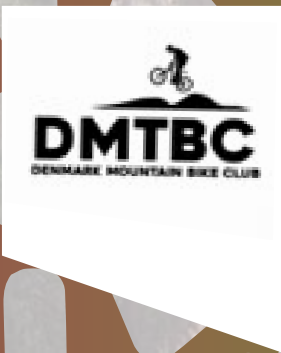


Denmark Mountain Bike Club Strategic Plan



Denmark Mountain Bike Club
www.denmarkmtb.com.au/
Denmark 6333 WA

2023 - 2027

Introduction



This document outlines the Denmark Mountain Bike Club's vision, purpose, and values. In addition, it identifies several strategic cogs or priority areas, goals and possible actions that will guide the Committee, volunteers and members over the next four years. The development of the Denmark Mountain Bike Club's (DMTBC) Strategic Plan has been supported by the Shire of Denmark and the Department of Local Government, Sport and Cultural Industries (DLGSC) through Every Club Funding.



Overview



The Denmark Mountain Bike Club, founded in 2017, is an active, driven, and family-friendly Club offering 'as much fun on a mountain bike as possible'. It coordinates social and competitive riding across all disciplines for its members and the local community. The DMTBC will focus over the next four years on supporting the expansion of trail offerings, continue to build as an all-round MTB Club and offer opportunities for every ability and everyone.

Methodology



The DMBTC Strategic Plan has been developed following engagement with members through an online survey (open to members and the community) and a series of facilitated workshops. The Committee has refined it and it will be ready for rollout in mid-2023. In addition, it will be regularly monitored, reported on annually through the Annual General Meeting and updated as required.

All background workshop material and raw data is collated within the Supporting Document.



A Snapshot



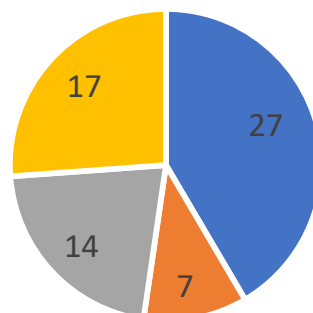
The Denmark Mountain Bike Club Incorporated is an incorporated Association established in 2017 (reference: A1022923X, registered 06/11/2017). A dedicated voluntary Committee governs it and supports and delivers an array of regular Mountain Bike activities and events for the town and broader regional biking community.

The DMTBC provided the following facts:

There are currently 65 registered members (as at 2023) with the graph providing a breakdown of age groups.

Since 2017 there has been a significant increase from 25 to 65 members, across a range of age groups, ability levels and disciplines (which is also indicative of the national interest and growth in Mountain Biking).

Members Age Range



■ Under 18 ■ 18 - 35 ■ 35-50 ■ 50+

The DMTBC now offers the following regular activities:

- ✓ Weekly Wednesday social rides
- ✓ Weekly youth rides
- ✓ Weekly Sunday cross country rides
- ✓ Organised women focused social rides
- ✓ Organised quarterly ride days (10km, 25km, 50km)
- ✓ Regular "bust up" events - airbag jumps and pump track
- ✓ Annual Family camping/ride trip
- ✓ Regular training events

The DMTBC has also successfully hosted the following:

- ✓ Western Australian State Downhill Event - Round 1
- ✓ Rockcliffe Cross Country Event

The DMTBC has strong links with the national governing body, AusCycling, which represents the interests of affiliated cycling clubs and its individual members. The Club has strong relationships and reciprocal club activity with the Albany Mountain Bike Club and Peel District Mountain Bike Club.

The DMTB Club works hard on creating strong partnerships with the Shire of Denmark, various business and corporate partners and other like-minded community groups.



Denmark at a Glance



The Shire of Denmark is located on the south coast of WA, about 400 km from Perth. The Shire of Plantagenet bounds it in the north, the City of Albany and Wilson Inlet in the east, the Southern Ocean in the south, Nornalup Inlet, the Frankland River, and the Shire of Manjimup in the west. The Shire of Denmark is a predominantly rural area, with land used mainly for agriculture and viticulture, with fishing and tourism also being important industries. The Shire of Denmark's population at the most recent census (2021)⁴ was 6,467 people, which indicates a steady and increasing population growth over the past twenty years. According to the Denmark 2027 Strategic Community Plan¹, 4 and 'Denmark is home to a passionate, diverse community who reside across the four townsites of Denmark, Peaceful Bay, Bow Bridge and Nornalup.'

Data provided from the most recent census within the Shire of Denmark Community Profile⁴ indicates the following:

- The median age is 50, which is higher than that of regional WA (median age 40)
- The Aboriginal and Torres Strait Islander population is stable at 1.3%, compared to that of regional WA of 8.4%
- The percentage of couples with children is 20%, compared to the regional WA percentage of 24%
- Since the last census (2016), the population has increased by over 7%, with nearly 500 additional residents
- There is a more significant percentage of seniors (16.7%) compared to that of regional WA (10.1%)
- There is a more significant percentage of Empty Nesters and retirees (17.1%) compared to regional WA (12.4%)
- There is a smaller percentage of young workforce (6.2%) compared to regional WA (12.5%)
- Since the last census, there is a significant increase in secondary schoolers (12 to 17 years old) (+118 people).

Within the Shire of Denmark's Community ID Profile¹, the population-age demographic (see below) highlights the following:

Though the population has been steadily increasing, the median age of 50 is higher than the regional average (40) and state average (37). This suggests a slightly older demographic profile, supported by the fact that the Shire of Denmark has 17% of older couples without children, compared to the regional average of 10%.

There is a significant drain of 20 – 35-year-olds from the Shire, with many moving away for work and further education. This is a substantial and traditional age cohort usually found within many sporting and recreational groups. As such, specific strategies could be considered to engage and support this age group to be retained within the Club (and community).

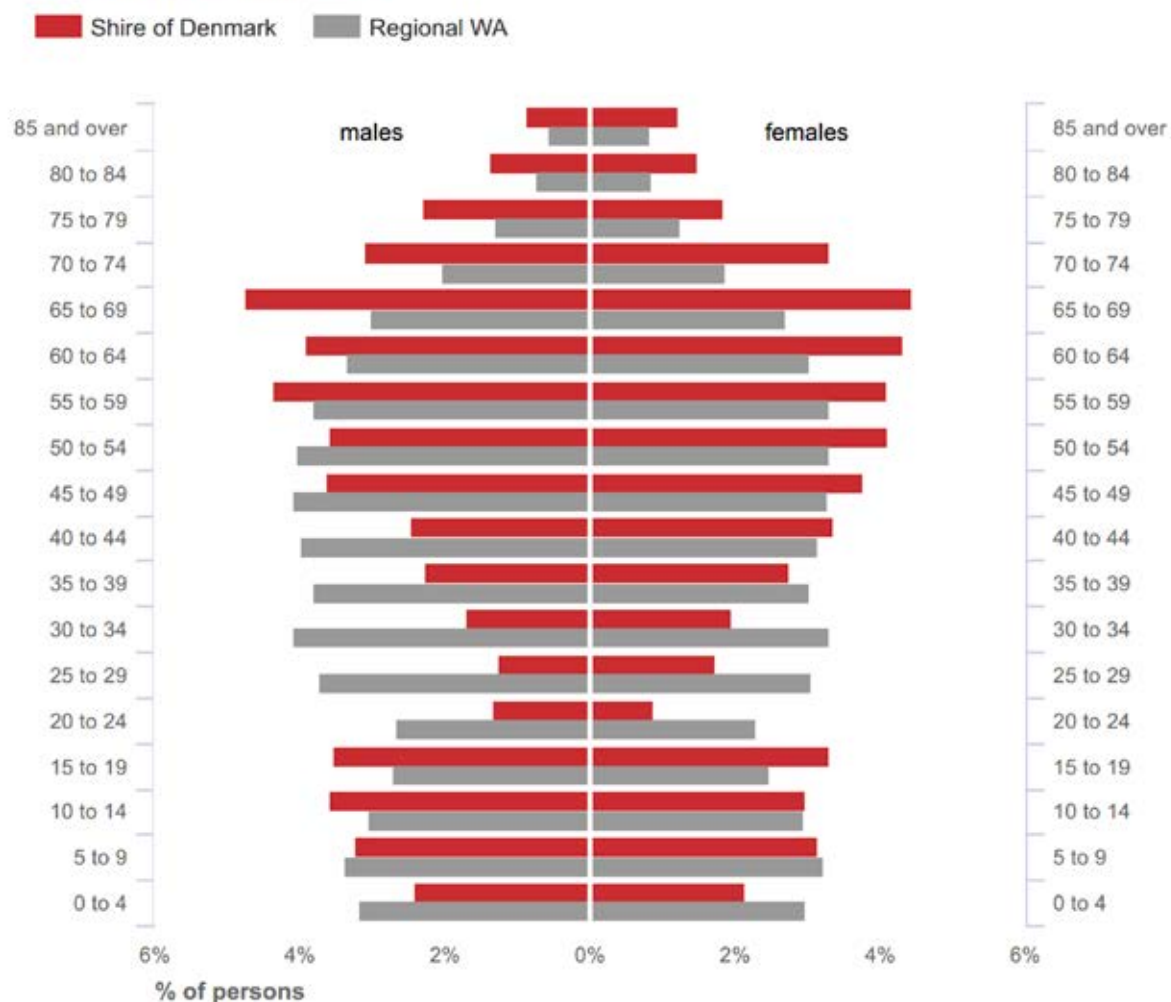
The 5 -19 age group is particularly interesting, which shows a significantly higher percentage/population than regional WA. This age group is a crucial priority group for the Denmark Mountain Bike Club, and specific strategies are explored to support the youth of Denmark to remain active, healthy and engaged.

¹ Shire of Denmark, Denmark 2027 Strategic Community Plan, Shire of Denmark

Age-Sex Pyramid, 2021



Age-sex pyramid, 2021

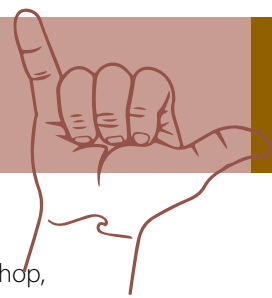


Anecdotal evidence and recent population forecasting research², post-COVID is also showing a significant population shift to smaller communities and rural settings. Younger people are returning to their rural roots, and people are choosing to move to country regions (across Australia). Intrastate migration has grown considerably post-COVID, particularly to coastal areas, including the Shire of Denmark.

It is suggested that over the next few years, the population will continue to grow, particularly in the 20 – 50 age group, as many choose flexible work and home life options. As discussed within the workshops, these demographic shifts provide a significant opportunity for the DMTBC and a challenge for the Club (and their large parent volunteer base) to support any growth, transformation and changes.

² <https://blog.id.com.au/2020/population-forecasting/how-covid-19-will-impact-the-future-population-of-rural-areas/>

Key Opportunities & Challenges



The Club identified opportunities and challenges through an online survey and within the member's workshop, including an internal and external review (SWOT and PESTLE). The following summarises the challenges and opportunities, which has helped to frame the Strategic Cogs the Club will address over the coming few years.

In addition, all workshop material and raw data is collated within the Supporting Document.



All Ages, All Abilities, All Disciplines

While participation in MTB has continued to grow, the participation rates have been skewed towards middle-aged males (aged 35-54).³ The Club is keen to promote and encourage MTB (through all of its disciplines) for all ages, all abilities and all disciplines. Increasing participation in under-represented groups such as females and youth will require a structured program, skills development, access to coaches, equipment and appropriate level skills trails. The Club has established and supports a youth development program for Denmark riders aged 7-18. Bike parks, pump tracks, urban trails, and gravel trails can improve accessibility, increase participation, and build skills in new MTB riders.



Promote a Positive Culture

The DMTB Club has a positive, family-friendly vibe, nurturing and supporting Denmark MTB youth.

Under strong leadership and mentoring, the Club has successfully held several State MTB events, bringing visitors and economic returns into the community. As a sport, MTB receives recognition as it provides health, community and social benefits to participants and the broader community.¹

The Club will focus on its values, collaborate transparently and support the development of sustainable trails.⁶

Sustainable Club Growth



Mountain biking continues to grow in popularity, with record levels of participation across the country and state. The Club has experienced this growth locally, with increasing interest, participation and membership. With more riders comes more activities and increased demands on a small dedicated volunteer base. The Club's growth is reflected by the steady population growth in the Denmark Shire, with 6,500 residents.

The challenge is balancing an active quality program delivered by enthusiastic and committed volunteers while allowing everyone to enjoy and actively participate. Supporting the volunteer base with training and skills development, using the principle of 'many cogs make light work' to prevent burnout of the valued volunteer base.

Places to MTB



The increased interest in MTB has seen growing demands on existing trails and the desire for additional local and regional trails. As stated in the WA Mountain Bike Strategy '... while investment into major mountain bike trails network has increased, funding for community and local trails has decreased, creating a two-speed trail economy'. As one of the youths participating in the workshop succinctly said, "You can't play football if you don't have a football oval."

A planned and staged approach for the development of a sustainable trails network in Denmark is a priority for the DMTB club. The Denmark Trails Master Plan incorporates The Western Australia Trails Development Series framework citing the long-term social, economic and community benefits.

³ AusPlay by Sports Data, Jan 2021 – Dec 2021 Australian Sports Commission. Accessed at <https://www.clearinghouseforsport.gov.au/research/ausplay/results>

⁴ Profile ID, Shire of Denmark Community Profile 2021, Australian Bureau of Statistics, Regional Population Growth

⁵ Westcycle, Western Australian Mountain Bike Strategy 2022 – 2032,

⁶ Trails Development Series Part A: A Guide to the Trail Development Process (2019)

Strategic Alignment



At a strategic planning level, the Denmark Mountain Bike Club has identified and incorporated the following significant alignments with key stakeholders.

Organisation	Strategic Direction	Document Ref	DMTBC Strategic Cogs
Department of Local Government, Sport & Cultural Industries (DLGSC)	<p>To support a connected sport and recreation sector that is safe, encourages participation, and develops talent while contributing to a healthy and active Western Australia:</p> <ol style="list-style-type: none"> 1. Opportunity – More Western Australians have the opportunity to participate and progress in quality sport and active recreation more often 2. Connected – a well-informed, empowered and connected sector which recognises and promotes the values of sport and recreation is innovative and responsive to the changing needs of the community 3. Capable – A capable sport and active recreation workforce, including areas such as administration, coaching, officiating, instructing and volunteering 4. Place – create optimal sport and recreation environments, with places and spaces to enjoy and play 	<p>DLGSC – Sport and Recreation Service Area https://www.dlgsc.wa.gov.au/sport-and-recreation</p>	<p>All cogs were aligned:</p> <ul style="list-style-type: none"> ✓ Leadership ✓ Places to MTB ✓ Partnership ✓ Members and Volunteers ✓ MTB Skills & Education
Shire of Denmark	<p>Strategic Themes</p> <ol style="list-style-type: none"> 1. Our Natural Environment– Our natural environment is highly valued & carefully managed to meet the needs of our community, now & in the future (N2.1, N2.2) 2. Our Build Environment – We have a functional built environment that reflects our rural and village character and supports a connected, creative & active community (B3.1, B3.2, B3.3) 3. Our community – we live in a happy, healthy, diverse & safe community with services that support a vibrant lifestyle and foster community spirit. (C4.1, C4.2, C4.3) 	<p>Denmark Strategic Community Plan 2027</p>	<p>All cogs were aligned:</p> <ul style="list-style-type: none"> ✓ Leadership ✓ Places to MTB ✓ Partnership ✓ Members and Volunteers ✓ MTB Skills & Education
WestCycle	<p>Focus Areas:</p> <ol style="list-style-type: none"> 1. Governance and Planning 2. Sustainable Trail Development & Management 3. Participation 4. Mountain Bike Marketing, Tourism and Economic Impact 	<p>Western Australian Mountain Bike Strategy 2022 - 2032</p>	<p>All cogs were aligned</p> <ul style="list-style-type: none"> ✓ Leadership ✓ Places to MTB ✓ Partnership ✓ Members and Volunteers ✓ MTB Skills & Education
Outdoors GS	<p>To develop the Great Southern as a World Class Trails Destination. To address gaps in supply, the plan identifies 3 trails development opportunities:</p> <ol style="list-style-type: none"> i. Create new trails ii. Develop trail linkages iii. Enhance or upgrade existing trails networks 	<p>Great Southern Regional Master Plan 2020-2029</p>	<p>The following cogs are aligned:</p> <ul style="list-style-type: none"> ✓ Leadership ✓ Places to MTB ✓ Partnership

VISION

DMTBC envisions Denmark:

- ✓ With a network of MTB trail offerings to provide experience for all MTB disciplines and ages
- ✓ As a place to be fit and active, challenged and inspired in our natural and built environment
- ✓ As an accepting and supportive community for all trail users
- ✓ As a recognised and essential 'cog' in the state MTB community



RIDE VALUES & PRINCIPLES

Respect - we will respect all trail users, our club members and valued volunteers. We will respect, care for and appreciate the natural environment in which we ride.

Inclusive - we welcome and encourage all participation, irrespective of age, gender, ability, or experience.

Denmark - we believe in the power of working together with the Denmark community in an open, accountable and transparent way.

Enjoyment - Above all, we will make it fun.



Our Targets

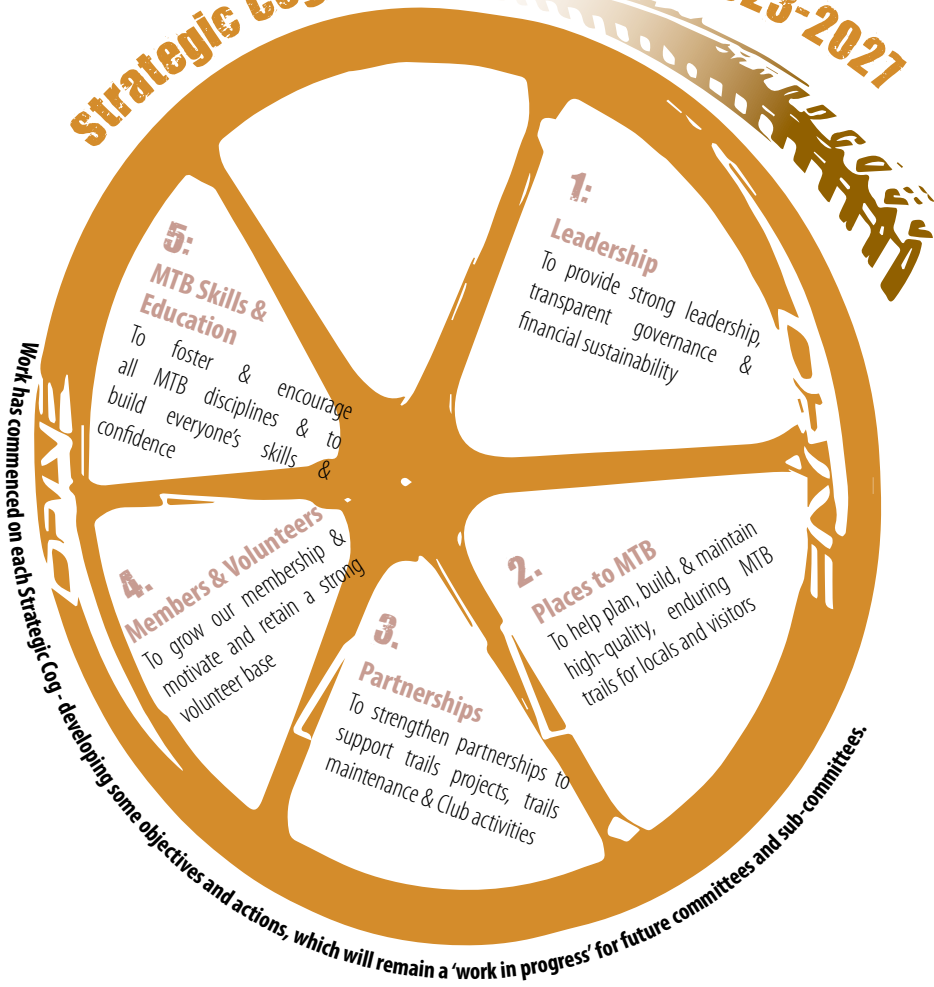
Success for the DMTBC will be measured by:

- Denmark Trails Master Plan
- Increased collaborations and partnerships
- Turner Road Concept Plan
- Youth Development Program
- Increased membership
- Increased participation in club activities
- Financial sustainability
- Regular hosting of State MTB Events

DMTBC Purpose

To foster and support mountain biking activities that provide a socially cohesive, healthy and most of all fun activity for everyone.

Strategic cogs (Priority Areas) 2023-2027



1. LEADERSHIP



What will we do?

- 1.1 Ensure compliance with all relevant legislation and regulations
- 1.2 Undertake annual review of the committee functions, responsibilities and actions
- 1.3 Define and document all volunteer positions, delegations and responsibilities
- 1.4 Use the Strategic Plan to guide decision-making
- 1.5 Encourage succession planning, establishing finite terms and identifying skill sets
- 1.6 Establish a youth sub-committee, to support the next era of volunteers
- 1.7 Closely monitor and maintain the club finances, with regular reporting to members
- 1.8 Undertake an annual members satisfaction survey

How will we measure success?

- Financial sustainability
- Members satisfaction
- Strategic outcomes delivered
- End of Year Review
- All key positions filled

To provide strong leadership, transparent governance & financial sustainability

2. PLACES TO MTB



What will we do?

- 2.1 Support the development of a Denmark Trails Master Plan
- 2.2 Promote and encourage good practice design for future trails
- 2.3 Support the Turner Road MTB Concept Plan and assist with the 8 stages to completion
- 2.4 Assist with volunteer mapping and on-ground truing of existing trails, connectivity and gaps
- 2.5 Sanction and support for existing trails and support members codes of practice on sanctioned tracks
- 2.6 Establish agreements with key agencies on DMTBC responsibilities.

How will we measure success?

- Denmark Trails Master Plan
- Turner Road Concept Plan completed and project delivered.
- Additional funding sources for trails in Denmark
- Existing trails mapped and signed

To help plan, build, & maintain high-quality, enduring MTB trails for locals and visitors



3. PARTNERSHIPS



What will we do?

- 3.1 Collaborate and support Shire of Denmark, as a key landholder agency
- 3.2 Establish Business and Corporate partnerships
- 3.3 Engage with other landowners, for specific trails for events
- 3.4 Work with Active Travel partners to promote bike riding
- 3.5 Support end of trip facilities, to encourage increased bike riding
- 3.6 Support grant applications for MTB trails and activities

How will we measure success?

- Partnerships established.
- DMTBC – reference and advisory point for MTB in Denmark
- Clearly defined MOU's and Agreements in place
- Regular hosting of State MTB events
- Increased profile
- Healthy relationship with club Sponsors

To strengthen partnerships to support trails projects, trails maintenance & club activities

4. MEMBERS & VOLUNTEERS



What will we do?

- 4.1 Increase our membership base, through more diverse and regular activities
- 4.2 Actively convert participants to club members
- 4.3 Establish a strong volunteer base, through incentives and rewards
- 4.4 Consider sharing the volunteer base with other clubs
- 4.5 Recognise, reward and support volunteers
- 4.6 To raise the profile, awareness & acceptance as a valued community club
- 4.7 Exclusive merchandise and club design
- 4.8 Promote positive MTB culture & behaviour
- 4.9 Increased use of local media
- 4.10 Generate positive stories (comps, activities, events)

How will we measure success?

- Increased membership
- Increased participation in club activities
- Members satisfaction
- Increased profile
- Community and members feedback

To grow our membership & motivate and retain a strong volunteer base



5. MTB SKILLS & EDUCATION

What will we do?

- 5.1 Conduct skills sessions for interested club members
- 5.2 Offer intro programs for new MTB'ers and targeted groups (youth, females)
- 5.3 Encourage, promote and support diverse MTB disciplines
- 5.4 Advocate for skills park or skills features in pump track area
- 5.5 Foster trail stewardship within members and Club
- 5.6 Support education on trails etiquette for all members

How will we measure success?

- Increased membership
- Increased participation in club activities
- Youth development program

To foster & encourage all MTB disciplines & to build everyone's skills & confidence

Denmark Mountain Bike Club Strategic Cogs to Action



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