

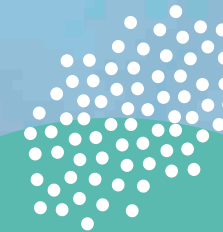


2019 - 2022

# COMMUNITY DEVELOPMENT STRATEGY

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THE CITY OF ALBANY RESPECTFULLY  
ACKNOWLEDGES THE MENANG  
NOONGAR PEOPLE AS THE TRADITIONAL  
CUSTODIANS OF THE LAND ON  
WHICH THE CITY CONDUCTS ITS  
BUSINESS, AND PAYS RESPECT TO  
ELDERS PAST AND PRESENT.



## Executive Summary

The purpose of this Strategy is to provide a framework to guide community development activity within the City of Albany in line with themes 4 and 5 in the City's Strategic Community Plan.

*"There is a strong desire to ensure a sense of belonging and a positive connection between our rural and urban communities. It is important that we know and respect our neighbours, live in communities which support us, and have safe, accessible places to gather and meet. People want to feel welcomed, valued and connected."*

In any community there are competing interests, needs and expectations requiring ongoing attention. There are also community and individual skills, assets, resources and services available to the community. The challenge for local government is to identify and prioritise which of these needs/gaps should be addressed, what assets can be strengthened, responsibility, cost and resources required to achieve successful outcomes for our community.

To assist in this process the City of Albany has reviewed the Connected Communities Strategy and developed a new Community Development Strategy which will:

- Define and explain the concept of community development;
- Clarify the role of the City in regards to community development;
- Provide clear direction for the City; and
- Inform decision making about priorities for community development initiatives.

The Strategy will focus on supporting and developing:

1. Strong and thriving community groups;
2. Vibrant, inclusive and connected neighbourhoods; and
3. Places, People and Spaces.



It is important that we know and respect our neighbours, live in communities which support us, and have safe, accessible places to gather and meet.



## Background

The City of Albany adopted the 'Connected Communities' Strategy in 2014. The strategy was developed following extensive community consultation to guide the work of the Community Development Team.

A number of successful initiatives were delivered under the 'Connected Communities 2014-2018' Strategy including:

- Launch of Albany Community Directory – web based platform for community groups to promote their activities and provide single location for anyone looking for community and health information;
- Age Friendly Albany Plan, and Youth Friendly Albany Strategy adopted by Council;
- Development of inclusive clubs resource to encourage sporting clubs to adapt their activities for people with a disability;
- Delivering a range of capacity building workshops for community groups including: grant writing, social media, strategic planning, volunteer management, participatory evaluation and marketing workshops;
- Launch of Neighbour Day activity guide, event bag and vouchers for groups and individuals; and
- Extensive submission to the Department of Transport requesting a review of timetables and routes for Albany Public Transport Routes.

The Connected Communities 2014-2018 Strategy was reviewed to update the objectives to reflect the changing needs of community and changes within the City of Albany. This revised Community Development Strategy aims to:

- Reflect the changing needs of our community with a focus more on 'place based' community development which will have a greater impact on the wellbeing of our residents.
- Remove the confusion around the term 'connected'. The intention of this term was to refer to the social connection between people, not infrastructure such as roads and footpaths which heavily biased feedback and provided some confusion in what the strategy aimed to do.
- Seek new partnerships and strengthen existing partnerships with WA Country Health Service and WA Primary Health Alliance which has led to an increased focus on broader community health outcomes.
- Address the reduction and rationalisation of funding (realignment/justification) for community development initiatives, creating a limited and more competitive environment.
- Reflect our resource capacity and prioritisation.





PEOPLE WANT TO FEEL WELCOMED, VALUED AND CONNECTED.







## Who we are\*

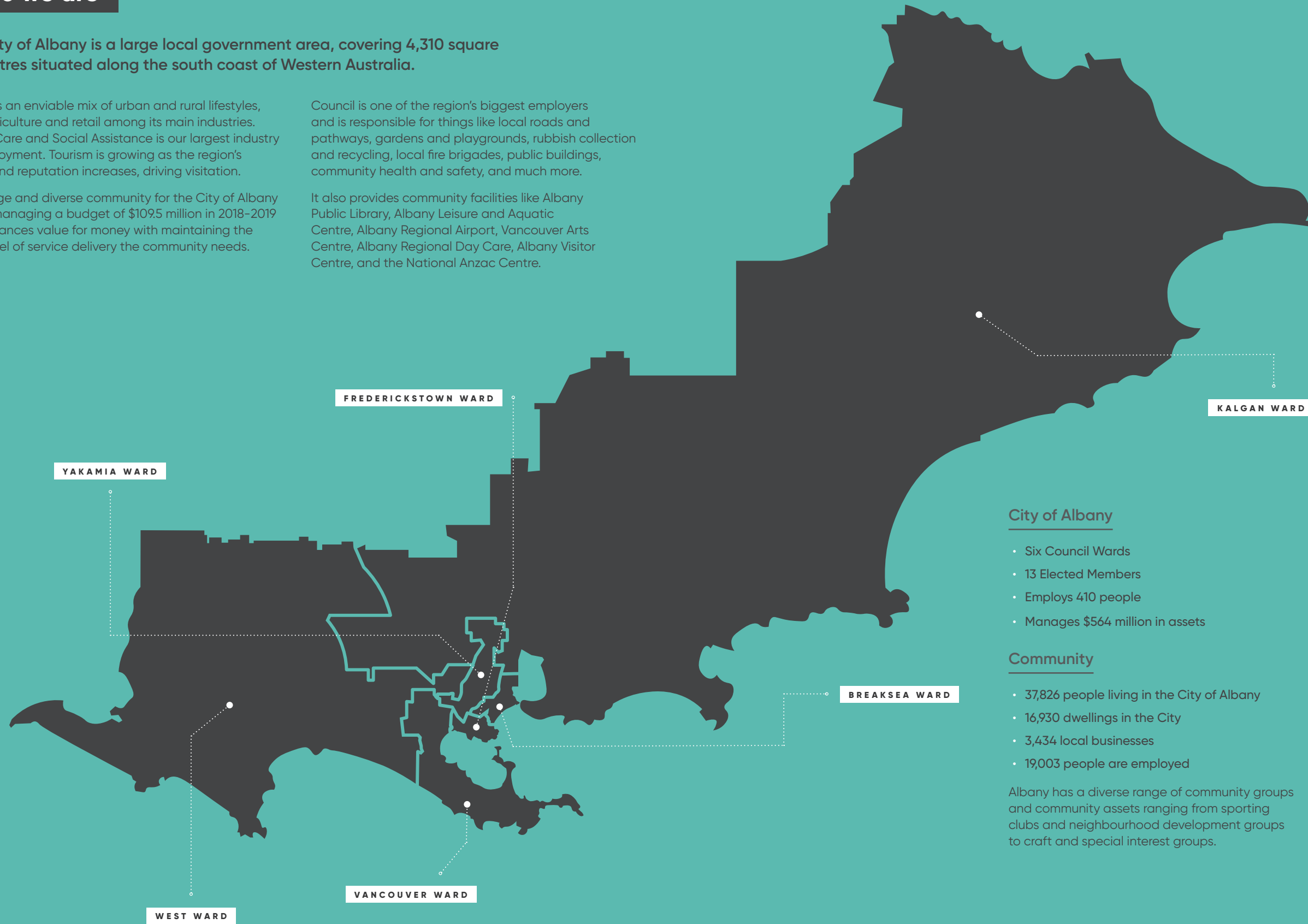
The City of Albany is a large local government area, covering 4,310 square kilometres situated along the south coast of Western Australia.

It boasts an enviable mix of urban and rural lifestyles, with agriculture and retail among its main industries. Health Care and Social Assistance is our largest industry by employment. Tourism is growing as the region's profile and reputation increases, driving visitation.

It's a large and diverse community for the City of Albany to run, managing a budget of \$109.5 million in 2018-2019 that balances value for money with maintaining the high-level of service delivery the community needs.

Council is one of the region's biggest employers and is responsible for things like local roads and pathways, gardens and playgrounds, rubbish collection and recycling, local fire brigades, public buildings, community health and safety, and much more.

It also provides community facilities like Albany Public Library, Albany Leisure and Aquatic Centre, Albany Regional Airport, Vancouver Arts Centre, Albany Regional Day Care, Albany Visitor Centre, and the National Anzac Centre.



38  
different cultures

\$109.5M  
2018-2019 budget

### City of Albany

- Six Council Wards
- 13 Elected Members
- Employs 410 people
- Manages \$564 million in assets

### Community

- 37,826 people living in the City of Albany
- 16,930 dwellings in the City
- 3,434 local businesses
- 19,003 people are employed

Albany has a diverse range of community groups and community assets ranging from sporting clubs and neighbourhood development groups to craft and special interest groups.

43  
Albany's median age

24%  
of residents volunteering

\*ABS 2018 NIEIR, 2018



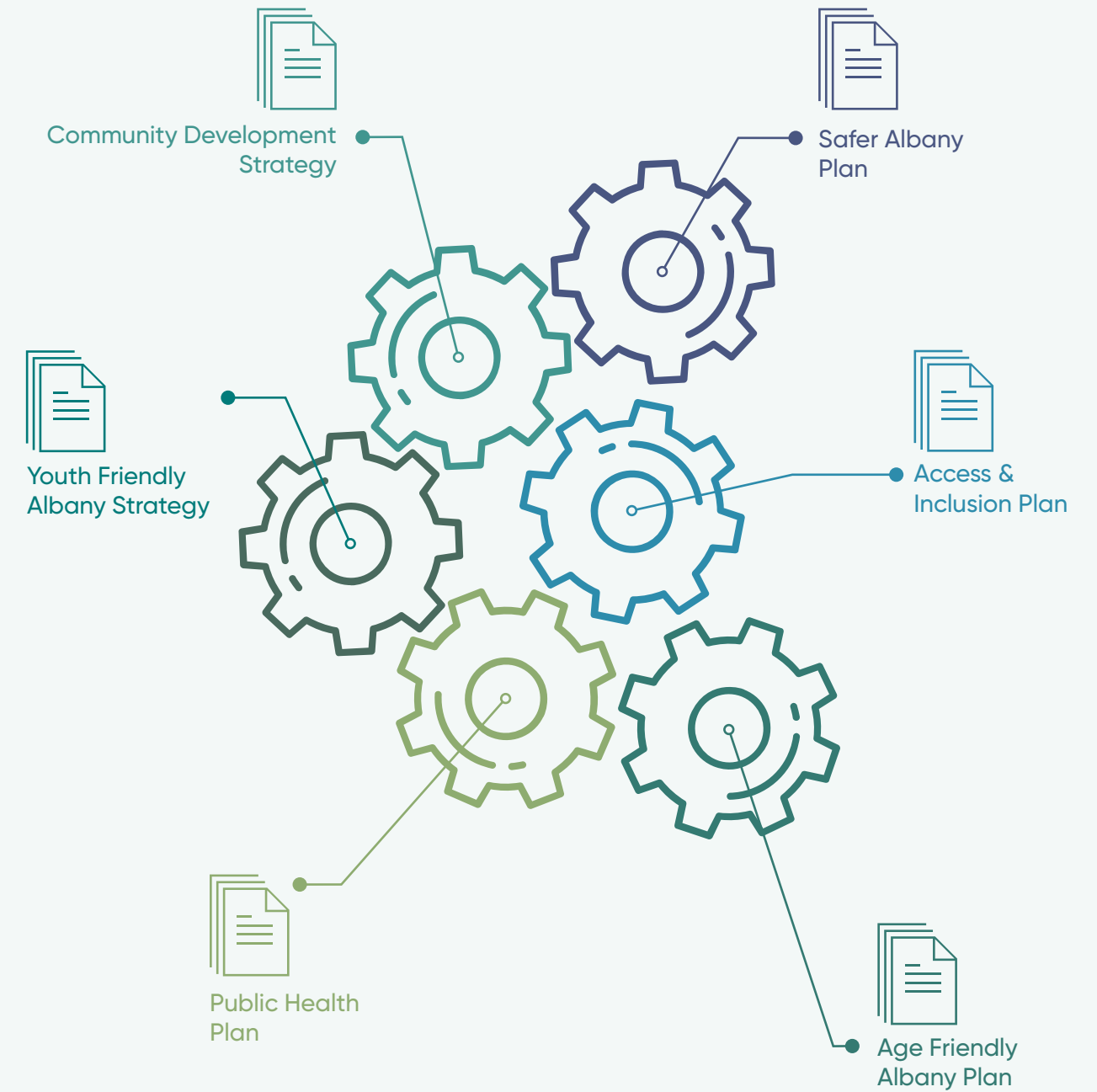
## Strategic Context

The Community Development Strategy aligns with the 'Albany 2030 Community Strategic Plan'

**Theme 4: Community Health and Participation**

**Theme 5: A Connected and Safe Built Environment**

This Strategy is a high level document which connects with key plans that utilise Asset Based Community Development (ABCD) principles in their delivery.



While each document is a standalone document, there are numerous objectives that are interlinked and outcomes will have impact across multiple plans and strategies.



## What is Community Development?

There are many definitions of 'Community Development'. The United Nations articulates the concept as "a process designed to create conditions of economic and social progress for the whole community with its active participation and fullest possible reliance upon the community's initiative" (as cited in Braden & Mayo, 1999). Effective community development harnesses the participation of those who represent a range of interests, and the government and non-government sectors to work together with groups (Jackson, Mitchell, & Wright, 1989; Frank & Smith, 1999; Brennan, Frumento, Bridger, & Alter, 2013).

Community development is not an activity, but is a process, or a set of principles that is used to enable communities to grow and change according to their own needs and priorities. It is inclusive, and focuses on groups who are often disempowered due to economic hardship, disability, ethnic background or age. Community development is a grassroots approach to resolving issues identified by the community (Kretzmann & McKnight, 1996; Toomey, 2011).

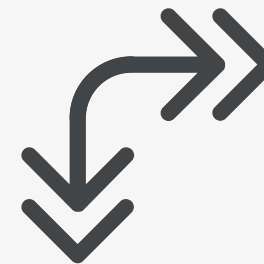
As there are many approaches to Community development, the City of Albany has adopted the Asset-Based Community Development (ABCD) methodology. ABCD utilises the strengths, capacities and resources of individuals and communities

as a means for developing strong, inclusive and sustainable communities. This is compared to the more traditional approach to community development which begins with problems, weaknesses and deficiencies (Kretzmann & McKnight, 1996; Mathie & Cunningham, 2003). ABCD empowers community to create positive and meaningful change from the inside out rather than top down.

ABCD incorporates a combination of: Resources, Methods, Functions and Evaluation. These essential elements are neither hierarchical nor sequential. All four need to be engaged to be classified as an Asset-Based Community Development process (McKnight & Russell, 2018).

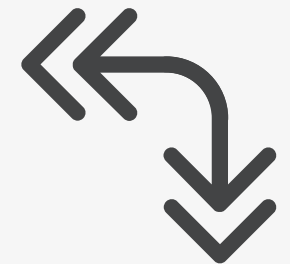


**Community development is not an activity, but is a process, or a set of principles that is used to enable communities to grow and change according to their own needs and priorities.**



### RESOURCES

- Assets
- Residents (gifts )
- Associations
- Institutions
- Built &, Natural Environment
- Local Economy
- Stories



### FUNCTIONS AND DOMAINS

#### 7 Functions

- Care
- Health &, Well-being
- Safety
- Local Economy
- Raising Children
- Local Food Production
- Environment

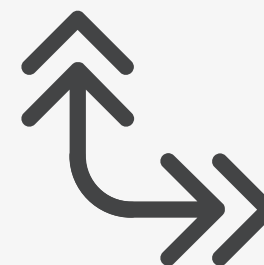
### GOAL

Enhance Collective  
Citizen Visioning  
& Production

### METHODS

Identifying & Productively  
Connecting Unconnected  
Local Assets

- What can we do alone?
- What can do with some outside help ?
- What do we want done for us?



### EVALUATION

#### Principle # 1

Is associational life getting deeper?  
Are circles of participation widening?

#### Principle #2

Neighbours whose gifts were not previously received, participating and contributing more, are associations driving change and feeling more powerful?

#### Principle #3

Impacts are what people learn from and enable them to do what is useful to them

#### Principle #4

You measure better when you treasure first.











## Objectives of Community Development

There are a number of interrelated objectives for engaging in community development which include:

### To build the capacity of the community to help itself

Community development aims to build the capacity of individuals and groups within our communities to participate in activities based on community interest. It seeks to enable people within communities to understand, upgrade and use their capacity to improve their lives. Individuals and groups can then assume active roles in actions that are conducive to the benefits of community.

### To foster the spirit of mutual help in the community

Community development assists members of the community to develop, support and communicate with networks within and outside the community, so as to foster a sense of mutual help among members of the community.

### To address the needs of and to empower disadvantaged communities

Community development motivates members of disadvantaged communities or groups to seek appropriate services and to solve their own problems, and provide services to disadvantaged communities through active involvement of members of such communities. These services aim to complement existing social services.

### To enhance community cohesion and harmony

Community development promotes integration of disadvantaged and vulnerable communities with the mainstream society, as well as to foster better understanding and cooperation among people from diverse backgrounds. The purpose is to encourage community harmony, as well as respect for human rights and equal opportunities for all.

### Role of Local Government in Community Development

Government activities in community development play an important role in contributing to the physical, psychological and social capacity of its community. Often referred to as the government closest to the people, local government is arguably best placed to identify and respond to the unique needs of the local community, including its diverse populations. Further, community development in local government helps to build a strong and self-reliant community, and helps council be responsive to community needs (Mowbray, 2011; Pugh & Saggars, 2007; Cavaye, 2000).

There are a number of possible key roles that may be taken by a local government in the performance of its community development responsibilities. Roles will differ depending on the nature of the intended outcome, the level of involvement and the level of expertise within the community and other stakeholders.

The Strategy will be delivered by the Community Development Team however, other City departments and business units also deliver community development initiatives as illustrated in figure.

#### To deliver the Strategy, the community development team will:

- Establish and develop working relationships with communities and community groups;
- Build and develop strategic relationships within and with communities and organisations;
- Develop, promote and support community groups to work with and learn from each other;
- Facilitate and contribute to the development of community groups/networks;
- Facilitate ways of working collaboratively;
- Support community groups and communities to deal with conflict;
- Work with and support people in communities and within communities to plan for change and take collective action;
- Work with communities to identify needs, opportunities, rights and responsibilities;
- Support communities to monitor and review action for change;
- Develop community organisations; and
- Encourage the best use of resources.

## Examples of community development initiatives delivered across the City.



### Recreation Services

- Club development
- Active Albany Program
- Long Live You Program
- Inclusive exercise programs



### Albany Public Library

- eLiteracy programs
- Community educational sessions
- Inclusive venue for numerous groups
- Be Connected Program



### Vancouver Arts Centre

- Creative Exchange
- Collaboration and partnerships
- Support and development of artists & artistic community groups
- Cultural workshops
- Events



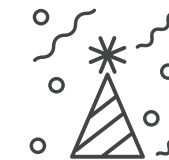
### Development & Compliance

- Emergency management
- Strategic community and land use planning



### Community Development & Engagement

- Community funding
- My community directory
- Community group liaison & support
- Social policy advocacy
- Community capacity building activities
- Collaboration and partnerships
- Engagement
- Compassionate Communities Project



### Events

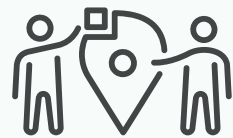
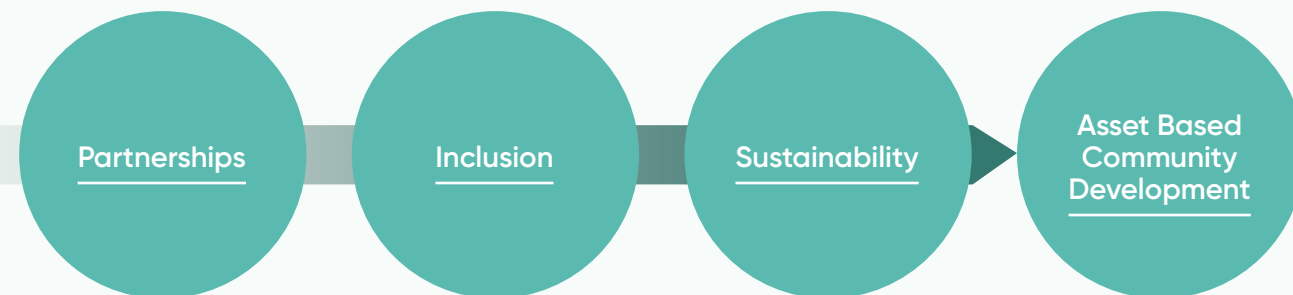
- Event planning for inclusiveness
- Engagement of diverse populations in to city events





## Strategic Guiding Principles

Asset Based Community Development is underpinned by the following principles.



### Partnerships

Partnerships help bridge divisions between people, groups, communities, organisations, agencies, business, etc. Partnerships are relationships based on understanding and agreements around principles, purposes, goals, processes and mutual benefits. These collaborative relationships break down the silos for greater impact in communities through collaborative initiatives, activities and projects.



### Inclusion

People need to belong as social creatures which identify with others through groups, behaviours, common meaning through values, expression, symbols, language, music, customs, and art. Now more than ever we need acknowledgement, understanding, and appreciation of people's differences. These differences may include: age, caring responsibilities, cultural background, disability, gender or gender identity, Aboriginal and / or Torres Strait Islander background, sexual orientation, intersex status, and socio-economic background.

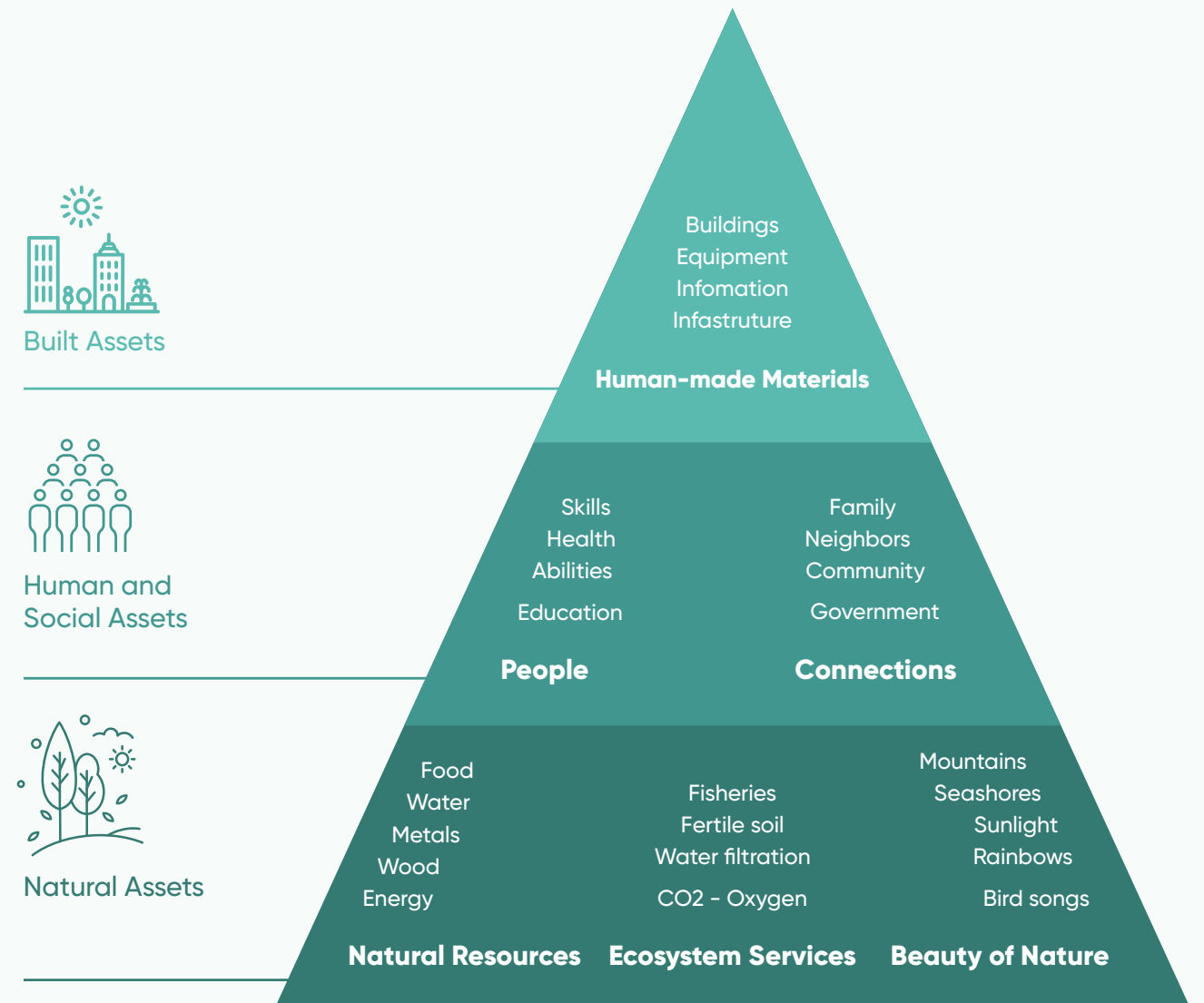
People cannot appreciate differences if they do not understand differences, and misunderstanding can lead to conflict and violence globally. Conflict can be reduced by embracing and celebrating diversity.



### Sustainability

The sustainability of our communities, community groups and community assets is important in developing ABCD initiatives.

**Albany is very rich in assets which includes:**



(Hart, 2000 in Blackburn, A & Hughes, 'The identification and analysis of indicators of community strength and outcomes')





## What Community Said

The City invited residents, stakeholders and staff to provide feedback as part of the review.

### This included:

- Australia Day stall and chalkboard feedback (18 participants);
- Online and hardcopy survey (126 respondents);
- Face to face workshops at Torbay, King River, Manypeaks and Council offices for community members, staff and stakeholders (46 participants in total);
- Library meet and greet (21 participants);
- Quick Idea postcards (8 returned);
- Resident doorknock (17); and
- Written submissions (2 returned).

Survey respondents were asked a range of questions about their community and what they would like to see happening in the future.

Those who participated in the workshops provided further details into how the City could work with the community to create more vibrant communities, and what needed improvement for this to happen.

## Community Connectedness



**29.37%**

Only 29.37% of respondents felt very connected to their community.

Many are involved with their local community through established groups and know their neighbours well.

Some of these respondents felt that local government should stick to roads, rates and rubbish and leave growing community to the community.

*"We have annual neighbourhood catch ups. Go for walks and talk to neighbours."*

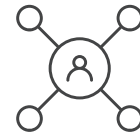


**51.59%**

Of those who responded to the survey 51.59% felt somewhat connected to their community.

Many don't know their neighbours, or only know one of their most immediate neighbours. Majority of these respondents were involved in community groups, but did not feel connected to the neighbourhood where they lived.

*"We were very connected but changes in recent years has meant community spirit is dissolving."*



**19.05%**

19.05% did not feel connected at all.

Very few of these respondents knew any of their neighbours and had little involvement in their community.

*"Full time work and personal commitments doesn't allow me to connect often."*

## Key Focus Areas (key issues)



The Strategy has three key focus areas:

1. Strong, thriving community groups;
2. Vibrant, inclusive and connected neighbourhoods; and
3. Places, People & Spaces

While objectives have been placed in each key focus area, many objectives could fit within more than one area. Each key focus area is linked to the other focus areas and collectively will assist in building strong, thriving connected communities.

## Objectives

1. Strong, thriving Community Groups		
Goal:	Albany will have a diverse range of strong, active community groups who have the capacity and resources to achieve their objectives.	
Objective	Outcome	
1.1	Increase the capacity of community groups to deliver services and manage their community assets.	Community groups have the necessary resources and skills to deliver services and manage their assets.
1.2	Create opportunities for shared learning between community groups.	There is reciprocity of learning and sharing between community groups.
1.3	Assist groups to better promote their services and events.	Community groups have a range of affordable options to promote their activities and events.
1.4	Increase internal capacity to support community groups.	Staff have the necessary knowledge and skills to provide guidance and support to community groups.
1.5	Build the sustainability of environmental groups to protect our natural environment.	Our environmental groups have the necessary volunteers and skills to preserve and protect our natural assets.
2. Vibrant, inclusive and connected neighbourhoods		
Goal:	Albany will be home to vibrant, inclusive neighbourhoods with strong connections between residents that is welcoming to all.	
2.1	Increase inclusiveness by supporting activities and initiatives during key weeks (eg. Harmony, NAIDOC, Pride, Youth etc.)	All members of our community feel welcomed and valued within our community.
2.2	Facilitate and promote community activities within existing community hubs.	Our community hubs continue to grow vibrancy and connectedness within their neighbourhoods.





2.3	Support people who are isolated to create stronger connections.	Isolated residents are linked with supportive like-minded community organisations/ activities to reduce their social isolation.
2.4	Strengthen networks between residents and neighbours.	Residents know their neighbours and feel comfortable approaching them for help and assistance.
2.5	Provide incentives, support and advice towards the development of community-led neighbourhood events and projects.	There is an increase in the number of community-led events and projects in neighbourhoods.

### 3. Places, People and Spaces

**Goal:** Community spaces, and places are well utilised, well maintained and thriving, and all residents feel they can contribute to community life.

3.1	Support rural communities to activate halls and reserves.	Rural assets are used regularly, creating opportunities to connect rural residents.
3.2	Increase the level of participation within communities.	All residents feel they can contribute and participate in community life.
3.3	Clarify, communicate and where possible simplify City processes for community-driven activities.	Community groups express confidence in obtaining relevant approvals for locate events and activities.
3.4	Support community groups to develop and maintain their buildings to meet current standards.	Community groups have the capacity to effectively manage their buildings so they are well maintained and meet current standards.



#### My Ideal neighbourhood would have?

- Lots of community happenings
- Respectful good neighbours
- People would wave, kids would be playing in the parks
- Community clean up days, and taking care of the environment
- All community members would feel included
- Street parties, annual Christmas catch up's
- Free little libraries & pantries



#### What the City does well to support community?

- Support fire brigades
- Outdoor spaces and parks clean and well kept
- Grants program for events and activities
- Library sessions, groups and talks
- Strong social media presence
- Workshops for community groups
- Community events



#### What could be done better?

- Reduce compliance and red tape for community groups to hold events
- Explaining the 'why' behind decisions
- Simpler processes for events and projects.



## Monitor, Measurement and Progress Reporting

This Strategy will guide the community development activity of the City of Albany through to 2022. It will be reviewed with the Community Strategic Plan. An action plan will be support this Strategy and allow the City to monitor and report against the objectives and priorities.

The Action Plan will support our annual business planning process, which will track progress in implementing this Strategy. The plan will be reviewed and updated each year as part of the City's business planning processes.

### Review Position and Date

This Strategy is to be reviewed by the document owner on or before 30 June 2022.

### References and Acknowledgements

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### Associated Documents

- Connected Communities Strategy 2014-2018
- Albany 2023 Community Strategic Plan
- 2018-2022 Public Health Plan
- Youth Friendly Albany Strategy 2017-2020
- Age Friendly Albany 2016-2020
- Safer Albany Plan 2019-2023
- Access & Inclusion Plan 2020-2023
- Communications and Engagement Strategy 2019-2023



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Document Revision History			
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0.3	SCDO	Minor administrative amendments: formatting, table of contents update, document control page	3/7/19
0.4	MCE & EDCS	Final Review Draft	18/09/2019





2018 Albany  
Flour Dash  
Presented by Act-Belongs-Commit

TOOLBOX

ALBANY



