



# MINUTES FOR THE SPECIAL MEETING OF COUNCIL

01 MAY 2019



**Special Meeting Notice  
1 May 2019**

Pursuant to Regulation 12 (3) of the Local Government (Administration) Regulations 1996, notice is hereby given that a Special Meeting of the Shire of Mingenew Council is to be held on Wednesday 1st May 2019, commencing at 5.15pm in Council Chambers at the Shire Offices, Victoria St.

The purpose of the meeting is to endorse the Community Strategic Plan 2019-2029.

The agenda will be available from the Shire's website [www.mingenew.wa.gov.au](http://www.mingenew.wa.gov.au).

Nils Hay  
Chief Executive Officer  
23 April 2019

**DISCLAIMER**

The purpose of Council Meetings is to discuss, and where possible, make resolutions about items appearing on the agenda. Whilst Council has the power to resolve such items and may in fact, appear to have done so at the meeting, no person should rely on or act on the basis of such decision or on any advice or information provided by a Member or Officer, or on the content of any discussion occurring, during the course of the meeting.

Persons should be aware that the provisions of the Local Government Act 1995 (Section 5.25 (e)) establish procedures for revocation or rescission of a Council decision. No person should rely on the decisions made by Council until formal advice of the Council decision is received by that person. The Shire of Mingenew expressly disclaims liability for any loss or damage suffered by any person as a result of relying on or acting on the basis of any resolution of Council, or any advice or information provided by a Member or Officer, or the content of any discussion occurring, during the course of the Council meeting.

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**MINUTES FOR THE SPECIAL MEETING OF COUNCIL HELD IN COUNCIL CHAMBERS ON 01  
MAY 2019 COMMENCING AT 5.15pm**

**1.0 DECLARATION OF OPENING/ANNOUNCEMENT OF VISITORS**

The President HM Newton declared the meeting open at 5.18pm and welcomed all in attendance.

**2.0 RECORD OF ATTENDANCE/APOLOGIES/APPROVED LEAVE OF ABSENCE  
COUNCILLORS**

HM Newton	President	Town Ward
KJ McGlinn	Councillor	Town Ward
RW Newton	Councillor	Rural Ward
JD Bagley	Councillor	Rural Ward
GJ Cosgrove	Councillor	Rural Ward

**STAFF**

N Hay	Chief Executive Officer
B Bow	Governance Officer

**VISITORS**

Nil

**APOLOGIES**

LM Eardley	Councillor	Town Ward
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**3.0 RESPONSE TO PREVIOUS PUBLIC QUESTIONS TAKEN ON NOTICE**

Nil

**4.0 PUBLIC QUESTION TIME/PETITIONS/DEPUTATIONS/PRESENTATIONS/SUBMISSIONS**

Nil

**5.0 DECLARATIONS OF INTEREST**

Nil

**6.0 ANNOUNCEMENTS BY PRESIDING PERSON WITHOUT DISCUSSION**

Nil

## 7.0 REPORTS BY THE CHIEF EXECUTIVE OFFICER

### 7.1 ADOPTION OF STRATEGIC COMMUNITY PLAN 2019-2029

Location/Address: Shire of Mingenew  
Name of Applicant: Shire of Mingenew  
File Reference: ADM0462  
Disclosure of Interest: Nil  
Date: 25 April 2019  
Author: Nils Hay, Chief Executive Officer

#### Summary

The Shire of Mingenew is reviewing its Strategic Community Plan. Following extensive community consultation, a final draft has been prepared for Council to consider for endorsement.

#### **OFFICER RECOMMENDATION AND COUNCIL DECISION – Resolution 01051901**

Moved: Cr Newton / Seconded: Cr Bagley

That Council:

1. Adopt the 2019-2029 Shire of Mingenew Strategic Community Plan, giving local public notice detailing where and when the document can be inspected; and
2. Give discretion to the Chief Executive Officer to make minor editorial changes to the Strategic Community Plan that do not affect the intent of its content.

#### **AMENDMENT**

Moved: Cr Newton / Seconded: Cr Cosgrove

That clause 2 be removed from the motion.

CARRIED 5/0

#### **SUBSTANTIVE MOTION**

That Council adopt the 2019-2029 Shire of Mingenew Strategic Community Plan, giving local public notice detailing where and when the document can be inspected.

**VOTING DETAILS:**

CARRIED by absolute majority 5/0

#### Attachments

Draft Strategic Community Plan  
Community Feedback Document

#### Background

The draft plan has been developed over the previous 6-7 months. Sue Middleton (Lateral Aspect) was engaged to conduct the review process through an RFQ process facilitated through the WALGA preferred supplier panel.

The process commenced with a Community Consultation session on 18 October 2018, and individual interviews with community members and regional stakeholders around that period.

A draft summary of the consultation sessions was presented to community for feedback through January 2019. That feedback was incorporated into a draft document presented to and workshopped with Councillors on 7 February 2019.

A second public consultation/feedback process took place with submissions open to 29 March 2019 and a public forum on 12 March 2019.

The attached final draft incorporates feedback from these activities.

This report was initially presented at the 17 April 2019 Ordinary Meeting of Council, but due to limited access to the attachments, consideration was deferred.

### Comment

The document has been subject to a high level of public comment, exceeding our legislative requirements and actively seeking to develop a document which reflects the views of our community and stakeholders. Once adopted, the next step is operationalisation of the plan through the 4-year Corporate Business Plan.

### Consultation

- Councillors
- Sue Middleton
- Mingenew Community
- Regional stakeholders

### Statutory Environment

#### Local Government Act 1995

##### 5.56. Planning for the future

- (1) A local government is to plan for the future of the district.
- (2) A local government is to ensure that plans made under subsection (1) are in accordance with any regulations made about planning for the future of the district.

#### Local Government (Administration) Regulations 1996

##### 19C. Strategic community plans, requirements for

- (1) A local government is to ensure that a strategic community plan is made for its district in accordance with this regulation in respect of each financial year after the financial year ending 30 June 2013.
- (2) A strategic community plan for a district is to cover the period specified in the plan, which is to be at least 10 financial years.
- (3) A strategic community plan for a district is to set out the vision, aspirations and objectives of the community in the district.
- (4) A local government is to review the current strategic community plan for its district at least once every 4 years.
- (5) In making or reviewing a strategic community plan, a local government is to have regard to —
  - (a) the capacity of its current resources and the anticipated capacity of its future resources; and
  - (b) strategic performance indicators and the ways of measuring its strategic performance by the application of those indicators; and
  - (c) demographic trends.
- (6) Subject to subregulation (9), a local government may modify its strategic community plan, including extending the period the plan is made in respect of.
- (7) A 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 (absolute majority required).
- (8) If a strategic community plan is, or modifications of a strategic community plan are, adopted by the council, the plan or modified plan applies to the district for the period specified in the plan.
- (9) A local government is to ensure that the electors and ratepayers of its district are consulted during the development of a strategic community plan and when preparing modifications of a strategic community plan.
- (10) A strategic community plan for a district is to contain a description of the involvement of the electors and ratepayers of the district in the development of the plan or the preparation of modifications of the plan.

### Policy Implications

Nil.

### Financial Implications

Nil; this item is already budgeted for.

The outcomes of this process will inform the future Corporate Business Plan and budgets.

### Strategic Implications

The Strategic Community Plan is Council's primary strategic document, from which all others are derived. As such, the final product has wide-ranging strategic implications for the Shire, as it should serve to guide strategic decision-making for the coming decade.

An updated Corporate Business Plan will be developed to facilitate the delivery of the first four years of Strategic Community Plan activity as the Shire works through this process.

### Voting Requirements

Absolute Majority

**ATTACHMENT: 7.1.1**  
**Draft Strategic Community Plan**



## Strategic Community Plan 2019

## What We Value

Mingenew is forward thinking, is **innovative** and leads change for our community, people and industry.

We are **passionate** about our Shire, and strive to create opportunities for people to belong and share this special place.

We focus on building and strengthening our relationships with each other and our region as our **connections** enable us to build our community.

We support each other to **“have a go”** and to use our initiative and drive to create new opportunities and knowledge for our community and other people.

We welcome all people of all generations to Mingeneu and share our community so that people can **belong** and feel included and valued.

## Vision

Mingenew Shire is a safe, inclusive and connected community with a thriving local economy that provides opportunity for all to succeed.

## Our Purpose

We are leaders in delivering services and development opportunities. We balance financial sustainability and community aspirations in partnership with our local community, partners and investors.

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We acknowledge the traditional custodians of the land, the Yamatji people.

We cherish first nation's people and respect their connection to their land, cultural heritage and belief systems.

We value these ancient systems and understand they are thriving, evolving and will empower and enhance all members of the community.



## Strategic Community Plan 2019

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## Strategic Community Plan 2019

### Message from Shire President and Councillors

The Shire review of the Strategic Community Plan for Mingenew has led to an updated Strategic Plan Framework which encapsulates the aspirations of the community in 2019.

The plan has been closely shaped by the community through Community Workshops and in-depth community interviews. We have also welcomed contributions from our regional stakeholders who play a vital role in helping our community to achieve its aspirations.

In this document we have captured the aspirations of the community and created a cohesive plan that will guide us in delivery over the next decade, and beyond. The plan includes delivery of valued core services that the community expects of us, as well as new projects.

Some of the projects will not, or cannot, be developed or delivered by the Shire, but will require the work of partners, community groups or investors that choose to make Mingenew their home. We have included them here as the Shire may play an enabling, supporting and facilitating role.

The Shire and community together have set an aspirational target to grow the population of Mingenew to 500. This is an aspirational target. A realistic target will be to ensure we keep our current population which is approximately 450.

The strategies we have developed with the community will help to deliver on the more aspirational target. The plan is designed to drive growth. We are keen to do that in a manner that balances community aspiration, preserves what we love about Mingenew and is financially sustainable. We have outlined the priorities that Council has set to do that.

The plan however belongs to the community, please embrace it and make it yours. We are your partner in making Mingenew a place where everyone can thrive.

**Councillor Helen Newton**  
Shire President





## Strategic Community Plan 2019

### Message from CEO

This is your Shire's plan for the future and will dictate our work plans, projects and programs going forward for the next 10 years and beyond.

We need to do this in a manner that supports diligent financial management to sustain our Shire as a key organisation for Mingenew into the future.

We cannot deliver this plan alone. Our community groups, regional stakeholders, our partners in State and Federal Government will help to deliver our long-term goals, and this strategy will be a key communication and engagement tool to achieve that.

While Mingenew Shire Council has a custodial role in initiating, preparing and maintaining the Strategic Community Plan on behalf of the community, it is not wholly responsible for its implementation.

Many of the projects will not be solely Council projects, but we will enable and facilitate as much as possible the community or investors attracted to Mingenew to achieve these projects.

This plan will drive our four-year Corporate Business Plan and become a roadmap for how we develop our strategic projects and programs. The Corporate Business Plan turns the strategic goals found in this plan into actions. This is the point where the Shire makes a commitment to deliver on the Strategic plan, and enacts those actions that are within our area of responsibility.

We can't do it all at once - but in a deliberate and well-planned fashion, by working closely with the community and region, we can achieve the priority projects in this plan in the next 10 years. This will be done in tandem with the service delivery the community expects of the Council.

We look forward to working with the community, the public and private sectors, all levels of Government, and key Regional Organisations to deliver on the Community's aspirations for their future.

**Nils Hay**

Chief Executive Officer





## Community and Economic Profile

### Location and early History

Mingenev is located 383 kilometres north of Perth in the Mid West of Western Australia.

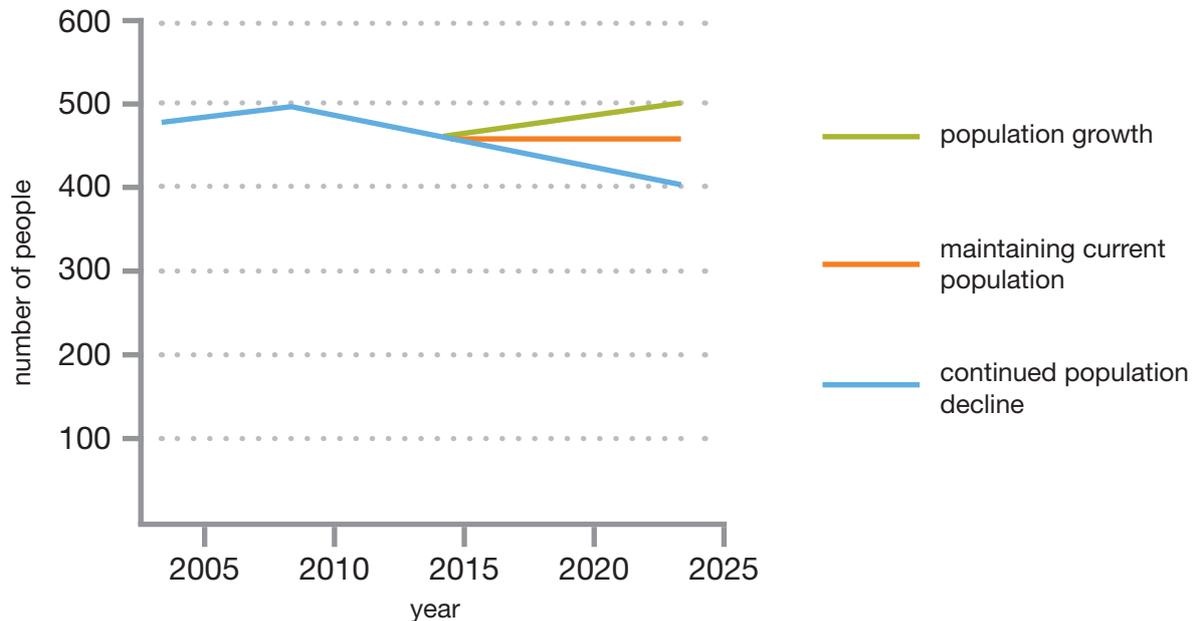
Named after Mingenev Spring, an Aboriginal word recorded by settlers in 1856. European settlement of the district occurred in the 1850's because it was ideal country for cattle. The Midland Railway opened in August 1891 and private land was subdivided, followed by gazettal of the township of Mingenev in 1894.



### Population

The Shire of Mingenev had a population of 456 in 2016. Based upon current population trends this is predicted to be 408 by 2026. Figure 1 shows the trend in population decline. The majority of this decline is coming from the urban centre (town of Mingenev). The district population (broader shire area) is static.

Figure 1: Mingenev Population Projections



The community goal is to maintain population at the current level, at a minimum – with an aspiration to see it increase back to 500. To maintain at the same level will require active strategies to ensure the community continues to retain its population and attracts new residents. To achieve population growth (to return to 500 – “green line”) will require significant investment in growth strategies by the Shire and community working with regional partners.

The other notable demographic is that the median age of the Mingenev population is increasing, especially in the Mingenev township. There is a declining proportion of 5 to 14 year-olds and the proportion of over 55 year-olds is increasing.



## Strategic Community Plan 2019

### Economy and Community

Mingenew has essentially three basic ingredients. Economically, we are an agricultural powerhouse and the southern hemisphere's largest grain facilitator. Aesthetically we are surrounded by breathtaking breakaway country, with fantastic flat-top ridges and, during WA's wildflower season, we are arguably its most sought-after destination. Finally, we are vibrant and happy! Below our rural and 'real country' persona, we enjoy a sporting and social calendar that is second to none. Many people who pass through for work or play end up staying and because we are a successful agricultural shire, there are many supporting industries, facilities and employment opportunities.

### Key Drivers of Change for Mingenew

The Shire and Community have identified that there are key drivers that are influencing Mingenew and are important to recognise within the strategy framework. They are creating challenges and opportunities for Mingenew.

#### Challenges

Influence of globalisation and its impact particularly on agriculture and world markets - Mingenew is fully exposed to world trade markets and the livelihoods of its farming businesses which then in turn support the other small business community.

Metrocentricism, urban and coastal drift impact Mingenew and it is both blessed and cursed that it is in close proximity to Dongara and Geraldton as it does enable a drive-in/drive-out workforce and community.

Regional Education is challenging particularly in the senior school years which now start at year 7, and in early years through provision of long-day care childcare services.

The nature of work within the regions is also a challenge. Quality work for educated professional people (and in particular women) can be scarce and a high level of mobility is required for those that choose to overcome this challenge through micro business. Work in the key industry of agriculture can be highly seasonal and requires largely overseas labour.

Loss of population is a key trend that is exacerbated by slow withdrawal of government and private services (in particular health services).

Climate change has a large impact on business incomes creating more volatility in business conditions for small communities which can be difficult to manage.

Local markets, such as the housing market, are subject to bigger regional forces which can create a disincentive to invest in the community.

Communities and people within them are now hyperconnected through social media, but the need to connect people in face to face settings and in a manner that support positive interaction has never been more important.

Consultation would suggest that the community is fatigued from managing its many community organisations however, and this is reducing time spent on innovation.



## Strategic Community Plan 2019

### Opportunities

People can create economic outcomes – no community has to be a victim of globalisation. Mingenew has strong social capital (social cohesion, trust and cooperative behaviours are critical). Encouraging this capital is vital however as the status quo is, in effect, going backwards.

Mingenew demonstrates it is highly adaptive and resilient. Mingenew responds to challenges with a can-do attitude. This is an asset.

Anecdotal evidence suggests young people are taking over family farms in the Shire and there is a general confidence about the key industry of Agriculture (which supports other businesses). There is a desire to do more with agriculture and capture more value locally.

Mingenew has a strong history of trailblazing and pioneering effort. It is innovative and leads e.g. MIG, Expo, Lupin flour. Focussing on a rural innovation hub and exploring solutions to global problems that can be solved in Mingenew is a good opportunity.

Tourism is a growth opportunity for Mingenew and there are other community assets that can be developed to deepen the tourism product, experience and lengthen stay of visitors. This includes existing wildflower tourism and the growth of astro and farm tourism.

Digital connectivity solutions are starting to emerge that will empower rural communities to level the digital playing field. This is a key opportunity for Mingenew.

Developing new models for Health and Education is important – maintaining the status quo will not meet present or future community needs.

Addressing shortages such as housing and developing innovative business models to attract investment. This will in turn attract tree changers and signal a positive future to locals who love living in Mingenew.





## Strategic Community Plan 2019

### Strategic Community Plan

#### **What is it?**

The Strategic Community Plan 2019 to 2029+ (SCP) is the overarching strategic document in Council's Integrated Planning and Reporting Framework.

It translates community aspirations for their future into goals, projects and programs for the Shire and community to jointly deliver on. It enables the Shire to plan, manage and deliver services that will enhance the community.

It is an informing strategy, which together with an Asset Management Plan, Long Term Financial Plan and Corporate Business Plan will provide integrated strategies on which to base future decision making.

Council has a key custodian role in developing the plan, but understands its achievement is only possible in partnership with community and regional, state and federal agencies.

#### **Where does it fit?**



#### **How does it fit with other Regional Plans?**

The SCP has been developed in consultation with key regional stakeholders such as the Mid West Development Commission, the Mid West Chamber of Commerce and Industry, Australia's Coral Coast and the North Midlands Project.

The SCP aligns with the Mid West Development Blueprint which is operationalised into an annual Business Plan for the Commission and region.

The SCP also aligns with the goals and intent of Australia's Coral Coast's tourism development process, and is aligned with the business development work that is undertaken by the RSM Business Local Development Manager which is then aligned with the Small Business Development Corporation.



## Strategic Community Plan 2019

### What our Community Said

The community was engaged in the development of the SCP through a Community Workshop held on the 18th of October 2018 and a Community Plan Review Workshop on the 12th of March 2019. This was supplemented by in depth interviews with 8 members of the community. A detailed outline of the consultation process and outcomes are summarised in Attachment 1 to the SCP.

The Key priorities that emerged from the Community Workshop were:

- Attract and build industry
- Address housing needs
- Manage community facility needs
- Explore development of a centre of excellence for agriculture
- Grow employment
- Build tourism industry
- Long day childcare centre is critical to local families
- Ensure innovative and positive thinking
- Streamline volunteer efforts where possible

### Voices from the community interviews



• Making the town a great place, cohesive and connected for those that live here is vital

• Access for young families to have a good life and pursue their careers is important

• Make opportunities for the arts and culture

• Too many associations

• Need to work better with the region

• Get the Railway Centre going

• Get a better approach to events management

• Build on more history and culture for tourism, build farm tourism, do more ag advocacy

• Capture more value in agriculture

• Do more with the crops we grow e.g. Lupin flour

• Connectivity big barrier to basing business here and trying to bring your job with you

• Need co-working space in town, somewhere with common user space

• Growing other types of crops e.g. hemp

• Developing irrigated projects - find competitive advantage in climate, transport, position in value chain e.g. fodder potential

• Potential to develop micro brewery to value add grains

• Lack housing

• More communication forums with groups

• Tourist and promotions need more space

• Promote Top 5 things to do in Mingenew

• Develop Ag Incubator

• Develop one good outdoor space

• Seek to gain more from partnership with CBH



## Strategic Community Plan 2019

### **What our Regional Community Said**

Key regional stakeholders were interviewed about opportunities and constraints for Mingenew. The more extended version is included in Attachment 1.

#### ***Mingenew has good natural and human assets for Tourism:***

- The community could develop more formalised approach to tours using Geraldton and Dongara as the “local” market, and could do more structured ‘hinterland’ tourism. Link with other towns from Perth to Exmouth.
- Night time star experiences (Astro Tourism) are also a key opportunity for Mingenew, could tie space industry based tourism into this.
- Build more depth into the Tourism product to extend the tourism visitation window and ensure the community has a product in dry years when wildflowers are less abundant.
- The community could tell more of its history and promote its identity more.
- Lack of accommodation outside of the Van Park and Pub, need 20 good standard rooms to be able to hold groups moving between Perth and Exmouth.
- Railway Station is believed to be a unique asset within region and could be developed as a studio, artist in residence space, project hub, or place-making activity space.

#### ***Mingenew has comparative advantage in Agriculture, and is not necessarily utilising all its assets:***

- Mingenew has the onshore largest grain receival facility in the southern hemisphere and hasn’t been able to leverage this asset (noting that a strong relationship with CBH is critical to achieving this). Identify value adding opportunities for agriculture, particularly in relation to this asset.
- MIG is seen as progressive, a leader and is supporting the collaborative approach. How can this be leveraged for greater value for the community?
- Horticulture is a potential area of opportunity, and a Water for Food project assessment has been done on the water resource between Mingenew and Three Springs. This is subject to policy position of the State on water allocations from the aquifer however, and current policy position is to limit allocations.

#### ***Supporting Business in Mingenew will take some concerted action in partnership with the community and region:***

- Industry development could be more prospective through active approach to commercial/industrial land development opportunities.

#### ***New Economy opportunities need to be on the table:***

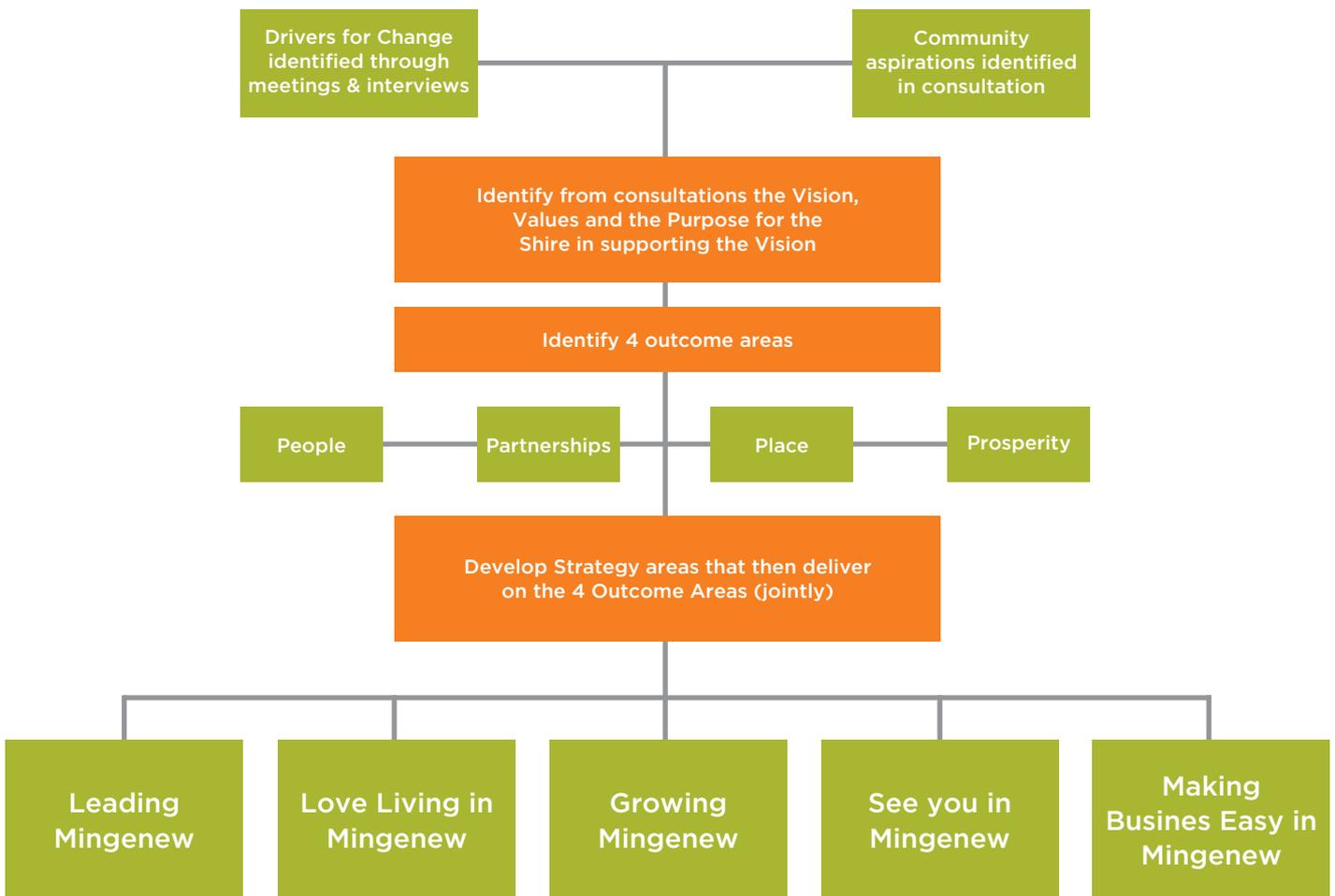
- Digital farms project for North Midlands area.
- Could develop a vision to become a renewable power town and to use solar power.
- Health and well-being area is a growing area and there could be jobs in this area for a community like Mingenew.
- Consider opportunities to get more outcomes from Mingenew’s existing space economy infrastructure.



## Strategic Community Plan 2019

### Development of Strategies

The diagram outlines how the drivers for change, and community aspirations are converted into the vision, values, purpose and outcome statements. These are then underpinned by 5 key Strategy areas.



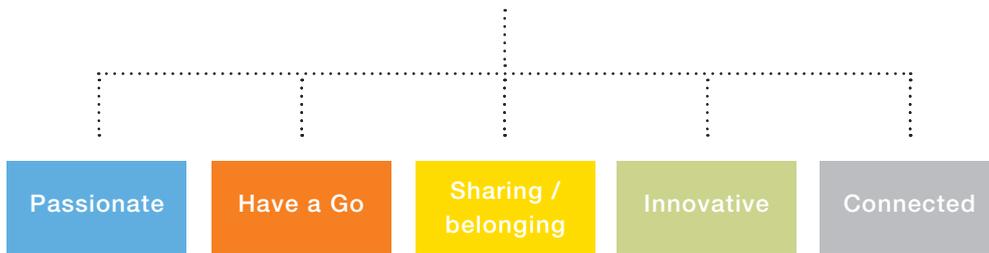


Strategic Community Plan 2019

### Our Vision

Mingenev Shire is a safe, inclusive and connected community with a thriving local economy that provides opportunity for all to succeed.

### Our Values



### Outcomes

What are we trying to achieve?

<b>People</b>
Council will work with our community and region to shape opportunities for Mingenev to grow and prosper. Council will provide key services that retain and improve the quality of life in Mingenev. Together we will be a place where people are welcomed, can live a healthy life, and where people can reach their potential.
<b>Place</b>
Council will work to deliver infrastructure, facilities, and community services that assist the community to have a great life. Mingenev will be a positive place to live and will be cohesive and connected. It will engage and attract new people to come share our special place. A healthy natural resource base underpins the health of our community.
<b>Partnerships</b>
The leadership, energy, capability and resources of the Mingenev community and region is a great asset, and we must leverage it wherever possible. Together we will plan and deliver projects and initiatives that deliver on growth goals.
<b>Prosperity</b>
Council will work with local businesses (town and rural) to create an enabling environment for businesses to thrive. In turn those businesses will generate employment, attract families to Mingenev and create enterprises in which people can reach their potential.

### Our Purpose

We are leaders in delivering services and development opportunities. We balance financial sustainability and community aspirations in partnership with our local community, partners and investors.



## Strategic Community Plan 2019

### Strategy 1: Leading Mingenew

**Goal:** Council will provide accountable and transparent leadership with the Community to deliver on the Strategic Community Plan

	Strategies /Actions:	Councils Role	Partners
Infrastructure	Provide and support cost effective transport networks	Manage	Regional, State and Federal Stakeholders
	Provide buildings, facilities and services to meet community needs	Manage	Community
	Protect and promote the Shire's diverse culture and heritage	Manage	Community
Capability	Manage organisation in a financially sustainable manner	Manage	Community, regional and State Stakeholders
	Enhance open and trusting communication between Council and the community, and deliver high quality services in partnership with external stakeholders	Manage	
	Provide sound corporate governance of Shire and create an attractive work environment	Manage	
	Seek innovative ways to improve organisational efficiency and effectiveness	Manage	
Compliance	Provide a high level of compliance with external regulation, in a resource-efficient manner	Manage	Community, regional and State Stakeholders
	Provide services and processes to enhance public safety	Manage	
Resource Management	Manage and protect water resources and infrastructure	Manage	Regional and State Stakeholders
	Manage and reduce waste	Manage	Community, Regional and State Stakeholders
	Adapt to and mitigate climate change drivers	Manage	Community, Regional, State, Federal and Global Stakeholders

### KPIs/Targets

- Community satisfaction with Council communication > 90% approval
- Staff turnover rate <10% per annum
- Financial ratios within recommended industry guidelines
- Unqualified audit results



## Strategic Community Plan 2019

### Strategy 2: Love Living in Mingenew

**Goal:** Develop health care and recreation services for all the community to ensure the well-being and health of all age groups within the community.

	Strategies /Actions:	Council's Role	Partners
Health	Develop healthcare services improve to enable aging in place for the community	Support	Regional Health and Aged Care providers
	Develop healthcare and recreation services for all the community to ensure the well-being and health of all age groups within the community	Support	Community, Regional Health and social enterprises
Education	Develop childcare service to full time full day care model	Support	Childcare Committee
	Support planning for access to quality education services, including transport planning	Facilitate	Dept of Transport, Community
Culture & Heritage	Develop arts spaces and programs to enliven community spaces and deepen experiences of visitors and community	Investigate and support	Community Groups, Regional Social Enterprises
	Capture more value from tourism – build local experiences and products, tourism infrastructure and connections, build new day trip and tour markets	Develop	Australia's Coral Coast, Golden Outback, MWDC, MWCCI, Wildflower Country
	Enhance our natural and built environment and promote and protect the history and heritage within Mingenew	Support and manage	Community Groups
Sense of Community	Support community volunteers to maximise impact of their contributions	Facilitate	Community Groups
	Continue programs to improve the look and feel of the community public spaces, places and services to support an active and inclusive lifestyle	Manage	Council Works Department, Tourism and Promotions Committee

### KPIs/Targets

- Full day 5 day a week childcare service operating by 2020
- Active and well used public open spaces developed and maintained
- Effective community volunteering model developed as a pilot by 2020





## Strategic Community Plan 2019

### Strategy 3: Growing Mingenew

**Goal:** Develop key enabling and underpinning investments to grow the community to a population of 500 by 2029

	Strategies /Actions:	Council's Role	Partners
Housing	Ensure pipeline of land available for development	Manage	Landcorp
	Develop local housing market (support new business model)	Investigate and support	Dept Housing, Local entrepreneurs
Development	Central business/community hub development	Develop	Community Groups Social Enterprises
	Light Industrial development (incubator) and land development and actively attract light industrial businesses	Develop	Landcorp, MWDC
	Build capacity for global impact agricultural research and development program supported by training & education model	Support	MIG, GGA, CSIRO Social enterprises
	Value capture/creation for agriculture (build on assets + capabilities)	Investigate and support	Local entrepreneurs
	Investigate opportunities for renewable energy generation	Investigate and support	MWDC, Energy Suppliers
	Develop space industry opportunities	Investigate and support	Space industry operators, DPIRD, JTSI

#### KPIs/Targets

- 4 x new businesses attracted to set up in Mingenew
- 20 x Houses built (different configurations)
- 1 x Community Hub developed or redeveloped
- 3 x Value adding Agricultural businesses established from Mingenew





## Strategic Community Plan 2019

### Strategy 4: See you in Mingenew

**Goal:** Attract visitors to Mingenew by making it a highly desirable and dynamic place to visit and live resulting in an increase in population

	Strategies /Actions:	Council's Role	Partners
Diversity of Accommodation	Development of existing and future diverse accommodation options for business travellers and tourism	Facilitate	Local Entrepreneurs and businesses
Events	Facilitate the sustainability and growth of existing community and regional events, and encourage new ones to develop	Support	Community Groups Local and regional event organisers
Tourism Assets	Continue and deepen Tourism promotion and development and "see you in Mingenew" campaign	Manage	Tourism and Promotions Committee
	Support development of Tourism infrastructure to support deepening of local product	Investigate and support	Local community groups
	Capture more value from tourism - build local experiences and products, including astrotourism, farm tourism and food tourism	Support	Local businesses Local entrepreneurs Tourism and promotions Committee

### KPIs/Targets

- Increase in level of activity for visitors to Mingenew, extend their stays and increase out of season tourism
- 1 x Railway precinct development and exchange, hub, arts space development
- 20 new residents move to Mingenew by 2023
- Increase visitation and overnight stays by 2021





Strategic Community Plan 2019

**Strategy 5: Making Business Easy in Mingenew**

**Goal:** Ensure Mingenew is supporting local businesses to grow and maintain employment within the community

	Strategies /Actions:	Council's Role	Partners
Digital capacity	Support Digital infrastructure development and capacity in town	Investigate and support	DPRID, Telecommunications providers, MWDC, Supernet
	Support digital infrastructure and capacity on farms and rural areas	Investigate and support	DPIRD, Supernet
Economic Development	Support sustainable local banking model to develop	Facilitate	Banking and Finance organisations
	Enable small business support services to assist local businesses to grow	Support	Small business support providers
	Ensure pipeline of light industrial land available for development	Manage	Landcorp

**KPIs/Targets**

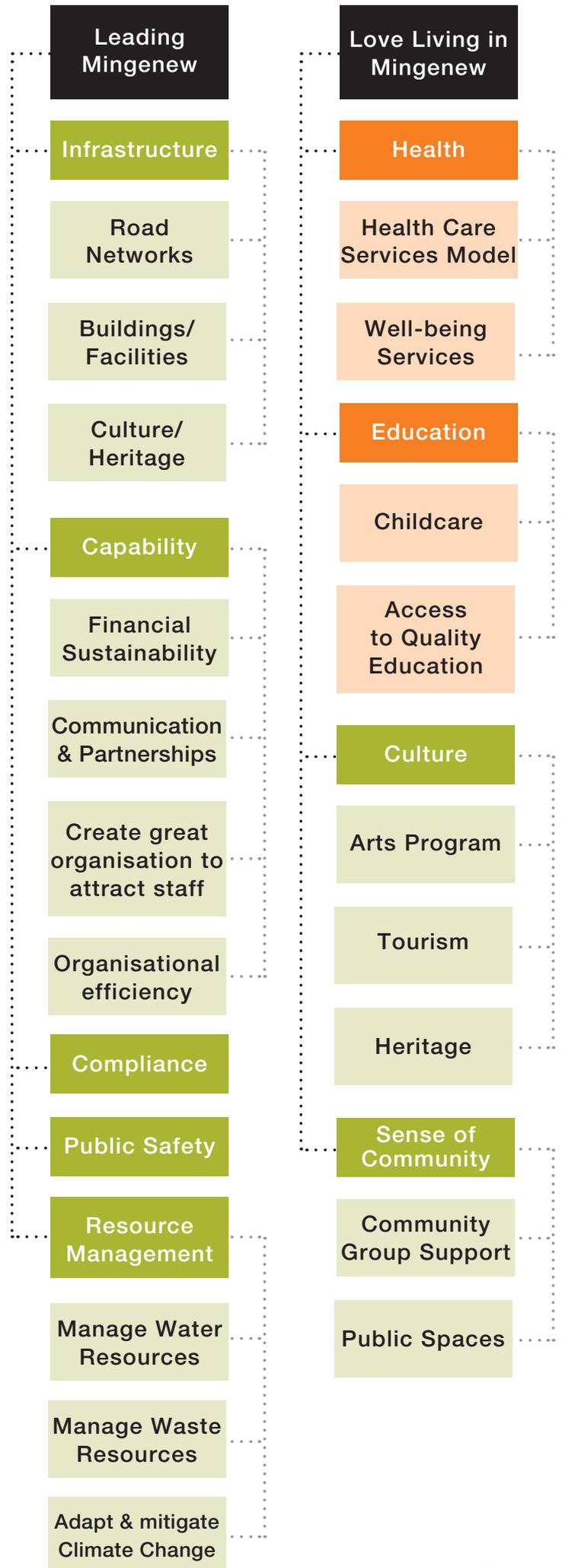
- Enterprise grade internet services delivered to shire and farms by 2022
- Community continues to have access to banking facilities and services
- Local businesses sustain current employment numbers in short term, grow by 15% in medium term

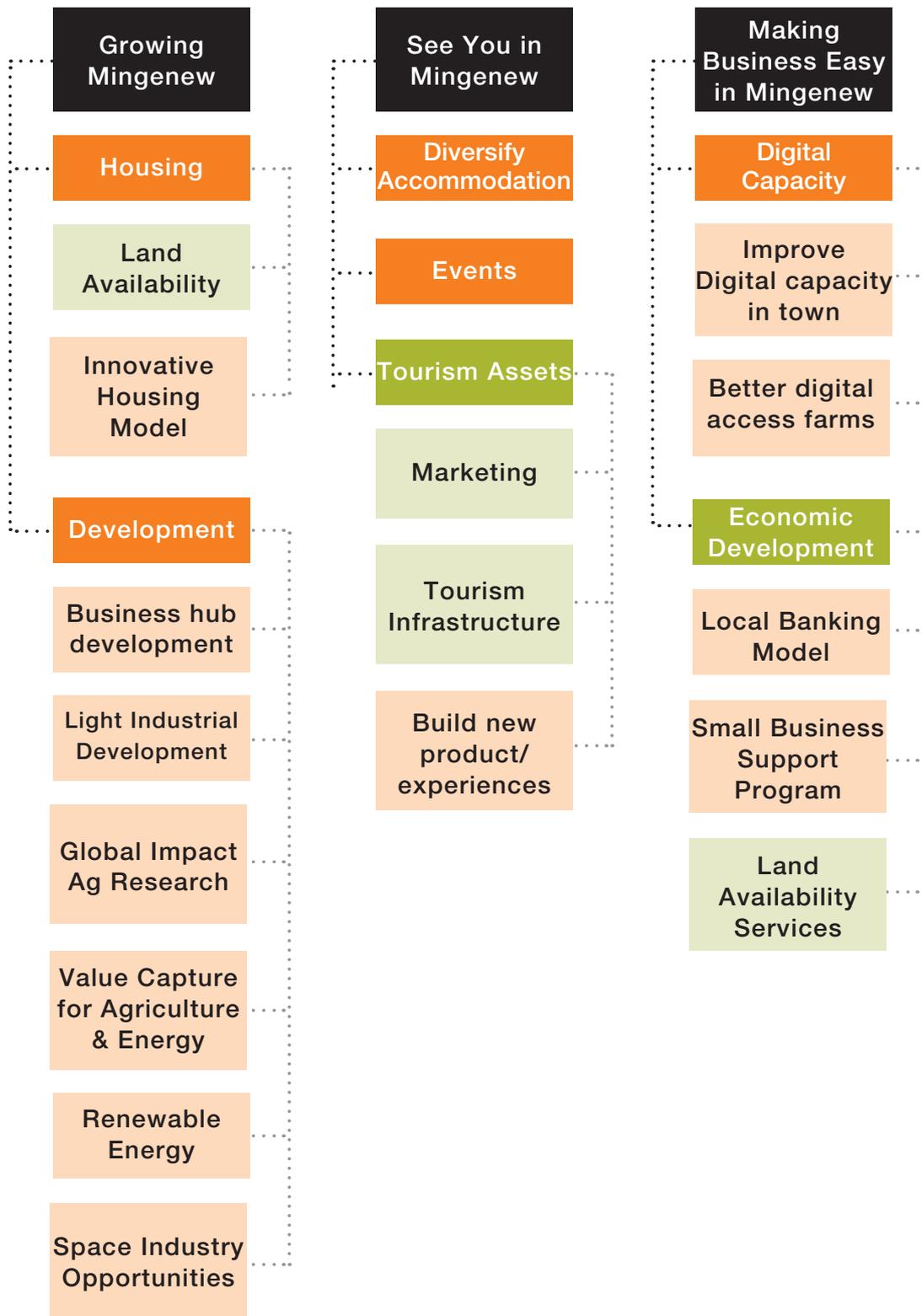






# Strategy Framework





**Strategy Framework – Community Strategic Plan – Shire of Mingenew**

This framework outlines the key strategic areas and actions to be implemented over the 10 year timeframe of the Strategy. The different types of actions have been colour coded to represent whether the action is a core activity of the Shire (Green) or whether it is a New or Growth Activity (Orange) that the Shire would either do in partnership with key stakeholders/investors or would enable other parties to achieve.



Strategic Community Plan 2019

### Financial Profile

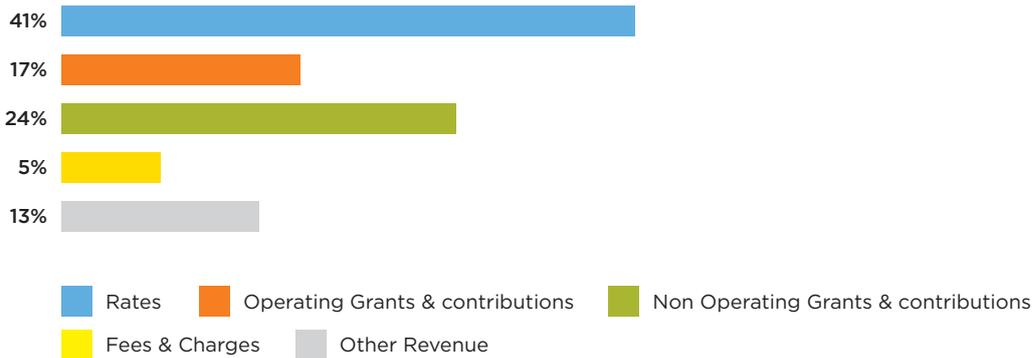
The Shire of Mingenew has developed a long-term financial plan which highlights the financial drivers for the Shire. It is important to understand this background to understand the constraints to achieve the Strategic Vision for the community.

This plan shows the financial resources of the Council are limited and financial decisions need to be made annually when the budget is set. The Shire should, and does, seek external funding to leverage its own resources where possible.

This does not preclude the Shire making longer term investments towards Strategic Projects the Shire and community wish to be undertaken. This could be undertaken by making strategic reserve commitments annually or undertaking a program of debt based upon need.

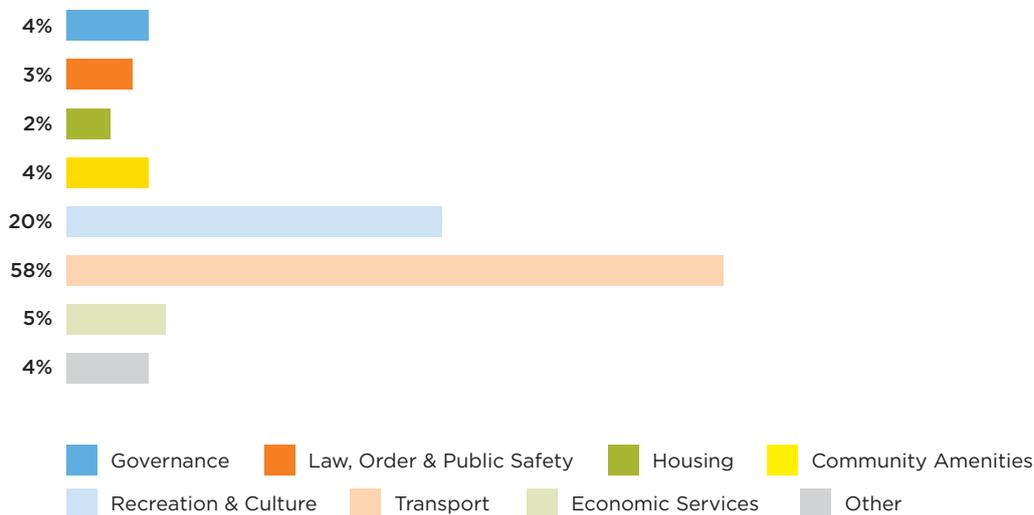
Debt may form a component of the Councils capital structure and utilised to enable key projects to be delivered over the next 10 years. The least preferred option is to raise rates.

#### Revenue



The revenue generated by the Shire is spent providing infrastructure and services for the community. The Shire provides many services including maintaining and improving roads, parks and gardens, leisure services and other community projects. A significant amount of the Shire’s resources (78%) are spent on maintaining road infrastructure and the provision of recreation services.

#### Expenditure by Program

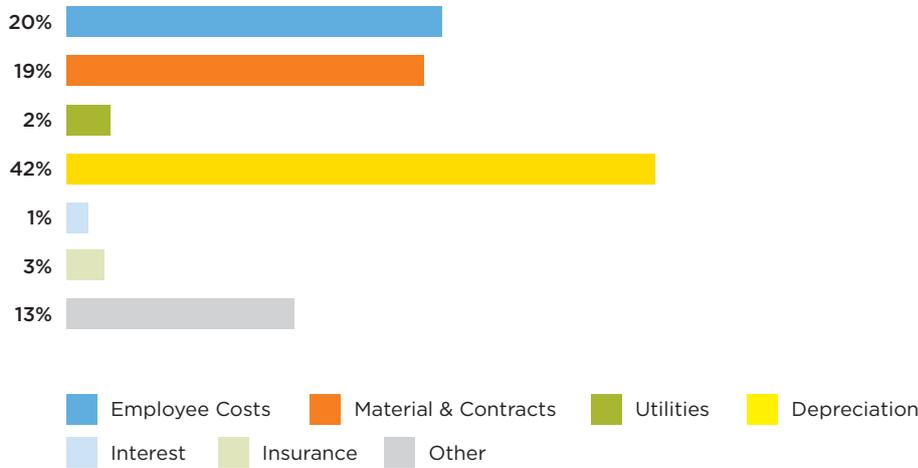




## Strategic Community Plan 2019

When comparing the breakdown of these costs by nature and type, a significant 42% of all operating expenditure is attributed to depreciation charges. Depreciation is a non cash item and is attributed to the Shire having in excess of \$48m worth of assets, of which 72% is attributed to the Shire's road network and other related infrastructure whilst a further 24% is attributed to Property, Plant & Equipment. Other significant expenditure includes Employee Costs (20%), Materials & Contracts (19%) and Other Expenditure (13%). As with Revenue the majority of these Other Expenditure costs are attributed to police licensing costs.

### Expenditure by Nature & Type



## Acknowledgements

**The Shire of Mingenew would like to thank the following for being a part of our Strategic Planning Process:**

- The Mid West Development Commission
- The Mid West Chamber of Commerce and Industry
- Regional Development Australia, Midwest and Gascoyne
- The North Midlands Project
- RSM Business Local Geraldton; and
- Our passionate and engaged community, who provided constructive submissions and invaluable input throughout our consultative process. The quality of your contributions is testament to your desire to see our community thrive.



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**ATTACHMENT: 7.1.2**  
**Strategic Community Plan Feedback Summary**



## Review of Strategic Community Plan



## Review of Strategic Community Plan

### Community consultation process and outcomes summary

In September 2018 the Shire of Mingenew identified that it wished to undertake a review of the Strategic Community Plan. The successful tenderer for the role was Lateral Aspect who partnered with Sue Middleton, who is a regional community development specialist.

This document is a summary of the community consultation process and outcomes, and captures the feedback from both the local and regional community members involved in the process.

The Council and community both expressed a strong desire to review the Strategic Community Plan (SCP) to be able to deliver on their growth objectives for their community. The SCP developed in 2011 was no longer delivering desired outcomes for the community, and in particular delivering on aspirations related to growth and development as a community.

This review process is therefore a major reset of community expectations and has resulted in the re-development of a vision for the future of Mingenew. That vision is aligned with the community expectations and the Shires leadership and management aspirations in 2018.

The plan will assist Council to determine affordable and achievable priorities that will respond to the needs and aspirations of the community. It provides both an engagement point for the Council working with the community on the choices it faces to drive growth and provide services for the community, and an opportunity to share the challenges of balancing aspirations and delivering a sustainable financial future for the Council.

#### **Consultation Process**

Three groups of stakeholders were consulted to develop the data on which the SCP is based. They included:

- Council and Council Staff (CEO and CDO)
- Community - represented by 40 members of the community at an engagement workshop on the 18th of October and individual interviews of community members (8)
- Regional Community member interviews(6)

The information from each of those processes is presented under three report sections:

1. Council and Staff
2. Community Workshops results
3. Community Interview summary
4. Regional Stakeholder Interview summary



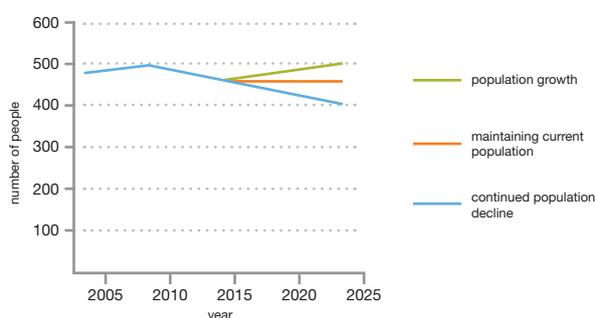
## Review of Strategic Community Plan

### Council and staff

#### Current Growth Trajectory of the Shire

The Shire currently has a population under 500 and is continuing to decline. According to Councillors this has halved in the last 40 years and is a long-term trend. The major impact comes from the changing nature of the agriculture industry, changing farming systems, and increased efficiencies that have meant less farm labour is required.

*Population Mingenew 2005 to 2018 (with 3 scenarios): source ABS Census Statistics*



#### Shires Vision for Growth

Shire would like to identify the unique advantages that we have and how to maximise their impact. Ideas included:

- Tap into tourism industry potential
- Develop pop up businesses
- Grow businesses through an incubator
- Bring new people and capital into town
- Tap into potential tree-changers/telecommuters
- Do more with the satellite tracking facility
- Fill business gaps with an attraction strategy
- Develop industrial land and opportunities
- Continue the focus on marketing the community (See you in Mingenew)

#### What are the Economic Drivers Impacting the Shire?

This question was broadly answered and picked up a good range of challenges/local drivers. They included:

- Lack of suitable housing, lack of motivation to invest, capital growth stagnation, lack of rental properties
- Older generation using Mingenew as a base (lock up and go, downsize)
- Capacity to source labour (eg for shire, more attractive to work on farms or mining than Council)
- Movement of retirees – baby-boomers/grey nomads – source of tourism revenue
- Increasing aged community – industry/service opportunity



#### **What are the opportunities for the Shire?**

- Tourism – flowers, astro, science/satellite, events, sport, history, walking trails, RV friendly, farmstays
- Science/research – satellite tracking, ag research- MIG partnerships, Rural innovation hub
- Telecommuting tree changers – promote to potential permanent residents (target tourists)
- GBH supernet, digital farms
- EV charging network
- Incentive programs for businesses
- Increased housing

#### **What Capacity exists in the Community to support this plan?**

There are 32 active community groups and there is a level of volunteer exhaustion. Is there an opportunity to consolidate or bring together groups to reduce the load from all running incorporated organisations? It was observed there are many outstanding community groups that go beyond the call of duty and are tackling issues that are broader issues than those impacting Mingenew.

Regional organisations to consult: North Midlands Project, Dept Sport and Rec, MWDC, MWCCI and RSM Business Local.

#### **Documents to reference?**

Mid West Blueprint and DSR Blueprint for region (authors note: Blueprint has been operationalised into a annual Business Plan that can align with).



## Review of Strategic Community Plan

### Community workshop results

40 members of the community attended a Community Workshop on the 18th of October 2018, to share their views.

The workshop was designed to gather community ideas on their vision for a preferred future, their view on the population scenarios they believe are achievable for the community, and to brainstorm the strategy areas they believe will create that vision/outcome.

Preferred Future – the community brainstormed the key ideas that captured their view of a preferred future – concepts included:

- Happy
- Healthy
- Well-being
- Broadacre farming area
- Diverse Economy
- Thriving business
- Profitable
- Innovative
- Unencumbered
- Sustainable (triple bottom line)
- Right to farm
- Connected
- Educated

#### Vision

Our vision is to be a connected, dynamic and thriving community in which people can be happy, healthy and belong. We do this by creating opportunities, being innovative and being a learning community that pushes the boundaries. Mingenew is entrepreneurial and welcomes change.

#### What the Community thought about Population Scenarios

The community members all agreed that continued population decline (blue line) was not a preferred scenario. It would make it difficult to continue to maintain services and keep a critical mass of population in Mingenew.

#### NOT PREFERRED

Community members agreed the scenario to maintain current population was more preferred, but that this would take a reasonable effort as the current trend line was for future decline, so halting this decline and reversing it to just maintenance of current population would take a reasonable clear development effort. **PREFERRED**

Some community members wanted to strive for Population Growth (the grey line) whilst noting this would involve more aggressively targeting growth and development. To achieve this would take over 11% growth rate over the next 7 years. In real terms it is 50 to 60 people, which is 25 new families, which is 3 to 4 new families a year (with no net loss of population). **ASPIRATIONAL**





## Review of Strategic Community Plan

**With the preferred scenario in mind, the community considered the strategy areas that had already been considered from Council ideas and then brainstormed the following ideas (sorted into groups and prioritised):**

<b>Attract and build Industry (37)</b>
Engage local businesses
More services for Agriculture eg. mechanical, good health services, good sporting facilities
Opportunity for more businesses to capitalise on wildflower tourism generally
Get a community bank - Bendigo Bank
Become a solar town
Locally grown produce eg. fruit, vegies, honey sold to the local businesses
Farmers brewing a local beer, sold @ expo, local main events and the Mingenew Hotel
Affordable groceries that allow us to buy local on a budget
Incubator to support new industry - trades and any other identified needs
Social enterprises
<b>Centre of excellence of ag education (to take over from Muresk, Marcus Oldham of WA)</b>
Training for new entrants - farming and business
Scientific facts vs unsubstantiated statements
<b>Employment (17 votes)</b>
Create more local employment opportunities
Local businesses and industry - encourage them to grow to employ more
Town employment impacted by lack of housing
Keep services local eg. teachers, police
<b>Childcare (13 votes)</b>
Access to childcare 5 days a week with spots available
Become a Satellite town for health services (13 votes)
<b>Housing (27 votes)</b>
Cheap Housing and Maintaining Housing
Become a tidy town - everyone can participate, draw attention to town, relatively low cost
The weakness of our biggest competitors - the cities (price of housing?)



## Review of Strategic Community Plan

<b>Community Facilities (19 votes)</b>
Mains water pressure too low on south area
Central community/business hub
Fast reliable internet
Improved internet
Grey nomad type retirees village
Skatepark refurb
Consolidate facilities to save cost of assets
Prioritise and deprioritise roads to better maintain them
Health care to support aging population and attract older tree changers
<b>Tourism (15 votes)</b>
Agriculture and Wildflower tours by knowledgeable people
Develop Mingenew Hill access urgently
Agri-tourism (tours, education)
Adventure Tourism
Advertise people's stories eg. retirees buying the Mingenew Hotel (ad in Saturdays west)
Natural assets - business/innovation/education (We have flies/dungbeetles/insects, solar/heat power, water)
Good health services - doctor, ambulance, silver chain
<b>Streamlining volunteers (10 votes)</b>
Streamlining of volunteer/community workforce so we have more time to be entrepreneurial
<b>Innovative and Positive thinking (13 votes)</b>
Embrace innovative thinking (stop the blockers/negative Nancy's)
Community Unity



## Review of Strategic Community Plan

### Community interview summary

In addition, 8 local community members were identified and interviewed to deepen the analysis of growth opportunities or constraints for the community. Community members were also asked what other innovation or disruption processes could create opportunities.

Ideas from the Interviews included:

- Making the town a great place, cohesive and connected for those that live here is vital
- Access for young families to have a good life and pursue their careers is important eg. Access to childcare facilities really critical to young women
- Need more opportunities for the arts and culture
- Too many associations – there is an AGM every night for 2 weeks – must be a better and more efficient way to run this, can we have Football, netball, hockey as a combined committee
- Need to work better with the region
- Shire could 'second' roles to the community and pay those groups to achieve the same outcomes
- Get the Railway Centre going – North Midlands Project idea to build exchange, museum, hub, artist in residence space
- Get a better approach to events management – monetise some of the work and take the load off the community – get them doing more entrepreneurial things with their time
- Build on more history and culture for tourism, build farm tourism, do more ag advocacy
- Capture more value in ag eg. MIG's north south beef alliance, do innovative things with labour supply eg refugee labour market
- Do more with the crops we grow eg. Lupin flour
- Connectivity big barrier to basing business here and trying to bring your job with you
- Need co-working space in town, somewhere with common user space
- Growing other types of crops eg hemp
- Developing irrigated projects - find competitive advantage in climate, transport, position in value chain eg fodder potential
- Potential to develop micro brewery to value add grains
- Lack housing – critical to address this – need to develop project to activate the housing market
- Could change expo to become more of an event manager and change the event itself to a market type field day with demos
- Tell more of the community narrative in the promotions that we are doing – good marketing but tell more of the local story
- Get more out of CBH – biggest footprint in town, but we don't capture any value from them
- Need to slow the export of wealth to the coast from the Shire, attract people back to be involved



## Review of Strategic Community Plan

- Have more communication forums with the key groups, would like more interactive opportunities to discuss the future plans and projects with the CEO, would also like Shire to use Social media better
- Tourist and Promotions needs some growing space to capture more value from interactions with tourists
- Promote “Top 5 Things to do in Mingenew”
- Develop Ag incubator
- Town needs a good outdoor space eg. Kalbarri nature playground
- Need one co-working space that could be like Carnamah exchange space
- Seniors need access to simple programs eg. Staying on your feet

### What the regional community said

CEO's or Manager of key Regional Stakeholder organisations were interviewed to develop the background context on opportunities and challenges for Mingenew. All of the organisations interviewed have an active role in working with the Shire of Mingenew, its community or its organisations.

Consultation interviews were held with:

- Gavin Treasure, CEO, Midwest Development Commission
- Joanne Fabling, CEO, Midwest Chamber of Commerce and Industry
- Mike Purslowe, Manager, RSM Business Local
- David O'Malley, CEO, Coral Coast Tourism
- David Bowman – Bright, Founder North Midlands Project

Overall the consultations revealed that Mingenew is seen externally as a forward looking, good community and Shire. Regional stakeholders were highly supportive of developing a growth narrative for Mingenew and each organisation felt they could play a role in assisting that for Mingenew.

The challenge for the region is nearly all of the shires are currently experiencing negative growth. There is a belief that they are also constrained by a lack of strategic thinking and capacity to work together. Shifting the dial on this challenge is critical for the region. All regional stakeholders are interested in working in a strategic way with the community and Shire of Mingenew.



## Review of Strategic Community Plan

### Key themes to emerge from regional consultations:

#### **Mingenew has good natural and human assets for Tourism:**

- Coalseam is seen as one of the three tourism hot spots in the region (Leseur and Kalbarri National Park are other two)
- Depot Hill is also rated as a good location for wildflowers
- The community could develop more formalised approach to tours using Geraldton and Dongara as the “local” market, and could do more structured ‘hinterland’ type tourism development as in other coastal regions across Australia (day trip hinterland).
- Night time star experiences (Astro Tourism) are also a key opportunity for Mingenew to extend stays and build more depth in visitor experience. This could be done by building some low key infrastructure in key spots and creating interactive experiences.
- Could build off European Space Facility (noting no one interviewed knew what happened here or what the specific opportunities were).
- Mingenew needs to build more depth into the Tourism product to extend the tourism visitation window and ensure the community has a product in dry years (when wildflowers not so good). Could deepen the product at places like Coalseam with more natural and cultural history, to build international tourism numbers. One example is having a season round display of wildflowers eg in a dome or developing gardens around town like Kings Park have done. Planting everlastings with a council truck to water at planting assists (majority of tourists want the carpets of plants).
- Also need to link with towns in the ‘trail’ from Perth through to Exmouth so product is linked and co-promoted.
- The community could tell more of its history and promote its identity more. For example Japanese tourists love honey, they love to pick things, they would like to feed an animal. Work with local farmers to build farm experiences that can tie in with the season that are group focussed and not require a full time tourism business.
- One of key issues for tourism is the lack of accommodation outside of the Van Park, which is very hard to solve because of seasonality. To justify the investment, it would need to be multipurposed. Need 20 good standard rooms to be able to hold groups moving between Perth and Exmouth. At the moment all groups pass through to Geraldton.
- Railway Station is believed to be a unique asset within region and could be developed as a studio, artist in residence space, project hub, place making activity space and/or visitor space to help tell the stories of the local community, and be a place that locals use.



## Review of Strategic Community Plan

### **Mingenew has comparative advantage in Agriculture, and is not necessarily utilising all its assets:**

- Mingenew has the largest grain holding facility in the southern hemisphere and hasn't been able to leverage this asset (noting that CBH has a role to play in achieving this). Identify value adding opportunities for agriculture, particularly in relation to this asset.
- Grower groups have done some regional planning and thinking about how to collaborate at scale. MIG is seen as progressive, a leader and is supporting the collaborative approach. How can this be leveraged for greater value for the community? What are the research and development issues that you can solve here, that offer value to agriculture (or the world?).
- Horticulture is a potential area of opportunity, and a Water for Food project assessment has been done on the water resource between Mingenew and Three Springs. Freight location may not be ideal, but the climate has proved ideal for growing vegetables and some fruits near Geraldton. Is there any comparative advantage with energy costs? Common packaging facility is in early discussion stages (developing near Geraldton) for the existing growers. What opportunities are there for Mingenew?
- Water supply opportunities – it was noted the Karara water pipeline travels through Mingenew and they are seeking additional water licence holdings and would need to gain the support of the neighbouring communities. Water pricing is always an issue in horticulture, could there be a partnership in relation to water useage for Mingenew.
- Some dry land aquaculture being developed at Morawa (qld groper) in Yarra Yarra Drainage system to convert salt water into more productive purposes.
- Corporatisation in agriculture could be a negative trend, but not sure of exact figure for Mingenew.

### **Supporting Business in Mingenew will take some concerted action in partnership with the community and region:**

- Industry development could be more prospective through active approach to commercial/industrial land development opportunities.

### **New Economy opportunities need to be on the table:**

- Digi farms project for North Midlands area is estimated to be around \$500,000, deployment estimated for North Midlands to be around late 2019.
- Could develop a vision to become a renewable power town and to use solar power. Three Springs in the best comparative position to sell renewable power back into the grid. Hydrogen a potential area of opportunity for Midwest but not Mingenew.
- Health and well-being area is a growing area and there could be jobs in this area for a community like Mingenew. Mingenew community is aging, could develop a strategy for positive aging in place and having an action plan for aged living.



## Review of Strategic Community Plan

### **Constraints to Growth are real but manageable:**

- Proximity to the coast makes it possible to live on the coast and work in Mingenew. What is preventing people from moving to Mingenew if they work here?
- One of the constraints mentioned was Mingenew is “the regions best kept secret” and needs to be better promoted to communities outside of the region.
- Digital infrastructure is critical.
- Need a regional education plan to help transition kids from year 6 into senior school, and link to schools where secondary students are going.
- All businesses need quality workers, could develop regional project to attract labour to the region through a BBRF (building better regions fund) project.
- Building retail food offering linking across the region and considering models for how to create the best and widest offering in each community.
- Volunteer burnout is an issue – instead of having 40 presidents, 40 treasurers, 40 secretaries can groups be amalgamated or consolidated so can transform those hours into services or activities delivered to the community.

### **What next – what is going on in region that Mingenew should be a part of?**

- Mid West Transport Strategy has not been publicly released, and contains some good analytics around Ag Freight. What role for Mingenew given it has a uniquely large grain holding capacity?
- Health Strategy for Midwest not adopted by Government, but WACHS is pursuing key initiatives identified. Scanning the key projects and programs and understanding their impact for Mingenew?
- North Midlands Project Super Region concept – looking at region as population of 6000 rather than 4200, encouraging working together as Shires, and understanding the outcomes the communities want to achieve and building and strengthening community capacity to support achieve that. Build an active partnership with this organisation.
- RSM Business Local is keen to engage with local business development opportunities and projects.
- Opportunity to develop more impact from Tourism but need to develop more depth, breadth and experiential components of existing (and potentially new) assets.



## Review of Strategic Community Plan

How does all this information get used?

The following flowchart shows you how it gets turned into the pieces of your Strategic Community Plan.



## Summary of Community and Regional Stakeholder Consultation Feedback for Community Strategic Plan

Name Community Member	Their feedback (summary)	Response
<b>Respondent 1</b>	<p><b>This member of community couldn't attend the workshop but sent his ideas on the day of the first workshop. They included:</b></p> <ul style="list-style-type: none"> <li>• Sports club - Rec Centre - Autumn Centre need to start consolidation, but has no opinion on which is more valued by community. 10 to 20 yr project but need to start now.</li> <li>• Air strip - suggestions to make it more user friendly including new entry to strip at northern end, Dunn's Aviation would consider putting bore in if that was considered (for water bombing).</li> <li>• CBH - increase storage in Mingenew and capture flow on advantages.</li> <li>• Services - good service providers in town, can this be extended and make it a good environment for business in Mingenew.</li> </ul>	<p>Great ideas which will mostly go into Corporate Business Plan (CBP) where they are too granular for the CSP.</p> <p>Other than air strip, all other projects have been raised and captured in consultation and covered in strategies.</p>
<b>Respondent 2</b>	<p><b>Email sent 31 January 2019:</b></p> <ul style="list-style-type: none"> <li>• Vision captures destination. Values sound like Mingenew.</li> <li>• Outcomes very broad - can they be more Mingenew specific? Can we say what makes Mingenew special and unique?</li> <li>• Strategies appear to repeat from 2012 version.</li> <li>• Health strategy needs to include telehealth, health education sessions eg 'on your feet' workshops.</li> <li>• Would like to see how community will be more engaged in enhancing and improving their lifestyle for current and prospective residents. Need health and well being strategies aimed at all generations, not just aged care</li> <li>• Need for a multipurpose gymnasium for general strength training, which would be a drawcard for potential residents as well as existing.</li> <li>• Health also incorporates mental health, and strategy is missing that component.</li> </ul>	<p>This feedback is very on trend with lifestyle and well being needs of contemporary communities.</p> <p>Strategies in this version (2019 vs 2012) are more focussed on developing sustainable models not service provision.</p> <p>Noted on innovation in health services- to be included in CBP.</p> <p>Gym project could be included in any forward planning for rationalising community facilities.</p> <p>Note need for healthy community services when do health care planning (next level down from this plan).</p>
<b>Respondent 3</b>	<p><b>Feedback form sent 14 January 2019:</b></p> <ul style="list-style-type: none"> <li>• Need continuity of plans because of changes in admin/ leadership means lost ideals/ideas.</li> <li>• Town needs a proactive CRC which can create opportunities.</li> <li>• CBH Interpretative centre in Little Well Reserve precinct - project to be funded by CBH.</li> <li>• Gardens important as they reflect on the town, fleabane becoming a problem, requires more regular spraying and whipper snipping.</li> <li>• Replace gazanias with native plants outside Museum - can be joint project.</li> <li>• Enthusiasm is infectious but we must be honest and open.</li> </ul>	<p>This feedback will be very useful for CBP and highlights the need to keep the town looking great to reflect the image you want as a progressive, go-ahead community.</p> <p>Have kept a good record of all the ideas that inputted into the strategy in the event of change in staff or leadership. Those records will also help when you review the plan in 2, and then 4 years time.</p>

Continued....

Name Community Member	Their feedback (summary)	Response
<p><b>Respondent 4</b></p>	<p><b>Email sent 31 January 2019:</b></p> <ul style="list-style-type: none"> <li>• Vision suggests maintaining status quo. Expect it to be more something to strive for. Should be aiming to improve the Mingenew lifestyle, and see no evidence that we are a forward thinking community, but hope we can be in the future.</li> <li>• Don't think "dare to be different" is Mingenew.</li> <li>• Outcome statements - environment seems to underpin them and think our people, infrastructure and service assets are much more important.</li> </ul> <p><b>Strategies feedback:</b></p> <ul style="list-style-type: none"> <li>• Global impact ag research and development is unlikely without significant support from research organisations. Perhaps a regional leader is more feasible.</li> <li>• Value capture for ag is limiting, we have other assets such as solar, wind and skilled people.</li> <li>• How does local banking model provide growth and value?</li> <li>• Tourism opportunities need to be expanded, innovation such as self guided apps, partnering with other service providers - felt this fitted better under Strategy 3.</li> <li>• Strategy 4 - regen power is a business opportunity but also is a selling point for people moving to the community.</li> <li>• Daycare is essential for economy growth.</li> <li>• Innovative health care model should be expanded to include all age groups. Opportunity to build on success of yoga, chiro and other allied health services for young people especially women, this would improve lifestyle.</li> <li>• Support community volunteers - given volunteer burnout - program to engage with is <a href="http://www.inclusionsolutions.org.au">www.inclusionsolutions.org.au</a> - as an example of how to organise ourselves - they provide access to pool of qualified volunteers.</li> <li>• Like the inclusion of Art Space and Hub for small businesses, assuming this includes remote worker spaces.</li> <li>• Like inclusion of digital infrastructure.</li> <li>• Missing - no mention of supporting active lifestyles for under 45's and children, rec infrastructure needs upgrading and sporting clubs need to function and grow.</li> <li>• Plan wants to attract 50 new people to town, but actions for service provision and lifestyle that attract people to town are not there.</li> <li>• What is most important? Economy growth and improving lifestyle through fitness and innovative spaces to work and gather.</li> <li>• Other feedback - there is no consistency in the Councils roles - confusing.</li> </ul>	<p>Vision redeveloped after 2nd community workshop.</p> <p>Forward thinking community and 'dare to be different' - have changed this language somewhat to reflect what Council and Community were comfortable with.</p> <p>Language around resource base changed slightly to ensure the relative importance of other assets.</p> <p>To remain - regional leader in R&amp;D won't attract additional resources or engage broader investment.</p> <p>Broaden to include other assets.</p> <p>Banking is an essential service, and could create investment in local projects.</p> <p>Ensure innovation in Tourism opports is included.</p> <p>Ensure included. Childcare is included. Will ensure health care model has all age groups included.</p> <p>Include this reference in CBP - good idea of how to organise volunteers.</p> <p>Check for inclusion</p> <p>Check for inclusion</p> <p>Check for inclusion</p> <p>Check wording</p>

Continued...

Name Community Member	Their feedback (summary)	Response
<p><b>Respondent 5</b></p>	<p><b>Email sent 29 January 2019</b></p> <ul style="list-style-type: none"> <li>• CSP is very unimpressive document.</li> <li>• Would like to see the financial and personnel resources available to carry out the Plan. Otherwise it will waste everyone's time.</li> </ul> <p>Questions:</p> <ul style="list-style-type: none"> <li>• Have read Shire Minutes and can't find where the Shire has agreed to review the CSP. When was community offered opportunity to express its desire.</li> <li>• Has a review been undertaken and has a report been written? That would give us a base starting point, what has been implemented, what is in the pipeline.</li> <li>• 2019 plan reads like a marketing person has written it. Slogans like Growing Mingenew are not appropriate. It must be serious and have defined areas such as economic, social, environmental objectives.</li> </ul> <p><b>Feedback:</b></p> <ul style="list-style-type: none"> <li>• Vision is where we are now, not where we want to be.</li> <li>• The plan is similar to 2012, many ideas are repeated, we do not require a totally new plan, what is required is a review of the 2012 plan.</li> <li>• SWOT should be undertaken - current financial and personnel resources need to be established to know what we can achieve, need to communicate this to the community, and can set KPI's and timelines</li> <li>• Goals should be measurable and realistic and broken into actionable steps, should specific who, timeline for start and finish, how it will be evaluated</li> <li>• Communication - vital for there to be 2 way communication between stakeholders and Shire Staff to gain experience and knowledge from community.</li> <li>• Services - should be incentives for people that work in Mingenew to live there.</li> <li>• Infrastructure - roads, housing (what is current Shire inventory), Sporting facilities, Shire buildings maintenance plan, digital infrastructure should include all Shire, make townscape attractive.</li> <li>• New ideas - solar power development, housing and light industrial development, space developments, crown land for community crop, approaches to corporate business.</li> <li>• Social development - skate park upgrade, Railway Stn and Town hall refurbishment to allow for art and cultural events, roller blading, badminton, gym, reunions. Develop innovative health care model.</li> <li>• CRC's role to be proactive and in area of childcare.</li> <li>• Mingenew Hill attraction.</li> <li>• Tourism - needs a separate plan put together by TPC and Shire, need to get into the State advertising, link to other organisations, do not attribute 2018 success to the Marketing company - can a facilitated T&amp;P meeting be organised.</li> </ul>	<p>Noted</p> <p>Granular level of detail that will be provided in Corporate Business Plan.</p> <p>Shire is required to review the plan and determined to do this in 2018. It was commenced in October 2018. A review was undertaken in meeting with the Council to understand what needed to be continued. At that meeting, Council determined to change the structure and develop a plan more focussed on growth.</p> <p>The choice of Strategic Framework is up to the Local Government, the areas the Shire have chosen include the usual areas but have used language that is designed to be engaging, as the document will be used to attract partners for implementation.</p> <p>It has been written by a Regional Development Specialist, and formatted by a Marketing specialist to be engaging and easy to read.</p> <p>Vision checked at Community workshop 2.</p> <p>SWOT - articulated in drivers of change section.</p> <p>Granular level of detail will be completed in the Corp Bus Plan.</p> <p>Communication included in Strategy 1.</p> <p>All other ideas noted in feedback are in SCP at the appropriate scale.</p>

Continued...

Name Community Member	Their feedback (summary)	Response
<p><b>Respondent 6</b></p>	<ul style="list-style-type: none"> <li>• Current community situation needs addressing - communication is urgently needed to address the issue of the supermarket. Why build new hubs or facilities if we can't support our supermarket? Could we build a purpose built building for a supermarket with plans for new business opportunities (hub).</li> <li>• Pride in our town - we are innovative and progressive, but clearly not everyone is on board. Many homes and yards are neglected and the weed situation is a concern. Is there a way we can engage people eg. through a committee such as Tourism and Promotions?</li> <li>• Love, love, love the Shire vision - positive vibe.</li> <li>• Good for young people but does it fit the 50+ age group. Does the word 'prosper' work?</li> <li>• Making business easy - not sure a light industrial incubator is the answer, has it been successful in other places. Offering an assistance package could be better idea.</li> <li>• Mingenew needs a change of mindset with the 'shop out of town' mindset.</li> <li>• There is great potential for employment opportunities in the area of health and recreation and we have professionals that could be asked to come together to explore future possibilities and ideas.</li> <li>• Lacking in recreation programs and additional health services for an older population who are no longer active in sport and who may need additional medical support (+60yr olds).</li> <li>• Majority of farmers move out of the district for retirement - need better health services for this age group to stop them leaving. Active and well ageing activities and strategy, might lead to employment activities.</li> <li>• Housing - Shire could consider prefabricated transportable housing</li> </ul>	<p>A Project like this can be incorporated into any of the facilities proposed under the SCP.</p> <p>This could be done by a tidy towns rate rebate or other mechanism.</p> <p>Review in Community Workshop 2. Vision changed following second workshop.</p> <p>To be considered when this project is planned in more detail.</p> <p>Include under Active and well being strategy area.</p> <p>Include under Active and well being strategy area.</p> <p>Include under Active and well being strategy area.</p> <p>Housing Strategy</p>
<p><b>Respondent 7</b></p>	<p><b>Developed a draft Mingenew Strategic Community Plan which has the following ideas within it:</b></p> <ul style="list-style-type: none"> <li>• Align with the 7 pillars under the Midwest Blueprint</li> <li>• Suggested vision: "Mingenew is highly liveable, affordable, clean, safe, vibrant, welcoming, forward thinking community that offers a great lifestyle and opportunities for all to thrive and prosper." "As people we are resilient, adaptive, proactive, innovative, dynamic, proud and empowered to drive our own future."</li> <li>• Increase in population is a critical success factor.</li> <li>• Need regulatory, community and digital/comms infrastructure.</li> <li>• Good ideas included on external funds and grants.</li> <li>• A range of actions under each pillar/objective area that can be referenced when developing the Corp Bus Plan.</li> </ul>	<p>The Midwest BP is not a statutory plan and is no longer a government priority for investing. Suggest that SoM is aware of the document but not align unless it becomes a document used by State or Federal governments.</p> <p>Vision tested in community workshop 2. New vision developed/</p> <p>Include in Corp Bus Plan Refer when developing Corp Bus Plan</p>

Continued....

Name Community Member	Their feedback (summary)	Response
<b>Respondent 8</b>	<p><b>Meeting held on the 12th March 2019</b></p> <ul style="list-style-type: none"> <li>• 'Outback Beds' – how do I set up a station for tourism – SA and NSW has a good model.</li> <li>• Blueprint - Albanese looking to invest more in LG (where competitive advantage exists)</li> <li>• Mining Procurement Database – will include Mingenew</li> <li>• Pop up shops – will work with local businesses or people wishing to start a pop up business, particularly in tourism season</li> </ul>	Strategies align with this feedback
<b>Respondent 9</b>	<p><b>Meeting held on the 12th of March 2019</b></p> <ul style="list-style-type: none"> <li>• Doc easy to read; good flow <ul style="list-style-type: none"> <li>• Key focus areas: Tourism (Abrolhos, Road Trip State, WFC projects are aligned) <ul style="list-style-type: none"> <li>• Day trip packages</li> <li>• Night time experiences eg. laser light night time experience</li> <li>• See you in Mingenew campaign has been excellent - getting good feedback about the campaign</li> </ul> </li> <li>• Agribusiness (Horticulture &amp; Aquaculture), Space + Astrotourism <ul style="list-style-type: none"> <li>• R&amp;D Foundation Committee (roadmap exists)</li> <li>• Want to coordinate R&amp;D better</li> </ul> </li> </ul> </li> <li>• Renewables <ul style="list-style-type: none"> <li>• EV Charging (not high priority)</li> <li>• BTM</li> <li>• Kalbarri Microgrid</li> </ul> </li> <li>• Small business/local content (focus for Premier) <ul style="list-style-type: none"> <li>• Policy-setting space; concerns that State policies don't provide regional opportunities</li> </ul> </li> <li>• Have projects ready to go for next election (2 years away) "jobs and growth"</li> <li>• ArtBelt <ul style="list-style-type: none"> <li>• REDS - projects can be funded up to \$200k, each region gets \$700k.</li> </ul> </li> <li>• Infrastructure <ul style="list-style-type: none"> <li>• Digital Farms - happening over next 2 years</li> <li>• Regen power - Hydrogen on radar, EV charging stations – talk to RAC, could Mingenew become a community that has the cheapest power in the Midwest?</li> <li>• Strategic Rds <ul style="list-style-type: none"> <li>• Carnarvon Muehea Rd</li> <li>• Meeka-Wiluna</li> </ul> </li> </ul> </li> <li>• Incubator <ul style="list-style-type: none"> <li>• Trade gaps?</li> <li>• Linkage with industry/foundation</li> </ul> </li> <li>Community foundation? <ul style="list-style-type: none"> <li>• Could set up organisation to accept bequests</li> <li>• Revenue provides sustainable income</li> <li>• E.g. Morawa trust (elected reps from community, mining company rep, shire pres)</li> </ul> </li> <li>• Migrant workers <ul style="list-style-type: none"> <li>• Dalwallinu</li> </ul> </li> <li>• CRC <ul style="list-style-type: none"> <li>• Enterprise hubs</li> </ul> </li> </ul>	Strategies align with this feedback

Continued...

Name Community Member	Their feedback (summary)	Response
<p><b>Respondent 10</b></p>	<p><b>Meeting held on the 12th March 2019</b></p> <ul style="list-style-type: none"> <li>• Leverage 'Grain Capital' status <ul style="list-style-type: none"> <li>• R&amp;D/science</li> </ul> </li> <li>• RSM Business Local can't engage with primary producers but can do: <ul style="list-style-type: none"> <li>• Ag bi-products eg. lupin flour</li> <li>• Value-add <ul style="list-style-type: none"> <li>• Business planning</li> <li>• Marketing</li> <li>• Financial management</li> </ul> </li> </ul> </li> <li>• Female farmers - do they want to start up businesses? <ul style="list-style-type: none"> <li>• Co-op store space - could community buy IGA?</li> </ul> </li> <li>• Digital capacity</li> </ul>	<p>Strategies align with this feedback</p>
<p><b>Respondent 11</b></p>	<p><b>Meeting held on the 12th of March 2019</b></p> <ul style="list-style-type: none"> <li>• Non-member attendance at BAHs - encourage Mingenew businesses to come; Networking opportunities for local businesses</li> <li>• Workshops (e.g. Legal), and can do support services such as negotiating a lease</li> <li>• Can assist with tackling markets outside of Mingenew - trade and business facilitation</li> <li>• Tour products <ul style="list-style-type: none"> <li>• Chinese market</li> <li>• Space</li> </ul> </li> <li>• Renewable energy <ul style="list-style-type: none"> <li>• Geraldton community energy</li> </ul> </li> <li>• Paddock to plate <ul style="list-style-type: none"> <li>• Clustering/food tourism</li> <li>• Food as a drawcard</li> <li>• Promoting local produce or bush tucker</li> </ul> </li> </ul>	<p>Strategies align with this feedback</p>

Continued...

Name Community Member	Their feedback (summary)	Response
<b>Community Workshop 12th March 2019</b>	<p><b>Check if the Shire requires a Service Delivery Plan.</b></p> <p><b>Feedback on the Vision:</b></p> <ul style="list-style-type: none"> <li>• Word prosper - doesn't work - try alternatives</li> <li>• Punches above its weight - try is ambitious and gets results</li> <li>• Community that pursues success</li> <li>• Pursues a better future</li> <li>• Leaders - amongst our peers</li> </ul> <p>Mission - try local community, existing and potential partners and investors</p> <p>Areas of focus (set matrix for more detail):</p> <ul style="list-style-type: none"> <li>• Yrs 1 - 4: Health, housing, childcare, digital</li> <li>• Yr 1: Tourism, volunteer efficiency</li> </ul> <p>Feedback after workshop:</p> <ul style="list-style-type: none"> <li>• Non Govt funding eg. tourism infrastructure, council/ community will require minimum of 20% for projects to leverage state/federal funds, 10% in-kind allowed.</li> </ul>	<p>Service Delivery Plan not part of the requirements under the Integrated Planning Framework for WALGA</p> <p>New vision incorporates key concepts</p> <p>Priorities from Workshop noted and to be integrated into Council planning for the Corporate Business Plan</p> <p>Feedback on funding and leverage noted</p>
<b>Respondent 5 (2)</b>	<p><b>Received in post 21st March 2019</b></p> <ul style="list-style-type: none"> <li>• Community fatigue mentioned in opportunities section</li> <li>• Community hub - will this be part of CRC role</li> </ul> <p><b>Wording for vision:</b></p> <ul style="list-style-type: none"> <li>• Mingenew will be a leading, progressive, sustainable and a safe community for the benefit of all who live here</li> </ul>	<p>Move to another section - not an opportunity</p> <p>To be determined when project planning occurs</p> <p>New Vision statement incorporates core concepts</p>
<b>Respondent 7 (2)</b>	<p><b>Received via email</b></p> <p>Good ideas on external funds, sources and how to tackle the leveraging of funding.</p>	<p>Noted for implementation of Corporate Business Plan</p>

Matrix of how people voted in the Community Workshop				
	High Priority Year 1	High Priority Years 1 - 4	Where would you put your resources (time, \$, other)	What would you be prepared to pay extra rates for?
Health - focus on allied health, digital health, attract professionals, activities and education		8	2	
Housing - land and housing to attract long term housing (start with audit), innovative housing model		8	1	1
Childcare - investigate family day care model, after school care and holiday care		6		
Digital - available, reliable, cost effective		7	1	1
Townscape/public spaces/streetscape plan			1	2
Economic Development	1	3		
Tourism	4	2	5	
The Vibe	1			
Volunteer efficiency	1	1	3	
Community Facilities (building audit)		2		
Road Network		1		
Business Incubator		1		
Infrastructure (baseline to maintain or improve)	1	2		
Community land cropping				
Communication and Partnership	1			
Education (school)		1		
Social Enterprise				2
Small business support	1	1		
Financial sustainability	1			
Resource Management	1			
Cultural Heritage			1	

8.0 ELECTED MEMBERS/MOTIONS OF WHICH PREVIOUS NOTICE HAS BEEN GIVEN  
Nil

9.0 NEW BUSINESS OF AN URGENT NATURE INTRODUCED BY DECISION OF MEETING

9.1 ELECTED MEMBERS  
Nil

9.2 STAFF  
Nil

10.0 CONFIDENTIAL ITEMS  
Nil

11.0 CLOSURE  
The President closed the meeting at 5.20pm.

These minutes were confirmed at an Ordinary Council meeting on 15 May 2019.

Signed \_\_\_\_\_  
Presiding Officer

Date: \_\_\_\_\_