

# Council Forum

## Notes

### 12 June 2018

#### Unconfirmed Notes

These notes were approved for distribution on 18 June 2018.



Stan Scott  
**CHIEF EXECUTIVE OFFICER**

When the Chief Executive Officer approves these Notes for distribution they are in essence "informal notes."

At the next Ordinary Meeting of Council the Notes will be received, subject to any amendments made by the Council.

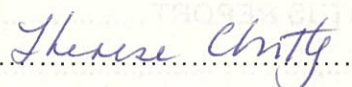
The "Received" Notes are then signed off by the Presiding Person.

Attachments that formed part of the Program, in addition to those tabled at the Council Forum are put together as attachments to these Notes with the exception of Confidential Items.

Confidential Items or attachments that are confidential are compiled as a separate Confidential Noted Program Item.

#### Received Notes

These notes were received at an Ordinary Meeting of Council held on 26 June 2018.

Signed: .....  .....

*Note: The Presiding Member at the meeting at which the notes were received is the person who signs above.*

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**ATTACHMENTS** *with separate index follows Item 14.*

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# Shire of Toodyay

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COUNCIL FORUM – 12 JUNE 2018

## NOTES

### 1. DECLARATION OF OPENING

Cr Rayner, Shire President, declared the meeting open at 4.05pm.

The Shire President advised those present that all mobile phones and recording devices be switched off and advised that the recording of any part of the meeting was not allowed.

The Shire President advised those present the location of the exit doors in case of an emergency.

### 2. RECORDS OF ATTENDANCE/APOLOGIES

Cr B Rayner	Shire President
Cr T Chitty	Deputy Shire President
Cr B Bell	
Cr J Dow	
Cr P Greenway	
Cr E Twine	
Cr R Welburn	

#### Staff

Mr S Scott	Chief Executive Officer
Ms C Luangala	Manager Corporate Services
Ms A Bell	Manager Community Development
Mr S Patterson	Manager Works and Services
Mr H de Vos	Planning Officer
Mrs D Andrijich	Events Coordinator
Mrs M Rebane	Executive Assistant

#### Visitors

S Cousins	D Edmonds	K Edmonds
S Syred	P Syred	R Quinn
S Heilers	V Camerer	T Camerer
G Ludemann	E Ludemann	C Syred
B Manning		

#### 2.1 APOLOGIES

Nil

#### 2.2 LEAVE OF ABSENCE

Nil

### 3. DECLARATIONS OF INTERESTS

The Chairperson advised that no disclosures of interest in the form of a written notice had been received prior to the commencement of the meeting.

### 4. PRESENTATIONS

#### 4.1 Proposed Motor cross Facility

*Tecon provided an overview of the Proponent's investment.*

*A presentation was tabled at 4.06pm.*

Background points raised as follows:

- The idea is to provide a safe controlled environment for motor cross enthusiasts to ride. It is a growing sport and a commercial venture;
- Likelihood if Council approve it – it will create a tourist attraction (Rec facility that will attract tourism);
- Demographic not specific to any area. Families/individuals;
- Something like 3-4 tracks (under negotiation) which might increase as it becomes more popular;
- Making it suitable for parents to bring their children to the tracks;
- Their son is the current state champion who has aspirations to keep pursuing that;
- The track that has been put in is a private track for their son to train on;
- Appreciate the staff's assistance in respect to the retrospective approval application.

Key areas of concern to be addressed by:

- Consultation with adjoining land owners;
- Strong communication plan is important;
- Noise implications are going to be addressed via the hiring of a Noise Consultant to inform the plan that will be put in place with the application to be made;
- Environmental issues will be addressed through relevant measures;
- Traffic management issues will be addressed through relevant measures;
- The proposal will include ancillary camping on the site;
- Canteen and toilet facilities including other amenities will also be included in the plan;
- Development application will be made to Council once it is formulated;

NOTES OF COUNCIL FORUM  
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- The potential is that if it works one of the sponsors for Darren is a helicopter business (helipad to be introduced) which would bring in people from the city to the facility if it is suitable; and
- Camping facilities will make it a whole experience.

Questions	Answers/Responses given
<b>How many days a week do you see this being used?</b>	Intended to be not be seven days a week. Weekends would be a key part of it so at this stage 4 days per week but it would vary.
<b>4 days a week how many months of the year</b>	It would be all year. There is not a season as such. It would be an ongoing business
<b>50 bikes a day four days a week means a lot of traffic</b>	That is what we will try to address if we are that successful
<b>Is it a training facility?</b>	The rough track that has been put in by Steve Welsh – it is for his son who is a state champion – the track is a private practice track.
<b>Do you intend to use for competitions and tourism?</b>	Not that track. Four tracks vary in complexity. The original track there may not be incorporated
<b>What is the land size?</b>	820 acres, zoned rural
<b>What hours are you looking at?</b>	Guided by Council – not a 24 hour issue. 9am to 5pm operation or 9am to 4pm. Don't see it working early or late. Not lit or otherwise.
<b>At this stage there is a track already built and you are proposing 4 other tracks. Will they be competitive? Increasing the numbers?</b>	Not at this stage. The existing track is what it is. When the Development Application comes in it will be 4 tracks which will be part of the proposal for the business. That will be the Commercial venture where people come to the tracks to ride. There will be different tracks that will suit the competency of riders.
<b>What is the water source on the property with the dirt tracks?</b>	Some of the sites we looked at did not have a water source. A geotechnical survey has been done on this property showing that there is enough water to control the amenities to control the dust, etc. groundwater.
<b>There are a lot of livestock owners in that rea. Will a noise study consultant take that into consideration? Farmers cannot use paddocks outside, or along the property.</b>	I am not familiar with noise management. A look at decibels equivalent to 48-52db is what adjoining landowner is. Work to something like that. Forgive my unfamiliarity with specific numbers. When you measure the source of noise taken from source and works on decibels that are

NOTES OF COUNCIL FORUM  
HELD IN THE MASONIC LODGE ON 12 JUNE 2018

Questions	Answers/Responses given
	reasonable within normal parameters. (E.g. talking about a lawnmower, and the neighbour next door type of noise.)
<b>A track that is 5 miles away and if the wind blows in the right direction – we can hear the bikes clear as a bell.</b>	It may be the case. Noise is an interesting issue. From my experience dealing with noise you can have a level that complies. People become attuned to noise and when it happens it stands out. The decibels reading value would not cause an environmental concern.
<b>With the possibility of having 50 bikes there, what about emergency service facilities? Putting drain on local ambulance and fire people.</b>	Staff have raised that issue. At this stage developments where St Johns can be approached. Level of some form of control. Helipad provides worst case scenario situation. This will not be someone setting up something in their backyard. It is a commercial facility.
<b>Of the 820 acres how much is taken up with the 4 tracks and what rest of property used for?</b>	Variety of issues. Cropping at site. New to cropping. Use of the track. Ancillary and incidental uses such as overnighters. Vacant land within that. Tracks not large and within the area reasonably confident as the track can be put away from the noise. Private recreation use under the scheme.
<b>How many acres?</b>	Approximately 50. Talking with Planner about the zoning of the property. Statutory controls can be placed on the property.
<b>Do the owners live on the property?</b>	We plan on living there within the next couple of months but an application has to be made for a transportable.
<b>What accommodation is on site?</b>	Just a shed at the moment.
<b>Will there be anyone on site 7 days a week?</b>	Yes.
<b>How do people book and get to the track?</b>	There will be management which will deal with the commercial venture issues. Level of management. Issues raised.
<b>That will come into development application?</b>	We would plan to address that as part of a management plan to be attached to the development application.
<b>Will it include ablution blocks for people intending to come?</b>	Yes
<b>The Shire Roads are tracks at best. With the amount of traffic</b>	We are not seeing lots of numbers – 50 riders at staggered times. Turning in with trailers might pose an issue. Reality of this venture is that it will be out in some local authority

Questions	Answers/Responses given
<b>you might be expecting what will happen with redoing roads?</b>	that has rural land that will not affect anyone. Road not necessary for major upgrading. Nexus development and road interaction quieting distances exits and entries part of Traffic Management Plan.
<b>When you talk about traffic management do you think there would be a lot of people?</b>	We hope that the business will generate activity with local businesses, adding to the vibrancy of the area. We hope that bringing people to town is a positive value to the community and not a negative.
<b>Track that is in Wyalkatchem? Is that the same type?</b>	Yes that is exactly like that.
<b>Being an A class use does that go out for public consultation?</b>	Yes. For 28 days.
<b>Policy 1,000metres but we can extend it and consultation with Shire of Vic Plains</b>	Tecon guided by the Council. Intention to get feedback and deal with appropriately.

#### **4.2 DRAFT Shire of Toodyay Tourism Strategy**

The presentation started at 4.32pm.

Points raised as follows:

- Opportunities in WA – set of factors – between 2012 and 2017 built 2,000 extra hotel rooms in Perth. Another 1,800 hotel rooms will be built. Oversupply and accommodation rate will come down quite significantly;
- AFL tourism and NRL tourism;
- China push and tourism;
- Commitment \$460m dollars – events and marketing strategy from the State Government;
- Direct flight from London which will open up new array direct flight into Perth from London;
- Cruising industry secured. 60-70 ships a year coming into Perth. Toodyay closest town to Perth – heritage, cultural and Australian feel about it. All these things have aligned up;
- Now is the time to set Toodyay up and follow up from what we have already done;
- If the plan is adopted it will be a good time to make it happen;
- The government has developed a two year action plan on line and it is to promote WA and out there to provide affordable viable

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destination close to nature. Attracting more people to regional WA (third important point);

- Strategy – structure and nature of the Tourism Industry;
- Theme – Connect, Collaborate and Co-promote;
- Tourism cannot work in isolation;
- B&B Association possible to work on ways to collaborate with one another to co-promote;
- Priorities in the Strategy will be a strong way to move forward;
- Stakeholder perceptions and discussions;
- Issues during stakeholder engagement were about a swimming pool being needed by the community;
- Full review of Air B&B is being undertaken by the State Government;
- Partnership and Leadership of local government;
- WA will have a significant major event announced in the next four months;
- Committee set up to be a strong committee with terms of reference, good governance, meeting four times a year that works toward the full time tourism officer that will do all the things going through the cracks if Toodyay is to take full advantage of what will be happening. Person focussed no Tourism;
- The tourism officer will form the relationship with Destination Perth who have funds and told by the State government to work closer with the LGA's in their area;
- Committee - tourism officer, shire representative (CEO and Community) and having people who are pro-tourism be sitting on the committee together, being the link between the Shire doing the leadership via the committee liaising with the industry; and
- Transport is an issue when it comes to tourism but Toodyay is close to Perth.

Questions	Answers/Responses given
<b>Why were there only comments from 25-30 % of stakeholders</b>	A lot of tourist operators were not interested in listening to or being part of the process. If we put a full time Tourist Officer in it would be another person completely different are we subsidizing people who are not interested.
<b>What is the percentage of tourism businesses being "lifestyle" businesses?</b>	There may be between 25 and 50 % of people doing tourism businesses as a lifestyle. They are in semi-retirement. They're not interested in developing their business. This



NOTES OF COUNCIL FORUM  
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Questions	Answers/Responses given
	<p>happens. We did a bit of an audit – we could tell you what businesses are like this.</p> <p>There are loads of lifestyle operators. The other 50% are quite passionate. They really want to make it happen and are good operators.</p> <p>Tourism in and around Toodyay will increase dramatically over the next 3-5 years.</p> <p>Coorinja Winery has very good fortified wines. That has to stay and it cannot stay unless there are improvements. With a little bit of leadership through a Tourism Officer and once people who are in these businesses see the opportunity and get inspired to be involved there will be improvements.</p> <p>Over a couple of years we have talked ourselves down in terms of tourism. We've had a little bit of positive with our events that have been performing exceptionally well. There are opportunities to leverage events. Peeking out capacity for the weekend of having it. Now it is the time to make it one event carry over a period of at least three weekends where we're getting just as much business without excess. How do we do that? How do we leverage? That is the question for a Tourism Officer.</p>
<p><b>10 to 15 years ago coach lines used to come up a lot.</b></p> <p><b>Was it the costs involved or just the product that made them come up not as often?</b></p>	<p>Bit of both. The coach industry in the last ten years – went from 70 to 9. There are a lot more self-drive. Some come in convoys. Tag along tours and camping tours. Small operators, once they see an opportunity of support they will come. The Perth product has changed dramatically. In the 80's there was not a lot on in Perth but with the improvement in the product and having a tourism focus it's been more successful.</p>

*The Shire President adjourned the meeting at 5.25pm*

*The Shire President resumed the meeting at 5.33pm.*

**5. PUBLIC QUESTIONS (relating to the contents of the program)**

**5.1 RESPONSES TO PREVIOUS PUBLIC QUESTIONS TAKEN ON NOTICE**

At the Council Forum held in May 2018 there were no questions taken on notice.

## 5.2 PUBLIC QUESTION TIME

### B Manning

#### Summary of Question One

Item 8 of the Program contains the following statement: "The Concept Forum Matters listed below are provided to Council as a separate confidential attachment, indexed separately." There are three matters listed relating to a Green Paper issued by the State Government on changes to WA's planning laws, a comparison of Extractive Industry Local Laws and a proposed Motor-Cross Facility.

My first question is why the attachment relating to these matters is confidential and not available to the public.

#### Summary of Question Two

Item 9 of the Program states that the CEO's Update is provided to Council as a separate confidential attachment indexed separately. My second question is why the CEO's Update is confidential and not available to the public.

By way of comment, I note that in Members Policy M.5 - Council Forums which was adopted by Council on 27 May 2014 Objective No 1 provides that Council Forums will generally be open to the public except when matters of a confidential nature are discussed. The President shall be guided by the principles set out in Section 5.23 of the Local Government Act when determining where (sic) when to go behind closed doors.

*The Department of Local Government, Sport and Cultural Industries Guideline says that Concept Forums are designed to be about strategy. They are an opportunity for Council to have a discussion without an agenda item going to the public. Nothing discussed during a Concept Forum is what will be decided upon to make it final.*

*The reference to the Act is that there is an occasional Agenda Forum matter that has to go behind closed doors:*

- *SAT matters need to be considered behind closed doors.*
- *Specific attachments we are talking about in relation to this agenda for this week the three attachments don't need to be confidential but the discussion is confidential. Room for improvement in terms of attachments which don't need to be confidential.*

*In respect to the CEO update that is designed to allow for Council to have free and open discussion with the CEO, and most of the time it includes information that is not in the public domain.*

*We do experience issues in terms of questions that were given on notice. That is why we're looking at amending the Council Forum Policy to include allowing questions on notice – to respond to questions when there is nothing making them confidential.*

*The CEO's Update needs to remain confidential.*

T Camerer

Summary of Question One

What happens with the motor bike track – what if the numbers of people and bikes far exceed what has been brought forward to the Council? Does it put it in jeopardy later on?

*If the Council approve the development it will be 100 per cent being conditional on certain items being part of the approval. Days of operation and operating hours. The planning approval notice will be a matter of compliance with conditions. If we get a complaint or we do a compliance check and note that numbers are different (operating outside of the specified time they will then be in breach of the planning approval and the Shire has a process for these breaches. Part of it is an initial communication with the user of the land.*

*Section 2.14 of the P&D Act is a formal notice with 60 days to comply. If that is not attended to there is a prosecution avenue. Depending on the severity of the breach we may go straight to a legal prosecution.*

Summary of Question Two

If the business does well and they decide to increase numbers or put in more tracks do they reapply?

*If Council put a condition of 6-12 months to see how it is performing and any future development requires a new development approval. There are mechanisms.*

Summary of Question Three

On this property there is a lake with ducks and black swans and not a very deep lake. I own part of a gazetted road going through the middle of the lake. I went to my side of the lake and saw they were sucking out water with a three inch pump straight out of the lake to wet down the tracks. In the process of letting this development go ahead will DPAW be let know because as it is a pristine lake are they to be involved and will it go to them to approve environmentally?

*The application will go to several stakeholders and also DPAW. Our Environmental Officer will also do an appraisal of it as well and may add conditions to the Development Approval.*

*One of the things we do is conduct a thorough site inspection to see what the proposal entails. I saw that the boundaries go through the lake. This is something that will be looked into.*

Summary of Question Four

What is the size of the lake (in hectares?)

*Might only be 10 ha. Might even be 5ha.*

*The CEO advised as follows:*

*At this stage we don't have a planning application. Until we get the actual documents to see what they're proposing it is difficult to say what will be acceptable or unacceptable. Part of the process will be*

*advertising; we do take account for any submissions made. We give the proponent opportunity to respond to issues raised. There is and we are a long way from an approval.*

*They are the sorts of conditions we could contemplate as part of the process. They need a license to drill water from it and need a licence to draw water from the lake.*

**6. PUBLIC SUBMISSIONS (relating to the contents of the program)**

Nil

**7. AGENDA FORUM MATTERS**

**7.1 DRAFT Shire of Toodyay Tourism Strategy**

Points raised as follows:

- Key component of what is proposed is a dedicated position of a Tourism Officer to progress the strategies in the Tourism Strategy;
- Page 18/26 – divide between the industry and the visitors centre dependent upon one's opinion;
- Making the link stronger with Destination Perth (used to be called Experience Perth);
- Page 19/27 – semi-retirement town and not a tourism town coming from the surveys which were undertaken;
- Addressing the perception of anti-tourism in the community;
- The Shire is pro-tourism and holds many events;
- More information about what the Chamber of Commerce and Industry input was;
- Looking at what the TCCI will be taking on board and what the Shire is doing;
- The TCCI were working separately with Icon Tourism on their own branding.

Clarification was sought.

**Guidance from Elected Members**

That a report be presented for consideration by Council at the July 2018 Council Forum (to ask more questions and put more input) and then the July 2018 Council Meeting that will have Council receive the DRAFT strategy and advertise for public comment.

If Members identify anything within the document that needs addressing, please email the CEO at [ceo@toodyay.wa.gov.au](mailto:ceo@toodyay.wa.gov.au) by 20 June 2018 in order to get those things addressed.

**7.2 Amendments to Members Policy M.5 Council Forums**

The CEO provided an overview of the reasoning behind this discussion paper being presented.

Clarification was sought.

**Guidance from Elected Members**

That a report be presented for consideration by Council at the June 2018 Council Meeting.

**7.3 Action Plan and the Department of Local Government**

Clarification was sought.

**Guidance from Elected Members**

There should be no need for this to come back to Council.

**8. CONCEPT FORUM MATTERS**

*The Shire President ruled the meeting go behind closed doors.*

*The meeting was closed to members of the public at 6.09pm.*

*The Shire President adjourned the meeting at 6.09pm.*

*The Shire President resumed the meeting at 6.42pm.*

*The Concept Forum Matters listed below are minuted and indexed separately.*

**8.1 Green Paper – Modernising Western Australia’s Planning System**

**8.2 Extractive Industry Local Law Comparison**

**8.3 Lot 7 Syred Road, Wattening – Proposed Motor Cross Facility**

**9. CHIEF EXECUTIVE OFFICER’S UPDATE**

The CEO provided a verbal update.

**10. CONFIDENTIAL MATTERS**

There were no confidential matters.

**11. SHIRE PRESIDENT'S UPDATE**

The Shire President provided a verbal overview of public engagements, and meetings attended since the last Council Forum.

**12. REPRESENTATIVE UPDATES**

The Elected Members provided a verbal overview of public engagements, and meetings attended since the last Council Forum.

**13. STATUS REPORTS**

**13.1 COMMITTEE MEETING STATUS REPORT**

This list was reviewed.

*The Shire President ruled the meeting come from behind closed doors.*

***The Council Chambers were re-opened to members of the public at 7.48pm.***

**14. MEETING CLOSURE**

The Shire President declared the meeting closed at 7.50pm.

# Attachments to Notes

Council Forum

Tuesday 12 June 2018

## PRESENTATIONS

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- |            |   |   |
|------------|---|---|
| <b>4.1</b> | <b>Proposed Motor cross Facility</b>                                |   |
|            | Tabled Item - Presentation  | 1 |
| <b>4.2</b> | <b>DRAFT Shire of Toodyay Tourism Strategy</b>                      |   |
|            | The DRAFT Tourism Strategy is included in the Council Forum Program | 1 |

## Attachments that formed part of the Council Forum Program

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- |  |          |
|--|----------|
| <b>Attachments to the June 2018 Council Forum Program</b>  | <b>8</b> |
| <i>Note: These attachments contain their own numbering</i> |          |



# Proposed Moto X Park Ride





- Intent of the Park is to provide a controlled environment for people of all ages and ability to ride without having to belong to a club.
- The Ride Park would also offer incidental services such as a kiosk, camping area and Heli Pad. With the intent to attract families from all over WA to the region.

275 Bull Road, Wattening



# Town Planning

- Currently Zoned 'Rural' by the Shire of Toodyay LPS No.4
- The proposed landuse is most closely defined by the scheme as 'Recreation-Private'
- 'Recreation-Private' means premises used for indoor or outdoor leisure, recreation or sport which are not usually open to the public without charge.
- The use is considered an 'A' use in the 'Rural' zone.

# Earth mound jumps and tracks





# Examples of Camping and Ablution Facilities



# Shire of Toodyay

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## COUNCIL FORUM PROGRAM

12 JUNE 2018

1. **DECLARATION OF OPENING**
2. **RECORD OF ATTENDANCE/APOLOGIES**
3. **DECLARATIONS OF INTEREST**
4. **PRESENTATIONS**
  - 4.1 **Proposed Motor cross Facility**

Presenter: Mr G Fitzgerald, Tecon Australia
  - 4.2 **DRAFT Shire of Toodyay Tourism Strategy** **1**

Presenter: Mr Manny Papadoulis, Icon Tourism
5. **PUBLIC QUESTIONS (relating to the contents of the program)**

*Questions can be made ad hoc, but it is preferred that notice be given by midday on the day of the Council Forum.*
6. **PUBLIC SUBMISSIONS (relating to the contents of the program)**

*A submission can be made ad hoc, but it is preferred that notice be given by midday on the day of the Council Forum.*
7. **AGENDA FORUM MATTERS**

*The Agenda Forum Matters listed below are attached.*

  - 7.1 **DRAFT Shire of Toodyay Tourism Strategy** **1**

Attachment 1 – DRAFT Shire of Toodyay Tourism Strategy; 4
  - 7.2 **Amendments to Members Policy No. M5 – Council Forums** **99**

Attachment 1 – Members Policy No. M5 – Council Forums; 102
  - 7.3 **Action Plan and the Department of Local Government** **107**

Attachment 1 – Action Plan; 109

Attachment 2 – Letter from the Department; and 111

Attachment 3 – Email from the Department. 113

PROGRAM FOR COUNCIL FORUM  
TO BE HELD IN THE MASONIC LODGE ON 12 JUNE 2018

**8. CONCEPT FORUM MATTERS**

*The Concept Forum Matters listed below are provided to Council as a separate confidential attachment, indexed separately.*

**8.1 Green Paper – Modernising Western Australia’s Planning System**

**8.2 Extractive Industry Local Law Comparison**

**8.3 Lot 7 Syred Road, Wattening – Proposed Motor-Cross Facility**

**9. CHIEF EXECUTIVE OFFICER’S UPDATE**

*The CEO’s Update is provided to Council as a separate confidential attachment, indexed separately.*

**10. CONFIDENTIAL MATTERS**

*There are no confidential matters.*

**11. SHIRE PRESIDENTS UPDATE**

*The Shire will provide a verbal update at the forum.*

**12. REPRESENTATIVE UPDATES**

*The Elected Members will provide a verbal update at the forum.*

**13. STATUS REPORT**

**13.1 Committee Meeting Status Report 114**

**14. MEETING CLOSURE**



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**AGENDA FORUM DISCUSSION PAPER**

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<b>Date of Report:</b>	30 April 2018
<b>Name of Applicant / Proponent/s:</b>	Shire of Toodyay
<b>File Reference No.:</b>	TOU 1
<b>Author:</b>	A Bell – Manager of Community Development
<b>Responsible Officer:</b>	A Bell – Manager of Community Development
<b>Previously Before Council:</b>	Nil
<b>Nature of Council's Role in the matter:</b>	Executive
<b>Attachments:</b>	1. DRAFT Shire of Toodyay Tourism Strategy

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**7.1 DRAFT SHIRE OF TOODYAY TOURISM STRATEGY**

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**PURPOSE OF THE DISCUSSION PAPER**

To update Council on the DRAFT Shire of Toodyay Tourism Strategy.

**BACKGROUND**

In 2017 Icon Tourism was appointed to undertake the development of a Tourism Strategy for the Shire of Toodyay.

**CONSULTATION IMPLICATIONS**

Manny has undertaken various methods to consult with both Council, Businesses and Community on this strategy.

Workshops were held on 16<sup>th</sup>, 17<sup>th</sup> and 18<sup>th</sup> October 2017. Individual appointments were arranged for the 19<sup>th</sup> & 20<sup>th</sup> October. A Webinar was held on the 4<sup>th</sup> December. Other appointments were arranged with individuals and groups with direct requests to Manny.

*\*Please note when reviewing below data: it is estimated that 25 – 30% of consulted stakeholders participated across a number of information forums, one-on-one interviews and survey participants. Therefore above figures must be considered estimations only.*

Toodyay Tourism Strategy	Stakeholder consultation	
Community workshops (Toodyay)	34 persons	Information workshops help across 3 days
Face to face Interviews (Toodyay)	20 persons	Local community & business stakeholders

PROGRAM FOR COUNCIL FORUM  
TO BE HELD IN THE MASONIC LODGE ON 12 JUNE 2018

***7.1 DRAFT Shire of Toodyay Tourism Strategy - continued***

Toodyay Strategy	Tourism Stakeholder	Stakeholder consultation	
External interviews <b>(Perth / interstate)</b>	Stakeholder	15 persons	Govt. agencies, tourism industry associations,
TCCI members & board		8 persons	
TCCI members packaging workshop		35 persons approx.	1-day workshop Operated by TCCI. Indirect strategy discussions and opinions gathered
Tourism & Small business Survey (Toodyay stakeholders)	Survey	80 persons response	
		<b>172 persons*</b>	<b>Total</b>

## STRATEGIC IMPLICATIONS

### Vision

*We are a vibrant rural community that celebrates our past and embraces a sustainable future.*

### Mission

*Local Government and community working together to obtain the best possible social, economic and environmental outcomes for the Toodyay Shire.*

### Corporate Business Plan

#### SP 22 Tourism:

*Facilitation and engagement with the tourism sector;*

*Improved effectiveness through the tourism aspect of the Economic Development Plan;*

*Tourism Policy;*

*Tourism Strategy;*

*Build on stronger partnerships with others in tourism sector; local, regional & state.*

### Economic Development Plan

*Initiatives which relate to tourism matters are: 5,6,8,11,18,23,24,25,27,30,32,35,36,37.*

## POLICY IMPLICATIONS

This proposal does not contain any notable policy implications.

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*7.1 DRAFT Shire of Toodyay Tourism Strategy - continued*

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**FINANCIAL IMPLICATIONS**

Financial implications for this proposal are unknown at the time of writing this report.

**LEGAL AND STATUTORY IMPLICATIONS**

This proposal does not contain any notable legal and statutory implications.

**RISK IMPLICATIONS**

These are unknown at the time of writing this report.

**ENVIRONMENTAL IMPLICATIONS**

This proposal does not contain any notable environmental implications.

**SOCIAL IMPLICATIONS**

This proposal could assist in making Toodyay a destination of choice.

**OFFICER COMMENT / DETAILS**

Tourism and Events are an important part of the Toodyay Economy. Tourism is one of four major contributors to the Toodyay economy.

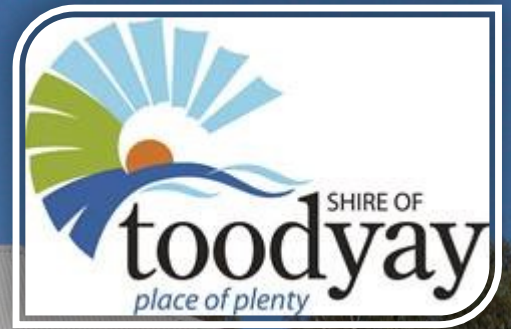
As noted in the Toodyay Economic Development Plan:

*The lifestyle and amenity characteristics of Toodyay have potential to support considerable tourism visitation, activity and investment.*

**OFFICER'S RECOMMENDATION**

That Council:

1. receive the DRAFT Shire of Toodyay Tourism Strategy; and
2. Give guidance to Administration as to future progress for the DRAFT Shire of Toodyay Tourism Strategy.



Shire of Toodyay

TOODYAY TOURISM STRATEGY

2018 - 2021

This report has been produced for the Shire of Toodyay by Icon Tourism Consulting Pty Ltd.



ICON TOURISM

Consulting

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## Acknowledgments

Will be completed at final submission.

DRAFT

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# Executive Summary



## Executive Summary

The global significance of tourism as an **economic, environmental and social force** has never been greater. The Shire of Toodyay is now at cross roads and must make **significant and collective decisions** which will impact on the industry and community for the next 5-10 years.

Tourism in Western Australia is experiencing a once in a generation opportunity, tourism in Toodyay must influence the present day opportunities to support **sustained development** of a well-established tourism industry.

Major changes; **infrastructure expansions** in Perth, new **direct flights** from London, China, and the latest 2year **Action plan for Tourism** put in place by Tourism WA; presents Toodyay a unique opportunity to seize the increasing day tour and extended tour market from Perth.

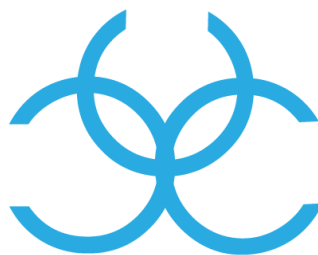
Of the four key areas of grown within TWA's 2 Year Action plan; 'Attracting **increased visitation into the regions**' supports a significant **opportunity for Toodyay** and Avon Valley region. The lifestyle and amenity characteristics of Toodyay present strong potential to support sizeable **increases to tourism visitation**, extend **length of stay** and build **investment possibilities** all of which will influence the local economy.

It has been widely accepted over the last 5 years, throughout many publications; Toodyay's long-term future and growth is linked to the health and **development of the tourism industry**.

Sustainable regional tourism collapses, regardless of its natural or man-made tourism assets if one or more barriers to tourism growth occur within the destination. Several of these growth hurdles are evident within Toodyay.

- Local Politics
- Lack of Leadership
- Lack of funding
- Parochialism

The Toodyay Tourism Strategy, centres around:



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Through endorsement and implementation ( by the Shire,) the Toodyay Tourism Strategy will form the **building blocks for sustainable tourism growth and development**.

Tourism only works with **partnerships** across the industry and with key stakeholders including Shire of Toodyay, Destination Perth, Tourism Council of WA, Tourism WA, Tourism Australia and industry bodies.

The local tourism industry must **unite and work in a positive**, mutually respectful way in order for Toodyay tourism industry to build growth.

*‘The Shire of Toodyay will actively establish its place within the tourism economy of the Avon Region and the state by strengthen links with other tourism groups and tapping into state, national, national and international tourism market’*

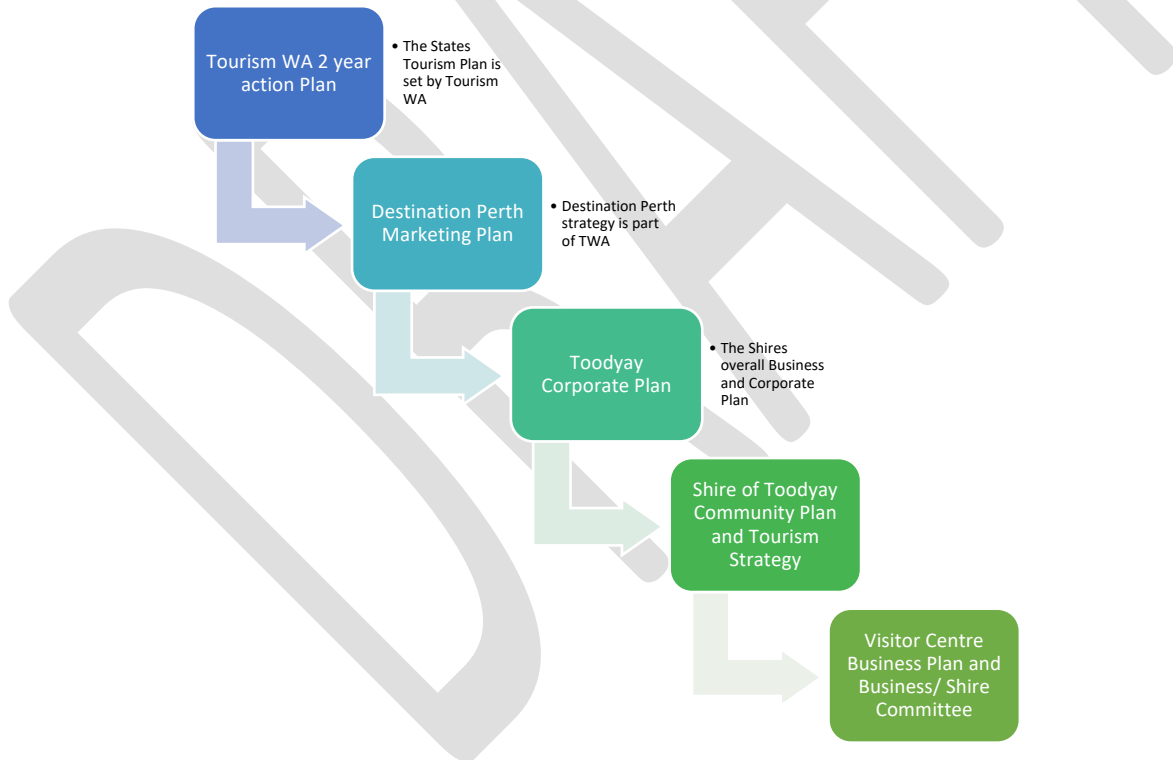
**Source: Shire of Toodyay Heritage Master Plan 2015**

Toodyay’s economic future depends on this.

**Innovative infrastructure developments**, the Victoria Hotel, will increase accommodation inventory, dining and business facilities though Toodyay’s heritage links and presents a unique example of what can be done; whilst **delivering on new opportunities** for events, packaging, coach touring, small meetings and conferences.

This strategy for growth presents the future **agenda for tourism** in the Shire of Toodyay across the next three years.

Concluding the **Toodyay Visitor Centre business plan**, ITC has completed six months of workshops, seminars, one on one interviews, webcast and surveys with the local tourism industry, Shire tourism stakeholders, regional tourism leaders, Shire management and employees, external stakeholders, operators state government officials and others.



ITC believes the endorsement and implementation of Toodyay Tourism Strategy is the necessary step to secure a **sustainable tourism future** for the Toodyay.

ITC does not view the Shire as sole stakeholder delivering the document tourism strategy outcomes. The Shire of Toodyay’s role is to **lead and support (in partnership) with**, industry and community.

The Shire of Toodyay will need to act (in a reduced capacity) as a **Local Tourism Organisation**, operating collaboratively with local industry through the recommend; **Toodyay Tourism Advisory Committee**. Seeking means to deliver on outcomes necessitated through leveraging partnerships with Destination Perth, Tourism WA, TCWA and associated stakeholders.

The destination marketing framework strategies provides a framework that will **inform and support** the Toodyay Tourism Advisory committee and Shire's Tourism Development Officer. The strategies have been planned with alignment of TWA, Destination Perth, Business and Community groups goals of **'increasing the value of tourism'** by 2028.

Key priorities will be:

- Develop Strong Partnerships
- Develop Reasons to Visit
- Growing Investment and Access
- Support tourism quality and experience development
- Expand scope and improving quality of Visitor services
- Progress the development and promotion of infrastructure, events and experiences within the Cultural /Heritage Tourism experiences
- The Shire linking with the local industry via an association like TCCI to develop a funded and comprehensive tourism destination marketing strategy via agreed to joint committee

The strategy outlines important factors in the marketing and tourism environments. It outlines Shire of Toodyay's marketing approach for the next three years and details our target audiences, our markets, mix of programs and activities and how we will measure success.



# Setting the Scene

## Introduction

## Setting the Scene - Introduction

The Toodyay Tourism Strategy was contracted by the Shire of Toodyay and produced by Icon Tourism Consulting Pty Ltd (ITC) a Perth based boutique tourism consulting firm. The authors were Manny Papadoulis Executive Director and Kerri-Anne Minns Senior Associate of ITC who have a combined experience of 50 years working in the Western Australia tourism industry specialising in destination marketing and strategy.

This strategy sets the future agenda for tourism in the Shire of Toodyay over the next 3 years. After completing a Toodyay Visitor Centre business plan ITC has spent 6 months conducting workshops, seminars, one on one interviews, webcast and surveys with the local tourism industry, Shire tourism stakeholders, regional tourism leaders, Shire management and employees, external stakeholders, operators state government officials and others before completing this strategy.

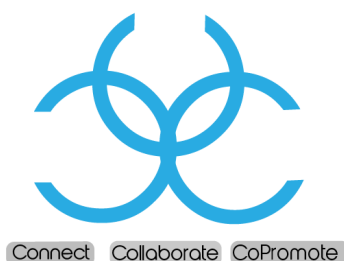
This strategy will take advantage of the key objective of Tourism WA over the next 2 years (Which were highlighted in their new 2-year Action Plan released in March 2018) and the recent changes at Destination Perth which will now focus on working closely with LGA's to develop growth and drive tourism.

### Tourism WA Key Objective

*Drive increased share of leisure and business events markets for Western Australia. This will be achieved through Tourism WA's focus in four key areas - positioning Western Australia as the western gateway to Australia; promoting Perth as an affordable, vibrant destination close to nature; attracting more people to regional Western Australia; and intensifying our focus on converting core target markets to travel*

The strategy is the beginning of realising the full potential that an active viable vibrant tourism industry can bring to a community such as Toodyay. It has relied on the ideas and support for tourism found in the Shire of Toodyay heritage Master Plan, Toodyay Economic Development Plan, Toodyay 2023 Making it Happen Plan, and others. There is no doubt that on some level Toodyay's future as mention in these reports will rely somewhat on the town, the industry and the Shire working together to set up and develop the full potential of tourism within the town and surrounds.

The underlying theme as such for this strategy within the local Toodyay tourism industry and community groups is:



This Tourism Destination Strategy (the Strategy) has been developed to provide the framework for tourism planning, destination development and marketing of the region's tourism experience over the next three financial years 2018- 2021.

It has been developed to reflect the views and directions of local stakeholders, along with a review of previous strategies which have mention the importance of tourism being:

Of vital importance of this strategy will be the Shire’s ability to capitalise on the new once in a generation opportunity that Western Australian tourism industry finds itself. The massive transformation of Perth including new and more affordable hotels, along with new entertainment infrastructure, new access routes into Perth, confirm marketing funding of \$425 million over 5 years by the State Government gives Toodyay an opportunity to leverage their tourism industry and set it up for the next 5-10 years.

A successful tourism industry will not only add and support the economy of Toodyay but add a richness of lifestyle which only something like tourism can generate.

**Methodology Overview**

The diagram below demonstrates an overview of Icon Tourism Consulting methodology for the development of this Tourism Strategy.



*Figure: Toodyay Tourism Strategy Project methodology Icon Tourism Consulting*

A Destination Tourism Planning is the next evolution of destination management. With the emphasis and decision-making moving to the destination, a clear direction for tourism the destination needs to be articulated to its stakeholders. A Destination Tourism Plan (DTP) draws on the existing reports and resources already prepared at a local, regional and state level combined with input from local and key stakeholders.

The aim of the DTP is to provide the definitive direction for tourism and events in a destination towards 2020, highlighting what is required to create a sustainable and competitive tourism destination. A key feature of the DTP is that it is directly linked to Tourism WA’s growth targets, while recognising the local challenges and opportunities of the destination’s unique tourism assets, unique development, marketing and management needs. Based on available research, consultation and stakeholder feedback, and a review of existing planning, reviews and reports, the Destination Tourism Plan builds on grass roots level support for key initiatives from local tourism organisations, tourism boards, local government, and operators.

**Objectives of a Destination Tourism Plan**

- Address the needs of the broader visitor economy in Toodyay
- Act as a reference point for Toodyay when providing inputs to State and Federal policy and legislation formulation which will impact on the Region’s hard and soft tourism infrastructure
- Complement existing regional strategies including Destination Perth and Tourism WA
- Implement a best practice destination tourism plan to attract visitors to Toodyay
- Recognise and build on the unique features of Toodyay
- Outline the value of tourism and events to the wider regional economy in terms of expenditure, jobs and industries supported by tourism and events
- Identify unique tourism experiences, product and event opportunities and associated key infrastructure needs required to meet the needs of consumers
- Provide a clear tourism marketing strategy and direction for Toodyay

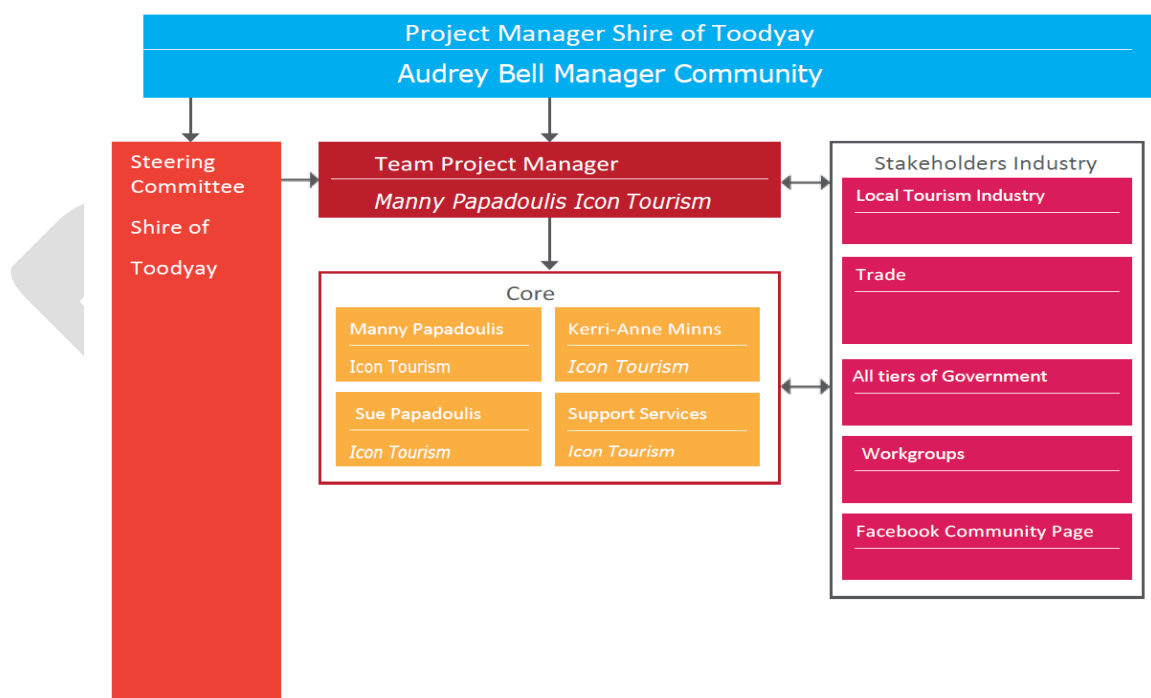


Figure: Management of the Project - Toodyay Tourism Strategy

Tourism is everyone’s business. Working in isolation, the traditional tourism industry cannot achieve the vision. The aim of the Toodyay Tourism Strategy which was the goal of the steering committee is to gain local, regional, state and national support for the destination’s priorities based on a firm understanding of its opportunities and challenges.

## Vision



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“To establish Toodyay as a sustainable tourism destination, by developing the business and leisure experiences to their full potential focusing on the natural and heritage environments, whilst enhancing a sense of community, liveability, and tourism appeal of Toodyay.”

The foundation of the tourism strategy has been established by undertaking a robust assessment of the market through a community, industry and government research project. This project has allowed a detailed assessment of current products and experiences available to visitors in the region and an assessment of the latest demand potential that exists in key interstate, domestic and international target markets.

Over the next three years, the areas of focus that will assist in realising the Shire of Toodyay, **Economic Development Plan (correct name of document)** outcomes include:

- Grow the digital capacity of the industry
- Supporting the key drivers of the visitor economy including cultural/heritage tourism and major tourism events
- Creating the right business environment by encouraging investment and reducing regulatory burdens
- Visitor experience and industry development initiatives to complement investment in new product
- Investment in destination marketing activities that drive visitation from intrastate, domestic and international target markets
- Access initiatives including securing local taxi/tour operator within the shire, guaranteed tourism friendly schedule of rail and bus links into the region and the ongoing maintenance of road networks including signage, into /out the region

The actions outlined in this strategy are not achievable by the Shire of Toodyay alone. It will require commitment and coordinated effort from all part of the industry – including government agencies, industry bodies/associations, and all other tourism business.

Importantly, the intent of the Toodyay Tourism Strategy is for tourism to be viewed as a business that adds diversity and broadens the Shire economy. Its continued growth relies on influencing broad parts of the economy including business development, labour and skills, education, employment, investment and transport.





# Tourism in Toodyay

Role of Tourism and Events in our  
Community

# Tourism in Toodyay

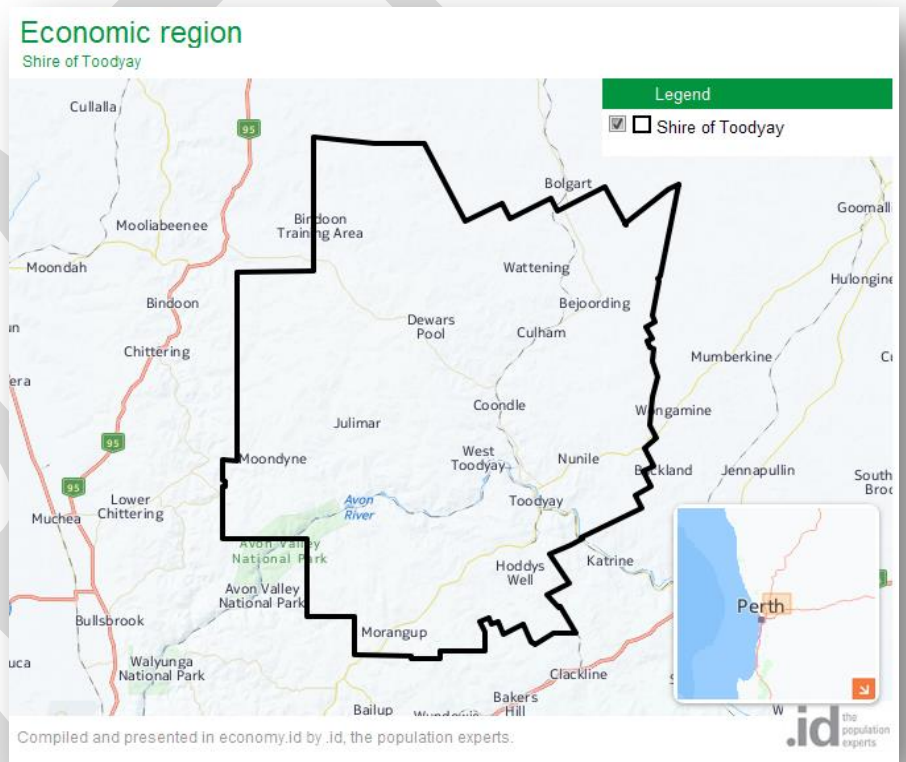
## Destination Profile

The Shire of Toodyay has transformed from a predominantly agriculturally based Shire to becoming increasingly more reliant on the tourism, retail and lifestyle sectors. Toodyay’s population has been increasing largely due to the appeal of the Shire’s natural amenities and heritage building, which has attracted in ‘tree changers’ moving into the area, as well attracting visitors.

*‘The appeal of Toodyay’s heritage buildings and natural amenity has resulted in large visitor numbers and ‘tree-changers’ moving to the area. Localised retail developments have ensued in response to visitation to the town and increasing population.’ (Avon Sub-regional Economic Strategy, 2012).*

With its main street lined by quaint heritage-listed buildings, life in Toodyay appears to continue at much the same leisurely pace that it has for well over a century. A long-time favourite with day-trippers from Perth, over recent years the town has developed numerous fans from further afield, due to its appealing mixture of picturesque scenery, fascinating history and friendly locals.

Toodyay is situated inland in the picturesque Avon Valley Tourist region within Destination Perth (RTO) area located 80 kilometres from Perth. It is classified as a Historic Town by the National Trust. It offers an array of charming studios, galleries, boutique shops, accommodation, wineries, eateries and family entertainment.



An easy one-hour drive from Perth, Toodyay was first settled in 1836 (although the original location was changed in the 1850s, due to flooding), just a few years after the first British settlers arrived at Fremantle.

Today, Toodyay is a typical regional Australian country town, surrounded by peaceful farmland and native bush: a dramatic contrast to the noise and chaos of life in Perth.

### Understanding the Industry – Shire of Toodyay

Tourism is a complex industry that involves a wide range of businesses working at different levels from hotels, motels, tour operators, travel agents and attraction operators to service stations and newsagents.

The global significance of tourism as an economic, environmental and social force has never been greater. The Shire of Toodyay is now at cross roads and must make significant and collective decisions which will impact on the industry and community for the next 5-10 years.

There has not been a rush by government or industry to exploit the tourism industry’s enormous economic potential for Toodyay. It appears that the complexities of tourism development, lack of understanding of the drivers of the tourism industry have been underestimated.

There are many considerations from environmental and resource requirements to tourism, social and cultural ramifications, that may still be overlooked to the detriment of the destination, despite the many numerous reports which mention tourism as a way forward for Toodyay.

Tourism is about obtaining experiences in the tourism industry chain. These factors include:

- People need to be motivated to travel
- People need to know what their options are and what destinations offer
- Bookings need to be made for accommodation, travel and tours
- Service providers such as tour operators need to deliver their products

Each party in the chain contributes to the overall holiday experience of the customer. They form part of the network of wholesalers, retailers, visitor centres and providers of tourism products and services that altogether deliver a complete travel package.

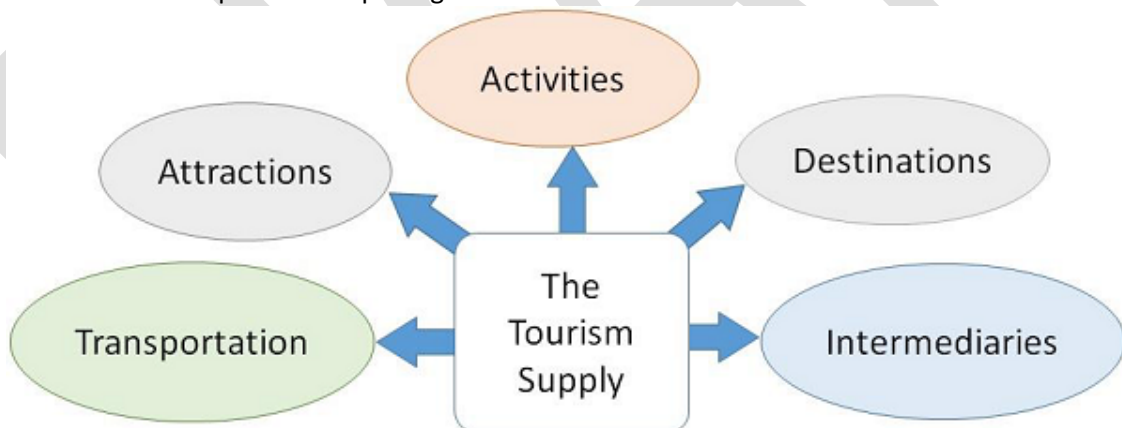
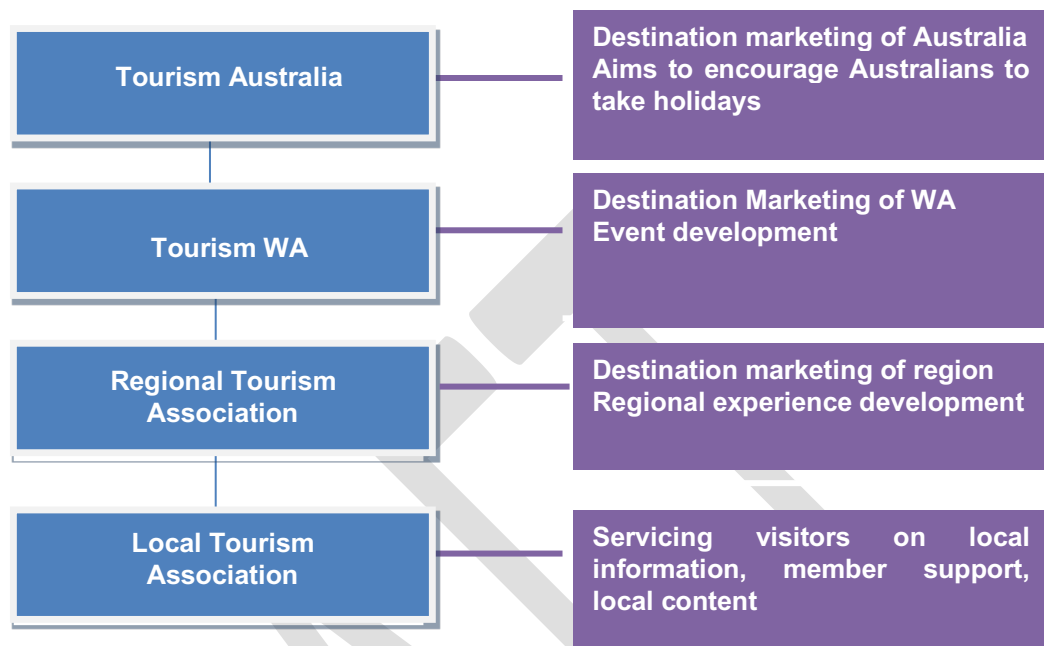


Figure: Tourism supply chain

Tourism is a ‘big picture’ business and understanding where and how Toodyay fits into the network will enable the Shire to make informed decisions about moving forward.

## Industry Marketing Model Challenges

The structure and marketing of Australian Tourism can be explained below.



### Tourism Australia (NTO)

The Australian Government agency responsible for attracting international visitors to Australia, with activities around promotion, brand, consumer research, programs and promotions.

### State Tourism Organisations Tourism WA (STO)

Tourism WA is the State Government agency and part of the broader economic development portfolio of Jobs, Tourism, Science and Innovation. TWA focus is providing funding, strategic direction, domestic marketing, research and resources for developing tourism in Western Australia.

It has the role of accelerating the sustainable growth of tourism for the long-term benefit of Western Australia. Its main role is marketing, adding value for WA’s tourism industry by promoting Western Australia as a destination and by developing partnerships with industry in Australia and overseas.

**Tourism WA’s marketing role** is to accelerate the growth in the economic value of tourism throughout WA through:

- Developing and implementing marketing and communication strategies to build awareness and desire to visit WA
- Increase visitation, increase yield and dispersal from target markets
- Provide meaningful and actionable research to guide strategies and actions of the WA tourism industry
- Communicate effectively with industry, government and the wider community

**Regional Tourism Organisations (RTO)** are an association of local tourism operators and organisations coordinated through a regional marketing authority.

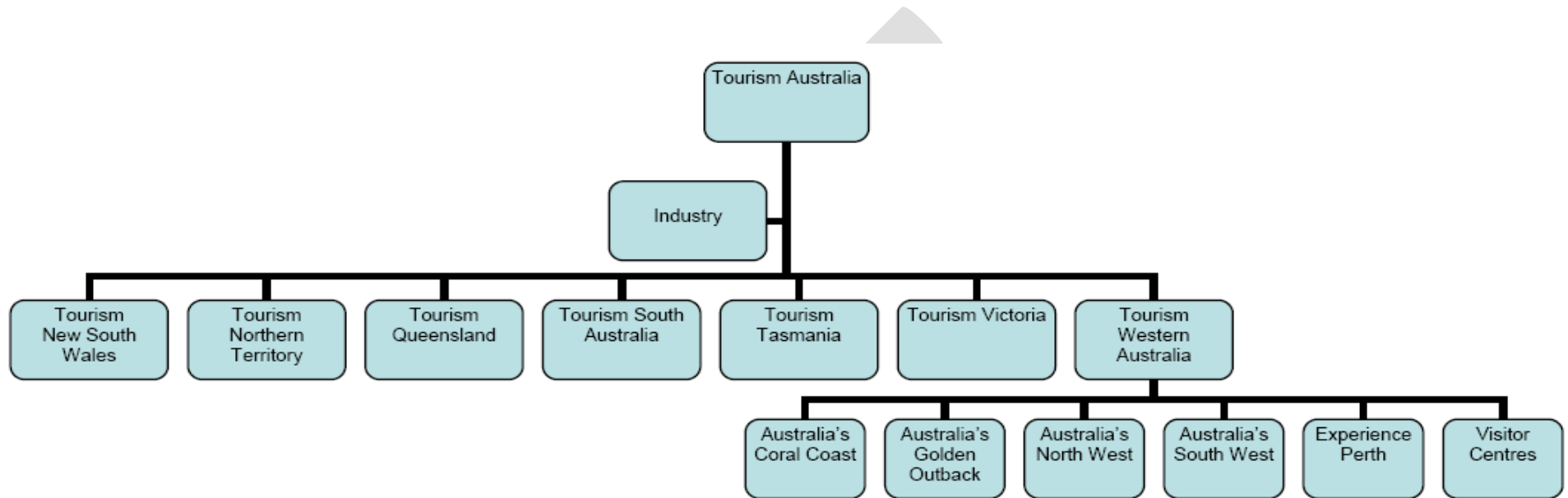
- RTOs develop their own tourism marketing plans for their region, implement activities such as campaigns and familiarisation trips for trade and media groups,
- Partner closely with tourism distribution system partners such as inbound operators and wholesalers, and STO's to promote their region.
- RTOs funding models can be based on membership, as well as STO (government) funding channels.
- RTOs act regional champions dealing with issues facing the region and its tourism operator members such as licensing, tourism infrastructure and air access.

RTOs are an excellent first port of call for members seeking more information about the visitors already touring through your region. They compile and distribute valuable statistics relating to visitor numbers, visitor nights, visitor spending and so on. They also have plenty of information about the key destinations, experiences and products within your region.

As RTOs often work closely with the travel distribution system, they can provide advice to members relating to inbound operators, wholesalers and agents working within your region, as well as useful trade shows to attend. RTOs attend many trade shows themselves and can act as an important representative for members at these events.

It is common for RTOs to maintain a **regionally focused website**, a **social media presence** that promotes the region, and this can generate leads and bookings for your business.

Printed brochures or visitors' guides are often still produced; however, many RTOs will phase this out in the coming years as online browsing and booking becomes ever more prevalent.



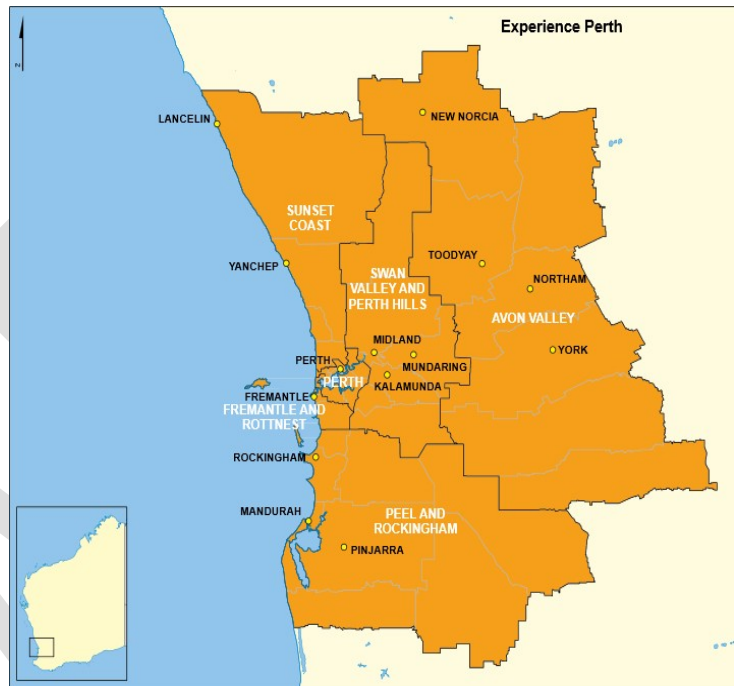
**(Previously known as Experience Perth) (RTO)**



Destination Perth is the primary organisation marketing Perth and surrounding areas to domestic and international customers, travel trade, media and business. Its vision is to ‘establish the Perth region as a globally recognised must-visit tourist destination’ through its mission ‘to increase visitor numbers, length of stay and visitor spending in the region’  
 The Destination Perth tourism region is segmented into six key sub-regions:

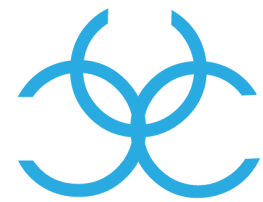
1. Perth
2. Fremantle and Rottnest
3. Swan Valley and Perth Hills
4. Sunset Coast
5. Peel and Rockingham
6. Avon Valley

The region hosts approximately 13 million local, national and international visitors each year, with an estimated spend of \$4.5 billion within the local economy. Intrastate visitors, or visitors living within Western Australia, make up the highest proportion of visitors to the region (54%) followed by interstate visitors (27%) and people arriving from overseas (19%).  
 Across all visitor markets, visiting friends and relatives or holiday and leisure are the top reasons for visiting the Destination Perth region. Interstate visitors also include business as a key purpose for visiting.



It is noteworthy that all visitor markets have the same top leisure activities in common:

- Visit friends and relatives
- Eat out at restaurants or cafés
- Go shopping for pleasure
- General sightseeing



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Under the strategy theme of a major strategic partnership for Toodyay to begin to see increase visitors is to partner with and remain close to Destination Perth.

It will be important for the Shire of Toodyay, local tourism industry and surrounding region to leverage its strengths and develop its offering to capture the attention of visitors already attracted to the Destination Perth region, and to ensure that the activities and attractions desired by these markets are provided and promoted.

**Strategically Destination Perth is the Shire’s most important partner in tourism.**

## Local Tourism Organisations (LTO)

Within Australia, most local tourism organisations (LTOs) are operated by town or shire councils who also run the local tourist bureau or visitor centre. This is true for the Shire of Toodyay; Visitor Centres are often a primary point of contact with visitors and they act as an important distribution centre for tourism information about the local area. Staff at tourist centres have the potential to extend the stay of visitors by providing information about what there is to see and do. They also encourage repeat visitation and increasing visitor expenditure. In order to provide this service, tourist centres rely on monetary support from the local shire or council and members.

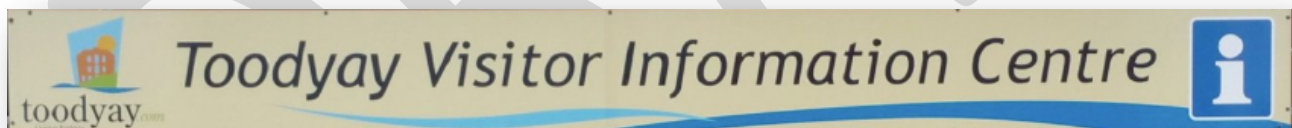
It is important that the local tourism in the Shire embrace the LTO otherwise the local tourism industry has no chance of succeeding. Besides the normal benefits an LTO can provide; like basic listings in the tourist guide both online and off line of equal and greater benefit is the opportunity to collaborate with other operators of the region. This will often lead to new possibilities in terms of packaging, co-operative marketing activities and potential new client bases.

Often the name of LTO is given to associations that cover more than one Shire.

A successful example of this in Western Australia is **MAPTO (Mandurah and Peel Tourism Organisation)**. This is successfully funded by 2 shires and operates 3 Visitor Centres.

Initial considerations when developing the Toodyay tourism strategy was potential to do this with the Avon Valley Tourism Association but on reflection this is not the right time to pursue this strategy.

The regular Visitor Centre or Tourism Association mainly services the visitor once they are at the destination or just prior to arrival.



Limited national or international marketing may occur via the visitor center website.

Toodyay and its Visitor Centre sits as part of a national tourism industry that is built on a network of government bodies, industry groups and regional organisations working collaboratively to support, develop and sustain it.

All above listed **tourism marketing organisations** play a role in assisting the Shire to further develop and maintain tourism in the region.



## Stakeholder Perception



*63% of residents agreed tourism was good business for the community*  
*45% of residents felt more should be done to attract tourists to the region*  
*42% of residents “currently” felt the community benefits of tourism was strong.*  
*35% of residents liked how tourism is developing in the region*  
*(i.e. not driven to change status quo)*

This strategy has been developed to reflect the view and directions of local stakeholders along with expert opinion on how to develop tourism in Toodyay. In preparing the Toodyay Tourism Strategy, Icon Tourism Consulting conducted interviews and workshops with the local tourism industry, rate payers, internal and external stakeholders. This process was conducted over a 6-month period.

Combined with this Icon Tourism Consulting was contracted by Toodyay Chamber of Commerce and Industry to conduct a survey as part of a Brand audit which also provided valuable information and feedback for this strategy.















































































## Marketing

The best cost effective and industry based recommendation in providing effective marketing for a region is to establish an LTO across the Avon Valley.

That is for 3 Shires being Toodyay York and Northam combine resources and establish and fund an independent LTO based on the model currently operating in Mandurah called MAPTO and one being established in Albany between Albany/Denmark and Mount Barker.

Partnership amongst LGA’s is a must do if effective destination marketing is to be effective and produce meaningful results.

Nevertheless, given the current state of tourism locally it is best for the **Shire of Toodyay in the next 3-5 years to provide this LTO support** with the intent of establishing an integrated LTO under the 3 Shires.

The Shire currently supports tourism predominantly through the **Visitor Centre**, providing various publications, information on VC website and Facebook pages and officer who assist with local events. They also from time to time do joint promotion campaigns with Destination Perth on an ad hoc basis.

Research and the rise of social media tells us that visitors are looking for opportunities to explore lesser-known destinations and consequently marketing campaigns are increasingly focussed on image-driven, emotive and absorbing experiences.

There is also a growing interest in cultural / heritage, food trails, festivals, tours, daytrip food safaris, cooking schools, meet the producers, etc. In fact, many travellers want to feel like locals, i.e. meet the local shopkeepers, rent a home and hire a bicycle.

This is the type of visitor experience that Toodyay must underpin future investment in to establish a viable industry.

## Growth Market Opportunities

*Key growth areas in Australia for drive and family tourism*

**Accommodation – Camping and Caravans**

- 11.7 million Caravan and camping overnight trips Australia-wide.
- 88% of grey nomads (55+ drive tourists) travel to rural Australia
- A growing family market.

**Heritage and Cultural tourism**

- 2016 total visitor expenditure in heritage activities was \$14.3 million.
- This figure is forecast to grow 63% in the next 5 years.
- 21% of visitors to the Outback engaged in heritage activities.

**Festival and events – Sports and culture**

- Events play an important role in drive and family tourism and supporting local economies.
- The Dirt and Dust Festival is one of the most ‘googled’ terms related to the region.

**Adventure Tourism Activities**

- According to Adventure Travel Trade Association’s 2016 Adventure Travel Snapshot, 40% of adventure travel tour operator clients are aged between the ages of 50-70.

**Rural Tourism**

- Rural tourism encompasses all forms of tourism that showcases the rural life, art, culture and heritage of rural locations.

## **Eco Tourism/Agritourism linking with Heritage and Wildflowers**

Ecotourism is ecologically sustainable tourism with a primary focus on experiencing natural areas that fosters environmental and cultural understanding, appreciation and conservation

Boshack Outback is an eco-environment nestled on the outskirts of the Toodyay 90 minutes from Perth CBD.

It has been operating as a tourist destination for 7 years, providing a chance to experience, nature, sleep next to the lake and combine heritage and ecotourism. The property is a family-run enterprise with an 'Outback Oasis' environment. It covers 350 acres, and features pristine virgin bushland, a large freshwater lake, wildlife and natural springs (pioneers waterhole still in place).

There are a number of options and packages available catering for individuals and groups. You can experience the special flora and fauna of the Australian bush and wilderness in its natural state. Their on-site facilities are eco-friendly, to preserve the harmony of the local habitat.

The early culture established by the pioneers, through developing this most recently discovered country Australia, can be partly relived at Boshack. The accommodation of pioneer shacks with peaceful lake views, bush tucker food, outback activities and a bush environment are available. The link between Pioneer Toodyay cultural heritage and ecotourism comes together at Boshack Outback.

Boshack Outback is internationally recognised eco operator and given its location on the outskirts of Toodyay presents a unparalleled opportunity for Toodyay to leverage this into further ecotourism product and a segment which could in the future stand alongside Heritage Wildflowers. The visitor experience links pioneering outback with ecotourism.

Local environment community groups including 'Friends of the River' are keen to partner with the Shire to promote sustainable development and encourage ecotourism opportunities.

Helena Aurora Range have a huge potential for development of an Eco Tent type of tourism based business.

### **Eco Tents and Farms**

Given the farming/rural heritage of Toodyay combined with the amazing vista and landscapes provided opportunities for developing what is known as Agri - ecotourism.

Agri / ecotourism presents an important alternative enterprise for farmers. Such enterprises typically involve charging fees for access to the farming property for wildlife-related recreational activities such as walking, canoeing, camping, and photography, or from the sale of items associated with these activities such as maps, food, canoe rentals, etc.

Agritourism (or Farm stay tourism as it used to be known in the 90's) may be a method to utilise the strengths of both industries. Agritourism refers to the strategy of using the farm to attract visitors for the purpose of education, enjoyment, or active involvement in the activities of the farm and to help sustain the rural culture. There are two specific types of agritourist, ecotourism and heritage tourism. Ecotourism features ecological opportunities such as bird watching, hiking, and nature trails.

Farms that take part in agritourism are typically service-based. These are farms that sell more than just agricultural products. Several opportunities exist in the areas of agri/eco/heritage tourism. Some popular ones include:

- Rides, u-pick opportunities, and photo opportunities
- Gift shops
- Classes on gardening, cooking, or crafts
- Activities that capitalize on the heritage of the farm
- Activities that promote the experience of the rural way of life on the farm, such as the exhibition of old tools, implements, etc
- Seasonal events such as harvesting or Moondyne Joe Festival
- Ecological opportunities such as bird watching, walking, and nature trails
- Opportunities for cooking, camping, family reunions, festivals, and other group functions
- An inside look at types of farming

There are three key points to consider when thinking about tourism on the farm.

- Have something interesting for the visitor to see
- Have something for the visitors to do
- Have something for the visitors to purchase

All of the above can be developed in Toodyay Farming:

- Closer working Partnership to leverage Boshack and packaging opportunities
- Eco tourism opportunities
- Agritourism/Eco Accommodation

Long term (5-10 years) Ecotourism/Agritourism can work for Toodyay as it blends well with a low carbon footprint/tourism business that is ecologically and culturally sensitive, authentic and within the environment balances with the community feel of a hidden valley destination.

This style of development would tick the boxes by supporting growth of tourism whilst in harmony with the community, the environment and the Shire's commitment to responsible tourism.



## Cultural / Heritage Tourism

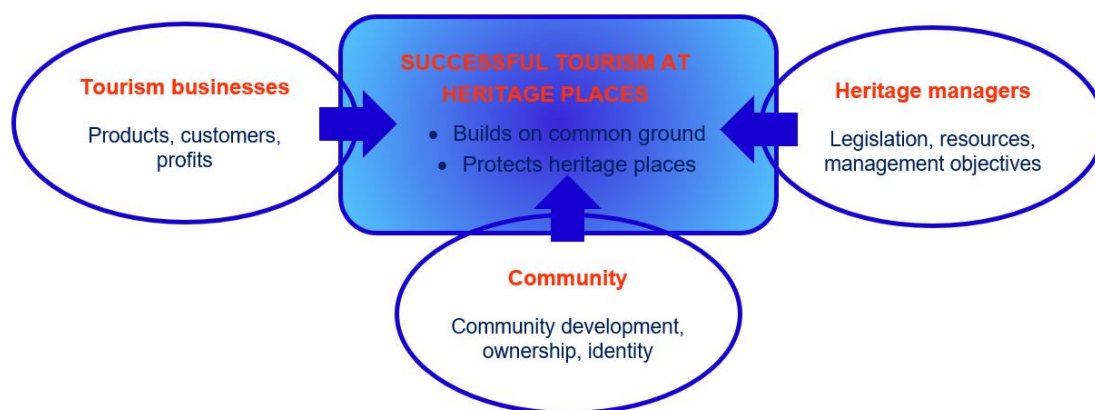
Cultural events and experiences ranging from high-profile annual festivals or monthly craft markets, to public art installations and cultural / heritage trails. All offer unique visitor insights into a destination.

Cultural tourism also supports broader economic benefits to business and tourism sectors.

Beyond the obvious economic benefits, showcasing arts and culture can have a significant influence on building community and making people feel proud of their town or region.

Whilst lacking in larger scale arts / cultural centre infrastructure, Toodyay has in abundance of smaller organisations such as historical societies, writers’ groups, theatrical groups, small galleries, art / craft studios museums (with eclectic collections), local artists, writers, musicians and craftspeople. All which are just as important to a vibrant regional culture as a larger arts infrastructure.

Aboriginal history, art and culture play a vital role in a region’s cultural experiences.



### Cultural tourism is growing

Heritage and cultural tourism is one of the most rapidly expanding tourism segments in Australia and around the world. The National Visitor Survey in 2012 reported that Australians aged 15 years and over took 173.9 million day trips in 2012, compared with 144.4 million in 2009. According to Tourism Research Australia (TRA), in 2012, 11.5 million domestic day trips were cultural and heritage day trips.

During 2012, Australians aged 15 years and over took 74.5 million overnight trips within Australia. Of these, 15% (11.3 million) were cultural and heritage visitors, who spent a collective 59.8 million nights at least 40 kilometres from home.

Visiting museums or art galleries was the most popular cultural activity for both domestic overnight visitors and day trippers with attendance of 46% and 38% respectively. Visits to historical/heritage buildings, sites or monuments attracted 29% of overnight visitors and 21% of day visitors.

According to TRA, domestic overnight cultural and heritage visitors spent \$11,375m in 2012. The average amount spent per trip was \$1,008 compared with those not participating in cultural and heritage activities, who spent on average \$611 per trip. **Source: TRA-Cultural Tourism 2015**



Toodyay has countless cultural / heritage activities which have begun with a local focus. Through the right support these activities have the opportunity to expand into significant cultural tourism attractions in their own right.

Building on the tourism potentials of activities like these not only benefits the community directly, but also offers opportunity to strengthen the infrastructure and ongoing sustainability of arts and culture within the region.

For Toodyay, cultural tourism represents a great opportunity to grow:

- increased audiences at local events
- more visitors to local galleries
- greater level of support for artists and
- Increased visitation and longer length of stay from all target markets (Intrastate, Interstate and International)

ITC recommends the Tourism Development Officer aid the packaging of Toodyay (and surrounds) cultural experiences. With the aim of encouraging the growth of regional arts and culture, making them a vital part of the visitor experience.

There is a myriad of activities that can be done to grow cultural tourism opportunities in Toodyay, ranging from actions that could be done at little to no cost, to actions that will involve considerable collaboration.

In partnership with Cultural / Heritage / Indigenous stakeholders:

- To undertake a workshop with key cultural stakeholders to explore key issues and opportunities
- Establish the level of stakeholder interest in developing a cultural / heritage action plan and or establishing a Cultural tourism working group within Shire LTO to explore and develop opportunities
- Work with the key cultural stakeholders to develop packaging of local and regional cultural experiences
- Develop a database of Cultural / Heritage / Indigenous experiences

Within the Shire, the Tourism Development Officer / LTO could influence:

Work more closely with Government agencies, Tourism bodies, Industry associations and partnership to:

- Partnering with regional tourism organisations and tourism and marketing bodies to package and promote arts and cultural experiences within tourism campaigns
- Partnering with TCWA, government agencies and Industry bodies to deliver tourism- ready programs for the arts and cultural sector
- Raise the profile of cultural / heritage experiences through social media platforms
- Ongoing development of cultural / heritage stories and places within Toodyay, utilising existing images and research
- Identify the best way to make these stories available to domestic / international media
- Refresh existing heritage walks, driving routes and develop cultural trails
- Continue to create cultural / heritage images, videos, research and stories accessible to the public & industry through e-brochures, social media, travel guides and other sources

Building on the tourism potentials of activities like these not only benefits the community directly, but also offers opportunity to strengthen the infrastructure and ongoing sustainability of arts and culture within the region.

**March  
24**



**2018**

**Toodyay Destination Marketing**

# Toodyay Destination Marketing

The Shire supports the Toodyay Visitor Centre who provides seven day visitor servicing. The Toodyay Visitor Centre (TVC) offers an important community and economic service to Toodyay providing information on things to see and do, where to stay, shop and eat to visitors of Toodyay. The reception that visitors receive as ranked by TripAdvisor, “very highly” confirmations that the centre contributes to the visitors’ overall experience and will often shape their perceptions of the town and region. It is important that visitors continue to receive the friendly welcome and information and that the Toodyay Shire continues to support tourism via the TVC.

Visitor centres make an immediate financial contribution in their local area, and more broadly enhance the quality of visitor experiences and encourage future advocacy by visitors to the region.

The users of a visitor centre spend an additional \$104 per trip compared to non-users and they generate an estimated \$116 million in overnight visitor spend into the state’s economy annually, creating more than 900 jobs for local people.

**Source: “The Influence of Western Australia Visitor Centres of Tourist Behaviour” Sept 2015 Tourism Research Australia**

However, the Visitor Centre is for servicing visitors once they are in Toodyay and enticing them to stay longer and spend more. The TVC is not responsible for the overall marketing of Toodyay and its surrounds. As such Toodyay is not adequately marketing itself to its target markets.

## Destination Marketing Development and Tourism Advisory Committee

In order to take Toodyay’s destination marketing to the next level the Shire should establish an advisory committee. It should be a joint initiative between the Shire of Toodyay and the shires business and tourism industry.

In terms of tourism, its role is to deliver a coordinated regional focus for marketing and tourism development, and to advise Council on strategic tourism direction. The Committee could act as the central body for all tourism stakeholders in the region and aim to provide a unified approach to tourism development, management, planning and marketing on behalf of the local tourism industry, community and the Shire.

The objectives of the Committee should encompass:

- Communicate and engage with the tourism community on a Shire and regional level
- Provide leadership for the tourism industry
- Facilitate a comprehensive, cohesive and co-ordinated approach to tourism activities throughout Shire of Toodyay
- Maintain a planning philosophy that fosters ownership, initiative and cooperation
- Deliver a considered and researched set of strategies for tourism business development
- Oversee the role out of an agreed to and funded tourism marketing strategy.

Marketing and promotion of the region has been slow to evolve due to the lack of funding. The Shire performs adequately, through funding the TVC. It is time via the new advisory committee to identify key messages, consolidate logos, slogans and taglines.

Moving forward and in the context of marketing a destination versus individual products, marketing strategies, tactics and collateral will need to shift further to focus on promoting the unique, authentic experiences and interactions that people can have at Toodyay and surrounds.

In the short term, marketing initiatives should focus on raising awareness and appeal of the region, and repositioning activities to be centred around the key experiences of cultural, heritage, events, wild flowers and, also featuring supporting high quality products from other territories such as food and beverage, heritage, arts and culture and urban lifestyle / family.

Local visitors and VFR domestic market is a key target market, followed by ultimately build visitor numbers across all sectors (intrastate, interstate and international). However, this is also the most difficult audience to attract. The majority of the Shires budget is for the visitor centre, but once alternate funding could be sourced Toodyay’s marketing budget should be directed to repositioning and attracting local visitors to visit and spend more time in the region with the marketing to intrastate, interstate and international visitors channelled through tourism networks such as Destination Perth.

To put it simply, a consistent and consolidated marketing strategy is required that targets the local audience, supported by proactive public relations and communications efforts and a strong social media campaign. This will shift dialogue to focus on the region’s unique assets, the positive changes underway, and its future potential. Collaboration with government, corporate and community organisations will be important to achieve this.

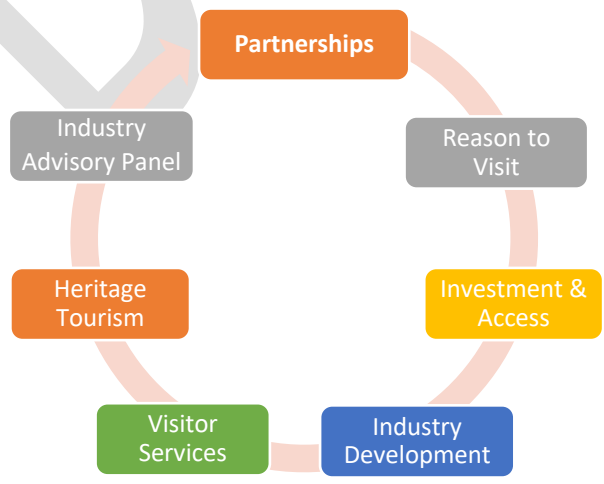


Allocating ongoing and specialised resourcing to the development and management of digital marketing channels will create value and the opportunity to influence current dialogue and perceptions, as well as streamlining existing processes.

**Destination Strategies – Achieving the potential**

Throughout the consultation process with the region’s stakeholders, the following seven strategies have formed the foundation from with targeted programs and activities can be developed to achieve alignment to Tourism WA’s 2 Year Tourism Plan and address the identified opportunities and challenges. These strategies should be reviewed on an annual basis.

The below diagram outlines the suggested key result areas, supporting the successful implementation of the strategies to expand the tourism economy of Toodyay.



## 1. Partnerships – Government & Industry

Realising Toodyay's tourism potential requires the commitment and involvement of all parts of the industry. This includes relevant parts of the Shire, State Government, Destination Perth, tourism and transport industry bodies (including Trans WA) and private sector.

Altogether parts of the industry (through the Shire established LTO) can demonstrate leadership and deliver programs that will help achieve the goals of improved day trip and overnight visitor expenditure within the region. Ensuring a whole of region approach to destination development activities and relevant campaign initiatives. This is of particular importance on positioning Toodyay and the region as the foremost regional cultural /heritage tourism hub.

## 2. Reason to Visit

Events are proven visitation drivers and play a crucial role in proving a tangible reason for people to visit, especially during traditional low visitation periods. Events also have the capacity to generate overnight stays on weekends, an important means of maintaining occupancy outside of the peak visitation periods.

Expanding one off events into week and or month-long festivals enriched return on investments for the region. The establishment of festivals also encourages industry and community associations working in partnership to deliver benefits that flow to all parts of the local economy and tourism sector.

Direct targeted marketing activities and programs tailored to intrastate visitors, packaging of activities linked with transport and accommodation options and the conversion of existing day trippers into overnight visitors and capturing first time visitors into the region.

Implementing activities that leverage the opportunity associated with the international markets and the associated VFR potential.

The value of business tourism could be realised through the re-development of the Victoria Hotel and further enhances the opportunity to showcase destination experiences, change perceptions of Toodyay, create advocates for the region and stimulate repeat visitation.

Development of regional hub for Cultural / Heritage tourism: building of collaborative partnership with in Arts, Culture, Heritage regional associations and indigenous experiences.

## 3. Investment & Access

Investment in tourism product plays a vital role in providing new reasons for people to visit, changing perceptions of destination, catering to the needs of new markets, improving product quality and increasing job opportunities.

The Shire departments (i.e. Tourism LTO + Planning + Community Development+ etc etc) in partnership with TCCI and industry partners will play an ongoing role in influencing investment decision making, providing advice on investment priorities and driving investment outcomes for the regions tourism industry.

This could include:

- Identifying suitable land for tourism product development
- Bringing sites to an 'investment ready stage that meets investor expectations.
- Marketing of tourism investment opportunities to global and domestic investors.
- Providing an effective and efficient investment facilitation service.

- Leveraging state and international investment promotion and facilitation partnership established between TWA, Tourism Australia and Austrade.

Anticipating product and infrastructure needs that will support future market demands is vital. For example, accommodation supply has not kept pace with demands from visiting school groups. There is currently a critical shortage of low cost accommodation, leading to missed opportunities to grow the value of the education tourism market.

**Other considerations include:**

- Business / event facilities and event infrastructure, including sport venues
- Public transport required to connect attractions to accommodation to town centre
- Digital infrastructure

#### 4. Industry Development

##### **Tourism quality and experience development**

Presently Toodyay is not associated as a regional nor state leader in key experience attributes:

- A progressive destination – restive access to amenities and attractions
- Distinctive dining options
- A value for money destination
- Available 4-5 star premium accommodation

Whilst these issues are influenced by perceptions and can be addressed through marketing initiatives, engaging experiences are the key to changing perceptions, growing visitor satisfaction and building advocacy for the destination. Customers are seeking experiences that:

- Appeal to the needs and expectations of target markets
- Deliver quality and value for money
- Provide authentic, personalised interpretation and a high quality of service
- Allow engagement with people and elicit social interaction
- Allow visitors to engage with the destination in an unexpected way

The Shire/LTO/ Tourism Development Officer will work with industry to guide the development of experiences that align with visitor needs and expectations, with a focus on experience development in the following areas:

- Outdoors and nature
- Heritage and arts
- Adventure and culture
- Events and festivals
- Food and wine

##### **Business development and assistance**

Experience delivery is also enhanced by ensuring businesses have access to relevant development programs and tools and can address barriers to growth.

Shire LTO / Tourism Development Officer (in partnership with TCCI) needs to coordinate the efforts of all sectors and industry bodies to ensure that investment in business development programs is targeted, reduced duplication and meets the expectations and needs of Toodyay businesses.

Shire LTO will need to work with industry partners to ensure the tourism sector has access to business and skills development programs.

## 5. Visitor Services

The way tourism destinations reach and engage with audiences has evolved considerably to keep pace with developments in the digital world.

The fragmented media landscape has provided audiences with a myriad of choices—from new online activities and services to new devices from which to source information and gain inspiration.

Consumer behaviour has also fundamentally changed, particularly the way people research, share their opinion and interact with destination experiences. Consumers are always on, always connected and want easy access to accurate information on tourism offerings.

The internet is a primary media source with people now spending upwards of 20 hours per week searching online. Time spent accessing mobile internet continues its upward trend with a 30 per cent increase in mobile page views in 2016.

The top four activities that people perform on their mobile phones are:

- Browsing websites and searching for information
- Accessing sport and news
- Using social network sites
- Streaming audio or video content

Consumers draw on a variety of sources and resources to support their decision making, with 71% reading other consumers' opinions and discussions about brands online, while 59% view online videos to help inform their purchase choices.

To effect positive visitation growth the Shire / LTO and Visitors Centre must commit to continuous use of social media as a key vehicle to increase the volume of positive noise about the city and to engage with consumers in an authentic, believable way.

Building the competitive digital capability of the tourism industry is essential in both marketing Canberra and in the distribution of tourism product. Business capability will be enhanced through:

- Encouraging participation in campaign initiatives – i.e. learning through involvement
- Partnering with and informing programs delivered by other parts of Government and industry
- Development of assistance tools and training packages (such as TWA / TCWA – social media tools)
- Researching and distributing the latest market intelligence and research available to ensure industry has up to date advice and information available to use the digital space effectively

## 6. Cultural Heritage Tourism

This priority is about developing Toodyay's reputation as a regional cultural tourism destination. It requires that cultural infrastructure within the local communities that is able to deliver original, imaginative and high quality arts and cultural experiences that attract visitors which will generate cultural and economic impact and strengthen community identity and pride.

Actions to support this priority may include:

- To undertake a workshop with key cultural stakeholders to explore key issues and opportunities
- Establish the level of stakeholder interest in developing a cultural / heritage action plan and or establishing a Cultural tourism working group with Shire LTO to explore and develop opportunities
- Work with the key cultural stakeholders to develop packaging of local and regional cultural experiences
- Develop a Framework of Cultural / Heritage / Indigenous experiences

## 7. Industry Advisory Committee

The establishment of a joint **Tourism Industry Advisory Committee** is crucial to steer the future of tourism in Toodyay and the region. The silos within the local industry and Toodyay community is a restrictive barrier to industry and business partnerships, restraining development, marketing, and genuinely restricting growth of the local economy.

It is recommended the Tourism Advisory Committee make up include:

- Toodyay Tourism Development Officer – Shire employee
- Shire of Toodyay CEO
- 2-3 industry representatives who are natural leaders
- Destination Perth (RTO) representative

The committee only needs to meet 3 – 4 times a year with the Shires Tourism Development Officer reporting to all things tourism and Toodyay. Supporting this role, is the committee, advancing the desired strategy/actions for the preceding quarter.

The committees planning function should include quarterly review of (but not limited to):

- Ongoing marketing initiatives including Social Media
- Product development opportunities
- Stakeholder partnerships with TWA and others
- Visitor Centre updates

It should be noted that the committee will not be actioning the tasks; but acting as the catalyst, facilitator, and coordinator of all things tourism. This next step in Toodyay, formalises the Shire acting as the tourism industry LTO, which it is currently doing in a restrictive manner.

Longer term recommendation would be for the formation of an area destination LTO (like MAPTO) which could be supported and funded by 3 LGA’s.

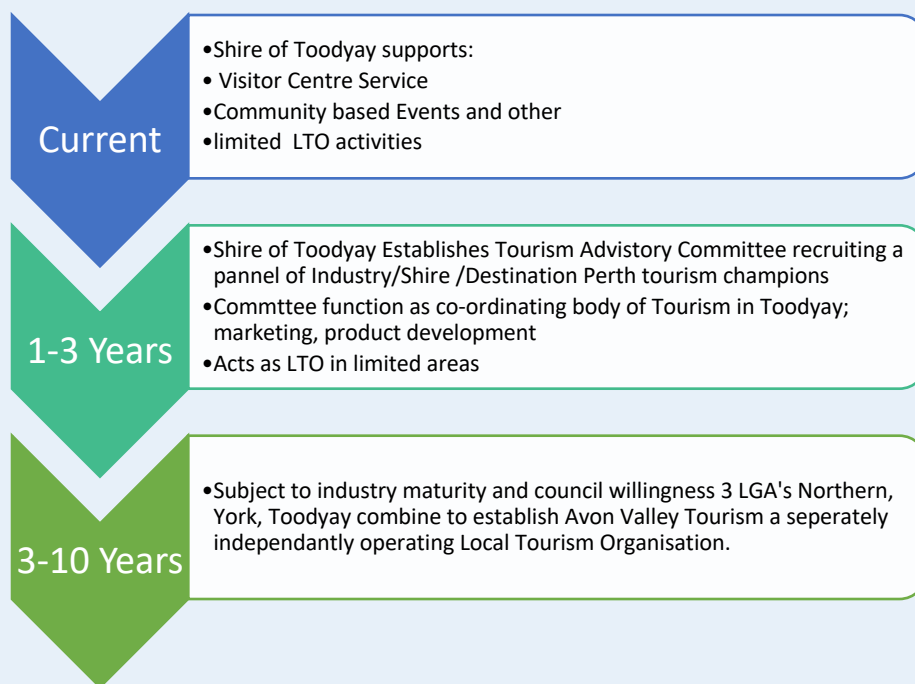


Figure: Suggested format Toodyay Industry Advisory Committee

Individual Features of all 7 recommendations and actions can be found in Appendix.





# Measuring Success

## Measuring Success

Performance measurement is essential to drive decision making and monitor the effectiveness of various strategies. Most Destination Marketing Organisation (DMO) have tended to base success on total visitor numbers and total spend. However, this is not a true reflection on performance as business travellers and corporates will travel regardless of a destination's marketing activity or strategic plan for tourism.



Additionally, a focus purely on volume is unlikely to be sustainable in the long-term as it will place increasing pressure on natural attractions and infrastructure. The important measure is to attract tourists that stay longer, spend more, travel widely and visit outside of the traditional peak seasons. This will help create environment local Toodyay businesses can improve and employment is generated.

Tourism in Toodyay can have a central role to the continued growth, development and sustainability of its local economy.

Economic growth, through tourism, can be achieved by one or more of the following:

- Attracting visitors that stay longer and spend more.
- Encouraging those that come to come back for repeat visits.
- Increased tourism infrastructure
- Increasing brand awareness.

To monitor the overall effectiveness of the strategies outlined in Tourism Strategy, the Shire needs to develop a set of broad indicators for the performance of the Shire that incorporates a mix of key statistics, leading indicators from visitor surveys, industry investment and benchmarking.

In summary, the four key performance groups Icon Tourism suggests are:

- Tourism product: The character, attractiveness and satisfaction with the Wildflower Country experience will be measured through regular visitor surveys
- Tourism investment: The development of infrastructure and facilities will be measured against targets and visitor use. Tourism operator surveys will measure business confidence, performance and investment expectations
- Tourism demand: Key statistics such as numbers of visitors, average spends; length of stay will continue to be measured through the Visitor Centre
- Tourism in context: Benchmarking against the overall performance of the other regions in Western Australia is important to account for impacts that are beyond the control of Wildflower Country

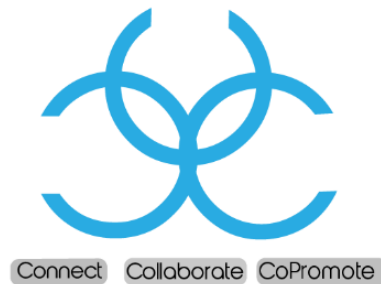
Implementing the strategies in this Plan will not, in most part, require an increase in resources but rather a prioritisation and realignment of existing resources. Any additional resources required for individual proposals developed under the auspices of this Plan should be subject to Budget processes and accompanied by a robust cost-benefits analysis.



# Implementation & Monitoring

## Implementation & Monitoring

The theme of the Toodyay Tourism Strategy is one of



Given the opportunities that are present within West Australian tourism; adoption and implementation of the strategy should be begun as quickly as possible.

Tourism is already important to Toodyay. Spending in Toodyay by non-residents (tourists) significantly supports the accommodation, retail, food and beverage, and attractions sectors of the local Toodyay economy. Although hard to quantify the most evident tourism benefits occur on *'sunny spring days'* over the weekends.

As discussed throughout the report, genuine opportunity exists for Toodyay to grow and consolidate its local tourism industry. Increased visitation by from just intrastate tourist, add valuable revenue and employment for Toodyay contributing further strength to the commercial sector.

Tourism is a driver of economic development for Toodyay and the full implementation of the following strategies, the Shires vision for tourism will be realised.

The growth of the tourism economy requires leadership and a clear focus on optimising the benefits for the tourism economy and its stakeholders. Consistently applied strategies and ongoing monitoring and evaluation are essential components of success. This is the domain of a lead tourism organisation or LTO.

Toodyay does not have any agency or LTO empowered to exercise this leadership. Consequently, there is inconsistent destination marketing and there are limited resources available to add destination development experience. The role of a LTO is left to the Shire of Toodyay who are also limited by funding and human resources scarcity. This is where leveraging partnership comes into play as discussed in the strategy.

To take the best advantage of the growth potential in its tourism economy, Toodyay should establish tourism leadership and take actions focused on this strategy. In practical terms, establishing a full scale LTO with full time marketing and tourism development will be achieved through "baby steps" – limited by the availability of financial and human resources and the size and nature of Toodyay's tourism industry. The tourism strategy outlined in this report provides a long term perspective. Priorities should be determined annually and executed within the capacity of the resources that are available. However, the first step once Council has endorsed the strategy is the establishment of a Shire/Industry committee which can provide the leadership required.

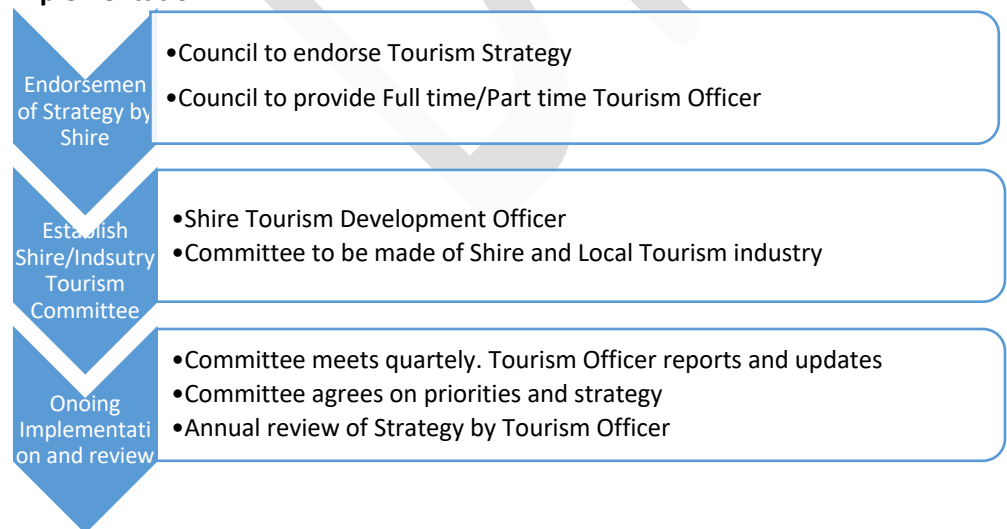
**Suggested Committee make up:**

- Shire CEO or Community Manager
- Toodyay Tourism Development Officer
- Visitor Centre Manager
- Destination Perth officer
- Leaders from local tourism industry
- TCCI representative
- Meets quarterly or as required
- Oversees role out of Tourism Strategy
- Adapts strategy as required
- Seeks Government and Industry funding

**Toodyay Tourism Development Officer - suggested responsibilities**

- Employee of Shire that does all things tourism
- Liaise with local industry
- Networks with Perth Industry
- Seeks out and acts as agent for further product development
- Roles out agreed Marketing Strategy
- Liaises with other LGA tourism representatives
- Builds relationship with Tourism Council WA, Destination Perth, TWA and TA
- Works with Tourism Committee
- Seeks partnership funding Co-op marketing campaigns
- Co-ordinates partnership marketing campaigns
- Overseas Visitor Centre Website
- Drives Social Media campaign with local industry to participate.
- Drives tourism for local events
- Assist local industry and advice on opportunities
- Be the face of Toodyay Tourism
- Motivate and lead local industry to invest and promote co-op campaigns
- Seek additional sustainable funding
- Research better ways to monitor and assess tourism success i.e. Stats

**Implementation**

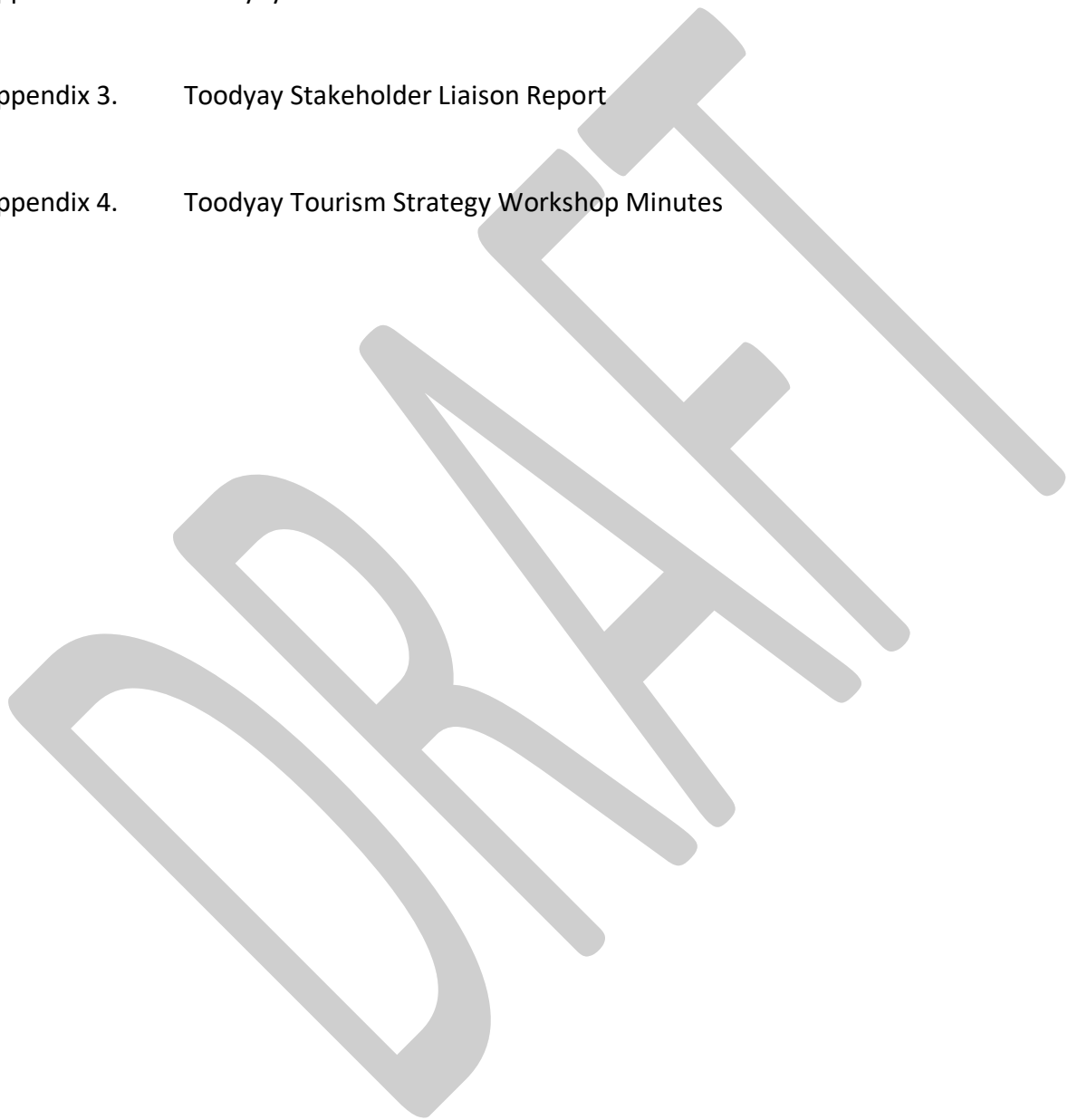




# Appendix

# Appendix

- Appendix 1. Strategic Priorities & Actions to 2021
- Appendix 2. Toodyay Product & Infrastructure SWOT
- Appendix 3. Toodyay Stakeholder Liaison Report
- Appendix 4. Toodyay Tourism Strategy Workshop Minutes



## Appendix 1: Strategic Priorities and Actions to 2021

Strategy	How will we do it
<b>1. Strong Partnerships</b>	
<b>Develop and maintain strong Government agency and Industry bodies relationships to ensure strategic direction of the destination aligns to broader regional and state plans.</b>	<p>Strong tourism leadership provided by the Shire of Toodyay and TCCI and Industry will drive effective partnerships between government and industries. Strong partnerships will deliver long term vision which recognises the benefits of tourism to Toodyay and supports tourism growth.</p> <p>Strengthen advocacy and representation of the region to ensure maximum marketing and development opportunities are communicated and realised.</p>
<b>Strengthen and encourage leadership with tourism industry and between operators.</b>	<p>Increased engagement by the tourism industry in advocacy and planning activities that impact upon the industry.</p> <p>Developing local leaders to leverage and maximise the effectiveness of Toodyay as a tourism destination. Whilst providing a voice for tourism issues for media enquiries or advocating to industry bodies.</p> <p>Encourage indirect tourism businesses to become part of the wider industry and educates about the benefits of tourism.</p> <p>A tourism industry focused on key strategies and working collaboratively to the benefit of Toodyays tourism assets.</p>
<b>Educate the community and businesses in the region to the recognise the benefits of tourism.</b>	<p>Building partnerships between the tourism industry and the broader community is essential to building a sustainable industry and community.</p> <p>This strategy will improve community perceptions of the tourism industry and increase the quality of consumer experience.</p> <p>A highly educated and engaged local community will increase visitation from the Perth drive market and into over-night stay.</p> <p>Work with TCCI and other leading community groups to unite the town behind the Shire, the tourism industry and the new strategy.</p>



Strategy	How will we do it
<p><b>Build the reputation of the destination with trade partners by delivering quality products and services through industry development programs such as domestic and international ready, better business practices, service delivery and digital ready training programs</b></p>	<p>Support the tourism industry so that it is connected and efficient, doing business better and reaching more consumers to increase visitation and expenditure.</p> <p>Work with industry to ensure the region delivers quality experiences with a high standard of services.</p> <p>Full time Tourism Development Officer for the Shire</p>
<p><b>2. Developing Reasons to Visit</b></p>	
<p><b>Support the development of product packaging and experiences that encourage distribution of visitors and tourism dollars throughout the region.</b></p> <p>Packages enable consumers to experience a range of activities whilst visiting the region, resulting in increased length of stay and expenditure.</p>	<p>Developing packages, tourism operators can benefit by maximising opportunities whilst visitors are here and increase yield.</p> <p>Build connectivity of accommodation and attractions via transport / touring linkages.</p> <p>Support industry led packages via Toodyay Visitor Centre.</p>
<p><b>Continue to work with industry and community to align marketing communications to the destination brand.</b></p>	<p>Create tourism experiences which reflect community welcoming and lifestyle values, incorporating local heritage, arts and cultural products and experiences.</p> <p>Partnership with TCCI and key community-based organisations to support an agreed brand and tagline. Should be driven by local leadership committee.</p> <p>Unified stakeholders and Shire Social Media strategy.</p> <p>Seek and support coach tour operator for Toodyay based tours .</p> <p>Leverage &amp; grow industry desire to participate in (and own) a Shire wide tourism association.</p>
<p><b>Develop strong partnerships with neighbouring LTO's and Destination Perth to increase awareness and maximise benefits</b></p>	<p>Peruse opportunities to develop touring routes, product and packages in conjunction with adjoining regions that attract visitation from adjoining regions and encourage greater visitation to the broader region.</p> <p>Position Toodyay within Experience Perth as must see 'Country &amp; Wildflower', 'Arts &amp; Heritage' experience.</p> <p>Align with TWA new two-year Action plan and leverage off campaigns.</p>

Strategy	How will we do it
<p><b>Ongoing support of Blockbuster events</b></p>	<p>Continuing support of Blockbuster events with broad appeal to target markets. Continuing to support events that grow the value of tourism to region's economy.</p> <p>Support Event organisers and non-for profits to effectively leverage opportunities associated with major events /festivals.</p> <p>Expand one off events into week or month-long festivals, improving return on investment opportunities and expanding ALOS and yield into local economy.</p>
<p><b>Develop partnerships with Business Tourism industry</b></p>	<p>Shire Tourism officer to research potential corporate and small meeting conference market leveraging the new Victoria Hotel re-development.</p>
<p><b>Develop best practices and innovative digital marketing campaigns.</b></p>	<p>Invest in marketing and development activities that competitively position the region at the forefront of digital and social marketing trends.</p> <p>Decide on branding and partner with TCCI and volunteers for daily Social Media posts and updates.</p> <p>Develop a in house Toodyay Influencer/s.</p> <p>Communicate using all platforms.</p>
<p><b>3. Growing investment and Access</b></p>	
<p>Support an increased range of touring and transport options available to visitors into and within the region and the ease in which the visitor can access transport / touring.</p> <p>Improve public transport links.</p>	<p>Ongoing and strength advocacy with public transport agencies to improve the speed, number, quality and volume of rail services from Perth and regional WA, particularly from key regional locations.</p> <p>Gain government commitment for Train access for 3 years so that packages and event train experiences can be developed market and implemented. Train packages need time to develop.</p> <p>Expand ground transport / touring options especially with regards to connectivity between attractions / accommodation / restaurants etc.</p> <p>Offer incentive for regular small tour operator to operate regular weekly touring from Perth.</p> <p>Tourism Officer to assist with the development of SE Asian tag along tours.</p>

Strategy	How will we do it
Facilitate through Shire of Toodyay adjustment of 'red tape'. Drive and promote tourism businesses set up within the region. For example, local tour operators, walking tours, food tourism, nature based eco tours, indigenous tourism.	Develop tourism ready business for potential investors e.g. Heritage Tourism, Guided walking tours, Adventure, Health & Wellbeing, Culinary tours.  Proactive in tourism development led by agreed to growth policy from shire.  Develop tourism support and growth strategy via an in-house tourism development officer.
Strategy	Why will we do it
<b>4. Support tourism quality and experience development.</b>	
<b>A number of workforce issues were raised during project consultation, including the need to develop creative strategies to address difficult issues including non-tourism operating hours; lack of consistency towards industry accreditation.</b>	Coordinate the efforts of all sectors and industry to ensure that investment in business development programs is targeted.
Build Shire and Community recognition of the value of Tourism	Raising customer service standards and local tourism knowledge. e.g. through a Toodyay Visitor Centre induction, ambassadors or TCWA accreditation program.
A need to prepare businesses (e.g. cultural awareness training for customer service staff and management; realignment of product to meet market expectation	Customer service standards don't meet tourists expectations.
Accessing and distributing latest research and market intelligence to guide the development of experiences.	
Strategy	How will we do it
<b>5. Expand scope and improving quality of Visitor services</b>	
	Manage and develop activities to seek visitor feedback.  Monitor visitor satisfaction levels ensuring feedback is incorporated into Shire decision making processes.  Work with VC and local operators and businesses to monitor level of tourist satisfaction for the region through surveys which include visitor impressions of the town, visitor servicing, signage, attractions and the likely hood of return visits and ensure that feedback is incorporated into LGA decision making process.

Strategy	How will we do it
<p>Improve and develop the interface and reach of digital marketing platforms to engage new audiences and encourage visitation.</p>	<ul style="list-style-type: none"> <li>• Supporting digital business development programs delivered by Government and industry bodies and increasing tourism business participation.</li> <li>• Continue to develop and invest in digital assets that ensure the destination is at the forefront of digital marketing and distribution trends.</li> <li>• Support and encourage innovative campaign initiatives that involve industry and engage consumers to encourage content creation and distribution.</li> </ul>
<p><b>6. Progress the development and promotion of infrastructure, events and experiences within the Heritage Tourism's experiences (arts &amp; culture)</b></p>	
<p>The arts, culture and heritage industry in the region delivers product and experiences that drive visitation</p>	<p>The region is well positioned to be recognised as WA's regional leader of arts, culture and heritage in the wheatbelt and the development and promotion of the industry will promote a mature and sophisticated region that will support an increase in visitation.</p> <p>Work with arts, culture and Shire tourism committee to help enhance profile and package cultural offerings.</p> <p>Work with local Indigenous group and WAITOC to establish a 2-hour indigenous tour of Toodyay starting at Visitor Centre</p> <p>Via Tourism Officer assist with the co-ordinating a sub brand of Heritage /Cultural tourism.</p> <p>With the committee assist community arts group to establish arts/cultural centre.</p>
<p><b>Promote and develop the region's heritage, culture and arts products and experiences, showcasing key attractions in the region and local marketing activity</b></p>	<p>Leverage the destination's positioning as a regional leader of arts and culture in the Avon Valley / Wheatbelt.</p> <p>The integration and promotion of cultural, heritage and arts experiences will influence a growth in visitor length of stay and expenditure into the region.</p>

<p><b>Development of Indigenous ecotourism infrastructure and experiences to increase visitation to the region.</b></p>	<p>Work with local Indigenous Advisory Panel and other groups within the region to develop cultural and ecotourism infrastructure that seeks to educate, investigate and celebrate Aboriginal people’s history and culture as part of the region and local communities.</p> <p>Develop Indigenous cultural based tours initially operating out of TVC.</p>
<p><b>Strategy</b></p>	<p><b>Why will we do it</b></p>
<p><b>7. The Shire working with the local industry via an association like TCCI to develop a funded and comprehensive tourism destination marketing strategy via agreed to joint committee</b></p>	<p><b>A common theme amongst local stakeholders was the lack of funding for marketing of Toodyay followed by who exactly should be responsible for rolling out the marketing strategy.</b></p>
<p>Raise awareness and appeal of the region as a day trip destination through collaborative promotion of the experiences, services and attractions available.</p>	<p>Establish a formal committee for the Development and marketing of Tourism Toodyay.</p> <p>Ask for Destination Perth/TWA to sit on committee.</p> <p>Co-ordinated by Tourism Officer of the Shire.</p>
<p>Leverage funding via campaigns with Destination Perth and other local shires</p>	<p>Adopt detailed marketing strategy with allocation of who, where and how it will be rolled out overseen by the Tourism Toodyay Steering Committee.</p> <p>Seek options for external funding via partnerships, Federal Development funding.</p>

## Appendix 2: Toodyay Product & Infrastructure Swot

The following table provides a SWOT analysis of issues and opinions raised during project research and consulting. Statements appear in no particular order.

### Attractions -

Strengths	Weakness	Opportunities	Threats
Heritage / museums/ churches/Convicts/Bushra ngers	No cultural centre / Arts Hub	More diverse attractions (different makes segments)	Shire planning processes - time taken, too slow, restrictive to venues
Space Observatory/Astronomy	Not enough family attractions	Upgrading facilities to existing attractions	Lack of advertising (distribution)
Wildlife (Emu farm/ Roos at Sues)	No indigenous tourism	Brochures - walking/driving tours linking attractions	Weather during summer limited (no water in river)
Hot air ballooning	No guided tours of town /attractions /walks	Capitalise on Heritage tourism links	Apathy of community - divided tourism industry
Art Studios / Gallery	Limited hours of operation / seasonal tourism businesses	Promote award winning Olive Oil producers - open to visitors restricted	
Sporting Clubs (Archery)	Restricted access to attractions (e.g. railway cuts town in half)	Packaging to extend visitors stay and experiences	
		Connecting both sides of the river - River focal point of town	
Wildflowers		Health & Well-being packages	
Environment/National Parks/River		Promote oldest winery in WA / Convict connection	
Appealing - natural beauty / gardens/parks		Link Indigenous experience with Northam Aboriginal Interpretive Centre	
Monthly Farmers Market			
Christmas Shop			
Railway experiences			
Olive Oil			
Winery			

Access -

Strengths	Weakness	Opportunities	Threats
Major gateway access for airports / rail / cruise ships	Public transport (lack of generally including taxis)	RV Friendly town	Commercial viability of rail connections
Trans Perth rail link	Proximity to places	Local tour operator / Hop on - Hop off loop	Competition from other destinations
Central location for heritage / arts / culture / natural attractions	Car dependant	Build awareness, closeness to CBD	
Close to Perth	Viewed as a drive through town not stand-alone destination	Walking / Bike trails	
Connectivity with major highways (Northam / York / Chittering Valley)	Disconnect between attractions (Rail line cuts through town)	Avon link event train - Trans WA	
The Prospector Train	Public transport timetable not tourism friendly		

**Accommodation -**

<b>Strength</b>	<b>Weakness</b>	<b>Opportunities</b>	<b>Threats</b>
Diverse selection of accommodation on offer	No 4-5 start national brand hotel	Corporate market from Northam	Shire zoning restrictions, not tourism friendly
Boshack Outback Retreat-established internationally ready farm stay / wilderness retreat	Lack of budget group accommodation	Weekend & mid-week packages ex Perth market	Operators are lifestyle focused not tourism operators
Victoria Hotel Development	Lack of centrally located accommodation	More farm stay	Lack of competitive pricing - visitor stay elsewhere
Events – occupancy levels high	Limited family accommodation (budget/backpackers)	Online bookings via TVC	Air BnB
	Not enough (variety and beds)	Air BnB operators to be registered with Shire	
	Difficulty in getting Shire approvals	Yoga retreats / Wellness packages	
	Cross promotion between accommodation and local community		
	Health & Wellbeing retreat		
	Air BnB - no regulation parity with shire approved accommodation		
	Competitive pricing		



**Amenities -**

<b>Strengths</b>	<b>Weaknesses</b>	<b>Opportunities</b>	<b>Threats</b>
Major highway	No public transport.	Taxi service / Uber	Planning permission - time consuming
Tourism Present	No free dump point for RV market	Upgrade roadside signage	Unreliable phone coverage / internet
National Parks	Business trading hours not consistent & too short	Operators working together cooperatively	Parking in general
Pubs, restaurants, cafes	Signage laws too restrictive		Community apathy to tourism needs
Shopping area	Opening hours - restrictive	Self-drive / cycle tours (maps)	Other shires
Accredited Visitor Centre open 7 days	Mid-week activities closed	Eco friendly transport to trails	Parking and roads - footpaths not good condition
Toodyay Visitors Centre website	Transport - difficult to get around without own vehicle. No transport to restaurants	Wine bar by river	Banks & public services restricted hours
Toodyay Visitor Centre staff	Rail way cuts town centre in half	Restaurant by the river / alfresco dining	Fire threat? (visitors perception)
Picturesque town centre	Pedestrian access from Gaol to Piesse Street / Visitors Centre is poor	Conference / meeting facilities	
	Community perception 'nothing to do after dark / everything closed by 3pm'	Access to River	
	River needs cleaning up and greater promotion	Indigenous interpretive signage (Balladong people)	
	General amenities upgrade - public BBQ's, toilets etc at Pelham Reserve lookout, Duidgee Park		
	Camping overflow at Show grounds - priced to market		

**Activities -**

<b>Strengths</b>	<b>Weakness</b>	<b>Opportunities</b>	<b>Threats</b>
Range of trails information available	No bike hire facilities	Trail rides / Horse riding	Lack of partnership through govt agencies DPAW/Shire etc
Walk & Bike Trails	Guided tours not available	River based activities (triathlon)	Limited resources to promote to target audience (eco-tourism / adventure)
Wildflower, river experiences	Shire legislation & politics (tour start-ups difficult / need to increase support/ artist residence fees)	Cycling/Bike tracks	Public liability & Insurance cost to operators
Close to Perth	No indigenous activities	Wildflower festival	Restricted & unpredictable business operating hours
Connectivity with major highways (Northam / York /Chittering Valley)	Limited access to local artist / small studios	Health & Wellbeing experiences / retreats	
The Prospector Train	Lack of evening activities	Sculpture in the forest	
Avon Decent	No River based activities (swimming in summer / adventure/ paddling)	Art trail / Artist in Residence	
Moodyne Joe Festival	Lack of advertising budgets for Blockbuster events	Night Laser show at Gaol / Museum / Connors Mill	
Toodyay Music Fest		Walking trails connectivity with Avon Valley	
Toodyay Fibres Festival		Farmers Market need to operating on long weekends or event/ festival weekends	
Taga West Rally		Water park / Pool - summer month activities / not possible to swim in river / Millards Pool	
Bush Poetry Festival		Blend rural heritage with walking trails / art trails	
Toodyay Famers Markets		Link historical connections Fremantle prison / Toodyay/?????	
Toodyay International Food Festival			

Anything else -

Focused marketing (Perth ex city for weekend)

Develop links with other areas - Swan Valley, Northam, New Norcia, York

Shire support of / commitment to tourism

Threat of council reprioritising and losing support

Full time Tourism Development Officer / Shire employee

Built partnership with TCCI

Escape / great winter destination

Access marketing funding from Shire / Industry funding for cooperative advertising

Build effective marketing and commercial partnership with nearby LGA / tourism associations

Experience Perth / TWA

Greater exposure of TVC staff to industry including famils for staff & access for industry to Visitor Centre for training

Need for pro Toodyay Digital influencers across all social media platforms

Tourism industry is very seasonal. Promotion of specific seasons

Need to create a destination not a drive through town.

Brand confusion - #Place of Plenty / A valley for all seasons / Toodyay living history etc

## Appendix 3 - Toodyay Tourism Strategy – Stakeholder Consultation

<b>Community workshops (Toodyay)</b>	<b>34 persons</b>	<b>Information workshops help across 3 days</b>
<b>Face to face Interviews (Toodyay)</b>	20 persons	Local community & business stakeholders
<b>External Stakeholder interviews (Perth / interstate)</b>	15 persons	Govt. agencies, tourism industry associations,
<b>TCCI members &amp; board</b>	8 persons	
<b>TCCI members packaging workshop</b>	35 persons approx..	1-day workshop Operated by TCCI. Indirect strategy discussions and opinions gathered
<b>Tourism &amp; Small business Survey (Toodyay stakeholders)</b>	80 persons response	
	<b>172 persons*</b>	<b>Total</b>

Note\* it is estimated that 25 – 30% of consulted stakeholders participated across a number of information forums, one-on-one interviews and survey participants. Therefore above figures must be considered estimations only.

## Appendix 4 - Tourism Strategy Workshop

### Tourism Strategy Workshop - 16<sup>th</sup> October

#### Introduction

- In the 1970's the Avon Valley was more popular than the Swan Valley – what changed?
- A town's attitude is more important than what the town sells
- Toodyay relies on Perth as the gateway – if Perth prices are too high then it prevents visitor to Toodyay. Similarly, increased tourism to Perth (new stadium, direct international flights etc) increases tourism to day trip locations (Toodyay)
- Tourism's biggest enemy is parochialism (narrowness of interests) everyone must support each other
- A Shire's role is to unite
- The biggest question – does Toodyay want to grow tourism?
- Visitor Centres are not for generating profit, there are to encourage spending within a town

#### Workshop

##### Attractions

- Short distance from Perth
- Historical
- River
- Wildflowers
- Festivals (Moondyne most prominent)
- VFR
- Motorcycle Friendly
- Car clubs
- Unique terrain (environment)
- Numerous routes into/of town
- Wildlife
- Generally attract weekenders

##### Personality

- Old character
- Rustic
- Sociable
- Convicts/Bushrangers

##### Government roles

- Air BnB accommodation needs to have the same regulations as proper accommodation providers

**Major competitors**

- Margaret River
- The beach
- Pinnacles

**Opportunities**

- Rollercoaster/Wave pool/Themepark
- Pool built into the river – encourage funding opportunities as it would clean the river
- Beautifying the school side of the river and expand with shops, café etc. Creating a space where the river is the focal point of the town. Connecting the two sides of the river. Concept drawings in progress

**Where to go?**

- Vision Statement examples to be emailed to participants so they can reply with their own

**How to get there?**

- Have a Toodyay representative on the Experience Perth board
- Create a partnership between the Chamber of Commerce and Visitor Centre to pool resources and funding
- Hire a “Tourism Activation Officer” to create packages between Shires. Could be employed by a Shire, a private business or an organisation such as AROC
- Everybody needs to be proactive
- Toodyay’s Social Media presence is currently fragmented across a number of pages. Toodyay needs a hashtag to bring everything together
- Chamber of Commerce currently has #ToodyayFirst for people to buy local and is developing a hashtag for tourism as well

**Issues**

- Tourism is very seasonal
- Little for children to do
  - Currently some animal places and Boshack’s
  - Need a pool
- No grey nomads/caravanners
- Toodyay is not RV friendly. Majority want to see the town as RV friendly
  - Most not aware of the caravan park dump points
- Unregistered Air BnB operators do not have the same rules and regulations as registered businesses. Operators would like more a more equal set of rules.
- Buses and packages are non-existent

## Tourism Strategy Workshop 17<sup>th</sup> October

### Attractions

- Events
- Icons (Mill, Gaol)
- Relaxing
- VFR
- Not too far from Perth
- Heritage
- Ambience
- Convicts/bushrangers
- Christmas Shop
- Wildflowers
- Low pollution

### Personality

- Balance between Heritage and Ambience
- Authentic
- Calm
- History

### Environment

- Not utilising the environment enough – need to become a bushwalking Mecca

### Government

- Seasonal workers have even figured out how to go around Air BnB by contacting operators directly
- Current operators would prefer Air BnBs to be registered with the Shire

### Competitors

- York
- Margaret River
- Down South
- Any town with a pool

### Opportunities

- River Pool
- Improving Millards Pool
- Maintaining water in the Avon River all year round
- Walking tours, including the Bilya Walk track
- Operators to be open more/longer hours and be welcoming
- Operators to show a willingness to cooperate/create partnerships
- Indigenous interpretive signage (Balladong people)
- #Place of Plenty
- Have the Reconciliation Group play a bigger role
- Link in with the Aboriginal Interpretive centre in Northam
- Walk trails with old machinery as focal points

- Have community groups more involved
- Heritage Centre (History, Nature, Culture)
- Long distance walk track, possibly from Perth to Beverley with heritage and Aboriginal interpretation. Could link in with the WA Museum expansion plan
- Ecotourism – luxury accommodation with amazing views
- Move Visitor Centre to Gaol side of the train tracks
- Uber
- Toodyay branded photos/Moondyne Joe statue to create Social Media exposure
- Artists in residence
- Yoga retreats
- Paranormal tours

#### **Main visitors**

- VFR from Perth
- Nomads from Albany/Mandurah
- Usually Asians/Europeans from International market

#### **Accommodation**

- Seasonal

#### **Awareness**

- Joint marketing

#### **Issues**

- Dispersal of attractions/accommodation etc
- Creating a destination instead of being simply a drive through town
- Not honouring the environment – we have a large variety of soils/plants/animals etc
- Debris in the river vs the natural state
- Access to Newcastle Gaol is difficult – better signage and directions are required
- Absence of taxis



**Tourism Strategy Workshop 18<sup>th</sup> October**

**Community Development session**

- Toodyay = peace
- Human interaction adds value
- Ensure the public knows what has been achieved already
- Ideas:
  - Pop up water park
  - Splash park
  - Moondyne Trail
    - “Where the Legend began”
  - Look at a tourism season
  - Families between operators
  - Look at operating hours – both operators and VC
  - More activities for children, especially animal related

**Evening Session**

**Attractions**

- Convenient distance from Perth
- Interesting town
- Bush/scenery
- Many tourist have a relation to Toodyay
- The “vibe”
- A hidden valley
- Nice drive
- Numerous routes

**Competitors**

- Mandurah
- New Norcia
- York
- The Hills
- Bridgetown

**Opportunities**

- Tours
- Road Coach with a hop on/hop off loop
- Motorbikes

**Environment**

- Accommodation within the town is lacking

**General comments**

- TransWA was told not to advertise the special event trains – the towns took the lead

- “If someone has a good idea they need to be able to do it”
- Digital marketing vs print marketing – helping the lifestyle businesses become more tech savvy
- Why always focus on natural and heritage tourism
- Local operators need direction – possibility for workshops

**Issues**

- Avonlink event train – TransWA was told not to promote to leave it to the towns
- Operators not open at times during the week or after 3pm
- Restrictive Shire policies
- No mention of tourism in the Local Planning Scheme
- Marketing overall is not effective
- Lack of leadership – need a paid person to take the lead



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**AGENDA FORUM DISCUSSION PAPER**

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<b>Date of Report:</b>	22 May 2018
<b>Name of Applicant / Proponent/s:</b>	Shire of Toodyay
<b>File Reference No.:</b>	MTG4
<b>Author:</b>	S Scott - CEO
<b>Responsible Officer:</b>	S Scott - CEO
<b>Previously Before Council:</b>	27 May 2014 (Council Res. No. 127/05/14).
<b>Nature of Council's Role in the matter:</b>	Legislative
<b>Attachments:</b>	1. Member Policy No. M5 – Council Forums.

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**7.2 AMENDMENTS TO MEMBERS POLICY NO M.5 – COUNCIL FORUMS**

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**PURPOSE OF THE DISCUSSION PAPER**

To consider minor amendments being made to Members Policy No. M5 – Council Forums.

**BACKGROUND**

The Local Government Act does not contemplate Council Forums but they are a device that is used throughout the Local Government Sector to allow for flow of information in relation to forthcoming Council items. The Department has published a Guideline to assist in this space.

One of the purposes of the forum is to enable Councillors to ask questions and seek additional information in respect to matters for future consideration by Council. Apart from the CEO update, which is confidential, there is no opportunity for Councillors to ask questions on notice as part of the forum program,

**CONSULTATION IMPLICATIONS**

There are no notable consultation implications.

**STRATEGIC IMPLICATIONS**

Improved information flow within Council contributes to good governance.

**POLICY IMPLICATIONS**

It is proposed to make a minor amendment to the Council Forum Program that will allow, much like the Ordinary Council Meetings Agenda, a Member to ask a question on notice at the meeting, to be responded to during the part of the Council Forum that is open to the public. Whilst there is already an opportunity for Elected Members to ask questions of the CEO as part of the

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*7.2 Amendments to Members Policy No. M5 - Council  
Forums- continued*

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CEO update, asking during the CEO update means that the response is confidential.

**FINANCIAL IMPLICATIONS**

There are no adverse financial implications envisaged from this report.

**LEGAL AND STATUTORY IMPLICATIONS**

There are no adverse legal nor statutory implications envisaged from this report.

**RISK IMPLICATIONS**

There are no adverse risk implications envisaged from this report.

**SOCIAL IMPLICATIONS**

There are no adverse social implications envisaged from this report.

**ENVIRONMENTAL IMPLICATIONS**

There are no adverse environmental implications envisaged from this report.

**ECONOMIC IMPLICATIONS**

There are no adverse economic implications envisaged from this report.

**OFFICER COMMENT / DETAILS**

As a governance measure, it is best practice for a local government to seek continuous improvement in its processes. In this case a gap was identified in how we deal with information at the Council Forum. In all of Council dealings, information should be public unless there is a good reason for it not to be. Providing for questions only in the CEO's update makes some information confidential without good reason.

It is proposed that a Questions on Notice section be inserted in the Council Forum Program. It will still be possible to ask questions of the CEO during his CEO update, but the new section will allow for more detailed responses when notice has been given.

The CEO may also still determine, in consultation with the Shire President, that a question be moved to the CEO Update section of the program, if the response will contain information or material that would fall within the confines of it being considered confidential.

The amendments to Policy M.5 would include:

1. Under the *Policy Framework and Defined Terms* section of Policy M.5 a new term be inserted to read as follows:

**"Questions on Notice"** is a heading on the Council Forum Program to provide opportunity for Elected Members to ask a question at the Council Forum in the following circumstances:

PROGRAM FOR COUNCIL FORUM  
TO BE HELD IN THE MASONIC LODGE ON 12 JUNE 2018

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*7.2 Amendments to Members Policy No. M5 - Council  
Forums- continued*

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- (1) A Member who wishes to ask a question at a Council Forum is to give the CEO written notice of the text of the question at least seven working days before the meeting; and
  - (2) Notice of a question that is not excluded is to be included, if practicable, in the Council Forum Program, or is otherwise to be tabled at the Council Forum.
2. Under the Policy Statement, and the heading titled Council Forum Program, a new Program Item titled "Questions on Notice" be inserted, and the remaining items be renumbered accordingly.

**OFFICER'S RECOMMENDATION**

That Council provide guidance on the proposed amendments to Members Policy No. M5 – Council Forums so that a report can be brought to the June 2018 Ordinary Council Meeting for a decision to be made.

## **MEMBERS POLICY**

<b>POLICY NO:</b>	<b>M.5</b>
<b>POLICY SUBJECT:</b>	<b>Council Forums</b>
<b>ADOPTION DATE:</b>	<b>27 May 2014 (Council Resolution 127/05/14)</b>
<b>LAST REVIEW:</b>	

### **STATEMENT OF INTENT**

This policy is designed to adopt rules and processes that are in line with *Department of Local Government Guideline Number 5 – Council Forums*.

### **POLICY FRAMEWORK AND DEFINED TERMS**

The following terms are provided as part of this Policy in accordance with Council Resolution 258/08/13 which stated (in relation to the Council Forum Program) that:

*"All Forum items are to be designated as an Agenda or Concept within the item heading."*

**"Council Forum Program"** is named as such so that a distinction can be made between a *Council Forum Program* where no decisions are made by Council and a *Council Meeting Agenda* where decisions are made by Council in the form of Council Resolutions.

**"Presentations"** is included as a *title* within the Council Forum Program for the purpose of (Consultants and/or the CEO and his Senior Management Team) making "presentations" in relation to *Matters for discussion* as described below. Note: "Presentations" means the act of presenting information on a particular topic.

**"Public Questions"** is included as a *title* within the Council Forum Program for the purpose of an individual member of the public using the opportunity to ask a question relating to a matter on the Council Forum Program. Public Questions may be made in accordance with Council's Public Question Time Information Sheet Guidelines.

**"Submissions"** is included as a *title* within the Council Forum Program for the purpose of an individual member of the public, who can demonstrate that they are affected (whether adversely or favourably) by a matter on the Council Forum Program making a submission. Public submissions may be made in accordance with Council's Public Submission Information Sheet Guidelines.

**"Agenda Forum"** is a *heading* on the Council Forum Program to provide opportunity for clarification about Agenda Forum Items.

No decisions (other than those to facilitate the Council Forum) are to be made as the Council Forum is not a decision-making forum. No debate is permitted, as this rightly belongs at the forthcoming formal Ordinary Meeting of Council. Notes will be retained in respect to the business of the forum.

**"Agenda Forum Items"** included within the Council Forum Program are items that

- (a) provide an opportunity for Councillors to ask questions and seek additional information in respect to report items for the forthcoming Ordinary Meeting/s of Council;
- (b) Enable the Administration to make presentations on report items for the forthcoming Ordinary Meeting/s of Council;
- (c) provide an opportunity for members of the public (affected by the subject matter of a report item) to make submissions to Council.

**"Concept Forum"** is a heading on the Council Forum Program to provide opportunity to discuss Concept Forum Items.

No decisions (other than those to facilitate the Council Forum) are to be made as the Council Forum is not a decision-making forum. No debate is permitted, as this rightly belongs at the forthcoming formal Ordinary Meeting of Council.

Notes will be retained in respect to the business of the forum.

To enable a free flow of communication, the Standing Orders will not generally be applied; however the Shire of Toodyay Code of Conduct will be the guide in respect to the conduct of the forum.

**"Concept Forum Items"** included within the Council Forum Program are items that:

- (a) provide an opportunity for the Chief Executive Officer and his Senior Management Team to inform Councillors of significant and strategic matters or projects being progressed by the Shire;
- (b) enable Councillors to identify matters for future consideration by Council;
- (c) enable Councillors to ask questions and seek additional information in respect to matters for future consideration by Council;
- (d) Enable the Administration to obtain guidance in respect to the early development of matters for future consideration by Council including obtaining the services of external Consultants to provide presentations to Council on matters for future consideration by Council;
- (e) Provide an opportunity to discuss, propose, formulate philosophies, ideas, strategies and concepts for the development of local government and the district that it serves.

**"Confidential Matters"** - both Agenda and Concept Forums may include Confidential Matters, which will be dealt with according to Section 5.93 of the *Local Government Act 1995*.

## **RULES**

1. The *Shire of Toodyay Standing Orders Local Law 2008* will not apply to a Council Policy Forum except for the following provisions:
  - 6.3 Restrictions on Questions and Answers
  - 7.15 Adverse Reflection;
  - 7.16 Withdrawal of Offensive language;
  - 8.1 Presiding Member to preserve order;
  - 10.1 (g) That the ruling of the Presiding Member to be disagreed with;
  - 10.11 Ruling of the Presiding Member to be disagreed with;
  - 16.2 (1) Where Standing Orders do not apply.

For the avoidance of doubt these provisions apply only as a matter of policy and failure to comply with these provisions cannot result in any of the penalties set out in the Local Law.

2. The President will chair Council Forums. In the absence of the President the forum will be chaired by the Deputy President. In the absence of both the President and the Deputy President those present will appoint an elected member to chair the meeting.
3. Elected members and staff will disclose financial or proximity interests and interests affecting impartiality in relation to matters discussed at forums. Persons disclosing a financial or proximity interest will leave the room while the matter in which they have declared an interest is discussed;
4. Forums are not Council Meetings and shall not make decisions nor resolutions;
5. All questions and discussions will be directed through the chair. Forums shall not be used to debate matters listed for resolution at a Council meeting.

## **Objectives**

1. Council Forums will generally be open to the public, except when matters of a confidential nature are discussed. The President shall be guided by the principles set out in Section 5.23 of the *Local Government Act 1995* when determining where to go behind closed doors.
2. Notes will be retained in respect to the business of the Council Forum. The Notes are to be distributed within five days following the Council Forum. The Notes are to be "received" by Council at its next Ordinary Meeting of Council.



## **POLICY STATEMENT**

Council may meet together with staff from time to time in meetings to be known as Council Forums as set out in the *Local Government Guideline Number 5 – Council Forums*.

### **Quorums**

The quorum for a meeting of a council or committee is at least 50% of the number of offices (whether vacant or not) of member of the council or the committee in accordance with the *Local Government Act 1995*.

*For catering purposes (and arrangements made with external Consultants to make presentations to Council) Councillors are expected to RSVP their non-attendance at least 72 hours prior to a Council Forum.*

### **Council Forum Program**

As stated above, items for consideration at Council Forums will be designated as either an Agenda Forum Item or Concept Forum Item within the Council Forum Program. The program shall consist of the following headings:

1. **DECLARATION OF OPENING**
2. **RECORD OF ATTENDANCE/APOLOGIES**
3. **DECLARATIONS OF INTEREST**
4. **PRESENTATIONS**
5. **PUBLIC QUESTIONS (relating to the contents of the program)**
6. **PUBLIC SUBMISSIONS (relating to the contents of the program)**
7. **AGENDA FORUM MATTERS**
8. **CONCEPT FORUM MATTERS**
9. **CHIEF EXECUTIVE OFFICER'S UPDATE**
10. **CONFIDENTIAL MATTERS**
11. **SHIRE PRESIDENT'S UPDATE**
12. **STATUS REPORT**
  - 12.1 Project Follow up Status Report
  - 12.2 Committee Meeting Status Report
13. **MEETING CLOSURE**

### **Distribution of Program**

The Council Forum Program will be distributed to Elected Members six days prior to the meeting.

### **Council Forum Schedule**

1. Council Forums will convene two weeks prior to a scheduled Ordinary Meeting of Council; and
2. Council will set the date, time and duration of Council Forums when adopting its meeting schedule for Ordinary Meetings of Council.

**Adopted at Council Meeting held on 27 May 2014 (Council Res 127/05/14)**

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**AGENDA FORUM DISCUSSION PAPER**

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<b>Date of Report:</b>	6 June 2018
<b>Name of Applicant / Proponent/s:</b>	Shire of Toodyay
<b>File Reference No.:</b>	ICR52099
<b>Author:</b>	C Luangala – Acting CEO
<b>Responsible Officer:</b>	C Luangala – Acting CEO
<b>Previously Before Council:</b>	April 2018 Council Forum and April 2018 OCM
<b>Nature of Council's Role in the matter:</b>	Executive
<b>Attachments:</b>	<ol style="list-style-type: none"><li>1. Action Plan;</li><li>2. Letter from the Department; and</li><li>3. Email from the Department.</li></ol>

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**7.3 ACTION PLAN AND THE DEPARTMENT OF LOCAL GOVERNMENT**

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**PURPOSE OF THE DISCUSSION PAPER**

To receive a letter from the Department of Local Government, Sport and Cultural Industries and an updated copy of the Action Plan (**Attachment 1**).

**BACKGROUND**

At the April 2018 Ordinary Council Meeting Council resolved to adopt the Action Plan developed in consultation with the Department of Local Government, Sport and Cultural Industries.

A revised copy of the Action Plan is attached with progress comments.

At the same meeting Council resolved to undertake public consultation in respect to the following policies:

- a) Proposed new Policy – The Shire of Toodyay as a Developer;
- b) Proposed new Policy – Sale of Land; and
- c) Proposed amendment to Council Member Policy M2 Public Consultation - Formal Matters.

The closing date is 22 June 2018 which means, as the June 2018 Council Meeting is only four days after the closing date, that these policies will not be brought back to Council again until the July 2018 Council Meeting.

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*7.3 Action Plan and the Department of Local Government -  
continued*

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**CONSULTATION IMPLICATIONS**

The Shire President sought clarification from the Department of Local Government, Sport and Cultural Industries via a meeting with representatives from the Department on 7 May 2018.

**STRATEGIC IMPLICATIONS**

There are no adverse strategic implications envisaged from this report.

**POLICY IMPLICATIONS**

There are no adverse policy implications envisaged from this report.

**FINANCIAL IMPLICATIONS**

There are no adverse financial implications envisaged from this report.

**LEGAL AND STATUTORY IMPLICATIONS**

There are no adverse legal nor statutory implications envisaged from this report.

**RISK IMPLICATIONS**

There are no adverse risk implications envisaged from this report.

**SOCIAL IMPLICATIONS**

There are no adverse social implications envisaged from this report.

**ENVIRONMENTAL IMPLICATIONS**

There are no adverse environmental implications envisaged from this report.

**ECONOMIC IMPLICATIONS**

There are no adverse economic implications envisaged from this report.

**OFFICER COMMENT / DETAILS**

The Shire President and the CEO met with the Department on 7 May 2018 and were advised at that meeting that the Shire is being monitored as per regulatory checks of all local governments by the Department of Local Government, Sport and Cultural Industries.

Following receipt of the letter from the Department of Local Government, Sport and Cultural Industries, dated 30 May 2018 (**Attachment 2**), the Shire President contacted the Department once more, to ascertain whether the Shire of Toodyay was under any scrutiny or investigation. Their response is attached (**Attachment 3**).

**OFFICER'S RECOMMENDATION**

That Council take note of the attachments to this report.

## ACTION PLAN PROGRESS

No.	ISSUES RAISED BY THE TPA	SUMMARY OF DEPARTMENT FINDING	SHIRE OF TOODYAY COMMENT OR RESPONSE	DEPARTMENT COMMENT OR RESPONSE	DEPARTMENT RECOMMENDATION OR ACTION	PROGRESS AND/OR COMMENT
1	Legal Action SOT Vs Merrick - Costs	Nothing improper in respect of this matter.		No further action required by the Department.	No action recommended.	<b>Completed</b>
2	Striking Unlawful Rates	This matter was addressed by the Shire, in response to the Department's instruction at the time.	<p>The Shire conducted a review of all the rates and the methodology in their application with almost 2000 properties being affected. It is proposed that part of this review will be completed by April 2018 but it is unlikely that this will allow enough time for the VGO to complete all the required re-valuations of properties that have gone from UV to GRV so the expected implementation is for the 2019/2020 annual budget.</p> <p>The issue concerning Morangup has been addressed. The Shire made the necessary application for the quashing of the rates and revised the budget for that period. Council has funded a rates comparison report to be conducted by Moore Stephens to benchmark Toodyay rates against similar Councils.</p> <p>Noted that staff shortages in Landgate may delay completion of the project into the 2018-19 financial year.</p>	<p>It would be beneficial for the Shire to review its basis for rate setting against the Department's guidelines to ensure a similar issue does not arise in the future.</p> <p>The Department requests the Shire to provide a copy of the documented outcome of the review indicated to be completed by April 2018 and/or any documented information to demonstrate action has been taken by the Shire to ensure that future incidents of striking unlawful rates will not occur.</p>	Suggest that the Shire continue with the review undertaken so far and advise the Department of the outcome on its finalisation of that review.	<p><b>In Progress:</b></p> <p>The expected implementation is for the 2019/2020 Annual Budget.</p> <p>The issue concerning Morangup has been addressed.</p>
3	Proposed Sale of "O'Reilly's Cottage"	No improper conduct on the part of the Shire in regard to this matter. However, the process raised concerns in regard to the proper documenting of agreements.	The CEO and the A/CEO believe they managed the matter in accordance with requirements. The Shire acknowledges it can always improve and will strive to do so in the future including every effort to have agreements made, put in writing at each and any stage in the future. A new draft policy of the Sale of Land based loosely on one developed by the City of Stirling to be considered by Council.	<p>Suggest the Shire conduct a policy review in respect to dealings with land and use the O'Reilly matter as a case study for process improvement.</p> <p>The Department requests a copy of the policy that is being drafted after it has been adopted by council.</p>	The Shire reconsider its processes in regard to dealings with land to determine whether there is a need to introduce a policy or revisit any relevant policies with a view to avoiding issues in regard to the process such as those identified in the O'Reilly's Cottage situation.	<p><b>In Progress:</b></p> <p>This matter went to the April 2018 Council Meeting. The closing date for submissions is the 22nd day of June 2018 which means it will not be taken to Council until its July 2018 Council Forum and then it will go to the July 2018 Council Meeting.</p>
4	Removal of Trees from ANZAC Park	The Shire has the lawful right to deal with these matters in a manner determined by it.	Notwithstanding the fact that the Administration (Acting CEO) was implementing a Council decision, the Shire does not wish to nor is it intending to diminish the public response. The existing policy addresses street tree removal as a low level (immediate neighbours) consultation. In most cases this is appropriate. Recommend inclusion of new category under governance: <i>Decisions likely to attract significant public interest</i> . This will flag the need to consider the public interest aspect of decision making.	<p>Suggest that the Shire develop a process to deal with requests concerning operational works matters in the community that addresses more effective communication practices.</p> <p>The Department requests a copy of the amended policy after adoption by Council that shows the inclusion of a new category for public consultation.</p>	Suggest the Shire review its Policy M.2 "Public Consultation – Formal Matters" to determine its application and effectiveness in regard to issues such as the Anzac Park – Proposed Tree Removal.	<p><b>In Progress:</b></p> <p>This matter went to the April 2018 Council Meeting. The closing date for submissions is the 22nd day of June 2018 which means it will not be taken to Council until its July 2018 Council Forum and then it will go to the July 2018 Council Meeting.</p>

## ACTION PLAN PROGRESS

No.	ISSUES RAISED BY THE TPA	SUMMARY OF DEPARTMENT FINDING	SHIRE OF TOODYAY COMMENT OR RESPONSE	DEPARTMENT COMMENT OR RESPONSE	DEPARTMENT RECOMMENDATION OR ACTION	PROGRESS AND/OR COMMENT
5	Duke Street – Objection to sale of property within the heritage precinct area and Shire's handling of the matter.	The Shire has not done anything improper in respect to this matter.			No further action recommended.	<b>Completed</b>
6	Butterly Cottages – Construction of new aged care living units including limestone retaining wall.	Issues raised by TPA concerning the building of the retaining wall not supported.	Policy for when Shire acts as developer. This would be a worthwhile activity, particularly considering the range of major projects which are on the Shire's agenda. This policy may take some time to develop. A draft Policy has been prepared for Council consideration.	Suggest Shire develop and implement a policy for circumstances where the Shire is the developer. The Department requests a copy of the policy that is being drafted after it has been adopted by council.	That the Shire develop and implement a policy in regard to the Shire's own developments whereby a development application process is followed.	<b>In Progress:</b> This matter went to the April 2018 Council Meeting. The closing date for submissions is the 22nd day of June 2018 which means it will not be taken to Council until its July 2018 Council Forum and then it will go to the July 2018 Council Meeting.
7	Budget Review	The Shire has not done anything improper in respect to this matter.		The Department's review of the Shire's budget review document did not identify any issues.		<b>Completed</b>
8	Recording Information in Council Minutes – Item 13.2.1 24 January 2017 Butterly Cottages tender.	The public set of minutes of 24 January 2017 did not record the reasons for council making a decision that is significantly different to the recommendation and not recording all motions relevant to the matter in accordance with Regulation 11(da) and (c) of the LG Administration Regulations..	Acknowledgement that error was made in relation to the recording of the decision in relation to Butterly Cottages, and will ensure that this error is not repeated. Agreed. In particular that we need to ensure that relief staff are familiar with requirements and that there is a higher level of oversight in these circumstances. Process failure in this instance. The Minutes template has been modified to provide better guidance notes on this issue.	Process is no-compliant with regulation 11(da) and (c) of the Local Government (Administrative) Regulations 1996. The Department requests a copy of the modified Minutes template which provides better guidance notes on this issue.	That relevant Shire staff responsible for recoding the minutes of meetings are either provided adequate training or are given the opportunity to familiarise themselves with the statutory compliance requirements in respect to correctly recording information in council minutes. Also ensure proper oversight is provided.	<b>Completed.</b> The wording for templates has been amended to prevent the situation from occurring in the future. In-House training has taken place.

**EMAIL 1 from the Department containing formal letter.**

**From:** Diana Fuller [REDACTED]  
**Date:** 31 May 2018 at 10:19:07 am AWST  
**To:** Councillor Rayner <[cr.rayner@toodyay.wa.gov.au](mailto:cr.rayner@toodyay.wa.gov.au)>  
**Subject:** Letter to Cr Brian Rayner, Shire President - Shire of Toodyay

Good Morning Cr Rayner

As discussed with Narrell Lethorn, attached is a letter you have been waiting for.

Thank you

**Diana Fuller**  
Sector Monitoring Officer

Department of Local Government, Sport and Cultural Industries  
140 William Street, Perth WA 6000  
GPO Box R1250, Perth WA 6844



Councillor Brian Rayner  
Shire President  
Shire of Toodyay  
PO Box 96  
TOODYAY WA 6566

Dear Councillor Rayner,

**MATTERS RAISED – OPERATIONS AND AFFAIRS SHIRE OF TOODYAY**

I refer to our meeting of 7 May 2018 with you, Mr Ron Murphy, Manager Local Government, myself and Mr Stan Scott, CEO Shire of Toodyay in regard to various matters affecting the Shire.

To confirm, the Shire is being monitored by the Department in relation to a number of compliance issues. Should the Department intend to commence an Authorised Inquiry the Shire will be notified.

The action plan detailing compliance matters to be resolved is currently being reviewed by the Department. Once this is completed a copy will be provided to the Shire for presentation to the council. It is anticipated that the Department and Shire can work together cooperatively to address any areas of concern.

I encourage you to present this correspondence to Council at its next Ordinary Meeting in order to clarify the current position of the Department.

Yours sincerely

Narrell Lethorn  
Director, Industry and Sector Regulation

30 May 2018



**From:** Diana Fuller [REDACTED]  
**Sent:** Wednesday, 6 June 2018 1:16 PM  
**To:** Maria Rebane [REDACTED]  
**Cc:** Narrell Lethorn [REDACTED] >  
**Subject:** ICR52099 - RE: Letter from the Shire President

Good Afternoon Maria

Thank you for your email and the letter that was attached. Please can you pass on this email to Cr Rayner.

I can confirm there is no investigation into the Shire of Toodyay. As indicated in the letter the Shire is being monitored.

Thank you  
**Diana Fuller**  
Sector Monitoring Officer

Department of Local Government, Sport and Cultural Industries  
140 William Street, Perth WA 6000  
GPO Box R1250, Perth WA 6844

[REDACTED]

[REDACTED] [REDACTED]

Web [www.dlgsc.wa.gov.au](http://www.dlgsc.wa.gov.au)

*The Department acknowledges the Aboriginal peoples of Western Australia as the traditional custodians of this land, and we pay our respects to their Elders past and present.*

## COMMITTEE MEETING STATUS REPORT

Containing Recommendations to Council made by all Committees

Committee Meeting Date	Item / Res Number	Title / Description of Item	Responsible Officer	Recommendation by Committee	Council Resolution No & detail
17/08/2017 MAC Meeting	8.3	Strategic Planning, review of Policy 0.3 Museum Interpretation and Exhibition	MCD	1. Recommends that Council endorses the update of Policy O.3 Museum Interpretation and Exhibition; and 2. Notes that an extensive review of policies is underway and the policy may not be considered immediately. (07/05/17)	
5/10/2017 CPTAC Meeting	6.1	Future of the Toodyay Community Bus	CEO	That Council considers the options for the purchase and operation of a new community bus to replace the present community bus.	Request to keep this Recommendation to Council made by the CPTAC Committee live at the 6/2/18 CPTAC Meeting.
20/02/18 BFAC Meeting	2.2.1	Julimar Brigade Letter	CEO	The Bush Fire Advisory Committee (BFAC) recommend to Council the following: That Council: 1. Consult and request feedback from BFAC members, Bushfire Brigade Captains and Bush Fire Control Officers regarding the process of nomination, recommendation and termination of Bush Fire Control Officers including the appointment recommendations Chief Bush Fire Control Officer, Deputy Chief Bush Fire Control Officer and Fire Control Officer Representative Bush Fire Advisory Committee Member roles. 2. Table a report and recommendations to the May 2018 Bush Fire Advisory Committee. MOTION CARRIED 12/0	
22/02/2018 EAC Meeting	6.3	Discussion Paper- Roadside Vegetation and Conservation Values Mapping for the Shire of Toodyay	MPD	1. Notes the discussion paper on "Roadside Vegetation and Conservation Values Mapping for the Shire of Toodyay". 2. Recommends to Council that high conservation road verges as identified in 'Assessment of the conservation value of roadside vegetation in the Shire of Toodyay, WA.' by Roadside Conservation Committee and be surveyed to assess if they are still high conservation roads. 3. A report including the budget requirements for surveying and reassessment of those road verges is submitted to the EAC in an upcoming meetings.	

