resident to direct change instead of being overwhelmed by it. It is designed to enable the development and implementation of agreed community projects, by encouraging the development of new skills and helping to obtain further resources to achieve community goals. It involves building and strengthening the relationship between individuals, associations, institutions and businesses.

The envisioned process begins with the identification and mobilisation of the community's assets and the development of a common vision. The community then identifies the projects and actions required to implement that vision, thereby increasing its capacity to manage and implement change.

The stated goals of the initiative are to:

- build human capacity;
- locate key people and empower them;
- build relationship between existing organisation and people in the community. It aims to include everybody in the community;
- develop the community;
- enhance the economy of the community; and
- involve outside organisation only to fill the gaps locals can't fill.

The process involves a number of stages, including:

- A Community Opportunity Workshop to establish a steering committee and plan the direction of the project.
- The mapping of community assets to focus on the existing skills, organisations and assets in the community which the initiative can build on.
- The development of an action plan which will involve breaking down the tasks involved in order to achieve the group's aim and the time and resources required to complete them successfully.
- The implementation of these tasks.

During late 2000 ten rural communities or districts with a population of up to 4,000 people have been selected. Selected communities were required to be able to demonstrate an entrepreneurial flair, together with sufficient enthusiasm. Each selected community must be interested in working as a group and had to be able to demonstrate effective networks of people and local organisations willing to work together on projects.

Funding:

Funding is available for the following:

- office/administration space;
- services of a community facilitator;
- training in leadership and human resources development;
- resource manuals; and
- some travel funding.

Technical assistance:

As of 1 January 2001, the extent of technical assistance available through the programme has not been determined. The first funded projects commenced in February 2001.

Contact details:

Department of Natural Resources and Environment
NRE Customer Service Centre



13 61 86



<http://www.nre.vic.gov.au>



customer.service@nre.vic.gov.au

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1. Key Government Programs Supporting Local Economic Planning and Development Initiatives

k. StreetLIFE Program (Victoria)

Description:

The StreetLIFE program is a Victorian Government initiative which assists local business communities to develop local strategies which promote employment growth through creating a vibrant environment with:

- an appropriate mix of business;
- a unified marketing and promotional image; and
- an improved business performance.

The program is designed to work with regional business groups, local government and community organizations to support innovative local initiatives that would lead to sustainable jobs and improved business performance. StreetLIFE is based on the premise that suburban and town centres are major concentrations of employment located at the trading heart of communities. The program aims to generate employment opportunities through the revitalisation of shopping centres, the broader community and public places.

The StreetLIFE program aims to assist communities to:

- create jobs and new business;
- promote a positive and healthy business environment;
- restore community co-operation and pride;
- giving local communities expertise and resources;
- identifying and building local leadership;
- fostering new enterprise ventures; and
- identifying any competitive advantages;

Funding:

StreetLIFE provides grants of \$10,000 or \$20,000 per year for two years which must be matched at the local level. Additional funding will be considered after the second year depending on availability of funds, purpose and outcomes achieved from initial funding.

Some examples of what funding can and has been used for include:

- the establishment of committees and organisational development;
- planning and facilitation workshops;
- the employment of a coordinator;
- production of marketing plans;
- the instigation of surveys of local businesses and customer attitudes;
- the training of local businesses by sponsoring them in appropriate structured training programs; and
- the production of communication tools such as newsletters, business directories.

Funding can not be used for capital costs associated with streetscaping /beautification.
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1. Key Government Programs Supporting Local Economic Planning and Development Initiatives



Technical assistance:

The StreetLIFE program has a project team of specialists to assist groups in the achievement of their projected aims. Non-financial assistance is provided by way of:

- assistance with the community planning/facilitation process;
- quarterly regional forums and two state meetings enabling the communities representatives, to network with, and benefit from, the experiences of other groups;
- general advice and assistance during the course of a project;
- information and resources by way of videos and printed material; and
- linking groups into other state government services and programs.

Extent of use:

During the period 1997 - 1999, a total of 37 projects were funded, of which 15 were in regional Victoria.

Contact details:

Matthew Gould
Department of State and Regional Development

- ☎ (03) 9655 6649
- 📞 (03) 9655 6270
- ✉ Matthew.gould@dsrd.vic.gov.au
- 📍 Level 17, 80 Collins Street, Melbourne Vic 3000

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1. Key Government Programs Supporting Local Economic Planning and Development Initiatives

I. Project Mainstreet (Western Australia)

Description

Project Mainstreet is an economic renewal program designed to stimulate local economic activity by enhancing and promoting the local community's central business district and its unique social, environmental and physical characteristics.

The program provides financial assistance towards the employment of a coordinator to manage these activities. Project coordinators also provide ongoing advice and support to the community to encourage community ownership and participation in the process.

The program targets medium sized communities (ie townsites populations of between 2,000 and 15,000) in regional Western Australia.

Apart from maintaining an open and ongoing communication with the business and general communities, expected outcomes are:

- sustaining and increasing the number and diversity of viable businesses;
- increasing the level of employment in the local community;
- increasing the sale turnover and profitability of business enterprises operating in the local community; and
- improving the appearance of the main commercial districts in terms of buildings, services, amenities and landscaping.

Funding:

The Program provides financial assistance by way of a grant totalling \$60,000. Allocation of the grant funds take place over a three year period. \$20,000 will be allocated each year for three years upon successfully acquitting the previous year's funds and submitting for the next round. Additional support (\$1,000 per funding round) is also available to communities for promotion and marketing of their project. Communities need to identify their commitment to the program providing \$5000 per funding period in cash or kind.

Technical assistance:

During the submission process, the program coordinator will provide advice and help in encouraging community involvement. Advice is also available throughout the term of the project and after its completion. A number of seminars are held each year which Mainstreet Coordinators are invited to attend.

Extent of use:

As at 24 October 2000, twenty two rural communities throughout regional Western Australia have received funding under the program.

Contact details:

For further information please refer to, Team Leader, Regional Communities and Strategies, Regional Development Division, Department of Commerce and Trade.

☎ (08) 9481 2525, or freecall: 1800 199 251

🌐 <http://www.commerce.wa.gov.au/industries/kflash/schemes/pm.htm>

✉ <mailto:gatewaywa@commerce.wa.gov.au>

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1. Key Government Programs Supporting Local Economic Planning and Development Initiatives



m. Small Towns Economic Planning Program (Western Australia)

Description:

The Small Town Economic Planning Program (STEP) provides funds for regional towns to undertake initiatives that will stimulate local economic development activity. Funding is only available for projects/strategies that have been identified as part of a community planning process.

Applicants must be able to demonstrate the involvement and support of the community for the projects for which funding is sought. Grants are available to communities less than 2,000 and local government areas less than 3,000 in population. Larger communities may be considered at the discretion of the Minister. The proposal must provide economic benefit to the community/region. For example, the project could:

- increase the number and diversity of viable business enterprises in the community;
- increase the level of employment;
- increase the level of new private sector investment in the local community; and
- increase the level of spending in the local area.

In addition, the ability of the project to meet the following desirable criteria will be considered:

- an increase in the number of services to the community;
- proportion of grant money that will remain in the community/region; and
- improvement in the appearance of the community.

Projects can include:

- feasibility studies;
- surveys;
- marketing plans;
- the employment of consultants, or
- staff required to achieve the outcomes of the funded project.

Minor capital works can be funded if the project meets the above criteria. Funds cannot be used as a contribution to major capital works.

Funding:

Up to three separate grants of \$10,000 per community are available (not more than one per financial year) for projects identified in the community action plan. Funding does not need to be for three consecutive financial years. Communities must provide funds or in-kind commitment of a minimum of \$2500 for the second year of funding, and a maximum of \$5000 for the third year of funding. Financial assistance will be provided on a case-by-case basis and is dependent on the availability of funds.

Communities that have undertaken a community planning process without the involvement of the Department of Commerce and Trade are eligible for STEP grants if they can demonstrate extensive public consultation in the development of their community action plan.

Technical assistance:

The Department of Commerce and Trade can assist a community to run a STEP program by:

- providing advice in the planning and public consultation process including facilitating public workshops and creating community profiles;
- providing assistance in the preparation of grant applications; and
- on-going advice throughout the project and after its completion.

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1. Key Government Programs Supporting Local Economic Planning and Development Initiatives

Extent of use:

17 small towns in regional Western Australia during 1999-2000 years have accessed the program. Communities like Hyden strongly endorse its importance in their renewal efforts.

Contact details:

**Team Leader, Regional Communities and Strategies,
Regional Development Division.**



(08) 9481 2525, or freecall: 1800 199 251



<http://www.commerce.wa.gov.au/industries/kflash/schemes/pm.htm>



<mailto:gatewaywa@commerce.wa.gov.au>

n. Community Builders Initiative (Western Australia)

Description:

Community Builders is an element of the Progress WA Program, an initiative of Agriculture WA. It is a six month program that seeks to identify, encourage and empower local residents to become more involved in building their community and its economy. The philosophy central to the process is building the capacity of rural communities by enabling people to learn about community economic development and to be supported in their efforts to develop their communities and regions.

A cluster of communities of interest provides the geographical basis for the Community Builders Program. Between six and ten communities constitute a cluster, each being represented by a community team of two to five people. These community teams meet together monthly. The meetings enable shared learning and discussion about community economic challenges, opportunities and options; enhanced awareness of available resources; and the discovery of the diversity and interconnectedness of their local and regional economies.

Community Builders is based on the following assumptions -

- the key to economic success in rural communities is tied directly to investment in rural economic leadership;
- local residents often do not know their own community, its opportunities and challenges;
- local residents are best suited to define what economic development is appropriate for their community;
- most answers to the challenges of economic development can be found in the local area; and
- it is possible for communities within a region to collaborate rather than to view each other as rivals.

The program activities are designed to create communication networks and opportunities to explore their needs and skills. There are five major activities, namely:

- residential workshop retreat;
- monthly meetings;
- community team meetings;
- community project participation; and
- other skill development opportunities.

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1. Key Government Programs Supporting Local Economic Planning and Development Initiatives



A cluster Facilitator supports each cluster, and is a local person appointed by the Local Steering Committee. The clusters meet with the Facilitator regularly to discuss the relevance of what is being learnt and how it can be applied to their community.

The objectives of the program are to:

- assist community builder teams to understand the history, economic and social makeup of their own town and to use this as the platform to build a positive vision for their community;
- encourage community builders to find ways to support and develop business and entrepreneurs within their community;
- reconnect towns in a region and create a collaborative network across the state;
- to foster community and economic leadership;
- to provide local residents with the necessary skills, information, motivation, and confidence to become more involved in their community;
- to develop people, communities and businesses that succeed in the global economy;
- to identify and develop new local and regional economic development initiatives; and
- to create a peer support network and friendship across the region.

Funding:

Individual clusters receive an annual allocation of funds as determined by the state steering committee. There is no predetermined amount. This funding is designed to cover costs associated with the running of the cluster including facilitator expenses, venue hire, speakers and travel. Program participants are required to pay a fee of \$60.

Technical assistance:

Non-financial support is provided by way of:

- guide book and resource kit;
- monthly newsletters which enable the sharing of information and in particular success stories;
- annual conference and awards night; and
- regional workshops/seminars.

Extent of use:

During the 1997-2000 period over 100 rural Western Australian communities have participated, with over six hundred people making up the graduates.

Contact details:

Benita Coakley, State Co-ordinator

☎ (08) 9645 1464

☎ (08) 96451464

✉ <http://www.progressrural.wa.gov.au>

✉ communitybuilders@agric.wa.gov.au

NB. The Community Builders model has also been implemented in the states of South Australia, Victoria and Queensland through a variety of funding made available from federal government agencies (Department of Transport and Regional Services and Family and Community Services) and state government agencies. See below for more details on the model. The model originated in Nebraska, USA.

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2. Relevant National Funding Sources for Rural Renewal Projects

Besides the five federal programmes outlined in section A above, the following 20 national funding programs are of particular value in small town renewal efforts.

a. Stronger Families and Communities Strategy

A new initiative which provides a \$240 million package over 4 years and aims to strengthen families and revitalising communities. It incorporates the Local Solutions to Local Problems Program and the Can Do Program outlined above in section A.

Building on the capabilities of communities, the program is designed to:

- encourage the development of community capacity for self-help;
- help ameliorate the effects of pressures on and within communities; and
- facilitate partnerships between business, community groups and governments to achieve well-targeted and tailored solutions.

In particular it supports and promotes a 'can do' community spirit.



Department of Family and Community Services 08 9229 1532



<http://www.facs.gov.au/>

b. Regional Arts Fund

A federal funding program for regional and remote communities to develop local art initiatives. The fund encourages projects that demonstrate vision, innovation and aspiration with a view to creating long-term impact. The program is administered through the Arts Department of each state. For example in WA, contact:



Arts WA, 1800 811 883, (08) 9948 1007



<http://imago.com.au/artswa/invest.htm#Heading42>

c. Local Government Incentive Program

Around \$4 million is available in 2000-01 to assist local governments in addressing the federal government's priorities, particularly in regional Australia.

A significant aspect of the program is that local governments are encouraged to work together in their natural regions.

Local governments are eligible for sizeable grants (up to a maximum of \$100,000).

Priority is given to applications where two or more local government authorities propose co-operative projects. All grants need to be contingent on additional funding for projects from other sources, which may include in-kind council contributions.

The focus of LGIP in 2000-01 is on three national priority areas, namely:

- activities that lead to the adoption of best practice and sharing of technical expertise across councils;
- the promotion of an enhanced role for local government in leading their communities;
- increasing the capacity of local government to contribute to regional development.



Department of Transport and Regional Services 1800 065 113



<http://www.nolg.gov.au>

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2. Relevant National Funding Sources for Rural Renewal Projects



d. Networking the Nation

This five year \$250 million initiative aims to assist the economic and social development of regional and remote Australia by funding projects which:

- enhance telecommunications infrastructure and service;
- increase access to, and promote use of services available through telecommunications networks; and
- reduce disparities in access to such services and facilities.



Department of Communications and the Arts 1800 674 058



<http://www.dcita.gov.au/rtif.html>

e. Regional Tourism Program

\$16 million is committed through these federal initiatives over 4 years to help boost the capacity of businesses and organisations to deliver higher quality tourism attractions, products and services in regional Australia. Grants are generally between \$30,000 and \$100,000. Matching cash is generally required from applicants.



Department of Industry, Science and Resources 02 6213 7999



<http://www.tourism.gov.au>

f. Regional On-Line Program

\$2 million is committed over 2 years designed to develop geographically based regional tourism websites which cover a range of products and services in regional areas.

Grants are generally between \$10,000 and \$60,000. Matching cash is generally required from applicants.



Department of Industry, Science and Resources 02 6213 7122



<http://www.tourism.gov.au>

g. Information Technology On-Line

Seed funding available to support collaborative ventures and innovative electronic commerce projects that accelerate the adoption of on-line solutions across the business community.



National Office for the Information Economy 02 6271 1074



<http://www.noie.gov.au/>

h. Festivals Australia

A cultural grant program which provides assistance to regional and community Australian festivals to present quality cultural activities. Funding is available to add a new or special cultural activity that has never been done before or could not be afforded.

Department of Communications and the Arts 02 6271 1655

http://www.dca.au/text_welcome.html

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2. Relevant National Funding Sources for Rural Renewal Projects

i. **Playing Australia**

Grants available to companies, producers, venues, tour organisers and presenters to tour performing arts across the border, where it is currently not commercially viable to do so, and where there is a demonstrated public demand.

 Department of Communications and the Arts 02 6271 1655
 http://www.dca.au/text_welcome.html

j. **Visions of Australia**

This program aims to make exhibitions of cultural material available to more Australians. Grants are made to cultural and community organisations to develop and tour exhibitions of historic and scientific material, visual arts and crafts, multimedia and Aboriginal and Torres Strait Islander culture.

 Department of Communications and the Arts 02 6271 1628
 http://www.dca.au/text_welcome.html

k. **National Heritage Trust**

A conservation and natural resource management initiative which encourages community groups to develop proposals in response to problems confronting them at the local or regional level.

 Environment Australia 1800 803 772
 <http://www.nht.gov.au/programs/index.html>

l. **Cultural Heritage Projects Program**

The program provides financial assistance to support the conservation and restoration of places of national significance, either built or indigenous that makes up Australia's heritage. It is open to not-for-profit and community organisations, local government authorities and private owners of heritage properties.

Preference is given to applications that, in addition to benefits to heritage conservation, demonstrate a capacity to offer one or more of the following:

- improved opportunities for wide public appreciation, access (ie, extent to which one's place can be seen or used by the public) or understanding of heritage places;
- enhanced opportunities for education and employment of indigenous community members in the conservation of their heritage sites and the maintenance of traditions;
- other social and economic benefits for the community.

 Department of the Environment and Heritage 1800 653 004
 <http://kaos.erin.gov.au/heritage/awhg/chpp/page1.html>

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2. Relevant National Funding Sources for Rural Renewal Projects



m. Community Heritage Grants

Community Heritage Grants program was established to assist Australian community organisations such as libraries and historical societies, museums, multicultural, ethnic and indigenous groups to preserve significant documentary heritage collections. Australian community organisations which collect and provide public access to their documentary heritage collections are eligible to apply for Community Heritage Grants.



National Library of Australia 02 6262 1111



<http://www.nla.gov.au/chg/>

n. Community Cultural Development Fund

The key aim of this fund is to enable communities to advance their artistic and social aspirations by working closely with professional artists and to:

- achieve an increase in locally determined arts and cultural development;
- encourage outstanding achievement in arts and cultural activity within a community context;
- encourage diversity of cultural expression at the local, national and international level;
- ensure that the artistic and social value of the community cultural development is widely accepted.

Proposals are encouraged from communities who have restricted access to cultural development opportunities as a result of geographical, social or economic factors.



Australia Council of the Arts 02 92159024



<http://www.ozco.gov.au/ccd/index.htm>

o. National Community Link Awards

An initiative of the National Australia Bank, the Awards recognise the outstanding performance of community organisations in terms of:

- significantly improving the quality of life in their communities;
- motivating and managing community volunteers; and
- promoting the value of volunteerism.

Currently Award price money amounts to \$320,000 to be shared by nearly 100 applicants.



National Community Link 1800 807 121



<http://www.national.com.au/link/1628.htm>

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2. Relevant National Funding Sources for Rural Renewal Projects

p. **Work for the Dole**

Funding is available for community organisations to sponsor Work for the Dole projects. This program involves local communities in projects and activities that provide work experience for the unemployed as well as initiatives which are of value to those communities.

The program helps job seekers develop work habits. Projects need to ensure participants through the activities learn to:

- work as part of a team;
- take directions from a supervisor;
- work independently; and
- improve their communication skills, motivation and dependability.

Funded projects/activities are located primarily in areas of high youth unemployment, with an emphasis on outer-metropolitan, regional and rural areas.

Dept of Employment, Workplace Relations and Small Business

☎ 1800 771 000

🌐 <http://www.dewrsb.gov.au/wfd/default.asp>

q. **Foundation for Rural and Regional Renewal**

The Foundation is a new funding initiative established by the federal government and the private sector. It aims to improve the social, cultural, environmental and economic well being of rural Australia. It supports regional, rural and remote communities to develop and diversify their activities through:

- a rural capacity building program;
- an information and training program; and
- through the provision of grants for rural development projects.

☎ Foundation for Rural and Regional Renewal 08 8398 4906

🌐 <http://www.frrr.netconnect.com.au>

r. **Agriculture - Advancing Australia (AAA)**

The aim of the AAA package is to help the rural sector to be more competitive, sustainable and profitable by focusing on four key objectives:

- help farmers profit from change;
- give farmers access to an effective welfare safety net;
- provide incentives for ongoing farm adjustment; and
- encourage social and economic development in rural areas.

A \$309 million extension to the programme was provided 2000-2001 including \$167.5m or a program "Skilling Farmers for the Future" - for farmers to improve their skills in usiness and natural resource management.

☎ Department of Agriculture, Fisheries and Forestry - Australia 02 6272 3933

🌐 http://www.affa.gov.au/docs/industry_develop/aaa/factsheets.html

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2. Relevant National Funding Sources for Rural Renewal Projects



s. Dairy Regional Assistance Programme

This program provides \$45 million over three years, and is designed to assist dairy communities with new industry development and employment generating industries. It is a sub-program under the Regional Assistance Program.

The program helps dairy-dependent communities affected by deregulation by assisting them to generate employment solutions and deal with any social dislocation that may be caused by the changes. Dairy RAP is designed to help these communities by supporting:

- business investment;
- community infrastructure development; and
- provide community access to training and counselling services.

Funding is available to both not-for-profit and private sector organisations.

☎ Department of Agriculture, Fisheries and Forestry - Australia 02 6272 3933

🌐 http://www.affa.gov.au/docs/agriculture_industry/dairy/drap.html

t. Farm Innovation Program

The main objective of the Farm Innovation Program is to encourage the adoption of innovative practices, processes and products in agricultural, food, fishing and forestry industries.

Total funding (\$18.2 million) is available 2000-2001 to individual businesses and groups of businesses in the agricultural, food, fishing and forestry industries. Funding is provided for these businesses to adopt innovative practices, production techniques or products that have been demonstrated through the results of research and development to contribute to increased profitability, in consideration with sustainability of the natural resource base. Applicants need to operate as registered businesses with annual turnovers in the range of \$50,000 to \$3 million in any of the preceding 3 years financial years.

☎ Department of Agriculture, Fisheries and Forestry - Australia 1800 686 175

🌐 http://www.affa.gov.au/corporate_docs/publications/pdf/industry_dev/guidelines.pdf

u. Sidney Myer Fund

This fund is managed by the Myer Foundation and has the objective of providing financial support for programs responding to community needs, and for the development of new ideas.

Funding priorities for the Foundation include:

- Prevention;
- Community management;
- Human justice and access;
- Equal rights in a diverse society;
- Social development through informed debate;
- The arts;
- Aboriginal affairs; and,
- Beyond Australia (regional and global partnerships and projects)

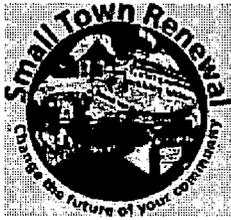
☎ (03) 9205 3040

🌐 <http://home.mira.net/smf/index.html>

✉ clare@myerfoundation.org.au

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2. Relevant National Funding Sources for Rural Renewal Projects

Key funding resource guides include:

Department of Transport and Regional Services (1997), Commonwealth Assistance for Local Projects 1999-2000: A Directory for Local Government and Its Communities, Canberra.

Department of Transport and Regional Services (1997), The Rural Book: The Handbook of Major Federal Government Services and Programs for Regional and Rural Communities, Canberra

Philanthropy Australia Inc (2000), The Australian Directory of Philanthropy, Melbourne.

Australia Council (2000), Australian Council Support for The Arts 2000 Handbook, Strawberry Hills, New South Wales.

Also note most states have produced their own version of a Grants Register.

For example in:

Western Australia - Community Skills Training Centre (2000), WA Grants Register, Perth.

South Australia - South Australian Council of Social Services Inc (2001), The Grants Book, Adelaide.

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3. Websites Relevant to Small Town Renewal Projects



a. Relevant Federal Government agencies and programs

www.astic.gov.au	Aboriginal and Torres Strait Islanders Commission
www.abs.gov.au	Australian Bureau of Statistics
www.affa.gov.au/aaa	Department of Agriculture, Fisheries and Forestry - Agriculture: Advancing Australia
www.brs.gov.au	Bureau of Rural Sciences, Department of Agriculture, Fisheries and Forestry
www.dcita.gov.au	Department of Communications, Information Technology and the Arts
www.dewrsb.gov.au	Department of Employment, Work Relations and Small Business
www.detya.gov.au	Department of Education, Training and Youth Affairs
www.environment.gov.au	Department of Environment and Heritage
www.facs.gov.au	Department of Family and Community Services Stronger Communities package
www.health.gov.au	Department of Health
www.dotrs.gov.au/regional/solutions	Department of Transport and Regional Services - Regional Solutions Programme

b. Relevant State Government Initiatives

www.communitybuilders.nsw.gov.au	The NSW community builders page
www.progressrural.wa.gov.au	The WA community builders page
www.telecentres.wa.gov.au	Western Australian Telecentres network
www.communitywise.wa.gov.au	Community Wise (WA) Manual
www.pcap.org.au/rural-futures/	Positive Rural Futures Conferences in Queensland
www.rig.dciigp.qld.gov.au	Queensland Office of Rural Communities - Rural Lifestyles
www.pir.sa.gov.au	Office of Regional Development (South Australia)
www.dsrd.vic.gov.au	Department of State and Regional Development (Victoria)

c. Relevant national initiatives and networks

www.coolahddg.com.au/ausced/default1.htm	Australian community economic development
www.dotrs.gov.au/regional/summit/index.htm	Regional Australia Summit
www.outback2002.com	Australia's Year of the Outback - 2002
www.frr.netconnect.com.au	The Foundation for Rural and Regional Renewal
www.planning.auckland.ac.nz	Regional Science Association
www.bendigo.latrobe.edu.au	Centre for Sustainable Regional Communities

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4. Key Print and Audio Visual Resources

d. Relevant overseas agencies and networks

www.aspeninst.org	The Aspen Institute (USA)
www.nwu.edu	Asset Based Community Development Institute (USA)
www.ceg.govt.nz	Community Employment Group (New Zealand)
www.cedworks.com	Centre for Community Enterprise (Canada) - Community Resilience manual
www.cedresources.nf.net	Online training for economic development groups with a focus on community capacity building. (Canada)
www.healthycommunities.org	The Coalition for Healthier Cities and Communities (USA) - to access the Community Tool Box of the University of Kansas.
www.4w.com/heartland/	Heartland Center for Leadership Development (USA)
www.ianr.unl.edu/rural/materials	Center for Applied Rural Innovation (Nebraska, USA)
www.natat.org/ncsc	National Center for Small Communities (USA)
www.nebcomfound.org	Nebraska Community Foundation (USA)
http://comm-dev.org	International Community Development Society
www.rmi.org	Rocky Mountain Institute
www.gov.on.ca/omafra	Rural Development Handbook of the Ministry of Agriculture, Food and Rural Affairs
www.rural.gc.ca/success_e.html	Rural Dialogue of Success Stories - part of the Canadian Rural Partnership Initiative
www.rurdev.usda.gov/ideas/ dea_menu.html	US Department of Agriculture Development Ideas That Work
www.sustainable.org/index.html	Sustainable Communities Network
http://www.sustainable.doe.gov/	US Department of Energy, Center of Excellence for Sustainable Development
http://www.worldbank.org/poverty/ scapital/	World Bank Social Capital
http://www.communityinitiative.com	Community Initiatives Inc (USA)
http://www.ncl.org	National Civic League (USA)

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4. Key Print and Audio Visual Resources



a. Publications

Allen J, Cordes S, Hart J, (1999) **Vitalising Communities: Building on Assets and Mobilising for Collective Action, Community Guide and Facilitator Guide**. Lincoln, Nebraska: The Center for Applied Rural Innovation.

Aspen Institute, (1986) **Measuring Community Capacity Building**. Washington.

Ayre D, Clough G, Norris T, (2000) **Facilitating Community Change**. Boulder, Colorado: Community Initiatives Inc.

Bauen et al., (1996) **Sustainable Community Checklist**. Northwest Policy Center, University of Washington. Seattle.

Cavaye J, (2000) **Our Community, Our Future: A Guide to Rural Community Development**. Department of Primary Industries, Brisbane.

Center For Community Enterprise, (1999) **The Community Resilience Manual: A Resource for Rural Recovery and Renewal**. Vancouver: British Columbia.

Center for Community Enterprise, (2000) **Tools and Techniques for Community Rural Recovery and Renewal**. Vancouver: British Columbia

Coakes S, (1999) **Consulting Communities**. Canberra: Bureau of Rural Sciences.

Coalition for Healthier Communities, (1999) **Healthy Community Agenda Dialogue Guide**. Denver, Colorado.

Community Employment Group, (1997) **Market Research Kit**. Wellington: Department of Labour.

Coup O, de Joux M, Higgs G, (1990) **'We Are Doing Well - Aren't We?': A Guide to Planning, Monitoring and Evaluating Community Projects**, Monograph Series No 14, Wellington, New Zealand: Department of Internal Affairs.

Department of Commerce and Trade, (1998) **Community Wise: A Tool Kit for Regional Communities to Take Charge of Their Future**. Perth, WA.

Department of Primary Industries, (2000) **The Future Not What It Used To Be: Global Trends and Opportunities, A Video and Workshop Package**. Brisbane, Queensland.

Dobson T, Johnstone P, Dodson N, **Who Dares Wins - A Snapshot of Dynamic Communities Making a Difference in the Bush**, Perth

Domack D, (1996) **Creating A Vision for Your Community - More on the Art of Community Development**. University of Wisconsin, Maddison, Wisconsin.

Flanagan M, and Finger J, (1998) **Just About Everything a Manager Needs to Know**. Brisbane, Plum Press

Hart M, (1999) **Guide to Sustainable Community Indicators**. North Andover, MA, USA: Hart Environmental Data.

Kenyon P, (2000) **The Business Retention and Expansion Program - Resource Manual**. Ideas, York

Kenyon P, (2000) **The Community Builders Program - A Handbook**. Ideas, York

Kinsley M, (1997) **Economic Renewal Guide: A Collaborative Process for Sustainable Community Development**. Rocky Mountain Institute, Snowmass, Colorado.

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4. Key Print and Audio Visual Resources

Kretzman J, Mcknight J, (1993) **Building Communities from the Inside Out: A Path Toward Finding and Mobilising a Community's Assets**. Asset Based Community Development Institute, Chicago.

Local Government and Shires Associations of NSW, (1988) **Paving the Way - Local Economic Development**. Sydney.

McArdle J, (1998) **Resource Manual for Facilitators In Community Development**. Vista Publications, Melbourne.

Municipal Association of Victoria, (1994) **Ready Set Go: A Best Practice Kit For Local and Regional Economic Development**. Melbourne

Municipal Association of Victoria, (1995) **Youth Enterprise Matters. Involving Young People In Their Economic Futures**. Municipal Association of Victoria, Melbourne,

National Center for Small Communities, (1997) **Harvesting Hometown Jobs - The New Small Town Guide to Economic Development**. National Centre for Small Communities, Washington.

NSW Department of State and Regional Development, (1998) **Community Economic Development Guide**, Sydney.

Oklahoma Community Institute, (1997) **Strategic Planning For Communities and Local Economies**. Shawnee, Oklahoma.

O'Toole T, (2000) **Breadmaker: A Fresh Approach to Rising to the Top**. Melbourne: Information Australia.

Richardson S, (1991) **Colorado Community Tourism Action Guide**. Denver: University of Colorado.

Segedy J, (Johnson B, (1996) **The Small Town Charrette Handbook - Planning and Visualizing Your Community's Future**. Muncie, Indiana: Community Partnership.

South Australian Council of Social Service Inc, SACOSS Handbooks, Adelaide.

- **Constitutions Handbook (2000);**
- **Employers Handbook (1996);**
- **Finances Handbook (1996);**
- **Insurance Handbook (1996);**
- **Just a Tick - A best practice survival guide for committees and boards of management (1999);**
- **Legal Responsibilities and Boards of Management (1997);**
- **Marketing Handbook (1996);**
- **Planning Handbook (1996);**
- **Profit for People Handbook (1992); and**
- **Tendering Handbook (1997).**

Stanley J, (1999) **Just About Everything a Retail Manager Needs to Know**. Brisbane, Plum Press.

Vines E, (1996) **Streetwise: A Practical Guide for the Revitalisation of Commercial Heritage Precincts and Traditional Mainstreets in Australian Cities and Towns**. Sydney, National Trust of Australia.

Wadsworth Y, (1990) **Everyday Evaluation On The Run**. Melbourne: Action Research Issues Association.

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4. Key Print and Audio Visual Resources



b. Audio Visual Materials

Image Link (1999) Making Dough with Tom O'Toole, (video) Dunolly, Victoria.

Nelson E, (1999) Community Leadership and Small Town Survival (audio tape). Image Link, Dunolly, Victoria.

Municipal Association of Victoria (1994) Survival and Revival in Rural Australia, (video), Melbourne.

Streetlife (1997) Streetlife (video). Business Victoria, Melbourne (Image link official supplier).

Telecentre Network. Telecentres on the Move (video), Perth.

c. Journals

Centrelink, Rural News, Box 7788, Canberra Mail Centre, ACT 2610

Department of Labour, Employment Matters, PO Box 12, 136 Wellington, New Zealand

Department of Employment, Employment Matters, Level 27, Nauru House, 80 Collins Street, Melbourne, VIC 3000

National Bank, Community Link: The Magazine, phone 1800 807 121

National Civic League, (1997) The Community Visioning and Strategic Planning Handbook. National Civic League, Denver, Colorado.

National Civic League, ((1999) The Civic Index, Measuring Your Community's Civic Health, Second Edition. National Civic League, Denver, Colorado.

R M Williams, Outback, PO Box 1078, Neutral Bay, NSW 2089

Small Town Institute, Small Town, PO Box 517, Ellenburg, Washington 98926 USA

Weekly, Country: The Spirit of Rural Australia, tollfree Subscription phone 1800 680 640

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5. Relevant Non Government Program for Program Design and Implementation

This section of resources outlines a range of technical programs and services which rural communities can access to enhance their rural renewal efforts.

Part I includes programs available nationally that provide frameworks and tools to enable rural residents to engage in community and economic development.

Programs listed are:

- a. The Community Builders Program
- b. The Business Retention and Expansion Program
- c. Youth at the Centre

Part II specifically focuses on national programs, services and competitions that provide and support the concept of youth entrepreneurship. Given the growing interest in youth entrepreneurship as an increasingly meaningful source of small town job creation, these programs are an important resource. They include:

- a. Operation Livewire
- b. Australis Self Made Girl program
- c. Nescafe Big Break
- d. Plan Your Own Enterprise competition
- e. Australian Business Week School Program
- f. Youth Achiever Australia Business
- g. E Teams
- h. Rural Entrepreneurs of the Future workshops
- i. Mindshop Excellence Program
- j. The National Enterprise Days Initiative
- k. Australian Network of Practice Firms

"We, as parents and as teachers, must feel the guilt for some of the demise of the rural communities. Too many of us have been in the business of encouraging our children and our students to study hard so they can go and get good jobs. We have not worked hard enough to help them explore the possibilities of returning to their home communities some day, not in search of jobs, but in search of entrepreneurial opportunities through which they can offer jobs".

Dr Edwin Nelson
(1999 National lecture tour of rural Australia)

Part III summarises a range of national initiatives which foster youth leadership and development. Programs listed are:

- a. National Youth Roundtable
- b. Foundation for Young Australians
- c. Heywire
- d. Rotary Youth Leadership Awards
- e. Lions Youth of the Year Quest
- f. Young Australia of the Year Award
- g. Alcatel Young Business Womens Award
- h. The Vincent Fairfax Ethics in Leadership Awards
- i. The National Young Leaders Day

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6. National Programs



a. The Community Builders Program

Description

Community Builders is a grass roots leadership development program that supports local residents to better understand and build their communities and local economies. The program originated in Nebraska, USA, and has now been implemented in the states of Victoria, Western Australia, South Australia and Queensland.

A cluster of communities provides the geographical basis for the Community Builder program. Between six and ten communities constitute a cluster, each being represented by a Community Team of two to five people. These Community Teams meet together monthly. The meetings enable shared learning and discussion about community and economic challenges, opportunities and options; enhanced awareness of available resources; and the discovery of the diversity and interconnections of their local and regional economies.

Each Community Builder program is coordinated and managed by a Facilitator. In addition, the Facilitator acts as a coach and broker to help participants develop initiatives within their own communities.

Program Principles

- Rural economic development begins with rural community development.
- The key to economic success in rural communities is tied directly to investment in rural economic leadership development.
- The development of positive 'can do'/self reliant attitudes is fundamental to positive community change.
- Most answers to the challenges of community and economic development can be found in the local area.
- Local residents are best suited to define what economic development is appropriate for their community.
- Economic development leadership is enhanced by doing economic development.
- It is possible for communities within a region to collaborate rather than view each other as rivals.

Program Objectives

- To provide proactive and positive attitudes towards improving the quality of life in rural communities;
- To provide the necessary information, skills, tools, motivation, confidence and passion to manage change in rural communities;
- To encourage new thinking about ways to better support and nurture economic, employment and social development at the local and regional levels;
- To stimulate collaboration between communities and create a peer support network and friendship links across a region.

Program Elements

The Community Builders Program is a unique action learning program. It incorporates 6 key elements:

1. **Residential 24 hour workshop retreat - an opportunity to:**
 - understand the Community Builder model and its principles
 - 'get to know each other' and develop 'bonding' as a group
 - develop an understanding of community and economic development, and its variety of options
 - determine the group's future learning priorities

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6. National Programs

2. **Monthly Workshop Days** - Workshop locations rotate around participating communities and allow:
 - a study tour of the host community
 - a meal occasion to enable informal sharing
 - a resource information session and a chance to meet local and regional resource people.
 - a practical workshop in specific topics/skills related to the needs of the group.
3. **Community Audit Exercises** - The Community Builder Program focuses on learning by doing. Each Community Team undertakes a series of simple exercises using a variety of tools to better understand their community and its advantages, challenges and opportunities.
4. **Community Team Meetings** - Held by each Community Team between the monthly Cluster meetings to enable discussions on the local application of what is being learned.
5. **Community Project Participation** - Each Community Team identifies and implements practical projects with their community during the course of the program.
6. **Other Skill Development** - Through the Program participants are connected to other skill development opportunities.

Program Strengths

National and international experience has highlighted the following strengths of the program:

- the action learning nature of the program structure and process.
- program flexibility to evolve depending on local needs, desires and opportunities,
- the strong community development focus, and commitment to the power of the 'bottom up' action,
- the peer networking and mentoring that emerges,
- the program expectation to learn about one's community, and become involved in building its future,
- low cost

Potential Participant Benefits

Past participants have identified the following benefits through participation:

- better understanding of one's community and region and what is needed to build a positive future;
- enhanced sense of motivation of wanting to make things happen locally and regionally;
- development of a knowledge base and personal skills to be more effective in community and economic development;
- appreciation of the wide range of strategies, available resources and supportive peers.

For more information contact:
Peter Kenyon
Centre for Small Town Development
PO Box 90
PALMYRA WA 6957

☎ 08 9438 3904
📠 08 9438 3905
☎ Mob: 0417183719
✉ pk@bankofideas.com.au

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6. National Programs



b. The Business Retention and Expansion Program

The Business Retention and Expansions (BR+E) Program represents a community response to the fact that 70% plus of job creation emanates from existing business growth. A BR+E Program allows a community to demonstrate pro-business support for existing local businesses through a systematic business visitation program.

The BR+E Program utilises a structured interview process that allows the discovery of:

- local business needs and concerns;
- perceptions by local businesses that prevent expansion;
- any business considering closure or relocation outside the community and why;

- perceptions about local government actions and policies - what helps and hinders;
- opportunities for match making amongst local businesses;
- current and future labour market needs; and
- good ideas for improving the local economy and the business environment.

The BR+E Program is flexible and can be administered in a number of ways. Depending of the needs and size of a community, the following are possible:-

- a regular systematic monthly visitation of all local businesses;
- a one off visitation to a sample of local businesses;
- a systematic visitation program that would include all local businesses over a period of time.

The structure of the program involves the following:

- formation of a local community BR+E task force;
- recruitment and training of local interview volunteers;
- visitation of local businesses to assess needs, concerns and opportunities;
- review of the results of the businesses surveys by local task force, resulting in:
 - referral of immediate requests for assistance
 - identification of 'red flag' issues requiring response and action, including acting in 'ombudsperson' role to investigate and try to resolve concerns and complaints
 - formulation of a report on outcomes
 - feedback to the wider community through the media and public/business meeting(s) about outcomes.

The following diagram provides a summary of the usual stages.

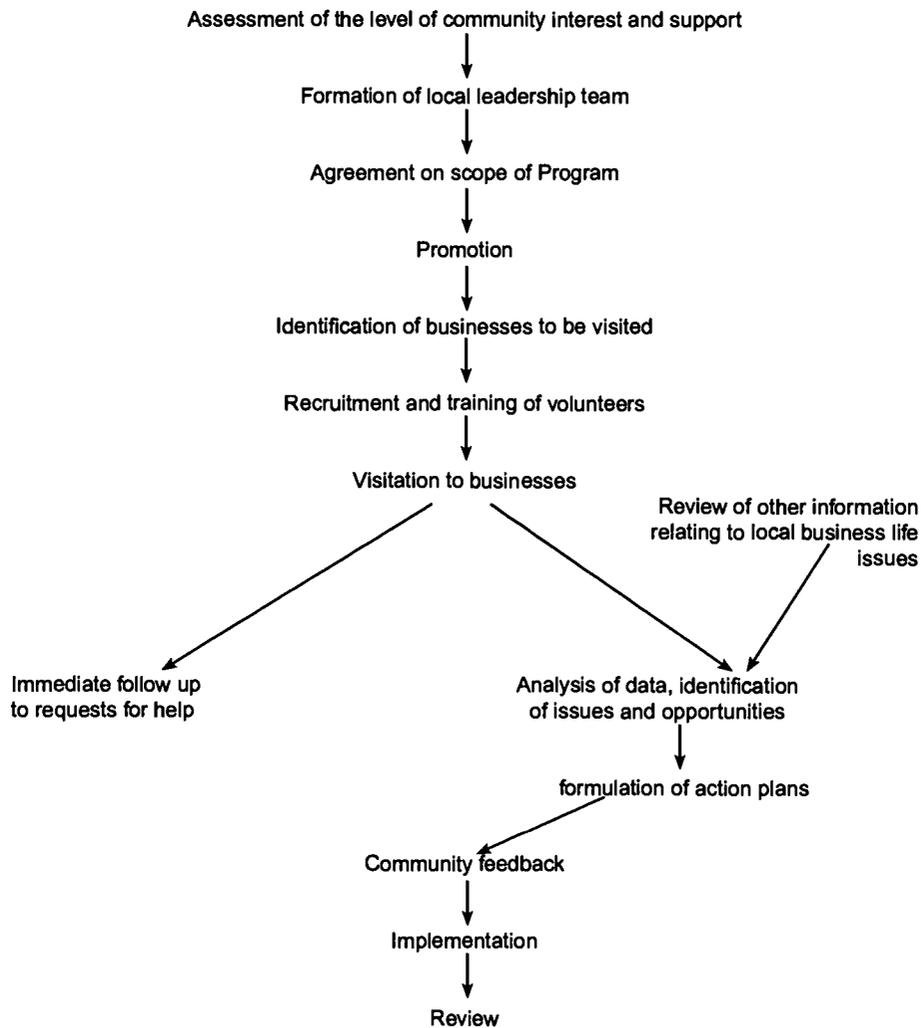
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6. National Programs

Flow diagram of BR+E Program



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6. National Programs



The benefits of the BR+E program to the local business community includes:

- knowledge that their community and local government values their presence, and is interested in their needs and concerns;
- opportunity to air complaints about any aspect of the local environment;
- referral to appropriate sources of information, advice and support programs;
- input into future local economic development decision making and action; and
- opportunity for local business matching

A procedural manual, various interview forms for different businesses types, training and analysis support is available from the Bank of IDEAS.

The Business Retention and Expansion Program is a regular feature of many North American and European communities. An Australian model version has been developed and trialed. In July 1998, a nationally accredited training program for program Facilitators was conducted in most state capitals, resulting in the application of the program in 20 communities across Australia.

For more information contact:
Peter Kenyon
Centre for Small Town Development
PO Box 90
PALMYRA WA 6957

 08 9438 3904
 08 9438 3905
Mob: 0417183719
 pk@bankofideas.com.au

c. Youth At The Centre

Youth at the Centre is a national initiative responding to the issues of the retention of young people in rural Australia, and their active involvement in its economic and social future. While the project focuses upon school experiences which enable students to begin to audit and respond to local community need and opportunity, 'Youth at the Centre' also provides tools and program support for young men and women who have left school to enhance their participation in, and contribution to the life of their local community.

Key Objectives:

- To highlight issues associated with rural youth retention, and the actual and potential contribution of young men and women in rural development.
- To expand the relationship between local schools and their communities through fostering opportunities for greater collaboration.
- To encourage the development of school curriculum initiatives and practical community development tools that enhance greater understanding of, and more meaningful participation in the life of the community by young men and women.
- To help create and support practical projects across Australia that enable young people to become involved in auditing and responding to the social and economic needs of their communities.
- To identify and encourage youth employment pathways that respond to new and changing community economic opportunities.
- To foster leadership and more enterprising attitudes, behaviours and skills among young men and women.
- To promote and support entrepreneurship as an option for young people in rural communities.

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6. National Programs

Key Strategies

- Research and promotion of issues and ideas associated with the meaningful involvement of young people in their communities, and their retention in rural Australia.
- The design and promotion of curriculum initiatives and community development tools that would enable young people to:
 - become change makers;
 - connect with their community;
 - audit their community in terms of economic and social assets, challenges and opportunities;
 - design and implement projects that build upon community assets and opportunities; and
 - reflect upon their community building experiences, and explore its relevance to new pathways in terms of employment and economic opportunities.
- Support for a range of pilot project initiatives across Australia.
- Creation of a clearing-house, newsletter and website to collect and disseminate 'best practice'.
- Design and implementation of a range of skill development workshops for young people and workers with youth.
- Creation of a Public Recognition Awards Program.
- Establishment of a 'Youth at the Centre' Foundation.
- Promotion of youth leadership development experiences.
- Support for rural youth entrepreneurship through:
 - school based entrepreneurial experiences based on the REAL approach (Rural Entrepreneurship and Action Learning)
 - 'Rural Entrepreneurs of the Future' workshops.

Core characteristics of 'Youth at the centre' projects

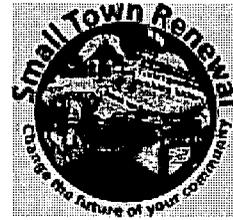
Projects supported through the Youth at the Centre should:

- enable fun, challenge and excitement;
- allow participation by choice;
- avoid pigeonholing of young men and women and generalising about their behaviour, opinions or ideas;
- maximise the opportunity of success through adequate provision of information, training, support, resources, time and space;
- address opportunities, needs and issues that are valued and respected by young people, their peers and the community;
- start with the talents, assets and skills of young people, rather than their problems and deficiencies;
- create opportunities for young women and men to lead and teach;
- involve young men and women from the start;
- maximise decision making and accountability by young people;
- develop young peoples awareness of the social, political, economic, cultural and personal aspects of the issues affecting them;
- make sense of, and demystify adult structures and processes;
- build active and supportive working relationships between young people and other members of the community;
- provide opportunities for training and skill development; and
- encourage opportunities to reflect and analyse their experiences.

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6. National Programs



The National Youth at the Centre Program is an initiative of the Bank of IDEAS, York Western Australia. It has been built upon similar international programs like School/Community Revitalisation (USA), School at the Center (USA) and Changemakers (UK). It also seeks to enhance initiatives that rural young people, schools and communities across Australia are already undertaking to create a better rural Australia. During 2001 through support from the Commonwealth Department of Family and Community Services, the Foundation for Rural and Regional Renewal and a range of government and private sector sponsors, National Program Coordinator and local youth facilitators will during 2001:

- introduce and promote the concept of 'Youth at the Centre' across the country;
- design and introduce a range of audit and project development tools for young people to utilise within their communities;
- support the creation of 'youth at the centre' projects;
- coordinate a national reference management group comprised of young rural men and women;
- introduce a school based youth entrepreneurship curriculum and resource kit;
- facilitate a 'Rural Entrepreneurs of the Future' Workshop in each state; and
- plan and coordinate a range of special 'Youth at the Centre' events, eg, facilitation training workshops.

Youth at the Centre will provide clusters of rural communities with a Cluster Project Officer who will facilitate and resource young women and men in the development of Youth at the Centre activities. During 2001, the clusters being supported include:

- Murraylands region, South Australia
- Great Southern region, Western Australia
- Yarra Ranges, Victoria
- Western Districts, Victoria
- Boonah, Beaudesert and Goondiwindi, Queensland
- Midlands, Tasmania

Tools developed through the project will be made available to all young people and their communities through an interactive web-site.

For more information contact:

National Project Coordinator
Michael O'Meara
Bank of IDEAS
PO Box 90
PALMYRA WA 6957

☎ 08 9438 3904
☎ 08 9438 3905
Mob: 0418505519
✉ mo@bankofideas.com.au

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7. National Youth Enterprise Development Programs

Programs listed below are national initiatives which support young men and women develop enterprising behaviour, and/or help them explore and enter the self employment option.

a. Operation Livewire

Operation Livewire encourages young Australians between the ages of 18 and 25 to establish their own business ventures. It encourages entrants to think through their business ideas to create a formal, documented business plan.

To provide guidance and practical advice, each accepted entrant, is allocated a Mentor. The role of the Mentor is to maintain close contact over a three month period while 'Livewires' are developing their ideas and preparing their business plans. Mentors give entrants the opportunity to talk through their ideas with someone who has business experience and who can help with general advice about working for yourself, and about the financial and marketing aspects of running a small business.

Director, Operation Livewire Victoria



(03) 96668300



<http://www.operationlivewire.com.au>

b. Australis Self Made Girl Program

The Australis Self Made Girl programme teaches young women the skills to achieve financial independence. The programme expands on what is being taught in schools by providing a first hand look into the real world working alongside successful business women on a series of activities.

The program assists young women by:

- expanding their career options - by working face-to-face with adult women from a variety of different industries (one adult works with 8 girls);
- building self-confidence and esteem - girls learn about economic achievements of their Australian foremothers and how to make a "powerful impression";
- encouraging creativity - girls create a product from scrap materials and write a business plan;
- considering self employment as a real option; and
- motivating them to become self reliant and financially independent.



1300 363 045



<http://www.selfmadegirl.com.au>



Australis Self Made Girl
PO Box 145, Clayton South VIC 3169

c. Nescafe Big Break

"Nescafe Big Break" gives young people the chance to do what they want with their life. It's for people (16-21 years) who have ambition or dream and are just getting started. "Nescafe Big Break" has been running since 1990 and 167 winners have shared in \$1.5 million. Many have gone on to build successful businesses or gain artistic acclaim. Past examples (1999) include:

- Polyurethane horse shoes;

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7. National Youth Enterprise Development Programs



- Zero till planting system;
- Pool alarm system;
- Ergonomic computer keyboard;
- Community service announcement aimed at discouraging teen drug use;

 1800 630 630
 <http://www.nescafe.com.au>

d. Plan Your Own Enterprise Competition

The "Plan Your Own Enterprise" competition is conducted by Business Educators Australasia. It targets secondary students and offers prizes on both a national and state level.

Students are required to prepare a 2000 word business plan overview comprising a description of their product or business idea and its potential, staff and management requirements, and market and financial analyses.

 1800 631 203
 (03) 9419 1205
 <http://www.pa.ash.org.au/afssse/>
 vcta@vcta.asn.au
 The National Coordinator, Plan Your Own Enterprise
Business Educators Australasia
P O Box 361
Abbotsford VIC 3066

e. Australian Business Week (ABW) School Program

The ABW School Program is designed to provide year 11 students with an opportunity to learn about business by running their own company through a computer simulation of the Australian economy. Each company team develops a company name and logo, their own product, a company report and a range of promotional material. Business decisions made by the students for each 'quarter' are then entered into a computer, and the resulting printout is used to inform decisions for the next quarter.

 (02) 9683 9980
 (02) 9890 5046
 <http://www.abw.org.au/about.html>
 busweek@ozemail.com.au
 P O Box 987, Parramatta NSW 2124

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7. National Youth Enterprise Development Programs

f. Young Achievement Australia (YAA) Business Skills Program

Business Skills is a VET accredited cross-disciplinary program, aligned with the Small Business Management Competency Standards to ensure that students cover the skills and knowledge that underpin real world commercial success. The program runs over 16-24 weeks, bringing together 12-25 senior secondary or tertiary students with three to five advisers from business and industry. During this time together, students plan, create, implement and dissolve a business. The flexibility of the program extends business skills opportunities to people with disabilities, youth at risk, indigenous groups and youth not in full-time study or employment.

-  (02) 9232 3088
-  (02) 9223 3725
-  http://www.yaa.org.au/about_programs.html
-  GPO Box 3800, Sydney NSW 2001

g. 'E' Teams

E' Teams are structured workplace experiences for Year 11 students, developed and conducted by the AQC. It is coordinated by the Australian Quality Council. Teams of five students each learn and apply the tools and principles of quality and business improvement during a week's workplace experience in a host organisation. At the end of the five days, the students prepare a report, and present their recommendations to management of the host organisation for improving a particular business process.

-  (02) 9901 9996
-  (02) 9906 3286
-  http://www.aqc.org.au/training/te_eteams.html
-  b.gibson@aqc.org.au
-  Australian Quality Council
PO Box 298, St Leonards NSW 2065

h. Rural Entrepreneurs of the Future Workshops

This initiative is being coordinated by the Youth at the Centre Program. These workshops are held in each state and present an opportunity for 15-30 year olds to spend an intensive three day residential workshop exploring the option of self employment. The opportunity enables them to develop a full business plan. They receive coaching from a group of existing rural and youthful entrepreneurs.

This initiative is being coordinated by the Youth at the Centre Program. These workshops are held in each state and present an opportunity for 15-30 year olds to spend an intensive three day residential workshop exploring the option of self employment. The opportunity enables them to develop a full business plan. They receive coaching from a group of existing rural and youthful entrepreneurs.

-  Michael O'Meara (09) 9438 3904 or 0418 505 519
-  (09) 9438 3905
-  mo@bankofideas.com.au
-  PO Box 90
PALMYRA WA 6957

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7. National Youth Enterprise Development Programs



i. Mindshop Excellence Program (MEP)

MEP is an innovative program specifically targeted at providing Year 10 students with work experience that contributes substantially to "job readiness". It is targeted at students who are about to embark on the transition from education to employment.

The program also allows schools to be continually in touch with best practice business philosophies by encouraging them to integrate MEP into their standard Work Experience curricula. MEP teaches the basic Mindshop tools that address issues such as self esteem, thinking skills, values, public speaking, motivation, team work, change processes, strategic thinking, brainstorming, flow charting, cause and effect analysis, goal setting and mind mapping.

-  (03) 9722 2256 or 018 559 339
-  (03) 9722 2320
-  <http://www.mindshop.com.au>
-  MSE-Bridgeman@MSN.com
-  Mrs Georgene Bridgeman
Mindshop Educational Trust
Wonga Park VIC 3115

j. The National Enterprise Days Initiative (NEDI)

The NEDI is designed to link businesses, schools and the community in the conduct of Enterprise Days. By linking schools with their local businesses and communities, it is hoped to establish ongoing partnerships aimed at helping students to identify opportunities, earn a living and generally prosper in a rapidly changing world. Business and communities can also benefit through the showcasing of innovation, creativity and enthusiasm in their local area.

-  (08) 8226 2804
-  (08) 8226 2949
-  The Project Coordinator, National Enterprise Days Initiative
C/- Business in the Community (SA) Inc.
Level 5, Reserve Bank Building, 182 Victoria Square
Adelaide SA 5000

k. Australian Network of Practice Firms

'Practice firms' provide an innovative training strategy for the development of business skills and business thinking. Students who are enrolled in secondary college or TAFE programmes establish and run their own businesses with the help of a facilitator and a real business partner. The Network consists of all the trading practice firms, which together generate a simulated market economy.

-  (02) 6207 3360
-  (02) 6207 3338
-  <http://www.anpf.cit.act.edu.au>
-  anpf@cit.act.edu.au
-  Network Manager, Australian Network of Practice Firms
GPO Box 826
Canberra ACT 2601

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8. Youth Leadership Development Experiences

a. National Youth Roundtable

The National Youth Roundtable was established by the Federal Government to create a national forum where young Australians can speak directly with Government and to ensure that their views are taken into account in policy-making processes.

The Roundtable brings together 50 young people, aged 15 to 24, to meet with the Government and provide input on issues of importance to young people. Participants undertake a series of consultations with their peers across Australia to develop a comprehensive picture of the views and attitudes of young people, which are reported back to the Government. The Roundtable meets twice a year. Community Action Projects, group conferences and meetings with Parliamentarians take place between Roundtable meetings.

Young people representing a wide range of experiences and diverse backgrounds are encouraged to apply.

-  1800 624 309
-  http://www.thesource.gov.au/voy/rt_2000/default.htm
-  The National Youth Roundtable Manager
DETYA
Location 743
GPO Box 9880
Canberra ACT 2601

b. Foundation for Young Australians

The Foundation for Young Australians is a non-profit organisation committed to assisting young Australians aged up to 30 years to reach their full potential. In excess of \$3 million is spent each year on providing opportunities for young people.

The Foundation centres on three objectives, namely:

- the development of programs assisting disadvantaged young Australians;
- the promotion of the pursuit of excellence in young Australians; and
- the development of leadership potential in young Australians.

Some current initiatives relevant for youth leadership development are:

- The Forum for Developing Tomorrow's Leaders;
- The Indigenous Future Leaders' Program; and
- The Sir Edward Dunlop Memorial Award.

-  03 9670 5436 National Secretariat
-  03 96093246
-  <http://youngaustralians.org>
-  GPO Box 239E
Melbourne VIC 3001

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8. Youth Leadership Development Experiences



c. Heywire

An ABC Radio Initiative which gives young people aged 16 to 22 an opportunity to let the country know what makes regional Australia tick from a youth perspective.

Entrants are required to make a three minute non-fiction story for radio. It can be about anything as long as it relates to life outside the major cities.

Winners have their entry professionally produced and broadcast on ABC radio.

Contact local ABC radio station

 <http://www.abc.net.au/heywire>

 heywire@your.abc.net.au

 GPO Box 9994
Melbourne VIC 3001

d. Rotary Youth Leadership Awards (RYLA)

RYLA is a weeklong residential training program designed to assist young men and women between the ages of 19 and 25 who have been selected through district Rotary clubs, to develop personally and professionally.

The program has a strong focus on personal and leadership development. It assists participants to become aware of their own strengths and weaknesses, to understand the basics of leadership and to apply this knowledge to develop their leadership capabilities. The program is designed so those participants can apply their knowledge to all aspects of their work and recreation.

The program links the developing leader into other forms of leadership development and applications. Participants are strongly encouraged to seek further development of their personal and leadership capabilities.

Contact local Rotary club

 <http://intranet.rotary.org.au/dgov/ryla.htm>

 <http://users.hunterlink.net.au/~ddsld/ryla/index.htm>

e. Lions Youth of the Year Quest

The Lions Youth of the Year Quest is a combined project of the Lions Clubs of Australia and Papua New Guinea. The quest is designed to encourage student interest in leadership and the qualities required to take an active and constructive role in the community. It does this by selecting an outstanding young person from candidates throughout Australia to travel overseas and act as an ambassador for Lions Clubs International.

Students from many nations meet to discuss a wide range of international issues. They also have the opportunity to learn leadership, management and community service skills from groups of professional men and women throughout the world.

Contact local Lions club

 http://www.gulf.net.au/lions/yoty/about_the_quest.htm

 jepowell@lionsclubs.org.au

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8. Youth Leadership Development Experiences

f. Young Australian of the Year Award

The Young Australian of the Year Awards 2001 welcomes nominations for Australian citizens between the ages of 14 and 27 years who have made significant contributions to Australian society. The Young Australian of the Year Awards is comprised of seven categories, namely:

- Arts;
- Regional Initiative;
- Environment;
- Sports;
- Community Service;
- Science and technology;
- Career Achievement; and

Winners are chosen in each category on a State and Territory level. These winners are then finalists in the national judging. The winners are chosen on the quality and breadth of their achievements

- ☎ 1300 655 193
- ☎ 02 9261 4815
- 🌐 <http://www.nadc.com.au/awards/yaoty2001.htm>
- ✉ austday@ozemail.com.au
- 📄 The National Australia Day Council
PO Box 2001
Haymarket NSW 2000

g. Alcatel Young Business Women's Award

The award is open to women 30 years and younger and is one of 5 categories, which constitutes the Telstra Business Women's Awards. The award recognises the contribution of young women to the business community and provide opportunities for career and self-development.

- ☎ 1800 441 991
- 🌐 <http://www.telstra.com.au/tbwa>

h. The Vincent Fairfax Ethics in Leadership Awards

The Vincent Fairfax Leadership Award aims to support the development of young Australian leaders with a capacity for ethical reflection and a commitment to serving the community. The structure of the program provides young people with the opportunity to:

- develop their capacity to exercise leadership;
- develop an informed perspective on the ethical issues facing Australians at home and abroad;
- reflect on this understanding and test their personal assumptions; and
- become part of an ongoing association of individuals supporting each other's commitment to ethical leadership.

- ☎ 02 9299 9566
- ☎ 02 9299 9477
- 🌐 <http://www.ethics.org.au>
- ✉ antionette@ethics.org.au
- 📄 The St James Ethics Centre
GPO Box 3599
Sydney NSW 2044

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8. Youth Leadership Development Experiences



i. The National Young Leaders Days

Organised by Highlife Education, 'The National Young Leaders' Days' have been an annual event since 1997 to develop student leadership in schools with the aim of building a better future for Australian young people. Principals nominate top student leaders to attend the event. 'The National Young Leaders' Days' are both inspirational and practical.

The objectives of the day are to:

- inspire students to make a positive contribution to their school;
- motivate students to be great leaders in their area of influence;
- empower students with the practical skills of motivating others, managing commitments and stress management; and
- expose students to a diverse range of leaders in society and their views of leadership.

Highlife Education selects a group of high profile personalities to speak and interact with the students. The speaking team consists of leaders in business, sport, politics, community service and the arts. The message of the day develops, as students are challenged not only to reach their own personal goals, but the goals of those they are leading. Awards for excellence in leadership are also presented on the day to young leaders who have been nominated by their schools and communities.

- ☎ 02 98944561 or Freecall 1800 242 838
- 📠 02 98944562
- 🌐 <http://www.highlife.edu.au>
- ✉ highlife@highlife.edu.au

RESOURCES

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