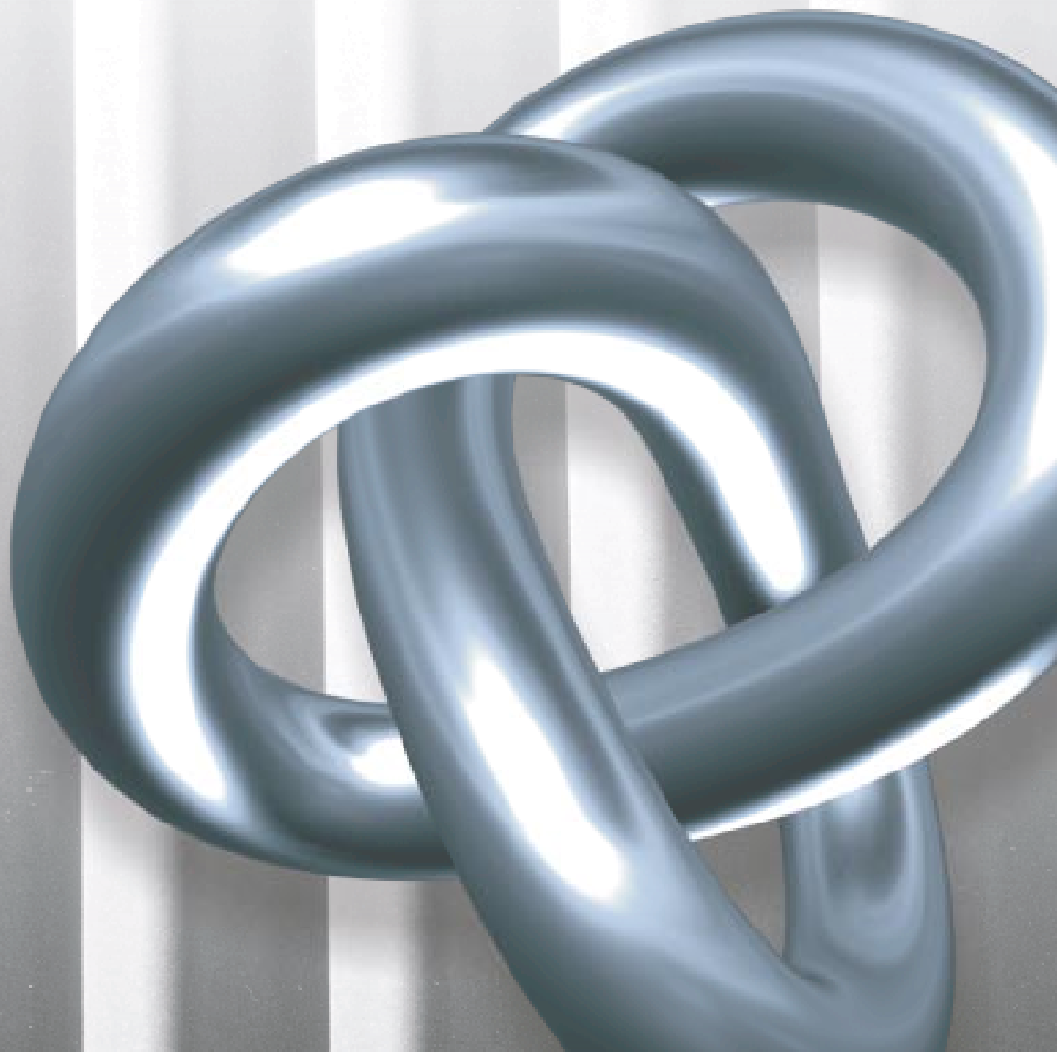




INVEST AUSTRALIA

# INSIDE INTELLIGENCE

**Building an Investors Guide**





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# Inside Intelligence

## Building an Investors Guide

A practical process for Australian rural, remote and regional towns and areas to begin building investment potential from within.

### **About Invest Australia**

*Invest Australia*, the Australian Government's national investment promotion, attraction and facilitation agency, operates within the Department of Industry, Science and Resources. *Invest Australia* promotes and facilitates foreign and domestic investment in Australia.

In collaboration with State and Territory investment agencies and Investment Commissioners in 10 overseas locations, *Invest Australia* provides a diverse range of key investor services for both foreign and domestic companies considering establishing or investing in operations within Australia.

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

### **Acknowledgement**

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## Foreword

### Building an Investors Guide: Why Do It?

The rapid flow of global capital into, around and out of Australia as the country continues to operate and live in a globalised economy offers many opportunities to attract investment, but it also, brings competition. Foreign direct investment in OECD countries fell 20 per cent in 2002 to US\$490 billion from US\$615 billion in 2001 and about one-third the level recorded in 2000. By contrast, Australia performed strongly by attracting US\$13.9 billion FDI in 2002 from a level of US\$4.1 billion in 2001. Australia's share of FDI inflows in OECD countries improved from 0.7 per cent in 2001 to 2.9 per cent in 2002. The decline in FDI inflows in OECD countries supports UNCTAD's global forecasts of a 27 per cent decline to about US\$534 billion in 2002.<sup>1</sup>

Given that global capital is without borders, competition between countries to attract investment is strong. Therefore to attract investment not only into Australia but to rural, remote and regional towns and areas, points of difference, attributes and potential opportunities need to be highlighted and easily understood.

Investors guides have a role as an introductory tool for potential investors and are prepared by parties wanting to attract investment. This tool can then be added to the existing networks of State, Territory investment agencies or other sources both for both domestic and international investors to consult and interpret. This will enable rural, remote and regional locations to be more readily assessed by potential investors based on key investment specific information.

An investors guide is primarily a tool to present factual and specific investment related information creating a basis for further discussions between the potential investors and those seeking to attract investment. Investors guides can be prepared on a State or Territory, national, project, town, region or area basis.

Investors guides present a broad view of investment potential and may be used to promote a particular industry sector opportunity, a specific business, address a single opportunity or provide a broad range of industry sector opportunities.

Investors guides are not:

- In competition with existing economic development plans;
- A basis for competition with a neighbouring town or the wider region to attract investment;
- A guarantee that investment will come; or
- The final product to attract and secure a potential investor.

An investors guide for a town, area or region usually reflects the town or region's economic development strategy and will be used to attract appropriate investment to further the economic and employment ambitions of a region based on its existing assets. Often an economic development strategy will have an investment strategy within it and the investors guide is a marketing tool presenting factual, qualified information specific to investment attraction.

*'It led us to identify our strengths and gave us the most comprehensive document ever available on the region';*

Andrew Eastick, Chairman, Upper Spencer Gulf Implementation Team, South Australia

*'A new confidence by developers in the future of the region is reflected in increased interest';*

Colac Otway Shire, Victoria

<sup>1</sup> OECD News Release, 19 June 2003; and ABS, Balance of Payment, Catalogue 5302.0, March Quarter 2003.

## What Potential Investors Want to Know

To harness the opportunities for appropriate investment, information listing the services, infrastructure, climate, costs, tax regimes and other details need to be readily available. Often these details are more easily available from a larger centre or a capital city. This can sometimes mean smaller rural, remote and regional towns and areas do not have the opportunity to showcase their potential to an investor through the State or Territory networks. Even when there is advance warning of the enquiry, the time taken to get the information together falls outside the investor's deadline and the town or area may not be able to fully capitalise on the opportunity.

### **Why regional?**

*'Ability to offer efficient links for 'city' investment in worthwhile rural and regional projects';*  
Bendigo Stock Exchange, Bendigo, Victoria

Through the collection of appropriate investment related information, coordination, cooperation and strategic use of the existing State/Territory, national and international investment networks, rural, remote and regional towns and areas can become increasingly investment ready.

Background information in an investors guide can vary but usually contains:

- Economic profiles of an area including workforce statistics;
- Existing infrastructure including transport and communications;
- Existing utilities (electricity, water, gas) and capacities;
- Climate, geography and natural features;
- Land use and property values;
- Services including education and training, health and financial; and
- General lifestyle attributes.

## To Invest or Not to Invest?

The decision to invest in a location (once the feasibility of the proposal has been determined by the investor) can depend on a variety of factors other than the potential profitability of the initial investment.

Factors may include:

- Costs of access to appropriate infrastructure and land;
- Ease of local and/or State/Territory and/or Commonwealth approval processes;
- Education and training facilities;
- Existing industry composition and business support structures;
- Lifestyle;
- Opportunities for value adding and/or sharing of resources;
- Proximity and access to natural resources, raw materials and markets;
- Relationship between local agencies, authorities and various government agencies;
- Suitable infrastructure or at least the basis for further infrastructure expansion including transport links for import and export, electricity, gas, water and telecommunications;
- Supportive and appropriate planning and regulatory environment;
- Willingness of communities, local government and others to assist and/or support the investment; and
- Workforce skills, costs and availability.

### **Why regional?**

*'Good visibility and dry climate' and 'Half-way between Sydney and Brisbane';*  
Uralla Telemetry, Tracking and Control Station, Uralla, NSW

## Using the Networks

Once an investors guide has been prepared for a town, area or region, it can be used by existing State, Territory and Commonwealth networks. Towns and areas preparing their investors guides should liaise closely with the State or Territory investment agency as there may be additional opportunities to showcase and market a town or region's capacity with a specific industry sector or project opportunity that has been developed by the State or Territory government. This close liaison helps ensure that all opportunities are considered.

The Commonwealth, through *Invest Australia*, has 10 overseas offices to assist in investment attraction, facilitation and trade development for Australia. For rural, remote and regional towns and areas, these resources provide a significant opportunity, in cooperation with the State and Territory overseas offices to assist in marketing an investment opportunity

*Invest Australia* offices are located in: *China*: Beijing, Hong Kong, Shanghai; *France*: Paris; *Germany*: Frankfurt; *Japan*: Tokyo; *Singapore*; *United Kingdom*: London; and *United States of America*: New York and San Francisco.

### **Why regional?**

'Proximity to raw materials: close to wheat growing area';

Hakubaku Australia, Ballarat, Victoria





# CONTENTS

<b>Foreword</b>	<b>iii</b>
Building an Investors Guide: Why Do It?	iii
What Potential Investors Want to Know	iv
To Invest or Not to Invest?	iv
Using The Networks	v
<b>Introduction</b>	<b>1</b>
Potential Benefits of 'Inside Intelligence'	1
What Makes 'Inside Intelligence' Different?	2
Who Should Use 'Inside Intelligence'?	2
Local Challenges of Completing 'Inside Intelligence'	3
A Coordinating Body	3
Project Researchers	3
Timeframe	4
Next Steps: Qs and As	4
Further Practical Processes to Assist Building Investment Potential	4
Inside Intelligence: Actions, Responsibilities, Reporting	6
Structure of the Guide	7
Some Definitions	8
<b>ACTION 'Inside Intelligence'</b>	
<b>Coordinating Body</b>	<b>13</b>
Introduction	13
Roles and Responsibilities of Coordinating Body	13
Information to be Collected	13
Timeframe	15
Rationale for and Importance of the 'Whole of Community Approach'	15
Possible Representatives	16
Raising Awareness	17
Suggested Action Plan for Coordinating Body	20
<b>Project Researchers</b>	<b>21</b>
Introduction	21
The Importance of Engaging Project Researchers	21
Who is the Coordinating Body?	22
What Does the Coordinating Body Do?	22
Information to be Collected	22
Becoming a Project Researcher	22
Timeframe	23
What Project Researchers can expect from the Coordinating Body	23
Suggested Action Plan for Project Researchers	24
<b>Worksheets and Inventories</b>	
Coordinating Body Essential Information	27
Town, Area, In-Brief Inventory	29
Further Information and Research Sites	29

Associations (Groups and Boards) Inventory	41
Further Information	41
Business Inventory	43
Further Information and Research Sites	44
Utilities Inventory	47
Further Information and Research Sites	47
Transport Inventory	53
Further Information and Research Sites	53
Services Inventory	59
Further Information and Research Sites	59
Property Values Inventory	65
Further Information and Research Sites	65

## Case Studies, Business Profiles & Community Snapshots

### **Beyond Cities – Investment Initiatives in Rural, Remote and Regional Australia** **69**

Introduction	69
Beyond Cities: A Guide to Locations of Contributors	70

### **Case Studies** **71**

Boonah Shire Rural Economic Development Institute, Queensland	72
Colac Otway Shire, Victoria	74
Upper Spencer Gulf Common Purpose Group, South Australia	76
East Arnhem Business Development Association, Northern Territory	78

### **Business Profiles** **81**

Queensland	82
Adacel Technologies Limited	82
Australian Magnesium Corporation	83
Regional Financial Services Ltd	84
New South Wales	85
Uralla Telemetry, Tracking and Control Station	85
Visy Kraft Mill	86
Victoria	87
Bendigo Stock Exchange	87
Hakubaku Australia	88
Heinz Wattie's Infant Feeding Centre of Excellence	89
Tasmania	90
Cradle Mountain Huts	90
Incat Australia Pty Ltd	91
South Australia	92
Big W Southern Distribution Centre	92
Gartner Farms	93
Western Australia	94
Leeuwin Estate	94
Northern Territory	95

Pivot Aquaculture	95
Australian Capital Territory	96
CEA Technologies Pty Ltd	96
Integrated Forest Products	97
<b>Community Snapshots</b>	<b>99</b>
New South Wales	100
Dungog Visitor Information Centre	100
Film Illawarra, Wollongong	100
Southlake Community Alliance	101
Victoria	101
Devenish Community Hotel	101
Tasmania	102
Strahan	102
<b>Further Information</b>	<b>103</b>
Queensland	103
New South Wales	104
Victoria	105
Tasmania	106
South Australia	107
Western Australia	108
Northern Territory	109
Australian Capital Territory	110
<b>Acknowledgements</b>	<b>111</b>



# Introduction

## Potential Benefits of 'Inside Intelligence'

'Inside Intelligence' offers a way for towns, areas and regions to begin building their investment potential 'from the inside out', and recognises the existing depth and breadth of knowledge within communities. 'Inside Intelligence' aims to assist towns, areas and regions to identify opportunities for inward investment based on their existing resources.

While 'Inside Intelligence' is only a first step in the process of building an investors guide for a town, area or region the possible benefits include:

1. Bringing together in a summary database format, key investment related information about the town, area or region;
2. Accessing additional networks through existing government investment agencies both in Australia and overseas to promote the town, area or region through inclusion on a standard information database;
3. Potentially uncovering additional material for the economic and/or social development plans of local councils and regional development boards;
4. Preparation of a short community and/or region wide benchmark of existing investment related assets and services, which may assist in determining priorities for future planning;
5. Engaging the wider community in investment attraction and potentially identify new opportunities for investment;
6. Having information ready for quick preliminary responses to potential investors, enabling the region to be more readily assessed and compared with other potential locations both within Australia and overseas;
7. Having information for grant submissions, promotional material, new residents' and other existing guides, submissions to State/Territory and or Commonwealth government agencies for business and or community requirements;
8. Making relevant government agencies, and through them, potential investors aware of potential investment opportunities where the town, area or region may have significant advantages; and
9. Providing consistent advice to potential investors across the wider region.

### **Potential Benefits**

*'Ready availability of young, intelligent workforce seeking to stay in Tasmania';*

Ken Latona, Cradle Mountain Huts,  
Cradle Mountain, Tasmania

### **Potential Benefits**

*'The Shire has a new and unified direction;'*

Colac Otway Shire, Victoria

*'Don't try and reinvent the wheel –  
change the spokes instead;'*  
Boonah Shire Rural Economic  
Development Institute, Queensland

## What Makes 'Inside Intelligence' Different?

The development of 'Inside Intelligence' follows a pilot project in the Upper Spencer Gulf of South Australia (December 1999 – June 2000) where information was collected from a broad range of businesses, towns, sectors and agencies and published in an 'investment potential' document.<sup>2</sup> Interest in this way of building an investment strategy has been expressed by State and Territory investment agencies and many rural, remote and regional towns and areas.

- 'Inside Intelligence' gives a framework for existing local economic development initiatives. It can include existing plans prepared by councils, shires, regional development boards, State and Territory government agencies and others. Because it also includes information from business, community associations, educational institutions, young people, older people, volunteers and others, a clearer and broader picture of the investment potential of rural, remote and regional areas is gained.
- 'Inside Intelligence' does not re-invent the wheel. It incorporates existing information with new data from the wider community. It recognises that towns, areas and regions are often best placed to see their own opportunities for development and therefore investment potential.
- 'Inside Intelligence' provides a practical process for Australian rural, remote and regional towns and areas to begin building investment potential from within. This guide and associated database is designed primarily to assist in the collection and collation of information necessary for the development of an investors guide.
- 'Inside Intelligence' supports and encompasses a wide-ranging 'whole of community' approach to gathering intelligence about the town, area or region. With the early involvement of the wider community, a strong foundation is built for the long-term development of an investors guide.

## Who should use 'Inside Intelligence'?

'Inside Intelligence' is best suited to rural, remote and regional towns, areas and regions seeking to attract investment, together with a willingness across the community to dedicate time and effort to its completion. 'Inside Intelligence' is also suited to those communities interested in identifying key investment related information to incorporate into planning initiatives for economic and social development. However, it should be noted that some towns, areas and regions will have completed this sort of work, and others may just be beginning. This guide is primarily designed to support communities interested in the preliminary stages of gathering investment related information which may assist in identifying the likelihood of attracting inward investment in the town, area or region.

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<sup>2</sup> The report prepared for the community, 'Making A Case: Investment Potential in the Upper Spencer Gulf' is available for reference by other towns, areas, regions and demonstrates a possible approach in investment attraction by using the described techniques in this guide. [A copy of the document is available online [www.investaustralia.gov.au](http://www.investaustralia.gov.au)].

## Local Challenges of Completing 'Inside Intelligence'

- Marketing the concept within communities and gaining support for the project;
- Ensuring the broadest possible representation across the town, area or region for the collection of information;
- Short term intensive commitment of the Coordinating Body including administrative support and the commitment of volunteers who will collect the information; and
- Regular and ongoing maintenance of the inventory information.

## A Coordinating Body

A Coordinating Body is the group or association within a community that will coordinate, support and promote 'Inside Intelligence' in the town, area or region and is the contact between the government and the community. While a body such as the local government regional development board or a business enterprise centre may be best placed to support, provide administrative assistance, fund minor on-costs, publicise and organise the collection of material by volunteers for 'Inside Intelligence', other bodies could also complete this work. These may include chambers of commerce, telecentres (online centres), special interest associations or any other interested business or community groups.

The primary objectives of the Coordinating Body are to:

1. Raise awareness about the process and benefits with the wider community;
2. Act as the single contact point for dialogue between the community, and the State, Territory investment agencies;
3. Maintain its coordinating/mentoring role throughout the entire duration of the process;
4. Update information at a regular interval (every six months) or as needed; and
5. Continue as the contact point if the community would like to take further steps in developing their investment potential once 'Inside Intelligence' has been completed.

## Project Researchers

Volunteers, (called Project Researchers in this guide) are people from within the community who play a vital role in the completion of the 'Inside Intelligence' pro forma inventory sheets. Project Researchers may come from any area of the community: rural, retired people, development groups, tourism, business, young people. They might be TAFE/university students or senior students from schools with an interest in a particular area of study, (for example, local geography, commerce, history) or business and other groups, associations and individuals who are interested in research, interviewing and understanding more about their own community.

*'Involve as many members of the community as possible';*  
East Arnhem Business Development Association, Northern Territory

### **Community Awareness**

*'Keep the community aware of what's happening';*  
Boonah Shire Rural Economic Development Institute, Queensland

### **The Power of Numbers**

*'Identified skills as well as potential finance';*  
Southlake Community Alliance, Lake Macquarie, NSW

### **Statistical Success**

*'Developed a more effective business culture';*  
Dungog Visitor Information Centre, Dungog, NSW

## Timeframe

The completion of 'Inside Intelligence' can be undertaken gradually. The time taken to complete the project will depend on a range of factors including the size and diversity of the community, the capacity of the Coordinating Body to manage the process, (including coordinating the research), the number of Project Researchers involved in the collection of the information, accessibility of information already available and the community's readiness to participate.

Over the period of the study, a commitment of up to one working day per week for up to four months by the Coordinating Body is a realistic time estimate.

## Next Steps: Qs and As

### Further Practical Processes to Assist Building Investment Potential

Following completion of 'Inside Intelligence', a community may decide to further develop their investment potential. This can be achieved through the development of an investors guide.

An investors guide for a town, area or region usually reflects the town or region's economic development strategy and will be used to attract appropriate investment to further the economic and employment ambitions of a region based on its existing assets. Often an economic development strategy will have an investment strategy within it and the investors guide is a marketing tool presenting factual, qualified information specific to investment attraction.

*Making A Case: Investment potential in the Upper Spencer Gulf* is an example of an investors guide and can be viewed at Invest Australia's website at <http://www.investaustralia.gov.au>. The website also contains a community profile template which can be used to develop a town, area or regional profile that provides an overview of industry strengths, investment opportunities, major infrastructure availability, and lifestyle opportunities.

#### Other Uses for this information by the Coordinating Body

Uses of the information by the participating town, area or region are at their discretion. The information may provide useful data to support:

- Grant submissions;
- Promotional material;
- A new residents' guide;
- The update of a business services guide;
- Submissions to State/Territory and or Commonwealth agencies for community requirements, for example rural transaction centres, infrastructure needs, utilities, specialist services including medical, community development, Indigenous services, education facilities;
- Local investment attraction strategies; and
- Further material for economic and or social development plans of local councils and regional development boards.

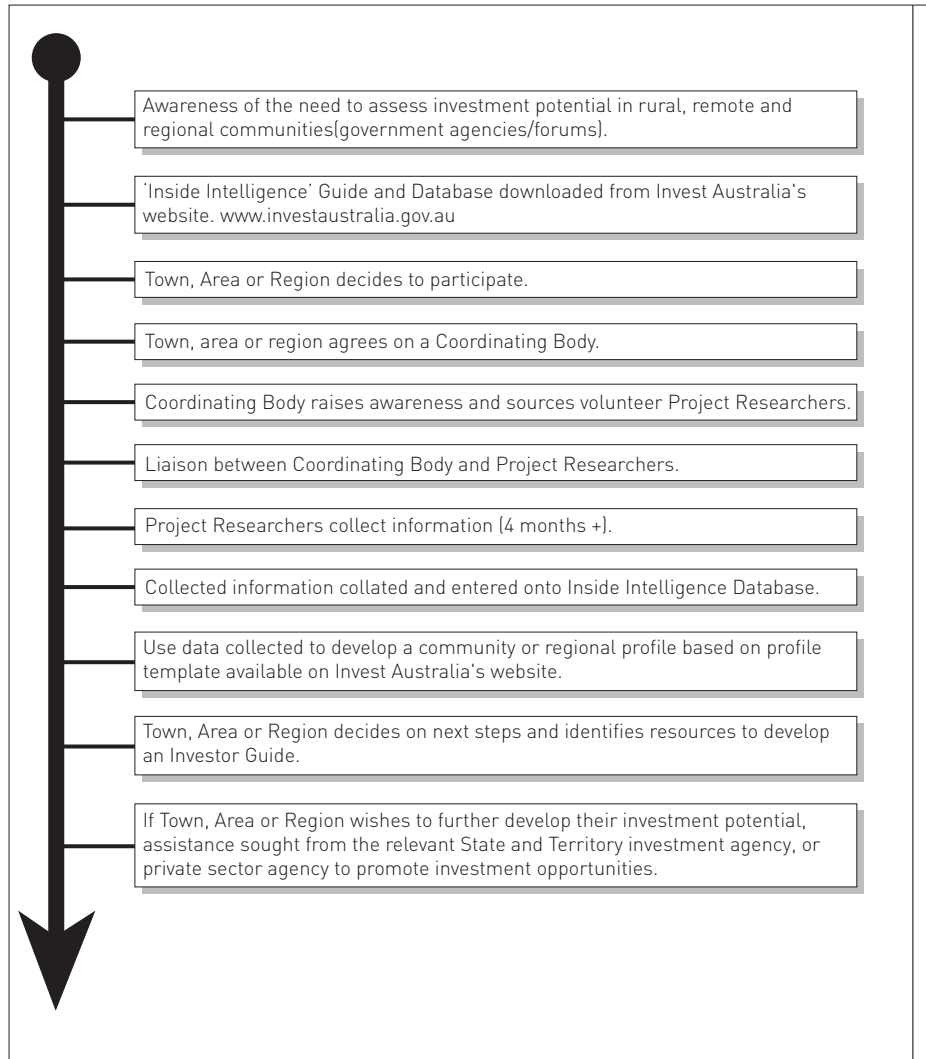


### **Update of Information**

It is recommended that the Coordinating Body update the information on the Inside Intelligence database every six months and ensure that significant changes are amend in profiles on the town, area or region.

## Inside Intelligence: Actions, Responsibilities, Reporting

for the participating Town, Area or Region, State and Territory investment agency and *Invest Australia*.



## **Structure of the Guide**

In the main section of 'Inside Intelligence' the guide has been divided to present key information and methodologies for the voluntary Coordinating Body and for the voluntary Project Researchers to undertake 'Inside Intelligence'. This is followed by a series of case studies, business profiles and community snapshots as examples of initiatives and investments into rural, remote and regional Australia.

The information and methodologies for the Coordinating Body and the voluntary Project Researchers contain repeated information so that each section can be photocopied separately and distributed to participants.

## Some Definitions

Appropriate Investment:	Investment that is consistent with and supports the needs and aspirations of the community, and adds value to or further enhances the existing resources (mindful of natural resource and environmental issues and constraints) of the town, area or region.
Assets:	Existing resources, capabilities, services, infrastructure, experiences and character within the community.
Benchmark:	A point or basis for reference against which a measurement can be made.
Coordinating Body:	A Coordinating Body is the responsible group/association to undertake 'Inside Intelligence' at the local level and be the primary contact with <i>Invest Australia</i> and the relevant State or Territory investment agency throughout the project.
Inventory:	An orderly way of gathering information about, in this case, the investment related assets of a community which are recorded for the purpose of attracting investment into a town, area or region.
Investment Attraction:	Attracting money or capital to secure profitable returns.
Investment Commissioners:	A global network of investment specialists working for <i>Invest Australia</i> in eleven overseas locations to assist in identifying and targeting potential overseas investors to invest in Australia.
Investment Lead:	Occurs when a potential investor expresses an interest in undertaking a new investment project which can be defined in broad terms, including the nature of the project, an estimate of capital investment, jobs, exports and market.
Investment Strategy:	A plan or series of opportunities developed from existing assets in the region in order to describe new or additional opportunities to attract significant investment for appropriate development within a region.
Project Researchers:	Project Researchers in this guide are volunteers from within the community who undertake to complete 'Inside Intelligence'.
Regional Investment Briefs:	A summary of a potential investment opportunity, prepared following significant research to market an opportunity to potential inward investors.

**Further Information:**

'Reuters Financial Glossary' published in 2000 (ISBN 0 273 65039 4) defines a range of key financial terms including providing links to a range of associated websites. Originally designed for Reuters journalists, this book is now in its fourth edition and is accessible to a range of audiences. ■[www.glossary.reuters.com](http://www.glossary.reuters.com)■



# **Action: Inside Intelligence**





# Coordinating Body

## Introduction

A Coordinating Body needs:

- A broad knowledge of the town, area or region for research;
- Excellent networks across the whole community;
- Good management and reporting skills; and
- The capacity to fund the modest administrative costs of the project or the ability to access funds for this process from other sources.

The Coordinating Body may be a council, regional development board, educational institution or any other community and/or business association or support centre within the town, area or region prepared to undertake the managerial, overseeing and coordination role to complete 'Inside Intelligence'.

Possible other organisations to undertake this role may include: progress associations, development associations and boards, chambers of commerce, business enterprise centres, local industry taskforces, Telecentres and Online Access Centres, tourism organisations or parents and citizens associations.

## Roles and Responsibilities of Coordinating Body

The main tasks of the Coordinating Body are to be the responsible body to undertake the project at the local level and be the primary contact with and the relevant State or Territory investment agency and private sector organisations throughout the project.

## Information to be Collected

Information, to be collected in inventory form and entered into an ACCESS database supplied by *Invest Australia*, provides a broad overview of factual and accurate information to help substantiate the investment potential of a town, area or region for this preliminary stage.

Inventory categories are:

### 1. Town, Area, Region In-Brief

The Town, Area, Region In-Brief inventory provides a general overview of the area including: current population; nationalities represented; Indigenous representation and representatives; geography; heritage areas; natural resources; climate; history; overview of the economy; workforce statistics including average salary and level of employment; electorate and government details and lifestyle overview.

2. Associations (Groups and Boards) Inventory  
The Associations (Groups and Boards) Inventory describes the town, area or region's existing associations and groups and demonstrates key strengths and capacities of an area. The Associations Inventory provides information on community interests and lifestyle opportunities and may also uncover previously untapped resources to assist economic and investment opportunities.
3. Business Inventory  
The Business Inventory showcases the breadth of existing businesses and industry sectors demonstrating to potential investors opportunities for further development, service provision and/or value adding possibilities. Information sought in the business inventory includes a summary of exports, imports required, business ownership, investments, research and innovation undertaken, number of employees and business turnover.  
  
Businesses to Include:  
  
The collection of information by Project Researchers in this inventory is directed towards businesses operating in, or have the potential to operate in, sectors that are internationally focussed on goods and services for trade and investment. These include businesses that supply to international and multinational businesses and companies, exporters, manufacturers and service companies involved in consulting, ICT (information and communications technology), engineering and educational services. Also included are companies and businesses across rural, remote and regional Australia competing with importing companies for the provision of services and equipment.
4. Utilities Inventory  
The Utilities Inventory presents factual information about the capacities and costs of electricity, gas and water, giving potential investors preliminary information to consider in the context of their total investment strategy.
5. Transport Inventory  
The Transport Services Inventory details existing transport services and capacities, demonstrating links of a potential location for the movement/transfer of people, product and equipment.
6. Services Inventory  
The Services Inventory highlights key services available in health care, education, recreation/lifestyle, financial services and short-term accommodation.
7. Property Values Inventory  
The Property Values Inventory describes availability and costs for both residential property purchase or rental, commercial property lease or purchase and vacant land.

**PLEASE NOTE:**

***For each of the inventory categories, much of the information may be already available and will need assembling only.***

## Timeframe

The Coordinating Body needs to allow a sufficient timeframe to enable the Project Researchers to complete the project. As the different categories require varying amounts of time for completion, several Project Researchers may share the workload within an inventory category. The four months' time estimate for completion of 'Inside Intelligence' allows for local groups and associations to meet monthly and to discuss and prepare their responses. When completed, responses are collected by the nominated Project Researchers and returned to the Coordinating Body.

## Rationale for and Importance of the 'Whole of Community Approach'

For the purposes of 'Inside Intelligence', the resources and assets of a community need to be inventoried by the wider community. Experience compiling 'Making a Case' has shown that this broad community-wide approach gives the best available information on the economy, workforce, detailed infrastructure capacities, services including health care, financial and education through to cultural and lifestyle attributes.

A community wide approach also has the added benefit of ensuring **all** the assets of the region are included.

The design of 'Inside Intelligence', and the encouragement of inclusivity are aimed at making the process of gathering information as time efficient and rewarding as possible. Its design aims to:

- Give a planned approach to collecting and collating information, encouraging the broadest possible involvement to uncover potential investment opportunities;
- Provide an inclusive process for members of the town or area to participate in the development of an investor's guide;
- Use a consistent and methodical process as advised by investors and investment commissioners to bring together key investment related information; and
- Enable the opportunities and status of the study area to be more readily assessed by investors and government agencies by bringing together key investment related material in a consistent, factual and concise framework.

## Possible Representatives

To enable 'Inside Intelligence' to fulfil its aim, representatives from all sections of the community need to participate. These may include:

- 
- Arts and cultural organisations**  
For example: drama, arts and craft organisations.
  - Business and business organisations**  
For example: Chambers of commerce, progress and development associations, telecentres, On Line Access centers, community technology centres, rural transaction centres.
  - Charitable groups and causes**  
For example: Australian Red Cross, VIEW Clubs.
  - Civic event organisers**  
For example: Lions Clubs, social committees.
  - Counsellors**  
For example: crisis, youth, rural, financial.
  - Educational institutions**  
For example: primary and secondary schools, tertiary, higher education and registered training organisations.
  - Ethnic associations**  
For example: Multicultural associations, churches.
  - Emergency services**  
For example: police, fire, ambulance, SES, coastguard.
  - Financial services**  
For example: mainstream and community banks, community foundations, banks, credit unions and societies, societies of accountants, rural transaction centres.
  - Health and community health services**  
For example: hospitals, emergency health services, community health services, specialists, multipurpose health centres.
  - Indigenous corporations/associations**  
For example: Elders, Aboriginal and Torres Strait Islander Commission local representatives, Land Councils, local councils, Community Development and Employment Program managers and participants.
  - Industry**  
For example: Major employers, government services, industry associations, hospitals and health services, utility organisations (gas, water, power).
  - Libraries**  
For example: Librarians of public and educational institutional libraries, regional development boards, councils.
  - Local community action groups**  
For example: parents and citizens, environmental groups, Landcare, Coastcare.
  - Local government**  
For example: Elected officials and staff, residents' or ratepayers' groups.
  - Local media**  
For example: newspaper editors, journalists, photographers, radio and television.
  - Men's/women's groups**  
For example: Country Women's Association, Probus, Lions, Parents Without Partners.
  - Older persons groups**  
For example: University of the Third Age, Country Clubs, sporting associations, aged care facilities.
  - Political/ lobby organisations**  
For example: unions, sub branches of political parties, lobby and interest groups.
  - Religious groups**  
For example: multid denominational religious associations and groups.
  - Research organisations**  
For example: agricultural research, cooperative research, environmental monitoring and weather.
  - Rural businesses and associations**  
For example: landholders, local rural lobby associations, rural suppliers.
  - Service clubs**  
For example: Rotary, RSL.
  - Sporting associations and groups**  
For example: Water sports, golf, rodeo, darts, motor racing, football, netball, soccer, rugby and rugby union, judo, table tennis.
  - Tourism associations**  
For example: local and regional representatives, tourism associations.
  - Veterans groups**  
For example: Returned services clubs.
  - Welfare services organisations**  
For example: Centrelink, Salvation Army.
  - Youth groups and networks**  
For example: Youth groups, community health centres, local skateboard groups, drama, youth crime prevention, youth services including governmental services, childcare centres, family day care schemes, playgroup associations.

## Raising Awareness

As far as practical, the whole community should be aware that the 'Inside Intelligence' study is being undertaken. The Coordinating Body has an important initial role in raising community awareness, followed by the Project Researchers who will work directly with the community.

While some towns, areas and regions may want to coordinate 'Inside Intelligence' without using representatives of the wider community, experience with 'Making a Case'<sup>3</sup> shows that their inclusion assists awareness raising and lays the groundwork for future development. It also enables the work of completing inventories to be shared.

Editorials, letters to the editor, notices in school and association newsletters and mailouts through the local Post Office are a useful way of letting the community know about 'Inside Intelligence' as well as through more traditionally based advertising.

### Optional Background Material for Awareness Raising (for optional distribution by the Coordinating Body)

#### A Note for Volunteers and School Communities

We recognise that in many communities, volunteers will be the Project Researchers collecting the information to complete 'Inside Intelligence' for their town or region. We hope the format works well and that volunteers themselves gain more than the knowledge they have contributed to the future of the area in which they live.

Depending on the flexibility of the school curriculum and timetable, there may also be opportunities for school students to collect information.

Some possible benefits for volunteer Project Researchers include:

- Strengthening the economic future of our community;
- Helping ensure there are opportunities for young people to stay in the area;
- Developing interviewing skills;
- Sharpening research skills;
- Gaining an increased understanding of the local area, businesses;
- Increasing civic pride;
- Being part of a wider community, including business and local government;
- Making links with new people; and
- Gaining an increased awareness of possible local investment potential.

Thank you for your interest and assistance in completing 'Inside Intelligence'.

<sup>3</sup> The report prepared for the community, 'Making A Case: Investment Potential in the Upper Spencer Gulf' is available for reference by other towns, areas, regions and demonstrates a possible approach in investment attraction by using the described techniques in this guide. A copy of this document is available online at [www.investaustralia.gov.au](http://www.investaustralia.gov.au).

**A Note For Young People (11 – 14 years)**

This guide wants to find ways to bring businesses of all kinds to our town or region by letting people who might invest money know what is in our town already.

To do this, it needs to list all the services already here: things like electricity, gas, roads, buses, trains, hospitals, hotels and schools.

The businesses might be in tourism, or transport, or a flower farm – there are many choices depending on where you are, what the weather is like, how many people can work in the business and so on.

Local people where you live will be helping complete the guide so that your town can plan for future investment.

When the guide is finished, the details will go on a electronic database where it will be part of the information that goes to people wanting to invest in different parts of Australia.

Before people invest money in new businesses they need to know things about the climate, land prices and services. When this information about your town is easy to find, it makes it much easier for them to think about it as a place where new investment might happen.

If you would like to add to the guide and/or tell us what businesses you think might work well in your town or region, we would appreciate hearing from you.

Please write to your Coordinating Body

Project: Inside Intelligence: Building An Investor's Guide

Mailing:

Facsimile:

Email:

## Sample Media Release

### COMMUNITY'S CHANCE TO SHOWCASE HIDDEN ASSETS

Feelgood Progress Association has called a public meeting next week to discuss a proposal to assist attracting investment to the town, area or region. The proposal asks for assistance by volunteers and others in the completion of a guide for potential investors.

The guide, called 'Inside Intelligence: Building an Investor's Guide' has been prepared by *Invest Australia* (part of the Commonwealth's Department of Industry, Tourism and Resources) and consists of a series of fact finding documents to be completed by those towns and regions across Australia who want to become more 'investment ready' and give an up-to-date picture of the current state of their town or region.

The project recognises the wealth of knowledge already in communities and regions and acknowledges that, if information is collected locally, it will give a better and more comprehensive result.

Volunteers of different ages and interests are needed for the collection of material to make contact with various groups and businesses throughout the local area. Completing parts of the guide may also interest teachers of students who are keen to further develop interviewing and research skills.

As well as providing greater opportunities for investment potential, the information collected will be useful to the community by identifying community assets. It can be used in a number of ways, for example, in grant submissions to government, presentations about the town, area or region, in guides for new residents, updating business service guides and for promotional material about the area. It would be useful for submissions to State, Territory or Commonwealth agencies when applying for grants or services, for example, rural transaction centres and specialist services including medical, community development and education.

A spokesperson for *Invest Australia* said that a similar project in the Upper Spencer Gulf in 2000 had shown that 'when the entire community is involved, the results give a much clearer picture of the investment potential within regions'.

The project has the support of the Feelgood Progress Association and depending on the level of local interest, a group may be formed to help guide the project in its initial stages.

Where: Feelgood Community Hall  
When: Tuesday.  
Time: 7.30 pm  
Further information: Feelgood Progress Association (tel...  
*Invest Australia* on 02 6213 6711 or  
email: Regional.Investment@isr.gov.au

## **Suggested Action Plan for Coordinating Body**

1. Raise awareness about the project with the wider community, including linking the project to identified needs of the community;
2. Encourage Project Researchers to become involved in the project. This may include media releases, briefings and also presentations to schools;
3. Act as the single contact point for information with the community and State, Territory investment agencies and private sector organisations;
4. Download Inside Intelligence database and user guide from *Invest Australia's* website;
5. Maintain its coordinating/mentoring role throughout the process;
6. Have funds available to reimburse volunteer Project Researchers for minimal costs incurred during gathering information (ie. car travel, telephone, Internet costs etc) or be able to raise incidental funds;
7. Check requirements for volunteer insurance if needed;
8. Brief parties undertaking the audit and supply inventory forms and background material to provide to those community groups/associations, schools who have agreed to take part;
9. Nominate a contact person for each inventory category (with contact details);
10. Provide a contact telephone number for the volunteer Project Researchers to call if they require assistance during the collection of the material;
11. Photocopy additional inventory sheets as needed so volunteer groups and individuals are not out of pocket;
12. Agree on an appropriate timeframe and location for the return of the inventories with each individual or group of Project Researchers;
13. Receive all the completed inventory sheets and enter information on to database;
14. Celebrate the completion of 'Inside Intelligence' in some way with those involved in its preparation;
15. Distribute to the town, area or region the information in a report format in the most appropriate way for the community; and
16. Continue as the contact point, or nominate another group, if the community would like to further develop its investment potential once they have completed this process.



# Project Researchers

**Coordinating Body:** Please also include the Introduction to each Project Researcher for background. Pages 1–10.

## Introduction

Project Researchers are volunteers from within the community who play a vital role in the successful completion of the inventory sheets contained in this guide. Project Researchers can come from any area of the community: rural, retired people, development groups, tourism, business, arts, young people. They might be senior students from schools with an interest in a particular area of study, (for example, local geography, commerce, history) or business and other groups, associations and individuals who are interested in research, interviewing and understanding more about their own community.

## The Importance of Engaging Project Researchers

For the purposes of 'Inside Intelligence', the assets of a community need to be inventoried from both traditional sources such as councils and regional development boards, and from the wider community. Using local people with broad local knowledge and experience as Project Researchers adds greatly to the value of the material collected for 'Inside Intelligence'.

Experience compiling 'Making a Case'<sup>4</sup> has shown that this broad community-wide approach gives the best available information on the economy, workforce, detailed infrastructure capacities, services including health care, financial and education through to cultural and lifestyle attributes.

It also has the added benefit of ensuring **all** the assets of the region are included.

The design of the inventories, its inclusive approach and avenues for assistance, are aimed at making the process of gathering this information as time efficient and as rewarding as possible.

'Inside Intelligence' aims to:

- Give a planned approach to collect and collate information, encouraging the broadest possible involvement to uncover additional potential investment opportunities;
- Provide an inclusive process for members of the town, area or region to participate in the development of an investor's guide;
- Use a consistent and methodical process as advised by investors and investment commissioners to bring together key investment related information; and
- Enable the opportunities and status of the study area to be more readily assessed by potential investors and government agencies by bringing together key investment related material in a consistent, factual and concise framework.

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<sup>4</sup> The report prepared for the community, 'Making A Case: Investment Potential in the Upper Spencer Gulf' is available for reference by other towns, areas, regions and demonstrates a possible approach in investment attraction by using the described techniques in this guide. (A copy of the document is available online at [www.investaustralia.gov.au](http://www.investaustralia.gov.au)).

## Who is the Coordinating Body?

The Coordinating Body may be a council, regional development board, educational institution or any other association within the town, area or region (like a telecentre or online centre) prepared to undertake the management and coordination role to complete 'Inside Intelligence'.

## What Does the Coordinating Body Do?

The main tasks of the Coordinating Body are to be the responsible body to undertake the project at the local level and be the primary contact with interested parties throughout the project.

## Information to be Collected

Information, to be collected in inventory form gives potential investors factual and accurate information to substantiate the investment potential of a town, area or region.

Inventory categories are:

1. Town, Area, Region In-Brief
2. Associations (Groups and Boards) Inventory
3. Business Inventory
4. Utilities Inventory
5. Transport Inventory
6. Services Inventory
7. Property Values Inventory

### ***PLEASE NOTE:***

***For each of the categories, much of the information may be already available and will need assembling only.***

## Becoming A Project Researcher

Volunteering to become a Project Researcher to collect information as an individual, association, school project/ subject or group to take part in 'Inside Intelligence' is both a valuable contribution to the town, area or region and provides the opportunity:

- For groups to examine possibilities of new development opportunities while collecting information for the inventories;
- For self development and personal growth;
- For social interaction and the opportunity to work with others in the town or area;
- For training opportunities and the opportunity to hone research and interview skills;
- To bring about change;

- To further an interest/ specialist areas (e.g. a retired engineer collects information on electricity, gas and water for the town or area);
- To help make a difference in the lives and opportunities of the people in the town or area;
- To make new networks; and
- To share specialist knowledge within the group, school and community.

## Timeframe

Project Researchers need to allow a sufficient timeframe to complete the project. As the different categories require varying amounts of time for completion, several Project Researchers may share the workload within the same inventory category. The four months' time estimate for completion of 'Inside Intelligence' allows for local groups and associations to meet monthly and to discuss and prepare their responses. When completed, responses are collected by the nominated Project Researchers.

## What Project Researchers can expect from the Coordinating Body

1. Awareness raising about the project with the wider community through media releases, meetings and briefings. This may also include presentations to schools to encourage Project Researchers to become involved in the project;
2. Provide the single contact point for information with the community and State, Territory investment agencies and private sector organisations;
3. Maintain its coordinating and mentoring role throughout the process;
4. Provision of funds to reimburse 'out of pocket expenses' incurred by volunteer Project Researchers in the collection of the data (ie. car travel, telephone, Internet costs, photocopying etc);
5. Provide inventory forms and all background information to Project Researchers to undertake the research;
6. Provide additional inventory sheets, if required, for Project Researchers to complete the inventories;
7. Coordinate the location and timeframe for collection and return of completed inventories with each individual or group of Project Researchers;
8. Receive all the completed inventory sheets from Project Researchers and enter on to database;
9. Compile a regional profile based on the data collected utilising the template provided by Invest Australia;
10. Celebrate the completion of 'Inside Intelligence' in some way with those involved in its preparation, for example an afternoon tea, community barbecue; and
11. Act as the contact point, or nominate another group, if the community would like to further develop its investment potential once the process has been completed.

## **Suggested Action Plan for Project Researchers**

1. Attend meeting of volunteers who have nominated to become Project Researchers, organised by the Coordinating Body;
2. Attend initial background briefing on 'Inside Intelligence' (to be provided by the Coordinating Body);
3. Individuals, groups, associations or school representatives choose their preferred inventory to be collected;
4. Contact details of all Project Researchers for each inventory category to be supplied to the Coordinating Body;
5. Discussion of ways to collect the information (face to face, telephone interviews, research and whether as a group or individually);
6. Status of insurance for volunteers to be checked and organised with Coordinating Body;
7. Agreement on timeframe for collection of inventory sheets and their return to the Coordinating Body; and
8. Collect the information and submit to the Coordinating Body.

# **Worksheets and Inventories**



# Coordinating Body Essential Information

Name of town, area, region of study:

Name of Coordinating Body .....	
Contact person (1) .....	Contact person (2) .....
Telephone .....	Telephone .....
Facsimile .....	Facsimile .....
email .....	email .....
www address (if available) .....	www address (if available) .....
Postal Address .....	Postal Address .....
.....	.....
Postcode .....	Postcode .....

**Inventories Completed** (please tick)

- Town, Area Region In-Brief
- Associations (Groups/ Board) Inventory
- Business Inventory
- Utilities Inventory
- Transport Inventory
- Services Inventory
- Property Values Inventory

**Timeline**

Date 'Inside Intelligence' commenced? .....

Date inventory sheets posted to Invest Australia? .....

**Costs**

Please list the costs incurred in undertaking 'Inside Intelligence':

Car and petrol reimbursements (total amount): .....

Telephone reimbursed (including Internet costs) (total amount): .....

Photocopying (total amount): .....

Postage (total amount): .....

Hours spent by: .....

Coordinating Body (average) .....

Project Researchers per person (average) .....

**Project Researchers**

Please list the total number of Project Researchers involved in completing 'Inside Intelligence' .....





## Town/Area In-Brief Inventory

Most information for the Town/Area Brief inventory will be readily available.

The collection of the Town/Area Brief inventory will provide important broad background information on the study area for potential investors.

The Town, Area, Region In-Brief inventory provides a general overview of the area including: current population; nationalities represented; Indigenous representation and representatives; geography; heritage areas; natural resources; climate; history; overview of the economy; workforce statistics including average salary and level of employment; electorate and government details and lifestyle overview.

## Further Information and Research Sites:

### Investment Information and Contacts

Summary information about earlier, current and developing initiatives and key contacts for investment enquiries.

Possible sources for information might include:

- Council/Shire
- Development committees/associations
- Regional development boards, progress associations, chambers of commerce

### Geographic Information

Possible sources for information might include:

- Maps to demonstrate major land forms such as mountain ranges, lakes, swamp areas etc.
- Environmental groups (Landcare, Coastcare)
- Museums
- National Parks
- Tourist information centres
- Websites for geographic information including
  - <http://www.ga.gov.au/map/>■

### Population

For population statistics review:

The Australian Bureau of Statistics (ABS) 'Australia in Profile - A Regional Analysis, 1996'. The publication is prepared for each state and territory. Tables from page 70 have population information.

Copies of the publication are available from most libraries. The catalogue number is 2032.x

To locate the relevant State or Territory analysis choose the number representing your State or Territory. For example, for the Western Australia regional analysis, ask for catalogue 2032.5

Key:

- .1 = NSW
- .2 = VIC
- .3 = QLD
- .4 = SA
- .5 = WA
- .6 = TAS
- .7 = NT
- .8 = ACT

An alternative source for this information is the ABS National Information Service. If the enquiry is simple and can be answered quickly there is no charge. Provide details of the catalogue number and the State/Territory of interest.

Telephone 1300 135 070

Facsimile 1300 135 211

Or, request a Basic Community Profile (BCP). This can either be purchased at \$44 per BCP or accessed through the ABS Library extension service. Go to <http://www.abs.gov.au> then choose the census tab (on left hand side) and then Basic Community Profile. A list of the libraries within the ABS library extension service is available from this site. Extension libraries can access a CD called CLIB 1996 to generate the data. A BCP provides tailored information on 32 subjects collected on a district basis. This information can be used for the economy question and people profile.

Alternatively, please contact *Invest Australia* at [Regional.Investment@isr.gov.au](mailto:Regional.Investment@isr.gov.au) to assist in sourcing the information.

Other useful publications include:

*Australian Bureau of Statistics, 1998-1999 Regional Population Growth (Catalogue 3218.0)*

*Australian Bureau of Statistics, 2000 Year Book Australia (Each State and Territory has its own Year Book)*

*The Bureau of Rural Sciences, Country Matters/ Social Atlas of Rural and Regional Australia* <http://www.brs.gov.au>

## Languages

Possible sources of information might include:

- Councils
- Multicultural organisations and associations including social clubs
- The Australian Bureau of Statistics (ABS) 'Australia in Profile - A Regional Analysis, 1996' which is prepared for each state and territory. See 'People born in non-English speaking countries' information. The publication number is 2032.x and copies of the publication are available from most libraries.

## Indigenous Communities

Possible sources of information include:

- ATSI offices or electronically at [http://www.atsic.gov.au/default\\_ns.asp](http://www.atsic.gov.au/default_ns.asp) and see 'About ATSI, Board and Regional Councillors'
- Local Indigenous communities in the region, Elders, land councils, Community Development and Employment Program (CDEP) managers and participants.

## Climate

Information may be found at:

- Local weather stations
- Websites including the Bureau of Meteorology <http://www.bom.gov.au> and specific site locations for climate data at <http://www.bom.gov.au/climate/>

Also, the Silo website at [www.bom.gov.au/silo](http://www.bom.gov.au/silo) provides meteorological information for rural industries.

## History

Possible sources of information might include:

- Local Council
- Development committees/associations
- Grant applications (current and previous)
- Historical societies
- Indigenous Corporations and communities
- Local histories, newspapers, periodicals and publications
- Local museum
- Regional development boards, progress associations, chambers of commerce
- Residents and visitors
- Residents' guides/ family services directories
- Schools
- State history publications (under State Government websites)
- Tourist information centres

## Economy

Information about employed persons by industry, age and sex is available from a Basic Community Profile (BCP) generated for your town, area or region. This can either be purchased at \$44 per BCP or accessed through the ABS Library extension service. Go to <http://www.abs.gov.au> then choose the census tab (on left hand side) and then Basic Community Profile. A list of the libraries within the ABS library extension service is available from this site. Extension libraries can access a CD called CLIB 1996 to generate the data. A BCP provides tailored information on 32 subjects collected on a district basis. This information can be used for the economy question and people profile.

An alternative source for the information is through the ABS National Information Service. If the enquiry is simple and can be answered quickly there is no charge. Provide details of the catalogue number and the State/Territory of interest.

Telephone 1300 135 070

Facsimile 1300 135 211

### **Labour Force Status**

The Department of Employment and Workplace Relations publication: *Small Area Labour Markets* published quarterly gives numbers in the labour force, number unemployed and unemployment rates for each statistical local area in Australia.

■<http://www.workplace.gov.au/Workplace/WPdisplay>■

Also, if a BCP has been prepared, information on 'Age by Labour Force Status (full time/ part time) by Sex' is available.

An alternative source for this information is the ABS National Information Service. If the enquiry is simple and can be answered quickly there is no charge. Provide details of the catalogue number and the State/Territory of interest.

Telephone 1300 135 070

Facsimile 1300 135 211

### **People Profile**

Information about 'Occupation by Age and Sex' is available from a Basic Community Profile (BCP) generated for your town, area or region. This can either be purchased at \$44 per BCP or accessed through the ABS Library extension service. Go to ■<http://www.abs.gov.au>■ then choose the census tab (on left hand side) and then Basic Community Profile. A list of the libraries within the ABS library extension service is available from this site. Extension libraries can access a CD called CLIB 1996 to generate the data. A BCP provides tailored information on 32 subjects collected on a district basis. This information can be used for the economy question and people profile.

An alternative source for this information is the ABS National Information Service. If the enquiry is simple and can be answered quickly there is no charge. Provide details of the catalogue number and the State/Territory of interest.

Telephone 1300 135 070

Facsimile 1300 135 211

## Income

- Household

Information about 'Household Type by Weekly Earnings' is available from a Basic Community Profile (BCP) generated for your town, area or region. This can either be purchased at \$44 per BCP or accessed through the ABS Library extension service. Go to <http://www.abs.gov.au> then choose the census tab (on left hand side) and then Basic Community Profile. A list of the libraries within the ABS library extension service is available from this site. Extension libraries can access a CD called CLIB 1996 to generate the data. A BCP provides tailored information on 32 subjects collected on a district basis. This information can be used for the economy question and people profile.

An alternative source for the information is through the ABS National Information Service. If the enquiry is simple and can be answered quickly there is no charge. Provide details of the catalogue number and the State/Territory of interest.

Telephone 1300 135 070

Facsimile 1300 135 211

- Wages

Information on average taxable income and average effective rate of tax, organised by postcode is available from the Australian Taxation Office (ATO) website [http://www.ato.gov.au/taxprofessionals/pathway.asp?pc=001/005/009/011&mfp=001&mnu=5489#001\\_005\\_009\\_011](http://www.ato.gov.au/taxprofessionals/pathway.asp?pc=001/005/009/011&mfp=001&mnu=5489#001_005_009_011).

For information on local wage rates, try major employers or local/regional union offices.

## Government

### *Local Government*

Queensland

■ [http://www.dcilgp.qld.gov.au/local\\_govt/directories/lg/](http://www.dcilgp.qld.gov.au/local_govt/directories/lg/) ■ or

■ [http://www.dcilgp.qld.gov.au/local\\_govt/council\\_info/](http://www.dcilgp.qld.gov.au/local_govt/council_info/) ■ or

■ [http://www.oesr.qld.gov.au/views/regional/region\\_home.htm](http://www.oesr.qld.gov.au/views/regional/region_home.htm) ■

New South Wales

■ [http://www.dlg.nsw.gov.au/dlg/dlghome/dlg\\_LocalGovDirectory.asp?index=1](http://www.dlg.nsw.gov.au/dlg/dlghome/dlg_LocalGovDirectory.asp?index=1) ■

Victoria

■ <http://www.doi.vic.gov.au/doi/internet/localgov.nsf> ■

Tasmania

■ <http://www.dpac.tas.gov.au/divisions/lgo/> ■ or

■ <http://www.tas.gov.au/GovOrgs/OrgType.asp?OrganisationType=Local+Government> ■

#### South Australia

■ [www.lga.sa.gov.au](http://www.lga.sa.gov.au) ■ and for Regional Profiles see  
■ [http://www.planning.sa.gov.au/regional\\_profiles/index.html](http://www.planning.sa.gov.au/regional_profiles/index.html) ■

#### Western Australia

■ <http://www.tas.gov.au/GovOrgs/OrgType.asp?OrganisationType=Local+Government> ■

#### Northern Territory

■ <http://www.nt.gov.au/lant/> ■ and see Members and Parliament

#### Australian Capital Territory

■ [www.act.gov.au/](http://www.act.gov.au/) ■

For ACT economic snapshot see ■ <http://www.act.gov.au/snapshot/snapshot.cfm> ■ and  
■ <http://www.act.gov.au/stateoftheterritory2000/> ■

### *Electoral Information*

Sources of information might include:

- Local Members of Parliament (State and Federal)
- Council
- Regional development boards, chambers of commerce, businesses and community associations
- Website information for State and Federal government information and details on sitting members and/or political parties

Federal electoral information can be found at the Australian Electoral Commission's website at ■ <http://www.aec.gov.au/esearch/main.htm> ■

Federal parliamentary information can be found at Parliament of Australia  
■ <http://www.aph.gov.au> ■

State and Territory electoral and parliamentary information is available from:

#### Queensland

■ <http://www.ecq.qld.gov.au/> ■ and ■ <http://www.parliament.qld.gov.au/> ■

#### New South Wales

■ <http://www.seo.nsw.gov.au/> ■ and  
■ <http://www.parliament.nsw.gov.au/> ■

#### Victoria

■ <http://www.vec.vic.gov.au/> ■ and ■ <http://www.parliament.vic.gov.au/> ■

#### Tasmania

■<http://www.electoral.tas.gov.au/>■ and ■<http://www.parliament.tas.gov.au/>■

#### South Australia

■<http://www.seo.sa.gov.au/>■ and ■<http://www.parliament.sa.gov.au/>■

#### Western Australia

■<http://www.waec.wa.gov.au/>■ and  
■<http://www.parliament.wa.gov.au/parliament/home.nsf>■

#### Northern Territory

■<http://notes.nt.gov.au/nteo/Electo.rl.nsf?OpenDatabase>■ and  
■<http://www.nt.gov.au/lant/>■

#### Australian Capital Territory

■<http://www.elections.act.gov.au/>■ and  
■<http://www.legassembly.act.gov.au/index.html>■

### Lifestyle

Sources of information might include:

- Art centres
- Local Council
- Development committees
- Entertainment complexes
- Grant applications (current and previous)
- Indigenous corporations and communities
- Local museum
- Regional development boards
- Residents – young, old, recently arrived and long time residents
- Residents' guides/ family services directories
- Schools
- Shopping centres/ strips
- Tourist and visitor information centres

# Town, Area, Region In-Brief

1/5

What is the name of the town, area or region completing 'Inside Intelligence'? **(Please include this name on each completed inventory sheet).**

.....  
.....  
.....

Please describe the area or region (from town x to town y or kilometres in brief summary)

.....  
.....  
.....

What is the name of the ABS statistical region that the area or region is in?

.....

## Investment Information and Contacts

Does the town, area or region already have an investors guide/ regional profile/ town profile?

Yes                      No

If yes, when completed?

.....

Name and web address (if applicable)

.....

Does the town, area or region (through the council/shire/ development board/associations etc) have a streamlined investment approvals process?

Yes                      No

Is there a single point of contact for inward investors?

Yes                      No

If yes, please list the contact details:

Contact person

.....

Telephone

.....

Facsimile

.....

Postal Address

.....

.....

Postcode

.....

## Geographic Information

Closest capital(s) to the town, area or region?

Location	Driving time (to closest 1/2 hour)	Kilometres	Direction
----------	---------------------------------------	------------	-----------

1

.....	.....	.....	.....
-------	-------	-------	-------

2

.....	.....	.....	.....
-------	-------	-------	-------

3

.....	.....	.....	.....
-------	-------	-------	-------

What is the name of the Shire/Council area that the town, area or region is in?

.....

What area (size) does it cover?

.....

ATSIC region/zone?

Yes                      No

What is the name of the local government area/ zone?

.....

What are the major land marks associated with the town/ region? For example mountains, harbours, etc?

.....

.....

Is there a major river/lake/sea in the region?

Yes                      No

If yes, please list name(s)?

.....

.....



# Town, Area, Region In-Brief

2/5

Are there major natural resources in the region?

Yes

No

If yes, what are they? (please list)

.....  
.....  
.....

Are there world recognition, heritage, biospheres or culturally significant sites?

Yes

No

If yes, please list

.....  
.....  
.....

## Population

*From the ABS 'Australia in Profile - A Regional Analysis'*

What is the current population of the town, area or region?

.....

If a basic community profile has been sourced please list:

.....

How many people are in the following age brackets?

0 - 14 years

.....

14 - 65 years

.....

65+ years

.....

## Languages

What are the main languages spoken in the town, area or region (suitable for business negotiations, interpreting)?

.....  
.....  
.....

## Indigenous Communities

What is the collective name of the local Indigenous people?

.....

Who is a key contact for Indigenous issues (e.g. ATSIC Regional Council Chair, Elder, local Lands Council, CDEP Manager/Coordinator)?

Name

.....

Position

.....

Organisation

.....

Telephone

.....

Facsimile

.....

email

.....

Postal Address

.....

.....

Postcode

.....

## Climate

Average annual maximum temperature in summer (°C) .....

Average annual maximum temperature in winter (°C) .....

Average annual minimum temperature in summer (°C) .....

Average annual minimum temperature in winter (°C) .....

Average annual rainfall (mm) .....

Is information on annual days or available hours of  
sunlight collected? Yes No

Sunlight days/hours per annum? .....

Is information on frosts/regularity of frosts collected? Yes No

Is wind velocity measured? Yes No

Has an earthquake or tremor been recorded in the area or region  
in the past 40 years Yes No

If yes, how many and what is the highest Richter Scale recorded: .....

## History

What are some of the key or major events in the region's history?  
*For example, when was it founded, was there an industry boom  
or events that have shaped the town, the region and its people?* .....

.....

.....

.....

.....

## Economy

*From Basic Community Profile (Industry by Age and Sex)* Number

Agriculture, Fisheries and Forestry .....

Mining .....

Manufacturing .....

Electricity, Gas and Water Supply .....

Construction .....

Wholesale Trade .....

Retail Trade .....

Accommodation, Cafes and Restaurants .....

Transport and Storage .....

Communication Services .....

Finance and Insurance .....

Property and Business Services .....

Government Administration and Defence .....

# Town, Area, Region In-Brief

Education .....  
Health and Community Services .....  
Cultural and Recreational Services .....  
Personal and Other Services .....  
Non-classifiable economic units .....  
Not stated .....

## Labour Force Status

*From DEWR's 'Small Area Labour Markets' or Basic Community Profile report please list:*

Total employed .....  
Unemployed .....  
Unemployment rate (from table 3) .....

Source

Number

DEWR     ABS     Other

## People Profile (Occupation by Age and Sex)

*From Basic Community Profile (total number)*

Managers and administrators .....  
Professionals .....  
Associate professionals .....  
Tradespersons and related workers .....  
Advanced clerical and service workers .....  
Intermediate clerical, sales and service .....  
Intermediate production and transport workers .....  
Elementary clerical, sales and service workers .....  
Labourers and related workers .....  
Inadequately described .....  
Not stated .....

Are there labour and or skills shortages                      Yes                      No

If yes, in which sectors: .....

## Specialist Skills

Is the town, area or region recognised for particular specialist skills. i.e. Services to mining, service to emerging industries, agriculture, education, research etc?                      Yes                      No

If yes, please list the broad areas: .....  
.....

## Income

Average household income per capita (\$) .....

Average taxable income PA (\$) .....

Average effective rate of tax PA (%) .....

Local wage rates if available e.g. Supermarkets  
(Please list if weekly/annual) .....

## Government

Names of current sitting Members (representing the town,  
area or region) .....

Name of local Federal member? .....

Name of electorate? .....

Name of local State or Territory member? .....

Name of local/ district electorate? .....

Approximate date of next State/Territory election?  
(year or year and month) .....

Name of the Mayor? .....

When are the Local Government elections next held/expected? .....

How many Councillor positions are there? .....

## Lifestyle

Key lifestyle attributes for the town or area? *For examples  
restaurants, movies, arts centre, recreational facilities, special  
events, attractions (including environment), annual events etc.* .....

.....

.....

.....

## Town, Area or Region Emerging Opportunities

Does the town, area or region have recognised or developing specialist opportunities, for example organic farming, research centres, specialist telecommunications services, new industry developments?	Yes	No
If yes, please list:	.....	
	.....	
	.....	
	.....	

Have these emerging opportunities been assessed?	Yes	No
If yes, who has been advised of these opportunities (please list):	.....	
	.....	
	.....	

## Associations (Groups and Boards) Inventory

The Associations (Groups and Boards) Inventory describes the town, area or region's existing associations and groups and demonstrates the key strengths, services and capacities of an area. The Associations Inventory provides information on community interests and lifestyle opportunities and may also uncover previously untapped resources to assist economic and investment opportunities.

### Further Information

Contact:

- Art centres
- Business and business organisations (including rural)
- Charitable groups and associations
- Civic event organisers
- Council
- Development committees
- Educational institutions
- Emergency services
- Financial services
- Health and community health services
- Indigenous corporations and communities
- Local community action groups
- Local directories
- Local media
- Local museum
- Men's/women's groups
- Multicultural associations
- Older persons' groups
- Political lobby organisations
- Regional development boards, progress associations, chambers of commerce
- Religious groups
- Research organisations
- Residents – young, old, new
- Residents' guides/ family services directories
- Schools and childcare centres (and associated networks)
- Service clubs
- Sporting centres
- Tourism associations
- Tourist information centres
- Veterans groups
- Welfare service organisations
- Youth groups and networks

# Associations (Groups/Boards) Inventory

Name of town, area, region of study:

Name of Association, Group or Board .....

Contact person .....

Telephone .....

Facsimile .....

email .....

www address (if available) .....

Postal Address .....

.....

.....

Postcode .....

## Category of Association

(Please tick, one association might work across a number of categories so please tick for each category)

Arts and Culture

Community Services

Economic Development

Emergency and Safety

Environment, Conservation and Heritage

Health

Services (telecentres, OnLine Access centres, community technology centres and other business servicing groups, business incubators)

Sport and Recreation

Youth

Other

## Brief description

Main aim or service offered by the association? (one sentence) .....

.....

.....

.....

## Business Inventory

The Business Inventory showcases the breadth of existing businesses and industry sectors, demonstrating to potential investors opportunities for further development, service provision and/or value adding possibilities. Information sought in the business inventory includes a summary of exports, imports required, business ownership, investments, research and innovation undertaken, number of employees and business turnover.

### Benefits to Business:

The benefits to business from providing this information include:

- Giving an example of a cohesive business community;
- Promoting the breadth of existing businesses and available services within the study area;
- Identifying opportunities for value adding;
- Encouraging local entrepreneurs; and
- Discovering impediments (if any) to potential investors.

### Businesses to Include:

The collection of information by Project Researchers in this inventory is directed towards businesses that are operating in, or have the potential to operate in, sectors that are internationally focussed in goods and services for trade and investment. These include businesses that supply to international, multinational and domestic businesses and companies, exporters, manufacturers and service companies involved in consulting, ICT (information and communications technology), engineering and educational services. Also included are companies and businesses across rural, remote and regional Australia competing with importing companies for the provision of services and equipment. When indicating if a business is publicly or privately owned, public indicates that it is listed on the stock exchange.

### Sector Identification:

Project Researchers are asked to categorise business areas into four broad sectors that reflect the primary focus of the business. Businesses are asked to select the category that most suits their operations or are the primary focus of the business. While this does not do justice to the breadth and capacity of a business, the broad category identification will assist in summarily identifying potential or additional investment opportunities for potential investors looking to invest in a town, area or region.

The categories are drawn from the Industry Research and Development Board and have been suggested by AusIndustry (within the Department of Industry, Science and Resources).

### The Sectors:

1. Information Communications Technology including e-business, wireless technology, electronics, systems and processes to support industry, nanotechnology, communications services and infrastructure, systems software and enterprise applications.
2. Engineering and Manufacturing including resources, mining, engineering consultancy services, new industry development, advanced manufacturing.
3. Biological including biotechnology, pharmaceuticals, agribusiness, food industry development, food processing, aquaculture, fisheries, primary production, environmental recycling, tree lots etc.
4. Services including education, provision of energy services (electricity, gas and water), health, financial.

### Further Information and Research Sites

Possible sources of information include:

- Business associations, progress associations, Telecentres, On Line Access centres, community technology centres, development committees, enterprise centres, chambers of commerce, industry associations and other business and community service centres
- Business incubators
- Council
- Customers
- Directories
- Face to face visits to businesses
- Indigenous corporations and communities should also consider ATSIIC's Commercial Development Corporation at <http://www.cdc.gov.au>
- Information from the Associations Inventory
- Regional development boards
- Residents
- Shopping centres/ industrial areas
- Telecentres, On Line Access centres, rural transaction centres
- Telephone interviews with businesses
- Tourist information centres
- Websites including the Australian Chambers of Commerce and Industry <http://www.acci.asn.au> and the Industrial Supplies Office in each State and Territory including the (ISO Network) for information on Australian industrial capability, local industry development and tariff concession services <http://www.iso.net.au>. Follow links to the Network in each State and Territory for further information or email: [info@iso.net.au](mailto:info@iso.net.au)



# Business Inventory

Name of town, area, region of study:

Name of Business .....

Contact person .....

Telephone .....

Facsimile .....

email .....

www address (if available) .....

Postal Address .....

.....

.....

Postcode .....

**Date when the business was established** .....

## Business Sector

Please tick

Information communications technology

Engineering and manufacturing

Biological

Services

Other Businesses

(if other, what kind?) .....

## Exports Summary (if applicable)

Major commodities/ products exported .....

.....

.....

.....

Destinations of exported products? .....

.....

.....

## Are major imports required for the business?

Yes

No

If yes, what sort of imports:

Raw materials .....

Other products .....

.....

.....

# Business Inventory

## Business ownership

Please tick

Public (listed on a stock exchange)

Private

Mix of public and private

Community owned

## Investment (optional to complete)

What size of financial investment has been put into the business?

Please tick

Under A\$1 million

\$1.1 mill - \$5 mill

\$5.1 - \$10 mill

\$10.1 - \$50 mill

Over \$50.1 mill

Not specified

Is investment (further or new) planned?

Yes

No

## Research and Innovation

Is the business undertaking research and development?

Yes

No

If yes, does the research involve a third party? i.e. a research organisation, university, higher education facility, industry body.

Yes

No

## No. of Employees

Please list as full time equivalents (FTE) where possible

Seasonal workers

Yes

No

Number

If yes, give relevant months (from-to)

## Company turnover (if offered)

Please tick

Up to A\$100,000

A\$101,000 - \$500,000

A\$501,000 - \$5 mill

A\$5 mill +

## Utilities Inventory

The Utilities Inventory presents factual information about the capacities and costs of electricity, gas and water, giving potential investors preliminary information to consider in the context of their total investment strategy.

## Further Information and Research Sites

### Electricity

Possible sources of information include:

- Business and industry
- Council
- Electricity providers
- Electricity Supply Association of Australia Limited ■<http://www.esaa.com.au>■
- Industry associations
- Regional development boards
- Websites including State and Territory Governments:

#### Queensland

■<http://www.energy.qld.gov.au/electricity/index.htm>■ and tariff information can be found at ■[http://www.energex.com.au/for\\_business/asp/tariffs.asp](http://www.energex.com.au/for_business/asp/tariffs.asp)■

#### New South Wales

■<http://www.doe.nsw.gov.au>■ and look at site map to link to Energy at a Glance

#### Victoria

■[http://www.vic.gov.au/subindex.cfm?link\\_ID=20](http://www.vic.gov.au/subindex.cfm?link_ID=20)■

#### Tasmania

■<http://www.servicetasmania.tas.gov.au>■ and see Sub Topics

■<http://www.dier.tas.gov.au>■ for electricity information see Energy Related Sites

Aurora energy

#### South Australia

■<http://etsautilities.com.au/>■

#### Western Australia

■<http://www.energy.wa.gov.au/>■

#### Northern Territory

■<http://www.nt.gov.au/pawa/>■ and tariff information can be found at

■<http://www.powerwater.com.au/powerwater/html/business/power/btariff.htm>■

#### Australian Capital Territory

■<http://www.actewagl.com.au/>■

## Gas

Possible sources of information include:

- Business and industry
- Contractors to gas providers
- Council
- Gas providers
- Industry associations
- Regional development boards
- Regulating authorities
- The Australian Gas Association ■<http://www.gas.asn.au/>■
- Websites including State and Territory Governments

### Queensland

■<http://www.energy.qld.gov.au/gas/index.htm>■

### New South Wales

■<http://www.doe.nsw.gov.au>■ and look at site map to link to 'Energy at a Glance'

### Victoria

■[http://www.vic.gov.au/subindex.cfm?link\\_ID=20](http://www.vic.gov.au/subindex.cfm?link_ID=20)■

### Tasmania

■<http://www.servicetasmania.tas.gov.au>■ and see Sub Topics

■<http://www.dier.tas.gov.au>■ for gas information see 'Energy Related Sites'

### South Australia

■<http://www.originenergy.com.au>■

### Western Australia

■<http://www.energy.wa.gov.au/>■

### Northern Territory

■<http://www.dme.nt.gov.au/>■

### Australian Capital Territory

■<http://www.actewagl.com.au/>■

## Water

Possible sources of information include:

- Business and industry
- Contractors to water providers
- Council
- Water providers
- Industry associations
- Regional development boards
- Regulating authorities
- Websites including State and Territory Governments:

Queensland

■ <http://www.dnr.qld.gov.au/resourcenet/water/>■

New South Wales

■ <http://www.doe.nsw.gov.au>■ and look at site map to link to 'Energy at a Glance'

Victoria

■ [http://www.vic.gov.au/subindex.cfm?link\\_ID=20](http://www.vic.gov.au/subindex.cfm?link_ID=20)■

Tasmania

■ <http://www.servicetasmania.tas.gov.au>■ and see Sub Topics

South Australia

■ <http://www.sawater.sa.gov.au>■ and

■ <http://www.watercare.sa.gov.au/database/saprovid.htm>■ and see United Water and Riverland Water

Western Australia

■ <http://www.wrc.wa.gov.au/owr/>■

Northern Territory

■ <http://www.nt.gov.au/pawa/>■

Australian Capital Territory

■ <http://www.actewagl.com.au/>■ and ■ <http://www.act.gov.au/>■ and search under Our Services and then under topic areas select City Services and Utilities

Name of town, area, region of study:

## Electricity

Is the electricity supply:

Renewable	Yes	No
-----------	-----	----

If yes, is it

Hydro	Yes	No
-------	-----	----

Biomass	Yes	No
---------	-----	----

Solar	Yes	No
-------	-----	----

Wind	Yes	No
------	-----	----

Geothermal	Yes	No
------------	-----	----

Produced by combustion	Yes	No
------------------------	-----	----

If yes, is it

Coal	Yes	No
------	-----	----

Gas	Yes	No
-----	-----	----

Internal combustion	Yes	No
---------------------	-----	----

Transmission and distribution

Overhead lines	Yes	No
----------------	-----	----

Voltages (kV) if known .....

Underground cables	Yes	No
--------------------	-----	----

Voltages (kV) if known .....

Where does the source of power come from?

Local	Yes	No
-------	-----	----

Intrastate (within the State)	Yes	No
-------------------------------	-----	----

Interstate	Yes	No
------------	-----	----

If from interstate, please list .....

Who are the major supplier(s)? .....

.....

# Utilities Inventory

## Costs

What are the average commercial costs? Approximate \$ .....MW Hours

Additional costs Transmission Approximate \$ .....

Distribution Approximate \$ .....

Market Fees Approximate \$ .....

Regulated Delivery Approximate \$ .....

Is there a need/capacity for additional electricity? Yes No

Is there an opportunity to supply electricity back to the grid? Yes No

## Gas

Is LPG available? Yes No

Is natural gas available? Yes No

What is the quality of the gas available?  
(for example: commercial/ industrial use only) .....

If natural gas is available please complete:

What is the published capacity of the pipeline/ day? TJ/day .....

What is the average annual consumption by residential  
and commercial users? PJ/annum .....

Name of supplier and or retailer? .....

Name of pipeline operator? .....

Average commercial cost (delivered)? Approximate \$...../MJ

Is there a need/ capacity for additional gas? Yes No

Is there an opportunity to export gas? Yes No

## Water

Average annual capacity used (including residential and industry) .....

Capacity of town supplies .....

Is the water supply supplemented? Yes No

Capacity of pipeline if appropriate ML/annum .....

Pipeline operator if appropriate .....

Capacity utilised % .....

Supplier(s) .....

Potable water costs Approximate \$...../ML .....





## Transport Inventory

The Transport Services Inventory details existing transport services and capacities demonstrating potential locations for the movement/transfer of people, products and equipment.

### Further Information and Research Sites

#### Airport

- Airports Australia ■<http://www.airportsaustralia.com/map.php>■
- Aviation groups
- Council
- Local airport operator(s)

#### Port Harbour and Facilities

- Businesses and industry exporting/ importing from relevant port and related associations
- Council
- Port operators
- Regional development board, progress associations, chambers of commerce
- State and Territory Governments
- Stevedoring companies

#### Public Transport Facilities

- Council
- Directories
- Local bus operators
- Residential guides and residents
- Tourist offices and visitor information services

#### Bus/Coach Facilities

- Council
- Directories
- Local bus operators
- Residential guides
- Tourist offices and visitor information services

#### Rail

- Council
- Rail operators
- State authorities
- Tourist offices and visitor information services

## Roads

- Austroads is the association of Australian and New Zealand road transport and traffic authorities. ■<http://www.austroads.com.au/default.html>■
- Council
- Freight companies
- Local road authority offices (or regional offices)
- Regional development boards, progress associations, chambers of commerce
- Websites for State, Territory and Commonwealth governments including ■<http://www.algin.net/transinfo/Default.htm>■ linking to the Commonwealth's and Australian Local Government Association's transport initiative to improve transport planning in local government

## Intermodal Facilities

- Business and industry
- Council
- Regional development boards, chambers of commerce, business enterprise centres or other business servicing community organisations
- Residents
- Transport operators/ providers
- Visitors
- Websites including State and Territory Governments:

Queensland ■<http://www.transport.qld.gov.au/home.nsf>■ for information on public transport, maritime, rail, ports, aviation and air services, freight, driving and vehicles.

New South Wales

■<http://www.transport.nsw.gov.au>■

For roads ■<http://rta.nsw.gov.au/>■

Victoria

■<http://www.doi.vic.gov.au>■

For roads ■<http://www.vicroads.vic.gov.au>■

Tasmania

■[http://www.transport.tas.gov.au/about/transport\\_tas/roads.html#Tasmanian Roads](http://www.transport.tas.gov.au/about/transport_tas/roads.html#Tasmanian%20Roads)■

South Australia

■<http://www.transport.sa.gov.au>■

Western Australia

■<http://www.commerce.wa.gov.au>■

Northern Territory

■<http://www.nt.gov.au/dtw/>■

Australian Capital Territory

■<http://www.act.gov.au/urbanservices/index.html>■

Name of town, area, region of study:

## Airport

Is there a commercially managed and run airport(s)?	Yes	No		
Is there access to a private/ non-commercial airport if requested?	Yes	No		
If no, please list your closest airport (if several, please select the one with the most services available)	Location	Driving time (to closest 1/2 hour)	Kilometres	Direction
	.....	.....	.....	.....
If there is a commercial airport:				
Airport Reference Number (if known)	.....			
Number of main runways	Length (m)	Width (m)	Surface type	
1	.....	.....	.....	
2	.....	.....	.....	
3	.....	.....	.....	
Aircraft Capacity (on one or more of runways - for indication only)				
Small (e.g. BAe146, F27)	Yes	No		
Mid sized (e.g. DC3, Saab SF430)	Yes	No		
Large (e.g. B737's or larger)	Yes	No		
Current services schedule				
Daily	Yes	No		
Less regular (e.g. several flights per week)	Yes	No		
Is the strip (or a main strip) lighted?	Yes	No		

## Port/ Harbour and Facilities

Is there a commercially managed and run port(s)?	Yes	No		
Is there access to a private/ non-commercial port if requested?	Yes	No		
If no, please list your closest commercial port (if several, please select the one with the most services available)	Location	Driving time (to closest 1/2 hour)	Kilometres	Direction
	.....	.....	.....	.....
If a port is available within the town, area or region:				
Operator of Port (Authority) or owner if a private port	.....			
Pilotage	Yes	No		
Size of ships able to use the port (tonnes):	.....			
Maximum Length Overall (metres)	.....			
Daylight (in and out)	.....			
Darkness (in and out)	.....			

# Transport Inventory

Depth in approach channels .....

Number of berth spaces .....

Mechanical handling equipment available      Yes                      No

Road access    Yes                      No

Rail access    Yes                      No

If needed, are tugs available?                      Yes                      No

Are ship repair services available?                Yes                      No

Are stevedoring companies are operating?        Yes                      No

What are the principal commodities handled through the port? .....

.....

.....

Are quarantine inspection services available?    Yes                      No

## Public Road Transport Services

Are public road transport services available within the town, area or region?    Yes                      No

If no, please list the closest access to public road transport available. If several, please select the one with the most services available and then continue to rail.

Location	Driving time (to closest 1/2 hour)	Kilometres	Direction
.....	.....	.....	.....

If yes:

Bus Services (local and short distance)            Yes                      No

Regular weekday service                              Yes                      No

Regular weekend service                                Yes                      No

Services supplied by: .....

Coach Services (generally considered as private hire and for longer trips)

Interstate Services                                      Yes                      No

Intrastate     Yes                      No

Private hire    Yes                      No

Services supplied by: .....

## Rail

Is the town serviced by a rail line?                Yes                      No

If yes, please continue. *If no, please refer to Roads*

Are there Rail head/ depot/ yards in the town/region?    Yes                      No

Are freight services available?                      Yes                      No

Supplied by? .....

# Transport Inventory

Main goods carried? .....

Usual number of wagons hauled? .....

Are passenger services available? Yes No

Supplied by? .....

Are passenger services considered regular? Yes No

## Roads

Is the town, area and region connected and accessible by a network of:

Sealed freeways? Yes No  
Number of lanes (each way) .....

Sealed highways? Yes No  
Number of lanes (each way) .....

Sealed main roads? Yes No

Minor and unsealed roads Yes No

Average number of vehicle movements per day:

	Passenger	Freight
North South	.....	.....
South North	.....	.....
East West	.....	.....
West East	.....	.....

Is there a regular road freight service available Yes No

Cost per kg .....

Is there a spare back load capacity

From region	Yes	No
To region	Yes	No

Are there any major road transport depots in the town area or region? Yes No

## Intermodal capacity

Do users feel there are good connections/ links between various transport modes? Yes No

Are there plans or proposed developments to improve links between transport types? Yes No



## Services Inventory

The Services Inventory highlights key services available in health care, education, recreation/lifestyle, financial services, business support services and short-term accommodation.

## Further Information and Research Sites

### Health

- Community health centres
- Council
- Hospitals
- Indigenous corporations and communities
- Multi purpose health services
- Regional committees/ councils on health
- Residents
- Rural health teaching centres

### Education and Training

- Council
- Directories
- Grant applications (current and previous)
- Local facilities including schools, TAFE and universities (websites for TAFE and universities are often helpful)
- Parents and citizens associations
- Regional development boards
- Residents' guides/ family services directories
- Telecentres, On Line Access centres, community technology centres
- Websites for further information include:

Commonwealth Department of Education, Science and Training  
 ■<http://www.dest.gov.au>■

Queensland

■[http://education.qld.gov.au/apps/owa/school\\$.startup](http://education.qld.gov.au/apps/owa/school$.startup)■ for schools, select the type of school and click search – no other details are required

New South Wales

■<http://www.det.nsw.gov.au>■ and ■<http://www.search.nsw.gov.au/education.asp>■

Victoria

■<http://www.det.vic.gov.au/>■

Tasmania

■<http://www.education.tas.gov.au/main/findus/default.htm>■

South Australia

■[http://www.dete.sa.gov.au/dete\\_home.asp](http://www.dete.sa.gov.au/dete_home.asp)■

Western Australia

■<http://www.eddept.wa.edu.au>■

Northern Territory

■<http://www.eddept.wa.edu.au>■

Australian Capital Territory

■<http://www.decs.act.gov.au>■

### Financial Services

- Australian Bankers Association ■<http://www.bankers.asn.au>■ (also look at 'Community Projects')
- Business associations, progress associations, development committees, chambers of commerce
- Council
- Directories
- Grant applications (current and previous)
- Indigenous corporations and communities
- Regional development boards
- Residents
- Residents' guides/ family services directories
- Shopping centres/ strips
- Telecentres, OnLine Access centres, community technology centres and rural transaction centres
- Tourist information centres and visitor information

### Telecommunications

- Business associations, progress associations, development committees, chambers of commerce
- Council
- Directories
- Grant applications (current and previous)
- Local computer/ICT specialists
- Local Internet service providers
- Telecentres, OnLine Access centres, community technology centres and rural transaction centres
- Regional development boards
- Residents
- Residents' guides/ family services directories
- State, Territory and Commonwealth governments
- Websites for further information include the Department of Communications, Information Technology and the Arts ■[www.dcita.gov.au](http://www.dcita.gov.au)■, the National Office of the Information Economy ■[www.noie.gov.au](http://www.noie.gov.au)■, Commonwealth Government Online ■<http://www.ogo.gov.au>■ and State and Territory Government sites



**Short Term Accommodation**

- Business and industry
- Directories
- Grant applications (current and previous)
- Real estate agents
- Residents and visitors
- Residents' guides/family services directories
- Shopping centres
- Tourist information centres

Name of town, area, region of study:

## Health Services

Are health services available in the town, area or region?	Yes	No
Hospital(s)	Yes	No
Community health services	Yes	No
Youth services	Yes	No
Mental health services	Yes	No
General practitioners (doctors)	Yes	No
Dental services	Yes	No
Royal Flying Doctor Services	Yes	No
Helicopter medical retrieval services	Yes	No

If no, for any health services, please list the closest location (if several, please choose the location with the most services)

	Location	Driving time (to closest 1/2 hour)	Kilometres	Direction
Hospital	.....	.....	.....	.....
Community health services	.....	.....	.....	.....
Youth services	.....	.....	.....	.....
Mental health services	.....	.....	.....	.....
General practitioners (doctors)	.....	.....	.....	.....
Dental services	.....	.....	.....	.....
Royal Flying Doctor Services	.....	.....	.....	.....
Helicopter medical retrieval services	.....	.....	.....	.....

Hospitals:

If hospital located in the town, area or region:

Number of hospitals? .....

What services are available from the hospital(s)?:

Number of beds:

Medical care	Yes	No	.....
Specialist care	Yes	No	.....
Aged care	Yes	No	.....

## Educational & Training

*TAFE*

Are TAFE facilities available? Yes No

Is there a campus in the town, area or region? Yes No

If yes, name of campus? .....

# Services Inventory

Are courses delivered on-campus?	Yes	No
Are courses delivered on-line through distance education?	Yes	No
<i>University</i>		
Is university education available?	Yes	No
Is there a campus in the town, area or region?	Yes	No
If yes, name of the campus?	.....	
If no, is university education available on-line?	Yes	No
If on-campus training is provided does it include:		
1st year courses	Yes	No
2nd and 3rd year courses	Yes	No
Final year and Honours	Yes	No
Postgraduate	Yes	No
Are there special interest areas the university is targeting?	Yes	No
If yes, please list	..... ..... .....	

## School Education

### *High Schools*

How many high schools are in the town, area, region?	.....	
How many are private?	.....	
Total student numbers (public)	.....	
Total teacher numbers (public)	.....	
Total student numbers (private)	.....	
Total teacher numbers (private)	.....	
Is senior secondary education available (Years 11 & 12) in the town, area or region?	Yes	No

### *Primary Schools*

How many primary schools are in the town, area, region?	.....	
How many are private?	Yes	No
Total student numbers (public)	.....	
Total teacher numbers (public)	.....	
Total student numbers (private)	.....	
Total teacher numbers (private)	.....	

### *Distance Education*

Is distance education offered?	Yes	No
Where is the nearest coordinating base for distance education?	.....	
How many students are currently enrolled?	.....	

# Services Inventory

## Financial Services

Please indicate banks operating in your town, area, region:

Level of service (full, partial with staff or EFTPOS only)

Commonwealth Bank	Yes	No	.....
National Australia Bank	Yes	No	.....
ANZ	Yes	No	.....
Westpac	Yes	No	.....
Credit Union Branches	Yes	No	.....
Community Banks	Yes	No	.....
Rural Transaction Centre	Yes	No	.....
Are general investment services available?	Yes	No	.....
Are there taxation and superannuation consultants?	Yes	No	.....

## Telecommunications

Is there mobile telephone coverage throughout your town, area, region?	Yes	No	
Is it considered comprehensive?	Yes	No	
Is the town, area or region serviced by a Telecentre, Online Access Centre, Internet Café, Community Technology Centre?	Yes	No	
Are telecommunications services provided through optical fibre?	Yes	No	
Are satellite dishes for communications available?	Yes	No	
Is videoconferencing available?	Yes	No	
Are there specialist information communications technology companies and businesses operating in the town, area or region?	Yes	No	
Is there a local Internet Service Provider in the town, area or region?	Yes	No	
Name of local Internet Service Provider?	.....		
	.....		

## Short Term Accommodation

Please list the number of:	Number	Beds	Rating (no. of stars) if available
Hotels	.....	.....	.....
Motels	.....	.....	.....
Bed & Breakfast	.....	.....	.....
Self-contained accommodation (e.g.. cabins, short term units to let)	.....	.....	.....
Backpacker style accommodation	.....	.....	.....
Caravan parks	.....	.....	.....

## Property Values Inventory

The Property Values Inventory describes the availability and costs for residential property purchase or rental, commercial property lease or purchase and vacant land.

### Further Information and Research Sites

#### Residential Property

- Council
- Directories
- Local newspapers
- Real estate agents
- Regional development boards, progress associations, chambers of commerce
- Residents
- Residents' guides
- Websites for further information including ■[www.reiaustralia.com.au/](http://www.reiaustralia.com.au/)■

#### Commercial and Industry

- Council
- Directories
- Existing business and industry
- Local newspapers
- Real estate agents
- Regional development boards, progress associations, chambers of commerce
- Websites for further information including ■[www.reiaustralia.com.au/](http://www.reiaustralia.com.au/)■

#### State and Territory Government Sites for General Planning Information

##### Queensland

■<http://www.dlqp.qld.gov.au/>■

##### New South Wales

■<http://www.duap.nsw.gov.au> ■

##### Victoria

■<http://www.doi.vic.gov.au/doi/internet/planning.nsf>■ and also see Projects

##### Tasmania

■<http://www.del.mtas.gov.au/lis/>■

■[http://www.rpdc.tas.gov.au/planning/pln\\_docs/planning.htm](http://www.rpdc.tas.gov.au/planning/pln_docs/planning.htm)■

##### South Australia

■<http://www.planning.sa.gov.au/>■

##### Western Australia

■<http://www.planning.wa.gov.au/>■

##### Northern Territory

■<http://www.planning.sa.gov.au/>■

##### Australian Capital Territory

■<http://www.palm.act.gov.au/>■

# Property Values Inventory

1/1

Name of town, area, region of study:	
--------------------------------------	--

Are published zoning regulations and criteria available from the council? Yes  No

If yes, please provide contact details

Name .....

Contact details .....

.....

## Residential Property

### Rental

What are the average weekly rates for rental of housing for: \$

One bedroom flat/ small unit for single accommodation? .....

Three bedroom family home? .....

Four bedroom executive home (with luxury features)? .....

What are the average vacancy rates for: %

One bedroom flat/ small unit for single accommodation? .....

Three bedroom family home? .....

Four bedroom executive home (with luxury features)? .....

Is there a shortage of any type of rental accommodation? Yes  No

If yes, what sort of accommodation is needed?

Single Yes  No

Family Yes  No

### Purchase

What are general purchase prices of residential real estate for:

One bedroom flat/ small unit for single accommodation? .....

Three bedroom family home? .....

Four bedroom executive home (with luxury features)? .....

## Commercial/Industrial

Is there a range of commercial rental property available for lease? Yes  No

Is there a range of commercial property available for purchase? Yes  No

Are they serviced (or partially serviced) with roads sewerage vacant sites available? Yes  No

What is the average lot size of land for purchase? .....

What is the average cost of land? \$ .....m2

Is there a dedicated industrial park or precinct? Yes  No

If yes, is the park or precinct serviced with major utilities (electricity, gas, water)? Yes  No

**Case Studies,  
Business Profiles  
&  
Community  
Snapshots**





# Beyond Cities—Investment Initiatives in Rural, Remote and Regional Australia

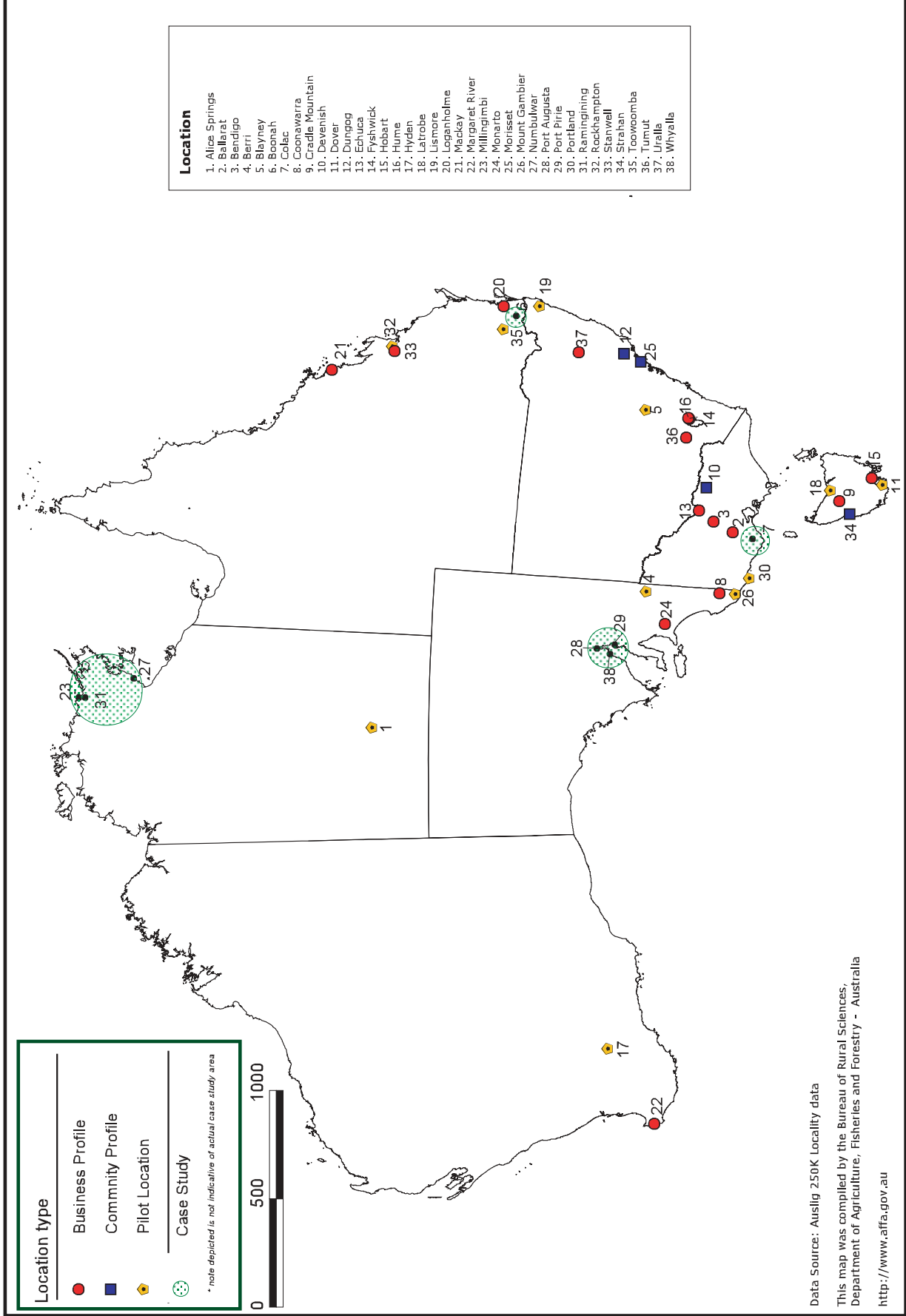
## Introduction

The following series of case studies, business profiles and community snapshots demonstrate examples of investment initiatives currently operating in rural, remote and regional Australia. Together, they represent innovative ideas, the use of a diversity of opportunities and sound business and community management.

In particular, they show the ways in which the assets of rural, remote and regional Australia have added value to each operation, whether through the availability of a young qualified workforce, geographic position, transport economies or identifying links through communities. Many examples have been suggested by the relevant State and Territory investment agencies and do not necessarily reflect an involvement by *Invest Australia*.



# Beyond Cities: A Guide to Locations of Contributors



Data Source: Auslig 250K Locality data  
 This map was compiled by the Bureau of Rural Sciences,  
 Department of Agriculture, Fisheries and Forestry - Australia  
<http://www.affa.gov.au>

## Case Studies

These four case studies illustrate many of the innovative and cooperative initiatives already taking place throughout rural and regional Australia to give greater definition and precision to investment attraction.

Together with other examples occurring in different parts of the country, they have yielded both tangible and intangible results. The tangible results include measurable increases in investment, development of niche markets and the creation of jobs. Intangible results include an increased confidence in the future by existing businesses, an increased readiness to take up opportunities and a heightened sense of stability within the community because of consultation processes.

With the assistance of all four organisations, 'Inside Intelligence' is featuring these case studies because they illustrate the possibilities of building investment potential from within.

## **Boonah Shire Rural Economic Development Institute, Queensland**

Location: An hour inland from Brisbane and the Gold Coast

Population: 8,500

Industries: Mainly primary production, many with value-adding innovations.

### **Challenges**

- Few career opportunities for young people;
- Downturn in returns from traditional farming; and
- Economic pressure to become part of the drift to nearby centres.

### **The Institute: A Living Laboratory of Ideas**

Inspired by the Institute of Economic Development in Nebraska, United States and in partnership with the Bank of Ideas, Western Australia, the Boonah Institute runs intensive workshops with local and internationally recognised facilitators to assist rural people throughout Australia meet the challenges of the coming decades through the enhancement of their skills and exposure to new ideas.

The Institute is developing its own identity and has a broad representation of community organisations to help chart that course.

It is funded through the Department of Transport and Regional Services Rural Communities Programme.

### **Background to the Development of Institute**

Launched in October 1999, the Institute was formed as a co-operative venture between the Boonah Shire Council and the Chamber of Commerce with the support of many active local business people.

The Institute does not have a permanent home, but is rather a base for ideas, holding workshops and meetings in venues according to attendance and need.

### **Federal and State Government Recognition and Assistance**

The Institute was awarded the 2000 Community Services Rural Winner in the National Awards for Innovation in Local Government by the Department of Transport and Regional Services. Export activities in the region are supported through Austrade and the Queensland State Government.

### **Institute Philosophy**

- To build networks with other communities in Australia and overseas who have stepped 'outside the square';
- To give a framework for taking opportunities;

- To harness the collective energy and innovative ideas of rural people and make them accessible to a wider audience;
- To be a reference and resource hub for rural communities;
- To respect and value the assistance of volunteers; and
- To build world best practice models of successful initiatives by self-driven small communities.

## **Changes since the beginning of the Institute**

- Established a Calendar of Institute Events;
- Conducted a Farm Diversification Project for farmers, with subsequent crop diversification by some local growers;
- Growth of niche businesses, including increased establishment of bed and breakfast accommodation;
- Created attitudinal change among many rural communities;
- Established a climate of innovation;
- An export business in grasses has grown from an Institute wildflower workshop;
- Encouraged a feasibility study for a boutique cheese industry; and
- A marked lift in the national profile of the Boonah Shire and a demonstration of what motivated small communities can achieve.

## **The Institute Youthworx program**

Boonah recognises that one of the key challenges for rural communities is providing interesting career paths and social structures for its young people. In association with the Western Australian Bank of Ideas, the Institute launched the national 'Youth at the Centre' program in early 2001. The program will act as a pilot for other communities who want to retain their young people. Among its proposed activities are the establishment of a youth foundation to support young people who have a business idea and for those who need to leave the area to study and intend to come back and use their knowledge locally.

## **3 Tips for Other Communities**

1. Don't try to reinvent the wheel – change the spokes instead;
2. Get interesting people who have a story to tell – challenges don't exist in isolation; and
3. Keep the community aware of what's happening.

**Further Information:** [infobscoc.com.au](http://infobscoc.com.au)

## Colac Otway Shire, Victoria

**Location:** On the shores of Lake Colac, 138 kilometres south west of Melbourne. Includes inland town of Colac, Apollo Bay on the coast and part of the Great Ocean Road.

**Population:** 21,000

**Industries:** Tourism, primary production, timber, manufacturing and services, construction, retail and wholesale and public sector.

**Visitors:** 2.7 million people travel the Great Ocean Road each year.

### Challenges

- Need to plan for industrial, commercial and residential development for next 20 years;
- Management of environmental pressures on Great Ocean Road through increased tourism;
- Forestry management;
- United approach to marine park policies and use of water; and
- Cooperative approach required for infrastructure planning and management of the Great Ocean Road, a tourism icon of national importance outside the Shire's direct responsibility.

### Economic Development Strategy

Prepared between October 1998 and March 2000, approved by all participating bodies and the community and awaiting final ministerial sign-off. The strategy has become the strategic master plan of the municipality and is part of several documents that came out of the wide-ranging approach to its preparation.

### Partners in Strategy and Funding

Funding for the strategy came from the following bodies who became partners in developing the strategy and related documents specific to the interests of each body.

Colac Otway Shire Council	\$40,000
Department of Natural Resources & Environment	\$15,000
Western Coastal Board (State)	\$30,000
Greater Green Triangle Area Consultative Committee	\$15,000
Department of State & Regional Development	\$15,000

### Benefits of Partnering

All partners had a particular interest in different areas of the strategy. By contributing to the strategic master plan, the core information was shared and each partner pursued their own areas of responsibility (e.g. coastal, environment, forestry) and prepared their own strategic directions in separate documents while making a contribution to the wider strategy.

## Benefits of Strategic Master Plan

- New confidence by developers in the future of the region reflected in increased interest;
- Ability of Shire to give better guidance to developers about approval possibilities;
- Shire has a new and unified direction;
- Strategy assists companies trying to gain State and Federal government assistance; and
- Because of partnering approach, the Shire has gained a higher level of credibility with State and Federal agencies.

## Changes since completion of Strategic Master Plan

### Direct

- Finalisation of redevelopment of Colac abattoir, with an investment of \$13.5 million (former workforce 86 full time, 30 part time, now 120 full time and 40 part time with a five year plan to go to 235 employees);
- Presently negotiating with United Dairy Power for a \$15 million investment with potential to create between 30 and 40 new jobs; and
- Regal Icecream: \$15 million business expansion, creating 15-20 jobs.

### Indirect

Recognising the importance of the community and the need to provide a social fabric to support and encourage an increasing population, a \$5 million performing arts centre with cinemas and hall has been built by the Shire.

## Community Consultation

Community consultation was an important part of the overall strategy and, because many people owning properties in the Shire are absentee owners, well attended public meetings were held both in the Shire and in Melbourne. As well, the consultants to the project invited those who could not attend the public meetings to meet with them privately in either Melbourne or the Shire. All strategic documents, summarised in point form, were sent to ratepayers and interested others. Changes reflecting their comments were made to the plan.

## 3 Tips for Other Communities

1. Arrange face to face workshops with partners at their place or yours – it encourages participation, avoids duplication and develops great ideas;
2. Balance the interests of developers and the local community; and
3. Recognise the real value of bringing all the key stakeholders together.

**Further Information:** [merv.hair@colacotway.vic.gov.au](mailto:merv.hair@colacotway.vic.gov.au)

## Upper Spencer Gulf Common Purpose Group, South Australia

Location: Port Pirie, Port Augusta and Whyalla, South Australia

Population: 65,000

Industries: The area is known for steel making, lead smelting, shipping, power generation and related industries, and has a strong reputation linked to the rail and servicing industry.

### Regional Challenges

- Proposed changes to BHP company structure and ownership;
- Privatisation of rail activities and power generation;
- Previous high levels of public sector employment;
- Three local government areas with a reputation for having disparate views; and
- Employment and population decline.

### Background to Preliminary Investment Strategy released in June 2000

The Upper Spencer Gulf Common Purpose Group was formed in February 1999 with a charter to 'turn around the economies of the region by 2010'. As part of this charter, and following intensive work by the Group and its implementation arm, the Upper Spencer Gulf Implementation Team, a preliminary investment strategy ('Making a Case') was prepared for the region by *Invest Australia*, identifying eight priority areas for investment. An important aspect in the preparation of the strategy was the cooperation of regional organisations, businesses, educational and health institutions and communities.

### Action following preliminary investment strategy

Of the eight potential investment opportunities identified in the report, the community decided to concentrate on four: defence/aerospace; resource processing; tourism; and transport and services. These four areas are now being pursued in the strategy's next stage: the Active Investment Strategy.

### The Unexpected

- The identified priority area of resource processing might have been considered a weakness by some, whereas coupled with initiatives in industry clusters using small business, it became a strength; and
- While Port Augusta has been known as 'The Crossroads of Australia', the region has not fully realised the potential of its geographic location.



## Big Business Effect

Because of the investment strategy, large businesses with a long history in the region have increased confidence that their future needs can be adequately serviced.

## Small Business Effect

A small business industry cluster project has been developed to service existing industries in a more competitive way. The investment strategy revealed that, although identified as 'old economy', the region has unmatched skills to service and maintain blast furnaces, lead smelters, uranium and copper mine equipment.

## Government Assistance

The region sought federal assistance from *Invest Australia* for the preparation of the preliminary investment strategy. As a consequence of the renewed focus of the region a full time Austrade export officer now works across the region, reflecting its co-operative approach. A number of state and local initiatives are also in place including the employment of an enterprise development officer by Partners in Rail, the establishment of an alternative telecommunications link between the three Upper Spencer Gulf cities and Adelaide to decrease telecommunications costs, and strategies to increase the amount of research being used by businesses in the region.

## Benefits of a preliminary investment strategy

- "It led us to identify our strengths and gave us the most comprehensive document ever available on the region";
- "The three councils and regional development bodies now approach the region with a common view"; and
- "While the strategy has not yet reached the point of attracting investment, we are on track and confident that it will".

Andrew Eastick, Chairman, Upper Spencer Gulf Implementation Team, March 2001

## 3 Tips for Other Communities

1. Examine past strengths to see if they can be reinvigorated;
2. Recognise that outside investors might invest in existing industry; and
3. An independent 'outsider' who commits to the region and respects its goals can be beneficial during the preliminary investment strategy stage to help give a balanced overview.

**Further Information:** [aeastick@nrdb.com.au](mailto:aeastick@nrdb.com.au)

## **East Arnhem Business Development Association (EABDA), Northern Territory**

**Location:** From Numbulwar in the Gulf of Carpentaria to Milingimbi and Ramingining in Central Arnhem Land.

**Ownership:** Arnhem Land is owned by Aboriginal people with the exception of the mining leases at Nhulunbuy and Groote Island.

**Industries:** The region contains one of Australia's largest bauxite mines/alumina production plants and is one of the world's largest producers of high grade manganese ore. Other industries include commercial pelagic species fishing, prawn fishing, pearl farming. Tourism is in its early stages. The recent Australian film, 'Yolngu Boy' was shot in Arnhem Land.

### **Challenges**

- Isolation and consequent lack of recognition of business opportunities in the region by those in other areas of the Northern Territory and Australia;
- Population of 16,000 people in an area of 97,000 square kilometres (ABS 1995);
- Developing appropriate businesses and partnerships in Aboriginal-owned Arnhem Land; and
- Lack of baseline data from which to plan.

### **Economic Development Strategy**

Undertaken in 1995, the study detailed the economic constraints and opportunities in the region, gathering data on its socio-economic characteristics through extensive consultation. EABDA, with a current membership of nearly 30 organisations was the steering committee for the Strategy. Member organisations include Aboriginal owned businesses, ATSIC and the Northern Land Council, Federal and Territory governments, the chamber of commerce, community organisations, tourism, finance and other businesses.

The Strategy documents the region's history, physical environment, demographics, infrastructure and services, an analysis of land tenure, labour market and the region's strengths, weaknesses, constraints and opportunities, providing EABDA with a platform to initiate further development projects. The Strategy is updated every five years to ensure its relevance. The next update is due for release at the end of 2001.

### **Role of EABDA**

- To identify, research and foster economic, employment and development opportunities;
- Optimise the delivery of employment, education and training programs and services to the region, including the maximum participation of Aboriginal people; and
- Encourage a partnership approach to development, which has the agreement of the traditional landowners and is compatible with their aspirations.

## Benefits of Economic Development Strategy

- Increased business opportunities for Yolngu and other Aboriginal people and Europeans;
- Increased emphasis on feasibility studies and planning; and
- Increased readiness to take up opportunities in the areas of business, education and employment.

## Territory and Federal Government Assistance

The Council for Regional Development NT (CRDNT) accesses funding submissions for business feasibility studies, management plans and regional development projects. If projects are approved by CRDNT, the submission goes to the Department of Industries and Business for the Minister to review.

Changes since completion of the Economic Development Strategy:

- East Arnhem Regional Tourism Development Plan compiling all known tourism assets, tourist activity and proposing recommendations for further ventures;
- Feasibility study of a 'business incubator without walls' to provide workspace, back-up service and management support throughout the region to new microbusinesses;
- Feasibility study on running freight to East Arnhem Land by road in addition to its normal delivery by air and sea. EABDA is now working towards a Statement of Intent between traditional owners; and
- Employment survey establishing links between availability, attitude, distance and other factors affecting the take up of positions on the East Arnhem Land by Yolngu unemployed.

## Innovation

When a new business idea is brought to EABDA and fits with its objectives, a suitable funding program is sought. The project remains the exclusive property of the proponent for a period of six months, allowing time for them to consider the future planning and possible direction of the project. After six months, the project outline with the results of any feasibility study is made available to other interested parties.

## 3 Tips for Other Communities

1. Involve as many members of the community as possible;
2. If consultants are employed, ensure they receive local contacts for the broadest possible networks; and
3. Aim for a strong committee and ensure that vested interests are not unduly represented when proposals are discussed.

**Further Information:** ■ [www.octa4.net.au/eabda](http://www.octa4.net.au/eabda) ■

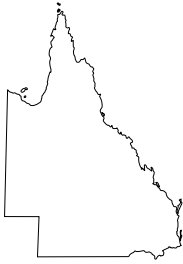


## Business Profiles

The businesses featured have realised the benefits of locating in rural, remote and regional Australia. The reasons they give for their competitive advantage are many, from the ability to attract a long term stable workforce to proximity to raw materials, to locations with good access routes to more than one major city.

The profiles are from across Australia and the workforce size ranges from as few as six people to as many as several hundred. They show a mix of industries and enterprises and a spread of capital intensive to more labour intensive operations.

All the profiles illustrate a long term commitment to rural and regional Australia with several businesses actively targeting young people seeking career opportunities outside the cities.



## Queensland

### Adacel Technologies Limited

Location: Head Office: Melbourne, Victoria

Regional Operation: Mackay, Queensland

#### Business

Established in 1987, Adacel Technologies Limited is one of Australia's leading developers of advanced software and systems for e-business, telecommunications, aviation and defence.

#### Background

Adacel has a commitment to regional Australia with a series of software operations based across the country planned for the next ten years. The first, now fully operational, is in Wodonga, Victoria. Adacel's next software development centre is planned to be located in Mackay, Queensland.

#### Regional Investment Pluses

- Availability of young, highly trained workforce wanting to stay in the region;
- Emphasis on mathematics and science skills in the Queensland secondary school system;
- Availability of good tertiary education through the University of Central Queensland; and
- Queensland Government support for the initiative.

#### Challenges Setting up Software Centres

- Taking responsibility for employment of well-educated young people who want to live and work in regional areas;
- Getting the demographics right; and
- Finding young people with the right standard of mathematics and a passion for computers.

#### Investment Size

Millions of dollars and ongoing investment.

#### Workforce

Mackay operation to begin in January 2002 with 22 employees, with gradual increases to its full complement of 200 over five years.

Further Information: ■ [www.adacel.com](http://www.adacel.com) ■

## Australian Magnesium Corporation

Location: Stanwell, Central Queensland

Population: 65,000

Closest main town: Rockhampton



### Business

World's largest magnesium plant operational by 2004 using Australian proprietary technology designed by Australian Magnesium Corporation and CSIRO. The \$1.2 billion plant will produce magnesium and magnesium alloys for use by the automotive components and diecasting sector. More than \$180 million has been invested in research and development, pilot and demonstration plants, and pre-commercial development and training activities. Stage 1 will produce 97,000 tonnes per annum, with preliminary approvals up to Stage 4 and 360,000 tonnes per annum in later decades.

### Regional Investment Pluses

- Builds on Rockhampton and Gladstone credentials as aluminium/magnesium centre of Australia;
- Marks birth of new light metals industry in Australia;
- Value adds to Australia's largest magnesite deposit, discovered 15 years ago;
- Catalyst for downstream component and manufacturing processing industries; and
- Supported by local and national tertiary research bodies.

### Challenge

Manage employment peaks and troughs in transition from project construction activity to operational commencement.

### Investment Size

\$1200 million

### State and Federal Government Assistance

CSIRO funding of \$50 million for technology development and commercialisation activities and \$50 million in common user infrastructure for the Stanwell Energy Park provided by the Queensland Government.

### Workforce

A peak contractor construction workforce of 1000 at Stanwell and 300 engineers in Brisbane and Rockhampton during three year construction phase. Operational employment of 350 staff when project is commissioned.

### Community Consultation

Three years of initial project planning and community consultation began in 1997. An Environment Impact Statement was prepared over two years and approved in July 2000 by all relevant Federal, State and Local Government departments.

Further Information: ■[www.austmg.com](http://www.austmg.com)■



## Regional Financial Services Ltd (RFS)

Location: Loganholme, Queensland

Closest main town: Brisbane

### Business

RFS is a new financial planning dealer group specialising in servicing the needs of rural and regional Australians. RFS aims to create, protect, enhance and structure wealth for individuals and businesses. RFS will establish partnerships with financial and other professional advisers in rural and regional areas. RFS will also work with producer and industry associations and local councils and provide expertise, infrastructure and, in the right circumstances, capital to help grow partnership businesses. RFS will also identify and develop investment opportunities and assist in structuring them to ensure their attractiveness to institutional investors.

### Regional Investment Pluses

- Large number of consumers seeking tailored financial services;
- Existence of financial and other professional advisors throughout regional Australia; and
- Young people in regional Australia seeking a defined career path in the financial services industry.

### Challenges

- Creating a climate of collaboration;
- Training the required number of advisers; and
- Supplying infrastructure support.

### Investment Size

'Significant budget'

### Workforce

Eight in head office, with a proposed workforce of more than 100.

### Joint Venture

RFS is owned by Zurich Financial Services Australia Limited and Future Capital Corporation Limited whose principal is Chris Kopittke.

Further Information: ■[www.rfs.net.au](http://www.rfs.net.au)■



## New South Wales

### Uralla Telemetry, Tracking and Control Station

Location: Uralla, New South Wales

Nearest main centre: Armidale (22kms north east)



#### Business

In partnership with Lockheed Martin, established a commercial communications satellite tracking station in 1999. The operation tracks commercial communication satellites in the early weeks of their launch to enable their use by customers who include worldwide telecommunications companies. Lockheed Martin signed a lease with CSIRO for the site.

#### Regional Investment Pluses

- Good visibility and dry climate;
- Minimum interference from other microwave towers;
- Location gives unobstructed access to satellites;
- Site similar in longitude to previous site in Guam which closed because of problems with salt water corrosion;
- Half-way between Sydney and Brisbane;
- Close to the New England Highway;
- Proximity to New England University for skilled workforce; and
- Local community pro-active in getting the facility located in Uralla.

#### Challenges

Highly specialised on-the-job training for staff.

#### Workforce

3 full time, 3 part time and expanding soon.

#### Government Assistance

After initial contact about the project from the NSW Government, the Uralla Shire Council located two appropriate sites and rezoned them at a cost of around \$20,000 before Lockheed Martin made its decision. This established the Shire's goodwill and removed a potential time and planning barrier. Uralla Shire Council gave personal introductions to federal parliamentarians, introduced them to decision makers, key business and education contacts. The NSW Government gave \$100,000 to Uralla Shire Council for infrastructure which the Council passed on to Lockheed Martin to help defray the costs of constructing roads to the Tracking Station.

#### Joint Venture

The operation is owned and operated by Lockheed Martin Australia Pty. Ltd.

Further Information: ■[www.lockheedmartin.com](http://www.lockheedmartin.com)■



## Visy Kraft Mill

Location: Tumut, NSW

Population: 7,000

Closest main town: Canberra

### Business

Unbleached mini kraft pulp and paper mill to be fully operational by September 2001 with a capacity to produce 300,000 tonnes of pulp and paper each year for domestic and export markets. Visy uses leading paper making and environmental control processes with the world's lowest water use in comparable industries.

### Regional Investment Pluses

- Skilled and available workforce;
- Location half-way between Sydney and Melbourne with access to Hume Highway;
- Close to water; and
- Supported by nearby tertiary bodies for education, training and research.

### Challenge

Availability and price of temporary accommodation for workers.

### Investment Size

\$400 million

### Government Assistance

\$36 million facilitated by *Invest Australia*: \$15 million taxable cash grant in equal instalments over five years and \$21 million for infrastructure support.

### Workforce

Up to 900 employees during the two year construction period. 145 permanent workforce on completion. Independent study estimates 960 direct and indirect jobs will be created through forestry, transport and servicing.

### Community Consultation

Consultation with local community before and during construction to continue when Visy is fully operational.

**Further Information:** ■ [www.visy.com.au](http://www.visy.com.au) ■

## Victoria

### Bendigo Stock Exchange

Location: Bendigo, Victoria



#### Business

Bendigo Stock Exchange (BSX) opened in October 2000 to service small and medium enterprises in rural and regional Australia. Driven by the City of Greater Bendigo, the Bendigo Bank and with a historical link to the Bendigo Stock Exchange of goldrush days, the operations of BSX have three strands: public trading markets which concentrate on emerging and rural and regional companies; private equity services for transactions outside the public market; and online services for registered BSX members.

#### Regional Investment Pluses

- Strategic alliance with Bendigo Bank provides good access into regional communities;
- Alliances with Computershare for trading system and web page designers David Trewern Design;
- Cost effective way to do business;
- Good range of skilled people available through BSX's alliance partners;
- Being based in a region gives a better understanding of regional investment issues;
- Emphasis on IT to deliver services from a regional base; and
- Ability to offer efficient links for 'city' investment in worthwhile rural and regional projects.

#### Challenges

- Changing business and government mindset about what is possible; and
- Need for highly skilled workforce.

#### Investment Size

Multi million dollar project.

#### Workforce

Currently recruiting a team of between 10-15.

#### Government Assistance

Local government played a key facilitation role and BSX received an initial Industry grant of \$400,000 from the Department of Industry, Science and Resources plus a further \$80,000 to accelerate its development.

Further Information: ■ [www.bsx.com.au](http://www.bsx.com.au) ■



## **Hakubaku Australia**

Location: Ballarat, Victoria

### **Business**

Hakubaku produces more than 2,000 tonnes of noodles for the Japanese, North American and domestic markets each year. The company incorporated in September 1996 and the plant was officially opened in early 1998.

### **Regional Investment Pluses:**

Proximity to raw materials: close to wheat growing area;  
Availability of high quality workforce; and  
Support from Local, State and Federal governments.

### **Challenge:**

No significant challenges.

### **Investment Size**

Significant financial investment.

### **Government Assistance**

Extensive support from three levels of government.

### **Joint Venture**

Hakubaku Australia is owned by Hakubaku Limited in Japan in conjunction with a large Japanese trading company.

**Further Information:** [jbrown@hakubaku.com.au](mailto:jbrown@hakubaku.com.au)

## Heinz Wattie's Infant Feeding Centre of Excellence

Location: Echuca, Victoria

Closest main towns: Bendigo and Shepparton (both about one hour by car)



### Business

Manufacture of baby food into cans and glass for infants from 4 months old. The factory commenced production on 8 May 2000 and plans to produce 10,300 tonnes in the first year of operation, rising to 14,000 tonnes in the second year.

### Regional Investment Pluses

- Facility almost purpose built for the company's needs;
- Close proximity to other Heinz Wattie's sites;
- Proximity to sources of fruit and vegetables for processing;
- Process simplification and improvement; and
- Environment.

### Challenges

- Recruit a totally new workforce;
- Complete the relocation, installation and building modifications in the given time; and
- Keep the market supplied.

### Workforce

Total workforce at March 2001 was 85 employees, including 10 who relocated from other Heinz Wattie's sites in both Australia and New Zealand.

Further Information: ■[www.heinzwatties.com](http://www.heinzwatties.com)■



## Tasmania

### Cradle Mountain Huts

Location: Cradle Mountain, Tasmania

Closest main town: Launceston

#### Business

Six-day guided outdoor adventure and walk along the Overland Track from Cradle Valley to Lake St. Clair with fully catered accommodation in five well-appointed huts.

#### Regional Investment Pluses

- Location in Tasmanian Wilderness World Heritage Area;
- Ecologically sustainable by careful design and management;
- Increasing interest in nature-based tourism and market seeking a
- blend of activity and comfort;
- Economies of scale with similar operation at Mt William National Park; and
- Ready availability of young, intelligent workforce seeking to stay in Tasmania.

#### Challenges

- Helicopters required for transport of all building materials and supplies;
- Helicopters cost \$1500 per hour; and
- Planning and approvals took three years.

#### Investment Size

'Significant' initial investment in 1987, being continuously supplemented.

#### Workforce

Six full time staff and 50 seasonal guides.

**Further Information:** ■ [www.cradlehuts.com.au](http://www.cradlehuts.com.au) ■

## Incat Australia Pty Ltd

Location: Hobart, Tasmania



### Business

Established in 1977, Incat builds fast wave-piercing aluminium catamarans. The family company, with a reputation for innovation, also manufactures fast multi-purpose vessels which take large numbers of trucks and semi-trailers as well as cars and passengers. Incat exports its vessels to over 20 countries worldwide.

### Regional Investment Pluses

- Tasmanian climate which suits aluminium fabrication;
- Availability of waterfront land to locate purpose built shipyard;
- Tradition of shipbuilding in Tasmania with many skills learnt in wood transferable to aluminium fabrication;
- More economical to operate in Tasmania than in mainland Australia; and
- Apprentices trained at College of Aluminium Training in courses designed largely by Incat.

### Start up Challenges

- Financial houses doubting the extent of the operation because it was out of sight in Tasmania; and
- Initial challenges attracting money to build ships.

### Investment Size

Continuous investment since start up. Now building its fourth construction hall.

### Workforce Size

Up to 1,000 with approximately 250 sub contractors.

### State or Federal Government Assistance

Received Federal shipbuilding bounty. Early assistance from the Tasmanian Government with performance guarantees on construction contracts.

### Joint Venture

In a recent alliance with Bollinger, shipbuilders and ship repairers based in Lockport, Louisiana, USA, Incat will supply the aluminium fabrication technology for the two companies to build ships together.

Further Information: ■[www.incat.com.au](http://www.incat.com.au)■



## South Australia

### Big W Southern Region Distribution Centre

Location: Monarto, South Australia

Closest main towns: Murray Bridge (15 kms) and Adelaide (80 kms)

#### Business

Big W's Southern Regional Distribution Centre began operations in March 1999. The Centre handles the needs of all BIG W stores in Western Australia, South Australia and Victoria in the product groups of general merchandise, confectionery, baby products, snack foods, health and beauty, clothing apparel, hazardous goods, aerosols and cleansing products.

#### Regional Investment Pluses

- Ability to attract a long term, stable and loyal workforce;
- Supportive Local and State government; and
- Geographic location on a major highway with easy access to roads leading to stores.

#### Challenges

No significant challenges.

#### Investment Size

\$25 million for building plus \$15 million for fit out.

#### Workforce Size

Permanent workforce ranges from 124 to 145 and casual workforce is between 52 and 90.

#### Government Assistance

State government facilitation in identifying land and other matters. Assistance with land planning and infrastructure.

Further Information: ■ [www.bigw.com.au](http://www.bigw.com.au) ■



## Gartner Farms

Location: Coonawarra, South Australia

Closest main towns: Naracoorte (20 mins by road) and Mt Gambier (45 mins by road)

### Business

Established in 1934 as a wool and meatgrowing operation by the Gartner family, diversification led first to broad acre cropping in 1960 and in 1988 to viticulture, followed by horticulture in 1990. As well as being the largest private grapegrowers in Coonawarra, Gartner farms are the largest onion producers in the region and also grow potatoes. They value add to their onions by selling them peeled to retailers, a popular innovation with consumers.



### Regional Investment Pluses

- Available land and water;
- Knowledge of the region;
- Skilled and available workforce;
- Readily available expertise for viticulture operation; and
- Close proximity to the historic town of Penola, encouraging awareness of the region's variety.

### Challenges

- No previous horticultural knowledge available for large scale agronomy in the region; and
- Infrastructure challenges: no power, no sheds and the need to generate own electricity for many years.

### Investment Size

2,500 hectares and significant financial investment.

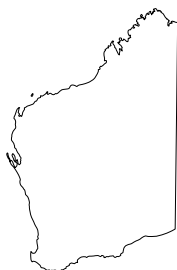
### Government Assistance

Some state government assistance with power connection.

### Joint Ventures

Currently involved in joint ventures in grapegrowing and in the early stages of establishing a winery.

**Further Information:** [gartwine@coonawarra.mtx.net.au](mailto:gartwine@coonawarra.mtx.net.au)



## Western Australia

### Leeuwin Estate

Location: Margaret River, Western Australia

Closest main town: Perth (300 kms north)

#### Business

From a beef cattle business established in 1969, Leeuwin Estate is now a boutique family operated winery, with vines planted over five years from 1974. The company currently exports 35% of its premium bottled wines, and aims to raise this to 50%. It began its now famous concerts on the Estate 17 years ago with a performance by the London Philharmonic. A recent study estimated that on each of the two nights of performances, 6500 visitors added \$10 million to the local economy. Leeuwin Estate also attracts visitors throughout the year to its restaurant, wine tastings and art gallery.

#### Regional Investment Pluses

- Climate and soil in Margaret River perfectly suited to winegrowing;
- Situation in an area rich with tourism opportunities;
- Growth of tourism industry, providing quality accommodation for visitors to concerts; and
- Available pool of casual employees.

#### Challenges

- The distance from main markets;
- The cost of freight in Australia: cheaper to ship to London than Sydney; and
- The methodology for calculating the sales tax on wine.

#### Investment Size

1750 acres of land with 350 acres planted to vines.

#### Workforce

Seasonal, with an average of 64 full time, part time and casual staff. Up to 350 casual staff employed during concert season.

**Further Information:** ■ [www.leeuwinestate.com.au](http://www.leeuwinestate.com.au) ■

## Northern Territory

### Pivot Aquaculture

Location: Port Hurd, west coast of Bathurst Island

Closest main town: Darwin

#### Business

Building on the strong performance of its aquaculture nutrition operations, Pivot has invested in barramundi farming in conjunction with the Tiwi people and the Northern Territory Government. Juvenile fish are transported from the Government hatchery in Darwin to holding pens to be fed automatically by pellets produced at Pivot's mill at Cambridge in Tasmania.

#### Regional Investment Pluses

- A sea temperature above 25°C suitable for growing barramundi;
- Clean water, sheltered from cyclone activity;
- Support from Northern Territory Government to add production facility to existing hatchery; and
- Tapping into existing regional transport services.

#### Challenges

- A first for the area;
- Considerable tidal movement/currents; and
- Maintenance of gear.

#### Investment Size

\$3.2 million.

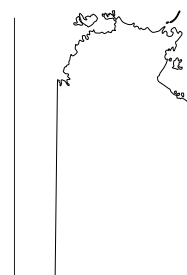
#### Workforce

Eventually 25 people.

#### Federal Government Assistance

Funding from the AusIndustry R&D Start Program.

**Further Information:** [ausfosters@bigpond.com](mailto:ausfosters@bigpond.com)





## Australian Capital Territory

### CEA Technologies Pty Ltd

Location: Fyshwick, Australian Capital Territory

Closest main town: Canberra

#### Business

Co-founded in 1983 by ex-Navy men, David Gaul and Ian Croser, CEA Technologies designs and develops systems at the forefront of radar and communications technology for use in Australia and overseas. Between 60% and 70% of CEA's resources are committed to research and development.

#### Regional Investment Pluses

- Located near decision-makers in defence and aerospace;
- Lifestyle choice of Canberra: little traffic, clean air, parkland, recreation;
- Stable workforce with high productivity supported by Canberra's attributes; and
- Close to five tertiary institutions from which to draw future employees.

#### Challenges

- Initially overlooked by Defence Department because of being 'a two man band';
- Sub-contracted for first seven years and grew from there; and
- Coming from a naval environment, needed to become 'industry savvy'.

#### Investment Size

Grew from superannuation of principals plus debt financing.

#### Workforce Size

135 full time

#### Joint Ventures

A partnering agreement with British Aerospace Australia for the development and marketing of the CEA-Mount Illuminator with worldwide applications for ship self-defence systems. The Federal Government is a major sponsor of CEA-Mount development through its AusIndustry R&D Start Program.

In November 2000 Deutsche Asset Management's Private Equity team announced the investment of \$15 million to increase CEA's market reach to global civil and defence markets, especially with CEA-FAR active phased array radar. Under the agreement, CEA's intellectual property remains under Australian control.

Further Information: ■ [www.cea.com.au](http://www.cea.com.au) ■

## Integrated Forest Products

Location: Hume, Australian Capital Territory

Closest main town: Canberra

### Business

Integrated Forest Products (IFP), is a part of the Acora Reneco Group. IFP's radiata pine sawmills produce building materials for local and export markets with by products used in pulp, paper and garden supplies industries.



### Regional Investment Pluses

- Transport economies through location of sawmills near trees;
- Pine of superior quality because of cold climate;
- Encouragement by ACT government and other businesses; and
- Good access routes to capital city markets.

### Challenges

- Shortage of suitable workforce, high staff turnover;
- High Workcover premiums in the ACT; and
- Lack of affordable short term accommodation for staff training.

### Investment Size

Initially over \$10 million plus a recent further \$2 million.

### Workforce

Between 90 and 113 people, dependent on shift numbers.

Further Information: ■[www.reneco.com.au/ifp](http://www.reneco.com.au/ifp)■



## Community Snapshots

Innovative ideas are being put into practice in communities across the country and illustrate how a single idea, backed by community cooperation, can make a difference to the economic future of a town, area or region. The ideas come from communities with as few as 120 people in the small town of Devenish, in Victoria, to 18,000 in the south west part of Lake Macquarie City Council in New South Wales.

These snapshots are of communities who have looked inward to their own resources and, coupled with the expertise and goodwill of members of their own communities, have created better economic outcomes.

## New South Wales

### Success With Statistics: Dungog Visitor Information Centre

Location:	Dungog, New South Wales
Population:	3000, Shire 8200
Closest main towns:	Sydney (2.5 hours by road) and Newcastle (1 hour by road)
Strategy:	Collecting visitor statistics on visitor numbers, where visitors are from and the purposes of their visit (holiday, retirement location planning, business).

#### Outcomes:

- Identified target markets for advertising;
- Worked with planning authorities on accommodation needs and preferences;
- Helped gain a grant of \$72,000 for Business Opportunities in Farming Project, which is directed towards developing farm stays and agri-tourism businesses for farmers affected by dairy deregulation;
- Developed a more effective business culture; and
- Laid the groundwork to collect statistical information on all local businesses.

**Further Information:** Dungog Shire Council Economic Development Coordinator  
l.cherry@turboweb.net.au

### Film Illawarra

Location:	The Illawarra starts 40 kms south of Sydney, includes the Southern Highlands and stretches to Durras, 247 km south of Sydney on the coast.
Closest main town:	Wollongong (1 hour south of Sydney)
Strategy:	To promote the region as a viable and competitive film location by developing a regional film policy and marketing strategy to attract film investment to the region. An initiative of the University of Wollongong and the Wollongong City Council, Film Illawarra and the Illawarra Region of Councils (IROC), made up of five local government areas.

#### Outcomes:

- Provides services including location scouting; council liaison, negotiating permissions;
- Generated new employment and training opportunities;
- Introduced new revenue sources via film and television production in the region;
- Attracted the feature film 'Mullet' shot entirely on location in Kiama; and
- Developed a 'Locations Plus' database as a resource for filmmakers to search for locations, facilities and expertise on line at [www.filmillawarra.org.au](http://www.filmillawarra.org.au)
- **Further Information:** Project Manager: [admin@filmillawarra.org.au](mailto:admin@filmillawarra.org.au)



## A Unified Approach: Southlake Community Alliance

Location:	South west section of Lake Macquarie City Council area
Population:	18,000
Closest main town:	Newcastle (40 minutes by road)
Strategy:	Brought together 250 business and community groups to prepare a strategic plan under the areas of environment, tourism, sport and recreation and business and then formed a loose alliance of these groups to progress the plan's objectives.

### Outcomes:

- Identified skills as well as potential finance;
- Promotes the needs of local residents in community, economy and education;
- Alliance has representation on most groups set up in the area to avoid re-inventing the wheel and to maximise opportunities for success;
- Formed a united front for the area in approaches to local and state government;
- Established business awards, now in their fourth year;
- Runs a variety of workshops to help businesses and community groups;
- Built good links with State and Federal members;
- Community capital has been recognised by Council and put into budget; and
- Attracted financial support and business expertise from local corporate, Powercoal.

**Further Information:** fionahall36@hotmail.com

## Victoria

### Devenish Community Hotel

Location:	Devenish, 25 km NNE. of Benalla, Victoria
Population:	120
Closest main town:	Melbourne (2.5 hours by road)
Strategy:	To buy the town's lovely old hotel, licensed since 1873. 65 local people formed a co-operative, raised \$209,000 to buy the hotel and began trading on July 1, 2000. Profits go to local organisations, hotel improvements and shareholders. The hotel has three paid staff and is run by a board of community members.

### Outcomes:

- Never touched the overdraft;
- Achieved profitability during its first six months;
- Assured the viability of the hotel and its role as part of a small community;
- Offers good food, service, value for money and reliable opening hours;
- Invested in many community initiatives including \$2,500 in local football club;
- Supports five bursaries in adult education in the areas of IT and hospitality;
- Attracting visitors from Shepparton, Wangaratta, Benalla and Melbourne; and
- Caters for local events and is attracting group visits from professional and special interest groups.

**Further Information:** ian\_geer@dsc.mav.asn.au

## Tasmania

### Strahan: Energised Communities Telling the Story

Location: Strahan, Tasmania

Population: 900

Closest main town: Burnie

Visitors per year: 150,000

Strategy: Professional theatre group, the Round Earth Company, presents daily year-round performances of 'The Ship That Never Was', the story of the last great escape from nearby Sarah Island Penal Settlement. The play has been performed for visitors for the last eight years. The Round Earth Company is based in the award winning Strahan Visitors Centre which hosts the exhibition 'West Coast Reflections – People and the Place'.

#### Outcomes:

- Theatre Company supports operation of commercially run visitors centre;
- Brings local history to life through performances and guided tours of Sarah Island;
- Supports local festival;
- Young people trained in various aspects of theatre production and performance;
- High attendance at performances supports local employment;
- Attracts conventions and conferences; and
- Is producing a pocket guide to Strahan and Macquarie Harbour.

**Further Information:** [strahan@tasvisinfo.com.au](mailto:strahan@tasvisinfo.com.au)

## Further Information

### State and Territory Government Services to Rural, Remote and Regional Australia

#### Material for inclusion was supplied by each State and Territory Government

### Queensland

Australia's fastest growing state, Queensland is an international crossroad of trade, investment, export, development and culture and the closest state in Australia to the Asia-Pacific region.

Combined with the state's natural resources, low cost business environment, highly skilled workforce and lifestyle, Queensland is an attractive and strategic investment location.

The Department of State Development is the Queensland Government's driving force for economic development. The Department's Investment Division is responsible for attracting investment into key target industry sectors in Queensland, with the aim of creating sustainable jobs and further increasing the skill base of Queenslanders.

The Investment Division is responsible for a wide range of support services offered by the Queensland Government to encourage business investment. The Division is supported by a network of 18 offices throughout regional Queensland and by ten Queensland Government Trade and Investment Offices in strategic locations around the world.

The Department of State Development provides investment services which include:

- Raising international awareness of Queensland's competitive advantages;
- Highlighting opportunities for potential investors;
- Providing investment related information and comparative data to assist companies with location feasibility studies;
- Facilitating strategic alliances with educational institutions and private sector entities;
- Highlighting opportunities for re-investment by Queensland based companies; and
- Assisting local firms to access venture capital.

The Queensland Government can, in specific circumstances, provide targeted financial incentives to influence the location of major projects or strategic investments to the State. Such incentives are aimed at creating long term employment in key industry sectors and attracting strategic or catalyst projects which will lead to further development of priority industries.

The provision of financial incentives is assessed on a case-by-case basis and is provided only where an investment demonstrates a significant net economic benefit to a regional area and the State.

#### Further Information:

■ <http://www.qld.gov.au/> ■

■ <http://www.statedevelopment.qld.gov.au/invest/> ■

■ [http://www.statedevelopment.qld.gov.au/about/regional development](http://www.statedevelopment.qld.gov.au/about/regional%20development) ■ for further information follow links to Regional Offices

## New South Wales

The Department of State and Regional Development (DSRD) is the lead agency for the NSW Government's services in supporting investment, business growth and industry development in regional NSW.

DSRD has a network of 18 regional offices and a head office in Sydney. Strategies are both reactive and proactive, targeting projects with a potential strategic fit with particular regions.

DSRD staff provides information, advice, networking, leadership on trade missions, local knowledge and confidential scouting for new investors.

Business Development Managers work to secure major new private sector investment which can provide sustainable employment benefits for regional locations. In the provision of financial assistance, DSRD's Regional Business Development Scheme remains a major catalyst for encouraging regional growth by attracting firms from domestic and off-shore locations to regional NSW. Facilitation services are provided by the Department in order to secure projects, and where necessary, modest financial assistance can be provided on the basis of the value of new investment and employment generated. Approximately 100 companies receive assistance under this program each year.

The region-specific Hunter and Illawarra Advantage Funds support new business attraction and local business expansion along the same lines as the Regional Business Development Scheme.

Industry sectors currently attracting special interest including food and wine, transport/logistics and film.

Investment attraction services are directed at capitalising on emerging opportunities, as well as helping moderate the effects of major industry decline in a particular region. The Regional Economic Transition Scheme assists communities which have undergone major restructuring to attract new types of business investment. Other initiatives such as the Regional Business and Investment Tours, the Country Lifestyles Program and the Country Centres Growth Strategies are targeted at regional locations.

The NSW Government's philosophy is one of partnership with regional communities and organisations, and of building capacity to successfully convert investment opportunities. A funding contribution for local community economic development initiatives is available through the Main Street and Towns and Villages Futures Development programs together with assistance in other forms.

### Further Information:

- <http://www.nsw.gov.au/>■
- <http://www.search.nsw.gov.au/business.asp>■
- <http://www.business.nsw.gov.au/invest/default.asp>■
- <http://www.business.nsw.gov.au/regional/default.asp>■

## Victoria

The Victorian Government has created a special body - Regional Development Victoria - that is linked the Department of Industry, Innovation and Regional Development - and is dedicated to assist with the economic and community development of rural and regional Victoria.

Rural and regional Victoria offers numerous business advantages, including a diverse resource base, a highly skilled workforce, world class infrastructure with links to national and global markets, and an affordable, high quality lifestyle. Victoria is also strategically located for industries that are processing and exporting resources.

The Department of Innovation, Industry and Regional Development and Regional Development Victoria (RDV), provide a wide range of Government business services, including business information, referrals to specialist service providers, enterprise development and investment assistance. Business centres in Melbourne as well as eight regional locations across the State offer a key entry point for Government assistance to businesses.

Examples of specific services provided by the Department and RDV include:

- Facilitative assistance for investors such as site identification; advice on development approvals including licences and permits; coordination of Government approvals and negotiation of connection and supply of electricity, water, sewerage and gas; and introductions to industry contacts.
- Business assistance for companies in Victoria that enable them to expand their operations, encourage increased exports and adopt innovative manufacturing technology to reach their full potential. Assistance is also provided to regionally significant firms on a case by case basis to expand their operations. Furthermore, Councils can access support for business planning workshops and seminars aimed at strengthening rural firms.
- Financial assistance to enhance the capacity of Councils and Development Bodies to respond to economic development opportunities, including the development of economic business plans/ regional strategies, regional investment promotion, regional economic industry projects and regional marketing strategies.

In addition to these measures, the Victorian Government also works towards developing exports from rural and regional Victoria by raising awareness of market opportunities, encouraging export market planning, sponsoring industry conferences and coordinating trade fairs and missions.

### Further Information:

- <http://www.biotechnology.vic.gov.au> ■
- <http://www.business.channel.vic.gov.au> ■
- <http://www.business.vic.gov.au> ■
- <http://invest.vic.gov.au> ■
- <http://www.innovation.vic.gov.au> ■
- <http://www.iird.vic.gov.au> ■
- <http://www.vic.gov.au> ■

## Tasmania

The Tasmania Together process developed an overarching plan for the social, environmental and economic direction for the State. This extensive process of consultation with the community set broad goals and more specific benchmarks against which these are to be measured. Once fully implemented, all government activities will be measured against these benchmarks.

The principal tools for regional development and investment attraction are described in the Industry Development Plan that is spearheaded by the Department of Economic Development. The Department works in cooperation with other State agencies with a strong emphasis on partnership with industry, local government and the wider community.

The foundation of the partnership with industry has been the Industry Audits, conducted in 1998. The audits led to the development of Industry Councils, a forum for identifying sustainable strategies for key industry sectors on a statewide basis.

Partnership agreements with local government have also been negotiated. These agreements deal with economic development, the arts, sports and recreation, environment, health, education, police and other issues. The Department of Economic Development deals with economic development when negotiating or reviewing partnership agreements.

One of the approaches used is to ensure 'investment readiness' on the part of local areas. This means encouraging communities to have clear information about the range of sites and opportunities available, any supporting industry and services available, workforce information and to be prepared to respond should a development identify their area as a potentially suitable location.

The extent of this coordination and investment readiness varies according to the agreement negotiated. The State, working with the Commonwealth, will undertake baseline environment and other studies to ensure that when a project for the site is confirmed, approvals can be processed within a short time period based on a sound body of information.

### Further Information:

■ <http://www.servicetasmania.tas.gov.au> ■

■ <http://www.tas.gov.au/> ■

■ <http://www.development.tas.gov.au/> ■

## South Australia

The South Australian Government is committed to creating a dynamic and resilient regional economy that is recognised internationally as a source of quality traded goods and services.

Towards this goal, the Government established the Department for Business, Manufacturing and Trade (DBMT) as part of an integrated framework of economic agencies designed to maintain and enhance the State's competitiveness and accelerate its economic growth. The Department works closely with the Office of Economic Development and the Economic Development Board in order to deliver a quantum change for the South Australian economy.

DBMT's principal charter is to work with business and industry to facilitate trade, manufacturing and small business development, infrastructure development and investment. The Department maintains a network of overseas offices and actively encourages and hosts trade and investment missions from overseas.

The Office of Regional Affairs has been established within DBMT for improved integration with regional development programs across the State.

The South Australian Government's commitment to regional development has particular emphasis on:

- Economic and community capacity building through a strong regionally based framework;
- Support for the Upper Spencer Gulf as an enterprise zone;
- Improved accountability and transparency about the impact of Government decisions on regional communities through public regional impact assessment statements across Government; and
- A coordinated Government response to regional development priorities.

The State, in association with local government authorities, maintains a framework of 13 Regional Development Boards to assist regional areas to achieve sustainable business investment and employment through the development and growth of internationally competitive businesses. The Boards promote and support business development, encourage export development, facilitate the provision of a skilled and experienced workforce and act as focal points for the development activities of investors, businesses, communities and all three tiers of Government.

### Further Information:

- [http://www.southaustralia.biz/home\\_page.htm](http://www.southaustralia.biz/home_page.htm)■
- <http://www.businesschannel.sa.gov.au/>■
- <http://www.oed.sa.gov.au/about.html>■
- [http://www.southaustralia.biz/econ\\_dev.htm](http://www.southaustralia.biz/econ_dev.htm)■
- <http://www.iepo.sa.gov.au>■
- <http://www.ict-southaustralia.sa.gov.au/>■
- <http://www.sa.gov.au/>■
- <http://www.sardi.sa.gov.au/>■
- <http://www.ora.sa.gov.au>■

## Western Australia

The regions of Western Australia offer exciting investment and development opportunities for the future.

Regional Western Australia makes up one-third of Australia's land area but its half million people represent only 2.7% of Australia's and only 27% of the State's population. Despite its small population, Western Australia's regional areas generate the bulk of the State's export activities and underpin its dynamic economy. Private sector investment levels in regional Western Australia confirm the standing of the Western Australia's regions as a major 'engine of growth' for the national and State economies. At present there is at least \$21 billion of projects committed or planned in regional Western Australia. These projects account for about 25% (22.2%) of all projects committed or planned across the nation.

While the State's traditional resource and agricultural industries are expected to continue to perform strongly, downstream mineral and agricultural processing industries are expected to experience even higher growth and become the dominant sources of investment and economic development in regional Western Australia.

Opportunities for successful business ventures in Western Australia extend well into the regions. Advances in telecommunications technology mean that distance is no longer a business disadvantage. As a result many regionally based industries enjoy lower operating costs.

Prospective investors can take advantage of the support of the Regional Development Commissions established in each of Western Australia's nine country regions. The Regional Development Commissions can provide in-depth information about specific investment opportunities in each region. Information on industry investment opportunities across all regions can also be found on the Regional Development Council website [http://www.regional.wa.gov.au/reg\\_resource.asp](http://www.regional.wa.gov.au/reg_resource.asp)

Each of the regions has its own distinctive character and all offer a comprehensive range of services to support sustainable economic, social and environmental development.

The Western Australian Government has established a \$75 million Regional Investment Fund (RIF). In its first two years the fund has provided regional communities with support for community development, tourism initiatives industry development through to significant infrastructure projects. RIF has assisted in the creation of over 2,700 jobs and leveraged over \$160 million in investment for the regions.

RIF Funding is available through three financial assistance schemes;

1. Regional Infrastructure Funding Program (RIFP),
2. Regional Development Scheme (RDS), and
3. Western Australian Regional Initiatives Scheme (WARIS).

### Further Information:

■ <http://www.wa.gov.au> ■

■ <http://www.dlgrd.wa.gov.au/> ■

■ [http://www.regional.wa.gov.au/reg\\_resource.asp](http://www.regional.wa.gov.au/reg_resource.asp) ■



## Northern Territory

The Northern Territory Department of Business, Industry and Resource Development (DBIRD) is responsible for the economic and sustainable development of businesses, industries and available resources across the regions of the Northern Territory.

DBIRD has a Business and Trade Development Group that provides strategic development and assistance services to businesses and industry sectors throughout the Territory to enhance their capacity, performance and sustainability.

DBIRD is staff by teams of skilled professionals and specialists with a wealth of knowledge and experience in doing business in the Northern Territory. Our people work closely with other relevant government agencies to develop new opportunities and through partnerships, we ensure a competitive and cohesive approach to the economic development of the Territory.

The role of investment facilitator in DBIRD Business and Trade Development is undertaken by Project Officers within the Industry Development Division as part of the wider targeted industry sector development activities. It is the role of these Project Officers to provide facilitative support and assistance to businesses and industry in every instance, in the form of specialised case management to secure any potential investment and economic growth for the Territory.

Financial assistance incentives may be available to businesses investing in the NT. These are assessed on a case by case basis, subject to sound commercial viability and in line with the NT Government's Economic Development Strategy initiatives.

Major Projects investment attraction and facilitation is handled by the Office of Territory Development, within the Department of the Chief Minister. This includes projects of high status and value such as the development of the oil and gas in the Timor Sea and the AustralAsia Railway.

### Further Information:

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Other Websites: <http://www.theterritory.com.au> and <http://www.nt.gov.au>

## Australian Capital Territory

The Australian Capital Territory (ACT) Government plays an active role in supporting sustainable economic growth and job creation. BusinessACT, the business development arm of the ACT Government assists this process by facilitating and delivering strategic programs that create a competitive advantage for business within the ACT and Region. BusinessACT contributes to economic growth by developing and delivering a range of initiatives designed to improve the business environment and stimulate private sector growth and diversification.

BusinessACT actively explores ways of increasing the ACT's profile as the location of choice for companies wishing to locate or invest in the ACT. BusinessACT is taking a strategic approach to investment attraction by identifying the industry sectors in which it has a competitive advantage. Typically, these are 'knowledge based industries' industries such as information technology, biotechnology and advanced manufacturing where Canberra's highly educated workforce, research and development institutions and communication infrastructure are highly regarded by investors.

Amongst the services provided for potential investors is assistance with locating suitable real estate, fast tracking of project approvals and the allocation of a senior officer to act as the single point of contact for the project proponent. The ACT is also unique amongst the states and territories as having a two-tier level of government, which reduces the complexity facing project proponents.

BusinessACT has a business incentive fund that can be used to assist in attracting projects to Canberra and the region. The ACT Business Incentive Fund (ACTBIF) provides businesses located in the ACT, or those wishing to relocate to the ACT, with the opportunity of receiving assistance in return for major investment and/or employment growth. ACTBIF assistance is generally provided through:

- tax concessions, including payroll tax;
- the provision of land;
- provision of infrastructure eg services such as water, sewerage, roads; and
- other types of assistance eg workforce training.

Typically, the level of assistance is determined by the benefits that the project brings to the ACT including what strategic value the project may have in rapidly advancing an existing industry.

Investment attraction is an integral part of developing a robust economy. BusinessACT continues to explore ways of increasing the ACT's profile as an ideal business and investment destination for companies operating in its targeted industry sectors.

### Further Information:

■ <http://www.business.act.gov.au> ■

■ <http://www.act.gov.au> ■

# Acknowledgments

## Rural, Remote and Regional Community and Business Involvement

Contributions, assistance and trialing of 'Inside Intelligence', which have been of great assistance to this guide, have been provided by rural, remote and regional communities from across Australia.

Examples throughout the guide reflect the diversity of Australia's rural, remote and regional towns and areas in the way they look at investment, work cooperatively to attract investment and develop opportunities for investment attraction. The examples show communities of various population sizes, geographic spread and differing economic situations that have built on particular assets and used them as a basis to develop opportunities for revitalisation or to attract investment. The examples also reflect communities at different stages of development.

We would like to thank the following for allowing their initiatives to be recorded in this Guide:

- Dungog, New South Wales
- Film Illawarra, Wollongong, New South Wales
- Southlake Community Alliance, New South Wales
- Devenish, Victoria
- Strahan, Tasmania

## Trialing 'Inside Intelligence'

This guide was trialed by eleven communities across Australia to assess its goals, practicality and workability for rural, regional and remote investment attraction. The communities were of different population sizes, economic situations and geographic locations.

'Inside Intelligence' reflects the experiences of the communities as they worked through this guide and changes have been made accordingly.

We would like to thank the following communities for their substantial time commitment, assessment and feedback:

- Rockhampton, Queensland
- Toowoomba, Queensland
- Blayney, New South Wales
- Lismore, New South Wales
- LaTrobe, Victoria
- Portland, Victoria
- Dover, Tasmania
- Riverland (Berri), South Australia
- South East (Mount Gambier), South Australia
- Hyden, Western Australia
- Alice Springs, Northern Territory

## Business

To ensure that 'Inside Intelligence' is a practical process for rural, remote and regional towns and areas to begin developing their investment potential, experiences and comments were sought from industry and business investors who have invested in new businesses, expansions and value adding opportunities throughout Australia.

Their advice and findings aim to assist communities who complete this guide to consider their assets and the importance of 'whole of community' engagement when seeking to attract appropriate investment for economic and social development.

For participating in the case studies, we would like to thank:

- Boonah Shire Rural Economic Development Institute, Queensland
- Colac Otway Shire, Victoria
- Upper Spencer Gulf Common Purpose Group, South Australia
- East Arnhem Business Development Association, Northern Territory

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- Australian Magnesium Corporation, Queensland
- Regional Financial Services, Queensland
- Uralla Telemetry, Tracking and Control Station, New South Wales
- Visy Kraft Mill, New South Wales
- Bendigo Stock Exchange, Victoria
- Hakubaku, Victoria
- Heinz Wattie's Australasian Infant Feeding Centre of Excellence, Victoria
- Cradle Mountain Huts, Tasmania
- Incat Australia Ltd, Tasmania
- Big W, Monarto, South Australia
- Gartner Farms, South Australia
- Leeuwin Estate, Western Australia
- Pivot Aquaculture, Northern Territory
- CEA Technologies, Australian Capital Territory
- Integrated Forest Products, Australian Capital Territory

## Government

### State and Territory Investment Agencies

Through the regular Commonwealth, State and Territory Investment Agency meeting held in November 2000, the development of 'Inside Intelligence' received significant support. The State and Territory Government investment agencies provided information and clearance of relevant material.

### Commonwealth Government

*Invest Australia's* network of overseas investment commissioners, directors and managers provided advice and assistance in the preparation of this guide. It is with their input that this guide considers investment for rural, remote and regional Australia in a global context. The Department of Transport and Regional Services provided ideas and suggestions, especially for trialing the guide.

■ <http://www.dotrs.gov.au> ■

