



## **Special Meeting of Council**

# **Minutes**

**26 March 2013**

MINUTES OF SPECIAL MEETING OF COUNCIL  
HELD IN COUNCIL CHAMBERS ON 26 MARCH 2013

## Preface

When the Chief Executive Officer approves these Minutes for distribution they are in essence "Unconfirmed" until the following Ordinary Meeting of Council, where the Minutes will be confirmed subject to any amendments made by the Council.

The "Confirmed" Minutes are then signed off by the Presiding Person.

Attachments that formed part of the Agenda, in addition to those tabled at the Council Meeting are put together as an addendum to these Minutes with the exception of Confidential Items.

Confidential Items or attachments that are confidential are compiled as separate Confidential Minuted Agenda Items.

## Unconfirmed Minutes

These minutes were approved for distribution on 28 March 2013.



Stan Scott  
**CHIEF EXECUTIVE OFFICER**


28 March 2013.

## Confirmed Minutes

These minutes were confirmed at a meeting held on 16 April 2013.

Signed:  .....

Presiding person at the meeting at which the minutes were confirmed.

  
16 April 2013.

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**ADDENDUM** *with separate index follows Item 7.*

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MINUTES OF SPECIAL MEETING OF COUNCIL  
HELD IN COUNCIL CHAMBERS ON 26 MARCH 2013

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# Shire of Toodyay

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## SPECIAL MEETING – 26 MARCH 2013

### MINUTES

#### 1. DECLARATION OF OPENING / ANNOUNCEMENT OF VISITORS

The Shire President declared the meeting open at 4.12 pm.

#### 2. RECORDS OF ATTENDANCE

##### Members

Cr K Hogg	Shire President
Cr P Greenway	
Cr B Lloyd	<i>arrived at 4.30 pm.</i>
Cr C Firms	
Cr S Craddock	
Cr R Madacsi	
Cr A McCann	
Cr D Dow	

##### Staff

Mr S Scott	Chief Executive Officer
Mrs M Rebane	Executive Assistant

##### Visitors

Mrs A Dalziel	Localise
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#### 2.1 APOLOGIES

Cr J Prater	Deputy Shire President
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#### 3. DISCLOSURE OF INTERESTS

Nil

#### 4. PUBLIC QUESTIONS (relating to the purpose of the meeting)

Nil

**5. PETITIONS / DEPUTATIONS / PRESENTATIONS / SUBMISSIONS  
(relating to the purpose of the meeting)**

**5.1 Petitions**

Nil

**5.2 Deputations**

Nil

**5.3 Presentations**

Nil

**5.4 Submissions**

Nil

## 6. PURPOSE OF MEETING

This meeting was called by the Shire President, Cr K Hogg for the purpose of adopting the Draft Strategic Community Plan for community consultation and matters related thereto.

## 6. PURPOSE

### 6.1 Draft Strategic Community Plan

Date of Report:	March 13, 2013
Proponent:	Shire of Toodyay
File Ref:	MAN2
Author:	Audrey Bell – Manager Community Development
Responsible Officer:	Stan Scott – Chief Executive Officer
Officer's Disclosure of Interest:	Nil
Attachments:	1. 12 March 2013 Council Forum Results ( <i>attachment under confidential cover</i> ); and 2. Draft Strategic Community Plan.
Voting Requirements:	Absolute majority

## INTRODUCTION

The purpose of this report is to present the Draft Strategic Community Plan to Council for their consideration.

## BACKGROUND

The State Government's Local Government Reform Program requires local governments in Western Australia to introduce an Integrated Planning and Reporting Framework (IPRF). The IPRF is designed to ensure more effective delivery of the local government's strategic intentions, and to provide a process to:

- Ensure that community input is invited and recorded
- Inform the long term objectives of the local government with these inputs
- Identify the resourcing required to deliver against the long term objectives
- Clearly articulate long term financial implications and strategies
- Provide the capacity for place planning where appropriate

The IPRF will deliver:

- A long term strategic community plan that clearly links the community's aspirations with the Council's vision and long-term strategy
- A corporate business plan that integrates resourcing plans and specific Council plans with the strategic plan

- A clearly stated vision for the future of the local government

Officers are concurrently working on the other aspects of the IPRF, including the Workforce Plan, the Long Term Financial Plan and the Corporate Business Plan.

## **CONSULTATION**

Input into the Strategic Community Plan has been undertaken through various methods of Community Consultation.

These have included:

### **1. Engagement of James Best (Hames Sharley)**

- (a) From 7 June 2012 to 2 July 2012 a Visioning 2050 Priorities Survey was undertaken. This survey was available on-line. Hardcopies of the survey were also made available at key Council Buildings.
- (b) Instant feedback gathered as follows:
  - Saturday 9 June 2012 at IGA from 9.00am-1.00pm;
  - Thursday 24 June 2012 at IGA from 1.00pm -6.00pm; and
  - Sunday 1 July 2012 at a local sporting match (Toodyay vs. Goomalling).
- (c) Community Visioning Workshops as follows:
  - Saturday 23 June 2012 from 11.30am to 1.30pm at the Toodyay Showgrounds; and
  - Thursday 28 June 2012 from 7.00pm to 9.00 pm at the Toodyay Memorial Hall.
- (d) A meeting with students from the Toodyay District High School – “Think” program was held.

### **2. Engagement of Alison Dalziel (Localise)**

A World Café Community Forum was held at the Toodyay Community Centre on Wednesday 12 December 2012.

### **3. Further Community Information**

- Community input/feedback details were also gathered from the Bendigo sponsored Community Expo held in May 2012, as well as information being obtained from the Toodyay Living Communities - Toodyay 2020 Vision (in 2010)
- During the course of the year the Shire has also engaged with Community through the President’s Community Info sessions.
- Consultation was also undertaken with the community for input into the Recreation Plan, Showgrounds Master Plan and Omnibus Scheme Amendment.
- Our Plan for the Future 2007/2008 – 2017/2018 was also referenced.



**4. Other workshops were undertaken as follows:**

- The Senior Management Team on 12 February 2013; and
- Council Forum with Elected Members on 12 March 2013.

**STATUTORY ENVIRONMENT**

The Shire of Toodyay is required to implement the IPRF pursuant to s5.56 (2) of the *Local Government Act 1995 and in accordance with Local Government (Administration) Regulations 1996 Division 3 Planning for the Future*.

Council is to consider a Strategic Community Plan, or modifications of such a plan, submitted to it and is to determine whether or not to adopt the plan or the modifications in accordance with *Local Government (Administration) Regulations 1996 s.19(C)(7)*.

**POLICY IMPLICATIONS**

Nil

**FINANCIAL IMPLICATIONS**

There are no financial implications from releasing the Draft Strategic Community Plan for public comment. The costs of publicising the release and processing the responses will be accommodated within existing budgetary allocations.

Once the draft is formally adopted by Council (scheduled for 21 May 2013), the Strategic Community Plan will be the basis from which the Corporate Business Plan and Long Term Financial Plan are completed, and from which the annual budget will be developed from.

**STRATEGIC IMPLICATIONS**

Once it is finalised and adopted, the Draft Strategic Community Plan will be the foundation strategic document for the Shire of Toodyay that articulates community long-term vision, values and aspirations. It will establish the community's vision for the Shire's future, and its aspirations and service expectations. It will drive the development of other informing strategies such as the Workforce, Asset Management, operations and service plans and supporting strategies.

Once the Strategic Community Plan is adopted it will supersede the Plan for the Future 2007/2008 - 2017/2018.

**ENVIRONMENTAL IMPLICATIONS**

This proposal does not contain any notable environmental implications.

## **SOCIAL IMPLICATIONS**

The Strategic Community Plan, once adopted, will establish the community's vision for the Shire of Toodyay's future and articulate community aspirations and service expectations.

## **OFFICER'S COMMENT**

The Shire of Toodyay has been working on development of a Draft Strategic Community Plan since mid-2012.

It is recommended that the Draft Strategic Community Plan is released for public comment until Friday 26 April 2013.

The release of the Draft Strategic Community Plan for public comment will be widely publicised as per Council's Policy – M.2 – Public Consultation – Formal Matters (Strategic Plan Consultation – Level F).

*Consultation mechanisms available for Level F include but are not limited to:*

- Newspaper advertising;
- Letter drops or Council notices;
- Signage and displays in relevant locations;
- Media releases – press, radio, television(subject to availability);
- Notice to be displayed on Council's website;
- Formation of community or advisory committees under Local Government Act 1995;
- Formation of working groups;
- Workshops, forums or briefing/information sessions;
- Public meetings; or
- Other procedures as required.

Notwithstanding the consultation mechanisms adopted, a minimum level of consultation for Level F shall be a comprehensive local newspaper advertisement repeated over the duration of the process (minimum of two (2) separate advertisements) associated with a formal comment period of twenty-one (21) days or more if considered appropriate.

The consultation program is to be assessed and approved by the Senior Management Group or Council (whichever is appropriate).

Public comment will be analysed in time for Council to consider formally adopting the Strategic Community Plan at the Ordinary Meeting of Council to be held on 21 May 2013.

It is important to have the Strategic Community Plan finalised in time to allow all other aspects of the IPRF to be implemented by 1 July 2013.

A draft timetable of steps and dates to assist in meeting IPRF Standards is as follows:

MINUTES OF SPECIAL MEETING OF COUNCIL  
HELD IN COUNCIL CHAMBERS ON 26 MARCH 2013

Step	Description	Timing
1. Finalise draft SCP	Prepare document for community consultation after Council guidance received 12 March	20 March
2. Adopt draft SCP	Council adopt draft SCP for community consultation	26 March
3. Submissions open	Document advertised and open for 4 week submission period, with a community drop-in held over this period.	27 March
4. Community Drop in Session	Community Drop in Session (details to be advised)	10 April
5. Submissions close	Public submissions close	26 April
6. Final SCP Feedback Forum	To elicit sufficient guidance from Council to enable the SCP to be finalised <ul style="list-style-type: none"> <li>▪ Consideration of community feedback</li> <li>▪ Guidance on the outstanding matters</li> </ul>	7 May
7. Finalise SCP	Finalise SCP for Council adoption	14 May
8. Adopt final SCP	Council adopt final SCP (and LTFP at the same time?)	21 May
9. Workshop with Management Team	Senior Management Team – workshop with Alison/Localise Corporate Business Plan	22 May
10. CBP Forum	Priorities for 4 years, including 2013/14	4 June
11. Finalise CBP	Finalise document	11 June
12. Adopt CBP	Council adoption	18 June

**OFFICER'S RECOMMENDATION**

It is recommended that:

1. Council endorses the Draft Strategic Community Plan as presented and releases it for public comment until Friday 26 April 2013.
2. Consultation on the Draft Strategic Community Plan for public comment is to include the following mechanisms:
  - (a) Newspaper advertising;
  - (b) Signage and displays in relevant locations;
  - (c) Media releases – press and radio;
  - (d) Notice to be displayed on Council's website;
  - (e) Community Drop in Session – 10 April 2013
3. Council endorses the draft timetable to meet IPRF Standards.

**COUNCIL RESOLUTION NO 80/03/13**

**MOVED** Cr Dow

That Council move behind closed doors in order for confidential business to be discussed.

**MOTION CARRIED 8/0**

*The meeting was closed to the public at 4.15 pm in order to consider the Draft Community Strategic Plan. There were no members of the public in attendance.*

**COUNCIL RESOLUTION NO 81/03/13**

**MOVED** Cr Dow

That Standing Orders be suspended to allow full and frank discussion; permitting members to speak more than once and not needing to stand.

**MOTION CARRIED 8/0**

*Standing orders were suspended at 4.16 pm. Discussion ensued regarding the wording of the Officer's Recommendation.*

*Cr Firms departed Council Chambers at 4.21 pm.*

*Cr Craddock departed Council Chambers at 4.26 pm.*

Discussion ensued relating to the resolution to move behind closed doors.

**COUNCIL RESOLUTION NO 82/03/13**

**MOVED** Cr Dow

That Council move from behind closed doors.

**MOTION CARRIED 8/0**

*The Council Chambers were re-opened at 4.31 pm. There were no members of the public present. Discussion ensued in relation to amendments to be made to the Draft Strategic Community Plan.*

*Cr Firms returned to Council Chambers at 4.31 pm.*

*Cr Craddock returned to Council Chambers at 4.31 pm.*

*Cr Lloyd entered Council Chambers at 4.31 pm.*

*Manager Corporate Services departed Council Chambers at 5.35 pm.*

*Manager Corporate Services returned to Council Chambers at 5.38 pm.*

*Cr Firms departed Council Chambers at 5.53 pm.*

*Cr Firms returned to Council Chambers at 5.57 pm.*

*Cr McCann departed Council Chambers at 6.09 pm.*

*Cr McCann returned to Council Chambers at 6.11 pm.*

*Cr Madacsi departed Council Chambers at 7.09 pm.*

*Cr Madacsi returned to Council Chambers at 7.11 pm.*

*Cr Lloyd departed Council Chambers at 7.16 pm.*

*Cr Lloyd returned to Council Chambers at 7.19 pm.*

*Manager Corporate Services departed Council Chambers at 7.20 pm.*

*Manager Corporate Services returned to Council Chambers at 7.22 pm.*

**COUNCIL RESOLUTION NO 83/03/13**

**MOVED** Cr Lloyd

That Standing Orders be resumed.

**MOTION CARRIED 8/0**

*Standing orders were resumed at 7.31 pm.*

**COUNCIL RESOLUTION NO 84/03/13**

**MOVED** Cr Dow

That

1. Council presents and releases the Draft Strategic Community Plan for public comment until Friday 26 April 2013.
2. Consultation on the Draft Strategic Community Plan for public comment is to include the following mechanisms:
  - (a) Newspaper advertising;
  - (b) Signage and displays in relevant locations;
  - (c) Media releases – press and radio;
  - (d) Notice to be displayed on Council's website;
  - (e) Community Drop in Session – 10 April 2013
3. Council endorses the draft timetable to meet IPRF Standards

**MOTION CARRIED 8/0**

**7. CLOSURE OF MEETING**

The Shire President declared the meeting closed at 7.33 pm.











## **ADDENDUM**

Attachments to Minutes of the

**SPECIAL MEETING OF COUNCIL**

**26 March 2013**

**ADDENDUM**  
ATTACHMENTS TO MINUTES OF SPECIAL MEETING OF COUNCIL  
HELD IN COUNCIL CHAMBERS ON 26 MARCH 2013

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**ADDENDUM**  
ATTACHMENTS TO MINUTES OF SPECIAL MEETING OF COUNCIL  
HELD IN COUNCIL CHAMBERS ON 26 MARCH 2013

## **CONTENTS**

### **PURPOSE OF MEETING**

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Draft Strategic Community Plan.

**ADDENDUM**  
ATTACHMENTS TO MINUTES OF SPECIAL MEETING OF COUNCIL  
HELD IN COUNCIL CHAMBERS ON 26 MARCH 2013

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# TOODYAY 2023



2013 - 2023

DRAFT STRATEGIC COMMUNITY PLAN

Prepared with the assistance of



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## MESSAGE FROM THE PRESIDENT

We have listened to the community's clear messages about the future of Toodyay. This plan reflects what we have heard and shows what we think is achievable over the next ten years towards meeting those aspirations.

The Council is grappling with the tough choices to be made. The cost of delivering the facilities and services the community wants is oustripping our current rates level.

But we have heard the community loud and clear. So we are proposing a plan that broadly shows what the resourcing requirement would be to deliver it.

This is now your opportunity to tell us if we've got it right. Let's chart a course that is realistic, commit to it, and make it happen.

Thank you to all the community members who have contributed to the development of the draft plan and please have your say. We look forward to your feedback.

We are listening.

Cr Kevin Hogg  
President, Shire of Toodyay



## INTRODUCTION

Welcome to the Shire of Toodyay's draft Strategic Community Plan.

This Plan is the first part of our fulfilment of the Integrated Planning and Reporting Framework, implemented by the State Government's Local Government Reform Program. All local governments in Western Australia are required to implement this framework by 1 July 2013.

This section sets out the key points of the plan, the framework and the planning cycle.

This plan was adopted for consultation at a Special Meeting of Council , 26 March 2013.

Once finalised, it will be reviewed by 30 June 2016 and every 2 years thereafter. The two yearly cycles will alternate between a mini review and a major review.

### Key points of the plan

This plan by and large sees existing services and facilities continue. It also sees a number of investments and enhancements, with a particular focus on the following:

- Building trust, partnerships and support for community action
- Preparation of an economic development plan
- Preparation of an environment plan
- Delivering a recreation solution
- Aged care – regional collaboration, substantially funded by Royalties for Regions
- A more enabling regulatory system which is more consistent and user-friendly
- Toodyay pathways – investing in walkways and cycleways for access, recreation and tourism
- Recycling
- Advocacy – including health, medical, education and infrastructure.
- A new Administration Centre towards the end of the plan

The two new plans we will be preparing – economic development and environment – will set clear priorities in these areas. We will engage with stakeholders in each of those areas to develop and implement the plans in partnership with the community. The plans will be prepared in time for the results to feed into the first strategic review.

Our financial modelling for the plan revealed that our current rates level is not able to sustain its delivery. We are barely trading water due to the relatively high inflation local governments face. Inflation as measured by the local government cost index rose by 4% per annum on average over the last ten years. We are assuming 3% per annum for the first five years with a likely higher increase thereafter.

**Delivery of this plan requires a rates increase of at least 5% per annum on top of inflation.**



## Western Australia Local Government Integrated Planning and Reporting Framework

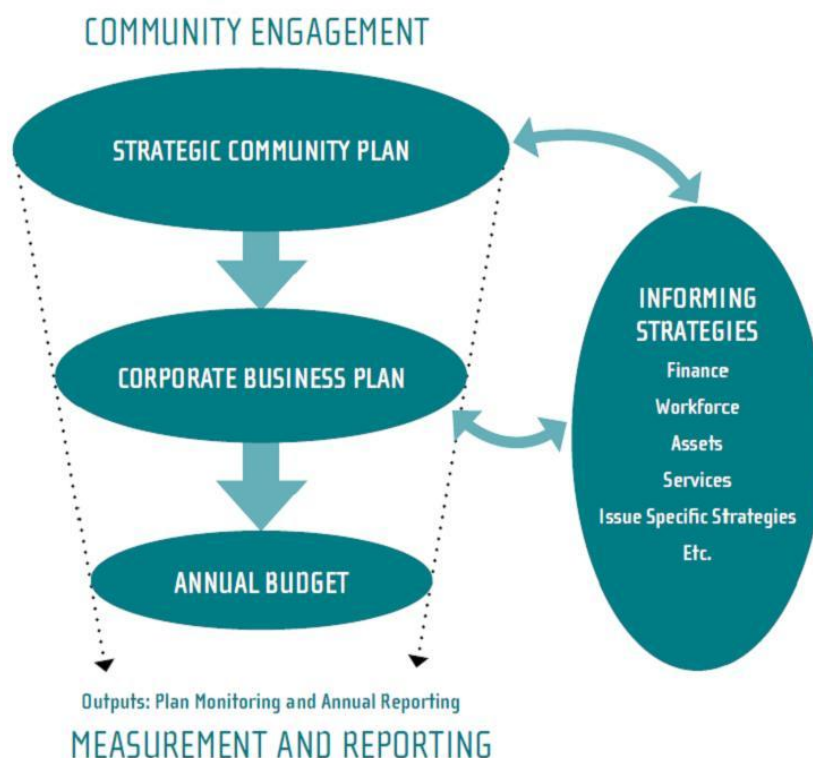
The Integrated Planning and Reporting Framework is shown in the diagram below. The idea behind the framework is to ensure that the Council’s decisions take the community’s aspirations into account and deliver the best results possible with the available resources.

The Strategic Community Plan sets the scene for the whole framework – it expresses the community’s vision and priorities for the future and shows how the Council and community intend to make progress over a ten year period.

Detailed implementation for the next four years is covered in the Corporate Business Plan. The “Informing Strategies” – particularly the Long Term Financial Plan, Asset Management Plans and Workforce Plan – show how the Plan will be managed and resourced. In addition, the Shire of Toodyay has a number of issue-specific plans and strategies (also defined as Informing Strategies in the framework), these are listed for reference as Annex 1.

The Annual Budget relates to that year’s “slice” of the Corporate Business Plan, with any necessary adjustments made through the Annual Budget process.

### The Western Australia Integrated Planning and Reporting Framework



## The Planning Cycle

The Strategic Community Plan is a ten year plan. However, it is not fixed for ten years – it would be long out of date by then. Rather, it is a “rolling” plan which is reviewed every two years, as shown in the diagram below. The two yearly reviews alternate between a minor review (updating as needed) and a major review (going through the steps again).

The plan is continuously looking ahead, so each review keeps a ten year horizon. This is to ensure that the best decisions are made in the short to medium term.

### The Planning Cycle



## STRATEGIC CONTEXT

This section lays out the Shire’s social and economic profile, other agency strategies and plans that have a bearing on the future of Toodyay, and strategic issues facing the community.

### Social and Economic Profile

#### Location

The Shire borders the north-eastern edge of the Perth Metropolitan Region and is very close to Perth. It covers an area of 1683 square kilometres and represents the localities of Bejoording, Bindoon Training Area, Condle, Culham, Dewars Pool, Dumbarton, Hoddy’s Well, Julimar, Moondyne, Morangup, Nunile, Toodyay, Wattening and West Toodyay.



Adapted from Wheatbelt Development Commission  
<http://wheatbelt.wa.gov.au/sites/default/files/Wheatbelt%20Region%20Map.pdf>

## **Population**

The usually resident population of Toodyay was 4,387 people in 2011. This is a population growth of 6.7% since 2006 or an average per annum growth of 1.3% (Census 2011).

Toodyay has an aging population. Over the last 10 years there has been a relative increase in the percentage of people aged 55 to 74 years and a decline in the percentage of young people under 15 years and (ABS Census). The median age has also increased from 39 years to 47 years (ABS Census). This trend, of an aging population will continue, according to the Western Australian Planning Commission's forecasts for population growth to 2026.

## **Economy**

The Shire of Toodyay is located within the Avon sub region of the Wheatbelt. This region is built on a solid agricultural foundation and has a key role as a transport and logistic hub. Broadacre agriculture has, however, become relatively less significant for the overall economic profile of the Shire of Toodyay. The economy is now largely based on tourism, retail and lifestyle sectors (*Avon Sub-regional Economic Strategy, 2012*).

The relationship between the key local industries and employment is clear. The key industries employing people in the Shire of Toodyay in 2011, in order of significance, were sheep, beef cattle and grain farming, school education, metal ore mining, road freight transport, and restaurants and food services (Census, 2011). The significant proportion of the employed population listed as working in the metal ore mining industry, would seem to suggest that the Shire of Toodyay may be home to a number of Fly in Fly out (FIFO) workers.

In 2011, 5.6% of the population in the labour force reported being unemployed (Census 2011). The median weekly household income was reported as \$1,012 in 2011, which was significantly lower than the Western Australian median weekly household income of \$1,415 (Census 2011).

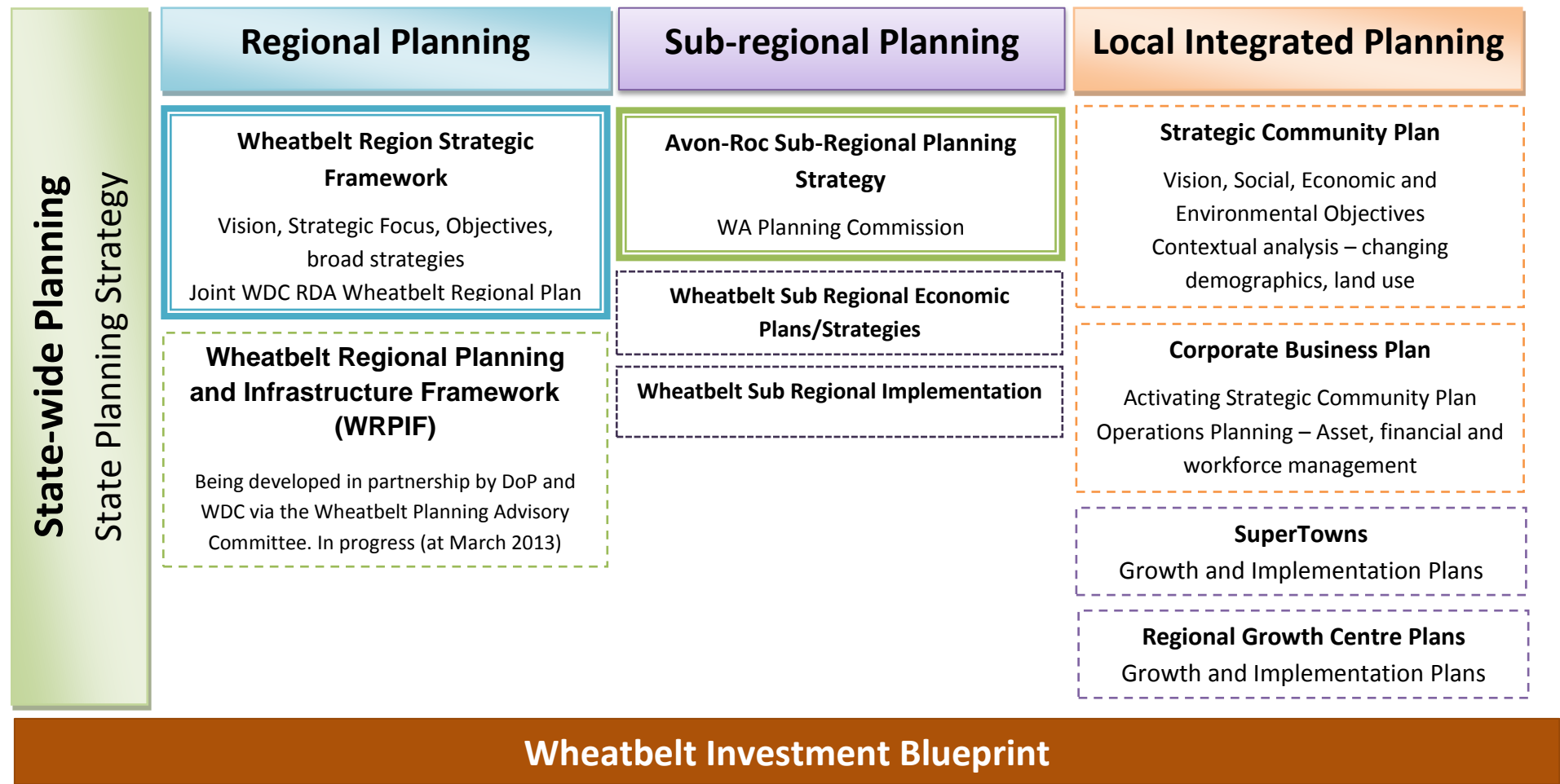
A more detailed social and economic profile is attached in Annex 2.

## **Other agency strategies and plans**

Toodyay doesn't exist in isolation from the rest of the Wheatbelt or the wider State (and beyond). This section provides an overview of some of the key strategies and plans that influence the Shire's operating environment (see diagram overleaf for an overview of some of the key context-setting plans and strategies).

The Council has been involved in the development of some of these strategies, for example, it has participated in the development of the *Wheatbelt Region's strategic framework* and sees this as providing important context and guidance for its own planning. This is outlined in Annex 3.

**Wheatbelt Planning Context 2013**



*Adapted from Wheatbelt Development Commission presentation to Wheatbelt Infrastructure Forum Series, 2012*

### ***Avon Sub-Regional Economic Strategy***

The Avon Sub Regional Economic Strategy (2012) was commissioned by the Wheatbelt Development Commission and establishes a framework for the promotion and facilitation of economic and population growth across all towns in the sub-region.

The Strategy identifies economic opportunities for the Shire of Toodyay in the areas of:

- retail and lifestyle
- tourism
- health and aged care

It also identifies a number of actions that the Shire of Toodyay should undertake to effectively leverage these economic opportunities. An extract from the *Avon Sub Regional Economic Strategy (2012)* providing more detail on the economic opportunities and proposed actions is provided in Annex 4.

### ***Avon Regional Organisation of Councils (AROC)***

The members of AROC are the Shires of Toodyay, Goomalling, Dowerin, Chittering, Northam and Victoria Plains. The purpose of the Avon Regional Organisation of Councils (AROC) is to work co-operatively for the benefit of the region and well-being of the communities.

AROC have been working together in a number of areas, including, land use planning, tourism management, promotion of the regional area, socio-economic, environmental and natural resource planning, waste management, senior accommodation solutions and centralised information technology and rating systems.

### ***Wheatbelt Natural Resource Management***

The *Avon Natural Resource Management Strategy (2005)* was prepared by the Avon Catchment Council together with a range of stakeholders, including the local governments in the sub-region. The Strategy provides an integrated planning framework for the management of natural resources within the Avon River Basin. The Strategy outlines a ‘preferred future’ and focuses on the land resources, water resource biodiversity conservation and infrastructure and includes consideration of cultural and heritage values. The Strategy details aspirational goals within a 50 year time-frame, 20 year targets and Management Action Targets for a 3-5 year time-frame.

### ***Wheatbelt Youth Strategy 2012 -2017***

The *Wheatbelt Youth Strategy 2012 -2017* was developed by Regional Development Australia, Wheatbelt. The framework aims to ensure that key youth stakeholders in the region have a common focus for implementing initiatives that will contribute to improving opportunities and the wellbeing of youth.

The vision guiding the framework is: “All Wheatbelt young people matter – to themselves, to the community – now and into future”.

The framework is structured around four priority areas with objectives, strategies, actions and stakeholders being detailed for each of these areas:

- responsible behaviour
- education, training and employment
- community, parenting and families
- health and wellbeing

### ***Avon Arc Sub-Regional Strategy***

The *Avon Arc Sub-Regional Strategy* (2001), prepared by the Western Australian Planning Commission, provides a regional framework for long term development and land use within the western portion of the Wheatbelt Region. It provides a framework to accommodate future growth pressures, particularly those emanating from the Perth Metropolitan Region. The *Avon Arc Strategy* identifies Toodyay as a District Service Centre, along with the Chittering and York. Northam is the nominated Regional Service Centre, catering for the Avon Arc sub-region.

Some of the key recommendations of the *Avon Arc Sub-Regional Strategy* which have informed the Shire's *Local Planning Strategy* include:

- population growth to be directed towards existing urban settlements, including Toodyay
- rural residential and rural smallholding developments to be accommodated in areas that do not compromise the expansion of existing urban settlements, however close enough to benefit from the accessibility of services, facilities and infrastructure
- a ring road to be developed that connects a range of expanded rural towns, including Toodyay, by an improved transport network with commuter links to Perth
- provision of a range of housing and innovation in settlement design which complement the landscape and environment and accommodate different lifestyle choices
- recognition that agriculture and agricultural related activities are the predominant use throughout the Avon Arc and ensure that incompatible uses do not place unnecessary restrictions on these economic activities
- ensure that the ecological integrity, biodiversity and productivity of the environment are maintained or enhanced for the benefit of present and future populations
- ensure subdivision and development has regard to the Landscape Priority Areas identified by the Sub-Regional Strategy with the view to minimising visual impacts on high quality landscape areas

## Strategic issues facing the community

The following issues have been identified as particularly significant challenges for the community over the coming years. The participants in the World Café assisted in distilling these issues from the preceding work. They have been taken into account in preparing this draft Plan:

- preservation of our rural industry and rural amenity
- economic and population growth
- “ageing in place”
- providing for our children and young people
- creating, maintaining and renewing our community assets within our resources
- community relationships
- balanced development: nurturing the distinctive heritage and identity of Toodyay while enabling appropriate development to occur without undue cost, delay or uncertainty



## COMMUNITY ENGAGEMENT

Community engagement is central to the development of the Strategic Community Plan. The Toodyay community has been engaged about their vision and priorities for the future in a number of ways in recent times. Some of these community engagements are detailed in the table below.

Community Engagement	Method	Period/Date	Participants
Toodyay Vision 2020 (Living Communities)	Workshop	May 2012	Numbers not available
Toodyay Visioning 2012 - Think 2050	Visioning forums	June 2012 -	Approx. 70 over 3 workshops
Community Survey	On-line survey	June 2012	150
Bendigo Bank Community Forum (Bendigo Bank)	Community Forum	May 2012	Approx. 80
World Cafe	Workshop	Dec 2012	5
Community Consultation on proposed Planning Scheme amendments	Public meetings and written Submissions	Sept 2012 Oct 2012 Nov 2012	27 written submissions
Bike Plan (Jan 2013)	Community Forum	Aug 2012	15
Recreation Gap Analysis (March 2013)	In-person and telephone interviews		16 active recreation and sporting groups reps
Heritage Master Plan (May 2012)	Open for public comment Consultation as part of the development HMP	Feb 2013  2012	2 written submissions Stakeholder consultation: <ul style="list-style-type: none"> <li>▪ Toodyay Historical Society</li> <li>▪ representative of Ballardong Noongar</li> <li>▪ Toodyay Tourist Community Inc.</li> <li>▪ Industry representatives</li> </ul>

The outcomes of some of these key engagements are described in Annex 5.

## STRATEGIC DIRECTION

### Vision

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

### Mission

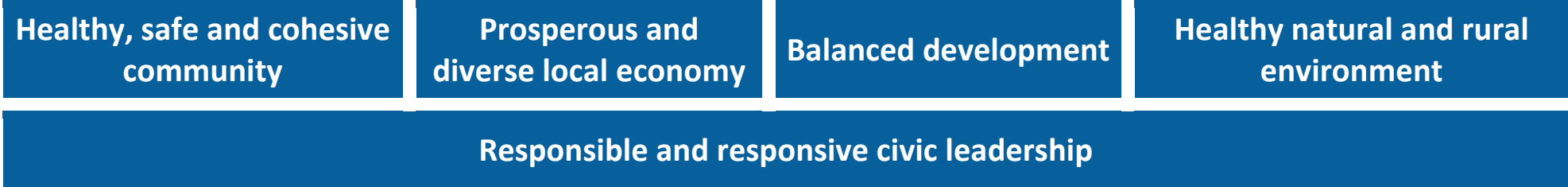
Local Government and community working together to obtain the best possible social, economic and environmental outcomes for the Toodyay Shire.

### Council's Values

<b>Integrity</b>	we behave honestly to the highest ethical standard
<b>Accountability</b>	we are transparent in our actions and accountable to the community
<b>Inclusiveness</b>	we are responsive to the community and we encourage involvement by all people
<b>Commitment</b>	we translate our plans into actions and demonstrate the persistence that will produce results

## Community Outcomes

These are the outcomes that the Council has identified to meet the aspirations for Toodyay as a liveable and thriving Shire.



The Council activities that contribute to these outcomes are outlined below. Note that many services contribute to more than one outcome. Indeed the outcomes themselves are inter-related. Roads, for example, contribute to social and economic outcomes and they should be managed with due care for the natural environment. The Council is very mindful of this and actively seeks to achieve multiple outcomes where possible.

Community services	Economic services	Planning and transport services	Environmental services	Governance services
<ul style="list-style-type: none"> <li>■ Sport and recreation facilities and programs</li> <li>■ Bushfire management</li> <li>■ Library Services</li> <li>■ Museums</li> <li>■ Community centre</li> <li>■ Youth Services</li> <li>■ Events</li> <li>■ Arts and culture</li> <li>■ Community sponsorship</li> <li>■ Facilitating services provided by others (e.g. health, medical, aged care etc.)</li> </ul>	<ul style="list-style-type: none"> <li>■ Marketing and visitor information services</li> <li>■ Identification of land for industrial and commercial development</li> <li>■ Business facilitation</li> </ul>	<ul style="list-style-type: none"> <li>■ Local Planning Strategy, Local Planning Scheme, and Policies.</li> <li>■ Heritage and Special Design Control Precincts</li> <li>■ Roads, footpaths and cycleways</li> </ul>	<ul style="list-style-type: none"> <li>■ Preservation of road-side vegetation</li> <li>■ Waste management</li> <li>■ Sustainable operating practices</li> </ul>	<ul style="list-style-type: none"> <li>■ Sound governance, community leadership and engagement, and advocacy</li> <li>■ Local Laws and Policies</li> </ul>

## Shire's Roles

Local governments operate under Statute but also with some discretion. The four primary roles the Council has are:

### ***Delivery of facilities and services***

This includes services like parks and gardens, roads, footpaths, drainage, recreation and cultural facilities, events, and business services.

Some of those services are based on infrastructure like parks and playgrounds, roads and buildings. So maintenance and renewal of those infrastructure assets is a vital part of Council's service delivery role.

Some services are non-asset based, such as events and business services.

In some cases, local government steps in to provide vital community services where there is a shortfall or absence in the market or in State or Commonwealth government provision. A common example of this in the Wheatbelt is subsidising medical services in one form or another.

### ***Regulation***

Local governments have specific regulatory responsibilities that are vital for community wellbeing. For example, they have a regulatory and enforcement role in public health (eg licensing and monitoring food premises), the appropriateness and safety of new buildings, and the use of land. These areas are subject to regulation because they have the potential to impose costs or adverse effects on others (eg food poisoning, injuries or hazardous activities too close to population). In many cases the rights of those wishing to operate and the rights of those who may be affected or consider themselves to be affected is a delicate balancing act. That is why local democracy is involved in deciding such matters.

### ***Influences***

Influencing the decisions of others who do or can contribute to positive community outcomes in Toodyay is an important role. Advocacy to State government for recognition, funding, favorable policies or other forms of support is a good example of this role.

### ***Civic Leadership***

Council has a role as civic leader in the community. With strong leadership and community support, the Council can achieve much more than just through its own direct service delivery. For example, forming an economic development strategy with business leaders and other stakeholders is an act of civic leadership, facilitating better outcomes through "joined up" strategy and action.

## Council Decision-making criteria

These criteria show what Council takes into account when considering significant issues. They reflect the decision-making approach applied to developing this plan and will continue to be applied as it is implemented.

*Is it consistent with our values?*

How well does the option fit with our values?

*How well does it fit our strategic direction?*

Does the option help to achieve our vision and strategic priorities?

*Who benefits?*

How are the benefits distributed across the community?

*Can we afford it?*

How well does the option fit within our long term financial plan? What do we need to do to manage the costs over the lifecycle of the asset / project / service?

*Does it involve a tolerable risk?*

What level of risk is associated with the option? How can it be managed? Does the residual risk fit within our risk tolerance level?

## Council's Strategic Priorities

The Council is proposing that current services will continue to be delivered but there will be a particular focus on the following strategic priorities over the coming years.

**Council’s Strategic Priorities**

Community Services		Economic Services		Planning and Transport Services		Environmental Services			
<ul style="list-style-type: none"> <li>▪ Building trust, partnerships and support for community action</li> <li>▪ Investing in recreation solution</li> <li>▪ Asset rationalisation and consolidation</li> <li>▪ Aged care</li> </ul>		<ul style="list-style-type: none"> <li>▪ Preparation of an economic development plan in time for the first strategic review (to cover aspects such as our place in the regional economy, home based business, mixed use tourism/ events, FIFO families, aged care industry, digital economy opportunities, agricultural innovation, marketing etc.)</li> </ul>		<ul style="list-style-type: none"> <li>▪ A more enabling regulatory system that is more consistent and user-friendly</li> <li>▪ Toodyay pathways</li> </ul>		<ul style="list-style-type: none"> <li>▪ Waste minimisation, including recycling</li> <li>▪ Environmental Plan                             <ul style="list-style-type: none"> <li>- natural environment</li> <li>- resource efficiency and innovation</li> </ul> </li> </ul>			
Governance Services									
<ul style="list-style-type: none"> <li>▪ Clear strategy and prioritisation</li> </ul>		<ul style="list-style-type: none"> <li>▪ Excellence in governance</li> </ul>		<ul style="list-style-type: none"> <li>▪ Advocacy – including health, medical, education and infrastructure.</li> </ul>		<ul style="list-style-type: none"> <li>▪ Communication and engagement</li> </ul>		<ul style="list-style-type: none"> <li>▪ New Administration Centre</li> </ul>	

The key actions that will contribute to these strategic priorities over the period of the plan are: outlined below.

### ***Community Services***

#### **BUILDING TRUST, PARTNERSHIPS AND SUPPORT FOR COMMUNITY ACTION**

- Develop a Community Engagement Strategy
- Undertake a Customer Service Survey
- Environmental partnerships
- Volunteer Recruitment and Support

#### **INVESTING IN RECREATION SOLUTION**

- Establish a new recreation precinct to accommodate long term needs of the community
- Provision of a multi-purpose recreation facility (including aquatic) – ten million over ten years (partially grant and loan funded) to meet identified needs

#### **ASSET RATIONALISATION AND CONSOLIDATION**

- Continued maintenance and renewal of asset base
- Review of land and property holdings (some potential for rationalisation)
- Review levels of service of Shire assets, including roads

#### **AGED CARE**

- Facilitation and contribution towards the development of retirement/aged care units - one million (mainly grant funded)

### ***Economic Services***

#### **ECONOMIC DEVELOPMENT**

- Prepare an Economic Development Plan<sup>1</sup> that prioritises actions for implementation with relevant stakeholders

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<sup>1</sup> This will include relevant work already completed or in progress such as the Avon Sub-Regional Economic Strategy and the Heritage Tourism Strategy

## ***Planning and Transport Services***

### **A MORE ENABLING REGULATORY SYSTEM THAT IS MORE CONSISTENT AND USER-FRIENDLY**

- Review current policies and procedures
- Incorporate policies into Local Planning Scheme
- Education/information sessions with local businesses regarding heritage

### **TOODYAY PATHWAYS**

- Provision of a bicycle/walkway along riverside
- Tourism walks
- Close key gaps in the paths in town to facilitate access to facilities

## ***Environmental Services***

### **WASTE MINIMISATION, INCLUDING RECYCLING**

- Introduction of kerb side recycling
- Review of Strategic Waste Management Plan (2008 – 2013)

### **ENVIRONMENTAL PLAN**

- Development of an environmental strategy covering the natural environment and resource efficiency and innovation

## ***Governance Services***

### **CLEAR STRATEGY AND PRIORITISATION**

- Integrated Planning and Reporting
- Develop two key plans as above (Economic Development and Environment)

### **EXCELLENCE IN GOVERNANCE**

- Institute Business Excellence framework
- Elected member training

### **ADVOCACY**

- Lobby key Federal and State Government Members, Agencies and Departments on key issues of community interest
- Develop Policy and Procedures which support organisational advocacy for staff and elected members



## Investing in assets – renewing community infrastructure

The following gives an outline of the current state of our assets and what they will be like at the end of 10 years.

Asset	Current state	Future state (10 years)
Community and sporting facilities	Sporting facilities need to be relocated and consolidated to a central location due to serious tenure and site constraints.	Building of new facilities in central location. Establish new recreation precinct to meet long term needs of community. Invest in aquatic and multi purpose centre.
Roads	Above average with substantial upgrades over the past 10 years. Shortfall with regard to the projected demands of restricted access vehicles. (RAV), which are very large and/or very heavy vehicles.	Overall road network in a satisfactory condition with timely remedial work to prevent slipping into a poor condition and associated cost escalation. Need to assess RAV requirements.
Drainage	Incomplete and inadequate drainage network, being placed under stress due to climate change. Increasingly unable to cope with changing weather resulting in higher incidence of local flooding.	Improved engineering solutions - Increase drainage capacity as roads renewed and as localised drainage failures resolved.
Footpaths and Dual-Use Paths	Footpaths are generally in a poor condition. Dual use paths are generally in a reasonable condition, but there are some gaps.	Progressive upgrade or replacement with dual use pathways. Overall network in a satisfactory condition with timely remedial work to prevent slipping into a poor condition and associated cost escalation.
Parks and equipment	Ranging from poor to good.	Parks and associated equipment in a safe and functional condition.

The following table outlines the major projects will be implemented over the life of the plan and shows the indicative schedule for planning and construction.

**Major Capital Projects**

Location	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Yr 6	Yr 7	Yr 8	Yr 9	Yr 10
<b>Recreation Precinct</b>										
Sports fields	Dark Blue	Orange	Orange	Orange	Orange	Orange	Orange	Orange	Light Green	Light Green
Acquire land	Orange	Light Green	Light Green	Light Green	Light Green	Light Green	Light Green	Light Green	Light Green	Light Green
Change Rooms	Orange	Orange	Light Green	Light Green	Light Green	Light Green	Light Green	Light Green	Light Green	Light Green
Swimming Pool	Light Green	Light Green	Dark Blue	Orange	Orange	Light Green	Light Green	Light Green	Light Green	Light Green
Multi purpose Recreation Facility	Light Green	Light Green	Light Green	Light Green	Light Green	Dark Blue	Orange	Orange	Light Green	Light Green
<b>Toodyay Pathways</b>										
Town paths	Light Blue	Orange	Orange	Orange	Orange	Orange	Light Blue	Light Blue	Light Blue	Light Blue
River Foreshore Pathway	Light Blue	Dark Blue	Orange	Orange	Light Blue	Light Blue	Light Blue	Light Blue	Light Blue	Light Blue
<b>Depots</b>										
Community Depot	Dark Blue	Orange	Orange	Light Green	Light Green	Light Green	Light Green	Light Green	Light Green	Light Green
Harper Road Depot	Dark Blue	Orange	Orange	Light Green	Light Green	Light Green	Light Green	Light Green	Light Green	Light Green
Parks and Gardens Depot	Dark Blue	Orange	Orange	Light Green	Light Green	Light Green	Light Green	Light Green	Light Green	Light Green

Location	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Yr 6	Yr 7	Yr 8	Yr 9	Yr 10
Aged Care Units	Plan	Build	Build			Plan	Build			
Cat Pound	Plan	Build	Build	Build	Build	Build	Build	Build	Build	Build
Strategic Fire Infrastructure Stages 3-5	Build	Build								
Morganup Helipad	Plan	Build	Build	Build	Build	Build	Build	Build	Build	Build
Skate Park Stage 2				Plan	Build					
Road Infrastructure (1m per year)	Build	Build	Build	Build	Build	Build	Build	Build	Build	Build
Refurbishment Disabled Access Toilet		Plan	Build							
Entry Statement	Plan	Build	Build	Build	Build	Build	Build	Build	Build	Build
Information Bay	Plan	Build								
New Administration Centre	Build	Build	Build	Build	Build	Build	Build	Plan	Build	Build

Key: ■ Plan ■ Build

## FINANCIAL IMPLICATIONS

### Financial Profile

In order to achieve the above whilst maintaining current levels of service across all areas, significant annual rate increases are necessary.

Approximately 4% per annum rates increases are necessary just to keep pace with the price increases faced by local government. This is measured by the Local Government Cost Index (LGCI). Over the past ten years, the LGCI has increased an average 4% per annum. (This figure would have been considerably higher if it weren't for the global financial crisis suppressing construction costs for several years.)

With a relatively small rate base to meet the projected costs of asset operations, maintenance and renewals and taking into consideration the current backlog and the communities expressed aspirations, the Shire will barely be trading water with 4% per annum rates increases. Therefore increases beyond the LGCI need to be contemplated.

Even so, a number of strategic priorities will need to be subject to grant funding being obtained or other measures freeing up resources.

Other measures currently being considered are:

- Reviewing and refining our rating methodology including consideration of differential rating, review the rate income from UV and GRV properties and ensure its rating effort is regionally comparable
- All assets will be reviewed to ensure usage is maximised and relevant. Under-utilised assets will be considered for sale if a market exists or decommissioned should they not be a saleable commodity
- Council will review all fees and charges
- All services and facilities will be reviewed to ensure efficiency and effectiveness

Delivery of the plan requires a rates increase of at least 5% per annum in order to keep pace with annual price increases, meet operational, maintenance and renewal costs and address the backlogs and community aspirations set out in this Plan.

The implementation of this strategy means that the Shire will have balanced budgets, will still hold sufficient reserves at the end of the ten year period and the community will see existing assets maintained and renewed at a level that enables service levels to be largely continued at the current level.

## Assumptions

- 5% rate increase per annum above inflation over ten years made up of:
  - 1% – asset maintenance/renewal gap identified in Asset Management Report
  - 2% – cover cost of loan payments taken to build new infrastructure
  - 2% – cover cost of operations/maintenance and renewal of new infrastructure
  
- Capital infrastructure loans taken as follows:
  - 2013/2014 - \$1,000,000 – purchase land for multi-purpose recreation facility
  - 2014/2015 - \$2,000,000 – stage one of the multi-purpose recreation facility
  - 2015/2016 - \$2,000,000 – stage two of the multi-purpose recreation facility
  - 2017/2018 - \$2,000,000 – stage three of the multi-purpose recreation facility
  - 2021/2022 and 2022/2023 - \$5,000,000 – construction of a new Administration Centre.
  
- Inclusions (Per Annum Average)
  - Road Construction and Maintenance – \$1,500,000pa
  - Parks and Drainage – \$200,000pa
  - New Footpaths – \$50,000pa
  - Building Renewal – \$250,000pa

## HOW WILL WE KNOW IF THE PLAN IS SUCCEEDING?

The indicators below will help Council and the community monitor progress towards achieving Toodyay's community vision and strategic goals. Some of them are in the direct control of the Shire while many are less so. These are colour coded for ease of reference. The Strategic Community Plan is more focused on Community Wellbeing Indicators, whilst the Corporate Business Plan will focus on Council Performance Indicators.

Key: Local Government level of control/ influence:

High	Policy areas that are in direct control of local government.
Medium	Issues that local government does not control but can influence.
Low	Areas that local government neither controls nor is likely to influence, but are of concern to the community and impact on community well-being.

### ***Healthy, Safe and Cohesive Community***

	Indicator	Desired Trend/ Target
L	<b>Family growth</b>	Increasing
M	<b>Volunteering</b> The proportion of residents who volunteer to help in the community	Increasing
M	<b>Recreation</b> No. of people involved in sporting activities	Increasing
L	<b>Crime</b>	Reducing
M	<b>Bushfires</b> No. of registered volunteers for Bushfire Brigades	Increasing
L	<b>Graffiti</b>	Reducing

**Prosperous and Diverse Local Economy**

	Indicator	Desired Trend/Target
H	<b>Economic Development Plan</b> Preparation of an Economic Development Plan (ongoing indicators will be developed as part of the Plan)	Completed
M	<b>Business growth</b> (TBA)	TBA

**Balanced Development**

	Indicator	Desired Trend/Target
M	<b>Heritage Protection</b> No. of planning applications for improvement to listed buildings Demolition Applications for listed buildings Number of and value of Planning and Building Applications	Increasing Decreasing Increasing
H	<b>Roads</b> % of roads in satisfactory or better condition	Maintain
H	<b>Pathways</b> % of pathways in satisfactory or better condition	Increasing
H	<b>Cycleways</b> % of cycleways in satisfactory or better condition	Increasing
M	<b>No. of SAT Applications</b> No of reviews Decisions overturned	Decreasing

**Healthy Natural and Rural Environment**

	Indicators	Desired Trend/Target
H	<b>Environment Plan</b> Preparation of an Environment Plan (ongoing indicators will be developed as part of the Plan)	Completed
M	<b>Waste management</b> Non-recycled garbage generated by households	Decreasing

**Responsible and responsive Civic Leadership**

	Indicator	Desired Trend/Target
L	<b>Voter turnout</b> % of electors who exercise their right to vote in local government elections	Increasing
M	<b>Strategic Community Plan - Community Participation</b> No. of community members participating in the community engagement for the development and review of the Strategic Community Plan.	Increasing
H	<b>Advocacy</b> Effective advocacy on key issues of community interest. (No. of issues advocated on and evaluation of the effectiveness of advocacy on those issues.)	Increasing
M	<b>Collaboration</b> Effective collaboration with relevant regional stakeholders. (No. of partnerships entered into and evaluation of the effectiveness of those partnerships.)	Increasing
	<b>Financial Management</b>	
H	<b>Operating Surplus Ratio</b> The extent to which revenues raised cover operational expense only or are available for capital funding purposes.	10% or greater



<b>H</b>	<p><b>Current Ratio</b></p> <p>The liquidity position of a local government that has arisen from the past years transactions.</p>	1:1 or greater
<b>H</b>	<p><b>Debt Service Cover Ratio</b></p> <p>The ratio of cash available for debt servicing to interest, principal and lease payments.</p>	2 or greater
<b>H</b>	<p><b>Own Source Revenue Coverage Ratio</b></p> <p>An indicator of a local government's ability to cover its costs through its own revenue efforts.</p>	Between 40% and 60%
	<b>Asset Management</b>	
<b>H</b>	<p><b>Asset Consumption Ratio</b></p> <p>The ratio highlights the aged condition of the local government's stock of physical assets.</p>	50% or greater
<b>H</b>	<p><b>Asset Sustainability Ratio</b></p> <p>This measures the extent to which assets managed by the local government are being replaced as they reach the end of their useful lives.</p>	90% or greater
<b>H</b>	<p><b>Asset Renewal Funding Ratio</b></p> <p>This indicates whether the local government has the financial capacity to fund asset renewal as required, and can continue to provide existing levels of services in future, without:</p> <ul style="list-style-type: none"> <li>– additional operating income;</li> <li>– reductions in operating expenses; or</li> <li>– an increase in net financial liabilities above that currently projected.</li> </ul>	Between 75% - 95%.

## ANNEX 1

## Shire of Toodyay Strategies/Plans and Status

Toodyay Informing Strategies/Plans	Status
<b>Spatial/ Area/ Site Plans:</b>	
Local Planning Strategy (Adopted Nov 2007)	<ul style="list-style-type: none"> <li>▪ To be reviewed 2013/2014</li> <li>▪ To be included in Budget</li> </ul>
Local Planning Scheme No. 4 (Gazetted 13 Feb 2008)	<ul style="list-style-type: none"> <li>▪ To be reviewed 2013/2014</li> <li>▪ Funds in Reserve Account</li> </ul>
Duidgee Park Conceptual Layout Plan	<ul style="list-style-type: none"> <li>▪ Plan and budgeting to be reviewed</li> <li>▪ 2013 remaining funds for reticulation</li> </ul>
<b>Heritage/ Conservation/ Tourism Plans:</b>	
Draft Heritage Master Plan 2013 -2017 (May 2012) (Public submissions closed 1 Mar 2013)	<ul style="list-style-type: none"> <li>▪ Heritage Officer to review submissions and report to Council</li> <li>▪ Funding will be required for implementation</li> </ul>
Conservation Management Plan <i>for the archaeological remains at Newcastle Convict Depot</i> (2011) – (Plan still being developed)	<ul style="list-style-type: none"> <li>▪ Plan currently underway</li> <li>▪ Funding will be required for future approved works</li> </ul>
Clinton St Culture & Heritage Precinct – Strategic Review and Action Plan (2008) – (adopted 15 May 2008)	<ul style="list-style-type: none"> <li>▪ Plan needs to be reviewed</li> <li>▪ Funding will be required for future works</li> </ul>
Concept Plan for the Toodyay Town Centre (2006) (Council adopted as a ‘guidance document’ only)	<ul style="list-style-type: none"> <li>▪ 2012/2013 budget funds for tree planting</li> </ul>
Municipal Inventory and Heritage List (Adopted 2012)	<ul style="list-style-type: none"> <li>▪ Reference as required</li> </ul>
<b>Issue/ Cross-cutting Plans:</b>	
Disability, Access and Inclusion Plan 2007 2010 (Adopted 16 Aug 2007)	<ul style="list-style-type: none"> <li>▪ Plan to be reformatted by Staff - 2013</li> <li>▪ Synergies with the bike plan</li> <li>▪ Funding will be required for future works</li> </ul>
<b>Service Plans:</b>	
Strategic Waste Minimisation Plan 2008 – 2013 (Plan developed jointly by the Shires of Toodyay and Northam, Avon Group of Councils) – (Adopted Jan 2009)	<ul style="list-style-type: none"> <li>▪ Plan to be reviewed 2013/2014</li> <li>▪ Kerbside recycling in 2013/14</li> <li>▪ Funding will be required for future programs</li> </ul>
Toodyay Recreation Strategy (Jan 2008) – (Not adopted by Council – new Strategy under development)	<ul style="list-style-type: none"> <li>▪ Background information</li> </ul>
Draft Recreation Gap Analysis (May 2013) (Recreation Strategy still being developed)	<ul style="list-style-type: none"> <li>▪ Funds will be required in future budgets to complete any works of the plan</li> <li>▪ Funding will be required for future works</li> </ul>
Bike Plan (2013) (Note synergies with DAIP)	<ul style="list-style-type: none"> <li>▪ Current – still to be adopted by Council</li> <li>▪ Funding will be required for future works</li> </ul>
<b>Asset Management &amp; Capital Works Plans:</b>	
Draft Asset Management Improvement Strategy	<ul style="list-style-type: none"> <li>▪ Current – still to be presented to Council</li> <li>▪ Roman data currently being updated</li> <li>▪ Funding will be required for future works</li> </ul>
Draft All Assets – Asset Management Plan	<ul style="list-style-type: none"> <li>▪ Current – still to be presented to Council</li> <li>▪ Roman data currently being updated</li> <li>▪ Funding will be required for future works</li> </ul>

## ANNEX 2

## Shire of Toodyay: Social and Economic Profile

### **Location**

The Shire borders the north-eastern edge of the Perth Metropolitan Region and adjoins the City of Swan and Shire of Mundaring to the south, the Shires of Northam and Goomalling to the east, the Shire of Victoria Plains to the North and the Shire of Chittering to the west. The Shire covers an area of 1683 square kilometres and is situated at the gateway of the Avon Valley. The Toodyay townsite is situated approximately 80 kilometres from the Perth CBD.

Settlement is consolidated primarily around the Toodyay townsite or accommodated within one of the special rural subdivision areas located throughout the Shire. The Shire represents the localities of Bejoording, Bindoon Training Area, Coondle, Culham, Dewar's Pool, Dumbarton, Hoddys Well, Julimar, Moondyne, Morangup, Nunile, Toodyay, Wattening and West Toodyay.

### **Population**

According to Census 2011 the usually resident population of Toodyay was 4,387 people. This is a population growth of 6.7% since 2006 or an average per annum growth of 1.3%.

The table below shows the populations and growth of all the local governments in the Avon Sub Region. Toodyay is growing at slightly above the average for the sub-region.

**Table: Avon Sub-Region Population 2006 and 2011(ABS Census)**

Local Government	Census 2006*	Census 2011*	Change in Numbers	% change 5 years	% change per annum
Beverley	1,562	1,567	5	0.32%	0.10%
Cunderdin	1,250	1,310	60	4.80%	1%
Dowerin	702	678	-24	-3.42%	-0.70%
Goomalling	935	985	50	5.35%	1.10%
Koorda	430	437	7	1.63%	0.30%
Northam	9803	10,557	754	7.69%	1.50%
Quairading	1,022	1,043	21	2.05%	0.40%
Tammin	391	404	13	3.32%	0.70%
<b>Toodyay</b>	<b>4,112</b>	<b>4,387</b>	<b>275</b>	<b>6.69%</b>	<b>1.30%</b>
Wyalkatchem	564	523	-41	-7.27%	1.50%
York	3,116	3,396	280	8.99%	1.80%
<b>TOTAL</b>	<b>23,887</b>	<b>25,287</b>	<b>14,00</b>	<b>5.86%</b>	<b>1.2%</b>

\* Note, these Census figures are based on 'place of usual residence'.

The table below shows a breakdown of the Toodyay population according to age and the changes over the last 10 years. It reflects the reality of an ageing population, with a decline in the percentage of young people under 15 years and an increase in the percentage of people aged 55 to 74 years. The median age has also increased from 39 years to 47 years over this ten year period.

**Table: Age Profile 2001 – 2011**

Age group	2001* Census		2006* Census			2011* Census		
	Persons	%	Persons	%	Change	Persons	%	Change
0-4 years	225	6.0%	224	5.6%	-0.4%	207	4.9%	-7.6%
5-14 years	673	17.9%	628	15.8%	-6.7%	575	13.5%	-8.4%
15-19 years	199	5.3%	220	5.5%	10.6%	252	5.9%	14.5%
20-24 years	108	2.9%	112	2.8%	3.7%	146	3.4%	30.4%
25-34 years	379	10.1%	332	8.4%	-12.4%	285	6.7%	-14.2%
35-44 years	644	17.2%	595	15.0%	-7.6%	517	12.1%	-13.1%
45-54 years	653	17.4%	658	16.6%	0.8%	773	18.2%	17.5%
55-64 years	504	13.4%	674	17.0%	33.7%	784	18.4%	16.3%
65-74 years	246	6.6%	364	9.2%	48.0%	499	11.7%	37.1%
75-84 years	94	2.5%	134	3.4%	42.6%	181	4.3%	35.1%
85+ years	25	0.7%	31	0.8%	24.0%	36	0.8%	16.1%
<b>Total persons</b>	<b>3,750</b>		<b>3,971</b>		<b>5.9%</b>	<b>4,256</b>		<b>7.2%</b>
<b>Median age</b>	<b>39</b>		<b>43</b>			<b>47</b>		

\* Note these Census figures are based on 'place of enumeration', slightly lower than 'place of usual residence'.  
(Table with ABS Census data from Shire of Toodyay Recreation, Gap Analysis Report)

This ageing of the population is projected to continue. The Western Australian Planning Commission is forecasting an increase in 45 -74 year olds by 31% in a low growth scenario and by 51% in a high growth scenario.

No growth is estimated for young people between 5-24 years in a low growth scenario and a 30% increase is estimated in a high growth scenario (*Western Australia Tomorrow, 2012*, quoted in *Shire of Toodyay Recreation, Gap Analysis Report, 2013*).

The table below details the projected high and low growth scenarios for Toodyay.

**Table: Projected Age Profile 2026**

Age group	Low	%	Change from 2011	High	%	Change From 2011
0-4 years	230	4.0%	11.1%	300	4.4%	44.9%
5-14 years	600	10.5%	4.3%	750	10.9%	30.4%
15-19 years	270	4.7%	7.1%	330	4.8%	31.0%
20-24 years	120	2.1%	-17.8%	180	2.6%	23.3%
25-34 years	380	6.7%	33.3%	540	7.9%	89.5%
35-44 years	780	13.7%	50.9%	1010	14.7%	95.4%
45-54 years	880	15.5%	13.8%	1080	15.7%	39.7%
55-64 years	1010	17.8%	28.8%	1130	16.5%	44.1%
65-74 years	810	14.2%	62.3%	890	13.0%	78.4%
75-84 years	480	8.4%	165.2%	510	7.4%	181.8%
85+ years	130	2.3%	261.1%	140	2.0%	288.9%
Total persons	5690		33.7%	6860		61.2%

(Table with data from *Western Australia tomorrow, Population Report No. 7, 2006 – 2026, 2012*, WA Planning Commission, taken from *Shire of Toodyay Recreation, Gap Analysis Report, 2013*).

## **Economy**

The Shire of Toodyay is located within the Avon sub region of the Wheatbelt. This region is described as a one billion dollar export-oriented economy. It is built on a solid agricultural foundation, with increasing and diversified agricultural production. The Avon sub region has a key role as a transport and logistic hub, because of its relative proximity to major mineral resource and population regions (Pilbara, Mid West, Goldfields and South West), its proximity to Perth and its access to major national and state transport infrastructure (*Avon Sub-regional Economic Strategy, 2012*).

Broadacre agriculture has, over time, become less significant for the overall economic profile of the Shire of Toodyay, relative to its significance for the rest of the Avon sub-region. The economy is now largely based on tourism, retail and lifestyle sectors (*Avon Sub-regional Economic Strategy, 2012*):

‘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*)

Toodyay produces approximately 21.9m in agricultural production value per annum (approximately 5% of the Avon Sub Region). Manufacturing, transport and logistics together with retail are the secondary industries, accounting for 9.5% and 2.9% of local businesses. The Council also supports locally servicing light industry, with the majority of light industry based in Goomalling (*Avon Sub-regional Economic Strategy, 2012*).

The relationship between the key local industries, highlighted above and the industries providing greatest employment is clear. The key industries employing people of the Shire of Toodyay were sheep, beef cattle and grain farming at (4.8%), school education (4.3%) road freight transport (3.1%), restaurants and food services (2.9%) and metal ore mining (4.3%) (Census, 2011). The significant proportion of the employed population listed as working in the metal ore mining industry (4.3%) would seem to suggest that the Shire of Toodyay may be home to a number of Fly in Fly out (FIFO) workers.

In 2011, in the Shire of Toodyay there were 2,013 people, aged 15 years and over, who reported being in the labour force. Of these 54.3% were employed full time, 32.9% were employed part-time and 5.6% were unemployed (Census 2011).

The median weekly household income was \$1,012 in 2011, which is greater than the median household income in 2006 of \$827. However, it is significantly lower than the Western Australian median weekly household income of \$1,415 (Census 2011).

## ANNEX 3

## Wheatbelt Development Commission and Regional Development Australia Wheatbelt Strategic Framework

### ***Vision 2011-2015***

"A diversified economy, with vibrant communities utilising the region's competitive advantage to accommodate a greater population in a valued environment"

The Wheatbelt: A "possibility belt" that grows as a result of vibrant and diverse people, industry and built and natural environment.

A strategic framework for the Wheatbelt region was developed collaboratively by RDA Wheatbelt and the Wheatbelt Development Commission drawing on their collective local knowledge and understanding of the region. The principle aim of this is to ensure that key stakeholders in the region have a common basis for their own planning, influencing policy direction and attracting support for initiatives that will contribute to the sustainability of the region. It is also hoped that shared understanding and a common framework will facilitate greater collaboration and cooperation amongst the region's leaders.

Behind this framework will sit a range of strategies to deliver on these strategic objectives. The nature and focus of these initiatives will vary at local, sub regional and whole of region level. RDA Wheatbelt and the Commission's primary role in many of these initiatives will be to:

- 1) Advocate these initiatives and the region to Government
- 2) Coordinate and facilitate collaboration on initiatives across the relevant stakeholders
- 3) Assist communities to shape projects that align with the priorities and objectives
- 4) Raise awareness of programs, initiatives and legislation that will impact on regional projects
- 5) Revisit the planning process

The respective organisations also recognise the importance of looking beyond these regional boundaries when looking for solutions and opportunities. As such they have undertaken to be proactive in creating opportunities to work collaboratively with adjoining regions on initiatives that address regional priorities and maximise regional outcomes.

This strategic framework takes in to consideration the importance of a holistic approach to sustainable development of the region by outlining economic, social and environmental strategies and actions. Whilst each of these components is dealt with separately it is acknowledged that they are intrinsically linked and therefore cannot be considered in isolation.



### ***Critical Success Factors***

*Key to achieving our regional objectives will be:*

- Innovative and devolved decision making and resourcing
- Internal and external recognition of the region's comparative advantages
- Development that results in social, environmental and economic benefit
- Strong collaboration that adds value to the Wheatbelt's diversified development
- Targeted strategies to meet unique sub-regional context—one size does not fit all

### *Key Messages*

- The Wheatbelt is the State's third most populous region and experiencing growth<sup>2</sup>
- The Wheatbelt is fundamentally important to the State's development
- The Wheatbelt's comparative advantages are its: proximity to the capital city, Perth; safe communities with considerable social capital; clean, open space and skies; and land availability and diversity
- community infrastructure
- History of innovation
- National leader in export food production

The diagram below summarises the strategic focus of the framework in the three areas of vibrant economy, liveable communities and valued natural amenity. The diagram also includes the focus for governance which underpins successful implementation of the framework.

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<sup>2</sup> Note that within this overall growth, some parts of the Wheatbelt are projected to grow and others to decline.

**Strategic Focus(Wheatbelt Strategic Framework)**

Vibrant Economy	Liveable Communities	Valued Natural Amenity
A diversified and adaptive economic base building on the regions assets and aligned with state, national and international opportunity.	Innovative, safe, healthy and resilient communities where services and infrastructure reflect the needs and aspirations of residents and complement unique Wheatbelt characteristics.	The Wheatbelt’s unique natural amenity is valued as an asset for social, cultural and economic development for current and future generations.
<b>Objectives</b>		
<ol style="list-style-type: none"> <li>1 Skilled workers of all ages are attracted and retained to meet the needs of the region and the state</li> <li>2 The region has a diverse economic base that builds on its attributes</li> <li>3 Key strategic infrastructure is identified and invested in</li> <li>4 Opportunities for marginalised Wheatbelt residents result in economic independence</li> </ol>	<ol style="list-style-type: none"> <li>1 A collaborative strategy ensures health, education, aged and youth/children's services reflect the needs of current and future residents</li> <li>2 Communities innovate, co-operate and value diversity</li> <li>3 Diverse cultural, sport and recreational activities</li> <li>4 Community amenity is well designed to enhance employment, lifestyle opportunities and community safety</li> </ol>	<ol style="list-style-type: none"> <li>1 Climate change opportunities are pursued, and risk minimised</li> <li>2 Diverse natural assets are valued and managed to protect bio-diversity with compatible land use</li> <li>3 Water management is improved with community amenity and industry development benefits</li> <li>4 Renewable natural resources are employed sustainably, profitably, and productively</li> </ol>
<b>Governance Focus</b>		
<p style="text-align: center;"><i>Planning and Partnerships</i></p> <ul style="list-style-type: none"> <li>■ Innovation and professionalism of developmental partners drives sustainable development</li> <li>■ Key partnerships based on proactive and adaptive management and commitment to agreed priorities</li> <li>■ Integrated planning results in strategic investments in strategic projects</li> <li>■ Decision makers value and use local knowledge and input, and understand and account for unique Wheatbelt characteristics.</li> </ul>	<p style="text-align: center;"><i>Marketing and Perceptions</i></p> <ul style="list-style-type: none"> <li>■ The Wheatbelt is seen internally and externally as an ideal place to live, work, invest and visit</li> <li>■ The Wheatbelt’s contribution to the Nation and the State's wellbeing is understood</li> <li>■ Communities embrace innovation, professionalism and diversity to meet market demand</li> </ul>	

## ANNEX 4

## Avon Sub Regional Economic Strategy (2012)

### WHEATBELT DEVELOPMENT COMMISSION; SHIRE OF TOODYAY EXTRACT

#### ***Economic Opportunities***

The following economic opportunities have been identified:

##### *Retail and Lifestyle*

The sub-regional retail network is and will continue to be centred on Northam; however the role of Toodyay is highly significant due to its large retail offering supported by a critical mass of population to both service (labour) and support (product demand) this activity. As such Toodyay has a demand generated by population and visitor growth which has allowed for a substantial level of localised retail activity. The rising demand generated by increasing population and visitor growth will provide opportunities for further expand Toodyay's retail activity. Toodyay is actively pursuing and promoting itself as a lifestyle destination and has a significant drive-in/drive-out population both working in Perth and living in Toodyay, and working in Toodyay and living in Perth. Toodyay is also the closest town in the Avon to Perth serviced by passenger rail. There is also a considerable commuter population with neighbouring Avon communities.

##### *Tourism*

There is a strong spatial relationship between retail and tourism opportunities, reflecting the role that lifestyle, amenity and proximity to Perth play in the distribution of this economic activity. Toodyay's proximity to the Perth has encouraged daytrip tourists to the shire (daytrip share of visitor numbers are 84% for 2006-2011). As such, the daytrip market is expected to continue to dominate local tourism activity in coordination with Northam, York and Beverley. Toodyay is committed to taking advantage of the natural amenity, increasing environmental awareness and heritage of the town to attract tourists to the shire.

##### *Health and Aged Care (Potential Opportunity for Advantage)*

The distribution of economic opportunities in health and aged care is primarily determined by a combination of current and short-term population ageing and the distribution of existing health facilities. Although relatively close to Northam and its facilities, there are opportunities to develop health and aged care services in Toodyay in order to provide for the aging population, and also to support retiree aged 'tree changers' moving into the shire.

#### ***Actions***

The Strategy suggests that the Shire of Toodyay undertake a series of actions (see overleaf) to effectively leverage the economic opportunities identified above.

The actions listed below are related to increasing Toodyay's attractiveness to visitors, 'tree changers' and current residents.

- Investigation of funding options for the coordinated development of recreation facilities. The development of plans for the recreation centre have been undertaken and extensively researched in terms of the demands in the shire. Investigation of office space availability and feasibility of construction is required to address strong demand for office space in Toodyay. This will need to also include opportunities for consolidation of office space currently occupied as well as refurbishment possibilities of suitable spaces currently being used.
- Development of a 'green focused' policy and planning for the town in order to facilitate the establishment of an environmentally sensitive town. This needs to include the feasibility study of Toodyay's capacity to provide regional recycling services, drainage capacity and also possibility of processing and reusing waste water.
- Investigation of feasibility of expansion of the town's sewerage scheme is required to increase the deep sewerage allocation.
- Investigation of possible routes for a bypass of the town to protect heritage and environmental value of the town.
- Strategic investment in potable water infrastructure to facilitate residential land release and to provide areas for the development of an education and recreation precinct.
- Expansion of aged care services to include modest respite care (potential joint venture with a partnering organisation) and pathways for healthy living. Appropriate sites will need to be identified for expansion of this sector taking into consideration proximity to town centre, topography, and existing local and regional wellness plans.

## ANNEX 5

### Summary of results of recent key community engagements on vision and priorities



### Wordle from Think 2050

Expressing what is important to the Toodyay community.



**Think 2050 and Community Survey**

Broad Community Outcomes (Think 2050)	Priorities for the Shire (Community Survey)
People – strength of community and sense of place	
Prosper – resilient economic development and access to services	<ul style="list-style-type: none"> <li>▪ Advocating for improved train services, medical services, connection to NBN and upgrade of Main Roads' roads</li> <li>▪ Providing basic services (road maintenance, waste management etc)</li> <li>▪ Enhancing the image of Toodyay</li> </ul>
Plan – infrastructure and facilities, including transport and affordable housing	<ul style="list-style-type: none"> <li>▪ Upgrading roads</li> <li>▪ Investing in sport and recreation facilities (eg pool, hockey field lighting)</li> <li>▪ Servicing subdivisions</li> </ul>
Renewable and Green – sustainability and the importance of the natural environment	
Create and Learn – arts and culture, higher education and knowledge hub	
Decide and Work Together – governance and community leadership	

**Summary of Community Forum, hosted by Bendigo Bank, May 2012**

Theme	Community Priorities
Social/ recreational	<ul style="list-style-type: none"> <li>■ Swimming pool/water park</li> <li>■ Outdoor cinema</li> <li>■ Centralised multi-purpose sports and recreational facilities</li> <li>■ Concert shell/music dome</li> <li>■ Men's Shed</li> <li>■ Video games centre/LAN games nights</li> <li>■ BMX track</li> <li>■ Playground equipment at oval</li> <li>■ River walk trail (see also General)</li> <li>■ Youth drop-in centre (mobile)</li> </ul>
Health and wellbeing	<ul style="list-style-type: none"> <li>■ Medical services – health check up services</li> <li>■ Aged care / retirement village / nursing home facilities</li> <li>■ Wellbeing Centre – offering heated pool (aqua aerobics); hydrotherapy; toddlers pool; gymnasium; creche; theatre; physiotherapy; classes – arts and crafts, dancing</li> <li>■ Transport to medical services in Perth</li> <li>■ Disability transfer service</li> </ul>



Theme	Community Priorities
Environment	<ul style="list-style-type: none"> <li>■ Bring grey water to reticulate golf course – greening the golf course</li> <li>■ Sustainable alternatives – worm farms</li> <li>■ Waste recycling facilities/ recycling bins</li> <li>■ Community garden – community plots</li> <li>■ Preservation of natural environment</li> <li>■ Graffiti removal/prevention</li> <li>■ Anti-pollution and anti-littering campaigns</li> <li>■ Bench seats and garden in main street / pot plants in main street</li> <li>■ Support to Friends of the River for beautifying of Toodyay</li> <li>■ Toodyay Tidy Towns/ Better presentation and beautification of Toodyay</li> </ul>
Education	<ul style="list-style-type: none"> <li>■ Full schooling to year 12 (TAFE Campus and further education)</li> <li>■ TAFE annex</li> <li>■ Promote education and offer wider range of courses to increase enrolment numbers</li> <li>■ Hospitality training</li> <li>■ Sporting equipment for school</li> <li>■ Improve school/upgrades</li> <li>■ Sponsorship of education and art – creative programs</li> <li>■ Behavioural program for high school students</li> <li>■ Town/school integration</li> <li>■ Mobile library</li> <li>■ Educational bus <ul style="list-style-type: none"> <li>– TAFE equestrian courses; agricultural courses; trades/apprenticeships</li> </ul> </li> </ul>

Theme	Community Priorities
General	<ul style="list-style-type: none"> <li>■ Footpaths</li> <li>■ Improve tourist facilities (eg info/signage; make it more attractive so greater economic benefits; wall art)</li> <li>■ Market centre/facilities</li> <li>■ Culture/exhibition centre</li> <li>■ Improve/promote business and industry – incentive for new businesses; promote job opportunities</li> <li>■ Walkway/boardwalks along river/cycle tracks along river/walking tracks – Northam to Perth</li> <li>■ Heritage track – self signed</li> <li>■ Historic site</li> <li>■ Town monument – eg. ‘Moondyne Joe’</li> <li>■ Entry statement</li> <li>■ Public seating along town streets</li> <li>■ Disabled toilets – town</li> <li>■ Equestrian: facility (dressage; tackle rooms; stables) and develop race track</li> <li>■ Transport: <ul style="list-style-type: none"> <li>– better roads: passing lane on Toodyay Road; line marking (Julimar Road; Toodyay Bindi Bindi); truck bypass</li> <li>– bus parking lane/bypass lanes</li> <li>– bus services</li> <li>– link the railway</li> </ul> </li> <li>■ Support for community groups/encourage and support volunteer groups/community group meeting rooms</li> <li>■ Hide Police Station</li> <li>■ Repair cemeteries</li> <li>■ Assist new doctors with equipment</li> <li>■ Pet shop</li> <li>■ More Chaplain hours</li> <li>■ Community respect and pride</li> </ul>

### ***Living Communities – a snapshot of community life in Toodyay in 2020***

The annual Food Fest successfully organised since 2012 continues to grow and is a wonderful celebration of the food on offer locally.

The welcome to new residents pack which allows local businesses to introduce themselves, continues to be appreciated.

The once a week donning of period costume by shopkeepers and residents continues to attract visitors.

We did not know how many potential community leaders were out there. We are amazed – all that untapped energy! Following workshops, leaders of all ages were identified and are now striving to collectively and individually create a vibrant, dynamic, progressive and a ‘great place to live’ Toodyay.

Community cohesiveness – Toodyay has been awarded the ‘Community Cohesiveness Award’ for the town that has come through fires, drought and freak storms. The Prime Minister visited Toodyay last week to unveil the artworks in Duidgee Park which acknowledge the contribution of residents and groups in Toodyay.

A place in Toodyay to ‘Linga Longa’ – visitors can now enjoy an all encompassing ‘hands on’ experience of Toodyay in one space. Be creative on an antique loom using Toodyay wool; spin with Toodyay El Paca fleece; get some tips on painting from our local artists; try your hand at pottery or just enjoy our luscious coffee and spectacular cakes, listen to ‘live’ music and watch others try their hand. Children welcome and crèche available.

Toodyay is renowned for its crystal like stars. How better to enjoy the night sky than at Toodyay’s latest Amphitheatre. A magnificent variety of artists has been arranged for the upcoming program.

Have you experienced an outdoor cinema? If you have, you will enjoy Toodyay’s new cinema set in beautiful gardens on the Avon. Delicious coffee and bbq facilities available.

Toodyay is setting the pace as a self sufficient town: wind and solar farms; a water/sewerage recycling plant and refuse recycling. Information on these innovative schemes can be obtained from the Toodyay Environmental Centre.

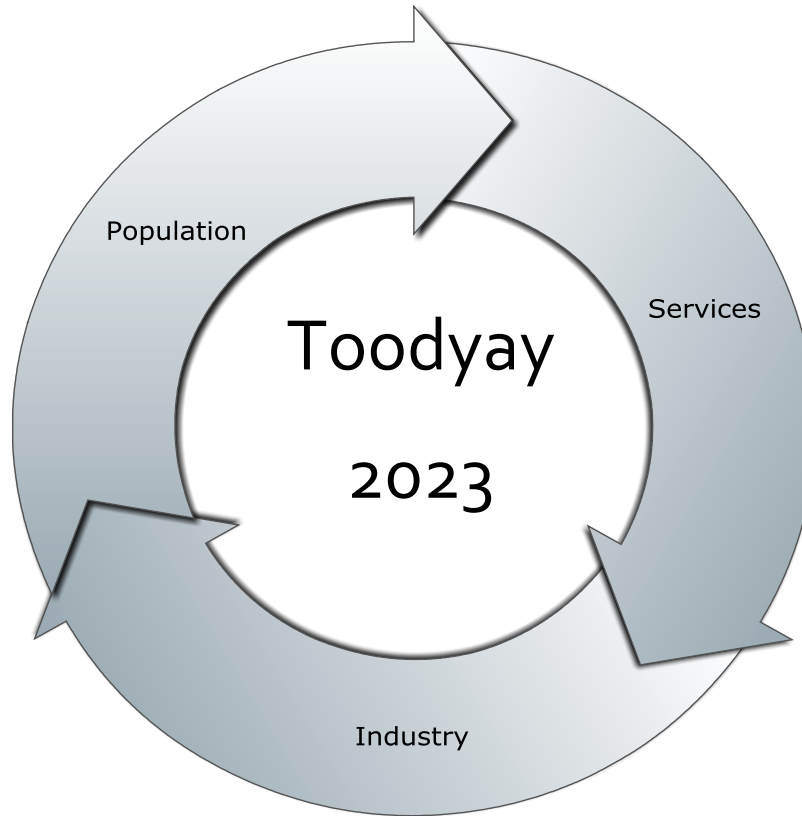
To help you see the very best of Toodyay, we have an ‘all you need to know about Toodyay’ brochure available from all shops.

Toodyay website with Community and Business listings up to date – whatever you need to find out, our Community and Business website can give you the answer. Easy to use, information plus and great graphics.

Community resource group for sharing information – The Toodyay Community Resource Centre is in its 20th year of operation. The TCRC has been recently acknowledged for its pivotal role in coordinating information and support to Toodyay community groups.

**World Café: Priorities for the Future**

- Increase growth rate
  - families
  - retirees
- Commuting road and rail
- FIFO



- Consolidate what we've got now – adequate provision for maintenance and renewal
  - Close priority gaps in footpath network
  - Facilitation/support for community initiative and collaboration
  - Facilitation/support for services provided by others:
    - medical; education; aged care
  - Recycling
  - Resolve recreation
- Pool?

- Light industry? Mixed use subdivision? What's viable?
- Digital economy opportunities
- Catering for retirees
- Tourism – marketing history/heritage, farmstays

