



Upper Lachlan 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 Upper Lachlan 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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Upper Lachlan Tourist Association

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- Wentworth Hill A Country Wedding Binda & Hillcrest House
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Acronyms used in this report

DAP	Destination Action Plan
DNSW	Destination New South Wales
DSNSW	Destination Southern New South Wales
LGA	Local Government Area
LSPS	Local Strategic Planning Statement
MR	Main Road
NPWS	National Parks & Wildlife Service
TDDP	Tablelands Destination Development Plan
ULDAP	Upper Lachlan Destination Action Plan
ULSC	Upper Lachlan Shire Council
ULTA	Upper Lachlan Tourist Association



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 Tableland's 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 Upper Lachlan Destination Action Plan 2020 to 2025 (ULDAP) has been prepared to provide specific local level priorities and associated actions to develop and grow the Upper Lachlan visitor economy. Destination Action Plans (DAPs) have also been prepared for Goulburn Mulwaree, Hilltops, 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 Upper Lachlan Shire 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 Upper Lachlan 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 Upper Lachlan visitor economy; support for events that establish Upper Lachlan as a vibrant destination for year-round country festivals and events; 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 Upper Lachlan 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 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



To grow visitor nights by 40%



To grow overnight spend per trip by 40%



To grow domestic day visits by 40%



To grow domestic day visit spend per trip by 20%



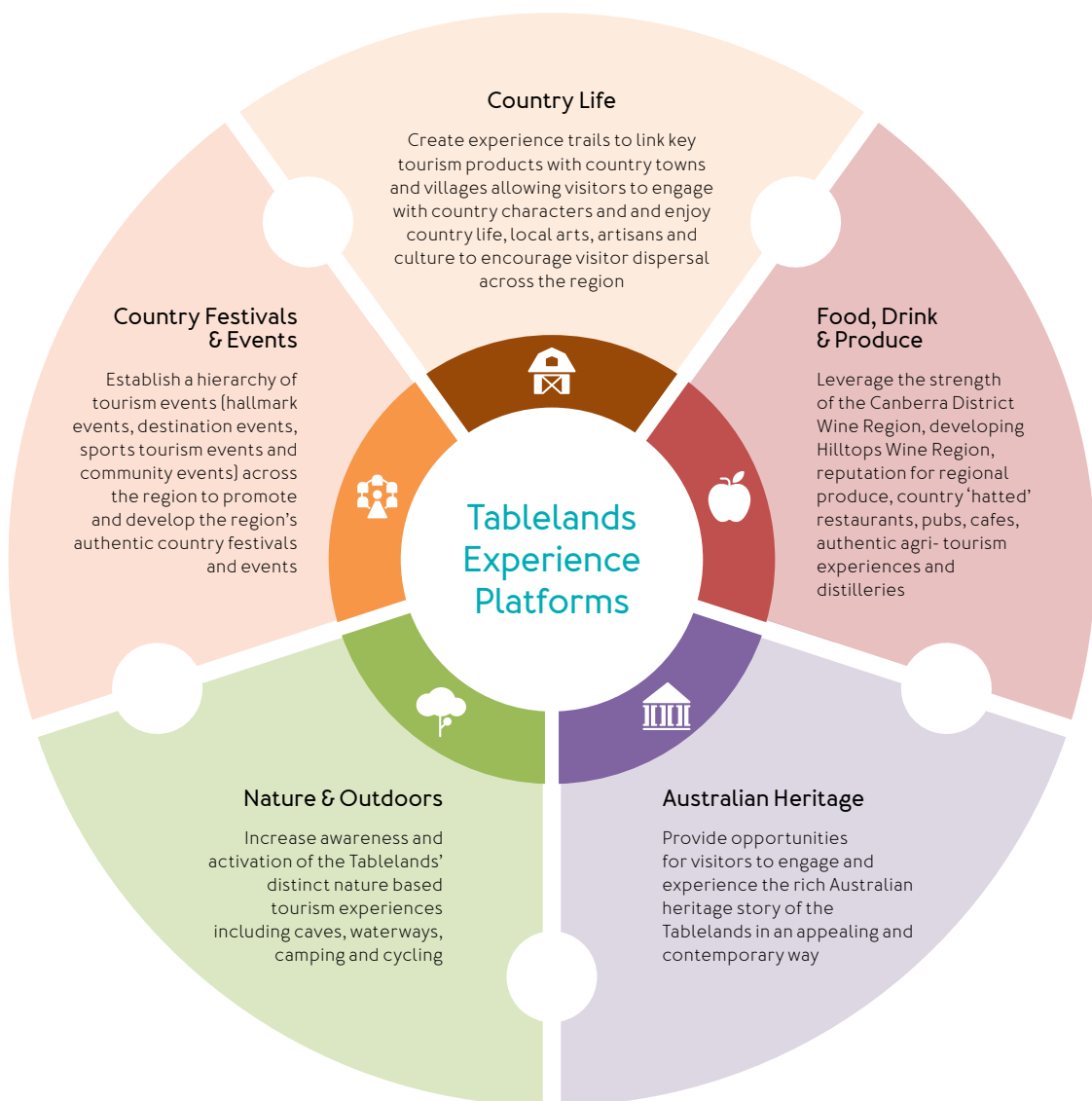
To grow direct visitor expenditure to the region by 40%

² TRA (2018) visitor regional expenditure data at LGA Profiles

NB: 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.

³ Tourism Research Australia (2019) The Beach, Bush and Beyond: Understanding Regional Dispersal of Australian Tourists, October



3.0 Growing the Upper Lachlan Visitor Economy

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

Continuing to strengthen Council and community support for tourism, and encouraging and supporting private sector investors to develop and promote tourism products and experiences are necessary to drive and guide the whole destination forward.

Upper Lachlan Shire Council continues to have an important role in leading and driving the development and promotion of tourism and events to create awareness of the area and encourage visitation to grow the Upper Lachlan visitor economy. The Upper Lachlan Tourist Association has a key role to support Council to advise on the implementation of the Upper Lachlan Shire Destination Action Plan 2020 to 2025 and to better engage local industry operator interests in developing the Upper Lachlan as an appealing tourism destination.

The Upper Lachlan visitor economy is relatively small compared to other Tablelands LGAs. There is, however, an opportunity to grow and develop tourism in a sustainable way to help diversify the Upper Lachlan economy given the area is now well connected to Canberra, Goulburn, Sydney and the Central West.

To compete effectively in a cluttered and changing regional tourism landscape will require a commitment by Council to support the ongoing development of appealing and authentic tourism products and experiences that reflect the Upper Lachlan country lifestyle, and enhancing its recreation and hospitality offerings to give 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 develop new products including: accommodation; regional food, drink and agri-tourism experiences; artisan and boutique manufacturing; and country hospitality experiences - 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 of Upper Lachlan's towns and villages for residents and visitors. There is also a need for further investment to enhance nature-based tourism experiences including cycle and mountain bike tourism offerings.

Sustainable tourism development is important to continue to protect the significant environmental, heritage and community values. The preparation of the Upper Lachlan 2040 Local Strategic Planning Statement (LSPS) is timely and critical to addressing opportunities and challenges to drive the growth and development of the sustainable development of tourism in the area. Proposed priorities and actions will contribute to creating a new direction for tourism in the Upper Lachlan and to encourage private sector investment to make the area a better place to live, work and visit.

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 Upper Lachlan. 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].

Upper Lachlan Visitor Economy Drivers

- Well-established nature-based tourism assets including Wombeyan Caves & Lake Wyangala that attract recreational visitors
- The Argyle Inn at Taralga, Laggan Pantry and Collector Wines have put Upper Lachlan's country villages on the regional NSW Food and Wine map
- Distinct country events including the Collector Pumpkin Festival, Crookwell Potato Festival, Binda Picnic Races and Taralga Rodeo create authentic opportunities for visitors to take part in fun country experiences
- Road infrastructure upgrades have resulted in townships being well positioned as stopover destinations for visitors travelling between Goulburn and Orange and Bathurst and Lithgow, Oberon and the Blue Mountains
- Strategic locations of Gunning on the Sydney to Melbourne corridor (Hume Highway) and Collector on the Canberra to Sydney corridor (Federal Highway).

Upper Lachlan Shire Local Strategic Planning Statement (LSPS): Priority 3 Tourism

The LSPS proposes that the Shire has enormous untapped opportunities for tourism, but the current planning system is restrictive. As such, the LSPS provides a window to explore options leading to changes to the Local Environmental Plan (LEP). A focus will be to identify destinations and attractions in the villages and rural locations and address planning and development opportunities and challenges relevant to growing the local visitor economy including:

- In many of the villages, except for bed and breakfasts, tourism accommodation is currently a prohibited use and in the environmental conservation zones, ecotourism is not permitted
- The protection of the area's environmental heritage provides a foundation to develop active rural tourist opportunities
- Accommodation and food services are identified as having growth potential
- Retail and shopping must be supported in the villages to meet the needs of residents and create positive experiences for visitors
- There are various options for scenic drives with road infrastructure and streetscape enhancements required to facilitate growth of usage
- There are opportunities for eco and nature based tourism, farm-based activities, food and wine experiences, cycle tourism and outdoor recreation if the planning settings are in place
- Planning for infrastructure is paramount to building capacity for growth
- The Shire has a rural identity and rich heritage that could be utilised to attract investment⁴.

⁴Upper Lachlan Shire Council (2020) Draft Local Strategic Planning Statement, February.

The following priority principles and actions have been proposed for tourism within the 2040 LSPS.

Planning Principles	Planning Priorities: Priority 3 Tourism
Drivers of Growth & Sustainability	Identify and locate new tourism opportunities
Productivity & Collaborative Diversity	Plan for new tourism and destination opportunities as an economic benefit
Connectivity, Transport & Movement	Continue to improve road access and reuse of alternative transport facilities for destination activities. Encourage cycling and walking opportunities
Character, Identity & Heritage	Leverage and celebrate our natural and cultural heritage, climate and natural beauty
Lifestyle & Livability	Conserve and adaptively reuse heritage assets. Enhance areas of high environmental value and visual significance
Population	Plan for increased human infrastructure capacity in the tourism phenomena and new destination activities
Landscape	Utilise the temperate climate landscape as a place for active recreation opportunities Identify biodiversity values through landscape assessments to facilitate tourism opportunities
Structural Elements	Identify tourist focused locations and provide for their development

The LSPS also identifies other actions relevant to supporting tourism growth development under other priority areas: non-urban land, urban land, and business development⁴.



4.0 Upper Lachlan 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 Upper Lachlan Shire Destination Action Plan to 2025.

By 2025 Council, community and industry are united to ensure that tourism is a leading driver of the sustainable development of the Upper Lachlan economy offering appealing products and experiences for visitors to stop, stay and spend in the local area.

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

Strategy	Vision for tourism
The Tablelands Regional Community Strategic Plan 2016 to 2036	Jointly develop appropriate tourism opportunities and promote the region as a destination (Strategic Priority: Our Economy: Strategy EC2)
Southern Tablelands Regional Economic Development Strategy 2018 to 2022	To grow the region's core strengths in agriculture, energy, extractive industries, and tourism and deliver a highly livable community which attracts and rewards residents and visitors. One of five strategic elements identified in the Strategy is to 'enhance the livability of the region and grow its visitor economy'
Upper Lachlan Shire Council Draft Local Strategic Planning Statement 2020 to 2040	Promote tourism as a value add to the Shire



MERINO
CAFE



5.0 Upper Lachlan Visitor Economy Opportunities and Challenges

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

Key Opportunities

- **There are now good roads connecting the area** to the NSW Central West and Canberra, South Coast, and Hume Highway to Melbourne and Sydney
- **Sealing of other local roads has been important** to create access for visitors to explore the area (e.g. Crookwell to Taralga)
- **Goulburn Crookwell Rail Trail is a game changing opportunity** for the area that will help to increase visitation and attract new business investment
- **To further position the area as a destination for nature and outdoor recreational activities** through key assets such as Wombeyan Caves, Lake Wyangla, National Parks, Nature Reserves and waterways
- **To develop and position Upper Lachlan as a cycle tourism destination** (bicycle and mountain bike)
- **To grow regional food and wine experiences** – e.g. cold climate wine, more hospitality experiences
- **To promote the attractiveness of the countryside in autumn, winter and spring**
- **The proposed development of the Australian Agricultural Centre is a longer-term infrastructure development opportunity** that has the potential to stimulate growth
- **To better embrace the RV market through continued infrastructure development**
- **Council planning and place-making is important** to strengthen structure and character of places so people want to visit
- **Rich green landscapes and strategically important land here for agriculture** – but how do we value-add (e.g. on farm experiences)
- **Weddings attract visitors** from September to Autumn
- **To activate key heritage and cultural assets to showcase our history** (e.g. Crookwell and Gunning Railway yards)
- **Taralga Wildlife Park** that provides family-friendly animal experiences
- **Showcasing local arts and artisans in the area**
- **48% ratepayers are from outside the area** – i.e. people have property here and enjoy the ‘escape to country’
- **Renewable energy sector offers opportunities** for ecotourism
- **Advocate for the upgrade of MR92 Nerriga to the Hume Highway** via Collector as a key NSW transport route to the coast
- **Promote the Tablelands Way** as an alternate north-south route to the Hume Highway
- **Leverage successful local country events** (e.g. Collector Pumpkin Festival) to promote the wider experiences on offer in the region
- **Promote the Southern Railway line** that passes through the Tablelands, including a station at Gunning, as an alternate transport mode for visitors.

Key Challenges

- **Tourism is not at the forefront of many minds in what is a traditional farming area.** Agriculture will remain the primary industry, however, tourism has the potential to be a stronger contributor if community support is aligned with Council's vision for the sector
- **Small Council rate base** due to low population (8000) has meant focus has traditionally been on roads, agriculture, health and allied services, so there is a need to leverage other funding sources
- **The community doesn't appreciate the value of tourism** to the area, residents often forget about VFR opportunities to support local industry
- **Tourism is currently underdeveloped** and consumer awareness of villages and their visitor experiences needs to continue to be built
- **Shire brand recognition is lower than township recognition in consumer surveys.** The Upper Lachlan is an administrative district in the middle of the Tablelands region, tourists probably don't grasp any strong identity or appeal of the region
- **Need to create tourism product that is appealing and attractive enough to draw visitors** to the region at any given time and to fill a two to three day itinerary to appeal to a larger visitor audience
- **Crookwell is at the centre of the Shire and acts as a hub and spoke node** – the challenge is how to build capacity in Crookwell to serve as a more effective hub
- **Additional and updated wayfinding signage** is needed to direct visitors to key attractions
- **Need to develop an investment attraction and incentivisation program and continue to advocate that planning instruments and development assessment processes need to be supportive of growing tourism**
- **Some tourism operators currently don't collaborate and support one another**
- **Limited collaboration amongst towns and villages** -people still working in silos
- **There is significant volunteer fatigue** that makes it hard to find willing people to participate in tourism and event committees
- **Need to overcome traditional business opening hours, aim for a 7 day economy and improve service quality**
- **Some accommodation doesn't fit what people are looking for** and there is not enough accommodation for peak periods
- **Council planning instruments currently prohibit accommodation development** in some places, so development currently in towns only (e.g. tourist uses are prohibited in most zones)
- **Restricted opening hours of attractions** in part due to volunteer run operations
- **The roads into the two largest attractions (Wombeyan Caves and Lake Wyangala) are still partially unsealed** which directly impacts visitation - achieving the necessary grants to finish upgrades is a key challenge
- **Lack of NPWS investment** into the visitor experience within their Parks remains a weak link
- **Lack of skilled staff** are key to the visitor economy particularly in the hospitality sector
- **Lack of a strong regional brand** makes it difficult to gain wider target market awareness in a competitive market.

6.0 Strategic Priorities

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

Priority	Action	Strategy
1	Destination Management	Strengthen Council destination management arrangements to drive a strategic approach to the growth and development of the Upper Lachlan 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 contemporary tourism products and experiences to encourage new and repeat visitors to stopover, stay and explore the area.
4	Destination Engagement	Advocate the benefits of growing the visitor economy to Council, industry and the community.
5	Destination Marketing	Align Upper Lachlan 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 Upper Lachlan visitor economy.



Destination Management

Priority 1: Strengthen Council destination management arrangements to drive a strategic approach to the growth and development of the Upper Lachlan 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 ULDAP 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 ULDAP into Council's Operational Planning Framework (see TDDP Action 1.6).	IMMEDIATE
1.2	Integrate the ULDAP 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 (see TDDP Action 1.7).	IMMEDIATE
1.4	Work cooperatively with relevant Council departments to ensure the priorities and actions of the ULDAP 2020 to 2025 are communicated and the visitor economy is 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 ULDAP 2020 to 2025 and TDDP 2020 to 2025.	HIGH
1.6	Support DSNSW to present the TDDP and ULDAP 2020 to 2025 to the Upper Lachlan Tourist Association and explain proposed Council and ULTA responsibilities to implement the DAP.	IMMEDIATE
1.7	Review the terms of reference of the Upper Lachlan Tourist Association to be an advisory committee of Council to advise and support Council on the implementation of the ULDAP.	MEDIUM
1.8	Facilitate quarterly meetings with the Upper Lachlan Tourist Association to work cooperatively to advise on the implementation of the ULDAP.	ON-GOING
1.9	Present briefings on the implementation progress of the TDDP and ULDAP 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 ULDAP (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 (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 (TDDP Action 1.9).	LOW
1.14	Evaluate annual implementation of ULDAP 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 Department of Environment and Planning 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 Upper Lachlan visitor economy.	IMMEDIATE
2.2	Continue to advocate and support the development of key infrastructure projects that will help drive visitor economy growth to the area [e.g. Goulburn Crookwell Rail Trail, Australian Agricultural Centre, walking and cycling/MTB trails].	IMMEDIATE
2.3	Continue to develop facilities that establish the Upper Lachlan as an RV friendly destination.	HIGH
2.4	Implement recommendations of the ULSC Bicycle Tourism Assessment Report and Recommended Actions Plan to increase the positioning of the Upper Lachlan as a cycle tourism destination.	MEDIUM
2.5	Improve wayfinding and visitor amenities at Council reserves and engage with NPWS to improve wayfinding signage, trails and visitor amenities in the National Parks and Nature Reserves across the Upper Lachlan Shire.	MEDIUM
2.6	Identify and leverage government grant funding for infrastructure and tourism product, experience and event development [TDDP 2.7].	ON-GOING
2.7	Council continue to develop and improve the infrastructure network to enable better access to tourism facilities e.g. further upgrades to Wombeyan Caves Road and Grabine Road resulting in complete sealing.	HIGH

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 contemporary 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 4 experience platforms - Country Life, Regional Food & Drink, Australian Heritage and Nature and Outdoors.	IMMEDIATE
3.2	Prepare fact sheets and Council web material to promote new tourism development opportunities that arise from proposed zone changes identified in the LEP once they occur.	HIGH
3.3	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
3.4	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 'Success Stories' to help attract new tourism entrepreneurs to the area.	HIGH
3.5	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), accessible accommodation and destination weddings.	ONGOING
3.6	Work with local hospitality operators and local producers to include and promote use of regional wine 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
3.7	Continue to support events that establish Upper Lachlan 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).	ONGOING
3.8	Prepare an Upper Lachlan Destination Event Strategy that establishes a hierarchy of tourism events (hallmark 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 4: Advocate the benefits of growing the visitor economy to Council, industry and the community.

Actions		Priority
4.1	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 Council physical and community infrastructure planning and development, to attract quality tourism and hospitality investment and provide exceptional experiences for visitors and residents (TDDP Action 5.2).	HIGH
4.2	Contribute to the ULTA to prepare an annual Upper Lachlan Industry Engagement Program to continue engagement with local operators and to communicate the priorities of the ULDAP and TDDP and encourage cooperation to grow the Upper Lachlan visitor economy as part of the Tablelands region.	HIGH
4.3	Work with the TTDP Steering Committee and the ULTA 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 5: Align Upper Lachlan marketing and tourism and event evaluation activities to recommendations of the Tablelands Destination Development Plan.

Actions		Priority
5.1	Continue to undertake local promotional activities until recommendations of the regional brand review and marketing coordination framework are determined (TDDP Strategic Priority 3).	IMMEDIATE
5.2	Work with the TDDP Steering Committee to implement cooperative marketing actions identified in the TDDP (Strategic Priority 4).	HIGH
5.3	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 Upper Lachlan visitor economy over the next five years.

Stakeholder Roles and Responsibilities – Upper Lachlan Destination Action Plan 2020 to 2025

To ensure the effective implementation of this Plan, it is important that the roles and responsibilities of Upper Lachlan Shire Council, the Upper Lachlan Tourist Association and other key tourism stakeholder organisations are clearly understood and communicated.

It is recommended that:

- **Upper Lachlan Shire 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 Upper Lachlan Tourist Association** 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 Upper Lachlan visitor economy
- **Other key stakeholder organisations and agencies identified in this Plan** are encouraged to provide ongoing 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 ongoing 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.



Destination
Southern NSW