

**SHIFTING FOCUS:**

**ALTERNATIVE PATHWAYS FOR  
COMMUNITIES AND ECONOMIES**

**A RESOURCE KIT**

*An outcome of the Community Partnering project funded by:*

- ◆ Department of Education, Training and Youth Affairs  
(Australian Research Council)
- ◆ Latrobe City
- ◆ Monash University

*With support from:*

- ◆ Australian Paper
- ◆ Loy Yang Power



**SHIFTING FOCUS:  
ALTERNATIVE PATHWAYS FOR  
COMMUNITIES AND ECONOMIES**

**A RESOURCE KIT**

Jenny Cameron and Katherine Gibson

Latrobe City and Monash University  
Traralgon and Melbourne, Victoria  
2001





Copyright © Latrobe City and Monash University 2001

This resource kit is copyright. It may be used and reproduced for non-commercial activities only. Use for any other purpose must be by prior written permission of Latrobe City and Monash University. Requests and inquiries should be addressed to: Community Development and Planning Unit, Latrobe City, PO Box 345, Traralgon, VIC, 3844, Australia.

Published by Latrobe City and Monash University  
Traralgon and Melbourne, Victoria.

ISBN 0 9578620 0 8

Desktop Publishing: Jillian Dickinson  
Cover Design: Liz Butler

The opinions expressed by the authors do not necessarily represent the views of Latrobe City or Monash University.





# FOREWORD

The Community Partnering process detailed in this Resource Kit involves working hand-in-hand with people who have been marginalised, and assisting them to build community-based projects. The kit includes documented examples of how positives can be found in negative situations, in this case, the restructuring of the power industry. The ideas found in this document will assist communities to establish microeconomic communities in their local area using people as their major resource.

This Resource Kit has been produced through the cooperation between Monash University and the Latrobe City Council. Latrobe City Council is proud to be part of this working partnership and is pleased to see the results that this project has produced in the wider community. We hope that other communities will use this guide as a way of building a solid future based on the people in their region.

Councillor Tony Hanning  
Mayor  
Latrobe City

This Resource Kit is a wonderful example of a growing approach to regional development in which the community is recognised as what regional development is all about. The people, not the industries or the government or the social service agencies, are the assets of the region, and their energy and skills are what will make it grow. The kit gives practical, hands-on examples of how the people can come together, learn to see themselves as the main resource of the region, generate ideas, and turn their ideas into reality.

The people of Monash University are proud to be part of the community of Latrobe, and to have worked with other people here to develop this kit. We hope that it will be useful, not only to Latrobe and other communities in Gippsland, but to other communities also that are looking for ways to take control of their own future, and to see themselves as the key assets on which that future depends.

Brian Mackenzie  
Pro Vice-Chancellor  
Monash University Gippsland

March 2001





# CONTENTS

	Page No.
Section One: Introduction	1
Section Two: Guiding Ideas	5
Section Three: Project Overview	29
Section Four: Community Researchers	37
Section Five: Working with People as the Primary Resource	55
Section Six: Identifying Secondary Resources	79
Section Seven: Generating Ideas for Community Initiatives	89
Section Eight: Turning Ideas into Reality	97
Appendices:	131



# ACKNOWLEDGMENTS

This resource kit is one of the outcomes of the Community Partnering project, a joint initiative between Latrobe City and Monash University to support the development of community-based projects in the Latrobe Valley. The project received funding through an Australian Research Council Strategic Partnerships with Industry – Research and Training (SPIRT) grant. Latrobe City also contributed funding, as did Australian Paper and Loy Yang Power.

The members of the Rethinking Economy project team from the University of Massachusetts, Amherst (especially Rebecca Forest and Julie Graham) have been a constant source of encouragement. We would also like to acknowledge John Kretzmann and John McKnight from the Asset-Based Community Development Institute at Northwestern University, Illinois, whose work has indelibly shaped the Community Partnering project and this resource kit.

Like any community-based project, Community Partnering is the product of a collective endeavour that has brought together people with diverse backgrounds and life experiences.

Councillor Tony Hanning, The Mayor of the City of Latrobe, was involved in the initial discussions and has continued to be a champion of Community Partnering. We also acknowledge the support and feedback of all Latrobe City Councillors.

David Powell and Julie Hocking from Latrobe City, Arthur Veno from Monash University and Rob Sandall from Workfocus made vital contributions.

Jillian Dickinson (Latrobe City), Nel Halloran (Monash University) and Robert Jamieson (Monash University) provided excellent administrative support and guidance.

Through their questions, comments and feedback Stephen Lister, Alan Riley, Gina Symonds and Nicole Welsh played an invaluable role.

Without the passion and commitment of Yvonne Joyce and Leanne Vella, Community Partnering would not have been able to achieve what it has. They have worked unstintingly on the project.

Our biggest debt of gratitude goes to the people of the Latrobe Valley who have participated in Community Partnering. Many have been involved in ways outlined in this resource kit: talking with community researchers, attending community workshops, and becoming actively involved in community projects. There were also those who provided indispensable support through the “behind the scenes” work of photocopying, stuffing envelopes, making phone calls and so on. Finally there are those who made Community Partnering happen through their energy and commitment to building community initiatives. We particularly



acknowledge the role played by Les Argent, Margaret Bartlett, Matt Broeren, Harold and Joyce Doswell, Irene and Tadeusz Golab, Joseph Haider, Annette Johnson, Janice McAdam, Paul (Podgy) Mangion, Keith Peters, Steve Roberts, Chris and Diane Robertson, Ian Schroeter, John and Terri Trewin, and Diana Van Rhine.

Jenny Cameron  
School of Environmental Planning  
Griffith University

and

Katherine Gibson  
Research School of Pacific and Asian Studies  
The Australian National University

<http://rspas.anu.edu.au/ce>





## **SECTION ONE**

### **INTRODUCTION**





## **INTRODUCTION**

**How can local communities respond to pressing issues like restructuring, unemployment, the loss of social services, social isolation and dislocation?**

**What avenues are open for people who have been marginalised and disadvantaged by economic and social change to participate as active contributors and builders of their communities?**

**How might local councils, government agencies and institutions support the contribution of the marginalised?**

**What role can business play in community building?**

**Can community development projects provide a foundation for economic development?**

**If any of these questions sound familiar then this resource kit can help. It has been produced to support communities who are looking for practical ways to respond to the social and economic challenges of the twenty-first century.**

**The kit details steps and strategies that local communities can use to create initiatives that promote community well-being and potentially contribute to local economic sustainability. It is intended for anyone with an interest in community and economic development, and related fields like social planning and public policy.**

The process has been developed through Community Partnering, a pilot project conducted in the Latrobe Valley by Latrobe City and Monash University. The Latrobe Valley has its own unique history shaped by the recent downsizing and privatisation of the Victorian power industry; but the issues facing the Valley are familiar to many rural and urban communities across Australia. These issues include unacceptably high levels of unemployment,

