



Hilltops Destination Action Plan 2020 to 2025

July 2020



Destination
Southern NSW

Disclaimer

The information contained in this Plan is intended only to inform and should not be relied upon for future business investment or other decisions. It is expected that any specific recommended actions should be analysed and appropriate due diligence undertaken prior to making any investment decisions.

Recommended actions contained in the Hilltops Destination Action Plan 2020 to 2025 have been made on the basis of assumptions, methodology and information provided from many sources. The authors, and Destination Southern New South Wales, accept no responsibility or liability for any errors, omissions or resultant consequences including any loss or damage arising from reliance on the information contained in this Plan.

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This Plan has also been developed in consultation with tourism industry operators, interested individuals and representatives of community groups across the Hilltops who made considerable contributions and comments. Their interest and support of the planning process is important and highly appreciated.

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Acronyms used in this report

DAP	Destination Action Plan
DNSW	Destination New South Wales
DSNSW	Destination Southern New South Wales
HC	Hilltops Council
HCRTC	Hilltops Council Regional Tourism Committee
LGA	Local Government Area
LSPS	Local Strategic Planning Statement
TDDP	Tablelands Destination Development Plan



1.0 Introduction

Destination Southern New South Wales commissioned the preparation of the Tablelands Destination Development Plan (TDDP) 2020 to 2025, and integrated local Destination Actions Plans (DAPs), to create a collaborative Regional Visitor Economy Action Planning Framework to guide the work of local, regional and state tourism stakeholders to grow, develop and promote the region’s visitor economy to 2025.

The Tablelands Destination Development Project¹ is identified as one of seven priorities derived in the *Destination Southern New South Wales Regional Destination Management Plan (DMP) 2018 to 2020*.

The Project involves Destination Southern New South Wales (DSNSW), Destination New South Wales (DNSW) and the five Southern Tablelands’ Local Government Areas (LGAs) – Goulburn Mulwaree Council, Hilltops Council, Yass Valley Council, Upper Lachlan Shire Council and Queanbeyan Palerang Regional Council. DSNSW committed funding to the project that was supported with funding from the LGAs.

The aim of the project is to prepare a realistic, achievable and collaborative Regional Visitor Economy Planning Framework that fosters learning, trust and rapport amongst stakeholders to create a roadmap to work collaboratively to grow, develop and promote the region and its towns and villages as a distinct new, appealing and competitive tourism region in NSW.

The region has achieved incremental growth over the past ten years and each LGA has been working individually, some with relatively limited resources (human and financial), to grow their local visitor economies. All stakeholders agree, the time is right to kick start a new way to think about how to further develop and sustainably grow the visitor economy so it can be better positioned as an appealing and emerging tourism region in NSW.

The Tablelands Destination Development Plan 2020 to 2025 is an important outcome of comprehensive research, analysis, and stakeholder engagement processes. The Hilltops Destination Action Plan (HDAP) 2020 to 2025 has been prepared to provide specific local level priorities and associated actions to develop and grow the Hilltops visitor economy. Destination Action Plans (DAPs) have also been prepared for Goulburn Mulwaree, , Yass Valley and Queanbeyan Palerang that integrate with the priorities of the Tablelands Destination Development Plan.

The implementation of this Plan will require effective leadership and strategic management from Hilltops Council and its staff that is supported by the cooperation and engagement with the local tourism industry.

¹ The name Tablelands is currently used to identify the region. A proposed brand review process will determine a clear brand identity and positioning story for the region.

The Hilltops Destination Action Plan is an important part of the Tablelands Destination Development Project. Priorities for the next five years focus on strengthening Council’s destination management arrangements to drive a strategic approach to the growth and development of the Hilltops visitor economy; support for events that generate awareness of the Hilltops and provide opportunities for visitors and residents to celebrate and experience country life; ensuring tourism is considered as an important part of Council strategic land use, community and infrastructure planning; adopting a proactive approach to attract and support private sector investment; advocating the benefits of growing the visitor economy to Council, industry and the community; and aligning Hilltops marketing activities to recommendations of the Tablelands Destination Development Plan.

Figure 1: Tablelands Regional Visitor Economy Action Planning Framework



2.0 Tablelands 2025 Visitor Economy Objectives

Tablelands Visitor Economy Vision 2025

By 2025, the Tablelands will be recognised as a distinct tourism region within NSW offering diverse attractions and experiences to attract overnight and daytrip visitors to explore the region year-round. The visitor economy will be acknowledged as an important contributor to the social and economic fabric of the region.

Tourism is currently estimated to contribute \$539 million worth of direct visitor expenditure to the Tablelands visitor economy².

Tablelands Visitor Economy Objectives 2025



² TRA [2018] visitor regional expenditure data at LGA Profiles

³ It should be noted that the TRA data provides the only consistent measures of visitation and visitor expenditure data. Visitor economy objectives are based on analysis of this data at the time of preparation of this Plan. Achievement of benchmark goals may also be influenced by external factors such as changes to broader economic conditions and other unforeseen conditions/influences.

Tablelands Experience Platforms

Five experience platforms are proposed to drive and coordinate tourism product and experience development across the Tablelands region over the next five years. It is proposed that experience trails be created to link key tourism products with country towns and villages allowing visitors to experience and enjoy country life whilst encouraging visitor dispersal across the region.



Key Visitor Markets

Based on visitation research findings and recommendations of the Tourism Research Australia 'The Beach, Bush and Beyond' report on the regional dispersal for Australian tourists*, the focus for Tablelands marketing initiatives should be concentrated on the following key visitor markets with the intention of attracting repeat and new visitors and encouraging them to stay and explore the region:



Primary

Domestic visitors from Sydney, ACT and Regional NSW targeting family road trippers and affluent 45+ Australians

Visiting Friends and Relatives (VFR)



Secondary

Young travellers – Traditional Market Gen Y/Z Australians and Internationals

Domestic visitors travelling between Melbourne and Sydney targeting affluent 45+ Australians

As further explained in Strategic Priority 3, a brand review and identity process should confirm which visitor markets [geographic, demographic and psychographic] are best targeted to achieve effective growth over the next five years.

See more explanation in the Tablelands Destination Development Plan 2020 to 2025.

* Tourism Research Australia (2019) The Beach, Bush and Beyond: Understanding Regional Dispersal of Australian Tourists, October



3.0 Growing the Hilltops Visitor Economy

Increasing direct visitor expenditure, encouraging overnight visitation and attracting daytrip visitors is important to growing the Hilltops visitor economy.

Continuing to strengthen Council, local business and community support for tourism, and encouraging and supporting private sector investors to develop and promote tourism products and experiences are necessary to attract visitors to stay and explore the area.

Hilltops Council has an important role in leading and guiding the development and promotion of tourism and events to create awareness of the area and encourage visitation to grow the Hilltops visitor economy. The Hilltops Council Regional Tourism Committee (HCRTC) has a key role to support Council to advise on the implementation of the Hilltops Destination Action Plan 2020 to 2025 and to better engage local industry operator interests in developing the Hilltops as an appealing tourism destination.

In line with the other Tablelands LGAs, the Hilltops visitor economy has been growing incrementally over the past decade. There is, however, an opportunity to better activate tourism and events to grow and develop tourism in a sustainable way to increase its contribution to the local economy and enhance community wellbeing.

This will require adopting a strategic and proactive approach to infrastructure and tourism product and experience development that capitalises on the area's experiences and strengths – regional produce, emerging Hilltops Region wines, authentic country festivals, gold rush and indigenous heritage, and country village experiences. There is also a critical need to support appropriate accommodation development so people can stay and explore the area and for local businesses to have a welcoming 'open for business' attitude.

To compete effectively in a cluttered and changing regional tourism landscape will require a commitment by Council to support the on-going development of appeal of its towns and villages and the development of authentic tourism product and experiences that reflects the Hilltops country lifestyle, giving visitors reasons to want to stopover, stay and spend longer in the area. This will require taking a proactive approach to support current businesses to grow, and to attract and support potential investors to enhance current tourism offerings and develop new products including: boutique and farm stay accommodation and on-farm experiences; regional wine, produce food and agri-tourism experiences; local arts; and country hospitality offerings in village restaurants, cafes, and pubs.

On-going development of infrastructure, amenities and Council place-making planning initiatives are also essential to enhance the appeal and character and aesthetics of Hilltops towns and villages for residents and visitors. There is also a need for further investment to enhance recreation experiences including family friendly walking, running and cycle tourism offerings. Importantly, there are opportunities to showcase the Hilltops stunning seasonal vistas and landscapes through the development of lookouts and turn-off-bays.

Sustainable tourism development is important to continue to protect the significant environmental, heritage and community values. The preparation of the Hilltops 2040 Local Strategic Planning Statement (LSPS) is timely and has the potential to address opportunities and challenges to drive the growth and development of the sustainable development of tourism of the area. Proposed objectives are important to enhancing the Hilltops towns and villages as appealing places to visit and to encourage private sector investment.

Aligning Council's work in tourism and events to the priorities of the Tablelands Destination Development Plan 2020 to 2025 is also critical to achieve improved visitor economy outcomes for the Hilltops region. In particular, there are plans for the five Tablelands LGAs to work collaboratively to better cluster and promote tourism products and experience strengths across the region (see TDDP Priorities 3 and 4).

Hilltops Visitor Economy Drivers

- Proximity to Canberra, western Sydney and the regional centres of Wagga Wagga and Orange
- The area is recognised for its quality and authentic regional produce and boutique wineries
- Young is known as the 'Cherry Capital of Australia'
- The Cherry Festival is a well-established event that attracts visitors and creates awareness for the region
- Council delivers other authentic destination events that are linked to the area's heritage and culture (e.g. Irish Woolfest, Kite Festival and Lambing Flat Chinese Festival)
- Jugiong has attracted private investors that have created a cluster of appealing quality food, wine, boutique shopping and accommodation experiences that has put Jugiong on the road-tripper map.

Hilltops Local Strategic Planning Statement (LSPS)⁵

The LSPS recognises the need for economic diversification of the area that will help grow the local visitor economy including support for:

- Accommodating the capacity for 'start-ups' or 'incubator' businesses associated with agricultural industry within the towns and villages of Hilltops
- Further economic diversification of the agricultural sector that increases demand for local jobs and services due to changing practices in the agricultural sector that have resulted in a reduction in direct employment on the farms
- Other 'value-add' industries, subject to sustaining agricultural land environmental values such as water quality and protecting the amenity and quality of life of Hilltops towns and villages
- Residents to re-establish local and small scale economic and community activities to promote appropriate growth of villages including the development of local scale tourism and recreation activities subject to protecting environmental and agricultural values and standards
- Providing and maintaining quality and accessible open space areas to support the recreational needs of communities, while also strengthening opportunities for tourism
- Fostering a cooperative and coordinated approach to tourism, including the support of local Indigenous tourism and business enterprises.

The LSPS proposes strategic narratives for each of Hilltops' largest towns Boorowa, Harden-Murrumburrah and Young that outline supporting land use and infrastructure objectives, priorities and recommended actions for the Hilltops consolidated Local Environmental Plan (LEP) and Development Control Plan (DCP). Proposed economic and open space and recreation objectives are important to stimulate visitor economy growth and development. In addition, the LSPS acknowledges the distinctive rural character and amenity of its towns and villages are major attributes and sustaining them will be central to retaining local identity and attracting further investment and growth.



⁵Hilltops Council Local Strategic Planning Statement 2020 to 2040, Draft

4.0 Hilltops Visitor Economy Vision 2025

The following vision was created from engagement with local government, industry and community stakeholders and will be used to guide the implementation of the Hilltops Destination Action Plan to 2025.

By 2025 Hilltops will be recognised as a quality regional food, wine and produce region, offering visitors opportunities to stay and experience its beautiful landscapes and authentic country experiences. The visitor economy is also recognised by Council and community as an important contributor to the wellbeing of the community.

This vision aligns with economic, community and planning visions for tourism.

Strategy	Vision for tourism
South West Slopes Regional Economic Development Strategy 2018 to 2022*	The South West Slopes Region will be a thriving community of choice, working together to leverage its endowments and core competencies in agriculture, mining, manufacturing, and tourism to achieve sustainable growth.
Hilltops Council Economic Action Plan (2018)	Hilltops is a connected region, with both the local society and economy driven by a culture of innovation and collaboration, capitalising on our agricultural strength. (Tourism is identified as a sector that will contribute to the future economic development of the Hilltops region).
Hilltops Community Strategic Plan 2030 & Hilltops Council Local Strategic Planning Statement 2020 to 2040, Draft	In 2030 the Hilltops is a thriving region offering a relaxed country lifestyle and diverse economy. We value and protect our friendly community spirit, pristine natural environment, and deep cultural heritage. There are strong connections between our community, environment, economy, infrastructure, and Council, making the Hilltops region a vibrant place to live, work and visit.

*South West Slopes comprises Bland Shire Council, Cootamundra-Gundagai Regional Council, Hilltops Council, Temora Shire Council and Weddin Shire Council.



5.0 Hilltops Visitor Economy Opportunities and Challenges

The following important challenges and opportunities were identified through research and engagement activities undertaken to grow the Hilltops visitor economy:

Key Opportunities

- Build awareness and appeal of the Hilltops Region wine tourism experience
- Further develop and showcase the Hilltops as an authentic food and produce region in NSW
- Capitalise on the potential of Jugiong as a gateway to the Hilltops for travellers on the Hume Highway
- Promote the area's Chinese heritage from the gold rush era to attract domestic and international Chinese visitors – e.g. Chinese Tribute Garden
- Celebrate and create a destination event in Autumn
- Create a geographical network of experiences and stories in the area by connecting places
- Improve packaging and promotion of experiences (food, wine, nature, heritage, arts, sports) to encourage visitors to stay longer in the area
- \$10 million upgrade of the Harden Golf Club will provide opportunities for guests 'to play and stay'
- Develop more boutique and farm stay accommodation to create country experiences for visitors
- Develop and position Harden as an appealing stop over destination through implementation of the Harden Murrumburrah Masterplan
- Showcase our rolling countryside and rich agricultural land – e.g. seasonal landscapes, district blossoms, golden canola fields, wheatwheat, and grazing land.

Key Challenges

- Clearly determine our differentiation and identity - have potential visitors heard of Hilltops?
- Improve Council and community understanding of the contribution and potential of tourism to grow the local visitor economy
- Lack of quality accommodation and capacity for events and during fruit picking season
- Although Food and Wine provides an important opportunity to position the area, there is still considerable work to do to develop and promote quality food and wine product and experiences
- There is also more work to develop the area's Heritage story
- Support operators to create bookable experiences across a variety of products and services
- Improve cooperation between Council and amongst business operators, as well as between towns
- Attract funding to develop tourism infrastructure and destination experiences
- Overcome traditional attitudes to business opening hours quality customer service in local towns and villages
- Limited arts and cultural experiences
- Current Council Development Application processes create barriers to development (e.g. offering food at Cellar Doors).

6.0 Strategic Priorities

Six strategic priorities and associated actions have been established to guide the cooperative work of Council and industry to grow and develop the Hilltops visitor economy over the next five years.

Priority	Action	Strategy
1	Destination Management	Strengthen Council destination management arrangements for tourism and events to drive a strategic approach to the growth and development of the Hilltops visitor economy that integrates with priorities and actions of the Tablelands Destination Development Plan.
2	Destination Infrastructure Development	Ensure tourism is considered as an important part of Council strategic land use, community, and infrastructure planning.
3	Destination Product and Experience Development	Adopt a proactive approach to attract and support private sector investment to create and deliver a range of authentic tourism products and experiences to encourage new and repeat visitors to stopover, stay and explore the area.
4	Destination Festivals and Events	Continue to support the growth and development of hallmark and destination events that generate awareness of the Hilltops and provide opportunities for visitors and residents to celebrate and experience country life.
5	Destination Engagement	Advocate the benefits of growing the visitor economy to Council, industry, and the community.
6	Destination Marketing	Align Hilltops marketing activities to recommendations of the Tablelands Destination Development Plan.

Priorities and associated actions in this Plan have been assigned stakeholder responsibility within a priority time frame:

- IMMEDIATE within six months (by December 2020)
- HIGH within the first year (by July 2021)
- MEDIUM within two to three years (by July 2023)
- LOW within the next four to five years (by July 2025)

The following pages identify associated actions to be implemented over the next five years to 2025 to drive and grow the Hilltops visitor economy.



Destination Management

Priority 1: Strengthen Council destination management arrangements for tourism and events to drive a strategic approach to the growth and development of the Hilltops visitor economy that integrates with priorities and actions of the Tablelands Destination Development Plan.

Actions		Priority
1.1	Support DSNSW to present the TDDP and HDAP 2020 to 2025 to Council and executive staff, explain proposed resourcing (human and financial) to implement the TDDP, and seek support for cooperation and adoption of the HDAP into Council's Operational Planning Framework (see TDDP Action 1.6).	IMMEDIATE
1.2	Integrate the HDAP 2020 to 2025 into Council's Operational Planning Framework.	IMMEDIATE
1.3	Establish an Agreement with DSNSW and the other 4 Tablelands LGAs to work cooperatively and contribute resources to implement the TDDP over the next five years (TDDP Action 1.7).	IMMEDIATE
1.4	Work cooperatively with relevant Council departments to ensure the priorities and actions of the HDAP 2020 to 2025 are communicated and the visitor economy is recognised as an important consideration of Council's strategies and plans.	IMMEDIATE
1.5	Review Council's budget for tourism and events to adequately resource the management, development and marketing actions of the HDAP 2020 to 2025 and TDDP 2020 to 2025.	HIGH
1.6	Present the TDDP and HDAP 2020 to 2025 to the Hilltops Regional Tourism Committee and explain proposed Council and Committee responsibilities to implement the DAP.	IMMEDIATE
1.7	Review the terms of reference of the Hilltops Council Regional Tourism Committee to be an advisory committee of Council to advise and support Council on the implementation of the HDAP. Representatives should be skills based and selected on a basis of their knowledge and expertise in tourism (not geographic representation) for a 2-year tenure. Representatives not attending 3 consecutive meetings can be replaced at the discretion of Council.	HIGH
1.8	Facilitate quarterly meetings with the Hilltops Regional Tourism Committee to work cooperatively to advise on the implementation of the HDAP.	ON-GOING
1.9	Present briefings on the implementation progress of the TDDP and HDAP to Council at least twice annually.	IMMEDIATE
1.10	Participate in bi-monthly meetings with the TDDP Project Steering Committee to discuss and support the implementation of the TDDP and HDAP (see TDDP Action 1.8).	ON-GOING
1.11	Participate in the Tablelands Professional Development Program that provides professional development opportunities for LGA Tourism Managers to advance their strategic tourism knowledge and leadership capacity – e.g. strategic land-use planning, crisis management planning & recovery, tourism research, event planning and evaluation, strategic marketing, industry development (see TDDP Action 5.1)	ON-GOING
1.12	Assess and plan for potential environmental and economic risks related to the local visitor economies that ensures visitor safety and security is assessed and integrated into current and future Council plans and policies (TDDP 1.12)	HIGH
1.13	Contribute to a review of the TDDP collaborative delivery arrangements in 2024 (Year 4) to evaluate its efficacy (see TDDP Action 1.9).	LOW
1.14	Evaluate annual implementation of HDAP 2020 to 2025 action across all Council divisions.	MEDIUM/LOW

Destination Infrastructure Development

Priority 2: Ensure tourism is considered as an important part of Council strategic land use, community and infrastructure planning.

Actions		Priority
2.1	Work with Council's Sustainable Growth Unit to ensure tourism is considered as part of the implementation of actions of the LSPS to drive a strategic and coordinated approach to the growth and development of the Hilltops visitor economy.	IMMEDIATE
2.2	Continue to advocate and support the enhancement and development of key infrastructure projects that will help drive visitor economy growth to the area (e.g. Chinese Tribute Garden, Murrumburrah Precinct Plan, Blackguard Gully Master Plan, Contemporary Arts Museum, World War I Museum, scenic lookouts and turn-off bays in key locations, and walking/running and cycling trails).	IMMEDIATE
2.3	Improve the visual appeal, character and amenity of towns and villages through beautification and streetscape works and enhancement of gateway entrances.	ON-GOING
2.4	Continue to identify suitable sites for overnight stays and develop parking facilities near towns and villages to establish Hilltops as an RV friendly destination.	HIGH
2.5	Explore the feasibility of creating a family-friendly walking and cycle routes that connect towns and villages and attractions (e.g. Young to Chinese Tribute Gardens).	MEDIUM
2.6	Create a consistent approach to tourism and wayfinding signage across the Hilltops LGA and provide key visitor information at gateways to the Hilltops (Young, Jugiong, Boorowa, Harden) that links to recommendations of the Tablelands Tourism Signage Strategy (TDDP 2.8).	MEDIUM
2.7	Identify and leverage government grant funding for infrastructure and tourism product, experience and event development (TDDP 2.7).	ON-GOING

Destination Product and Experience Development

Priority 3: Adopt a proactive approach to attract and support private sector investment to create and deliver a range of authentic tourism products and experiences to encourage new and repeat visitors to stopover, stay and explore the area.

Actions		Priority
3.1	Work with the TDDP Steering Committee to implement tourism product and development actions identified in the TDDP (Strategic Priority 2) related to the 5 experience platforms - Country Life, Food, Drink & Produce, Australian Heritage and Nature and Outdoors, Country Festivals and Events.	IMMEDIATE
3.2	Prepare fact sheets and web material for Council 'Invest in Hilltops' to promote new tourism business development opportunities and how to seek support from Council.	HIGH
3.3	Create engaging case studies of local private sector investors that have developed successful tourism enterprises and promote these as part of Council's economic development 'Invest in Hilltops' to help attract new tourism entrepreneurs to the area (e.g. showcase businesses in the Jugiong cluster).	HIGH
3.4	Provide support to local operators to grow and enhance their businesses and deliver high-level support to new investors seeking opportunities to establish tourism operations in the area.	ON-GOING
3.5	Implement recommendations of the 2019 DNSW Product and Experience Audit Report and Gap Analysis Industry Development Plan for the Hilltops Wine Region.	HIGH
3.6	Work with local wine associations and the Yass Valley Council to develop a Wine Tourism Industry Mentoring program for Tablelands' wineries seeking to grow their wine tourism experiences as part of the development of a Tablelands Industry Mentoring Program (TDDP 2.4).	HIGH
3.7	Create experience trails/clusters across the Hilltops region to package food, drink, produce and heritage attractions.	HIGH
3.8	Explore changes to Development Control Plans for rural lands to support agri-tourism, farm gates, farm stays, on-farm experiences including the ability for Cellar doors to offer food.	HIGH
3.9	Work with Transport NSW to improve safe access to farm gates and Cellar Doors.	HIGH
3.10	Work the local hospitality operators and local producers to include and promote use of regional drink and produce on menus in cafes, restaurants and pubs that will link with the proposed Tablelands Food, Drink and Produce Growth Strategy (TDDP 2.7).	MEDIUM
3.11	Encourage and support investment in the development of new accommodation and the upgrade of existing accommodation facilities (e.g. motels, hotels, serviced apartments, caravan and camping parks) to provide quality facilities for visitors to stay and explore the area (including farmstays, short term holiday letting (TDDP 2.6) and accessible accommodation).	ON-GOING

Destination Festivals and Events

Priority 4: Continue to support the growth and development of hallmark and destination events that generate awareness of the Hilltops region and provide opportunities for visitors and residents to celebrate and experience country life.

Actions		Priority
4.1	Continue to support festivals and events that establish Hilltops as a vibrant destination for year-round country festivals and events that positively impact the visitor economy and align with the TDDP experience platform 'Country Festivals and Events' and proposed Tablelands Events Framework (TDDP 2.3)	ON-GOING
4.2	Work with event organisers and consult with the community to deliver Irish Woolfest in May to coincide with Wool Week Australia.	HIGH
4.3	Establish an Event Evaluation Program to measure attendance, visitor profiles, satisfaction, and economic outcomes for the Cherry Festival that could be used as a pilot program to inform the establishment of a Tablelands Event Evaluation Program (TDDP 6.4).	HIGH
4.4	Prepare a Hilltops Destination Event Strategy that establish a hierarchy of tourism events (major events, destination events, sports tourism events and community events) to identify strategies and actions to procure and support tourism events to increase visitation expenditure across the year, attract event funding support, and to leverage public and private sector investment for new event infrastructure and facilities relevant to the local area (TDDP 2.6).	MEDIUM

Destination Engagement

Priority 5: Advocate the benefits of growing the visitor economy to Council, industry and the community.

Actions		Priority
5.1	Support the TDDP Steering Committee to deliver a Tablelands Destination Development Awareness Program for Councillors and relevant Council staff to advocate the importance of tourism as part of Councils physical and community infrastructure planning and development, to attract quality tourism and hospitality investment and provide exceptional experiences for visitors and residents (see TDDP Action 5.2).	HIGH
5.2	Work with the HCRTC prepare an annual Hilltops Industry Engagement Program to improve engagement with local tourism operators and business to communicate the priorities of the HDAP and TDDP and encourage cooperation to grow the Hilltops visitor economy as part of the Tablelands region.	HIGH
5.3	Work with the TDDP Steering Committee and the HCRTC to create a Tablelands VFR program that educates and informs the community about the significance of tourism for their local areas, enhances their pride and highlights key experiences to attract their family and friends to visit (TDDP Action 5.3).	MEDIUM

Destination Marketing

Priority 6: Align Hilltops marketing and tourism and event evaluation activities to recommendations of the Tablelands Destination Development Plan.

Actions		Priority
6.1	Continue to undertake local promotional activities until recommendations of the regional brand review and marketing coordination framework are determined (TDDP Strategic Priority 3).	IMMEDIATE
6.2	Work with the TDDP Steering Committee to implement cooperative marketing actions identified in TDDP Strategic Priority 4.	HIGH
6.3	Work with the TDDP Steering Committee to track visitor economy growth (TDDP Strategic Priority 6).	HIGH

7.0 Implementation

Monitoring of the implementation of this Plan, and the Tablelands Destination Development Plan, is important to ensure its vision and priorities are achieved and to provide new information that can be used to inform planning and decision-making for the Hilltops visitor economy over the next five years.

Stakeholder Roles and Responsibilities – Hilltops Destination Action Plan 2020 to 2025

To ensure the effective implementation of this Plan, it is important that the roles and responsibilities of Hilltops Council, the Hilltops Regional Tourism Committee and other key tourism stakeholder organisations are clearly understood and communicated.

It is recommended that:

- **Hilltops Council** is positioned as the umbrella authority to coordinate the implementation of this Plan, and provides support to implement the strategies and actions in the Tablelands Destination Development Plan over the next five years
- **The Hilltops Council Regional Tourism Committee** provides regular strategic advice to assist Council to implement the strategies and actions in this Plan and assists Council to encourage industry engagement to grow and develop the Hilltops visitor economy
- **Other key stakeholder organisations and agencies identified in this Plan** are encouraged to provide on-going support to assist with the implementation of this plan.

Stakeholder Roles and Responsibilities – Tablelands Destination Development Plan 2020 to 2025

- **Destination Southern New South Wales** advocates the Plan's endorsement with tourism stakeholders across local, regional, and state levels, and coordinates resources to assist with implementation of key priority strategies and actions
- **The Tablelands Destination Development Project Steering Committee** is responsible for implementing the priorities and actions in this Plan over the next five years
- **Other key stakeholder organisations and agencies identified in this Plan as having a supporting role** are encouraged to provide on-going support to assist with the implementation of strategies over the next five years in addition to the adoption and inclusion of relevant actions into their own plans and initiatives.



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