

Tools for Creating Vibrant & Successful Communities and Local Economies

-Presentation Notes-

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(Initiatives for the Development of
Enterprising Action and Strategies)

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'In times of change it is the learners who inherit the future.'

Those who have finished learning find themselves equipped to live in a world that no longer exists.'

(Eric Hoffer)

*“Leadership and learning
are indispensable from
each other”*

(John F Kennedy, prepared for delivery in
Dallas, the day of his assassination, Nov,
1963)



'You've got to be hungry - for ideas, to make things happen and to see your vision made into reality.'

(Anita Roddick)

Sufi Story

**'The wisdom of the
community always
exceeds the knowledge
of the experts'**

Bank of I.D.E.A.S

(Initiatives for the Development of Enterprising
Action and Strategies)

Our Passion ...

*'The creation and maintenance
of healthy, connected,
and enterprising
communities'*

**Bank of I.D.E.A.S.
7 Key Community
Development Beliefs**

Belief 1.

Meaningful and lasting community change always originates from within, and local residents in that community are the best experts on how to activate that change.

Belief 2.

Building and nourishing relationships is at the core of building healthy and inclusive communities

Belief 3.

Communities have never been built by dwelling on their deficiencies. Focus on the resources, capacities, strengths and aspirations of a community and its residents, instead of dwelling on the needs, deficiencies and problems.

Belief 4.

Every single person has capacities, abilities, gifts and ideas, and living a good life depends on whether those capacities can be used, abilities expressed, gifts given and ideas shared.

'Every time a person uses his or her capacity, the community is stronger and the person more powerful. Strong communities are places where the capacities of local residents are identified, valued and used. Weak communities are places that fail, for whatever reason, to mobilise the skills capacities and talents of their residents or members.'

(Jody Kretzmann)

Belief 5.

The strength of a community is directly proportional to the level that the diversity of its residents desire, and are able to contribute their abilities and assets to the well being of their community.

Belief 6.

In every community something works. Change can be achieved best by identifying what works and focusing on doing more of what works.

Belief 7.

Creating positive
change begins
simply with
conversation

'The simplest and most powerful investment any member of a community or an organisation may make in terms of community building is to begin talking with other people as though the answers mattered'.

(William Greider)

Seven Pillars Of A Healthy Community

Practices ongoing dialogue

Generates leadership

Shapes its future

Embraces diversity

Knows itself

Connects people and resources

Creates a sense of community

(Healthy Cities and Communities Coalition, USA)

STRONG COMMUNITIES

- have strong leaders
- have strong networks with other communities
- can build on their existing assets and resources
- have a 'can-do' community spirit and are optimistic about the future
- can grasp the opportunities that come their way
- have a sense of 'belonging' to the community among it's members
- embrace change and take responsibility

(Stronger Families, Stronger Communities at Department of Family and Community Services)

SUCCESSFUL COMMUNITIES

- ❑ Build on the strengths of local individuals, associations and institutions;
- ❑ Focus on specific actions and measurable results to improve community life;
- ❑ Promote participation by people of all races, genders, cultures and age groups;
- ❑ Ensure local decision making and ownership;
- ❑ Draw upon the resources of the whole community;
- ❑ Bridge all sectors to develop healthy children, families and community; and
- ❑ Share experience and knowledge to promote continuous community learning.

(ACCORDING TO PRIME MINISTERS YOUTH PATHWAYS ACTION PLAN
TASKFORCE 2001)

CHARACTERISTICS OF A HEALTHY COMMUNITY

Healthy

Optimism, hope and 'we are in this together'

"We can do it"

Value intangibles like vision and values

Consensus building

Collaboration

Focus on the future

Interdependence

Broad community participation

Leadership renewal

Think and act in long term

Listening

Reconciliation

Win-win solutions

Politics of substance

Diversity and involvement

Challenge ideas

Problem solvers

View challenges as opportunities

Unhealthy

Cynicism

'Nothing works'

Emphasis only on tangibles

Polarisation

Confrontation

Debate the past

Parochialism

Few do everything

Same old faces

Short term thinking

Attacking

Hold grudges

Win-lose solutions

Politics of personality

Exclusion

Challenge people

Blockers and blamers

See themselves as victims

'An enterprising community is one that is informed, engaged and future orientated. It converts information and learning into knowledge and capitalises on the strengths of the area, turning these into competitive advantages and employment opportunities. It requires leadership, empowerment, creativity and innovation.'

(City of Onkaparinga, South Australia)

DESIRED ONKAPARINGA OUTCOMES

- an informed and engaged community
- a place that generates leaders for the future
- translation of ideas into local enterprise attraction
- attraction of new and enterprising industries
- meaningful local employment opportunities
- increased access to diverse education and training opportunities

**'Great communities don't
just happen! - they are
created, nurtured and
sustained by caring and
involved residents'.**

(Peter Kenyon)

"Good morning. I'm Alex Lowe. I'm a seconded Special Projects Liaison Officer in the Regional Co-ordination Statistics Unit of the Rural Research Division of the Department of Agriculture. Er.....nice day."

"Yep. I'm Bill."



C.A.R.E STRATEGY

C reation

A ttraction

R etention

E xpansion

COMMUNITY ECONOMIC AND EMPLOYMENT STRATEGIES

- 1. Retaining and Expanding Local Businesses -* Actions which assist local businesses improve their productivity and market share.
- 2. 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.

3. *Attracting Outside Business and Resources* - Actions that bring new investment, employers and funding to the community.
4. *Plugging the Leaks in the Local Economy* - Actions that encourage greater loyalty in terms of purchasing by local residents and businesses.
5. *Marketing the Community* - Actions that enhance the appeal and image of the community to potential visitors and new settlers.

IMPORTANCE OF THE EXISTING BUSINESS BASE:

- ❑ creates between 60-80% of new jobs
- ❑ provides most of the investment for new community economic initiatives / infrastructure
- ❑ often generates ideas about possible new businesses
- ❑ often acts as an attraction for outside businesses to relocate or establish within the community

'70% of all investment in a region is driven by the business indigenous to the region.

Therefore, a region's number one lever for encouraging growth is its existing people and businesses.'

(McKinsey and Co, Lead Local, Compete Global, 1994)

**BUSINESS
RETENTION &
EXPANSION (BR&E)**

Visitation Program

The Business Retention and Expansion Program is a community sponsored initiative which involves the formation of a local Taskforce and use of a structured interview process by community volunteers to learn about the needs, concerns, suggestions and perceptions of local businesses.

The Business Retention and Expansion Program allows the possible discovery of:

- Picture of local business health
- Elements of business success
- Local business needs and concerns
- Perceptions by local businesses about what is preventing expansion
- Identification of businesses considering relocation outside the community and why

- Perceptions about government actions that help and hinder local businesses
- Opportunities for match making local businesses
- Current and future labour market needs
- Good ideas people have for improving the local economy and the business environment.

**The ideas and issues raised
provide the basis for:**

- ❑ actions/referral to address immediate business requests and concerns**
- ❑ the design and implementation of community economic development strategies and actions**

BR & E OBJECTIVES

Short term:

- To mobilise and demonstrate community support for local business
- To enhance the profile of businesses within the local community
- To discover the concerns and issues perceived by local businesses
- To encourage new ideas in terms of economic and employment development
- To respond to immediate business concerns.

BR & E OBJECTIVES

Long Term:

- To identify windows of opportunity for new business creation, business growth, business matchmaking and networking
- To establish and implement strategic action plans for economic development
- To generate widespread community interest and involvement in local community and economic development.
- To create a broad based community coalition to sustain long term economic development efforts.

FLOW DIAGRAM OF BR+E VISITATION PROGRAM

Assessment of the level of community interest and support



Formation of local leadership team



Agreement on scope of Program



Promotion



Identification of businesses to be visited



Recruitment and training of volunteers



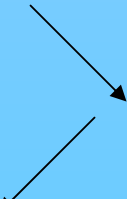
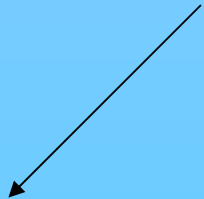
Visitation to businesses

Review of other information relating to local business life issues



Analysis of data, identification of issues and opportunities of issues and opportunities
↓
formulation of action plans

Immediate follow up to requests for help



Community feedback



Implementation



Review

BR+E Program Process

A. Planning Stage:

1. Assessment of the level of community interest and support for the program.
2. Formation of a local leadership team (Taskforce) to manage program.
3. Agreement about scope and form of program, and other community economic initiatives to gather information relating to local business life issues

4. Promotion of proposed program.
5. Identification of, and contact with businesses to be visited.
6. Recruitment and training of Community Volunteer Interviewers.

B. Visitation Stage:

- 1. Implementation of a systematic visitation of local businesses using survey questionnaire.**
- 2. Immediate follow up regarding referrals and concerns.**

C. Analysis Stage:

1. Computer analysis of survey results.
2. Identification of 'red flag' issues and opportunities.
3. Review of other information relating to local business life issues.
4. Formulation of action plans to improve the community as a place to do business.

D. Community Feedback and Action Stage:

1. Sharing of program results and outcomes via the media and at business and community meetings.
2. Implementation of action strategies - usually involves formation of task teams.
3. Ongoing review of action strategies to assess impact and solicit feedback.

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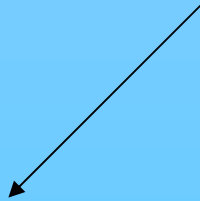


Recruitment and training of volunteers

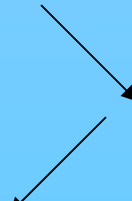


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KEY PLAYERS INVOLVED IN A BR & E VISITATION PROGRAM

Experience has shown that the success of the BR & E visitation program depends upon the identification, involvement and performance of certain key players, namely:

- ❑ *Project sponsor* - responsible to provide or arrange funding, establish a Taskforce, provide administrative support and assist with promotion.
- ❑ *Taskforce* - the local leadership action team responsible for introducing, promoting and implementing the BR & E Visitation Program.

- ❑ *Project Coordinator* – responsible for managing the overall coordination of the project.
- ❑ *Community Volunteer Interview Teams* – they undertake the survey interviews.
- ❑ *BR & E Facilitator* – an outside resource person able to assist a community design, promote and implement the project, often the facilitator will assist in promotion efforts, volunteering training, compilation and analysis of data, preparation of findings and recommendations, and implementation of action plans.

**The impact and success of
the BR & E Visitation
Program depends greatly on
the ability of the Taskforce
to recruit, train, recognise
and support their Community
Volunteer Interviewers**

Roles of Community Volunteer Interviewers

- demonstrates community interest and support for existing businesses
- distribute a Business Information Kit
- record information about local business perceptions, needs and ideas

- gather information about renewed strengths and limitations of the local business environment
- describe special requests for assistance, or concerns that need prompt attention

Benefits of Using Community Volunteer Interviewers

- leads to greater community understanding of, and involvement in local economic development
- builds networks within the community
- enhances skills in the community
- increases the credibility of the visitation program
- contributes to a higher business participant response rate
- reduces the costs of the program

BR & E

Examples

COOROW BR&E OUTCOMES

KEY RECOMMENDATIONS

ACTION

- | | |
|---|--|
| 1) Community Meeting | Held Feb 1999 |
| 2) Coordinating Group | Formed March 1999 |
| 3) Telecentre | Opening April 2000 |
| 4) Business Enterprise Centre | No Action |
| 5) Business Prospect -
Steel / Engineering | On Site Works Start Prior
March 2000 |
| 6) Townscaping | Town Beautification Plan,
Implemented 2000- 2004 |
| 7) Land Availability | CCLI Obtained
Westrail Land for
Light industrial /
Commercial Use |
| 8) Employee Housing | CCLI Running Barracks -
Singles Accommodation |
| 9) Business Consumer Survey | No Action |

Coorow raises bar on future

NATASHA GRANATH

The Coorow Hotel is halfway to being one of the best old pubs in the bush.

On the cusp of the Wheatbelt and Mid West regions, the hotel — 270km north of Perth — has been the social hub of the 220-strong town since it opened in 1930. But declining numbers in the Shire of Coorow and a series of owners saw the Art Deco-style pub fall into disrepair.

Now, with the help of a scheme started by Coorow Community Land Inc., the hotel has undergone more than \$100,000 of renovations.

The Coorow Community Farm — a 105ha piece of land that uses volunteer labour to make money for town projects — allowed the group to get a self-supporting loan to buy the hotel. The group then raised \$56,000, matched by the Department of Environment and Heritage under the Historic Hotels Program.

Chairman John Stacy said \$112,000 had covered the first of three stages of the upgrade, creating modern separate bathrooms and an upstairs manager's residence.

The project has been a milestone in the group's plan to rebuild its



John Stacy aims to raise an extra \$200,000 to renovate the Coorow Hotel bar.

community from the ground up.

The community group is appealing to sponsors to cover the next stage of improvements worth \$200,000 — doing up the kitchen, dining room and bar, which at some point was fitted out with corrugated iron.

"We have also just had the Coorow Muster here, which brought in about 700 people on a Saturday night and

raised \$12,000 for the King-Jeffery appeal," he said. "We had two young men killed in a road crash here in December and the appeal will bring the money raised up to \$100,000 — their families will get \$50,000 each."

The next projects will be to see whether the group can buy a service station and set up a community bank with neighbouring town Leeman.

The West Australian 5/5/04

CARNARVON BR&E KEY ISSUES IDENTIFIED

- Lack of skilled labour / appropriate training
- Supply chains
 - tendering
 - match making
- Business networking
- Business information / assistance
- Problems with government (local / state)
- Youth development issues
- Social issues
- Tourism
- Image / appearance
- Transport costs
- Small market size
- Distance from other markets and suppliers
- New business establishment opportunities

KULIN BR&E STRATEGIES

1. Broadening the local customer base
2. Job creation initiatives
3. Regional Business Attraction Strategy
4. Local Customer Service Program
5. Strengthening local support for the Kulin Race event

Jobseast - 1998

- ❑ East Melbourne - 750,000 residents
- ❑ 6 local government municipalities
- ❑ 6 taskforces - 90 interviewers
- ❑ 1200 business interviewers
- ❑ 6 business plans - 30 projects

Malenda (QLD)

BR & E Program -
response to Dairy

Industry

Restructuring

Business Retention and Expansion Programs represent positive community and economic development.

I) They focus on existing businesses who are:

- The source of most job creation
- The source of most local investment
- The reason why other businesses are attracted to the community
- The source of ideas for new business creation, networking and matchmaking

II) They are locally based initiatives:

- ❑ the community plans, manages and implements the program
- ❑ community volunteers visit the businesses
- ❑ the program builds linkages and networks
- ❑ broadens the wider community's awareness of, and involvement in community and economic development

III) They focus on follow up action:

- ❑ the program plans for something to happen
- ❑ the program responds to the issues and needs identified in the survey
- ❑ Implementation of projects are local initiatives
- ❑ the program provides a strategic framework for action, both immediate and long term.

'I believe in action. In this world, it is not what you know that matters. Rather, its what you do with what you know that counts. Information is valuable – action is invaluable'.

(James Belasco, *Teaching the Elephant to Dance*)

**'Sooner or later, all the
thinking and planning
has to degenerate into
work'.**

(Peter Drucker)

IV) They create a number of potential benefits for local businesses:

- ❑ knowledge that their community and local government values their presence, and is interested in their needs, concerns and ideas**
- ❑ 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 plans**
- ❑ opportunity for local business match making and networking**
- ❑ opportunity to raise the profile of the local business community.**

Tools

- ❑ Facilitators Handbook
- ❑ Volunteer Handbook
- ❑ Customer Survey
- ❑ First Impressions Exercise
- ❑ Software package for survey analysis and reporting
- ❑ Count Me In! 501 Ideas Recruiting on Volunteers

Count on her: The ideas in Dr Judy Esmond's book come from all kinds of sources, including the experience of marketing and business people.



BR & E Resource Kit

\$229.00

THE GOLDEN RULE

**Business stays
and expands
where it is well
treated and
appreciated**

A SUFI STORY

The village elders had failed time after time to resolve a difficult problem. They invited a very wise person from another village to come and help them. In time, she came. People gathered to hear her wisdom. She asked them: "Do you know what I am going to tell you?" In unison they responded, "NO". The wise woman replied, "You will only learn what you already know, and if you don't know, I am leaving." She left. The village was in an uproar.

Months passed and the problem didn't go away. The elders debated and issued a second invitation to the wise woman. In advance of her arrival, they coached the villagers.

When the woman arrived the second time, the village gathered. Again she asked, "Do you know what I am going to tell you?" The villagers shouted in unison, "YES". She stared at the people. "If you already know, then I have nothing to tell you." She left.

The village became even more frustrated, but after many months, they issued a third invitation. This time they were ready for the wise woman.

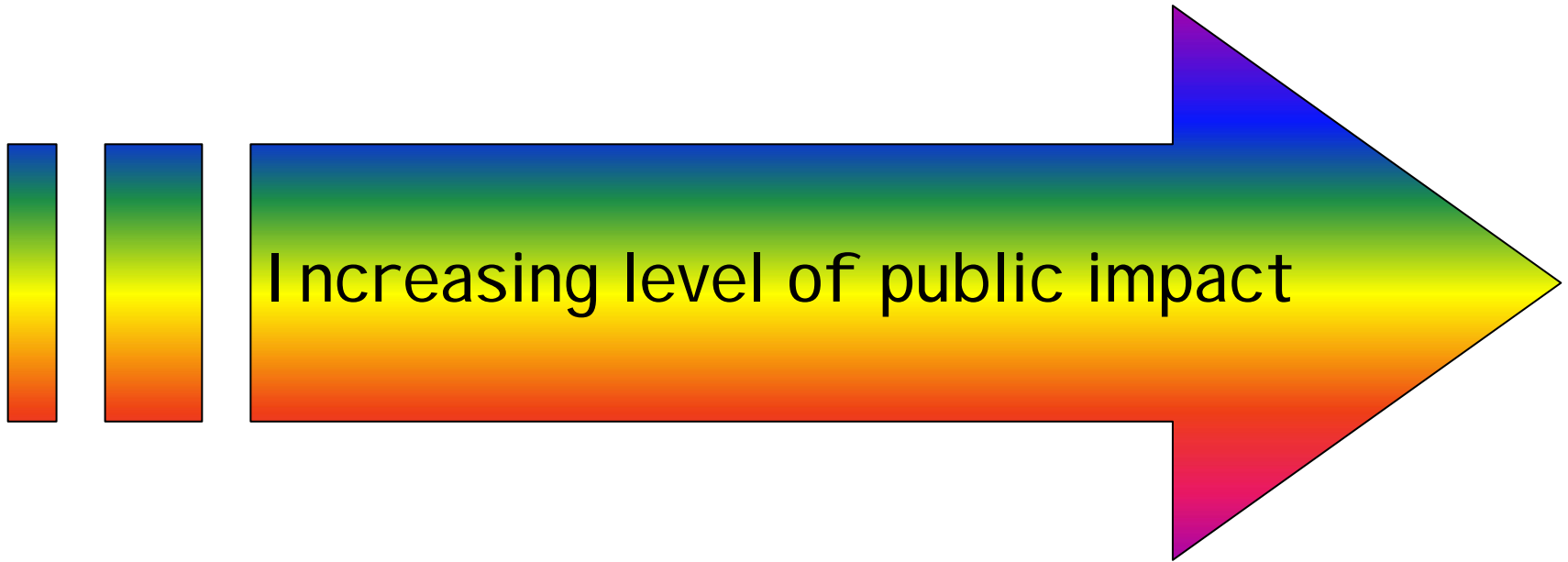
“Do you know what I am going to tell you?” Half the villagers shouted “YES”; the other half shouted “NO”. The wise woman looked at the people and said, “Those who know should now get together with those who don’t; and then you will all know.”

She rose left and never returned.

That night, an elderly woman had a dream. "Last night, a voice told me the meaning of the message from the wise women. She wanted us to know that really important knowledge can be derived from our own community and our traditions, not from outside experts. We already have the knowledge. We already know. We just don't have the confidence to believe in ourselves."

Concluding Remarks

Public Participation Spectrum



Inform Consult Involve Collaborate Empower

**Asset Based
Community
Development
(ABCD)
Tools**

Community Skills and Passion Audit

- ❑ HANDS (things I know how to do and enjoy, e.g. project organisation, gardening, painting, rock climbing, cooking, jewellery making, using the internet, sign language etc)
- ❑ HEART (things I care deeply about, e.g. environment, intergenerational activities, animal welfare, women's rights, youth unemployment etc)
- ❑ HEAD (things I know something about, and would enjoy talking about or teaching to others about, e.g. local history, conservation, business management etc)

3 Youth Tools ...

- ❑ C.R.E.A.T.E. (Creating Rural Enterprising Attitudes Through Education)
- ❑ r u MAD? (Are You Making a Difference?)
- ❑ Lead On

C.R.E.A.T.E. Initiative

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**'We are the leaders,
we have been waiting
for'**

(Hupa Indian Quote)

'Nowadays towns are really not so different from businesses, they need to keep recreating themselves. Not so many years ago country towns were subject to general trends. They would all do well or all do badly. The picture is now very uneven. The successful towns are likely to be driven by people who are passionate and creative, who see an opportunity and go for it. You need communities with a bit of get up and go spirit. Some have it, some don't'.

(Roy Powell, Centre for Agricultural and Regional Economics)

**'Big things happen
when A lot of people
do small things
differently'**

(John Theobald)

**'Never doubt that a small
group of thoughtful,
committed citizens can
change the world - indeed it
is the only thing that ever
has'.**

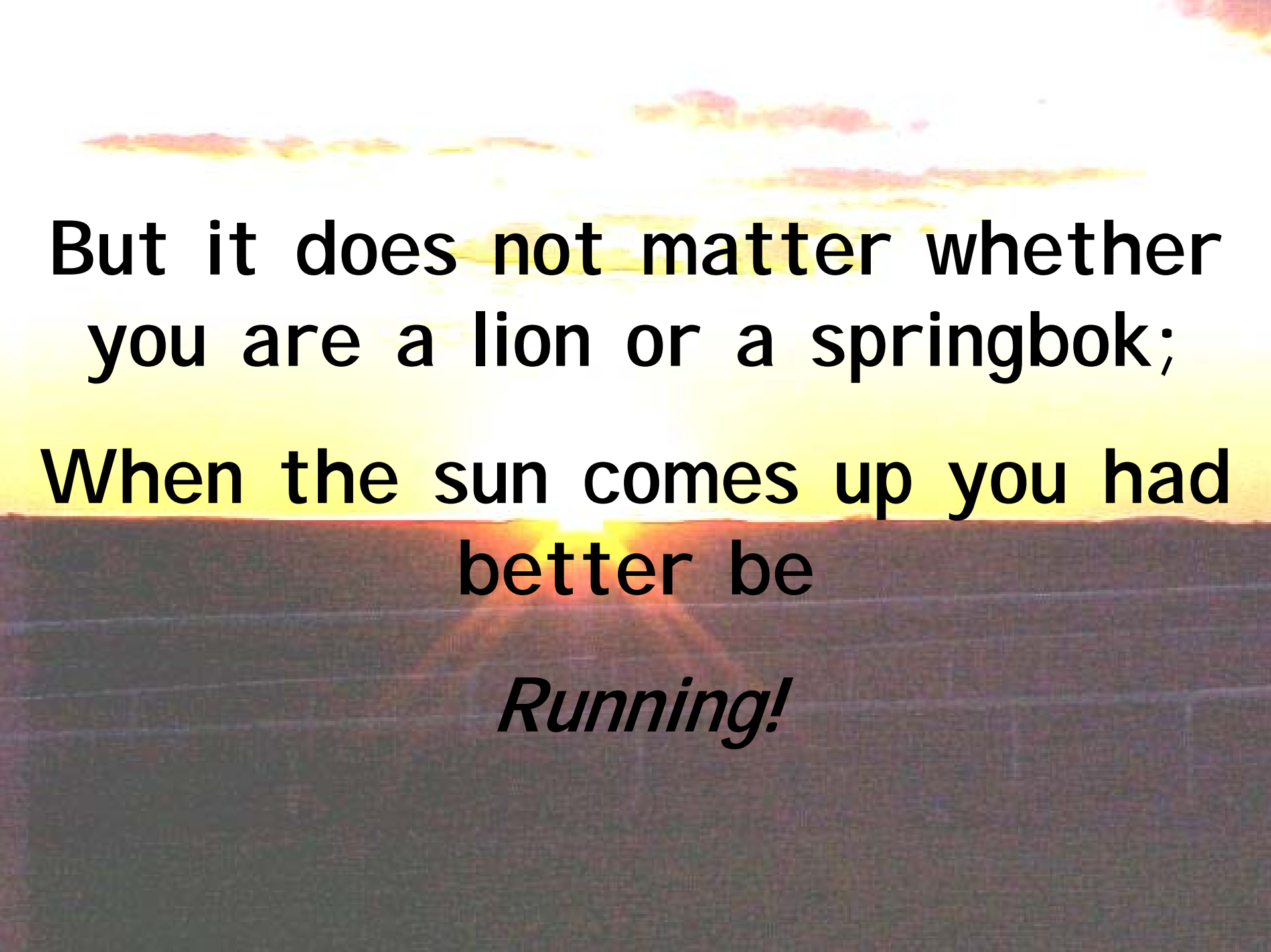
(Margaret Mead)

Every morning in Africa a
springbok wakes up.

It knows it must run faster than
the fastest lion or it will be
killed.

Every morning a lion wakes up.

It knows it must outrun the
slowest springbok or it will
starve to death.



**But it does not matter whether
you are a lion or a springbok;
When the sun comes up you had
better be**

Running!

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