



# Goulburn Mulwaree 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 Goulburn Mulwaree 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.

## Acknowledgements

The Goulburn Mulwaree Destination Action Plan 2020 to 2025 has been developed by Dr Meredith Wray, Wray Sustainable Tourism Planning and Research, in cooperation with Jessica Price, Coordinator Marketing and Events, Goulburn Mulwaree Council.

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This Plan has also been developed in consultation with tourism industry operators, interested individuals and representatives of community groups across Goulburn Mulwaree 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

GMDAP	Goulburn Mulwaree Destination Action Plan
DNSW	Destination New South Wales
DSNSW	Destination Southern New South Wales
LEP	Local Environment Plan
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 Project<sup>1</sup> 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 Goulburn Mulwaree Destination Action Plan (GMDAP) has been prepared to provide specific local level priorities and associated actions to develop and grow the Goulburn Mulwaree visitor economy. Destination Action Plans have also been prepared for Hilltops, Upper Lachlan, 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 Goulburn Mulwaree Council and its staff that is supported by cooperation and engagement with the local tourism industry.

<sup>1</sup> 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 Goulburn Mulwaree Destination Action Plan is an important part of the Tablelands Destination Development Project. Priorities for the next five years focus on continuing to drive a strategic approach to the growth and development of the Goulburn Mulwaree visitor economy; support for events that position Goulburn Mulwaree as an important regional destination for sports tourism 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 Goulburn marketing activities to recommendations of the Tablelands Destination Development Plan as appropriate.

Figure 1: Tablelands Regional Visitor Economy Action Planning Framework



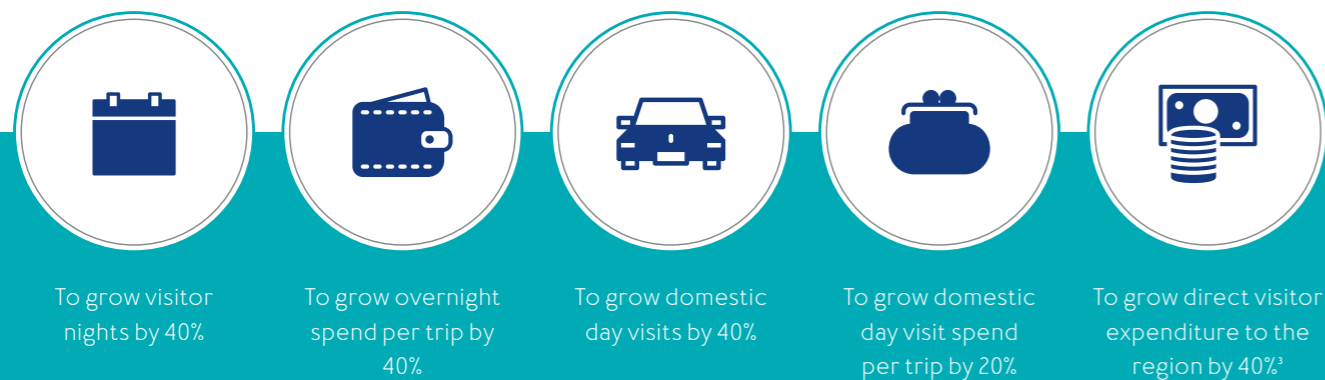
# 2.0 Tablelands 2025 Visitor Economy Objectives

## 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 economy<sup>2</sup>.

## Tablelands Visitor Economy Objectives 2025

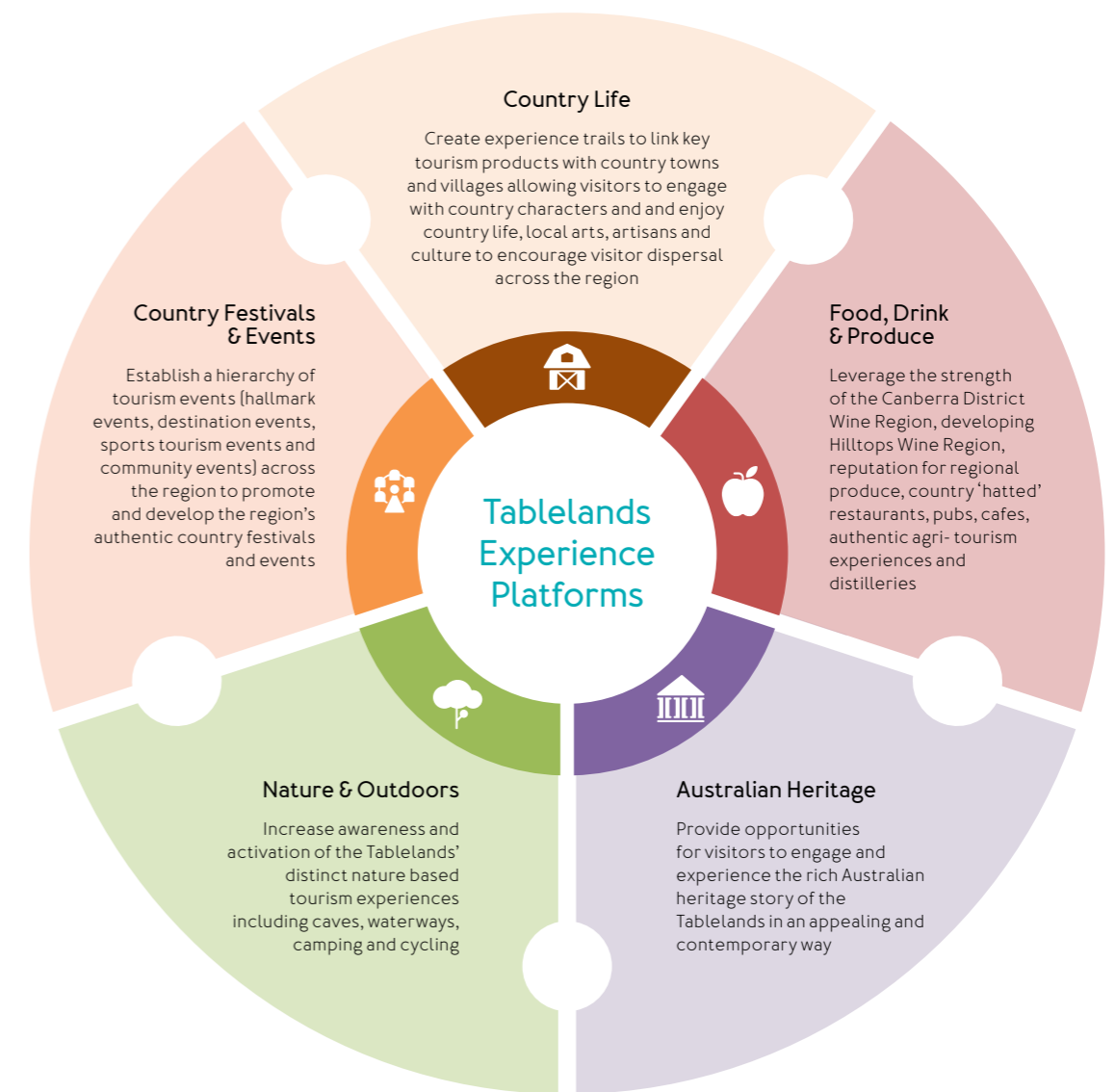


<sup>2</sup> TRA [2018] visitor regional expenditure data at LGA Profiles

<sup>3</sup>Note: Achievement of benchmark goals may 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 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 Goulburn Mulwaree Visitor Economy

Enhancing Goulburn as a contemporary and appealing regional destination, as the heart of the Tablelands is important to increasing visitor expenditure, overnight stays and daytrips to the area and the broader region.

Goulburn Mulwaree Council has an important role in leading the development and promotion of tourism and events to create awareness of the area and encourage visitation to grow the local visitor economy. Council has also initiated considerable infrastructure development in recent years that is establishing the area as an attractive place to visit, live, work and invest.

Continuing to strengthen Council, local business and community support for tourism, on-going investment in public infrastructure and amenities, and better activating experiences that make the place appealing for residents and visitors is important to drive visitor economy growth and change visitor perceptions that 'there is not much to do in Goulburn'.

There is also an opportunity to better harness the strategic location of Goulburn between Sydney and Canberra, and its visitor accommodation capacity to attract people to stay longer and explore the local area and the broader Tablelands region.

In line with the other Tablelands LGAs, the Goulburn Mulwaree visitor economy has been growing incrementally over the past decade. The Goulburn area is recognised as an important destination in the region, accounting for 39% of all visitors, 34% of domestic nights and 42% of direct visitor expenditure within the Tablelands region. Average length of stay for domestic visitors is, however, the lowest of the five Tablelands LGAs (1.9 nights)\*.

To attract visitors to stay longer and explore the area will require improved engagement with local tourism and hospitality operators (and new investors) to develop and promote tourism product and experiences that capitalise on the area's experience strengths – country lifestyle, sports tourism, authentic country events, rich Australian heritage and culture and country hospitality offerings - restaurants, cafes, and pubs. There are also value-add opportunities for agricultural businesses through the development of on farm and agri-tourism experiences. An additional critical need is to continue the enhancement of the Goulburn Central Business District and address retail vacancies so it is appealing and contemporary, and for local businesses to have a welcoming 'open for business' attitude.

Working with local industry is important to growing Goulburn Mulwaree's visitor economy. It is recommended that the establishment of an annual industry forum and quarterly industry networking events would help to facilitate better engagement between Council and leading tourism operators to inform on the implementation of the Goulburn Mulwaree Destination Action Plan 2020 to 2025, further develop Goulburn Mulwaree as an appealing tourism destination, and advocate the benefits of working together to grow and develop the local visitor economy.

\*TRA (2018) Local Government Area Profiles, Goulburn Mulwaree and TRA (2019) NVS and IVS database. Accessed 6 March 2020.

Sustainable tourism development is important to continue to protect the significant environmental, heritage and community values. The preparation of the Goulburn Mulwaree 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 actions are important to enhancing Goulburn and the surrounding villages as appealing places to live and visit and to stimulate 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 Goulburn Mulwaree. 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).

## Goulburn Mulwaree Visitor Economy Drivers

- Goulburn is an important stopover point for visitors travelling by road (and rail) between Sydney, Canberra and Melbourne
- Goulburn has a good range of accommodation options for overnight visitors including the recent development of new properties and investment/expansion of existing
- Council has invested in infrastructure and facilities development that help to make Goulburn a good place to live, invest and visit (e.g. new Performing Arts Centre, refurbished Regional Art Gallery, Adventure Playground, Wollondilly River Walkway, Aquatic Centre Redevelopment, War Memorial Museum)
- Council recognises the importance of taking a lead role in the development and marketing of tourism and events for the Goulburn Mulwaree area
- Council is committed to growing a year-round calendar of cultural and sports tourism events.

## Goulburn Mulwaree Local Strategic Planning Statement (LSPS)<sup>6</sup>

The LSPS identifies a number of strategies and actions relevant to growing and developing the Goulburn Mulwaree visitor economy, and enhancing the character and appeal of Goulburn and surrounding villages for residents and visitors including:

- Promotion of Goulburn Mulwaree as a destination under the Goulburn Australia brand
- Prepare a Night Time Economy Strategy for the Goulburn CBD
- Adopt, implement and monitor a Recreational Needs Strategy
- Update Council's Bicycle Strategy 2008 to 2018
- Prepare a Villages Strategy to identify what if any capacity the relevant villages have for further growth
- Prepare an Agriculture and Resource Land Strategy
- Review and update the Economic Development Strategy
- Expand Council's Climate Change Adaption Risk Management Plan under a broader Climate Change Policy
- Prepare a Bushfire Management Strategy
- Maintain an updated Heritage Strategy
- Review Goulburn Main Street Study
- Review LEP and DCP provisions to ensure sufficient incentives available to encourage the adaptive reuse of heritage items
- Undertake a Cultural Heritage Landscape Strategy
- Work with landowners to identify appropriate adaptive reuse opportunities for heritage sites, particularly large significant sites which are currently vacated
- Update Plans of Management for natural areas, parks and areas of cultural significance.



<sup>6</sup>Goulburn Mulwaree Council Draft LSPS, June 2020



## 4.0 Goulburn Mulwaree 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 Goulburn Mulwaree Destination Action Plan to 2025.

Continue to support the development of catalyst infrastructure and facilities to stimulate new business investment, attract sports tourism and vibrant cultural events to grow a year-round visitor economy and help position the Goulburn area as a great place to live, stay and explore the Tablelands region.

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

Strategy	Vision for tourism
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'.
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)
Goulburn Mulwaree Council 2040 Local Strategic Planning Statement (Draft June 2020)	We are a modern, regional city strategically located to allow easy access to the major metropolitan centres of Sydney and Canberra; offering a lifestyle which blends rural living with city amenity. Our diverse economy is driven by the services we provide for the region and reflects our history as a centre for agriculture production. Our socially connected community enjoys modern facilities and an environment rich in historical and cultural heritage, representing both Aboriginal and European development. Our natural environment, bushland parks and rural landscapes are intrinsic to the character of our city and villages'.

\*NB: Extract from the Draft LSPS



# 5.0 Goulburn Mulwaree Visitor Economy Opportunities and Challenges

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

## Key Opportunities

- The Goulburn Crookwell Rail Trail has the potential to be a catalyst project to stimulate new visitation and investment to the area
- Accommodation in Goulburn could be better activated year-round and on weekends to encourage visitors to stay longer and explore the broader region
- Goulburn Mulwaree offers visitors an authentic ‘country life’ experience in contrast to other gentrified areas such as the Southern Highlands
- ‘Heritage and Arts’ could be developed as a strong experience pillar for the area (e.g. build story on Goulburn as first inland city and new Performing Arts Centre, Regional Gallery, Theatre and emerging entertainment scene)
- Grow and attract more motor sports and sports tourism events and development of associated infrastructure and facilities
- Create local pride through promotion of things to do here and encourage VFR
- To have more of a tourism lens on Council planning and development strategies (e.g. open up opportunities for rural tourism development including for recreation; activate unused heritage infrastructure to create heritage precincts and experiences, main street activation)
- Goulburn Mulwaree is strategically positioned to provide an alternative route to the South Coast via Nerriga.

## Key Challenges

- Ensure Council and the community recognise tourism as a growing driver of the local economy
- Improve engagement and collaboration with local tourism operators, including on-going industry development
- Build on food & wine offerings for visitors and activation of the night-time economy
- Attract and support quality tourism business investment and development to the area
- The Goulburn heritage story is currently undersold, and there is a need to improve access to heritage experiences due to restricted opening hours and reliance on volunteers to operate attractions
- There is limited bookable product which creates challenges for bundling and packaging experiences
- Overcome perceptions there is not much to do in the area for residents and visitors
- Evaluate marketing initiatives
- Crisis management planning for tourism is needed given recent bushfires and global health pandemic impacting tourism visitation.



## 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 Goulburn Mulwaree visitor economy over the next five years.

Priority	Action	Strategy
1	Destination Management	Continue to drive a strategic approach to the growth and development of the Goulburn Mulwaree 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 and 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 events that position Goulburn Mulwaree as an important regional destination for sports tourism and events that celebrate country life and culture.
5	Destination Engagement	Advocate the benefits of growing the visitor economy to Council, industry and the community.
6	Destination Marketing	Align Goulburn Mulwaree marketing activities to recommendations of the Tablelands Destination Development Plan where appropriate and relevant.

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 Goulburn Mulwaree visitor economy.



## Destination Management

Priority 1: Continue to drive a strategic approach to the growth and development of the Goulburn Mulwaree 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 GMDAP 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 GMDAP into Council's Operational Planning Framework (TDDP Action 1.6).	IMMEDIATE
1.2	Integrate the GMDAP 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 GMDAP 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 GMDAP 2020 to 2025 and TDDP 2020 to 2025.	HIGH
1.6	Present the TDDP and GMDAP 2020 to 2025 to local tourism industry leaders and explain proposed Council and industry responsibilities to implement the DAP.	IMMEDIATE
1.7	Facilitate quarterly industry networking events to inform and seek input on implementation of GMDAP.	ON-GOING
1.8	Present briefings on the implementation progress of the TDDP and GMDAP to Council at least twice annually.	IMMEDIATE
1.9	Participate in bi-monthly meetings with the TDDP Project Steering Committee to discuss and support the implementation of the TDDP and GMDAP (TDDP Action 1.8).	ON-GOING
1.10	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
1.11	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
1.12	Contribute to a review of the TDDP collaborative delivery arrangements in 2024 (Year 4) to evaluate its efficacy (TDDP Action 1.9).	LOW
1.13	Evaluate annual implementation of GMDAP 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 Planning and Environment to ensure tourism is considered as part of the implementation of strategies and actions of the LSPS to drive a strategic and coordinated approach to the growth and development of the Goulburn Mulwaree visitor economy.	IMMEDIATE
2.2	Continue to advocate and support the development of key infrastructure projects and supporting facilities that will help drive visitor economy growth to the area (e.g. Goulburn Crookwell Rail Trail, sports tourism infrastructure and facilities, walking and cycling trails).	IMMEDIATE
2.3	Continue to 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 develop facilities for RVs and coaches in key locations and continue to work with the CMCA to gain accreditation for Goulburn as an RV friendly destination.	HIGH
2.5	Identify ways to encourage and support agri-tourism development and farm stay experiences on rural lands as part of Council's land use planning strategies and plans.	HIGH
2.6	Create a consistent approach to tourism and wayfinding signage across the Goulburn Mulwaree LGA and provide key visitor information at gateways to Goulburn 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 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 5 experience platforms - Country Life, Food, Drink & Produce, Australian Heritage, Nature and Outdoors, and Country Festivals and Events.	IMMEDIATE
3.2	Prepare fact sheets and content for Council's 'Live, Work, Invest' website 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 'Live, Work, Invest' website to help attract new tourism entrepreneurs to the area.	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	Work with 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) and promote opportunities for visitors to experience local produce of the area.	MEDIUM
3.6	Work with tourism operators and other interested cultural and heritage groups to create bookable cultural tourism tours/experiences that provide opportunities for visitors to engage and experience the rich heritage story of Goulburn as Australia's first inland city in an appealing and contemporary way that links to the creation of the Tablelands Australian Heritage Cultural Experience Trail (TDDP 2.9)	MEDIUM
3.7	Work with the Bicycle User Group to identify opportunities for visitors and VFR to join local cycling events.	MEDIUM
3.8	Continue to 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.	ON-GOING

## Destination Festivals and Events

Priority 4: Continue to support the growth and development of events that position Goulburn Mulwaree as an important regional destination for sports tourism and events that celebrate country life and culture.

Actions		Priority
4.1	Continue to support festivals and events that establish Goulburn Mulwaree as a vibrant destination for year-round country festivals and sport tourism 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	Prepare a Goulburn Mulwaree Destination Event Strategy that establishes strategies and actions to procure and support sports tourism and destination events to increase visitation expenditure across the year, attract event funding support, to leverage public and private sector investment for new event infrastructure and facilities relevant to the local area. The Strategy should provide clear criteria for Council funding support for events (including community events) (TDDP 2.6).	HIGH
4.3	Ensure the Performing Arts Centre annual program of events includes cultural events and entertainment that appeal to residents and visitors to make it a hub for cultural tourism activity.	HIGH
4.4	Review and update the audit and gap analysis of sports tourism infrastructure, venues and facilities (indoor and outdoor) in Goulburn Mulwaree and neighbouring LGAs to determine their capacity, location and proposed upgrades to assist with procurement of sports tourism events and to identify gaps to inform future infrastructure development planning.	HIGH
4.5	Prepare a Goulburn Central Business District Event Activation Program to create opportunities to activate the Goulburn CBD, including the night-time economy, for residents and visitors throughout the year [e.g. entertainment, regional food and drink pop-ups] as part of the development of a Night Time Economy Strategy (see LSPS).	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 Council 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	Prepare an annual Goulburn Mulwaree Industry Engagement Program to improve engagement with local tourism operators and business to communicate the priorities of the GMDAP and TDDP and encourage cooperation to grow the Goulburn Mulwaree visitor economy as part of the Tablelands region.	HIGH
5.3	Work with the TDDP Steering Committee and local industry operators 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 Goulburn Mulwaree marketing and tourism and event evaluation activities to recommendations of the Tablelands Destination Development Plan where appropriate and relevant.

Actions		Priority
6.1	Continue to undertake local promotional activities until recommendations of the regional brand review and marketing coordination framework are determined where appropriate and relevant. [TDDP Strategic Priority 3].	IMMEDIATE
6.2	Create bookable experience clusters to package accommodation, food, drink, produce, heritage attractions and outdoor products and experiences in Goulburn and surrounds to attract visitors to stay longer and explore [TDDP 2.2].	HIGH
6.3	Work with the TDDP Steering Committee to implement cooperative marketing actions identified in TDDP Strategic Priority 4.	HIGH
6.4	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 Goulburn Mulwaree visitor economy over the next five years.

### Stakeholder Roles and Responsibilities – Goulburn Mulwaree Destination Action Plan 2020 to 2025

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

It is recommended that:

- **Goulburn Mulwaree 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
- **Goulburn Mulwaree Council facilitates regular industry networking events** to encourage industry engagement to grow and develop the Goulburn Mulwaree 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 the 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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