



# Special Meeting of Council

## Notice of Meeting | 11<sup>th</sup> February 2020

Dear Councillors

Pursuant to Section 5.5(2) of the Local Government Act 1995 and Regulations of the Local Government (Administration) Regulation 1996, notice is hereby given that a Special Meeting of Council will be held on Tuesday 11<sup>th</sup> February 2020 in the Shire Council Chambers commencing at 5.00pm.

The purpose of the meeting is for Council to consider the Officer's Report on the Tender for the Supply and Installation of Sports Lighting at the Quairading Greater Sports Ground and the endorsement of the Tourism Development Strategic Plan

MEETING AGENDA ATTACHED

*Nathan Gilfellon*

**Nathan Gilfellon**  
**ACTING CHIEF EXECUTIVE OFFICER**

Date: 11<sup>th</sup> February 2020

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### Disclaimer

Members of the public should note that in any discussion regarding any planning or other application that any statement or intimation of approval made by any member or officer of the Shire of Quairading during the course of any meeting is not intended to be and is not to be taken as notice of approval from the Shire of Quairading. No action should be taken on any item discussed at a Council meeting prior to written advice on the resolution of the Council being received.

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# SHIRE OF QUAIRADING

## ITEM 1 OPENING & ANNOUNCEMENTS

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The Shire President opened the Meeting at \_\_\_\_\_ pm.

“Before we start our Meeting, I would like to acknowledge that we are meeting on Noongar / Ballardong land and we pay respect to the original custodians...past, present and future and welcome you all here today for this Meeting”.

## ITEM 2 ATTENDANCE AND APOLOGIES

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### Councillors

Cr WMF Davies	Shire President
Cr JN Haythornthwaite	Deputy Shire President
Cr JW Haythornthwaite	
Cr JR Hippisley	
Cr B McGuinness	
Cr PD Smith	
Cr TJ Stacey	

### Council Officers

Mr A Rourke	Executive Manager of Works & Services
Mr N Gilfellow	Executive Manager of Corporate Services
Mr RM Bleakley	IPR/Strategic Projects Officer
Mrs A Strauss	Executive Officer

### Observers/Visitor

### Apologies

Mr GA Fardon	Chief Executive Officer
Cr BR Cowcill	

### Leave of Absence Previously Granted

## ITEM 3 PUBLIC QUESTION TIME

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Public may only ask questions relating to the Items for Consideration on the Special Council Meeting Agenda

## ITEM 4 DECLARATIONS OF INTEREST

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Councillors to use pro forma declaration of interest handed to Chief Executive Officer prior to meeting or verbal declaration of interest.

- Declarations of Financial Interest – Local Government Act 1995 Section 5.60a
- Declarations of Proximity Interest – Local Government Act 1995 Section 5.60b
- Declarations of Impartiality Interest – Administration Regulations 1996 Section 34c.

## ITEM 5 MATTERS FOR CONSIDERATION – WORKS

### 5.1 RTF 02-19/20 - Supply and Installation of Sports Lighting at the Quairading Greater Sports Ground

<b>Meeting Date</b>	11 <sup>th</sup> February 2019
<b>Responsible Officer</b>	IPR&SPO Richard Bleakley
<b>Reporting Officer</b>	IPR&SPO Richard Bleakley
<b>Attachments</b>	(i) Lighting Layout (ii) Flightpath (iii) Evaluation Matrix (Confidential) – Under separate cover (iv) Sage Tender Assessment (Confidential) – Under separate cover (v) Project Costings (Confidential) – Under separate cover
<b>Owner/Applicant</b>	Shire of Quairading
<b>Disclosure of Interest</b>	Nil

#### OFFICER RECOMMENDATION

That Council: -

- 1 **Accept RTF 02-19/20 - Supply and Installation of Sports Lighting at the Quairading Greater Sports Ground Tender from Future Power as the preferred Contractor for the Oval Lighting Project with a value of \$186,794.33 (incl. GST);**
- 2 **Approve a Budget Adjustment of \$15,000 to \$190,090 for the Oval Sports Lighting Project from Budget Surplus; and**
- 3 **Authorise the Chief Executive Officer to proceed with negotiations with Future Power WA to finalise cost, design and specifications of the Oval Lighting Project, and the preparation and signing of the Contract.**

**VOTING REQUIREMENTS – Absolute Majority**

#### IN BRIEF

- In 2018 Oval Lighting Poles were inspected by MKM Consulting Engineers and were deemed to be a serious hazard risk to the community due to the corrosion of the pole footings.
- The poles were dismantled and removed in December 2018.
- CSRFF Small Grant funding (\$43,618) was approved for the Project – August 2019
- Council made an allocation in the 2019/20 Budget for the Oval Lighting project (\$175,090)
- Project design and Scope of Works completed in December 2019 and Request for Tenders advertised in January 2020.
- Four Tenders were received at the closure of tenders on 31<sup>st</sup> January 2020
- Assessment for Tenders completed and to be submitted to Council at Special Meeting 11<sup>th</sup> February 2020.
- Projected completion date of the Project is mid-June 2020.

## MATTER FOR CONSIDERATION

Selection of Contractor for the Procurement, Manufacture and Installation of Four (4) Light Poles and Lighting for the Recreation Oval.

### BACKGROUND

In 2018 Oval Lighting Poles were inspected by MKM Consulting Engineers and were deemed to be a serious hazard risk to the community due to the corrosion of the pole footings.

The poles were dismantled and removed in December 2018.

This has created an opportunity for the Shire to both renew and upgrade an infrastructure asset which was due for replacement in the next 5 years.

The Community Grants Team were requested to seek external funding to assist in the replacement and upgrading of the oval lighting.

An application was made for Federal Funding under the Community Sports Infrastructure Program (2018/19). This application was unsuccessful.

A further submission was made to the State Government under the CSRFF Small Grants Program 2019/20 (Projects <\$200K; State 1/3; Shire 2/3). This application was successful.

The Shire was allocated \$43,618 under the Small Grants Program with the project to be completed by 30<sup>th</sup> June 2020.

As an interim measure the Shire has hired mobile lighting for the training season of 2019, and will for the start of the 2020 training season

Sage Consulting Engineers were initially engaged to draft a Terms of Reference for the design of the Oval Lighting System in September 2019. They were then contracted to draw up the Design, Scope of Works and "Opinion of Probable Cost" of the Project. These were completed in December 2019 in preparation for Requests for Tender.

An allocation of \$157,200 (ex GST) was made in the Council Budget for 2019/20 with an additional \$17,890 allocated in the 2019/20 November Budget Review.

• Municipal	\$17,890
• Building Reserves	\$113,582
• CSRFF (Small Grants)	\$43,618
Total	\$175,090

Breakdown of Budget Allocation (ex GST) is:

• Oval Lighting	\$165,700
• Project Management	\$9,390
Total	\$175,090

Project proceeded to Tender in January 2020 with eighteen parties expressing interest.

Request for Tenders closed on 31<sup>st</sup> January 2020.

A total of four (4) Tenders were received.

Tender evaluations have been conducted by IPR and Strategic Projects Officer, and Sage Consulting Engineers and presented in the Evaluation Matrix (Attachment under separate cover).

- Costings (incl. GST) ranged from \$186K to \$227K
- Project completion dates ranged from three months to four months.
- Warranties
  - Defects period – 12 months
  - Lighting component – 5 years

Following selection of Contractor and finalising of contract, the project will commence.

Estimated timeframe for project is approximately 15 weeks.

### STATUTORY ENVIRONMENT

Local Government Act 1995

### POLICY IMPLICATIONS

FIN.2 Purchasing Policy (adopted 27/09/2018).

### FINANCIAL IMPLICATIONS

#### Short term:

Project costings were based on Opinion of Probable Costs drawn up by Sage Consulting Engineers. Financial implications are unknown until the tendering / contract process is completed.

The current budget of this project is \$175,090. The estimated cost of this project with the preferred supplier is \$169,813.02 (ex GST). Project management costs for the project is approximately \$16,500 with the remaining \$3,776.98 as the project contingency.

An additional \$15,000 will be required to meet both the project delivery and the project management costs.

### STRATEGIC IMPLICATIONS – Strategic Community Plan 2017 - 2027

#### Social Objective: Active, healthy, safe and inclusive community

ITEM	OUTCOMES AND STRATEGIES
S1	Active community
S1.1	Provide facilities and support participation in sport and recreational activities, facilities and clubs
S1.2	Promote increased participation in the social and cultural life of the community

#### Governance Objective: Strong governance and community engagement

ITEM	OUTCOMES AND STRATEGIES
G1	Robust Integrated Planning and Reporting (IPR)
G1.1	Continual improvement in IPR, transparency and accountability
G3	Community Engagement
G3.1	Provide appealing opportunities for the community to participate in decisions that affect them
G3.2	Collaborate with the community to achieve desired outcomes

### COMMUNITY CONSULTATION

Major users of the Recreational Oval were consulted during the planning phase of the project (Football Club and Hockey Club)

### RISK ASSESSMENT – Risk Management Policy and Risk Management Governance Framework Applicable.

#### ***Financial - Risk Matrix Rating is considered Low***

Process for selection of Tenderer has complied with Shire’s Purchasing Policy, and the WALGA RfT Framework.

#### ***Health – Risk Matrix Rating is considered Low***

Tenderer was required to provide an OSH Plan for the delivery of the project.

#### ***Reputation – Risk Matrix Rating is considered Low***

Due diligence has been conducted to ensure the Shire minimises its risk through the selection process of the Contractor.

Project management protocols will be in place to monitor the delivery of the project.

All Tenderers have been required to provide a Quality Assurance Plan for the delivery of the project.

***Operation – Risk Matrix Rating is considered Low***

Project management protocols will be in place to monitor the delivery of the project.

Contractor has been required to provide a Quality Assurance Plan for the delivery of the project.

Extensive engagement with CASA and the Royal Flying Doctor Service was conducted to ensure the lighting design complied with CASA standards as the Oval is in the flight path on the western approach.

***Natural Environment – Risk Matrix Rating is considered Low.***

Lighting system has adopted the use of LED lighting which will further reduce the Carbon Footprint of the Shire as well as reduce the operating costs and increase the overall life of the system.

**COMMENT**

A total of 4 Tenders were received, three in compliance with the Term of Reference for the Tender.

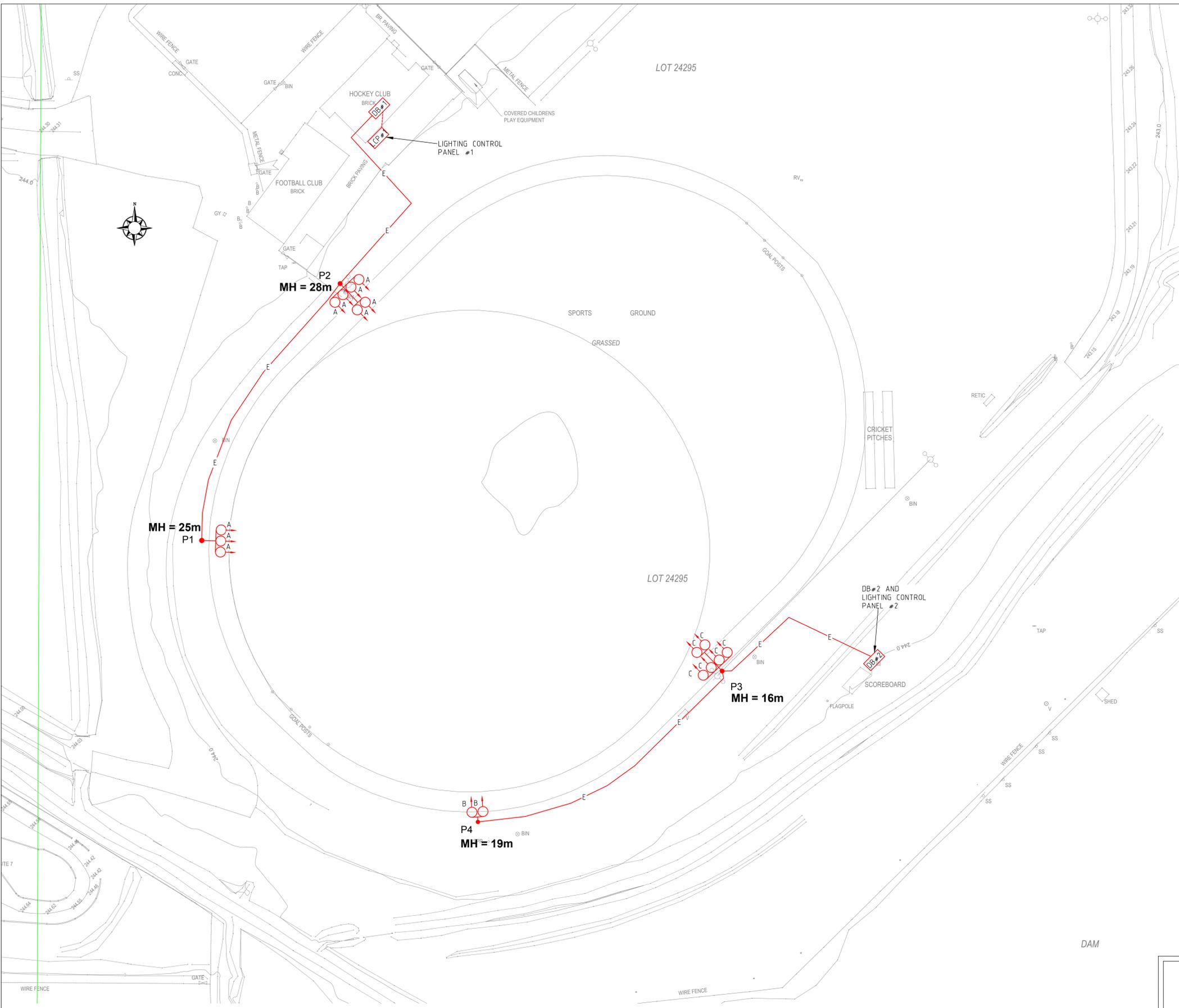
A fourth Tenderer was rejected for not meeting the minimal requirements of the Tender – no supporting documentation.

Level of professionalism of submissions by three remaining tenderers was of a very high standard.

Reference checking indicated that all three have a comprehensive history of delivering Sports Lighting Projects regionally and metro area with longstanding relationships with client organisations.

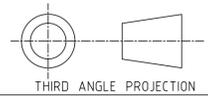
All submissions were assessed based on compliance and qualitative criteria and ranked accordingly.

All shortlisted candidates were followed up with reference checks.



0 5000 10000 20000 30000  
Full Size 1:500 ; Half Reduction 1:1000  
SCALE (mm)

ALL DIMENSIONS ARE IN MILLIMETRES  
DRAWN IN ACCORDANCE WITH AS1100-1992  
DO NOT SCALE



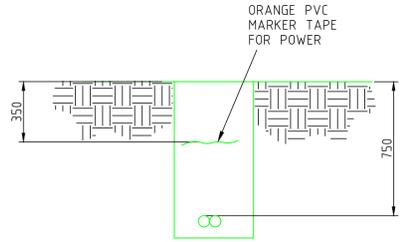
LEGEND

- POLE
- FLOODLIGHT
- E- CABLE/CONDUIT ROUTE
- DB# SWITCHBOARD
- WESTERN POWER PILLAR
- ACO 66 CABLE PIT

DESIGN TO AS 2560.2.3 LIGHTING FOR FOOTBALL (ALL CODES):  
50LUX - BALL & PHYSICAL TRAINING

POLE LOCATIONS - GPS COORDINATES GRID SYSTEM MGA 94

Pole No	EASTING	NORTHING
P1	538234.988	6458226.733
P2	538269.487	6458290.711
P3	538364.785	6458194.213
P4	538303.868	6458156.633



CABLE TRENCH ILLUSTRATION (TYPICAL)  
SCALE 1:20 @ A1



**WARNING**  
CONTRACTOR TO CONFIRM THE LOCATION OF ALL SERVICES PRIOR TO COMMENCEMENT OF WORKS.

WARNING

**BEWARE OF UNDERGROUND SERVICES**  
The locations of underground services are approximate only and their exact position should be proven on site. No guarantee is given that all existing services are shown.

**BEWARE OF OVERHEAD POWER LINES**  
Minimum clearances for Streetlight Pole/  
Luminaire to Overhead Power Lines  
Low Voltage - 1m  
High Voltage - 3m  
Extra High Voltage - 6m  
**COMPLY WITH AS/NZS7000 CLEARANCES**

ISSUE	REVISION	DATE	CHECKED	ISSUE	REVISION	DATE	CHECKED
A1	A	4/12/2019	M.D.S.	ISSUED FOR TENDER			
				REVISION			

**SAGE CONSULTING ENGINEERS Pty. Ltd.**  
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ELECTRICAL SERVICES  
SHIRE OF QUAIRADING SPORTS FIELDS  
QUAIRADING RECREATIONAL GROUND  
SPORTS LIGHTING  
SITE PLAN

DESIGNED	DRAWN	CHECKED
M.D.S.	IA	M.D.S.
DATE	SCALE	PROJECT No.
15/11/2019	1:500 @ A1	2801
AS/NZS ISO 9001:2008	Certificate No. 9000 254	E1A
		SHEET 1 OF 5



**ITEM 6 ECONOMIC: GROWING ECONOMY & EMPLOYMENT OPPORTUNITIES****6.1 Tourism Development Strategic Plan**

<b>Meeting Date</b>	11 <sup>th</sup> February 2020
<b>Responsible Officer</b>	CEO Graeme Fardon
<b>Reporting Officer</b>	EMCS Nathan Giffellon
<b>Attachments</b>	(i) Quairading Tourism Development Strategy (ii) Quairading Tourism Development Strategy Costings
<b>Owner/Applicant</b>	Shire of Quairading
<b>Disclosure of Interest</b>	Both CEO and EMCS are Members of the Tourism Working Group

**OFFICER RECOMMENDATION**

That Council :-

1. **Endorse the Quairading Tourism Development Strategy 2020.**
2. **Submit the Strategy with proposed Shire Actions to the 2020/2021 Budget Workshops.**

**VOTING REQUIREMENTS – Simple Majority**

**IN BRIEF**

- Council resolved to seek an MOU with the Quairading CRC and the Tourism and Tidy Towns Committee on Tourism Services and Facilities
- A Steering Committee was established in 2018 consisting of Councillors and Senior Staff, Chairperson of the Community Resource Centre Inc, Coordinator of the CRC and representatives of the QT&TTC with the objective of developing an Agreement / Strategy for the development of tourism services and facilities in the district with the aim of increasing tourism visitations/stays and increasing economic benefit to the local economy.
- Work by the Steering Committee has progressed during 2019 and early 2020 preparing a Tourism Development Strategy and an Action Plan.
- Previous Community Consultations have been included in the Strategy document.
- Consultation on the Strategy was in the form of an attended “Pop Up Display” in the Main Street Shopfront, Face to Face meetings with Businesses and also with representatives of the Reconciliation Action Plan Committee.

**MATTER FOR CONSIDERATION**

Endorsement of the Tourism Development Strategy and Action Plan

**BACKGROUND**

The Quairading Tourism Development Strategy (the Plan) was developed over multiple meetings and workshops by the Quairading Tourism Steering Committee made up by members from the Shire of Quairading, Quairading Community Resource Centre and the Tidy Towns Committee. The Group first meet on the 12<sup>th</sup> of October 2018 and over the following 15 months developed the Plan.

This process involved the reviewing of other strategies from other regions, a SWOT analysis of the current Quairading Tourism climate, congregation of the district’s destination profile all leading to the creation of goals, strategies and actions to increase tourism in the district.

## STATUTORY ENVIRONMENT

N/A

## POLICY IMPLICATIONS

N/A

## FINANCIAL IMPLICATIONS

The 2019/20 Budget has the following Budget allocations for Tourism Development and improved District marketing: -

- Tourism Development Strategy \$10,000
- Tourist Promotion \$5,000
- Refurbishment of Main Street Signage and main Entry Sign (Ashton Street Corner) \$10,000
- Capital – Street Signage (includes, Banners, Tourism Signage and Updated Town Maps) \$20,000, including \$10,000 Grant Funding from the Federal Government.

The current budget and expected future estimates are outlined in Attachment 11.1(ii)

Council will need to consider the proposed Actions and Proposals as part of the 2020/2021 Draft Budget Workshops in formulating the 2020/2021 Budget.

## STRATEGIC IMPLICATIONS – Strategic Community Plan 2017 - 2027

**Economic Objective: Growing economy and employment opportunities**

ITEM	OUTCOMES AND STRATEGIES
ED1	Economic diversity and resilience
ED1.1	Economic and tourism development, including: <ul style="list-style-type: none"> <li>▪ adopt “Small Business Friendly Local Governments” program</li> <li>▪ review potential of the community’s existing assets and facilities to drive improved economic outcomes</li> <li>▪ leverage Federal and State Government priorities and programs (e.g. building the capacity of local industry to undertake Local and State Government contracts)</li> <li>▪ work with stakeholders to determine facilitation approach to business and jobs growth</li> </ul>
ED2	Tourism facilities and services
ED2.1	Contribute to readily accessible visitor information and services, including good quality, affordable visitor accommodation

## COMMUNITY CONSULTATION

The Draft Tourism Plan was presented to the selected members of the RAP committee and Businesses within the Shire of Quairading. Feedback was included within the Plan and has been attached as appendices in the Plan before the Plan was ratified. The Launch of the Plan is to occur on the 19<sup>th</sup> of February 2020 with the document remaining a ‘live’ Plan to encourage continued consultation and community involvement.

## RISK ASSESSMENT – Risk Management Policy and Risk Management Governance Framework Applicable.

Financial - Risk Matrix Rating is assessed as Low. The costs of this Plan have been outlined in attachment 11.1(ii). Actions proposed in the Strategy for the 2019/2020 Financial year are covered by existing approved Budget Allocations. Future proposed actions are to be considered for the 2020/21 Budget and subsequent years.

Health – Risk Matrix Rating is assessed as Low.

Reputation – Risk Matrix Rating is assessed as Low. The Strategy outlines the Shires role in tourism and economic development within the Quairading District. Reputational risk is mitigated with the Strategy setting out the agreed actions and resources required by the Council, Community Resource Centre and the Tourism & Tidy Towns Committee. All actions are subject to the resources and funding available for each of the three organisations party to this Strategy. Given Council's previous stated intention to achieve an MOU on Tourism and Council's critical role on the provision of Facilities and infrastructure, there is Reputational Risk if Council were not to participate in the Strategy.

Operation – Risk Matrix Rating is assessed as Low. Strategy proposes Actions and Outcomes that are within Council's existing resources and operational structure.

Natural Environment – Risk Matrix Rating is assessed as Low. Strategy recognises the significance and uniqueness of the District's Nature Reserves and any increase impact on the Reserves from Tourism will need to closely monitored and managed.

# Quairading Tourism Development Strategy

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## Acknowledgements:

The Shire of Quairading would like to thank everyone who participated in the discussions, workshops and surveys to develop our Tourism Development Strategy. Your support and involvement has created an in-depth plan with practical actions coupled with inspirational visions for the future of Quairading. The Shire of Quairading looks forward to working in collaboration with the community to advance tourism over the next five years.

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## Executive Summary

The very experiences and sights that locals to the Shire of Quairading and the region tend to take for granted are the things that amaze and excite metropolitan, interstate and international visitors and travellers alike. From lush green paddocks of wheat and acres of brilliant yellow canola, to friendly, welcoming locals, our pristine night skies and the plethora of wildflowers lining the roadside - Quairading has much to offer.

Tourism is one of the fastest growing industries in Australia and a key factor in driving economic growth throughout regional Western Australia. Tourism has historically not been a major focus of the Shire of Quairading and its potential as an economic and community driver is only now starting to be realised. Travellers often are not aware of local government boundaries so it is imperative that regional cooperation is foremost when developing tourism initiatives and experiences.

The Shire of Quairading has committed to developing a sustainable future for the Shire with improved social and economic outcomes for its residents. The Quairading Tourism Development Strategy considers that the development of tourism to attract more visitors is essential, both to the sustainability of our unique natural, cultural and historic attractions and to the creation of employment and prosperity to our residents. It provides a strategic and integrated framework to guide the shared management, development and marketing of tourism for Quairading over the next five years.

## 1. Introduction & Background

As a result of strong community demand, the Shire of Quairading in collaboration with the Quairading Community Resource Centre Inc (Quairading CRC) and the Quairading Tourist and Tidy Town Committee (QTTTC), have developed the Quairading Tourism Development Strategy (the Strategy).

The Strategy outlines a shared community vision to pursue tourism planning as a means of economic and community development, as referenced in the Shire of Quairading's Strategic Community Plan 2017 – 2027.

The Strategy has been informed by the Quairading Tourism Steering Committee, taking into consideration previous consultation with local business owners, volunteer organisations and community members through:

### 30 Under 30

Engagement workshop for 17 – 35 year olds held in June 2016. Organised by Quairading CRC on behalf of Shire of Quairading and facilitated by Professor Gary Stockport from University of Western Australia.

### Business Sundowner

Held at and hosted by the Shire of Quairading for local businesses in October 2016. Facilitated by Caroline Robinson from Wheatbelt Business Network.

### Valuing Visitors Training

Workshop held at the Quairading CRC for customer facing employees and interested community members in September 2017. Training delivered by Jurek Leon from Terrific Trading.

### Thrive to Survive

Community forum organised by the Quairading CRC and held at the Quairading Club as part of RDA Wheatbelt's Enterprising Communities program. Facilitated by Anna Dixon from Creative IQ.

#### Business After Hours: Main Street Walk

Discussion onsite around the visitor experience in our main street, held in September 2018. Organised by Quairading CRC and facilitated by Caroline Robinson from Wheatbelt Business Network.

#### Pop Up Tourism Strategy Consultation

Hosted pop up sessions held in July and August 2019 in the IGA pop up space.

The Strategy describes the current actions and environment from which the Quairading community approaches tourism and includes a framework of strategic goals that will:

- facilitate decision making by Council
- support economic growth
- provide direction for tourism stakeholders
- encourage community collaboration
- enable integrated planning and review
- encourage planning for assets and initiatives that are sustainable and enhance "what we already have"
- form the basis for development of new products, services or experiences for the tourism market in the future

### **1.1 Steering Committee**

The Steering Committee was formed in order to bring together key 'tourism' stakeholders to develop a plan to enhance and promote Quairading. It is made up of members from:

- Shire of Quairading
- Quairading Community Resource Centre Inc (Quairading CRC)
- Quairading Tourist & Tidy Town Committee (QTTTC)

### **1.2 Community Stakeholders**

- Shire of Quairading
- Quairading Community Resource Centre
- Quairading Tourist & Tidy Town Committee
- Hospitality business (Quairading Hotel, Quairading Motel, Quairading Club, Golden Grain Cafe & Bakery, Quairading Co-op, Quairading BP, Flavour Town Catering)
- Service businesses (Quairading Agri Services, Primaries, Quairading Tyre & Battery Supplies, Quairading Smash Repairs, Ag Implements)
- Other local small businesses (Loose Stitches, Quairading Clinicare Pharmacy, Quairading Garden & Gifts, Quairading Book Post, Art & Collectables Bazaar)
- Local organisations (Quairading Creative Arts Society, Quairading Vintage Machinery Club Inc, Quairading Agricultural Society, Quairading Curtain Raisers, Quairading Photo Club, RAP Committee)

## **2. Objectives**

The objectives of the Quairading Tourism Development Strategy are:

1. To promote Quairading as a quality place to live, work and play.
2. To encourage and support economic development, liveability and sustainability in Quairading.

### 3. Quairading Destination Profile

Quairading is an attractive town nestled in the Central Wheatbelt of Western Australia, just 167km east of Perth on the York-Quairading Road.

We are a farming community with a population of about 1100, producing cereal and grain crops (heaps of wheat, barley and stunning canola!), forestry (like sandalwood!), wool, sheep and cattle, supported by rural service industries. Our community provides a variety of volunteer-run cultural, sporting and social activities.

Our extensive offering of Shire facilities is complemented with a number of locally owned hospitality business and natural attractions. With various accommodation options, Quairading is the perfect destination for a weekend in the country, or as a base to explore the wide open Wheatbelt from.

Perth to Quairading via the Great Southern Highway and York-Quairading Road provides a safe route parallel to the Great Eastern Highway and opens up a convenient alternative when travelling to Wave Rock, Esperance, Merredin and all points east, including Kalgoorlie / Boulder and the Eastern States.

The district also includes the localities of Pantapin, Yoting, Badjalng, Dangin, South Caroling, Balkuling, Doodenanning & Wamenusking.

#### 3.1 Facilities

- Town Hall
- Airstrip
- Community Resource Centre
- Shire of Quairading Admin Office
- Vintage Machinery Yards & Sheds
- Old Railway Station
- Quairading Caravan Park
- Public Toilets
- RV Parking and Dump Point
- Quairading Swimming Pool

#### 3.2 Accommodation

- Caravan Park
- The Cottage
- Quairading Motel
- Quairading Hotel
- Toapin Weir Layby
- Kwolyin Bush Camp
- Private rental properties

#### 3.3 Hospitality and Food

- Golden Grain Café & Bakery
- Quairading BP Roadhouse
- Quairading Hotel
- Quairading Club
- Quairading Co-op
- Flavour Town Catering

#### 3.4 Local Attractions

- Toapin Weir

- Kokerbin Rock
- Rabbit Proof Fence & Stacey Lamb Train Gazebo
- Pink Lake
- Quairading Nature Reserve
- Nookaminnie Rock
- War Memorial and Lone Pine
- Vintage Machinery Club
- Anglican Church Labyrinth
- The Courtyard
- Dangin Heritage Trail
- Doodenanning Townsite
- South Caroling District
- Pantapin Townsite
- Wamunesking Sports Club
- Murals by Luke O'Donohoe and Sam Bloor
- The Granite Way
- Wildflowers
- Town roses
- Ballardong Heritage Trail

### **3.5 Events and Activities**

- Quairading Curtain Raisers musical productions
- Quairading Ag Show
- The Mutton Cup
- Quilters of Quairading patchwork weekends
- Loose Stitches workshops
- Quairading CRC workshops
- QTTTC Car Park Markets
- Quairading Creative Arts Society Feature Artist Day
- NAIDOC Day Events
- QDHS Interschool Swimming & Athletics Carnivals
- Sporting Club Open & Invitation Days
- ANZAC Day Commemoration

### **3.6 Our Stories**

- Dangin Temperance Hotel
- Eucalyptus Oil Distillery
- Toapin Weir
- Youndegin Meteorite
- Parker Family - Dangin
- Tommy Windich
- Stacey Lamb Train
- Forrest family & Cubbine Estate
- Junior Farmers / Rural Youth
- Indigenous Stories
- John Kickett Quairading School

### **3.7 Signage**

- Rock town entry statements
- Stop & revive sign
- Town electronic notice board
- Info Bay signs
- The Grain Family
- Townsite parking signage
- Caravan Park location signage
- Post Office Town Map

### **3.8 Visitor Information**

- Old Railway Station
- Quairading CRC
- Shire of Quairading Administration Centre
- Visit Quairading website and social media

## **4. Support Organisations**

These are government and non-government organisations and campaigns that have been identified as potential partners, collaborators or funding sources.

### **4.1 Regional Tourism**

- Roe Tourism
- The Granite Way
- Central Wheatbelt Visitor Centre
- Australia's Golden Outback
- Wheatbelt Business Network

### **4.2 State Tourism Support**

- Tourism WA
- Tourism Council of WA
- Western Australian Indigenous Tourism Operators Council
- Wheatbelt Development Commission

### **4.3 Federal Tourism Support**

- Tourism Australia
- Regional Development Australia (Wheatbelt)

## 5. SWOT Analysis

<p><b>Strengths</b></p> <ul style="list-style-type: none"> <li>● Natural assets and built attractions</li> <li>● Strong sense of place in community</li> <li>● Active community use of facilities and infrastructure</li> <li>● Proximity to key locations and regional attractions</li> <li>● Existing popular events</li> <li>● Attractive townscape</li> <li>● Interesting heritage</li> <li>● Marketing skills</li> <li>● Feedback from prior forums</li> </ul>	<p><b>Weaknesses</b></p> <ul style="list-style-type: none"> <li>● Lack of major attractions in the main street precinct</li> <li>● Volunteer burnout</li> <li>● Resistance to community collaboration</li> <li>● Lack of business engagement and collaboration</li> <li>● Lack of branded marketing</li> <li>● Hard to navigate signage and parking</li> <li>● Limited after hours servicing</li> <li>● No regional tourism relationships</li> <li>● Not on major transport route</li> <li>● No documented benefit or data about visitors and tourism</li> <li>● Poor condition of main street building facades</li> </ul>
<p><b>Opportunities</b></p> <ul style="list-style-type: none"> <li>● Increase promotion and awareness</li> <li>● History/ Art/ Culture/ Indigenous Culture experiences</li> <li>● Day trip promotion</li> <li>● Alternative route promotion</li> <li>● Regional collaboration</li> <li>● New events/ attractions</li> <li>● Resources for data collection</li> <li>● New business ventures</li> <li>● Land available for new infrastructure</li> <li>● Community engagement through tourism strategy</li> </ul>	<p><b>Threats</b></p> <ul style="list-style-type: none"> <li>● Not being able to secure funding</li> <li>● Not having access to sufficient resources</li> <li>● Businesses not willing to engage</li> <li>● Declining and aging population</li> <li>● Infrastructure/ level of service</li> <li>● Lack of enthusiasm</li> <li>● Lack of strategic leadership and planning</li> <li>● Location/ Proximity</li> <li>● Competition of similar towns</li> </ul>

## 6. Strategic Goals & Action Plan

Goal	Action	Responsibility	Priority	Timeframe
Infrastructure				
Quality and varied accommodation options.	Complete Caravan Park Cottages Project	Shire of Quairading	High	6 months
	Investigate services such as Airbnb, Youcamp, Farmstay and Camping and promote to community.	Quairading CRC	Med	6 -24 months
Easy to navigate town site.	Undertake Signage Audit and develop signage recommendations (including town approach, info board, community notice board, info, main intersection with new branding)	Shire of Quairading	High	Phase 1 (3-12 Months) Phase 2 (12-24 Months)
Focal points to showcase uniqueness	Old School Site Projects	Shire of Quairading	High	12 - 24 months
	Encourage Community endeavours (such as Rural Youth Bus)	Community	TBC	TBC
Visible and welcoming green space and activity areas.	Complete Community Park project	Shire of Quairading	High	12 - 24 months
	Decorate bins in main street	Quairading Tourist and Tidy Town Committee	High	6 – 12 months
	Upgrade entry signage at The Courtyard.	Quairading Tourist and Tidy Town Committee	High	6 - 12 months
	Determine a use for the Old Ford Yard.	Shire of Quairading	High	3 – 12 months
	Install suitable walkway/crossing from Railway Station to Vintage Club carpark/ Community Park.	Shire of Quairading	High	12 - 24 months
	Green up car parks.	Shire of Quairading	Med	12 – 24 months
	Undertake a feasibility study to determine the best locations for a 24 hour RV layby within the town site and the district and investigate the work required	Shire of Quairading	High	6 months
	Reliable mobile coverage.	Lobby State/Federal Governments and local service providers (eg Telstra & Optus) detailing coverage issues in our area.	Shire of Quairading & Community	High

Adequate public amenities.	Audit of existing public toilets to determine refurbishment or replacement requirements.	Shire of Quairading	High	Within 6 months
Documented signage trails	Audit Heritage/ Cultural Trails/ Activity Trails	Quairading Tourist and Tidy Town Committee / Shire of Quairading / Quairading CRC	Med	6 months
	Update Municipal Heritage Register	Shire of Quairading	Med	12 – 18 months
Attractive main street buildings.	Investigate lighting options for western end of Town Hall	Community	TBC	TBC
	Repaint exterior of Town Hall Following Rebranding	Shire of Quairading	High	12 -18 months
	Repaint the main street precinct.	Businesses	TBC	TBC
	Improve visibility and access to main street precinct.	Shire of Quairading & Businesses	TBC	TBC

Goal	Action	Responsibility	Priority	Timeframe
Experience				
Variety of events and activities.	Provide new tourist experiences i.e. Salt lake, granite, wildflowers, agriculture, nature reserves, indigenous, self-drive tours, Farmstays.	Community	TBC	TBC
	Encourage the planning of new events and festivals ( <i>ideas include Rose Month with celebrity gardener, Airing of the Quilts, family friendly music event, pet's day out, drive-in movies, ghost tours, murder mystery nights, stargazing nights, fervor fine dining</i> ).	Community	TBC	TBC
Leverage visiting tour and transport buses.	Contact AGO for advice on how to engage with TransWA, Adams and other bus operators	Quairading CRC	Med	3 months
	Determine attractions that current tour buses might be able to add to their itinerary (eg, Perth Tours visiting Stacey's Pinnacles).	Quairading CRC	Med	6 Months
Professional and friendly visitor servicing.	Provide Valuing Visitors training	Quairading CRC	Med	12 months
	Organise annual Bus Tour Day to highlight attractions to locals.	Quairading CRC	Med	Annual

Extended service hours.	Seek case study example from Quairading Farmer's Co-op regarding their extended hour trading.	Quairading Tourist and Tidy Town Committee	Med	3 months
	Trial of weekend opening of the Old Railway Station or Quairading CRC to gain data on visitor numbers	Quairading Tourist and Tidy Town Committee & Quairading CRC	High	6 – 12 months
Accessible recreation facilities for casual use.	Work with each sporting club to put together a "Visitor Package" detailing casual use of sporting facilities, plus contacts to organise events or wider use. Have all accommodation and info providers stock the Visitor Package.	Community	TBC	TBC
Accessible art.	House more art in CRC Art Space and open Arts Space on weekends.	Quairading CRC	TBC	TBC
	Community Consultation on Public Art	Community	TBC	TBC
	Investigate new Art Spaces	Community	TBC	TBC

Goal	Action	Responsibility	Priority	Timeframe
Marketing				
Strong online presence, brand and identity.	Build Visit Quairading campaign on Instagram and Facebook, by cross promoting local businesses, interacting with other tourism focussed users and inviting bloggers and influencers to visit Quairading.	Quairading CRC	High	Ongoing
	Establish professional social media identity for Shire of Quairading with new branding and management plan.	Shire of Quairading	High	12 months
Up to date marketing material and content creation.	Audit of current printed marketing	Tourism Steering Committee	High	6 months
	Create brochures for Caravan Park and distribute to surrounding Visitor Centres.	Shire of Quairading	High	3 - 6 months
	Distribute Visit Quairading A3 Guides to local businesses and surrounding towns.	Quairading CRC & Shire of Quairading	High	6 months
	Create videos of local attractions.	Quairading CRC & Shire of Quairading	Med	12 months
	Maintain a collection of high quality local photos.	Quairading CRC	Med	12 months

	Promote local events and attractions through regular "Around The Towns" segment on Triple M radio.	Shire of Quairading	High	Ongoing
Positive regional collaboration.	Ensure local info on regional websites is up to date.	Quairading CRC & Shire of Quairading	High	Ongoing
	Assess benefits of joining Roe Tourism or other regional tourism collectives.	Shire of Quairading	High	6 months
	Develop 'day trip' recommendations - Silo Trail, Wave Rock, Granite Way, Wildflowers, Wheatbelt Pubs	Quairading CRC	Med	6 months
	Attend trade shows to promote the region (eg, Caravan & Camping Show)	Shire of Quairading	High	6 Months
Regular engagement with visitors.	Maintain mailing list of Caravan Clubs and visitors (provide sign up options at each hospitality business).	Shire of Quairading	High	12 months
	Publish a regular email newsletter.	Quairading CRC	High	12 months
	Collect feedback and data from visitors.	Shire of Quairading & Quairading CRC	High	12 - 24 months
Local business actively advertising.	Encourage hospitality businesses to claim their profiles on online review sites (such as WikiCamps and TripAdvisor).	Quairading CRC	Med	6 months
	Encourage hospitality businesses to take advantage of local events and offer packages and deals.	Quairading CRC	High	12 - 24 months
	Develop Local Business Vouchers	Community	TBC	TBC
	Develop Town Hall Marketing Plan	Shire of Quairading	High	12 Months

## 7. Monitoring and Evaluation

The Steering Committee and key stakeholders will be responsible for the monitoring and evaluation of the strategy on a bi-annual basis.

A review of the strategy will be undertaken by the Steering Committee 12 Months after adoption.

## 8. Appendix 1 Feedback from Local Business

The Shire of Quairading along with Quairading CRC and Quairading Tourist & Tidy Town Committee representatives (the steering group) first met as a group in October 2018 to begin discussions on the creation of a tourism strategy as a way to increase the number of visitors to town, extend their stay and improve their experiences, and at the same time, make Quairading an even better place to live for local residents.

The Steering Group began work on the Tourism Development Strategy by gathering information and data from previous and more recent workshops, pop ups and consultation processes. All of this information formed the bases of a list of goals and actions – a first draft. At this point, the group sought meaningful feedback from local business stakeholders.

All businesses were either emailed or delivered the draft document. Emails and deliveries were followed up immediately with a text message advising the email had been sent, with a request for a face to face meeting when convenient. Follow up face to face meetings and phone calls occurred over a period of two months. All participants were very willing and enthusiastically shared thoughts and concerns.

We all agreed that for Quairading to continue to thrive, an increase in population and more businesses would be ideal. Making this a reality is challenging, but we believe that improving Quairading’s appeal to visitors will lead to more visitors, spending more time and money in town, and possibly even calling Quairading home, and perhaps even starting a business.

### Representatives of the Tourism Steering Group sought feedback from:

- Sharon from **Loose Stitches**
- Kelly from **Quairading Book Post**
- Terry & Kaye at **Quairading Agri Services**
- Trevor & Jacquie at **Primaries**
- Donna at **Quairading Garden & Gifts**
- Kerry at **Golden Grain Bakery & Café**
- Noleen at **Quairading Hotel**
- Ben from **Ag Implements**
- Janette from **The Hair Studio**
- Robyn from **Loose Stitches**
- Saskia from **Quairading Seed Cleaners**
- Rosemary from **CWA Op Shop**
- Darryl from **Quairading Smash Repairs**
- Robyn from **Quairading Co-op** board
- Tarnya responded to email sent to **Co-op**
- Rosie & Nikki at **Westpac Bank**
- Dirk from **Antiques & Collectibles**
- Mick from **Quairading Club**
- Ellie from the **Q Club Kitchen**
- Chi & Hayley at **Quairading Pharmacy**
- **Shire of Quairading**
- **Quairading CRC & board**

### **In Agreeance**

- develop business signage for town approach roads, keep it simple
- layby for free camping, open up southern layby asap
- complete playground project asap
- enhance entry to Co-op Courtyard- try to make it feel more inviting and not so much like it's private property
- paint shop exteriors
- interest in Quairading dollars/vouchers
- social media – need help
- short surveys welcome at local businesses to gather data as well as positive & negative feedback
- bus/cultural tours
- green up main street car park with suitable trees or shade sails
- local tour for locals
- A3 tear off excellent – need more
- update all forms of online info
- show some sign of signage audit happening – remove old signs asap (e.g. old café sign on Corrigin Road)
- update CDB signage – add Club, Caravan Park
- increased visitor service hours
- Dangin Walk Trail needs tidy up
- explore indigenous culture/history
- more accommodation options so we can host seminars etc.
- regional collaboration needed, eg Wheatbelt Way

### **Main Street Action Ideas**

- more visitor information required near main street
- shade sails outside café over paved area
- consider flexible bollards
- free WiFi in town and use to collect data
- Main Street History Walk Trail including interesting info/stories and photos
- update town map at Post Office
- cigarette butt bins & 'no smoking' signage in main street
- portray vibrancy – flags, banners
- Shenton Machinery area needs a tidy up
- develop an app
- bollards and clock looking tired
- New Business is Welcome sign needs to be removed
- Railway Station closed sign needs to go – it makes it look like the town is closed and it deters visitors/detracts from all of the interesting items on the outside walls of the building
- What's On noticeboard in a prominent position
- utilise vacant space east of Post Office – seating for reading space
- open up eastern end of Post office and develop library space
- mural on eastern wall of post office
- old Co-op space would be excellent for a gallery that was open especially on weekends
- encourage businesses to list in the WA Entertainment Book

### Other Action Ideas

- drive in/outdoor cinema
- local info signage at local campgrounds
- specific signage to direct custom
- train carriage on railway line
- sidewalk café
- more dining options on weekends
- Visitors Book at caravan park
- larger more prominent signage – (nature reserve, Toapin weir, Show, Quick Shear)
- freshen up Grain Family
- improve info bay
- Janet Colbung is a good source of indigenous stories
- Murray Yarran expressed interest in running tours of Badjaling and Winnie might be another
- call for community help for any busy bees/actions
- Community Garden at Valley Ford site
- run markets in space behind café/butcher
- set up geocaches – The Bull Run – tucked away spots to encourage visitors to them
- murals and bull need more info
- dog park/exercise area needed
- self-drive brochures
- remove part of wall between coop and hotel so more of mural can be seen
- entry signage required at Toapin Weir
- re-locate El Toro to lawned area near war memorial and illuminate him
- have seating in random spots down town
- visitors ask for Quairading fridge magnets
- more sculptures/metal art
- Sunday lunch at caravan park
- Airing of the Quilts a possible event
- invite local artists to contribute to street art etc
- Visitors Welcome signs at sports venues
- demolish Shenton Machinery building
- camping at Kevill's lake
- promote free camps
- Bruce Rock's mosaic slabs/tiles are great
- projection onto CBH bin rather than painting
- encourage Vintage Club to add a few more interesting vehicles and be open to the public on weekends
- exhibitions and workshops of aboriginal art would attract visitors plus seek out historical sites
- kiosk at caravan park run by volunteers – BBQ packs, everyday items etc
- include a water feature/play area in new playground or elsewhere
- have more activities at the pool – inflatables etc
- create a feature that visitors will want to take a photo with/of (banner, sign, object)
- promote astrophotography
- skate park for bikes, scooters, trikes, and roller blades. Mini golf.

### **Thoughts about other businesses**

- Shire to adopt policy to support local businesses to supply shire with requirements – ie shop local first
- Need to attract mechanic, auto electrician, beautician and physio to set up a business in town. Might need to offer some sort of package – business premises, accommodation for a month or two, business buddy/mentor
- Internet access not good for some businesses – might need Shire support to investigate
- Shire needs to offer better support to aid new and existing business, especially reducing red tape, form filling, dealing with signs and Main Roads.
- Strong feeling that some Council staff could be more helpful and supportive when it comes to health and building guidelines to aid development of new businesses.
- Re-zoning some spaces could be helpful for future possibilities

### **All other thoughts / comments**

- Upgraded caravan park is excellent and lots of positive feedback
- Decorated bins look great
- Co-op looking fantastic
- Quairading postcards are good
- Town gardens beautiful – love all the roses
- Town always neat, tidy and clean
- We need points of difference, promote our uniqueness
- Have local person/shire employee to meet & greet caravan visitors to park (heard from visitors not happy with recent lack of help regarding where to park)
- Great to have Op Shop in Butcher's Shop – lots of activity, great meeting place – especially for people who need the interaction
- Rural Youth bus – lots of memories and stories to be captured and promoted. Red bus unique to Quairading, drag & park and use as pop up coffee shop, restaurant, accommodation, photo opportunity
- No caretaker a problem at caravan park plus lots of visitors ask where the caravan park is
- Accountability – someone responsible to keep things moving along and meeting deadlines
- Be careful not to cause visual pollution with signage
- Pop up space at co-op a great initiative – may need to be flexible with pricing
- Most main street businesses are not owner occupied therefore probably not inclined to spend on painting etc. but may give permission for it to happen
- Extend swimming pool hours
- What could happen with old barracks site?
- Burn bush patch at top of McLennan Street to clean up and encourage re-growth
- Great to see Rainmakers up and about – Fervor was fantastic
- High crime rate, some caravanners concerned about loitering and crime and being asked for money, drugs are a problem.
- Visitors need more things to do, to look at and quality food/coffee after hours options
- Need to get tourist buses into town and lots of things for them to look at
- Some bins on outskirts of town need a lid/cover to stop birds making a mess
- Have heard negative reports about accommodation at the hotel as well as not being open when it says.

## 9. Appendix 2 RAP Feedback

### Comments:

- Why wasn't there any representatives from the Noongar Community on the Committee or mentioned as Community Stakeholders
- Opportunity missed to include Noongar Culture and History in the strategy
- Use of term Indigenous as against Noongar or Aboriginal
- Visitor information – should include Café, Caravan Park, Motel and Hotel for promoting tourism

### Current Activities / Sites

- Ballardong Heritage Trail – not mentioned
- Noongar Display at the Quairading Agriculture Show – not mentioned
- Mt Sterling not mentioned (Quairading or Kellerberrin)
- Car Park markets – how do we get more local people participating as stall holders?
- Completion of Community Park Project

### Consider (no, a must!)

- Bilingual signage in town
- Bilingual welcome to town
- Promotion of major Noongar cultural sites
- Promotion of local artists

### Noongar Centre / Office in Town

- Inclusion of a Noongar panel in strategy to strengthen Noongar engagement in the process
- Links to cultural tours, educational programs including language, bush medicine and tucker

**(ii) Quairading Tourism Development Strategy Costings**

Responsibility	Type	Goal	Action	Priority	Timeframe	Cost Current Budget \$	Cost No Budget \$	Staff Time
Shire of Quairading	Infrastructure	Adequate public amenities.	Audit of existing public toilets to determine refurbishment or replacement requirements.	High	Within 6 months			1,000
Shire of Quairading	Infrastructure	Attractive main street buildings.	Repaint exterior of Town Hall Following Rebranding	High	12 -18 months		50,000	
Shire of Quairading	Infrastructure	Documented signage trails	Update Municipal Heritage Register	Med	12 – 18 months			3,000
Shire of Quairading	Infrastructure	Easy to navigate town site.	Undertake Signage Audit and develop signage recommendations (including town approach, info board, community notice board, info, main intersection with new branding)	High	Phase 1 (3-12 Months) Phase 2 (12-24 Months)	30,000	10,000-20,000	5,000
Shire of Quairading	Infrastructure	Focal points to showcase uniqueness	Old School Site Project	High	12 - 24 months	93,360		
Shire of Quairading	Infrastructure	Quality and varied accommodation options.	Complete Caravan Park Cottages Project	High	6 months	250,151		
Shire of Quairading	Infrastructure	Visible and welcoming green space and activity areas.	Complete Community Park project	High	12 - 24 months		648,932	
Shire of Quairading	Infrastructure	Visible and welcoming green space and activity areas.	Determine a use for the Old Ford Yard.	High	3 – 12 months			Nil
Shire of Quairading	Infrastructure	Visible and welcoming green space and activity areas.	Green up car parks.	Med	12 – 24 months		30,000	
Shire of Quairading	Infrastructure	Visible and welcoming green space and activity areas.	Install suitable walkway/crossing from Railway Station to Vintage Club carpark/ Community Park.	High	12 - 24 months		35,000	2,000
Shire of Quairading	Infrastructure	Visible and welcoming green space and activity areas.	Undertake a feasibility study to determine the best locations for a 24 hour RV layby within the town site and the district and investigate the work required	High	6 months		5,000	
Shire of Quairading	Marketing	Local business actively advertising.	Develop Town Hall Marketing Plan	High	12 months		1,000	3,000
Shire of Quairading	Marketing	Positive regional collaboration.	Assess benefits of joining Roe Tourism or other regional tourism collectives.	High	6 months	*		
Shire of Quairading	Marketing	Positive regional collaboration.	Attend trade shows to promote the region (eg, Caravan & Camping Show)	High	6 Months			?
Shire of Quairading	Marketing	Regular engagement with visitors.	Maintain mailing list of Caravan Clubs and visitors (provide sign up options at each hospitality business).	High	12 months			500
Shire of Quairading	Marketing	Strong online presence, brand and identity.	Establish professional social media identity for Shire of Quairading with new branding and management plan.	High	12 months	12,687		1,000
Shire of Quairading	Marketing	Up to date marketing material and content creation.	Create brochures for Caravan Park and distribute to surrounding Visitor Centres.	High	3 - 6 months		500	1,000
Shire of Quairading	Marketing	Up to date marketing material and content creation.	Promote local events and attractions through regular "Around The Towns" segment on Triple M radio.	High	Ongoing	*		
Shire of Quairading & Businesses	Infrastructure	Attractive main street buildings.	Improve visibility and access to main street precinct.	TBC	TBC		150,000	
Shire of Quairading & Community	Infrastructure	Reliable mobile coverage.	Lobby State/Federal Governments and local service providers (eg Telstra & Optus) detailing coverage issues in our area.	High	Immediate/ Continuing			500
Shire of Quairading & Quairading CRC	Marketing	Regular engagement with visitors.	Collect feedback and data from visitors.	High	12 - 24 months			1,500

\* Projects currently costed within current Strategy budget of \$10,000

## ITEM 7 CLOSURE

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There being no further business, the Chairman closed the Meeting at \_\_\_\_\_ pm.