Progress Rural Western Australia 2000 Conference proceedings, 18 and 19 August 2000, Fairbridge Farm, Pinjarra, Western Australia.

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2000 PROGRESS RURAL WA CONFERENCE PROCEEDINGS
18 & 19 AUGUST 2000
Fairbridge Farm, Western Australia
The 2000 Progress Rural WA conference is the fourth annual conference, following similar conferences held in Esperance (1997), York (1998), New Norcia (1999).

For further information on Progress Rural WA, or more copies of this publication please contact

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A word from the Conference Coordinator - Esther Price

It has been my privilege throughout the 12-year history of Esther Price Promotions, to be associated with a vast number of rural-based conferences and events.

In my opinion, a new standard in rural events has been set with the Year 2000 Progress Rural Conference.

Much of that credit must go to the inspirational Progress Rural team - a bunch of totally dedicated professionals, whose vision for Rural WA and empathy with its current needs, is responsible for bringing together the talented group of speakers and presenters who made up this year's program.

But facilitators and presenters are only as good as the delegates in attendance. And thus, the biggest bouquet of all must go to the 150 inspirational people who travelled from all points of the country to historic Fairbridge Village to be part of this conference. Their level of participation and contribution was the catalyst that made this conference what it was and enabled the delivery of every one of the objectives listed on the following pages.

My congratulations to you all for your part in making this happen.

Esther Price
Esther Price Promotions
Conference Aims and Objectives

Aim

To assist in the creation of an excellent life for people in rural WA

Objectives

• To provide an opportunity for people from right across rural Western Australia to share ideas, learn from each other, energise and develop new skills and knowledge.
• To allow conference participants to develop an understanding about the cutting edge of regional branding and marketing.
• To showcase, explore and celebrate successes in agricultural innovation and entrepreneurship.
• To motivate people to be pro-active at the planning and implementation level in rural communities.
• To facilitate the development of cohesive, inclusive rural communities that work together to create the future they want.
• To provide participants with the ability to recognise and build understanding of what is required in developing diversity in agriculture and creating a dynamic rural economy.
• To inspire the level of leadership that is required to lead and manage change in rural WA.

The experience we wanted to create at the 2000 PRWA Conference

• "We want to heighten the excitement, push people beyond their comfort zones, and stretch people's thinking through the delivery of this Conference.
• "We want the delegates to be one group, to be on a journey together, to belong, to feel a sense of family right there in one room.
• "We want people to be participating, not just attending.
• "The delegates' attitude and spirit will be reflected in the spirit of the presenters and the people organising this event."
• "We want people to be empowered through real experiences - intellectual sparks of theory, process and learning which will allow them to take home the motivation, new ideas and energy to be change makers in their communities."
Conference Venue - Historic Fairbridge Village, Pinjarra WA

Creating the right atmosphere for conference delegates is pivotal to an event's success. Fairbridge Village delivered a unique environment - tailor-made for enhancing team spirit, communication, so like can meet with like and make great.

Over the last seventy-five years, approximately 4000 children have passed through Fairbridge with the small Farm School committed to preparing children for Western Australian country areas. The school has always placed an emphasis on independence and social consciousness.

Fairbridge Pinjarra is unique and is the only Fairbridge Farm School left in the world. The Fairbridge mission was that young people should develop the confidence to exercise leadership, acquire a life long love of learning and learn to work, think and participate successfully with others in a range of challenging pursuits.

Fairbridge is now a budget accommodation venue, a place for festivals and special events, an historic precinct and a training campus. On the Register of the National Estate and classified by the National Trust of Australia, historic Fairbridge has implemented a conservation plan which will ensure that the buildings on site will be restored according to heritage guidelines.
Progress Rural WA Conference Program

Friday August 18

Welcome address by David Beurle & Introduction of the Progress Rural Team

Keynote Speaker: Helen Carrell

"Paradise Is Possible" - as we discuss positive rural futures, working together and, empowerment

Workshop One  
Presenter  
Facilitated by  PRWA Team Member, Claire Humphry

Workshop Two  
Presenters  Clinton Moss and Phil Arring

Workshop Three  
Presenters  Jackie Gill and Philip le Blanc

Workshop Four  
Presenters  Michael Dimock and Ariana Svenson

Evening  'Come as your favourite Australian' Theme Night

Saturday August 19

An address from Harry Butler

Keynote Speaker: Michael Dimock

Regional branding, enterprise in agriculture, developing new methods and innovative approaches.

WA Snapshots & WA Out There Project Presentations

Workshop One  Keeping your eye on the prize - Create a vision, see success

Presenters  Bevan Bessan and Billie Giles-Corti

Workshop Two  Securing the future through diversification and value adding

Presenters  Steve & Sue Woods, Bruce Watkins and Peter Bacon

Workshop Three  Commodity to speciality - Creating a niche for your product

Presenters  Don Hancey, Kate Lamont and Steve Birkbeck

Workshop Four  Making your mark in the world - Regional branding

Presenter  Michael Dimock

Facilitated by PRWA Team Members, David Beurle and Chantal Edmonds

Conference Summation - An excellent life for people in rural WA

Awards for Excellence in Rural WA Gala Dinner
Keynote Presentation

Helen Carrel
"Paradise Is Possible"

It is astonishing to think that Helen Carrell is only 28 years old. She has more vision and wisdom than some grandparents, but the energy of a true warrior! She maintains that the driving force within her is a belief that the rural sector and our inland is the future of Australia. That seems pretty visionary for someone who hasn’t even produced the next generation yet.

"It is my responsibility as a person to provide a positive future," she says. "It gives me a qualifier for the actions I take and by having that I have a goal."

Helen began her career by telling politicians they needed her. She is now the national Coordinator of the Australian Year of the Outback 2002. As well she is president of the Enterprising Queenslander’s and Young Primary Producers (EQYPP). The aim of EQYPP is to build a framework to bring the youth of Queensland together to build a vibrant, productive and prosperous future for the rural sector.

2002 - Australia’s Year of the Outback is a national and international awakening of the endless potential of the Australian Outback.

It’s about ensuring every Australian and International visitor is touched by the quintessential spirit of the Outback, just by experiencing its natural wonders.

The Australian outback was the only Australian destination listed in the National Geographic traveller magazine’s 50 Must-see places in the world, where it explained our outback like this:

"If you travel a couple of hundred miles you hit what is described as the bush and then at some undetermined point you hit the outback, push on for another few thousand miles, you hit the bush again, then the city, then the sea and that’s Australia."

The outback begins and ends in our minds. We can’t define the outback. We want to ensure as many people in Australia get involved with recognising the contribution the outback has made, is making and will make to the wealth of our nation.

The year of the Outback is about showcasing to the nation and the world the importance of the Australian Outback to the wealth of Australia.

It is an excellent target year where communities, organisations and companies can start,
finish or initiate a project they want to do which enhances the Australian Outback.

Communities can now flip the coin and showcase what is good about where they live, by doing a community project - as simple as sprucing up the public toilets in the main street, everyone is interested in how they look. Then whipping on a big brass plaque to proudly state they were refurbished for the Year of the Outback 2002.

By being more positive about where we live it encourages others to come and visit and even live. What is it you like about where you live? More often than others will like that too, so promote for Outback 2002.

The National Secretariat will market and coordinate the Year by arranging the national launch and collate a calendar of events that will be disseminated throughout the tourism sector so local events and activities can be promoted to tourists and to ensure the long term benefits are achieved.

Each State & Territory will have a steering committee giving people local points of contact. The State steering committees will provide information and link with the National secretariat

**Year of the Outback has 3 Key focuses:**

**Tourism** - to ensure the outback is put on the agenda as the destination. (It also the International Year of Eco-Tourism - excellent synergy with 2002).

**Community Development** - will grow with the development of events and activities in each town communities will develop new projects or simply badge already existing events.

**Infrastructure and the Legacy**

This is the purpose of the whole year, as it is imperative we leave a legacy of long term benefits - such as the upgrade of the Outback highway, Tourism infrastructure, the fast Train development (Adelaide to Darwin- through the Territory and Everald Compton's Train through the Eastern States).

The ultimate legacy will be to change how rural policy is formed - we need to put the Outback on the policy agenda and ensure Government and industry policy developers ask the question - if we take this action are we adversely or positively effecting inland Australia. Understandably, inland Australia may not benefit all the time, however at least companies and Government will be made accountable for their decision making.

*Horizontal folk dancing is a vital aspect of keeping inland Australia vibrant.*

Positive things happen to positive people. And if you want to be more positive, hang around positive people.

*We want to ensure there are long-term outcomes and* Year of the Outback is more than a year of celebrations.

The need for long term outcomes and longevity in our decision making is something we grapple with, at a community, business, family and personal level.

Are you sick of short-term results that are reactive and
What is your vision? Your legacy? What are you creating for the future generation? Aren't we all on a journey to create our own paradise?

To resolve the root causes of problems we need a common vision.

What is your vision? Your legacy? What are you creating for the future generation? Aren't we all on a journey to create our own paradise?

If we want to get a different outcome, we need to do something differently.

A couple of examples: The big question - why are young people leaving the land? I often here it's because there are no jobs. But why are there no jobs?

The lack of succession planning is posing many problems, as children are sent away at vast expense to get educated and then when they come home after various experiences and education they aren't listened to and taken seriously. It's not that young John wants to take over the place at 26 - he simply needs the back paddock to experiment with his ideas and the options available without hindrance or criticism by family members. This allows John to express himself and have ownership of his future.

Succession planning needs a high priority rating as the changing business environment in agri-business continues to evolve. Our younger generation is prepared for this challenge and needs to be able to reap the opportunities and benefits it offers.

Horizontal folk dancing is a vital aspect of keeping inland Australia vibrant.

However, humans are like nature when it comes to deciding where to stay to live and breed. In nature, a species will move into an area that is right for its establishment and reproduction and move out when it's not. Humans are exactly the same. Would you live in an area where you weren't listened to and taken seriously, with no input or control over the viability of your future?

And we wonder why the younger generation is leaving family farms and going to manage elsewhere!

The second reason for the shift is due to the slow up take of the marketing options that the new business environment provides has brought to the rural sector. Localised value-adding options, group formation, bargaining contracts that create greater supply and marketing options - all processes that offer positions and local jobs for communities.

A third reason for the shift away from the land is that it is simply hurting. Are we making wise decisions about the actions we take to manage our land when the outcome seems to be greater weeds, reduced yields, greater erosion and the like. If it is unproductive, then how can we expect to make a living from it, let alone support other families and create the money source which grows the local community and that creates new jobs. Some people blame technology for the reduction in jobs, or is this a convenient excuse to hide ineffective land management practices?

If we don't address the root cause of our rural decline will we break the cycle?

To resolve the root causes of problems we need a common vision.

If we want to get a different outcome, we need to do something differently.

A couple of examples: The big question - why are young people leaving the land? I often here it's because there are no jobs. But why are there no jobs?
Paradise Is Possible

What does yours look like? And how can we make it happen?

It all starts with attitude and decision-making.

Are you a CAVE person?

In pre-historic times, mankind resided in caves and other community dwellings. As humans are classed as social creatures, they banded together in tribes (communities) primarily for protection and survival but also for support, encouragement, discipline, education, advancement and proliferation of the species.

Since then, man has succeeded spectacularly in many ways, just as he has failed spectacularly in many others.

Revolutions, for better and for worse have come and gone, forever changing the pattern of society, departing from the old, leading to the new. As always there have been people who have embraced the changes and found opportunity, others have drifted with the flow gaining what they want and often decrying the rest.

Then there are others who seem to be dissatisfied with everything that occurs outside their comfort zone. Those people seem to resist change whenever they can for any reason and have become known as CAVE people, nothing like our pre-historic ancestors but an acronym for CITIZENS AGAINST VIRTUALLY EVERYTHING.

Our attitude starts as we wake up and get out of bed in the morning, when we choose whether or not it will be a good or a bad day, for what we choose is what we get.

We achieve what we think - but the problem is as few as 5% of us ever really do. Are you in the 95% who focus on the problems, threats and weaknesses, or are you in the 5% who think about the successes, goals, strengths and opportunities?

When you talk about getting what you want, here is an example many of us relate to:

A friend of mine who is 35 and a very proactive, professional women, is concerned about being left on the shelf. She got together with two others in a similar predicament went about addressing the issue. The basis to her strategy was committing to starting a conversation with 3 strangers a week - and sharing this concept with friends and family. My friend was concerned because the other 2 got a 2-week head start as she was flat out with work and Uni at the time, however my friend turned out to be the first one with a date. She has now had 3 dates in 6 weeks - more than she has had in a year. The key is to lift
the profile and priority of what it is you want; share it with others and you will find it comes your way.

Positive things happen to positive people. And if you want to be more positive, hang around positive people

We are in control of the consequences that happen to us in our lives

Nothing is good nor bad - it's the thinking that makes it so.

We often filter information and it is very easy to say no straight away. But when new information is presented, make a conscious effort to say MAYBE to yourself.

I offer you this from Nelson Mandela:

"Our deepest fear is not that we are inadequate.

Our deepest fear is that we are powerful beyond measure.

It is our light, not our darkness, that most frightens us.

We ask ourselves: Who am I to be brilliant, gorgeous, talented, fabulous?

Actually who are you not to be?

You are a child of God, your playing small does not serve the world.

There's nothing enlightening about shrinking, so that other people won't feel insecure around you.

We are born to manifest the glory of God that is within us.

It is not just in some of us: It is in everyone.

And, as we let our light shine, we unconsciously give people permission to do the same.

As we are liberated form our fears, our presence automatically liberates others."

NELSON MANDELA
So now we move on to decision-making. How well you do this determines how easily we create paradise, for ourselves, our communities and our enterprises.

**Conventional decision making is based on the following process:**

1. People come together
2. Multiple goals and objectives are set
3. Ideas are brought up
4. "How-to" discussions start (we often get bogged down here).
5. Sometimes agenda's and egos influence the outcome of decision.
6. Decisions can be ad-hoc as we try to meet the needs of social, economic, ecological and profit requirements in isolation.
7. The suggestion is put to a vote and majority rule.
8. The outcome delivers some winners, some losers and a number of people walking away disenchanted with the process.

**Now to embark on the journey of making decisions for Paradise**

The sheet that has been handed out - is literally a Hitch-hikers guide to paradise as the process is quite involved and this provides you with only a guide of the questions to ask with in a community committee.

The team that is mentioned can be replaced with family, business name etc

**So what does paradise decision making look like?**

1. People come together.
2. Identify what the group is managing, who the group represents and the key decision makers.
3. Find common ground with the group by identifying the values, why people are involved an what drives people to be part of the group.
4. Discuss values. Consider what "fires you up". One common value is financial security. If you ask yourself why you want that, you get a specific answer, so you must keep asking why to each answer until you can't ask why any further, and your answer is your root value.
5. Based on values, identify what the group wants to create and then build the vision.

6. Identify what your community has to look like in order for you to achieve how you want to live your life.

7. What does your infrastructure have to look like for you to achieve how you want to live your life?

8. What does your environment have to look like for you to achieve how you want to live your life?

The answers to these questions creates your vision - your PARADISE GOAL.

9. Only now does the committee bring up the issues that have to be decided upon - A LIST IS MADE.

10. Now the committee can brainstorm possible "How-tos" that will address each problem one by one.

11. The "How-to" options are tested against your Paradise Goal and which-ever wins the most ticks is the action we take, which leads us towards where we want to be in the future.

12. Most importantly with Paradise decision making - we should always assume we are wrong and we ask the question what is the earliest sign we might be wrong so we can monitor our activities and ensure our actions are leading us towards our future requirements.

So what have we created with this process?

- A vision and a plan.
- We have embraced the changes occurring in all industries/sectors and are empowered to decide how we use this change to lead us towards where we want to be. Suddenly there is an opportunity rather than a threat.
- This process means we have a collaborative approach - decisions are not ad-hoc or made in isolation.
- Paradise Goals puts the power with the piece of paper, eliminating the risk for egos and agendas to sway the decision-making process. This occurs because everyone's values are highlighted and decisions are made with respect to everyone.
- Diverse groups of people are included.
- The focus is on the whole which makes the collective vision
By living our values we live in Paradise!

To ensure we treat things collectively and not in isolation, we need to understand the direct impact of our decisions on the ecosystem and the community.

Our ecosystem is made up of the mineral, energy, water cycles and community dynamics (this includes the micro-organisms in the soil, animal communities and humans).

If you think of these four ecosystem processes as a pyramid with equal sides (you can’t change one without changing the other sides), same too with our ecosystem. If we improve the energy cycle, we have to change the whole, otherwise the balance is lost. We need to consider all 4 aspects when we take action towards our ecosystem.

The health of our ecosystem determines the health of our societies.

Think of a pebble in the pond. Consider the pebble is our decision making process and our attitude as the size of the pebble, which determines the size of the whirlpool that results. The first whirlpool determines the size of the second whirlpool and so on.

To illustrate the undeniable link and responsibility we have to nature, which then determines the health of our society, I have 2 balloons, one inside the other.

The inside balloon is the ecosystem: Our soil, our air, our water and our animal activity.

The outer balloon is society, that addresses social, economic, ecological and profit issues.

Let’s blow up the inside balloon and consider what happens to the outer balloon. It blows up, but it’s size is dependent on how much the inside balloon is blown up. Our actions from the decisions we make positively or adversely effect our ecosystem and in turn our society. We choose what that looks like.

So what have we done? We have considered an alternative form of decision making which is based on our values rather than our multiple goals and objectives.

We have considered how we want our collective future to look rather than individual agendas and egos.

By determining the “how-tos”, we decide on and the actions we take towards where we want to be in the future.

We have also created the link and developed an understanding that our decisions determine the health of our ecosystem, which in turn, determines the health of our society.
Based on our decision making we can create -

Give me a P
Give me an A
Give me a R
Give me an A
Give me a D
Give me an I
Give me an S
Give me an E.

What does it spell? PARADISE!

"The best way to predict the future is to create it for ourselves"
Michael Dimock
Niche Strategies for a Global Economy

Michael is the founder and President of Sunflower Strategies.

Founded in 1992, Sunflower Strategies is a leading strategic planning and marketing firm assisting agricultural organisations and enterprises, rural economic development agencies, and government to add value to agriculture and protect the natural resource base. The firm manages planning processes that forge strategic alliances capable of implementing resource stewardship programs, public education campaigns, regional labelling, environmental, and agricultural tourism marketing programs. All programs are designed to maintain and/or enhance rural enterprises, particularly farms and ranches, struggling to compete on the urban fringe and in the global economy.

Current Marketing Trends

Convenience and Service

Consumers

- Time is the most valuable commodity
- Shoppers spend 22 minutes purchasing 18 objects when they enter a store
- Pre-prepared: pre-cut, pre-portioned, pre-cooked
  Home meal Replacement

Wholesale Buyers

- Time constraints
- Consolidation means fewer buyers: 5 chains control 45% of the US market
- Hear only clear and simple messages
- Relationship means service: they want you to be there over and over and solve as many of their problems as possible
- You please their clients, they please you
- The Internet is increasingly important for communication, information, and purchasing

Values, Personal, and Planetary Health

- Baby boomers are aging, thinking about their health
- Still eat meat, prefer it lean
- 52% care about the environment enough to be affected when they make a purchase
- Water quality is of most concern
- Pesticides breed fear
- Lifestyle, spiritual, and social values affect purchasing choices: Cultural Creatives
- 14% vs. 2% growth: Natural Food vs. Conventional Grocers
- Regional loyalty is growing
- Everyone Likes the Small Farmer
Big and Small
Rich are Really Rich

- The middle is deadly
- Niche or Not
- 800 million people in the world now think less about price than "quality"
- Fewer buyers and larger chains mean lower prices: 5 chains control 45% of the US market
- Feed the Wealthy and Healthy or Feed the Masses

Regional and Eco Marketing - A Brief Description

Regional and Eco marketing systems use promotional tools and techniques to transform perceptions in ways that strengthen rural communities now and for the future.

Many small farmers, ranchers and processors are given a fighting chance in a commodity driven world by increasing the value of their production through identification with place or environmental stewardship.

The result is maximized price, sales, and consumption at the point of production; heightened differentiation outside the home region, as well as a strengthened alliance between agricultural and non-agricultural people at the community level.

Five Cornerstones for a Healthy Program

1) A marketing logo that embodies a desired mystique and identifies food, fibre and processed products from a specific region and/or produced using eco-sensitive methods, that is used for grocery store shelf talkers, product packaging and retailer and producer advertising.

2) Marketing association, unified by a common vision and a realistic plan, composed of growers, ranchers, processors, allied industries, and even consumers dedicated to the region and/or production methods.

3) Co-operative advertising campaign to promote the logo.

4) Promotional and educational activities to both inform the public and empower the members.

5) Revenue from both public and private sources.
Four Reasons Why Regional & Eco Marketing Are Working

There is...

1. A growing backlash against the demise of small, locally owned businesses and the degradation of natural environment;

2. An increasing interest in open or natural spaces in regions rapidly overcome by urban sprawl;

3. A perception that local products or those coming from ecologically sensitive farming systems are more tasty and healthy than most mass marketed sources;

4. A growing desire by consumers to identify with specific places characterized by natural beauty, wholesome values, and a pristine or healthy resource base.

Four Collateral Benefits

1) Cooperation breeds a sense of community and common purpose for rural regions that are presently depressed due to economic and social decay.

2) Regional and eco-marketing campaigns develop markets and stimulate entrepreneurs to begin agricultural or food processing businesses. The cumulative effect is a community that has the capacity to be more food self-sufficient and less damaging to the resource base, both are increasingly important.

3) Regional and eco-marketing campaigns bond agricultural producers and a public that depends on fresh and healthy food for a productive life. This bond becomes the producer's taproot, much needed, during difficult periods. In the end, those who do not produce food or fibre control the

4) disposable income, political power, and public finances of the nation. When the public comes to know farmers, ranchers, and processors, to understand their local needs, and to acknowledge the interdependence, agriculture's future is more secure.

Community Building Discussions (L-R)
Benita Coakley (PRWA), Paul Owens (Northcliffe) and Phil Metcalf (Dow-n)
The focus of this conference is an excellent life for people in rural WA. What is rural WA? It is that vast non-urban land that stretches from the South West and South Coast through the desert to the Kimberley and includes the coastal surrounds of this million square miles of WA.

And who are its peoples? We divide into a number of groups:
One is the *Agricultural* people, farmers, pastoralists, horticulturalists, foresters, fisherman, aquaculturalists, pearl farmers and the like. All of these people grow or harvest species for reward and their land use, be it intensive or rangeland is based on growth and recovery.

Another group is the *mining* group. Miners, prospectors, salt miners, petroleum developers and explorers and their colleagues who seek and extract the mineral wealth of rural WA.

Allied to both groups are the *industry and development* people, who develop industry based on agriculture and mining in rural communities. The natural gas plant at Karratha, the farm machinery manufacturing plant at Kellerberrin and the rain-water tank makers at Witchcliffe all are developments of industry based on the rural land users.

A third group is the *Aboriginal Communities* who occupy large areas and claim or seek claim on many further areas. Some are involved in pastoralism or other agricultural pursuits, others are involved in mining; but they are major communities in their own right.

Associated with these three main communal blocks are the *infrastructure and support* people: Shires, towns, roads, ports, airports, schools, churches, shops and all the various services that are involved in keeping those active and viable.

There is a fifth group who manage the *community committed lands* - the parks and reserves, the reservoirs and such places, lands which are set aside for public purposes and managed by government instrumentalities.

For the record, the mining sector earned about $8.4 billion and the agriculture sector $4.2 billion in 1998.

Superimposed on all of these are the *tourists*, the visitors to rural WA and the tourism support structure. Not all tourists come for curiosity - some come for business, some come to visit relatives and friends and so on.

Tourism employs 1 person in 12 in WA (1998).

Collectively, these people add up to half a million, give or take a few, so there is not very many of them spread over the vastness of WA.
And there in lies a major problem; These Western Australian's are led to expect the same services as the 1.3 million West Australian's occupying the greater metropolitan region. Diffused services relatively more than focused service supply.

In addition because people are scattered, the communities are limited in number and because the communities tend to look upon themselves and their particular land use as being the critical one, cohesive community vision is often lacking and the cost of services may be duplicated.

In my youth, it was railways versus towns or towns versus farm and so on. There was always a conflict. That conflict is aided and abetted by the limited human resources - another problem of rural WA. Take my friend and his wife who run a small farming property. He is in Rotary, on the Shire, on the Country Fire Brigade, in land care, supports the local golf club, is a member of the local rifle shooters and the list goes on. Likewise his good lady assists with the farm, runs the family and the house, is a member of the P & C, member of the CWA, a member of the rural youth and so on. Now these are very ordinary people (they have to be my friends) but they are totally committed to their community and their life style and both of them risk suffering burnout because they are willing, competent and capable, so are consistently being called upon to join new organisations and come into new teams.

Using existing technology for less than the cost of the recent Persian Gulf War, we could mount a space solar power satellite, which would provide enough energy to service rural WA.

Allied to that is the apparent inability of governments and others to recognise the work that people do in their communities. This is being remedied to some degree with awards for excellence in rural WA for both community service and individual special effort (but more about that tonight at dinner).

For the agricultural community there are a wide range of problems relating to soil loss and degradation, lack of productivity and water loss, lack of availability or of course salinity.

When I say "of course", it implies everyone knows! But not everyone does something about these very significant and real problems. 50% of Western Australia's agricultural land is negatively affected by degradation with costs of $300m or more a year in lost productivity due to this. Soil is being lost by erosion faster than it can be formed. Salt alone is affecting huge areas of our farmland.

For the miners the problems are different, the biggest one being lack of access, the inability to reach their resources. Just as a farmer can only go where there is soil and water to suit proposed cropping so a miner can only go where the minerals occur.

Lack of access is a very serious issue for the mining community. Mostly this brought about by government concepts, which dedicate land to single uses without looking at multiple or sustainable/sequential use.

All of these issues are local in the sense that they apply to rural WA / land users more or less personally.
But what about Global issues? Our global climate is warming, heated by greenhouse gases that human produce. For the first time in history, the actions of our race overshadow the natural process of climate and weather. We are overburdening the atmosphere, the oceans and the land with out wastes and filth, resulting in contaminated drinking water, desertification and loss of productivity and the greenhouse warming of the planet.

We must reverse these human trends that are altering our environment so swiftly that the natural processes and natural resilience are being overwhelmed. The impacts of global warming have local consequences. All land use will be affected by any change in climate. For example changes in rainfall or temperature patterns will obviously affect grazing, cropping, irrigation, orchards and vineyards and horticulture. It will also affect such things as parks, reserves, residential development, hobby farms, forestry plantations, reservoirs, other water bodies and tourism. Every aspect of climate change, which will affect the globe, has local implications.

We need to recognise that this is not new. Twelve thousand years ago (which is not very long ago really) the sea level rose some 40 metres around the world. That was in the last greenhouse, long before humans started "changing" the balance of the world. Evidence today is Rottnest, Garden Island and the off shore islands of WA all of which were part of the mainland twelve thousand years ago. It is probable that future sea level changes will occur but even if sea level changes don't occur, climatic changes may well occur. We only need to look at El Nino and this year's most peculiar weather pattern to see the effect of even minor disturbances in our expected patterns.

Our expectation that the government ought to do something about it really doesn't have a lot of value. When one looks at banking in our rural communities, with the successful trend to community banking driven by big bank indifferences and community need there is a positive answer.

We have come a long way with our quality of life because at it's most primitive life is very simple: Sufficiency of food, clothing and shelter. Once we are satisfied our demands become more complex and like Oliver Twist we ask for more!

We ask for better health. Already life expectancy has increased and we now have people living to the hundreds rather than the three school years and 10. Much of our medicine is now drug rather than invasive and we have the advantage of genetically engineered programs to handle such things as asthma, hay fever, allergic reactions and so on.

Even things that were a few years ago impossible are now beginning to become real.

The French have pioneered nerve grafting and transplant allowing paraplegics to walk again. In modern life unlike the pioneers, we take it for granted that we have year round access to world produce for seven days a week and 24 hours a day access to most services.

Today's human in rural WA is better educated, has more leisure time, is better fed and healthier with a longer life expectancy and more interest in life, than parents or grandparents. This is a very real increment in the quality of life and we can expect our children to have even better.

Answers lie in some of the items of the conference focus.
I have already partly spoken about the lack of cohesive community vision seeing instead limited vision with sectorial groups of the community thinking that their vision is the only one. Cohesive community vision means all portions and parts being involved as stakeholders and contributing giving and taking. I have already referred to strong and effective leadership.

Grass roots leadership may not be the best option because as you all know grass withers away every season - it’s a very ephemeral thing. We need taproot leadership. The trouble with our grass root leadership is as mentioned, the burnout; but never mistake the fact that the passion of an individual will often ignite the grass fire that effectively takes over the whole of the region.

The soil, water and similar particularly agricultural problems, the loss of access and such all can be resolved by genuine partnership leading to regional management plans. These partnerships must be with all stakeholders. During my time as Chairman of the Pilbara Development Commission the thing I’m most proud of is the development of the Pilbara Land Use Strategy which recognised all the things we are talking about here today and came up with some positive strategies and objectives for the future of the Pilbara. That model has been used in other regions to develop a similar situation.

Partnership also gives the community the opportunity to recognise the work done by individuals or groups within the community for the community and special efforts which have helped the community.

We can extrapolate some immediate future based on current trends but the future is almost impossible to guess because it is so often dictated by unexpected breakthroughs. Thirty years ago who would have thought of micro technology a technical breakthrough or AIDS a social breakthrough. Both are part and parcel of today's life yet they were inconceivable except in fiction thirty years ago. Guessing the future is a mugs game but I am going to try because there are some things, which to my mind are so self-evident they will come to pass soon or later.

The first is energy. At the moment we are bound into fossil fuel energy. We burn liquid fuels and coal primarily. The potential for ocean derived energy from thermals, wave power, tidal power, and the potential for solar energy both here on the ground and in space, the potential for wind energy, the potential for geothermal energy, even the potential for technological change, such as hydrogen fusion all have implications for the near future.

I mentioned solar and space to some people the other day and they asked me what I had been drinking. Using existing technology for less than the cost of the recent Persian Gulf War we could mount a space solar power satellite, which would provide enough energy to service rural WA. With power, pollution and other emergency and wide area problems are predictable and preventable.

Hydroponics, greenhouses and other high-energy intensive farming would become a very feasible option in this future.

The conference focus mentions the high quality of life experience with particular reference to exploiting communication and information technology. That is here now.
This conference convener, Esther Price, works from her office in Serpentine using communication and information technology to deal with her National and International clients. She does not need an office in the city and looks after her family at home at the same time as she runs her business. That I believe is one way of the future for rural Australia. Let's face it, the cities are becoming untenable, people are prisoners in their own homes especially the old.

The people who worked a lifetime for their dream house and two cars are now developing the fortress mentality to the point where they may not be insured unless they have that mentality; a damming inditement of the cities.

In Rural WA, the co-operation between members of a community is far more so than in the cities where one may not know ones neighbour one door removed for many, many years.

I have spoken very little on what you may have expected me to talk about; the loss of wildlife and the loss of species. That they are being lost in unquestionable and this is recognised by legislative changes such as the Commonwealth Environment Protection and Biodiversity Act which makes any new development impossible without Commonwealth approval if it affects a rare and endangered or vulnerable species or the habitat of that species or the processes that affect the habitat of that species thus the whole rural WA is subject to that Act.

Some of you may be concerned at the possible conflict, which occurs when parks and reserves harbour vermin or feral species or weeds or fires, which erupt into our human use lands. The other side also applies and the parks and reserves are just as concerned about stock, weeds, fertiliser run-off, pesticides, chemicals and invasion into their lands.

The development of park and reserve areas is not a liability but an asset when it's properly managed. It brings another dimension to the life experience and quality of life of the rural West Australian. Further, it brings the opportunity for tourism to observe the wonders of nature.

I look at Hyden which has created a tourist complex around Wave Rock. They've built a world class Lace Museum and salt lake accommodation unit all based on the icon of Wave Rock. I look at the tourism spectacle in Kununurra based on Lake Argyle and Lake Kununurra both waters developed for horticulture but turned into multiple use areas.

When I look at the map of Western Australia and its magnificent tourist opportunities (with the exception of the occasional Bolgart Bell Tower or Barrack Street Bell Tower which I might add can be seen anywhere in the world as bell towers are nothing more or less than bell towers), the major attractions are all in rural WA. The major visitation of people coming to WA is to rural WA. A major opportunity for servicing those people is for the people who live in Rural WA.

You may think you have nothing special in your area but that's not true. Talking to my friends in such well-known tourist resorts such as Kulin and Jitarning they were able to take me to their local places of wonder and interest, which created a wonderful outlet for them. Every community, every place has it's own special spots it may not wish to share with all visitors, but certainly local like to take their visitors to those spots. The whole art of successful tourism is to create an icon and then build sufficient infrastructure so that the visitor comes to the "must see" and stays to see the other nice things as well. Kalgoorlie is a good example.
We have come a long way with our quality of life because at it's most primitive life is very simple: Sufficiency of food, clothing and shelter. Once we are satisfied our demands become more complex and like Oliver Twist we ask for more!

It's icon became two up because it had very little else but today there is yacht racing on the salt lake, mine tours etc.

The example of the boat races in Alice Springs needs to be recognised, 9 years out of 10 there is no water in the river but the boat races occur every year. The bottom is cut out of the boats and people run with the boats rather than row them.

This audience today is said to be the most innovative, lateral thinking audience likely to be found in WA. It is said to be for people who are passionate about the future of this country, I disagree with the concept that it is for the young only. Many people who aren't young are passionate about the future or rural WA.

So I think the challenge is yours. A word of warning though: This conference is about the high quality of life experienced. One focus is exploiting communication and information technology only. Life experience is largely a matter of sharing, for as an analogy, masturbation will never be a substitute for sex.

Back to the future: Those who will not learn from history are doomed to repeat its mistakes. Wind power, water power, community power, individual can do instead of Aorta. We've done all these in the past.

The future is yours.

Thank you.

Conference Delegates: Ian Menzies, Joanne & Geoff Bunce waiting for a keynote presentation to begin.
"Talking the value adding talk"...
(L-R) Cameron Westaway (PRWA), Stuart Smyth (Nannup),
Daniel Pond (Moora), James McCluckey (PRWA)

Conference participants (L-R)
Donna Livingstone (Northcliffe) and Juana Roe (Merredin)

Kingsley Gibson (Capel)

Marie di Russo (Hyden) and Cheryl Fahey (Busselton)
**WaOutHere**

*WaOutHere...* this year's project ideas session on Saturday morning of the Conference saw the unearthing of some zany and off the wall ideas from Conference participants all vying for the three prizes of $300 to kickstart their WaOutHere project.

The presentation winners were judged by the level of audience appreciation (applause, whistling, hollering hooting). Some of Progress Rural WA Conference 2000's wild and wacky projects included:

**Moora Mermaids**

Peter Stubbs, Michael Bates and Michelle James spun the Conference delegates a yarn about the mermaids that exist in the Moore River having flowed out from the salt lakes further up the catchment during last year's floods. This yarn, (whether or not you believe that it is an old folk legend or three creative minds 'dream weaving', looks set to be the basis of a Festival in Moora in years to come. Called what? - The Moora Mermaids Festival! This great project idea won $300.

**Bold as Bras**

There is something about Sabrina Dei Giudici and Terry Thiernt which says we haven't seen the last of these two. The women realised there was an opportunity to sell lingerie in Carnarvon, but never in their wildest dreams did they think they would be creating a Website for rural mail order which even the city folk would by interested in. Their business success runs to a simple old-fashioned formula. They offer service with a smile. A small proportion of every purchase goes to Breast Cancer Research.

**Citrus Festival**

Shendelle Mullane thinks that if Bindoon Rock can still be associated with Bindoon 10 years after its drunken and drug induced demise, then why can't the town capitalise and become famous for what it is really good at - growing citrus. Her idea of an annual citrus festival where people can taste fresh produce, walk through citrus groves, watch chefs cooking citrus delights and generally get amongst it seems like an idea just needing to happen.

**Daggy Dance**

Rodney Parker from Mingenew reckons that a way to bring out the young people in Mingenew is to have a Daggy Dance. Daggy clothes, daggy music, daagy decorations - everything Daggy!

**Moora Lamb Festival**

Kim Antonio and Daniel Pond were late for their WaOutHere presentation...they were out catching the sacrificial lamb to use in their presentation. As part of the concept of Regional Branding, Daniel and Kim enrolled Conference delegates in the idea of having a festival in Moora to celebrate the high quality of lamb grown in the area and begin to have it marketed in a way that increased margins for farmers.
NB...the WaOutHere project presentation was the beginning of six weeks of frantic preparation for the Moora Lamb festival held on the 14th October and a roaring success.

Other great ideas were:

- Ethical Amway
- Hyden Dunny's
- Island Paradise...

Wild and wacky Angela Dring and Don Hancey!
Come as your Favourite Australian theme night!

This theme night allowed conference participants to dress as their favourite Australian and in many ways, behave like them for the night!
This workshop aimed to look at what were the key factors in creating 'team' in community. Participants were called to draw on their past experience of what made an event, activity or committee work in their community and to create a list of what did and did not work.

Below are some of the factors, that the conference delegates saw as being essential in creating effective teams in community:

**What did work**

Find specific Action based decisions  
Break the decisions into tasks  
Arriving at a common purpose  
Paying attention to the social side  
"A brief meeting is a good meeting."  
Try early meetings breakfast.  
Moving towards a goal with the help of strong leadership.  
Reassess what has been done to see what went wrong.  
Open mind - don't have a tunnel vision because it wasn't your idea.

**What didn't work**

Poor meeting management  
Few doers - Why - easier to talk  
Tasks don't get allocated  
Workers get more work  
Tasks look too big  
Used to being told what to do  
Preconceived ideas  
Lack of information distribution  
Going over ground again  
Going too fast  
Trying to please everyone  
Blaming when things go wrong  
Focusing why something will fail
What does work

Commitment to the decision

Bring your issue to the meeting, but bring a solution to your issue.

Having a back plan for when maybe strong leadership isn't present.

To implement "new ideas" or strategies, bring in external facilitators to introduce these ideas or strategies.

"new face new idea".

Why does it work

- Passionate leader, members
- Empowerment - support, sense of worth, delegation
- Support accurate
- Objective secretary
- Access to information
- Committee alliances/synergy
- Ownership creating for whole community not just committee
- Accountability
- Shared vision and goals measures achieved small scale.
- Recognition
- Communication/ contact

Why doesn't it work

- Vision/goal lost or changed
- Distrust
- Gunner's not committed
- Too big committee and Goal
- Lack of consultation and communication
- Poor or lack of leadership
- Not understanding purpose
- Lack of performance indicator.
- Lack of alliances and resources

Expert = someone 50kms with a brief case

Workshop One participant, Nicole Batten, presenting the workshop findings
2. THE LEADING EDGE OF LEADERSHIP

Facilitated by : Leigh Hardingham

Presenters: Clinton Moss, Phil Anning

Workshop 2: The Leading Edge of Leadership

CLINTON MOSS
Future Leaders Course Five Graduate
Lancelin Cray Fisherman

"From Ostrich to Crayfish"

Leadership and Private Enterprise

When you think of Private enterprise, immediately you think money, success, control and lifestyle. This is because the private relates to yourself and enterprise when separated leads to entering the prize or gaining access to the goods. Generally then you can see a link between private enterprise as being a process of gaining your goods your way.

Private enterprise also has its elements of risk. The risk you take is that you are trading "your goods" in a process to get other goods. That you are risking your own private goods already attained to achieve the new ones.

So in part you are risking yourself to better yourself.

A Leader in Private Enterprise than under the above definition seeks success, control and lifestyle by risking him or herself to better him or herself a lot more often and more publicly.

My personal Leadership and Enterprise skills were recognised early whilst still in High School when I was nominated to the Student Leadership Council and was appointed Treasurer.
Hence the start of the Leadership skills and the link to the control of money.

At the age of 17 five days after I left high school, I started working on my family's crayboat. We had some trouble brewing in the management of the crayfish fishery so an Association was formed by concerned fisherman called the Zone C Professional Fisherman's Association.

It was full of hard working simple men and women, a lot from Italian and Portuguese decent that were passionate about their industry but not necessarily literate. My father was one of these illiterates and when the position comes up for the founding secretary and no one would nominate, he stood up and nominated me.

That was how I got involved in the idea of association's whereby people with a common interest when pooled can be a lever and catalyst for change.

Before the end of that year I had learnt to take minutes at meetings, to deal with some passionate people and even marched on Parliament House, protesting about the inequities a management policy called "Home Porting" would create.

Unfortunately we could not change the Ministers mind on the policy, so we went around consciously rallying support for the opposition's Minister for Fisheries, which was Monty House, and we all like to think we had a bit to do with the Liberal/National Coalition gaining government, whereby we got a new government and we got rid of the "Home Porting" policies.

This was my introduction to the power of the people to create change and it was through the association I believe, that we used as the vehicle to help direct that change. It was this small success above that taught me, that change is possible even if it seems impossible.

I was not a leader at this stage, and I did not consider myself as one. But I was told that I was sadly missed when I resigned my position as Secretary to the Zone C Professional Fisherman's Association, when I nominated myself this time to the committee of the Australian Ostrich Association's Branch 7's committee.

I nominated myself to the Branch 7 committee in June 94, as in the November of 1993, I sold my car and bought 2 ostriches named Stride & Alberta, and housed them on my parents 10 acre property in Wanneroo.

The reason I nominated to the committee was because the Association was the peak body at the time representing Ostrich Farmers, and I wanted to learn from direct contact with all the farmers as well as be recognised by those farmers as a good ostrich farmer myself.

My nomination was accepted, as it was 5 years in a row, each year taking a different portfolio. I started off as coordinator for a donated flock of birds that were raffled off, whereby the proceeds would help fund the association. I then did 2 years as the editor of the state newsletter, that started with a mail out of 88 and went to 280. Following editor I was nominated to secretary and become a part of the executive. Following secretary I met my highest position of Federal Delegate for the State and Vice-President.
This triggered in me a greater spur of enthusiasm for the industry than ever before, and two years later I had over 2000 ostriches on the property with 44 clients and was representing the State as the Federal Delegate.

My own business of ostrich farming grew exponentially having started on the 10-acre farm with 2 ostriches; 9 months later housed 160 ostriches in an arrangement similar to the agistment of horses. Incubation facilities were purchased and I hatched my first ostriches in August 1994.

We soon realised that we did not have enough room on our property, and as my father was still Cray fishing, we relocated our ostrich business to a 60 acre farm in Gingin with more land and offered a 50/50 partnership so that we could expand.

Between June 1995 and August 1996 we built the business from 160 ostriches to over 600. We had 2 full time staff as well as a secretary, with the business turning over $35,000 a month and what looked to be a very strong future.

It was around this time that our partners came to us and said that they wanted to terminate the business or separate it, as we had grown so fast and they did not want to continue at such a fast rate.

It was this decision that led my parents and I out looking for land, and purchased an 857 acre property in Bindoon. Huge changes were made as the 10 acre property was sold, my father put a professional skipper on the crayboat, a house over the beach was bought for my mum, and mum, dad and I created a three way partnership in the form of a company called Wanneroo Ostrich Farm.

We made contact with all our clients and told them the situation. The clients were offered the choice to stay with our partners or come with us.

All of the clients except 3 came with us, so we had maintained our business, purchased a farm of our own and created further employment, all from simply buying 2 ostriches on a whim 3 years before.

This was when the real work started. We had to build everything from scratch, which was a good and a bad thing. Good because we got to design it from scratch and bad because it cost a lot more than anticipated.

Every cent we earnt we spent on the farm, but within 4 months we had everything moved and I had developed a new chick rearing system so that I felt obligated but mostly proud to show
off my farm and tell all of those that would listen about my new system. I held an open day to
cater for this on the farm and had over 400 people attend.

I got up and told every person there, which included about 90% of the ostrich farmers in the
state, the two best Ostrich Vets in the State and all of our clients and associates, my system,
my approach, with every bit of detail I could find.

My presentation was a complete success. My notes from my presentation where printed and
given to all the Association Members and I remember clearly the applause as I finished my
presentation, that really signalled to me, the respect I was being given and appreciation for
delivering my presentation in such a way.

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years later I had over 2000 ostriches on the property with 44 clients and was representing the
State as the Federal Delegate.

Without even recognising what I had been doing, where I wanted recognition for the success
of my business, that inturn created larger success as it attracted further clients to my
business.

Also where I wanted respect from my fellow ostrich farmers I gained it through things like the
field day, and unselfishly giving my time for meetings, events, giving others farmers tips and
ways of fixing problems, so at the age of 23, I had created a base for myself that had money,
success, control and lifestyle, but also had the element of risk which was because I had given
all of myself and done so well I thought I could do anything ie by risking myself to better
myself.

What It Takes To Be A Leader In Industry Groups

When I entered the industry in November 1993, the eastern states had already established
ostrich farms, and investment deals to cater for the interest in the business.

In WA at this time the Branch 7 had just been established and had a membership of 33. Due
to the fact that I entered the industry so early, it was much easier to see who was who and
due to a lot of egos, it was quite easy to position yourself, so that most the information you
sought could be obtained.

I have to admit now that I had one of these egos and because
the membership started so small, I was one of the farmers that
the brokers and promoter's introduced potential investors to, so
that I had in a lot of cases, first approach to the people that
were going to invest.

Once I nominated myself to committee and established myself
as a diligent and committed worker it became easier for me to
be re-elected. This was because I was always prepared at the
general meetings, in the form of written notes or props or some
form of information, so that I always provided the members with
a result of my last month or two months activities as a result of
me being a committee member representing the membership.
In September of 1997, we realised we had a problem. The Australian Ostrich Company that was set up by all the producers of ostrich went into receivership. All of a sudden we had no outlet to sell our products. What we presumed would be taken care of by the company now didn't exist.

How To Handle It When Things Go Wrong.

Without integrity you have no credibility.

The final and most important issue, in this whole set up, is to never lie. If you at every stage, no matter what the issue, tell the whole of the truth at the time you tell it, no issue will come back to haunt you. This is extremely important in industry because if you start telling lies, you need to tell more lies to cover up your first lies, until it becomes a tangled mess and nobody will ever listen or take you seriously again.

Above all of this is the ability to sell yourself. If you truly believe yourself that you can handle a position you nominate for, and people know you to be honest and free with your information, and that you have established yourself as a person who will admit it when something goes wrong, then you have a good product to sell.

The product is yourself. Once you have had a few positions, you work at them and then consider larger roles, with more responsibility and you let those people who need to know this information, each role you take becomes a step to bigger and better things.

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This was the trigger to a chain of events that ended in the demise of my business. Now that there was no place to sell the ostriches, my clients got quite excited about the fees they were paying and because there was no direct outlet to market the ostriches, where were they going to get their income from to pay me.

Obviously this had a dramatic effect on our farm cash flows, as our clients started giving us title of their ostriches instead of paying their account. In a matter of two months the farm's ostrich population went from 1800 client birds and 200 farm birds to around 1600 farm birds. We no longer had the cash flow to feed the birds or pay our staff.

Due to the diversification on my farm I had more time to concentrate on the business side of things and I became a founding director in the Ostrich Producer's Co-operative of WA.

We made contact with a meat marketer, and organised our own processing. Because the co-op itself had no cash flow, myself and another director donated 128 ostriches each, to be used for the first four processing days that would create sufficient cash flow to get the co-op started. The transporter donated his time in transporting the animals to the processing facility and the facility gave us the processing charge on credit, by taking first mortgage on the meat.

The Co-op directors felt very confident and excited as we had turned a negative turn in the industry 12 months before into a positive by all working together.

We sent 5 Air containers of ostrich meat as ordered by a marketer in Belgium. The meat was valued at $88,000. We didn't get a cent. Unfortunately after all our work the marketer in Belgium decided not to pay for our meat and we could not chase him for it as he was arrested for international fraud anyway and sent to jail.

This to me was the final straw. All my work in the Association, the Co-op and my farm had ended up with 2000 animals I couldn't sell or afford to feed and we were in debt.

I knew in April of 1998 that my farm was closing down. Not only was the farm going to be sold I had to give away or kill all, my ostriches I had worked and bred for the last 5 years.

In the next 12 months I tried diversifying the farm, whereby we looked after the breeders, but sent all the growing ostriches to a grow out farm in Geraldton and purchased some goats.

In terms of the industry, we were not alone in the dramatic effect on cash flows as all similar farms suffered the same fate. We got all the farmers together and decided that we had to create our own destiny.

I still held my positions in the industry, and could not resign these positions until July of that year.

Everything was at a loss. In that 3 months I culled cut all the poorer birds, relocated those clients to good farms that wanted to continue in the industry and cut the farm back to the best 330 ostriches I had left.

Combined with all this I was made aware that after 27 years of marriage my parents were separating.
I was 23 and everything was at its last tether.

I continued to fight to keep the farm however by working at another ostrich farm, and using the money to pay the interest only payments on the farm.

I tried anything to keep the farm going.

There were still my responsibilities to the association to deal with and the co-op.

I let those closest to me know my situation, and it soon became apparent that there were still people there that appreciated my efforts.

Then the miracle came.

In the July of 1998, when I was about to resign my positions and leave the ostrich industry, along came two business women seeking information about ostrich farming, and held the possibility that they had an investor that wished to purchase an entire ostrich farm. These women were referred to me, as people in the industry knew my position but also knew that my passion for ostrich farming had not faltered.

On the 1st of September 1998, I started working for my new boss and in November of that year the farm and our business was sold to the new investor. My parents had separated but now I had the money, the influence and the ability to create the commercial ostrich farm I had always dreamt possible.

In the following nine months I worked harder than I ever did before, and due to time restraints, resigned from all my industry positions. In that nine months I had spent a further million dollars on the farm, and taken the ostrich population from 330 to 1700.

Along with the growth of the original farm, my new boss also purchased a further 6300 acres in Moora, where we planned to build a large ostrich grow-out facility and abattoir.

Personally my family life was still in trouble, but everything else was running like a lizard to water.

In July of 1999, my new boss was arrested for some alleged dealing in Indonesia. When he was arrested, the funding for the farm stopped. He was the reason all the investment in the business was being made, and when he left so did the money.

When things have been tough and you finally get a chance to reflect on what has happened, you'll find that you can remember the good times as much as the bad.

By November of 1999, I felt I could no longer effectively manage the farm or see a way forward, and on the 26th of November resigned from the ostrich farm, 6 years and 3 days after I purchased my first ostriches in November of 1993.

So how did I handle it when things went wrong? I always started by looking for a new opportunity, or a new option or another way of achieving the goal.
When I left the farm in November 1999, I was exhausted. I had not really had a break in the whole 6 years and when I finally got the chance I went to Darwin where my father was and spent 3 weeks during Christmas and New Year with him.

When things go wrong, everyone will handle their problems differently. I was lucky enough that every time something did go wrong I managed to find another path.

It means dealing with the stress of it. I found the easiest way to deal with that kind of stress is to keep busy, with some kind of action, so that even if it is indirectly helping your cause, do it anyway, because if you feel good about yourself and your path, then none of the problems look that big anyway.

**Having A Vision And Getting Into Action**

When things have been tough and you finally get a chance to reflect on what has happened, you'll find that you can remember the good times as much as the bad.

When we first started working on the farm in June 1996, we were very excited. The apprehension we felt that we had progressed so far in 3 years that we could have our own farm was something you could see.

I love that feeling. It is the feeling of excitement of what you are about to do, not actually the doing of it.

I have this feeling every time I use my stereo, start my car or buy Hungry Jacks. Now just imagine if I have this feeling for these little things, how exciting it must be for me now that I have bought a crayboat.

When I go below and check the oil and water, then go upstairs to start the motor, and huge excited chill runs through me, and it is better than any other feeling you can get.

I have this same feeling whilst standing in front of you now, telling my story.

When it comes to the crayboat, my vision for this started when things first started going wrong with the farm.

My parents had a crayfishing boat that I had left to start the farm.

So I felt I didn't deserve another chance. I purposely for the following 3 years stayed right away from boats and marinas and my crayfishing friends, because I didn't like the idea that I was missing out on something.

I had been a 1/3 partner in the ostrich farm, so when it sold I had some of the proceeds that I had saved all that time.

I started going to see all my old crayfishing friends, and started working out a business plan. I then got my father to fly down from Darwin so we could meet with the Bank manager and discuss our plans.

The bank was OK with the idea, as I had established a credit rating with the bank by paying my share of the farms bills.
My father then said that this is your idea, you sort everything out. I met with accountants, with the Fremantle Fisherman's Co-op who we used to fish for, started to go to the industry meetings, organised upgrading my father's skippers tickets and doing all the behind the scenes work.

Then I started looking for crayboats. I had a pretty tight price range to look in and when an option of a boat came up in Geraldton I drove up to have a look. Then I found out the boat was at the Abrolhos Islands, so I hired the helicopter and flew out to the islands to have a look. The boat was Crusader II and I fell in love with the boat straight away.

I then told my father about the boat, got him to fly down from Darwin again, we drove back to Geraldton, flew out again by helicopter and we both decided yes that we wanted to buy the boat.

This was about 5 months after we originally saw the Bank, so we organised another meeting. The bank was no problem at all, and in fact the Bank manager said to me something I will always remember. He said "There is a big difference between doing something and knowing you want to do it".

This I believe relates best to having a vision and getting into action.

There is nothing in this world now that anyone might like to achieve that can't be done.

If you truly believe in an industry, or a town or small community or your own small business, than it is already a success, because in your heart it is a success already.

If you just take a step back and realise how good things are already, and how with a little bit of effort things could be even better, then go and make it happen.
Phil Anning, Chief Executive Officer Shire of Shark Bay

Phil Anning started in Local Government in 1968 and have serviced in rural areas of the State including Coorow, West Arthur, Wagin, Woodanilling, Gnowangerup, East Pilbara and now in Shark Bay.

He was Chief Executive Officer since 1978 at Woodanilling, Gnowangerup, East Pilbara and Shark Bay.

He is actively involved in the Institute of Municipal Management and currently President of the Gascoyne Branch. He served on State Council from 1984 to 1996 and as State President from 1990-1992.

The Shire of Shark Bay is the only area in the State that is World Heritage listed and provides a unique involvement for Council affairs, listing occurred in 1992 and has had a major effect on Shire Council operations.

I must say it was with some surprise that I was asked to speak here today on the subject of leadership. It is also an honour and I hope that I can assist this workshop to establish their aims and objectives. I am aware that in particular one of my staff at Shark Bay had a deal to do with my involvement and the appropriate action will be taken against her.

Initially I will seek your indulgence to tell you a little about myself, Local Government as an industry and a community service and in particular Shark Bay Shire where I am currently employed.

Local Government has been around forever and traditionally was known for the 3 Rs particularly in rural areas being Roads, Rates and Rubbish. Over my 34 years in the industry this has changed markedly and with State and Federal Governments keen to lose responsibility for social and community issues, Local Government has been forced to move more and more into the areas of what we call loosely Community Services which includes a myriad of issues. Always claimed to be the grass roots of government and the form of government closes to the people, Local Government has been forced to meet that challenge head on.

Another issue that impacts on the people working in Local Government and especially the people such as myself is the structure. Comprising elected Councillors and appointed people such as the CEO who may have up to 15 masters who are very much cognisant of the election box creates its own problems. The challenge is therefore for the CEO to lead both the elected Board and the staff required to carry out the task. Perhaps I should say that we do it well but that might be misconstrued so I will suggest to you that it requires a deal of utilising the resources available, staff loyalty and public opinion to ensure that both the practical and political ambitions are met as well as the aims and objectives of the organisation.

It is the role of Local Government to lead the way in community development in their authorities and to provide responsible, responsive, Local Government. The demands placed on the limited resources available and operating within the constraints of the Local Government Act and other relative statutes is a challenge. In particular in isolated areas we tend to be a long way from the centre of power. In particular Shark Bay Shire is 80% a declared World Heritage area and the only one in Western Australia. This means that the
Department of Conservation and Land Management has a major role in what happens in our area as do the Environmental Agencies, Department of Land Administration and a number of other State entities. As the World Heritage listing is a Federal commitment we are also subject to a number of controls at that level.

I emphasise these issues simply to point out the difficulties of progress in our area, however it is also apparent that the opportunity exists for co-operation and joint arrangements between the authorities and this is an advantage that we have used to our benefit on a number of occasions.

One such major project is under process at Denham, Denham is the major town in the Shire and has a permanent population of around 750, which rises to around 2000 during the tourist season. The development comprises a World Heritage Interpretive Centre and Management Precinct.

This project was discussed for many years since the World Heritage listing came in to being in 1992 and for many years was the subject of major debate over the location in the Shire. The Shire vision was for the interpretive Centre to be built in Denham and combined with a management precinct to develop that sense of community ownership and support and avoid having a major centre away from the town with a high risk of it being a white elephant. The fight was won and in recent months it has progressed to at least concept stage. Funding from the State Government and others was accessed and provided through the Gascoyne Development commission to develop the project to this stage and with the expertise and leadership of Natalie Fowler of the Development Commission who incidentally is with us today, supported by a Steering Committee of relevant bodies including the Shire, CALM, Fisheries WA, community members and the World Heritage Consultative Committee which brought the key bodies together the project was attacked with vigour.

It is essential with developing a project that the community is part of the process and a deal of attention was given to keeping the public informed at all stages. Several public meetings were held at key stages of the process and alternatives were presented for their opinion and decision. The success of the process can be seen in the large attendance at the public meetings where the public took the opportunity to question the presenters and take a real ownership of the project.

The end result is a concept development for a World Heritage Centre and Management Precinct combining offices for CALM, Fisheries WA and the Shire of Shark Bay that is fully supported by the public. Together with parking, landscaping and interpretive gardens, the estimated cost is $13.8m.

Our project is strongly supported by all involved and subject to State and Federal assistance has every chance of becoming a reality and something that the community can be extremely proud of as they were involved from day one.

Earlier in my address I referred to Local Government in an area being community leaders and I would now like to elaborate that point as we have developed in Shark Bay in particular. Shark Bay is a small remote rural Shire with a long colourful history and as part of the Gascoyne Region which combines Shark Bay, Carnarvon, Upper Gascoyne and Exmouth is slowly realising the potential of its rich past and the natural attractions that have been recognised by the World Heritage listing and the 130,000 tourists who visit every year to see
the dolphins at Monkey Mia and exploit the abundant fishing delights, despite the current restrictions.

One of the major issues in my opinion in enabling the local authority to lead the community forward is the need to take the community with you in your planning and development. The need for the community to have input and a feeling of ownership in development is essential. True you are never going to be able to keep all of the people happy all of the time, but it is essential that they are aware of planning and the needs and priorities.

This is a challenge for appointed leaders to lead the community, obtain their support and take them with you where you want to go. Do not think for one minute that it is an easy task and in a position such as mine, being recognised as an overpaid, underpaid Chief Executive Officer in a governing role does not help, but it can be done and I will try to give a few examples of how it can be done.

Initially do not present people with a fait accompli ie a project that is already decided by you and how it will work. Sure do your homework and have ways and means ready but at the first meeting ensure that you have invited people who you know are interested in what you have to say and use them to draw others.

Present the basic concepts and seek input at every stage drawing out their ideas and presenting some of your own. Look for feedback and empower people to do certain things. This will provide the ownership that they need and the initiative to see the program through.

Every project is different and there are several ways to develop this concept of ownership and input and I will share a few with you today that we have instigated at Shark Bay as this is my current position, but the principles have been used at all places I have worked and can be used in a number of circumstances.

The people in the community in which you live have a huge diversified opinion of what should happen, what is needed and these opinions need to be drawn out. In all areas you will find the people who are out front members of every committee that operates, at every working bee or community occasion, and pillars of strength in the community. They are certainly leaders, but not always the type of leaders you want, as they tend to have definite opinions that are imposed on others, not gained by collective agreement. In some cases they tend to do a lot of the things they do themselves because they don't empower others or basically trust anyone else to do it properly as it were. We need those types of people, but we also need to tap the opinion of those who aren't perhaps as outspoken or demanding, but tend to keep their ideas to themselves. Public meetings have their place but can be dominated by a few, without strong chairmanship and surveys and the use of media outlets do not always attain the results you want or the attention as people appear reluctant to complete survey forms or respond to media appeals.

The Shire of Shark Bay has appointed recently a Community development Officer Michelle who is with us today, Michelle was previously Counter Services officer at the Shire and had shown a deal of aptitude in organising and facilitating in the staging of community events. She had been living in the areas for several years, was well known and popular and despite a lack of formal qualifications in the areas involved was a natural for the position we required. The title of the position reflects her role and her duty statement reflects the need to be a barometer for what the community wants and to assist them to meet those needs.
I make it clear that her role was not to tell them what they want or to manage any projects of functions that a particular group may be undertaking on their own behalf, but to facilitate their requirements. Michelle has several committee positions and works extremely long hours but it is working well in our area and can be reflected by the development over recent months of community and Shire initiatives. Just to list a few initiatives since the position was commenced in March 2000 the following projects on the next page have been researched, grants applied for and received and some are still in the pipeline.
<table>
<thead>
<tr>
<th>Project</th>
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<th>Total Project Cost</th>
<th>Grant Amount Request</th>
<th>Grant Amount Received</th>
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<td>Gascoyne Dev Commission</td>
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<td></td>
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Shark Bay has adopted the initiative and the very first role for our new Community Development Officer was to take on the role of Co-ordinator for the formation of the Youth Advisory council. This has been a major success and in a small town the size of Denham has provided an outlet for the Youth of our area to direct their energies and develop social and leadership skills to stand them in good stead in their future.

The Youth Council in Denham is perhaps a little different to the organizations in the larger towns as the age grouping which generally ranges from 12-20 is predominantly in the younger teens being 12-16 however this has not reflected in the enthusiasm and the group has in a few short months contributed greatly to fundraising and activities which have included.

**Shire Of Shark Bay Youth Advisory Council Achievements**

- Set up the Shark Bay Youth advisory Council November 15 1999
- Shark Bay Youth advisory Council was the 80th in the State
- Participated in a Youth Forum - Carnarvon Dec 1999
- Hosted a millennium celebration dance - January 2000
- Hosted a family day for the community - Australia Day 2000
- Our President Janitta Bellottie won the Junior Citizen of the year award
- Designed Letterheads and T Shirts for members
- Held numerous fund raising activities
- Hosted a disco with DJ to celebrate National Youth Week
- Organised and participated in a Sea Kayak Adventure - Monkey Mia to Peron during the April School Holidays
- Five members participated in the historical re-enactment of the *Duyfken* 1606 Replica voyage from Denham to Carnarvon, which also involved leaving a plate on the cliffs at Cape Inscription as did previous explorers to this region.
- Organised a weekend Station stay at Tamala Station
- Attended an Internet Workshop
- Participated in the recent Far Western Speedway Championships
- Conducted a Youth Display during the recent fishing fiesta
I would hasten to add at this point that leadership for Youth entails special skills that may not be apparent in the leadership of adults.

The main benefit of this initiative has certainly been the changes in attitude of some of the participants as they gain confidence in their own abilities and leadership skills emerge.

I would hasten to add at this point that leadership for Youth entails special skills that may not be apparent in the leadership of adults. Young children in their early teens in particular appear to be convinced by the system of school life in general and peer pressure that they are not really at that age entitled to an opinion, are capable of having a good idea or that anyone wants to listen.

I do not profess to be an expert in this field and perhaps the other speakers may have some suggestions but I will say it is important to gain their confidence, treat them as an equal and listen to what they have to say. Praise at this level is also important as they will respond to that and feel a deal of pride if they have personally achieved a goal or objective. At times it may be frustrating and appear time consuming to draw the input when you know what is required and how to do it, you know they will support the project but if you don’t you will appear to be the teacher or parent that simply gives orders. They will not have any ownership in the project and will not feel that pride that goes with something that is their idea and their achievement.

The examples of development both large and small, I have referred to reflect my philosophy of leadership which basically can be perhaps called leading from behind and empowering others to be leaders in

I would hasten to add at this point that leadership for Youth entails special skills that may not be apparent in the leadership of adults.
there own right. I cannot emphasise enough that in a organisation like the local authority or any other organisation you will find very quickly that people resent someone who does not respect other opinions, listen to what others say or communicate. Look at the complaints about Governments today especially by the rural sector. What do you hear? - "The Government has lost touch with the rural areas"

The camaraderie and friendliness of people and the sense of belonging are things that you can't experience in the larger urban areas where you may never know your neighbour.

"Government is only interested in where the votes are in the populated urban areas"

"We never see our local member"

This does not necessarily mean that the politicians do not work for their constituents in our area but the perception is that they don't care about our remote rural areas and that will be fatal in the ballot box. Perhaps the most obvious was the demise of the Victorian State Government. Jeff Kennett was a charismatic popular leader but he listened to no one and especially the rural section felt alienated and ignored and the response was dramatic. The tall poppy syndrome is alive and well in Australia.

In our own areas the same applies regardless of the size of the area or the issue. A leader does not have to be up front all the time to be a leader. He or she has the responsibility to provide responsible leadership incorporating community involvement and empowering others. Listen to what they say.

In conclusion let me say that I believe very strongly that rural areas of our State and the drawbacks of living in rural and remote areas can be easily overcome and that being part of a rural community is a very satisfying experience.

The camaraderie and friendliness of people and the sense of belonging are things that you can't experience in the larger urban areas where you may never know your neighbour.

The opportunities are there to enhance your community and your life by being a part of your community, to be a leader and take the community with you so that questions such as

"I can't get people and organizations in my town or region to work together"

Or

"I am really burnt out trying to make it all happen"

Can be answered with:

"I can see how to identify a common vision and develop partnerships with other people and groups in my town, my region and my State to create a future we all want.

Or

"By working smarter and identifying and utilising all the resources in my community I can lighten the load"
Never be afraid to utilise the many resources that are at hand to help you. Until you investigate you will never know the many areas of support both financially and otherwise that exist in your own community, the State sector or the Commonwealth sector.

A large part of the success we have had in Shark Bay has been the ability to draw financial support from many areas some of which we were unsure existed until a phone call or a casual conversation was followed up and accessed. Talk to people they may help you more than you think.

Thank you for listening and I hope that my contribution has been worthwhile and of some use.
Above is a brief background only of the participants. The following parts of this guideline lay out in sequence the history of the project, the evolution of ideas and concepts, the specialised features and methods developed to achieve the present result, and other important details.

The motivation behind the endeavour involved achieving more than one outcome, but basically the eventual and main outcome was to develop personal computer skills, and a home based income utilising the Internet locally. This would also enable us to overcome the difficulties of being in receipt of a disability and partner carer payment.

As with most enterprising endeavours, our invention began out of the necessity to accomplish defined outcomes.

The motivation behind the endeavour involved achieving more than one outcome, but basically the eventual and main outcome was to develop personal computer skills, and a home based income utilising the Internet locally. This would also enable us to overcome the difficulties of being in receipt of a disability and partner carer payment.

Above is a brief background only of the participants. The following parts of this guideline lay out in sequence the history of the project, the evolution of ideas and concepts, the specialised features and methods developed to achieve the present result, and other important details.
We were able to continue with a limited computer system [on loan], and I developed my web skills and web site model through sheer perseverance and persistence. I had the benefits of study in other unrelated areas, but these came to compliment the development more as time progressed.

We discovered that people from small and rural communities react more positively and use more effectively, a web site format that presents itself in a friendly and less invasive way, than is currently being offered.

A great deal of world wide web and local market research on design specifics had now been performed, and this achieved an understanding of what content would be required by rural and small communities and those with an interest in them.

Let's Get Serious.

Conceptual planning was, a joint effort with Lee-Anne and I, Phillip, performed the computer and Internet development work.

Now, with a better understanding of how to structure and deliver information, and why information is a highly valued commodity, we then began the web site development process. It was necessary to filter and include all that was considered to be, or constituted useful and/or valuable information. This would be individual to any given industry, business, community or interest group, and this was where we started.

Most of our research direction to date had been to assess what web technology needs were regarded as useful, and which methods would be the most convenient to use.

We discovered that people from small and rural communities react more positively and use more effectively, a web site format that presents itself in a friendly and less invasive way, than is currently being offered.

Based on our research and the concept we hoped to achieve, we developed new and innovative methods for web site navigation, search engines, e-commerce and purchase methods, web site hosting, dedicated interactive town features and more.

Limited Resources... Abundant Skills

We were able to continue with a limited computer system [on loan], and I developed my web skills and web site model through sheer perseverance and persistence. I had the benefits of study in other unrelated areas, but these came to compliment the development more as time progressed.

Navigation (as it is termed) within these systems, prompts the caller to select from the keypad to define and retrieve selections of information. We accompanied this with our first web site, "The South West Gig Line" in which we used the same directory structure and content insertion as the 1900 phone line.

Without an advertising budget this became purely an experimental platform of which we used for 18 months and gained much development and industry knowledge from.
The skills required were to learn a wide range of PC and web based software applications, web design programming, media presentation and scripting amongst other's.

For the mainstay the model web was achieved with FrontPage '98 and included HTML variations and a basic understanding of programming simple Java Script applications.

Through continuous re-development of what we discovered to be sound and useful ideas, we arrived at the level of knowledge and skills to attempt the building of what was going to be shopbusselton.com, "more than just an Internet shopping experience."

This was the original idea surrounding our web site. We were looking to be able to provide more than just a place to buy and sell in your home town, what we were aiming for was a central point of information for firstly, all community members, secondly travellers, and eventually all tourists.

It made good sense to include tourism from a Busselton point of view, as this is a central and principal business branch of local commerce, and is intrinsically linked to the community and its activities, as it would if your town was a timber, mining or ocean industry town etc.

We discovered new, simple and quick methods for performing normally quite invasive and non-dedicated web-based tasks, especially on a local level. We became more convinced as time progressed that the web was ready for a revolution in simplicity, not technicality.

**The Challenge**

Design, format, concept and content aside, the biggest challenge that faced us was incorporating the resulting two main points of our study.

1) Small town residents don't feel the need to, and prefer not to pass or have stored sensitive or personal information to the Internet

2) Small business operators need to overcome the normally high start up costs of creating a web presence and installing e-commerce, of which these costs can be staggering, and how to avoid frightfully misleading and costly misinformation.

**The Answer**

To explain how we developed a solution to successfully overcome all of these needs would be to give away our secret. Needless to say that contained within this document is more than enough information, and we hope a little inspiration to get anyone started.

Briefly, our intention was to develop a no cost - low cost web site and hosting solution, for all sectors and members of the community. To offer web site content management options, provide e-commerce alternatives for a wide range of business services, and information delivery solutions for community and educational organisations.
In Summary

Through perseverance, we were able to learn the web skills required, including website programming. We have designed affordable solutions for anyone in business to participate in local e-commerce, on a level playing field, to whatever degree best suits their needs. We also provide a useful community service by supplying an information service for our town.

We are constantly striving for a better understanding of community info in order to create solutions and implement them. We eventually achieved all this, whilst minimising or eliminating the need for critical or personal information transfer, over the Internet.

Key Success Factors

A few individuals and family members offered small amounts of support, but the major key factors to the success of the development would be, the result achieved by the courage to sustain self belief, the patience to develop something new and the perseverance to see it through. "The basic difference between an ordinary man and a warrior is that the warrior takes everything as a challenge while an ordinary man takes everything as either a blessing or a curse."

People to mention and thanks,

- Absat Technologies Busselton -
  *All computer stuff. Heaps of web research.
  *Thanks Alan for all your help.

- ICAS - SWISP Busselton -
  *Professional I.S.P Services Busselton
  *Thanks for your patience.

- James Mckluskey. BushNet/Progress Rural
  *Thanks for the recognition, team support and exposure given to my project.

- Most importantly... my young son Noah.
  *Thankyou for understanding how important your parents' work is on some days.

"They live and die on their ability to develop increasing interest for people to visit and the ingenuity to provide the motivation to stay."
Thankyou,
Phillip le Blanc
on behalf of both myself and Lee-Ann

Footnote

By Philip le Blanc
Sustainable Communities

As the idea of local community portals expands, larger community and commercial organisations such as shires/councils and chamber of commerce will most likely take them up.

What we are not talking about is, how to establish networking that offsets the costs for the community and users, whilst providing commerce with low cost web operations.

One hand washes the other.

This presents the unique opportunity to create economically sustainable web communities where the cost of operating the community is offset by commerce, which in turn relies on the community to actively use the e-commerce facility.

Conceiving and/or constructing your own community information portal or web site can be scientific. (And, needless to say, daunting).

The variables necessary to accommodate the uniqueness of Western Australia's rural areas are as individual as the people who live in it.

And it is this uniqueness and individuality that form the most critical factors in stimulating success for your town, or community group on the World Wide Web.

As it goes for web sites, so it goes for rural WA Towns.

"They live and die on their ability to develop increasing interest for people to visit and the ingenuity to provide the motivation to stay."

All this constitutes the foundation of what we have begun developing as a community Internet information service that values all members of the community and their input.
4. INNOVATION IN AGRI TOURISM

Facilitated by: Fiona Shallcross

Presenter: Michael Dimock, Ariana Svenson and Tony Jenour

Workshop Evaluation

Workshop 4: Innovation in Agritourism

Workshop Goal

1) To provide inspiration to be innovative and creative with agritourism.
2) To educate participants that agritourism is a diversification option that will provide financial returns and that it can take many different shapes tailored to individual needs.
3) To provide interested participants with skills and knowledge to initiate a tourism venture

Objectives

1) Michael Dimock to present alternative and innovative agritourism projects and ideas to encourage people to be more innovative in their own agritourism ventures.
2) Michael Dimock and Ariana Svenson to present different case studies from a global perspective to provide inspiration and success stories that indicate that agritourism will provide financial returns
3) Michael Dimock to outline different forms of agritourism to show that it can be tailored to individual farm needs.
4) Ariana Svenson to present the tourism toolkit to provide them with skills and knowledge.
5) Tony Jenour from Evedon Park Farmstays to talk on insurance, GST, liability, regulations, what organisations can help etc to provide them with the skills and knowledge to take first steps towards agritourism or increase their knowledge.
Summary

The workshop was set out as above and also created as an interactive session between the 38 participants. The key areas of interest of participants were:

- An overall view of agritourism
- More ideas
- Innovation in agritourism
- Steps for starting off and ways to do it differently
- Funding
- People dynamics
- Identifying where to go
- Marketing
- Tapping into surrounding regions

Other areas of interest included:

- How to shift tourism to a higher level in the community
- What is the potential for agricultural tourism
- Nature based tourism ideas
- Convincing small communities that tourism can help
- Blending tourism with other agribusiness
- Skills and the how to
- Jobs through agriculture that help promote tourism rather than tourism creating jobs in Agriculture
- Business planning
- Tourism affect on agribusiness
- Use of tourism in Agriculture with farmers as the resource rather than activities on farm
- Economic development opportunities
- Cross community cooperative ventures
- Containing ecotourism with day to day running of a farm
- Who do people want and need
The session was reported back to the conference by Louise McNamara and Deanne Jones.

Ariana Svenson

Based on the "Making the Most of What We've Got"

Visit by Connie Loden, Wisconsin USA

An outcome of the Doing More with Agriculture 1999 Agriculture and Nature Based Tourism Study Tour

Background

In late August 1999, 18 people from the South West of Western Australia travelled to the United States, United Kingdom and Germany to study outstanding and innovative examples of agriculture and nature based tourism on the Doing More with Agriculture and Nature Based Tourism Study Tour.

On return from the Study Tour, participants recognised that Western Australian rural communities already knew that a future diversification option lay in agricultural and nature based tourism. However, while communities recognised the importance of rural tourism they lacked any strong skills in the "how to".

Tour participants identified Connie Loden, their host in Wisconsin, as a person who was a "doer" in agricultural tourism, heritage, trails and leadership - areas that required development in their communities.

Connie was invited on the recommendation of the Agriculture and Nature Based Tourism Study Tour Group in what became the "Making the Most of What we've Got Visit." Spanning the month from June 26 - July 21 2000, the visit was to specifically work with groups (community, tourism, industry) or individuals on developing existing or fledging rural, agricultural, or nature based tourism projects.

"Making the Most of What we've Got", allowed groups or individuals to submit proposals regarding agritourism initiatives they would like to develop with the assistance of Connie Loden's expertise. It was considered that this approach enabled communities to find out what they really needed to know and therefore gain more benefit through the local flavour.

Rural tourism

There are many types of tourism.

- Agricultural tourism
- Nature based tourism.
- Eco tourism
- Heritage tourism

What they all have in common is that they are "rural" - by luring the tourist away from the city all rural communities and people benefit.
Benefits of rural tourism

- Can bring additional income into towns and broadens the traditional economic base
- Tourism promotes diversification and complements a wide range of industries ie agriculture, astronomy, mining, forestry.
- Tourism can create employment, although it may be seasonal.
- Can create information sharing between local people/overseas and rural/urban.

The Down Side

"In his overview of the impact of tourism development on the Australian environment, Cooper (1992) comments on the almost fanatical seizure of tourism by small communities as the principal means to arrest decline in the levels of local economic activity, and to protect the levels of basic servicing and public investments.

This pursuit of tourism as a developmental panacea is not peculiar to Australia; it demonstrates a lack of awareness of the basic requirements of sustainable tourism development, the essential ingredients of a successful tourist attraction, its impacts on the local environment, and the demands made on the local economy and host community."

Fagence “Regional Tourism Strategies: "The critical mass" an optimisation tool in rural areas

Individual vs. Community

- Tourism is different than traditional industries such as fishing or farming which tend to be individualistic.
- Even a sophisticated tourism enterprise is dependent on the outside community.
- By nature, tourism is not about one destination. All enterprises are linked and need to support one another.
- Tourism is a vital part of community and economic development and the responsibility of the whole community - not just the tourist bureau or the operators.
- Principles of tourism development are similar for community and individual

1. COMMUNITY

Making the Most of What We've Got

- Identify what makes your community special.
- Locals may not be able to see what is attractive to visitors
- All people should be involved in identification of identity
- What attributes do you have to arrest seasonality?
- Developing an image
- How do we convey what makes us special to visitors?
- Strongly linked to heritage of town and natural attributes
The purpose of today's talk and the Connie Loden's Visit was to provide tools to Western Australian rural people so that tourism would be seen as an economic development option, not a "quick fix."

Tools to "Make the Most of What You Have"

There are a number of tools available to assist someone starting out to look at what they have, how they might be able to develop, and methods to market this enterprise.

Heritage Tourism Development

Five principles for successful Heritage Tourism.

1) Focus on your authenticity.
2) Preserve and protect your resources.
3) Make sites come alive.
4) Finding the fit between your community and tourism.
5) Collaboration (National Heritage Trust for Historic Preservation)

Interpretation

Interpretation essentially refers to bringing meaning and understanding to a site or event for a visitor. It is enabling them to comprehend rather than to simply "view".

1) Interpretation should aim to present a whole rather than a part.
2) Interpretation should relate what is being described to something within the experience of the visitor.
3) Interpretation is revelation based on information.
4) Interpretation is an art, which combines many arts, whether the materials presented are scientific, historical or architectural.
5) The chief aim of Interpretation is not instruction, but provocation.
6) Develop a separate program for children under 12 years old.

Media and Communication

One on one relationships with media and industry representatives

Send invites to media (be creative)

Websites are important marketing tools, but they need to be user friendly
Regional Identity

- Same principles used as identifying identity of community
- One town isn't going to be a tourist destination on its own - tourists don't see boundaries
- Region can position itself globally by working with neighbours
- Regional identity fits with regional branding and taking home an experience.

Eco tourism & Nature based tourism

- World wide trend to environmental consciousness
- Holiday makers seeking connection with nature
- Learning experience while on holiday
- Can be used in developing ownership of sites

Enhancing the visitor's experience

Once you have developed your tourism enterprise, there are a number of ways to make the visitors' experience more enjoyable... and more importantly either promoting your positively, or coming back a second time!

1. A professional product

- Quality does not necessarily mean a high price
- Friendly customer service
- Well presented
- Visitors like to learn about people who live in the town
- "Front Line" need to know what there is to do in the area

2. Festivals

- Highlights key theme or characteristic of community
- Generates community pride
- Involves range of people, drawing in volunteers
- Visitors return annually - "memberships" keep them updated

3. Trails

- Under-utilised asset in Australian communities
- Beneficiary of "experiencing" nature trend

Establishing a Trail

- Vision
- Interpretation
- What will the trails used for?
- Ownership
- Who does a trail benefit?
4. Streetscape

- Tourists can go anywhere in the world to see sterile shopfronts - why would they stop in your town?
- Depicts the heritage or image of the community
- An attractive streetscape not only appeals to visitors but is an indicator of a thriving area and assists building community pride

2. INDIVIDUAL

Developing your own attraction

- Start with something that is manageable
- Do your homework (background research)
  - What are the tourists going to be interested in?
  - What do you already have?
  - What do you have to build on?
  - Don't try to mimic other successful projects?
- Analyse your market
  - Who comes to your area already?
  - How can you tap into this?
  - Can you cater to niche markets?
- Be adventurous and creative
  - Excite people
- Determine your vision
  - Set your goals
  - What is your plan
  - How will you follow this plan to fruition?
- Community support
  - How can you build the capacity and enthusiasm of your community to support you.
- Be astute in your advertising
  - Keep working on impression after impression
  - Use networks and media
  - Use tourism commissions
  - Be careful investing large amounts of money in advertising.
- Collaboration
- Sustainability (personal & environmental)
  - Environmental impacts
  - Personal impacts
  - Retaining a sense of "who" you are!
- Tourism is not a panacea

**KEYS TO SUCCESS**

1) Innovative and "different" product
2) Business orientation and planning
3) Strong media and industry links
4) Professional product & service
5) A regional perspective
   - Willingness to work with others.
Tony Jenour

Proprietor, Evedon Park Bush Resort, President, Farm and Country Holidays Association

Case Study on Evedon Park Bush Resort

Introduction

The following analogy highlights the link between agriculture and tourism as they are both perishable products.

Tourism is a very perishable product. It is only available today at the point of manufacture, which makes it very difficult to sell.

For example, if Coca-Cola was a tourism product, you could only buy it today, you couldn't sample it and you would have to go to the factory to buy it.

This highlights the nebulous character of tourism and the very perishable nature of the product.

Snapshot of Evedon Park

The property is situated in the locality of Burekup in the Shire of Dardanup, it is about 15-20 minutes drive from Bunbury and about 2-2.5 hours drive from Perth.

Although the property is only about five minutes drive from South Western Highway, it is quite secluded and the utter peace and tranquillity of the property is a great asset.

The farm is set on 320 hectares and is essentially still a working farm, running beef cattle and sheep.

However there is a large proportion of uncleared natural bushland, which is a great feature of the property, with many of our guests enjoying bushwalking along the walk trails.

The tourist accommodation is comprised of ten two-storey self-contained chalets and six self-contained cabins. Each chalet and cabin has all of the expected facilities, with log fires in winter and airconditioning in summer. The balconies on each unit are very popular and allow guests to sit and admire the view over the picturesque lake and natural bushland beyond.

Guests are able to use the barbecue facilities, canoe on the lake, explore the picturesque Ferguson Valley or just relax and enjoy the peace and scenery.

We are also very close to all of the facilities and entertainment offered by the Port City of Bunbury, so there is a good range of activities to offer our guests.

For the first four years we lived on the adjacent farm and continued to milk cows while we built the first six cabins and the house which later became the function centre. This enabled us to attract the meetings and conference market.

These facilities have recently been extended to allow us to cater for larger groups. We find that our property is ideal for the team building workshops, popular in today's corporate world.
Apart from being able to accommodate the groups, we are able to use the surrounding natural features to indulge in the more adventurous sports such as abseiling and rock climbing.

We regard our business as a family business, with my wife, Merilyn providing the catering for conferences, being in charge of the financial records and chief office person. Our children are also involved on the farm and, when they are home pitch in to help in various ways.

Just as Rome was not built in a day, this business has not just sprung up. Many years of hard work, deep thought and networking have gone into the development of Evedon Park as it is today.

In The Beginning

Whilst my working life began in the motor mechanic trade, I developed an interest in tourism on a trip to Victoria in the sixties. There I saw the first holiday accommodation units being constructed on the shores of Lake Eucumbene.

However, upon returning to Western Australia, I purchased the property at Evedon Park and began putting all of my energies onto farming, first with cattle, then, fat lambs, then into dairying. I retained my interest in tourism and I had many discussions with Gary Palmer, who was with the Agriculture Department in Bunbury, about the idea.

It came to our attention that a feature of the changing world was that people were beginning to lose their contact with the land.

Some 50 years ago, the majority of the population would have had some access to farm life through relatives. However, with the decline of the farming population and increased urban living, this connection of the land had declined.

It was the recognition of this market, keen to visit a farm, and some trepidation about the future of the dairy industry that prompted me to begin serious planning for Evedon Park Bush Resort. Whilst I had been developing ideas throughout the sixties and seventies, it wasn't until 1982 that I began the process to develop Evedon Park.

Stumbling Blocks

Being a pioneer in this tourism industry in the Shire of Dardanup, I was somewhat of a novelty.

However, we were fortunate to have the plans for the development approved quite easily. The stumbling block was the conditions imposed by Council regarding the access roads.

These conditions were very restrictive and I was forced to appeal. This situation took 18 frustrating months to resolve.
Identifying and Accessing Markets

Our original market of families who wanted to stay on a farm in a rural location was satisfactorily filling the accommodation on weekends.

To address the mid-week vacancies we investigated three other markets:
- School children (for camps etc),
- Elderly people
- Overseas visitors.

Whilst we didn't have the facilities to cater for the first two markets, the overseas market was definitely one to attract.

To access the market, we flew into Singapore and spent many hours making sales calls to market our product. Within days of our return, we had our first inbound tour operator booking.

It was chiefly a matter of being in the right place at the right time, coupled with a lot of hard work and a bit of luck.

Changing Markets

Markets are constantly changing in step with society changes and the speed of modern life.

We have found that our original market has matured and we are looking again overseas to Taiwan and Germany.

There are several important factors affecting current marketing practices.

These include:
- People's perception of a holiday has changed as their status in life changes. They are demanding modern facilities even on their holidays.
- There is a need to be constantly upgrading your facilities, your premises and your services to meet with the customer's expectation.
- There is a need to be constantly looking for new markets.
- Targeting a new market is becoming far more expensive and difficult to access. This is especially so, when aiming for an overseas market. There is a need to be different and to 'think outside the box'.

The development of conference facilities on our property was another element that we introduced to expand our markets and to lift the mid-week slump.

It has also allowed us to fully use the facilities on the farm and the bushland areas.
Customer Service

A very important element of tourist accommodation is a word that has almost become jargon in the industry: experience.

- With markets becoming more discerning, and more demanding, it is crucial to provide a holistic experience.
- The hosts are a very important part of that experience.
- If you do not like people, it is not worth going into this industry. It's a people business.
- Set up your business to reflect your personality. Only provide the services and facilities that you feel comfortable delivering.
- Concern for the customer extends beyond providing accommodation, you need to assist them with information about attractions to visit and ways that they can fill in their time.

Each customer is an individual and you need to cater for all of their diverse needs if you are keen to succeed.

Hidden Necessities

Insurance

Insurance is a huge issue.

Cover for public liability and worker's compensation is a significant cost.

It is very important to inform the insurance company of everything that is pertinent to any area of your insurance.

- You also need to bear in mind that people tend to be more adventurous, with less regard for their personal safety when on holidays.
- My advice to anyone going into farm tourism is to establish a good relationship with one of your local doctors, and perhaps issue maps for the ambulance drivers!

Legalities

We have to be very careful in how we sell our product in this modern age of litigation.

People are becoming very discerning about the promises made in advertising material.

Accreditation is of great assistance in this regard, as it forces you to look at situations such as emergency procedures and health standards.

Although this can be a tedious process, it is a good way to ensure that your practices are meeting the standards.

"Set up your business to reflect your personality. Only provide the services and facilities that you feel comfortable delivering."
Financial Records

- There is a need to set a realistic budget that covers all elements.
- You need to adhere to this budget.
- Keep your target markets and your budget constraints firmly fixed in your mind, when making decisions about any marketing or advertising opportunities.
- Once you have set your computer and financial package up to comply with GST requirements, it keeps a running total of your GST liability, and the system becomes far more efficient.
- The GST process ensures that records are accurately and regularly kept.
- With having to issue tax invoices, you are forced to compile a guest database which becomes a valuable marketing tool.

Regulations

Government regulations are part of the planning process.

The problem is that regulations differ from shire to shire and sometimes the interpretation of those regulations differs also from shire to shire.

My advice is to meet with your own shire council and ensure that you understand their interpretation of the regulations. It is dangerous to assume that because one council has approved a certain development that the neighbouring council will act in a similar manner.

Helpful Bodies

Whilst being time consuming, becoming an active member of a number of committees and organisations within the tourist industry can provide several benefits including:

- Awareness of current practices and trends.
- Networking and collaborative marketing opportunities.

My association with the following organisations has assisted me greatly in both developing and marketing Evedon Park Bush Resort:

Farm and Country Holiday Association:

This has been a very effective method of co-operative marketing a unique product. The Australia-wide association focuses on:

- Sorting out industry problems and issues.
- Raising the profile of the farmstay industry both within Australia and overseas.
- Providing a quality product.
- At a state and federal level, it provides, for want of a better word, lobbying power

Western Australian Tourism Commission:

The Tourism Commission has assisted in accessing overseas markets, and in assisting with international trade shows, such as NATAS.
As mentioned before, Gary Palmer from the Agriculture Department of Western Australia was a great support during the formative stages of Evedon Park Bush Resort and even though he has left the department, he still offers lots of help and support.

The current initiative with Progress Rural of tying agriculture and primary produce to tourism, I see as a positive step both for the tourist industry and the agricultural industry.

CALM.

My property adjoins a natural forest area close to the recently proclaimed Wellington National Park.

I have always found CALM to be of great assistance, both in developing my tourism product and in providing access to their lands.

Conclusion

Whilst developing and operating Evedon Park Bush Resort has been a worthwhile and satisfying exercise, I remain convinced that our most effective way of attracting attention is through co-operative marketing.

In addition, we need to look at what we have, to paraphrase a Progress Rural slogan "To Make the Most of What We've Got". We are fortunate enough to live in a wonderful country, with an abundance of clean, green product. I think we need to use this asset to attract the overseas markets.

I see the promotion of agricultural products one of the biggest potential areas of growth. I use the little slogan:

Come to Western Australia to:

View Sample Participate

- This can be used to influence the way our guests purchase, to allow them to develop an affinity with the product.
- There has been research that has indicated that if people develop an affinity with a product on holidays they will continue to buy that product once they arrive home.

I see this as being the future direction for agri-tourism.
Enjoying a cuppa!

2000 PRWA Conference Participants

Finalists in the Innovation in Agriculture Award with Monty House, Minister for Primary Industry; Fisheries

Enjoying a cuppa!
5. KEEPING YOUR EYE ON THE PRIZE - CREATE A VISION. SEE SUCCESS.

Facilitated by: Benita Coakley

Presenter: Bevan Bessen, Irena Harrison

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Bevan Bessen; Bessen Consulting Services

Topic: Create a Vision - See Success

Introduction

This session will cover four sections:

1) The Power of Vision
2) "A Day in the Life" Exercise
3) The Vision Process
4) Techniques for Vision

1. The Power of Vision

- Think of the similarities between vision and romance
- Vision is to planning and rural community development as romance is to a relationship
- An example of a visionary community person in our State (and a romantic)
2. A Day in the Life of ..........

From the exercise conducted - what are the steps?:

1. Decide the ____________________________________________

2. Frame the ____________________________________________

3. Materials _____________________________________________

4. Time _________________________________________________

5. Convert to ___________________________________________
3. The Vision Process

A Shared Vision

Dream the dream

Hint:

Create the vision

Hint:

Share the vision

Hint:

Adapted from: Farm Business Planning, National Australia Bank
4. Techniques for Vision

People who use vision effectively:

- provide leadership as a result of passion and energy for the vision
  - the best people to lead the vision process are those who have some passion for what needs to be done, not necessarily the nominal or elected leaders
  - passion, energy and motivation comes from involving "I" and "you" and "we"
- provide a context
  - why it is important
  - what is actually happening
- attack myths
  - confront the status quo
  - make the quantum mental leap
  - assume the dream is possible
- refuse to accept stereotypes
  - old paradigms
  - mental discipline
- create and articulate the vision
  - romance
  - excitement
- work hard to build the reality
  - strategic planning
  - finding "can do" people
- maintain the Conversation
A man with a dream ...
And a strategy to get there

Last month I attended a 'seminar' where The Reverend Bernice King (Dr Martin Luther King's youngest daughter) spoke. She spoke of her life and her father's before he was assassinated. In many ways, it reminded me of so many people in communities who are striving to make valuable change.

What I heard

At question time, a man from the audience asked Bernice how he should deal with an apathetic Australian public.

She responded that her father stood in Washington in 1962 before 600,000 people and said 'I have a dream ...'. Those same people were not there when he started his civil rights campaign in 1955 nor were they there '56, '57, '58, '59, '60. However, they were there because of his dream and they were there when they were ready.

She said that her father could not control when they followed him, he could only control his dream and the action he took to get there. It was his actions that influenced so many others to have a similar dream.

So, Dr Martin Luther King knew specifically what he wanted.

His vision was clear down to fine detail of people's behaviour and their faces when he had achieved his outcome. He knew through that achieving this outcome would come at a cost. The cost would include being ostracised, disliked by many and always being on the road to spread his word which would give him so little time for his family.

This was a cost he thought acceptable to achieve civil rights in a land that supplied separate schools, toilets and drinking fountains for black and white people.

He knew what he needed to achieve his dream. He needed legislation and government support. The way to achieve this was to have a voice, many thousands of voices, to be heard and to be recognised. So he spread his word and influenced people to draw on their individual values as a strength in achieving the good for all.
Releasing outcomes

When Dr King took action and influenced others to do the same, his dreams became reality.

Dr King used a strategy to change the face of the American culture:

- He knew what he wanted. He knew specifically what it would look like, sound like and feel like when he got it.
- He knew that he could influence people but didn’t have control over them.
- He assessed the costs for himself and others as being acceptable in achieving the civil rights outcomes.
- He influenced others to take ownership and action to get there.

What does this mean?

When Bernice told her father’s story, it reinforced to me, how much power each individual potentially has.

It demonstrated dreams and the resource of individual values for a common outcome.

When people in communities use strategies like those of Dr Martin Luther King, they will achieve their outcomes.

Outcomes to make true and valuable change in their own lives and those of their communities.

Unlike Dr King, most individuals and communities may not intend to change the Australian Culture but when people employ effective strategies, they will achieve rewards, satisfaction, knowledge, pleasure and so much more.

Dr King’s focus is like anyone who uses the idea that:

‘Where the mind goes, the behind will follow’.

He used this in a positive manner.

From an article by: Samuel Day, (MAITD) of Happening People
Irena Harrison

Our Vision

Fairbridge is a place where young people can grow within themselves, within society and with the earth.

We know that our mission is real when it expresses the vision through tasks that promote joy, that value add, that are possible to achieve and that build community.

Our Mission

Fairbridge will facilitate opportunities for young people to

- Believe in the exhilaration of life
- Appreciate their heritage
- Live harmoniously with the environment
- Take responsibility for the future

We Know that our mission is being progressed with integrity when...

- All in the organisation understand the strategic, operational and professional implications of the vision
- The vision is constantly referred to and explored for old and new dreams and meanings
- The ‘feelings’ of the vision are cherished and carefully guarded
- The vision is used as a benchmark for performance and for employing new personnel
- Successes in implementing the mission are regularly celebrated
- The mission underpins business planning, resource allocations and budgeting
- Stakeholders are respected and included in vision enhancement and mission review
Their problem was that no soft wheat was milled in WA, with all of it being exported by the Australian Wheat Board. They wanted to value add by going beyond the farm gate.

But the Woods found that the new variety also required less fertiliser rates and improved rotation options. They believed it was worth persevering with.

In 1997, Steve and Suzanne Woods, tried a new wheat variety to see if it was more rust resistant. They went from a yield of three tonne to in excess of four. The problem was the wheat produced a soft or biscuit flour, as opposed to the more widely grown hard and noodle wheats.

They have four children between the age of seven and 11 months and their farm is 160km north of Perth in the shire of Victoria Plains.

In 1997, Steve and Suzanne Woods, tried a new wheat variety to see if it was more rust resistant. They went from a yield of three tonne to in excess of four. The problem was the wheat produced a soft or biscuit flour, as opposed to the more widely grown hard and noodle wheats.

But the Woods found that the new variety also required less fertiliser rates and improved rotation options. They believed it was worth persevering with.

Their problem was that no soft wheat was milled in WA, with all of it being exported by the Australian Wheat Board. They wanted to value add by going beyond the farm gate.
So the couple went on a fact-finding mission. They talked to bakers, biscuit makers, plant breeders, researchers, university food science lecturers, TAFE lecturers and many others involved in the food industry. All believed the soft flour had superior baking qualities.

They went further. In 1988 they took ½ tonne of their crop to Windmill Flour at Corrigin.

The resulting flour created more positive feedback and the couple planted another crop in 1999.

The couple then decided they needed to get others involved in their venture. They were fortunate to get friends to join them in their business.

They were convinced they had a commodity consumers would want. The flours existing on supermarket shelves were general all-purpose flours, mostly blends of various hard and soft grain varieties.

"We were looking at a niche market of consumers who valued quality baking results and felt we had a product which would fit into this category," Sue said.

Packaging and labelling were developed to reflect the local origin of the product and to emphasise the direct country connection.

"We felt that there were consumers who would be attracted to this feature along with the superior baking qualities of the flour," Sue said.

The earthy colours of the brown paper bag and the red, green, brown and yellow on the label are intended to give a homely country feel.

Earlier this year, they approached Edith Cowan University to include them in their students marketing plans. They believe the result has been invaluable.

They also employed a marketing person to help in entering the retail market. They felt this was necessary, as supermarkets were reluctant to deal with people they didn't know.

In two weeks the flour will be on all Action supermarket shelves. Already it is being sold locally. Some is supplied to Mills and Wares/Baileys Bakeries and New Norcia Natural Breads use it to make their Biscotti.
Kate Lamont is a busy woman. She has a winery, catering business, and a couple of restaurants to run. In her spare time she produces cookery books.

She says she runs a "small" family business, which began to grow after her father got sick and couldn't farm pigs any more.

What began as a small winery and restaurant on her families' Swan Valley farm, was then complemented by a lunch bar and gourmet take-away shop in the middle of Perth city.

Not satisfied with that, Kate recently grabbed the opportunity to open an up-market restaurant in the newly developed East Perth development. This has been her greatest success to date.

She says that quite often the best business decisions came from experiment.

A need to increase business takings in the quieter January and February holiday months led to diversifying into picnic hampers created from her city-catering store.

Last year she sold 4000.

Kate is prepared to pay for quality produce. She will pay $4 for a perfect peach. By the time she value adds to that peach she can sell it for $14.

But she has no time to go out and source good suppliers. They need to come to her. If they maintain a consistent supply, she will reward them with continued support.

When New Norcia Bread started out she was one of their first customers.
"We now sell 3500 of their rolls a week across our businesses," she said

Kate says there is no point being in business if you can't manage yourself. For Kate that is sometimes the most difficult job of all.

Like Kate, Don Hancey is passionate about food and wine. He has become somewhat of a celebrity chef, but at the moment he cooks less, and interacts more.

Don is employed as a consultant by Progress Rural to build a dialogue between producers and establish food producer groups.

Amongst other things, he is currently involved with a number of producers around Margaret River (where he is based) to establish a group which can build together in the region.

He has also been a fundamental part of Tasting Australia - a successful nation-wide program that lifts the exposure of producers and other industry members in Australia.

Don would love to hear from anyone with any questions and ideas and can be reached at 08 9758 0240 or mobile 0418 931770 or dhancey@netserv.net.au

Steve Birkbeck, Mt Romance
Topic: Niche marketing

Progress Rural Participants:

I have been asked to talk of Niche marketing. I would like to focus on the need to build momentum and create a core critical mass. This is achieved via inspiration and action and respect for the four c's;

Customer Focus

"Australian rural industries say things like, 'I can grow this and this takes so long to grow and I end up with this much'. I would completely reverse all that and what I believe we need to do is come from the customer level down."

Competitive Advantage;

"It is essential that in context to the defined customer base, which identifies product and volumes and market share that an identified competitive advantage is demonstrated as this is often the cancerous downside to developing industries.

Concentrated Specialization

In terms of direct advice to growers, Steve describes his own advice as simple. "Narrow the focus. That's why I prefer vertical integration to lateral expansion. You can go in with a magnifying glass and eventually get somewhere pretty close to where you want to be. Look at the emu industry, most people tried to be all things to all people, farmers, and marketers in emu meat, leather, and oil; each an industry in its own right."
Customer Service

My personal passion is customer service. Always the customer comes first and last, whatever you do, do well.

Over the last six years I have started to selectively invest time back into regional issues that I gauge I can have an impact upon. Through this period I have been involved with AgWA’s New Industry Partnership Group, the West Australian Tourism Commission’s International marketing council and I am currently focusing on my role as the Chairman of Albany’s University Foundation. Recently I have given time to the Great Southern Region’s Interim working group on regional branding.

The regional issues that I care deeply about are building our intellectual R & D skills set, regional branding / marketing and regional investment needs.

My French partner Stephane Piquart is known to say, it is not important to be right, it’s important to win.

www.mtromance.com.au

email: romance@mtromance.com.au

Progress Rural Niche Marketing - A Lateral Approach

A Niche Plan can inspire momentum and elevate a new or existing commodity into regional and global markets

IF.....

it is based on a consumer need, with a clear vision articulated and a team built that nurtures the concept via a laterally vertical mindset.

N ovel
I nspire
C onsumer
H indsight
E levate

P eople
L ateral
A ttitude
N urture
"Your whole body, from wingtip to wingtip", Jonathon would say, `is nothing more than your thought itself, in a form you can see, break the chains of your thought, and you break the chains of your body too.'

"Argue for your limitations and sure enough they're yours."

Jonathon Livingston Seagull & Illusions Richard Bach

"Old data looked at through a new idea gives new information. Creativity is concerned with bringing about new ideas and updating old ones."

Edward de Bono 1971

"It is not the critic who counts, nor the man who points out how the strong man stumbles or where the doer of deeds could have done better. The credit belongs to the man who is actually in the arena, whose face is a marred by dust and sweat and blood; who knows great enthusiasm, great devotion and the triumph of achievement and who, at the worst, if he fails, at least fails while doing greatly, so that his place shall never be with those cold and timid souls who know neither victory nor defeat."

"Is the glass half full or is the glass half empty? Well I say drink the bastard anyway."

Close to the Wind ? Pete Goss

**NICHE PLAN**

**Novel**

Bush ingenuity is integral to our pioneering spirit.

Use it to create a unique vision.

Imagination spurs imitation, seize the opportunity.

**Inspire**

Build momentum. Grab the innovation and inject it.

Act with instinct and be impulsive; do it today.

Maintain a positive belief, and build a can-do approach.

Triumph over adversity. Create opportunity from threats.

Build Strength from a perceived weakness.
Consumer  It's not how much we grow, it's how much we eat.

Know your customer e.g. Is the customer the girl that owns her first car, or the father that pays?

Identify your customer and win their hearts one by one.

Hindsight  Is no excuse. Articulate the vision with foresight and planning.

Your future is anothers' past.

Emus, tree's and truffles are all the same, learn the mistakes of the past.

Elevate  The product/service to the consumer.

Expand and elaborate it's timing.

People  Selection, delegation, discipline and motivation.

Reward structures exchanged for heart and soul.

Lateral  There is no order to the sequence of a niche opening.

Yet success will require order.

There is no right and wrong, this is fundamental.

Build a laterally vertical balance.

Action  Is a state of mind.

Nurture  Growth will come, the balance may not.

Beware the dangers, and circle back to your origin.
Michael Dimock

As mentioned in the 'Key note Presentation' section, Michael Dimock is a rural consultant in California, specialising in the areas of regional branding, eco labelling and eco tourism. During Michae's time at the conference he was able to share his knowledge on Agritourism in workshop 4, day 1 as well as the workshop - 'Making your Mark in the World'. The following excerpts from Michael Dimocks presentation provides an overview of the topics discussed during this workshop. Firstly the 'five basic elements of a marketing strategy' is a guide to the contents of a regional branding strategy. Secondly 'Marketing vs Sales, what is the difference?' explains the difference between marketing and sales in relation to a marketing strategy.

Five Basic Elements of a Marketing Strategy

1. Identity, Position and Message

   What will you market?

   What will differentiate you from others?

2. Location/Geography

   Where will you market?
3. Management Structure

How will you market?

What are the decision-making and implementation mechanisms, i.e. outside or inside staff, office, teams, etc.?

4. Resources

Who will market (the people)?

From where will the funds flow and how much will you have to spend?

5. Programs

What types of marketing tools will you use (advertising, public relations, tradeshows, mailings, signage, point of purchase)?

From where will the funds flow and how much will you have to spend?

Marketing vs. Sales - What is the Difference?

*A fish story may help clarify the difference between marketing and sales.*

Let us say Jane Doe decides to go fishing for trout. She has several choices to make from the outset. She must decide which body of water she will fish and what time of day she will begin? What style of fishing will she use: Fly, lure, or bait?

Because Jane grew up on a dairy, she is an early riser and decides she will begin to fish on her favourite stream, the Gold River, soon after sunrise.

For Jane there is only one way to fish: with a fly (just like her Daddy taught her).

Now Jane decides on the type of fly. Her choice is tied to the species of trout she wants to catch.

She knows from having watched and learned over the years that in the Gold River at this time of year Browns are more drawn to a nymph than caddis. As Jane stands before the Gold River, she ponders where to place the nymph.

Will it be a roll cast to catch an eddy or a long cast to a deep hole?

She knows that the water will tell her what to do. Jane walks the stream until she finds an inviting stretch of water that moves to a pool. She short casts a nymph that runs deep into a

Marketing is about determining the correct fish, flows, and flies. It is about attraction. Selling is the art of setting the hook and landing the fish - and that is another story.
nice hole. A big brown strikes. She is thrilled, but only half way to paradise. The setting has just begun.

**Mystique** means a complex of transcendental beliefs and attitudes directed toward an object, institution, or idea that enhance the value or significance of that object, institution, or idea.

**Transcendental** means having the capacity to stir the heart, emotions, or sentiments by bringing deeper meaning to otherwise ordinary experience (like buying a product).

In short, people will buy your products because they like the idea that it represents. Maybe they see it as "natural", "clean", or "healthy". Maybe they see it as progressive, the "new thing" or "old fashioned", conservative. Maybe they like where it comes from, the land, and the history that arises in their mind. Maybe they visited here in the past and the experience was good. Maybe, and often, they like the lifestyle your product represents.

In the end, what matters, is that you understand what they value in order to enhance the value of your product. Therefore, in mystique marketing we seek to connect our product with that which the target customer values.
In May 2000, twelve intrepid explorers from across rural WA travelled on the Regional Branding and Promotion Study Tour to explore innovative new ideas in regional branding and marketing for the benefit of rural industries and communities. The tour aimed to allow people to explore first hand the best examples in the world of regional branding and promotion, particularly examining collaboration between industries and within regions. The tour was designed to visit locations where regional brands were being created, and where ideas could be directly translated into a WA context. In total the study tour explored 10 major regional case studies across 4 counties. Within this, there were over 40 enterprises, towns, projects and associations that were visited and studied.

**REGIONAL BRANDING AND PROMOTIONAL STUDY TOUR**

- Napa Valley: Culinary Institute of America
- Corporate Wineries
- Tasting & winemaking tours
- To visit wineries - reduce air mileage

- Niagara County: Niagara County Alliance
- Wine open days and tourism

- Sonoma County: Sonoma Agricultural Land Trust
- Select Sonoma program
- Urban agriculture & small farms
- Food tourism

- Napa Scotia: Taste of Nova Scotia program
- Taste of Nova Scotia, Quality Food Program
- Food tourism - Keltic culture, cliche

- Prince Edward Island: Atlantic Food Brand
- TEN Food Strategy
- TII Agriculture Tourism
- The Red Herring

- New Brunswick: Rural Radio Trading Company

- Malborough Region: South Island
- Wine & food producers
- Tourism & regional brand

- San Francisco: Napa Valley Wine & Food Festival
- Whole Foods - retail

- Monterey: Wine & Food Festival

- UK:
  - World Wine Show
  - Taste of Scotland Program

- Hunter Bay:
  - Stanthorpe Wine & Food Festival
  - Organic Ranch - Lamb Express
  - Hunter Bay Food and Wine Tourism
  - Food tourism - culinary garden, souvenirs, fruit

- Werriwpra Region:
  - Margaret River Wine Village
  - Malahy - Warriwpra brand
Potential Economic Benefits From Regional Branding

The study tour group concluded that the following were the major potential economic benefits that regions could derive from regional branding projects, including the following:

- Increased value of farming - the stronger and better recognised the brand, the better the economic health of farming and agricultural investments.
- Opportunity for groups of producers to differentiate their product and extract maximum market premium from local and export markets.
- Provides strategic framework for marketing and a stimulus for local value adding projects and innovative ventures.
- Regional Branding can be the vehicle to align the investment in a region.
- Increased tourism, creating more jobs and service sector investment such as accommodation, restaurants and agri-tourism.

Potential Social Benefits From Regional Branding

As well as economic benefits, the tour group also observed a number of important social benefits, including:

- Creating a cohesive and collaborative community. Successful projects helped align and focus the community spirit by having many parts of a community work together. Provides an opportunity to link farmers with urban people through increased visits and better understanding and appreciation of agriculture. This creates a strong sense of pride for people and communities in a region.
- More diverse and creative jobs - adds new depth to the economy and career opportunities for local people. Opportunity for a community to protect important aspects of a region such as agricultural landscapes, townscapes and ‘traditional way of life. Creates a clear identity and reputation for a region that local people can embrace.

Critical Success Factors For Regional Branding Projects

After exploring numerous regional branding projects, including successful and unsuccessful projects, the tour group drew the following conclusions about critical success factors:

- Branding project must be able to demonstrate real benefit, both economic and social, to get good ‘buy-in’ at local level; Collaboration is critical - must have good links and communication amongst all the key players at a local level, and also regional branding projects are enhanced when they collaborate with other branding projects in their state; People involved in successful projects all demonstrated a real pride in agriculture and food products from their region - must be proud of what we have; Brands must be strong and attractive, and have an obvious link to high quality food products and great eating experience; Development and promotion of a local cuisine was a high priority, and must be linked to a defined region.
- Investing in good market research and expertise was critical.
- Need to forge strong links with tourism to create food and wine tourism opportunities.
Regional Branding Case Studies - From Study Tour

1. Taste Of Nova Scotia

The study tour group explored the 'Taste of Nova Scotia' regional branding project in East Coast Canada. This was one of the most exciting food based regional branding projects we explored.

- The Taste of Nova Scotia Society is a unique province wide restaurant marketing program that promotes the many and varied food products, while marketing the province as a 'food destination'.

- Launched in 1989, the Taste of Nova Scotia was formed as a co-operative effort between food-service representatives, restaurateurs, chiefs and innkeepers and Government agencies.

- It has now been incorporated as a non-profit organisation. The program acts as a vehicle to market the provinces' fresh food products and culinary heritage to the dining public.

- It provides its member establishment with the opportunity to be recognised as some of the finest and highest quality places to eat and enjoy 'truly Nova Scotia cuisine'.

2. Taste Of Nova Scotia - Quality Foods Program

- In 1994, a sister program, the Taste of Nova Scotia Quality Foods program was launched as a market development program for Nova Scotia food producers and processors.

- This association of Nova Scotia food and beverage companies are committed to providing top quality, branded, locally produced products.

- By meeting and maintaining the quality criteria of membership, they are entitled to use the Taste of Nova Scotia Quality Food Logo on their products. Consumers can now enjoy quality Nova Scotia food products at many retail locations throughout the province by looking for the distinctive Taste of Nova Scotia Logo.
Regional Branding Case Studies - From Study Tour

3. Martinborough Wine Village, New Zealand

Martinborough is a small town in the Wairarapa Region. 10 years ago it was a small, rundown backwater town. A high quality boutique wine industry has now established on unique soil types around the town, and it has transformed itself into a wine village concept. There are now some 20 wineries you can walk to from the town centre. The Town Square has been enhanced with the refurbishment of the hotel, local shops, building a wine centre, coffee shops and other premium end food outlets. They have now established the town as one of the premier weekend destinations from Wellington. The whole atmosphere of the town is vibrant and exciting, linking the country tranquillity with food and wine experiences. The impact on the local economy is huge, with new businesses, new jobs, and capital investment and refurbishment projects.

4. Sileni Estates, Hawkes Bay, New Zealand

- Icon investment for the Hawkes Bay Wine Industry- est. $25 million
- World class winery and culinary school established with the intention to attract world travellers to Hawkes Bay
- Visionary drive of owner Graeme Avery to have Sileni Estates be world leader in quality wine and food experiences
- Complete commitment to quality and innovation

Strongly supporting a regional branding concept.
2000 Awards for Excellence

On August 19 the winners for the 2000 Awards for Excellence in Rural WA were announced by Primary Industry; Fisheries Minister Monty House, Steve Birkbeck, Mt Romance Albany and Doug Edwards, General Manager GWN at a gala awards dinner at Tumblegum Farm.

Congratulations to the Awards Finalists and the Award Winners.

Award Finalists

Agricultural Innovation Award
Mark Wallace - Salt Water Trout
Margaret River Eggs
IZWool International

Most Enterprising Rural Community Award
Carnarvon
Hyden
Balingup

Rural Leadership Award
Gillingarra Landcare Conservation District Committee
Graeme Robertson - Kulin
Gascoyne Public Health Unit

Conference delegates at the Awards dinner. L-R James Thompson, Jane Maurit & PRWA’s Mandy Curnow

Tony Jenour & Dina Barrett Lennard enjoying pre dinner drinks

Kingsley Gibson & Liz Kerr

Jane Wardlaw and keynote guest speaker Helen Carrell
TROUT ADD A NEW DIMENSION TO SALT AFFECTED LAND

Commercially utilising salt-affected land has long been a priority for Western Australian farmers.

But Mt Barker farmer Mark Wallace is not only finding a viable way to use degraded land, he's overcoming another rural challenge - how to diversify farm productivity. And along with achieving this, he's setting himself up for some fun recreational times ahead.

Mr Wallace has pioneered the development of inland salt water rainbow trout farming in Western Australia, an enterprise that is rapidly progressing from the early experimental stage towards being a viable addition to wool and prime lamb production.

As is the case with most industry pioneers, Mr Wallace has developed his salt water trout farm on very much a "trial and error" basis. Initially he introduced black bream to ponds built on salt affected land. However, he found the bream did not develop due to unsuitable water temperature and other factors.

On advice from Fisheries WA, he introduced rainbow trout and with a series of specially constructed ponds. With ruppia sea grass and a natural ecosystem of bacteria, copepods and amphipods providing a natural food chain, the trout thrived in the new saline environment.

With warmer water temperatures the trout had significant growth spurts and many of them were harvested after between four and five months.

Fisheries WA, through its Outback Ocean aquaculture program, conducted taste-testing trials at a number of local fairs and wine shows. Many of the harvested fish were sold to local restaurants and to a Mt Barker supermarket.

The response from the public was enthusiastic when it was found the salt water trout had a fresh clean flavour as opposed to the fresh water fish, which often have a muddy taste as a result of fresh water bacteria.

"The demand for fresh fish is growing and already we have received firm orders for salt water trout that indicates we will have a good year," Mr Wallace said. "To be able to make use of salt affected land and to have another string to our production bow is pleasing.

"Of course, we have invested a considerable amount in infrastructure costs and in the initial stages it has been labour intensive as we monitor the growth of the fish and adapt to this new enterprise.
"The rewards are promising, both commercially and from a recreation basis. Throwing a line to catch some trout beats working sheep. And then there's a real tourism potential in trout fishing."

**WINNER-**

*Most Enterprising Rural Community Award*

**POSITIVE CARNARVON**

In recent times the community of Carnarvon has been faced with the challenge to inject new life and enthusiasm into a district that has been undergoing major social, business and rural changes that have resulted in a population downsize.

There was a need to boost self esteem among individuals and to create community spirit within the district. An important part of this strategy was raising the profile of Carnarvon and improving its image.

There was a level of determination to ensure that Carnarvon and the Gascoyne region fully capitalised on its superb natural resources that has made the area so prosperous in the past and a wonderful place in which to live and visit.

A wide cross section of the community became involved in putting together initiatives that would boost business, source new directions for pastoral and horticultural business and further develop the considerable tourism potential of the region ensuring local people retained a market share.

Among the initiatives that have been successfully planned and staged in recent times have been the Carnarvon Mainstreet festival; the Gascoyne Business Expo; a Future Directions strategy; the Positive Carnarvon Program; the reinstatement of the Carnarvon Chamber of Commerce; the Year 2000 Expo; the Gascoyne Dash to aid flood victims and the Sydney Torch Relay celebrations.

Already there has been a much more positive approach to life and business in Carnarvon and its surrounding districts.
Pine plantations have, over a number of decades, been considered a sound financial and environmental investment.

With Western Australian farmers looking for alternative "non traditional" agricultural practices to provide product diversity along with the realisation that the establishment of plantation timber is an effective means of arresting soil salinity and erosion, pines are becoming an increasingly attractive proposition.

However, the long wait for a financial return from pine plantations, about 12 years, has been a source of concern to many farmers and has inhibited the rate of planting.

It took a group of WA farmers, under the banner of the West Koojan-Gillingarra Land Conservation District Committee, to provide the leadership and the strategy to work in partnership with the WA government that has changed the thinking on pine planting throughout the state.

The resultant new partnership, aptly named "the Perfect Pine", has brought about benefits for individual farmers, rural communities, business, regional agriculture, the government and importantly, the environment. The scheme has already produced real outcomes with the long term benefits, such as product value adding, to flow through to future generations.

The scheme involves giving farmers an incentive payment to grow pines with funds derived from cost savings by increasing the critical mass of trees being planted.

The LCDC was able to prove that cost savings could be made by adopting an economy of scale principle that increased the critical mass of pines planted from 1000ha to 4800ha in just 12 months at no added cost to CALM.

Already the new partnership has delivered:

Three million pines into the ground providing much needed environmental benefits such as reduced ground water levels and wind erosion thus assisting continued profitable agricultural practice;

- 4,800ha of pines planted across WA;
- $320,000 in up-front payments to land owners providing cash flow and added land values;
- $470,000 worth of local contract work in planting and fencing;
- An added $112,000 to invest in landcare and biodiversity;

The employment of an extra 60 to 70 people in the Manjimup Nursery to meet the extra demand for seedlings.
There have been significant benefits to all stakeholders from social, financial and environmental aspects and it's pleasing that our project has proved that "non-traditional" farming practices can be economically viable when tackled by the community," he said. "We can see some very positive benefits for the Moora district from pine planting and processing in the coming years."

LCDC President Marty Van Beek has been pleased by the way in which CALM, the WA government and the local community has embraced the new partnership.

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Because the project is community driven, it has brought regional communities together and given them an added sense of purpose.

The benefits of value adding to products has not been overlooked in this innovative concept. The ultimate aim of the LCDC stakeholders is the establishment of a wood processing plant at Moora. The significant increase in the amount of timber produced in the area would make this a viable add-on industry.
Appendix

Evaluation of Progress Rural WA Conference

Overall Conference Impact:
How would you rate the experience of participating in the Progress Rural WA Conference in terms of the positive impact it has had on your life?

Conference Expectations:
To what extent did the Progress Rural WA Conference fulfill your expectations?
Overall Workshop Assessment:
Based on combined evaluation from all eight workshops
creating an excellent life for people in rural Western Australia