



**DRAFT**  
**TOURISM AND ECONOMIC DEVELOPMENT**  
**STRATEGY**

Cootamundra-Gundagai Regional Council

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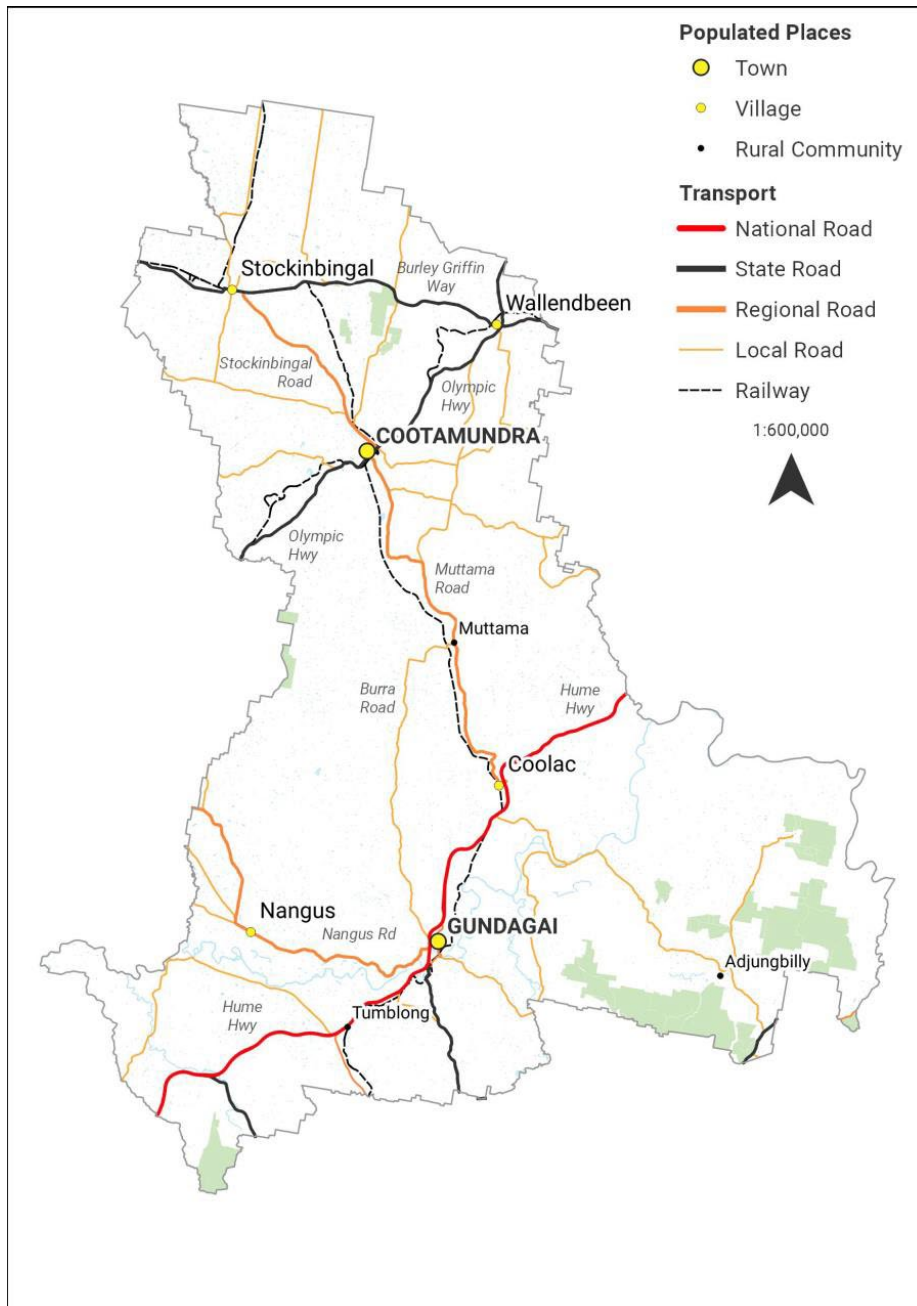
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## Introduction

The Cootamundra-Gundagai Regional Council has created the Tourism and Economic Development Strategy to define how to grow and sustain the economic base of the region.

The Strategy used new and previously conducted consultation (for example, as part of the processes to create the Council’s *Our future, our Place Community Strategic Plan 2018-2028*) in order to assemble the Strategy.

The Cootamundra-Gundagai Regional Council area is shown in the map below.



## Strategy Focus Areas

Five Strategy focus areas have been identified to drive tourism and economic development in the Cootamundra-Gundagai Local Government Area (LGA).

The focus areas have been identified from the analysis of community feedback from surveys and workshops, economic and demographic data gathering and analysis plus consideration of a large array of strategic work already done by the Cootamundra-Gundagai Regional Council and NSW Government.






Council has already identified a large number of activities which will enable economic growth in its key strategic planning documents, including the Community Strategic Plan. Some additional activities are recommended for Council to consider in formulating future plans in the following pages.

The five strategic focus areas for tourism and economic growth and sustainability are:



## TOURISM AND ECONOMIC DEVELOPMENT STRATEGY

Developing the 5 strategy focus areas was done within the context of a range of existing strategic documents and their recommendations. This was done to ensure alignment and acknowledgement of the significant amount of work Cootamundra-Gundagai Regional Council has already done in building the economic base of the LGA.

| Document   | Improving liveability<br> | Supporting local business<br> | Managing planning issues<br> | Developing the visitor economy<br> | Branding and Marketing<br> |
|--|---|--|---|---|---|
| South West Slopes Regional Economic Development Strategy                                       | ✓   | ✓  | ✓   | ✓   |   |
| Destination NSW Riverina Murray Destination Management Plan                                    | ✓   | ✓  |   | ✓   | ✓   |
| Cootamundra-Gundagai Regional Council Our place, Our future Community Strategic Plan 2018-2028 | ✓   | ✓  | ✓   | ✓   | ✓   |
| Riverina Murray Regional Plan  |   | ✓  | ✓   |   |   |
| 20 Year Economic Vision for Regional NSW   | ✓   | ✓  | ✓   | ✓   | ✓   |
| NSW Premier's priorities   | ✓   |  | ✓   | ✓   |   |
| Cootamundra-Gundagai Regional Council Rural Lands Issue paper: Agricultural Tourism            |   |  |   | ✓   |   |
| Cootamundra-Gundagai Regional Council Villages Strategy  | ✓   | ✓  | ✓   | ✓   |   |

Appendix A summarises the relevant content from these strategic documents and other materials consulted in preparing this Strategy .

Activities under each of the strategic focus areas are listed below. Council is already undertaking an array of activities that will deliver economic prosperity. The existing activities Council has already implemented as detailed in the Our Place Our Future Community Strategic Plan 2018-28 and the associated Delivery Program 2018/19 – 2020/21 are listed in the following pages. Additional suggested activities are also shown to enable the delivery of the Tourism and Economic Development Strategy outcomes.



## TOURISM AND ECONOMIC DEVELOPMENT STRATEGY

Liveability is how connected, enjoyable and attractive a place is to live in and includes visual amenity, natural features, the range of services and the infrastructure available for community use, the costs associated with living in the area and the quality of the built landscape.

### Improving liveability

#### Population impacts

Liveability attracts new residents and retains existing residents. Population sustainability is an essential component for economic stability and growth. Residents stay because of the employment and services and businesses stay because the population is constant/growing, they can make money and have access to a skilled workforce. New residents are attracted by the level of services they can easily identify.

Cootamundra-Gundagai LGA has many reasons for residents to work and live locally:

- Cootamundra, Gundagai and the surrounding villages provide a range of attractive locational options.
- There is a diverse and resilient economic base, spread across a number of sectors.
- The physical location provides access to Sydney, Melbourne (4-6 hours) and Canberra (2 hours) and closer proximity to major regional centres (Wagga Wagga, Griffith and Albury) via access to major transport infrastructure.
- 2 hospitals
- 8 schools
- Rail and air services exist

#### Promoting liveability

Ensuring the existing community is aware of the LGA's features assists in building their level of satisfaction, and therefore intention to remain local.

The power of word of mouth advertising shouldn't be overlooked. Council acknowledges the need to ensure the community is kept informed. Well informed residents bragging about their locality is cost effective marketing and with **39,000 visitors** (31% of all visitors) staying with friends or relatives in 2017<sup>1</sup>, some visitors may be convinced to relocate if they are shown the attributes and taken along to local events every time they visit. An association with regional areas also helps the decision process of moving out of cities.

The survey undertaken to prepare the Tourism and Economic Development Strategy identified an opportunity to improve local knowledge of the LGA's features which would extend the awareness of services and provide useful information to share with visitors staying with residents.<sup>2</sup>

<sup>1</sup> Tourism Research Australia, Gundagai Local Government Area Profile, 2017. Accessed online February 2019.

<sup>2</sup> See Appendix C for survey results for areas where knowledge could be grown

### Employment opportunities

The LGA's three main areas of employment are:

- Agriculture
- Manufacturing
- Health care and social assistance.

These are sectors largely influenced by external forces including commodity prices, the Australian dollar, trade politics and government budgets.

One of Cootamundra-Gundagai LGA's strength is the diversity of the economic base. In addition to the three sectors above, the LGA has competitive advantages<sup>3</sup> in Transport, Postal and Warehousing, Accommodation and Food Services and Electricity, Gas, Water and Waste Services.

There is however a high level of connectedness, and thus reliance, within the LGA's business sector.<sup>4</sup> Monitoring the health of significant contributing businesses is recommended. This is a risk issue because high levels of connectedness offer a failure point that can have heightened flow on effects when a region has a large internally serviced network.

### Maximise the benefits from existing advantages

The NSW Government's South West Slopes Regional Economic Development Strategy 2018-2022 assesses the Cootamundra-Gundagai LGA and 4 neighbouring LGAs (Bland Shire, Temora Shire, Weddin Shire

and Hilltops). The region was estimated to provide \$2.4bn to the NSW Gross Regional Product (GRP) in 2015/16.<sup>5</sup> It identifies the endowments of the region as:

- Transport and logistics infrastructure
- A relatively rare mineral resource base
- Favourable climatic conditions, including rainfall patterns
- Livestock selling facilities
- Central location with access to major centres
- Lifestyle infrastructure to improve quality of life choices
- Education infrastructure

Specific activities in Cootamundra-Gundagai LGA to maximise the endowments include:

- Identifying current and future skills gaps
- Working with the Vocational Education Training (VET) sector, schools and universities to identify training needs for current and future skills demand
- Building capacity and skills of existing residents and to retain them locally
- Identifying the unique needs of the youth to ensure they stay in town
- Understanding the impacts of the ageing nature of the population and seeking to maximise opportunities this presents

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<sup>3</sup> Specific industry employment distributions and comparative advantage analysis is provided in the Appendix B.

<sup>4</sup> Survey results indicated 68% of Cootamundra's customer base and 80% of Gundagai's customer base comes from within the LGA. The high connectedness creates a solid economic basis but one exposed to risk if a large operator changes focus or relocates. See Appendix C for full survey details.

<sup>5</sup> NSW Government, South West Slopes Regional Economic Development Strategy, 2018-2022, p 11



# TOURISM AND ECONOMIC DEVELOPMENT STRATEGY

## Placemaking and community infrastructure

Investment in local infrastructure and services makes the LGA a more attractive place to live.

Council has a broad range of assets maintenance and renewal already planned. Those projects with impacts that relate to the liveability of the LGA are noted below in the activities section.

## Events development

A Visitor Services review conducted jointly with the Tourism and Economic Development Strategy formulation identified that developing the existing events portfolio is a short term opportunity for the LGA. The review findings is provided at the end of the Strategy.

Capturing better intelligence and building a tourist profile that details who is visiting the LGA is also a key need but will take time to arrange. In order to understand where to direct activities for the most effective marketing that will drive visitation, the Council needs information on who is coming to town and where from, why they are coming, how long are they staying and how much are they spending.

While the tourist profile is being developed, building on existing events and encouraging new events can offer growth opportunities.

It is also suggested that the Council initiate an annual grants process and incorporate it in the budget adoption processes to give existing events a boost and encourage community members to start new events. Implementing a competitive application based approach as used in many other councils is a quick win for Council and the community.

## Cootamundra Central Business District revitalisation

Community feedback identified a need for the Cootamundra streetscape to be refreshed to make a more inviting place to live, work, and socialise.

The Destination NSW Riverina Murray Destination Management Plan theme of infrastructure and servicing identifies streetscape improvement and beautification as important to increasing tourism visitation.

There is also an opportunity to develop outlets for the sale of regional produce and the possibility of using vacant store fronts for popup ventures was identified as a key opportunity. Many in the community support the value adding to agriculture and agritourism activities were identified as a possible additional feature to improve liveability in the LGA.

Liveability is paramount in ensuring residents are willing to stay – and to attract new residents.



## Supporting business

### Work with local businesses to initiate local business council

Businesses benefit from strong professional networks and local leadership. A forum for businesses to meet from across the whole of the LGA provide the opportunity for broad networking and support. A strong business chamber can provide formalised services for its members that includes:

- Advocacy
- Business to business connections
- Business advice
- Support and solutions

The Cootamundra Development Corporation identifies it is providing a number of the services above concentrated in the Cootamundra area. Council supports the Corporation financially.

A meeting held annually for all businesses to attend would offer a forum for business community input to Council priority setting.

### Encourage businesses to remain open more regularly

Opening hours were identified as being an issue in the consultation processes. Availability of services is particularly relevant for the visitor economy. If visitors can't find attractive places to purchase food, beverages and goods, they are unlikely to form a positive opinion of the LGA and are unlikely to return or promote the LGA to friends and family.

There is significant community support for businesses to remain open longer. The top response on new ideas from survey respondents, with support rated at 9.5 out of 10, was to encourage businesses to open on weekends, public holidays and when community events are run.

### Work with local businesses to expand value adding

Value-adding has been defined as including *any process or service in the supply chain that adds to or enhances the value of products to customers.*<sup>6</sup> Value-adding may include supplying new products or different varieties, changing presentation to meet market

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<sup>6</sup> RDA Central West, Value Adding to Agriculture in Central West NSW, 2016, p 9.

requirements, providing expertise and/or services and promotion and marketing activities to differentiate products'.<sup>7</sup>

The Cootamundra-Gundagai LGA is a large agricultural producer with a number of food manufacturing businesses of various sizes. Economic structure analysis identified that the LGA has a high competitive advantage in both agriculture and manufacturing sectors compared to NSW<sup>8</sup>. The region has significant value adding capacity utilising existing businesses such as the meat processor and a grain milling businesses and exploring new value adding opportunities.

RDA Central West reported on value adding for agricultural produce in 2016, identifying key areas for expansion through:

- Biotechnology
- Digital technology
- Processing and packaging
- Branding
- Collaboration and co-operatives

There are opportunities to develop value adding to the existing areas of strength in the LGA.

## Employment, training and qualifications

High unemployment is being experienced in the LGA. 7% unemployment rate for September 2018 in the Cootamundra-Gundagai LGA compared with the NSW rate of 4.4% and the Riverina region rate of 5.9%<sup>9</sup>.

In 2016, 57% of Cootamundra-Gundagai's population were working age (15-64 years old) while 24% were over 65 years of age. By 2036, it is projected that 51% of Cootamundra-Gundagai's population will be working age and 31 percent will be 65 or over<sup>10</sup>. The declining working population is a notable risk for sustaining a skilled available workforce.

Businesses are having difficulties recruiting in Cootamundra-Gundagai. 34% of survey respondents identified issues in attracting suitable staff. A wide range of skills across most industry sectors were identified as gaps in the workforce.

A collaborative effort by Council, NSW Government, businesses, the vocational education and training (VET) sector and universities to address the skills shortages that exist now is recommended.

To ensure future skills needs are identified, an assessment of the impact of known infrastructure/expansion plans could also assist in ensuring educational pathways are in place to deliver skilled local workers. This forward planning also serves to offer career paths and opportunities to retain workers, particularly younger workers locally.

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<sup>7</sup> Ibid.

<sup>8</sup> See location quotient analysis in Appendix B

<sup>9</sup> Small Area Labour Market data, September 2018.

<sup>10</sup> NSW Department of Planning and Environment, state and local government area population projections, 2016. See Appendix B for further detail.



## Managing planning issues

### Industrial land issues

A growing region needs to be able to illustrate where industrial development can occur.

Council is confident there is adequate land zoned for industrial purposes, albeit site development may not have commenced and identification of readiness for development might not be readily evident.

An up to date register of zoned land populated with likely development timeframes obtained from owners would provide useful market information to potential new or expanding businesses. This tool would illustrate to potential new businesses, or to existing businesses thinking of expanding, that the Council is proactive in encouraging development and is providing information to assist in the identification of likely locations.

The provision of useful data to a business contemplating a regional presence can be a defining decision point – the easier the LGA is to do business with, the easier location selection becomes.

### Agricultural land issues

Smaller agricultural lots have support in the LGA<sup>11</sup>.

Smaller agricultural lots can diversify the agricultural offering in the LGA by allowing new agricultural businesses to get a foothold (particularly assisting younger farmers with less capital), by allowing for more intensive agricultural enterprises and by allowing for the development of tourism focussed agritourism businesses.

Developing a value add approach in any economy opens opportunities to maximise the endowments that exist. The Cootamundra-Gundagai LGA has strong advantage from its agriculture sector. Developing value added elements build on this strength. Agritourism is an opportunity that is identified across the consultation and literature research and in Council's own strategic planning. Agritourism specifically involves people travelling to a region to engage with agricultural pursuits/products and includes:

- Visits to and possibly staying on farms
- Participating in produce picking for personal use, or possibly as employment opportunities

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<sup>11</sup> Cootamundra-Gundagai Regional Council, Rural Lands Issues Paper: Agritourism, 2018, p 30.

- Visits to rurally based wineries and restaurants
- Attending farmers and other produce driven markets
- Visiting natural attractions

Importantly, agritourism has the capacity to support farming businesses by deriving a second income to offset other farm income.

Council planning rules need to be flexible enough to enable agritourism initiatives to be approved. Council flagged in its 2018 Rural Lands Issue Paper on Agritourism its willingness to enable rural enterprise such as agritourism.

### **Villages strategy**

Council prepared the Cootamundra-Gundagai Regional Council Villages Strategy in 2018.

The purpose of the strategy is to provide clear, strategic indicators for the development of the villages of Cootamundra-Gundagai LGA over the next 30+ years.

The recommendations from the Villages Strategy are endorsed and implementation is recommended.



### Developing the visitor economy

The development of the Cootamundra-Gundagai visitor economy has featured in all the strategic documents that are linked to this strategy. Both NSW Government and Council see the visitor economy's growth as a key ambition to assist in economic sustainability and growth for the LGA.

Destination NSW's Travel To Regional NSW report highlights that the top activities for visitors in regional NSW include:

- Eat out, dine at a restaurant or café
- Visit friends and relatives
- Go shopping for pleasure.<sup>12</sup>

This information gives key insights into the activities that visitors to the Cootamundra-Gundagai LGA are likely to want and the types of tourism assets the region will need to develop to attract these visitors.

An audit of the tourism assets and the visitor services has identified a range of opportunities that would develop the visitor economy<sup>13</sup>. The assessment of the value of the current service levels from Cootamundra and Gundagai Visitor Information Centres (VICs) compares to other regional council tourism services was part of the review and highlighted some areas where process improvement may lift efficiencies.

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<sup>12</sup> Destination NSW, Travel to Regional NSW (Year ended June 2018). Accessed 24 January 2019

<sup>13</sup> See Visitor Services review at end of this Strategy.

### Develop Gundagai Old Mill into a premier food/agritourism site

It is recommended that Council work with operators to utilise the Old Mill premises as a premier food/agritourism site. Opportunities exist for a range of products including:

- Craft beverage facilities
- Winery cellar doors and expansion of on-site tourism facilities (accommodation, function centre etc)
- Destination dining businesses
- Quality food establishments focusing on local produce
- Special events and festivals celebrating and promoting local produce.<sup>14</sup>

This would assist the town to develop its food and beverage assets and align with the Destination NSW Riverina Murray Destination Management Plan for growth product offering in food, agritourism and heritage themes.

### Develop access to the Murrumbidgee River

The Murrumbidgee River is a key natural asset that has not been developed that would likely attract visitors to the town. A range of ideas around maximising the River environment have been identified including specifically featuring the River in branding exercises, promotion of the natural beauty and facilities along the River and highlighting the heritage value of the Prince Alfred Bridge as the first major river crossing.

<sup>14</sup> Destination NSW Riverina Murray Destination Management Plan

## Develop Cootamundra attractions

Given the limited number of visitor assets that exist in Cootamundra, it is recommended that an investment in tourism assets is needed to develop a visitor economy.

The Arts Centre Cootamundra masterplan for an arts precinct is in the planning stage and is a project which would build a visitor attracting asset for Cootamundra.

## Food

An attractive food and beverage offering is a key tourism asset. Failure to provide a memorable food experience can impact on the reputation and repeat business that a town experiences.

Noting that some existing businesses are currently doing this well, community feedback and an audit of local tourism businesses/activities highlights that there could be improvement to these services.

Some observations made in the consultation processes in developing the Strategy relating to food and beverage offering in the region were:

- *that there is a limited range of food options (particularly at certain times of the day)*
- *these options are more oriented towards locals (membership-based clubs, takeaway options, lower level of décor)*
- *some offerings are tired and in need of refreshing.*

Key factors to consider when providing these services include:

- Attractive décor and surroundings
- Quality food

- Dietary options
- Findable (visitors can find premises quickly online)
- Good service
- Open at times convenient to visitors

## Events

Events attract visitors to a region.

An audit of tourism assets and activities for the Cootamundra-Gundagai LGA highlights that there are already a reasonable number of events in the LGA. The review highlighted that these are of varying size and success.

Cootamundra has a good range of events, including:

- Antique Car Rally
- Drag Racing
- Tubby's Ride and Family Day
- Local Unlimited
- Make it Local
- Cootamundra Show
- Father's Day Swap Meet
- The Cootamundra Cup
- Bachelors and Spinsters Ball
- Haycarters (Cycling)
- Haycarters Recovery (Cycling)
- Cootamundra Annual Classic (Cycling)
- Cootamundra Annual Classic Recovery (Cycling)
- Organic Farm Tour
- Make it Local Shared Dinner

- Coota Beach Volleyball Festival
- Cootamundra Wattle Time Festival

Gundagai has fewer events, with a greater focus on equine and agricultural themes:

- Anglican Flower Show
- Australian Busking Championships
- Battle on the Bidgee
- Gundagai Show
- New Year Races
- Popped up at Kimo
- Gundagai Rodeo
- Snake Gully Cup (Horse Race)

Working with Cootamundra's strengths, existing events could be grown and more broadly promoted to attract more visitors. For example:

- The popularity of Cootamundra's cycling events could be built upon to include mountain biking events at Pioneer Park
- Expansion and wider promotion of the Coota Beach Volleyball Festival – it is point of difference in the events market. Link up with Volleyball NSW as a sponsor and seek cross promotional opportunities.

Smarter and more targeted promotional campaigns to bring visitors to town to visit existing attractions would also drive visitation, for example: Promotion of the Bradman Birthplace Museum, Captains Walk and Bradman Oval (and other ovals) targeting cricket enthusiasts – this is a significant key point of difference for tourists and could include:

- A "test match" on the Don's birthday (27 August) annually – celebrity players, retired players, current NSW/Australian players
- Snatch the Prime Minister's 11 game and hold one in Cootamundra

- Seek engagement of a retired Australian captain as patron for Cootamundra's cricket history
- Explore sponsorship opportunities with Cricket Australia or Cricket NSW
- Engage with television station that has rights to get coverage.
- Seek breakfast show broadcast from Bradman Oval
- Seek a Big Bash or similar pre season game be held at Bradman Oval.
- Investigate Cricket NSW Centres of Excellence opportunities.

### Improve industry organisation

The Cootamundra Tourism Action Group and Gundagai Tourism Action Group are separately run. Closer affiliation and having the two groups work jointly on a whole of LGA approach to tourism would be beneficial in building awareness of the strengths of the various localities. The groups currently meet annually. More frequent joint meetings may offer opportunity to collaborate further.

### Implement Visitor Services review

The visitor services review completed to guide Council's management of visitor services as part of this Strategy's development is provided at the end of the Strategy. The suggestions from the review can be summarised as follows:

- Further more detailed review of the operational processes to seek efficiency opportunities given the relatively high cost base of the current visitor servicing compared to other Visitor Information Centre costs
- Develop online tourism information resources



- Complete a cost benefit analysis of a Cootamundra Visitor Information Centre to ensure full understanding of ongoing costs and benefits is developed
- Develop a short survey for completion at every event and at each tourism service provision point (VICs, accommodation providers, facilities etc). Collate data into longitudinal data sets that are comparable and offer better knowledge of the characteristics of the visitors who are coming to the LGA
- Engage with locals and keep them informed on local events – 39,000 people stayed with friends and relatives in 2017<sup>15</sup> which equates to over 30% of all visitors. Better informed locals offer a cost effective means of promoting local events and facilities to their guests.

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<sup>15</sup> Tourism Research Australia, Gundagai (A) tourism profile, 2017



### Branding and marketing

Closely related to the development of the tourism economy is the potential to brand and market the region as a destination for visitors.

Some confusion can exist around what is a brand. One definition describes a brand as follows

*Unique design, sign, symbol, words, or a combination of these, employed in creating an image that identifies a product and differentiates it from its competitors. Over time, this image becomes associated with a level of credibility, quality, and satisfaction in the consumer's mind (positioning).*

*Thus brands help harried consumers in crowded and complex marketplace, by standing for certain benefits and value. Legal name for a brand is trademark and, when it identifies or represents a firm, it is called a brand name.<sup>16</sup>*

Branding for the Cootamundra-Gundagai LGA is the process of moulding and shaping impressions and views of whole of the LGA.

Cootamundra-Gundagai's online presence will be key in promoting the region to potential visitors. A greater focus on developing online marketing content to profile the LGA for residents, tourists and businesses is recommended as the first step. The Council's website is

attractive and well laid out and is an excellent tool. Increasing content and ensuring currency of data is critical.

### Branding to align with Destination NSW Riverina Murray Destination Management Plan

Branding and marketing activities will benefit from maintaining alignment with the Destination Riverina Murray Destination Management Plan.

The Plan has developed a number of key visitor experiences for consistent development of the brand in the Eastern Riverina region (including Cootamundra-Gundagai). These include:

- History and heritage
- Nature-based and recreation
- Agriculture and local produce
- Arts and culture
- Sport
- Touring region

Given the assets in the Cootamundra-Gundagai LGA can be allocated to all of these categories, alignment can be easily achieved.

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<sup>16</sup> The Online Business Dictionary, Accessed 19 February 2019.

## Brand development

60% of survey feedback favoured a two-brand strategy for tourism promotion. Respondents identified that Cootamundra and Gundagai are seen to have a different tourism offering, separate geography and other factors that would suggest different people are likely to be travelling to each town.

Gundagai based survey respondents rated the following top five themes and actions to develop the tourism sector:

1. Sport and recreation
2. Events and festivals
3. History and heritage
4. Rivers and waterways
5. Improving the accommodation offering

Gundagai has previously been promoted around themes including nature, active recreation and history, with *G'day Gundagai* and historic river crossing as key tag lines used in signage and promotional activities. The Murrumbidgee River is seen as a key attribute.

Cootamundra based respondents rated the top five themes and actions to develop the tourism sector:

1. Events and festivals
2. Sport and recreation
3. History and heritage
4. Improving the accommodation offering
5. Arts and culture

Cootamundra does not have a significant online nor branding presence.

The *G'day Gundagai* tag line should be continued to be used.

Cootamundra could be used as a tagline on promotions about the town, while each village name could similarly be used.

Where appropriate, the Cootamundra-Gundagai Regional Council branding should be included where Council is the funder of marketing activities.

## Utilise data and information

There is currently a lack of data about who is travelling to the region, where they are from and what they are interested in doing.

Little is known about gaps in the services offered to enable Council to tailor promotion to businesses to fill voids which should be addressed over time. A short term focus for business attraction could focus on value adding services to take advantage of the agricultural, manufacturing and aged care specialisations in the Cootamundra-Gundagai LGA is recommended as part of the branding and marketing focus.

Whilst detailed surveying and information gathering would be ideal, Council has a range of information at hand that is not being fully utilised.

VICs are currently capturing limited data on visitor origin, but this data is sometimes captured via postcode, sometimes by locality name and sometimes by state. In general, postcode data is of the greatest use as it provides more detail on origin.

It is also apparent that visitor origin data is being captured by other organisations. At least one (and likely more) accommodation business interviewed in the engagement process is capturing postcode data, but admitted that they are not utilising this data. It was also found that the

Sir Donald Bradman Birthplace Museum was capturing postcode data but this data was not being forwarded to Council for use in understanding visitor origins.

A standard simple survey tool delivered on a tablet can be developed and implemented with low costs to Council.

### **Tourism target market development**

While more information on potential markets will be known once there is better understanding of who is visiting the region, promotion to Victoria, ACT and Wagga Wagga were identified in the survey data that helped inform this Strategy. This could be a starting point while the data to properly profile visitors is captured.

### **Develop the tourism website**

Council efforts in developing an online tourism presence should continue. It may be suitable to maintain the Gundagai site and link to it rather than re-generating content.

The Mudgee Region website shows a one brand/many sub brand approach that is attractive and easy to use. <https://www.visitmudgeeregion.com.au/>

### **Assist local businesses to develop digital marketing and online presence**

19% percent of survey respondents advised that marketing was barrier to growth for their business.

Council could work with the business community by hosting training sessions to build capacity in businesses in digital marketing as a means of addressing the issues raised.

## Action list to implement the Strategy

The following tables show a subset of activities from Council's Our place, Our future Community Strategic Plan 2018-2028 and the delivery program 2018-2022 that will assist in attaining the economic growth sought in this Strategy. Where new activities have been identified in the Strategy they are added. This enables a consideration of the additions within the strategic framework Council already has in place.

## TOURISM AND ECONOMIC DEVELOPMENT STRATEGY

### Activities for economic growth

Existing activities that support liveability in the Council's Our place, Our Future Community Strategic Plan 2018-2028 and Delivery Program 2018-2022

| Key Directions and Objectives   | Strategies   | Delivery Program existing principal activities   |
|---|--|--|
| <p><b>Key Direction:</b></p> <p><i>1.A vibrant and supportive community: all members of the community are valued and connected.</i></p> <p><b>Objective:</b></p> <p style="padding-left: 40px;">a. <i>The community is inclusive and connected.</i></p> | <p><i>Strategy 1.1a: A range of programs, activities and events are delivered and promoted across the region to create opportunities for all members of our community to come together and strengthen community cohesion</i></p> | <p><i>Principal Activities:</i></p> <p><i>1.1a(1) Deliver a range of programs, activities and events and ensure they are planned, promoted and executed in an efficient, inclusive and professional manner.</i></p>            |
|   |  | <p><i>Principal Activities:</i></p> <p><i>1.1a(2) Work with our community to promote community spirit by assisting with the administration, organisation and promotion of events and community gatherings as required.</i></p> |
|   |  | <p><i>Principal Activities:</i></p> <p><i>1.1a(3) Encourage the development of initiatives to welcome new residents and make them aware of the opportunities which exist in the local government area.</i></p>                 |
|   |  | <p><i>Principal Activities:</i></p> <p><i>1.1a(4) Provide modern, vibrant and relevant library services, programs and activities to the community in conjunction with Riverina Regional Library (RRL).</i></p>                 |

### Recommended additional activities to deliver economic growth and sustainability

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|---|
| <p><b>1.1.a(5) Locally distributed information on the LGA's attributes, events and services made readily available with currency maintained to enable residents to assist with promotions and build awareness of events and services by word of mouth and when entertaining visitors.</b></p>   |
| <p><b>1.1a(6) Actively market in a specific advertising campaign delivered in two tranches (one for residents to encourage retention and the other to attract new residents) that articulates the liveability of the LGA by identifying the unique features including:</b></p> <ul style="list-style-type: none"> <li>• Evaluating cost of living savings</li> <li>• Evaluating cost of housing and rentals and availability</li> <li>• Proximity to larger centres and good transport access options</li> <li>• Reduced travel times, cycling to work options, providence of produce and other healthy life benefits</li> <li>• Life/work balance benefits</li> <li>• Quarterly reviewed list published online of key services, events and regional features</li> </ul> <p>The existing new residents packs could use the information generated to assist in the effectiveness of the packs.</p> |

# TOURISM AND ECONOMIC DEVELOPMENT STRATEGY

**1.1a(7) Encourage the local event culture by implementing a competitive application based events funding program in the LGA that is monitored to assess value for money and impact of the event on the visitor economy value.**

**1.1a(8) Assistance offered by Council to event organisers in preparing applications seeking funding from NSW and Federal Government programs.**

## *Activities for economic growth*

Existing activities that support liveability in the Council’s Our place, Our Future Community Strategic Plan 2018-2028 and Delivery Program 2018-2022

| Key Directions and Objectives  | Strategies  | Delivery Program existing principal activities  |
|--|---|---|
| <p><b>Key Direction:</b></p> <p>1.A vibrant and supportive community: all members of the community are valued and connected.</p> <p><b>Objective:</b></p> <p>1.1 The community is inclusive and connected.</p> | <p>Strategy 1.1b: Cultural and arts facilities and services are promoted and supported.</p> | <p>Principal Activities:</p> <p>1.1b(1) Build and sustain partnerships with cultural and arts bodies, and the local arts community, to support activities and to secure funding for cultural and arts development in the local government area.</p> <p>Principal Activities:</p> <p>1.1b(2) Provide assistance to art and cultural bodies to promote and develop programs and facilities.</p> |

## **Recommended additional activities to deliver economic growth and sustainability**

**As part of 1.1a(7), specify in the events grant process a specific annual allocation for cultural and arts related events to seek an annual event that showcases the cultural attributes of the LGA.**

## TOURISM AND ECONOMIC DEVELOPMENT STRATEGY

### Activities for economic growth

Existing activities that support liveability in the Council's Our place, Our Future Community Strategic Plan 2018-2028 and Delivery Program 2018-2022

| Key Directions and Objectives  | Strategies  | Delivery Program existing principal activities  |
|--|---|---|
| <p>Key Direction:</p> <p>1.A vibrant and supportive community: all members of the community are valued and connected.</p> <p>Objective:</p> <p>1.1 The community is inclusive and connected.</p> | <p>Strategy 1.1c Local groups, clubs, and volunteer organisations are recognised, promoted and supported.</p> | <p>Principal Activities:</p> <p>1.1c(3) Provide support and funding where possible to support a range of community groups to deliver positive outcomes for the local community.</p> |

### Recommended additional activities to deliver economic growth and sustainability

As part of 1.1a(7), specify in the events grant process a specific annual allocation for community group run events

### Activities for economic growth

Existing activities that support liveability in the Council's Our place, Our Future Community Strategic Plan 2018-2028 and Delivery Program 2018-2022

| Key Directions and Objectives  | Strategies  | Delivery Program existing principal activities   |
|--|---|--|
| <p>Key Direction:</p> <p>1.A vibrant and supportive community: all members of the community are valued and connected.</p> <p>Objective:</p> <p>1.1 The community is inclusive and connected.</p> | <p>Strategy 1.1e: Develop and implement a range of activities and initiatives which promote a culture of accessibility and inclusiveness.</p> | <p>Principal Activities:</p> <p>1.1e(2) Develop and implement a Youth Strategy which meets the needs of young people within our community.</p> |

### Recommended additional activities to deliver economic growth and sustainability

1.1e(2) include in existing Activity shown above:

- An assessment of programs to encourage the retention of youth in the LGA



# TOURISM AND ECONOMIC DEVELOPMENT STRATEGY

- Identification of education pathways to develop skills in areas of skills need projected to cover future infrastructure development projects.
- A specific engagement component with school students to determine their intentions and interest areas for employment matching opportunities
- A specific engagement component with Vocational Education Training sector and universities regarding courses delivered locally/by distance related to current and future skills gaps.
- Review the online capabilities for course delivery under NBN
- Design and implement a Youth wellness and mentoring program.

## *Activities for economic growth*

Existing activities that support liveability in the Council’s Our place, Our Future Community Strategic Plan 2018-2028 and Delivery Program 2018-2022

| Key Directions and Objectives   | Strategies   | Delivery Program existing principal activities                                |
|---|--|---|
| <p>Key Direction:</p> <p>1. A vibrant and supportive community: all members of the community are valued and connected</p> <p>Objective: 1.2 Public spaces provide for a diversity of activity and strengthen our social connections</p> | <p>Strategy 1.2a(1) Enhance the amenity and appearance of our towns’ main streets.</p> | <p>1.2a(1) Enhance the amenity and appearance of our towns’ main streets.</p> |
| <p>Key Direction:</p> <p>2. A vibrant and supportive community: all members of the community are valued and connected</p> <p>Objective: 1.2 Public spaces provide for a diversity of activity and strengthen our social connections</p> | <p>Strategy 1.2b(1) Improve the amenity of town and village entrances.</p>             | <p>1.2b(1) Improve the amenity of town and village entrances.</p>             |

## TOURISM AND ECONOMIC DEVELOPMENT STRATEGY

| Key Directions and Objectives  | Strategies   | Delivery Program existing principal activities  |
|--|--|---|
| <p>Key Direction:</p> <p>3. A vibrant and supportive community: all members of the community are valued and connected</p> <p>Objective:</p> <p>1.2 Public spaces provide for a diversity of activity and strengthen our social connections</p> | <p>Strategy 1.2c(5) Encourage the wide-spread use of open spaces and community facilities by ensuring they are welcoming, accessible, maintained and managed for everyone to enjoy, and that they continue to meet the needs of our community.</p> | <p>1.2c(5) Investigate options to work in partnership and enter into joint venture arrangements to make better use of facilities within the local government area</p> |

### Recommended additional activities to deliver economic growth and sustainability

**1.2c(6) Develop a masterplan for the revitalisation of the Cootamundra CBD that includes capital upgrades and strategies for the utilisation of vacant shops for popup opportunities and local produce outlets.**

### Activities for economic growth

Existing activities that support liveability in the Council’s Our place, Our Future Community Strategic Plan 2018-2028 and Delivery Program 2018-2022

| Key Directions and Objectives  | Strategies  | Delivery Program existing principal activities   |
|--|---|--|
| <p>Key Direction:</p> <p>1.A vibrant and supportive community: all members of the community are valued and connected</p> <p>Objective:</p> <p>1.3 Our community members are healthy and safe</p> | <p>Strategy 1.3a</p> <p>A broad range of services are provided and supported to meet the needs of all members to promote personal health and well-being and encourage a healthy lifestyle</p> | <p>Principal Activity:</p> <p>1.3a (2): Promote a wide range of health and community services offered by various agencies in the local government area.</p> <p>1.3a(4)Promote programs which encourage healthy lifestyle choices and activities.</p> |

# TOURISM AND ECONOMIC DEVELOPMENT STRATEGY

| Key Directions and Objectives  | Strategies  | Delivery Program existing principal activities  |
|--|---|---|
| <p>Key Direction:</p> <p>1.A vibrant and supportive community: all members of the community are valued and connected</p> <p>Objective:</p> <p>1.3 Our community members are healthy and safe</p> | <p>Strategy 1.3b</p> <p>Provide opportunities for the recreational and active use of parks, sporting facilities and swimming pools by ensuring they are promoted, accessible, safe, maintained and managed, and meet the needs of all age groups.</p> | <p>Principal Activity:</p> <p>1.3b (1): Provide, maintain, renew and promote high quality sporting, swimming and active recreational facilities and programs for the community, active sporting associations and visitors.</p> <p>1.3b(2) Provide and maintain parks and gardens that are aesthetically pleasing, accessible and are available for passive recreational pursuits</p> <p>1.3b(3) Construct a large-scale Adventure Playground in Gundagai.</p> |

## TOURISM AND ECONOMIC DEVELOPMENT STRATEGY

### *Activities for economic growth*

Existing activities that support liveability in the Council's Our place, Our Future Community Strategic Plan 2018-2028 and Delivery Program 2018-2022

| Key Directions and Objectives  | Strategies  | Delivery Program existing principal activities  |
|--|---|---|
| <p>Key Direction:</p> <p>1.A vibrant and supportive community: all members of the community are valued and connected</p> <p>Objective:</p> <p>1.3 Our community members are healthy and safe</p> | <p>Strategy 1.3b</p> <p>Provide opportunities for the recreational and active use of parks, sporting facilities and swimming pools by ensuring they are promoted, accessible, safe, maintained and managed, and meet the needs of all age groups.</p> | <p>Principal Activities:</p> <p>1.3b(2) Provide and maintain parks and gardens that are aesthetically pleasing, accessible and are available for passive recreational pursuits.</p> |
| <p>Key Direction:</p> <p>1.A vibrant and supportive community: all members of the community are valued and connected</p> <p>Objective:</p> <p>1.3 Our community members are healthy and safe</p> | <p>Strategy 1.3b</p> <p>Provide opportunities for the recreational and active use of parks, sporting facilities and swimming pools by ensuring they are promoted, accessible, safe, maintained and managed, and meet the needs of all age groups.</p> | <p>Principal Activities:</p> <p>1.3b (3) Construct a large-scale Adventure Playground in Gundagai</p>   |

# TOURISM AND ECONOMIC DEVELOPMENT STRATEGY

## *Activities for economic growth*

Existing activities that support liveability in the Council’s Our place, Our Future Community Strategic Plan 2018-2028 and Delivery Program 2018-2022

| Key Directions and Objectives  | Strategies  | Delivery Program existing principal activities   |
|--|---|--|
| <p>Key Direction:</p> <p>1.A vibrant and supportive community: all members of the community are valued and connected</p> <p>Objective:</p> <p>1.3 Our community members are healthy and safe</p> | <p>Strategy 1.3c</p> <p>Work with key partners and members of our community to maintain low levels of local crime and deliver community safety.</p> | <p>Principal Activity:</p> <p>1.3c(1): Work in partnership with local agencies to identify and advocate for opportunities to improve overall community safety.</p> |

# TOURISM AND ECONOMIC DEVELOPMENT STRATEGY

## *Activities for economic growth*

Existing activities that support liveability in the Council’s Our place, Our Future Community Strategic Plan 2018-2028 and Delivery Program 2018-2022

| Key Directions and Objectives   | Strategies  | Delivery Program existing principal activities   |
|---|---|--|
| <p>Key Direction:</p> <p>2. A prosperous and resilient economy: we are innovative and ‘open for business’ Objective:</p> <p>2.1 The local economy is strong and diverse</p> | <p>Strategy 2.1a: Develop and deliver strategies which support the economic sustainability of the Cootamundra-Gundagai region</p> | <p>2.1a(1) Develop and implement an integrated Tourism and Economic Development Strategy for the Cootamundra-Gundagai region.</p> <p>2.1a(2) Work in partnership with individuals, the private sector, other agencies and levels of government to deliver economic development initiatives.</p> <p>2.1a(3) Implement strategies which encourage the growth of the local population.</p> <p>2.1a(4) Actively seek and apply for funding opportunities which deliver additional income and contribute to community objectives.</p> |

## **Recommended additional activities to deliver economic growth and sustainability**

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| <p><b>Specifically relating to 2.1a(2) – Work with NSW Business, Cootamundra Development Corporations and businesses across the LGA to form one entity to provide support services to businesses in all locations.</b></p> <p>2.1a(5) Implement the branding and marketing recommendations in the Tourism and Economic Development Strategy.</p> <p>2.1a(6) Implement the Villages Strategy recommendations.</p> |
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# TOURISM AND ECONOMIC DEVELOPMENT STRATEGY

## *Activities for economic growth*

Existing activities that support liveability in the Council's Our place, Our Future Community Strategic Plan 2018-2028 and Delivery Program 2018-2022

| Key Directions and Objectives  | Strategies   | Delivery Program existing principal activities  |
|--|--|---|
| <p>Key Direction:</p> <p>2. A prosperous and resilient economy: we are innovative and 'open for business'</p> <p>Objective:</p> <p>2.1 The local economy is strong and diverse</p> | <p><b>Strategy 2.1b:</b> Develop and deliver strategies which support the economic sustainability of the Cootamundra-Gundagai region</p> | <p>2.1b(1) Work with land-owners, farmers and other agencies to advocate for the protection of the local agricultural sector through an effective land-use strategy.</p> <p>2.1b(3) Provide, maintain and upgrade as funding permits the Saleyards facility which allows the regular sale of animals from this and surrounding districts in a suitable environment.</p> |

## *Activities for economic growth*

Existing activities that support liveability in the Council's Our place, Our Future Community Strategic Plan 2018-2028 and Delivery Program 2018-2022

| Key Directions and Objectives  | Strategies   | Delivery Program existing principal activities  |
|--|--|---|
| <p>Key Direction:</p> <p>2. A prosperous and resilient economy: we are innovative and 'open for business'</p> <p>Objective:</p> <p>2.1 The local economy is strong and diverse</p> | <p><b>Strategy 2.1c:</b> Ensure transportation networks link our local government area with other regional centres and cities and support economic, environmental and community needs.</p> | <p>2.1c(1) Work with key partners to explore and advocate for opportunities to better utilize and develop transportation and freight networks which meet our community needs.</p> <p>2.1c(3) Provide and maintain a safe and well maintained aerodrome for use by commercial and recreational aircraft and promote use by external users.</p> |

# TOURISM AND ECONOMIC DEVELOPMENT STRATEGY

## *Activities for economic growth*

Existing activities that support liveability in the Council's Our place, Our Future Community Strategic Plan 2018-2028 and Delivery Program 2018-2022

| Key Directions and Objectives   | Strategies  | Delivery Program existing principal activities   |
|---|---|--|
| Key Direction:<br><br>2. A prosperous and resilient economy: we are innovative and 'open for business'<br>Objective:<br><br>2.1 The local economy is strong and diverse | <b>Strategy 2.1d:</b> Ensure communication and electronic technologies are accessible to all, meet the current and future needs of our community, and provide consistent and reliable coverage across the local government area | 2.1d(1) Promote the development of efficient telecommunications technology for business, land owners, education and health needs.<br><br>2.1d(2) Support and advocate for the installation of the National Broadband Network across the local government area.<br><br>2.1d(3) Offer and promote free public Wi-Fi internet access in key public spaces across the local government area. |

## Recommended additional activities to deliver economic growth and sustainability

**Specifically relating to 2.1d(3) – Optimise the benefits of the NBN and promote the connectivity improvements as part of promoting to new businesses activities.**

## *Activities for economic growth*

Existing activities that support liveability in the Council's Our place, Our Future Community Strategic Plan 2018-2028 and Delivery Program 2018-2022

| Key Directions and Objectives   | Strategies  | Delivery Program existing principal activities  |
|---|---|---|
| Key Direction:<br><br>2. A prosperous and resilient economy: we are innovative and 'open for business'<br>Objective:<br><br>2.1 The local economy is strong and diverse | <b>Strategy 2.1e:</b> Identify, promote and incentivise the strategic and innovative investment opportunities that exist in our region. | 2.1e(1) Implement a range of initiatives which support and promote the sustainable development of the towns' Central Business Districts and industrial land.<br><br>2.1e(2) Promote to the community and industry groups potential growth opportunities and development efficiencies.<br><br>2.1e(3) Encourage growth in development and construction locally |

## Recommended additional activities to deliver economic growth and sustainability

**2.1e(4) Identify value adding opportunities to maximise the opportunities in the sectors where competitive advantage exist in agriculture, manufacturing and aged care.**

**2.1e(5) Work with business owners to extend hours of operation and ensure a range of services are available to encourage visitation to the LGA.**



# TOURISM AND ECONOMIC DEVELOPMENT STRATEGY

## Activities for economic growth

Existing activities that support liveability in the Council's Our place, Our Future Community Strategic Plan 2018-2028 and Delivery Program 2018-2022

| Key Directions and Objectives  | Strategies  | Delivery Program existing principal activities   |
|--|---|--|
| <p>Key Direction:</p> <p>2. A prosperous and resilient economy: we are innovative and 'open for business'</p> <p>Objective:</p> <p>2.1 The local economy is strong and diverse</p> | <p><b>Strategy 2.1f</b> Develop and strengthen effective partnerships with, and between, locally-based organisations and business operators to enhance connectivity and working together.</p> | <p>2.1f(1) Work in partnership with agencies and other levels of government to support local businesses.</p> <p>2.1f(2) Work with key partners and local business owners, investors and employers to investigate, advocate for and promote opportunities for business development and networking..</p> <p>2.1f(3) Maintain a close liaison and continue to work with Regional Development Australia.</p> |

## Recommended additional activities to deliver economic growth and sustainability

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| <p><b>Specifically for 2.1f(2) Include collaboration with industrial land owners to establish a timeframe for the development of land zoned for industrial development and create promotional materials to enable advisory services on land availability to new/expanding business. Additionally, include the interaction with the community required to regularly hold joint meetings of the Tourism Action Committees to assist in the implementation of the Tourism and Economic Development Action Plan and unified promotion of the LGA.</b></p> <p><b>2.1f(3) Work with investors/developers to improve facilities for a premier food/agritourism distribution point.</b></p> <p><b>2.1f(4) Work with the community to develop ways to promote regional produce.</b></p> |
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# TOURISM AND ECONOMIC DEVELOPMENT STRATEGY

## *Activities for economic growth*

Existing activities that support liveability in the Council's Our place, Our Future Community Strategic Plan 2018-2028 and Delivery Program 2018-2022

| Key Directions and Objectives   | Strategies   | Delivery Program existing principal activities   |
|---|--|--|
| <p>Key Direction:</p> <p>2. A prosperous and resilient economy: we are innovative and 'open for business' Objective:</p> <p>2.2 Strategic land-use planning is co-ordinated and needs-based</p> | <p>Strategy 2.2a Develop integrated land-use strategies which meet the community's current and future needs.</p> | <p>2.2a(1) Develop a new, comprehensive Local Environmental Plan for the local government area.</p> <p>2.2a(2) Identify and address current and future land-use needs through integrated strategic planning and development</p> <p>2.2a(3) Provide accurate and timely advice regarding existing and proposed development within the legislative scope of Council.</p> |

## *Activities for economic growth*

Existing activities that support liveability in the Council's Our place, Our Future Community Strategic Plan 2018-2028 and Delivery Program 2018-2022

| Key Directions and Objectives   | Strategies   | Delivery Program existing principal activities   |
|---|--|--|
| <p>Key Direction:</p> <p>2. A prosperous and resilient economy: we are innovative and 'open for business' Objective:</p> <p>2.2 Strategic land-use planning is co-ordinated and needs-based</p> | <p><b>Strategy 2.2b:</b> Develop integrated land-use strategies which meet the community's current and future needs.</p> | <p>2.2b(1) Develop and operate development control plans to ensure compliance with appropriate legislation and to achieve the best possible planning and development outcomes for the community. 2.2a(2) Identify and address current and future land-use needs through integrated strategic planning and development</p> <p>2.2b(2) Ensure that a supply of industrial and residential land is available at all times to facilitate the orderly expansion of the local government area.</p> |

# TOURISM AND ECONOMIC DEVELOPMENT STRATEGY

## *Activities for economic growth*

Existing activities that support liveability in the Council's Our place, Our Future Community Strategic Plan 2018-2028 and Delivery Program 2018-2022

| Key Directions and Objectives   | Strategies  | Delivery Program existing principal activities  |
|---|---|---|
| <p>Key Direction:</p> <p>2. A prosperous and resilient economy: we are innovative and 'open for business' Objective:</p> <p>2.3 Tourism opportunities are actively promoted</p> | <p>Strategy 2.3a: Develop and implement strategies which provide opportunities for increased tourism.</p> | <p>2.3a(1) Develop and implement an integrated Tourism and Economic Development Strategy for the Cootamundra-Gundagai region.</p> |

## *Activities for economic growth*

Existing activities that support liveability in the Council's Our place, Our Future Community Strategic Plan 2018-2028 and Delivery Program 2018-2022

| Key Directions and Objectives   | Strategies   | Delivery Program existing principal activities   |
|---|--|--|
| <p>Key Direction:</p> <p>2. A prosperous and resilient economy: we are innovative and 'open for business' Objective:</p> <p>2.3 Tourism opportunities are actively promoted</p> | <p>Strategy 2.3b: Actively promote the local government area and local programs, activities and events to attract visitors to the region</p> | <p>2.3b(1) Work co-operatively with key partners to identify opportunities and to further promote the local government area to tourists and visitors.</p> <p>2.3b(2) Work with the community to develop a marketing strategy for the local government area as a tourist destination.</p> <p>2.3b(3) Ensure local programs, activities and events are actively promoted via a range of mediums to attract and encourage visitors and tourists</p> |

# TOURISM AND ECONOMIC DEVELOPMENT STRATEGY

## *Activities for economic growth*

Existing activities that support liveability in the Council's Our place, Our Future Community Strategic Plan 2018-2028 and Delivery Program 2018-2022

| Key Directions and Objectives   | Strategies  | Delivery Program existing principal activities  |
|---|---|---|
| <p>Key Direction:</p> <p>2. A prosperous and resilient economy: we are innovative and 'open for business' Objective:</p> <p>2.3 Tourism opportunities are actively promoted</p> | <p>Strategy 2.3c: Invest in improvements to visitor amenity and experiences</p> | <p>2.3c(1) Provide and maintain Visitor Information Centres which meet the needs of tourists and visitors to our local government area.</p> <p>2.3c(2) Undertake a redevelopment of the Gundagai Visitor's Information Centre.</p> <p>2.3c(3) Provide a high quality accommodation facility at the Caravan Parks in Cootamundra and Gundagai for the use of visitors.</p> <p>2.3c(4) Undertake connection of water supply to the Dog on the Tuckerbox site.</p> <p>2.3c(5) Maintain and improve the tourism infrastructure, facilities and services in the local government area to make our area an attractive place to visit.</p> |

## **Recommended additional activities to deliver economic growth and sustainability**

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| <p><b>2.3c(6) Assess the costs and benefits of a standalone Visitor Information Centre in Cootamundra</b></p> <p><b>2.3c(7) Develop operational best practice processes to reduce the cost base of visitor information services.</b></p> |
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# TOURISM AND ECONOMIC DEVELOPMENT STRATEGY

## *Activities for economic growth*

Existing activities that support liveability in the Council's Our place, Our Future Community Strategic Plan 2018-2028 and Delivery Program 2018-2022

| Key Directions and Objectives  | Strategies  | Delivery Program existing principal activities   |
|--|---|--|
| Key Direction:<br><br>2. A prosperous and resilient economy: we are innovative and 'open for business'<br>Objective:<br><br>2.4 Our local workforce is skilled and workplace ready | Strategy 2.4a: Develop and implement strategies which increase the knowledge, skills and health of our local workforce. | 2.4a(1) Promote local employment and training opportunities within the Council organisation.<br><br>2.4a(2) Work with various agencies to promote a range of programs, activities and opportunities which improve the health, well-being and employability of our community. |

## **Recommended additional activities to deliver economic growth and sustainability**

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| <p><b>2.4a(3) Analyse the skills gaps and identify future skills for planned infrastructure and major developments in order to develop skills in locals, particularly youth, to provide a skilled workforce. Identify the locations where skills are held and market opportunities to potential new residents. Work with business to assist in filling vacancies and developing required skills.</b></p> <p><b>2.4a(4) Work with the schools, VET and university sector to build education pathways and skills development to retain youth in the region.</b></p> |
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## *Activities for economic growth*

Existing activities that support liveability in the Council's Our place, Our Future Community Strategic Plan 2018-2028 and Delivery Program 2018-2022

| Key Directions and Objectives  | Strategies  | Delivery Program existing principal activities   |
|--|---|--|
| Key Direction 3: Sustainable natural and built environments: we connect with the places and spaces around us<br>Objective 3.1: The natural environment is valued and protected | Strategy 3.1b: Investigate and implement renewable energy technologies to reduce our environmental footprint. | 3.1b(1) Investigate, identify and promote opportunities that exist within the local government area for implementation of renewable energy technologies. |

# TOURISM AND ECONOMIC DEVELOPMENT STRATEGY

## *Activities for economic growth*

Existing activities that support liveability in the Council's Our place, Our Future Community Strategic Plan 2018-2028 and Delivery Program 2018-2022

| Key Directions and Objectives   | Strategies  | Delivery Program existing principal activities   |
|---|---|--|
| Key Direction 3: Sustainable natural and built environments: we connect with the places and spaces around us<br>Objective 3.2: Our built environments support and enhance liveability | Strategy 3.2b: Ensure a variety of housing options are made available | 3.2b(1) Ensure that planning and development controls are in place to promote and facilitate a variety of housing options for residents. |

## *Activities for economic growth*

Existing activities that support liveability in the Council's Our place, Our Future Community Strategic Plan 2018-2028 and Delivery Program 2018-2022

| Key Directions and Objectives   | Strategies  | Delivery Program existing principal activities   |
|---|---|--|
| Key Direction 3: Sustainable natural and built environments: we connect with the places and spaces around us<br>Objective 3.2: Our built environments support and enhance liveability | <b>Strategy 3.2c:</b> Deliver and maintain infrastructure to meet the current and future needs of our community | 3.2c(1) Operate and maintain a water reticulation system capable of providing potable water to all connected premises with minimum disruption and maximum efficiency.<br><br>3.2c(3) Investigate options for the connection of a water supply to Nangus Village, and consult with the community. |

# TOURISM AND ECONOMIC DEVELOPMENT STRATEGY

## *Activities for economic growth*

Existing activities that support liveability in the Council's Our place, Our Future Community Strategic Plan 2018-2028 and Delivery Program 2018-2022

| Key Directions and Objectives   | Strategies   | Delivery Program existing principal activities  |
|---|--|---|
| Key Direction 3: Sustainable natural and built environments: we connect with the places and spaces around us<br>Objective 3.2: Our built environments support and enhance liveability | <b>Strategy 3.2d:</b> Develop and implement strategies to deliver safe and accessible local roads, bridges, footpaths and parking. | 3.2d(4) Develop and implement asset management plans and strategies for all transport assets. |

## *Activities for economic growth*

Existing activities that support liveability in the Council's Our place, Our Future Community Strategic Plan 2018-2028 and Delivery Program 2018-2022

| Key Directions and Objectives   | Strategies   | Delivery Program existing principal activities  |
|---|--|---|
| Key Direction 3: Sustainable natural and built environments: we connect with the places and spaces around us<br>Objective 3.2: Our built environments support and enhance liveability | <b>Strategy 3.2e:</b> Supply local public transport networks to cater for the current and future needs of residents, businesses and visitors | 3.2e(1) Provide, maintain and renew Council-controlled public transport infrastructure within the local government area.<br><br>3.2e(2) Advocate for State and Federal departments to improve public transport networks to meet the needs of our community. |

## *Activities for economic growth*

Existing activities that support liveability in the Council's Our place, Our Future Community Strategic Plan 2018-2028 and Delivery Program 2018-2022

| Key Directions and Objectives  | Strategies   | Delivery Program existing principal activities  |
|--|--|---|
| Key Direction 4: Good governance: An actively engaged community and strong leadership team<br>Objective 4.1: Decision-making is based on collaborative, transparent and accountable leadership | Strategy 4.1a: Council is representative of the community and works together to meet the needs of our local government area. | 4.1a (3): Council's corporate plans are informed by community expectations and are reviewed and updated on a regular basis to meet the changing needs of our community members. |

## TOURISM AND ECONOMIC DEVELOPMENT STRATEGY

### *Activities for economic growth*

Existing activities that support liveability in the Council's Our place, Our Future Community Strategic Plan 2018-2028 and Delivery Program 2018-2022

| Key Directions and Objectives   | Strategies   | Delivery Program existing principal activities  |
|---|--|---|
| <p>Key Direction 4: Good governance: An actively engaged community and strong leadership team</p> <p>Objective 4.1: Decision-making is based on collaborative, transparent and accountable leadership</p> | <p>Strategy 4.1b: Strengthen strategic partnerships with the community, business and all levels of government.</p> | <p>4.1b(3) Participation in relevant REROC activities that will benefit the local government area.</p> <p>4.1b(5) Continue to foster and support the Youth Council.</p> <p>4.1b(6) Work in partnership with community members, businesses and all levels of government to deliver community priorities.</p> |

### *Activities for economic growth*

Existing activities that support liveability in the Council's Our place, Our Future Community Strategic Plan 2018-2028 and Delivery Program 2018-2022

| Key Directions and Objectives   | Strategies   | Delivery Program existing principal activities  |
|---|--|---|
| <p>Key Direction 4: Good governance: An actively engaged community and strong leadership team</p> <p>Objective 4.1: Decision-making is based on collaborative, transparent and accountable leadership</p> | <p>Strategy 4.1c: A clear strategic direction is outlined in Council's corporate plans and guides Council's decision-making and future planning.</p> | <p>4.1c(1) The development of the Cootamundra-Gundagai Regional Council's integrated suite of plans, including the Community Strategic Plan, Delivery Program, Operational Plan and resourcing plans, provide a clear strategic direction and drives the organisation's activities</p> <p>4.1c(3) Determine development applications in an efficient and effective manner based on merit</p> <p>4.1c(4) Develop a Place Plan which incorporates the Economic Development, Open Space Recreation, Arts and Cultural and Disability Action Strategies</p> |



## Risk assessment

The Strategy identifies a range of activities which may give rise to issues including:

- Inability to engage the community to promote and grow the Cootamundra-Gundagai LGA as a whole
  - Action: Communications plan developed that outlines how and who will be engaged and messaging to be delivered
- Failure to identify and see implemented value adding ventures such as agritourism activities to grow the agricultural sector income streams
  - Action: Council to investigate opportunities and work with NSW Government to build capacity of local businesses to initiate new enterprises.
  - Action: Funding opportunities to assist businesses to grow could also be identified by Council and communicated to the community.
- Population declines
  - Action: Identify areas where skills are needed and specifically target potential relocates.
  - Action: Identify the skills gaps and build education pathways for existing residents so they remain local.
  - Action: Maximise the opportunity to create retirement options to services the needs of the ageing population.
- Land use planning restrictions
  - Action: Council to consider the limitations of land use restrictions on economic growth in the development of the key planning instruments.
- Impacts of drought
  - Action: Council to work with the Joint Organisation and Regional Development Australia to identify drought assistance packages and how information is being communicated to those impacted by drought.
  - Action: Council work with the NSW Business regional coordinator/NSW Farmers/DPI to identify farm management practices to assist management of farms through drought and communicate to the community.

## Visitors Services Review

### Introduction

WRI undertook a review of Cootamundra-Gundagai Council visitor services to understand the effectiveness of previous strategies and provide direction for the future provision of visitor services.

A range of research, engagement and assessment activities, including:

- Review of existing tourism strategies in the Cootamundra-Gundagai LGA
- Assessed Cootamundra-Gundagai Council Visitor Information Centre (VIC) services against VIC services in five other regional NSW Council areas
- Undertook site visits to Cootamundra-Gundagai VICs and various tourism sites across the LGA
- Completed an audit of all tourism businesses, sites and assets across the LGA
- Interviews with a range of tourism business owners, managers and Council staff
- Assessed available tourism statistics to understand visitation to the region

This Review document assesses ‘Where are we now?’ in relation to the provision of tourism services and offerings in the Cootamundra-Gundagai LGA.

The document then goes on to assess the five key directions of the strategy:

- VICs
- Council tourism staffing
- Marketing
- Industry organisation
- Event management

### Where are we now?

#### Review of previous strategy

WRI conducted a review of previous strategic documentation for visitor services in the Cootamundra-Gundagai LGA. Pre-amalgamation, Cootamundra and Gundagai have had separate strategic directions and their respective visitor economies vary considerably.

An important finding was that Cootamundra has had no tourism related strategy to engage local tourism businesses, gather key information or provide direction. As a result, the tourism sector in Cootamundra has had little development and industry organisation is still in its infancy.

In contrast, Gundagai has an existing tourism strategy (Gundagai Tourism Strategy 2014 - 2019), a well organised tourism sector and has made good progress in reaching previous strategic goals. The strategy lists five main goals:

- Support the regeneration and protection of our natural, cultural and built heritage
- Showcase our history as a ‘River Crossing Town’
- Develop primary attractions in the town
- Utilise the Visitor Information Centre as a tool to promote the town’s attractions
- Become the ‘go-to’ place for events in the Riverina

Feedback from the Gundagai Tourism Action Committee found that the previous Tourism Strategy was well regarded:

- The strategy has been largely effective and most of the outcomes have been successful. A review of strategy actions highlights that most of these items are partially complete or complete.
- Community groups, such as the Gundagai Tourism Action Committee and the Gundagai Racecourse and Showground Committee, were seen to be the drivers behind the success of the local tourism sector. The main street upgrade, upgraded highway signage, and events held at the Gundagai showground and racecourse were given as successful outcomes.
- Key visitor cohorts identified in the previous strategy were believed to still be largely relevant, although there could be potential to capture more international visitation. Identified cohorts include RV travellers, transit traveller – diverted from highway, destination travellers, events and experience seekers/participants, Asian/International market with indigenous and iconic Australian town draw cards.
- There was agreement that any future tourism strategy should be consistent with the previous tourism strategy and build upon it.

A review of actions in the Gundagai Tourism Strategy 2014 – 2019 finds that majority of actions have been commenced, completed or are ongoing.

## Council tourism services

Currently, limited VIC services are provided in Cootamundra in a shared site and more extensive VIC services are offered in a standalone VIC in Gundagai. The Gundagai VIC offers marketing and digital activities and assistance to local tourism businesses. A more detailed breakdown of VIC and tourism services is provided below.

### Cootamundra

The Cootamundra VIC services are run from the Cootamundra Heritage Centre. A limited range of VIC services are provided, including:

- Accommodation bookings
- Information and referral services
- Souvenirs
- Tea and coffee
- Ticketing for small events

It should be noted that there is currently no dedicated Council staffing providing tourism services in Cootamundra. Observations after visit and interviews:

- Location on a main road but not in CBD. Close to rest areas with good parking.
- Run by a volunteers.
- The VIC provides a very basic set of face-to-face services, including referral and information services, tea/coffee, accommodation bookings, souvenir sales.
- Does not have an online presence operated by Council and has no direct email address. Anecdotally, Heritage Centre volunteers have had to use personal email addresses to undertake VIC activities.

- Heritage Centre staff identified Cootamundra needed a standalone VIC in order to deliver better visitor services.
- Insufficient data to understand the trends in visitation to the VIC.

## Gundagai

The Gundagai Visitor Information Centre provides a range of services to visitors including:

- Produce and distribute the Gundagai Visitor Guide, Gundagai Heritage Walk and local information flyers
- Accommodation and Eateries Guide which also includes information on RV friendly locations/dump point
- Produce including souvenirs, Gundagai region wines, local products, kiosk items and a range of history books
- Viewing Rusconi's Marble Masterpiece
- Self-guided audio tours of the Old Gundagai Gaol
- Compendiums in accommodation rooms (updated each August)
- New resident's pack to welcome and inform people moving to the area
- Assistance in finding available accommodation during peak periods
- General local information service (road updates, local business information etc.)
- Provide maps of local area, maps and brochures of other regional towns plus NSW and Victoria
- Historic town tours
- Advertising
- Coach and rail bookings

Observations after visit and interviews:

- Good location on the main street and close to shops. Adventure playground being built soon.
- Has marble masterpiece which is a draw card, generally popular with children and older visitors.
- Planned improvements based on previous consultant report.
- VIC services include coach bookings, information and referral, souvenirs, marble attraction, Gaol audio tours, compendiums for hotels and accommodation, and the provision of online tourism services including updating Gundagai tourism webpages, social media, newsletters and other Council run tourism services.
- Employed VIC staff can undertake a wider range of activities - manage stock, sell alcohol, complete sales returns, book for coach tickets, update Destination NSW webpage etc.
- Most common requests look for family activities, and highlights in the town. Ask 'what's to do?' and 'Where is the dog?'.
- Important observation that it is difficult to get businesses to provide information to the VIC marketing staff. Hard to get information from businesses to include in the online materials.
- Approximately 40 percent of current visitors to the VIC are locals booking tickets on transport services out of Gundagai.

## Tourism services operating models

WRI assessed Cootamundra-Gundagai Council VIC and tourism services against similar services in five other regional NSW Council areas to understand operational issues and best practice approaches in other regions.

Interviews with other tourism locations were undertaken to understand different tourism services models, VIC services, financial considerations and assess their suitability for Cootamundra-Gundagai Regional Council. Research was also undertaken to compare certain visitor service metrics across the five LGAs.<sup>17</sup>

## Visitor service models

Four distinct VIC operational models have been identified and their key features are summarised in the table below. These models are:

- High level of services, Council operated
- High level of services, operated by external contractor
- High level of services, operated by Council and an external contractor
- Lower level of services, Council operated

Comparative information has been compiled below to show strengths weaknesses and operational attributes of the four operating models.

| <b>High level of services, Council operated</b> |  |
|---|--|
| Features  | <ul style="list-style-type: none"> <li>• A high level of tourism services provided fully internally by Council.</li> <li>• VIC operation, marketing and branding, event management, tourism partnerships all run and managed by Council staff.</li> </ul>                                    |
| Level of Tourism Development                    | <ul style="list-style-type: none"> <li>• Mature visitor economy with well-established tourism assets (motor racing, food and accommodation).</li> <li>• Large LGA visitation rate.</li> <li>• Major annual tourism events managed by dedicated Council events team.</li> </ul>               |
| Budget  | <ul style="list-style-type: none"> <li>• High, approximately \$1 million</li> </ul>  |
| Strengths                                       | <ul style="list-style-type: none"> <li>• Provides local expertise to visitors expecting more specific information than they can gather online.</li> <li>• Council has total control of tourism direction.</li> <li>• Dedicated staff team for major tourism events and marketing.</li> </ul> |
| Weaknesses                                      | <ul style="list-style-type: none"> <li>• Expensive.</li> <li>• Balancing retail/business side of VIC with tourism services is challenging – low return on souvenir sales.</li> <li>• Challenges in justifying relevancy given volume of information available online.</li> </ul>             |

<sup>17</sup> WRI has made certain assumptions and utilised a number of methodologies to account for a range of data issues and develop comparative operational data.

| <b>High level of services, operated by external contractor</b> |   |
|--|---|
| Features   | <ul style="list-style-type: none"> <li>• VIC operation, marketing and branding, event management, tourism partnerships and tourism research all managed by contractor</li> <li>• Council funding provided.</li> </ul>   |
| Level of Tourism Development                                   | <ul style="list-style-type: none"> <li>• Mature visitor economy with well established tourism assets (wineries, food and accommodation).</li> <li>• Large LGA visitation rate.</li> <li>• Well-defined tourism markets which are specifically advertised to.</li> </ul>   |
| Budget   | <ul style="list-style-type: none"> <li>• High, approximately \$1 million primarily funded through a combination of Council and membership funding.</li> </ul>   |
| Strengths  | <ul style="list-style-type: none"> <li>• Overnight visitation rate experiencing strong growth for past 4 years.</li> <li>• Successful in funding applications.</li> <li>• Marketing targets are very focused, good knowledge of target markets.</li> <li>• Representatives from Council on board of directors retain Council input.</li> <li>• Consistency of tourism branding messages.</li> </ul> |
| Weaknesses   | <ul style="list-style-type: none"> <li>• Expensive.</li> <li>• High need for funding.</li> <li>• High capital requirements in terms of building space/location of VIC. VIC would need to be co-located with another service such as museum/café to be effective.</li> </ul>   |

| High level of services, operated by Council and an external contractor |  |
|--|--|
| Features   | <ul style="list-style-type: none"> <li>• A high level of tourism services provided partially by Council, partially by an external contractor (a membership based tourism industry entity).</li> <li>• Marketing and branding, event management and tourism partnerships managed by the external contractor.</li> <li>• Council provides financial support to the external contractor – they are also funded by 2 adjoining LGAs</li> <li>• Council has retained some functions – including funding and management of the VIC and some sponsorships/management of separate events and marketing.</li> </ul>   |
| Level of Tourism Development   | <ul style="list-style-type: none"> <li>• Mature visitor economy with well-established tourism assets (wineries, food and accommodation).</li> <li>• Large LGA visitation rate.</li> <li>• Well-defined tourism markets which are specifically advertised to.</li> <li>• Council is strong on data collection and understands its markets.</li> </ul>   |
| Budget   | <ul style="list-style-type: none"> <li>• High - approximately \$1 million.</li> <li>• Contractor is funded through a combination of 3 Councils contributions and membership funding.</li> </ul>  |
| Strengths  | <ul style="list-style-type: none"> <li>• Visitor expenditure and length of stay trending up.</li> <li>• Enables marketing and branding services by industry.</li> <li>• Cohesive branding and marketing strategy for region.</li> <li>• Council retains operational control over VIC, Council-run events and other tourism services. No bias basis as all operators, not just members of the external contractor, are supported.</li> <li>• Industry involvement in grant processes increased.</li> </ul>  |
| Weaknesses   | <ul style="list-style-type: none"> <li>• Coordination of agendas of stakeholders can be difficult.</li> <li>• External contractor membership base requires a lot of resourcing</li> <li>• External contractor undertaking limited tourism research.</li> <li>• In early stages – long term outcomes hard to identify – engagement is on a performance based contract with outcomes (increased visitation, increased average nights stayed, event attendance analysis etc) to assist in measuring the value for money of the contract.</li> <li>• If tourism businesses do not wish to become members, the external contractor doesn't market them. Causes equity issues.</li> <li>• Difficulty servicing smaller tourism operators and events who cannot afford contractor membership subscription.</li> </ul> |

| <b>Lower level of services, Council operated</b> |   |
|--|---|
| Features   | <ul style="list-style-type: none"> <li>• A more limited range of tourism services provided fully internally by Council.</li> <li>• VIC operation utilises a mixture of Council staff and volunteers.</li> <li>• Council manages marketing on a smaller scale.</li> <li>• Council’s event management role is supportive and community driven.</li> </ul>               |
| Level of Tourism Development                     | <ul style="list-style-type: none"> <li>• Emerging tourism assets may or may not be fully developed – limited funding.</li> <li>• Smaller LGA visitation rate.</li> <li>• Events are more community focused rather than tourism based.</li> <li>• Tourism markets not as well defined.</li> </ul>  |
| Budget   | <ul style="list-style-type: none"> <li>• Lower cost - between \$300,000 and \$700,000.</li> <li>• Cost heavily influenced by number of VICs and if VIC staff are paid or volunteer.</li> </ul>  |
| Strengths  | <ul style="list-style-type: none"> <li>• Strong local knowledge of events and attractions.</li> <li>• Council has total control of tourism direction.</li> <li>• Consistency of tourism brand and messages.</li> <li>• Good feedback channels directly from visitor to Council</li> <li>• Ability to react quickly to negative feedback and manage issues.</li> </ul> |
| Weaknesses                                       | <ul style="list-style-type: none"> <li>• Expensive - particularly VIC services.</li> <li>• Cost of VICs absorb potential budgets for marketing and branding.</li> <li>• Management of volunteer staff can be difficult.</li> <li>• Lower brand recognition.</li> </ul>  |



## Comparison of tourism services

Visitor service metrics, population and visitor data, expenditure and Council tourism income were compared to understand the efficiency of Cootamundra-Gundagai Regional Council's tourism services.

Tourism service metrics compiled below include:

- Tourism services provided internally or externally.
- VICs staffed by paid staff, by volunteers or by both.
- Annual visitation rate in each LGA and attendance at their respective VICs.
- Recent revenue and expenditure figures.

Data for Cootamundra and Gundagai have been included separately for comparison.

|  | Council 1  | Council 2                     | Council 3 <sup>18</sup> | Council 4                 | Council 5            | Gundagai   | Cootamundra |
|--|------------|-------------------------------|-------------------------|---------------------------|----------------------|------------|-------------|
| <b>Tourism services provided by Council or external contract</b> | Council    | Council and External contract | External contract       | Council                   | Council              | Council    | Council     |
| <b>VIC Staff Mode</b>  | Paid Staff | Paid Staff                    | Paid Staff              | Staff and Volunteers      | Staff and Volunteers | Paid Staff | Volunteers  |
| <b>Annual VIC Visitation<sup>19</sup></b>                        | 51,000     | 84,583                        | 33,225                  | 47,691                    | 27,524               | 16,781     | 1,211       |
| <b>Annual LGA Visitation<sup>20</sup></b>                        | 902,000    | 985,000                       | 573,000                 | 384,000                   | 124,000              | 74,560     | 54,440      |
| <b>LGA Population<sup>21</sup></b>                               | 41,301     | 40,348                        | 24,079                  | 14,398                    | 6,110                | 3,597      | 7,570       |
| <b>Visitors Per Capita</b>                                       | 22         | 24                            | 24                      | 27                        | 20                   | 21         | 7           |
| <b>% of LGA Visitors Attending VIC</b>                           | 6%         | 9%                            | 6%                      | 12%                       | 22%                  | 23%        | 2%          |
| <b>Council Tourism Revenue<sup>22</sup></b>                      | \$244,800  | \$81,000                      | \$865,067               | \$62,950                  | \$61,000             | \$43,000   | \$13,519    |
| <b>Council Tourism Expenditure</b>                               | \$985,892  | \$980,000 <sup>23</sup>       | \$935,724               | \$1,037,564 <sup>24</sup> | \$358,699            | \$400,000  |             |
| <b>Council Expenditure per LGA Visitor</b>                       | \$1.10     | \$1.00                        | \$1.60                  | \$2.70                    | \$2.90               | \$3.10     |             |

A range of key findings can be made from the above comparative data:

- Cootamundra VIC visitation is poor with a very low visitation rate for its population size.
- The Cootamundra VIC visitation is well below the levels of other VICs.

<sup>18</sup> Financial data sourced from an external contractor

<sup>19</sup> Annual visitation rates from most recent available full year statistics.

<sup>20</sup> Annual LGA visitation rates from latest Tourism Research Australia statistics. Gundagai and Cootamundra visitor data has been split out based on pre-amalgamation visitor attendance data.

<sup>21</sup> Population data from 2016 ABS Census.

<sup>22</sup> Council revenue across a range of visitor services, such as merchandise, memberships, ticket sales, etc.

<sup>23</sup> Includes contract cost paid to external contractor of \$400,000 (Expenditure relates on one of three councils who have engaged the external contractor - additional contribution paid and costs of tourism services of the 2 neighbouring councils not included).

<sup>24</sup> Includes National Parks and Wildlife Services contribution of \$362,961.

- The Gundagai VIC is performing in line with its peers on a number of metrics.
- Cootamundra-Gundagai Regional Council is spending considerably more on its tourism and visitor services, per visitor, than peer Councils.
- Council's VIC budget is funding the provision of coach booking services in Gundagai was estimated to take up considerable amount of the VIC time.
- While offering a service to locals, it is not adding to visitation. An acknowledgement of the benefit to the community is noted however. This is also an opportunity that Council could build upon given the high proportion of visitors who stay with friends and relatives in that the interactions could be enhanced by providing the locals with information of events to take their visitors to. Some of the other VICs also offer coach booking or similar services for the residents.
- The tourism budgets in other areas are greater than Cootamundra-Gundagai Regional Council.
- Council 5 is the closest fit visitor services model for Cootamundra-Gundagai in all operational metrics. Similar to current services provided in Gundagai VIC.

### Value for money

Cootamundra-Gundagai Regional Council is paying more in VIC and tourism services than reviewed councils in regional NSW. Opportunities arise for the streamlining of services to provide a more efficient, focussed set of services and a performance based review of operations may identify ways to streamline processes and reduce costs.

Consultation processes identified a desire for a stand alone VIC in Cootamundra. The vacant Roads and Transport Authority Building was identified as a possible location. On the visitation numbers provided by Council, there is little evidence to warrant Council expending more money on tourism services given the low visitation levels in Cootamundra. It could be argued that a more prominent facility in Cootamundra with dedicated tourism staff may drive VIC visitation but the strong performance in Gundagai (highest % of the total visitors attending a VICs) suggest it is unlikely to improve the VIC visitation of the LGA.

Council could investigate the return on investment of the creation of a Cootamundra VIC using a cost benefit analysis. On past assessment of VICs, it is unlikely that a positive cost benefit ratio would be returned unless the visitation is increased given the high cost base already in place in Cootamundra-Gundagai.

As consumers, information, businesses, services and marketing have predominately migrated to digital platforms, there are impacts on the way that councils can efficiently manage tourism and VIC services.

In terms of the essential services undertaken within a VIC (customer facing services predominately relating to the provision of information), many of these tasks can now be undertaken online and via appropriate signage directing visitors to relevant digital platforms, at a much lower cost to Council.

Whilst VICs often provide additional services, such as marketing and branding activities, booking and a range of other services, these can be undertaken within other Council buildings/offices as they do not require face-to-face contact with visitors.

Services could also be made more cost competitive by utilising more online services that could be available in multiple locations in the LGA and via kiosks as utilised by many other VICs.

It may be a better option for Council to allocate funding to a dedicated tourism officer for Cootamundra. This would enable the development of the resources and services required to raise the profile of the Cootamundra area.

## **VIC services and budget allocation**

Based on the review of tourism services provided of various VIC models, the service model which fits the current tourism services model for Cootamundra-Gundagai is the lower service internal model – meaning that VIC services and tourism services are Council run but, in response to lower visitation, provide a lower level of service and have a lower budget.

Given that tourism within the Cootamundra-Gundagai LGA is still emerging rather than being a highly established and developed market, it is believed that this model is a good fit for the continued cultivation of a tourism economy in the LGA.

Once visitation grows in response to more targeted marketing initiatives (discussed below), the model could be reviewed.

## **Event management**

Feedback from the business community and Council has been that tourism development and the management of events needs to be led by the local community.

Council does have a supportive role in the development, management and marketing of events and assisting with organisational and red tape issues, such as accessing Council facilities, permits and traffic management.

One respondent suggested that an external organisation should be engaged to manage events. Events need to be aligned to the endowments and features of the area. For example, the previous Gundagai Tourism Strategy identified an action of contacting NSW and National Sheep Dog Trials committees to see if either would be interested in hosting an event in Gundagai. This event would be a good fit for Gundagai, aligning with the iconic image of the Gundagai Dog on the Tuckerbox.

Maintaining the audit of tourism assets (provided below) by adding new/amended details and better understanding the needs of visitors coming to events is also needed. Visitors are information hungry and currency of the resources in a location is paramount to ensure the visitor experience is a good one.

Council could consider establishing a grant process to assist new events or to expand existing events as part of the annual budget creation. This could provide community groups with an opportunity to partner with Council to enrich the event offering. Council offering assistance/information resources to be used by community members seeking grant funding from NSW and Federal government may also offer solid returns.

It is also recommended that a standard, short survey instrument be developed for event attendees and visitors who go to the VICs to complete. Tourism data at the LGA level is extremely limited and what is available is dated. Capturing the same information will enable Cootamundra-Gundagai Council to identify its target markets. Postcodes of who is visiting/attending events plus how many days they have they stayed, what did they spend, where did they stay and how did they hear about the LGA can be easily captured on tablets. It takes minimal time but provides a wealth of information to formulate new event strategies and to understand who and where to direct marketing initiatives.

There is potential for Council to pick a small number of successful events that could be invested in that provide a good return on investment in terms of greater visitation and expenditure. These events would likely be already successful, have strong organisational capacity, be ready/willing to grow the event, able to provide a plan for how Council investment would grow visitation to the region.

# TOURISM AND ECONOMIC DEVELOPMENT STRATEGY

## Tourism assets audit 2018

### Gundagai

| Asset  | Type          | Description  |
|--|---------------|--|
| Bushman's Retreat Motor Inn                        | Accommodation | The Bushman's Retreat Motor Inn is located within a short drive of the town centre and offers comfortable accommodation as well as an outdoor pool, a laundry service and a dry cleaning service.  |
| Church House B and B                               | Accommodation | Three bedrooms with ensuite, shared lounge and large modern kitchen. Situated 2 minutes from town centre of Gundagai.  |
| Comfort Inn Sovereign Gundagai                     | Accommodation | Comfort Inn Sovereign Gundagai has 37 units and family suites.   |
| Criterion Hotel                                    | Accommodation | The Hotel features a large back deck area with a VIP lounge. The front bar features original oil painted murals of early Australian Bush-rangers and the Great Flood of 1852 that washed away "Old" Gundagai.  |
| Darblara- The Coach House                          | Accommodation | Farm stay on the river in a restored 1870s coach house on property of Darbalara. One couple only, second room for second couple strictly by request.   |
| Gabriel Motor Inn                                  | Accommodation | The Gabriel Motor Inn is centrally located accommodation in Gundagai, 800 metres off the Hume Highway and is close to the shopping centre, golf course, swimming pool, pubs and services club.   |
| Gundagai Cabins and Tourist Park                   | Accommodation | The Gundagai Cabins and Tourist Park is located two minutes drive off the Hume Highway, close to the centre of town. The business offers 14 park cabins all with internal ensuite, 40 undercover ensuite sites with television access, 30 powered sites and 50 unpowered sites located on the grass. |
| Gundagai Motel                                     | Accommodation | The Gundagai Motel provides a range of accommodation and food services, including room service, breakfast room and access to BBQ facilities.   |
| Gundagai River Caravan Park                        | Accommodation | The Gundagai River Caravan Park is situated on the banks of the Murrumbidgee River, within easy walking distance to the town centre and are the only river frontage accommodation in Gundagai.   |
| Hillview   | Accommodation | This business is situated just south of Gundagai along the Hume Highway, has been operating as a farm stay since 2006. It offers five cottages and one luxury "glamping" tent. It is not listed on AirBnB but has its own website.   |
| Poet's Recall Motel and Restaurant                 | Accommodation | The Poet's Recall Motel & Restaurant is in the centre of Gundagai, located just off the Hume Highway. The business offers accommodation and a restaurant.  |
| Tarrabandra Fishing Retreat                        | Accommodation | A 400 hectare livestock and crop farm south of Gundagai. Fishing is the main attraction for guests. Accommodation is provided in a four bedroom house.   |
| Tuckerbox Motor Inn                                | Accommodation | The Tuckerbox Motor Inn is located just off the Hume Highway. It features free Wi-Fi, a solar heated swimming pool, BBQ area, and licenced room service dinner and breakfast are available.  |
| Damasque Rose Oil Farm                             | Agritourism   | Previously offered tours   |
| Darbalara Farm Pty Ltd Poultry Farmers and Dealers | Agritourism   | Sells eggs at Knight's Meats in Wagga Wagga and at Gundagai IGA.   |

## TOURISM AND ECONOMIC DEVELOPMENT STRATEGY

| Asset   | Type              | Description  |
|---|-------------------|--|
| Highfield Farm and Woodland (Mt Adrah)        | Agritourism       | This business sells lamb, eggs and kombucha at farmer's markets, offers farm tours on the State Government funded website Visit My Farm and has hosted events.   |
| Anglican Flower Show                          | Event             | Held in October at the Gundagai District Services Club. As well as the exhibition, includes a luncheon, plant stalls, cakes and craft.   |
| Australian Busking Championships              | Event             | Gundagai hosts a Regional Busking Competition annually, the winners of which attend the Australian National Busking Championships.   |
| Battle on the Bidgee                          | Event             | Battle on the Bidgee is a Stockman's Challenge which includes stock handling, packhorse, whip crack, dry work pattern, bareback obstacle, horseshoeing & cross country, and other events. It is held annually over three days at the Gundagai showground.                      |
| Gundagai Show                                 | Event             | Held annually at the Gundagai showground, organised by the Gundagai Show Committee. Includes exhibitions of local produce and livestock, and various events and entertainment.   |
| New Year Races                                | Event             | Horse racing event held on New Year's Day at Gundagai Racecourse. Features a bookmaker's ring, catering, and bar facilities.   |
| Rodeo   | Event             | The Gundagai Rodeo is a premier event on the national rodeo circuit, held at the Gundagai Rodeo Grounds. Includes full bar and canteen facilities.   |
| Snake Gully Cup (Horse Race)                  | Event             | Horse racing event which attracts thousands of racegoers each November at the Gundagai racecourse. Held over two days and includes fashions on the field.  |
| Cafes   | Food and beverage | There are a range of cafes and coffee shops in Gundagai.   |
| Australian Road and Transport Heritage Centre | Heritage          | National transport museum dedicated to the preservation, upkeep and display of vehicles and equipment. Open Thursday to Sunday 10am-3pm.   |
| Bridges                                       | Heritage          | Prince Alfred Bridge built in 1866, first major crossing spanning the Murrumbidgee River. It is the longest timber viaduct in Australia and has been classified as essential to Australia's heritage by the National Trust. Railway Bridge completed in 1902, 819.4m long.     |
| Captain Moonlite's Grave                      | Heritage          | Bushranger 'Captain Moonlite' is buried near his friends in the North Gundagai Cemetery, under the shade of a eucalypt.  |
| Dog on the Tuckerbox                          | Heritage          | An internationally recognised Australian icon located 5 miles north of Gundagai near the Hume highway. Features a garden precinct with a café. Events benefitting a range of charities are held at the site throughout the year.   |
| Gabriel Gallery                               | Heritage          | Home to a private collection of historic photographs which are now internationally known as the Gabriel Collection. More than 150 photos from the collection are on permanent display in the Gabriel Gallery.  |
| "The Great Rescue of 1852" Sculpture          | Heritage          | A larger than life-size, bronze sculpture to commemorate the 165th anniversary of the Great Flood of Gundagai in 1852.   |
| Gundagai Gaol                                 | Heritage          | The Old Gundagai Gaol stands at the corner of First Avenue and Byron St, surrounded by a high wall of local slate with sandstone capping. Entertaining and informative self-guided audio tours of this heritage site are available daily between the times of 9:00am – 3:30pm. |
| Gundagai Old Mill Art and Cultural Centre     | Heritage          | This building is the oldest building in Gundagai and the only surviving representative of the original Gundagai township on the river flat.  |

## TOURISM AND ECONOMIC DEVELOPMENT STRATEGY

| Asset   | Type         | Description  |
|---|--------------|--|
| Gundagai Rail Trail   | Heritage     | Not yet developed. Council has created plans for the development of a rail trail linking Gundagai and surrounding villages.  |
| Gundagai Railway  | Heritage     | Displays within the railway station recall the travelling past when trains ran regularly on the now closed Cootamundra-Tumut branch line.  |
| Gundagai Stagecoach Tours   | Heritage     | No longer in operation. A 1900s Coach ride to historic sites in Gundagai. Rides formerly held on last Sunday of every month, and by appointment.   |
| Main Street Walking Tour  | Heritage     | 2km stroll viewing many historic points of interest.   |
| The National Pen Museum   | Heritage     |  |
| Old Gundagai Common   | Heritage     |  |
| Rusconi's Marble Masterpiece  | Heritage     | The Marble Masterpiece stands 1.2 metres high and is permanently on display at the Visitor Information Centre.   |
| Gundagai Historical Museum  | Heritage     | The Gundagai Historical Museum is a treasure trove of memorabilia and displays. The Museum is managed entirely by volunteers. Open daily 9am-3pm.  |
| Sundy in Gundy Market   | Market       | Various market stalls held on the last Sunday of the month from 9am-12pm in Sheridan Street, Gundagai.   |
| Regional Sporting Grounds   | Recreation   | Gundagai features a range of sporting facilities   |
| Crown Lands along the Murrumbidgee River – Canoe and Kayak Trail maps | Recreation   | The trail maps cover 230km of river between the Burrinjuk Dam and Wagga Wagga. There are any Crown land reserves along the trail to camp overnight or stop for a lunch break.  |
| Dog on the Tuckerbox Recreation Trail                                 | Recreation   | Walking/Cycling/Horse Riding Trail is a 4.6 km trail connecting the Dog on the Tuckerbox with the town of Gundagai.  |
| Ellerslie Nature Reserve  | Recreation   | Covers an area of 1877 hectares containing six distinct forest ecosystems are found within the reserve and a diverse range of native animals. The reserve also contains a number of Aboriginal sites.  |
| Gundagai River Walk   | Recreation   | A paved, shared, off-road cycle track links North and South Gundagai.  |
| Lookouts  | Recreation   | Rotary Lookout, Mount Kimo , Mount Parnassus and Reno  |
| The Murrumbidgee River  | Recreation   | The river plays host to all manner of activity - from water sports, to bushwalking.  |
| Gundagai Emporium   | Retail       | Antique store situated on Sheridan Street in the centre of Gundagai.   |
| Gundagai IGA  | Retail       | This business sells Darbalara Eggs from Darbalara Farm near Gundagai.  |
| Remote Control Office   | Services     | Provides office/retail, shared office, and meeting spaces for professionals. Facilities include Wi-Fi printing, mail delivery, conference room, TV, and coffee.  |
| Gundagai Visitor Information Centre                                   | VIC services | The Gundagai Visitor Information Centre is located on the main street and provides visitor services including coach booking, as well as jail audio tours, sale of local produce and souvenirs, and houses the marble masterpiece on display. |

## TOURISM AND ECONOMIC DEVELOPMENT STRATEGY

### Cootamundra

| Asset   | Type          | Description   |
|---|---------------|---|
| Bradman Motor Inn                                 | Accommodation | The Bradman Motor Inn consists of 20 units, situated in a quiet location, 1.5 kilometres south of the town centre on Sutton Street (the Olympic Highway).   |
| Cootamundra Caravan Park                          | Accommodation | The Cootamundra Caravan Park offers a variety of accommodation, including motel rooms, ensuite cabins, onsite vans, and spacious powered and unpowered sites for caravanners and campers.   |
| Cootamundra Gardens Motel                         | Accommodation | The Cootamundra Gardens Motel has 23 rooms set in a courtyard shape around the central pool and spa area and has an in-house licensed dining room and function centre.  |
| Cootamundra Heritage Motel                        | Accommodation | The Cootamundra Heritage Motel is situated right on the golf course at Cootamundra. The property consists of 16 executive rooms, seven king spa rooms, one wheelchair access room and four two bedroom villas.  |
| Elm and Wren                                      | Accommodation | Guesthouse accommodation with 22 rooms, a short walk from the main street.  |
| Southern Comfort Motor Inn                        | Accommodation | Motel offering queen, twin, and family rooms located approximately 1.7kms from the centre of town.  |
| Wattle Tree Motel                                 | Accommodation | The Wattle Tree Motel is the closest motel to the main Cootamundra central business district. It is only a short walk to the RSL Club, hotels, coffee shops, bakery, Post Office and Railway Station.   |
| Woodie's Cottage                                  | Accommodation | Located in central Cootamundra, Woodie's Cottage is a fully furnished, self-contained, four bedroom house which accommodates up to nine people.   |
| Claron Park Produce and OBryan's Natural Products | Agritourism   | The owner used to grow vegetables and native 'bush tucker' plants on her property in Cootamundra to be made into sauces and preserves. Business now closed.   |
| Organic Farm Tour                                 | Agritourism   | Take the tour bus to visit two organic farms: Planted Cootamundra and The Patch Homegrown organic farm.   |
| Antique Car Rally                                 | Event         | Held at the Airport annually  |
| Bachelor and Spinster Ball                        | Event         | Held annually every Easter Saturday at the showground.  |
| Coota Beach Volley Ball Festival                  | Event         | The annual Coota Beach Volleyball Festival is held every February. Games are held on the Saturday and Sunday, and the event includes beach sprints competition, music/entertainment, food and beverage stands. The event is free for spectators to attend.    |
| Cootamundra Annual Classic (Cycling)              | Event         | Annual cycling event traditionally held on the last Saturday in August. It is one of the oldest open road races in New South Wales.<br>The Cootamundra Annual Classic Recovery is a shortened version of the Classic course held on the Sunday.               |
| Cootamundra Show                                  | Event         | The Cootamundra Show is held every year on the third weekend of October. The show is run by the Cootamundra Show Society, and includes pavilion classes, livestock competitions, the Showman's Guild (sideshow alley), trade stalls and family entertainment. |
| Drag Racing                                       | Event         | Held at the Airport annually  |
| Father's Day Swap Meet                            | Event         | The Cootamundra Antique Motor Club have been running their Father's Day Swap Meet for 26 years. Attracts crowds of 2,500 +. Held on the first Sunday in September.  |

## TOURISM AND ECONOMIC DEVELOPMENT STRATEGY

| Asset                                  | Type              | Description   |
|--|-------------------|---|
| Haycarters (Cycling)                   | Event             | The First Coota Haycarters race was run as a fundraising interclub race. It has grown from a 40 field race to one of the biggest handicap races for its distance staged in NSW. The race is held annually on the 2nd Saturday of May. The Haycarters Recovery is a shortened version of the Haycarters course held on the Sunday.   |
| Local Unlimited                        | Event             | Local Unlimited was a local food event held at The Arts Centre Cootamundra on 25 May 2018. It featured a presentation on the benefits of local food production by blogger Sophie Hansen and a tasting of local food from producers around Cootamundra.  |
| Make it Local                          | Event             | Make it Local is a quarterly shared dinner where attendees bring a plate of food made with ingredients sourced from a 100 mile radius of Cootamundra.   |
| The Cootamundra Cup                    | Event             | Horse racing event held annually at the Turf Club on Sunday of the long weekend in October. Includes covered betting ring and bar facilities.   |
| Tubby's Ride and Family Day            | Event             | An event to recognise and appreciate the overwhelming support of the Cancer Council. The ride will start from two locations: Queanbeyan and Cootamundra, with other riders joining in on along the way. Includes a barbecue lunch, coffee van, jumping castle, face painting, kids activity table, fire engine on display, raffles, car and motorcycle display, fund raising merchandise. |
| Corridor 37 Cafe                       | Food and Beverage | This cafe in Cootamundra buys produce from backyard growers and sells it in its store Providore 37.   |
| Dusty Road Coffee Roasters             | Food and Beverage | Dusty Road Coffee Roasters is a coffee shop located on Cooper Street. They offer a collection of locally-roasted coffee blends for sale.  |
| Planted Cootamundra Wholefoods Cafe    | Food and Beverage | Planted Cootamundra is a wholefoods cafe specialising in local organic seasonal food. It also offers local sauces, cooking oils and jams for sale.  |
| Aboriginal Girls Training Home         | Heritage          | The Cootamundra Aboriginal Girls' Training Home provides an example of the historical practice of Aboriginal wards of the State being denied their Aboriginality and cultural heritage which was the subject of a National Inquiry into the Separation of Aboriginal and Torres Strait Islander Children from the Families in 1997 (Commission of Inquiry).                               |
| Captain's Walk                         | Heritage          | The Captains Walk features 42 bronze sculptures of Australian Test Cricket Captains, along with Unaarrimim the leading Aboriginal player in the first Australian cricket team to tour England in 1868. It is located in the Jubilee Park  |
| Milestones sculptures in Cootamundra   | Heritage          | The sculptures are in two locations - in Mackay Park at Wallendbeen and in Parker Street next to the Catholic School in Cootamundra. These fibre optic lit sculptures were opened in 1997 by the then Governor General and are very beautiful and significant.  |
| Railway Station                        | Heritage          | Cootamundra railway precinct is of state significance as a major railway complex on the Main Southern line dating from a period of rapid railway expansion in NSW. Generally in good condition.   |
| Sir Donald Bradman's Birthplace Museum | Heritage          | The Donald Bradman's Birthplace Museum is located at the building in which Donald Bradman was born in 1908. The building has been restored and contains a collection of memorabilia. It is open 9 to 5, 7 days a week and offers souvenirs for sale.  |
| WWII Ampol Aviation Fuel Depot         | Heritage          | The site elements surviving from World War II. The site has been disused since 1995 when Caltex closed it down. The key original elements built during World War II - notably the fuel tanks - remain intact and in fair to good condition.   |



## TOURISM AND ECONOMIC DEVELOPMENT STRATEGY

| Asset   | Type             | Description   |
|---|------------------|---|
| Cootamundra Heritage and Visitor Information Centre | Heritage         | The Heritage Centre (former Railway Barracks Railway Complex) houses an eclectic display of historical items relevant to Cootamundra. and district in a large main gallery (former dining room), kitchen and 14 smaller galleries which house items including locally built motorcycle from 1912. |
| Cootamundra Girl Guide's Sunday Market              | Market           | The markets are held on the second Sunday of the month at Fisher Park on Bourke Street in Cootamundra from 9am – 1pm. Some local producers/vendors.   |
| Apex Park   | Recreation       | RV Dumping Point  |
| Camp Grounds  | Recreation       | Jindalee National Park, Cootamundra Caravan Park, Pioneer Park, Buthungra Dam Reserve.  |
| Cootamundra Country Club                            | Recreation       | The Cootamundra Country Club is the oldest golf club in NSW since 1895. Offers sporting facilities for golf, bowls and croquet. Social activities include Bridge, Bingo, TAB, poker machines and a bar. Conference Room Facilities are available.   |
| Jindalee National Park                              | Recreation       | Jindalee National Park is located approximately 10 kilometres north of Cootamundra and covers an area of 1076 hectares  |
| Migurra Reserve                                     | Recreation       | Activities at the reserve include bird watching, nature walks, Gardiners Lookout viewing place and picnic area.   |
| Parks   | Recreation       | A range of parks are available in town  |
| Rugby Club Grandstand                               | Recreation       | Host games  |
| Swimming Pool                                       | Recreation       | Cootamundra/Gundagai Council operates an Olympic Pool complex for the benefit of both residents and visitors.   |
| Ulandra Nature Reserve                              | Recreation       | Ulandra Nature Reserve was created in June 1981 to protect the Cootamundra wattle. It covers an area of 3931 ha.  |
| Bethungra Dam                                       | Recreation       | Bethungra dam is located near the settlement of Bethungra. Fishing and camping available.   |
| Regional Sporting Grounds                           | Recreation       | A range of sporting facilities including 9 cricket ovals, and recently upgraded tennis courts   |
| Mountain Bike Track, Little Hurley Lane             | Recreation       | An extended series of mostly single track and a few fire trails behind the Cootamundra Country Club and Golf Course. Can be easily linked up with Pioneer Park via connecting fire trail for an extended ride.  |
| The Arts Centre Cootamundra                         | Recreation       | The Arts Centre Cootamundra is a community built, organised and controlled arts facility. It exists to provide a venue and facilities for Arts activities in the Cootamundra Gundagai Regional Council area.  |
| Cootamundra Art and Craft Centre                    | Recreation/Event | The Cootamundra Art and Craft Centre offers locally handmade items for sale. There is a weekly gathering of a craft group on Monday, Tuesday and Thursday.  |
| Cootamundra Butchery                                | Retail           | Sells locally grown meat, including a breed of lamb called Texel which is produced at the property Hillside in Cootamundra.   |
| Cootamundra SUPA IGA                                | Retail           | Cootamundra IGA sells beef from Sunny Point farm in Oberon, locally produced olive oil and Harden Honey.  |
| Quality Junk  | Retail           | Antique and collectibles shop located near Planted café in Cootamundra.   |
| The Patch   | Retail           | This business sells eggs and seedlings at the Riverina Producer's Market in Wagga Wagga, Murrumbateman Village Markets and Cootamundra Sunday Markets. Potential to offer farm tours and set up a farm shop selling seedlings in the future.  |

## TOURISM AND ECONOMIC DEVELOPMENT STRATEGY

### Villages and Rural

| Asset                                      | Type                         | Description   |
|--|------------------------------|---|
| <b>Adjungbilly</b>                         |                              |   |
| Community Hall                             | Recreation                   | Holds community meetings and schooling events. Located at the primary school.   |
| <b>Coolac</b>                              |                              |   |
| Coolac Cabins and Farmstay                 | Accommodation                | The cabin and farm stay business offers three cabins for hire on a 90 acre beef cattle farm.  |
| The Rabbit's Hut                           | Accommodation                | Offers accommodation in a two bedroom house on a cattle station bordered by the Murrumbidgee River.   |
| The Beehive Hotel                          | Accommodation/<br>Recreation | The Coolac Beehive hotel offers meals, accommodation, and hosts a range of events.  |
| Coolac Memorial Hall                       | Heritage                     | Coolac Memorial Hall was erected in memory of those who have served in conflicts in which Australia has been involved. The hall was erected around 1959 to replace an earlier hall that burnt to the ground the previous year.  |
| <b>Muttama</b>                             |                              |   |
| Carinyah Homestead                         | Accommodation                | A four bedroom farmhouse situated between Cootamundra and Muttama on a crop and livestock farm. It is listed on Airbnb as 'Homestead der Farm Carinyah'.  |
| Wired Lab Festival                         | Events                       | The Wired Lab is an artist led organisation evolving interdisciplinary art practices in rural Australia. The 2017 Wired Open Day Festival was held in Muttama, showcasing the 'agri(culture)' project, a collaborative series with artists collaborating with farmers to explore emerging and ancient agricultural systems. |
| Muttama Recreation Ground Memorial Gateway | Heritage                     | 2 Brick pillars either side of steel ramp with Memorial plaques for World War I attached to Left Hand Pillar and World War II attached to Right Hand Pillar.  |
| <b>Nangus</b>                              |                              |   |
| Kimo Estate                                | Accommodation                | Luxury accommodation, wedding and reception venue in Nangus on a 7,000ac sheep and cattle farm. It offers onsite accommodation for up to 28 people in four buildings.   |
| Nangus Public Hall War Memorial and Gates  | Heritage                     | War memorial hall with decorative blue and white 'sunburst' gates, displaying "Lest We Forget" in the metal work. Inside the grounds, a granite roll of honour, mounted on a stone. This memorial is displayed in an area framed by a garden arch   |
| Popped up at Kimo                          | Event                        | Popped up at Kimo was held in November 2018 and featured a range of pop up shops at Kimo Estate.  |

## TOURISM AND ECONOMIC DEVELOPMENT STRATEGY

| Asset                    | Type          | Description   |
|--------------------------|---------------|---|
| <b>Stockinbingal</b>     |               |   |
| Balcraggon Accommodation | Accommodation | Country house accommodation situated 800 metres off the Burley Griffin Way. New and modern cabin surrounded by native trees can comfortably accommodate up to eight people. Features an outdoor swimming pool and children's playground.          |
| Village Fair             | Events        | Held annually at Elwoods Hall, for the community and surrounding areas. Includes market stalls, food and beverage, and various displays.  |
| Bowling Club             | Recreation    | Provides social and community interaction, e.g. lawn bowls, croquet tournaments and a meeting point for groups such as the Bike Riding Club, the Stop and Mingle Club, Housie nights and Foody Theme nights. Run by the community and volunteers. |
| Commercial Hotel         | Recreation    | Built in 1892 to cater for the Cobb & Co coaches which used the village as a staging post for the trip from Harden to Temora. Now permanently closed.   |
| Ellwood's Hall           | Recreation    | Community function centre and a meeting place used all year round. Suitable for markets, parties, trivia nights and fairs.  |

|  |             |  |
|--|-------------|--|
| <b>Tumblong</b>                          |             |  |
| Paterson's Gundagai Vineyard Cellar Door | Agritourism | The cellar door has now closed, and the owner sells most of his stock to China online.   |
| Tumblong State Conservation Area         | Heritage    | Tumblong State Conservation Area covers 746 hectares and lies 30 kilometres northwest of Tumut and 15 kilometres north of Adelong on the south west slopes of New South Wales. |
| Tumblong Tavern                          | Recreation  | Café meals and coffee available, great atmosphere and beer garden. Bar Open 7 Days   |

|                              |               |   |
|------------------------------|---------------|---|
| <b>Wallendbeen</b>           |               |   |
| Wallendbeen Park Farm        | Accommodation | A 150 acre farm producing mixed breed pigs and Speckled Park cattle. Farm stay accommodation is available in a cottage renovated from a former schoolhouse for up to three guests.                                  |
| Station Master's House       | Accommodation | 3 Bedrooms, large enclosed garden, as well as a newly paved terrace and outdoor setting. There is opportunity to develop the house into a commercial facility.  |
| Allawah Old Methodist Church | Accommodation | Allawah is a restored 100 year old Methodist church, located in Wallendbeen. It provides accommodation suited for couples.  |
| Wallendbeen Hotel            | Recreation    | Originally a Cobb and Co office and stables, the Hotel has been operating since 1982. Currently serves as the hub of the Wallendbeen Community, offering drinks, as well as meals and accommodation on the weekend. |

## Appendices

- A – Strategic documents review summary
- B – Economic and Tourism profile
- C – Survey results, forums and consultation commentaries
- D – Tourism Committee Workshop summaries
- E – Previous consultation by Council summary

## Western Research Institute

WRI is a regional development research organisation located in Bathurst, New South Wales. WRI holds a wealth of knowledge on employment, business development and investment issues affecting regional Australia. It has worked with Commonwealth, State and Local Governments and industry groups on numerous investment and development programs in regional areas.

### Ms Kathy Woolley – Chief Executive Officer

GAICD, Change Management Qualification (AGSM), BComm (Economics with merit - UWO), Public Participation Certificate (IAP2), Cert. IV Workplace training and assessment (TAFE)

Kathy joined the WRI team in February 2018 having previously worked on a variety of boards and in many senior management roles across sectors including media, health, education, regional development, government, event management, research and sales. For a number of years Kathy also ran a consultancy specialising in services for not for profit entities, focusing on best practice techniques in management and governance.

With formal qualifications in change management, company directorship, community engagement, economics and training, and well developed skills in human resources, information technology, finance and economic development, Kathy offers a unique skill set to assist with most business needs.

Kathy spent 16 years working in local government at the Director/General manager level. Her responsibilities included finance, information technology, internal audit, tourism, economic development, communications, governance, human relations, legal services, insurance and policy generation.

This is the second time Kathy has worked for WRI, previously fulfilling the role of Business Development Manager. A position as a research officer for a similar organisation in the Illawarra rounds off the experience in economic modelling and research.

### Mr Alistair Maclellan – Senior Research Consultant

BA Political Economy, First Class Honours (UNE)

Alistair brings a wealth of research experience to WRI. Alistair has skills in data analysis, economics and business and a wide understanding of government. Alistair also has

experience in policy development in the energy sector where he engaged with industry, government agencies and NGOs to inform policy. His experience in engaging with clients, stakeholders and the public assists WRI to fully understand its clients' needs and provide tailored research.

### Mr Chris Mullen – Research Officer

BEcon UNE

Chris is an Economics graduate from the University of New England and is currently undertaking a Master of Economics course. Chris has a great interest and passion for macro and microeconomics, policy analysis and development economics. Throughout his degree Chris has gained skills in benefit-cost analysis, business statistics, and economic modelling. Having grown up on a property on the mid-north coast, Chris has a strong understanding of life in regional Australia and the issues rural communities face.

### Ms Dale Curran – Executive Officer

BA ANU

Dale is responsible for all administrative processes at WRI including executive support, project management, finance, management of the Board of Directors and maintenance of policies. She has worked in a variety of roles at WRI, including Fieldwork Supervisor and Research Assistant, and has worked on several community and business surveys. Dale brings a high level of organisational skill to her role as Executive Officer.

### Ms Heather Waters - Administration Officer

Heather joined WRI in October 2018 and brings strong skills in customer service from her experience working in the retail industry. Heather is passionate about building strong rural communities.

