

Submission: *Community Strategic Plan – Denmark 2031 (Draft)*

Dear Dale

I am both alarmed and disappointed to read the draft text that refers to the proposed aquatic facility (“Recreation” pp25-6). While it starts off on the right note with ...

*“Strong community support for a heated indoor aquatic centre, a facility that is provided by many local government authorities, has been evident in the last decade and beyond ...”*

... it fails to give any indication of the immense amount of effort invested by the community and Shire staff in recent years to achieve this objective.

By continuing with ...

*“This has culminated (2013) in a referendum held by the Shire of Denmark. The referendum was however lost by 58% to 42%. The outcome demonstrated that the matter of an aquatic facility for the Shire was one that will need to be revisited again during the life of this Plan.”*

... a cynic might think that the objective has been effectively trashed for the eighteen year life of the plan.

Claiming that the referendum was “lost” amounts to a value judgement which many would challenge and has unintended results. The damage in high places is evidenced, for example, by the following clip from a letter from the Premier, Colin Barnett ...

I am aware that the Shire of Denmark has resolved not to progress development of the aquatic centre at this time, following a public referendum through which ratepayers expressed their opposition to a rate increase to fund this centre.

As your draft reminds us, support of both State and Federal government agencies is crucial. I have discussed the interpretation of a 42% to 58% result with DSR and LIWA and in both cases the numbers are taken to be positive rather than the opposite – particularly in the light of the content of the killer-clause in the Referendum i.e.

*“If however the Council is unsuccessful in obtaining Government Grants of any significant value, then the facility may not be built until approximately 2022”*

Whether intended or not, this statement would be interpreted as a promise by most reasonable people. As we both know, and as you confirmed in our email exchanges, it was not a promise that could be kept.

I took heart from your comments to RDA (24 July, 2013) which conceded that the proposition put to the community was perhaps unduly harsh given that in addition to the ‘optimistic’ scenario (completion in 2017) the ballot paper included this ‘worst case’ scenario which involved a ten year savings campaign.

In an attempt to address these concerns, I offer the following text as a replacement for the relevant clip from the Draft Strategic Plan (p25). It attempts to reflect the facts so

that reviewers of future grant applications will not be confronted by the misplaced notion of an unwilling community.

I suggest replacing these 76 words in the clip from the draft ...

Strong community support for an aquatic centre, a facility that is provided by many local government authorities, has been evident in the last decade and beyond. This has culminated (2013) in a referendum held by the Shire of Denmark. The referendum was however lost by 58% to 42%. The outcome demonstrated that the matter of an aquatic facility for the Shire was one that will need to be revisited again during the life of this Plan.<sup>12</sup>

---

12 Shire of Denmark, Minutes of Council Meeting, 16 April 2013, Council Resolution & Officer Recommendation Item 8.5.2.

... with the following 148 words ...

*Strong community support for an aquatic centre, a facility that is provided by many local government authorities, has been evident in the last two decades. This has culminated (2013) in a referendum held by the Shire of Denmark. The referendum addressed to all 3,989 first-named ratepayers, 43% of whom are non-resident, invited support for the proposition that rates should be increased by a fixed dollar amount equivalent to 11.45% of the 2012/13 rates (\$4.67M) for up to ten years to raise the capital and thereafter to subsidise the operating costs of the facility. Despite the prospect of a ten-year wait without the facility, 1012 (42%) of those ratepayers who returned the ballot paper gave it support. Residents in rental properties (27%) had no vote. The outcome demonstrated that the matter of an aquatic facility for the Shire would need to be revisited during the life of this plan.*

I would also like to suggest that the goal attached to this Recreation section be revised to acknowledge that all forms of recreational facilities need to be prioritised to maximise benefits to the entire community. Thus, the following clip from page 26 ...

**Goal**

That the Shire of Denmark continues to monitor community support for all forms of recreational facilities and implements and advocates for improvements and new facilities in conjunction with the community where able to do so.

... might be more comprehensive if replaced by ...

*That the Shire of Denmark continues to monitor all forms of recreational facility, and take careful account of the level of community support for different facilities in determining the improvements or new facilities to be supported and their contribution to primary health care.*

Thank you for the opportunity to comment on the draft plan.

Regards,

Cyril Edwards  
President, Denmark Aquatic Centre Committee Inc.  
27 September 2013

Dear Dale

I hereby make the following submission in relation to the Draft Community Strategic Plan – Denmark 2013.

My comments are not in order of priority, and all comments are written in the context of both the Integrated Planning and Reporting Framework and Guidelines, and the Draft Plan. In other words, when I am quoting something I am only using information provided by DoLG and/or the Shire.

I assume that the Final Plan will exclude all of the input from the workshops, and will state the final agreed wording of the Plan, eg Vision, Mission, etc, however, I assume that it will include the Appendices.

Name of Plan : Strategic Community Plan as per Dept of Local Gov't , or Community Strategic Plan (CSP) ? I have no preference, simply making an observation.

There appears to be no link to the LPS, which is such an important document for the Community. Is Local Planning Strategies (page 6) the same as the LPS ? The LPS has both "Strategies" and an "Implementation" section dealing with each Strategy, so is thus easier to follow than the CSP. I might add that not all Strategies have a corresponding Implementation section, but most do. I refer later to the duplicity between the LPS and CSP.

A "Strategy" is defined by DoLG as "Describes **how a local government will achieve its objectives**".

The Plan is required to address "**Where are we now**", "**Where do we want to be**", and importantly "**How do we get there**"

Strategic Planning is defined as "and **what major steps it must take** in order to achieve its future desired state."

The Draft Plan correctly states that one of the six elements of the Plan is to provide "Strategies to address the objectives"

The Draft Plan under "expected outputs" (page 6), includes an "Implementation Plan"

**The question I pose is Where is the Implementation Plan? Where are the real "Actions"?**

The Draft Plan addresses Values, Mission, Vision, Objectives and Motto in much detail and the Appendices provide extensive comment and views of the Community on a range of issues. These address the "Where we are now" and "Where we want to be", but they do not address the "How do we get there", ie, the action required, the Implementation Plan.

In the Draft Plan the word "Goals" is used to define the "actions". "Aspirational Objectives and Goals" is an unusual heading for a section as the words "goals" and "objectives" are synonymous. The word "aspirational" is superfluous as the words "objective" or "goal" are, by definition, quite clear in their meaning. The "Goals" stated in the Draft Plan elaborate on what the Shire is currently doing, so are not "aspirational" as such, and are expressed as "...continues to endeavour...", "...continues to support...", "...continues to work with...", "...continues to encourage...", "...continues to monitor...", etc. These would not constitute an Implementation Plan as foreseen in the requirements of a Community Strategic Plan, they merely state what is happening today.

It seems to me that there is considerable overlap between the LPS and the CSP. The LPS covers so many aspects of Denmark which the CSP should be addressing but does not appear to. As an example please refer to LPS Section 4.5 Community, Education, Cultural and Heritage. The five Objectives could easily fall under the umbrella of the CSP, however, it is also recognised that there is a link to Planning.

I have had a look at the CSPs for Bunbury, Esperance, Kalgoorlie and Augusta/Margaret River and I note that our CSP follows in a similar mode which could be described as “much of the same”, “full of motherhood statements”, and is destined to be a document that will find its place properly catalogued for the shelf. In my view, it is a lack lustre document which fails to address the issues in a proactive way.

So, rather than criticise the document let me provide an example of where we are currently being obstructive rather than being proactive, it relates to the Denmark Agricultural College (DAC).

Rather than outline the pros and cons for “flagging” the College for future residential development, please refer to the minutes of Special Meeting of Council 4<sup>th</sup> October 2011, pages 23-25.

In its defence of the College’s position, **which is the same today as it was in 2011**, the Shire stated “ The Shire does recognise and value the importance of the Agricultural College for its contribution to education and the community of Denmark”. It goes on to “prove” this by stating that the Strategy states “ Lobby State Government for the continued operation of the Agricultural College and work with the college to expand areas of expertise”. Now go to “Implementation” page 9 of the LPS. It is void, there is no implementation, the so-called Strategy is simply rhetoric.

So what are we doing to promote the College as per the above Strategy? The answer is nothing, and

What are we doing to undermine the College, and sow seeds (pardon the pun)of potential doubt as to its viability as a successful seat of education and learning, AND as a prime mover in the commercial viability of our town ? Answer: We are “flagging” that we want the College land for residential development, even though

- It is outside the life span of the LPS, 2031, i.e. it is therefore not relevant.
- It is prime agricultural land, thus should not attract residential development by definition under State Planning Policy 2.5, and as acknowledged in Section 6.11.8 of the LPS “Identify and protect areas of General Agriculture from subdivision”.
- The loss of the College would be an enormous loss to the town in terms of education, our identity and commercial viability.
- The Shire has provided no rationale for the need to “flag” this land for residential purposes.
- With some 2500-3000 blocks available in the Shire as provided for in Plan 2 of 3 of the LPS and the Peaceful Bay Local Structure Plan endorsed by WAPC June 2001, there is sufficient housing needs beyond 2050. Figure calculated on the Zoning provided in the LPS. (The Director of Planning and Sustainability can provide the exact figure).

I believe that the answer to the above is to recognise the diverse and significant contribution that the College makes to Denmark, and to include a Strategy which genuinely addresses “the continued operation” and “to expand areas of expertise” of the College, and to provide an “Implementation” action. In my view the action would be to consider to “de-flag “ the College land, a simple action as the LPS is a “living” document. Additionally it would include an action to address the expansion of the College and ensure its viability into the future.

There are many such Strategies that deserve better than the words “continue to do what we have been doing”.

I am conscious that a huge amount of time and effort (and thus money) has gone into the draft CSP, but my reservations lie around the fact that it lacks future direction in terms of implementation, bearing in mind that there will always be community opposition irrespective of the direction being considered. I am aware that the LPS comes under WAPC, however, both documents should be compatible, if they both are to share the nexus of Community views and aspirations.

Kind Regards,

Jesz Fleming



1/81 Strickland Street, Denmark WA 6333  
PO Box 148, Denmark WA 6333

P: 08 9848 2065 F: 08 9848 2063

[info@denmarkchamber.com.au](mailto:info@denmarkchamber.com.au)

Monday 23<sup>rd</sup> September 2013

Ross Thornton  
Shire President  
Shire of Denmark  
South Coast Highway  
Denmark WA 6333

Re: Submission to Shire regarding the Denmark Community Strategic Plan 2031

Dear Ross,

Thank you for the opportunity to comment on the Denmark Community Strategic Plan 2031.

The Denmark Chamber of Commerce would like to congratulate the Shire on the development of the Plan and wish to also acknowledge the work that has gone into the document and the importance of the Strategy to the future development of Denmark.

The document presents a number of statements across a range of objectives which do provide guidance as to how the Denmark Shire will be assessed in the implementation of specific actions. The absence of an implementation plan, specific actions and performance measures have not assisted in the engagement with this document, as community can be seen to be somewhat over the broad brush statements and really want to see the Shire walk the talk and do the action.

A key outcome for the Denmark Chamber of Commerce will be to review the action plan associated with these initial objectives.

We trust that the Shire will engage a broad range of our community to avoid the "mono-culture of opinion", with specific invitations to key community groups for their input into the action plans.

The Denmark Chamber of Commerce did not receive direct notification of the workshops and happened to attend as a result of reading the date and time in the local paper. This lack of direct action resulted in a number of not for profit groups (who represent many Denmark residents) not attending the workshops for the formulation of this Plan.

We encourage the Council to adopt a goal in relation to best practice community consultation with specific workshops being held for the business, arts, recreation and other key sectors.



1/81 Strickland Street, Denmark WA 6333  
PO Box 148, Denmark WA 6333

P: 08 9848 2065 F: 08 9848 2063

[info@denmarkchamber.com.au](mailto:info@denmarkchamber.com.au)

**Values:** It is of concern that the agreed values as stated on page 11 do not include the value of creativity as clearly outlined by community representation at the workshops.

The organizational value of teamwork whilst of obvious importance to both the Shire staff and the broader community should not, we believe, replace creativity as a core value of the community and this omission is of concern to the Denmark Chamber of Commerce and other not for profit groups with whom we have had contact. Similarly, it is interesting to see that the important sector of the Arts in the experience of Denmark has been 'lost' in the category of recreation.

The Goal fails to acknowledge the importance of the arts to the success of our Shire's development, its role in economic diversity, cultural expression and community wellbeing. We strongly urge the Council to develop a goal that is specific to the Arts and which acknowledges the importance of this sector to our future.

**Consultation and engagement:** The document mentions ongoing consultation with a broad range of community members. The Denmark Chamber of Commerce along with other not for profit groups have recently submitted a review of the current consultation policy and encourages the Council to include a goal in the "Co-operation and Community input" chapter that demonstrates an aspiration to best practice community consultation.

Innovative and creative consultation methods would also ensure that the high percentage of non-resident ratepayers could be engaged in the future development of the Shire.

**Education:** Denmark boasts a fantastic range and diversity of educational institutions. Whilst the Goal does acknowledge the opportunity for growth in educational opportunities, we believe it is important to confirm ongoing support for the existing institutions in their current locations. The educational opportunities through international tourism and student exchange are of potential value to the Shire.

**Natural Environment:** The Plan identifies the importance of the natural environment within the Shire of Denmark however the goal appears to be limited to environmental protection.

This goal limits the opportunities associated with the natural environment to simply protection. Whereas we have the opportunity to create a goal that enhances and integrates the natural environment into all of the future residential sub-divisions and town planning developments, so that we continue to be a community with open space and green corridors. The goal presents an opportunity for the Shire to take a leadership position in terms of sustainability and be a dynamic, leading example to other communities. As it stands, it has a very limited focus.



1/81 Strickland Street, Denmark WA 6333  
PO Box 148, Denmark WA 6333

P: 08 9848 2065 F: 08 9848 2063

[info@denmarkchamber.com.au](mailto:info@denmarkchamber.com.au)

**Agriculture:** The Chamber supports the retention of primary agricultural land as an important food resource into the future, where the cost of food transportation may well increase. We also recognise the importance having input from farmer groups and local businesses in the review of the classification of prime agricultural land to ensure a balance is struck between agriculture, residential demand and viable property sizes.

The goal also has the potential to broaden its focus and encourage the creation of community gardens, localized food development and processing amongst community members and local producers. The current goal does not make reference to the economic, agricultural and community benefits of localized, small scale community food production.

**Development:** The Chamber of Commerce encourages the Council to review its policy and establish guidelines, in relation to visual amenity. The current Town Planning Scheme No.3 states that "No building shall be constructed of materials, design, colour or texture of which in the opinion of the Council, is detrimental to the amenity or character of the locality. The Chamber supports and encourages the Council to use materials endemic to this area in townscape and high visual sites.

**Tourism:** The Chamber supports the development of tourism as a priority industry within the Shire however also recognizes it carries with it potential social and environmental impacts. As such, we believe the goal should include reference to the Shire working with agencies to monitor and manage the impacts of tourism on our community and environment.

**Motto:** A motto represents a take home message, a simple statement that has the power to convey the ethos of our Shire into the minds of residents and visitors. Discover Denmark provides no reflection or message regarding our Shires approach to sustainability, the natural environment, creativity or community. It is bland and holds no relevance to areas such as planning. As a quick and easy filter to determine if we are achieving our vision, Discover Denmark sits as a purely marketing exercise.

The Chamber of Commerce encourages the Council to consider a motto that can be reflective of our community strategic plan and the direction it is proposing – the top five slogans put forward at least go, in part, to reflecting who we are aspiring to be as a community.

We encourage Council to invest more time in consultation regarding the use of a motto, so that it can successfully be used by all community groups.

We look forward to receiving and having input into the performance indicators and action plan associated with the goals.

Yours sincerely,

Gail Guthrie  
President  
23/9/2013



# Denmark Historical Society Inc.



P.O. Box 54,  
Denmark, 6333.  
Western Australia.

Mr Dale Stewart, CEO  
Shire of Denmark  
PO Box 183  
Denmark 6333

26 September 2013

*Dale Dale*

## Re: Draft Community Strategic Plan – Denmark 2031

Thank you for providing a copy of the Shire's Draft Strategic Plan for our perusal. Although the Plan is a comprehensive document covering a broad range of possible future directions, the Denmark Historical Society will limit its response to areas that lie directly within its purview. We appreciate the opportunity to respond.

The document is very much a "looking forward" statement of goals but we would have wished for some, short, clear description of the historical foundations on which our region and community are based. This is not simply a request for some window dressing. Rather it is to underpin the future directions for planning and growth within the context of what has gone before, and what we cherish and acknowledge in our history. We are indeed fortunate that we are able to identify links to our past through places, buildings and other physical and tangible objects, including records and oral histories. These include white exploration and settlement, and aboriginal contacts.

There is still the opportunity to touch and feel the reality of this past, to understand the roots that have led to where we are today and use them to help shape future plans and directions for this community. There are clear links for tourism and educational opportunities but there were also opportunities to tie this sense of our vibrant past to your discussing of such broad areas as "Social" and "Environment".

Without wishing to appear to be 'nit-picking' on detail, it is surely inaccurate to state, as you do, on page 22, that "Denmark has always been seen as a desirable retirement destination...". The problem is with the word "always" The aboriginals, Millars and the white settlers did not come here to retire.

We live in a very special part of the country and our history has played a most important role in shaping what we are today. Failing to recognise our heritage as we plan our future can lead to decisions detrimental to the essence of what makes Denmark a very special place. It would be a shame to lose that.

Again, thank you for the opportunity to comment on the important draft document.

Sincerely

*John Sharpham*  
John Sharpham, Secretary

Shire Of Denmark	
ORG.15	
ADON.1	
27 SEP 2013	
ICR131021959	
EPH	
COUNCILLORS	
CEO	<input checked="" type="checkbox"/>
DIR of FINANCE	
DIR of PLANNING	
DIR of INFRASTRUCTURE	
DIR of COMMUNITY	
OTHER	

## WILSON INLET RESTORATION GROUP INC

### Input on the Shire of Denmark Draft Community Strategic Plan.

Dear Dale,

Our organization would like to congratulate the Shire on its effort in compiling the above plan. It is futuristic by necessity and hence it should not be set in stone, it should and have potential for variation should conditions require it. (This is a broad statement and is not necessarily a criticism of the plan)

The Council (Shire) is well aware that our organization has as its major interest the health of the Wilson Inlet and its associated recreational potential for all members of our population.

Firstly with regard to the future health of the Wilson Inlet, the Shire is a signatory to the Wilson Inlet Management Strategy Plan and it was endorsed by Council. The Shire, as all other signatories to the Plan, are nonfinancial contributors. This plan currently is ineffective as it has to rely on funding through grants. It would appear that this plan may not be operational nor effective for its planned duration due to lack of funding and hence the potential health of the Wilson Inlet could be at risk. It is suggested that the Shire initiates an effort that all signatories to the Plan must make a financial contribution for this Plan to have any impact and effectiveness in the future.

The Council in 2010 supported and contributed financially to the excavation of pinchpoints of channels in the area within deltaic area behind the bar of the Wilson Inlet. It is suggested that this has resulted (with effective bar openings) in an increase in marine exchange. Although it is too early for a definitive conclusion, salinity levels doubled from 10 ppt to 20 ppt in 2012; fish recruitment improved immensely; prawns have become plentiful: blue manna crabs have returned en masse after an absence of 12 years; recreational fishermen have had a fantastic year in 2012. This year could hopefully be as good, as the rains and the immense swells, have contributed to a potential good marine exchange, time will tell. However it would appear that a healthy inlet, has the potential of the Inlet being a contributor to the tourist destination to our area. Nevertheless with climate change being a potential hazard, it must be considered that for effective

Shire Of Denmark	
ADMIN 1	
ISUB1310571	
- 1 OCT 2013	
EPH	
COUNCILLORS	
CEO	<input checked="" type="checkbox"/>
DIR of FINANCE	
DIR of PLANNING	
DIR of INFRASTRUCTURE	
DIR of COMMUNITY	
OTHER	

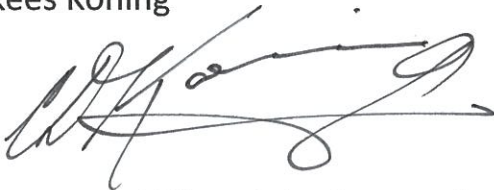
marine exchange to occur in the future, a policy to mitigate potential adverse effects must be taken into account. This could be an implementation of minor excavations within channels as deemed necessary or other solutions. A healthy Wilson Inlet is prerequisite for our Shire and our residents.

Our organization has proposed in the past that Poison Point could be developed such that it has access for all members of the public to the deep water part of this area. The Shire has in its possession the proposals submitted. No elaboration is therefore needed. A petition in favour of this proposal was submitted to Council in 2011 and resulted in the Council passing a resolution to support the project with the unsafe track to be upgraded initially and the remainder done at a later stage. The exact wording can be checked in the relevant Council minutes. Nothing as yet has happened, probably due to lack of finances, but possibly has been swept under the table. We are all aware that all resolutions passed by Council need to be attended to within the timeframe suggested, if possible. Therefore it is suggested Poison Point be developed as per resolution passed and included in the Strategic Plan.

In conclusion our organization has been most appreciative in the effort that the Shire (Council) has done for our residents especially the aged and disabled in town in recent years and also the infrastructures that have been completed, such as walk paths, cycle tracks in the district as a whole. It has certainly has made our area a more pleasant and healthier place to reside in. This must be continued.

Yours sincerely

Kees Koning

A handwritten signature in black ink, appearing to read 'Kees Koning', with a long horizontal flourish extending to the right.

Secretary Wilson Inlet Restoration Group Inc.

September 27, 2013.



Friday 27<sup>th</sup> Sept 2013

The CEO  
Shire of Denmark  
South Coast Highway  
Denmark WA 6333

Dear Sir

**Response to Draft Community Strategic Plan –  
Denmark 2013.**

This is a brief response to this draft plan.

I not believe that this draft plan (nor the process leading up to it) deals with the real strategic choices facing Denmark. I am concerned that the Denmark community has a whole has not had proper input into key strategic directions facing the Shire of Denmark which have not been addressed in this draft plan ..

I illustrate this with one principal example.

This relates to the future of the WA College of Agriculture –Denmark and the farmland that it occupies.

The Shire of Denmark has no mandate to plan for the future urban residential expansion into this land or to do anything that undermines the use of this land for agriculture and education.

Previous public consultations and referenda have indicated that the overwhelming majority of the residents and ratepayers of Denmark do not wish to the replacement of the WA College of Agriculture – Denmark with urban development. The College farm is prime agricultural land, thus should not attract residential development by definition.

The loss of the College would be an enormous loss to the town social, educational, cultural and economic terms.

I urge the Council to allow the residents and ratepayers of Denmark to have appropriate input into the key strategic choices facing this shire.

Yours sincerely,

Basil Schur

ISUB1310572

Shire Of Denmark ADMIN 1	
- 1 OCT 2013	
EPH	
COUNCILLORS	
CEO	✓
DIR of FINANCE	
DIR of PLANNING	
DIR of INFRASTRUCTURE	
of COMMUNITY	
ER	

[REDACTED]

---

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

**Subject:** Denmark Community Strategic Plan 2031 Submission by Drs do Rozario & Lee Joyce

Denmark Community Strategic Plan 2031 Submission

By Dr Loretta do Rozario (Wellness & Health Counsellor & Community Facilitator)

Dr Lee Joyce (Retired General Practitioner)

Thank you for the opportunity to provide feedback for Denmark’s inaugural Community Strategic Plan 2031 (Draft). As stated in the document’s Introduction by Shire President Mr Ross Thornton and CEO Mr Dale Stewart, the aim of this extensive consultation process and Plan is: “to develop a long term vision as a way for us to plan for the future prosperity of our community while retaining what we value. The Plan endeavours to mirror the community’s vision, aspirations and objectives for a horizon of 18 years to the year 2031...This is intended to be *the communit(y’s)* plan... encapsulat(ing) the communit(y’s) desires and aspirations out to the year 2031.” (p.4)

“The elements of a Community Strategic Plan are as follows:

- A long-term Community Vision.
- Short, medium and long-term community aspirations.

- Objectives to address community wellbeing issues.
- Strategies to address the objectives.
- Strategic (or Key) Performance Indicators (KPIs).
- Means of measurement.” (p.5)

It is clear that this Draft Plan is arguably the most significant document proposed by the Shire, as it should contain Direction and Guidelines that will steer Denmark’s progress and development for the next 18 years and beyond. We congratulate Council on undertaking this vital initiative as it could lead our community toward the best possible direction and future for the town and surrounding region. Implicit in such a Strategic Plan is that it contains key processes and outcomes for ensuring the long term prosperity and wellbeing of this community. It is also clear from the Introduction that the intent of the Plan is to reflect the ‘community’s desires and aspirations’ for our short and long term future.

Before reading our Plan it is important to get a broader and contextual view of similar regions, their aspirations and how their visions may influence and shape our direction and decisions. Below are 2009 Capes Regional Economic Development Strategy Vision statements which have respectively steered their Local Planning Strategies.

### **South West region (South West Development Commission)**

*In the next three decades the South-West region will become a model for environmental and economic management offering a wide and complex array of residential lifestyles, tourist experiences and economic opportunities.*

### **Augusta Margaret River Shire**

*To be a world-class lifestyle icon through a diversity of experience and opportunities in agriculture, tourism and viticulture enhanced by areas of clean, unspoiled protected national environs and balanced future growth.*

### **Leeuwin-Naturaliste Ridge Statement of Planning Policy**

*Creative, vital and sustainable communities living in balance with economic development and the unique landscape and environmental values of the Leeuwin-Naturaliste Ridge policy area.*

### **Busselton Shire**

*We will maintain diversity and lifestyle choices and values through the enhancement of our coastal and rural environments, facilitating cultural and sporting experiences and support economic and business choices.*

It is informative to note that the SW Region and Augusta Margaret River in particular have set their sights and future prosperity and wellbeing on becoming iconic and distinctive models of economic, tourist, environmental and community development. Given the many awards that this whole region has achieved in recent years it would seem that progress toward this aspiration is being proactively realized.

Reviewing the outcomes of the Denmark Plan we have the following key statements:

1. “Vision - “Denmark in the Year 2031 is a leading example of a dynamic, connected, caring and cohesive community, in tune with its environment.
  
2. Mission - The Shire of Denmark aims, through vision and integrity, to serve its whole community and value its natural environment.
  
3. Values - The Shire of Denmark’s guiding values are; • Sustainability • Effectiveness • Teamwork  
  
• Transparency • Respect • Visionary Leadership • Honesty • Integrity • Commitment • Trust
  
4. Motto/Branding - The Shire of Denmark reaffirms its current primary Motto, which is “Discover Denmark”

Denmark may not be WA’s Jewel in the Crown as per Margaret River but the Vision and Motto/Branding being offered as Denmark’s best and preferred future is somewhat uninspiring. More specifically the crucial distinctiveness and allure to discover and delight in Denmark is not obvious. A recent international and high profile speaker in Denmark spoke to 95 participants about the dangers of becoming a ‘ghost or clone town’. This discussion initiated by our Chamber of Commerce was inviting business and community members to imagine a more prosperous, vital and growth-orientated future. The other choices of ghost and clone town may not be desirable especially if we are to have the resources to create better services and lifestyle for all into the future.

The Plan (p. 20) identifies the threat of Denmark becoming a dormitory suburb of Albany. Denmark “needs to maintain its own identity and economic and social base, to improve local services, employment opportunities and facilities.” If this is a core and crucial need and aspiration then our Vision, Mission and Motto has to be more distinctive, focussed and inspirational. Denmark is well placed to become the icon and model for the Great Southern Region and for the enjoyment of its residents. We already have a welcoming rural-village lifestyle; clean, green, pristine natural environments and longstanding sustainability culture and learning opportunities; cutting-edge and inclusive arts culture and activities; exciting and plentiful recreational pursuits and resources; and boutique quality tourist attractions and services. Each of these Pillars of Growth and Opportunity need to be valued, better resourced and strategically marketed.

“It is acknowledged that tourism is Denmark’s most important industry and prime economic base” (p. 34). Arguably this is true and if so then the Goal: “That the Shire of Denmark acknowledges the importance of tourism to the region, and, by innovative policies, practices and partnerships, facilitates and encourages the greater year-round sustainability of tourism” (p. 35) needs to be central and core to all strategic partnerships, planning and developments. A bolder, stronger and clearer focus and a business-community economic development strategy would ensure the economic and social long term viability and wellbeing of this community. Young and old would then have the resources and services to work and live well. All other Goals in the Plan are interdependent on the success of Denmark as a premier place to visit and reside in.

Denmark has attracted “a vibrant, innovative, educated and cohesive community that appreciates a chance for its opinions to be heard...(have) lively debates...(and)...can bring different ideas from other parts of the country to ultimately benefit the community of Denmark.” (p. 39) The creative capacity and outstanding abilities of the Denmark community are our greatest asset and resource for the community itself and for visitors who come to enjoy Denmark. Denmark is a people-town not just a travel destination or a place to live. The Vision of Denmark as a “leading example of a dynamic, connected, caring and cohesive community” needs to be strongly supported and developed. It is noteworthy that The Arts which do engender positive wellbeing and dynamic and creative culture-building are only briefly mentioned in the section on Recreation. The Goal: “That the Shire of Denmark continues to monitor community support for all forms of recreational facilities and implements and advocates for improvements and new facilities in conjunction with the community where able to do so” (p. 26) is weakly stated and does not reflect the significance or standing of the Arts for enhancing the health, wellbeing, attractiveness and prosperity of Denmark.

Finally we are concerned that this essential and significant Plan for Denmark’s future was informed by very small numbers of residents who attended short and targeted workshops (54 people in total – 19 from Denmark; 18 from Nornalup; and 17 from Peaceful Bay. It could be said that 54 people out of 5000 residents is not extensive consultation. Other inputs came from general and indirect sources such as the 2 surveys and workshops attended by Councillors and staff. There were no specific workshops held for the business, arts and other key sectors. There was no inclusion of a supporting strategic process - Strategic Conversations Meeting and Report (Feb. 18<sup>th</sup> 2013) at the invitation of Dr do Rozario and attended by 16 key leaders from the Governing bodies of Denmark.



Subsequent meetings with some leaders generated a Vision and Values statement for Shire and community consideration (see attached documents).

“To gather data for the CSP, it was agreed that material would be taken from several sources, namely:

- Shire of Denmark 2012/13 Community Needs and Customer Satisfaction Survey (incorporating some 655 individual responses)
- ‘Our Culture, Our View’: Shire of Denmark Community Cultural Plan 2010-2015
- Survey conducted at the Australia Day Celebration Breakfast, hosted by the Shire of Denmark, on 26 January 2013 which was attended by over 750 people (incorporating 118 individual responses)
- Charters of Shire of Denmark Standing Committees
- Aquatic Facility Referendum, conducted by Shire of Denmark, April 2013
- Four public workshops held at three locations in the Shire of Denmark, March – April 2013 (incorporating some 54 participants)
- One workshop held with Councillors and Senior Staff of Shire of Denmark, March 2013 (incorporating some 13 participants)
- Three workshops held with employees of the Shire of Denmark, April 2013 (incorporating some 53 participants).” (p. 7)

We strongly recommend that for this Plan to achieve extensive, inclusive, responsive and targeted inputs from the wider community and key stakeholders (such as the business community) that ‘Synthesis’ Reviews and Workshops be established before adoption. Waiting for every four years...(or) after each biennial local government election (in October of every second year) may not give Denmark the most “relevant and current” and vital outcomes. (p. 44)

We encourage the Shire to be bolder, stronger and more inspirational leaders in this vital matter and see that this is not the time or occasion to take a ‘conservative’ and ‘moderating’ view on our future directions. This ‘conservatism’ from some parts of the community has been commented on in the Plan and is reflected in every Goal statement. Strategic Planning Reports from Margaret River and other key towns and districts show the way forward for a courageous and inspirational stance for our future development. We have the capacity and abilities and we have a truly distinctive and attractive Denmark that can become the icon of The Great Southern to celebrate and share. Thank you for all your hard work and dedication and for offering Denmark this strategic opportunity to become the best it can be.

Dr Loretta do Rozario (Wellness & Health Counsellor & Community Facilitator)

Dr Lee Joyce (Retired General Practitioner)

email: [REDACTED]

phone: [REDACTED]

25<sup>th</sup> September, 2013

## 18<sup>th</sup> Feb. 2013 Denmark Leader's Strategic Conversation Meeting Report

### **Participants:**

Dr Loretta do Rozario (Host, and Wellness Counsellor & Facilitator, Tree Song Retreat); Dr Margaret Ross, Management Consultant & resident of Albany; Dale Stewart (CEO Shire Council), Ross Thornton (President), John Sampson (Vice-President); Bruce Manning (Chairperson Great Southern Commission, in lieu attendee Lindsay McFarlane); Liz Jack (Manager Chamber of Commerce), Claire Jacobs (Vice-President), Jeff Atkinson (Board Member); Mark Sivyver (Manager Community Resource Centre), Karen Mills (Chairperson DCRC); Vivienne Robertson (Artistic Director Arts Council), Janine McCrumb (President), Nigel Levinson (Vice-President); Silas Masih (Executive Chef & Restaurant Owner, Pepper & Salt); Gary Capelli (Managing Director & Vigneron, The Lake House); Justine Nagorski (CEO Denmark Tourism Incorporated, apologies given for the Meeting).

### **Invitation:**

Dr do Rozario invited leaders of the key governing bodies of Denmark and two award winning tourism leaders to a **Conversation on: 'How Denmark can become the best that it can be and clearly position itself as an exemplar community and tourist town for this Region and within Australia.** The Meeting was held at Tree Song Retreat, 11am - 2.15pm. A light luncheon from the nationally award winning restaurant Pepper and Salt was served.

### **Rationale:**

The opportunity for Denmark's governing body leaders to meet as a leadership group is unique for this town. It enables key decision-makers to discover common ground and a 'common-wealth' in progressing the overall development of Denmark. We hope that valued partnerships of strategic response-ability and influence can form and deepen. Creating a shared vision and direction will ensure clarity of collaboration, focus and resourcing of priorities and needs.

It is anticipated that Denmark's probable future will see its population double within the next decade or so. This growth will bring an increase in management and lifestyle challenges and new opportunities for creative development. Given the Shire Council's 2013 Community Consultation Process it is timely for the leaders and community to ask the questions: 'What is our preferred future versus probable future?' (A 'probable future' is what comes our way without conscious intervention or influence). 'How can Denmark become 'Top Quality' in every aspect of community and organizational life?' 'How can Denmark proactively create the cultural and strategic framing and community conditions to ensure it is an exemplary town for this Region and Australia?' We can 'go beyond status quo' and 'business as usual' by actively creating 'The Best Denmark and Denmark The Best' which will inspire and support members in every area of the community (organizations, businesses, health sector, general public) to engage and to 'Rise to the Challenge'. This positive approach will also help to address 'underbelly issues', stressors and challenges within the community – personally, organisationally and collectively.

### **Strategic Conversation Meeting Process:**

**1. Setting the Meeting's Focus** - brief introduction to the context and purpose of the meeting by Dr do Rozario. Prior to the meeting Dr do Rozario met with CEOs, Managers and Boards of respective organizations. Each participant was given the Strategic Conversation Meeting Proposal as preparation for the 18<sup>th</sup> February Meeting.

**2. Seeing from the Top of The Mountain versus from The Trenches** - Who are We at Our Best? - Large group recollection of distinctive Denmarkian cultural traits and qualities and best practices that exemplify 'The Best We Can Be'.

### **3. Identifying The Pillars of Strength, Opportunity and Pitfalls** of the Denmark community.

Acknowledging the blocks to progress and cultural change within the Meeting and within the wider community.

### **4. Commitments and Outcome Intentions** from each organisation and leaders.

#### **Strategic Meeting Outcomes:**

(Quotation marks below indicate direct statements made by individuals/group)

#### **A. Identifying Denmark's Distinctiveness**

Over the years Denmark has attracted to its community four key groups of people (indigenous people, pioneers, hippies & alternative lifestylers, and tree/sea changers) who have all come to 'Live the Dream'. Each group has in its own way desired and worked hard to have a 'different life' rather than typical country or city ways. Denmark is a town and surrounding region that naturally has 'beauty, spirit and soul-fullness', a real 'Place to Be'; We are 'culturally and environmentally rich, diverse and are creatively cutting edge'. We value differences and are a 'small, connected and caring community with a strong sense of 'social justice' and commitment to the needs of the wider world'. We want to live with a 'slower and more personal and warm' approach to life and with each other. We value and want to be 'healthy, happy, wise, sustainable and prosperous'. We want to offer welcoming and best quality services, recreational and tourism experiences that engage and encourage all to enjoy life and 'live well'. Collectively we are 'dynamic, different, diverse and delightful'. In Denmark 'You Show Up to Life' and 'Life Shows Up for You'.

*Denmark is 'The Place to Simply Be and Live The Sustainable Dream'  
'Escape to Denmark and Discover Life at its Natural Best!'*

#### **B. Identifying Denmark's Six Pillars of Strength & Opportunity: (Denmark has it All! – close, cosy, safe, wild places, adventurous spaces, accessible, friendly quality services, eco-tourism & sustainable developments)**

- **People** – Diverse (indigenous, pioneers, alternatives, tree/sea changers), intelligent, creative, resourceful, caring, sharing, socially just, and accepting of differences
- **Culture** – Celebratory, honouring, Art-Full (quality local food and wine, arts and crafts, music, theater, festivals, markets, philosophy cafes...), rich heritage, accessible cutting-edge creativity for all ages
- **Environment** – natural, spacious and accessible wilderness (coastline, rivers, forests, mountains, deserts), valued eco-systems and 'green-skills' and environmental and sustainability learning opportunities
- **Business** – people are core business - conscious and mindful, high quality and service orientated
- **Wellbeing** – quality, caring and respectful professional services, and Retreats offering life-affirming, renewing, healing and learning experiences
- **Recreation and Sport** – fun, adventurous, quality range of and facilities and environments for all ages and abilities

#### **C. Identifying Denmark's Pitfalls to Progress in Paradise:**

- Staying the same and keeping significant community reports hidden in cupboards
- Staying 'small' - personally and collectively
- Staying with mediocre and safe options
- Staying busy, fragmented and pressured for time and resources
- Staying with the boom and bust mentality
- Staying unhelpfully conflicted and polarized
- Staying fiercely competitive and in 'survival mode' (fight, fright, flight)

- Staying unconscious and not recognizing growth opportunities, pitfalls and learnings
- Staying resistant to change, progress and diversity

### **Conclusion & Outcomes: (Qualitative Findings for a Quality Denmark)**

A representative from each organisation and key leaders gave their personal summary of what was significant for them from the meeting and gave a commitment to take these findings and this report to their respective places of interest and governance.

1. The overarching motto and invitation at this Meeting was for leaders and Denmark to: ‘Stand Up, Stand Tall and Stand Together’. Let us discover a ‘Common-Wealth’, a ‘Common-Stance’ and ***Value and utilize well our greatest Resource – the Denmark people.***
2. Planning and resource-management is more often about the ‘hard’ physical infrastructure. The most successful, rewarding and prosperous ‘homes’ (organizations and communities) are the ones with the best Culture – the ‘soft’ internal ‘furnishings’. Successful Culture is achieved and supported by positive interpersonal relationships, inclusive and conducive social norms, and inviting and engaging environments. ***Positive and proactive Culture-Creation requires strategic recognition, development and resourcing.***
3. ***This brief and unique Conversation has given voice to the Qualities of a Culture and a distinctive ‘Branding’ for Denmark’s emerging future.*** If embraced by the leadership and the wider community Denmark’s strategic regional position, prosperity and community wellbeing can be enhanced and ensured.
4. This Conversation Process and Report is only the first step. ***The next steps require developing practical implementation strategies aligned with the Vision and the opportunities within our Pillars of Strength.*** Valuing each strength and its contribution to the Whole, and coherently linking each ‘Pillar’ ensures that the community has firm and effective foundations to grow well and cohesively develop.
5. Leadership is not management. Management is not necessarily leadership. Leaders need to lead and need to be supported to do so. ***Leaders require ongoing capacity building, partnering and development to be successful.***
6. ***Developing strategic and collaborative partnerships*** with organizations, businesses and leaders within the wider community and region so that shared resourcing and mutual success can occur.

In conclusion it is now the responsibility of the Shire Council and each leading governing body to further consider these distinctive findings for a distinctive Denmark to move forward. Conversations on the strategic next steps (who, when, how, where and why) will be required. I invite the leaders to lead, and to progress a partnering of people, organizations and resources for this Future Vision Project. Internal and external strategic conversations, active engagement and ‘marketing’ within the leadership body and the wider community is essential and an ongoing requirement to ensure maximum success.

Thank you for your kind consideration & participation in creating Denmark at its Best  
 Dr Loretta do Rozario  
 Tree Song Retreat  
 98482195  
 24/2/2013

## **Strategic Conversation Meeting Feb 18<sup>th</sup> 2013 Outcomes**

**(Compiled by Dr. Loretta do Rozario, April 2013)**

### **Denmark's Vision**

Denmark is the natural lifestyle Paradise of the Great Southern and The Place to celebrate and live well The Sustainable Dream.

### **Mission & Values**

Denmark is the adventurous soul and creative spiritedness of the Great Southern Region and Western Australia. It is the premier quality lifestyle rural town where all are welcomed to learn about and live well the sustainable natural dream. We are a creative, caring, cohesive and internationally-connected community. We value our indigenous and pioneering heritage and our cutting edge diverse cultures. We welcome being progressive, prosperous, clean, green, socially aware, sporting-minded and artistically rich. Denmark embraces its response-ability as stewards of our world-class pristine and diverse natural environments where ocean and forest meet gloriously. We are The Place to celebrate life at its natural best.

### **Goals & Strategies**

**(Key Goal – a prosperous Denmark community throughout the whole year versus only during the tourist season)**

#### **1. Economic Development Strategy (C. Eckenstahler & C. Hullinger , 2009)**

Economic Development Strategy Questions:

1. Who are we?
2. What makes up our economy?
3. What are our problems and opportunities?
4. What are our strengths?
5. What do we want to be - our future vision?
6. How do we get there?
7. What resources do we have and need?
8. Who is responsible?
9. How much does it cost?
10. How do we know when we get there?
11. How do we internally and externally market this Strategy with business, local organisations & the wider community?
12. How can we mentor and support each sector of the community to build the capacity to engage with and implement the Future Development Strategy? (Dr L. do Rozario, 2013)

## ***Community Strategic Plan – Denmark 2031 (Draft)*** **MAKING A SUBMISSION**

Donald Shane Clarke  
Transition Kwoorabup Denmark

Your submission needs to be received at the Shire Administration Office **by 4.00pm, Friday, 27 September 2013.**

For ease, you may complete this form, remove it from this document and forward it to the Chief Executive Officer; alternatively you can write your own letter or email.

To Mr Dale Stewart Chief Executive Officer Shire of Denmark PO Box 183 DENMARK WA 6333  
Email: [enquiries@denmark.wa.gov.au](mailto:enquiries@denmark.wa.gov.au)

Dear Mr Stewart

Date: 27/09/13

I hereby make the following submission in relation to the Draft Community Strategic Plan – Denmark 2031.

I commend the Shire on its commitment to strategic planning.

The Draft **Shire of Denmark Community Strategic Plan: Denmark 2031** contains within it much of the significant elements needed, but does not result in a suitably aspirational document, given that this is planning towards Denmark in 2031.

Denmark is renown for strengths' that it can build on as an inspiration for small communities everywhere – that is a a real aspiration. Some of that is implicit in the draft, but could be far more explicit. Strengths like sustainability practices, innovation of the local economy, and community art/music.

In this submission, text lifted from the draft is in italics with my response following.

### **VALUES**

*The Shire of Denmark's guiding values are;*  *Sustainability*  *Effectiveness*  *Teamwork*  *Transparency*  *Respect*  *Visionary Leadership*  *Honesty*  *Integrity*  *Commitment*  *Trust*

'*Sustainability*' is listed first here – I believe quite rightly because it is the point-of-difference in that can highlight Denmark's aspirational intent. But it is not explored fully in the strategy as to how this unfolds towards 2031. With respect to 'sustainability' as a community, 'resilience' and 'self-reliance' are key concepts that are worth expressing in their own right as 'Values' – while they are implicit in many parts of the draft strategy , there is no explicit planning as to how they will be enhanced towards 2031.

On that note: most of these values are ones any community might aspire to, but sustainability, resilience, self-reliance and 'Visionary Leadership' as inspirational values would put Denmark at the leading edge of community development world-wide.

There is little in the draft strategy that indicates the nature of such *Visionary Leadership* that will ensure this sustainability.

## **MOTTO**

*Discover Denmark*

As the outcome of a strategy towards 2031 there is nothing aspirational or inspirational in this motto, nothing that reflects the values of the Shire, although an attractive call to tourists. In keeping with the thrust of this submission, I would recommend...

**Denmark, a Community of Sustainable Living**

## **MISSION**

*The Shire of Denmark aims, through vision and integrity, to serve its whole community and value its natural environment.*

A mission statement shows how values will be applied in activity towards meeting a vision. The mission statement above is far too short to encapsulate that link.

Part of any mission driven by sustainability, resilience and self-reliance but have a focus on **localisation**. Keeping value local means that the value created through economic activity is kept as much as possible within the community for the benefit of that community. This can be achieved for example by sourcing materials and labour locally, and creating local currencies that encourage people to spend their money or trade goods and services within their community.

Meeting needs: another way of saying it is that localisation is an answer to the question: 'how can our community meet our basic needs mostly from what is around us?'. The reason for this question is because for most of human history, human lives have been defined by the answer to this question. And it is only since the discovery and use of fossil fuels that we have been able to live using resources from far away. Many see it as inevitable that life in a post-fossil fuel era will once again require humans to live based on what is around them. Localisation is one way of building community resilience and viability in response to peak oil, climate risk and economic crises. And it fits with other features such as working within natural resource limits, steady-state, natural capital etc. together to create a whole new local economic system.

In addition to addressing climate change impacts and working within natural resource limits, our mission would foster a new local economy that integrates business not just with the natural world but also with society, creating value that is shared more equitably, offering opportunities for all in the community to enjoy good quality of life. This involves an approach to defining businesses' relationship with society as one that finds opportunities for *shared value* for both.

## **VISION**



*Denmark in the Year 2031 is a leading example of a dynamic, connected, caring and cohesive community, in tune with its environment.*

This vision does not invoke any picture for me as to what Denmark will become through this strategy.

That Denmark aspires to be a 'leading example' is very much in keeping with the nature of this community, the question is of what? The *connected, caring and cohesive* are just the core of being *community*; the question is – what type of 'community'.

Such a vision would reference social wellness and the arts, a localized and innovative economy, a showcase for environmental stewardship, and leadership renown for supporting and developing these traits.

## **ASPIRATIONAL OBJECTIVES & GOALS**

For the most part, these objectives do not flow from the strong aspiration of the vision... "*a leading example*"...

### **Social**

*Denmark's communities, people and places are connected and creative, vibrant and dynamic, healthy and safe.*

The goal should not be how good the community is, but how good are we developing it, our social development including the arts. This needs more 'visioning'.

### **Environment**

*Denmark's natural environment is wild and beautiful, yet so inviting and fragile that its protection and enhancement is carefully balanced in meeting the needs of current and future generations' lifestyle, development and tourism needs.*

The goal should not be how good the environment is, but how good are we looking after it, our stewardship. This also needs more 'visioning'.

### **Governance**

*The Shire of Denmark provides renowned leadership in sustainability, is effective with both its consultation with its people and its management of its assets and provides transparent and fiscally responsible decision making.*

The phrase '*renowned leadership in sustainability*' is exactly the right aspiration for Denmark, but it needs to be seen in all aspects of this strategy.

### **Economy**

*Denmark's economy is diverse and vibrant - its primary industries of tourism and agriculture relying on and enjoying natural and other assets that are sensibly managed and promoted.*

This is a clear example of an objective that is completely devoid of the influence of *renowned leadership in sustainability*. There is much in the discussion of the economy in the draft strategy that points to developing a new economy in Denmark, but this needs to be realized in terms of planning. A look at some of the goals for the Economy listed in the draft strategy bear this out.

## **ECONOMIC GOALS**

### **Agriculture**

*... "The Denmark community has also, since the 1970s at least, seen itself as self-sufficient and has attracted residents on that basis. The prospects of a more localised food and agricultural industry seem well-based."*

**Goal** - *That the Shire of Denmark continues to acknowledge agriculture as a diverse and prominent industry in the region, and implements and advocates for policies that will assist farming to improve its effectiveness and position within the local economy.*

Localised, self-sufficient – these are powerful aspirations with major implications for the local economy and the community but get lost in the strategy overall. They do not feature at all in the “Goal” for agriculture.

### **Employment**

*... "However it has been noted that there are opportunities for innovative business development ideas in Denmark, especially given the advances in communication technology that will continue to improve. Some of these ideas may come from ideas based on climate change, sustainability and alternative energy sources."*

**Goal** - *That the Shire of Denmark identifies the key economic drivers in the region and develops, implements and advocates for policies that will provide and assist viable and acceptable employment opportunities for residents and ratepayers.*

The theme of “*innovative business development ideas*” and “*from ideas based on climate change, sustainability and alternative energy sources*” are core to the New Economy movement around the world, but again do not feature in the ‘Goal’ for Employment.

### **Energy**

*Denmark residents are very aware of the fact that the availability of fossil fuels is slowing, which has led to rapid recent increases in the costs of energy, both domestic and commercial. There is no indication that these rises will lessen in the years ahead.*

*Adaptation to this regime of energy cost and availability has led to many responses, mainly involving the development and use of alternative energy sources.*

**Goal** - *That the Shire of Denmark continues to set an example in the use of alternative energy, and encourages authorities, agencies and residents to support alternative methods of power, industry and transport.*

Here is a good example of where the Shire can be a leader in the new economy. This can be the case for all aspects of the local economy.

### **Tourism**

**Goal** - *That the Shire of Denmark acknowledges the importance of tourism to the region, and, by innovative policies, practices and partnerships, facilitates and encourages the greater year-round sustainability of tourism.*

It may be that in this goal, sustainability is actually meaning financial viability. Given the preceding discussion, what Denmark needs to aspire to for 2031 is a 'tourism' that is truly sustainable, such that it is enhancing of our community, our environment, and our sustainability culture as well our new economy.

## **MEASURES OF OUR SUCCESS**

*“Overall, how do you rate the performance of the Shire of Denmark in planning (and meeting) for the needs of residents and ratepayers?”*

For a strategy for 2031 this is the wrong question, it should be...

**“Overall, how do you rate the performance of the Shire of Denmark in planning (and meeting) the aspirations of residents and the wider community” ...**

...aspirations for social wellness and the arts, a localized and innovative economy, a showcase for environmental stewardship, and leadership renown for supporting and developing these traits.

An important part of measuring success of a sustainability aspiration for the Shire is mapping out all the areas where sustainability needs addressing in the community, where we are “Transitioning” to a localised, resilient community.

Such areas might include...

- LOCAL GOVT - towards a Denmark Transition Advisory Committee (Shire as a recognised ‘transition town’)
- LOCAL TRANSPORT towards a Denmark Transport Advisory (a public transport and cycle friendly Denmark Shire)
- LOCAL FOOD Local Food networking (supporting grow-your-own and local growers)
- EDUCATION Collaboration of Denmark education providers: South Coast Learning for Life
- LOCAL ENERGY Local Energy Producers / Users group (solar panels / wind turbine investors / power users)
- REUSE (& waste) Shire advisory and Green Skills Tip Shop supporters
- PLANNING & DESIGN Permaculture Design Group
- LOCAL HOUSING Local Housing initiative (for affordable, sustainable options)

- SOCIAL JUSTICE & diversity community support group (for a fair society in changing times)
- HEALTH & WELLBEING “Sustain ability in art” group connected with Denmark Arts
- LOCAL WATER Local Water Users advisory
- NATURE (environment) Shire Greening Plan and Denmark Environment Centre
- ECONOMY (money, business) Local Economy Initiatives with Chamber of Commerce
- SKILLS (home, land crafts) Local Skills groups, e.g. South Coast Learning for Life
- PERSONAL SUPPORT Individual and group support for coping with change

Much of this is addressed in the draft strategy but given aspirations to 2031, they need to be explored in terms of change, some of it radical change. Visionary leadership is about catalysing and managing change; I would encourage the Shire to incorporate that further in their strategic planning.

Thank You.