Progress Rural Western Australia Conference: a conference focusing on how to bring out the best in your community, 13 and 14 August 1999, New Norcia, Western Australia: conference proceedings

Progress Rural Western Australia

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A CONFERENCE FOCUSING ON HOW TO BRING OUT THE BEST IN YOUR COMMUNITY
13 and 14 August 1999
New Norcia, Western Australia

CONFERENCE PROCEEDINGS
This Conference was organised by members of the Progress Rural WA Team and members of the 1999 Doing More With Agriculture Northern Agricultural Region Team. It was also supported by many individuals, communities and agencies across the state.

**PROGRESS RURAL**

**WESTERN AUSTRALIA**

Conference Proceedings have been sponsored by the Regional Development Division of the Department of Commerce and Trade.

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Progress Rural WA is an initiative of the Minister for Primary Industry, Fisheries, Monty House.
PROGRESS RURAL
WESTERN AUSTRALIA

1999 CONFERENCE PROCEEDINGS

13 and 14 August 1999

St Gertrude's College, Benedictine Community of New Norcia
Welcome to the Progress Rural Western Australia Conference

"I have a strong belief that the future prosperity and strength of our rural sector is fundamentally linked to the people who live and work in the bush.

Right across rural WA, there is a huge amount of energy and effort being invested to make our country towns and communities a better place to live for our children and ourselves. To build this type of future, we clearly need cohesive communities and vibrant local economies that provide jobs and a high quality of life.

This conference offers a unique opportunity for the many committed people from across rural WA to network and to learn from each other. By sharing our experiences, our successes and ideas we can all build our capacity to make a difference where it matters most – in our community.”

Monty House MLA
Minister for Primary Industry; Fisheries

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Progress Rural Western Australia is an initiative of
Monty House, Minister for Primary Industry; Fisheries.
CONTENTS

The Teams, The Objectives ................................................................................................. 4
The Program ...................................................................................................................... 7
Official Welcome
    Sheila Humphries ........................................................................................................ 10
    Abbott Placid Spearritt ............................................................................................. 11
    Sally O’Brien, Lyn Hamilton ..................................................................................... 13

Keynote Presentations
    Professor John Chudleigh ......................................................................................... 16
    J Mac Holladay .......................................................................................................... 24

WA Snapshots
    Young County Club .................................................................................................... 31
    Australian Farmers Hall of Fame ............................................................................... 33
    Taste of the Wheatbelt, Windmill Flour ..................................................................... 34

Workshop Sessions
1. Getting the Most Out of E-Commerce Opportunities ............................................... 35
2. Getting Your Community Working Like a ‘Well-Oiled Machine’ .............................. 42
3. Paddock to Plate – A Focus on Food Rather than Commodities .............................. 51
4. Making the Most of Our Natural Resources ............................................................. 54
5. Creating New Financial Structures for Your Community .......................................... 63
6. Getting the Best out of Your Community’s Planning .................................................. 74
7. Making the Most of the Way You Market Your Community ..................................... 77
8. Keeping the Brains in the Bush .................................................................................. 85
9. Passing the Reins to the Next Generation ................................................................ 92

Out There Competition .................................................................................................. 96

On Line Component ....................................................................................................... 98

Conference Choir .......................................................................................................... 100

Awards For Excellence In Rural Western Australia ...................................................... 102

Evaluation Results ........................................................................................................ 108
The Teams

Coordinating a big event requires the contribution of many, and there are no exceptions to this year's Conference. Helping you over the next two days are people who have assisted in the construction and development of this event, so please feel free to approach any of the team for assistance. We hope you enjoy the Conference as much as we have enjoyed putting it together!

The Progress Rural Western Australia Team*

David Beurle – Ministers Office
Sue Middleton – Wongan Hills
Kieran McCluskey – Ministers Office
Fiona Shallcross – Carnavon
Joanna Embry – Kununurra
Angela Kelsall – Three Springs
Leigh Hardingham – Corrigin
Claire Humphry – Three Springs
Cameron Westaway – Ministers Office

*The Progress Rural WA Team list was accurate at the time of the Conference.

The Doing More With Agriculture Study Tour Team

In August 1998, fourteen community members from the Northern Agricultural Region ventured overseas on the Doing More With Agriculture Study Tour to the US (Nebraska and Wisconsin) and Israel. The team had a fantastic experience and brought back some new ideas, projects, inspiration and broadened views on the way we operate in our communities and rural environments.

We are proud to be your hosts for this Conference, and sincerely hope your expectations are fulfilled, if not exceeded, and you enjoy your experience here in New Norcia.

1998 Doing More With Agricultural Team
Northern Agricultural Region

Members of the 1999 Doing More With Agriculture Team are:

Brendin Flanigan – Geraldton
Lyn Diepeveen – Northampton
Steve Woods – Calingiri
Jerome Carslake – Morawa
Jamie Falls – Dalwallinu
Chris Johnson – Geraldton

Sally O’Brien – Irwin
Marty van Beek – Koojan
Lyn Hamilton – Perenjori
Ashley Auld – Eneabba
Rebecca Carter – Jarien
Fiona Falconer – Coorow

Jill Wilson, Agriculture WA Geraldton
Angela Kelsall - Doing More With Agriculture Coordinator, NAR, Three Springs.
Conference Aims and Objectives

The 1999 Progress Rural WA Conference aims to build on the skills and exposure that many delegates have already had to inspiring and innovative practice from across the globe and the excellent practice currently being implemented by rural West Australians.

Our keynote speakers have been selected on their ability to paint the big picture – we want to heighten the excitement, push people beyond their comfort zones and stretch peoples thinking.

From project workshops and feedback across the state, we hear a number of common issues. The workshop themes have been developed to provide an action learning experience to address these core issues and opportunities that are available to us. This is our contribution to provide information and real life examples of ways we can take advantage of the possibilities for rural people in 1999 and beyond.

We would like to see delegates participating, not just attending a Conference. We want you to be empowered through real experiences, intellectual sparks of theory, process and learning which will send you home with motivation and energy to be change makers in your community.

Things you can experience and expect to gain from your participation at the Conference:

- Have positive attitudinal shifts, to discover new ways and methods to generate vitality and prosperity in your community;
- Meet other people with similar commitment and passion for rural WA;
- Learn about other Government and rural development services;
- See the big picture. Visualise and realise that what is happening out here in rural Western Australia is world class and not to be underestimated or under appreciated, be encouraged to “blow your horn” and be proud of what you have achieved;
- To understand and feel motivated to create a great future and to keep making the desired path happen; not just moving with the times, but creating the times!
- Surf the net, sing a song, dance a jig and have a ball!

Conference bush gals singing and praying for a new Mercedes Benz at the Bush Dance.
Conference Delegates Michelle Freeman, Rhonda Phillips and Deborah Lowden and NRG Coordinator Claire Humphry.

Progress Rural WA Participant, Jamie Falls from Dalwallinu and Doing More With Agriculture Coordinator in the Kimberley and Southern Rangelands, Fiona Shallcross from Carnavon
Progress Rural WA Conference Program

FRIDAY 13 AUGUST 1999

Conference Commences
- Master of Ceremonies, Gerry Gannon
- Sheila Humphries, Aboriginal Elder from New Norcia
- Abbott Placid Spearritt, Abbott of the Benedictine Community of New Norcia

12.00 – 12.30pm
- Progress Rural Western Australia Team introduction and overview, Angela Kelkall
- Host Team – Doing More With Agriculture Northern Agricultural Region Team, Sally O’Brien and Lyn Hamilton

12.30 – 1.30pm

**Professor John Chudleigh – Keynote Speaker**
Possibility thinking. Global trends and our opportunities for creating awesome futures for rural communities from agriculture. What are our strategic issues, and the need to manage the structural/adjustment change process.

WORKSHOPS 1-4

1. **GETTING THE MOST OUT OF E-COMMERCE OPPORTUNITIES**
- What is E Commerce and how can we benefit from it
- Creating the e-commerce connection
- What needs to happen in your community for e-commerce to flourish
- Funding available to learn and set up web pages
  Facilitated by Stephanie Seymour

2. **GETTING YOUR COMMUNITY WORKING LIKE A ’WELL-OILED MACHINE’**
- Creative and effective problem solving;
- Community decision making – effective processes;
- Making leadership diffuse.
- Skill building
  Facilitated by Benita Coakley
  Featuring Mac Holladay, Jane Manning, Helen Christiansen, Wes Baker

3. **PADDOCK TO PLATE – A FOCUS ON FOOD RATHER THAN COMMODITIES**
- How to grow food rather than commodities;
- Creative ways to work with new agriculture systems.
  Facilitated by Sue Middleton
  Featuring John Chudleigh, Michael Brennan, Chris Brennan, Brendon Grylls, Ashleigh Manners, James Hamersley

4. **MAKING THE MOST OF OUR NATURAL RESOURCES**
- Utilising our agricultural land to maximise profits
- Is there more to farming than wheat and wool?
- Lets turn our problems to opportunities
  Facilitated by David Beurle
  Featuring Tony Hiscock, Steven Birkbeck, Peter and Jill Bent, Pamela l’Anson
8.30 - 8.45am  Welcome to Day 2 of the Conference
Tom Field President, Shire of Victoria Plains
Conference Choir to sing

8.45 - 9.15am  WA Snapshots
Young Country Club, Ashley Auld
Australian Farmers Hall of Fame, Stephanie Seymour
Taste of the Wheatbelt, Brendon Grylls

9.15 - 10.15am  J Mac Holladay - Keynote Speaker
Given the global trends that were created yesterday, what are our opportunities for creating healthy and wealthy communities?

11.45 - 12.30  Out There Project Presentations and Awards - sponsored by the New Rural Generation

WORKSHOPS 5-9

5  CREATING NEW FINANCIAL STRUCTURES FOR YOUR COMMUNITY
Facilitated by Sue Middleton
 Featuring John Croft, Graham Cooper, Clem Kerp, Michael Bates
- Community banking, economic auditing of your community, revolving loan funds and other alternative community funding opportunities will all be featured in this workshop.

6  GETTING THE BEST OUT OF YOUR COMMUNITY’S PLANNING
Facilitated by Colleen Henry
 Featuring Mac Holladay, Deborah Lowden
- Turning dreaming into doing - how Leeman got its recreation centre and more.
- Mac Holladay – what can we learn from this and other stories we’ve heard at the conference.
- What can we do in our area to make planning work for us?

7  MAKING THE MOST OF THE WAY YOU MARKET YOUR COMMUNITY.
Facilitated by Jane Mouritz
 Featuring Pamella Toster, Robyn Lee, Kate Jefferies, Doris Martin
- Collective action; How to get the community on board;
- Which marketing angle to take?
- Identifying your resources;
- How do we reach our target audience;
- Dream it, create it! Believe in yourself.

8  KEEPING THE BRAINS IN THE BUSH
Facilitated by Leigh Hardingham
 Featuring Ann Deedan, Grant O’Sullivan
- Opportunities to train and educate people in the country
- Identifying and providing training opportunities
- Access to cutting edge education
- Providing a range of stimulating activities
- Curriculum development
PASSING THE REINS TO THE NEXT GENERATION

- Bringing on new leaders;
- Inviting people to get involved;
- How do communities enable young people to take on positions of leadership;
- Taking on the responsibility to create a great future.

Facilitated by Claire Humphry
Featuring Erin Erceg, Kambalda YAC

4.45 – 5.20pm  Conference Summation
Conference feedback - What's your take home message?
Conference Choir performs

6.30pm  Pre dinner drinks

7.00pm  Awards for Excellence in Rural WA Presentation Dinner
Opening welcome by Sheila Humphries  
(Aboriginal elder of the Yuat People)

To the Progress Association of WA, its delegates and all those who have an input into the running of this organisation, I would like to welcome you all to my community, my home land of New Norcia.

New Norcia to me is home. My family’s history dates back to the years of Bishop Roseendo Salvado. In the year 1868, 22 years after the foundation of New Norcia my grandmother, Sarah Ilbigan, was born on the mission. She grew up on the mission and later married Alfred Taylor who came to New Norcia.

They lived and raised 7 children on the mission. Like many other aboriginal families they were hard working men and women who helped the monks in the establishment of the mission.

Alfred and Sara Taylor had a deep love for the mission and what it stood for. Their children were brought up to respect the Benedictine monks and their teachings. And it showed when my grandparents celebrated their Golden Wedding Anniversary in the local Abby Church.

Despite being separated from traditional tribal life by four generations, I grew up in a time that the government was very hard with aboriginal people.

I thank the Benedictine Community for setting up homes like the two orphanages for aboriginal children, here we learned about God and respect and to me that was the most important part, that started me in the right direction and helped me achieve my goals. Because without God’s guidance we cannot achieve.

To Progress Rural WA and friends here today, I say to you – set goals and achieve your dreams. To bring out the best in your community you need to pull together. Like Bishop Salvado and his team Alfred and Sara Taylor. They set goals and their goals were reached.

For years the Nyungar people have roamed this bush and collected food. And today you and your community can learn to collect, respect and survive.

Here at New Norcia, because most of the land has been left as bush, I can go and collect bush food. The reason is simple, aboriginals love and respect the bush. As an artist my artwork tells about the bush. I want to share its beauty and its importance to our survival. We should all only gather what we need. So if you are genuine about your community start from the basic things. And out of the things that I learnt (as a child in St Joseph’s Orphanage) the most important is to respect yourself. Only then you will respect the land and what it can offer you.

Thank you.
Thank you for choosing New Norcia as the place for your conference. It's a pleasure to welcome such a large group of intelligent and good-looking visitors to our town.

Benedictine monks have been around in Europe for 1500 years, and were partly responsible for the spread of Christianity and civilisation in that continent. They had some setbacks, including the dissolution of some monasteries at various times, such as the reformation and the French revolution. But when they were suppressed in one place, they had a tendency to pop up again somewhere else.

A monastery at Santiago de Compostela in northern Spain was closed down by an anti-clerical government in 1836. A couple of its monks went off to another monastery in Italy, but after a few years they caught the missionary bug, and turned up in Rome offering to go anywhere in the world.

The bishop of Perth, who was a bit of a rogue, was in the town at the time, so these two were sent off with him, arriving in Fremantle in 1846. He in turn sent them north from Perth to convert everybody between there and Darwin. They would have died of thirst if they hadn't been saved by friendly Aborigines.

They stopped here because it was the first place north of the last white man's house at Bolgart which had a supply of water and a supply of Aboriginal people. They had a rough time trying to survive in the bush for the first few years, and learned the hard way that they would have to earn their own living.

One of them was made Bishop of Perth after the rogue first bishop had been excommunicated, so that was pretty much the end of him as far as New Norcia was concerned.

When they started importing boatloads of new recruits and lay migrant workers from Spain, he set up another Monastery in farm land outside of Perth, which he called Subiaco – you might have heard of it.

St Benedict, the man who started it all back off in about 600 AD, was born in Norcia in Italy, set up his first monastery in Subiaco, and ended up in Montecassino. Hence these names in WA, though we had nothing to do with the founding of the Burswood Casino, and we didn't actually start the Subiaco Football Club.

The monk who stayed here was Rosendo Salvado. He became the first abbot, and was made bishop more or less by mistake. I like to make it clear that abbots are much more important than bishops.

He set up the monastery, along with an extensive farming outfit, with not many priests, but a whole lot of lay brothers and lay volunteers, who taught their skills and crafts to Aborigines. The Aborigines then either worked for wages here, or moved on to jobs with other local settlers.
Salvado carefully bought up all the land around the monastery, because white people were bringing in diseases and bad habits into town.

That’s how we came to be in the middle of an 8000-hectare farm, on which we depend for a sizeable chunk of our income today. It’s now run by three employees, and in most years makes a reasonable profit on wool and wheat and canola.

That’s also how we come to have on our hands a town full of heritage buildings, books, archives, art works, music, and museum exhibits, and to be in the unparalleled position in Australia of being able to ensure that developers don’t destroy it.

At least that’s what we want to do: conserve it, develop it sensitively, and share it as much as we can with students and visitors of all faiths and of none.

Our financial resources are sufficient to keep the monastery going, and the church, but not sufficient to do all the conservation work that will be necessary to preserve the rest of the buildings and provide the necessary infrastructure.

We have received some generous grants over the years, but without tax deductible status for donations, we can’t raise the $12 million that our architect estimates will be needed over the next fifteen years.

Schools for Aboriginal children ran from the 1850s until 1974. Some Aboriginal students continued in the general boarding schools we ran from 1908 to 1991.

Since they closed we’ve used the buildings for visiting school groups, particularly music camps.

In 1996 we opened a new Education Centre, which is delivering curriculum-related courses in Aboriginal Studies and other subjects to primary and secondary school parties. We see that as an important element of New Norcia’s future.

We took over management of the hotel last year from former lessees, so that we’re now in a good position to coordinate accommodation throughout the town.

Our olive industry has recently become prominent again and looks set for much future development.

But the distinctive flavour of the town comes, always has come, and I intend always will come from the presence of a community of monks whose primary work and pleasure is to be at peace with God and the bush and so far as we can, to be at peace with one another and with everybody else.

I very much hope you enjoy your time here. Please come again, and tell your friends. I wish you all the best for your conference.
1998 Doing More With Agriculture Study Tour
Team Presentation
By Sally O'Brien and Lyn Hamilton

"Perhaps the most significant difference is the fact that I now see myself as an important part of my region and that I feel an obligation and great sense of achievement when I help other people realise this - people who otherwise may have considered themselves and their ideas as irrelevant or worthless."

"The tour has given me a fresh approach to the stories I place in the newspaper. I now look for the stories that make people happy and add to a community's growth. People need to see the good things that are happening and the newspapers play a vital role in disseminating a positive image for a community."

"It has heightened my sense of commitment to my community and rural WA. We must be proactive, positive and work as a team in the challenges we face. The impossible just takes a little longer!"

Good morning ladies and gentlemen, on behalf of the 1998 Doing More With Agriculture Study Tour Team I extend a very warm welcome to the 1999 Progress Rural WA Conference.

In August 1998 I was extremely fortunate to be chosen as a participant on the Doing More With Agriculture Study Tour. The tour ventured to South Dakota, Nebraska and Wisconsin, and on to Israel via London. You have just heard a selection of quotes from my fellow participants on how they feel this trip has changed their lives.

The overall aim of the tour was to observe, experience and expose participants to the enormous potential and possibilities of Rural Western Australia. Our main focus areas were:

1. Rural town retention and revitalisation;
2. Rural Leadership;
3. Innovations in agriculture.

On a personal note I feel I can sum up the tour and the people we met in three words, irrespective of country, state or town.

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<th>POSITIVE</th>
<th>PRIDE</th>
<th>FAITH</th>
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<td>A positive belief in what they are doing and their future.</td>
<td>Pride in their towns, businesses and achievements.</td>
<td>And an absolute faith in what they were working for and striving towards.</td>
</tr>
</tbody>
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We had the trip of a lifetime and came home having been thoroughly mentally and physically challenged and totally exhausted. But also with a renewed sense of commitment and strong belief that we have the best, rural towns, environment and lifestyle in the world and that's something worth fighting for and preserving. The world is a large place but with modern communications support, assistance and ideas are never far away.

Over the next two days you will have access to speakers who are leaders in their fields and an exciting array of workshops. We hope you embrace this opportunity to recharge your enthusiasm, gain some great ideas, make valuable networks and share your passion for your communities survival and prosperity, which after all is why we are all here.

And last but by no means least, have a great time!

I would now like to introduce Lyn Hamilton from Perenjori, a fellow participant, to share her views on the tour and some of the great projects and programs we saw.
"If you’re planning for a year, plant grain
If you’re planning for a decade, plant trees
If you’re planning for a century, plant men."

This Chinese proverb was quoted to me by Anita Genrich, my host in Sparta, Wisconsin.

On behalf of the 1998 Doing More With Agriculture Study Tour Team, I would like to sincerely thank Monty House for his initiative in planting us with a whole range of new ideas through his Progress Rural Western Australia initiatives.

These ideas have equipped the 1998 DMWA group to tackle the new century and new millennium.

I do appreciate I am speaking to the converted when addressing you about community development. However I would like to take a few minutes to share with you the significant experiences and messages we absorbed whilst traveling through South Dakota, Nebraska, Wisconsin and Israel.

The first experience I would like to tell you about was our visit to the Crazy Horse Memorial. Korczak Ziolkowski began his self imposed task of commemorating the native American people by carving the image of a famous Indian hero named Crazy Horse out of a mountain. When he began, he had the grand total of $174 in his bank account. This massive project that was one mans dream was a truly inspirational experience.

To bring his dream to fruition, Ziolkowski began his work in 1949. His children are now continuing his work that will probably not be completed until the middle on the new century. A single mans vision that will take three generations or more to complete was inspirational to all of us. He had faith in his abilities to create a lasting memorial to someone who symbolized all that was good about a race of people. Although he did not live to see his vision fulfilled, his determination and belief has inspired others to carry on to complete his dream.

The next big experience was the three days spent with an extremely dynamic, energetic 78 year old, Dr. Ed Nelson. His message to us was that communities are in total control of their own future. Each communities own belief in itself was very influential – “a self fulfilling prophecy” as Dr Ed would say.

i.e. Pessimism - doom and gloom - sick community - youth leave never to return - no opportunities - no joy in living in this community.

...compared with thriving happy community - confident in the future - investment in the community - celebration of the community - active involvement of young people in decision making for the future of the community.

We visited many inspiring Nebraskan communities with Dr Nelson and saw the successes that occurred when people were active in planning for their communities future. The other big success factor we saw was the active involvement of young people in that decision making and implementation.

I would like to read to you a speech that Dr Ed gave us which explains this more aptly than I can :-

“No child can escape his community. He may not like his parents, or the neighbors or the ways of the world. He may groan under the processes of living, and wish he were dead. But he goes on living, and he goes on living in the community. The life of the community flows about him, foul or pure: he swims in it, drinks it, goes to sleep in it, and wakes to the new day to find it still about him. He belongs to it: it nourishes him, or starves him, or poisons him: it gives him the substance of his life. And in the long run it takes its toll of him, and all he is.”

“The democratic problem in education is not primarily a problem training children; it is a problem of making a community within which children cannot help growing up to be democratic, intelligent, disciplined to freedom, reverent of the goods of life, and eager to share in the tasks of the age. A school cannot produce this result; nothing but a community can do so.”

We in Australia as both parents and teachers have encouraged our children to study hard and go elsewhere for jobs. We need to turn this around and work much harder to help our young people to explore opportunities for employment and living in our home communities. They are after all, our future.

I would like to recognize the work of a couple of our group who learned from Dr. Ed. Firstly Ashley Auld who has worked very hard to establish The Young Country Club in our region. The focus being on empowering young people to make a difference in their communities. Also Brendan Flanigan with his involvement in the Wild Ideas Group and Give Me Geraldton Anyday project.

Another very exciting project that we would like to be involved in establishing in our rural communities is a version of 4-H which is focused on children in the 4 to 16 age group. The goal of this group is helping young people to learn life skills through hands on projects in order to reach their fullest potential.

The last experience that I have time to share with you today is a small part of the Israel leg of our tour. We spent our time in the Negev desert, a totally arid environment which makes up 2/3rds of Israel’s land mass. This is where annual rainfall averages just 200 mm, 92% of that water resource is utilized by the people. 87% of this is used in agriculture.

"Impossible just takes a little longer" is their motto.

We spent time at the Jacob Blaustein Institute for Desert Research in Sde Boker and were extremely impressed at the extent of the research and development that has been undertaken to maximize the effective use of every resource.

The lesson for us to take home was the need to further optimize our own resource use. Also I think we all developed a much greater appreciation of the wonderful natural environment and climate we have here in WA.

In closing, I would like to quote something we heard in both Wisconsin and Israel.

There are only two things certain in life.

One is that we are born, we live.

The other is that we die.

The rest is choose choose choose.

Thank you for choosing to come and be a part of this conference. Your choice to be here can only make our rural communities even better places to be.
The Global Scene

I have been lucky enough to spend some time this year in both China and South Africa. In South Africa I attended the International Farm Management Congress where a world gathering of almost 400 discussed trends in farming and agriculture. The theme of the Congress was “Think Globally, Farm Locally”.

The “globalisation” of the world has produced many of the same trends and opportunities worldwide. We are probably all aware of these but some of the major “catch words” in the world literature which are driving thinking about the future of agriculture are:

POSSIBILITY THINKING
AWESOME FUTURES FOR RURAL COMMUNITIES

Professor John Chudleigh
Orange Agricultural College, The University of Sydney

Introduction

There are three main influences on how we normally behave and think and each of these can be the greatest inhibition to our personal success or our contribution to our community’s success. There is our upbringing involving our parents influence, there are our experiences in life which shape our attitudes and expectations and then there is our concern for our image or how others will see our behaviour.

How many of you have seen the latest Star Wars movie? Of those who have seen it how many think George Lucas is a fool? If you haven’t seen it ask yourself why not? I use George Lucas as he is probably one of the best examples of a “possibility thinker” available. The fact that he has the gift of thinking up incredible ideas and then making them into reality (admittedly on screen) is a gift we should note. I am not sure many people seeing the movie would disbelieve that they saw it and many do not even disbelieve the possibility of what they saw.

In reflecting on how I would approach today’s presentation I decided that I would need to move outside my comfort zone if I was to convince you that it is not as dangerous as you or others might fear. So sit back, relax and let your mind, without constraint, dream of the possibilities we are here at this Conference to consider as I move through my presentation.

Doing More With Agriculture Study Tour Members Lyn Hamilton of Perenjori and Sally O’Brien of Irwin with Professor John Chudleigh, Principal at Orange Agricultural College, NSW.

The Global Scene

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The “globalisation” of the world has produced many of the same trends and opportunities worldwide. We are probably all aware of these but some of the major “catch words” in the world literature which are driving thinking about the future of agriculture are:
Farm numbers are dropping by about 1000 per year in Australia and this is a universal trend. As they get larger farms are becoming more sophisticated in their technology, more productive and often more remote from their local community as their main markets and suppliers come from further away. In many cases the displaced farm family in an amalgamated enterprise is not replaced by another employee but by machinery and technology.

Despite this drop in the numbers actually employed in many commodity farming enterprises we, in Australia, now have more people employed in agriculture than since 1972. This growth has been mainly in employees of businesses who are servicing the needs of the larger and more sophisticated rural enterprises as well as in newer more intensive industries. So, despite the falling number of actual farms, the numbers being employed by the agricultural industries appears to be growing. There certainly is a future in agriculture.

The concern about the future of Australian agriculture is totally unfounded. The facts do not support any need for any despair about the industry called agriculture BUT it is undergoing one of the most dramatic change periods of the last 50 years which are dramatically affecting many of those in traditional farming enterprises.

About 62,000 of Australia's farms produce about 90% of our total agricultural output and, according to ABS statistics there are just under 45,000 farms involved in producing, in total, only 10% of our total agricultural output. It is mainly these farms that are finding the present dramatic adjustments in world agriculture challenging and in fact their plight tends to lead to much of the pessimism about agriculture in general. It is important to distinguish between the fortunes of this large number of small farmers in trouble and the actual industry called agriculture.

So what? A nice list but there are many like it published, read, noted with interest and then filed or burnt starting the fire next morning. You have a chance of remembering three or four key global issues so I will put my impression of four main changes before you. Before I do so, however, I would like you to write down the four main global influences, which you think will provide the new opportunities for you or your community over the next 10 years. You might like to take those as well as mine into your discussion groups.

I suggest that four key world trends and probably local trends are:

- increasing size, scale and technical sophistication in agricultural commodity production;
- growing consumer demands for food safety, consistency and variety;
- growing community concern about social and environmental sustainability;
- changing information and educational needs and access.

We could argue at some length, and I hope we do in our group discussions, whether these are the trends of major importance or those that provide the major opportunities for regional communities. Let's now dwell on these in the National context.

NATIONAL AGRICULTURAL TRENDS

1. FARM SIZE AND SCALE

Farm numbers are dropping by about 1000 per year in Australia and this is a universal trend. As they get larger farms are becoming more sophisticated in their technology, more productive and often more remote from their local community as their main markets and suppliers come from further away. In many cases the displaced farm family in an amalgamated enterprise is not replaced by another employee but by machinery and technology.

Despite this drop in the numbers actually employed in many commodity farming enterprises we, in Australia, now have more people employed in agriculture than since 1972. This growth has been mainly in employees of businesses who are servicing the needs of the larger and more sophisticated rural enterprises as well as in newer more intensive industries. So, despite the falling number of actual farms, the numbers being employed by the agricultural industries appears to be growing. There certainly is a future in agriculture.

The concern about the future of Australian agriculture is totally unfounded. The facts do not support any need for any despair about the industry called agriculture BUT it is undergoing one of the most dramatic change periods of the last 50 years which are dramatically affecting many of those in traditional farming enterprises.

Agricultural exports have actually grown faster in the last 7 years...
than in any period in last the 35 years. A growth of over A$1 billion per year has been achieved but it has not been from our traditional industries of sheep, wool and wheat. In 1987/88 wool and beef contributed just over 52.7% of our agricultural exports but by 1997/98 they were contributing only 23.3%. A whole range of new enterprises have grown steadily over the 1990s reflecting, I think, the growing competitiveness of Australian agriculture in the global environment. Growth in export income has come from dairying, canola, viticulture, cotton, sugar, fish, floriculture, and horticulture as well as from our more traditional cereal and some livestock industries.

**Change is rampant**

It is the uncertainty that significant change creates in the minds of many, that is the greatest paralyser of action. If you understand why change is occurring so rapidly and the trends evolving from that change it is also a period full of opportunity and excitement for those who want to take it head on. It is the entrepreneurial spirit of some, but not enough as yet, that has taken agricultural exports to record levels over the last 7 years. More can still be achieved and I sense investors are available for the right projects, even if some risk and adventure is involved.

**Consumer Demands for Food Safety, Consistency and Variety**

Several disease and chemical contamination disasters have heightened consumer awareness about food safety and have increased demands, especially in the EU, for guarantees on the purity and safety of the food that is supplied. This trend will only intensify and so our consciousness of the need for absolute integrity in food supply and handling will need to be heightened. The current debate on genetically modified foods is an outcome of this heightened sensitivity.

Consumers also want repeatability in taste, texture and eatability of products. Consumers will return for a product when they have confidence about its consistency, a trait that McDonalds uses in its image building. Australia is well regarded in its image of its food purity and we need to use and build on this perception but also ensure it continues to be justified.

Consistency of product is one of the problems beef faces when compared to chicken even if the taste is not as good as many would argue. The consistency of product in the case of chicken is one of the factors increasing its consumption world wide at the expense of beef. Consumption of beef per person in the world has been falling since 1977 while chicken consumption per person has been rising.

More and more consumers are demanding and buying a greater range of food products as food variety is one of the advances most populations desire as standards of living rise. As greater and greater numbers in Asia in particular move to eating a greater variety of foods then increasing demand can be expected for what are now perhaps not mainstream food products. Many opportunities are emerging for those “on the ball” to capitalise on this increasing demand.

In the context of producing a wider range of products it is essential to distinguish the difference between a product which is marketed as a commodity and one which is marketed as a food product as each requires different marketing principles. Many of the potential and real “new” enterprises are depending on arrangements between producers and those close to consumers to ensure profits. The concept of a value chain is now universal and this is testing many conventional marketing and distribution systems, especially for the non-commodity marketed products.

Commodity marketing generally involves products that are sold in bulk at a price which is offered by a general market place. Most of our grains, meats and wool are currently mostly sold as commodities. The selling of food products often involves some processing by the producer and often involves an arrangement that shortcuts some of the supply chain through an arrangement with the consumer or at least a retailer. Contracts to supply fruit and vegetables to a grocer and meats to a major food chain are examples. More products are being developed and sold as “branded products” and this process again requires a different marketing approach.

**Community concerns about social, financial and ecological sustainability**

The environment debate is one about which all communities should become passionate, but more particularly rural communities. I see in the current growing concerns for the environment a raft of regulations coming into force, developed by centralised bureaucracies that do not consult or give enough consideration to the ideas of the land stewards who will be most affected by the regulations.
I am deeply concerned that rural Australia is not in complete control of the environmental debate as I firmly believe that only the stewards of our land, working with governments and their bureaucracies, can really achieve the environmental direction we all wish. This challenge is opening up opportunities that will expand in the future. We should recognise that the environmental debate has arisen mainly because of land and ecological degradation which agriculture has been responsible for in the past. For many in the wider community this perception remains and agriculture is still seen as the major destroyer of fragile ecosystems and the overall rural environment.

I believe this perception is unfair but rural Australia has not done enough to correct the bias in the perception and we appear to be coming under greater and greater regulatory pressure in many areas couched under the name of environmental management. Rural people must, I believe take the lead in the environment debate and at every opportunity demonstrate and educate the wider community in what is being done to rectify and improve some of the damage of the past.

The debate about ecological sustainability will only be rational when rural communities and the land stewards are active in setting land management policies rather than succumbing to government or bureaucratic regulation. This is an immense challenge and one of the key starting points for rural communities to stimulate the research needed to identify the scientific basis for sustainability in its wide range of contexts.

Financial sustainability is the desire of all commercial enterprises that use rural land. In many cases farm structures and enterprises are outmoded and no longer competitive in the global world of agriculture. They must change and accept that structures that may have provided financial stability a decade or two ago are no longer adequate.

Social communities in many areas are contracting and I am sure Mac Helladay will cover this area in detail tomorrow.

In the total environment debate we should note that for many agricultural products land is not necessarily an essential element. We can combine sunlight, water and nutrients to produce most products hydroponically, with cost the major limiting factor. This form of agriculture is known in some parts of the world as industrial agriculture and is well entrenched in hydroponics and to some extent in the poultry and pig industries.

**Education and Information Access**

The world now has access to almost limitless information sources with the added and growing dimensions of the Internet and the World Wide Web. Educational material and processes are being rapidly developed for web based learning giving us access to courses from almost anywhere in the world at almost any place in the world. Educational processes will provide interactive access to learning and this may be entirely computer controlled. Just how individuals and communities use this development is only restricted by one’s imagination.

Education is becoming more important not only for employment purposes but also for developing the attitudes necessary to produce an even more entrepreneurial Australia. To some extent I believe our school education system is educating our young people to an expectation of employment as being necessary to provide a successful future. The greatest employer of people in Australia is the small business sector and I believe if we put more emphasis in our schools on the opportunities small business can provide we would increase the entrepreneurship needed in rural Australia.

**CREATING THE FUTURE**

Once you are satisfied that you have developed a good “feel” for the environmental changes which are making us feel uncomfortable then, and only then, can you confidently start to plan for the creation of the future as you would like to see it. I have only covered a few of the global and national factors which may impact on your specific situation or community but this environmental scan should not only look at the global as well as national state but also consider the specific local influences which are present.

In looking at possibilities for the future it is generally instructive to look at the various categories under which initiatives can be taken. Some categories are:

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<th>Educational</th>
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<td>Health</td>
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Educational Initiatives which have an educational base are today inevitably going to involve the use of the Internet and computers. Local resources should be fully utilised to ensure young and older have access to training in this medium.

The concept of a University Centre could be introduced in almost any community today providing access to a wide range of educational packages that are quickly coming on stream. Such a training facility with some facilitation can help individuals or communities reinvent themselves regularly, a need in today’s rapidly changing world.

Environmental

With environmental concerns increasing world-wide an exploration of the opportunities associated with this growing concern should be productive. There will be a whole new service industry to land stewards in addition to landcare and almost every rural community should be able to find a role or a business which could capitalise on some aspect of this debate.

Environmental concerns will also pervade most commercial developments in the future and consequently opportunities exist for production or service industries which encompass society’s concerns. Some businesses might be ones that identify and design environmentally friendly systems, businesses which might collectively tell the world what you and your community are doing or businesses that develop methodologies for evaluating carbon balances in any system.

Commercial

Commercial ventures are considered to be profit-making ventures and can be in a range of areas from production, processing or the service industries such as freight, storage, advisory or other people oriented services.

I was impressed by a young crocodile farmer in South Africa who had come to an area as the pig farmers, poultry farmers and cattle feedlotters in the area had promised him free dead animals if he picked them up daily . . . a problem turned into a useful resource. His crocks have a diet of minced beef, pork, chicken and feathers and every possible organism that might have killed the original animal.

Expansion of existing enterprises is the normal growth pattern for a rural area but in today’s emerging world climate we need to think laterally and openly to see what is new and could be encouraged. Where are the new canola crushing plants being established and why, where are the sawmills planned or the woodchipping enterprises? Often it is the keenness of a community in recognising its resources and marketing them that determines where such enterprises are established.

If you or your community group have a good idea don’t wait for an unlikely investor to make your idea a reality. **Look to promote the idea yourself and possible co-operative efforts**, either horizontally to provide the resources or vertical alliances to secure your market. Co-operatives can be established for financial, labour, management or marketing purposes.

**Co-operation is a key success factor in many businesses.** I am impressed by a group of small farmers in Southern Australia who, in about 1980, collectively decided there would probably only be 5 of them left in 10 years or so unless they grew in size and scale. Expansion locally was difficult as they were relatively landlocked.

They brainstormed as a group and decided that if they **combined their resources** they would have enough collateral to safely buy a large enough enterprise to employ a manager. They purchased a cattle station in central Queensland. In just under 20 years this group now owns outright 11 cattle stations in Queensland and the Northern Territory, fully paid for. Such a result would have been impossible for each of them individually. They are now secure in their local region as well as financially secure.

There has been significant growth in employment in the service sector to agriculture. The establishment of “business incubators” has assisted small business growth in the cities. Why shouldn’t any community consider such an establishment to encourage new businesses to their area or to allow local entrepreneurs to remain in the region?
Diversifying and expanding the economic base of any community is what all ventures are attempting to achieve with the outcome being more vibrant communities, possibly growing in size but certainly in richness and enjoyment.

To achieve such an outcome a conscious change to attitudes within a community is required. Some research has shown that to change a communities culture requires the message of change to be communicated at least 117 times. This comment requires some thinking about!
KEY ELEMENTS OF SUCCESSFUL COMMUNITIES

During my recent flight from South Africa I watched a movie entitled “Patch Adams”. The key message for me from this story is the need to look beyond the problem to seek the solution. Successful entrepreneurs, communities and businesses are generally not blocked by the perceived problems or negatives but continually look beyond such blockages to imagine “what might be”. In doing so the so called problems are often solved.

In order to move past the most common blockage to progress several characteristics need to be present and when they are present change and success are generally more likely to be achieved.

These will be discussed in more detail with Mac but some of the key elements are:

- communication;
- enthusiasm and determination;
- leadership, planning and commitment;
- co-operation;
- community atmosphere and lifestyle.

CONCLUSIONS

The changing global and national scene in agriculture and in society’s needs from agriculture and expectations of agriculture are creating significant pain for many traditional farming entities. These changes are also opening up new and expanding opportunities which many in Australian agriculture appear to be capturing.

Further opportunities exist or can be created providing we understand the forces behind the changes occurring. Our capacity to benefit from change, rather than suffer from it, is only limited by our ingenuity, drive and desire to achieve.

I look forward to participating in this afternoon’s adventure and wish you all well in your role in changing your own future as well as that of your community.
J. Mac Holladay

Mac Holladay is the director of Market Street Services Inc., Alberta, Georgia USA, an economic development consulting firm that helps governments and communities make strategic decisions about their future. Mac brings to Western Australia some very strong viewpoints and ideas for rural communities, and inspires us to move forward through some very real and startling facts.

I am delighted to be back in Western Australia. I must tell you Sue Middleton, Angela Kelsall, Benita Coakley, and Claire Humphry as a team are very persistent. My last visit came at the end of a very intense visit across all of Australia, from Tasmania to Western Australia. But, I was struck by several things

1. This part of the world gave a new meaning to the word “rural”. I am from the American South – we think of ourselves as still having many rural areas – BUT my visits to Narembeen, York, and Corrigin, and now to New Norcia separated the reality.

2. The attitude here is unbelievable – the effort, the commitment, the willingness to try new things – this conference is a wonderful example of that.

Let me start by telling you a story, and I tell you this story as it is the best one I know to really make a point... and it goes like this.

In the US there is the Supreme Court. Judge Oliver Wendall Holmes was the longest serving Supreme Court Judge, who served for life (as Supreme Court Justices do) and lived well into his nineties.

When Oliver was in his eighties he went on a train journey, and sat in the seat he always sits in. The train conductor came along and politely asked to see his ticket.

The Supreme Court Judge checked his pockets, to no avail.

And the conductor asked again, "Sir, can I see your ticket please."

and the Judge looked into his wallet, still to find no ticket.

And the conductor now recognising the Judge said, "Its OK Mr Justice, I don't need to see your ticket."

And the Judge said "No, no, I'm going to find the ticket."

"No, no, Mr Justice its fine, I don't need to see your ticket."

"Yes I am going to find my ticket" and proceeded to look through his diary and luggage.

And at this stage the conductor was getting all frantic and said, "Mr Justice, please please, its OK I don't need to see you ticket."

And Mr Justice looked up and said over his half glasses, "Young man, you don't seem to understand the problem, I don't know where the hell to get off this train!!"

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<td>Its about getting off the train, getting on the train, or getting run over by the train. The train in my life is the economy. Its the changing world we live in everyday.</td>
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Let me tell you another story. It's about my daughter Sarah, who is now in second year college. When she was a little girl we were at a football match and she was sitting on my lap and she turned to me and said, "Gee daddy, you have a lot of grey hair."

I then proceeded to tell her about all the stress, travel and work and changing jobs and working 70 hours a week. ....

And she took it all in and said "That's OK dad, because you're old!"

And in fact, I will always be old to Sarah as that is her perception. We do much more in this life on perception than we do on fact. I suggest we all need to think about that point and the way we perceive our communities and the people within it.

And grasp an understanding that the way we change peoples behaviour is by replacing perception with fact and this can be done through good communication.

- If it can be acquired?
- "Think globally – farm locally";
- 4 Key trends in agriculture;
  1. larger production units;
  2. consumer demand quality, safety, variety;
  3. environmental sustainability;
  4. changing information and technology. – ACCESS.

_Change is all we have – Amen_
The United States are in a very healthy economic position and there are two main reasons why.

Two things are different now than I have ever witnessed. They are:

1. Jobs are coming from small and medium size companies, not from the big "Fortune 500".
2. The kinds of jobs that are being created are so radically different. eg. There are 960,000 people involved in automobile production and 1.9million people involved in software production. Twice as many people in a field that 20 years ago there were none.

"If there is no struggle, there is no progress" – Frederick Douglas

Definition of community – not town – beyond town limit and structures

1. Basic Statistics
2. Basic Structure
3. Economy
4. Governments
5. Geography
6. Leadership
7. History
8. Realities and problems
9. Trends, patterns, values, etc.
10. Politics
11. Unique features

"A mind, once stretched by a new idea, never regains its original shape."

Oliver Wendall Holmes

Key Trends that are challenging the world and posing opportunities.

Global Reality
- The playing field is the world and globalization is not a passing fad.
- U.S. exports rose 112%, while the GNP rose only 25% between 1985 and 1994.
- Exports generated an estimated 5 million new jobs from 1985 to 1994.
- Changes to trade barriers

Technology and Telecommunications
- The new infrastructure is technology and telecommunications.
- Communities able to compete in the future will have fiber optic cable, digital switches, and ISDN lines.
- Incredible speed of uptake of technology. eg It took 30 years for radio to hit 50 million customers, television 13 years, and the internet 4! There are 100 million people on the internet and by the end on 2001, 300 million.
"We tell communities in the US that if they don't have a website then they need to go out of business - because, companies looking for a location for investment and entrepreneurs looking for new place in another State or rural area go to the internet first.

I was talking to a Vice President of a company who made a decision worth over $200 million based on a location need with information from the internet - he never even left his office.

Regionalism

- The boundaries of cities, shires, and states do not matter in the global economy.
- Regional cooperation facilitates capacity building, marketing, and serving customers primarily through public/private partnerships. eg I always gave a different response when I was visited by 5 people from a region, as opposed to one.
- Private sector is playing the key role.

"It doesn't matter where you are to communicate, distance is dead."

J Mac Holladay

Sustainable Development

- The commitment to meet the needs of the present generation without compromising the future is becoming the standard for quality development.
- Long-term view with quality of life as an important component
- Interdependence of the economy and the environment and the need for cooperation and community involvement

Workforce Preparation

- The number one economic development issue is the quality of the workforce;
- 44% of the nearly 12 million college students in America today are over the age of 25 and they are not there to get a sociology degree, they are there to get a knowledge in computer science;
- More new jobs require not only a high school diploma but also at least one or two years of technical training.

"Never be afraid to raise your voice for honesty and truth and compassion, if people all over the world in thousands of rooms just like this one would do this, it would change the world."

William Faulkner

"What has become clear to you since we last met."

Ralph Waldo Emerson

"You are the inventors of your future communities." – Tom Peters
"Change is happening faster than ever, you have 3 choices
(1) resist and die,  (2) accept and survive,  (3) create and dominate.
Create activity, never sit on the bench, be ahead of the parade"

Francis Tarkenton, AEDC Phoenix (6-3-99)

Dr Steven Covey – Seven Habits of Highly Effective People
1. Be pro-active - be responsible for your life;
2. Begin with the end in mind - how do you want to be remembered?
3. Put first things first - do what is important, not urgent;
4. Think win-win - have an "abundance mentality," seek solutions that benefit all parties;
5. Seek to understand, then to be understood - listen until you understand the other person;
6. Synergize - find ways to cooperate with everyone, value the differences among people;
7. Sharpen the saw - continually exercise and review the elements of yourself: physical, mental, emotional, social, and spiritual.

We learn a lot more when we listen than when we talk.

If mankind's history were a 30-day month, he would have:
- 29 days as hunter-gatherer
- 1 day agricultural economy
- 15 minutes industrial revolution
- 9 seconds information age

To get 50 million customers it took:
- Radio 30 years
- Television 13 years
- Internet 4 years

Now the internet has 100 million customers (1999) and it is forecasted to have 300 million by 2002.

Purchasing on the Internet
- 1998 $15B
- 1999 $26B
- 2000 $100B

"Success is a journey, not a destination – painful and lonely"

"What lies behind us and what lies before us are tiny matters compared to what lies within us."
What is really important, is who you are. It is all about what you do, not by what you say. It about what you think and what we do in our relationship to others.

"We are what we repeatedly do – excellence then is not an act, but a habit."

Aristotle

We should be in the habit of excellence. We should be in the habit of making this world the greatest it can possibly be.

EVERYONE BEING A TALL POPPY
Will you go away from this Conference changed?
Will you take greater responsibility?
Will you have greater dedication?
Will you see things differently from what you did?
Will you have greater zeal for your own life, for what you can do as an individual?
Will you see inequities and injustice and do something to make a change?
Will you go backwards or rest or embrace the past instead of embracing the future?
OR Will you just look the other way and walk on by?

Will you go away changed – taking greater responsibility - dedication, mission, zeal - all of those words - or will you look the other way and rest and embrace the past instead of the future – it is your choice?

It is your choice and it is purely up to you with what you choose.

Aristotle
John Naisbitt, *Megatrends 2000*

Such is the time of the parenthesis, its challenges, its possibilities, and its questions.

Although the time between eras is uncertain, it is a great and yeasty time, filled with opportunity. If we can learn to make uncertainty our friend, we can achieve much more than in stable eras.

In stable eras, everything has a name and everything knows its place, and we can leverage very little.

But in time of the parenthesis we have extraordinary leverage and influence—individually, professionally, and institutionally—if we can only get a clear sense, a clear conception, a clear vision, of the road ahead."

Robert Fulghum *All I Really Need to Know I Learned in Kindergarten*

All I really need to know about how to live and what to do and how to be I learned in Kindergarten. Wisdom was not at the top of the graduate school mountain, but there in the sand pile at Sunday school. These are the things I learned:

- Share everything;
- Play fair;
- Don't hit people;
- Put things back where you found them;
- Say you're sorry when you hurt somebody;
- Wash your hands before you eat;
- Flush;
- Live a balanced life - learn some and think some and draw and paint and sing and dance and play and work every day some;
- Take a nap every afternoon;
- Be aware of wonder;
- And it is still true no matter how old you are - when you go out into the world, watch out for traffic, hold hands and stick together

*Thank you very much,*

J Mac Holladay

*Suggested reading:*

*The Lexus and the Olive Tree* – Thomas Friedman

It’s about a fine automobile and the olive tree being about our place and our way of life. It’s a fascinating read. The books talks about globalisation and how it impacts our life and the conflict between the old and the new and how we are going to work it out, and move forward together. Friedman believes that not only can it be done, but it must be done.

I want to end with two closing paragraphs from two very different books. One quote is about the world and about what is happening to us and the other is about people. I believe they frame some of the possibilities and options available to us for the future.
Ashley Auld is a young farmer at Eneabba and was one of 14 participants in the 1998 Doing More With Agriculture Project in the Northern Agricultural Region which included a study tour to the US and Israel looking at rural development and agricultural innovation. It was on tour where Ash shared his passion to bring young rural people together in a place other than on the sports field or at the pub, and to provide opportunities for young people to lead a more fulfilling lifestyle.

Ashley also participated in the North Midlands Foundations for Leadership Course in February 1999 where he further developed his leadership skills. Now with the Doing More With Agriculture experience behind him and the Foundations for Leadership Course under his belt, Ash has taken on a new challenge to establish the North Midlands Young Country Club.

Young Country Club, What We Are About.
The communities in the North Midlands region are Irwin, Mingenew, Morawa, Three Springs, Carnamah, Perenjori, Coorow and Eneabba.

You may ask why implement such a program?
There were three main reasons for initiating the implementation of this program.

- To initiate community development;
- To provide the young and older people of the region with better life styles;
- To empower young people with the skills and confidence to lead the region into the next century, with fresh innovative ideas, to implement thus improving the economic and social well being of the region.

Although these are three separate issues the program is designed to approach all of them together.

By having social events on a regular basis we hope to increase social networks and basically allow people to have a good time. By creating this vibrant social community, we provide people with a better lifestyle, through greater social interaction.
As well as these social events improving the lifestyles of the existing population, we will hopefully change the perception of our city cousins - that is, that the country is dead. Why would you live in the country where there is nothing to do. Rather it would be, “gee you guys have a great time in the country, yeh, I’d love to live up there.”

Hence this brings us to the issue of community development. People will want to come and live in a vibrant social community where people enjoy their lifestyles.

Skill development days which the YCC will run, will be targeted at the age group between 18 to 35.

These days will be targeted at all young rural adults regardless of occupation, whether you are a farmer, mechanic, secretary, teacher, plumber and so on. Such courses which provide skill to a wide range of people include, personal development courses, Internet workshops, or more specific small courses such as TAFE courses would be provided in a large range of subjects.

There may also be some more industry-related courses such as agriculture which is obviously the predominant industry in the area. However these would be self funded, either by participants or industry related sponsors.

By empowering young people with better skills and confidence, they will then be able to go out and initiate new industries in their towns, creating greater economic wealth and employment in the region.

Hence not only will the region have a vibrant social community in the future which people want to come to the country and be a part of, there will also be jobs for these people.
Windmill Flour is a family owned business and sources the majority of its grain from the family wheat farm in Corrigin. This year over 6000 tonnes of grain was harvested, all of which was of a very high protein and grain quality. A large portion of this wheat is destined for the Asian noodle market whilst the remainder will find its way onto the Australian breakfast, lunch and dinner table.

In September 1999 Windmill Flour was chosen, together with a number of Western Australian wine, seafood and other food produce companies to showcase their wares in the renowned Selfridges foodhall in London.

Five varieties of Windmill Flour bread mix were available on the shelves and within 2 weeks, all of the Windmill Flour products ordered were sold out! Due to this favourable reception from the customers and the subsequent calls and emails from customers who missed out it has been decided by the Selfridges Board of Management that Windmill Flour bread mixes will be considered as a permanent feature on their shelves.

The reception in the UK has re-inforced what all our Australian customers have known for some time, that is, Windmill Flour products are in a class of their own when it comes to flavour, nutrition and overall quality!

A Taste of the Wheatbelt

A taste of the Wheatbelt is a new venture to be opened in Corrigin later this year. The purpose of the venture is to showcase to the local, national and international communities the wonderful products that are grown in the re-knowned WA wheat belt region.

The Café and bakery will focus on providing delicious cuisine incorporating local products such as warm marron rolls, lamb and rosemary pies, yabbie pies, gourmet chilli and olive preserves and other wonderful delights. The emphasis will be on clean, fresh and local food. A gallery will be established as part of the venture and will provide an interesting and diverse range of furniture, original art pieces, sculpture, ceramics and jewellery. A Taste of the Wheatbelt will be open 7days/week, 8am-6pm.

Due to several customer requests we have recently developed two new bread mixes containing 'potato'. These are: Potato, Onion and Herbs bread mix and Potato, Cheese & Herbs Bread Mix. Potato starch, (added to wheat flour in the form of a fine flour or dried flakes) results in a lovely textured and tasting bread. Potato Bread is particularly good with stews or rich meat sauces into which slices of bread can be dipped.

Susan Cormack and Brendon Grylls of Windmill Flour and Geraldine White of Corrigin.
Go Narembeen Progress Association, in conjunction with the Narembeen Community Builder 98/99 teams, have a vision, the effect of which will impact the social and economic development of Narembeen historically, whilst contributing to the agri-tourism industry in the eastern Wheatbelt region of Western Australia.

Narembeen’s vision for the Australian Farmer’s Hall of Fame will encompass extensive interactive displays outlining our nation’s agricultural heritage. It will acknowledge significant agricultural achievements /developments and the people who have contributed towards these. A specific hall will be dedicated to Women in Agriculture, Aboriginal Agricultural Heritage, Agricultural Company Heritage and Landcare Heritage.

Lecture theatres to host international, national and state conferences, an amphitheatre to host concerts, an art gallery featuring rural artists’ work, facilities for school camps, chalet accommodation, farming and landcare demonstration sites will all be incorporated.

A shopping mall is also planned to include an agricultural bookshop, wool product shop, bush tucker café, value added product shop, agricultural toy shop and souvenir outlet.

The time line for the development of the original Hall of Fame is five years with planning allowances made for the dedicated halls to be developed over the following five years without interruption to the main hall.

The vision of the Hall of Fame will come alive on Avoca Farm. Owned by the Shire, it provides a perfect site as it borders our town on the north and west perimeters and allows for the full development of the vision including farming demonstration sites.

With the dedication of the AFHOF Committee, support and funding from local, state and federal government and sponsorship from the agricultural corporate sector the project will materialise within the anticipated time line.

The philosophy behind the Australian Farmer’s Hall of Fame is to establish strong cultural links to preserve our agricultural heritage and in the process, acknowledge Australian farmers who personally or through their forebears provided the foundation for the nation’s economy. It is by highlighting the history of Australian agriculture that we endeavour to preserve our heritage and provide an interactive learning environment for future generations.

It is with pleasure that I share our vision with you on behalf of the Narembeen community. My aim has been to convey the excitement that we feel about this project, that has the potential not only to socially and economically impact our town and region but our state and country as a whole.
WORKSHOP PAPERS

1 GETTING THE MOST OUT OF E-COMMERCE OPPORTUNITIES

What is E Commerce and how can we benefit from it?
- Creating the e-commerce connection;
- What needs to happen in your community for e-commerce to flourish;
- Funding available to learn and set up web pages.

Facilitated by Stephanie Seymour


The E Commerce Workshop was online. This is an excerpt of the chat notes. For the full chat notes and other discussions since the Conference, please visit the Progress Rural WA website under Conference. Bulletin Boards have also been posted on the Progress Rural WA website.

Chat-progressrural.html;13-Aug-99 12:47:49 AMR oom E-Commerce

Michael@proxy: Hello welcome to OnlineWA first

NewNorcia@proxy: Welcome to ecommerce - we will be ready very soon.

NewNorcia@proxy: It is cold here so can anyone offer me a bowl of soup that I can buy online and get delivered here?

NewNorcia@proxy: Perhaps one of you may like to start soup-online.com.au??

Bremer_Bay_Tele: This is only the second time that I have used a chat room so pardon any mistakes please

New_Norca_Fi@proxy: hello Bremer!!

New_Norca_Fi@proxy: And who are we speaking to??

Bremer_Bay_Tele: It's cold here too - Terri Smart, coordinator speaking.

New_Norca_Fi@proxy: I will just briefly tell you what the format will be this afternoon. Stephanie Seymour will facilitate with Jackie Gill from Commerce and Trade speaking first. Kingsley Sullivan from New Norcia Wood Fired Bakeries will then provide an e-commerce example for us so stay tuned!

New_Norca_Fi@proxy: After Kingsley Sullivan we will have Grame Barty talking to us about e-commerce opportunities. Grame is from Harvest road Communications Pty Ltd. Kieran McCluskey, Bushnet Coordinator, will then talk on the Bushnet Program followed by a video on e-commerce national examples. Finally we will have Jackie Gill and Peter Ellery conducting an e-commerce Workshop. Please ask any questions as we go

New_Norca_Fi@proxy: Jackie Gill is now speaking

New_Norca_Fi@proxy: Key Points so far are - You can now make relatively small diverse activities into global farming activities with the advent of ecommerce. - Different types of job opportunities will now arise with ecommerce as you can work from anywhere in the world; how can we capitalise on this new environment?

bushie@proxy: Bremer, any ecommerce things happening down there??
On the website people can register for the bread lovers newsletter.

Having Australian distributors on the email is not a good thing for the website because as far as the other person you are just at the end of the PC.

Bremer_Bay_Tele: Who are the bakery customers?

The bakery customers are local and you can also put an order in through the Internet using your credit card.

In 6 years New Norcia has not spent one cent in advertising to the media! The primary reason for setting up the services that the city has by 2002 – online services. What is the service like in Bremer?

New_Norcia_Fi@proxy: Government realises the need for these technological services and Hendy Cowan has made a commitment that regional rural people will have access to the services that the city has by 2002 – online services. What is the service like in Bremer?

New_Norcia_Fi@proxy: The issue being posed is how am I going to make my business better by going online - it's a business planning thing and it will add value to your business.

Bremer_Bay_Tele: After quite a struggle we now have local call access to the Internet here in Bremer. We operate through Westnet in Perth and more and more clients are signing on.

bushie@proxy: Are people finding it useful yet?? At Bremer?

New_Norcia_Fi@proxy: If your business is online everyone can find you - however you still have to let people know you exist. The address of your web page must go out on all your written stuff. Jackie is now explaining the benefits of being online.

bushie@proxy: What is their project?

Bremer_Bay_Tele: A lot of people use the Telecentre to access job vacancies, seniors use the internet to access information about their activities etc. Several tourist businesses have web pages and email addresses.

bushie@proxy: are tourists using as well??

New_Norcia_Fi@proxy: How many people think security is a really big issue?

New_Norcia_Fi@proxy: Number one thing in doing a website is working out what your core business is and doing a business plan and then working out how an online site can assist your business. Anyone in Bremer interested in developing a website for their business?

__New Norcia Bakery__

_by Kinsley Sullivan_

Online Chat Notes:

Kingsley Sullivan is now discussing his bakery which has been helped by ecommerce. It is an area of business that is only just starting to grow.

The ecommerce site is set up as an individual part of the business with its own business plan. The address is on every letterhead business cards etc and it is advertised through journalists.

In 6 years New Norcia has not spent one cent in advertising to the media! The primary reason for setting up the website was to sell new Norcia nut cake.

Having Australian distributors on the email is not a good thing for the website because as far as the other person you are just at the end of the PC.

Bremer_Bay_Tele: Who are the bakery customers?

The bakery customers are local and you can also put an order in through the Internet using your credit card.

On the website people can register for the bread lovers newsletter.
The website actually led to a Singapore tour group buying 4 cartons of new Norcia nut cake by coming to New Norcia during their visit to WA

Kingsley first went to Aussie mail to get into the website development. Webcentral actually has a virtual store set up that you can use and see what you need and seek help from them. Webcentral is whom Kingsley now is with

Question is what happens to the money - Kingsley gets the credit card details and with an arrangement with their bank they ring for approval on the number. Bank say s that is authorised, you put the 4 digit code on the order form that says it is authorised and send that to the bank and the money is then transferred from their credit card account to your business account.

If anyone is going to London Kingsley is heading off for the trade promotion at Selfridges at the end of the month to promote New Norcia nut cake

Questioning the security of credit card usage over the net? Go to www.webcentral.com.au to look at information on securing sites also www.learnthenet.com and www.ecommercentre.online.wa.com.au will give you some good info on credit card transaction and security.

Kingsley has finished now and we are about to hear from Graham Barty about ecommerce opportunities.

Harvest Road

Presented by Grame Barty

Online Chat Notes:
Graham is the Managing Director at HarvestRoad Ltd

Charles Hamlin said the early wins and the web sites most likely to be responsible are those where there is a huge amount of information and it is always changing.

A new report released today by Jupiter - less than 10% of online commerce dollars in 2002 will be incremental means 90% of sales will be going onto the internet

If you don't take the trading base you have and convert to internet or internet capabilities you risk losing sales to internet-only merchants!

With the tools we have at the moment we will never get enough information out, we will never be able to print enough information. Hence the advantage of the Internet.

Talking about the new things which might happen in the home - such as the fridge being linked to your computer and automatically registering that people have taken a drink or food and re-ordering it - point he's making is that internet is more than just 'putting text up' it's a whole heap more - particularly with the emergence of new business applications.

First is business-to-business based

Says that reason most of audience here is female is that women understand the new methods of communications - and the effects that it will have on family - mostly good! Research shows that where Internet is in the home TV viewing goes down! Free to air TV companies a bit worried.

Graham is talking of impacts on business -
*Internet is equally advantageous and disadvantageous - there are winners and losers. Can be an extremely powerful tool for those who understand, but for others bad as they can be bypassed.

*Point Two: Levels of access to information previously not possible

*New levels of centralised control and access to manage this process

*Ability to involve "external" as well as "internal" contributors, create a "virtual private network"

*Provide public and clients the tools to self search and ORDER

*Business model benefits - cost savings, new revenues

*Enhanced local services combined with global reach.

Graham says transaction focus alone is not good - think about the other things such as the information and services, not just taking money. When you create your ecommerce capability think about it as you creating a retail shop - think about your clients and what they want and how you can service them.

Question: Interest in how to get your business registered on search engines.

Question: What is a search engine? Graham answered that's it just a big directory.

Question: Graham are the savings mainly in reducing overhead or creating sales?
Answer: From what Graham's said it's both - but it won't generate new business - most business is existing but you steal from other clients. And it will reduce overheads because of lessened distribution networks and more efficient logistics

Question: How do u get good at being seen on search engines like meta crawler Graham?

Answer: Peter Ellery noted that there are businesses which specialise in this type of registration. Sometimes it's just plain luck!!

Question: I've heard that only 16% of material on the WWW is shown by search engines is this accurate? Are we all wasting our time if its the LUCK of the draw?
Answer: You could be right but Peter is telling me that it's because many people don't register their sites to search engines, preferring to leave it to chance and their normal marketing programs. A search engine or crawler won't find it if it's not registered.

Question: How to search engines charge for listings? Is it number of hits or key terms or what?

Graham is now describing a number of businesses that have benefited from being on the Web

Graham is now discussing ecommerce portals and their potential capabilities, but the need for growth and where they'll go in future.

Mark_Pitts-Hill@proxy: more info on portals NN keep typing!!

bushie@proxy: yes NN!!

New_Norcia_Fi@proxy: I'm typing, I'm typing. Graham is saying that the local angle is critical - geographic and sectoral (business by business or retail type by retail type.) Being loosely referred to these days at Electronic Trading Networks.

Speakers are explaining what a portal is and the benefits of one
Questions are now about the Online WA Communities portal.

**Question:** NN how do you charge those connected to your portal?

No portals like "Albany Gateway" that is currently being developed jointly by ECU, ISA, OIC, and me for Great Southern Development Commission

**Question:** How are they charging for those connected to the Portal? Branding??

**Some general chatter**

New_Norcia_Fi@proxy: Jackie is explaining CHAT!!

bushie@proxy: chat?? what is chat?

New_Norcia_Fi@proxy: It is what we are doing right now

bushie@proxy: and what is on the screen??

New_Norcia_Fi@proxy: talking online using computers. everything we do is being projected up on a big screen for the workshop to see so don’t swear!

bushie@proxy: so with chat we could have an "expert" come on at a certain time and groups/individuals could discuss things like ecommerce new projects in Ag?? and we could hold meetings - a lot cheaper than plane fares/telstra conferencing!!

New_Norcia_Fi@proxy: Jackie is talking about what a portal is at the moment. A portal is just another web page, a portal links you just like a search engine is another website

Mark_Pitts-Hill@proxy: how can you charge for being connected to your portal by selling your branding??

New_Norcia_Fi@proxy: The best way to charge is to have your portal on a secured server behind a password then change for temporary passwords 2 week or months leases

Mark_Pitts-Hill@proxy: Is that a charge for viewing rights or branding rights?

New_Norcia_Fi@proxy: charging to view the portal

New_Norcia_Fi@proxy: As an example the southwest wanted a mall because it would help their buy local program. Most community portals are based around retail where all the shops sit

For example you can email using the local portal and say that the raspberry cheesecake is for sale this morning in your bakery so come down and get it now!

New_Norcia_Fi@proxy: Peter Ellery is now talking about the two portals that the Peel community has developed through grants. The Peel marketplace is online i.e. for example a florist is online from Mandurah as a consequence of these two portals being developed. It allows the florist from Mandurah to sell on the Peel Marketplace worldwide. The address for the Peel marketplace portal is www.peel.e-marketplace.com.au for your interest. first thing you need to do is create a business and then advertise it on the web- this is effectively e-commerce

**Question:** In electronic repairs satellite business, how do you get the people interested to look at a website for all the information rather than them coming into the shop all the way, say 50km?
Other topics discussed

- Where to go to get money and ideas for a small website
- Nungarin Community website
  
  Town of Nungarin is currently setting up own website. Can they ahve too many websites on their portal - No. If you get every community organisations or business you can put them all on the same portal and have Nungarin on line!
  
  For a town portal though it needs to be planned so it is not all over the place and people can access the different businesses without to much difficulut
BushNet

By Bushnet Coordinator Kieran McCluskey

Kieran is the coordinator of the BushNet Program.

BushNet's aim is to promote and showcase the very real value of communication and information technology to rural Western Australia, and the benefits they can have from being more technology and Internet aware.

BushNet will support rural communities by providing a series of programs assisting rural communities to develop a presence on the Internet.

BushNet will also provide a range of seminars aimed at showcasing a new and exciting rural technology ideas and product to the bush.

The BushNet website will enable all rural Western Australian to find everything and anything they need from one site on the Internet through it's easy to use navigational and search facilities.

On Line WA.

Presented by Jackie Gill, Project leader Strategic Directions, Office of Information and Communications, Department of Commerce and Trade.

Jackie Gill has a background in community development which she applies to her work in the Information, Communications and Technology industry. She spent six years in her own consulting business before taking up her current position a year ago. She has a long history of community development professionally and personally, having been involved in local government, the State arts scene, as a member of the Women's Advisory Council and a graduate of the Future Leaders Course. Professionally she is a journalist with consulting experience in marketing, integrated local planning and cultural planning. She was co-owner of one of the State's first rural ISPs (Internet Service Provider) and recently did a UK study tour looking at regional development and the Internet. She believes there are huge opportunities for regional WA in using communications technology and her work involves letting WA know how best to benefit from the opportunities on offer in the Information Age.

Jackie presented a large paper. If you would like a copy of this please contact Jackie at the Office of Information and Communications at the Department of Commerce and Trade.
Aims of the Workshop:
The purpose of today’s workshop is to explore together the ideas and experiences about what makes a community powerful and effective in meeting the needs of its members. What “good oil” can we bring to it? No one person has the answers. Collectively we can uncover them and often we must revisit them to make sure they are still right. This workshop won’t show you how to do it. It won’t give you anyone who can do it for you. It can provide the opportunity for you to collectively work with people from all over WA to discover some of the ways we can be, and are, working together. In this room, in our communities, in our regions and if we want, in our State and Nation. Indeed it’s the only way to work – together.

We will discover such things as:
- Community ownership;
- The importance of building the skills base in our community;
- Making leadership diffuse;
- Communication;
- Working with local Government;
- The importance of good “team” players;
- The impact of what’s happening around the community locally, regionally and globally;
- Taking responsibility.

We will hear from people in rural WA communities who are working towards the “well oiled” modus operandi and we will share our own experiences.

WORKSHOP OUTLINE (PROCESS)
2:00pm  **Introductions.** Write down your name and the community you represent here today. Stand up and move onto a continuum which runs from people who live in a well oiled community to people from a community which is stuck and need lots of “the good oil”. What can we see here?

2:15pm  Move into groups of 5, starting with the first group at one end. What does a “well oiled” community look like? Write down what you think makes a “well oiled” community. What are some of the challenges you face that impede the effectiveness of your community. Put them up. Open discussion. We will see desirable attributes and obstacles. There will be a need to refer to facts/factors causing these. Listen to some communities who are working in this area.

2:45pm  **Balingup** – Jane Manning SWDC will share what is happening in the community of Balingup. Here’s how a community can pull together to create a vital local economy and why it is working in Balingup.
Balingup is an example of the one of the most progressive small rural communities which has chosen to have some control over its destiny. It is working to create a vital local economy that will move into the 21st century.

Jane Manning will give a short presentation on the role of South West Development Commission in assisting Balingup to create a vital local economy. She will focus on the process from the community planning day to the provision of seed funding, expertise and networks.

Jane will address some of the key points that have enabled Balingup to be so successful.

Helen Christiansen will showcase Balingup. She will give a brief historical background on Balingup prior to the community planning day in 1988, touching on the priority projects identified and their subsequent progress.

Her presentation will focus on the annual Balingup Small Farm Field Day and its development over the past nine years. She will draw attention to the social and economic impact that has occurred from this project and how this event has assisted in making Balingup exciting and vibrant, and being in the forefront of community economic development in the South West.

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Showcasing a Successful Project

Balingup - A Decade of Revival

By Jane Manning and Helen Christiansen

The economy in the South West region of Western Australia has historically been based primarily on agriculture and forestry. Declining returns in both these areas over the past two decades has resulted in the evolution of two types of small towns:

- Towns which are remaining static and/or in decline; and

- Towns which are addressing the issue of economic renewal and have become centres of innovative and constructive developments. The people have been willing to diversify to stem the loss of wealth and population to the large centres, and to work towards initiating developments which promote a more diversified sustainable economy.

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The Corrigin Community Management Process

Corrigin Our Future Committee

By Wes Baker, Corrigin

Community planning in Corrigin has always been a priority. In fact in the last ten years we have held no less than three community planning workshops and prioritised ideas, plans and goals for our community.

In 1997 it was time to revisit yet again the priorities set and evaluate the progress. It was disappointing to note that none of the top 15 priorities set had been achieved. It was time to look at why we had allowed this to happen and to make sure we did things differently this time.

One reason we found for the lack of action, was that no specific group or person had been given the task of implementing the action plan for each topic. In fact no group or person could be held accountable for not achieving the projects.

We needed a new approach and we needed it to be a community endorsed and managed strategy.

What we did was elect a steering committee to investigate what our community needed. We took into consideration the many different stakeholders groups, the peoples needs, the administration of the community, past planning and the dreams and desires of the current population.

Through this we identified thirteen different stakeholder groups that made up the Corrigin Community. See organisational structure.

And each group was invited along to a weekly breakfast meeting where we explained the process and advantages of strategic community planning and management. Each group was then charged with the task of selecting one person to represent them on the Corrigin Community Management Committee.

This committee meets each and every Tuesday morning at 7:30 am. Our task is to oversee all new community planning and to help and assist people involved in action groups. New ideas are brought to this committee and our role is to ensure that the ideas are given every opportunity to be heard by the community and then resourced with the manpower or financial support they require.

Examples of new initiatives include an Occasional Day Care Facility, Our Telecentre, A New Multipurpose Telecentre Building, The Corrigin National Heritage Group (Info Tourism). Existing projects are given a boost along when ideas and innovation are lagging.

Bi-Monthly community meetings are held with the whole community involved in the planning and generation of ideas. The Corrigin Community Management Committee is accountable to ensure goals and dreams have every opportunity to become reality and that the future of Corrigin is both economically viable and socially vibrant.

COMMUNITY MANAGEMENT COMMITTEE (INC)

Objectives of the committee

1. To plan for Strategic Community Economic Development.
2. To mobilise community participation and ideas.
3. To generate positive thinking in the community.
4. To identify and recruit supporters and future leaders.
5. To establish and maintain community interest.
6. To develop an effective communications strategy.
7. To monitor and evaluate plans.
Making Your Community Work Like a Well Oiled Machine

J. MAC HOLLADAY, Market Street Services, Inc. Atlanta, Georgia USA

"CHANGE IS DEBILITATING WHEN DONE TO US, BUT EXHILARATING WHEN DONE BY US." ROSABETH MOSS KANTER

COMMUNITY DECISION-MAKING

Successful community decision-making is a process, comprised of three components.

1. Dissatisfaction with the status quo.
2. A shared “model” or “vision” for the future.

If any element is missing or done poorly, the decision will not be successfully implemented.

HARVARD CHANGE MODEL

Change = D x M x P

D = Dissatisfaction with the status quo
M = Model or vision of the future
P = Process or plan for implementation

The magic is in the multiplication:

\[6 = 2 \times 3 \times 1\]
\[0 = 5 \times 0 \times 6\]
\[280 = 7 \times 8 \times 5\]

COMMUNITY CHARACTERISTICS AND STRATEGIES

Community – Basic Components

Basic statistics, basic structure, economy, governments, geography, leadership, history, realities and problems, trends, patterns, values, etc, politics and unique features.

ECONOMIC DEVELOPMENT STRATEGY

- Enterprise/Small Business Development
- Existing Business and Industry Services/ Procurement
- Tourism/Film Development
- Downtown/Main Street/Historic Preservation
- International/Trade/Export
ECONOMIC DEVELOPMENT STRATEGY

- Quality Recruitment/ Commercial/ Industrial
- Retirement Development
- Sports/Recreation
- Minority Business Development
- Agri-business Development
- Regional Partnerships/Coalitions

COMMUNITY CHANGE PROCESS

There are eight basic steps when generating change within a community. These are:

Economic and Community Analysis

Where are you now? Structurally? How are the people doing?

Preferred Future

What does the community want to be? What would it look like?

Primary Goals

What are the primary goal statements that can take you there?

Strategies

What specific things need to be done to achieve the key goals? How is it organised?

Training

Is the community ready to do the work? Are the skill sets in place?

Implementation

Who is responsible as the “keeper of the goals?” Are the tasks assigned?

Benchmarking and Evaluation

How do you measure success? Who is keeping score?

Review and Rework

How do you change the focus over time?

SUCCESSFUL CHANGE MANAGEMENT

COMMUNITY CASE STUDY

CHATTANOOGA, TENNESSEE

- Any idea is worth exploring. At the beginning, all possibilities get a respectful hearing.
- Success will occur if we all sit down and put our heads together; that way, we can reach a common agenda.
- There must always be a specific, but open-ended, agenda for public participation.
- The collective good is always the goals, and that means the good of all citizens.
• Preventing future problems and creating systemic change are always priorities in the process.
• We always bring the best people in the country here to speak, advise and participate.
• When necessary, we visit other communities that have been successful to find out the nuances of how and why a solution worked there, and what to avoid.

DELRAY BEACH, FLORIDA

• Use realistic outside threats to get people focused on what they have in common.
• Don’t search for a “big fix” or wait for outside experts to solve your problems. Instead, focus your energies on small projects and existing resources.
• Make your early efforts visible.
• Cultivate decision-making processes that reward cooperation and include all groups.
• Facilitate solutions, but don’t assume problems.
• When your successes reach a critical mass, look for ways to tie them together.
• Don’t get so caught up in planning that you fail to recognize unanticipated assets.

TUPELO, MISSISSIPPI PROFILE

• 1940 - Lee County poorest county in Mississippi - family income $600 - 10,000 population;
• 1997 - 1,200 jobs for 12 years straight;
• 66,000 people / 52,900 jobs;
• 44 international companies;
• 18 Fortune 500 companies;
• #1 employer – Hospital;
• NE Mississippi Medical Center;
• Largest non-urban hospital in U.S;
• Poverty rate is half the U.S. average;
• 80% of children go to college - no dropouts;
• 3% unemployment - 2% among black males.

TUPELO, MISSISSIPPI COMMUNITY CHARACTERISTICS

• Most important trait in leadership is TRUST;
• The KEY is to see that things are connected together;
• People must believe it is in their best interest;
• Culture of “creating a community” - put community first NOT personal interests;
• Leaderful;
• Door openers, NOT gatekeepers;
• Leadership is creating an environment where (in which) others can maximize their talents;
• Change agents link with other change agents and focus on human resources.

PRINCIPLES OF TUPELO MODEL
• Local people must address local problems;
• Help people to help themselves;
• Leadership must be involved;
• Work from the top down and bottom up;
• Begin with the development of people: both leaders and constituents;
• Motivation to get involved;
• Financing the effort.

CHARACTERISTICS THAT UNITE SUCCESSFUL COMMUNITIES
• A commitment to unite for a better community and to put aside differences for the common good.
• "The hallmark of a civic community is the ability of the community to act together to pursue shared objectives."
• Researchers agree that organizations like the Rotary Club, the PTA, and other service organizations in which citizens work together to solve common problems are indicators of the health of a community's social infrastructure.
• Groups and organizations that facilitate trust and cooperation characterize communities with a strong social infrastructure; associations that unite people of roughly equal status and power.
• It is commonly accepted that while trust makes cooperation easier, it is not a prerequisite.
• The reality is that people will cooperate if they realize their self-interests overlap.
• Interestingly, the realization that they cannot get what they want without cooperation is an effective motivator. The commitment to work together includes both the acceptance of controversy and a participatory approach to community decision-making.
• Disagreements are healthy for communities; they encourage the thoughtful resolution of issues and ultimately are the basis for unity.
• Our circumstances do not generally appear overnight, they are brought on by decisions and choices over time.
• The same holds true for communities.
• Chattanooga's poor air quality did not just happen, instead years and years of steel production caused it.
• Tupelo's poor economic state was brought on by low education and lack of diversity in industry, among other things.

A willingness to accept responsibility for the way things are and the way things will be.

If you don't know where you want to go, then any road will take you there.
• Accepting responsibility is the first step in positive change.
• However, that acceptance must include responsibility for the past and also for the future.
• Without also accepting responsibility for the future, we are powerless to implement change.
The choice to open up the circle of power to new people and new ideas must be deliberate and continuing. Many times, these leaders worked selflessly to advance what they perceived to be the best interests of the community. But, as times have changed, so have the leaders. In the 1980s there were many struggles between the "good ol' boys" and the new leadership. The result was that the new leaders could stop things but not necessarily advance the community. In the 1990's we are seeing new collaborative leadership systems that are empowered by the entire community. By joining the best of the old and the best of the new, sound decisions are made.

Inclusion as a matter of practice becomes critical.

The choice to open up the circle of power to new people and new ideas must be deliberate and continuing.
A REALISTIC UNDERSTANDING OF THE CURRENT ECONOMIC SITUATION IN THEIR COMMUNITY.

Without understanding where you are in relation to your region, the State, the Nation, and even globally, it is impossible to accurately anticipate and plan for the future. In an era where the playing field is the world, competition is global, the new infrastructure is technology and the quality of the work force is the number one economic development issue, it is imperative that a community accurately assess its economic status, both past and present.

While the average elected official or citizen may feel that a community's economy is good, in reality, the percentage of unwed mothers may have increased 32% and the median per capita income may have actually decreased.

In this example, it is important that the community be aware of these trends so as to prevent them from spiraling out of control. It is also important that a community also understand its place in the region. The boundaries of cities, counties and states are shifting to practical partnerships across geographic boundaries. Old trends of competition are being transformed into programs based on cooperation and collaboration.

COMMUNITY ACTUALIZATION

INDICATORS OF SUCCESS

- Increase in median per capita income
- Reduction in teenage pregnancy
- Increase in high school graduation rate
- Number and rate of new business formations
- Reduction in the poverty level
- Increase in investment of existing businesses
- Steady population growth (in-migration)
- Community appearance

“The impossible just takes a little longer.”
Walt Disney
ADD VALUE SAYS EXPERT

ARTICLE FROM THE COUNTRYMAN 19 AUGUST 1999

Producers would have to look to their competitive advantages to make an impact on value-added markets. Professor John Chudleigh told the Progress Rural WA conference paddock-to-plate workshop on Saturday.

The workshop was one of nine to be held during the two day conference with farmers taking particular interest in the value adding chain demonstrated by three case studies from rural communities in WA.

Professor Chudleigh said he envisaged a move towards contracts from retailers because of supply, quality and continuity needs. “You have to narrow out the marketing chain to make it more efficient,” he said.

“You have to look for your key competitive advantages and you have to have something specific about your product.”
Most important of all was the sharing of growing, processing and marketing expertise as well as the trust and understanding that they have for each other.
53

The Paddock to Plate Workshop was On line.

Here is some text taken from the bulletin boards on the workshop. For a full version of the chat recorded at Conference and more discussion since August 1999, please visit the Progress Rural WA Web site under Conference.

Geoff Milne

<Picture>posted 13 August 1999 02:55 PM

Northcliffe has begun the process of investigation into what dairy products can be produced locally and then sold intrastate interstate and internationally. It is imagined this will be a high labour input production process as the chosen products are likely to be gourmet rather than compete with mainstream products.

At this stage there is much to do so anything at all from anyone of the net or at the conference will be able to make a contribution to this project. Got an idea? A product? A place? Let us know about it and maybe we can solve more than one problem.

Our reasons here in Northcliffe are simple. We want to guarantee the dairy farmers don't lose profits. we want to see them grow and prosper because then Northcliffe will be able to provide more jobs to those who need them.

This is also a bit of a touristic venture as the more people we can attract to Northcliffe for any reason at all will add to the common wealth of Northcliffe.

Have a great day folks.

IP: Logged

Simon Emmott

<Picture>posted 13 August 1999 03:25 PM

Northcliffe is seen as a clean and green area, so perhaps you could try organic or biodynamic dairy products. Due to the high rainfall there, you may be able to use reactive rock phosphate, instead of superphosphate.

IP: Logged

peter

<Picture>posted 13 August 1999 05:11 PM

Simon re: superphosphate, is that a big issue when going organic? if so, a full soil audit could show that the response you get from applying super, may in fact be a response to sulfur.

if this is the case, gypsum is a 'natural' alternative and shouldn't endanger the organic status of a property. side tracked a little...sorry, hope it's of interest :-)

1999 Progress Rural WA Conference Proceedings 53
MAKING THE MOST OF OUR NATURAL RESOURCES

- Utilising our agricultural land to maximise profits
- Is there more to farming than wheat and wool?
- Let's turn our problems to opportunities

Facilitator: David Beurle
Featuring: Tony Hiscock, Steven Birkbeck, Peter and Jill Bent, Pamela I'Anson

Aims of the Workshop:

- Showcase a range of innovative WA projects that are creating new business opportunities from the natural resources available in rural areas;
- Provide workshop participants the opportunity to test out their own ideas for new ventures against a panel of people who have had success;
- To explore the key lessons, pitfalls and opportunities in WA for starting new businesses in WA based on existing resources.

Essence of speakers was how they saw opportunities where others didn’t.
The processes they used and how they faced hurdles.

Better Managed Grazing Lands,
...the Gateway to Sustaining Profitability

Presented by Tony Hiscock

Tony Hiscock, as Manager of Alcoa Farmlands, is responsible for the major rural landholdings in WA for Alcoa of Australia. These total 17,000 hectares running 12,000 cattle, 7500 sheep and around 400 hectares for course grains. Additionally, Tony was responsible for the development of extensive land management plans and with their implementation, ensures a robust structure and direction to future planning of the Alcoa land resources. As part of that plan, recent years have seen the investigation and subsequent development of alternative land uses on traditional grazing areas, together with management initiatives based on sustainable grazing systems.
Tony has 27 years experience in agriculture and has covered many of its facets, both as producer and through his involvement in agribusiness. His mainstream expertise is in corporate property management, livestock breeding programs and agricultural project development at international and domestic levels.

We are a large beef breeding and grazing enterprise situated in the South West owned by Alcoa of Australia. As with any other production department of the Company are expected to make money. And yes, like all other beef producers we have been to hell and back over the last few years as a result of the prices obtainable for our product. But we endured, and it is a key management tool and the decisions we made using this tool, that enabled us to hold our head above water. This is what I will be talking on today.

Better managed grazing lands..the gateway to sustainable profitability - this is a statement of fact - at least it has been for our business

How did we arrive at this point? Around 6 years ago, I asked a very simple question

Do we want to ensure we have a profitable business for the long term?

Obviously the answer to that question was yes! But how could we be certain we would achieve it?

We have many stakeholders who are reliant on us as a business. Our employees and their families, our local community, our business associates and our customers, not to mention our shareholders.

To achieve this goal, we needed to ensure an increase in our long-term profitability.

Accepting this, I then sat down and identified the major factors within our business that would influence our long-term profitability, that is, those ones we had direct control over.

I came up with a short list, most of which, I am sure all of you have seen before, but I will briefly tell you what they meant to our business.

- Lower our costs of production - this didn’t mean reducing the amount of money spent on each hectare, but it does mean increasing our production per hectare
- Increasing our outputs 10
  - this is directly linked to the above point, requiring us to assess all the areas of our land holdings that produce product for our enterprise. Asking, where do we get the greatest return on our dollars invested and why? What alternatives or options do we have?
- Efficiencies - in this context, refers to how can we improve our day to day effectiveness through better, farm layout, access, drainage and so on that will lead to greater efficiencies within our operation. It also relates to methodology, asking if there are smarter ways of running the nuts and bolts or our operation.
- Adopting technology was a key factor. We need to understand and implement proven initiatives that would enhance our business, for example, implementing more sophisticated grazing systems, improving our herd structure, pasture management initiatives and the key aspects of natural resource management.
- We needed to identify our best land use. Were there other better suited land uses? We needed to open the door to diversification, which was somewhat of a turning point from our previous thinking, because we had never really challenged this aspect of our business.
- The absolute underpinning factor was, whatever decision was made for the future, had to be sustainable for the long term and ensure ongoing improvements in production and profitability. This factor alone was identified by some of our guys as being a major advantage over those farmers who would resist changing the management of their grazing lands.
But we run a traditional beef grazing enterprise and want to remain in that business.

Can we make sufficient changes to achieve our long-term vision and will the benefits be significant enough to justify making any changes?

We answered that question this way:

- We already had a clear vision of what it was we wanted to achieve, which in part includes; achieving excellence in the agricultural pursuits we are involved in.
- We had our mission which would give us the guidance and philosophies on how we were going to achieve our vision
- Our mission is in turn supported by a series of fundamental objectives that are measured to ensure our continued improvement

It was identified almost immediately, that in order for us to achieve the statements I referred to earlier, we were going to have to modify our farming and grazing practices.

This was a little unsettling to say the least, as we had so many complexities and considerations to make.

In order for us to effectively address the many components and underpinning principles of our properties and our business, we identified the need for a long-term land management plan. We needed a strategy, one that would give us a real structure and direction to work towards that would also integrate with our other business planning processes.

Having said that, it was equally important that we were able to identify what effects our future decisions were going to make, not only on our landholdings but on those of our neighbours as well.

Land Management Planning

Land Management Planning, where do we start? With 17,000 hectares of land, 14,000 cleared and a further 400 hectares of irrigation, the task seemed very formidable, to say the least.

When we started down this track, land management planning was looked upon as being a highly complex, expensive and time-consuming process.

To the contrary, we found it highly challenging and satisfying and also found that it does not have to cost the earth or be as formidable as it may first appeared. This is particularly the case, if you think a little laterally and rally the assistance of the resources available to us as primary producers.

Our first task was to identify our underpinning objective. What did we want to achieve? It was, to produce a plan that effectively coordinates land use management, combines productivity and conservation initiatives, and will add value and direction to the future development of the natural resources on all our rural landholdings.

What were the main aims of the plan going to be? Obviously these had to be compatible with the principles and different components we had already identified.

- We needed to investigate and convey a range of appropriate management concepts and directions that would stimulate further thought - either compatible with or as part of our grazing enterprise.
- We had to highlight farm improvements that would lead to increased sustainable beef production.
- Be sure to enhance the ecological values of each property, whilst also ensuring that they integrate with the concepts for increasing production.
- Where ever possible we wanted to introduce technological innovations into our farming system
- And of course, be sustainable. This meant identifying the concepts and methods for managing our agricultural land that does not compromise our natural resources. We accepted the fact, that the various components of the land interact with each other and therefore need to be managed together
Implementing the Plan

*We had developed our land management plan, so we now had to make a start.*

This was comparatively simple because all the essential components that we identified were linked to the plans overall structure by land management units, which are linked to the soil types of each property. This gave us the framework to enable us to prioritise the projects and developments for each separate location.

Land management plans are designed to be dynamic working tools, if not treated as such, they will collect dust on a shelf in someone’s office. Challenge them, research and implement the initiatives, review the results and refine them for your own specific situation as required. I assure you, this is a strategy that does work.

Some of our current land uses were challenged by the plan, so we further researched some of the issues raised, which have resulted in:

• actively investigating alternatives to traditional irrigation land use, we are currently trialing tea tree;
• the integration of farm forestry, plantations and wood lots into our farming system;
• the establishment of an aquaculture enterprise;
• and investigating different floriculture and high value horticultural opportunities.

*All of which will value add to our mainstream enterprise of beef production.*

A critical element for us is to ensure we keep up to date with technology developments and innovations that will enhance our future. Adaptation of controlled grazing systems, planting trees in recharge areas to control potential salt areas, understanding the role and importance of biodiversity, strategic use of shelter belts and commercial trees, drainage planning and water harvesting are just some of the initiatives we have implemented. Some of these initiatives addressing more than just one of the plans initial aims.

The timing for the completion of the original plan was to be over a 10-15 year period. Around 3 years ago I took the position that we should fast track some of the more critical elements - so some parts are in their last year - others will remain on track with the original plan. Essentially though, the timing can be managed to suit current economic pressures, technology advances, review processes or farming priorities.

The Benefits

We have been through the journey of why we developed a land management plan and how it should be implemented, but what were the real tangible benefits to us?

• We have increased our production per hectare, that is, we are turning off more meat per hectare, and additionally we will harvest timber, marron products and potentially tea-tree oil and high value horticultural products in the future. The plan has delivered immediate benefits and has also proven that diversification is possible in a grazing enterprise that will lead to increasing net profit over the longer term.

• We have maximised the land use of our landholdings. Our plan has identified alternatives or more suitable land uses based on our individual situation and made us challenge some of the traditional land uses we practiced for so long.

• Innovation is a key benefit - by introducing new enterprises, we have also introduced new ideas, methods, techniques and thinking patterns that make us look at our properties on a holistic basis rather than as individual enterprises.

• Our efficiencies of operation have improved immensely. There is greater interest and input from our staff, which has resulted in us doing things smarter. The change on the ground of the farms has also meant built in physical improvements.

• These initiatives are environmentally sustainable. We are protecting remnant vegetation, have a revegetation program, streamlining waterways, managing surface water run off, controlling nutrient
export, addressing erosion and potential saline issues. We are managing all the elements of our land resources together.

**Lets take a more detailed look at the benefits.**

**Benefits Review**

**Increased production per hectare**

- Simply by fencing off remnant vegetation and changing paddock shapes and sizes more suited to soil type, has enabled us to increase our stocking rates by 17% since 1994. A tighter grazing pattern was always an objective, so we introduced a semi ridged rotational grazing system.

- More recently we have introduced controlled grazing systems on portions of a property which has seen a further 40% increase above our already encouraging increase.

- We have also consistently increased our weaning weights over the last 5 years from a 270 kilograms average in 1993 to 315 kilograms in 1998. It is important to note that we have increased our stocking rates in conjunction with increasing calf weaning weights.

- We have created greater flexibility in our operation by:
  - introducing better grazing systems;
  - having tighter paddock subdivision;
  - better herd structure;
  - introducing diversification into our farming system.

**Maximise land use**

We introduced the initiatives of farm forestry and wood lots, which now cover a total of 2100 hectares. These are in the form of plantations, integrated tree planting’s, high value timber blocks, conservation belts, streamlining and shelterbelts which are compatible with our mainstream enterprise. The commercial planting’s will increase our long term net profit per hectare over our whole operation.

- Based on a 10 year rotation, timber offers high returns when looking at the realistic yields of 20 tonnes per hectare/per year. Gross margins of around $250 per hectare per year can be expected, with the timber readily forward sold to manage risk effectively.

- Growing timber to add value to an existing livestock enterprise has been good business for us and offers flexibility. Mainstream production is not the only alternative; there are a great many timber products suitable for differing land units that will compliment many farms, both from an environmental and financial aspect.

- The ecological benefits of introducing trees to the farming system are great and varied. As I have stated, we have pure conservation planting’s forming links to remnant vegetation stands, through to commercial plantations for hardwood production. All of which improve biodiversity, create pasture and livestock shelter, and help control salinity from recharge areas and assist with erosion control.

**Introduces Innovation**

Our land management plan also challenged our traditional use of our irrigated land, so we embarked on investigating alternatives.

- We decided on a tea-tree oil trial plantation that is proving very promising and is currently in its last year of a three-year trial. Currently, we are focussing on post harvest crop recovery, oil quality and yield. Based on our work to date, returns are estimated at around 150kg oil per hectare per year, with a gross return of around $45 per kg. Costs are about 35% of the gross return.

- We have also established a commercial marron farm with 10 ponds totaling 2 hectares under water. This year producing around 700kg of product at an average of $22 per kilogram. Costs are currently at 30% of gross. Stage three of this project is scheduled for 2001.

- We have also recently embarked on investigating other high value horticultural options that will further add value to our irrigated area.
Key Recommendations:

- Identify the direction that your farm, that is, your business is heading, and ask the questions that will help you assess the future lifestyle of your family, that of your employees, your productivity, your income, your after tax profits.

Summary

In closing, I would like to revisit the key recommendations and the major benefits that can be expected from implementing a robust and dedicated land management plan.

Improved Efficiencies

We have achieved much efficiency as a direct result of implementing a land management plan, by:

- Having smaller paddock subdivisions, allowing the introduction of rotational grazing systems and smaller mob sizes.

Being able to scrutinise our herd more easily thereby improving its structure. Husbandry tasks are now more simply completed due to the reduced mob sizes.

- By being able to utilise paddock areas more effectively, we have added a great deal of flexibility to our farming system.

- Having smaller more uniform paddock sizes, greater amounts of shelter, a network of laneways and corridors, better placed water points, predetermined gateways, and paying detailed attention to a range of specific criteria has streamlined our operations immensely.

- We are running a lot more cattle, introduced the diversification of other enterprises, implemented many environmental initiatives and are achieving this with less labour units than we had 5 years ago.

Environmentally Sustainable

The environmental issues were of overarching importance when we constructed our land management plans. There were several elements that were in need of being addressed, all of which had an impact on our own land holdings and potentially those of our neighbours, both immediate and at catchment level.

Much of our land is in the 800mm plus rainfall belt, so nutrient export is a very real issue for us. The tree planting, drainage, streamlining and pasture management initiatives we have completed and have planned for the future, will ensure a minimising of nutrient export from our land holdings.

Also, as part of the plan, there is a very detailed surface water management strategy. This has been instrumental in assisting with nutrient retention and with the water harvesting plans we have for the future.

Biodiversity has been significantly increased over the majority of our land holdings as a direct result of the plans' initiatives. This will help to ensure the sustainability of our total farming system, and enhance ecological land values as well.

Through some significant streamlining planting's we have been able to reclaim and preserve many of our natural waterways similar to the one pictured. Five years ago, this particular waterway was completely treeless, had very deep erosion problems and was infested with unwanted weeds.

Being sustainable, a phrase you have heard me use a lot. Yes true, but at the end of the day, whatever actions I decide to implement on our properties, I need to be absolutely positive that the choice I make is going to benefit of all the elements that make up our land and our landholdings.

Key Recommendations:

- Identify the direction that your farm, that is, your business is heading, and ask the questions that will help you assess the future lifestyle of your family, that of your employees, your productivity, your income, your after tax profits.
If some of the answers to those questions are not to your satisfaction, challenge the way you are going about your business of farming. Ask the hard questions, look for and focus for improvement in what it is you do and what it is you are trying to achieve.

Look at the land resource you have as a whole unit where it sits in the local topography, identify its strengths and areas that present opportunity. It is this resource that is relied upon to produce the products that provide our lifestyle, yet quite often is in need of the most repair. Effective natural resource management is critical for primary production to improve and develop and to enable producers to diversify in a profitable and sustainable manner. All this relies on one reasonably simple philosophy.... in order to preserve the integrity of our resources, we must understand the various components that make up this land of ours and manage them together for their own mutual benefit.

Developing a land management plan along these lines will provide you with a dynamic guide for maximising land use in the most appropriate manner, increase productivity to reduce your costs of production per hectare and increase your net income per hectare, to ensure your long-term profitability.

Planning a sustainable future for your farm, ensures your farming future.

Mt Romance

*Presented by Steve Birkbeck, Director, Mt Romance, Albany*

The rural crisis in the late 1980's prompted Stephen and Karen Birkbeck to diversify their existing beef operations and move into emu farming. In 1988 Mt Romance was founded to identify exotic compounds from indigenous flora and fauna, with the first emu oil based body care products launched in 1991.

It was very much a ‘kitchen sink’ operation, running their beef enterprise during the day, and focusing on product development at night.

Steve resigned as president of the Emu Industry, and in 1993 Mt Romance became incorporated with French company France Autruche to create a highly successful export range of emu oil based products.

In 1996 Mt Romance won the WA Industry New Exporter of the Year Award, in recognition of exports around the world of $5million worth of cosmetics.

Shortly after winning this prestigious award, the company had the opportunity to expand its operations and buy Australia’s most advanced essential oils complex close to Albany, which had been built by an Indian pharmaceutical company, Shalaks. In order to proceed, the Birkbecks sold their Denmark property and relocated to the Albany site in 1997, acquiring plant, stock and decades of international technology and an opportunity to re-establish an Australian sandalwood oil industry.

The company appointed Charles Burleigh, son of the Chief Chemist of Plaimar and world leader in essential oils, to re-gather the vital historical technology and use his chemical engineering and essential oils expertise to assist in this task.

A SWOT analysis was also undertaken to determine how Mt Romance could use the infrastructure, together with an in-depth examination of the world’s essential oils industry, and how the company could counteract competitive advantages of developed countries.

The state of the art facility was opened up for tourism shortly after the company’s relocation, and now boasts an international showroom, restaurant and the opportunity for visitors to view the essential oils extraction processes and the manufacture of cosmetics, bodycare products and perfumes. This innovative approach to the existing resource base has resulted in the dramatic growth of this new regional industry, with multi-million dollar institutional investment flowing in from BHP, AMP, Uni-Super and McQuarrie Bank, through Foundation Capital, together with a further $1million from European pharmaceutical interests.

Mt Romance has a guaranteed supply of 1000 tonnes per year of sandalwood for the next 10 years through a government contract with CALM. This, together with major investments will enable the company to set-up world class technology for sandalwood oil extraction and continue its commitment to support regional Australia. Ongoing research into the fractionation of Sandalwood oil to isolate specific compounds could possibly lead to the future use of younger, immature trees to pharmaceutical products and cosmetics.
The Birkbecks are now major shareholders and intend to float the company in 2003. This could mean millions of dollars for the wheatbelt area and provide ongoing opportunities for the rural industry to establish sandalwood plantations on salt-effected cleared land.

The growth of Mt Romance has evolved through the expansion of a family-based business into an institutional agri-business investment by identifying and grasping strategic opportunities. The Sandalwood vision was born through a rural crisis and developed as a means of coping with the emu industry’s collapse and the need to pursue another industry in order to survive.

The company’s major objective is to take a major share in the world’s fine fragrance industry with immediate opportunities available to enter this multi-billion dollar industry due to the global shortage of sandalwood (Santalum album). The majority of leading fragrance houses have already indicated a willingness to replace the album with West Australian sandalwood (spicatum).

Further aims include the establishment of pharmaceutical applications for sandalwood oil and to continue to develop value-adding technology for sandalwood oil and by-products with the Santalia brand, research and development and/marketing ventures with our raw material.

The success of the Santalia range was recognised when Mt Romance won the 1999 WA Export and Industry Award for Design.

KEY MESSAGES THAT EMERGED FROM THE WORKSHOP

- Think laterally – look for opportunities that may be right in front of you;
- The need for vision;
- Support local products;
- Establish a competitive advantage;
- Be passionate, be stubborn;
- Persevere;
- Prepare to make mistakes – but learn from them;
- Know your business;
- Know your limitations;
- Plan;
- Be adaptable;
- Believe in yourself!

Steve Birkbeck of Mt Romance with his wife Karin and three daughters Chelsea, Carle, Kristie and Staff member Carolyn Cortine
Creating An On-Farm Bottled Rainwater Business

Presented By Peter and Jill Bent, Mukinbudin, Karlonging Valley Rainwater

The idea for a bottled water enterprise just happened to fall upon the Bents. In the early 1980’s water had been pretty scarce at times as the Bents were not on scheme water and they needed the catchments on their farm for dams.

In 1981 a rock catchment was used for water for the house and surrounding paddocks and then in 1989 subsidiary scheme water came through. During the time of the rock catchment people often suggested to the Bents that their water was so good and why didn’t they try and sell it.

As time went by the Bents were constantly thinking of the need to diversify to earn an additional income to keep their sons on the farm. They looked at the idea of bottled water but didn’t know what to do or where to go for information. They then found out that the Health Department (HDWA) wouldn’t let them use the catchment they had as the bacterial levels were too high.

They looked for alternative information, approached the Small Business Development Corporation but their ideas were too costly to implement. Approached operators in Kalbarri who were very helpful and gave them ideas and information. The HDWA kept saying they couldn’t do it.

The Bents exhausted every possible means of finance and found no assistance. At the suggestion of the local BEC they spoke to local MP who saw the Health Department as the stumbling block. He then wrote to them and gave them a blast, which was not a good idea as it took the Bents two years to regain a good working relationship with the HDWA.

In that time the Bents nearly gave up but realised they had already spent money on the project so they were determined to make it happen. They did surveys and after a period of time were able to take enough money from the farm to start the enterprise.

They formed a catchment area in a paddock that was not being used and which was well away from the cropping areas and through a trail and error process they chose different materials to line the areas. They discovered that it pays to do it properly from the start and they learnt that they had to spend the necessary dollars to purchase a suitable material so they purchased a sheet of plastic to cover the formed catchment.

Chain of events:
- Initially the HDWA objected but after research they agreed.
- Built a shed, bought some second hand and reconditioned filtration equipment, tanks for storage, built a sweeper machine and scrubber to clean the plastic.
- In August 1998 gained approval from the HDWA to go ahead with the project and thus the product Karlonging Valley Rainwater was formed.
- Sell product throughout the Wheatbelt and have had 4 offers from Perth to distribute the product.

Unfortunately, the project took so long to establish our sons have since left the farm. $100,000 to be paid back to the farm (doesn’t take into account time and labour). Still have rock catchment – opportunity to grow olives, tropical sandalwood.

If you have done your calculations and you think it will work – don’t give up and hopefully it will work.

Lessons Learnt
- Persevere – don’t give up, don’t take no for an answer;
- Don’t scrimp on equipment, get good quality from the beginning;
- Know what you want, work hard and go for it;
- Watch out for the big players in the game!
- Value Adding Traditional Products From Farming
At a Better Business Marketing Innovation Workshop the idea came from the group looking at how to get some control over a locally grown product. The question was how to value add to an existing product.

Primarily farmers in the area grow wheat, chickpeas and canola. It was agreed to focus diversification on chickpeas and canola and then to identify a project, which was achievable.

The Workshop was split into two groups and one group looked at chickpeas and the other group looked at canola. The groups were to identify markets, develop a marketing plan and undertake a SWOT (strengths, weaknesses, opportunities and threats) Analysis and make a presentation to the whole group for consideration.

Some of the ideas that flowed from the chickpea group were:

- Chickpea flour
- Marketing roasted chickpeas i.e. Beauty products
- Gluten free biscuits made from chickpea flour
- Chickpea jewellery

The group decided to look at a market for chickpea flour, selling to an international niche market. A SWOT Analysis was undertaken and a marketing plan developed. The group’s vision was – To grow high quality chickpeas to sell to a niche market, community based, maintaining total control over the process. Markets were India, Asia, Middle East and UK.

The Canola group looked at:

- Massage oil
- Renewable fuel and lubricants
- Canola flour
- Suntan lotion
- Industrial lubricants

The group decided to focus on investigating a project based on production of canola based fuel. After undertaking the necessary research and analysis the vision for the canola project was developed – We will grow, research, manufacture and market canola fuel and lubricants as an environmentally friendly renewable fuel source.

The two groups then came together and after the presentation of both ideas the group decided that the project to further investigate was the canola-based fuel. The group then revisited the SWOT Analysis and Marketing Plan, making proper adjustments and considering the following issues:

- Understanding markets and market research
- Clarifying needs and expectations
- Competitors – who they are and what their strategies are
- Pricing, packaging, advertising, distribution, lack of marketing skills, unpredictable markets
- Selling the product
- Creating awareness
- Satisfying or exceeding community awareness
The group held a board meeting to formalise the group’s existence and commitment to the project. It was here that the major decision to trial the proposal was made. A social barbecue was organised for that evening and each person was set a task as part of the trial. Research was undertaken to identify materials and equipment required. That day it rained heavily and about 65mm fell from 6pm till 6am the next day but despite this the group still turned up and the barbecue was moved indoors. The task preparations were completed by midnight and ready for trial the next morning. Next morning all returned to trial the process on a number of engine types, which proved successful.

The group then held an innovation workshop where they focused on the potential for the project. Part of the workshop was to action and delegate what to do from here and look at funding options. It was agreed that an application be submitted to Progress Rural WA for a feasibility research program. Advice is still awaited as to the outcome of this application.

Unexpected Bonuses from process

- The group was talking to one another with a purpose and they could share experiences;
- Relationships with neighbours were enhanced – they could be more open and honest with each other;
- There had been bonding within the group - people could come together with a common thread;
- There had been a positive impact on the group, which in turn will create an enterprise.
Community Foundations and Economic Development

*By John Croft, Regional Development Division, Department of Commerce and Trade*

An excerpt from a paper titled, Community Economic Development, An Integral Framework For Local Action presented by John Croft. For the full paper, please contact John Croft at the Department of Commerce and Trade.

### THE CONCEPT OF COMMUNITY ECONOMIC DEVELOPMENT

What is Community Economic Development? Community Economic Development (CED) is comprised of three elements

1. **COMMUNITY**: is derived from the words
   
   - **Com** = with, or together (Latin)
   - **Munis** = exchange or changes that link (Indo-European)
   - **Ity** = small or local (from -ette, Old French)

   Thus community can be defined as “the local links that tie a locality together”

2. **ECONOMIC**: is derived from the words
   
   - **Oikos** = household (Greek)
   - **Nomos** = management or stewardship (Greek)

   Thus economics can be defined as “the collective stewardship of all our households”

3. **DEVELOPMENT**: is derived from the words
   
   - **De** = to remove, free or liberate (Latin)
   - **Volupe** = those thinks that limit or tie us down (ancient French)
   - **Ment** = a thoughtful process of (medieval French)

   Thus development can be defined as “liberating us from those factors that hold us down”.

Putting these concepts together thus creates a definition for Community Economic Development as follows:

“Community economic development is the process that, through collective effort, enhances the exchanges that tie communities together and frees them from those things that may limit their opportunities in the future.”
In other words, CED provides communities with a set of tools they can use to create a better future for themselves. CED is about communities utilising their human, physical and financial resources to maintain or enhance local development opportunities and their community’s quality of life. It has become a valuable process in creating employment, developing economic sustainability at the community level, and actively involving people in the decision making of their society.

THE SCALE OF COMMUNITY ECONOMIC DEVELOPMENT

Unfortunately, community is a word much abused in our society. It has some of the ring of a “motherhood statement” that will usually lead to general agreement in sentiment, without much critical thought about what it means. Politicians talk about “the community of nations”, or “the Western Australian community”, but these are not really communities at all in any real sense. Communities are found at a particular scale in the hierarchical organisation of human groups, as follows.

It is clear that the people who cope best with rapid change are those living in supportive and caring communities, people who have a collective “support network” to supplement their access to needed resources. The communities that cope best with rapid change are those that have some clarity about where they have come from and an agreed consensual vision as to where they are going.

Professor Ron Schaffer has suggested that making successful adaptations was most successful in communities that had shown:

1. A healthy frustration with the current local economic situation.
2. A willingness to experiment in developing innovative local solutions.
3. A support for those taking action to make things better.
4. A high level of ongoing community discussion and participation in the above.
5. A celebrated track record of successfully implemented achievements.

Community Economic Development literature suggests that CED approaches cannot be imposed from above. They need to be developed from below in order to be successful. Practitioners therefore need to be particularly sensitive not to impose their ideas upon a community.

At the same time, many influences are “top down” by nature. The global economy, international trading blocks and national government decisions do have a huge effect on the viability of local communities. CED
is an approach that, whilst encouraging and building capacities for community mobilisation to undertake its own development, can and does use the resources provided in top-down development programs for the benefit of the locality. The issue is how top-down strategies can be coordinated with bottom-up initiatives for the benefit of local people.

Thus Community Economic Development is vitally needed to ensure that any development project really meets the needs of the local people for whom it is intended. Given our present reality, what can Community Economic Development can do many things. The rest of this paper will focus upon what ways can CED strategies and perspectives help.

THE ELEMENTS OF COMMUNITY ECONOMIC DEVELOPMENT

Factors like technological change, economic and financial globalisation, resource depletion and environmental awareness are increasing the rate of change in local communities in ways they have not experienced before. For local communities to cope with, and benefit from these changes, they need to:

- Foster creativity and innovation
- Be flexible and adaptive
- Be cohesive
- Encourage diversity and enterprise
- Provide resources for maintaining economic viability of the community
- Maintain ecological sustainability and prevent loss of biodiversity
- Become more resilient to any buffeting from future shocks.

WAYS OF LOOKING AT A COMMUNITY’S ECONOMY

There are two models that can help illustrate community economics and their role in Community Economic Development.

MODEL 1: THE THREE LAYER CAKE WITH ICING

At its most fundamental level, the community economy resembles the ‘layer cake’ model offered by Hazel Henderson in her book Paradigms in Progress. Modifying Henderson’s work, we suggest that:

1st Layer: Represents the natural ecology. Although considered ‘external’ to conventional economic analysis, this part of the local economy functions to keep water drinkable, soils fertile and air breathable. It is the basis of all wealth, it recycles all waste and is the source of all life, including human life. Loss of topsoil through erosion, increasing salination of ground water, loss of biodiversity, species extinction, spreading desertification, and toxic pollution all stem from inadequate care of and attention to a community’s basic layer of wealth.
2nd Layer: Resting on the first layer is the non-monetarised domestic and community economy. This level includes all unpaid family child-care, domestic care of the elderly and infirm, home preparation of meals, family care of the sick, and voluntary work in the community. The Australian Institute of Family Studies suggests that this sector may be as large as the total Gross Domestic Product (GDP) of all monetarised transactions in Australia each year. The ‘health’ of this sector, while also seen as ‘external’ to conventional economics, has a great impact upon the quality of life in each family and each community. Rising crime rates, increasing divorce rates, problems with the care of the intellectually handicapped and the elderly all stem from a lack of attention to the ‘wealth generated by our community voluntary domestic economy.’

3rd Layer: Resting on these first two layers is the total monetary economy. The size of this layer measures the volume of all economic transactions within a year, as conventionally measured by economists, in the case of a country, as the GDP. The size of this layer, however, may be understated, as a number of transactions may be for cash as a part of the underground economy. The growth of this layer of the cake is what is usually regarded as economic growth. It includes the total value of all wages, salaries and subsidies (WSS) in the form of profits, payments of interest, and rent, as well as the gross operating surplus (GOS), or those economic transactions required in order to produce the wages, salaries and subsidies. The GOS would include the costs of all raw materials, repairs, depreciation on equipment and plant and other non-wage and factors of production.

The Icing: The icing on the top is the total amount of all government expenditures. Levied upon the monetary system as taxes, government spending provides an attempt to compensate for the weaknesses at other levels of the economy. For instance, community services spending on unemployment benefits, one of the fastest growing categories in recent years, is largely raised to compensate for growing inadequacies in Layer 2 of our cake model, to deliver jobs and an adequate income to all residents. Water treatment, dams and pipelines may be a result of the inadequacy of Layer 1 to meet the needs of a local population from local water resources. Government spending on roads, public transport, and other infrastructure assists the growth of the 3rd Layer of the monetary economy, by providing services which perhaps they could not otherwise afford. In most national economies the government spending represents about a third of the gross national product, although this varies widely between regions and from community to community.

A healthy economy is one in which positive developments in a layer of Henderson's cake are linked to positive developments in other layers. For example, certain economic developments could enhance environmentally sustainable development; and more responsible use, care and conservation of natural resources would result in a stronger local community, a greater local income and increased government spending in the local economy. An unsustainable ecology is one where economic growth at another layer of the cake is at the expense of the local ecology or of social capital. Declining primary productivity, increasing dependence upon raw materials and resources (not controlled by the local community), wild swings in productiveness, or plagues of insects or other pests, or a growing concern about environmental health problems could all be the result of unsustainable development. This determines the fundamental carrying capacity of any local environment. When populations or levels of consumption exceed the carrying capacity of a locality, it is only sustainable over the medium-to-long-term by subsidies from other communities, which in turn reduces their own carrying capacity.
MODEL 2: THE LEAKY BARREL MODEL

A second model of the economy concerns the exchanges found only at Level 3 of the three-layer cake model, although it could, if wanted, be extended to other layers of the cake.

CENTRAL TO THE PROCESS OF LOCAL DEVELOPMENT IS THE "LEAKY BARREL MODEL" DEVELOPED BY THE ROCKY MOUNTAINS INSTITUTE IN THE USA.

Fig 4: (left) Capital flows for the individual

Each person in a money-based market economy can be likened to a leaky barrel (see Fig. 4). Your level of personal wealth is determined by your income, or the water flowing into the barrel and your expenditure, shown as the water flowing out of the barrel. To have more money you can get the level to rise by pouring more 'water' into the top, or plugging up some of the holes in the bottom.

A community economy, as Amory Lovins of the Rocky Mountain Institute shows, is like a barrel full of barrels (see fig 5). Our barrel full of barrels has an income, and an expenditure, and the wealth of the whole community is determined by the difference in these amounts. In the community's case, however, there is an added factor that influences its wealth - the number of hands that each dollar flows through on its way to the holes in the bottom of the barrel. If each dollar only flows through three hands, it is not touching many people in that community.

Fig 5: (left) Capital Flows in a Community Economy

Community economies have only three sources of finance, or water flowing into the barrel:

- The wages, salaries or subsidies generated from the sale of goods and services (including labour) to people outside the community.
- Government transfer payments for local projects, social security or public works.
- Loans, credit or investment from financial institutions.

Community economies also have three 'sinks' for finance.

- The cost of purchases of goods and services from other communities.
- Taxation of this community by outside authorities.
- Outgoing profits, interest repayments or deposited savings loaned to other communities.

Three solutions
Community Economic Development projects offer their host communities a chance to remedy imbalances between the money coming in and money going out. For instance, regarding income for the community:

- programs can help attract increased capital inputs through greater tourist spending, or through generating a local service manufacturing or retailing base for goods and services exported to neighbouring communities.
- programs can help increase State or national government spending within a local community by capturing a greater percentage of available government transfer payments.
- programs can help increase the capital inflow of a community through its access to loans or investment funds.

Regarding expenditure, CED programs can help plug major leaks from the community barrel, as follows:

- programs can, through import substitution, encourage the development of local suppliers or goods or services normally purchased from other external communities.
- programs can help ensure that local investment and local loans are raised from local capital surpluses, not from banks, investors or financial institutions external to the community, who extract profits or interest repayments.

The third strategy available to community projects is to increase the retention of local turnover on each dollar spent, ensuring that it travels through as many sets of hands as possible on its way through the 'barrel'.

For instance, consider the following figures

<table>
<thead>
<tr>
<th>80c in the dollar leaves the community</th>
<th>50c in the dollar leaves the community</th>
</tr>
</thead>
<tbody>
<tr>
<td>1st purchase  $1 spent</td>
<td>$1 spent</td>
</tr>
<tr>
<td>2nd purchase  20c spent</td>
<td>50c spent</td>
</tr>
<tr>
<td>3rd purchase  4c spent</td>
<td>25c spent</td>
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<tr>
<td>4th purchase  1c spent</td>
<td>12c spent</td>
</tr>
<tr>
<td>5th purchase  6c spent</td>
<td>6c spent</td>
</tr>
<tr>
<td>6th purchase  3c spent</td>
<td>3c spent</td>
</tr>
<tr>
<td>7th purchase  2c spent</td>
<td>1c spent</td>
</tr>
<tr>
<td>8th purchase  1c spent</td>
<td>1c spent</td>
</tr>
</tbody>
</table>

Total: $1 generates $1.25 in 4 purchases $1 generates $1.99 in 8 purchases

By keeping another 30c in the dollar in the community, the net value to the community of all possible transactions is an extra 74c, with an additional four sets of hands the dollar flows through in the community. This has been achieved through no additional increase in net resources (only $1 was spent in both cases).

**CONCLUSION**

To conclude this discussion of the issues that are central to the process of Community Economic Development, I will illustrate with a joke.

Once upon a time there was an aging KGB agent who had been working in Ireland for many years. A decision was made to allow him to retire and he was given three months notice that he would be replaced by a new spy.
So back in Moscow an intensive training programme was begun to train a new spy. He was taught how to
live like an Irishman, speak like an Irishman and even think like an Irishman! At the end of the three months
training he was bundled into a plane with his parachute and given these final instructions:

"Once you land you are to find the retiring spy as soon as possible. His name is Paddy O'Sullivan and the
password is 'the brown cow is in the field' to which he will reply 'the milk is in the bottle'."

He lands, hides his parachute and sets off down a typical Irish countryside laneway. Fairly soon a man
driving a horse and cart came trundling along the lane. He stopped and asked the new spy where he was
going. The spy said "I'm looking for a friend of mine who lives in these parts. His name is Paddy
O'Sullivan."

The old man laughed and said "well you're in the right place because there are hundreds of Paddy
O'Sullivans in these parts! There's Paddy, the butcher; Paddy, the baker; Paddy the priest; in fact my name is
Paddy O'Sullivan!"

The spy was a little taken aback but decide that he needed to start somewhere so cautiously said to the old
man

"The Brown Cow is in the field" to which the old man laughingly replied; "well that'll be Paddy the spy you
be looking for!!"

Moral of the story:
It doesn't matter how much training, planning and research you do from
places like Moscow, Canberra and Perth...Local people are the only ones
who can adequately plan for local conditions.

CUNDERDIN COMMUNITY-SHIRE PROJECTS

Presented by Graham Cooper

Preamble

The Shire of Cunderdin includes the townships of Cunderdin & Meckering. The Shire population is 1500
people, with 150 farming enterprises operating within the Shire. Located in the central Wheatbelt, medium
rainfall zone, the main farming enterprise, is cropping. Most local farmers run a wheat-lupin rotation with
canola fast becoming the third component of the local rotation. Sheep enterprises are still run by a few local
farmers. We are a farming based community with all local business enterprises linked to agriculture. The
main exception being the large exclusive Brethren community.

Community Trust History

Prior to 1969, the local hotel was a community owned establishment. Following the Meckering earthquake
in 1969, the hotel was sold to the Swan Brewery. The money for the sale of the hotel was placed into the
"Cunderdin Community Centre Trust”. The trust was vested in, and administered by the Cunderdin shire.
The money could be spent within the local community provided the expenditure addressed broad community
needs based on health, education, recreation or sport. The amount vested with the trustees had not been used
up until March 1998.

Three years ago the shire floated the idea of using the trust funds to help finance a recreation centre. This
debate divided the population fairly evenly with the motion to continue with this project being narrowly
defeated at a well attended public meeting.

This defeat and the desire to put together some long term strategy for future developments and a need to
obtain a better return on the trust funds leads me to the current projects.
Trust Fund Investment

In March of 1998 the Cunderdin Shire purchased 254 hectares (628 acres) of prime farming land near Bulgin Rock just south of the great Eastern Highway, midway between Cunderdin and Meckering. The land was purchased using $186,000 of the trust fund and taking out a $100,000 mortgage against the land purchased. The mortgage and interest were to be repaid out of the cropping proceeds over a maximum of 10 years. In this way the ratepayers were not required to contribute to the land purchase or mortgage repayment.

Why take on this project?

- Low return on trust funds – interest only
- Community criticism
- Need to boost funds available for future developments
- Issues arising from the recreation centre debate
- Agricultural community expertise best bet for investment
- Small country towns finding difficulty in attracting Government funds
- Bush race projects

Current Community Projects

Once the land was purchased (an initiative of the Shire Council) the community became involved with two key projects both involving the Bulgin Block. These are the Community Cropping Project and the Bulgin Bush Races.

1. Community Cropping Program

Following the purchase of the land at Bulgin the shire appointed a committee to manage the farm and the cropping program on behalf of the “Cunderdin Community Trust Centre”. The management committee is made up of 5 local farmers 2 local businessmen a council rep.

The committee is responsible for all management activities on the Bulgin farm covering the full cropping operation, donations, all crop finances and liaison with bush races committee regarding site issues and fees. In 1998, our first cropping program was completed with all costs, inputs, machinery and time being donated by the community. At the end of the season we had to cover costs of $2,500. The 1998 cropping program returned a gross income of just under $40,000. The donations allowed us to have a nett margin of $40,000 less the $2,500 cash payment at the end of the season. After paying the mortgage, interest rates and set up fees we were able to return $20,000 as profit to the trust fund in our first year.

The 1999 program covers 100 hectares of Carnamah wheat, 90 hectares of Merrit lupins and 30 hectares of Karoo canola. The area taken up as the bush race site is around 35 hectares. Once again all the inputs for the 1999 program have been donated by the local community and we are expecting a slightly better return than last year.

2. Bulgin Bush Races

The Bush Race Committee runs the race day and site. Members of the farm management committee are not on the Race Committee. The concept and site has been developed by locals in their LATE 20’S AND 30’S. They are a very dynamic group who have motivated and involved most people within our community. The idea was a flow on from the Kulin Bush races and is set up to work with the Kulin Day not against it. The committee spent a lot of time with the Kulin group in a successful attempt to get things right.

Communities busy-bees were run during 1998 to establish a track, clean up the site, set up camping sites, toilet and catering facilities. All local clubs were asked to support the project and when their support was offered (given by all who were approached) the committee delegated jobs, set the conditions, times, what to supply and charged an entry fee for their support (no free or concession list).

The inaugural Bulgin Bush Race meeting was run on the 20th of October 1998 on a miserable, wet, cold and windy day. 1200 people attended the day which returned the race committee a profit $15,000. This was an outstanding effort where most of the local population contributed to the day in some way. The race
committee controls their own funds and can direct money to local projects of their choice. They can donate the lot to the Trust Fund if they choose but are required to return 10% of their profit margin to the Trust Fund. I believe this project will show rapid growth and substantial increases in returns over the next 2-3 years.

The next meeting is set down for Saturday the 16th of October 1999. The best challenge I can put to you today is that you attend the next meeting and experience the success for yourselves!

Summary

There is no secret formula. To motivate your community will be a hard slog and it will be left to a few to motivate the rest. The secret is to find people capable of the job and to make sure they obtain the support required to keep them going.

The Key Issues are:

- Ideas – cultivate discussion and debate on ideas, until you find the idea that suits your group, consider;
- Committee – Organise a committee that supports the concept, where all members are action people or the doer’s;
- Shire support – In all country areas you need shire support. You may be surprised as to what they can do for you. Don’t knock them, challenge them with constructive ideas;
- Community support – Is essential for these types of projects. The challenge is to find the best way to involve and motivate your community;
- Thick skinned and pushy – You need to be able to take criticism and heaps of flack, but keep objectives in mind and push the team to that end;
- Unity and fellowship family picnics;
- Aim for good PR and media coverage for community and Shire;
- Substantial growth in Community Trust Account;
- Potential to provide Local facilities;
- Ability to access Government funds-grants;
- Celebrate your achievements!
Getting the Best Out of Your Community’s Strategic Planning Efforts

Presented by J Mac Holladay

Overview of Presentation

1. Economic and Community Analysis
   Where are you now? Structurally? How are the people doing?

2. Preferred Future
   What does the community want to be? What would it look like?

3. Primary Goals
   What are the primary goal statements that can take you there?

4. Strategies
   What specific things need to be done to achieve the key goals? How is it organized?

5. Training
   Is the community ready to do the work? Are the skill sets in place?

6. Implementation
   Who is responsible as the “keeper of the goals?” Are the tasks assigned?

7. Benchmarking and Evaluation
   How do you measure success? Who is keeping score?

8. Review and Rework
   How do you change the focus over time?

BUILDING BLOCKS OF RURAL DEVELOPMENT

Economic development occurs when wealth is generated and locally reinvested to sustain future productivity which in turn will provide an improved quality of life.

BUILDING BLOCKS OF RURAL DEVELOPMENT

Economic development is part of a larger process, the process of community development. The attributes of a well-developed community - effective schools, access to quality medical care, ample opportunities for productive work, good roads, clean water, public safety – are both a by-product of positive economic performance and a foundation for future prosperity. These are the true measures of economic progress.
KEY INFLUENCES/TRENDS

- Globalization
- Technology and telecommunications
- Shift to service industries

4 BASIC “BUILDING BLOCKS”

1. Business development
2. Workforce development
3. Physical infrastructure
4. Social infrastructure

Key Transitions for Development Success
FROM an emphasis on:
- Growth as a goal
- Job Quantity
- Low skill, low wage labor
- Traditional infrastructure
- Human services as peripheral to development

TO an emphasis on:
- Development as a goal;
- Job quantity and quality;
- High skill, high value labor;
- Traditional plus emerging infrastructure;
- Human and social services as integral to development.

CHARACTERISTICS OF SUCCESSFUL COMMUNITIES

Acceptance of Controversy
Successful communities are willing to “agree to disagree” and bring problems into the open for discussion.

Ability to Depersonalize Politics
In small communities, where people know each other, people sometimes have difficulty separating personal and professional matters. To be successful, a community must focus on policies, not people, and must stick to the matter at hand.

Surplus Income to Invest
A successful community will set aside some funds for progress and not use everything on basic necessities.

Willingness to Take Risks
Communities must be willing to take risks in investing money. A willingness to invest private capital locally can strengthen community efforts.
Ability to Define Community More Broadly

A successful community will reach outside itself to the surrounding communities, the region, the state, and even the world. Communities must realize they are part of the global community and that partnership within the region and the state can provide benefits locally.

Network Ability

Because small communities lack resources for all they need to do, they must reach out to surrounding communities and to other levels of government for cooperative ventures.

Emphasis on Academics

Academic excellence and the support of outstanding teachers and educational programs is critical for rural areas.

Flexible, Dispersed Leadership

Leaders must think of the future and include all parts of the community in their deliberations. They must welcome new people and ideas, even if the ideas are not used. To be truly successful, many people in the community must participate in governing.

MAJOR TASKS OF IMPLEMENTATION

Task 1

Identifying the major stakeholders who should be consulted and, if possible, enlisted in developing strategies to achieve the goals. (A stakeholder is any person, group, or organization that has an interest in the outcome of the plan.)

Task 2

Making the achievement of this goal worthwhile to these stakeholders by describing clearly the goal and how achieving it will improve your community -- and benefit individual stakeholders.

Task 3

With stakeholders' participation, identifying the programs presently at work in the area each goal means to affect -- along with their resources (people and dollars) these programs command.

Task 4

With stakeholders' participation, doing a "gap analysis" that identifies the programs that should be continued, those that should be changed, and new programs that should be started in order to achieve each goal.

Task 5

With stakeholders' participation, describing an overall strategy for accomplishing the goal, identifying near- and mid-term actions, establishing measurements, identifying potential resources and assigning responsibilities.
Ballidu Contemporary Art Society Inc.

By Pamella Toster

Pamella was born at Dalwallinu, but has lived most of her young adult life in Perth. In 1990 Pam returned to Ballidu to work the family farm with partner, Peter Phillips. Now she is very involved in Community affairs, and interested in the arts, heritage and the sustainability of our small rural communities. She is the President of Ballidu Contemporary Art Society Inc and President of Ballidu Progress Group Inc.

A story about the development of a fine art gallery in a small country town.

Established by an interested group of five, now nine, with the help of a great building, a professional artist and a willing community.

Aims of the Society include;

- To show fine art exhibitions
- To develop an artist in residence facility
- To enhance and add interest to our own community
- To create a cultural awareness

The Ballidu Contemporary Art Society was established in October 1992 and the Ballidu Lodge Art Gallery had its first exhibition in 1993.

Since 1993 the committee has organized 3-4 exhibitions per year, run workshops, had artists in Residence, art camps from various art schools from Perth and most recently accommodated 15 national and international artists for five days.

Impact on our Community:

- Has added colour (real) and interest to the town.
- Community enjoys the artists company.
- The artists sometimes work with the school children
- The artists in residence bring a different set of values to a normally conservative community.
- The community has to adapt (to a certain extent) to this new personality.
- Is increasing cooperation between neighboring towns.
Introduction

Today (14th of August) you will be meeting a lady (namely myself) who most of you may term unconventional but I have only seen myself as an ordinary housewife, Mother and Grandmother who tends to have a sense of humour and an ability to come up with ideas that some may consider different.

I was invited to attend this conference by a lady from Hyden named Jane Mouritz. She had seen an editorial in a Farm Weekly magazine concerning our Belltower and asked if I would be interested in attending a Conference of Progress Rural WA.

As I am in the process of writing a book on the Building of the Bolgart Belltower complete with photographs, diagrams and the like, I do not want to spoil the surprise element of the book by revealing all the juicy details of the actual events leading up to the present stage, but instead I will give you a brief outline.

I would like to say to anybody who undertakes a project, that sometimes it is just best to let it happen rather than get bogged down with too much planning. I actually found that holding committees meetings and planning only led to greater confusion, which in turn can actually lead to the death of the project. I am sure that everybody has heard of the saying: “Too many cooks spoil the broth”. I believe this is 100% true, and I also believe that this is why in many cases many ideas get squashed along the wayside before they can be implemented. It may even be why we don’t always see a lot of progress being made in many of our rural communities.

Future goals

- To continue to develop the cooperation and sharing between towns.
- To paint the Ballidu town hall
- To broaden the artistic base to include other towns
- To promote a cultural trail within the region
- To create a communication link other than sport
- To broaden the arts experience to include music, theatre and performance.
- To share the arts experiences with our own larger town, Wongan Hills.

Conclusion:

The Ballidu Contemporary Art Society Committee members and their community members believe that our communities need intellectual and emotional experiences if they are to keep their towns alive, well and interesting.

THE BELLTOWER OF BOLGART

By Doris Martin

Doris Martin was born at Northam, educated for 8 years at Toodyay and lived for 19 years on her parents farming property North – West of Toodyay, until she married Raymond Martin and moved to his farming property at Bolgart. They have five children and 13 grandchildren.

Doris undertook further studies in her late forties, held several public service contracts in her fifties and has written and published two books of poems and due to her interest in genealogy has traced 10,000 direct descendants of her and her spouse’s ancestry. Her new project is to promote her rural area with the building of the Bolgart Bell Tower.

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Rural People Must Accept Some Change

One of the problems facing our rural communities’ today is that they have to open their minds up more to future possibilities for an area rather than complaining that we don’t want our area changed. Not to invite some change in this new and technological age could mean that our rural townships may well go under with the closure of amenities that we once took for granted such as banks, schools etc. Also, unless there is such change, young folk would have no interest in wanting to settle in such an area. The most that could be expected then is retirees filling up these towns. Not that I’m knocking retirees of course, but one must strike a balance somewhere.

Plans? What Plans?

You may all be wondering if I didn’t do a great amount of planning in advance, then how on earth did the Belltower idea come about? I don’t mind letting the tongue loosen a little here, although you will have to forgive me if I make a clanger or two as I go.

I believe that the earliest stages of what was to become the Bolgart Belltower may have begun back on 2nd November, ’98 when my brother Ken had a letter published in the “The Bell tolls for everyone”. This letter explained that he could remember a Henry Longfellow poem entitled “The Bell of Atri” which had mentioned a bell installed so that whenever wrong was done to any man, he should but ring the bell in the square and he could receive justice.

He explained how by chance a worn-out horse who had been discarded by a wealthy knight (whose only passion was the love of gold), rang the bell when it chewed on a vine that had been added by a passer by to repair the broken bell rope. It appeared that justice was done and the knight was forced to care for the horse in its declining years, (the horse having given good service in earlier times).

Ken likened that story to current Government’s economic rationalism. He went on to say that if the bells were used today to dispense justice, that he could visualise them being rung by many people who felt they were unfairly treated be it by senior citizens who had been meggd in their own homes, taxi drivers bashed when asking for a fare, terminally ill patients who were unable to get into hospitals, suspended teachers unable to express opinions and workers made redundant by privatisation policies and much more.

He capped his letter off with the statement that it probably wouldn’t work because there would be a huge traffic jam in Riverside Drive and there would be complaints about noise pollution with the bells ringing 24 hours a day and seven days a week!

I admired his letter greatly and figured that I just bet that if I put my mind to it, that I to could write a letter on the subject. I didn’t do anything immediately, but as time wore on and the “Letters” on the Perth Belltower kept appearing in the press, at 3:00am when most of the world was sleeping, inspiration struck me (as it so often does), and I raced in to my computer and typed out my own effort for the Editor’s column of The West Australian.

My letter appeared almost immediately on 15th January, 99 under the heading of: “Where the Hells bells is that”. In the letter I claimed that as my surname was Martin and I lived at martins Comer on the edge of Martin Place which in tum bordered on farmlands or fields, that I felt the Bells of St Martins in the Field should be brought to Bolgart.

I was bombarded in the next few weeks with phone calls and letters of congratulations. You will no doubt feel that this was when I rushed into the fray and insisted that Bolgart was to have a Belltower, but even though a few locals laughingly told me that one morning I would wake up and probably find that during the night somebody had installed a Belltower in Martin Place, I kept the thought to myself that it would be a jolly good idea at that as it would probably promote tourism. It wasn’t until a second Community Opportunity Workshop meeting was held at Bolgart and Peter Kenyon inquired what plans Bolgart folk had made in promoting their town that somebody mentioned my letter to The Editor of The West Australian. Before I knew it I was spearheading a campaign to have the idea implemented.

The Great Con- A Plan Or What?

Under our own little Community Opportunity Workshop group of Belltower supporters, Monica Lee, Annette Lee, Linda Auburn, Peter Mete and myself came up with a rough idea of what the belltower should look like. On first presentation to the executive committee of The Progress Association and COW group it
was suggested that instead of multiple rocks built around a windmill tower to house the bell that maybe a massive single rock with a pole set behind it for the bell to swing off would be best

At this point I find our next step absolutely humorous, because in the “Letters” column again I read where somebody was accusing The Premier of having releases as his first plan of the Perth Belltower a model that nobody would want. After which (it was suggested) he had released the second plan of what he really wanted built. The writer went on to suggest that people would then opt for the second plan and totally forget that they were opposed to the idea of the belltower in the first place. I believe its called psychological warfare, but I recall quite vividly telling Monica Lee (who we had asked to do the sketches, to make the one sketch look good and the second one to look bloody awful. Monica carried this little task out to the letter and would you believe that when the :Strategic Plan” was presented to The Progress Association, it was passed that we should have the Belltower along the form that we had first considered. Did I say that we had no plan? That was probably the closest we came to a real plan that we agreed on, and the rest fell into place slowly.

Forcing The Issue Or Be Had Up For Fraud!!

There were many areas to cover in the following days and even though the plan had been accepted by a progress meeting, there were still a handful of folk who were not convinced and even suggested the idea of a wishing well and just could not understand that the whole point of the exercise was to make mileage out of the letter that had gone to the West Australian paper on bringing the bells to Bolgart. So it was that I decided to force the issue and with just a gentle hint to The West Australian paper mentioning that a belltower may be built in Bolgart, we were off and running. The paper certainly did its part, with a front page editorial on the 17th April’99 under the heading “Bolgart Chime Heads Premiers Push” with me madly waving a bell and laughing at nothing in particular except perhaps that I knew that once the story had been in print in the paper that we would lose face if it wasn’t implemented.

At this point I also sent off my letters of appeal to 117 politicians. With the money in hand there could be no going back lest we be had up for fraud. I wouldn’t recommend that the average individual actually try this stunt, at least not unless they are 100% sure that they can pull it off. From here we’ve winged it and each stage seems to have fallen neatly into place. The Community in general now backs me, and have helped o end. There is only a handful that still show that they’re not pleased, but then one can’t please everybody.

The Outcome Thus Far

Tourists are already flocking to the town to see this little rural town that dared to defy convention. Six houses have sold in this area already since early March to people waiting to snap them up. The houses weren’t belonging to anybody wishing to escape the ringing of the bell, but rather to people who had died or retired and moved to coastal towns’ etc. School numbers have also increased. The rest of the story is to remain a secret until the actual opening date when I feel that very few will be disappointed with the final outcome. I can’t spoil the surprise or reveal any more without ruining what is still to come both by way of the final opening, and by way of the booklet that will soon be published.

I couldn’t help but smile when I discovered that one politician had been making some (not too discreet enquiries), as to the genuineness of my monetary appeal. Had I know that he intended to do this , I would have put the informer up to saying “Well yes, she does need a new engine in her magna and I believe she needs some repairs done to her washing machine”. That should really have got him going.

Some may of course have considered that I was sending the Premier and the Liberal party up, but such was not the case, in fact for 37 out of 38 years of my voting life I have been a coalition supporter. I simply saw a gimmick that I believed could be used to advantage by promoting tourism. Desperate times bring desperate measures and we certainly are living in desperate times. Besides I think it only fair that if our taxes are to help out with The Swan Belltower, that the political parties should get behind our Bolgart Belltower. Don’t you agree?

The only thing left to say is that we did it ourselves without grants, or help from any established body (except for the help from our local shire), who both dug the hole for the footings and donated a heap of premix for the concrete work. The Community spirit that actually rose up to meet the challenge was incredible and should I ever hear any person ever make the claim that it was any different to that which has been reported here I’m sure we could come to light with a second Belltower and we wouldn’t even need to advertise for a bell.
Before I leave you I want you all to know that despite our Community Opportunity Workshop – Bolgart Belltower Committee being under the Apron of the Bolgart Progress Association, I am not a member of the Progress Association. I can help them without being bound by their rules, therefore I take full responsibility for what has been written in this paper.

MAKING THE MOST OF THE WAY HYDEN MARKETS ITS COMMUNITY

Compiled by Jane Mauritz, President Hyden Progress Association Inc.

HYDEN IS A COMMUNITY THAT WORKS TOGETHER AND A PLACE WHERE “BUSH LIVING IS AT ITS BEST!”

Resources that Hyden can “market” to attract visitors:
- Wave Rock and other unique granite outcrops
- Aboriginal hand painting and legends
- World’s 2nd largest Lace Collection
- Wildlife park with koalas and many other Australian birds and mammals.
- Eco-cultural Rock tours with aboriginal tour guide.
- Accommodation to suit all types - 5 star executive, motel, cottages, chalets, caravan and camping, home-stay and backpackers.
- Conference facilities of an excellent standard
- Email access and away-from-home business services at Telecentre
- Recreational Lake for windsurfing and boating
- Beautiful bushwalks and spectacular wildflowers
- Spectacular night sky - Observatory currently being built
- Peace and quiet, good weather and fresh country air
- Interesting farming activities and farm tours

Resources that Hyden can “market to attract new residents
- Quality lifestyle in friendly and caring community
- Safe streets, no crime - you can leave your windows and doors open!
- plenty of employment opportunities - no unemployed people in Hyden.
- Support for new small businesses through Hyden Business Development Company.
- Excellent community and recreational facilities - great sporting clubs, childcare, Telecentre.
- Friendly playgroup, preschool and primary school with good resources and teachers.
- Modern cheap rental accommodation for young singles and older people in community managed housing ventures.
- Opportunity build and buy houses without exorbitant land costs.
- Excellent bush nursing post, weekly doctor, volunteer ambulance and SES services.
- Productive agricultural and mining industries and use modern farming techniques and innovation.
• A community that has a united positive vision, conducts regular planning and implements actions for a long term sustainable future.

• A community that has an excellent weekly free communication network - the Hyden-Karlgarin Householder.

• A community that works cooperatively under incorporated umbrella organisations - Hyden Progress Association and Hyden Sports Council. Hyden enjoys community ownership and management.

Why and when did Hyden develop a marketing angle for the district?

• Since 1946 Hyden residents have had a community run Progress Association.

• Hyden Progress Association was formed to bring about collective actions to fulfil locally identified community needs - originally to stop the closure of Hyden's small school.

• For more than 50 years Hyden Progress has met monthly to give all residents an opportunity to voice their opinions and concerns and have meaningful participation in district affairs.

• Hyden Progress Association's purpose is to bring about progress in Hyden - to improve access to services and to gain better facilities and to that end it has always pro-actively sought to promote Hyden as a town with a future.

• This incorporated not for profit organisation liaises with local government in Kondinin, lobbies government departments, initiates, delegates and facilitates development of business and community facilities that the community has identified are needed.

• Hyden people have all chosen to live where they live and generally have a positive attitude to their local community and believe in its sustainable future.
The town’s welcome signs say “Welcome to Hyden – bush living at its best” and Hyden folk really believe this is so!

- Community futures planning workshops, coordinated by Hyden Progress Association have empowered local people to identify and prioritise what they want for their town – ie more housing, small business development, a telecentre etc were all instigated following community planning forums.
- Young people are encouraged to participate in planning too with a Youth Forum and school children’s involvement in workshops.
- Guest presenters brought to town for public functions to motivate and support local business people and residents.
- Hyden Business Awards night, achievement recognition certificates and other forms of encouragement organised by locals to praise and appreciate local business and community effort.
- A group of 23 local farmers formed a company, Hyden Business Development Pty in 1997 and have invested funds and effort in bringing new businesses to Hyden and supporting new families as they become residents of this small rural town. This is an organised, not for profit cooperative effort to market Hyden to potential small business operators.
- Hyden Progress Association arranges a “welcome bucket” with local information for all newcomers.
- Hyden maximises positive publicity for the district with regular news briefs forwarded to ABC Regional Radio and press releases to regional newspapers. Good news stories are publicised locally too.
- The community celebrates all successful grants, openings of new buildings and completion of all community projects with speeches, champagne and accolades to all involved. We enjoy our successes.

**How did Hyden develop a marketing angle for tourists?**

- Initial marketing of Wave Rock as a tourist attraction happened by “accident” in 1966 when an amateur photographer visiting relatives in Hyden took a photo of Wave Rock and it won first prize in a World Amateur Photography Fair in New York. This photo soon appeared on the front cover of Walkabout Magazine and featured in the National Geographic. Tourists started flocking to Hyden - an isolated farming town totally unprepared for a tourism industry at the time. Hyden still needed to improve power and water supplies for local use!
- There was no surplus money for pro-active marketing for a number of years, but the building of new facilities such as public toilets, a roadhouse, hotel, and caravan park provided much needed services and these facilities, along with friendly guidance from local residents, indirectly marketed Hyden to further visitors.
- For a few years some local people considered visitors to Wave Rock as “a nuisance” but a sub-committee of Hyden Progress Association formed the Wave Rock Tourist Committee and this set up the Wave Rock Tourist Development Company, a group of Hyden farmers who invested money and energy in building more facilities for tourists, and information brochures to guide their visit.
- It wasn’t long before Hyden folk recognised the benefits of tourism to Hyden as they spent money locally and facilities built to serve tourists also improved the quality of services available for locals.
- Locals were “educated” to wave to visitors, oblige with information when asked, and now welcome over 100,000 travellers from all over the world each year to Hyden. Now over 50 local people are employed in hospitality businesses in Hyden.
What marketing skills has Hyden used successfully to attract tourists?

- Service, service and more service! Nothing is more effective as a marketing tool than excellent service - because happy customers tell their friends.
- New facilities are being built every year, with local developers listening to tourists and being driven directly by customer needs.
- Hyden Telecentre organised two Aussie Host Workshops and Wine and Beverages and Hospitality Training courses for local hospitality employees.
- Local tourism business managers train all staff to a high standard and ensure that all employees are well informed and knowledgeable about district information.

Summary of key to successful marketing in Hyden

| Hyden is a "DO IT YOURSELF" town with ENERGY and a POSITIVE ATTITUDE! |
| The key attributes are; |
| VISION, PASSION, COMMUNICATION, INNOVATION APPRECIATION, |
| DETERMINATION, COOPERATION and CELEBRATION! |
Professor Ann Deden is the Pro Vice Chancellor for Teaching, Learning, and Technology at Edith Cowan University. She brings to the University a unique mix of academic and business experience. On the academic side, Professor Deden has taught, chaired an academic department, supervised postgraduate students, served as a development officer, and held a leadership position in implementing large-scale innovation in tertiary teaching.

Prior to assuming her PVC responsibilities at ECU, Professor Deden served as the first Director of the Pennsylvania State University's Royer Center for Learning and Academic Technologies. Within two years, this group successfully transformed the educational environment at 14 Penn State campuses from lecture and teacher-centered to learner-centered, featuring active, collaborative learning with the support of appropriate Internet technologies.

Her 20-plus years of industry experience focused on the management of training systems needs analysis, design, and development for major Fortune 500 corporations, primarily in the United States. For ten of those years, Professor Deden ran her own consulting company.

These varied experiences contributed to her ability to lead and manage a wide range of staff and customers through major change processes. Since coming to ECU in October of 1998, she has been engaged in restructuring and renewing the university's information technology infrastructure, building support teams, and scaffolding incentives and supports to encourage more academic staff to participate in using flexible, student-responsive teaching methods and technologies.
Personal experiences have also been key to Professor Deden’s professional goals and skills. Involvement with rural American women in economically depressed areas taught her how to achieve great outcomes with volunteers and little money, and shown her how important educational access is for rebuilding lives and communities. As a result, she has been extremely active in building partnerships with Telecentres, TAFEs, and the WA education community to increase access and human support for rural people seeking the knowledge and skills they need to generate new alternatives for their lives.

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**Revitalizing a School Community**

*Grant O’Sullivan Principal, Carnamah District High School (1994 – July 1999)*

Grant O’Sullivan has been a teacher and administrator in a range of West Australian rural locations, since his first appointment in 1982. Grant has worked in remote mining and Aboriginal communities, as well as agricultural communities such as Carnamah.

Grant has a belief that a community’s local school should be recognised as a school of excellence. To be seen as the school of choice for all within the community. As Principal of Carnamah District High School, Grant actively promoted this vision with considerable success.

Over the period of his principalship, the secondary section of the school more than doubled its enrolment numbers. This was against a backdrop of rural decline within the schools’ catchment area.

Grant is currently principal of Nedlands Primary School, but represents rural District High School Administrators via his position as Chairperson of the recently launched W.A. Leadership Centre.

* Over heads used during Grants O’Sullivan’s presentation are available from the editor.

Carnamah District High School is situated 300km North of Perth within the Northern Wheatbelt area of Western Australia. The school caters for students from Kindergarten (4 Yr olds) through to Year 10 (15 Yr old students). The school draws its secondary enrolments from the four surrounding primary schools, as well as its own primary section, with the majority of secondary students travelling to and from school by bus, some for up to 90 minutes each way.

The Carnamah Shire and neighbouring Shires, has been suffering a steady decline in numbers due to the rural decline prevalent in the area. The Carnamah Shire for example, has experienced a 29% reduction in total population over the last 12 years.

The school has a population of 220 students with 100 of these students making up the Year 8 - 10 secondary population. Prior to 1993 the school enrolment was made up of 100% of the eligible primary students, but only approximately 60% of the eligible secondary enrolment. The other 40% either boarded in Perth or at the large regional town of Geraldton, some 2 hours to the north of Carnamah.

**Enrolment Trend Graphs**

The school population was until 1994, steadily declining. There was a perception among the community, that if parents could possibly afford to send their children to Perth or Geraldton, then this was the preferred option. Consequently, staff numbers in the secondary section had also declined, and some curriculum offerings were compromised due to a lack of specialist staff in particular learning areas (e.g. The Arts).

I was appointed Principal of Carnamah at the commencement of 1994, and set about, as one of my first tasks, to identify the reasons why the school was experiencing a drift away from the
secondary section. By mixing widely within the Carnamah community, as well as the communities that contribute secondary students to the school, I began to collect information regarding the perceptions of the parents. From this, I was able to identify some of the reasons why such a large number of children did not attend the secondary section of the school.

In brief, the issues raised were to do with the following perceptions:

- Students did not achieve at the same level as students attending a Perth or Geraldton school. Parents made comments such as "An 'A' in Carnamah, is likely to be a 'B' or a 'C' when they get to Perth".
- The curriculum offerings were not as wide as Perth or Geraldton. In particular, Languages Other Than English and Instrumental Music was not offered, and Talented and Gifted Students were not being specifically catered for.
- Within one of the contributory towns, after school opportunities for children (e.g. sport) was also mentioned.
- A final issue that was raised, was the fact that some students from outlying areas would travel up to 1.5 hours each way on a bus, to attend Carnamah High School.

In general though, parents and members of the community commented that the students attending Carnamah were well behaved, and that teachers were hard working, and committed.

At the same time as this information was informally being gathered around the district, I was leading the staff to establish a new Management Information System within the school. This would ensure the collection of information across all learning areas, that could be compared against State standards and National standards, where available. By the end of the first Semester of 1994, I had available standardised information in the English, Science and Mathematics area. This standardised information showed that the students at Carnamah were in fact, achieving above State norms, in those key areas.

A Strategy to Increase Enrolments

Establishing a Vision

The Council was asked quite specifically, whether they believed Carnamah District High School should be the school of choice, for parents in the district. The overwhelming view was that it should, and at that point, a vision for the school was established.

The perceptions of the community, along with the management information, was presented to the School Council.

SCHOOL VISION, PURPOSE AND ETHOS

VISION

Carnamah District High School wishes to be recognised by both the local community and wider community, as a school of excellence. To be seen as the first and best choice for students. We wish to be a School where each and every student strives for and reaches their personal best, and then moves on from Carnamah District High School to either further study or the workforce.

SCHOOL PURPOSE

The purpose of Carnamah District High School is to provide a stable, caring environment within which, students can attain their maximum potential as individuals in the cognitive, social and physical areas, in order to take their place as functional members of society.

SCHOOL ETHOS

We strive for excellence in learning and teaching.
Sharing the Vision

The School Council embraced this vision, and a process of promoting it and encouraging the staff and wider community to come on board, began. This process involved speaking to each of the Shire Councils, from which students could be drawn. They were told that Carnamah District High School was to be a 'School of Excellence' and that as a school we would do whatever it takes, to address any reasons that would be counter to us achieving that goal.

Implementing A Strategy

The issues that were identified as being factual were:


3. Sporting opportunities, after school.

4. Long distances being travelled by some students.

Issues that were based on misconception included:

1. That academic achievements were not comparable with larger schools.

2. The discipline standards were not commensurate with private schools.

3. Facilities and resources were lacking.

4. That the larger school setting generally provided an advantage for students.

Addressing the Facts

Provision of LOTE, Talented and Gifted Courses and Music.

To address the first issue, we directed our PCAP funding towards the provision of LOTE (Japanese) via Telematics. This commenced in 1995, and it grew each year to a point where in 1997 the provision via telematics was no longer viable. We therefore attracted a full time teacher of Japanese, who began delivering LOTE lessons in Carnamah, and also at the other contributory primary schools. We also utilised telematics to provide Talented and Gifted courses for students identified in this group. This area has also grown, to the point where in 1999, 13 students who won places in Perth schools running Talented and Gifted courses, now attend Carnamah District High School, and receive particular subjects via telematics.

In 1997 we commenced the provision of Instrumental Music for students as an option, again funded by PCAP. Piano and guitar are currently offered.

Sporting opportunities after school.

The issue of after school activities was raised with the Parents and Citizen’s Association, as an area that the School could not assume responsibility. While some staff were willing to coach weekend sporting teams, the geographic nature of the school’s catchment area, meant someone else would need to undertake this role in the five communities contributing students.

Fortunately, parents accepted the challenge, and various after school opportunities for children were created or expanded. As the Shires and local businesses began to realise the potential of believing in, and contributing to our vision, they accepted some responsibility in this area.
As an example, a Football / Cricket Development Officer was sponsored by a Farm Machinery dealer, to coordinate activities in the district.

**Long distances being travelled by some students.**

The issue of very long bus travel for some students is unable to be dealt with. While strategies have been implemented to reduce travel time where possible (e.g. re arrange bus routes), there are still some students who travel for over 3 hours a day to attend school.

This issue is now the single main factor quoted by any parents not choosing Carnamah for their children. It is an issue I do not question.

**Addressing the Misconceptions**

That academic achievements were not comparable with larger schools.

To address the misconception of inferior educational standards, our Management Information data, which showed where our students were in comparison to State and National norms, was advertised widely. Senior Masters within each learning area, from Perth and Geraldton High Schools were organised to visit our school. Their task was to moderate what our teachers assessment procedures were, with what they were doing within the larger settings. This procedure verified that when our teachers awarded a student an ‘A’ grade, this was exactly commensurate with what was awarded in other school. In actual fact, the moderation activities that we conducted, showed that in many instances, our teachers were grading on the ‘hard’ side. This was promoted widely, along with the Management Information. Staff, by 1995, could see the tangible evidence of the strategy, as enrolments began to increase. We began as a team, to believe in ourselves.

The discipline standards were not commensurate with private schools.

The school had always had a uniform policy, but it had never been a compulsory policy due to the state of the Education Act at the time. By 1996, the W.A. Education Department allowed schools, through full consultation with their communities, to implement compulsory uniform policies, and this is something we took advantage of immediately.

Staff also addressed the issue of their own appearance, and on their own initiative, began wearing a staff uniform.

The school's Behaviour Management Policy was strengthened, and advertised widely as having an already impressive record. Data, while often subjective in nature, was shown to confirm the view that in general, our students were very well behaved, and on task.

A philosophy of;

"Respect the right of others to learn, and teachers to teach", has been implemented consistently, and firmly.

While a pastoral care strategy is implemented for students disrupting others, effectively the student is promptly removed from the situation where he / she is being disruptive. Other students, wanting to follow the philosophy, are not disadvantaged by the actions of one student.

Facilities and resources were lacking. / That the larger school setting generally provided an advantage for students.

Our School Development Plan had over a number of years, ensured School resources and facilities were of the highest order. (e.g. School fully airconditioned by the P & C) This fact, along with the implementation of the following projects, was also widely advertised and promoted.:

- Library / Resource Centre fully automated and upgraded.
- School playing fields upgraded with the addition of a grassed and reticulated oval, and covered assembly area.
- Computer network installed throughout the school, giving every room multiple unlimited access to the internet.
As word has spread throughout the area of the rising enrolments, parents and the community at large, has sold the benefits of attending Carnamah District High School for us. The middle schooling initiative, happening within large Senior High Schools in Western Australia, has been of great advantage for our size school. These schools, in many instances, are establishing sub schools of between 100 and 200 lower secondary students, with the objective of establishing sub schools of between 100 and 200 lower secondary students, with the objective of enabling good student teacher relationships to be established. We have been able to sell to our community, that our sized school has been doing this for many years, and therefore use this initiative to our advantage. This aspect has been very significant. Many parents, whose older children had attended other large High Schools, had experienced the 'lost in the system' feeling, often associated with very big schools.

Programs such as “Spelling Journals”, where every secondary student’s spelling requirements are individualised and monitored, have been heavily promoted. Weekly teams meetings of teachers, where each child in a particular focus form is discussed, is another important initiative. The form teacher then makes personal contact with the parent to provide feedback about their child. This is over and above the termly reports, and in most instances, simply involves positive feedback.

The Student Council has been given a very high profile within the School and community. The opportunity for children to participate in the Council is far greater in a small school, particularly for Year 10’s who normally wouldn’t be senior students until Year 12. The fact that they get two opportunities (i.e. in year 10 and again in Year 12) is seen as an advantage.

During the last five years, this school has received 13 cross boundaries applications from students, who are within other High School’s catchment areas.
Staff continuity and stability has risen dramatically, and this has been largely contributed to the motivating force of seeing enrolments rise, and the good things that come from that.

Carnamah Shire, some time ago, embarked on a free land initiative to encourage new people to the area. At least two families, who have taken up this offer, have identified the educational standards and quality of life for their children, as one of the significant reasons they came to the area. Again any time such a situation occurs, this is advertised and promoted widely, as another success for the school.

**The Future**

While the school peaked in enrolment in 1997, it is acknowledged that as the total population in the area declines, the numbers cannot be sustained at what we currently enjoy. We have addressed this by embracing curriculum reform, occurring within Western Australia, where an Outcomes Based Education is being adopted. We have seen this as an ideal opportunity to cater for individual needs, and by doing this, have been able to promote to the community, that the small school environment will be an advantage with this approach.

Through utilising the technology within the school, we have been able to demonstrate that we can deliver all learning areas, in a manner which will cater for each individual child's needs, and prepare them well for Year 11 & 12. We have taken advantage of the inquiry model, in the Outcomes Based Approach, and have encouraged students to follow their own interests in their learning, and in particular, to link these interests to real life issues within their community. Some of the solutions that students have developed within their learning, have been embraced by businesses and local government, and this has been well received by the community at large.

**Conclusion**

The key elements used at Carnamah District High School to increase enrolments, are as follows:

- A realistic and achievable vision was established that could be embraced by the community.
- Parents were brought on board and encouraged to actively promote their school, for the benefit of not only their children, but their community.
- Businesses, the Shires, and the community at large, was also encouraged to see the significance of a successful school within their area.
- The staff were committed to the vision and were seen as key public relations people, in their own right.
- Everything we do is considered in light of the vision we have, and the possible public relations opportunities that may arise.
- Success leads to success.

*In conclusion, the most significant change that has been identified by many parents, is the realisation that when you have a staff that is willing to do whatever it takes, to ensure we provide a standard of education that is commensurate with any school that a parent can suggest, they simply want their kids taught by those teachers.*

*All the while, their children are living in the best boarding house available – their home!!*
The nature of the Sports Challenge program is unique. A recent literature search by the consultants could not find references to similar programs - Australian or international - that have managed to establish such totally integrated programs. It appears that no overseas programs combined the elements of education, sport, justice and the corporate environment into a program dedicated to 'at risk' youth and that is rolled out across a number of educational, community and correctional institutions.

In this respect, the program is achieving many goals - enhancement of self esteem, "growing" of communities, "growing" of corporate involvement in Western Australia, while using sport as the catalyst thereby creating positive attitudes towards sport.
• The Sports Challenge program does not assume a leadership role within the sports and recreation industry, rather it facilitates the positive use of sport within a program that works with 'at risk' youth and various communities. It uses the medium of sport to provide a leadership role within this particular field, providing the pivotal role of bringing resources and experts together in a cohesive program.

• The program presents the opportunity and encourages dialogue between diverse government departments, the sporting and recreation industry, schools and the community.

• The program presents the opportunity and encourages the corporate sector to become involved in the community, in schools and with a number of state and local government agencies in a program that emphasises sports as a facilitation tool.

• The program aims to develop self esteem and self confidence in youth. Data collected since the program’s inception supports the success of the program.

• The program encourages communities and schools to become responsible for their own development and to encourage the growth of community spirit, especially in remote and country area, through initial involvement with the program.

• The Sports Challenge program in Laverton established a positive and supportive community based program that would deal with the issues affecting the well-being of youth in the area. The program was designed to develop a commitment from key sectors with the community to support and establish an ongoing program that would continue after the Sports Challenge team had left. The program won the prestigious Queens Trust award for services to disadvantaged youth in 1998.

• The program provides a forum for information exchange regarding youth issues (including sporting facilities, issues and requirements).

• Provides a network of continued access and support to the participants in the program following their completion of the program, through use of electronic media and newsletters.

• The Sports Challenge program is providing a growing database on information about the participants, physical skills, self esteem and behavioural patterns. This is currently of immense planning value to teachers and will have benefits in future research and planning for youth issues.

• Sports Challenge has been involved in a series of Community Builder workshops throughout the state focusing on the issues of youth participation, motivation, life skills and leadership skills. Further workshops are planned in various Community Builder districts. Sports Challenge sees Community Builders as being a linchpin in the collaboration of all agencies in communities and therefore an essential component in the development of our youth.

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Kambalda Youth Advisory Council, The voice of the Future

By Tara Harding

The Kambalda Youth Advisory Council (YAC), was formed on the ninth of August, 1998. Our first “unofficial” meeting was advertised as a “have your say night”. It was seen as a chance for youth to tell the town what they wanted and needed to make Kambalda an ideal community for all ages, everyone with something to say was welcome. On that first night many ideas were discussed and many projects considered, all of them were listened to.

This project became something wonderful, a once in a lifetime opportunity. Kambalda had always been a town for families or single men, with pubs, parks, sporting facilities and shopping centres. All of which were deemed unsuitable places for youth to hang out, skate meet friends or have fun. We were labelled as terrors, a problem and a nuisance that should be dealt with, but the question was how? Nobody thought to ask us why we had done the things that labelled us so, and how it could be prevented. That was until Barry Gresham came our way. He gave us a say, he asked us what the problem was, and how it could be fixed. He realised that the problem was not us, it was the lack of recognition of Kambalda youth. We had no place. Which was something soon to change.

It was from this initial meeting that Barry saw the need for a Kambalda YAC, and with the help of Cherie Wallace, and the office of Youth Affair we were able to set our official meeting. At this meeting members were enrolled, ideas were taken note of and roles were given. Kris Currie became our initial chairperson, but as the meetings continued it was obvious he needed help. Tara Harding became the co-chairperson, helping Kris to tend to formal matters and occasions, we also enlisted Jacqueline Prior and Carlie Spilsbury as secretaries, who keep our meeting agendas and minutes in order. In time too we discovered the need for a media liaison officer Joel Rogers-Bennett, who writes a column for us each month in the local newsletter. Also we have our important existing committee members – Josh Foale, Shane Murray, Aaron Murray, Harley Cotter, Collette Griffiths and Michelle Bradley.

We began as just another community group in Kambalda, we had ideas, hopes, and motivation. All we needed was community support ….. and funds. Our first project became working with the local skate park club to bring about the now completed Kambalda skate park. With this group we created a community awareness of ourselves through the Coolgardie day celebrations. We participated in a sausage sizzle, hair and face painting stalls and even managed to hold a skating demonstration thanks to donations of ramps by Perth Vertigo. We even managed to raise a few funds towards the skate park. Our next fundraiser was our biggest and best yet. It was the Kambalda Fun Day, and it is still talked about in town. This day lived up to its

For the first time, the youth of Kambalda came out and told someone what they wanted... and were heard.
name. It included face painting, rides, a bouncy castle, raffles, pony rides, roller hockey demonstration, and skating competitions. This day did not only raise much needed funds to make our first project happen, but it also boosted community support with local businesses giving donations of prizes, discounts, money and vouchers. The people of Kambalda began to realise that we, the youth could amount to something, and it was proved, by us winning the Australian day community service group award. This award increased our confidence in ourselves, and encouraged us to work even harder to pursue our goals and prove to Kambalda that youth can make a difference.

**The Kambalda YAC was now proud of itself, and its' achievements.** We had our communities support and our success story, but we did not want to stop there. Together we decided based on the achievements of our goals that we should try to help other organisations reach theirs also. The starting point of this new project was to show the community that with help from them any organisation can be as successful as we are. WE put this theory to the test by helping out at various community events such as the annual Kambalda Christmas Tree, tidy town clean up days and managed to give much needed support and members to other community organisations. This created a “web” of support between the various associations, which included the Shire of Coolgardie and the Tidy Towns Committee and became a much valued asset.

**Community support of the YAC became even stronger** but it was realised that although the community approved of what we were doing they did not understand why. Why was this bunch of kids all of a sudden so interested in helping our town become a better place? This was when we concluded that formal information should be given. We created a brochure, which included details of why, how and what we are planning to do. This brochure also acted as a recruiting device to attract new members and as an information and help line service by giving people numbers of the YAC members (to gain information) and phone numbers to organisations that can help with young or older peoples problems. Together with the brochure we launched our new emblem which is emblazoned with the words “The voice of the Future”. This relates to the YAC pledge that while there is youth there is a future. The brochure and emblem was well received and the feedback included such statements as – “It’s great to see that you young people are doing what we always wanted to see happen”. As you can imagine these comments were very well received. Our purpose was obtained. The older generation understood and related to what we were doing.

**Today we have achieved many of our goals and those that are not achieved soon will be.** The projects we are currently working on include being pro-actively involved with Barry Gresham and Rick Burns (of the Kambalda Motor Hotel). In setting up and running the Jam Café. This is a safe place for the youth where we can just be ourselves, we can get together with friends and jam, hangout, or just spend our Saturday nights. In the future we hope to have bands, guitar and/or musical instrument lessons, information nights and graffiti workshops to begin the battle against graffiti to just mention a few projects. Also suggestion and help boxes will be available at the café for youth that are not pro-active in the YAC to have their say and have their questions and problems listened to and answered. Through the Youth Advisory Council many members have gained useful organisation and group cooperation skills. We therefore have included in our future projects a “mentor” program where members of the Shire of Coolgardie will teach a designated YAC member new and important skills for future use in organisations.

**So we did it** The small town of Kambalda that has little over three thousand people most of them young families or single men. The town that is labelled by some as a failure has the most efficient Youth Advisory Council in the Goldfields. For decades the various generations of youth that have passed through this town have not had the chance to have their say. But now look. People said we couldn’t do it, it wouldn’t happen, we were just kids, but it has happened. **And as long as youth still live in Kambalda, as long as there are youth out there who deserve a say, the legacy will live on, in the next generation and the one after that.**
Out There Project

Claire Humphry, Coordinator of the New Rural Generation Project

Wild... out there... wacky... crazy... you name it... the Out There Competition brought the wild ideas of the people out for the morning session of the conference dedicated to spontaneity, fun and laughter.

The Out There Competition was created to allow for the ideas that often circulate at the pub after a few too many ales to be shared with the awesome people that attended the 1999 Progress Rural WA Conference.

Entries were encouraged no matter how funny or wacky the idea was and the conference audience was the judge. The New Rural Generation project sponsored the competition's prize money which was awarded to those entrants deemed the winners through the din that the audience created.

The Batten family from Yuna created a stir with their dancing green 28 parrot and their idea to erect an 30 ft parrot construction on the edge of town so that this would be the first thing that visitors to the rural wheatbelt town would see. The Batten's ditty was an invitation for everyone to come to Yuna and "have the coldest schooner and check out this big bird's date."

Dean Wyatt from Pingaring presented his idea for Barramundi Fishing in the wheatbelt inspired by fishing guru Rex Hunt. Dean's idea is to create a fresh fish barramundi farm in the wheatbelt and store the fish in modular recirculation tanks. He envisaged the creation of a downstream processing, packaging and branding of this fish for the markets in south Western Australia. His project was twofold with the second idea being a little more uncanny and making the audience a little squeamish. Dean harbours a secret desire to be a maggot farmer and has decided that he could breed maggots to be used for bait in the recreational fishing industry.

Lisa Shreeve from the Wheatbelt Area Consultative Committee talked about the Job Olympics - 2000 jobs for the year 2000. This idea included a Jimmy and a Jenny jobs drive where in one day 100 jobs would be attempted to be found in the wheatbelt areas.

She also talked about making a playground out of the old farm machinery that exists in old junk heaps right across the Wheatbelt. Her idea was to employ the unemployed and train them in the welding and construction industry. Lisa envisioned that this playground would be a huge tourist attraction and the benefits of increased people into the town would spin off into the local businesses around the place.

John Rutherford of Merredin spoke on the prospect of a centralised fund of $1million that rural communities could subscribe to in order set up their value adding project in their community. After the project had proved viable then the local community would be encouraged to purchase the business. John said that he believed that Community Builders should have say in where those projects go.

Bill Dinnie a Shire Councillor from Buntine suggested that Council Chambers be a thing of the past and that all issues in the community should be available for members of the public to discuss them at any time. He thought that council chamber's were a little too exclusive and did not make for democratic decision making.

Raquel Powley-Gallop from Jurien Bay sold us her sea kelp herbal products. Raquel has created a skin care product which allows for a glamorous complexion.

Noel Heinrich and Trevor Haesuler from Carnamah created a project that they envisioned would make them 'shitloads of money'. The large body of water that lays to the west of Carnamah, the Yarra Lake, is what they see as being a tourist playground with the opportunity for people to go water skiing and have morning tea with the Mrs. Their plan was a twofold operation that would allow for muck wrestling and dry land yacht racing when the lake dried up and then jet boat skiing when the lake was filled with water again.
Dana from Quairading resolved that her project was not bizarre - "actually quite reasonable". Her project was to make a centenary calendar for Quairading through the use of period photos for each month. Dana saw this project as an excellent way of involving the school children and the community as a whole.

All ideas were winners, but the three ideas the audience deemed the most interesting and were awarded $300 towards their project were:

The Batten Family from Yuna
Noel Heinrich and Trevor Haesuler from Carnamah
Bill Dinnie from Buntine.
ONLINE CONFERENCE COMPONENTS

The 1999 Progress Rural Western Australia Conference will host four out of nine workshops Online. This will enable people who are interested in the development of their community, but unable to attend the Conference, the option of participating online through one of the Chat rooms.

CHAT ROOMS

<table>
<thead>
<tr>
<th>Date</th>
<th>Time</th>
<th>Online Workshops</th>
</tr>
</thead>
<tbody>
<tr>
<td>Friday 13^{th} August</td>
<td>2pm to 5pm</td>
<td>1. Getting the Most Out of E-Commerce. Opportunities.</td>
</tr>
<tr>
<td></td>
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<td>2. Paddock to Plate – a focus on food rather than commodities.</td>
</tr>
<tr>
<td>Saturday 14^{th} August</td>
<td>1:30pm to 3:45pm</td>
<td>3. Creating new financial structures in your community.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>4. Getting the best out of your community planning.</td>
</tr>
</tbody>
</table>

To Participate in these workshops online simply;

1. Go to the URL http://www.progressrural.wa.gov.au
2. Click on the button called TALK BACK
3. Select the option ONLINE CHAT
4. Select the appropriate Chat Room Name

BULLETIN BOARDS

At the end of each workshop the facilitator and speakers will collate the workshop outcomes and key points and these will be placed into their own Bulletin Board for 2 months allowing participants and non-participants to actively discuss the key issues.

<table>
<thead>
<tr>
<th>Day 1 Bulletin Boards 13^{th} August</th>
<th>Day 2 Bulletin Boards 14^{th} August</th>
</tr>
</thead>
<tbody>
<tr>
<td>Getting the Most Out of E-Commerce</td>
<td>Creating New Community Financial Structures</td>
</tr>
<tr>
<td>Getting your Community Working Like a Well Oiled Machine</td>
<td>Getting the Best out of your Community’s Planning</td>
</tr>
<tr>
<td>Paddock to Plate – a focus on food rather than commodities</td>
<td>Making the most of the way you market your community</td>
</tr>
<tr>
<td>Making the Most of our Natural Resources</td>
<td>Keeping the Brains in the Bush and Passing the Reins to the new rural generation</td>
</tr>
</tbody>
</table>

To Participate in these workshops online simply;

1. Go to the URL http://www.progressrural.wa.gov.au
2. Click on the button called TALK BACK
3. Select the option BULLETIN BOARD
4. Select the appropriate Discussion Name

Going online has been coordinated and sponsored by OnlineWA, an initiative of the Office of Information and Communication Branch or the Department of Commerce and Trade. BushNet has also played an integral role in this session too, with the skill and tenacity of BushNet Coordinator, Kieran Mccluskey.
Some of the youngest Conference delegates were from the Three Springs Youth Advisory Council, Ben Taylor, Nathan Treloar and Daniel Stokes. They were accompanied by super community volunteer, Graham Little. These guys made good use of the cyber café and enjoyed the Out There Project.
Conference Choir

Brendin Flanigan, Choir Conductor Extraordinaire,
Doing More With Agriculture Participant and Community Builders Facilitator.

The voices of rural WA are alive and well according to the Conference Choir Co-ordinator, Brendin Flanigan. The warm up session for those vocal chords to be vibrated began at the Gillingarra Hall where all and sundry were asked for their talents to be displayed. Because rural WA has only positive and motivated people living here, the voices were strong, confident and a pleasure to the ear!

From the sweet tunefulness of Mercedes Benz, Close to You and Bobbie McGee right through to Slim's Love To Have A Beer With Monty lead by Jerrie the legend, then to the rock and roll of Jason Batten's "Knockin' on Heavens Door", and Jackie Gill's impersonation of Offspring with "Don't tell us what to do!" there really was something for everyone!

The National anthem of Rowboat in rounds was a definite winner as was A Rum Sum Sum and fun was had by all. When asked on the eve of the awards for some more singing, the Choir rose to their feet and came to the party and sang like the birds of freedom they are. Congratulations to the Choir for their outstanding efforts at such short notice.

When the Choir Co-ordinator was asked if the challenge of forming the choir had provided any highlights he replied, "This group of fantastically gifted singers and musicians were far easier to manage than the Three Tenors who always had a fascination for food more so than their singing. I feel as though a small mountain was climbed and as with all Rural WA communities the Spirit of Song lives on proud and strong."
Brendin Flanigan leads the Choir into a chorus with a difference!

Left: Gerry Gannon introducing Yoga Instructor Shunya. A Yoga class was held early Saturday morning and was attended by about 25 women and one fella! Trevor was accordingly acknowledged!

Right: Teresa Maclean from Kulin letting loose with Hey Big Spender.
Over 300 people enjoyed a memorable evening at the 1999 Awards for Excellence in Rural WA held in New Norcia on the 14 August as part of the Progress Rural WA Conference.

The event acknowledged rural enterprises or rural communities who have been turning ideas into action. Nine finalists were thrust into stardom on the big screen and were then telecast on GWN on the 28 August.

"The award winners and finalists all demonstrate the motivating force and drive that makes rural communities prosper and succeed, we can all learn from their successes to work towards a better future for rural WA," Monty House said upon presentation of the Awards.

"The awards, now in their second year, have once again highlighted the incredible tenacity and creativity that rural people possess to take on the challenges they face to create a better future for themselves and other country people," Mr House said.

Competition for the Awards was tough and all nominations were worthy of recognition for what they have achieved in their community or in their industry or business. Winners expressed they were humbled and delighted to be selected.

**AWARD FINALISTS**

**Agricultural Innovation Award**
Sweeter Banana Company, Carnavon
The Liebe Group, Buntine
Mt Romance, Albany

**Rural Leadership Award**
Corrigin Our Future Committee, Corrigin
Michael Bates, Shire President Moora
Grant O'Sullivan, Carnamah District High School

**Most Enterprising Rural Community Award**
Advance Dandaragan
Coorow Community Land Inc.
Hyden

Congratulations to the winners of the awards: Sweeter Banana Company, Michael Bates and the Coorow Community Land Inc on their outstanding efforts to better their rural community or industry.

Conference Proceedings and the Awards for Excellence in Rural WA Video are available. Please phone Agriculture WA at Three Springs on 9954 1004 if you would like a copy.
Agricultural Innovation Award - Sweeter Banana Company

The Sweeter Banana Company has been recognised in a State-wide Award for Excellence in Rural Western Australia.

Primary Industry Minister Monty House presented the Agricultural Innovation Award to the Carnarvon company for its creativity and vision in securing vital markets for their imaginative product.

Mr House said the company was one of three winners in the second year of the Awards for Excellence in Rural Western Australia, which highlighted the tenacity and creativity of rural people in creating a better future for themselves and other country people.

“In response to customer feedback that smaller bananas were preferred to the large, waxy bananas found in retail stores, the company developed a smaller, sweeter banana,” Mr House said.

“Early last year, the company conducted a trial with technical support and quality control provided by Agriculture Western Australia, to transport the smaller bananas to markets in Perth with the aim of delivering undamaged fruit,” he said.

“It was during this trial that the now-popular Lunch Box Banana was born – a smaller, sweeter banana presented in attractive self-designed bags of random weight.”

The Minister said unlike other bananas on the market, Lunch Box Bananas were pre-packed in Carnarvon while they were un-ripe, resulting in very little damage and a high standard bagged banana.

“Through value adding 20 per cent to the 25 per cent share of the market that the small banana holds, the Sweeter Banana Company has added viability to the industry by providing individual growers with a premium,” Mr House said.

“This value adding has resulted in a much more viable local industry – when banana prices are low, the value adding premium means the Lunch Box Banana is still feasible,” he said.

The Minister praised the company for greatly benefiting the industry by promoting and lifting the profile of Carnarvon bananas.

He said Lunch Box Bananas were now known nationally, and the small banana concept had been embraced by northern New South Wales growers who wished to proceed with the guidance of the Carnarvon Sweeter Banana Company to package and promote their small fruit.

The Awards for Excellence, an initiative of the Minister for Primary Industry, were presented at the recent Progress Rural Conference held in New Norcia.

Other finalists included: The Liebe Group and Mt Romance.

Rural Leadership Award - Michael Bates

Moora Shire President Michael Bates’ leadership during the Moora floods has been recognised in the State wide Awards for Excellence in Rural WA.

Primary Industry Minister Monty House presented the WA Rural Leadership Award to Michael Bates at the 1999 Progress Rural WA conference dinner in New Norcia for his involvement in the Moora flood recovery.

Mr House said Mr Bates had put an enormous amount of his own time and energy into ensuring the Moora community recovered from the floods.

“When the Moora Shire Office flooded Mr Bates and his family turned their home into a temporary office where shire staff and others involved in the flood recovery operated from for ten days,” Mr House said.

“Each evening Mr Bates chaired a public meeting at the local high school to inform the community about the events of the previous 24 hours.

“The meetings provided a forum to encourage the community to keep the flood recovery momentum going and not to give up hope.”
Immediately following the floods Mr Bates assumed chairmanship of the Moora Flood Recovery Committee and has encouraged the committee to remain positive and focused.

"Mr Bates’ involvement with the committee has seen him negotiate good financial assistance arrangements for Moora and insurance payments to those people whose policies did not include flood cover," Mr House said.

At the awards ceremony Mr House recognised the contribution of individuals and communities who were making a positive difference to rural Western Australia.

"The second year of the awards has again highlighted the incredible tenacity and creativity that rural people possess to take on the challenge they face to create a better future for themselves and other country people," Mr House said.

"The awards and finalists all demonstrate the motivating force and drive that makes rural communities prosper and succeed; we can all learn from their successes to work towards a better future for rural Western Australia."

"Corrigin our Future Committee" and Grant O’Sullivan, Principal of the Carnamah District High School were finalists.

*Michael Bates thanked his family and the Moora Community for their support and encouragement.*
The Coorow community has been recognised in a State-wide Awards for Excellence in Rural Western Australia. Primary Industry Minister Monty House presented the Most Enterprising Rural Community Award in recognition of Coorow’s commitment to the development of the town and local businesses.

Mr House said the community was one of three winners in the second year of the Awards for Excellence in Rural Western Australia, which highlighted the tenacity and creativity of rural people in creating a better future for themselves and other country people.

The Minister said the Coorow community had demonstrated the motivating force and drive that makes rural communities prosper and succeed. He praised the vision of the group responsible for the formation of Community Coorow Land Incorporated, for its contribution and commitment to the local community.

"Coorow is illustrative of a powerful and inclusive community structure which allows for a voice for all people to have a say on community issues and directions," Mr House said. The group acquired agricultural land adjacent to the townsite to farm and later sub-divide for profit to benefit the community’s religious, educational, charitable, cultural, recreational and sporting interests.

"After the initial loan for the land had been serviced in 1997, the group developed a community grant system, and has now donated more than $36,000 to the community of Coorow," Mr House said. "These grants have been provided to a range of community interests including Coorow Primary School and St John Ambulance."

Mr House said the Business Retention and Expansion Program initiated by the group last year had acted as a catalyst for initiating social and economic development within the community.

Since its formation in 1998, the Program had initiated the formation of a town development group responsible for ongoing community development projects such as the establishment of a telecentre, and an investigation into the feasibility of building factory units to enhance and attract local business.

In addition, the Westrail Barracks in Coorow were purchased to address the accommodation shortage within the district.

The Minister said such initiatives had greatly enhanced the community’s capacity to manage and initiate further social and economic change.

The Awards for Excellence, an initiative of the Minister for Primary Industry, were presented at the recent Progress Rural Conference held in New Norcia.

Coorow Community Land Inc Members and supporters were delighted with their Award.
Guests enjoying a night out at the Awards for Excellence in Rural WA Dinner

Photos courtesy Andrea Hayward, *The Countryman*

*Lionel and Brenda Heinrich of Carnamah*

*Community Builders hoisting the flag!*

*Michael Ashford and Teresa Maiolo from the Department of Commerce and Trade.*
The Dandaragan team were thrilled to be finalists. Representing the Advance Dandaragan Group were Barrye Smith, John Cook, Mac Hewlitt, Melinda Hayes and Richard Negus.

The Carnamah District High School supporters and students.

Roger Dring of Carnamah with fiancée and Progress Rural WA Conference Coordinator, Angela Ketsall
Evaluation Results

Conference Workshop Satisfaction and Value to Delegates

Score from 1-5
(where 1 is No value and 5 is Excellent value)

Graph 2: Skill building and injection of new ideas.

Score 1-7
(where 1 is low and 7 is extreme)
Graph 3: Understanding of process for Rural development and Effective Networking.

Graph 4: Taken up the opportunity to Showcase our community and shared my ideas and thoughts.

Graph 5: How delegates thinking has changed as a consequence of the conference.
Summation of the day was held in St Gertudes College. People had an opportunity to share what they had gained from the two days of being together and the Doing More With Agriculture Study Tour group were presented with their certificates. In general, this was a very powerful session and it was here that the Progress Rural WA Team deemed the Conference a great success.

Graph 6: Overall Conference Rating

(\text{where 1 is the "worst I have ever been to" and 7 "Awesome, the best I have ever been to"})