

## **1. INTRODUCTION**

### **1.1 Background**

Gwydir Shire was formed in 2004 through the amalgamation of Yallaroi and Bingara Shires and the northern part of Barraba Shire. The Shire has a population of 5,790 people, with the main towns being Warialda (population 1,750) and Bingara (population 1,390). There are six small rural villages, Warialda Rail, Crooble, Gravesend, Upper Horton, Coolatai and North Star.

Prior to amalgamation, Bingara Shire Council and the Bingara community were actively involved in improving Bingara town centre and building its tourism sector. Bingara has received widespread recognition for the restoration of the Roxy Theatre and for its success in penetrating and building the backpacker market. Visitation to Bingara has been steadily increasing and the town and surrounding area is growing in popularity with the Wanderers (retiree) market. In contrast, tourism development in other areas of the Shire has been relatively limited.

In May 2005, Community Strategic Planning Workshops were undertaken in each of the towns and villages. These workshops identified tourism as a potential growth industry, with communities looking to emulate the success of Bingara.

Gwydir Shire Council, in conjunction with the Department of State & Regional Development, has provided funding for the preparation of the Tourism Plan for the Shire, with Jenny Rand & Associates, commissioned to prepare the Plan.

### **1.2 Purpose**

The Gwydir Shire Tourism Plan evaluates the current status of tourism within the Shire, identifies development and growth opportunities and sets the directions for co-ordinating tourism development and marketing. The Tourism Plan is the starting point for strengthening and growing tourism within the Shire. To be effective, the Plan has to be a living document that is constantly evolving. The recommended actions need to be implemented and the results evaluated. Periodically the Plan will need to be revised, building on what has been achieved, so that the Shire can continue to move forward.

### **1.3 The Planning Process**

Preparation of the Gwydir Shire Tourism Plan has involved assessment of:

- The location, presentation and perception of the Shire and its towns and villages from a market perspective.
- The attractions, activities and experiences on offer in the Shire and the surrounding Big Sky Country (BSC) region.
- The accommodation base - existing and proposed supply, performance and presentation.
- The support infrastructure and resources available - signage, visitor information services, marketing and promotional collateral
- The markets attracted to the Shire and the surrounding region - segmentation, visitation patterns and characteristics.

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- Opportunities and constraints for product, infrastructure and market development.
- The structure and funding of tourism in the Shire

As part of the planning process, consultation occurred with:

- Economic Development and Tourism Manager and the Tourist Officers who manage the Bingara and Warialda Visitor Information Centres.
- Local tourism and business operators.
- Councillors and Council Officers from Gwydir Shire and surrounding LGA's.
- Big Sky Country Regional Tourism Organisation (BSCT) and Tourism Managers and Officers in the surrounding region.
- Government Departments - Tourism NSW, the National Parks & Wildlife Service, Department of Primary Industries (Forestry), Rural Lands Protection Board and Roads & Traffic Authority.

The Gwydir Shire Tourism Plan is presented in two volumes, a Diagnostic Report and an Action Plan.

**The Diagnostic Report** is the reference document for the Tourism Action Plan. It contains the research findings and the rationale for the recommended directions, strategies and actions incorporated in the Action Plan. The Diagnostic Report is available from the Economic Development and Tourism Unit at Gwydir Shire Council.

**The Action Plan** (this document) sets the framework and directions to guide the development of the Shire's tourism sector. It provides the strategies and actions to facilitate the development and marketing of tourism within the Shire.

## 2. THE PLANNING FRAMEWORK

### 2.1 The Vision

The vision for tourism in Gwydir Shire is:

*By 2011... Gwydir Shire will have a strong and vibrant tourism sector. The Shire will offer a range of high quality icon and local attractions coupled with an extensive and diverse program of events and activities. Travellers through the region will plan to stop and stay overnight in the Shire. Gwydir Shire will also be a popular destination for day trips from residents of the surrounding region and for tour, education and special interest groups. Gwydir Shire Council, business operators and the local communities will be working together effectively to drive tourism development and effectively market and promote the Shire.*

### 2.2 Plan Objectives

The key objectives of the Gwydir Shire Tourism Plan are to:

- Increase the level of visitation to and visitor expenditure within Gwydir Shire.
- Ensure that the needs and expectations of visitors to the Shire are understood and met.
- Encourage and facilitate the development of tourism attractions, accommodation, events and infrastructure within the Shire.
- To develop a strong partnership between the Council and the town and village communities to develop the Shire's tourism sector.

### 2.3 Key Issues facing Tourism in Gwydir Shire

The key issues faced by the tourism industry in Gwydir Shire are:

- Over-dependence on two markets - passing traffic and backpackers (Bingara only). As of January 2006 the backpacker market will be substantially reduced.
- Accommodation capacity constraints - limits the potential to build the conference and meetings market, the overnight group tour market and the events market. In the short term, market development needs to concentrate on day-trippers and markets that will use bunkhouse accommodation, provide their own accommodation (eg motorhomes) or camp.
- Concentration of attractions in Bingara and surrounding area with limited attractions and activities in the northern half of the Shire.

- Limited resources available within the Shire to undertake the product and infrastructure development needed, improve the presentation of the towns and villages and market and promote the area.

## **2.4 Target Markets**

The primary markets for Gwydir Shire are, and will continue to be:

- Travellers - with people passing through the Shire enroute to other destinations. The majority of Highway travellers are 'wanderers' (retirees) and the 'compatriots' (family market). Motorhomes and caravanners are a significant part of this market.
- Business and work-related visitors - rural and transport workers are a significant market for the villages.
- Residents of the surrounding region.
- People coming into the area to visit friends and relatives.
- Backpackers - Bingara only.

Secondary and minor markets include:

- Fossickers
- Bird watchers
- Anglers
- Motor cycle groups
- Car clubs
- 4WD clubs
- Scouts
- Family Reunions
- Small meetings and seminars
- Family history researchers.

In the short to medium term, the Tourism Plan aims to focus on developing the markets that come 'naturally' to the Shire and are compatible with the attractions and limited infrastructure available. Emphasis will be on building:

- Domestic touring market - in conjunction with TNSW and BSCT and the Fossickers Way and Rural Get-A-Way committees.
- Daytrip markets from the surrounding region - in particular targeting groups in the region that organise day trips and activities.
- Special interest markets, particularly out-door oriented clubs and organisations.
- School and educational excursions.
- Motorhomes and campervans.
- Events that have the potential to attract visitors from outside of the Shire.

In the medium to longer term there is opportunity to grow a number of smaller markets including:

- Special interest markets eg car clubs, 4WD, bird watching, bushwalking, performing and visual arts.
- The coast markets - working with Moree Plains and Narrabri to increase east-west travel through the region.
- Technical and educational tours.
- Small meetings.

## **2.5 Directions Forward**

Gwydir Shire has limited resources for developing tourism. As such, the Shire needs to focus developing and marketing the localities and activities that have the highest potential to attract and support visitors. The first step must be to concentrate on developing routes, product and activities that will bring visitors into the Shire. Once the visitors are in the Shire, the efforts need to be directed to encourage them to explore the area and spend money. The focus will be on:

- Building the markets that come 'naturally' to the Shire, are compatible with the attractions and limited infrastructure that is available, and are relatively easy and cost effective to target.
- Building Bingara and Warialda as the tourist 'hubs' for the Shire. These towns have enough attractions and activities to hold visitors at least one night, as well as the basic infrastructure needed to support these visitors. Once the visitors are in the area, then there is the opportunity to encourage them to explore the surrounding area and travel routes that will take them through the outlying villages. Of the villages, North Star and Gravesend have the strongest potential to grow their visitation and efforts should be concentrated on these localities, rather than on the smaller villages with limited or no services.
- Further developing and enhancing the primary attractions (Copeton Dam, Cranky Rock, Glacial Area, Gwydir River, State Forests / Community Conservation Areas, Roxy Theatre) - it is these attractions that will draw visitors into the Shire.
- Further developing and promoting the events that bring visitors into the Shire. The Economic Development and Tourism Unit needs to concentrate their resources on assisting events that have the greatest potential to develop to become 'flagship' events for the Shire and BSC region.
- Strategic marketing - To get the best return for the advertising dollar by:
  - Working co-operatively with TNSW, BSCT, other LGA's within the surrounding region and along key routes to build visitation to the region.
  - Direct and highly focused marketing to specialist niche markets that can be readily identified and targeted through associations and clubs and via the internet.

## **2.6 The Priorities**

- Priority 1: To provide leadership and direction to coordinate tourism development and marketing in the Shire.
- Priority 2: To develop and promote key routes through the Shire - the emphasis being on encouraging travellers to travel through the Shire rather than 'stick to' the New England and Newell Highways.
- Priority 3: To enhance and diversify the attraction and activity base of the Shire - providing more things for visitors to 'see and do'.
- Priority 4: To improve and increase the supply of accommodation in the Shire - year round and during major events.
- Priority 5: To improve the presentation and services available in the towns and villages to encourage visitors to stop, look around and spend money.
- Priority 6: To improve the support infrastructure available in the Shire.
- Priority 7: To diversify and expand the market base of the Shire.

There is some overlap between the actions needed to realise each of these priorities.

## **2.7 Desired Outcomes**

The desired outcomes of adopting and implementing the Tourism Plan are:

- Increased visitation to Gwydir Shire with a more diverse market mix and higher yielding market segments, visiting year-round.
- Enhanced visitor experience, with this translating into longer stays, repeat visitation and 'word of mouth' referrals.
- Greater movement of visitors through the Shire with visitors stopping to explore the towns and villages.
- Professional service delivery at all levels – to the tourism trade and to visitors.
- Improved infrastructure, products and events within the Shire for the benefit of both residents and visitors.
- Increased income and employment for the local community – to improve the viability of existing businesses and to encourage new investment within the Shire.
- Protect the environment and ambience of the Shire - the quality and uniqueness of the environment is the basis for the tourism industry in the Shire.

## 2.8 Plan Structure

The Action Plan for implementing the Gwydir Shire Tourism Plan is provided in the following tables. More detailed information on rationale for these initiatives and the actions required is provided in the accompanying Diagnostic Report. The Action Plan is presented in table form, under six headings:

Action	Summarises the initiative.
Section	Lists the relevant section/s in the Diagnostic Report
Key Tasks	Lists the key steps involved in performing the action.
Responsibility	Identifies the people and/or organisations that are best positioned to take responsibility for driving the action.
Priority	Ranked as high, medium and low. A high priority means that the matter should be addressed immediately as it is fundamental to achieving sustained growth. It is noted that a number of actions will be on-going and could take a number of years to address and/or see results.
Allocation	Area left blank for EDTM to fill in when tasks are allocated

Abbreviations used in the Action Plan are:

Council	Gwydir Shire Council
EDTU	Gwydir Shire Economic Development and Tourism Unit
EDTM	Economic Development and Tourism Manager
TO	Tourist Officers
VIC	Visitor Information Centre
BSC	Big Sky Country Tourism Region
BSCT	Big Sky Country Tourism - Regional Tourism Organisation
TNSW	Tourism NSW (NSW Department of Tourism, Sport and Recreation)
FWC	Fossickers Way Committee
RGAC	Rural Get Away Committee
NPWS	National Parks & Wildlife Service (NSW Department of Environment)
DSRD	Department of State & Regional Development
Forestry	Department of Primary Industries - State Forests
TSR	Travelling Stock Reserve
RLPB	Rural Lands Protection Board
RTA	Roads and Traffic Authority
VFR	Visiting Friends and Relatives

### 3. ACTION PLAN

#### PRIORITY 1 - TO PROVIDE LEADERSHIP & DIRECTION

With limited resources it is essential that activities undertaken by Gwydir Shire Council and the town and village communities are focussed on areas and activities that will generate the maximum return for the Shire.

Aims:

1. To coordinate the development and marketing of tourism within the Shire, under the direction and leadership of Council.
2. To develop strong partnerships between Council and the town and village communities to implement the Community Strategic Plans and Tourism Plan.
3. For the EDTU to become the focal point for tourism development and marketing in the Shire - responsible for developing tourism policy, implementing the Tourism Plan, coordinating tourism development and marketing and representing the industry's interests.

Action	Section	Key Tasks	Responsibility	Priority	Allocation
Tourism Plan	11.2 11.3	For Gwydir Shire Council to formally adopt this Tourism Plan and charge the Economic Development and Tourism Manager with responsibility for implementation.	Council	High	
		For the findings and recommendations of the Tourism Plan to be taken into consideration by Council in preparing / reviewing plans and setting priorities and budgets for activities such as road-works, signage, landscaping and beautification works etc.	EDTM to oversee that Tourism needs are taken into consideration	High and on-going	
Community Strategic Plans	11.2 11.3	That the tourism initiatives identified by this Tourism Plan for each of the towns and villages be taken into consideration when reviewing and implementing the Community Strategic Plans.	EDTM to coordinate	High and on-going	
Bingara Vision 20/20 Committee / Warialda Works	11.2 11.3	To develop a strong working relationship between these committees and Council, with agreed directions and priorities.	Council / EDTM	High	

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Action	Section	Key Tasks	Responsibility	Priority	Allocation
Project Teams / Working Groups - to be established on an as-needs basis.		Ensure that the EDTU has the authority to establish Project Teams and Working Groups, with members drawn from operators, businesses and the general community.	Council	High	
Communication and liaison with tourism and business operators	11.3	<ul style="list-style-type: none"> <li>▪ EDTM to be point of contact for tourism issues in the Shire.</li> <li>▪ EDTU to develop a newsletter for distribution electronically to interested organisations and individuals.</li> <li>▪ EDTU to prepare an annual marketing prospectus outlining the marketing and promotional plan for the year and the opportunities for community and operator 'buy-in'.</li> <li>▪ EDTU to keep industry informed of marketing initiatives by BSCR, TNSW, and Shire and relevant research, studies, statistics etc.</li> </ul>	<p>Council</p> <p>EDTM / TO</p> <p>EDTM</p>	On-going	
Tourist Officers		Tourist Officers to play an active role in the implementation of this tourism Plan including involvement in product and market development.	EDTM	Ongoing	

## **PRIORITY 2 - TO DEVELOP & PROMOTE KEY TOURING ROUTES THROUGH THE SHIRE**

Most of the visitors to Gwydir Shire are travellers passing through the area en route to other destinations. The Shire is generally visited as part of a longer trip itinerary. The challenge is to encourage travellers to deviate from the main arterial routes - the New England Highway to the east and the Newell highway to the west.

Aims:

1. To increase the number of travellers moving through the Shire.
2. To position the routes through Gwydir Shire as 'scenic alternative' routes to the Interstate Highways.
3. To encourage visitors to stop in the Shire and spend money.

In terms of bringing travellers into the Shire, route development should focus on:

- The north - south routes - Tamworth to Queensland via the Fossickers Way linking with the Yetman and Boggabilla Roads and north into Queensland.
- Tourist Route 3 (Copeton Dam and Narrabri Roads) - to develop as both a 'signature' tourist drive for the BSC region and an east-west link through the region.
- Gwydir Highway - improving the presentation of Warialda and Gravesend to encourage Highway travellers to stop in town.
- Croppa Creek Road - scenic alternative to the Moree - Boggabilla section of the Newell Highway.

Development of these routes should be undertaken as a priority. Development of other scenic drives and themed routes as part of expanding the attraction and product base of the Shire is included in Priority 3.

Action	Section	Key Tasks	Responsibility	Priority	Allocation
To develop the North South Route -  Fossickers Way linking to the Yetman and Boggabilla Roads and onto Queensland	2.2 6.6 13.2	To develop the north-south route as an alternative to the Newell and New England Highways.  <ul style="list-style-type: none"> <li>▪ Actively support the development and promotion of the Rural-Get-Away and the Fossickers Way routes.</li> <li>▪ Liaise with Tamworth and Gunnedah Shires to the south to develop promotional strategies to feed traffic into Fossickers Way. In relation to Gunnedah - support initiatives to promote the Black Stump Way as an alternative to the Newell Highway in the central part of the State.</li> </ul>	EDTM to coordinate	High - ongoing	

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Action	Section	Key Tasks	Responsibility	Priority	Allocation
North South Route - <i>continued</i>		<ul style="list-style-type: none"> <li>▪ Seek assistance from BSCT to promote the route through public relations marketing.</li> </ul>	EDTM	On-going	
Tourist Route 3 - Copeton Dam and Narrabri Roads	2.2 6.6 13.2	Establish Tourist Route 3 - Copeton Dam and Narrabri Roads as a 'signature' tourist drive within the Shire and BSC region and as scenic east-west link.	EDTM / Council	On-going	
		<ul style="list-style-type: none"> <li>▪ To complete the sealing of the road as a matter of priority</li> </ul>		High	
		To further develop the product and infrastructure along this route, including: <ul style="list-style-type: none"> <li>▪ Improving the presentation and interpretation of the Rocky Creek Glacial Area.</li> <li>▪ Developing a small picnic / rest area on the Horton River, adjacent to the bridge.</li> <li>▪ Sign-posting the routes across to Waa Gorge and promoting the Gorge as part of the product base of the Shire and the attractions of this route.</li> <li>▪ Developing product (eg a lookout over Bingara) in the Benbraggi State Forest / CCA.</li> <li>▪ Interpreting and promoting the historic cottages and homesteads of the Keera Valley as one of the scenic highlights of this route.</li> <li>▪ Further developing the geological and fossicking sites along the route.</li> <li>▪ Improving the presentation of the Cunningham Street (Narrabri Road) entry into the Bingara CBD.</li> <li>▪ In the longer term, develop touring loops (eg via Upper Horton) off this route.</li> </ul>	ETDM	High & on-going	
		Develop a route brochure in conjunction with Narrabri and Inverell VICs.	EDTM in conjunction with Narrabri and Inverell TO	High	

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Action	Section	Key Tasks	Responsibility	Priority	Allocation
Gwydir Highway	2.2 6.6 13.2	Encourage Gwydir Highway travellers to stop in Warialda and Gravesend by improving the visual presentation of the Highway corridor through these towns. (see Priority 5)	EDTM	On-going	
Croppa Creek Road - a scenic alternative to the Newell	6.6 8.7 13.2	<p>Developing and promoting this route will encourage visitation to Croppa Creek and North Star.</p> <ul style="list-style-type: none"> <li>▪ Establish a Project Team to develop the route.</li> <li>▪ Request RTA to erect 'alternative route' signs on the Newell Highway at Boggabilla and at the Croppa Creek Road - Newell Highway intersection. Provide directional signs / route markers at key intersections and directional sign to the Lake.</li> <li>▪ Undertake basic improvement to the Lake foreshore - improve vehicle access and parking and provide walking trail around part of the lake.</li> <li>▪ Implement the suggested improvements for the Croppa Creek and North Star villages (see Priority 5).</li> <li>▪ Seek inclusion in Newell Highway promotions as a 'side trip' / scenic loop off the Highway.</li> <li>▪ Prepare a route brochure / information sheet.</li> <li>▪ Brief the staff at the Narrabri, Moree and Goondiwindi VICs and service stations in these towns on the route and ensure that a route brochure / information sheet is available at these and other outlets along the Newell Highway.</li> <li>▪ Write and place media articles about the route.</li> </ul>	Project team under direction of EDTM / TO	Medium - High	

### PRIORITY 3 - TO ENHANCE & DIVERSIFY THE ATTRACTION BASE OF THE SHIRE

Not enough to 'see and do' is a constraint to encouraging travellers to stop and spend time in Gwydir Shire. While the Shire and its individual towns and villages have a range of assets, these are not being effectively capitalised upon. In some cases the facilities available need upgrading, directional signage needs to be improved, and the assets presented in ways that appeal to the marketplace.

**Aims:**

1. To further develop the main attractions to become 'must visit' icons for the Shire and the BSC region.
2. To develop a range of quality 'local attractions' to support the icon attractions by expanding the range of things for visitors to 'see and do' while they are in the Shire.
3. To use the attractions as the basis for market development, focusing on markets that are specifically interested in the attraction (eg ) or can use the attraction for a specific event or activity (eg Orienteering, 4WD or bush-walking in the State Forests).
4. To build the Shire's events.

Action	Section	Key Tasks	Responsibility	Priority	Allocation
<b><i>Improve and enhance the Shire's 'Iconic' attractions</i></b>					
Copeton Dam	3.2 4.1 5.1 6.4	<p>The product at Copeton Dam is highly saleable. The emphasis needs to be on market development and promotion.</p> <ul style="list-style-type: none"> <li>▪ Discussions with State Waters Park Management, Scout Camp and Inverell Shire Council to explore interest in building visitation to the Dam. Park management does not have marketing expertise.</li> </ul> <p>If interested:</p> <ul style="list-style-type: none"> <li>▪ Establish a project team - possibly incorporating EDTM, Inverell Shire Tourism Manager and State Waters Park Management.</li> </ul> <p>Develop strategies / programs for promoting the Dam to special interest clubs and groups - Boating, water skiing, 4WD clubs. Mountain biking, orienteering, rogaining, bird watching, motor home and caravan associations, school groups etc</p>	EDTM to initiate - form a project team to market and promote the Dam	On-going	

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Action	Section	Key Tasks	Responsibility	Priority	Allocation
<b><i>Improve and enhance the Shire's 'Iconic' attractions</i></b> <i>continued</i>					
Copeton Dam - <i>continued</i>		<ul style="list-style-type: none"> <li>▪ Identify and bid for 'foot loose' events that could be held at the Dam - eg State &amp; Regional championships, triathlons, marathons, long distance cycling races etc.</li> <li>▪ Work with the Dam Management to grow their existing events and explore the possibility of organising more events and competitions.</li> </ul>			
		<ul style="list-style-type: none"> <li>▪ Ensure that the Dam / State Waters Park is included in relevant promotional kits and direct marketing programs to special interest groups.</li> </ul>	EDTM / TO	Ongoing	
Cranky Rock Reserve	6.4	Improve signage to Cranky Rock Reserve <ul style="list-style-type: none"> <li>▪ Signpost Cranky Rock from Warialda - attach brown tourism signs to the base of the RTA green distance signs</li> <li>▪ Improve the advanced warning signs on the Gwydir Highway on the approach to the Cranky Rock turnoff</li> <li>▪ Provide information at the turnoff / entrance advising that the road is suitable for caravans and the distance to the Reserve</li> </ul>	Council to make application to the RTA	High	
		Explore the feasibility of establishing on-site accommodation at the Reserve with small self contained cabins or self contained permanent tents being the preferred forms.	Council	Medium	
		Progressively extend the walking trails in the Reserve. Investigate the feasibility of a riverside walk linking Cranky Rock to the Fish Ponds.	Council - possibly establish a 'Friends of Cranky Rock' group to assist	Medium	

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<b><i>Improve and enhance the Shire's 'Iconic' attractions</i></b> <i>continued</i>					
Cranky Rock Reserve - <i>continued</i>		<p>Feature the Gorge and the spectacular rock formations around the gorge in promotional material, rather than just Cranky Rock.</p> <p>This may require a photo shoot. Ensure that the Gorge area is included in any photo shoots organised by BSCT.</p>	EDTM / TO	Ongoing	
Rocky Creek Glacial Area	6.4	<p>The facilities and interpretation of the Rocky Creek Glacial Area needs to be significantly improved.</p> <ul style="list-style-type: none"> <li>▪ Explore the possibility of having the area placed under the management of the NPWS, possibly as an extension to Mt Kaputar National Park or as part of the Community Conservation Area Agreement. This may require intensive lobbying of the Minister for the Environment, with the Local Member being actively involved.</li> <li>▪ Make on-going representations to the current management agency, the Moree Rural Lands Protection Board to improve the presentation and maintenance of the area. The Board could possibly 'contract' the NPWS to manage the area on its behalf, possibly accessing some form of employment and training programs.</li> </ul>	Council to coordinate		
Roxy Theatre	5.1 6.4 6.6 10.3	<p>Address the space and facility constraints:</p> <ul style="list-style-type: none"> <li>▪ Explore the possibility of expanding the Theatre into the Chinese restaurant space to provide a commercial kitchen and additional small rooms (could be used for meetings, small functions, rehearsal and teaching space) for the Theatre and enable the Visitor Centre to be relocated out of the Theatre foyer.</li> </ul>	Council / EDTM / Theatre Manager	High	

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<b><i>Improve and enhance the Shire's 'Iconic' attractions continued</i></b>					
Roxy Theatre <i>continued</i>		Further develop programs and activities that will bring visitors into Bingara. Explore the feasibility of introducing programs such as: <ul style="list-style-type: none"> <li>▪ School holiday drama and music camps</li> <li>▪ School drama and music programs (3 - 5 days)</li> <li>▪ Adult performing arts seminars and work shops</li> <li>▪ 'Camp Creative' style programs</li> <li>▪ Annual Roxy themed ball</li> </ul>	Theatre Manager with assistance from EDTM in organising accommodation and support activities	High - ongoing	
		Promoting the Roxy as a 'hire' venue for special interest groups throughout the Region - ie building on the car club market.	Theatre Manager	Ongoing	
		Explore the feasibility of packaging 'high profile' shows with accommodation and/or meals.	Theatre Manager / Bingara TO	Ongoing	
		Capitalise on Arts-related events held in the surrounding area (eg Blues Festival, Opera) by holding related workshops, competitions, etc in the lead-up to the event.	Theatre Manager in conjunction with event organisers	Ongoing	
Ceramic Break Sculpture Park	6.4	Discuss with the Operator the possibility of providing vehicle access directly to the shop and gallery area.	EDTM	Medium	
		Explore with the operator the possibility of providing workshops and related activities, possibly as part of a 'Camp Creative' style event.	EDTM	Medium	

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Action	Section	Key Tasks	Responsibility	Priority	Allocation
<b><i>Improve and enhance the Shire's local attraction base continued</i></b>					
Old Gold Stamper Battery, Bingara	6.5	<ul style="list-style-type: none"> <li>▪ Establish a small project team to oversee the further development of the site.</li> <li>▪ Apply to heritage and other programs for funds to improve the interpretation of the Gold Stamper Battery and the machinery currently on display and also for more tree planting in the area.</li> <li>▪ Continue to expand the equipment display.</li> </ul>	Bingara TO / Council Parks Officer to coordinate	High and on-going	
Murray Cod Hatchery, Bingara	6.5	<ul style="list-style-type: none"> <li>▪ Include the hatchery in promotional kits for the group tour and educational markets.</li> <li>▪ Approach Fisheries for assistance in erecting information panel on the fence relating to the Murray Cod and the role of the hatchery.</li> </ul>	EDTM / TO	Ongoing	
Koorilgur Nature Walk, Warialda	6.5	<ul style="list-style-type: none"> <li>▪ Upgrade the track head area and track markers and signage.</li> <li>▪ Develop a smaller loop walk as an adjunct to the Kooligur Track.</li> <li>▪ Explore options for linking the Koorilgur Walk and the Reedy Creek Walk.</li> </ul>	Council	Low - Medium	
Reedy Creek Walk, Warialda	6.5	<ul style="list-style-type: none"> <li>▪ Complete the loop on both sides of the Creek.</li> <li>▪ Develop a loop that links with the shopping centre and heritage walk.</li> <li>▪ Link with the Koorilgur Walk</li> </ul>	Reedy Creek Landcare group with the support of Council	On-going	

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Action	Section	Key Tasks	Responsibility	Priority	Allocation
<b><i>Improve and enhance the Shire's local attraction base continued</i></b>					
Reedy Creek Walk, Warialda <i>continued</i>	6.5	<p>Develop a strong link between the shopping centre, riverbank and river walk.</p> <ul style="list-style-type: none"> <li>▪ Signpost walk from the shopping centre.</li> <li>▪ Provide a 'track head' with information board just to the east of the bridge.</li> <li>▪ Provide river-bank picnic facilities just east of the road bridge to encourage travellers to buy food in the town and sit by the creek to eat and then take the walk.</li> </ul>	Council in conjunction with Landcare group	High and on-going	
Audrey Hill Lookout	6.5	<ul style="list-style-type: none"> <li>▪ Provide basic directional and landmark information at the lookout.</li> </ul>	Council	Low	
<b><i>Expand the product and activity base</i></b>					
State Forests / Community Conservation Areas (CCAs)	6.6	<p>To ensure that NPWS provides visitor infrastructure in the new CCAs.</p> <p><b>Preparation for Negotiations with NPWS</b></p> <ul style="list-style-type: none"> <li>▪ Form project teams in Bingara and Warialda to oversee the development of facilities and infrastructure in the CCAs.</li> <li>▪ Harness local knowledge - Advertise the project locally and call for suggestions on areas within the Forests that could become tourist attractions. Asses these areas.</li> <li>▪ Identify and assess localities, attractions and trails within the CCA's to determine their tourism potential, including areas for fossicking and 4WD.</li> </ul>	<p>Council / Local Member</p> <p>Council to co-ordinate teams</p> <p><b>Need to act quickly to ensure that NPWS receive the funding needed to develop facilities and keep areas open to the public</b></p>	Very High - Critical to act now	

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Action	Section	Key Tasks	Responsibility	Priority	Allocation
<b><i>Expand the product and activity base</i></b> <i>continued</i>					
State Forests / Community Conservation Areas (CCAs) <i>continued</i>	6.6	<ul style="list-style-type: none"> <li>▪ Identify potential activities that can be undertaken in the areas and the facilities and infrastructure needed.</li> <li>▪ Prioritise projects and develop a 'wish list' to form the basis for negotiations with NPWS.</li> <li>▪ Ensure Council endorsement of list.</li> <li>▪ Develop strategy to approach NPWS.</li> <li>▪ Brief Local Member and gain support and commitment.</li> </ul> <p><b>Negotiations with NPWS</b></p> <ul style="list-style-type: none"> <li>▪ Prepare submission to present to NPWS.</li> <li>▪ Arrange meetings with relevant NPWS officers (possibly Regional Manager initially and then other senior staff).</li> <li>▪ If necessary make representations to the Minister, Premiers Office, Minister for Tourism etc.</li> </ul> <p><b>Plans of Management - NPWS</b> may be required to prepare Plans of Management for each area.</p> <ul style="list-style-type: none"> <li>▪ Council / Project Team should seek to be actively involved in the Plan preparation process.</li> <li>▪ Respond to NPWS calls for input into the Plan and ensure that community formally responds to Draft Plans placed on public exhibition.</li> <li>▪ Lobby Ministers and Members of Parliament if needed.</li> </ul>			

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Action	Section	Key Tasks	Responsibility	Priority	Allocation
<b><i>Expand the product and activity base continued</i></b>					
State Forests / Community Conservation Areas (CCAs) <i>continued</i>	6.6	<p><b>Market Development</b></p> <p>Use the CCAs to target sporting and other events and develop special interest markets - events, clubs and individuals, including:</p> <ul style="list-style-type: none"> <li>▪ 4WD / Registered trail bikes</li> <li>▪ Bushwalking</li> <li>▪ Bird-watching</li> <li>▪ Rogaining / Orienteering</li> <li>▪ Mountain biking</li> <li>▪ Cross country</li> <li>▪ Scouts / guides</li> <li>▪ Social / church groups</li> <li>▪ Fossicking</li> </ul>	EDTM / TO	High - ongoing	
Scenic Drives / Touring Routes	6.6	<p>In addition to the routes discussed in Priority 2:</p> <ul style="list-style-type: none"> <li>▪ Develop a series of scenic drives and themed routes through the Shire and into adjoining areas. Possible routes are discussed in Section 6.6.</li> <li>▪ Building on the Barraba Track as the anchor, identify and promote a number of key 4WD trails and areas (eg CCAs) in the Shire, including the Terregee Track.</li> </ul> <p><b>Approach:</b></p> <ul style="list-style-type: none"> <li>▪ Establish project teams.</li> <li>▪ Identify key routes and products.</li> <li>▪ Address signage and other issues.</li> <li>▪ Prepare maps and promotional material.</li> <li>▪ Marketing and promotion.</li> </ul>	EDTM / TO to coordinate  Project Teams to undertake.	Medium- High	

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Action	Section	Key Tasks	Responsibility	Priority	Allocation
<b><i>Expand the product and activity base continued</i></b>					
Aboriginal Heritage Trail	6.6	<ul style="list-style-type: none"> <li>▪ Continue to work with Moree Plains and Inverell Councils to explore the feasibility of developing an Aboriginal Heritage Trail, linking key aboriginal sites in each LGA.</li> <li>▪ Explore opportunities to generate revenue from this trail - eg through art, events etc.</li> </ul>	EDTM	Medium	
Fossicking & Geological Product	3.4 6.6	Improve existing fossicking product:: <ul style="list-style-type: none"> <li>▪ Ensure that the nominated fossicking sites are well signposted and the area marked.</li> <li>▪ Provide basic information at key fossicking sites - map shown boundaries of the fossicking area and information on what can be found.</li> <li>▪ Develop a standardised format for fossicking brochures / information sheets and replace existing collateral.</li> </ul>	Bingara TO to manage fossicking Shire-wide	Medium - ongoing	
		Expand the fossicking product: <ul style="list-style-type: none"> <li>▪ For Bingara and Warialda to each have one 'developed' fossicking area close to (or within town), with this area having a high level of interpretation.</li> <li>▪ Explore the feasibility of having basic fossicking equipment available for hire from the VIC, caravan park or other businesses in each town</li> </ul>	Bingara TO to manage fossicking Shire-wide	Medium - ongoing	Suggest Bingara TO have responsibility for product and market development of fossicking due to her interest in and knowledge of geology

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<b><i>Expand the product and activity base continued</i></b>					
Fossicking & Geological Product <i>continued</i>	3.4 6.6	<p>Expand the fossicking product: <i>continued</i></p> <ul style="list-style-type: none"> <li>▪ Identify fossicking sites (eg former mines) within the new Community Conservation Areas and State Forests and endeavour to have these areas opened up for fossicking. For new areas: <ul style="list-style-type: none"> <li>- Develop information sheets</li> <li>- Include in fossicking brochures</li> <li>- Organise press releases, possibly through BSCT public relations program</li> <li>- Possibly launce new areas at Gemfest.</li> </ul> </li> <li>▪ Develop a fossicking / rock hunting product for children.</li> <li>▪ Continue to develop the rock and mineral displays in the VICs, with the VIC's providing information (including possibly a DVD) on how to fossick and also provide a basic rock and gem identification service.</li> <li>▪ Develop and promote geological studies field trip programs for high school and university science and geography students. The High School program must satisfy curriculum requirements.</li> </ul>	Bingara TO to manage fossicking Shire-wide	Medium - ongoing	
Bird Routes	3.4 6.6	<p>Continued development of the bird routes in the Shire including:</p> <ul style="list-style-type: none"> <li>▪ Signposting of the routes in the northern half of the Shire.</li> <li>▪ Developing a northern route in the Crooble - Croppa Creek area to incorporate the lake and wetlands.</li> <li>▪ Exploring the feasibility of a developing a bird hide at the Warialda sewage ponds.</li> </ul>	TO		

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Action	Section	Key Tasks	Responsibility	Priority	Allocation
<b><i>Expand the product and activity base continued</i></b>					
Bird Routes <i>continued</i>		<p>Improve information and develop marketing collateral:</p> <ul style="list-style-type: none"> <li>▪ Continually up-date bird species list.</li> <li>▪ Differentiate the Shire from other areas by identifying and promoting species that are rare, endangered or only found locally - promote these species as a 'must see' for bird watchers.</li> <li>▪ Develop information sheets on the bird routes.</li> <li>▪ Include a page on bird watching (routes, species etc) on the Shire and town websites.</li> </ul> <hr/> <ul style="list-style-type: none"> <li>▪ Explore the feasibility of introducing support activities - eg bird photographic competition (photo has to be shot in the Shire).</li> <li>▪ Identify bird clubs within 4 hours drive of the Shire and establish communication links. Notify these clubs of sightings of rare / endangered species in the Shire and encourage the clubs to contribute to the Shire's species lists.</li> <li>▪ Direct marketing to the clubs - promoting the bird routes and the dormitory accommodation available.</li> <li>▪ Bid for birdwatching events - such as conferences.</li> </ul>			



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Action	Section	Key Tasks	Responsibility	Priority	Allocation
<b><i>To build visitation by growing the events held in the Shire and introducing new events</i></b>					
<b>Grow the events market</b> - focusing on events that: <ul style="list-style-type: none"> <li>▪ Attract visitors especially overnight stays.</li> <li>▪ Have the potential to grow significantly</li> <li>▪ Are held during periods of low visitation.</li> </ul>	7.1	Establish a pro-active framework that recognises the importance of events and provide effective support: <ul style="list-style-type: none"> <li>▪ Continue to focus on event development as a generator of visitation to the Shire.</li> <li>▪ Develop an event spolicy to provide assistance with event development and marketing for events that have the potential to attract visitors to the Shire (as opposed to events that are primarily for the local community).</li> <li>▪ Explore the possibility of providing a small budget - to be administered by the EDTM, for event development and marketing and for bidding for events.</li> </ul>	EDTM / Council	Medium - High	
	7.2				
	7.3	<ul style="list-style-type: none"> <li>▪ Identify the events that have the potential to grow , and work with event organisers to place the event on a 'business footing'.</li> <li>▪ Where relevant, assist event organisers to apply for funding under the 'Flagship Events' program.</li> <li>▪ Explore with BSC Tourism the feasibility of running a training workshop for event organisers, possibly co-opting the services of DSRD and TNSW to provide specialists in this area.</li> <li>▪ Work with event organisers to formulate and implement an event marketing and promotions program for each event.</li> <li>▪ Introduce temporary accommodation schemes to meet demand for accommodation during events.</li> </ul>	EDTM / TO	Medium - ongoing	

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Action	Section	Key Tasks	Responsibility	Priority	Allocation
<b><i>To build visitation by growing the events held in the Shire and introducing new events</i></b> <i>continued</i>					
<b>Events market</b> <i>continued</i>	7.1 7.2 7.3	<ul style="list-style-type: none"> <li>▪ Provide information packs on the Shire to be distributed by event organisers to attendees.</li> <li>▪ Co-ordinate Council involvement in key events and provide a communication link between event organisers and Council, 'trouble shooting' where necessary.</li> <li>▪ Identify and pursue (bid for) possible 'footloose' events for the Shire eg Motor Home Conventions, State Rogaining Championships etc.</li> <li>▪ Encourage local clubs and organisations to develop small events such as inter-club competitions.</li> <li>▪ Liaise with the village committees and local businesses in relation to 'value-adding' to, supporting and capitalising on events.</li> </ul>	TO  EDTM / TO  EDTM / TO  EDTM / TO  EDTM	Ongoing	

## PRIORITY 4 - TO IMPROVE & INCREASE THE SUPPLY OF ACCOMMODATION IN THE SHIRE

Lack of accommodation is a major constraint to growing tourism within the Shire. It limits the potential to build some markets (including coach tours and events) with the lower standard facilities and service levels provided by some establishments being deterrents to use.

Aims:

1. To increase the supply of accommodation in the Shire.
2. For the villages to have accommodation to meet the day-to-day needs of people visiting these areas.
3. For the caravan parks in the Shire to provide the services and infrastructure needed to meet the needs and expectations of travellers.
4. To encourage and cater for the growing motorhome & caravan markets whilst protecting the environment.
5. For temporary accommodation to be available to cater for the influx of visitors during events.
6. To increase the use of existing accommodation - in particular the bunk-room style accommodation
7. For the accommodation establishments to provide a high standard of service.

Action	Section	Key Tasks	Responsibility	Priority	Allocation
<b><i>Increase the supply of accommodation</i></b>					
Increase the number of motel rooms in Bingara and Warialda	4.3	<ul style="list-style-type: none"> <li>▪ Council to encourage existing operators to expand their accommodation property where possible.</li> </ul>	Council	High	
		<ul style="list-style-type: none"> <li>▪ Advise DSRD of the need for additional accommodation in the towns, so that this opportunity can be promoted through initiatives to attract investment into the region.</li> </ul>	EDTM	High	
		<ul style="list-style-type: none"> <li>▪ Explore possibility of local joint venture parties to develop accommodation.</li> </ul>	EDTM with assistance from DSRD	High	
		<ul style="list-style-type: none"> <li>▪ Direct marketing of opportunity to potential investors and operators.</li> </ul>	EDTM with assistance from DSRD	High	
North Star	4.3	<ul style="list-style-type: none"> <li>▪ Support the continued upgrading and expansion of the Cleveland Hotel.</li> </ul>	Council / EDTM	High	

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Action	Section	Key Tasks	Responsibility	Priority	Allocation
Cranky Rock	4.3	<ul style="list-style-type: none"> <li>▪ Explore the feasibility of establishing cabin accommodation</li> </ul>	Council / EDTM	Medium	
<b><i>Increase the supply of accommodation continued</i></b>					
Bed & Breakfast establishments / Farm Stays		<ul style="list-style-type: none"> <li>▪ Encourage the development of B&amp;B's and farm stay properties, with preference being for properties in, or within very close proximity to, the existing towns and villages.</li> </ul>	EDTM to liaise with interested property owners	On-going	
		<ul style="list-style-type: none"> <li>▪ Review Local Environmental Plan, Development Control Plans and other relevant plans and policies to allow for this type of development.</li> </ul>	Council Planning Department	On-going	
<b><i>Continue to improve caravan park accommodation in the Shire</i></b>					
Riverside Caravan Park, Bingara	4.3	<ul style="list-style-type: none"> <li>▪ Introduce credit card and eftpos facilities.</li> </ul>	Council	Very High	
		<ul style="list-style-type: none"> <li>▪ Provide linen for the cabins so that they can function as additional motel rooms for the town.</li> </ul>	Council / Manager	High	
		<ul style="list-style-type: none"> <li>▪ Computerise the operation to stream-line the reporting, track performance and develop a customer data base for marketing and promotion.</li> </ul>	Council / Manager	High	
		<ul style="list-style-type: none"> <li>▪ Provide an illuminated sign so that the caravan park is visible from the bridge / Fossickers Way at night.</li> </ul>	Council	High	
		<ul style="list-style-type: none"> <li>▪ Build an undercover camp kitchen.</li> </ul>	Council	Medium - High	
		<ul style="list-style-type: none"> <li>▪ Establish an on-site manager's residence and office, with an information outlet and small retail area.</li> </ul>	Council	Medium	

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Action	Section	Key Tasks	Responsibility	Priority	Allocation
<b><i>Continue to improve caravan park accommodation in the Shire continued</i></b>					
Warialda Caravan Park	4.3	<ul style="list-style-type: none"> <li>▪ Introduce credit card and eftpos facilities.</li> <li>▪ Provide linen for the cabins so that they can function as additional motel rooms for the town.</li> <li>▪ Computerise the operation to stream-line reporting, track performance and develop a customer data base for marketing and promotion.</li> <li>▪ Explore options for the future expansion or relocation of the caravan park to meet growing demand and include preferred in relevant plans (LEP, Council Management Plan etc)</li> </ul>	<p>Council</p> <p>Council / Manager</p> <p>Council / Manager</p> <p>Council</p>	<p>Very High</p> <p>High</p> <p>Medium</p> <p>Medium</p>	
North Star	4.3	<p>Identify and assess options for improving caravan park accommodation in North Star, including:</p> <ul style="list-style-type: none"> <li>▪ Upgrade the existing caravan park, possibly to include 1-2 on-site cabins.</li> <li>▪ Transfer the management of the caravan park to a local operator (eg Cleveland Hotel or General Store)</li> <li>▪ Establish powered sites in another location within North Star - eg War Memorial Park, Cleveland Hotel</li> </ul>	Council / EDTM	High	
<b><i>Improve facilities for caravans &amp; motor homes</i></b>					
Provide dump points	4.3	<ul style="list-style-type: none"> <li>▪ Explore options for providing a dump point (or points) in Bingara and Warialda, with provision of a dump point in Bingara being a priority</li> </ul>	Council	High	
Improve signage for long rigs	8.2	<ul style="list-style-type: none"> <li>▪ Improve advance warning signs for the long rig parking available in Cunningham St in Bingara.</li> </ul>	Council	Medium	

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Action	Section	Key Tasks	Responsibility	Priority	Allocation
<b><i>Improve facilities for caravans &amp; motor homes continued</i></b>					
		<ul style="list-style-type: none"> <li>▪ Provide information signs at the turn-off to Cranky Rock and Glacial Area advising of the suitability of the access road for caravans and turning space for rigs.</li> </ul>	Council	Medium	
<b><i>Encourage the motor home and caravan market whilst protecting the environment</i></b>					
Develop policies and practices for managing this market	3.3 4.3	<ul style="list-style-type: none"> <li>▪ Identify areas within the Shire where motor homes &amp; caravans can stay 'legally' and safely.</li> <li>▪ Formulate policy in relation to motor homes and campervans stopping overnight in the Shire at rest areas, parks etc</li> <li>▪ Designate preferred areas for camping and direct travellers to these locations.</li> <li>▪ Prohibit camping in areas with significant constraints or which are environmentally sensitive. Designate these areas as day picnic areas.</li> <li>▪ At the most popular areas, provide basic infrastructure – a pit toilet and an information board about the Shire and its attractions and key services.</li> </ul>	Council	Medium - High	
<b><i>Village accommodation - Coolatai, Croppa Creek, Upper Horton</i></b>					
Encourage the provision of a limited amount of accommodation to meet the day-to-day needs of the village	4.3 4.4	<ul style="list-style-type: none"> <li>▪ Explore with local businesses and the community the opportunity to provide accommodation in the village to service local needs. Accommodation could include - 1-2 cabins, few powered sites and/or self contained accommodation.</li> </ul>	Council / EDTM	Medium	

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Action	Section	Key Tasks	Responsibility	Priority	Allocation
<b>Accommodation for events</b>					
To provide temporary accommodation for events	4.3 4.4	<p>Explore options for providing temporary accommodation in the Shire during events with options including:</p> <ul style="list-style-type: none"> <li>▪ Home hosting</li> <li>▪ Opening up temporary camping grounds</li> <li>▪ Use of shearers quarters</li> <li>▪ 'Tent' city – using hire tents</li> <li>▪ Use of community halls and similar facilities</li> </ul> <p>Gunnedah Council has a 'Home Hosting' program with computerised booking program that may be suitable for Gwydir Shire.</p>	EDTM / TO in conjunction with event organisers and local communities	High	
Co-ordinate accommodation for events		Tourism Officers to work with accommodation owners to monitor rooms available and direct enquiries / bookings to properties with rooms available in the Shire and surrounding area.	TO	On-going	
<b>Increase use of bunk house accommodation</b>					
To package and market bunk house accommodation to	4.1	<p>The Shire has a good supply of bunk house style and 'pub' accommodation that is suitable for group, club and social markets.</p> <ul style="list-style-type: none"> <li>▪ Work with operators to identify potential markets for the accommodation.</li> <li>▪ Identify suitable activities for the potential markets</li> <li>▪ Develop tailored packages and promotional material</li> <li>▪ Direct marketing to potential groups/clubs/ associations/schools etc.</li> </ul>	EDTM / TO in conjunction with accommodation operators	Medium - Ongoing	

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Action	Section	Key Tasks	Responsibility	Priority	Allocation
<b><i>Improve customer service standards</i></b>					
Improve access to training for customer service staff	4.3 4.4	Explore with BSCT, regional training providers (eg TAFE), surrounding Tourist Associations and/or with local business organisations the options to provide training and related programs to improve customer service standards within the accommodation and business sectors.	EDTM to initiate	Medium - ongoing	

## **PRIORITY 5 - TO INCREASE VISITATION TO BINGARA AND WARIALDA AND TO THE OUTLYING VILLAGES**

For travellers the presentation of a town or village plays a major role in the decision to stop. If a locality presents well and looks interesting, then travellers will often stop and have a quick look around. Once stopped there is the opportunity for travellers to spend money in the area.

### **Aims:**

1. To encourage highway and passing traffic to stop and spend money in the towns and villages within the Shire.
2. To develop secondary markets that come to the villages for specific purposes.
3. To incorporate the villages into the product and attraction base of the Shire and surrounding region.

This will be achieved through:

- Improving the presentation of the localities, with emphasis on the areas that are highly visible to visitors - entry gateways, routes through town, shopping centres and parks and gardens.
- Developing and promoting scenic drives and touring routes, with emphasis on routes that pass through towns and villages (see Priorities 2 and 3).
- Improving the attraction and infrastructure base of the area.

A number of the actions needed in each locality are already discussed under other priorities. This section aims to consolidate these actions on a locality basis.

The directions forward for each locality are:

### **Bingara**

- Complete the final stages of the town beautification.
- Build dining, fresh food and local produce products.
- Continue to develop events.

### **Warialda**

- Town Centre improvement program, concentrating on improving the presentation of the Highway corridor and attracting travellers into the shopping centre.

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**Gravesend**

- Continue with improving the presentation of the village.
- Encouraging local businesses to improve the presentation and diversify their product mix.

**North Star**

- Improving the presentation of the village.
- Upgrading the caravan and camping facilities, providing self-contained accommodation

**Croppa Creek**

- Build visitation by establishing Croppa Creek Road as a scenic alternative to the Newell Highway.

**Coolatai**

- Encourage the hotel operator and village community to build small events and activities for the local market.

**Upper Horton**

- Encourage the Club to continue to build its motorcycle and car club groups and introduce small events for the local market.

Given limited resources, the priorities should be on developing Bingara, Warialda, North Star and Gravesend as these localities are located on travel routes and have the greatest potential to benefit economically from increased visitation.

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Action	Section	Key Tasks	Responsibility	Priority	Allocation
<b>Bingara</b>					
Complete the last stages of the town beautification program	8.2 8.8	Address the presentation of the town entry gateways and the main routes through town: <ul style="list-style-type: none"> <li>▪ Southern approach - tree corridor planting and landscaping</li> <li>▪ Northern Approach - encourage the machinery operator to create an interesting display along the road frontage.</li> <li>▪ Western approach - landscaping the section of Cunningham Street between Riddell and Maitland Streets.</li> <li>▪ Link Street - corridor tree planting, possibly with orange trees.</li> </ul>	Council	Medium - High	
Upgrade the River bank area adjacent to town	8.2 8.8	<ul style="list-style-type: none"> <li>▪ Define and improve the scenic drive route along the northern river bank.</li> </ul>	Council	Low - Medium	
Improve tourism signage	8.2 8.8	Provide effective directional signage to: <ul style="list-style-type: none"> <li>▪ All accommodation establishments, including the motel units behind the Imperial Hotel.</li> <li>▪ Caravan / long rig parking area in Cunningham Street.</li> <li>▪ To the river (for north bound traffic)</li> </ul>	Council	High	
Continue to develop local attractions	6.5	See Priority 3 - local attractions include: <ul style="list-style-type: none"> <li>▪ Gold Stamper Battery</li> <li>▪ Murray Cod Hatchery</li> <li>▪ Fossicking area close to town and fossicking infrastructure</li> <li>▪ Community Conservation Areas close to Bingara</li> </ul>	Council / Vision 20/20 Committee	On-going	
Events	7.1 7.2 7.3	<ul style="list-style-type: none"> <li>▪ Continue to develop key events.</li> <li>▪ Explore opportunities for value-adding, eg workshops</li> <li>▪ Seek Flagship funding for events which have the potential to grow significantly</li> </ul>	EDTM / TO / Event Co-ordinators	Ongoing	

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Action	Section	Key Tasks	Responsibility	Priority	Allocation
<b><i>Bingara continued</i></b>					
Use the Roxy Theatre to build visitation to Bingara	6.4	Expand the space available and develop a range of programs, activities and packages - See Priority 3.	Council / Theatre Manager	High	
Food, wine and regional produce	8.2	<ul style="list-style-type: none"> <li>▪ Explore the feasibility of show-casing and selling locally produced food and beverage products.</li> <li>▪ Promote local food outlets / eateries.</li> <li>▪ Explore the opportunities for a food related event eg camp-oven cookout on the riverbank.</li> </ul>	Bingara TO working with Bingara producers and eateries	Medium	
<b><i>Warialda</i></b>					
Improve the presentation of the town	8.3	<p>Warialda needs a 'face-lift' particularly along the Gwydir Highway corridor. Priority areas for improvements are:</p> <ul style="list-style-type: none"> <li>▪ Entry gateways</li> <li>▪ Gwydir Highway corridor through town</li> <li>▪ The Gwydir Highway - Stephens Street intersection</li> </ul> <p>Followed by:</p> <ul style="list-style-type: none"> <li>▪ Shopping centre</li> <li>▪ Reedy Creek precinct</li> </ul>	Council	High	
		Encourage property owners and business operators to improve the presentation of their buildings and businesses, possibly along similar lines to the Post Office.	Warialda Works with input from Council	High	

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Action	Section	Key Tasks	Responsibility	Priority	Allocation
<b>Warialda</b> <i>continued</i>					
Diversify / enhance the retailing in the centre so that it is more attractive to visitors	8.3	<ul style="list-style-type: none"> <li>▪ Seek funding from DSRD for a retail consultant to provide advice on diversification, merchandise mix, window dressing, presentation etc.</li> <li>▪ Explore options for organising a 'study tour' to view other successful businesses to gain inspiration</li> </ul>	EDTM / Warialda Works	High	
Develop the Reedy Creek precinct as an attraction and out-door venue for the town	6.5 8.3	<ul style="list-style-type: none"> <li>▪ Continue to 'clean-up' and revegetate the river bank.</li> <li>▪ Further develop the riverside walk including links back into the town centre and links to the Koorilgur Nature Trail (see Priority 3).</li> <li>▪ Improve the visual and pedestrian links between the Creek and the shopping centre and caravan parking area and provide seating / picnic facilities on the river bank area (if feasible with the flooding regime) to service the shopping centre and parking area.</li> <li>▪ Establish the river bank area as an outdoor entertainment venue.</li> </ul>	Landcare group in conjunction with Council		
Upgrade and diversify the attraction base	6.5 8.3	<p>Opportunities for improving the attraction base of Warialda are discussed in detail under Priority 3 and include:</p> <ul style="list-style-type: none"> <li>▪ Improving and linking the Koorilgur and Reedy Creek walking trails.</li> <li>▪ Continuing to develop Audrey Hill Lookout.</li> <li>▪ Developing a fossicking area close to town and providing hire equipment.</li> <li>▪ Exploring opportunities to open the former mines in the Warialda State Forest as fossicking areas.</li> <li>▪ Assessing the potential of the Warialda State Forest for tourism and recreation activities.</li> </ul>			

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Action	Section	Key Tasks	Responsibility	Priority	Allocation
<b><i>Warialda continued</i></b>					
Expand and improve the accommodation available in the town.	4.1 4.3	See Priority 4.			
Strengthen the link between Warialda and Cranky Rock	6.4 8.3	Need to signpost Cranky Rock Reserve from key intersections in Warialda (see Priority 4) and continue with upgrading and improving the Reserve.	Council	High	
Raise the profile of the VIC.	8.3 10.3 10.4	Relocate the VIC to a more prominent location and develop the centre as and attraction to show case local agriculture and industry etc. See Priority 6.	Council	Medium - High	
Continue to build the Events sector	7.1 7.2 7.3	See Priority 3	EDTM / event organisers	High & on-going	
<b><i>Upper Horton - very limited potential</i></b>					
Focus on developing events and activities that will bring visitors into the village	8.4	<ul style="list-style-type: none"> <li>▪ Work with the Club operator to build the club business with opportunities possibly including: <ul style="list-style-type: none"> <li>- Growing the summer tennis competition</li> <li>- Providing entertainment</li> <li>- Promoting the club to social groups located within 2 hours drive of the village</li> <li>- Holding novelty events / competitions possibly in the lead-up to the rodeo</li> </ul> </li> </ul>	EDTM / TO	Medium	
		<ul style="list-style-type: none"> <li>▪ Explore opportunities for 'growing' the rodeo and the motorcycle events.</li> </ul>	EDTM in conjunction with event organiser	Ongoing	

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Action	Section	Key Tasks	Responsibility	Priority	Allocation
<b>Upper Horton</b> <i>continued</i>					
Accommodation	4.1 4.3	Investigate opportunities for providing a few powered caravan sites and/or cabin adjacent to the Club. See Priority 4.	EDTM / Club operators	Medium	
Directional signage		Ensure that tourist attractions in the surrounding region (eg Horton Falls, Glacial Area) are signposted from Upper Horton.	Council	Medium	
<b>Gravesend</b> - <i>potential to increase visitation</i>					
Improve the presentation of the village - the public domain, buildings and businesses	8.5	The village needs to implement a main street improvement program to improve the presentation of the Gwydir Highway corridor. Improvements should include: <ul style="list-style-type: none"> <li>▪ Improving the town entry arrival points.</li> <li>▪ Removing faded and out-of-date signs along the highway corridor.</li> <li>▪ Extending tree plantings from the western side of the village to the eastern side so tree species are consistent along the corridor.</li> <li>▪ Reviewing the blister arrangement adjacent to Moffat Park.</li> <li>▪ Improving signage to the public toilets and parks.</li> <li>▪ Developing the park opposite the General Store as a 'centre piece' for the village.</li> <li>▪ Improving the presentation of the buildings along the main street. While it may not be feasible to paint all buildings, it may be possible to paint specific features such as signs, awnings, decorative features etc to brighten up the main street.</li> </ul>	Council in conjunction with the Gravesend community	Medium - High	
General Store	8.5	<ul style="list-style-type: none"> <li>▪ Increase the visibility of the General Store through the use of bright colours, movement (eg flags) and/or street furniture / sculptures</li> </ul>	EDTM to liaise with operator	High	

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Action	Section	Key Tasks	Responsibility	Priority	Allocation
<b>Gravesend</b> <i>continued</i>					
Provide opportunities for visitors to spend money in the village	8.5	<ul style="list-style-type: none"> <li>▪ Explore opportunities to expand the merchandise mix within the centre to include some 'tourist' merchandise and/or 'icon' style eatery.</li> </ul>	Gravesend business operators	Medium - high	
Provide Information for visitors	8.5	<p>As the western gateway into the Shire, Gravesend should provide basic visitor information, with options being:</p> <ul style="list-style-type: none"> <li>▪ Erect an information directory / map in the park opposite the General Store and/or</li> <li>▪ The Store or Post Office becoming an information outlet with a small display of maps, brochures etc.</li> </ul>	EDTM	High	
Signposting of attractions	8.5	Signpost Waa Gorge, Rocky Creek Glacial Area and the Mt Kaputar National Park from the Gwydir Highway / Terry Hie Hie Road intersection.	Council / RTA	Low - Medium	
<b>Crooble</b> - no potential					
No action	8.6	Crooble has no infrastructure or attractions to support tourism. Tourism development and marketing cannot be justified.			
<b>Croppa Creek</b> - limited potential - a short stop on a touring route					
Establish Croppa Creek Road as a tourist route	8.7	The best way to grow visitation to Croppa Creek is to develop Croppa Creek Road as a touring route - see Priority 2.	Council / RTA		
Improve presentation of the village	8.7	<p>Improve the presentation of the village:</p> <ul style="list-style-type: none"> <li>▪ Tidy-up turnoff from Croppa Creek Road &amp; erect an eye catching sign promoting the village.</li> </ul>	Croppa Creek community in conjunction with Council	Medium	

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Action	Section	Key Tasks	Responsibility	Priority	Allocation
<b><i>Croppa Creek</i></b> <i>continued</i>					
Improve presentation continued	8.7	<ul style="list-style-type: none"> <li>▪ Establish a corridor of trees from the Croppa Creek Road turnoff into the village.</li> <li>▪ Investigate the feasibility of establishing a small park / rest area across the road from the General Store.</li> <li>▪ Continue to improve the presentation of the area surrounding the General Store.</li> </ul>	Croppa Creek community	Low	
Event	8.7	Explore options for developing an event or events for the village.	Croppa Creek community with input from the EDTM	Low - Medium	
Camping	8.7	<ul style="list-style-type: none"> <li>▪ List the lake area and the Croppa Creek recreation reserve as camp sites in the camping sites information sheet produced by the TO.</li> <li>▪ Brief the VIC staff in Moree and Goondiwindi about the availability of areas for motorhomes to camp overnight.</li> </ul>	TO	Low	
Bird Watching	8.7	<ul style="list-style-type: none"> <li>▪ Encourage local bird watching clubs to visit the area and identify key habitats and prepare species list.</li> <li>▪ List the lake and other key habitats in the Croppa Creek area as bird watching areas areas.</li> <li>▪ Signpost bird routes / viewing areas.</li> </ul>	TO	Low	
Tours	8.7	To explore with the Moree Tour operator (Quinns) the possibility of developing a day tour out of Moree to the Croppa Creek - North Star area.	EDTM	Low	

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Action	Section	Key Tasks	Responsibility	Priority	Allocation
<b>North Star</b>					
Improve the presentation of the village	8.8	<p>Poor presentation is North Star's greatest weakness. The village needs a beautification program that addresses:</p> <ul style="list-style-type: none"> <li>▪ Improvements to the entry gateways</li> <li>▪ Corridor tree planting along the main routes through the village</li> <li>▪ The presentation of the Park - General Store precinct, including repairs to the railway station building.</li> <li>▪ Presentation of privately owned buildings and yards</li> </ul>	Council in conjunction with North Star Community	High	
Upgrade / Expand Accommodation	4.1 4.3 8.8	<p>There is a need to expand the accommodation base in North Star - see Priority 4.</p> <ul style="list-style-type: none"> <li>▪ Encourage the expansion of the Cleveland Hotel / Motel</li> <li>▪ Provide higher quality caravan facilities in the village by upgrading the existing caravan park or developing new powered sites within the village.</li> </ul>	EDTM / Council	Medium - High	
Provide Information for visitors	8.8	<p>As the northern gateway into the Shire, North Star should provide basic visitor information, with options being:</p> <ul style="list-style-type: none"> <li>▪ Erect an information directory / map in the park opposite the General Store and/or</li> <li>▪ The Store becoming an information outlet with a small display of maps, brochures etc.</li> </ul>	EDTM	High	

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<b>North Star</b> <i>continued</i>					
Market development	8.8	<ul style="list-style-type: none"> <li>▪ Continue to build the truck market. The truck market is a growing, high yield market for the village. There may be a need for widening the road adjacent to the Hotel to provide sealed verges for truck parking.</li> <li>▪ Encourage rural workers, contractors and tradesmen to stay in North Star when working in the area by expanding the range of facilities available, including improving the caravan park, providing self contained accommodation and developing a 'camp kitchen - BBQ' area at the Cleveland Hotel.</li> <li>▪ Continue to build the horse sports market.</li> </ul>	<p>Hotel operator to liaise with Council</p> <p>Council / Hotel operator</p>	Medium (if required)	
<b>Coolatai</b> - <i>very limited potential</i>					
Continue to build the local market	8.9	<ul style="list-style-type: none"> <li>▪ Explore the feasibility of expanding local sporting competitions such as tennis.</li> <li>▪ Support events and activities held at the Hotel.</li> </ul>	Coolatai community / Hotel operator	On-going	
Farm Gate sales	8.9	<ul style="list-style-type: none"> <li>▪ Ensure that planning controls will enable road-side sale of local produce grown locally.</li> </ul>	Council	When reviewing planning policies	

## **PRIORITY 6 - TO IMPROVE THE SUPPORT INFRASTRUCTURE AVAILABLE WITHIN THE SHIRE**

To ensure that the infrastructure available in Gwydir Shire meets user needs and expectations and encourages visitors to stop in the Shire and explore the area.

### **Aims:**

1. To provide the infrastructure needed to support the growth of tourism in the area.
2. To ensure that the infrastructure available meets user needs and expectations.

This will be achieved by:

- Ensuring that visitor information is available in Bingara, Warialda and the gateway villages.
- Improving signage, in particular directional signage.
- Upgrading / providing visitor facilities at strategic locations throughout the Shire.
- Supporting the upgrading of key roads to and within the Shire.

<b>Action</b>	<b>Section</b>	<b>Key Tasks</b>	<b>Responsibility</b>	<b>Priority</b>	<b>Allocation</b>
<b><i>Visitor Information Services</i></b>					
Bingara VIC	10.3 10.4	<ul style="list-style-type: none"> <li>▪ Explore options for relocating the VIC to provide more space, with the preferred option being to relocate the Centre into the Chinese Restaurant part of the Roxy Theatre.</li> </ul>	Council	Medium - Low	
Warialda VIC	8.3 10.3 10.4	<ul style="list-style-type: none"> <li>▪ Explore the feasibility of relocating the Economic Development and Tourism Unit and the VIC to the former ambulance station on the Gwydir Highway.</li> <li>▪ If the VIC is relocated, develop the centre as an attraction for the town with interesting displays show-casing the agricultural base of the Shire and sales of local products/</li> </ul>	Council	When funds become available	
Establish information outlets in the gateway villages	8.5 8.8 10.3 10.4	<ul style="list-style-type: none"> <li>▪ Explore the possibility of the General Stores in Gravesend, North Star and possibly Croppa Creek becoming information outlets, with these outlets supported by the EDTU.</li> </ul>	EDTM	Medium - High	

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Action	Section	Key Tasks	Responsibility	Priority	Allocation
<b>Visitor Information Services</b> <i>continued</i>					
To provide support for Information outlets and training for operators and staff	10.3 10.4	<ul style="list-style-type: none"> <li>▪ EDTU to support the information outlets established in the village stores as well as outlets at Copeton Dam and Cranky Rock by providing brochures and display material and up-dating information on an as-needs basis.</li> <li>▪ EDTU to offer training and briefings for operators and staff and organise familiarisation tours / inspections for these operators and staff so that they are familiar with the product available throughout the Shire.</li> </ul>	EDTM / TO	High Ongoing	
Information Boards / Directories	10.3 10.4	<ul style="list-style-type: none"> <li>▪ Design an information board for the Shire, with the boards to include a Shire / subregional map showing the main routes and the key localities and attractions, and a map of the town / local area with local attractions and services.</li> <li>▪ Erect boards at key locations including: <ul style="list-style-type: none"> <li>- Cunningham Park, Bingara</li> <li>- Window of the Bingara VIC (after hours) o</li> <li>- Apex Park (or Ambulance Station if VIC relocates) at Warialda</li> <li>- North Star - War Memorial Park opposite General Store</li> <li>- Gravesend - park opposite General Store</li> <li>- Cranky Rock Reserve</li> <li>- Copeton Dam</li> </ul> </li> </ul>	EDTM to coordinate	Medium - High	
Information in Accommodation establishments	10.3	<ul style="list-style-type: none"> <li>▪ Co-ordinate the supply of brochures and information for distribution from accommodation properties throughout the Shire.</li> <li>▪ TO to liaise regularly with operators to keep them supplied with brochures and informed about events, activities and changes that are occurring.</li> </ul>	EDTU  TO	High & ongoing	

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Action	Section	Key Tasks	Responsibility	Priority	Allocation
<b>Visitor Information Services</b> <i>continued</i>					
		<ul style="list-style-type: none"> <li>▪ Explore the feasibility of developing small brochure racks, branded Gwydir Country, for display of brochures in accommodation establishments and other outlets throughout the Shire.</li> </ul>	EDTU	Medium - Low (desirable not essential)	
<b>Signage</b>					
Improve signage throughout the Shire, working towards establishing a comprehensive, integrated family of signs - see Section 9.1	9.1 9.2	<p>Signage issues to be addressed in the Shire:</p> <ul style="list-style-type: none"> <li>▪ Improving the gateway entry signs in all towns and villages.</li> <li>▪ Undertake an audit of 'advertising' signs on the town and village approaches and request advertiser to remove or replace signs that are out of date and/or present poorly.</li> <li>▪ Ensure that tourist attractions (once they are of a standard that is marketable) are signposted.</li> <li>▪ Ensure that accommodation properties are effectively signposted.</li> <li>▪ Ensure that VICs and Information Outlets / Information Boards are adequately signposted from the town and village entry points.</li> <li>▪ Use international symbols to signpost accommodation, toilets, etc. Ensure that these signs can be readily seen by passing motorists.</li> </ul> <p><b>The signposting priorities in the towns, villages and key localities are summarised in Section 9.2</b></p>	<p>Council</p> <p>Village communities</p> <p>EDTM to oversee</p> <p>EDTM to oversee</p> <p>EDTM to oversee</p> <p>EDTM to oversee</p>	<p>High</p> <p>High</p> <p>Ongoing</p> <p>Medium</p> <p>High</p> <p>High</p>	

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Action	Section	Key Tasks	Responsibility	Priority	Allocation
<b>Signage</b> <i>continued</i>					
Route & site markers	9.2	Need to formulate and implement a Shire-wide policy of signposting scenic and themed routes, key walks and sites including: <ul style="list-style-type: none"> <li>▪ Bird routes</li> <li>▪ Geological / fossicking routes and sites</li> <li>▪ Scenic drives / touring routes</li> </ul>	EDTM to oversee	Medium	
<b>Rest Areas, Public Toilets</b>					
Provision and maintenance of amenities		Ensure that visitor amenities within the towns and villages are of an acceptable standard and regularly cleaned and maintained.	Council	High Ongoing	
<b>Improvements to Roads</b>					
To support the sealing of roads that will foster the growth of visitation to the Shire and the movement of visitors throughout the Shire	2.2 3.3 6.6	From a tourism perspective, the sealing of the following roads will encourage visitation and facilitate the establishment of tourist drives. <p><b>Highest Priority:</b></p> <ul style="list-style-type: none"> <li>▪ Narrabri Road (Tourist Route 3)</li> </ul> <p><b>Other roads</b> that will encourage travel through the Shire if sealed are:</p> <ul style="list-style-type: none"> <li>▪ Elcombe Road</li> <li>▪ Bundarra Road</li> <li>▪ Bald Hill Road - to improve access to Waa Gorge and increase traffic through Upper Horton (Moree - Cobbadah link)</li> </ul> <p>The opportunities for fostering growth in visitation need to be considered by Council in determining its works programs and priorities.</p>	Council to co-ordinate  Very High  Medium Low Medium		

## **PRIORITY 7 - MARKET DEVELOPMENT - TO DIVERSIFY & EXPAND THE MARKET BASE OF THE SHIRE**

Market development focuses on retaining and servicing the existing primary markets and diversifying the market base by developing markets that are 'naturally' attracted to the Shire or can be attracted into the Shire for a specific purpose.

### **Aims:**

1. To significantly increase visitation to the Shire and to individual localities within the Shire.
2. To diversify the market mix of the Shire.
3. To develop other group business to replace the decline in the Backpacker market in Bingara.
4. To effectively market and promote the Shire - capitalising where possible on joint initiatives with other LGAs and operators.
5. To provide quality promotional collateral to support the Shire's marketing initiatives.

The limited supply of accommodation is a constraint to developing a number of market segments.

### **Opportunities:**

In the short to medium term there is opportunity to grow:

- Passing traffic - encouraging traffic moving through the Shire to stop and look around.
- The domestic touring market - in particular the 'Wanderers' market and motor homes and caravans.
- Daytrip markets from the surrounding region with emphasis on targeting groups.
- Events - growing existing events and targeting 'footloose' events.
- School and educational excursions

In the medium to longer term there is opportunity to grow a number of smaller markets including:

- Special interest markets eg car clubs, 4WD, bird watching, fossicking etc
- Coastal market
- Coach tour market
- Technical industry and agricultural tours
- Small meeting market

In some cases, market development will result from developing / expanding the product and attraction base. For example the new Community Conservation Areas could open up new activity based markets, while the expansion of the Roxy to include a commercial kitchen would open up the functions market.

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**The same basic approach will apply to each market segment:**

1. Identify the target audience
2. Identify the products that will appeal to this audience – what does Gwydir Shire have that is special and/or suitable.
3. Where relevant , 'package' the product – accommodation, activities, guides, sightseeing, meals etc.
4. Direct / niche marketing to the target audience, supported where possible with public relations style marketing.
5. Follow up / build relationships.

In most instances, the Economic Development and Tourism Manager, in consultation with the Tourist Officers, is best positioned to co-ordinate and drive the market development process. Most of the actions will require co-operation and commitment from business and tourism operators. It is suggested that small project teams of relevant operators / community representatives be established to work with the EDTM undertake specific initiatives. If operator support is not forthcoming, then the EDTM should consider 'shelving' the project and moving onto projects for which there is support and commitment.

Target Market	Section	Key Tasks	Responsibility	Priority	Allocation
<b><i>Retaining and Servicing the Primary Markets</i></b>					
Highway traffic / passing traffic		<p>Highway / passing traffic will continue to be the primary source of business for the Shire. Emphasis should be on:</p> <ul style="list-style-type: none"> <li>▪ Retaining and servicing this market.</li> <li>▪ Encouraging repeat visitation.</li> <li>▪ Encouraging travellers to also stop in other towns and villages within the Shire.</li> <li>▪ Developing and promoting other high profile routes - Narrabri Road and routes north from Warialda.</li> </ul> <p>Retaining and developing this market will involve:</p> <ul style="list-style-type: none"> <li>▪ Continuing with the Fossickers Way marketing.</li> <li>▪ Active development and promotion of the northern routes - Yetman and Boggabilla Roads.</li> <li>▪ Establishing the Narrabri Road as a significant east-west link within the BSC region. Sealing of the Narrabri Road is a priority.</li> <li>▪ Improving the presentation of the towns and villages along the main routes - making them more attractive to passing traffic.</li> </ul>	EDTU	High	

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Target Market	Section	Key Tasks	Responsibility	Priority	Allocation
<b>Retaining and Servicing the Primary Markets</b> <i>continued</i>					
Highway / passing traffic <i>continued</i>	3.3	<ul style="list-style-type: none"> <li>▪ Developing and promoting the attraction base, with emphasis on high profile attractions.</li> <li>▪ Ensuring that visitor facilities - eg toilets, picnic facilities etc are clean and well presented.</li> <li>▪ Ensuring that it is 'easy' for travellers to access and park in the shopping centres and access amenities.</li> <li>▪ Encouraging operators to implement customer loyalty programs.</li> </ul>	EDTU	High	
Domestic Touring Market	3.3	<p>This market is best developed sub-regionally and regionally by working with TNSW, BSCT, route committees and adjoining LGA's.</p> <p><b><u>TNSW / BSCT</u></b></p> <ul style="list-style-type: none"> <li>▪ Play an active role in the BSCT marketing committee.</li> <li>▪ Support and participate in relevant 'Heart of Country' promotional initiatives.</li> <li>▪ Identify opportunities for operator participation / buy in into Heart of Country campaigns to increase the Shire's ' exposure.</li> <li>▪ Lobby for the development and promotion of a touring route / routes that include the BSC region and Gwydir Shire.</li> <li>▪ Where beneficial, attend relevant trade and consumer shows.</li> <li>▪ Where relevant, participate in familiarisation programs and 'free' initiatives including using the BSCT public relations marketing program to generate media exposure for the Shire.</li> </ul>	EDTU	High - ongoing	

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Target Market	Section	Key Tasks	Responsibility	Priority	Allocation
<b><i>Retaining and Servicing the Primary Markets</i></b> <i>continued</i>					
Domestic Touring Market <i>continued</i>	3.3	<p><b><u>Fossickers Way Committee</u></b></p> <ul style="list-style-type: none"> <li>▪ Continue to be involved in the Fossickers Way Committee (FWC)</li> <li>▪ Encourage the FWC to position the Fossickers Way as an alternative, scenic route to the Newell and New England Highways.</li> <li>▪ Seek to have the Fossickers Way website expanded to include a page on fossicking - techniques, locations, what to look for etc.</li> <li>▪ Participate in relevant promotions, consumers shows etc.</li> </ul>	EDTU	High	
		<p><b><u>Route Development - North-South route</u></b></p> <ul style="list-style-type: none"> <li>▪ Actively participate in the Rural Get-A-Way Committee for the development and promotion of the Yetman Road.</li> <li>▪ Explore with Goondiwindi Council the possibility of promoting the Boggabilla Road via North Star.</li> <li>▪ Liaise with Tamworth and Gunnedah Councils to the south to further develop and promote routes (eg Black Stump Way) that feed into the Fossickers Way.</li> </ul>	EDTU	High	
		<p><b><u>Gwydir Highway</u></b></p> <ul style="list-style-type: none"> <li>▪ Work with Tourism Moree to build the coast markets - using the Mineral Springs to target retirees from the Gold Coast and NSW North Coast and bringing them through Gwydir Shire.</li> </ul>	EDTU	Medium - longer term	

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Target Market	Section	Key Tasks	Responsibility	Priority	Allocation
<b><i>Retaining and Servicing the Primary Markets</i></b> <i>continued</i>					
Motor Home & Caravan Markets	3.3	<ul style="list-style-type: none"> <li>▪ Identify areas within the Shire (both free and caravan parks) suitable for these rigs to 'camp' . Develop information sheet with map.</li> <li>▪ Erect information boards at key locations where these rigs congregate.</li> <li>▪ Ensure that the towns and villages are 'rig' friendly with parking allocated for rigs and that this parking is signposted.</li> <li>▪ Provide facilities and infrastructure for this market (eg dump points) and ensure that these rigs can access attractions (eg turning facilities available).</li> <li>▪ Ensure that brochures on the Shire and Fossickers Way are on display at the CCMA village and VIC at Casino.</li> <li>▪ Use the BSCT and TNSW public relations programs to place articles on the Shire in relevant industry publications.</li> <li>▪ Direct marketing to relevant clubs and associations.</li> <li>▪ Target / Bid for motorhome related events, conventions and exhibitions.</li> </ul>	EDTU	Ongoing	
Regional Resident Market	<b>3.3</b>	<p>Encourage residents of the surrounding BSC region to visit the Shire - with the Shire positioned as a day trip destination, as well as a destination for shopping, services, entertainment, events etc.</p> <p>Include an allocation for regional promotions in the marketing and promotional budget.</p>	EDTU	<b>Ongoing</b>	

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Target Market	Section	Key Tasks	Responsibility	Priority	Allocation
<b><i>Retaining and Servicing the Primary Markets</i></b> <i>continued</i>					
Regional Resident Market <i>continued</i>	3.3	<ul style="list-style-type: none"> <li>▪ Seek regular exposure of Gwydir Shire and individual localities in the regional media - food / dining articles, weekend drives and get-a-ways, walks, 'what's-on' etc, possibly in conjunction with town and village committees.</li> <li>▪ Promote events and activities regionally.</li> <li>▪ Develop a regional mailing list for events (eg 'regular' attendees at Rodeos and Camp Drafts held in the Shire) to direct market for events.</li> </ul>			
Regional Group Tour Market	3.3	<p>Target groups from the surrounding region that organise day and overnight trips.</p> <ul style="list-style-type: none"> <li>▪ Establish a Project Team from interested operators.</li> <li>▪ Identify social groups, clubs retirement homes etc within the region (up to 3 hours drive from the Shire which organise group day and overnight trips.</li> <li>▪ Develop itineraries / packages for these groups.</li> <li>▪ Direct marketing to target groups, with regular follow-up.</li> </ul>	EDTU	Ongoing	
Visiting Friends and Relatives market - increase the propensity of the VFR market to visit attractions within the Shire	3.3	<p>Prior to school holiday periods, long weekends and public holidays, place articles in the local and regional print media and seek radio coverage on things to see and do in the Shire, with residents encouraged to show their visitors around and/or recommend activities and attractions.</p>	EDTU	Ongoing	

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<b><i>Retaining and Servicing the Primary Markets</i></b> <i>continued</i>					
Servicing Business / Work-related Travellers	3.3	<p>The level and pattern of business and work related travel will be determined primarily by the level of economic / business activity within the Shire. The activities of the EDTU need to focus on servicing these visitors, in particular meeting the information needs of this market and providing opportunities for business travellers to spend money in the Shire. Possible actions include:</p> <ul style="list-style-type: none"> <li>▪ Ensure that travellers have access to up-to-date, comprehensive information via the Gwydir Shire website. The website needs to include dining out and entertainment opportunities.</li> <li>▪ Encourage accommodation operators to provide up-to-date information in the information compendiums in each guest rooms as well as in reception, by preparing a suggested list of information to be included and providing relevant brochures and information sheets.</li> <li>▪ Develop a simple dining out guide to provide information on the eateries and bars in the Shire, with the guide distributed to all businesses and accommodation establishments.</li> <li>▪ Market the bunk-house accommodation to contractors who have mobile work teams.</li> </ul>	EDTU	On-going	

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Target Market	Section	Key Tasks	Responsibility	Priority	Allocation
<b><i>Retaining and Servicing the Primary Markets</i></b> <i>continued</i>					
Events Markets	3.3	<p>Strategies for growing the events market are discussed in Priority 4. Other considerations include:</p> <ul style="list-style-type: none"> <li>▪ Develop database of event attendees for direct marketing.</li> <li>▪ Direct marketing of events to coach companies and groups in the surrounding region, encouraging them to bring groups to the event.</li> </ul>	EDTU in conjunction with event organisers	Ongoing	
<b><i>Developing Special Interest and Activity Based Markets</i></b>					
<p><b>Special Interest Markets -</b>            Individuals and Clubs            eg:</p> <ul style="list-style-type: none"> <li>▪ Arts &amp; Craft</li> <li>▪ Performing arts</li> <li>▪ Car Clubs</li> <li>▪ 4WD enthusiasts</li> <li>▪ Motor cycles clubs</li> <li>▪ Historical groups</li> <li>▪ Bird watchers</li> <li>▪ Fossickers</li> <li>▪ Anglers</li> <li>▪ Water skiers</li> <li>▪ Power boaters</li> <li>▪ Mountain bikers</li> <li>▪ Bush walkers</li> <li>▪ Campers</li> <li>▪ Family History</li> <li>▪ Sports related</li> <li>▪ Horse Sports</li> <li>▪ etc</li> </ul>	3.4	<p>Matching attractions and events in the Shire with special interest market segments. Initially focus on groups that will potentially use the budget / back packer accommodation in Bingara and the facilities at Copeton Waters State Park</p> <ul style="list-style-type: none"> <li>▪ Identify market segments to be developed.</li> <li>▪ Identify appropriate products for the segments and develop packages and/or itineraries - including activities, travel and accommodation options.</li> <li>▪ Where relevant, form a Project Team to undertake the market development and marketing.</li> <li>▪ Develop appropriate promotional collateral.</li> <li>▪ Seek coverage / articles in relevant magazines.</li> <li>▪ Direct marketing to clubs and associations.</li> <li>▪ Bid to hold events, competitions etc organised by these groups.</li> </ul>	EDTU in conjunction with operators	High Ongoing	

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Target Market	Section	Key Tasks	Responsibility	Priority	Allocation
<b><i>Developing Special Interest and Activity Based Markets</i></b> <i>continued</i>					
Educational Excursions	3.5	<p>Capitalise on the accommodation and infrastructure base available in the Shire to build the education excursion market. Potential excursion themes are discussed in Section 3.6.</p> <ul style="list-style-type: none"> <li>▪ Encourage the UNE to expand their student programs at Douglas MacMasters Research Station.</li> <li>▪ Develop theatre / performing arts programs based at the Roxy and use these as a lead-in to develop contacts with the schools for other excursions and field studies programs.</li> <li>▪ Work with Copeton Dam to target school groups for a range of camp / outdoor studies programs.</li> </ul>	EDTU	Medium - ongoing	
Sports / Horse Sports Markets -	3.3	<p>Capitalise on the Shire's relatively central location in the BSC Region to target sporting events, particularly smaller events.</p> <ul style="list-style-type: none"> <li>▪ Liaise with sporting clubs and associations to identify and target opportunities to host sports development programs, camps, clinics, carnivals and tournaments in the Shire, with emphasis on the Under 14 age groups as these age groups are more likely to involve parents accompanying children.</li> <li>▪ Explore opportunities to host exhibition matches and 'Footloose' events and promote these regionally.</li> <li>▪ Investigate opportunities for holding sporting events in the Community Conservation Areas / State Forests and at Copeton Dam - eg mountain biking, cross country running, rogaining, orienteering etc.</li> <li>▪ Identify and target opportunities for hosting 'footloose' sporting events in the Shire.</li> </ul>	EDTU in conjunction with sporting clubs and associations	Ongoing	

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Target Market	Section	Key Tasks	Responsibility	Priority	Allocation
<b><i>Developing Special Interest and Activity Based Markets</i></b> <i>continued</i>					
Sports market <i>continued</i>		<ul style="list-style-type: none"> <li>▪ Investigate the possibility of holding 'weird and wacky' sports events in the Shire, possibly in one of the villages or at the Dam, with emphasis on a family fun day.</li> </ul>	EDTU		
Technical, Industry and Agricultural Tours	3.5	<ul style="list-style-type: none"> <li>▪ In conjunction with Moree Plains and Narrabri Shires, investigate opportunities for enterprises in the Shire to be included in the product base / itineraries offered by Inbound Tour Operates who specialise in technical, agricultural and industrial tours.</li> <li>▪ Moree has one tour operator running day and overnight trips in the Moree area and through to Lightning Ridge. There are also people in Moree and Narrabri who are exploring the feasibility of providing guided tours. These operators should be approached to explore the possibility of incorporating attractions / localities in Gwydir Shire into their tour itineraries.</li> </ul>	EDTM to coordinate	Low	
Back-packers	3.3	<ul style="list-style-type: none"> <li>▪ Explore opportunities to rebuild this market by working with transport providers such as CountryLink, Rex Airlines, Greyhound Australia to encourage back-packers back into the region.</li> <li>▪ Approach TNSW for introductions to back-packer operators, including inbound operators</li> </ul>	EDTM to coordinate	High	

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Target Market	Section	Key Tasks	Responsibility	Priority	Allocation
<b><i>Developing Minor Markets</i></b>					
Small conferences & meetings	5.2 5.4	<p>Focus on increasing the number of small meetings and conferences held in the Shire.</p> <ul style="list-style-type: none"> <li>▪ Develop industry specific marketing collateral including Meeting Planner / Directory and Conference / Meetings section on the Shire website</li> <li>▪ Explore conference initiatives being considered / implemented by BSCT and the NSW Regional Conference Bureau to assess opportunities to participate.</li> <li>▪ Identify leads - work with the local business community, to identify the associations that local companies / organisations belong to, and the conferences they attend. Explore opportunities for bidding for these conferences and develop a 'hit' list to target.</li> <li>▪ Direct marketing of the Shire venues to Government agencies, industry associations, training providers and companies based in the surrounding region.</li> <li>▪ Where feasible, 'bid' for small conferences - work with local organisations to prepare and present bids. Where needed, co-opt the support of Council, Local Members of Parliament and other key individuals / organisations to strengthen the bidding process.</li> <li>▪ Where necessary, provide assistance and support for conferences attracted to the Shire, including providing conference organisation on a fee-for-service basis if required.</li> </ul>	EDTU in conjunction with venue and accommodation operators	Low	

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Target Market	Section	Key Tasks	Responsibility	Priority	Allocation
<b><i>Developing Minor Markets</i></b>					
Small conferences & meetings <i>continued</i>	5.2 5.4	<ul style="list-style-type: none"> <li>▪ For meetings / conferences being held in the Shire, provide promotional material to conference organisers for distribution as part of conference registration packages and in the conference 'handouts'</li> </ul>	EDTU in conjunction with venue and accommodation operators	Low	
Coach Tour Market  Note: There is likely to be an 18 months to 2 years lead-time in developing the coach market as itineraries are usually set 12-18 months in advance.	3.4	<ul style="list-style-type: none"> <li>▪ Explore opportunities for joint initiatives with adjoining Shires to develop coach tour product - Moree is actively pursuing this market.</li> </ul>	EDTU	Low - ongoing	
<b><i>Marketing &amp; Promotion</i></b>					
Marketing directions	12.1	<ul style="list-style-type: none"> <li>▪ Work co-operatively with marketing committees to build destination and route awareness and touring markets, participating in relevant promotions and programs from TNSW, BSCT, FWC and Rural Get-A-Way Committee.</li> <li>▪ Direct marketing to special interest groups / niche markets</li> <li>▪ Event marketing - focusing on the regional marketplace.</li> </ul>	EDTM	High Ongoing	
Marketing Plan	12.1	Prepare annual marketing plan, detailing marketing directions and initiatives, opportunities for industry participation and budget.	EDTM	High - ongoing	

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Target Market	Section	Key Tasks	Responsibility	Priority	Allocation
<b>Marketing &amp; Promotion</b> <i>continued</i>					
Industry contributions	12.1	Encourage tourism operators and the business community to become more involved in the marketing and promotion of the Shire by identifying opportunities for industry participation in market development and marketing and promotion.	EDTU	Ongoing	
Revenue generation  Note: Industry is very small - revenue generation may not be viable.		Explore opportunities for the EDTU to generate additional revenue that can be applied to marketing and promotion. Options to be investigated include: <ul style="list-style-type: none"> <li>▪ Co-operative marketing with the industry / business community.</li> <li>▪ Merchandise sales from the VIC.</li> <li>▪ Introducing a membership program with operators paying to have the right to be represented through the VIC.</li> </ul>	EDTU	Low - Medium	
<b>Marketing &amp; Promotional Collateral</b> - Continue to expand the range of marketing and promotional collateral available for the Shire					
Gwydir Country Booklet	12.2	Continue to improve the Gwydir Country Booklet with suggestions including: <ul style="list-style-type: none"> <li>▪ Attractions sections - lead with the main attractions and group 'like' attractions.</li> <li>▪ Introduce sections on Activities and Trails / Scenic Drives.</li> <li>▪ Expand the dining section to feature local specialties and venues.</li> <li>▪ Support the accommodation sector with relevant photographs and include the accommodation at Copeton Dam and the group accommodation available in the Shire.</li> <li>▪ Improve the map - showing the Shire as part of a sub-region, the main routes and attractions.</li> </ul>	EDTU	Ongoing	

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Target Market	Section	Key Tasks	Responsibility	Priority	Allocation
<b>Marketing &amp; Promotional Collateral</b> <i>continued</i>					
Gwydir Country Booklet <i>continued</i>	12.2	<ul style="list-style-type: none"> <li>▪ Continue with the 'advertisement' free format if possible.</li> <li>▪ Encourage industry 'buy-in' in relation to photographs and editorial coverage</li> </ul>			
Gwydir Country Website	12.2	<p>Continue to develop the Shire website. The Tourism section should incorporate the following pages (or links to pages that are included in another part of the website):</p> <ul style="list-style-type: none"> <li>▪ Getting to the Shire - transport services</li> <li>▪ Accommodation - link to existing page - but restructured under locality headings</li> <li>▪ Towns and Villages - new section</li> <li>▪ Attractions</li> <li>▪ Activities - new section</li> <li>▪ Maps and Drives - expand map section</li> <li>▪ Where to Eat</li> <li>▪ Events - link to existing page</li> <li>▪ Contact us - details for the Warialda and Bingara VICs</li> <li>▪ Links - to other relevant websites</li> </ul> <p>More detailed information is provided in Section 12.2</p>	EDTM / Council Website Co-ordinator	High Ongoing	
Bingara Website	12.2	<ul style="list-style-type: none"> <li>▪ Determine the future of this website.</li> <li>▪ If the website is to be retained it needs to be updated in line with the Shire website.</li> </ul>	EDTM in conjunction with Bingara community	Medium - High	
Other websites	12.2	<ul style="list-style-type: none"> <li>▪ Identify other websites that provide information on the Shire. Regularly monitor these sites to ensure that the information is current and well presented. If not, advise web manager of changes required.</li> </ul>	TO	Medium - ongoing	

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Target Market	Section	Key Tasks	Responsibility	Priority	Allocation
<b>Marketing &amp; Promotional Collateral</b> <i>continued</i>					
Information Sheets	12.2	<ul style="list-style-type: none"> <li>▪ Develop a standardised template for information sheets.</li> <li>▪ Update and reformat existing information sheets and brochures.</li> <li>▪ Develop new activity and locality based sheets.</li> </ul>	EDTU	Medium	
Information / Promotion Kits for special interest and niche markets	12.3	Develop promotion kits targeted at specific interest markets. In the short-term focus on developing kits for: <ul style="list-style-type: none"> <li>▪ Bird clubs</li> <li>▪ Gem clubs</li> <li>▪ 4WD clubs and associations</li> <li>▪ Day trips for Seniors Groups</li> <li>▪ Motor home and campervan groups</li> <li>▪ Fishing clubs</li> <li>▪ Water skiing and power boating clubs</li> </ul>	EDTU	On-going	
Touring Map	12.3	Produce an A3 tear-off map that shows the main tourist routes, attractions and accommodation.	EDTU	On-going	

## **4. MONITORING - PERFORMANCE INDICATORS**

It is important that the Tourism Board put in place a simple program to monitor the effectiveness of its tourism development and marketing activities. Monitoring is important on a number of levels:

- Provides an indication of whether the strategies and actions are effective in building visitation and/or achieving economic growth. Ineffective actions can be terminated or modified.
- Assists in setting priorities and allocating resources.
- Provides data to support funding applications. This is particularly important where funding for the extension of an existing program is being sought.

The only data publicly available is the Australian Bureau of Statistics Tourist Accommodation Statistics which monitor performance of accommodation properties in the Shire which have 15 or more rooms. Tracking this data would provide an insight into trends in the performance of the motel sector and also Parkes' performance in comparison to other LGA's in the region.

Other sources of data that can potentially be used to track trends in visitation include:

- Visitor statistics collected at the Parkes and Peak Hill VIC's
- Visitor statistics collected by the Radio Telescope Visitor Centre and the new Museum
- Performance report submitted to Council for the Spicer Caravan Park
- Airport passenger numbers
- Traffic Counts on main roads in the Shire (will include non-visitor traffic)
- Estimate of event attendance - sporting and other events

This data would be combined with other performance measures including:

- Success rate on bids for conferences, events and group business - number attracted, estimated attendance, length of stay.
- Number of website hits, email inquiries and telephone calls received at the VIC, before, during and after promotional campaigns.
- Number of Visitor Guides distributed.
- Media coverage gained.
- Familiarisation tours hosted and resultant coverage.
- Value of new / additional investment in the tourism facilities (accommodation, attractions, tours etc) in the Shire

For some initiatives, particularly in the areas of market development, it may take a number of years before the results are fully realised.