

# Our Future 2033

Shire of Denmark Strategic Community Plan



# Acknowledgements

**The Shire of Denmark rests on Minang and Bibbulmun Noongar Country.**

**The lands and waters within the bounds of our Shire were cared for and managed by Traditional Custodians for thousands of years before our Local Government came into existence.**

The Shire of Denmark respectfully acknowledges those many, many generations of on-going custodianship, we extend our deepest respects to Elders past, present and emerging, and we welcome their guidance and counsel.

As we work towards achieving the strategic vision set out in this document, we aim to ensure our workforce respects First Nations cultural, social and environmental connection to this Country by building respectful and meaningful relationships with members of the local and regional First Nations community. To mark this commitment, we are proud to say that in October 2022, the Denmark Shire Council voted to formally accept the Uluru Statement from the Heart as an open invitation to the Australian people from First Nations Australians to walk together to a better future.

The Shire of Denmark would also like to thank and acknowledge all community members who took the time to contribute their thoughts, ideas and feedback to the engagement process for this plan, with particular thanks to the community members who served on the Strategic Community Plan Working Group.

*Our Future 2033* is a result of the vision shared with us by our community in surveys, questionnaires, competitions and workshops – in addition to many conversations, letters and other submissions.

Images in this document are supplied by Nic Duncan, Serena Kirby, Aerature, Ace Camera Club and the Shire of Denmark.

## Accessibility Information

*Our Future 2033* is available for download at [www.denmark.wa.gov.au](http://www.denmark.wa.gov.au)

Copies of this document can be made available in alternate formats upon request.

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# Shire President's Message

**On behalf of the Shire of Denmark, I am pleased to present our new Strategic Community Plan, *Our Future 2033*. This revised plan contains our community's vision and objectives for the Shire of Denmark over the next ten years.**

The Strategic Community Plan is our highest-level planning document that guides Council's strategic priorities and direction over the next ten years. It responds to changes within the Shire since 2017 when the previous plan was adopted, as well as the priorities and issues identified more recently by our community and other stakeholders.

*Our Future 2033* was developed in partnership with our community and captures the feedback we received during an extensive community engagement period featuring surveys, competitions, and workshops. From August 2022 – June 2023, we had more than 1,750 engagement points – far exceeding the Local Government benchmark of 500. This is a true testament to our community's passion, enthusiasm, and desire to work collaboratively to make our Shire a better place to live.

Common themes that emerged during the engagement period included **better services and facilities for youth, upgrades and increased road network maintenance, stronger advocacy and support to tackle housing availability and affordability and to support economic development, and the protection of our most valuable asset – the natural environment.**

Another key theme was a desire for better connection between Council and community, so internally we will improve how we make decisions by adopting a set of decision-making principles that Council and staff will use when making decisions.

We will use *Our Future 2033* to:

- Define clear priorities, processes, and long and short-term plans
- Prioritise budget and resource allocations
- Direct land use, infrastructure, services, and asset management operations and planning
- Direct workforce planning
- Inform other key strategies and plans
- Achieve better transparency for the community

The overall success of our plan relies on the participation and commitment of local community groups, businesses, other levels of government, and our community to work together to deliver on the vision and priorities presented within this plan.

In closing, I want to thank our community for participating in the review process and sharing their vision for the Shire of Denmark. The information we have gathered has directly shaped the vision, commitment, objectives, priorities, and decision-making principles of *Our Future 2033* and will be used to refine our existing strategies and plans.

We look forward to working with you to achieve our vision.

**Ceinwen Gearon, Shire President**



# A New Look

# Strategic Community Plan

**As you read *Our Future 2033*, you'll notice it differs from *Denmark 2027* substantially.**

The five pillars in *Denmark 2027* (Our Economy, Our Natural Environment, Our Built Environment, Our Community, Our Local Government) represented a broad picture of community feedback and aspirations at the time.

One of the key goals of the creation of *Our Future 2033* was to evolve our vision and to achieve a more targeted strategic direction by narrowing in on a smaller number of key priorities as identified by our community.

On page 18 of this document, you'll find – instead of five detailed Pillars - our six Community Priorities, which feed directly into our Vision, Commitment, Objectives and Decision-Making Principles for the decade ahead.

The six Community Priorities don't address everything the Shire of Denmark delivers, nor are they the only important areas the Shire delivers on, but they do address the most urgent themes raised by our community as our key focus areas for the next 10 years.

*Our Future 2033* will be due for a minor review in two years time and for a major review in four years time – this means if and when community sentiment shifts in the coming years, there will be opportunities for those new or different priorities to come forward.



# Understanding our Strategic Community Plan

## What is it?

A Strategic Community Plan is the guiding document that drives everything a Local Government does. It sets the strategic direction and ensures Local Governments are kept on track towards a community-led vision for the future.

## Why does it matter?

*Our Future 2033* matters because it's shaped directly by you - our community.

The other strategic documents that guide us, such as the Corporate Business Plan and Long Term Financial Plan, are built around the vision set by the community input which feeds into *Our Future 2033*. In fact, every Shire of Denmark strategic document, plan, policy and decision is informed by the vision laid out in the Strategic Community Plan.



# How does it work?

## STRATEGIC COMMUNITY PLAN

Our community has their say



Community vision is captured in *Our Future 2033*

We make the community vision, **OUR** vision and work out how to plan and resource it

## BUSINESS PLANNING AND STRATEGY

Assets (Strategic Asset Management Plan)

Projects (Corporate Business Plan)

Funding (Long Term Financial Plan)

Workforce (Workforce Development Plan)

Council decides how we fund that vision

## BUDGETING



Setting the Rates

Endorsing the Annual Budget (incorporating rates, grants, fees and charges and other revenue)



## DELIVERY

We get to work delivering our vision



Strategies and Plans (i.e. Sustainability Strategy, Regional Trails Master Plan)



## ACCOUNTABILITY AND TRANSPARENCY

We report back and check in with our community

Annual Report

Community Scorecard



**“Small country town feel with a close-knit friendly community”**

**“Valuing, protecting and healing our natural environment”**

**“Listening to local input!”**



**“Be well prepared for climate change”**



# Our Community Snapshot

## Population

ABS Estimated Resident Population  
2022 Projected (Band D)  
WA Planning Commission



## Volunteers\*

Persons aged 15+ (Usual Residence)



**29.4%**  
Denmark

19.3% - Regional WA  
15.9% - WA

## Unpaid Care\*

Persons providing assistance to a person with a disability, long term illness or old age



**12.5%**  
Denmark

10.4% - Regional WA  
10.7% - WA

## Economic Output\*\*



**\$757.9 Million**  
Denmark

\$10.2 Billion - Great Southern  
\$744.1 Billion - WA

## Homeless Persons Estimated\*



**84**

Denmark  
(up 76 from 2016)

## Aboriginal and Torres Strait Islander\*



**1.3%**  
Denmark

8.4% - Regional WA  
3.3% - WA

## Number of Jobs\*\*



**2,074**  
Denmark

26,889 - Great Southern  
1.3 Million - WA

## Disability\*

Persons who needs assistance with core activities



**4.7%**  
Denmark

4.6% - Regional WA  
4.6% - WA

## Median House Price\*\*\*



**\$500,000**  
Denmark

\$430,000  
- Great Southern

## Top 5 Performing Areas \*\*\*\*

### Unemployment Rate\*



**3.7%**  
Denmark

4.2% - Regional WA  
5.1% - WA



Community safety and crime prevention



Festivals, events, art and cultural activities



Library and information services



Tourism attractions and marketing



Efforts to promote and adopt sustainable practices to manage climate change

\*Reference to: 2021 ABS Census Data accessed via <https://profile.id.com.au/denmark>

\*\*Reference to: 2021 ABS Census Data accessed via <https://app.remplan.com.au/greatsouthernregion/economy>

\*\*\*Reference to: Based on transactions for the 12-month period ending April 2023 accessed via <https://reiwa.com.au/suburb/denmark>

\*\*\*\*Reference to: MARKYT Community Scorecard 2022

## Key Industry Insights\*

- Denmark's largest industry sector for economic output is Agriculture, Forestry and Fishing
- The Agriculture, Forestry & Fishing industry sector is Denmark's largest employer
- The Education & Training industry sector pays the most in wages and salaries
- The Agriculture, Forestry & Fishing industry sector contributes the most for regional exports
- The Rental, Hiring & Real Estate Services industry sector is the largest value-added contributor

## Tourism Insights\*

- Supports an estimated 152 jobs in Denmark
- Output is estimated at \$32.3M
- \$788 Average Spend Per Trip for International Visitors
- \$492 Average Spend Per Trip for Domestic Overnight Visitors
- \$105 Average Spend Per Trip for Domestic Day Visitors
- The Accommodation & Food Services captures \$0.53 for every dollar spent by visitors in the Great Southern Region

\*For both the key industry insights and the tourism insights:

2021 ABS Census Data accessed via <https://app.remplan.com.au/greatsouthernregion/economy>

# Our Future 2033 in Strategic Context

**As a Local Government entity, our primary role is to serve and represent the interests of our community members.**

However, it is important to note that many service delivery responsibilities within our region are carried out by various agencies, including State Government. For example, social housing initiatives are overseen by the Western Australian Department of Communities, ensuring access to affordable and suitable housing for those in need. Education services are provided by the Western Australian Department of Education, which operates schools and implements educational programs within our jurisdiction. The maintenance and development of main roads, including major highways, are the responsibility of Main Roads Western Australia, ensuring safe and efficient transportation networks. Healthcare services, including hospitals and primary care facilities, are managed by the Western Australian Department of Health, providing quality healthcare to our community. While these are just a few examples, the Shire of Denmark works collaboratively with these agencies to ensure the seamless delivery of services, focusing on our core local government responsibilities and fostering a vibrant and inclusive environment for all residents and visitors.

A number of key State strategies that are supported by the Shire of Denmark and that are important for our community are:

## **An Age-Friendly WA - State Seniors Strategy 2023-2033**

The Shire of Denmark fully supports the Strategy that recognises the importance of seniors' happiness, purpose, and connection. We are committed to building inclusive communities that honour and support all Western Australians, including seniors. As the number of older individuals in our Shire continues to rise, it becomes increasingly important to value and appreciate the contributions seniors have made and continue to make to our social fabric. The Strategy provides a dedicated focus for the next 10 years, allowing us to channel our efforts and resources towards empowering and supporting older community members in living meaningful and fulfilling lives according to their own values and priorities. The Shire of Denmark recognises the many seniors who form an integral part of our community. We view this Strategy as an opportunity to collaborate and work together to ensure that seniors in our region can thrive and enjoy a high quality of life that is meaningful and important to them.

## **State Planning Strategy**

In alignment with the broader state-level planning framework, we adhere to the State Planning Strategy to guide our land use and development decisions. This Strategy focuses on sustainable growth, efficient land use, environmental protection, and promoting vibrant and well-designed communities. By aligning our planning processes with the state strategy, we contribute to the long-term development and prosperity of our region.

## **Great Southern Region - Arts, Culture and Heritage Strategy - March 2022**

The arts, culture, and heritage sectors are crucial for creating vibrant communities and preserving our identity. They offer opportunities for creative expression and cultural experiences, enriching our daily lives. Additionally, they play a vital role in economic development through employment, entertainment, and tourism. The regional Strategy is a necessary step to provide clear direction and maximise the potential of these sectors. It aims to connect people and places, optimise investments, and cultivate growth in arts, culture, and heritage. By nurturing the arts, culture, and heritage, we strengthen our sense of community and shared identity. The Strategy will enhance the quality of life for residents while attracting visitors and investors. The Shire embraces this Strategy to build a thriving and culturally rich Great region.

## **Community Development**

The Shire recognises the significance of collaboration with community groups and non-profit organisations to effectively deliver services and address the diverse needs of our community. We actively engage with these stakeholders to leverage their expertise, resources, and passion for community development. By partnering with community groups and non-profits, we can amplify our impact and extend the reach of our initiatives. Together, we work towards creating a more inclusive, resilient, and thriving community by jointly addressing social, cultural, and environmental challenges. These partnerships enable us to tap into the local knowledge and grassroots connections that community groups and non-profits possess, fostering a collaborative approach to service delivery and ensuring that the voices, needs and priorities of our community members are heard and addressed. We value and actively seek out these partnerships as they play a vital role in building a stronger and more vibrant community for all residents, ratepayers and visitors.

# Let's Talk Community Engagement

## Engaging with our community to find our vision and create *Our Future 2033*

We invited our community to engage with us during a months-long major review period which started in August 2022 with the MARKYT Community Scorecard (a randomly distributed biennial satisfaction survey). It concluded in June 2023, with more than 1700 engagement points achieved – far exceeding the Local Government benchmark of 500.

This high level of engagement gives us confidence that our vision is representative of broad community consensus.

One of the objectives for the engagement process was to reach out to community members who might not always feel heard or listened to. So, we sought feedback from a wide cross-section of the community, with mini questionnaires distributed to local schools, community groups, to rural landholders during fire break inspections, to our communities at Peaceful Bay and Nornalup, the Community Resource Centre, Denmark Recreation Centre and Denmark Public Library, during the Seniors Week Luncheon, via a cut-out in the Denmark Bulletin and online at [yourdenmark.wa.gov.au/lets-talk](http://yourdenmark.wa.gov.au/lets-talk). Community Workshops were also held in Denmark and Nornalup, with a DIY Kit provided online for those unable to attend in person.

Photos and drawings received during the engagement period feature in this document, and a total of 43 public comment submissions were received during the final stage of consultation for *Our Future 2033*.

## Engagement Statistics

**1191**

Community Scorecard responses

**459**

Mini Questionnaire responses

**52**

Attendance at Community Workshops

**16**

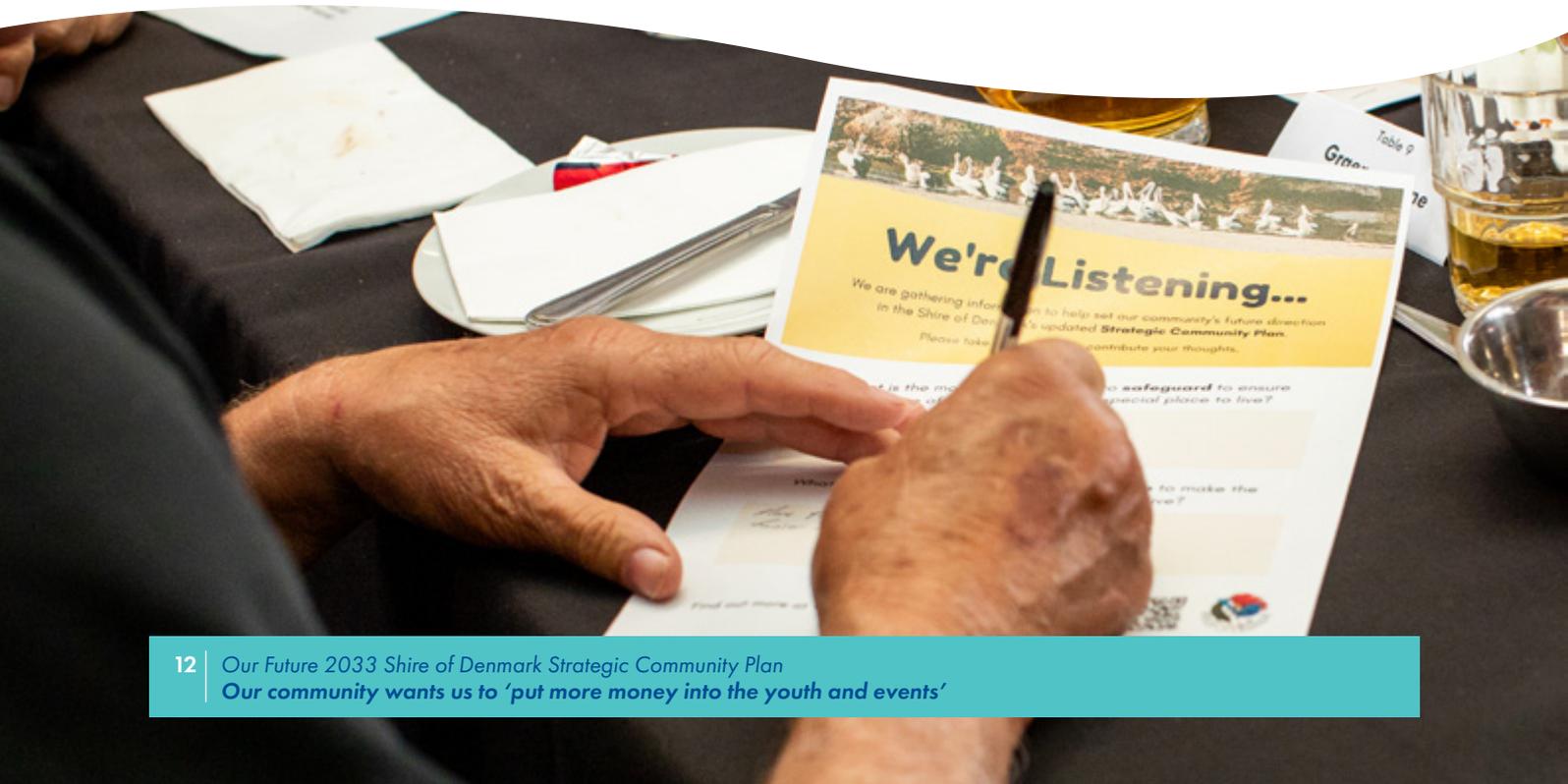
Drawing Competition entries

**30**

Photo Competition entries

**43**

Public Comment Submissions on the draft plan



## We're Listening

With more than 1700 engagement responses, we had a lot of data to work with to shape this document. Hopefully, *Our Future 2033* paints a vision for our collective future that is familiar to you and reflects your priorities and vision.



We want to be transparent about how we've come to our vision and community priorities, so we've produced an Engagement Report to accompany *Our Future 2033*, featuring all the community feedback which feeds into this document.

The complete independent MARKYT Community Scorecard report is also available for community review. Check them out at [www.yourdenmark.wa.gov.au/lets-talk](http://www.yourdenmark.wa.gov.au/lets-talk).



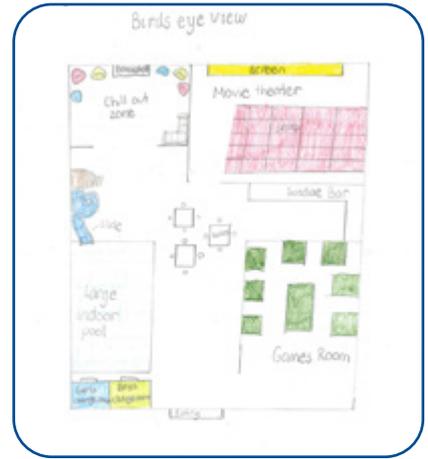
# Drawing Competition



Winner: Jacob age 10



Runner up: Ella age 11

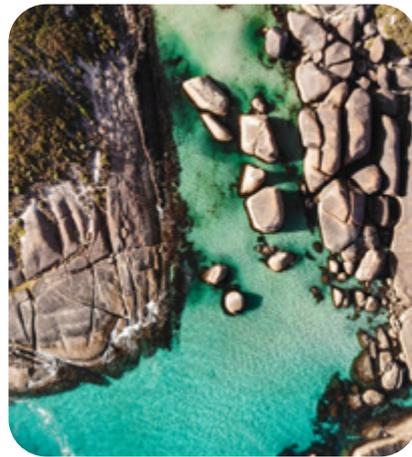


Runner up: Willa age 11

# Photography Competition



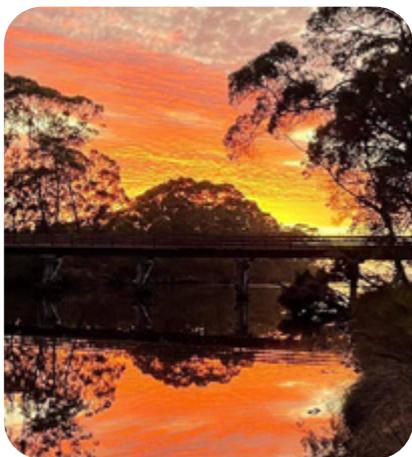
1st Place - Tracey Hockey



2nd Place - Annabel Marshall



3rd Place - Jo Thomas



4th Place - Chris Kirkwood



5th Place - Lex Porebski



## Community Voices

**“Communication to ensure the community is heard, listened to and the majority consensus of opinion is acted on, not just the vocal minority.”**

**“More foot/bike paths for people to cycle to town instead of driving”**

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**“Preservation of forested areas or tree corridors within the urban sprawl”**



# What we do

**The Shire of Denmark delivers a wide range of services and programs for our community.**

**This includes but is not limited to:**

- Citizenship ceremonies and civic functions
- Local Government elections
- Emergency management
- Mitigation Activity Fund management
- Bushfire brigade and Bushfire Ready support
- Hazard reduction burns
- Event approvals
- Seasonal lifeguard services
- Library services
- Gym, fitness and oval facilities
- Sporting club support
- Animal and livestock control
- Dog and cat registrations
- Snake removal
- Parry Beach campground
- Seniors services
- Disability access and inclusion
- Community development
- Arts and culture support
- Mclean House hire support
- Thank a Volunteer and Australia Day
- Community Grants
- Book a Ranger
- Youth outreach with AYSA
- Library outreach
- Youth Scholarships and Awards
- My Community Directory
- School holiday programs
- Seniors activities at Library (board games, reading and book groups)
- Seniors activities at Recreation Centre (Living Longer Living Stronger, chair yoga, table tennis, badminton, zumbo)
- Seed library
- Seniors Lunch
- Customer service
- Transport licencing
- Grants administration
- Venue hire
- State Emergency Disaster Relief
- National Emergency Disaster Relief
- Annual not-for-profit donations
- Project management
- Biodiversity management
- Environmental Impact Assessments
- Bushland reserve management
- Coastal monitoring, rehabilitation and management
- Carbon reduction initiatives
- Native vegetation clearing investigations
- Native bush clearing applications and approvals
- Energy and water monitoring
- Invasive species management
- Waste reduction initiatives
- Water efficiency program
- Wilson Inlet Management Strategy and Action Plan implementation
- Environmental education program
- Garage Sale Trail
- Cloth Nappy Initiative
- Revegetation joint initiatives
- Plastic Free July
- Annual Sydney Golden Wattle blitz
- Pre- and post- Local Government burn flora surveys
- Playgrounds and parks
- Pest control
- Revegetation
- Nursery and seed bank operations
- Streetscapes
- Denmark Waste Management and Reuse Facility
- Peaceful Bay Transfer Station
- Kerbside waste and recycling collection service
- Industrial and commercial waste services
- Community and school revegetation and nursery education
- Volunteer revegetation activities
- E-waste and other recycling collection drives
- Road maintenance
- Delivery of capital works
- Department of Transport vehicle inspections
- Bushfire service fleet maintenance
- Bridge maintenance
- Maintenance of plant and equipment
- Footpath maintenance

# Identifying Our Community Priorities



# Identifying Our Community Priorities

We heard you. During the engagement period, our community identified the following areas of priority:

Community Priority		Community Feedback
Service Delivery	<b>Local roads and storm water drainage</b>	We want: <ul style="list-style-type: none"> <li>• increased levels of regular maintenance</li> <li>• issues to be repaired quickly</li> <li>• upgrades, including bituminising gravel roads</li> <li>• roads prioritised across the whole Shire (not just in Denmark)</li> <li>• better drainage management</li> </ul>
	<b>Services and facilities for youth</b>	We want: <ul style="list-style-type: none"> <li>• places where youth can hang out, socialise, and be active</li> <li>• young people to feel part of the community</li> <li>• youth to have easy access to quality support services</li> </ul>
	<b>Environmental conservation and protection</b>	We want: <ul style="list-style-type: none"> <li>• to safeguard our natural reserves, national parks, coastline, flora and fauna</li> <li>• protection of wild, untouched places that set Denmark apart</li> <li>• action on climate change and investment in renewable energy</li> <li>• improved recycling and waste options</li> </ul>
Advocacy and Partnerships	<b>Economic development</b>	We want: <ul style="list-style-type: none"> <li>• less bureaucracy, red tape and restrictions</li> <li>• more funding opportunities and support for business ideas</li> <li>• improved infrastructure to support business, including worker accommodation, better roads, more parking and toilets</li> <li>• to attract new industry to Denmark</li> <li>• a more vibrant CBD</li> </ul>
	<b>Housing availability and affordability</b>	We want: <ul style="list-style-type: none"> <li>• to reduce the impact of short stay rentals</li> <li>• more low-cost residential housing for rent and purchase</li> <li>• more social housing</li> <li>• alternate housing options, including tiny homes</li> <li>• to reduce the level of homelessness</li> <li>• downsizing and retirement options for seniors</li> </ul>
Organisational	<b>Engagement and decision-making</b>	We want: <ul style="list-style-type: none"> <li>• to feel heard</li> <li>• decisions that reflect majority community sentiment</li> <li>• rates to represent value for money and funds to be spent wisely</li> <li>• the reasons for decisions to be explained and transparent</li> </ul>

# Shaping our Priorities into a Vision: Our Future 2033

This community feedback directly informs our Vision, Commitment, Objectives and Decision-Making Principles for the future.

Our Future 2033 takes our community priorities and makes them the Shire of Denmark's priorities by providing the high-level guidance for Councillors and Shire staff to evaluate options, make decisions, and allocate resources to projects and services.

## OUR VISION

A vibrant coastal community, connected to the environment, living the village lifestyle.

## OUR COMMITMENT

Protect what makes us special, improve our quality of life, and plan for future generations.

## OUR OBJECTIVES

-  Enhance community connection and well-being.
-  Operate as environmental custodians for the future.
-  Support local jobs, industry, and small business and facilitate sustainable development.

## OUR DECISION-MAKING PRINCIPLES

- Is it affordable, and is it an effective use of Shire funds and resources?
- Does it protect our environment, or align with our sustainability objectives?
- Is it a community priority, or does it have wide community support?
- Does it support local jobs, or will it provide much-needed local services?
- Does it enhance our way of life, and keep our village feel?



**“More opportunities for young people and a safe place for young people to gather outside school hours. more diverse options for housings - smaller home options, more campgrounds.”**



## Community Voices

**“As Denmark’s popularity among visitors grows, it will be just as important to maintain the area as a thriving local community that is a peaceful home for its residents.”**

**“More sporting facilities for all sports”**



# Turning our Vision into Action

-  Enhance community connection and wellbeing
-  Operate as environmental custodians for the future
-  Support local jobs, industry, and small business and facilitate sustainable development

## Existing Strategies and Plans

Specific actions to meet our objectives are delivered through our strategies and plans:

- Bushfire Risk Management Plan 
- Coastal Reserves Management Strategy and Action Plan 
- Dieback Risk Study 
- Disability Access and Inclusion Plan 
- Housing Affordability Policy 
- Local Planning Policies   
- Local Planning Scheme   
- Local Planning Strategy   
- Mount Hallowell Reserve Management Plan 
- Ocean Beach and Peaceful Bay Coastal Hazard Risk Management and Adaption Plan 
- Ocean Beach and Peaceful Bay Coastal Monitoring Action Plan 
- Public Health Plan 
- Regional Trails Masterplan  
- Sport and Recreation Master Plan  
- Strategic Waste Management Plan 
- Sustainability Strategy and Action Plan   
- Sustainable Tourism Strategy 
- Water Efficiency Action Plan 
- Weeds Strategy and Action Plan 
- Wilson Inlet Foreshore Reserves Management Plan 
- Wilson Inlet Management Strategy 

## New Strategies and Plans

### By 2028

-  CBD Revitalisation Strategy 
-  Reconciliation Action Plan  
-  Significant Tree List and Preservation Policy 
-  Youth Strategy 

### By 2033

-  We will have reviewed all existing strategies

# Aligning our Vision to our Corporate Business Plan and Daily Operations

## By 2028

### Improved Roads Program:

Including more funding allocated to maintaining and upgrading local roads and resolving drainage issues

### Increased Advocacy:

Working with state and federal government, community organisations, and the private sector to improve local access to housing, medical services and jobs

### Berridge Park Redevelopment:

Incorporating a youth precinct, skate park, and playground improvements

### Ocean Beach Redevelopment:

Including upgraded toilets, a new kiosk, more green space, and a redevelopment of the surf club building



### Prawn Rock Channel Upgrades:

Including new toilets, a new access point to the beach via stairs from the lookout, installation of accessibility ramps, and sealing of the carpark



### Nornalup Jetty Upgrades:

Incorporating a new boat launching facility and a fully accessible paddle launching facility



### WOW Trail Stage 2:

The continuation of the WOW Trail, creating a new hiking trail loop using the existing dual-use path from Ocean Beach to the Bibbulmun Track/Sheila Hill Trail over Mt Hallowell and back to Lights Beach



### Mountain Bike Trails – Stage 1:

The development of a local trail network at Turner Road





## By 2033

### Library and Civic Centre Redevelopment:

Including modernising the Library facilities, creating an enhanced performing arts space, and providing increased parking in the CBD



### McLean Park Recreation Centre Upgrade:

Including an additional third court, relocating the gym and other improvements



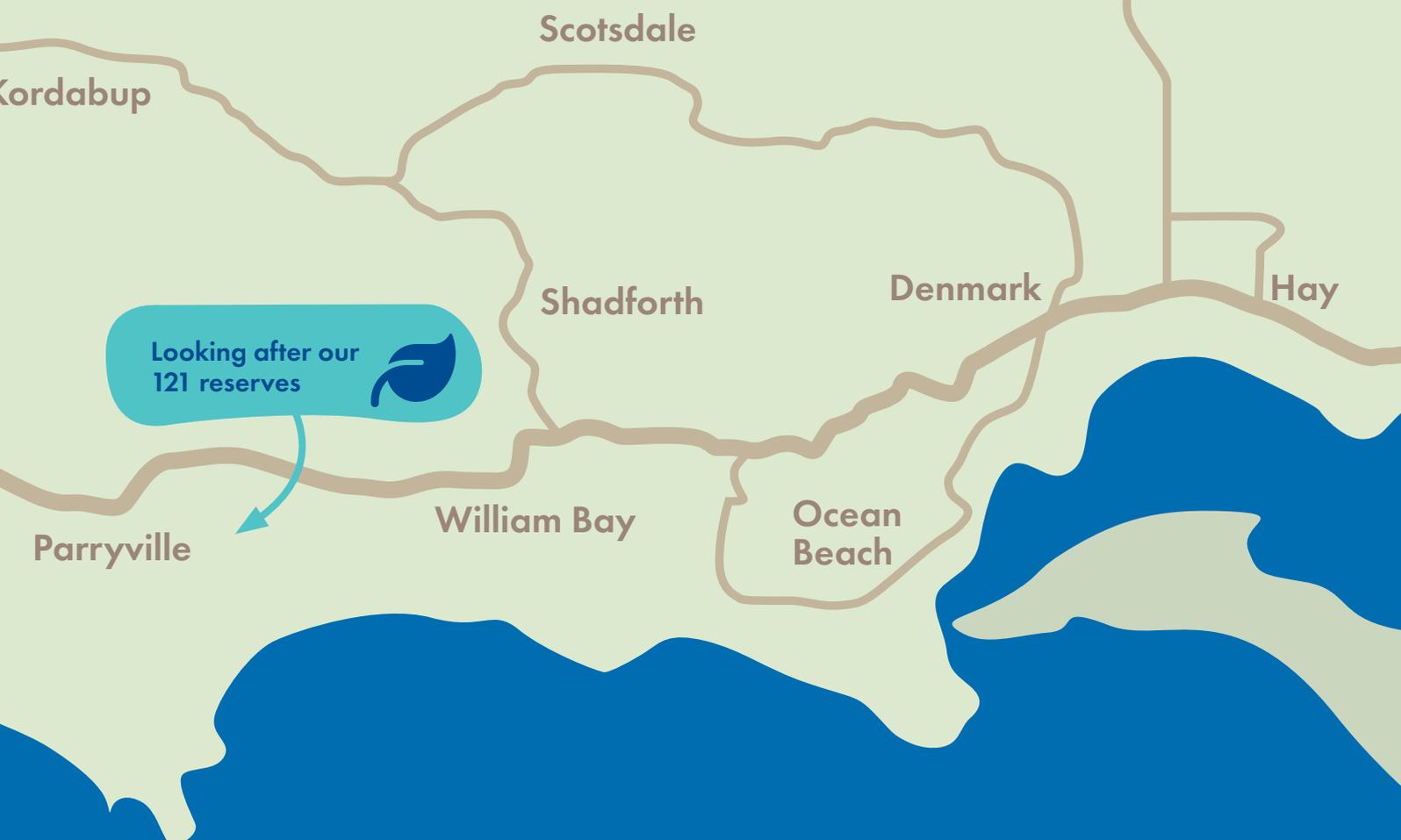
### High School Oval Upgrade

Including the installation of lights, toilets and other infrastructure to support its use as a second oval



### Mountain Bike Trails – Stage 2:

The development of a regionally significant trail network at Turner Road, including toilets, parking and other facilities



# Setting Targets for Continuous Improvement

## Measuring our Performance to meet our Objectives

The measures and results on this page are sourced from the most recent MARKYT Community Scorecard and have been grouped according to the *Our Future 2033* Objectives.

Our goal is to achieve at least the industry average or above for each performance measure.

Category	Measure	22-23 Industry Average	2022-23 Shire of Denmark Result
Overall Measure	The Shire of Denmark as a place to live	76	83
Overall Measure	The Shire of Denmark as a place to visit	68	85
Enhancing community connection and wellbeing	Community safety and crime prevention	50	64
Enhancing community connection and wellbeing	Festivals, events, art and cultural activities	62	71
Enhancing community connection and wellbeing	Library and information services	71	76
Enhancing community connection and wellbeing	I feel like I belong in my local community	60	64
Enhancing community connection and wellbeing	Volunteer support and recognition	61	63
Enhancing community connection and wellbeing	Access to health and community services	58	60
Enhancing community connection and wellbeing	Natural disaster education, prevention and relief (for bushfires, flooding, etc.)	56	55
Enhancing community connection and wellbeing	Public health and wellbeing programs and education	54	53
Enhancing community connection and wellbeing	How local history and heritage is preserved and promoted	58	56
Enhancing community connection and wellbeing	Facilities, services and care available for seniors	55	53
Enhancing community connection and wellbeing	How Aboriginal history and heritage is recognized and respected	62	58
Enhancing community connection and wellbeing	Playgrounds, parks and reserves	67	60
Enhancing community connection and wellbeing	Access to services and facilities for people with a disability	52	45
Enhancing community connection and wellbeing	Services and facilities for families and children	55	47
Enhancing community connection and wellbeing	Services and facilities for youth	48	36
Operating as environmental custodians for the future	Efforts to promote and adopt sustainable practices to manage climate change	49	54
Operating as environmental custodians for the future	Conservation and environmental management	54	55
Operating as environmental custodians for the future	Animal management (dogs and cats)	54	52
Operating as environmental custodians for the future	Waste collection services	64	56
Encouraging local prosperity and facilitating sustainable development	Tourism attractions and marketing	49	54
Encouraging local prosperity and facilitating sustainable development	Streetscapes	53	56
Encouraging local prosperity and facilitating sustainable development	Community buildings, halls and toilets	57	57
Encouraging local prosperity and facilitating sustainable development	Place to own or operate a business (compared to other regional towns)	57	56
Encouraging local prosperity and facilitating sustainable development	Footpaths, cycle ways and trails	53	52
Encouraging local prosperity and facilitating sustainable development	Lighting of streets and public places	54	52

Encouraging local prosperity and facilitating sustainable development	Planning and building approvals	44	42
Encouraging local prosperity and facilitating sustainable development	The area's character and identity	58	55
Encouraging local prosperity and facilitating sustainable development	Developing and supporting agriculture	49	46
Encouraging local prosperity and facilitating sustainable development	Managing responsible growth and development	47	43
Encouraging local prosperity and facilitating sustainable development	How Denmark town centre is being developed	47	43
Encouraging local prosperity and facilitating sustainable development	Sport and recreation facilities and services	65	60
Encouraging local prosperity and facilitating sustainable development	Traffic management and control on local roads	53	47
Encouraging local prosperity and facilitating sustainable development	Storm water drainage	48	41
Encouraging local prosperity and facilitating sustainable development	Economic development and job creation	46	37
Encouraging local prosperity and facilitating sustainable development	Access to housing that meets your needs	53	43
Encouraging local prosperity and facilitating sustainable development	Building and maintaining local roads	49	35



*Our community wants us to 'become more proactive in the outlying communities and remember the contribution to the general well being of the shire as a WHOLE !!'*



**“Retain the village  
community atmosphere”**



## Community Voices

**“More dog friendly trails, more bird protections, more designated bike trails”**

# Resourcing our Plan

## Long-Term Financial Plan

Our 10-year Long Term Financial Plan gives clarity to the Shire's capacity to work towards the delivery of this Plan.

It presents a \$224 million financial outline for the Shire over ten years, consisting of a \$54 million capital program and an operating expenditure of \$170 million on programs and services.

This expenditure will result in quality community infrastructure and social capital for the benefit and enjoyment of our community, delivered efficiently and sustainably. The Shire constantly monitors its efficiency and value, to ensure every dollar counts for the community.

The Shire undertakes its financial management in accordance with the following principles:

- Financial sustainability
- Financial accountability
- Responsible stewardship
- Alignment with aspirations within this Plan

## Corporate Business Plan

Our *Future 2033* is actioned through the Shire's Corporate Business Plan (CBP).

The CBP is a four-year action plan, structured around our eight operational teams. In 2022, we added a Sustainable Projects Team to the Shire's organisational structure to ensure we maintain a strong focus on achieving our long-term sustainability goals.

The CBP outlines the Shire's projects and services over the next four years and ensures sustainability for the financial and strategic positioning of the Shire.

Guided by our aspirations for the future, the CBP provides guidance to the Shire's administration to achieve our vision through:

- Providing quality services and infrastructure that meets community needs
- Carefully managing our natural environment
- Empowering our community to make positive change
- Embracing innovation and opportunities



Thank you for contributing to Our Future 2033.  
Find out more about the community engagement process and read  
supporting documentation including a comprehensive Engagement Report  
at [www.yourdenmark.wa.gov.au/lets-talk](http://www.yourdenmark.wa.gov.au/lets-talk)

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