



Queanbeyan-Palerang 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 Queanbeyan-Palerang 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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Queanbeyan-Palerang Tourism Advisory Panel

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|------------------------------|--|
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Acronyms used in this report

CRJO	Canberra Region Joint Organisation
DAP	Destination Action Plan
DNSW	Destination New South Wales
DSNSW	Destination Southern New South Wales
LGA	Local Government Area
LSPS	Local Strategic Planning Statement
QPDAP	Queanbeyan-Palerang Destination Action Plan
QPRC	Queanbeyan-Palerang Regional Council
TDDP	Tablelands Destination Development Plan
TP	Tourism 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 Queanbeyan-Palerang Destination Action Plan (QPAP) 2020 to 2025 has been prepared to provide specific local level priorities and associated actions to develop and grow the Queanbeyan-Palerang visitor economy. Destination Action Plans (DAPs) have also been prepared for Goulburn Mulwaree, Upper Lachlan, Hilltops and Yass Valley that integrate with the priorities of the Tablelands Destination Development Plan.

Queanbeyan-Palerang Regional Council recognises the significant potential of tourism as a key driver of the visitor economy and economic growth in the region. The Queanbeyan-Palerang Regional Council Tourism Plan 2017 to 2025 was prepared to provide strategic direction to grow the local visitor economy, encourage economic development and attract investment. Importantly, the Plan recognises that success will come from greater collaboration within the region as well as with surrounding areas, including with Canberra and the regions of the NSW Southern Tablelands.

Given the Queanbeyan-Palerang Regional Council Tourism Plan was developed three-years ago, its actions have been reviewed in consultation with Council staff and the Queanbeyan-Palerang Tourism Advisory Panel to form an updated Queanbeyan-Palerang Destination Action Plan that integrates with priorities of the Tablelands Destination Development Plan.

The implementation of this Plan will require effective leadership and strategic management from Queanbeyan-Palerang Regional 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.

Priorities for the next five years focus on continuing to strengthen Council’s destination management arrangements to drive a strategic approach to the growth and development of the Queanbeyan-Palerang visitor economy; adopting a strategic approach to the development of events that generate awareness and stimulate visitation of the region; 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 Queanbeyan-Palerang marketing and visitor service activities to recommendations of the Tablelands Destination Development Plan.

Figure 1: Tablelands Regional Visitor Economy Action Planning Framework



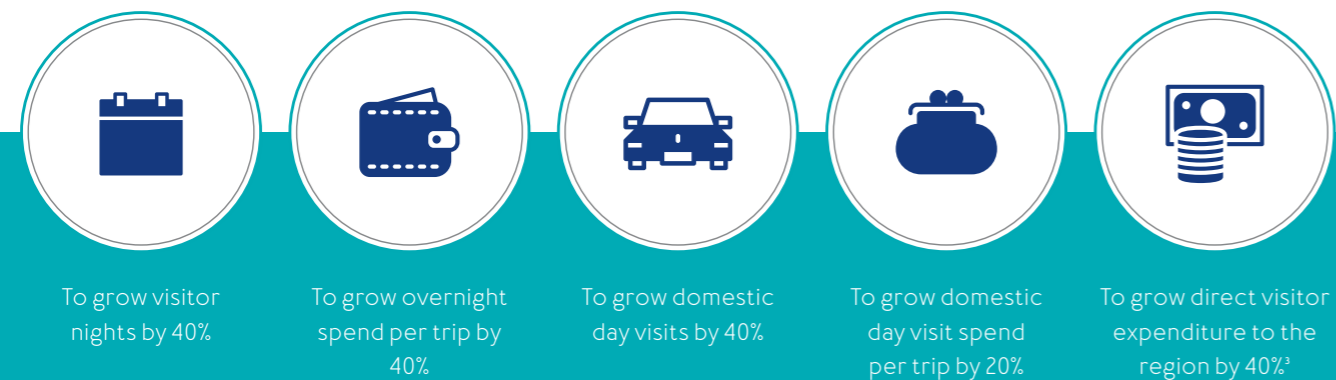
2.0 Tablelands 2025 Visitor Economy Objectives

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 Queanbeyan-Palerang Visitor Economy

Enhancing Queanbeyan-Palerang as a contemporary and appealing regional destination and a gateway to the Tablelands region and South Coast is important to increasing visitor expenditure, overnight stays and daytrips to the area and the broader region.

Queanbeyan-Palerang Regional 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 local visitor economy.

Continuing to strengthen Council, local business and community support for tourism and events, 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 and drive economic growth.

In line with the other Tablelands LGAs, the Queanbeyan-Palerang visitor economy has been growing incrementally over the past decade. There is, however, an opportunity to better harness its gateway location to Canberra, Canberra District Wine Region and the South Coast to attract people to stay longer and explore the local area and the broader Tablelands region.

The villages of Braidwood and Bungendore provide important opportunities for further tourism product and experience development related to strategic themes and associated actions identified in the Queanbeyan-Palerang Tourism Plan:

- Meet the Makers: food and drink; arts and crafts; high quality, accessible and more personalised experiences
- Great Outdoors: healthy outdoor living; quality recreational experiences
- Revitalising our Places: Queanbeyan – small city for small business; vibrant rural villages – steeped in heritage; celebrating our country lifestyle and rich artisan culture.

On-going development of infrastructure, amenities and Council place-making planning initiatives are also essential to enhance the appeal and character and aesthetics of Queanbeyan-Palerang and its villages for residents and visitors. There is also a need for further investment to enhance recreation experiences including cycle tourism offerings and adopting a more strategic approach to event development and procurement. Opportunities exist to also leverage the significant heritage assets of Braidwood to create new experiential tourism products. There are also value-add opportunities for agricultural businesses through the further development of on farm and agri-tourism experiences.

Working and engaging with local industry is important to growing the Queanbeyan-Palerang visitor economy. The Queanbeyan-Palerang Tourism Advisory Panel is well placed to advise on the implementation of the Queanbeyan-Palerang Destination Action Plan 2020 to 2025, better engage local industry operator interests in developing the area as an appealing tourism destination, and advocate the benefits of working together to grow and develop the local visitor economy.

Sustainable tourism development is important to continue to protect the significant environmental, heritage and community values. The preparation of the Queanbeyan-Palerang Council Towards 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 Queanbeyan-Palerang region and its 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 Queanbeyan-Palerang 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).

Queanbeyan-Palerang Visitor Economy Drivers

- Close proximity to Canberra and the Australian Capital Territory
- Growing appeal of Braidwood as a gateway destination to and from Canberra the South Coast, and its significant heritage status
- Part of the Canberra District wine region that is positioned as one of the leading wine regions in New South Wales
- Council resourcing support for tourism
- Passionate local entrepreneurs and artisans that have recognised the potential of the area.

Queanbeyan-Palerang Local Strategic Planning Statement (LSPS)⁵

The LSPS provides a strategic land-use planning roadmap for the future and provides the framework for Queanbeyan-Palerang's land-use needs over the next 20 years. It works in conjunction with Council's Community Strategic Plan to set out the long-term vision and aspirations for the community. It will constitute Council's key strategic land-use planning document by articulating their long-term planning priorities, how they propose to achieve these and guide the next Local Environmental Plan.

A series of priorities are identified to inform the direction and content of this LSPS. These have been identified from previous community consultation and existing Council strategies. These have been set out against the strategic pillars identified in Council's Community Strategic Plan 2018–2028.

- Strategic Pillar 2: Choice is specifically relevant to growth and development of the visitor economy.
- Strategic Pillar 2: A prosperous Queanbeyan-Palerang - a diverse, resilient and smart economy that creates choice and job opportunities.

See relevant Planning Priorities on the next page

⁵Queanbeyan-Palerang Council Towards 2040 Draft Local Strategic Planning Statement, April 2020

Planning Priority 3 [CSP key goal 2.1.1]	Planning Priority 4 [CSP key goal 2.1.2]
<p>We will continue the ongoing revitalisation of the Queanbeyan CBD, suburban centres and rural villages</p> <p><i>The city and village CBDs are dynamic and thriving places which attract economic activity.</i></p> <p>Outcomes</p> <ul style="list-style-type: none"> ■ Implement the Queanbeyan CBD masterplan and strategies. ■ Promote sympathetic redevelopment and infill of existing areas where there are limited heritage values. ■ Focus commercial and retail activity in existing centres. ■ Investigate the opportunities that increased density can bring about for revitalisation of centres and reduced travel times. 	<p>We will promote Queanbeyan-Palerang's identity and the growth of our economy, including tourism, as a destination of choice</p> <p><i>The region has a thriving tourism sector building upon the economic and environmental advantages the region provides</i></p> <p>Outcomes</p> <ul style="list-style-type: none"> ■ Maintain an adequate supply of suitable land for employment uses that can be progressively serviced and made available. ■ Promote and investigate tourism opportunities, including in rural areas. ■ Clarify controls and options for agri-business, agri-tourism and intensive livestock farming in rural areas.

Other Planning Priorities identified in the LSPS will also contribute to enhancing the appeal of the Queanbeyan-Palerang for residents, visitors and investors:

- Planning Priority 1: We build on and strengthen our community cultural life and heritage
- Planning Priority 2: We have an active and healthy lifestyle
- Planning Priority 5: We consider the environmental impacts of future development
- Planning Priority 6: Our natural landscapes and water resources are sustainably managed
- Planning Priority 7: We actively promote and implement sound resource conservation and good environmental practice
- Planning Priority 8: We ensure the future planning for the region is well coordinated and provides for its sustainable management
- Planning Priority 9: Our transport infrastructure and networks are well planned and maintained
- Planning Priority 10: We plan for and provide regional facilities which promote better social connection and access for the community
- Planning Priority 11: We undertake planning to ensure infrastructure is prepared for future growth
- Planning Priority 12: Our Council is efficient, innovative and actively seeking partnerships to deliver outcomes to the community
- Planning Priority 13: We have a well informed and engaged community.



4.0 Queanbeyan-Palerang Visitor Economy Vision 2025

The following vision was identified in the Queanbeyan-Palerang Regional Council Tourism Plan 2017 to 2025.

At the heart of the vision statement is the desire to position the Queanbeyan-Palerang region as a leading regional destination that is anchored by its rural heritage and mining history but with a focus on the future, which is demonstrated by the presence of the renewable energy sector and the quality of the residents' lifestyle.

Our vision is to be a desired short stay destination where our visitor economy connects our region, honours our heritage and inspires a future of possibilities

The vision encompasses three core ambitions:

- 1. Connecting the region:** Following the amalgamation of Queanbeyan City and Palerang Councils, there is a great opportunity to develop stronger connections between our communities and our people while also seeking partnerships that help to enhance our connectivity beyond the region.
- 2. Honouring our heritage:** Our region is steeped in history with outstanding examples of our nation's heritage. It is a region that takes great pride in our rural and mining heritage and continues to honour this through a genuine rural lifestyle.
- 3. Inspiring a future of possibilities:** Queanbeyan-Palerang is a place where contemporary art and culture connect with a rich rural heritage, open space and remarkable nature. As the world becomes increasingly busy our unique mix of rich rural lifestyle and relaxed urban life will become increasingly attractive as a place to inspire creativity.

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

Strategy	Vision for tourism
Queanbeyan-Palerang Regional Economic Development Strategy (REDs) 2018 to 2022	<p>A place offering an ideal lifestyle and home to a diverse, smart economy, driven by the initiative and innovation of its people.</p> <p>Tourism is identified as a potential 'engine of growth' with a strategy 'to further develop specialised agriculture and food and cultural tourism' that includes leveraging niche tourism opportunities in Bungendore and Braidwood'.</p> <p>The REDS Impact Review (Bushfire Impact Addendum) completed in May 2020 identifies tourism as one 'Engine of Growth' industry experiencing significant indirect impact due to bushfires. Priorities and initiatives include:</p> <ul style="list-style-type: none"> ■ Develop and deploy business and professionalisation initiatives ■ Identify enabling infrastructure that supports tourism product development ■ Develop coordinated marketing plan with emphasis on digital assets and content.
Queanbeyan-Palerang Community Strategic Plan 2018 to 2028	<p>A place offering a wonderful lifestyle for families, a lifestyle created in large part by passive and active enjoyment of the natural and built environment.</p> <p>Strategic Pillar 2: Choice Goal 2.1.2 We will promote Queanbeyan-Palerang as a tourism destination of choice.</p>
Queanbeyan-Palerang Council Towards 2040 Draft Local Strategic Planning Statement	<p>A historical country lifestyle, cherishing its natural and physical character, fostering business prosperity to complement our nation's capital while maximising international connections.</p>

*NB: Extract from the Draft LSPS



5.0 Queanbeyan-Palerang Visitor Economy Opportunities and Challenges

The following important challenges and opportunities to grow the Queanbeyan-Palerang visitor economy were identified in the Queanbeyan-Palerang Tourism Plan 2017 to 2025 and through more recent research and engagement activities undertaken as part of the Tablelands Destination Development Project.

Key Opportunities

- Extraordinary heritage, including the heritage-listed town of Braidwood, first listed for the people of NSW in 2006
- Activating the area's heritage in an enticing, authentic and contemporary way
- Strengthening Braidwood as a daytrip/short break destination through the creation of more tourism products
- Promoting the area's range of outdoor recreation and nature-based facilities and spaces to Canberra residents
- Leveraging the area as a gateway between Canberra to its west and the Eurobodalla coast to its east, and the area's proximity to the Canberra District Wine Region
- Promoting and supporting the development of wineries around Bungendore
- Supporting and promoting local art, artisans and culture – e.g. creating stories and events related to Meet the Makers
- Establishing trails and routes (including bicycle, driving, walking) to better connect product and towns and villages
- Packaging accommodation and experiences to encourage overnight stays
- Better leveraging the strong existing VFR market, including out of Canberra
- Creating integrated compelling tourism experience themes and trails – e.g. food & wine, heritage, nature and outdoors
- Further developing the Event Strategy to identify and attract key events that align the destinations experience strengths to grow year-round visitation
- Promotion of performance events in Queanbeyan and using events to activate village life and experiences
- Continued infrastructure planning and development to improve the appeal and amenity through the Queanbeyan CBD Spatial Master Plan and township town centre plans.

Key Challenges

- Improving the appeal of Queanbeyan-Palerang as a tourism destination as a daytrip and short break destination to Canberra/ACT and Sydney
- No clear position or brand within the tourism marketplace
- Encouraging Council, industry and community to support a shared vision for tourism
- Encouraging visitor dispersal from Canberra/ACT to the region
- Improving visitor information and directional signage to highlight important attractions and encourage visitor dispersal
- Encouraging industry to working collaboratively as a whole destination
- Many tourism suppliers, operators, growers and artists do not work full-time resulting in a 'part-time' tourism industry
- Funding for infrastructure improvements
- Planning for crises – climate change impacts, bushfires, pandemics
- Activating heritage attractions given they are mainly managed and operated by volunteers
- Improving road infrastructure
- Lack of quantity, quality and diversity of accommodation
- Lack of private investment
- Red tape barrier to tourism product development in rural areas.



6.0 Strategic Priorities

Six strategic priorities and associated actions have been established to achieve an achievable and realistic plan to guide the cooperative work of Council and industry to grow and develop the Queanbeyan-Palerang visitor economy over the next five years.

Priority	Action	Strategy
1	Destination Management	Continue to implement recommendations of the Queanbeyan-Palerang Regional Council Tourism Plan 2017 to 2025 and integrate 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	Adopt a strategic approach to the growth and development of hallmark and destination events that generate awareness and stimulate visitation for the Queanbeyan-Palerang region.
5	Destination Engagement	Advocate the benefits of growing the visitor economy to Council, industry and the community.
6	Destination Marketing	Align Queanbeyan-Palerang marketing and visitor service 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 Queanbeyan-Palerang visitor economy and include relevant actions of the Queanbeyan-Palerang Tourism Plan 2017 to 2025.

Destination Management

Priority 1: Continue to implement recommendations of the Queanbeyan-Palerang Regional Council Tourism Plan 2017 to 2025 and integrate with priorities and actions of the Tablelands Destination Development Plan.

Actions		Priority
1.1	Support DSNSW to present the TDDP and QPDAP 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 QPDAP into Council's Operational Planning Framework (TDDP Action 1.6).	IMMEDIATE
1.2	Integrate the QPDAP 2020 to 2025 into Council's Operational Planning Framework where possible.	IMMEDIATE
1.3	Establish an Agreement with DSNSW and the 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 QPDAP 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 QPDAP 2020 to 2025 and TDDP 2020 to 2025.	HIGH
1.6	Present the TDDP and QPDAP 2020 to 2025 to local tourism industry leaders and explain proposed Council and Committee responsibilities to implement the DAP.	IMMEDIATE
1.7	Facilitate quarterly meetings with the QPRC Tourism Advisory Panel to work cooperatively to advise on the implementation of the QPDAP.	ON-GOING
1.8	Support Braidwood and Bunderdore tourism operators to understand and link their local initiatives to the priorities of the QPDAP.	HIGH
1.9	Present briefings on the implementation progress of the TDDP and QPDAP to Council 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 QPDAP (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
TP9.4	Continue to participate in CRJO and other forums involving regional organisations, including active participation through Destination Southern NSW – consider developing a partnership agreement with Visit Canberra and Canberra Airport to articulate key opportunities and benefits of collaboration and clarify roles and responsibilities.	ON-GOING

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	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 Queanbeyan-Palerang 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. walking tracks and cycle routes, cultural sites and facilities, Sculpture Commons, CBD Masterplan initiatives, sports infrastructure and facilities, campgrounds, caravan parks, accommodation).	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 (where appropriate) near towns and villages to establish Queanbeyan-Palerang as an RV friendly destination.	HIGH
2.5	Create a family-friendly walking and cycling routes to encourage sustainable transport options and enhance the appeal of Queanbeyan and its villages for residents and visitors.	MEDIUM
2.6	Continue to work with private landholders to conserve and enhance heritage buildings.	ON-GOING
2.7	Create a consistent approach to tourism and wayfinding signage across the Queanbeyan-Palerang LGA, and provide key visitor information at gateways (Braidwood, Bungendore) that links to recommendations of the Tablelands Tourism Signage Strategy (TDDP 2.8).	MEDIUM
2.8	Identify and leverage government grant funding for infrastructure and tourism product, experience and event development (TDDP 2.7).	ON-GOING
2.9	Explore funding opportunities for the development of the Braidwood Heritage Centre as a new key attraction for the region.	HIGH
TP10.1	Undertake comprehensive mapping of existing cycling tracks and trails as well as proposed new infrastructure. Consider this with regard to the ACT Government's Cycle Tourism Strategy.	MEDIUM
TP10.2	Develop a Cycle Tourism Master Plan that addresses feasibility, infrastructure requirements and identifies key links to the broader tourism and hospitality offer. The Master Plan should also outline a staged approach to implementation that provides a clear roadmap for securing resources for capital works. Consider this with regard to the ACT Government's Cycle Tourism Strategy.	MEDIUM
TP12	Consider the destination positioning, experience offer and the revitalisation of the towns and villages of the region in the context of the Queanbeyan CBD Spatial Master Plan and the future development of individual town centre plans. For example, a priority for planning is to connect the rest of the region through a tracks and trails network right into the heart of the CBD while also providing opportunities to profile the best the region has to offer through the cultural, retail and hospitality offer available within the CBD – this will reinforce the region's values, positioning and lifestyle.	ON-GOING
TP12.3	Review the Council's planning policies and framework to identify opportunities for providing incentives that attract the right type of investment in the visitor economy or to activate and beautify precincts, main streets and 'spaces between the buildings', such as footpaths and laneways.	HIGH
TP14.2	Prepare a multi-year funding application for a Tourism Demand Driver Infrastructure (TDDI) grant (or other funding source) to develop a Master Plan for the Sculpture Commons initiative.	MEDIUM
TP14.3	Develop a Master Plan for the Sculpture Commons or micro-gardens, which incorporates links to touring routes, cycling or walking trails and other regional assets, places of interest such as renewable energy sites, accommodation and hospitality services, including wineries, art galleries, artists or artisan studios and restaurants and cafes.	MEDIUM
TP14.4	Develop and implement an Expression of Interest process or competition to engage artists for the creation of sculptures.	MEDIUM

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 and Nature and Outdoors, Country Festivals and Events.	IMMEDIATE
3.2	Prepare fact sheets and material to promote new tourism business development opportunities and how to seek support from Council. Include engaging case studies of local private sector investors that have developed successful tourism enterprises and promote these as part of Council's business and innovation development initiatives to help attract new tourism entrepreneurs to the area.	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	Work with local wine associations and Yass Valley Council to implement recommendations of the 2019 DNSW Product and Experience Audit Report and Gap Analysis Industry Development Plan for the Canberra District Wine Region.	HIGH
3.5	Work with Yass Valley Council and Hilltops Council and local wine associations 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
3.6	Continue to explore changes to Development Control Plans for rural lands to support development of agri-tourism, farm gates, farm stays and on-farm experiences.	HIGH
3.7	Consider outcomes of the 2019/2020 agritourism pilot program (commissioned by the NSW Small Business Commissioner) to inform future support for agri-tourism businesses.	ON-GOING
3.8	Work with 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
3.9	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 (including farm-stays, short term holiday letting and accessible accommodation) (TDDP 2.6 and TP13.1).	ON-GOING
TP 9.3	Work with local wineries and produce suppliers to increase the presence and promotion of local wines and seasonal produce available in restaurants and cafes within the region and in Canberra (TDDP 2.7).	ON-GOING
TP13.2	Review existing planning policies in relation to visitor accommodation and assess capacity of the policies to attract investment + develop a Visitor Accommodation Strategy (TDDP 2.6).	MEDIUM
TP15.3	Establish a signature art and craft market, which profiles local artists and artisans as well as local galleries and studios. Continue to host Art Trail, which is an open studio day with regional artists and artisans, including jewellers, craftspeople, sculptors, ceramists.	MEDIUM
TP15.4	Consider creating some form of pass i.e. 'Artists & Artisans Trail passport' as well as hosting events to activate local artisans and the boutique Meet the Makers Trails.	MEDIUM
TP16.1	Review the existing Heritage Trail information representation and accessibility as well as opportunities to integrate with regional itineraries. This should also address issues or barriers to accessing heritage on private land.	MEDIUM
TP16.2	Establish a Living Museum Expert Advisory Group to advise QPRC on the potential to strategically display items of cultural significance in businesses, public buildings and outdoors throughout Braidwood. Assess feasibility and implement as a trial project. Based on this trial, consider extending it within Braidwood or to other key villages such as Bungendore.	MEDIUM
TP16.3	Work with the Braidwood and District Historical Society, other interested groups and tourism operators to establish Braidwood as a cultural and heritage centre and develop an overarching strategy addressing the revitalisation of Braidwood, which incorporates a clear vision for ensuring the heritage of Braidwood is presented and maintained in line with its outstanding heritage values that also consider links to the creation of the Tablelands Australian Heritage Cultural Experience Trail (TDDP 2.9)	MEDIUM

Destination Festivals and Events

Priority 4: Adopt a strategic approach to the growth and development of hallmark and destination events that generate awareness and stimulate visitation for the Queanbeyan-Palerang region.

Actions		Priority
4.1	Support festivals and events that establish Queanbeyan-Palerang 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 Yass Valley Council and wine industry associations to create an event to celebrate the 50-year birthday of the Canberra District Wine region that could be rolled out as an annual Tablelands Food, Drink and Produce event to showcase wine, drink and food across the region and create a program for delivery of regular pop-up events in Sydney and Canberra (TP9.5)	IMMEDIATE
4.3	Continue to implement and promote the Queanbeyan-Palerang Event Strategy 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 (see TDDP 2.6 & TP11).	MEDIUM
TP4.7	Continue to implement the QPRC Event Support and Promotion Policy to provide guidance on availability of financial support for eligible events and promotion.	ON-GOING
TP7.5	Continue to develop an Events Calendar for distribution to tour operators and stakeholders and digital distribution that aligns with the proposed Tablelands Events Framework (TDDP 2.3).	ON-GOING
TP10.3	Review the existing cycling events program and identify gaps and opportunities to develop new events.	MEDIUM
TP10.4	Develop a marketing plan specifically addressing the bike tourism and cycling opportunities across the region and in collaboration with Visit Canberra. This includes profiling major events.	MEDIUM
TP11	Identify a small number of opportunities for new events to encourage increased foot traffic, build a sense of excitement and to encourage the visitor economy – Foster local event development through sponsorship, potentially utilising the funding from the amalgamation process.	ON-GOING

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 (TDDP Action 5.2).	HIGH
5.3	Work with the TTDP Steering Committee 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 5.3 and TP 5).	MEDIUM
TP6	Identify local ambassadors who are accessible and can help to lift the perception of the region – could include local artists, artisans, farmers, wine-makers, restaurateurs, heritage experts and sporting identities.	MEDIUM
TP8.1	Facilitate and support business network meetings in the villages and towns of the region.	ON-GOING
TP8.2	Introduce capacity building opportunities by offering industry events with guest speakers – for example, digital marketing experts, product development experts, etc. (TDDP 2.4 and 5.4).	ON-GOING
TP8.3	Undertake a product and experience development workshop (or series of workshops) with industry across the region to identify opportunities for product bundling and packaging that aligns with the proposed Tablelands Product and Experience Framework (TDDP 2.1 and 2.2).	HIGH
TP8.5	Develop a local industry event utilising the local ambassadors to build capacity of hospitality and local produce sectors and inspire them to extend their influence and market reach (TDDP 2.4 and 5.4).	MEDIUM
TP9.2	Conduct an industry famil of the region for visitor services staff across the region to build a better shared understanding of the region and its assets etc. – invite organisations such as Visit Canberra and National Park and Wildlife Service to participate in the famil.	MEDIUM

Destination Marketing

Priority 6: Align Queanbeyan-Palerang marketing and visitor service 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
6.3	Work with the TDDP Steering Committee to implement cooperative marketing actions identified in the TDDP (TDDP Strategic Priority 4).	HIGH
6.4	Work with the TDDP Steering Committee to track visitor economy growth (TDDP Strategic Priority 6).	HIGH
6.5	Align Queanbeyan-Palerang visitor services to recommendations of the Tablelands Destination Development Plan TDDP Strategic Priority 4 (TP7.1, 7.2, 7.5).	MEDIUM
TP2	Review current websites and digital platforms with regard to the online and digital presence and content of the region – and develop an overarching framework for Queanbeyan-Palerang online and digital assets.	HIGH
TP3.1	Develop a Content Strategy and create content for multi-channel distribution (short videos, images and copy) – this includes cross-regional itineraries, seasonal calendars and Ambassadors.	HIGH
TP3.2	Review Destination NSW content on Visit NSW website and provide regular content updates.	HIGH
TP4.1	Prepare an annual QPRC Marketing Plan, which includes clear tactics targeting various visitor segments. It should also integrate measurable objectives and set targets for evaluation of outcomes and link to TDDP Strategic Priority 3 and 4.	HIGH
TP4.4	Utilise the destination positioning and strategic themes to identify existing key products and experiences that can be promoted as lead products for the region that link to experience platforms identified in the TDDP - Country Life; Food, Drink & Produce; Australian Heritage; Nature and Outdoors, Country Festivals and Events (see TDDP Strategic Priority 2).	HIGH
TP4.5	Continue to develop a marketing campaign for Queanbeyan-Palerang to provide a framework for consistency and to drive promotion of the region that aligns to TDDP Strategic Priority 3 and 4.	HIGH
TP7.3	Review the ATDW listing for the region and contact operators and tourism businesses to either list their product within the ATDW database or update their listing regularly.	ON-GOING
TP14.5	Prepare a marketing and communication plan that is matched to the staged implementation process and ensure the capturing of multi-channel content, including images and video, that profiles artists and their artworks as well as the proposed development of the Sculpture Trail	MEDIUM
TP15.1	Undertake a Meet the Makers product audit to create a database of all existing food and drink and arts and crafts opportunities – this should include wineries, farm gate stalls, restaurants, wine bars, cafes, galleries, artists or artisan studios (open to the public), relevant regular events (held weekly to annually), including markets – Develop a calendar that provides content on what produce is in season and identify where it can be purchased or consumed	HIGH
TP15.2	Continue to develop a series of Meet the Makers itineraries – ultimately, these would be interactive and available online or via a digital platform. In the first instance, static itineraries can be developed for the website and social media (links back to website) and distribution through PR and visitor services channels	ON-GOING

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 Queanbeyan-Palerang visitor economy over the next five years.

Stakeholder Roles and Responsibilities – Queanbeyan-Palerang Destination Action Plan 2020 to 2025

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

It is recommended that:

- **Queanbeyan-Palerang Regional 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 Queanbeyan-Palerang Tourism Advisory Panel** 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 Queanbeyan-Palerang visitor economy
- **Other key stakeholder organisations and agencies identified in this Plan** are encouraged to provide on-going support to the 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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Southern NSW