

## **Tourism & Economic Development Committee**

06 August 2026

### **APPENDICES**

|        |                                                        |
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| 5.1. A | Economic Development and Tourism Strategy Project Plan |
| 5.1. B | Stakeholder Engagement Plan                            |
| 7.1. A | TEDC Instrument of Appointment and Terms of Reference  |
| 1      | Wellington NP Promotional Sign Concepts                |
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| 5.2. A | Confidential - Social Investment Agreement             |





Shire of  
**Collie**

**Tourism & Economic Development Committee**  
**06 August 2026**

**Attachment 5.1.A**  
**Economic Development and Tourism Strategy**  
**Project Plan**



# ENGAGEMENT PLAN

## Economic Development and Tourism Strategy. Shire of Collie

This Engagement Plan (the Plan) will support the design, coordination, and delivery of stakeholder consultation for the Economic Development and Tourism Strategy, (the Strategy). Delos Delta will work with the Shire of Collie, (the Shire) to ensure elements of this Plan are tailored to the stakeholder and organisational context of the Shire.

Engagement with business and stakeholders will be critical to support informed planning, project buy-in, and effective governance and implementation.

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### ENGAGEMENT MECHANISMS

In line with the Shire's requirements, Delos Delta propose the below internal and external engagement mechanisms. The specifics of engagement are open to modification with the Shire, and we welcome the opportunity to find engagement methods that re most appropriate for the Shire and its stakeholders.

| Stage            | Mechanisms            | No | Medium               | Audience                                                                                       | Outcome                                                                                                                                                                                                                                     |
|------------------|-----------------------|----|----------------------|------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Stage 2</b>   | Briefing Meeting      | 1  | Digital              | Tourism & Economic Development Committee                                                       | Provide an overview of the work to be completed                                                                                                                                                                                             |
| <b>Stage 2-3</b> | Workshop              | 1  | Digital or In-Person | Project Team                                                                                   | Discuss and agree working strategy structure and directions                                                                                                                                                                                 |
|                  | Survey                | 1  | Digital              | General Community                                                                              | Collect quantitative and qualitative data to support the identification of current state strengths, challenges and opportunities and focus areas for economic development and tourism for the Shire                                         |
|                  |                       | 1  | Digital              | Key Stakeholders                                                                               |                                                                                                                                                                                                                                             |
|                  | Roundtables           | 2  | In-Person            | Key External Stakeholders                                                                      | Identify current strengths, challenges, and barriers of the Strategy, including the:<br>- Vision and goals<br>- Economy and tourism strengths and weaknesses<br>- Priorities and opportunities<br>- Community vision and wellbeing outcomes |
| <b>Stage 3</b>   | Workshops             | 6  | In-Person            | General Community Councilors Executives Tourism & Economic Development Committee General Staff |                                                                                                                                                                                                                                             |
|                  |                       |    |                      | Shire Project Team                                                                             |                                                                                                                                                                                                                                             |
|                  | Findings Workshop     | 1  | Digital              |                                                                                                | Provide key engagement findings including strategic core                                                                                                                                                                                    |
| <b>Stage 4</b>   | Information Provision | 1  | Digital              | Key Stakeholders                                                                               | Feedback and socialisation of Strategic Core                                                                                                                                                                                                |
|                  | Finalisation Workshop | 1  | Digital or In-Person | Shire Project Team                                                                             | Present and finalise Draft Strategy / Action Plan to the Shire for feedback                                                                                                                                                                 |
| <b>Stage 5</b>   | Presentation          | 1  | Digital              | Shire Project Team                                                                             | Present Final Strategy / Action Plan to the Shire                                                                                                                                                                                           |

# Stakeholder Mapping

## Economic Development and Tourism Strategy. Shire of Collie

| INTERNAL STAKEHOLDERS                      |  |                                                   |
|--------------------------------------------|--|---------------------------------------------------|
| Key Stakeholders                           |  | General Staff                                     |
| Councillors                                |  | All interested staff from across the organisation |
| CEO                                        |  |                                                   |
| Executives                                 |  |                                                   |
| Senior Leadership/Management               |  |                                                   |
| Tourism and Economic Development Committee |  |                                                   |
| Shire Project Team                         |  |                                                   |

| EXTERNAL STAKEHOLDERS                                                                              |                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                              |                                                                                                                             |
|----------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------|
| Local Businesses                                                                                   | Local Industry                                                                                                                                                                                                  | Other Government                                                                                                                                                                                                                                                                                                                                                                             | Community                                                                                                                   |
| Accommodation providers<br>Food and drink providers<br>Retail providers<br>Tourism and attractions | South32 Worsley Alumina<br>Synergy<br>Premier Coal<br>Griffin Coal<br>Cannaponics<br>Westrac Training Centre<br>Magnium Australia<br>Green Steel<br>Bluewaters<br>Worley<br>International Graphite<br>Empowered | Collie Chamber of Commerce<br>Collie Visitor Centre<br>Collie River Valley Marketing Group<br>South West Development Commission<br>Collie Delivery Unit (Part of Department of Premier & Cabinet)<br>Regional Development Australia South West<br>Tourism WA<br>Australia's South West<br>Department of Biodiversity, Conservation & Attractions<br>Trails WA<br>Collie Jobs & Skills Centre | Rotary Club of Collie<br>Lions Club of Collie Inc.<br>Collie Mountain Biking Club<br>All other interested community members |
| Traditional Owners                                                                                 |                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                              |                                                                                                                             |
| TBC                                                                                                |                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                              |                                                                                                                             |

Note. Delos Delta will work with the Shire to configure appropriate roundtable settings. Phone or online interviews will be organised for follow-ups as required.

## Engagement Sessions

### Economic Development and Tourism Strategy. Shire of Collie

#### INTERNAL STAKEHOLDERS

| Workshop Name                                | Workshop Audience                                           |
|----------------------------------------------|-------------------------------------------------------------|
| Councillors                                  | As name states                                              |
| Executives                                   | CEO and Executives                                          |
| Tourism and Economic Development Committee   | As name states                                              |
| Shire Project Team                           | As name states                                              |
| General Staff                                | General & interested Staff                                  |
| Economic Development and Tourism Shire Staff | Staff with a focus in economic development and / or tourism |

#### EXTERNAL STAKEHOLDERS

| Workshop/ Roundtable Name                                 | Audience                                                                                                                                         |
|-----------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------|
| Economic Development and Tourism Roundtable (invite only) | <a href="#">Key critical stakeholders from the stakeholder mapping list.</a>                                                                     |
| Key External Stakeholders 2 (invite only)                 | <a href="#">Additional external stakeholders from the stakeholder mapping list. Those that would be most beneficial in a roundtable setting.</a> |
| Key External Stakeholders 3                               | <a href="#">Additional external stakeholders from the stakeholder mapping list that have not yet been included.</a>                              |
| General Community 1                                       | <a href="#">Tourism and Economic Development Focused Community</a>                                                                               |
| General Community 2                                       | <a href="#">General Community</a>                                                                                                                |

Delos Delta's approach to engagement invites collaboration and co-design with direct input into the Strategy development process, and aims to build momentum and buy-in.

In line with the Shire requirements, Delos Delta propose the below internal and external engagement mechanisms. The specifics of engagement are open to modification with the Shire, and we welcome the opportunity to find engagement methods that are most appropriate for the Shire and their stakeholders.

| Surveys             |                                      |                                                     |     |           |                                                                                                                                                                    |                                                                                                                                                                                                     |
|---------------------|--------------------------------------|-----------------------------------------------------|-----|-----------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Stage               | Survey Type                          | Audience                                            | No. | Medium    | Activities                                                                                                                                                         | Outcomes                                                                                                                                                                                            |
| Stage 3             | Community Survey                     | General Community                                   | 1x  | Digital   | A survey for general community via the Shire communications channels                                                                                               | Collect quantitative and qualitative data to support the identification of current state strengths, challenges and opportunities and focus areas for economic development and tourism for the Shire |
| Stage 3             | Targeted Survey                      | Key Stakeholders (Economic Development and Tourism) | 1x  | Digital   | A targeted survey for key partners, distributed through internal comms methods                                                                                     | To be drafted                                                                                                                                                                                       |
| Internal Engagement |                                      |                                                     |     |           |                                                                                                                                                                    |                                                                                                                                                                                                     |
| Stage               | Session                              | Audience                                            | No. | Medium    | Activities                                                                                                                                                         | Outcomes                                                                                                                                                                                            |
| Stage 2             | Briefing meeting                     | Tourism & Economic Development Committee            | 1x  | Digital   | Provide an overview and works to be completed                                                                                                                      | Discover insights into the current state of economy and tourism in Collie                                                                                                                           |
| Stage 3             | Meeting                              | Economic Development Team Meeting                   | 1x  | In-Person | Identify current strengths challenges, and barriers of the Strategy, including the:                                                                                | TBC                                                                                                                                                                                                 |
|                     | Workshops                            | General Staff                                       | 1x  | In-Person | Vision and goals                                                                                                                                                   | TBC                                                                                                                                                                                                 |
|                     |                                      | Councillors                                         | 1x  | In-Person | Economy and tourism strengths and weaknesses                                                                                                                       | TBC                                                                                                                                                                                                 |
|                     |                                      | Executives                                          | 1x  | In-Person | Priorities and opportunities                                                                                                                                       | TBC                                                                                                                                                                                                 |
|                     |                                      | Economic Development Shire Staff                    | 1x  | In-Person | Community vision and wellbeing outcomes                                                                                                                            | TBC                                                                                                                                                                                                 |
| Stage 4             | Findings and Strategic Core Workshop | Shire Project Team                                  | 1x  | Digital   | Provide key engagement findings including strategic core                                                                                                           | Discover challenges, concerns, and ideas amongst key Shire executive team and staff                                                                                                                 |
|                     | Finalisation Workshop                | Shire Project Team                                  | 1x  | Digital   | Present DRAFT Strategy / Action Plan to the Shire for feedback                                                                                                     | TBC                                                                                                                                                                                                 |
|                     | Presentation                         | Shire Project Team                                  | 1x  | Digital   | Present FINAL Strategy / Action Plan to the Shire                                                                                                                  | TBC                                                                                                                                                                                                 |
| External Engagement |                                      |                                                     |     |           |                                                                                                                                                                    |                                                                                                                                                                                                     |
| Stage               | Session                              | Audience                                            | No. | Medium    | Activities                                                                                                                                                         | Outcomes                                                                                                                                                                                            |
| Stage 3             | Roundtables                          | Key External Stakeholders See Stakeholder Mapping   | 2x  | In-Person | Brief presentation                                                                                                                                                 | TBC                                                                                                                                                                                                 |
|                     | Workshop                             | Key External Stakeholders See Stakeholder Mapping   | 1x  | In-Person | Roundtable external strengths, challenges, and barriers                                                                                                            | Discover challenges, concerns, and ideas amongst key external stakeholders                                                                                                                          |
|                     |                                      |                                                     |     |           | Brief presentation                                                                                                                                                 | TBC                                                                                                                                                                                                 |
| Stage 4             | Workshop                             | General Community                                   | 2x  | In-Person | Roundtable external strengths, challenges, and barriers                                                                                                            | Discover challenges, concerns, and ideas amongst the community                                                                                                                                      |
|                     | Information Provision                | Key Stakeholders                                    | 1x  | Digital   | Brief presentation<br>Workshop vision, aspirations, principles<br>Identify strengths, challenges and opportunities<br>Feedback and socialisation of Strategic Core | Discover final changes that need updating                                                                                                                                                           |

Delos Delta propose the below schedule noting it will be adapted as necessary to suit stakeholder preferences.  
 Note, schedule is in AWST.  
 In-person engagement is tentatively scheduled for Tuesday 11 to Thursday 13 August 2026.

| Time                                         | Duration | Session                              | Type     | Audience See Stakeholder Mapping                                                       | Medium    | Location  | Status    |
|----------------------------------------------|----------|--------------------------------------|----------|----------------------------------------------------------------------------------------|-----------|-----------|-----------|
| TBC July                                     |          |                                      |          |                                                                                        |           |           |           |
| 10:00am to 11:00am                           |          | Briefing meeting                     | Internal | Tourism & Economic Development Committee                                               | Digital   | Teams     | Tentative |
|                                              | n/a      | Survey                               | External | General Community                                                                      | Digital   | Teams     | Tentative |
|                                              | n/a      | Survey                               | External | Key Stakeholders                                                                       | Digital   | Teams     | Tentative |
| In Person Engagement                         |          |                                      |          |                                                                                        |           |           |           |
| Tuesday 11 August 2026                       |          |                                      |          |                                                                                        |           |           |           |
| 4:30pm to 5:30pm                             | 1:00     | Meeting                              | Internal | Economic Development Team Meeting                                                      | In-Person | Elected M | Tentative |
| 6:00pm to 7:30pm                             | 1:30     | Workshop                             | External | General Community 1                                                                    | In-Person | TBD       | Tentative |
| Wednesday 12 August 2026                     |          |                                      |          |                                                                                        |           |           |           |
| 9:00am to 10:30am                            | 1:30     | Roundtable                           | External | Economic Development and Tourism Roundtable <i>(invite only)</i> (Key Stakeholders)    | In-Person | TBD       | Tentative |
| 11:30am to 1:00pm                            | 1:30     | Workshop                             | Internal | Executives                                                                             | In-Person | Council C | Tentative |
| 2:00pm to 3:30pm                             | 1:30     | Workshop                             | Internal | Cancel: Economic Development and Tourism Shire Staff REPLACE WITH: General Community 3 | In-Person | TBD       | Tentative |
| 5:30pm to 7:00pm                             | 1:30     | Workshop                             | External | Key External Stakeholders 3                                                            | In-Person | TBD       | Tentative |
| Thursday 13 August 2026                      |          |                                      |          |                                                                                        |           |           |           |
| 9:00am to 10:30am                            | 1:30     | Workshop                             | Internal | General Staff                                                                          | In-Person | Council C | Tentative |
| 11:30am to 1:00pm                            | 1:30     | Roundtable                           | External | Key External Stakeholders 2 <i>(invite only)</i>                                       | In-Person | TBD       | Tentative |
| 2:00pm to 3:30pm                             | 1:30     | Workshop                             | Internal | Councillors                                                                            | In-Person | Council C | Tentative |
| 5:30pm to 7:00pm                             | 1:30     | Workshop                             | External | General Community 2                                                                    | In-Person | TBD       | Tentative |
| Digital Engagement                           |          |                                      |          |                                                                                        |           |           |           |
| Tuesday 25 August 2026                       |          |                                      |          |                                                                                        |           |           |           |
| 1:30pm                                       |          | Findings and Strategic Core Workshop | Internal | Shire Project Team                                                                     | Digital   | Teams     | Tentative |
| Monday 31 August to Monday 07 September 2026 |          |                                      |          |                                                                                        |           |           |           |
| 9:00am                                       |          | Information Provision                | External | Key External Stakeholders                                                              | Digital   | Teams     | Tentative |
| Friday 2 October – Friday 30 October 2026    |          |                                      |          |                                                                                        |           |           |           |
| 11:00am                                      |          | Finalisation Workshop                | Internal | Shire Project Team                                                                     | Digital*  | Teams     | Tentative |
| Thursday 05 November 2026                    |          |                                      |          |                                                                                        |           |           |           |
| 10:00am                                      |          | Presentation                         | Internal | Shire Project Team                                                                     | Digital   | Teams     | Tentative |

## ROLES AND RESPONSIBILITIES

To effectively deliver engagement alongside the Shire, Delos Delta anticipates the division of engagement responsibilities as detailed below:

| Delos Delta                                                       | Shire of Collie                                                                             |
|-------------------------------------------------------------------|---------------------------------------------------------------------------------------------|
| Review all materials, identifying information gaps                | Provide material and results from earlier engagement sessions<br><i>(where appropriate)</i> |
| Review earlier stakeholder materials, highlighting priority areas | Provide all relevant documents and materials                                                |
| Design engagement material                                        | Leverage networks to invite participants including hard to reach cohorts                    |
| Facilitate engagement                                             | Ensure critical stakeholders are engaged                                                    |
| Record observations and discussions                               | Communicate and promote engagement process to stakeholders                                  |
| Synthesise engagement observations                                | Send engagement invitations                                                                 |
|                                                                   | Drive enthusiasm and buy-in                                                                 |
|                                                                   | Manage registrations                                                                        |
|                                                                   | Manage surveys via the Shire's engagement platform                                          |

| COMMUNICATIONS MATERIAL                                                                                                                                                                                      |  |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|
| Engagement material is recommended to be used as a base for the Shire's communications regarding the project. Material is intended as a draft only and can be adapted and tailored by the Shire as required. |  |
| Communications material is provided here: <a href="#">LINK</a>                                                                                                                                               |  |
| This document outlines:                                                                                                                                                                                      |  |
| 1 Internal engagement invitations                                                                                                                                                                            |  |
| a Councillors / Executives                                                                                                                                                                                   |  |
| b General Staff                                                                                                                                                                                              |  |
| 2 External engagement invitations                                                                                                                                                                            |  |
| a External Stakeholders                                                                                                                                                                                      |  |
| b General Community                                                                                                                                                                                          |  |



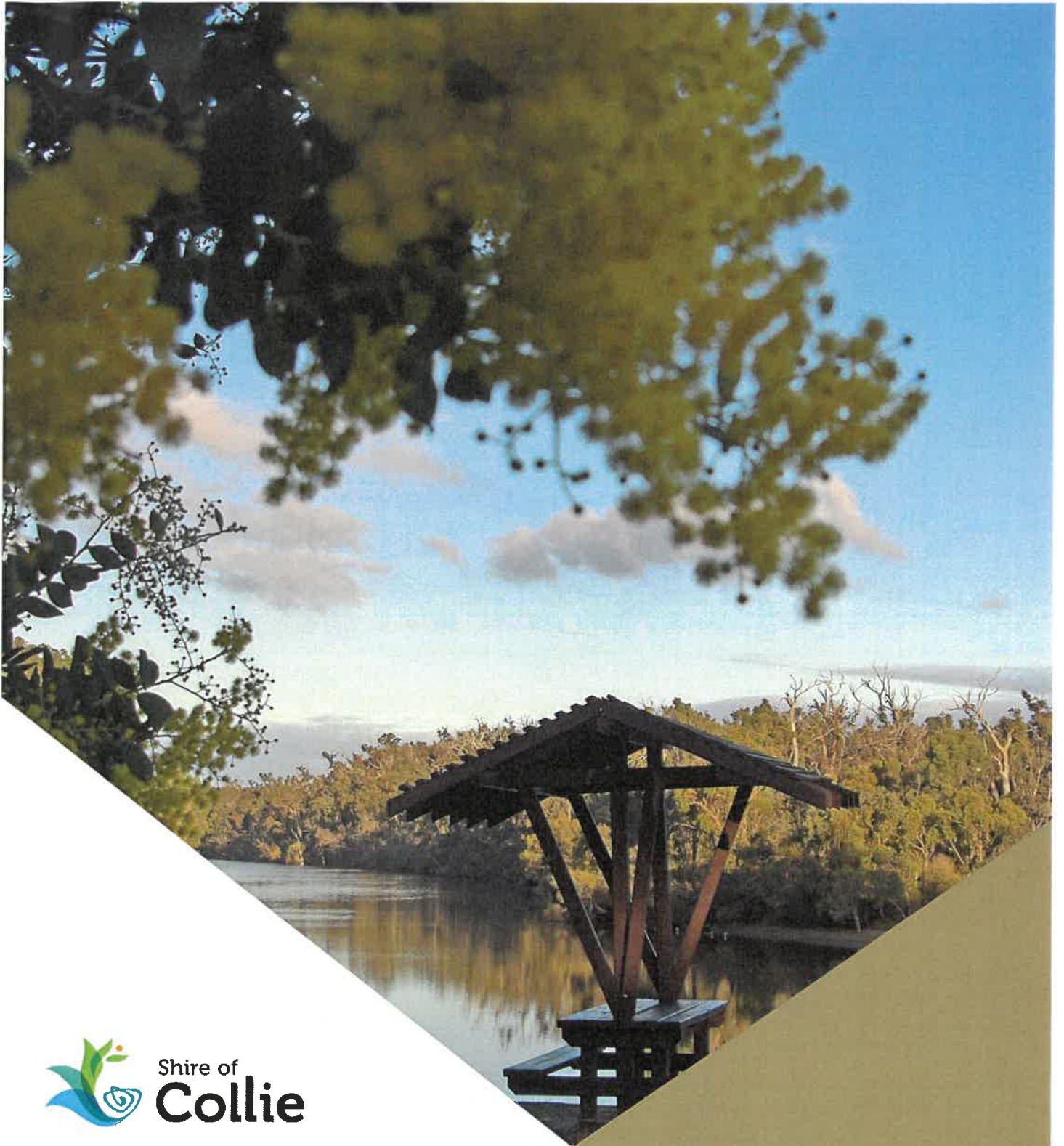


Shire of  
**Collie**

**Tourism & Economic Development Committee**  
**06 August 2026**

**Attachment 5.1.B**  
**Stakeholder Engagement Plan**





## **Economic Development and Tourism Strategy Project Plan**

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Shire of Collie

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05 June 2026



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# Economic Development and Tourism Strategy Project Plan

Shire of Collie

05 June 2026

## Acknowledgement of Country

Delos Delta would like to acknowledge the Ngunnawal, Ngambri, Boon Wurrung and Wurundjeri Peoples who are the traditional owners of the land on which we work. We would like to express our respect for their Elders past and present.



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# 1. Introduction



The Shire of Collie (the Shire) has engaged Delos Delta for the development and delivery of its Economic Development and Tourism Strategy and associated Action Plan. This document outlines, at a high level, the approach to be taken to this project, as well as its scope, process, outputs, and governance.

This Project Plan is considered an update to previous documentation, and will be referred to throughout the delivery of the contract with updates and amendments delivered as required.

## Project Objectives

It is understood by Delos Delta that the objectives for this project include:

- ▶ Review outcomes of the 2021 Tourism Marketing & Destination Strategy and former Shire report outlining progress against actions
- ▶ Review Collie's economic profile, key indicators, forecasting and existing strategies
- ▶ Undertake local consultation with stakeholders, operators, community, and government partners and provide a summary report
- ▶ Develop a Strategy that considers current market trends, economic opportunities, and visitor needs, the Shire of Collie's role, available budget and the roles and responsibilities of stakeholders
- ▶ Develop a clear, prioritised Action Plan with timeframes, responsibilities, resourcing, and reporting milestones, including a monitoring and evaluation framework. Action Plan will focus on initial two-years. Actions beyond are subject to funding/resourcing. A 2-year progress review by Delos Delta will be explored
- ▶ Project and action alignment with regional, state, and federal strategies will be provided in a summary table

## Key Deliverables

The key deliverables of this project are outlined in the table below.

| Key Deliverable                                                     | Inclusions                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
|---------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Current State Report                                                | ▶ Conduct economic and tourism baseline analysis to interpret the collected data                                                                                                                                                                                                                                                                                                                                                                                                      |
| Stakeholder Engagement                                              | ▶ Conduct stakeholder engagement to gain key insights from stakeholders and the community                                                                                                                                                                                                                                                                                                                                                                                             |
| Engagement Report                                                   | ▶ Deliver an Engagement Report including key engagement insights from the survey and sessions with the Shire, community, and key stakeholders                                                                                                                                                                                                                                                                                                                                         |
| One-page Strategy Summary                                           | ▶ Showcase the vision, strategic themes and principles                                                                                                                                                                                                                                                                                                                                                                                                                                |
| Economic & Tourism Development Strategy (2026–2028) and Action Plan | <ul style="list-style-type: none"><li>▶ Deliver the Final Strategy with strategic, economic, and tourism aspirations and pathways that can support the future of economic development and tourism for the Shire and the community</li><li>▶ Deliver a detailed and actionable Action Plan, outlining the most effective strategies to implement the Economic Development and Tourism Strategy</li><li>▶ The first Draft and Final will be presented to the Shire executives</li></ul> |

## 2. Project Schedule



To deliver the project scope, Delos Delta proposes the following approach and timeline.

TABLE 1. PROJECT SCHEDULE

| Stage   | Date 2026                                      | Activity                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | Outputs                                                              |
|---------|------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------|
| Plan    | 27 May                                         | Conduct project inception meeting.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | Project Inception Meeting                                            |
|         | 5 June                                         | Develop the Project Plan                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | Draft Project Plan                                                   |
|         | 19 June                                        | Incorporate Council feedback and requirements. Continue to review and update project plan as needed                                                                                                                                                                                                                                                                                                                                                                                                                                                            | <b>Project Plan</b>                                                  |
|         | 26 June                                        | Develop the Engagement Plan.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | <b>Engagement Plan</b>                                               |
| Examine | <i>TBC July</i>                                | Briefing meeting with the Tourism & Economic Development Committee providing an overview and works to be completed.<br><br><i>Note. No current travel to WA lined up for July, briefing to occur online</i>                                                                                                                                                                                                                                                                                                                                                    | <b>Tourism &amp; Economic Development Committee Briefing Meeting</b> |
|         | 5 to 12 June                                   | The Shire to gather the documents for discovery                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | The Shire to Provide Key Documents                                   |
|         | 16 June                                        | Conduct document discovery                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | Document Discovery                                                   |
|         | <i>Note: Melissa is on leave 22 to 26 June</i> |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                                                                      |
|         | 23 June                                        | Develop a Current State Report of economic development and tourism in the Shire. Conduct economic analysis and develop tourism baseline for Strategy foundation.<br>Draft to include a selection of items below, with the remainder to be include in the Final:<br><ul style="list-style-type: none"> <li>▶ Multi-Criteria STEPLE Analysis</li> <li>▶ Tourism Impact and Market Analysis</li> <li>▶ Location Quotient Assessment</li> <li>▶ Future Scenario Analysis</li> <li>▶ SWOT Analysis</li> <li>▶ Environmental Scan</li> <li>▶ Gap Analysis</li> </ul> | <b>Draft Current State Report</b>                                    |

|                   |              |                                                                                                                                                                                                                                                                                                                                                       |                                                  |
|-------------------|--------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------|
|                   | 02 July      | The Shire to provide feedback on the Draft Current State Report.                                                                                                                                                                                                                                                                                      | Shire Feedback                                   |
|                   | 07 July      | Action the Shire's feedback and include additional items not included in the Draft from the list above.                                                                                                                                                                                                                                               | <b>Current State Report</b>                      |
|                   | 10 July      | Summarise key current state findings to develop an initial Strategic Core for the EDTS focused around strategic pillars/directions                                                                                                                                                                                                                    | <b>Working Draft Strategic Core</b>              |
| Plan (Concurrent) | 02 July      | Provide a general list of pages and items that could be included in the Strategy for review and consideration                                                                                                                                                                                                                                         | Strategy Menu                                    |
|                   | 14 July      | Develop basic structure including proposed page layouts. It will not be a design concept, however it will note broadly: <ul style="list-style-type: none"> <li>► Landscape / portrait preference</li> <li>► The broad Strategy structure</li> <li>► Draft themes / pillars</li> <li>► An early indication of layout and image requirements</li> </ul> | <b>Strategy Wireframe Structure &amp; Layout</b> |
|                   | 15 July      | Discuss and agree EDTS structure                                                                                                                                                                                                                                                                                                                      | Shire Feedback                                   |
|                   | 22 July      | Design initial EDTS Concept of 4-8 key pages using mock text.                                                                                                                                                                                                                                                                                         | Initial Strategy Design Concept                  |
| Engage            | 16 July      | Develop additional stakeholder engagement materials including the presentation decks.                                                                                                                                                                                                                                                                 | <b>Stakeholder Engagement Materials</b>          |
|                   | 20-24 July   | External materials for review by the CEO. .                                                                                                                                                                                                                                                                                                           | <b>CEO Approval of External Materials</b>        |
|                   | 27 July      | Engagement Launch                                                                                                                                                                                                                                                                                                                                     | <b>Engagement Launch</b>                         |
|                   | 11-13 August | Conduct in-person stakeholder engagement. With additional digital engagement to take place throughout the project.                                                                                                                                                                                                                                    | <b>In-Person Stakeholder Engagement</b>          |
|                   | 20 August    | Deliver the Engagement Report including key engagement insights from the survey and sessions with the Shire, community, and key stakeholders                                                                                                                                                                                                          | Draft Engagement Report                          |
|                   | 24 August    | The Shire to provide feedback on the Draft Engagement Report                                                                                                                                                                                                                                                                                          | Shire Feedback                                   |
|                   | 26 August    | Engagement Report finalised                                                                                                                                                                                                                                                                                                                           | <b>Final Engagement Report</b>                   |
| Analyse           | 28 August    | Develop Working Draft EDTS (Strategic Core)                                                                                                                                                                                                                                                                                                           | Working Draft EDTS                               |
|                   | 01 September | Present the Draft strategic core for review and feedback.                                                                                                                                                                                                                                                                                             | Strategic Core Presentation                      |

|         |                        |                                                                                                                                                                                                                                                                                                                                |                                                                            |
|---------|------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------|
|         | 31 August-07 September | Shire to share Strategic Core with key stakeholders.                                                                                                                                                                                                                                                                           | Strategic Core Key Stakeholder Feedback                                    |
|         | 11 September           | Develop Draft EDTS including: <ul style="list-style-type: none"> <li>► Introduction and About the Strategy (Purpose, Scope and Vision)</li> <li>► Economic Profile of Collie</li> <li>► Strategic Considerations, Environment Scan and SWOT</li> <li>► Strategic Framework</li> </ul>                                          | Draft Economic Development and Tourism Strategy                            |
|         | 15 September           | Shire review and provide feedback.                                                                                                                                                                                                                                                                                             | Shire Feedback                                                             |
|         | 22 September           | Apply feedback and develop graphic design based on initial design concept (including Shire Feedback)                                                                                                                                                                                                                           | <b>Draft Economic Development and Tourism Strategy (Graphic Design)</b>    |
|         | 24 September           | Deliver Action Plan including: <ul style="list-style-type: none"> <li>► Detailed Action Plan</li> <li>► Communications Plan <ul style="list-style-type: none"> <li>• Marketing and Launch Plan</li> </ul> </li> <li>► Monitoring and Evaluation Framework (with suggested analytics/data indicators for assessment)</li> </ul> | Draft Action Plan                                                          |
|         | 01 October             | Shire review and provide feedback. <i>Option for in-person review as calendars align.</i>                                                                                                                                                                                                                                      | Shire Feedback                                                             |
|         | 05 October             | Address feedback and develop the Final Draft Economic Development and Tourism Strategy / Action Plan.                                                                                                                                                                                                                          | <b>Final Draft Economic Development and Tourism Strategy / Action Plan</b> |
|         | 07-21 October          | Council & Key Stakeholder Review                                                                                                                                                                                                                                                                                               | Final Feedback                                                             |
| Deliver | 26 October             | Review the Final Draft Economic Development and Tourism Strategy / Action Plan feedback and implement into the Final Economic Development and Tourism Strategy / Action Plan                                                                                                                                                   | <b>Final Economic Development and Tourism Strategy and Action Plan</b>     |
|         |                        | Showcase the vision, strategic themes and principles                                                                                                                                                                                                                                                                           | <b>One-page Summary (Graphic Design)</b>                                   |
|         | 05 November            | Presentation of the Final Strategy and Action Plan                                                                                                                                                                                                                                                                             | <b>Presentation to the Shire Project Team</b>                              |
|         | 10 November            | The Final Strategy to go to Council for approval                                                                                                                                                                                                                                                                               | <b>Council Approval (as required)</b>                                      |

### 3. Engagement Overview



Delos Delta's proposed engagement approach is outlined below, with a full breakdown of the design, coordination, and delivery of stakeholder consultation in the Engagement Plan. In-person engagement is tentatively scheduled for Tuesday, 11 to Thursday, 13 August 2026.

**TABLE 2.** ENGAGEMENT OVERVIEW

| Stage     | Engagement Mechanisms             | No | Medium               | Audience                                            | Outcome                                                                                                                                                                                                                                                                                                                           |
|-----------|-----------------------------------|----|----------------------|-----------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Stage 2   | Briefing Meeting                  | 1  | Digital              | Tourism & Economic Development Committee            | ► Provide an overview of the work to be completed                                                                                                                                                                                                                                                                                 |
| Stage 2-3 | Workshop                          | 1  | Digital or In-Person | Project Team                                        | ► Discuss and agree working strategy structure and directions                                                                                                                                                                                                                                                                     |
| Stage 3   | Survey                            | 1  | Digital              | General Community                                   | ► Collect quantitative and qualitative data to support the identification of current state strengths, challenges and opportunities and focus areas for economic development and tourism for the Shire                                                                                                                             |
|           |                                   | 1  | Digital              | Key Stakeholders (Economic Development and Tourism) |                                                                                                                                                                                                                                                                                                                                   |
|           | Roundtables                       | 2  | In-Person            | Key External Stakeholders                           | ► Identify current strengths, challenges, and barriers of the Strategy, including but not limited to the: <ul style="list-style-type: none"> <li>• Vision and goals</li> <li>• Economy and tourism strengths and weaknesses</li> <li>• Priorities and opportunities</li> <li>• Community vision and wellbeing outcomes</li> </ul> |
|           | Workshops                         | 2  | In-Person            | General Community                                   |                                                                                                                                                                                                                                                                                                                                   |
|           |                                   | 1  |                      | Councillors                                         |                                                                                                                                                                                                                                                                                                                                   |
|           |                                   | 1  |                      | Executives                                          |                                                                                                                                                                                                                                                                                                                                   |
|           |                                   | 1  |                      | Tourism & Economic Development Committee            |                                                                                                                                                                                                                                                                                                                                   |
|           |                                   | 1  |                      | General Staff                                       |                                                                                                                                                                                                                                                                                                                                   |
| Stage 4   | Findings & Strategic Cor Workshop | 1  | Digital              | Shire Project Team                                  | ► Provide key engagement findings including strategic core                                                                                                                                                                                                                                                                        |
|           | Information Provision             | 1  | Digital              | Key Stakeholders                                    | ► Feedback and socialisation of Strategic Core                                                                                                                                                                                                                                                                                    |
|           | Finalisation Workshop             | 1  | Digital or In-Person | Shire Project Team                                  | ► Present and finalise Draft Strategy / Action Plan to the Shire for feedback                                                                                                                                                                                                                                                     |
| Stage 5   | Presentation                      | 1  | Digital              | Shire Project Team                                  | ► Present Final Strategy / Action Plan to the Shire                                                                                                                                                                                                                                                                               |

## 4. Document Discovery



To facilitate collaboration, Delos Delta requires access to documents that will support the delivery of this project. It is understood that in some cases the Shire may need to supply internal documentation. It is important to note that all internal documents supplied to Delos Delta by the Shire will remain confidential and will be protected by Delos Delta's security and privacy processes.

In reference to this project, Delos Delta would like access to:

- ▶ 2021 Tourism Marketing & Destination Strategy
- ▶ Corporate Business Plan
- ▶ Community Strategic Plan
- ▶ Annual Report 2024/2025
- ▶ Former Shire Reports
- ▶ Collie Just Transition Plan
- ▶ Other strategic documents or relevant data for the Strategy development

Delos Delta will gladly accept documents beyond the above list, if the Shire considers them relevant. Further information may be requested throughout the project.

Please note that only readily available material needs to be provided.

## 5. Project Risks & Challenges



The various risks and challenges this project faces are detailed below. With the appropriate project management, stakeholder buy-in, and risk assessment, these challenges can be identified and mitigated.

Potential challenges and Delos Delta's proposed risk mitigation strategies include:

| Risk                                            | Impact | Likelihood | Mitigation Measures                                                                                                                     |
|-------------------------------------------------|--------|------------|-----------------------------------------------------------------------------------------------------------------------------------------|
| Lack of stakeholder support/mandate             | High   | Low        | ► Comprehensive stakeholder management and engagement plan in place and enacted                                                         |
| Short timeframes                                | Medium | Medium     | ► Delos Delta has identified staff dedicated to the project for the entire duration and have additional resources available as required |
| Timing delays                                   | Medium | Medium     | ► Scope clarity, scheduled update meetings, clear understanding of governance and approvals processes                                   |
| Scope expansion                                 | Low    | Low        | ► Agreed Project Plan<br>► Regular review/check-ins                                                                                     |
| Misalignment of objectives, goals, and outcomes | Medium | Medium     | ► Agreed Project Plan<br>► Regular review/check-ins<br>► Collaborative drafting process<br>► Regular reporting to key internal figures  |
| Ineffective authorising environment             | Medium | Low        | ► Detailed project governance arrangements designed and formalised during project initiation                                            |
| Product Quality                                 | Medium | Low        | ► Quality Assurance systems in place<br>► Agreed deliverables<br>► Stakeholder engagement                                               |
| Project dependencies                            | Medium | Medium     | ► Agreed Project Plan<br>► Regular reviews                                                                                              |

## 6. Project Governance



Delos Delta will work with the Shire to ensure this project is delivered efficiently and on time. Subject to confirmation with the Shire, the project governance will be as follows.

TABLE 3. PROJECT GOVERNANCE

| Title                             |                  | Persons                  | Contact Number |
|-----------------------------------|------------------|--------------------------|----------------|
| Project Sponsor                   |                  | Shire of Collie          | 08 9734 9000   |
| Project Team                      | Project Director | Alex Wiese               |                |
|                                   | Project Lead     | Melissa Souter-Robertson |                |
| Project Director (Delos Delta)    |                  | Brook Dixon              |                |
| Project Coordinator (Delos Delta) |                  | Anna Wilson              |                |
| Project Support (Delos Delta)     |                  | Anna Flett               |                |

## Project Reporting

Delos Delta will work with the project team to enact the following project reporting approaches.

TABLE 4. EDTS PROJECT REPORTING

| Mechanism             | Purpose                                                                                       | Frequency                                             | Application                                                   |
|-----------------------|-----------------------------------------------------------------------------------------------|-------------------------------------------------------|---------------------------------------------------------------|
| Project Team Meeting  | To discuss project outputs and progress, and to clarify or provide output feedback            | Weekly during planning<br>Fortnightly during delivery | Recurring meeting set up                                      |
| Project Task Tracker  | To monitor and communicate project updates outside of meeting times including assigning tasks | As required, but reviewed during Project Team Meeting | Viewed in the Planner available <a href="#">here</a>          |
| Project Hours Tracker | To report on project hours and budgets. Hours to be shown as a proportion of project phase    | Fortnightly                                           | Delos Delta to send as an email at the end of each fortnight. |





Shire of  
**Collie**

**Tourism & Economic Development Committee  
06 August 2026**

**Attachment 7.1.A  
Instrument of Appointment and Terms of Reference  
2026**





# **TOURISM & ECONOMIC DEVELOPMENT COMMITTEE**

## **INSTRUMENT OF APPOINTMENT & TERMS OF REFERENCE**

**2026**

## Table of Contents

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## **1 INTRODUCTION**

- 1.1 The Council of the Shire of Collie (the "Council") establishes this committee under the powers given in Section 5.8 of the *Local Government Act 1995*, the committee to be known as the **TOURISM & ECONOMIC DEVELOPMENT COMMITTEE - 2026**, (the "Committee").
- 1.2 The Council appoints to the Committee those persons to be members of the Committee by resolution of Council. Membership of the Committee shall, unless otherwise specified, be for a term ceasing on the day prior to local government elections being held. Council may appoint members for a further term at the next available meeting following the elections.
- 1.3 The Committee provides appropriate advice and recommendations to the Council on matters relevant to its Terms of Reference (ToR). This is in order to facilitate informed decision-making by the Council in relation to the legislative functions and duties of the local government that have not been delegated to the Chief Executive Officer ("CEO").

## **2 COMMITTEE AIMS & OBJECTIVES – GENERIC**

The following objectives are generic to all Council committees:

- 2.1 To consider, advise and assist the local government in performing specified functions or fulfilling required responsibilities within the Shire of Collie district;
- 2.2 Where appropriate, to liaise with relevant agencies and other persons in the development, review and testing of Council policy and strategic objectives;
- 2.3 To carry out research and other activities as directed by the Council or prescribed by the regulations;
- 2.4 To fulfil the objectives and/or undertake the specific tasks as a Committee of Council specified in 'Section 2 - Committee Aims & Objectives – Generic' and 'Section 3 - Committee Objectives – Specific; and
- 2.5 To ensure that all members dealings are carried out in accordance with the Shire of Collie Code of Conduct for Council Members, Committee Members and Candidates.

(Details of tasks to be endorsed by Council by resolution when the committee is established or as amended from time to time by Council resolution).

## **3 COMMITTEE OBJECTIVES - SPECIFIC**

The TOURISM & ECONOMIC DEVELOPMENT COMMITTEE shall have the following objectives:

- 3.1 To focus on the development and implementation of strategic tourism and economic development initiatives aligned to the Shire of Collie Strategic Community Plan.

Any variation to these objectives is not to be considered by the Committee unless approved by Council.

**4 MEMBERSHIP**

- 4.1 The Council shall appoint, by Absolute Majority, members for the Committee for a period of two years or until the next Ordinary Council election.
- 4.2 The members, taken collectively, will have a broad range of skills and experience relevant to the function of the Committee.
- 4.3 In accordance with provisions of Section 5.9 of the *Local Government Act 1995*, the Committee is to comprise of Councillors, Officers and Other Persons.

**5 MANAGEMENT / PROCEDURES**

- 5.1 The formation and conduct of the Committee shall be in accordance with the requirements of the *Local Government Act 1995* and any other statutory requirements.
- 5.3 The Council shall appoint a Presiding Member and may appoint a Deputy Presiding Member to conduct its business in accordance with the following provisions of Section 5.12 of the *Local Government Act 1995*.
- 5.4 The Presiding Member shall ensure that business is conducted in accordance with the Shire of Collie Standing Orders and that minutes of the proceedings are kept in accordance with Section 5.22 of the *Local Government Act 1995*.
- 5.5 Shire of Collie Local Law Standing Orders apply to all Shire of Collie committees.
- 5.6 Quorum for a meeting shall be at least 50% of the number of offices, whether vacant or not. A decision of the Committee does not have effect unless it has been made by a simple majority.
- 5.7 A Council Officer shall be appointed by the Council CEO to prepare agendas and minutes on behalf of the Committee.
- 5.8 The Committee shall meet regularly on an as needs basis at intervals sufficient to administer the affairs of the Committee.
- 5.9 Minutes of each Committee meeting shall be presented to Council in a format consistent with Council Standing Orders.
- 5.10 The Council may adopt, amend, reject or refer back to the Committee any issues arising from the minutes.
- 5.11 The Committee shall not direct Council Staff on any matter as all staffing matters are the responsibility of the Council CEO.
- 5.12 The Committee shall not raise matters at meetings that are outside of the Committee's Specific Objectives including staffing, administrative or operational matters.
- 5.13 The Committee will not have the authority or power to commit the Shire of Collie or any association, organisation, group or individual to expenditure without Council endorsement.

- 5.14 The Committee may call upon consultants or guests with specific expertise or as the need arises and invite them to attend meetings. Such persons shall not be entitled to vote on any decision arising from such meetings.
- 5.15 No member of the Committee is permitted to make public comment on behalf of the Committee or the Shire of Collie.

## **6 DELEGATED POWERS**

- 6.1 The Committee is an Advisory Committee and as such, all decisions of the committee shall be presented as recommendations to Council for consideration. Committee recommendations shall not be binding on Council and must be endorsed by Council to take effect.
- 6.2 The Council reserves the right to delegate powers to the Committee if circumstances require delegation. The Delegation shall be recorded in the Council minutes prior to the delegation being exercised.

## **7 TERMINATION OF COMMITTEE**

Termination of the Committee shall be:

- 7.1 In accordance with the *Local Government Act 1995*; or
- 7.2 At the direction of Council; or
- 7.3 On the specified date.

## **8 AMENDMENT TO THE INSTRUMENT OF APPOINTMENT AND DELEGATION**

- 8.1 This document may only be altered by the Council through direct resolution of Council.

## **9 OFFICER(S) RESPONSIBLE FOR MANAGEMENT OF THE COMMITTEE**

- 9.1 The Chief Executive Officer shall appoint an officer relative to the Committee's Terms of Reference to manage the committee. In normal circumstances this is the relevant Director or the Governance Coordinator.
- 9.2 The appointed officer shall provide the secretarial and administrative support through his/her Directorate.





Shire of  
**Collie**

**Tourism & Economic Development Committee  
06 August 2026**

**Appendix 1  
Wellington NP Promotional Sign Concepts**



# COLLIER RIVER VALLEY

Seen Wellington National Park?

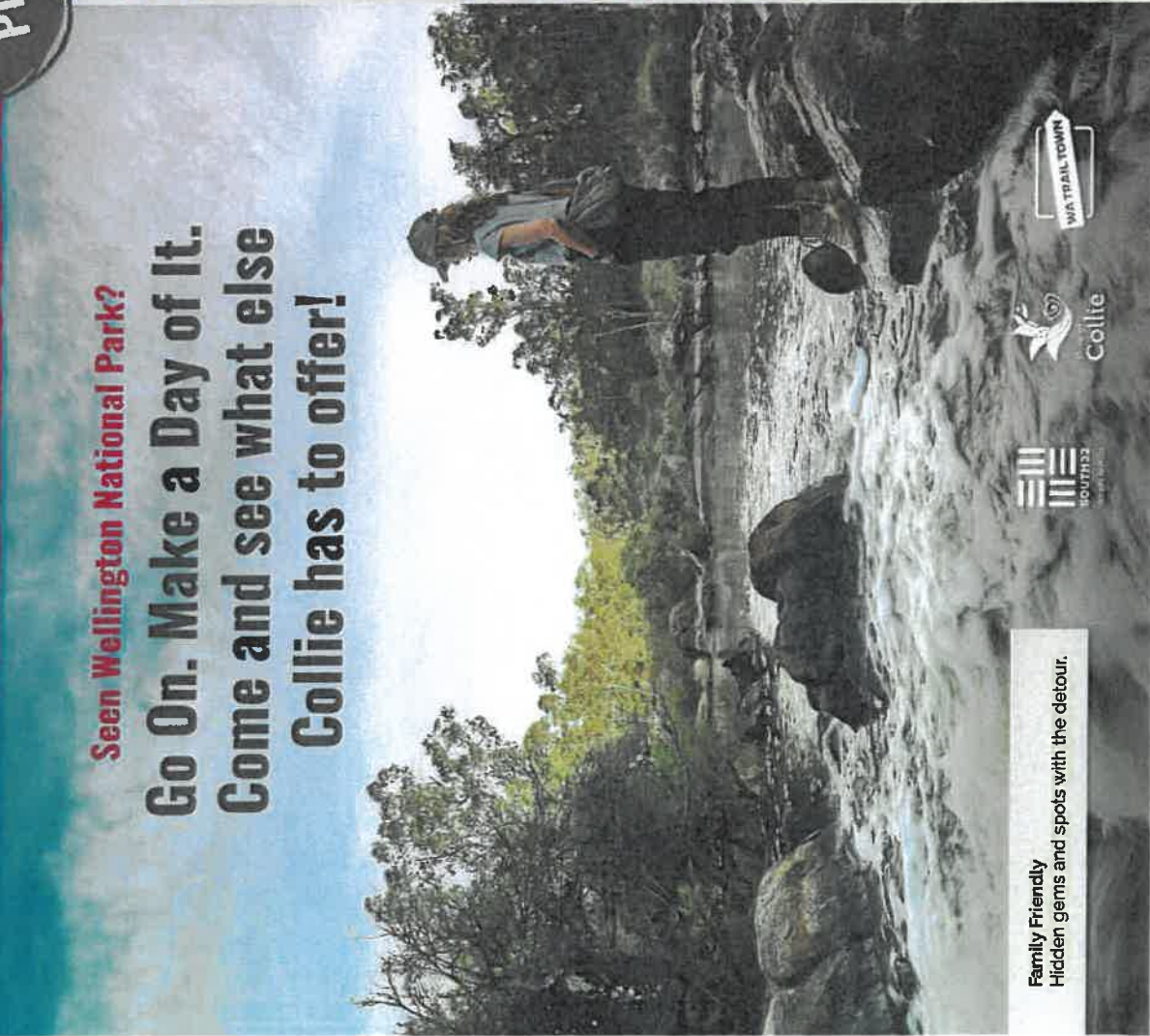
**Go On. Make a Day of It.  
Come and see what else  
Collie has to offer!**

**Family Friendly**  
Hidden gems and spots with the detour.



**POWER  
YOUR  
PLAY >**

**Wambenger Trails lead you to Collie**



**Lake Kepwarl**  
Waterski, camp  
and stay awhile.



**Coal Mine Experience**  
Step underground into Collie's mining past.



**Collie Mural Trail**  
Discover colourful stories around every corner



**Local Historic Pubs**  
Relax with a meal and a cold drink

**Yes there is more, you're closer than you think.**  
Collie Town Centre is just a short 20 min drive.  
Locals know... the best spots are just up the road!



**For more information, visit  
[collievervalley.com.au](http://collievervalley.com.au)**



# COLLIER RIVER VALLEY

POWER  
YOUR  
PLAY >

## Wambenger Trails lead you to Collie

Seen **Wellington National Park?**  
**Now discover more.**  
**The rest of Collie is just  
up the road!**



**Town Centre**  
Wander the heart of Collie,  
just 20 minutes away.



**Café Scene**  
Refuel with great coffee and local flavours



**Collie Art Gallery**  
Explore local  
creativity and culture.



**Coalfields Museum**  
Uncover the stories  
that shaped Collie.



**Minningup Pool**  
Paddle, picnic and play by the river.



**Mountain Biking**  
Ride world-class trails through the valley.



**Wildflower Season**  
Discover colour  
throughout the  
jarrah forest.



Shire of  
**Collie**

**Tourism & Economic Development Committee  
06 August 2026**

**Appendix 2 & 3  
Busselton Airport Poster Designs and Promotion**



## Appendix 2 – Busselton Airport Poster Designs

### Summer



**COLLIE RIVER VALLEY**

# Make a Splash in Collie

**POWER YOUR PLAY >**

Chase the sun, cool off by our lakes, then kick back with a picnic or a paddle if you're feeling playful. Day trip or weekend, Collie's summer playground is closer than you think.

Find your summer fun at [CollieRiverValley.com.au](http://CollieRiverValley.com.au)

[f](#) [@](#) [v](#) [o](#)

#VisitCollie | #PowerYourPlay  
#WambengerTrails

The Collie River Valley is a registered trademark of Collie River Valley.

**WATER TRAIL TOWN**

**Wambenger Trails**

### Autumn



**COLLIE RIVER VALLEY**

# Fall for Collie

**POWER YOUR PLAY >**

Golden days, calm mornings, and the perfect excuse to slow down. Wander the mural trail, uncover Collie's history, and roll into town for good food and easygoing charm. Just a short drive away, Autumn is made for Collie.

Discover your autumn adventure at [CollieRiverValley.com.au](http://CollieRiverValley.com.au)

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**WATER TRAIL TOWN**

**Wambenger Trails**

### Winter



**COLLIE RIVER VALLEY**

# Warm up in Collie

**POWER YOUR PLAY >**

Misty trails, rugged lookouts, and MTB rides that fit differently in winter. Warm up with a coffee, explore the forest, then cosy up with a pub meal. Collie brings the warmth, even when the weather is cool.

Plan your winter wander at [CollieRiverValley.com.au](http://CollieRiverValley.com.au)

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**WATER TRAIL TOWN**

**Wambenger Trails**

### Spring



**COLLIE RIVER VALLEY**

# Bloom into Collie

**POWER YOUR PLAY >**

Wildflowers, flowing rivers and perfect days for wandering. Pack a bag, lace up, and explore vivid forests, quirky murals and crisp, fresh air. Collie makes a spring escape easy.

Plan your spring escape at [CollieRiverValley.com.au](http://CollieRiverValley.com.au)

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**WATER TRAIL TOWN**

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## Appendix 3 – Busselton Airport Promotional Material

### Newspaper Shire Update – 16 April 2026



#### Collie promoted at Busselton Margaret River Airport

Collie is being proudly promoted through updated advertising at Busselton Margaret River Airport, helping showcase our town to thousands of travellers visiting the South West. The new posters feature artwork that will rotate every three months, keeping Collie's story fresh, relevant and eye-catching.

The airport is a growing regional asset, recording more than 192,000 passenger movements in 2024-2025. With new Regular Passenger Transport (RPT) flights from Melbourne and Sydney, plus FIFO services operating, and its continued role as a vital emergency services hub, the airport attracts a wide mix of locals, workers and visitors.

On average, 16,700 passengers pass through the terminal each month, plus around 900 family members and friends visiting for drop-offs and pick-ups. Long dwell times in arrivals hall mean Collie's advertising is seen multiple times per visit. This initiative raises the awareness of Collie to support local businesses and tourism operators, and encourage more people to discover what our community has to offer.

### Social Media Post – 27 April 2026



Shire of Collie  
27 April at 10:00 · 🌐

Collie promoted at Busselton Margaret River Airport

Collie is being promoted to South West travellers through rotating artwork advertising at Busselton Margaret River Airport. With more than 192,000 passenger movements annually and long dwell times in the terminal, the campaign reaches thousands of locals, workers and visitors. This initiative helps raise awareness of Collie and encourages support for local businesses and tourism.



👍 39 🗨️ 2



Shire of Collie limited who can comment on this post.

[View more comments](#)



Kym Gibson

Great to see destination marketing in action Shire of Collie. Well done.