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COMMUNITY  
capacity building  
INITIATIVE  
community action plan - 2002

Pilot Project:  
**Ballan, Gordon, Mt Egerton,  
Blackwood, Myrniong,  
Coimadai, Greendale,  
Bungaree**



Camperdown-Timboon Rail Trail  
Committee of Management



The Community Capacity Building Initiative is  
*a joint initiative* of the Department of  
Innovation, Industry and Regional  
Development *and the* Department of Natural  
Resources and Environment. Supported by  
the Victorian Farmers Federation.

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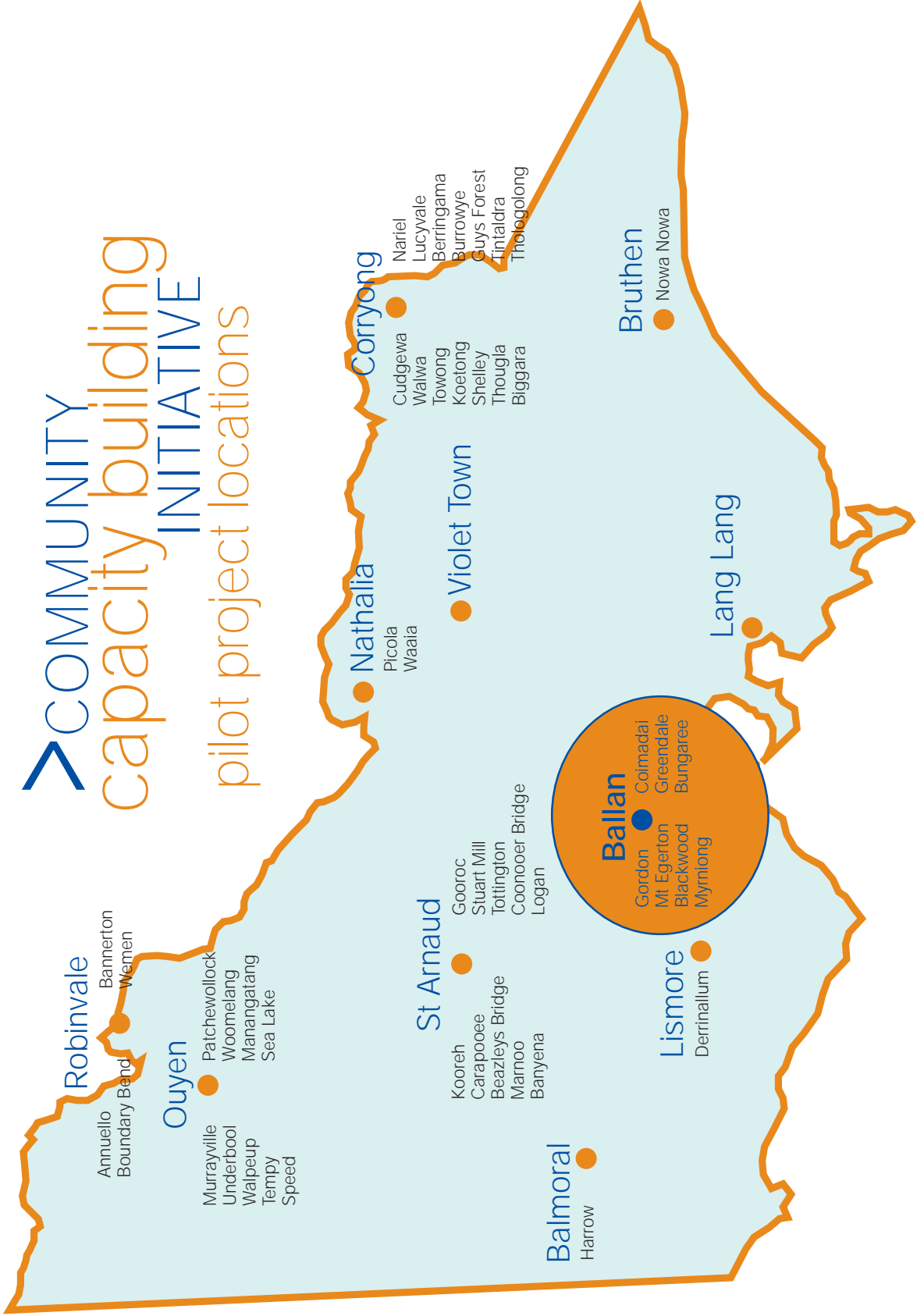
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# COMMUNITY capacity building INITIATIVE

## COMMUNITY capacity building INITIATIVE pilot project locations



The Community Capacity Building Initiative is a joint initiative of the Department of Innovation, Industry and Regional Development and the Department of Natural Resources and Environment. Supported by the Victorian Farmers Federation.



## 1. INTRODUCTION

### 1.1 BACKGROUND

The Victorian Government's Community Capacity Building Initiative (CCBI) is a \$3 million, three year program that helps small rural communities take charge of their future. Announced in the May 2000-01 budget, it is a joint initiative of the Department of Innovation, Industry and Regional Development, and the Department of Natural Resources and Environment. CCBI is supported by the Victorian Farmers Federation. The program recognises that people play a critical role in building the capacity of their communities - through their motivation, vision, energy and commitment. It also recognises that building capacity needs plans, skills, resources, leadership, time and community support. The CCBI enables the development and implementation of agreed community projects, encourages the development of new skills and helps obtain additional resources to achieve community goals. It involves building and strengthening the relationships between individuals, associations, institutions and businesses.

#### **The Initiative aims to:**

- > Build people (human) capacity
- > Locate key people and empower them
- > Build relationships between existing organisations and people in the community
- > Involve everybody in the community
- > Develop the community
- > Enhance the economy
- > Involve outside organisations where there are skills gaps.

CCBI is based on the principles of building social capital, sustainable community development, action learning, and assets based planning.

### 1.2 THE SELECTION CRITERIA

In November 2000 the project partners issued an open invitation to small rural communities to participate in the CCBI, posing questions such as "do you want to enrich and strengthen your community?" and "do you want to work as a team to turn around the fortunes of your town or district?" The challenge was directed to self-starting and innovative communities interested in working

together to devise and implement their own plans for the future. Applicants were asked to demonstrate entrepreneurial flair, plenty of enthusiasm, good networks of people and a broad cross-section of people and organisations willing to work together. The CCBI was targeted at small rural communities - made up of a town, group of towns, a geographical district - with populations up to 4 000 people. This was a competitive process and in response to the statewide campaign, over 64 applications were received from communities keen to play a part. The eleven selected to join were announced in February 2001, when Premier Steve Bracks launched the Initiative in Balmoral. Representatives from many of the chosen communities travelled to attend the launch.

If selected, the CCBI process was planned to involve communities in a number of stages:

- > Holding a Community Opportunity Workshop to establish a Local Steering Committee and plan the direction of the pilot project.
- > Mapping Community Assets to focus on the existing skills, organisations and assets in the community which the Initiative can build on.
- > Preparing a Community Action Plan to outline the tasks, timelines and resources to achieve the pilot project's overall aims.

The Government also committed to providing a range of resources for successful applicants during the Initiative:

- > Office/administration space
- > Services of a community-based Facilitator
- > Training in leadership and human resources development
- > Resource manuals
- > Opportunities for networking and linkages.

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## 1.3 THE STATE GOVERNMENT'S COMMITMENT

The CCBI is a key part of the State Government's commitment to revitalising rural and regional Victoria, and integral to its community building strategy. The Government believes that every regional centre and rural community has a vital role to play in Victoria's economy, and that people should be able to contribute to their full capacity to the rural economy and community.

Program influences on CCBI include Community Builders in Nebraska, the Western Australian Community Builders program, and the Alberton Project in Victoria's Gippsland. Each community has unique attributes, possibilities and challenges. These programs encourage people of each community to review, plan, prioritise and build their own futures.

The CCBI is not a 'top down' approach, rather it's about communities working out their needs, and developing solutions to turn around their fortunes. The Victorian Government's role is to provide support, help develop skills and leadership, make linkages with other partners and initiatives, and identify resources to help communities achieve their goals.

## 1.4 HOW THE CCBI IS MANAGED

As an approach that is based on partnership between government and the community, the CCBI has a tiered management structure.

### Statewide Project Management:

A State Steering Committee oversees the CCBI. Membership comprises Ministerial representatives (of the Minister for State and Regional Development, and the Minister for Agriculture), and three community representatives (from the Victorian Farmers Federation, Yarram and District Health Service, and Local Government - both the Municipal Association of Victoria and the Victorian Local Governance Association). In attendance at Steering Committee meetings are senior departmental officers from the two funding departments (Natural Resources and Environment; and Innovation, Industry and Regional Development). The State Coordinator provides executive support to the Committee.

A State Coordinator is responsible for day-to-day program management, including management of the team of 11 Facilitators employed on behalf of the project partners to deliver the pilot projects.

### Local Project Management:

- > A Local Steering Committee made up of committed community members is established in each of the 11 pilot projects to provide strategic oversight and develop the local project.
- > A community-based Facilitator works in partnership with the Local Steering Committee to deliver the pilot project.
- > Project Teams operate in each pilot project to implement agreed projects and activities.
- > Designated regional staff from the funding departments provide additional support to the Local Steering Committees and the Facilitators.

## 1.5 PILOT PROJECTS SELECTED

The 11 pilot projects selected to join the CCBI reach a total of 55 small towns and settlements across Victoria. These are made up of the following towns, districts and groups of towns with populations up to 4 000 people. There is a central coordination point for each pilot project, based in the first named town below.

### Western Victoria:

*Ballan*, Gordon, Mt Egerton, Blackwood, Myrniong, *Coimadai*, Greendale, Bungaree  
Balmoral, Harrow  
*Lismore*, Derrinallum

### North Western Victoria

*Ouyen*, Murrayville, Underbool, Walpeup, Tempy, Speed, Patchewollock, Woomelang, Manangatang, Sea Lake  
*Robinvale*, Annuello, Boundary Bend, Bannerton, Wemen  
*St Arnaud*, Kooreh, Carapooee, Beazleys Bridge, Marnoo, Banyena, Gooroc, Stuart Mill, Tottington, Coonooer Bridge, Logan

### Eastern Victoria

*Bruthen*, Nowa Nowa  
*Lang Lang*

## **North Eastern Victoria**

*Corryong, Cudgewa, Walwa, Towong, Koetong, Shelley, Thougla, Biggara, Nariel, Lucyvale, Berringama, Burrowye, Guys Forest, Tintaldra, Thologolong Nathalia, Picola, Waaia Violet Town*

**The Alberton Project** in Gippsland's Yarram also forms part of the network of communities in the CCBI.

## 1.6 KEY EVENTS AND ACTIVITIES

Over October and November 2001, each pilot project held its Community Opportunity Workshop (COW). The aim of these whole-of-community events was to create a community vision, agree on projects, identify skills development needs, and establish a Local Steering Committee.

Following the Workshops, community members across the pilot projects are now busy working on implementing the outcomes. The Local Steering Committees, Project Teams and Facilitators are working together to keep the pilot projects moving along, launch workshops on learning needs, and turn project ideas into action.

## 1.7 THE PURPOSE OF THE COMMUNITY ACTION PLAN

Producing a Community Action Plan is an important part of the process - it is the pilot project's record of how it will implement the CCBI locally, and guides the work of the Facilitator, Local Steering Committee, and the Project Teams. The Community Action Plan tells the story of each pilot projects' involvement in the CCBI and outlines their achievements to date, as well as their goals and aspirations for this Initiative. The Community Action Plan will help each community measure the progress and success of its pilot projects. The Plans include an Executive Summary, a Community Snapshot, a LandMark Project, and a comprehensive list of Projects from the Community Opportunity Workshop.

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## 2. EXECUTIVE SUMMARY

### **Ballan, Gordon, Mt Egerton, Blackwood, Myrning, Coimadai, Greendale, Bungaree**

The Community Capacity Building Initiative pilot location of Ballan is made up of the communities of Ballan, Gordon, Mt Egerton, Greendale, Blackwood and Myrning. Located within an hour's drive of Melbourne, they care about protecting their diverse environment and lifestyle. They want to link together as a region, to preserve their safe and clean environment, look after their volunteers and maintain their strong community spirit. The overall population of the pilot location is approximately 3900.

Two other communities initially included in this pilot project have not wanted to participate at this time. For one community this was because they are not a 'community of interest' and do not feel connected with other towns in this region. Another town felt that they did their community building well and likewise chose not to participate. This has been respected and as such the communities of Bungaree and Coimadai are largely in name only in this project.

Each community has its own sense of individuality which it wants to preserve, while still supporting regional initiatives for the betterment of the area as a whole. Their involvement in the Community Capacity Building Initiative (CCBI) reflects the recognition that to preserve their current lifestyle, they need to be open to appropriate opportunities to ensure a sustainable future. From the Community Opportunity Workshop (COW) held in November 2001, the communities involved have developed a number of project areas that are important to develop. These are:

- > Town Pride
- > Essential Community and Social Infrastructure
- > Social inclusion
- > Knowledge and values
- > Information and Technology
- > Transport and infrastructure

The nature of the Community Opportunity Workshop in these communities led to broad project areas. The Local Steering Committee has largely taken on the role of looking for opportunities to link and strengthen existing projects and support other organisations who are addressing issues raised in the above mentioned project areas. While the CCBI is responsible for driving a number of projects - newsletters, calendar, gateways, youth etc. it also acknowledges that other groups already 'own' certain projects. In this instance the CCBI role is to support existing groups like Rotary and the local hospital. In other instances action groups separate to the CCBI have addressed some of the issues mentioned at the COW (i.e. transport between communities, emergency response times in remote communities). Likewise the issue of transport is so large and beyond the scope of a volunteer Local Steering Committee that they largely offer support and community consultation for local government in addressing these issues. The CCBI does not need to 'own' or drive all projects. However there is a much needed role in documenting who is doing what in the local community, linking groups who are working on similar projects, and offering support and assistance to those who are the drivers to achieve the outcomes mentioned by the community at the COW.

A CCBI project which addresses the particular concerns of communities where students over primary school age commute by bus each day to secondary school is Youth Connections: Connecting while Commuting. This recognises the difficulty of contacting young people of secondary school age to consult them or invite them to community events. This project aims to address this by developing a youth contact list; a 'how to' guide for groups who want to contact young people, to undertake a survey on buses with entertainment and develop an umbrella group to support youth projects.

Another innovative CCBI project which recognises the individual qualities of each community is the Entranceways Project, where each community has input into the design and construction of individual entranceways in a way that reflects the 'personality' of the community.

Through their existing work and that undertaken with the Community Capacity Building Initiative, these communities will together shape a sustainable future which retains the lifestyle they value in an area of great natural beauty with the aid of creative, resourceful and motivated people.

## 3. COMMUNITY SNAPSHOT

**Project Location:** Ballan  
**Communities Involved:** Ballan, Gordon,  
Mt Egerton,  
Greendale,  
Blackwood,  
Myrniong

### INTRODUCTION

Six of the eight communities in this pilot project have each prepared a brief Community Snapshot, giving individual backgrounds to their participation in the Community Capacity Building Initiative. These six townships care about protecting their diverse environment and lifestyle. While their proximity to Melbourne gives them many advantages, they want to retain their individuality and want any development to be carefully planned to take this into account. They want to preserve their safe and clean environment, to link together as a region to support local initiatives and to look after their volunteers and maintain their strong community spirit.

### 3.1 BALLAN

#### 3.1.1 COMMUNITY VISION AND VALUES

The community wants carefully planned development to maintain the 'village atmosphere' which is at risk due to urban creep. While a vibrant community is evidenced by the existence of over fifty community groups there is a strong desire for more collaboration and co-operation on joint projects which have better outcomes. While families make up the greater proportion of the population, there is a stated need to be a community that is welcoming and inclusive of all - from cradle to grave.

#### 3.1.2 FAST FACTS

##### **Geographic Boundaries**

Wombat State Forest, Werribee River, Bostock Reservoir, Brisbane Ranges.

##### **Population**

Township of Ballan: 1400 people. District of Pilot Project: 3900. There is a predominance of young families in the area with 56% of the population aged under 15 years and between 29 and 45 years. Approximately 25% of

the population is made up of retired people. A high proportion of those employed commute to major regional centres for work. Our population is growing faster than the State Average (ABS, 2001). The two Indigenous peoples from this area are the Dja Dja Wurrung and the Wothe Wurrung.

##### **Major Geographic Landmarks**

Wombat State Forest; Bostock Reservoir; Brisbane Ranges; Lerderderg Gorge State Forest; Mt Hydewell; Bald Hill; Mr Darriwill; Mt Gorong.

##### **Climate**

Temperate, with cold winters and occasional snow and warm to hot summers.

#### 3.1.3 SHAPING THE LOCATION

##### **Historical Events**

- > 1838: Baron von Steiglitz - first European settlers looking for new grazing land. Irish immigrants found suitable land for potatoes.
- > Gold Rush: Overnight stop for Cobb and Co on the way to Ballarat. Troopers stayed at local inn the night before the Eureka Stockade.
- > Post 2nd World War: Soldier Settlers
- > 1978: Highway bypasses town.

##### **Natural Resources**

Timber logging in Wombat State Forest - a sensitive issue.

Major water catchment for Geelong, Ballarat, Bacchus Marsh and Melton.

Close to three State Forests: Wombat; Lerderderg, Brisbane Ranges.

##### **The Economy**

Developing industrial estate, manufacturing, small businesses and services. Many people commute to Melbourne, Geelong or Ballarat for work.

Farming: wool, sheep, some cropping, beef, many hobby farms.

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## **Specialist economic development opportunities**

Tree farms; Small business incubation and support; broad arts festival; Industrial Estate expansion; Arts/Tourism, especially eco-tourism; Lifestyle options for commuters and business in manufacturing and IT areas.

## **Specialist skills within the Community**

Many artists; Highly skilled farmers; Volunteers in over 50 active community groups; Highly skilled professionals, usually commuters.

### 3.1.4 SERVICES

2 primary schools, 1 pre-school, 1 Bush Nursing Hospital, 2 doctors, Police station, Maternal and child health nurse, 1 bank, 1 post office, Shire Offices, CFA and CFA training college, 3 churches.

### 3.1.5 LIFESTYLE ADVANTAGES

Space, with living on large allotments or farms, the ability to know your neighbour, quiet and safe, with clean air and close to the major centres of Melbourne, Geelong and Ballarat and to Daylesford's mineral springs and tourism area.

## 3.2 GORDON

### 3.2.1 COMMUNITY VISION AND VALUES

The community wants to retain its country village atmosphere but to grow sufficiently to get access to the existing railway service and natural gas pipeline. It wants sealed streets, adequate walking paths and street lighting. It recognises that it needs growth to ensure the provision of many other community services including postal delivery and services for the elderly, young people and others.

### 3.2.2 FAST FACTS

#### **Population**

The population of Gordon township is approximately 400. 45% is made up of commuters/home duties, students and infants; 25% are retired people; 15% are farmers and 15% are employed locally. The local Indigenous people are the Wathaurong.

## **Major Geographic Landmarks**

In a pleasant valley surrounded by volcanic hills and close to Moorabool River.

## **Climate**

With an elevation of 571 metres, Gordon has a cool to cold climate with high rainfall.

### 3.2.3 SHAPING THE LOCATION

## **Historical Events**

Gordon was originally part of the Boorambeta Station, settled by George Gordon in 1838. Gold was discovered in the area in 1858.

## **Natural Resources**

High quality agricultural land in good rainfall area; Spring water.

### 3.2.4 THE ECONOMY

Spring water, agriculture, global food marketing business, high proportion of residents commute to Melbourne or Ballarat for employment.

## **Specialist Economic development opportunities**

Opportunity for development of dormitory residential accommodation for commuters to take advantage of the proximity of the freeway to Melbourne, the railway and natural gas.

## **Specialist skills within the community**

Skilled population, many who commute to major centres.

### 3.2.5 SERVICES

State and Catholic Primary Schools; 1 hotel; 1 general store; 1 stock food/petrol/hardware store; post office; art gallery; 2 plant nurseries, Police Station; 1 global food marketing business, local volunteer fire brigade.

### 3.2.6 LIFESTYLE ADVANTAGES

A country atmosphere with a feeling of security and belonging, within commuting distance to major centres of Ballarat and Melbourne. No racial or religious tensions. A cool climate with clean air.

## 3.3 GREENDALE (INCLUDING DALES CREEK)

### 3.3.1 COMMUNITY VISION AND VALUES

Rural ambience rates highly as a value to be preserved, but there are many interpretations on what this means.

### 3.3.2 FAST FACTS

#### **Geographic Boundaries**

Wombat State Forest; Western Freeway; Pykes Creek Reservoir; 'Doctor's Creek' on the road to Ballan; Greendale-Blackwood road (Route C318)

#### **Population**

Estimate between 850 and 1200 with a mixture of households including retired couples and families. The local Indigenous people are the Wurundjeri, the Kurung, Wathourung, Jaara and Ngurelban.

#### **Major Geographic Landmarks**

Wombat State Forest on the southern foothills of the Great Dividing Range; Dales Creek; Mt Blackwood (with telecommunications towers).

#### **Climate**

Mild summers and cool to cold winters.

### 3.3.3 SHAPING THE LOCATION

#### **Historical Events**

Greendale was first established as a halfway stop between Ballan and Blackwood during the 1850 gold rush era.

#### **Natural Resources**

Wombat State Forest; Pykes Creek Reservoir picnic area.

### 3.3.4 THE ECONOMY

Some farming, with most residents earning income from occupations in either Melbourne or Ballarat. Most are in small business or wage earners.

#### **Specialist Economic development opportunities**

Tourism emerging because of proximity to Melbourne and Daylesford, with some growth in B and Bs.

#### **Specialist skills within the Community**

Many skilled people.

### 3.3.5 SERVICES

1 hotel with small general store attached; school aged children commute; Country Fire Authority.

### 3.3.6 LIFESTYLE ADVANTAGES

Rural ambience, proximity to Melbourne and Ballarat, clean air; small community, plenty of space.

## 3.4 MT EGERTON

### 3.4.1 COMMUNITY VISION AND VALUES

Mt Egerton is developing its vision. It wants to be a tiny tidy town and is organising community forums as part of the project to develop welcoming entranceways to its communities.

### 3.4.2 FAST FACTS

#### **Geographic Boundaries of each Community**

Reservoirs: Lal Lal/Bungal Dam and Bostock. Rivers: Moorabool East Branch and Moorabool West Branch. Creeks: Bungal, Woollen, Blair and Black.

#### **Population**

Approximately 500 with a township population made up of approximately 50% adults, 25% young children and 25% youth. On the outskirts, the ratio is 75% adults and the remainder young children and youth.

#### **Major Geographic Landmarks**

Mt Egerton

#### **Climate**

Warm summers and frosty winters.

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### 3.4.3 SHAPING THE LOCATION

#### **Historical Events**

In 1839 the area was explored by George Egerton; Gold was discovered in the area; Bushranger Captain Moonlight lived here.

#### **Natural Resources**

Natural bush, historic gold mining sites and artefacts.

#### **The Economy**

Farming, home based microbusiness, tourism, Yuulong Lavender Farm. Commuters who work in Melbourne and Ballarat, first class wool growers, beef cattle care accredited farming, kaolin mining, gold mining.

#### **Specialist economic development opportunities**

Herbs; Yuulong Lavender Farm; Hydroponic tomatoes; Beef Cattle Care Accredited Farming; Fine Merino Woolclassing; Olive Grove and Nut Farm; Fly fishing tourism; Commercial native plant nursery.

#### **Specialist skills within the Community**

Commercial lavender farming, gardening, grass roots activities, eg. Newsletter. Artists, Management skills and expertise around mining and environmental issues.

### 3.4.4 SERVICES

1 general store, 1 two-room primary school, Recreation Reserve, CFA, Community Hall, Local Tip.

### 3.4.5 LIFESTYLE ADVANTAGES

Clean air, clean bush, active community with real community spirit.

## 3.5 BLACKWOOD

### 3.5.1 COMMUNITY VISION AND VALUES

Blackwood cares passionately about communication and community. We appreciate our rare environment and natural resources and want these preserved. We guard our peace and seclusion yet understand the need for tourism to be encouraged. We want to guide the direction of tourism in the future.

### 3.5.2 FAST FACTS

#### **Geographic Boundaries of each Community**

Blackwood radiates into the hills and forest about 2 kilometres from the town centre. Most of the town lies to the west of the Lerderderg River.

#### **Population**

Approximately 300 people live in Blackwood on a permanent basis with young families making up about a third of the population and retirees about a quarter.

#### **Major Geographic Landmarks**

Blackwood is set in the middle of the Wombat State Forest and at the northernmost reaches of the Lerderderg State Park. The Lerderderg River meanders through the township which is spread around numerous hills and valleys. Features include Shaw's Lake, Mineral Springs and Blue Mount.

#### **Climate**

Cool and wet winters with some winter snow. Mild summers and early autumns, sheltered from wind.

### 3.5.3 SHAPING THE LOCATION

#### **Historical Events**

Blackwood enjoyed a goldrush between 1850 and 1870, when the population is said to have reached 50,000.

#### **Natural Resources**

Timber harvesting; Lerderderg State Park; Mineral Springs; Bushwalking tracks (up to 3-day walks).

#### **The Economy**

Ever since gold ran out, Blackwood has been a holiday town. About half of the 300 residences are weekenders and there is a caravan park. Many holidaymakers have been coming for generations.

#### **Specialist Economic Development Opportunities**

Eco-tourism; Cottage/home-based businesses; e-businesses; Holiday accommodation.

## Specialist Skills within the Community

Blackwood has a great range of people who are creative, resourceful, motivated and politically active. It has historically provided all its own services and continues to do so. Long held forestry skills are being supplemented by new arrivals with business and tourism skills seeking a lifestyle change. Retirees offer diverse skills and experience.

### 3.5.4 SERVICES

Buses take students to two primary and two secondary schools. A general store and post office provides basic banking services; 2 regularly used churches; no public transport; senior citizens have regular nursing visits.

### 3.5.5 LIFESTYLE ADVANTAGES

Clean air and water; peaceful forest environment; Melbourne CBD 1 hour away; Daylesford and Woodend 1/2 hour away; tight-knit, supportive and resourceful community.

## 3.6 MYRNIONG

### 3.6.1 COMMUNITY VISION AND VALUES

Myrning values its quiet and peaceful lifestyle. It wants to conserve its local history, its bush and farmland and its environment for the future.

### 3.6.2 FAST FACTS

#### Geographic Boundaries of each Community

Roughly: Pykes Creek Reservoir, Werribee River, Western Freeway, Lerderderg River, Mt Blackwood.

#### Population

Scattered. Mix of rural people between 50 and 80 plus, urban escapees between 25 and 45 and children to secondary school age with a high proportion of rural dwelling urban workers. Small group of retirees, majority in 50 - 80 plus age group still work. Frail elderly moved out of community into care in the larger communities.

#### Major Geographic Landmarks

Werribee River/Gorge; Lerderderg River/Gorge; Mt Blackwood; Pykes Creek Reservoir.

## Climate

Cool and windy.

### 3.6.3 SHAPING THE LOCATION

#### Historical Events

Myrning was part of the Bacchus family's sheep run and a probable original shepherd's hut remains. It was also a route to the Blackwood and Ballarat goldfields. Dairying was a former industry and there was a milk factory.

#### Natural Resources

Werribee and Lerderderg National Parks; Wombat State Forest.

### 3.6.4 THE ECONOMY

Generally dormitory settlements for commuters with income earned in urban areas from Ballarat to Melbourne. Local income is from farming and grazing, winery and accommodation.

#### Specialist economic development opportunities

Tourism: accommodation, catering.

#### Specialist skills within the community

A broad range of individual skills.

### 3.6.5 SERVICES

Primary school to grade 6, then school buses for commuter students.

### 3.6.6 LIFESTYLE ADVANTAGES

Quiet; Space; Clean Air.

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## 4. THE LANDMARK PROJECT

The Landmark Project is one chosen by representatives of each of the 11 Pilot Project Locations involved in the Community Capacity Building Initiative. Three community members were interviewed about the project and the processes put in place to bring it to life. Landmark Projects are at different stages of their development and are not necessarily the largest or those likely to have the greatest impact. They represent the way communities work together, adapt and face challenges to get results and their real-life experiences can act as a model for other communities.

**Pilot Project Location:** **Ballan**

**Participating Towns:** **Ballan, Gordon, Mt Egerton, Blackwood, Myrniong and Greendale**

**Project Name:** **The Entranceways Project**

### 4.1 THE PROJECT

The communities in the Ballan Pilot Project Location want the entranceways to their towns to communicate each town's individuality, community spirit and pride. To do this, they are identifying a local theme to reflect each town. Eventually, each town hopes to have a locally important symbol or artwork by a local designer or artist marking the entranceway of the towns of Ballan, Gordon, Mt Egerton, Blackwood, Myrniong and Greendale. Some will also have changes to signage in the town to better reflect what happens in the community.

The project aims to be an action learning process for community members to gain skills in working together, running meetings, project planning, facilitating groups, workshop design and understanding graphic design concepts.

### 4.2 THE BEGINNINGS

The Entranceways Project has had several beginnings according to the different stages of each community. When the Community Opportunity Workshop was held, the participating towns were enthusiastic about improving the appearance of their town and decided to draw together the threads in each individual town and work together to share ideas, a sense of purpose and to achieve a unifying link between them. Their aim is to have the towns look "like we celebrate the place we live in".

At the same time, the Shire of Moorabool has two projects running that will have an impact on this project: Ballan Urban Design and Overall Shire Logo development. The CCBI hopes to work co-operatively with these existing projects, which have the potential to develop community and local government strengths, build positive relationships and achieve better overall outcomes.

#### **Mt Egerton**

At Mt Egerton, there is a strong feeling that the entrance to the town needs improvement. Currently, the entrance to the town is marked by a less than beautiful sign and what locals describe as 'an ugly mine' which processes gold tailings.

The Mt Egerton Concerned Residents Group agreed to be the pilot for the running of a workshop where each community decides on the concept and symbols representing the town that will become the subject for an artistic or design process. This workshop design will form the blueprint for other workshops to be run in other communities.

#### **Blackwood**

At Blackwood, a project began some years ago to improve signage at the entrance to the town but lapsed due to various administrative difficulties. In 1996 there was agreement between all the community groups in town that a town image was needed, partly to increase the feeling of identity and partly to be useful in tourism promotion, with Blackwood regarded as the 'hidden jewel' of the area, set in the Wombat State Forest, close to the Lerderderg River.

A competition to create a logo and image was held, with the intention it would be used in signage, on letterhead and for other local purposes. 25 entries were received and the winner was announced in the town on Easter Sunday, coinciding with Blackwood's carnival.

The winner was a young designer from Ballarat who used the local and well known wombat in a creative design. Immediately and unanimously accepted by the local committee because it captured the essence of Blackwood: 'rather shy and retiring and very appealing', the design, transferred to a rubber stamp, is on every letter leaving Blackwood with the co-operation of Australia Post. Funds were raised for the designer to work on a number of other designs around the wombat theme.

A spin-off from the competition and local interest was the creation of Blackwood Promotions Inc. whose role was to promote the town as a tourist destination. While the initiative lapsed because of local concern about the numbers of tourists that might be attracted, there is now a strong feeling that Blackwood Promotions be revived, particularly with the understanding that 'getting more money from tourism doesn't mean more tourists: it means being clever about it'.

The impetus at the time of the creation of the logo led Blackwood to hold talks with local government, the State Tourism body and VicRoads, with the view to coordinating signs in the area and attracting more tourists.

Despite some months of meetings and the best efforts of all those involved, the project to use Blackwood's wombat logo went into limbo until recently.

## **Ballan**

For some time, the Rotary Club of Ballan has wanted to highlight the enormous number of community groups representing the spirit and diversity of Ballan. Around 30 groups operate, including service clubs, sporting, conservation, heritage and art and craft groups. Rotary wants to improve the structure that advertises the community groups and develop a town theme to be displayed on this sign. They hope that this theme would be the basis for further co-ordinated town enhancement projects.

In other towns, the general feeling is that currently, entranceways do not give visitors, new residents or local people a sense of energy and community.

## **4.3 NEXT STEPS**

Because each town was at a different stage of its development of the entranceway project, a meeting was held at Ballan Mechanics Institute in April 2002 for representatives of each town to explain their place in the planning process. All expressed interest in developing an entranceway for their town.

Each community has representatives who will develop a local workshop based on the process blueprint developed through a training session run by CCBI.

Co-ordination between the Shire of Moorabool and the community is progressing and a community meeting is being planned in Ballan to discuss the Shire's projects, that of Rotary, the role of CCBI and other community groups engaged in related projects. The Shire is planning a coach trip to take community representatives to different communities to look at entranceways in other towns.

### **Mt Egerton**

At Mt Egerton, a community workshop is to be held with local people invited to bring an item that for them, symbolises the town, such as a rock, mining relic, a painting, a poem, a book of local history. Each person will show the item and talk about what it means to them. From this workshop, the Mt Egerton community will work with a local designer or artist to explore the possibilities of these themes being woven together and how they might become the subject of an artwork at the town's entranceway.

Community representatives are receiving training to design the process for this meeting.

### **Blackwood**

Though the wombat image gained the wholehearted approval of the town in 1997, its revival meant canvassing local people again and early in 2002, a petition was circulated and the proposal to use the wombat symbol in local signage was taken to the Shire. At that stage, Blackwood learnt of the broader Entranceways project and attended a meeting to hear more about it. Because it fitted with local goals and the rekindling of enthusiasm, it decided to become part of the Entranceways project. There is also interest from the Shire within the Overall Shire Logo development project.

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## Ballan

In Ballan, a number of clubs, associations and groups agreed that the project was worthwhile and would be supported. Rotary will play the central role in co-ordinating the way forward with support from the CCBI.

**“It's not just about the future:  
we've got to honour the past as well.”**

**Mt Egerton resident who attended the  
Entranceways meeting.**

## 4.4 THE PROJECT NOW

### Mt Egerton

Preparations are going ahead to develop a workshop blueprint to gather community concepts and ideas reflecting the identity of each community. Mt Egerton has volunteered to be the 'guinea pig' to trailblaze the first community workshop.

### Blackwood

As well as the use of the wombat in signage and in other ways throughout the town, there is a suggestion that Blackwood might plant stands of indigenous trees which would be of interest to local people and many visitors, including bushwalkers, who visit Blackwood. The local Streetscape group has been consulted and the idea is being developed further.

### Ballan

In Ballan, funds have been raised by the Rotary Club to enable the construction of three signs giving details of clubs and associations, regular community meetings and activities and there will be a space for coming events. Funds came from running 4-wheel drive tours in conjunction with Ballarat 4 Wheel Drive Club at an entry cost of \$45 per vehicle, trivia nights and by sausage sizzles.

The subsidised cost to each club and association for signage will be an affordable \$40.00. Clubs without logos or emblems will have their names and details professionally signwritten. Plans for the signs have been submitted to the Council and there is a possibility of assistance from the Shire towards construction.

A letter has gone from Rotary to all clubs and associations with an invitation to “work together to proudly promote our community and your group”. There are plans to host a workshop and campaign to find a community theme to be used for future town enhancement projects.

## 4.5 CCBI

The CCBI Local Steering Committee is holding a Community Meeting to invite all relevant groups who are working on town enhancement to give an update on what is happening, co-ordinate projects where appropriate and plan for the next steps.

## 4.6 THE FUTURE

Because the Entranceways Project is at different stages in all six participating towns, the time frame for the Project's completion for each is different. Each community hopes to hold a workshop to decide on the theme or symbols for that community by the end of the year. Following that, a series of meetings with designers or artists is planned for early 2003. Application for funding will take place next year for artwork, landscaping and signage.

Common to the six towns is the intention that all will be part of the project. Through this involvement, each hopes to enhance their community spirit, individuality and sense of place and gain greater strength as a region.

## 4.7 LEARNINGS

- > For towns at different stages of a project, joint meetings help bring each other up to date and avoid re-inventing the wheel;
- > A committed local government Community Development Officer can work wonders: in Blackwood, he was “the key that opened the door for us”;
- > That towns with small populations have as much to offer in ideas and energy as larger towns;
- > “This is action learning and we all learn about project management”;
- > A good design in logos, images or symbols can do a lot of the work portraying community values.

## 4.8 BENEFITS

- > Defining the importance of pride of place;
- > Identifying what the community values about its town;
- > Welcoming visitors and new residents;
- > Giving opportunities for local artists to reflect local themes;
- > Giving a sense of unity in both the town and the region;
- > Involving whole communities;
- > Linking neighbouring communities with a common theme;
- > Crossing boundaries between young and old, long time residents and newly arrived;
- > Developing supportive relationships between community and local government.

**“When we saw the wombat design for Blackwood, we knew it was just right. And everybody agreed”**

**Brendan Hehir, Blackwood**

## 4.9 CHALLENGES

- > To achieve partnerships between local governments and communities;
- > For local governments to understand that individual communities have a real need to preserve their individuality and to help them achieve that;
- > To sustain enthusiasm through what can be long processes in planning, design and approval.

**“Rotary is part of this project because we're all working towards the same thing, aren't we?”**

**Kerry Robertson, Community Director,  
Rotary Club of Ballan**

## 4.10 HIGHLIGHTS

- > Finding a relevant theme that represents the community - and that other people like it;
- > “It's fun!”;
- > “For Blackwood, the search for an image started our tourism body”.

## 4.11 PROJECT HINTS FOR OTHERS

- > One local single common cause can be a uniting force in bringing communities together for other and broader community benefits;
- > Actions taken by one community can act as leverage for other communities who want to go down a similar path;
- > Include local government as much as possible in the early stages of the planning process.

### **Interviewees:**

Andrea Shaw, Occupational Health and Safety Consultant, Mt Egerton

Brendan Hehir, various businesses over some years, Blackwood

Kerry Robertson, mother of 4, grandmother of 1 and businesswoman for 20 years in video production.

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## APPENDIX A

### **PROJECT SUMMARY:**

**Ballan, Gordon, Mt Egerton, Blackwood,  
Myrniong, Coimadai, Greendale, Bungaree**

### **LEGEND FOR PROJECT SUMMARY:**

#### **Timeline**

- > Short term (1-6 months)
- > Medium term (7-12 months)
- > Long term (13-24 months)

#### **Current Project Status**

- > In consultation (within the project team and/or within the community)
- > Preparation (resources identified, plans listed and project communicated to the community)
- > In development (responsibilities and key people have been identified, strategies worked up)
- > In progress (project is known by the community and is happening now)
- > Completed (project as described by title and strategy has been achieved)

# Project Summary: Ballan, Gordon, Mt Egerton, Blackwood, Myrniong, Greendale

# community action plan 2002

Project Number	Project Name/Title	Project Summary	Expected Outcomes	Theme/Sector	Community Involvement	Communities/towns involved	Timeline	Communicating the Project	Current Status	Further Information
1	Community Opportunity Workshop (COW)	Held on 25 November 2001. To create a shared community vision; Reach agreement on common community projects and activities; Identify people's skill development and learning needs; Establish a Local Steering Committee to drive the COW project in conjunction with the Facilitator.	Establish a shared community vision. Identify people's skill development and learning needs; Establish Local Steering Committee. Agree on common projects and activities within the community. These are: > Town Pride > Knowledge and Values > Social Inclusion > Essential community and social infrastructure > Information and technology > Transport and Infrastructure Projects detailed below fit into the above project groups.	Arts and Culture; Community Support; Health and Aged Care; Sport, Recreation, Leisure; Technology; Tourism; Youth	Over 70 people attended. Key Supporters: Community groups and organisations; Ballan Community House; Moorabool Shire Council.	Ballan, Gordon, Mt Egerton, Blackwood, Greendale, Myrniong, Colmaddal, Bungaree	Short term (1-6 months)	Word of mouth, Media Releases, Email, Presentations, Meetings, Personally addressed letters, Through partner organisations.	Completed	Sally Goldstraw, CCB Facilitator (03 5368 2307)
2	Knowledge and Values > Community Learning Program	To identify ways for the community to achieve their goals by providing learning and training opportunities through workshops and training sessions; Our learning and training program is flexible, responsive and continually evolving to meet community needs. We are constantly learning what we need to learn.	Increased skills within the community in the following areas: > Grantseeking > Committee of Management roles and responsibilities > Building community enthusiasm > Leadership for young people through circus skills workshops > Supporting women as community leaders > Reflecting, celebrating and refocusing Committees > Workshop design and facilitation > Developing networks and connections > Learning as we go!	Education and Training	Key Supporters: Ballan Community House, Moorabool Shire Council	Ballan, Gordon, Mt Egerton, Blackwood, Greendale, Myrniong	Medium term (7-12 months)	Word of mouth, Newsletter, Media Releases, Email, Presentations, Meetings, Personally addressed letters, through partner organisations.	In progress.	Sally Goldstraw, CCB Facilitator (03 5368 2307)

# Project Summary: Ballan, Gordon, Mt Egerton, Blackwood, Myrniong, Greendale

## COMMUNITY capacity building INITIATIVE

Project Number	Project Name/Title	Project Summary	Expected Outcomes	Theme/Sector	Community Involvement	Communities/towns involved	Timeline	Communicating the Project	Current Status	Further Information
3	Essential Community and Social Infrastructure > Ballan Advancement Committee	For the group to be a resource for the people: Assist with ongoing projects; Be an advocate for the local community, an avenue where local concerns or ideas can be expressed.	Assist with progressing local issues; Advocate on behalf of community where appropriate.	Community Support	5 people. Key supporters: Community	Ballan, Greendale	Long term (12 months to 2 years)	Word of mouth, Newsletter, Media Releases, Email Meetings, Personally addressed letters, through partner organisations.	In preparation.	Patricia Binks (03 5368 2107)
4	Essential Community and Social Infrastructure > Regional Community Forum	To act as an umbrella council/committee for smaller development groups.	Support smaller community progress groups on their local issues; Help smaller groups be a stronger voice; Support other local organisations and groups with their projects.	Arts and Culture: Community Support; Conservation and Heritage; Economic Development; Education and Training; Health and Aged Care; Primary Industry; Natural Resource Management; Services; Sport, Recreation, Leisure; Technology; Tourism.	15 people involved. Key supporters: Approximately 50 community and business groups; Ballan Planning and Development Group; Ballan Action Group; Mt Egerton Concerned Residents; Advancing Gordon Group; Blackwood Progress Association.	Ballan, Gordon, Blackwood, Mt Egerton, Greendale	Long term (12 months to 2 years)	Word of mouth, Newsletter, Media Releases, Email, Meetings, Personally addressed letters, through partner organisations.	In preparation.	Patricia Binks (03 5368 2107)
5	Information and Technology > Funds Watch	To make available to community information on grants through Community House and Community Enterprise Centre.	Improved funding opportunities; greater public access to internet in small communities; increased uptake of technology across regions.	Education and Training; Technology, Community Support	4 people. Key supporters: Community House; Community Enterprise Centre; Moorabool Shire	Ballan, Gordon, Mt Egerton, Blackwood, Myrniong, Greendale	Medium term (7-12 months)	Word of mouth, Newsletter, Media Releases, Email, Presentations, Meetings, Personally addressed letters, through partner organisations.	In consultation.	Josie Weedon (03 5368 1758) Kate Diamond-Kelth (03 5368 1488)
6	Social Inclusion > Community Calendar	To develop and distribute a calendar with dates of local community meetings shown for each month.	To inform all community members of what is happening within their community; To have a project theme for each month such as Vision and Values, Youth, etc. and dates for relevant meetings and events.	Arts and Culture: Community Support; Conservation and Heritage; Economic Development; Education and Training; Health and Aged Care; Primary Industry; Natural Resource Management; Services; Sport, Recreation, Leisure; Technology; Tourism.	5 people. Key supporters: CCBI Local Steering Committee; Whole of community	Ballan, Gordon, Blackwood, Mt Egerton, Greendale, Myrniong	Medium term (7-12 months)	Word of mouth, Newsletter, Media Releases, Email, Presentations, Meetings, Personally addressed letters, through partner organisations.	In consultation.	Bev Blaskett (03) 5368 9773

# Project Summary: Ballan, Gordon, Mt Egerton, Blackwood, Myrniong, Greendale

# community action plan 2002

Project Number	Project Name/Title	Project Summary	Expected Outcomes	Theme/Sector	Community Involvement	Communities/towns involved	Timeline	Communicating the Project	Current Status	Further Information
7	Social Inclusion > Youth Connections: Connecting while Commuting	As we have no secondary schools, our children become commuters at about age 12. As a community it is difficult to contact them, consult and invite them to community events. This project aims to find avenues to communicate and support the Youth Officer at Moorabool Shire with existing projects.	Youth contact list: Develop a 'how to' guide for groups to contact young people easily. Survey on buses with some entertainment. Survey with sausage sizzle when buses arrive. Develop umbrella group to support youth projects. Support and strengthening of existing youth activities in community.	Youth	4 people. Key supporters: Moorabool Shire, Ballan Lions and Lionesses; Rotary Mt Egerton Concerned Residents; Advancing Gordon Group; Blackwood Progress Association; Schools; Police; Sport and Recreation Groups.	Ballan, Gordon, Mt Egerton, Blackwood, Myrniong, Greendale	Long term (12 months to two years)	Word of mouth, Newsletter, Media Releases, Email, Presentations, Surveys, Meetings, Personally addressed letters, through partner organisations.	In consultation.	Patricia Binks (03 5368 2107)
8	Town Pride > Entrance/Gateways	To design and construct attractive entranceways for each community. Coordinate and work with other similar projects in the area.	Each community to have an entranceway depicting their community. Coordinate community meetings to work with Council; Assist Rotary with displaying local service clubs' signage.	Arts and Culture: Community Support: Conservation and Heritage; Economic Development; Education and Training; Health and Aged Care; Primary Industry; Natural Resource Management; Sport, Recreation, Leisure; Tourism; Youth.	6 people. Key supporters: Moorabool Shire Council; Ballan Planning and Development Group; Mt Egerton Concerned Residents; Advancing Gordon Group; Blackwood Progress Association; Ballan Rotary; Ballan Action Group.	Ballan, Gordon, Mt Egerton, Blackwood	Medium term (7-12 months)	Word of mouth, Newsletter, Media Releases, Email, Presentations, Meetings, Surveys, Personally addressed letters, Reports, through partner organisations.	In development.	Andrea Shaw (03 5368 9036)
9	Social Inclusion and Social Infrastructure > Newsletter	To be delivered to all residents informing them of what is happening in the region, to cover all groups, organisations and individuals.	To inform groups, organisations and individuals about what is happening in the community; share information.	Community Support	5 people. CCBI Local Steering Committee	Ballan, Blackwood, Mt Egerton, Gordon, Greendale, Myrniong	Medium term (7-12 months)	Word of mouth, Newsletter, Media Releases, Email, Presentations, Meetings, Surveys, Personally addressed letters, Reports, through partner organisations.	In consultation.	Sally Goldstraw, CCBI Facilitator (03 5368 2307)
10	Social Inclusion > Connections and Contacts	Establish a list of all groups within the communities with contact names and numbers. Provide support and resources for new and existing community initiatives ie Fall Project and Recreation Reserve Projects. Provide opportunities for networking between business, community and local government. Develop relationship between community and Moorabool Shire.	An updated list for the whole community. Community lunches and dinners	Community Support	15 people. Key supporters: All community groups and organisations.	Ballan, Gordon, Blackwood, Greendale, Myrniong, Mt Egerton	Short term (1-6 months)	Word of mouth, Newsletter, Media Releases, Email, Presentations, Meetings, Surveys, Personally addressed letters, Reports, through partner organisations.	In progress.	Sally Goldstraw, CCBI Facilitator (03 5368 2307) Patricia Binks (03 5368 2107)



## Project Summary: Ballan, Gordon, Mt Egerton, Blackwood, Myrning, Greendale

### Projects initiated independently of CCBI

Project Number	Project Name/Title	Project Summary	Expected Outcomes	Theme/Sector	Community Involvement	Communities/towns involved	Timeline	Communicating the Project	Current Status	Further Information
11	Pride of Place > Ballan Township Enchantment Project	To develop an urban design framework for Ballan Township and railway station precinct. To build upon previous work on identifying and enhancing streetscape features within the public realm of Ballan township.	Urban Design Framework on which to base future funding proposals. Builds upon existing projects and strengthens all key stakeholders. CCBI called public meeting to ensure good community representation onto Steering Committee.	Arts and Culture: Community Support: Conservation and Heritage: Economic Development: Natural Resource Management: Sport, Recreation, Leisure: Tourism: Youth.	6 people. Key supporters: Moorabool Shire Council, Ballan Planning and Development Group, Ballan Rotary, CCBI, Landcare, Recreation Reserve, interested community representatives, State Government - Department of Infrastructure.	Ballan	Medium term (7-12 months)	Word of mouth, Newsletter, Media Releases, Email, Presentations, Meetings, Newspaper stories	In development. Funding received from State Government for Production of plan.	Natalie Robinson Moorabool Shire (03 5366 7100)
12	Transport and Infrastructure > Bus transport between Blackwood and Ballan	To assess possibilities for a bus service between Blackwood and Ballan. Can existing school bus routes be utilised by communities?	To prevent social isolation by linking Blackwood community with Ballan and access to trains station, doctor, chemist and other services.	Community Support	Action Group based in Blackwood. Moorabool Shire Council	Ballan, Blackwood, possibly Greendale as bus route would pass through this community	Medium term (7-12 months)	Petition, Word of mouth, Newsletter, Media Releases, Email, Presentations, Meetings.	In consultation.	Phil Coyne Moorabool Shire Council (03 5366 7100)
13	Essential Community and Social Infrastructure > Outreach Services for outlying communities	Support Ballan and District Health and Care (local hospital) to develop outreach services to outlying areas.	Better health provision in smaller outlying communities Services responsive to community needs Community Education and health programs run in smaller communities	Community Support: Health and Aged Care:	Ballan and District Health and Care: CCBI.	Ballan, Gordon, Blackwood, Greendale, Myrning, Mt Egerton	Medium term (7-12 months)	Word of mouth, Newsletter, Presentations, Meetings, Surveys, Personally addressed letters, Reports, through partner organisations.	In consultation	Geoff Kervec Ballan and District Health and Care (03 5368 1009)
14	Essential Community and Social Infrastructure > Community Emergency Response Team	Pilot Program to establish a CERT team for Blackwood and district.	Quicker response times to emergencies by ambulance paramedics	Community Support: Health and Aged Care:	Whole of community support.	Primarily Blackwood but also Greendale and other areas close to Blackwood	Medium term (7-12 months)	Word of mouth, Media Releases, Email, Presentations, Surveys, Meetings.	In progress. Funding received through State Government. Training to start in August 2002.	David Dandy (03 536863700)

## Project Summary: Ballan, Gordon, Mt Egerton, Blackwood, Myrniong, Greendale

Project Number	Project Name/Title	Project Summary	Expected Outcomes	Theme/Sector	Community Involvement	Communities/towns involved	Timeline	Communicating the Project	Current Status	Further Information
15	Essential Community and Social Infrastructure > Ballan Mechanics Hall and Community Centre		Develop a central hub and meeting place within Ballan township	Arts and Culture; Community Support; Conservation and Heritage; Economic Development; Education and Training; Health and Aged Care; Recreation, Leisure; Tourism; Youth.	Moorabool Shire Council; Ballan and District Free Library and Mechanics Institute; Committee of Management; Community House; Chamber of Commerce; Community Enterprise Centre; good overall community support	Ballan with benefits to outlying communities of Greendale, Gordon, Mt Egerton, Blackwood and Myrniong	Medium term (7-12 months)	Word of mouth, Newsletter, Media Releases, Email, Presentations, Meetings, Surveys, Personally addressed letters, Reports, through partner organisations.	In progress: Funding received and working group meeting to finalise building plans. Expected completion May 2003.	Shayne Ward Moorabool Shire (03 53667100)
16	Essential Community and Social Infrastructure > Ballan Recreation Reserve Masterplan		Improve Recreational facilities to encourage greater and wider use. Improved social and economic well being and health. Developing beneficial partnerships and co-operation between groups	Community Support; Economic Development; Education and Training; Health and Aged Care; Recreation, Leisure; Tourism; Youth.	Moorabool Shire Council; Ballan Recreation Reserve Committee of Management; extensive consultation with the broader community and CCBI.	Ballan with benefits to outlying communities of Greendale, Gordon, Mt Egerton, Blackwood and Myrniong	Long term (12 months to ten years)	Word of mouth, Newsletter, Media Releases, Email, Presentations, Meetings, Surveys, Personally addressed letters, Reports, through partner organisations.	In progress: Community consultation completed and report provided to Moorabool Shire Council.	Phil Coyne Moorabool Shire Council (03 53667100)