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## Self help module 9: Business and economic development

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# Introduction

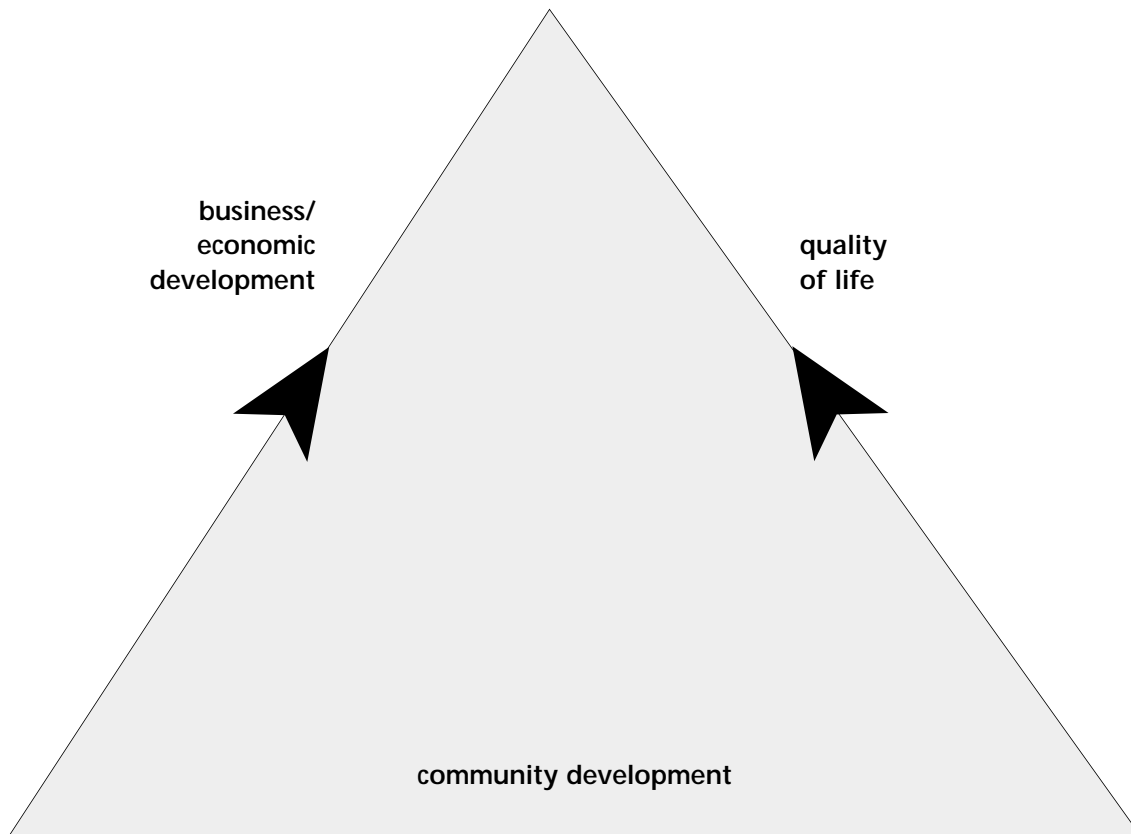
## About this module

This module outlines the economic context within which local Main Street/Small Towns Program (MS/STP)s operate and explains the direct linkages between local community development programs and business development.

Changes in the regional and local economic environment are often the stimulus to initiate a MS/STP. The changing local economic environment will play the major role in determining the priorities of a local MS/STP and the adjusting focus of a program over time.

The MS/STP aims to develop communities which are investment ready. Such investment can take the form of growth in the existing business base and the attraction or start-up of new businesses. The MS/STP is a significant means of attaining favourable attitudinal and behavioural change to improve the local business climate. Additionally local programs, using appropriate action plans can directly and positively influence business development in their area.

Hence community development often forms the basis for business/economic development and enhancement of quality of life. All of these elements contribute to the make up of the regional economy.





## The New South Wales economy

The NSW economy is the largest in Australia, accounting for 35% of the gross domestic product (GDP). In its own right it is a dynamic force in the Asia/Pacific Region, having a GDP on a par with the tiger economies of Hong Kong and Taiwan. Regional NSW is an important contributor to the State's output and wealth. Regions contribute almost 19% of the State's gross product and employ over 20% of the State's workforce.

### 1995/96 Gross Regional Product (GRP) at 1989/90 prices

Region	\$ GRPm 1995-96 (4M)	% of Total State Product
Far West	536.85	0.46
North Western	1626.38	1.40
Murray	1812.33	1.56
Murrumbidgee	2470.10	2.12
South Eastern	2794.82	2.40
Central West	2942.63	2.53
Northern	3051.02	2.62
Mid-North Coast	3210.95	2.76
Richmond-Tweed	3258.92	2.80
Illawarra	5786.92	4.97
Hunter	8868.65	7.62
Sydney	80075.58	68.77
NSW	116430.40	100.00

Source: National Institute of Economic and Industry Research (NIEIR), May 97

## The regional economic environment

The rapid integration of Australia into the international economy since the 1980s has brought structural changes that have impacted heavily on regional economies. These changes have included increased international competition and rationalisation of public and private sector services. Governments have reduced tariffs and other market interventions to increase the flexibility and competitiveness of Australian businesses and enterprises.

Some regional communities, particularly those with a narrow economic base have been hit hard by these changes. These towns have experienced job losses, declining incomes and reduced access to services.

In contrast, larger communities have benefited from population growth and economic development. This is particularly true of regional centres with a larger economic base and value-adding industries.

Economic restructuring in regional NSW reflects the changes happening at a global and national level. Regions and towns have tended to grow or decline with their principal industries. Employment in some industries such as business services and telecommunications has grown, whereas employment in agriculture, manufacturing and mining has declined significantly. Changes in the agricultural and manufacturing sectors have had a major impact.

### Agriculture

Falling commodity prices and increased costs have placed considerable pressure on the farm sector. Many small farm operations have struggled to achieve the economies of scale needed to survive in the open market. The result has been amalgamations, enlargements and farmers leaving the land.

The declining farm population has led to economic decline and loss of population in smaller towns. Fewer farmers has meant fewer clients and fewer jobs. Businesses have closed and the cycle of decline has continued.

### Manufacturing

The effects of international competition on manufacturing industries in regional NSW has been mixed. Some industries have moved offshore or switched to importing and the loss of these industries has impacted negatively on jobs and the local economy. Other centres have benefited from businesses relocating to regional sites to gain the advantages of lower operational costs.





### Places going somewhere!

#### **Mudgee – building on diversity**

Despite the fact it is not on any major transport corridors, Mudgee's population grew by 0.91% between 1991 and 1996, and it has a low unemployment rate. A diverse economic base, including agriculture, mining, viticulture, tourism and regional cuisine, contributes to its strong position.

Projects in the late 1990's included the expansion of the Cudgegong Abattoir, with an investment of \$9 million and 120 full time jobs, and a new vineyard worth \$4.5 million and 9 full time jobs.

#### **Parkes – attracting new industry through transport**

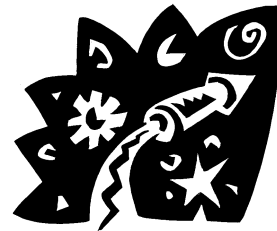
Parkes has built on its locational strengths to become an intermodal freight hub. A major investment in transport services in Blayney and Parkes gives these towns a competitive advantage as locations for new industry development.

Parkes' population grew by 1.33% between 1991 and 1996, and the unemployment rate was a low 5.5% in the late 1990's.

#### **Cabonne Shire – villages increasing their population**

Cabonne Shire in the State's Central West has a number of villages that have banded together to achieve growth. They have focused on economic strengths and, with the assistance of the Council and the Department of State and Regional Development's MS/STP, the population in the villages has been increasing.

Cabonne Council's Small Towns Development project won three major national awards in regional development during 1999.



# Regional economic development

Understanding how your region operates will assist your community to make decisions that enhance opportunities for economic and business growth.

A wide range of internal and external factors impact on regional and local economies. Some of these factors are the region's history, geography, its location and access to markets, raw materials and infrastructure. Government policies over the years have played a role in some areas. However, whether regional economies grow or decline can be significantly affected by the operation of market forces.

Two key factors appear to drive growth – scale and diversity. Larger scale economies are generally more competitive, and diverse economies provide a more sustainable base. Size and diversity are usually related – large regional centres tend to have a broader economic base. However there are examples of relatively small towns with diverse economies, such as Mudgee and Parkes.

Theorists use many models to explain variations in regional growth. Some focus on factors affecting business location decisions, such as access to labour and markets. Others look at the benefits businesses experience by locating in proximity to one another. Supply side theorists analyse a region's competitive advantages, while demand side theorists seek an explanation of a region's performance by examining its markets and export base.

Whatever the theoretical model, it is important to understand how your regional economy operates. Is population increasing or decreasing? Where is most business activity occurring? What are the linkages between your community and regional economic activity? What industries are present in the region? Are their markets international, national or local? Which industries are growing and which are in decline? Where are the investment opportunities? Do businesses work together in networks and cooperatives to achieve economies of scale or tap into new markets?

Although the internal and external drivers of growth are important in achieving economic prosperity, the actions of regional communities in shaping their own future are equally significant.

Perhaps we cannot raise the winds. But each of us can put up the sail so that when the wind comes we can catch it.

EM Schumacher – *Centre for Sustainable Regional Communities*





### Tip

It is vital for the community development practitioner to be aware of all the regional stakeholders, and to understand the perspective of each key group. Groups will vary in their geographical coverage, sometimes across state borders, and each will be seeking specific outcomes.

## Stakeholders at a regional level

There are many economic development stakeholders operating at a regional level. Local government works together in Regional Organisations of Councils (ROCS). State Government operates principally through the Department of State and Regional Development (DSRD) to build a stronger NSW by delivering services to enterprises, industries and communities and recruiting new investment to its regions.

The DSRD divides New South Wales into 13 separate regions with each region being serviced by a Regional Development Board and at least one office. The 12 regions outside of Sydney are indicated on the New South Wales Regions map. Greater Western Sydney forms the 13th region. The network of regional offices provides a single reference point for all Departmental programs and business and investment support. Regional Development Boards are funded by DSRD to take a strategic leadership role in attracting investment.

The Commonwealth Government works primarily through the Area Consultative Committees.

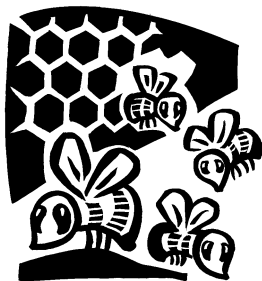
A number of non-government organisations, such as Chambers of Commerce, industry associations and cooperatives are also important stakeholders in regional economic development.

## Regional Development Boards

The DSRD funds a network of 13 Regional Development Boards across NSW. The Boards provide a strategic framework for economic growth in each region. They develop local leadership and ensure input is provided to Government on local development issues. The Boards also play an important role in providing 'grass roots' advice to investors and governments about their region's investment opportunities.

Board members are appointed for three year terms and are expected to represent the broad interests of the Region, rather than those of any particular organisation(s) and must be available for participation in Board meetings and activities. Members are selected from a wide range of backgrounds including knowledge of regional issues, successful business or management experience, links to relevant networks, higher education experience and experience in regional industrial relations.

In general, Boards operate under a strategic plan and draw up an annual business plan to prioritise projects in their region. Funding for the operation of Boards is provided by the NSW Government through the Department of State and Regional Development in the form of an administrative grant. In addition to this assistance, Boards bid for project funding on a competitive basis. Proposals for project assistance should be consistent with the Board's business plan and align with the Department's objectives.







# Community economic development

Community economic development is about communities using their human, physical and financial resources to maintain and enhance local economic and employment activity and quality of life. It aims to diversify and build on the strengths of local economies in an economically, socially and environmentally sustainable way. Community economic development must be locally driven and consistent with the aspirations and commitment of the community as a whole. It involves collaboration between all sectors: public, private and community.

Community economic development and local economic development are sometimes used interchangeably. Community economic development is a process that occurs at the sub-regional level. The Main Street/Small Towns Program (MS/STP) provides a process for community economic development to take place.

Through the MS/STP communities develop a vision for their future and implement a practical, achievable and realistic community strategic plan (see *Self Help Module 3 – Collaboration and Strategic Planning* for further details). Emphasis of the program is not just on planning and prioritising, but enthusing, skilling and resourcing local people so they can actively make decisions about their community's economic future and quality of life.

## The Impact of Community Economic Development

The Main Street/Small Towns Program, the Department of State and Regional Development's key community economic development program has been delivered by the Department since early 1994. This program helps communities take a strategic and proactive approach to their economic future. As of August 1999, DSRD had invested \$3.1M in 109 community projects. As a result of the Department's investment, at the local level:

- Infrastructure/physical improvements worth approximately \$54.7M have been undertaken
- 836 jobs have been directly created and 2,900 indirectly over this time period.
- Over \$44.5M has been generated through supporting more than 135 major events attracting in excess of 1M people.
- 192 partnerships have been created with local partners contributing over \$5M in cash and \$1.4M in-kind to local programs.

In the 12-month period up to August 1999 638 activities in the form of business training, awards or networking meetings were conducted with over 20,000 people attending.



**'PARTLY COMMITTED TO  
COMMUNITY ECONOMIC  
DEVELOPMENT'!**



**'FULLY COMMITTED TO  
COMMUNITY ECONOMIC  
DEVELOPMENT'!**

## Defining the community

Communities can be defined at a number of levels. Often communities define themselves by geographical boundaries, such as the limits of the town or the local government area. Sometimes communities define themselves by other factors, such as economic activities, or a particular feature like a harbour.

How the area of operation is defined will affect the impact of the community economic development program. Taking a broader approach is not always easy, but the benefits are potentially dramatic. Communities like Coff's Harbour have achieved significant economies of scale and citywide coordination of strategic activities, such as infrastructure works and tourism events.

Analysis of assistance offered through DSRD's non-metropolitan MS/STP since 1994 shows a growing trend toward coverage of the whole of local government area rather than coverage of a single locality. As of July 2000, of the 75 currently active programs which had received funding from DSRD, 46.7% of local programs cover a single location with the remainder covering two localities or a whole local government area. Over a third (36%) of local programs cover the whole local government area (LGA). This trend is the result of mature programs extending their geographic area of coverage and new committees choosing to operate at a broader level.

Some of the advantages of operating on an LGA basis include:

- The ability to share resources and information and replicate ideas and projects
- Greater awareness of the MS/STP and a higher level of program support
- Greater credibility for the local MS/STP
- Broader program outlook and understanding of issues confronting the LGA
- Better chance of attracting sponsorship
- Stronger communication flows between localities
- Stronger shire identity and pride
- Ability to use 'blanket' themes and a coordinated LGA-wide events calendar.

### Tip

It may be worth reviewing your program's geographic coverage as part of the annual review of your strategic plan, or even in relation to individual projects to ensure appropriate and optimal use of resources. In some instances the coverage of projects (eg. Training, tourism) may even range beyond the LGA.





**Questions to consider when determining the geographic boundaries of your local program.**

- Is there general agreement within the steering committee on the boundaries?
- Is council supportive of your geographic definition?
- Do the stakeholders in the localities you intend to include want to participate?
- How will the planning process be structured (whole LGA, locality based, linkages between separate planning processes)?
- How will priorities for the geographic area be set?
- How will your final committee structure relate to the geographic area of coverage?
- Can the program leverage or raise sufficient funds now to initiate or implement the program?
- Can the program be financially sustainable covering this area?
- Is the area proposed consistent with the geographic coverage of existing organisations who may potentially be involved (sponsors) in the program?
- Does the area of coverage have factors and issues in common?
- Does the area have naturally occurring geographic boundaries?
- Does the area correspond to the geographic spread of the local economic and industry activities?
- Is the area an appropriate size and population base for a coordinator to cover? How many hours per week, or is more than 1 coordinator necessary?
- Is the distance to be travelled by a coordinator and committee members reasonable?
- Will this geographic coverage provide the greatest potential for program impact?
- Does the area (and population base) fall within DSRD's guidelines for MS/STP funding?



**The Coffs Harbour Streets Ahead Program ...**

**Implementing a Main Street/Small Towns Program (MS/STP) on a Local Government Area Basis**

The Coffs Harbour Streets Ahead program evolved from business community desires to introduce the MS/STP. At this stage the Coffs Harbour Jetty Main Street program had been underway for almost three years with physical infrastructure improvements having been completed. Around the same time Coffs Harbour City Council, conscious of the downturn being experienced by retailers in the CBD and a decline in investment levels, was keen to introduce a revitalisation program across the whole local government area.

The introduction of the MS/STP across the whole local government area (citywide) was seen as the means of addressing these issues. Coffs Harbour Future Development Corporation, initiated the citywide program in early 1999 which was immediately embraced by Coffs Harbour City Council. The Development Corporation (the sponsoring organisation for the Streets Ahead program and manager of the former Coffs Harbour Jetty Main Street program) secured funding through the Department's MS/STP for community planning, coordinators and projects.

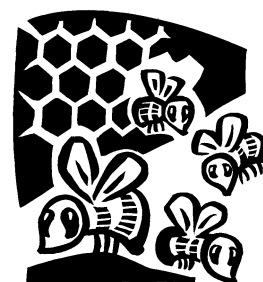
The citywide Streets Ahead program is recognised as a successful model with many advantages. Economies of scale have been achieved through the collective use of expertise from the individual communities participating in the program, resources are shared with only one office being used to service the citywide program. A citywide program has enabled Streets Ahead greater leverage in obtaining funding and greater recognition as a community organisation. Parochialism between the communities participating in the program is declining and has virtually disappeared at the Streets Ahead joint committee level.

The individual attributes of the centres continue to be acknowledged through the program, whilst the opportunities for closer linkages between the centres and promoting the local government area as a whole have risen. A citywide program means that festivals/events can be coordinated and appropriately timed across all centres – an issue of critical importance as Coffs Harbour's economy is heavily reliant the visitor market which is subject to seasonal 'highs and lows'. The Streets Ahead program has also provided the ideal avenue to strengthen the links between council and the communities. Through the program's close connection with council, consensus has been reached on the priority ordering citywide for physical infrastructure/refurbishment works.

Coffs Harbour Streets Ahead Inc. achievements to date include the completion of strategic plans for the individual centres within the city. A 'Streets of Innovation' committee has been formed comprising architects, artists, planners/designers, council and community representatives to develop revitalisation plans for centres within the city over a staggered time period. Additionally, the local Koori community is being consulted continually to ensure Koori culture/art is incorporated into Streets Ahead activities. A welcome to Coffs package has been developed and is being provided to new residents through real estate agents. The tall ship 'Svanen' has been invited to become the Flagship of Coffs Harbour, flying the city's colours in Sydney and wherever she sails, adopting Coffs Harbour as her second port and carrying Coffs Harbour visitor information.

A citywide calender of events has been compiled and new events (such as a Woolgoolga multicultural festival) are being developed to fill identified gaps in the calender. The inaugural Sawtell Chilli festival, held in July 1999 saw restaurants increase turnover by between 40–200% on the day with some restaurants making menu changes post event as a result of the awareness of a new market. A Youth Forum 'Kickin Back' attracted over 2000 youths and gained input to the city revitalisation program. Another new initiative timed for 2000 is the launch of citywide business awards, 'The Sunny's' .

In the 12 months up to July 2000, funding in excess of \$470,000 has been leveraged locally for and by the Streets Ahead Program and many working partnership arrangements have been put in place. Approval was also gained in July to put in place a special rate rise to fund the \$5M revitalisation of the Coffs Harbour City Centre.





## Characteristics of local economies

This module has emphasised the impact of the market and other external factors in economic development at the regional level. Local economies are even more vulnerable to external forces. Some of the features and characteristics of local economies include:

- A high degree of interdependence between local and regional economies
- Market dependency
- Uneven growth arising from market influences
- Migration of resources between regions and communities
- Constraints and opportunities arising from history and geography
- Advantages and disadvantages of location.

It's important to consider the impact of economic changes on your community and the industries within it. Consider the impact of changes in:

- interest rates
- investment, savings and spending patterns
- employment trends
- domestic and overseas markets
- exchange rates
- banking presence.

## Gloucester Main Street/ Small Towns case study

This program was initiated in early 1998 to bring together all sectors of the Gloucester community (on a shire-wide basis) to develop a collective strategy to boost industry and commerce within the district. The local program was initiated because of the increase in unemployment resulting from the downsizing of the timber industry, the closure of Boral Timbers Mill and difficulties in the beef industry.

A major achievement of the program was the attraction of a new value adding business in the timber industry, Planet Floorcoverings. This company created 5 new jobs in its initial establishment stage and has the potential to create an additional 10 jobs in the medium term. The Gloucester program has also provided business planning and training sessions and introduced regular business networking meetings. The concept of conducting a 4WD Expo in 2000 originated from the business networking meetings. This event will offer participants interactive experiences through testing the latest vehicles/equipment and going on 4WD tours.



## Developing an Economic Profile

Understanding the environment in which your community operates and the economic base is the first step in developing a realistic strategic plan for the long-term future of the community (refer to *Self Help Module 3 – Collaboration and Strategic Planning*, pages 9–15). You should also consider examining changes in local and regional economic conditions when reviewing your strategic plan.

An economic profile can provide detailed information on the local demographics, geography, industry base (types and significance of agriculture, manufacturing, retailing and tourism), level of services and environmental constraints. The Resources section contains information on tools for preparing an economic profile and sourcing data.

### Compiling an economic profile

An economic profile of a community or region might include some of all of the following:

#### A preamble

The reason for compiling the profile. Details of the community and its geographical boundaries.

#### Population

Population characteristics such as age, gender and ethnicity, and trends.

#### Economic and industrial activity

Information on sources of income and changing trends.

#### Labour market

Employment and occupation information. What are the trends?

#### Social infrastructure

Social institutions, such as schools, universities, hospitals, libraries and art galleries, as well as political institutions. What is their impact on the community?

#### Physical infrastructure

Transport, communication, and other infrastructure

#### Possible future scenarios





## Stakeholders at the local level

Many of the previously identified regional stakeholders are also involved in community economic development, particularly Chambers of Commerce, Development Corporations and Business Enterprise Centres.

Business Enterprise Centres are non-profit, community based organisations funded by the DSRD which offer free and confidential business counselling and training to existing and potential small business owners and operators.

Local government plays a key role in community economic development. It is a key employer in most communities and has a traditional role in the development approvals process. Local government is also influential through its linkages with other key players in local economic development and through its resources. In addition, many councils now employ economic development officers and include economic development objectives in their corporate strategies.

Local councils or Chambers of Commerce are generally the sponsoring and funding organisations for local MS/STPs.

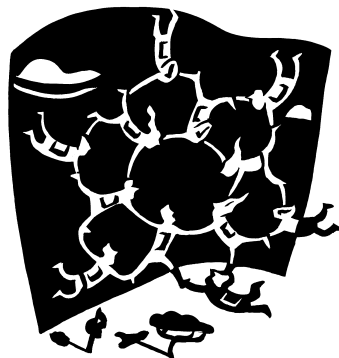
Community leaders play a critical role in community economic development (refer to *Self Help Module 6 – The Local Committee*, page 18).

## Community foundations

Community foundations, as a general rule, receive donations and grants from local businesses and individuals and then make grants to specific community projects or local charities. Community foundations provide leadership to their community by bringing people together from all sectors to identify and address local issues.

Community foundations are relatively new in Australia, but offer enormous potential in the field of community economic development if overseas experiences are any indication. For instance, in 1998 community foundations in Canada provided over \$50 million in grants to support local priorities across the country and in 2000, Canadian community foundations held combined assets in excess of \$1 billion. Further information is available on the website: <http://www.community-fdn.ca>.

The Foundation for Rural and Regional Renewal (FRRR) as one of its primary goals seeks to explore the feasibility of creating community foundations and other mechanisms as rural development tools. FRRR is a charitable foundation designed to benefit regional, rural and remote communities. The foundation is based upon Australian, United States and United Kingdom models which encourage partnerships between rural and regional communities, philanthropic organisations, government and business. For further information on FRRR and assistance available see the website: <http://www.frrr.netconnect.com.au>.



## The connection between CED and business development

Local economies grow when businesses become more profitable and when they create new jobs. This can happen in a number of ways:

- existing businesses expand their operations
- businesses increase their profitability
- existing businesses find new customers and new markets or sell more to their existing customers
- existing businesses diversify into related activities
- new enterprises develop by adding value to locally-produced resources
- completely new enterprises are started
- a business relocates from another town (this doesn't happen very often).

### Four Key Elements of community economic development

#### 1. Collaboration and Strategic Planning

Bringing together local government, business and community representatives in a structured organisation to develop strategic plans.

#### 2. Business and Economic Development

Understanding and strengthening the local economy. Encouraging enterprise retention, expansion and diversification.

#### 3. Marketing and Promotion

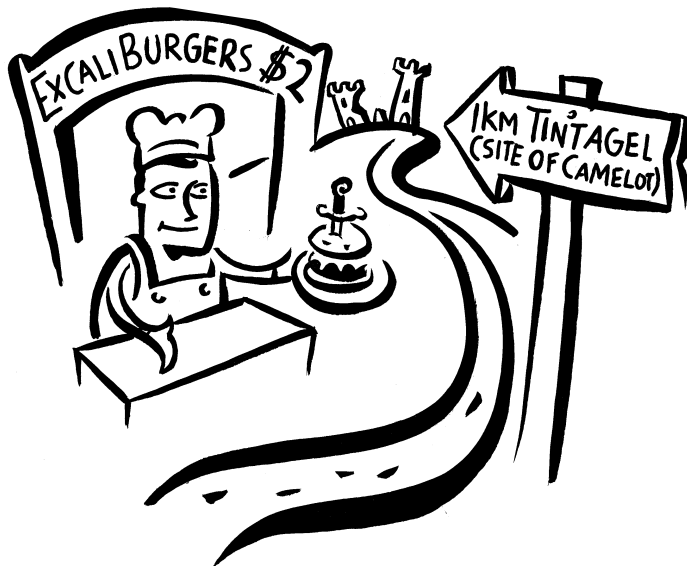
Marketing the town and surrounding areas to visitors and locals.

#### 4. Physical Design

Improvements which enhance the town centre's image and unique character.

Every dollar spent in the community, whether for retail or wholesale goods and services, or for staff and raw materials used in business production, contributes to the community's employment and income.

Peter Kenyon  
– *Ready, Set, Go*





# Business development

From the community development perspective, every individual business is an asset. Jobs flow from enterprises, enhancing community prosperity. Business growth is largely market driven however providing support and assistance for existing businesses to expand, new businesses to start up or businesses from elsewhere to relocate into your region can positively influence the rate of business growth.

Every region and local community has a range of types of businesses. The range can be small or large and can include:

- Tourist and hospitality related industries
- Agriculture, aquaculture and related services
- Retail businesses
- Health related services
- Service industries
- Information technology services
- Mining industries
- Education services

## Some facts about small business

- The NSW small business sector is the largest in Australia, with the Australian Bureau of Statistics reporting 317,600 small business units in 1998/99.
- A major growth segment in the mid to late 1990's was self-employment. Partly driven by corporate restructures and contracting out non-core business by larger firms, self-employment in NSW grew by 13% during the period 1994/95–1998/99. National growth in self-employment was less than 7% for this period.
- The NSW small firm sector represent 33% of all small firms in Australia and over 96% of all businesses in the State.
- In NSW small firms account for 46% of total private sector employment.
- Nationally, micro business (with less than 5 employees) represent 83% of all small businesses and 81% of all businesses.
- 61% of small business operators in NSW in 1998 were in family businesses.
- Family businesses are most prevalent in the construction and retail trade sectors.



## Initial connections – business retention and expansion

Australian and international experience has shown that working with what you have is more likely to produce results than seeking the quick fix of attracting or starting up new businesses. The existing business base is the foundation for future growth, and is likely to be the source of most new jobs and investment. Efforts that help local businesses to be more productive and profitable will pay off in community dividends.

A business survey will provide a clear picture of your local business base and help your community identify appropriate strategies and actions to encourage development and growth. The ideal time for initiating such a survey is at the start of your MS/STP so that the findings can flow directly into the community strategic planning process. It is also useful to repeat the survey just prior to reviewing your community strategic plan.

The Business Retention and Expansion (BRE) survey provides an up-to-date business profile of the town and a starting point for future planning. The BRE process (survey and visits) compiles information on the real problems, needs and opportunities experienced by businesses in your area. Receptive businesses can be referred on to appropriate organisations for advice and assistance. The BRE survey may also identify whether there are any businesses considering relocation to another area. It should be noted that the BRE survey will only cover a sample of businesses, not all businesses. Financial assistance may be available through DSRD's MS/STP to undertake a BRE survey. Further information on this assistance please contact your nearest DSRD office.

A similar and possibly simpler business survey which you may wish to undertake instead of the BRE survey is the Local Business Survey designed by Peter Kenyon, IDEAS. A copy of this survey and instructions can be found in the Resources section. As these two surveys are reasonably similar it would be wise not to attempt both surveys within a short time period.

### Tip

For Success with the Business Retention and Expansion survey:

- Take time to plan the project.
- Aim to get as many businesses involved as possible.
- Try to do the survey as quickly as possible.
- Mail the survey and then arrange follow up visits. This way you'll get better feedback.
- Stress confidentiality. Individual comments will not be attributed.
- The survey is a 'snapshot', not really designed as a database for businesses. Use it to develop improvement strategies.

### The Business Retention and Expansion survey

The Business Retention and Expansion survey collects information on:

- the activities of the business, the products and services they sell and where
- employees – how many, what skills?
- factors affecting profitability
- export potential
- the local environment, is it a help or a hindrance?
- future plans, especially expansion and relocation
- information, advice and training needs of the business owner





### **Business Retention and Expansion in Ballina**

In 1998, Ballina Chamber of Commerce decided to implement the Business Retention and Expansion survey. It was seen as a means of finding out specific information about conducting business in Ballina and as a way to confirm the priority issues raised by the business community in the past.

Some of the key results from the survey were:

- The majority of firms rated Ballina highly as a business location.
- Businesses were relatively new. Forty per cent of firms were established or purchased in the previous five years.
- There was considerable optimism about expansion in the future amongst a large proportion of businesses, although there were concerns about the future impact of Goods and Services Tax, technology and government legislation.
- Recruitment problems in Ballina were uncommon, but businesses rated good communication skills, common sense, customer service and computer skills highly.

Businesses were keen to see some improvements, in particular an upgrade of the CBD and implementation of the Main Street and Port of Ballina concept.

Among other things, the plan for the future includes:

- Publicising the report
- Reviewing problems with local services with Council
- Offering business advice to more recently established companies.
- Working with local high schools on skill requirements.



### Business Retention and Expansion in Cabonne Country

The Business Retention and Expansion survey was introduced at a bi-annual meeting of business representatives in Cabonne Country in 1998. Members undertook to support the survey, and a media release was sent to the local newspapers in the area. A steering committee was established.

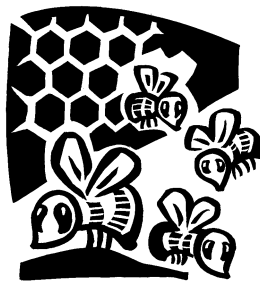
The survey feedback provided a good economic snapshot of the area and outlined new strategic directions.

Opportunities identified included:

- Better communication between Council and the business community especially for expansion, economic development and tourism.
- A stronger focus on tourism, with an effort to tap into the large amount of visitors attracted each year.
- Establishing a business network to explore business opportunities, advertising/promotion, cross referrals, networking and hours of opening.
- Building up an information technology network through local Cyber Cafes.

Initially, the residents and business people in Cabonne were non-committal towards the MS/STP, but the hard work and patience of the Development Officer, Joy Engleman has seen a major change in attitude. People in the area are now totally committed to be involved in their future development.

The local council has become much more involved in the community's future. "I'm seen as being attached to the council, but at the grass roots level, rather than in an ivory tower. People now feel the council cares," Joy said.





## The right business mix

The quality and range of shops and businesses available in a locality is one of the most critical factors in the selection of a business centre by a customer. There is a recognised hierarchy of business centres which provides for local convenience shopping at one end through to regional comparison shopping at the other.

Localities with a limited range of business services and retailers need to work on the convenience factors of the centre and must ensure that all daily needs of customers are met by the centre and that the customers can complete their business quickly and easily.

Localities with a wider selection of business available should ensure that any gaps in services or goods required by customers on a weekly basis are covered. Consideration should be given to developing some areas of specialisation in retailing by attracting certain types and additional numbers of particular retailers that could attract customers from outside the immediate catchment. A large number of businesses offering similar products and/or services will enhance the perception of choice and comparison for customers.

In any locality size it is important that the expectations of customers are understood and met. It is also critical that any gaps in services or retail be filled. The role and the area serviced by the business centre needs to be defined, as well as the level to which national businesses are desired and can be recruited. The best location for new development/business is also a consideration.

In most cases, new businesses either make their own decisions on new locations or are recruited by real estate agents. Yet the retail/business mix is one of the most important issues for any locality's business community. Rather than waiting nervously to see who might move into a vacant shop, business organisations and/or the local Main Street/Small Towns committee should be actively recruiting new businesses that they know are needed. Committees which include or work closely with real estate agents may obtain early information on prospective businesses and work in partnership to impress potential new business owners.



## More connections

Here are some ideas about what your MS/STP can do to encourage the retention, expansion and diversification of local businesses.

### Business and industry visitation program

You may wish to consider conducting this in conjunction with the BRE survey or Local Business Survey. A visitation program provides the opportunity for:

- Exchange of ideas
- Mentoring
- Networking (many local MS/STPs run regular business networking meetings)
- Identifying current and future needs
- Providing information on relevant government enterprise improvement programs (see the section on State Government assistance in this module as a starting point).

### Place a high value on entrepreneurialism

#### Marketing

- Joint business promotions
- Media campaigns
- Newsletters
- Co-operative marketing campaigns
- Buy local campaigns
- Conducting community events as a drawcard
- Developing, publishing and distributing a local business directory
- Developing, publishing and distributing an investment prospectus

### Undertake physical design improvements and/or enhance street presentation

### Business skills training and information seminars

These are practical and meet the real needs of businesses. The following may be particularly relevant:

- Planning
- Merchandising
- Customer service
- Marketing
- Networking
- E-commerce

### Help improve the locality's retail/business mix through a collaborative approach aimed at addressing critical issues such as recruitment of appropriate businesses through to planning of new facilities

### Help build a closer working relationship between local council and the business community

### Best practice activities:

- Award programs eg. business and customer service
- Involvement in national best practice programs

Some of the above activities may qualify for project funding under the MS/STP. See the section on State Government assistance in this module or enquire at your nearest DSRD office.

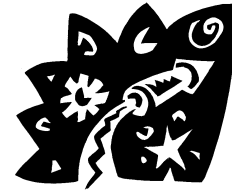


### **West Wyalong business directory**

A business directory covering the area's 207 businesses was completed in 1999. West Wyalong Works uses the directory for a variety of purposes including surveys and newsletter mailouts. One survey identified that local power supply problems had cost businesses close to \$1 million. Following discussions with Greater Southern Energy about the impact of these problems, the organisation agreed to implement a \$1.9M supply upgrade.

### **Kingscliff's streetscape project**

Evaluation showed that an outcome of the streetscape upgrading was the start up of 13 new businesses (15% increase), and the creation of 44 new full-time positions (representing a growth in local employment of over 25%). Further information is contained in *Self Help Module 5 – Monitoring and Evaluation*, page 8.



### **Kempsey's Cedar Expo**

Kempsey hosted the inaugural National Cedar and Woodworkers Expo in early 1999. With some of Australia's finest woodworkers living and working in the area, Kempsey was the ideal place for the Expo. Exhibitors from all over the state showcased their talent through workshops and displays, whilst promoting the economic benefits of value adding in the timber industry. In future years the Expo is intended to be Australia wide. Direct results from the Expo included the crafting of timber signs for the town's entrances, bollards designed and installed and other street furniture crafted to improve Kempsey's streetscape. Another feature of the Expo included the restoration of a wharf on the Macleay River. Another positive outcome is the potential for establishing a 'Cedar Shed' retail outlet.

**The Entrance streetscape project**

In November 1999 the Daily Telegraph newspaper reported that 'The Entrance was undergoing a \$250 million transformation as developers move to cash in on its appeal and proximity to Sydney'. ... 'The catalyst for the rush on development appears to be a relatively small investment of \$10 million by the local council, Wyong Shire, in redeveloping its foreshore and shopping mall precinct....home prices have skyrocketed in the past two years jumping by 40 to 50%.'



**Bellingen on-line**

Bellingen Now Inc. in conjunction with the Bellingen Shire Enterprise Support Team conducted a series of information workshops in February 2000 to:

- improve awareness of information technology
- improve accessibility and increase local usage of the Internet
- improve communication about local events, services and products
- make WWW advertising accessible to local small businesses
- extend the market for small business and improve the 'reach' of their marketing
- educate businesses in the Bellingen Shire on e-commerce.

Three workshops were held with a total attendance of 101 people. The project received a lot of media coverage and this publicity will be maintained in support of the development of Bellingen On Line as a permanent feature of the Bellingen Shire marketing plan. The project has identified the Internet as a viable tool for local manufacturers and artisans to conduct e-commerce. Over 30 participants have made arrangements to make further use of Bellingen Shire Enterprise Support Team's services and training programs.





## New enterprises

In addition to encouraging the retention and expansion of existing businesses, communities can gain jobs and investment from new enterprises, both in direct income and from the 'multiplier' effect. It pays to be strategic and entrepreneurial in attracting or developing new enterprises. Communities can be directly in competition with each other for this type of investment. Attracting new businesses and industries can be extremely difficult, expensive and time consuming with the chances of success being low.

New enterprises can be developed in two ways:

- through attracting investment or businesses from outside the community
- from encouraging start ups within the community

Local or regional organisations can actively explore economic opportunities. Seed funding may be available through DSRD's Developing Regional Resources Program to develop best practice, innovative methods, techniques and approaches which strengthen regional economies through value adding to resources and diversifying from the existing economic base. A strategic plan for Cellulose Valley (see the case study for further information) was developed with part funding through the Developing Regional Resources Program.

### Seeding Solutions –

#### Cellulose Valley Case Study

Inspired by changes to the Therapeutic Goods Act, Southern Cross University in co-operation with Lismore City Council brought together parties interested in medicinal plant production to discuss the potential for such an industry for the Northern Rivers region. As a result of changing market structures for traditional local produce and urban encroachment, local agricultural producers had already indicated an interest in developing alternative crops.

Myrtle, red clover, gotu kola, wild yam, valerian and echinacea used as natural or therapeutic medicines were among many plants with the potential to assist in the economic growth of the region. In late 1997 Blackmores, a leader in natural medicine manufacturing and marketing, transferred its research manager to the University campus making the concept tangible. Local natural plant product producers and manufacturers, research groups and interested members of the community then met and agreed that the opportunity was real. Since then, these people have been working together to bring about Australia's first herbal medicine region.

While international markets for natural and therapeutic medicine are valued at \$14 billion and estimated to be growing at 15 % per annum, the smaller Australian market (\$200 million) is growing at 35 % annum. As more than 60 % of medicinal herbs are imported into Australia the group saw potential for import replacement from their region.

Lack of knowledge on active constituents within medicinal plants is the primary cause of inconsistency in production and uncertainty in profitability. A centre with R&D capabilities close to growers and manufacturers provides an opportunity to achieve best practice production and manufacturing with consistent high quality results.

The concept of a "Cellulose Valley" is ideal for the NSW north coast, with an environment suited to the primary production of many therapeutic plants and a university that devotes much of its research activity to natural plant products. In 2000 construction of an \$8.5 million technology park commenced at Southern Cross University. Cellulose Valley Technology Park Limited will be the world's first natural plant products technology park.

Local action continues to propel the concept forward. Southern Cross University has committed 72 hectares of land, valued at \$2 million, for the development of Cellulose Valley Technology Park. Designed as a working technology community, the Park will contain a core village area with a range of business, research and social facilities and services, surrounded by landscaped research and manufacturing sites. These will be complemented by the organic agricultural and ecological systems of the property.

Less than 4km from the town centre, the Technology Park will provide a focus for companies developing natural plant products, as well as for companies that are developing environmental technologies. It will also cater for the development and growth of innovative businesses in a wide range of business sectors, utilising the Innovation Centre that will be built on the Park during 2000. Technology Park tenants already located on-site in 2000 include Organic Herb Growers of Australia, MediHerb, Permaculture International and Gardner Herbs Australia.

The Technology Park's multi-tenancy building development is the Innovation Centre, the first of its kind in regional NSW. The purpose of the Innovation Centre is to nurture and stimulate innovative business practices in the region. It will provide support to organisations that are striving to develop and innovate, and at the same time will offer a front window for the best of the Northern Rivers' products and services.

The University and Lismore City Council have developed incentive packages to assist the relocation of appropriate businesses to the technology park. Available to businesses locating on the park during Stage 1, the incentives include subsidies for land rental, and assistance with local government charges and project facilitation.

In June 1999, Southern Cross University hosted the 'Herbal Medicine into the New Millennium' conference, which attracted around 350 delegates, including manufacturers, scientists, researchers, regulators and practitioners from around the world. A profile raiser for the industry's location in the region, the conference attracted major sponsorships from NSW Department of State and Regional Development, Indena (one of the world's largest botanical extractors), Pathway International

(an importer of raw plant materials), Blackmores and Faulding Healthcare.

The Cellulose Valley commitment to developing the region is evidenced by its many activities and projects, as well as the leaders selected for the project. It is headed by Southern Cross University's Professor Peter Baverstock and Cellulose Valley Technology Park's CEO, Associate Professor Derrin Davis. In 1999, the university announced the appointment of its Chair of Phytochemistry, Professor Peter Waterman, one of the world's leading phytochemists. The Centre already has R&D arrangements with the University of Malaysia in Sabah, the Strathclyde Institute of Drug Research and a Western Australian company called BioProspect Limited.

Other leaders involved in the project include Associate Professor Stephen Myers, Head of the School of Natural and Complementary Medicine and Professor Robert Henry, Director of the Centre for Plant Conservation Genetics.

As a strong supporter of the project since its inception in 1997, the State Government in 2000 committed \$1 million towards the Technology Park project, which will lead to 400 new jobs in the region.





Project funding may be available through the Agribusiness Alternatives Program to assist agricultural-based enterprises to maximise profitability, sustainability and capacity to take up opportunities in other industries. This program emphasises the strong strategic priority placed on value-added agriculture for NSW's regional development. Examples of projects assisted include:

- propagating saline snapper in inland irrigation areas with salinity problems
- using arid-zone hardwoods (timber that was previously destroyed), for furniture production
- creating a sustainable goat meat industry in the Far West.

The Regional Business Development Scheme may provide assistance for businesses establishing, relocating or expanding in non-metropolitan locations in NSW. Applications for assistance are assessed individually against factors such as potential for exports or import replacement, generation and retention of employment, technology diffusion and compatibility with a region's competitive strengths. Projects should generally be able to demonstrate the capacity to add value to local resources.

#### **The good oil on Gwydir Olives Pty. Ltd.!**

DSRD has been working for several years to assist Gwydir Olives Pty, Ltd. To expand its processing plant, enabling it to use olives from a wider area and increase its turnover to more than \$8 million per annum.

#### **Carool Coffee – A real pick-me-up!**

Carool Coffee picks, processes and packages its own coffee under the Carool Coffee brand. It commenced operations in 1993 and currently maintains around 3,100 trees in its plantation.

With assistance from DSRD, Carool Coffee is expanding its operations by roasting its own coffee. Establishing a cooperative will immediately create 2.5 new full-time positions, and in the longer term will lead to growth of the local coffee industry.

#### **Permo Drive – Driving the future!**

Permo Drive Research and Development was established in Lismore in 1988 to develop a leading edge hydraulic braking and propulsion system for heavy industry.

DSRD is providing assistance to Permo Drive to expand its facility at Lismore. This will enable Permo Drive to continue research into technology that may deliver significant savings in both fuel consumption and greenhouse gas emissions.

The expansion will initially create 23 full-time positions and 9 part-time positions. There is also a significant potential for export once the manufacturing facility is set up.

#### **Eco Farmers – Bringing in the vegies!**

Eco Farmers Pty Ltd currently operates a sundried vegetable processing plant in South Australia.

With the assistance of DSRD, Eco Farmers is relocating its operations to Cowra and establishing a bottling operation.

This relocation and expansion is expected to create 18 full time jobs in the Cowra area. Eco Farmers will purchase product inputs from the local area and will contribute to the ongoing viability and growth of the horticulture sector in the Cowra area.

Further information on the assistance programs discussed in this section and additional assistance programs available to businesses are included in the Resources section or can be obtained by contacting your nearest DSRD office.

## Networks

When a group of enterprises uses their combined talents and resources to achieve business goals, this is called a network. Businesses go down this path because they have complementary capabilities, and can use these to meet a specific demand. Complementary capabilities may consist of different operational competencies, or specialised technological and management expertise. Networks may also provide economies of scale. Working together may increase production and lower unit costs.

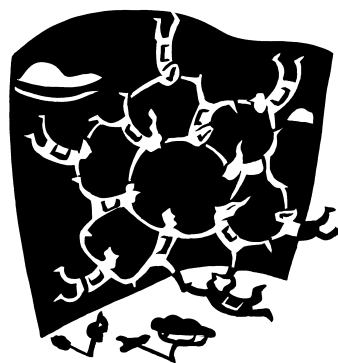
Networked businesses benefit in other ways as networks provide an opportunity to:

- Share knowledge and information
- Develop new markets
- Develop new products
- Reduce risk.

Unlike a merger, the participation is voluntary. Each business in the group remains independent, often continuing to compete in other areas.

Regional and community organisations can take a critical lead in facilitating the development and ongoing operation of networks as they often possess the capacity (as independent organisations with no specific business interests) to draw together individual businesses in strategic alliances.

One characteristic of economically viable communities is a positive attitude towards experimentation. Being prepared to look at new business ideas and technologies is important. Where skills and experience are in short supply, consider how these could be developed through education. Business advice can be accessed through the nearest Business Enterprise Centre.





## Networking works!

### Australian timber kitchens in Japanese homes

The Hunter Valley is well known for its wines, but it is also establishing a reputation in Japan for timber products – from staircases to kitchens to complete commercial fit-outs.

Four timber product businesses have found that networking has allowed them to compete with the big timber exporters from the United States, Canada and Scandinavia.

Their network, known as Daplar, includes Dale Glass Industries, Port Stephens Joinery Pty Ltd, Lahey Detailed Joinery and Ron Carter Wood Turning and Staircases, all with operations in the Hunter region north of Sydney.

Like others before them, they are finding that a long-term commitment is vital to breaking into the Japanese market.

'We're dealing with companies which have 10 and 20 year business plans and they want to know that the companies they deal with are solid and reliable,' says Paul Gray, spokesperson for the Daplar network and owner of Port Stephens Joinery. 'Our chances to supply the Japanese market as individuals would be very slim indeed,' he said. 'Factors such as a permanent display at the Asian Trade Centre in Osaka, an agent representing us in Japan and regular visits are all important in showing that we are committed to doing business with Japanese builders, architects and do-it-yourself retail chains.'

'The business network is proving a worthwhile exercise for us all, in addition to our overseas marketing opportunities,' continues Paul Gray.

'We now work together on complementary projects in Australia, we share our problems, advise each other, and share our own experiences. We have realised we share similar goals and values so a real trust and friendship has grown between us as a result of the network.'

*Drawn from AusIndustry website*

## Evaluation

Without evaluation it is impossible to know whether you have achieved what you set out to do. The purpose of evaluation is to assess what has been the benefit of the program to the town.

You can use your original community profile as a baseline against which you can measure any improvements. It is also useful to compare results with other towns, especially if you have used a similar indicators.

Establishing broad community and business indicators will provide a measure against which you can evaluate improvements in the strategic planning phase of the program. It is important to assess the success of the program as a whole as well as the success of events or activities. *Self Help Module 8 – Monitoring and Evaluation* provides a framework for assessing programs.



# Resources

## Useful Economic Tools

It is worth noting there are differences between the DSRD regional geographic divisions and those utilised by other government agencies particularly as this impacts on data collection and analysis.

There are a range of tools specifically designed for analysing economic data. Before you attempt any of these, be aware that the local council may have conducted economic studies in the past. Also refer to *Self Help Module 3 – Collaboration and Strategic Planning*, pages 9–15. Making enquiries before you start may save a lot of work and expense.

Communities may not have access to the skills needed to apply the following economic tools. Understanding their purpose will be useful. DSRD can give advice about choosing specialist consultants from the private sector to perform economic analyses for you. In some situations, funding subsidies are available for this purpose.

Benchmarking is a tool for comparing economic indicators. The purpose is to reveal trends. It might be interesting to compare retail figures from the two most recent censuses. This can give valuable information about recent spending trends.

Economic modelling, such as input-output tables and economic impact analysis have a relatively long history. Initially models were conceptual due to the difficulties of simulating the workings of an economic system. Today the use of powerful computer systems and software programs makes it possible to manipulate extensive volumes of data to produce forecasts. Models are used to forecast the impact of all kinds of information such as interest rates, exchange rates, share and commodity prices, commercial property rents and turning points in the business cycle.

Input-output tables are a form of economic impact analysis designed to quantify the effects of changes affecting a particular industry sector on others within that economy. This tool provides businesses, state and local governments, economic and resource planners, policy makers, and academics with the means to evaluate the extensive economic interactions and financial linkages that typically characterise today's economies. Input-output tables indicate how much each industry in a selected group requires of the production of each other industry in order to produce each dollar of its own output. This form of modelling uses information on production and consumption to forecast future trends.

## Sourcing economic data

There are many sources of economic data and analyses. The Australian Bureau of Statistics (see *Self Help Module 3 – Collaboration and Strategic Planning*, pages 11–12, 39) and your local council are good starting points.

Local real estate agents are aware of economic indicators like occupancy and turnover rates of different sorts of property. These indicators can provide valuable information about the suitability of site selection for an enterprise.

The NSW Premier's Department has a website which contains information for people interested in what makes communities dynamic, healthy and successful. The website is managed by the NSW Premier's Department in consultation with community groups. Features of the website include a toolkit of techniques for community building, articles on community issues, case studies, related web links and a discussion forum and notice board. It has an urban and regional focus. (See Resource Section for e-mail, website address and contact details.)

Local libraries often have information about the history of local economic development. They may also have council documents on site.





## Conducting a survey of local businesses

### Introducing the survey

The survey is designed to be photocopied and delivered to every business in town. It is best if the survey is hand delivered so that recipients understand its purpose. Personal delivery is more likely to produce a higher response rate than a postal delivery.

Let people know what the survey is for and that emphasise that it is confidential (only aggregate results will be identified). Arrange a pick up day (possibly the next day). It is better to collect the completed questionnaire personally.

### Analysing the results

Analysing the responses to open questions (there are only a few of these) involves looking for areas of commonality. The responses to closed questions can be tabulated more easily.

### Publicising the results

It is important to let the community know what has been discovered by the survey. This can be done through an article in the newspaper, a pamphlet or a feedback session with community members. Highlight the trends that have been developed and what this might mean for local business development.





## LOCAL BUSINESS SURVEY

We anxiously await your opinions

1. What is the principle activity of your business?

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2. Is your business locally owned? (please tick)

- Yes
- No

3. Which of the following categories applies to your business?

- Sole trader
- Partnership
- Company

4. Do any of the following categories apply to your business?

- Manufacturing
- Retailing
- Importing
- Exporting
- Distribution/agent
- Wholesaling

5. How long has your business operated in this community?

- Less than one year
- Two to five years
- Six to ten years
- Longer than ten years

6. Do you employ any full-time staff in your business?

- No
- Yes

If 'yes', how many?

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Sourced with permission from  
P Kenyon, IDEAS, PO Box 606, York, WA 6302



## LOCAL BUSINESS SURVEY

(continued)

**7. Do you employ any part-time staff in your business?**

No

Yes

If 'yes', how many?

---

**8. Do you employ any casual staff in your business?**

No

Yes

If 'yes', how many?

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**9. What do see as the advantages of running a business in this area?**

Proximity to key industries

Reliable transport and freight services

Location

Quality of life the area offers

Quality and supply of local labour

Housing available for employees

Reliable water, electricity and gas supplies

Other(s) – please specify

Any comments?

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*Sourced with permission from  
P Kenyon, IDEAS, PO Box 606, York, WA 6302*

## LOCAL BUSINESS SURVEY

(continued)

**10. What do you perceive as the disadvantages of operating a business in this area?**

*Please tick up to six reasons*

- Time/distance from other markets
- Time/distance from other suppliers
- Transport costs
- Communication costs
- Shortage of skilled labour
- Narrow range of local business services
- Poor service of local businesses
- Slow growth of local market
- Lack of suitable housing for employees
- Lack of local support
- Other(s) – please specify

Any comments?

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

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*Sourced with permission from  
P Kenyon, IDEAS, PO Box 606, York, WA 6302*



## LOCAL BUSINESS SURVEY

(continued)

**12. Are there any products or services you have considered manufacturing or providing in the region but did not proceed with the idea?**

- Yes
- No

If 'yes', what services and products and what were your reasons for not proceeding?

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**13. Are there any products or services which you find difficult to obtain?**

- Yes
- No

If 'yes', please specify

**14. Please indicate any industries/businesses/services which you believe could be successfully located in the area.**

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**15. What particular action do you believe could be taken at the local level to assist business development in the area?**

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**16. Do you have any further comments related to issues which affect local business activity in the area?**

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P Kenyon, IDEAS, PO Box 606, York, WA 6302*



## Electronic resources

### Australian Bureau of Statistics

The Australian Bureau of Statistics (ABS) is Australia's official statistical organisation. It provides a high quality national statistical service. The ABS 1996 Basic Community Profile provides data at national, state and local levels. It is a good place to start if you are looking for basic demographic data about your area.

The ABS website provides information about the ABS, the main statistical features of many current publications, and other summary statistics.

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

### Community Builders Website

In September 1999 the NSW Government launched a community builders web site aimed at helping local communities across the State share practical ideas on how to enhance and strengthen their communities.

The site provides information, resources and advice for communities in their efforts to build cohesion and to solve economic and social problems.

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

### NSW Local Government Directory

This directory gives basic factual and contact information for each local and county council and local government organisation in NSW. Those councils with Web sites are linked, which opens up a vast resource of local studies, environmental, library, tourism and business material and resources.

<http://www.dlg.nsw.gov.au/frame1.htm>

### The NSW Government Directory

The NSW Government Directory provides information on the organisational relationships between Departments and Ministers. The database is searchable or you can select predefined portfolio areas.

<http://dir.gis.nsw.gov.au>

### The Government On Line Directory (GOLD)

GOLD provides an up-to-date listing of Federal government departments, agencies and executive personnel. The Directory includes contact information on all the known Commonwealth Government Department and Agency Web servers postal and electronic mail addresses, telephone and facsimile numbers and/or other directories.

<http://gold.gov.au>

### Foundation for Rural and Regional Renewal

This web site provides information on the foundation and funding guidelines as well as other relevant web sites, eg Canadian community foundations.

<http://www.frrr.connect.com.au>



# Contacts

## **NSW Department of State and Regional Development**

### **REGIONAL DEVELOPMENT DIVISION**

SYDNEY

Phone (02) 9338 6719

Fax (02) 9338 6726

Level 44, Grosvenor Place

225 George St SYDNEY

PO Box N818 GROSVENOR PLACE NSW 1220

**Web page** <http://www.business.nsw.gov.au>

### **Publications**

See *Self Help Module 3 – Collaboration and Strategic Planning*, page 39