



Date: Thursday, 19 April 2018
Time: 4:00 PM
Location: 105 Loftus Street
TEMORA NSW 2666

MINUTES

Ordinary Council Meeting

19 April 2018

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**MINUTES OF TEMORA SHIRE COUNCIL
ORDINARY COUNCIL MEETING
HELD AT 105 LOFTUS STREET, TEMORA NSW 2666
ON THURSDAY, 19 APRIL 2018 AT 4:00 PM**

PRESENT: Cr Rick Firman (Mayor), Cr Kenneth Smith, Cr Graham Sinclair (Deputy Mayor), Cr Lindy Reinhold, Cr Dale Wiencke, Cr Max Oliver, Cr Nigel Judd, Cr Claire McLaren, Cr Dennis Sleigh

IN ATTENDANCE: Steve Firth (Director of Administration & Finance), Rob Fisher (Engineering Technical Manager), Bimal Shah (Engineering Works Manager), Kris Dunstan (Director of Environmental Services), Mrs Anne Rands, Mrs Elizabeth Smith, Mrs Claire Golder

Temora Independent -

1 OPEN AND WELCOME

4:01 PM

PROCEDURAL TO STAND ASIDE STANDING ORDERS

RESOLUTION 62/2018

Moved: Cr Lindy Reinhold

Seconded: Cr Dennis Sleigh

That Council stands aside standing orders to listen to the following:

Temora & District Visual Arts Committee – Collette Balzer & Bob Brabin

CARRIED

PROCEDURAL TO RESUME STANDING ORDERS

RESOLUTION 63/2018

Moved: Cr Dennis Sleigh

Seconded: Cr Nigel Judd

That Council resumes standing orders.

CARRIED

2 APOLOGIES

RESOLUTION 64/2018

Moved: Cr Kenneth Smith

Seconded: Cr Dale Wiencke

That apologies from General Manager Gary Lavelle be received and accepted.

CARRIED

3 OPENING PRAYER

The Opening Prayer was conducted by Fr Trenton from the Catholic Church

4 CONFIRMATION OF MINUTES

RESOLUTION 65/2018

Moved: Cr Claire McLaren

Seconded: Cr Lindy Reinhold

That the minutes of the Ordinary Council Meeting held on 15 March 2018 be confirmed.

CARRIED

5 MAYORAL MINUTES**5.1 MAYORAL MINUTE - APRIL 2018**

File Number: REP18/339
Author: Executive Assistant
Authoriser: General Manager
Attachments: Nil

1. Council will be aware of the recent discussions and works carried out in relation to the formation of our Joint Organisation (JO). There have been seven Councils within Riverina Eastern Regional Organisation of Councils (REROC) which have resolved to be part of a REROC-JO. They include, Temora, Coolamon, Junee, Cootamundra-Gundagai, Greater Hume, Lockhart and Bland Shires. We have held our first planning meeting of the JO, last week, with a unanimous recommendation to re-name our JO the RIVERINA JO. This will differentiate ourselves from REROC Inc, as there will be some involved as members of REROC and not the JO (including Wagga Wagga City and Snowy Valleys). There have been several attempts to reason with Wagga City, through meetings with their Mayor and General Manager, however, it is apparent they do not wish to be part of our JO, for varying reasons – which, of course, is their prerogative. I am proud of how the Board have worked hard with both Wagga City and Snowy Valleys; however, they must do what they think best for their respective Councils and communities. For our JO to be successful, we must have a 100% commitment to its success.

JOs are scheduled to be proclaimed in mid-May, with them becoming formally 'active' from 1st July, 2018.

RECOMMENDATION: That Temora Shire Council endorse the recommendation of the JO Implementation Group, that the JO be known as the RIVERINA-JO.

2. Council are advised we have a meeting with the Acting Prime Minister (the Hon Michael McCormack MP) on Monday 30th April, to discuss the Heavy Vehicle Alternate Route situation, and also, the various Aerodrome funding issues we have.
3. Council has embarked on our 'Walk & Talk' Tour of the business district. This has been very well received by our business and wider community, whilst being most informative to Council. This year's 'Walk & Talk' tour will take place in Temora CBD on Monday 21st May, from 9:00am. Council may wish to send a delegation to conduct the same 'tour' in Aria Park's business district, on the same day.
4. I encourage Council and our community to attend the various Anzac Day services in the Shire on Anzac Day next Wednesday 25th April. Services are to be held at the Callaghan Park Cenotaph at 6:00am Dawn Service, Springdale War Memorial at 9:00am, Callaghan Park again at 11:00am and Aria Park at 11:00am. Temora Shire community always comes out in force to pay respects to the fallen, and those who have and continue to defend this great Country of ours. Council places on record our thanks to all our Ex-Servicemen and women – those that have made the ultimate sacrifice, those who are continuing to serve

and to those who have returned home to their loved ones. They are always in our hearts and minds, and we never take for granted what special individuals they all are to us!

5. I remind Council of our annual Anzac Mayoral Reception, in honour of our Temora Shire Ex-Servicemen and women. This will be held next Monday 23rd April, at the Council Chambers. Council looks forward to hosting our local Ex-Servicemen and also, remembering those who did not come home.

RESOLUTION 66/2018

Moved: Cr Dennis Sleigh

Seconded: Cr Lindy Reinhold

That the recommendation as presented is adopted and the remainder of the report noted.

CARRIED

Report by Mayor Rick Firman

6 REPORTS FROM COMMITTEES

6.1 MINUTES OF THE EMERGENCY MANAGEMENT COMMITTEE MEETING HELD ON 4 APRIL 2018

File Number: REP18/304

Author: Executive Assistant

Authoriser: General Manager

Attachments: 1. Minutes of the Emergency Management Committee Meeting held on 4 April 2018

RESOLUTION 67/2018

Moved: Cr Max Oliver

Seconded: Cr Graham Sinclair

It was resolved that the reports be received.

CARRIED

RESOLUTION 68/2018

Moved: Cr Dale Wiencke

Seconded: Cr Kenneth Smith

It was resolved that the reports and recommendations as presented be adopted.

CARRIED



Date: Wednesday, 4 April 2018
Time: 5:05 PM
Location: 105 Loftus Street
TEMORA NSW 2666

MINUTES

Emergency Management Committee Meeting

4 April 2018

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3 Reports 4

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**MINUTES OF TEMORA SHIRE COUNCIL
EMERGENCY MANAGEMENT COMMITTEE MEETING
HELD AT 105 LOFTUS STREET, TEMORA NSW 2666
ON WEDNESDAY, 4 APRIL 2018 AT 5:00 PM**

PRESENT: Mr Owen Plowman (NSWPF), Mr Greg Matthews (F&R NSW), Mr Bob Sayer (F & R NSW), Mrs Wendy Skidmore (NSW MHLD), Mr Mike Read (GFWCC), Mr Aaron Coddington (NSW Police), Ms Jodie King (SES), Mr Stephen Pollard (Ambulance), Peter Harper (TAM), Elizabeth Gault (SES)

IN ATTENDANCE: Alex Dahlenburg (Senior Engineering Technical Officer)

1 OPEN MEETING

5:05PM

2 APOLOGIES

Brogran Murrie – RFS

Tom Hamilton – LLS

Robyn Buerckner – LLS

Chris Doughty – NSW Ambulance

Insp Robert Vergano – NSW Police

3 REPORTS**3.1 WARBIRDS DOWNUNDER AIRSHOW 2018**

File Number: REP18/233
Author: Secretary Engineering
Authoriser: Director of Environmental Services
Attachments: Nil

REPORT

Temora Aviation Museum is holding their bi-annual Airshow event Warbirds Downunder 2018 on the dates of Friday 12th October 2018 between 12pm-8pm and Saturday 13th 2018 between 8:30am-5pm.

Estimated event attendance for the two days is 20,000 to 25,000 participants, 150 General Attendance Aircraft (this does not include aircraft in the event) and in excess of 4,000 vehicles including coaches.

All accommodation will be at capacity for the weekend in Temora and surrounding towns, with additional squadron tent barracks camping on Bartondale Road, Temora and additional camping at the airfield camping grounds and additional site opposite the aviation estate.

Temora Shire Council will have approximately 20 members of staff working on traffic control both days, with council's LEMO also the Traffic Operations Manager for the event. A separate council manager will be assigned as on-call for other council related matters.

In conjunction with this airshow the Warbirds Street Fest 2018 will be held the Saturday evening commencing at 5pm and finishing at 9pm. This event is predicted to attract 4,000 participants to Hoskins Street, Temora with parking in all surrounding side streets as Hoskins Street will be closed between Parkes Street and Victoria Street with state road traffic diversion in place.

An emergency services briefing will be held at the aviation museum prior to the event similar to the 2015 event and will be ran by the LEOCON and LEMO with assistance provided by the Temora Aviation Museum. This meeting date will be dispersed to all LEMC combat agencies prior to the required date; however at this stage combat agencies are to review their resourcing capabilities to accommodate requirements.

COMMITTEE RESOLUTION 1/2018

Moved: Mr Bob Sayer
Seconded: Mr Stephen Pollard

That the Committee resolved to recommend to Council to note the report and the FRNSW Operation Management Plan that was presented at the meeting

AND FURTHER

That a Tabletop exercise at Temora Aviation Museum be held on Thursday 20 September 2018 at

5:00pm with a mock scenario discussion

AND FURTHER

That the Temora Aviation Museum to provide radio to Fire & Rescue NSW & Ambulance NSW Liaison Officers separate to emergency channels.

CARRIED

Report by Alex Dahlenburg

3.2 REMO REPORT

File Number: REP18/234
Author: Secretary Engineering
Authoriser: Director of Environmental Services
Attachments: 1. REMO Report

REPORT

REMO to discuss Regional Emergency Management Report and provide regional update.

COMMITTEE RESOLUTION 2/2018

Moved: Mr Greg Matthews
Seconded: Mrs Wendy Skidmore

That the Committee resolved to recommend to Council to note the report and attachment provided by REMO

CARRIED

Report by Alex Dahlenburg



Riverina Murray Emergency Management Region Regional Emergency Management Officers Report

Report to Functional Area Committees & LEMCs: April 2018

1. Regional EM Planning: Riverina Murray Regional EM Plan Parts One & Two were regionally approved at the Riverina Murray REMC Meeting conducted in Albury on the 28th of March.
2. An emergency planning workshop was also conducted in association with the March meeting of the Riverina Murray REMC, the emergency risk management workshop focused on hazards that may require regional operational response and recovery control structures. The output from the workshop will be used to further develop Part Three of the Regional EM Plan and its various Consequence Management Guides (CMGs).
3. Riverina Murray REMC endorsed EM the Region EM Training Program for the 2018-2019 financial year, the REMOs will now prepare bids to be put NSW Office of Emergency Management (OEM) for funding consideration. It is expected that the following activities will be listed on the OEM website in early July.

Training Course	Activity No	Location	Dates	Manager
Introduction to EM	1819/TBA	Griffith EOC	14 Aug 2018	Scott Fullerton
Emergency Op Centre Concepts	1819/TBA	Griffith EOC	15 Aug 2018	Scott Fullerton
Introduction to EM	1819/TBA	Albury EOC	21 Aug 2018	Owen Plowman
Emergency Op Centre Concepts	1819/TBA	Albury EOC	22 Aug 2018	Owen Plowman
Introduction to EM	1819/TBA	Deniliquin EOC	11 Sept 2018	Scott Fullerton
Emergency Op Centre Concepts	1819/TBA	Deniliquin EOC	12 Sept 2018	Scott Fullerton
Introduction to EM	1819/TBA	Wagga Wagga EOC	25 Sept 2018	Owen Plowman
Emergency Op Centre Concepts	1819/TBA	Wagga Wagga EOC	26 Sept 2018	Owen Plowman
Evacuation Management	1819/TBA	Wagga Wagga EOC	17&18 Sept 2018	Owen Plowman
Manage Emergencies	1819/TBA	Wagga Wagga	TBA	NSW OEM

4. Note: Online training prerequisites can be completed at the NSW Office of Emergency Management website: www.emergency.nsw.gov.au - follow the links to Training Program/NSW EM Overview.
5. The Riverina Murray Regional Rescue Committee will host a Heavy Vehicle Rescue Exercise in Wagga Wagga on Sunday May 20th. More information will be provided to Riverina Murray based local rescue units via their agencies in coming weeks
6. Land Rescue reforms: The SRB has outlined a new category of rescue to be known as "Road Crash Rescue" (RCR) to be established in the more remote areas of NSW, the requirements for RCR are more easily attained and maintained than the current GLR category. SRB is attempting to bring remote area response times back within the prescribed 60min for rescue across rural/remote NSW. This initiative is being considered in two locations (Moulamein & Euston) in the western remoter parts of our current EM region.
7. Rescue Unit Inspections for the 2018 calendar year are currently being planned by NSW PF EMU in consultation with Regional Rescue Committees. Dates and locations for Riverina Murray based rescue unit inspections will be released in due course.
8. REMOs can conduct a briefing on the NSW EM Arrangements and LGA EM responsibilities to Council meetings if respective LEMCs consider this would be of benefit to local elected officials.
9. Riverina Murray REMC & RRC Meetings 1 of 2018-2019 will be conducted on Wednesday the 25th of July at the Wagga Wagga EOC/BOSC-RFS complex located at 208 Fernleigh Rd.

1 ALEX DAHLENBURG - LEMO TSC

Advised that he had completed the following training:
Introduction to Emergency Management (6 March 2018)
Emergency Operations Centre Concepts (7 March 2018)

2 FRNSW - BOB SAYER/GREG MATTHEWS

Mr Bob Sayer advised that the current staffing is 18 retained.
Ongoing training (internal) station based in line with monthly themes
25 call outs including 4 fires, 2 rescue calls (fire protection or assists), 2 hazardous materials calls.

3 NSW HEALTH - WENDY SKIDMORE

Mrs Wendy Skidmore advised that the Disaster Management Plan has now been signed off.

4 NSW SES - JODIE KING

Ms Jodie King advised that they currently have 16 members.

4 CLOSE MEETING

The Meeting closed at 5:55 PM.

This is the minutes of the Emergency Management Committee meeting held on Wednesday 4 April 2018.

.....
GENERAL MANAGER

.....
CHAIRMAN

6.2 MINUTES OF THE YOUTH ADVISORY COMMITTEE MEETING HELD ON 10 APRIL 2018

File Number: REP18/311

Author: Executive Assistant

Authoriser: General Manager

Attachments: 1. Minutes of the Youth Advisory Committee Meeting held on 10 April 2018

RESOLUTION 69/2018

Moved: Cr Dennis Sleigh

Seconded: Cr Lindy Reinhold

It was resolved that the reports be received.

CARRIED

RESOLUTION 70/2018

Moved: Cr Dennis Sleigh

Seconded: Cr Max Oliver

It was resolved that the reports and recommendations as presented be adopted.

CARRIED



Date: Tuesday, 10 April 2018
Time: 11:03 AM
Location: 105 Loftus Street
TEMORA NSW 2666

MINUTES

Youth Advisory Committee Meeting

10 April 2018

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**MINUTES OF TEMORA SHIRE COUNCIL
YOUTH ADVISORY COMMITTEE MEETING
HELD AT 105 LOFTUS STREET, TEMORA NSW 2666
ON TUESDAY, 10 APRIL 2018 AT 11:03AM**

PRESENT: Cr Rick Firman (Mayor), Cr Dennis Sleigh (Chair), Cr Kenneth Smith, Cr Claire McLaren

IN ATTENDANCE: Steve Firth (Director of Administration & Finance), Melissa Carter (Youth Officer)

1 OPEN MEETING

11:03AM

2 APOLOGIES

COMMITTEE RESOLUTION 5/2018

Moved: Cr Kenneth Smith

Seconded: Cr Rick Firman

That apologies from General Manager Gary Lavelle be received and accepted.

CARRIED

3 REPORTS

3.1 YOUTH GROUP UPDATES - APRIL 2018

File Number: REP18/272
Author: Executive Assistant
Authoriser: General Manager
Attachments: Nil

REPORT

Hospitality

The Youth Officer (Melissa Carter) is the mentor for the Hospitality Group. 14 young people attend this Group on a weekly basis. This term the Hospitality group have been busy cooking, Cup Cakes, Bacon and Cheese Bites-Pizzas, Apple pie bites, Goulash, Homemade sausage rolls, Naan Bread with Cucumber and Mint dipping sauce. The Hospitality Group is also taking on the opportunity to cater for the Mayoral Reception on the 23rd April 2018.



Wellbeing

Christine Winkley is the Mentor for the Wellbeing Group. 4 Young People attend this Group every fortnight on Mondays. In term 1 this group have decided to work on Chair yoga, Icebreaker Games and Meditation.



Culture and performing arts

Jo Eland is the Mentor for this Group. 14 young people attend on a weekly basis every Wednesday. This Term the Culture and Performing Arts Group have been working on, Short Skits and Group games such as Bus Stop, Catwalk, Space Jump. Another popular active is a partner game called mirror.



Gaming

Mentor: Ross Devereux is the Mentor. 14 young people attend this Group on a weekly basis every Friday afternoon.

Media

Sammy Eland & Daryl are the mentors for Media. 5 young people attend the radio station on a weekly basis every Thursday. 2 Girls are on air, fortnightly and 3 boys are training once a week.



Leadership Group

The leadership Group get together once a fortnight. We have added a few new members this term as our year 11 and 12 students have taken on the role as mentors and guides to teach the next generation the skills to be a positive leader.



COMMITTEE RESOLUTION 6/2018

Moved: Cr Kenneth Smith

Seconded: Cr Rick Firman

That the Committee resolved to recommend to Council to note the report

AND FURTHER

That the Trinity College proposal be pursued.

CARRIED

Report by Melissa Carter

3.2 YOUTH - EXTRA EVENTS

File Number: REP18/273
Author: Executive Assistant
Authoriser: General Manager
Attachments: Nil

REPORT**Clean Up Australia Day**

The Temora Youth Group participated in their first Clean up Australia Day. 4 young people attended. The Youth Group was very excited to receive an Award.

The Unveiling of Boofhead the Dog at Temora Railway Station

5 young people attended, The Youth Group sold soft drinks and bottles of water. The feedback from the Temora Youth Group was they felt honoured to be able to attend. \$102 Profit

Youth Week

Youth Week is fast approaching, we are celebrating Youth Week on the 20th April 2018. It will be held at Platform Y and the Sound Shell. The Skate workshop will start at 10:00am. The Hospitality Youth Team is selling drinks, lunch and confectionery throughout the day. Archery tag starts at 1:00pm and the Girl Guides are selling cakes throughout the day. We are also working on finding talent in the community to perform on stage throughout day.

COMMITTEE RESOLUTION 7/2018

Moved: Cr Rick Firman
Seconded: Cr Kenneth Smith

That the Committee resolved to recommend to Council to note the report.

CARRIED

Report by Melissa Carter

Cr Claire McLaren arrived at the meeting at 11:53AM

3.3 YOUTH OFFICER REPORT - APRIL 2018

File Number: REP18/274
Author: Executive Assistant
Authoriser: General Manager
Attachments: Nil

REPORT

I thoroughly enjoyed attending my first interagency meeting at the Temora Community Centre on the 7th of March 2018. I'm making it a priority to attend the monthly meetings. I'm also looking forward to attending the workshop on Suicide Intervention Skills, held in Young on the 11th & 12th this month. I am also looking forward to the invitation I received to attend the Drumbeat concert held by the year 5 boys at the primary school on the 13 April 2018.

I am in discussion and collaborating with-Belinda Bushell to receive a Recycling crate for the Temora Youth Group, to participate in recycling and use the return and earn bins at IGA in Temora.

I met Nicola and Peter from the Temora Aviation Museum. We have discussed the Youth Group participating in the Warbirds Downunder in October by assisting with, car park duties, handing out information books, selling tickets and helping with rubbish removal. Nicola and Peter are looking at rewarding the Temora Youth Group with, T-shirts, Hats, Lunch, and Donations to the Youth group and a Certificate of Recognition.

I have also met with Elaine Costello for the RV Muster event. It's on the 23rd to 30th of April 2019. Elaine has expressed that she would like the following:

- Culture and Performing Arts Group to perform a short skit or a play.
- Hospitality group to cater for breakfast.
- The rest of the Youth Group to hold a cake stall.

COMMITTEE RESOLUTION 8/2018

Moved: Cr Claire McLaren
Seconded: Cr Kenneth Smith

That the Committee resolved to recommend to Council to note the report.

CARRIED

Report by Melissa Carter

4 CLOSE MEETING

The Meeting closed at 11:55AM.

This is the minutes of the Youth Advisory Committee meeting held on Tuesday 10 April 2018.

.....

GENERAL MANAGER

.....

CHAIRMAN

6.1 MINUTES OF THE PROMOTIONS & VISITATION COMMITTEE MEETING HELD ON 10 APRIL 2018

File Number: REP18/312

Author: Executive Assistant

Authoriser: General Manager

Attachments: 1. Minutes of the Promotions & Visitation Committee Meeting held on 10 April 2018

RESOLUTION 71/2018

Moved: Cr Kenneth Smith

Seconded: Cr Dale Wiencke

It was resolved that the reports be received.

CARRIED

RESOLUTION 72/2018

Moved: Cr Kenneth Smith

Seconded: Cr Claire McLaren

It was resolved that the reports and recommendations as presented be adopted.

CARRIED



Date: Tuesday, 10 April 2018
Time: 12:01 PM
Location: 105 Loftus Street
TEMORA NSW 2666

MINUTES

Promotions & Visitation Committee Meeting

10 April 2018

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**MINUTES OF TEMORA SHIRE COUNCIL
PROMOTIONS & VISITATION COMMITTEE MEETING
HELD AT 105 LOFTUS STREET, TEMORA NSW 2666
ON TUESDAY, 10 APRIL 2018 AT 12:01 PM**

PRESENT: Cr Rick Firman (Mayor), Cr Nigel Judd, Cr Max Oliver, Cr Kenneth Smith, Cr Dale Wiencke (Observer), Cr Claire McLaren (Observer), Ms Jone Pavelic (Chair), Mrs Elaine Costello, Mr Bob Costello, Mr Phil Taylor, Mr Peter Harper

IN ATTENDANCE: Steve Firth (Director of Administration & Finance), Craig Sinclair (Economic Development Officer), Ann Pike, Bill Speirs

1 OPEN MEETING

12:01 PM

2 APOLOGIES

COMMITTEE RESOLUTION 5/2018

Moved: Mr Bob Costello

Seconded: Mr Phil Taylor

That apologies from General Manager Gary Lavelle and Mrs Rhonda Casey be received and accepted.

CARRIED

Craig Sinclair declared an interest as Chair of Thrive Riverina.

3 REPORTS

3.1 THRIVE RIVERINA MEMBERSHIP

File Number: REP18/278

Author: Events

Authoriser: General Manager

Attachments:

1. Thrive Riverina Prospectus 2018-2020
2. Destination Riverina Murray Coop Campaign

REPORT

Thrive Riverina have written to Council (see attached prospectus) outlining their strategic plan for 2018-2020 and requesting continued membership of the organisation for a commitment of two years. The strategy consists of four main pillars, outlined below in an extract from the prospectus:

1. **Membership** has been re-positioned to offer member councils more benefits for a fairer fee, with the option to participate in marketing campaigns relevant to the individual needs of their council. Collectively, we can have a more positive impact on tourism in the Riverina than any single Council on its own.
2. **Digital Marketing** assets will be revitalised to create a travel inspiration gateway for consumer traffic and we will be able to share these resources with our members. We will work with DRM, DNSW and member councils on a story telling approach to Riverina tourism.
3. **Taste Riverina** will evolve from a month-long festival in October to a marketing tool for 'foodie' events at any time aimed at promoting visitation to the Riverina all year round. We'll also take the Riverina to the city with out-of-region events in Canberra and Sydney.
4. **Co-operative Marketing** - In conjunction with DRM and DNSW, we will implement a unified and scalable destination marketing campaign informed by the new Destination Management Plan. This campaign will leverage dollar-for-dollar funding from DNSW and will be of such a scale as to ensure significant media buying power is achieved. This campaign will also create consistent regional branding that all participants can use.

With regards to the Co-operative Marketing campaign, Destination Riverina Murray have also provided a letter of support (see attached) that outlines how campaign will work and the level of investment required.

The total investment sought from Council is outlined below:

	FY 18/19	FY 19/20	Total
Membership Fee	\$3,900	\$4,020	\$7,920
Co-operative Campaign	\$5,000	\$5,000	\$10,000
Total per FY	\$8,900	\$9,020	

Whilst the total contribution requested is slightly higher than previous years, the deliverables are of significantly greater value for Temora Shire and the brand awareness of the Riverina. It is important to note that whilst Council may contribute to the Co-op campaign without being a

member, participation in Thrive as a member will allow Temora Shire to continue to have a voice in regional tourism whilst benefiting from the various promotional programs they will undertake. Council adopted a recommendation of the PVC in 2017 to continue to support Thrive (then RRT) to ensure Temora retains representation in regional tourism, given the restructure of the RTOs and the introduction of Destination Riverina Murray.

COMMITTEE RESOLUTION 6/2018

Moved: Cr Max Oliver

Seconded: Mrs Elaine Costello

That the Committee resolved to recommend to Council to continue membership of Thrive Riverina and participate in the Cooperative Marketing Campaign for a two year commitment.

CARRIED

Report by Craig Sinclair



riverina



Membership and Regional Tourism Marketing Prospectus

2018 - 2020



Meet our Board

Thrive Riverina is governed by a board of directors from across the region with a mix of representatives from Councils and industry.



Craig Sinclair
(Chair)
Temora Shire Council



Jennifer Connor
Lockhart Shire Council



Michael Harper
Hotel Rescue,
Temora



Brent Lawrence
Leeton Shire Council



Paige Campbell
Griffith City Council



Sara Morley
TAFE NSW,
Wagga Wagga



Luke Piccolo
Limone Dining,
Griffith



Rachel Whiting
Regional Development
Australia Riverina,
Wagga Wagga



Welcome

Dear **Councils of the Riverina**,

There has been much change to the structure and operations of regional tourism over the past 12 months. As a result, Thrive Riverina (short for The Riverina Visitor Economy) was formed to maintain a common purpose amongst local government areas in our part of the larger Riverina Murray area. Importantly, Thrive Riverina works in collaboration with Destination Riverina Murray to develop tourism in our region, and seeks to complement its work without duplication.

Following several planning sessions with representatives from regional tourism stakeholders including member Councils and non-member Councils, we are pleased to finalise Thrive Riverina's new strategic plan for 2018 – 2020.

We have worked hard to develop an exciting program to increase promotion of and visitation to the Riverina region. It's an ambitious strategy, but by working collaboratively, we can highlight our region's strengths and increase the profile of the Riverina for the benefit of all.

This prospectus provides a summary of the strategic plan. We are seeking your commitment to membership of Thrive Riverina and participation in the strategic regional marketing campaigns, for a two-year period.

We ask that you review this prospectus and respond with an indication of your participation by 30 April 2018 to enable planning to commence.

Thank you to the many Council representatives who have already given me a verbal commitment to support Thrive Riverina. To have a truly representative voice for tourism in the Riverina and to achieve the strategic goals of this plan, a minimum of nine member Councils is required.

Please contact me by phone or email if you'd like to discuss any aspect of this prospectus. Alternatively, our Executive Officer, Sonia Casanova, is available to answer any questions you may have.

Sincerely,



Craig Sinclair, Chair
0439 364 572
chair@riverinatourism.com.au



Summary of Strategic Direction

Following strategic planning sessions attended by key stakeholders from across the region, a new strategic direction has been developed. It includes a plan for the future direction, activities and role of Thrive Riverina for the next two years. This plan has been endorsed by Destination Riverina Murray (DRM), which views Thrive Riverina as a valuable combined tourism body.

The new strategic direction includes four main pillars, summarised below.



Membership

Membership has been re-positioned to offer member councils more benefits for a fairer fee, with the option to participate in marketing campaigns relevant to the individual needs of their council. Collectively, we can have a more positive impact on tourism in the Riverina than any single Council on its own. Together we are stronger.



Digital Marketing

Digital marketing assets will be revitalised to create a travel inspiration gateway for consumer traffic and we will be able to share these resources with our members. We will work with DRM, DNSW and member councils on a story telling approach to Riverina tourism.



Taste Riverina

Taste Riverina will evolve from a month-long festival in October to a marketing tool for 'foodie' events at any time aimed at promoting visitation to the Riverina all year round. We'll also take the Riverina to the city with out-of-region events in Canberra and Sydney.



Co-operative Marketing

In conjunction with DRM and DNSW, we will implement a unified and scalable destination marketing campaign informed by the new Destination Management Plan. This campaign will leverage dollar-for-dollar funding from DNSW and will be of such a scale as to ensure significant media buying power is achieved. This campaign will also create consistent regional branding that all participants can use.

Membership



As a combined tourism body, Councils within the Thrive Riverina group can pool resources and funding to drive larger scale campaigns that generate more reach for the Riverina. Destination Riverina Murray has endorsed this approach as being valuable to the future success of tourism in the region.

Both the membership fee and member benefits have been revised to give each member the most from their investment, and are outlined below:

- **Weekly Blogger**
Member councils will be included in a programme that will deliver weekly, consumer focused articles, created by a dedicated blogger who is committed to experiencing and writing about the Riverina. For more details, see Digital Marketing section.
- **Regular e-newsletters**
Twice-monthly consumer focused e-newsletters comprising an events calendar and product news including new accommodation, attractions and experiences.
- **Social Media and Digital Assets**
Members will have access to Thrive Riverina social media platforms for sharing promotional tourism messages.
- **Regional Groups and Member Forums**
Thrive Riverina is committed to co-ordinating regional marketing campaigns that individual Councils may not be able to undertake on their own, including out-of-region events. Members will have the opportunity to be directly involved in the decision-making process, by participating in working groups with DRM, other Councils and operators that focus on tourism projects affecting the Riverina.
- **Leverage sponsorships**
As a Thrive Riverina member, Councils will also be able to leverage relationships with sponsors and partners.

The annual membership fee for each Council is **\$3,900 for FY 2018/19** and **\$4,020 for FY2019/20** (excluding GST). Optional marketing investment opportunities will also be offered, in which members can participate depending on the individual objectives and budgets of their council.

A two-year membership commitment is required to enable effective planning and ensure continuity of campaigns.

Digital Marketing



Riverina digital marketing platforms will be reinvigorated with a story-telling approach and the four channels outlined below will be interlinked to include consistent messaging. Linking Council tourism and event websites, we aim for these digital media platforms to become a gateway for consumers looking for travel inspiration to the Riverina.

Websites

Content from our three live websites - riverinatourism.com.au, tasteriverina.com.au and insidetheriverina.com.au - will be rationalised and re-invigorated to create one inspirational travel website that encourages visitors to the Riverina. Popular stories from Inside the Riverina will be re-purposed and Taste Riverina will form part of a year-round calendar of food and wine events.

A working group of member councils and a representative from DRM will be created to inform and direct the website project with ongoing content meetings planned over the next two years. We will also work with member councils to create and use inspirational photography to promote the region as an experience destination.

Social Media

Thrive Riverina's suite of social media platforms consist of Facebook, Instagram and Twitter and have a combined following of over 10,000 consumers. Currently all member councils have access to post to these pages, and this will continue as we have been able to maintain a steady stream of relevant information to keep consumers informed.

Future social media plans will focus on increasing relevant use of hashtags to optimise links with DNSW and Tourism Australia.

Databases / e-newsletters

Our consumer databases contain over 4,100 subscribers. These subscribers will receive e-newsletters twice per month, promoting events and experiences in the Riverina:

1. What's on in the Riverina?
2. What's new in the Riverina?

Member councils will be invited to submit content and will receive a monthly digital activity report. Social media and out-of-region events will be used to increase subscriptions.

Blogger – 'Riverina Champion'

An engaging and proactive blogger will be recruited to act as a brand champion for the Riverina. Each week, the blogger will visit attractions, events, restaurants and other places of interest across the region and write about their experiences in a weekly blog published on our website and through social media. The blogger will also record live Facebook sessions and share their content through other media, such as radio.

Each member Council will receive a minimum of three blog articles per year as part of their membership fee.

Taste Riverina



Taste Riverina will transition from a month-long festival in October to become a year-long marketing umbrella for food and wine related events across the region. In addition, the Taste Riverina brand will be used as a vehicle to take the Riverina to the city with out-of-region events planned for key audiences in Canberra and Sydney.

In-region events

Events that meet the Taste Riverina criteria can apply to use the Taste Riverina branding and utilise the entire marketing suite to promote attendance at their event (website, social media and e-newsletter database).

This year-round approach means that different parts of the region can promote events to encourage visitation during off-peak seasons and operators that want to hold events outside of October can now leverage the Taste Riverina branding.

Event operators may choose from two different promotional packages, with corresponding benefits and fees. There is no ongoing cost to member councils to support Taste Riverina.

Premium event promotion package:

- Website listing with homepage feature
- E-newsletter article
- Social media post
- Inclusion in monthly media release
- Option to boost posts and provide competitions for extra event promotion
- Permission to use the Taste Riverina logo for event promotion
- Cost = \$350 + GST per event, or \$299 + GST per event when 3+ events registered per year

Standard event promotion package:

- Website listing
- E-newsletter article
- Permission to use the Taste Riverina logo for event promotion
- Cost = \$99 + GST per event

Out-of-region events

Under the Taste Riverina brand, we plan to take the Riverina experience to key audiences in Sydney and Canberra to promote our world-class regional produce, encourage visitation to the region and grow our database of 'foodies'.

Two activities are planned:

- **Menu Takeovers** in restaurants willing to organise Riverina-themed events on a seasonal basis using only Riverina produce. These events will showcase our regional producers, enabling them to reach new audiences for their product, and their participation fee will assist with promotional costs making this a cost-neutral activity.
- Attend **Weekend Markets** with an alley of marquees under the Taste Riverina banner, promoting a breadth of Riverina produce and various Riverina destinations. Using food-related experiences as a hook, these events will also promote the many other experiences in the Riverina, such as nature-based, outdoor experiences. Relevant operators and Councils will be invited to attend these markets on a user-pays system (similar to attending a trade show).

Co-operative Marketing



Working collaboratively with DRM and DNSW, Thrive Riverina will help to coordinate a Riverina-wide cooperative marketing campaign. The objective of the campaign is to stimulate increased visitation to the region, with a specific focus on destination marketing and brand positioning.

Under the umbrella of the Regional Tourism Fund, DNSW provides an excellent opportunity to double Councils' financial investment in this marketing campaign. With a contribution from DRM and Councils, we have the ability to meet the \$100,000 minimum investment threshold required for eligibility.

DRM has commenced work on a project concept, which will be further refined in consultation with investment partners and DNSW prior to submitting an expression of interest for funding. The campaign would be delivered in partnership with DNSW, allow access to the expertise and media buying power of DNSW's marketing team.

Campaign planning will be informed by the 2018 DRM Destination Management Plan. DNSW has also committed to providing additional support to assist with research and development of Riverina branding.

The program will also provide a critical measurement mechanism to enable a detailed and evidence based understanding of the campaigns impact on visitation to the region.

Objectives

This marketing activity is designed to increase brand awareness and visitation, including visitor numbers, length of stay and expenditure.

Target markets

Target markets include Canberra, Sydney, greater Riverina and Murray, and northern Victoria.

Product

- Product strengths of the Riverina will be highlighted including nature and wildlife, touring routes, and food and wine tourism. This will be further refined with input from participants.

Timing

- By 30 April 2018 – Partner participation confirmed
- May – July 2018 – Content curation and development
- Late 2018/early 2019 – Phase 1 in market
- Mid 2019 – Phase 2 in market

Investment Model

Partner	Investment
Destination Riverina Murray	\$25,000
Councils – Phase 1 (FY2018/19) - \$5,000 each x 10*	\$50,000
Councils – Phase 2 (FY2019/20) - \$5,000 each x 10*	\$50,000
Sub-total:	\$125,000
Destination NSW – matched contribution	\$125,000
Total campaign budget:	\$250,000

*The campaign budget can be scaled up depending on the number of participants, and will attract matched funding from DNSW provided that commitment is received prior to submitting an application.

Regional Tourism Participation Form

Thrive Riverina is committed to promoting the region as a whole, with the aim of benefiting all member councils and increasing tourism to the Riverina.

Strong working relationships with Destination River Murray, revitalising digital assets, transforming Taste Riverina and the development of a long-term co-operative marketing plan will ensure our region can attract more visitors.

Please review the benefits and select the membership level for your council.

Council:	
Contact:	
Email:	
Phone:	

	FY 18/19	FY 19/20	Total over 2 years	Tick to participate
Membership fee, includes: - Access to websites, social media and e-newsletters - Participation in weekly blogger campaign - Operator access to Taste Riverina marketing - Invitations to participate in out of region promotions	\$3,900	\$4,020	\$7,920	<input type="checkbox"/>
Co-operative marketing campaign, includes: - Participation in regional tourism marketing campaign jointly run by DRM and DNSW - Dollar for dollar matched funding from DNSW	\$5,000	\$5,000	\$10,000	<input type="checkbox"/>

Fees will be invoiced on 1 July in each financial year. Amounts above exclude GST.

Please email this completed form to Sonia Casanova (admin@riverinatourism.com.au) no later than 30 April 2018.

For further information, please phone Sonia on 0427 630 349.



28/03/2018

Thrive Riverina
PO Box 794
Griffith
NSW, 2680

Craig

Thank you for providing Destination Riverina Murray an opportunity to review the Thrive Riverina Prospectus 2018-2020 prior to the document being circulated to potential member councils. I appreciate the genuinely collaborative approach Thrive have taken during the development of the prospectus, including opportunities for DRM to review and provide feedback at various points in the documents development.

Destination Riverina Murray is committed to increasing visitation to the region. To achieve our objectives, DRM will require strong partnerships with all stakeholder groups including tourism businesses, community groups, event organisers, local governments and specifically with tourism organisations such as Thrive Riverina. By adopting a collaborative approach, we can ensure our limited resources are applied effectively and without duplication.

The deliverables outlined within the Prospectus offer a strong platform for marketing the Riverina and by working in partnership with DRM I am confident Thrive can ensure the investment requested from local governments is effective at achieving our common goal to increase visitation to the region.

As you have outlined within the Prospectus, DRM is currently developing an expression of interest to Destination NSW for a cooperative marketing campaign through the Regional Tourism Fund. DRM consider marketing activity as a key component of stimulating increased visitation and the Coop Marketing Program offered by Destination NSW is an excellent opportunity to increase (double) the value of investment while also accessing the expertise and media buying power of Destination NSW's marketing team.

I encourage you to please include this letter indicating my support for the Thrive Riverina Prospectus and the following Cooperative Marketing Project Outline when it is circulated to potential members.

Thank you, I look forward to working with for the benefit of tourism in the Riverina region.

A handwritten signature in black ink, appearing to read "Richie Robinson", is written over a light blue horizontal line.

Richie Robinson
General Manager



Riverina Murray Cooperative Marketing Project Outline

Summary

Destination NSW currently offers a cooperative marketing program as part of the Regional Tourism Fund. Destination Networks are encouraged to submit expressions of interest to the program with a minimum investment of \$100,000 required for eligibility. The investment provided by the applicant and their partners will be matched by DNSW and the campaign activity will be project managed by DNSW in consultation with the applicant.

DRM has developed a project concept with a view to refining in consultation with investment partners and Destination NSW prior to submitting an expression of interest to the Program. It is envisaged one EOI would be submitted and two campaigns (Riverina and Murray) delivered in partnership with DNSW.

More information about the program including the guidelines can be reviewed at the Destination NSW website.

Objective

While visitation to the region is growing, the Destination Management Plan (DMP) consultation process indicated that the Riverina is suffering from low levels of brand awareness and that it is critically important to be active and aggressive in reversing the negative or non-existent perceptions.

The development of renewed Riverina branding supported by the delivery of an effective marketing campaign will begin to address the low brand awareness and increase growth in key markets, for example people visiting for holiday. Research undertaken during the development of the DMP indicates that while the region has experienced strong visitor growth between 2007 and 2017 for people visiting friends and relatives or on business travel, there has been relatively low growth in people visiting for a holiday.

Please refer to the following extracts from the Destination Management Plan:

Riverina Murray – Growth in Overnight Visitors by Purpose

Purpose	2008 Visitors	2017 Visitors	Change	% Change
Holiday	714,262	785,992	+71,730	+10%
VFR*	608,557	747,834	+139,277	+23%
Business	329,922	483,498	+153,576	+47%
Other reason	85,771	110,185	+24,414	+28%
In transit	96,865	121,335	+24,470	+25%
Not stated/not asked	15,730	21,170	+5,441	+35%
Total	1,851,107	2,270,015	+418,908	+23%



Riverina Murray - Growth in Daytrip Visitors by Purpose

Purpose	2008 Visitors	2017 Visitors	Change	% Change
Holiday	1,108,124	1,167,397	+59,273	+5%
VFR*	405,412	688,840	+283,428	+70%
Business	213,298	398,698	+185,400	+87%
Other reason	364,367	687,411	+323,044	+89%
Total	2,091,201	2,942,346	+851,145	+41%

*Visiting Friends and Relatives

DRM is committed to stimulating increased visitation to the Riverina Murray region and considers marketing activity as a key component of achieving this outcome. The relatively low brand awareness and growth in holiday visitation can be positively impacted through effective marketing delivered in partnership with Destination NSW.

Timeline

To align with the requirement for LGAs to respond to the Thrive prospectus by April 30, 2018 the following timeline is proposed to submit an expression of interest to the Cooperative Marketing Program:

Activity	Deadline
Receive investment commitment through Thrive Prospectus.	30 April, 2018
Submit application to DNSW.	May, 2018
Development of strategic approach by DNSW for review and approval by stakeholders.	June - July 2018
Development of campaign overview for review and approval by stakeholders.	August - September 2018
Phase 1 of Riverina campaign in market, including brand development.	Late 2018, early 2019
Phase 2 of Riverina campaign in market.	mid-late 2019

Investment

The investment model proposed will allow for the delivery of two separate campaigns – one campaign promoting visitation to the Riverina region and another campaign promoting visitation the Murray River region. Please note, investment to the Murray component of the project will be managed separately to the Thrive Riverina prospectus by DRM and Murray Regional Tourism.



As outlined within the Thrive Riverina Prospectus, the following investment model is being proposed:

Organisation/LGA	Murray Campaign	Riverina Campaign	Total Funding
Destination Riverina Murray	\$25,000	\$25,000	\$50,000
Murray Regional Tourism and/or Murray LGAs	\$50,000		\$50,000
Thrive Riverina and/or Riverina LGAs		\$100,000	\$100,000
Sub-Total	\$75,000	\$125,000	\$200,000
Destination NSW (matched contribution)	\$75,000	\$125,000	\$200,000
Total	\$150,000	\$250,000	\$400,000

The figure of \$100,000 outlined as the LGA contribution for the Riverina is based on a total contribution of \$10,000 from a minimum of 10 Riverina LGAs. The contribution is proposed to be split across two financial years, \$5,000 in 2018/19 and \$5,000 in 2019/20 as per the following table:

Financial Year	Investment	Invoiced	Applied to Campaign
2018-19 FY	\$5,000	July 1, 2018	Phase 1
2019-20 FY	\$5,000	July 1, 2019	Phase 2

It is important to note that investment in the Riverina campaign is open to all local government areas within the DRM region and not restricted to members of Thrive Riverina. However, membership to Thrive Riverina should be strongly considered as it will enable opportunities to pool membership funding and leverage off the campaign through additional marketing activity delivered in support of the main campaign and brand development process. DRM is supportive of LGAs choosing the option that is best suited to their marketing needs.

The Riverina campaign will include a portion of brand development that will result in a new branding for the region. It should be noted that this component of the campaign will be executed in phase 1 of the project and requires a significant amount of the funding. By executing the brand development in phase 1, this enables phase 2 to be entirely dedicated to marketing and promotion of the Riverina in sync with the newly developed branding and image. The breakdown between brand development and marketing will be outlined within the strategic approach developed by Destination NSW, received in June-July as per the timeline. The delivery of this marketing campaign for the Riverina will also provide a critical measurement mechanism to enable a detailed and evidence-based understanding of the campaigns impact on visitation to the region and return on investment. In addition, research undertaken on the perceptions and recognition of the Riverina brand pre and post campaign will provide valuable insights to accurately inform future marketing activities.



Commitment

To enable DRM to progress the expression of interest, a financial commitment is required from a minimum of 10 LGAs as per the budget. Commitment can be indicated through your response to the Thrive Riverina Prospectus before April 30, 2018. Please note, a total commitment of \$10,000 is required per LGA and can be drawn from the 2018/19 and 2019/20 financial years as outlined above.

Next Steps

Following the submission of the expression of interest to the Cooperative Marketing Program, Destination NSW will develop a strategic approach to the campaign. To manage the review and approval of the strategic approach and key decisions as the process progresses, DRM and Thrive Riverina will convene a project group. Representation on the working group will be available to each LGA invested in the project and the group will meet at regular intervals as the project progresses through development, implementation and review.

Questions or Clarification

If you have any questions about the approach outlined above, please feel free to contact the DRM General Manager Richie Robinson on 0418 439 202 or richie.robinson@destinationrm.com.au.

Action to Take Now

Complete and return your response to the Thrive Riverina Prospectus before April 30, 2018, indicating your commitment to participate in the cooperative marketing program.

3.2 RIVERINA MURRAY DESTINATION MANAGEMENT PLAN

File Number: REP18/281

Author: Events

Authoriser: General Manager

Attachments: 1. Riverina Murray Destination Management Plan 2018

REPORT

On Wednesday 21st March, Destination Riverina Murray (DRM) launched the Destination Management Plan (DMP) for the region (see attached). The DMP is designed to guide and assist DRM in their ongoing efforts to stimulate growth in the regions visitor economic sector.

Destination Riverina Murray was established by the NSW Government in 2017. Their key objective is to drive the growth of the region's visitor economy. The region covered by DRM includes:

- Outback Riverina
- Central Murray
- Albury-Hume
- Snowy Valleys
- Eastern Riverina
- Western Riverina.

According to the DMP Temora Shire is situated within the Eastern Riverina, which has the highest level of visitation, visitor nights and visitor spend out of all the regions.

The DMP has five key outcomes which are all built around DRM's core objective of boosting the regions visitor economy. These five outcomes include:

1. Strategic Development Themes which provide a framework for the identification of development opportunities across the region.
2. Priority Projects that will be a catalyst for driving increased visitation to the region.
3. A suite of Destination Development Opportunities.
4. Consideration of Strategic Cross-Border Projects which will have an impact on both sides of the river.
5. A number of Regional Positioning Projects which aim to strengthen the Riverina Murray region.

The nine Strategic Development Themes include:

1. Major Centre Development
2. Nature-Based Tourism
3. Rivers and Waterways
4. Food and Agritourism
5. Major Touring Routes

6. Sport and Recreation
7. Festivals and Events
8. Accommodation
9. Infrastructure and Servicing

Projects were prioritised by DRM according to their alignment to the strategic development objectives. Priority projects for Temora Shire (some of which have yet to be investigated or adopted by Council) include:

Tier One

- Temora Aviation Museum - reinvestment into museum and airport facilities to better cater for demand for visitor groups, exhibitions and events space.

Tier Two

- Temora Caravan Park - Relocating the Temora Caravan Park to the banks of Lake Centenary to create a holiday resort style caravan park Hotel and Accommodation Development - Construction of a hotel in Temora capable of accommodating a coach load of visitors currently unable to stay in Temora, and development of small scale luxury and boutique accommodation in Temora town centre and rural areas to cater for demand from the couples market.
- Temora Rural Museum - Re-branding of the Museum to reflect the diversity of the exhibitions on site, developing a broader range of experiences to bring the collections to life and appeal to a wider audience. Construction of a new exhibition space to house the growing ambulance collection.
- Canola Trail Signage - Installation of tourism signage for the Canola Trail to promote experiences along the trail and reinforce the brand.

Tier Three

- Ariaah Park Creative Development - Development of a program to provide live, work, sell spaces to creatives in Ariaah Park.
- Boginderra Hills Nature Reserve and waterfall Development - Installation of road access, car park, signage, walking tracks, and seating at Boginderra Nature Reserve and waterfall.
- Lake Centenary Playground - Installation of children's play equipment at Lake Centenary to provide year round activities for visitors.
- Narraburra Hills Medieval Castle - Construction of a mock Medieval Castle to host themed events and conventions in the Narraburra Hills.
- Nixon Park Sport Precinct Masterplan - A master plan for the upgrade of sporting facilities at Nixon Park to attract regional sporting events.
- Temora Ambulance Museum - Expansion Construction of a new facility to accommodate and expanding collection at the Temora Ambulance Museum.
- Temora Farm Stays - The development of family focused farm-stay experiences in Temora Shire to cater for demand for hands on rural activities.

- Temora Food Experience - A value add local agriculture / food experience in Temora town centre to complement the Junee Licorice Factory and Coolamon Cheese to complete the Canola Triangle, such as cured meats and boutique brewery/distillery.
- Temora Golf Club Accommodation Development - The construction of accommodation and associated club facilities for golfers at the Temora Golf Course.
- Temora Railway Museum Walk - Construction of a railyard walk and associated interpretative panels to complement the Temora Railway museum.
- Temora Town Entrances and Main Street Improvements - Upgrade of the town entrances at Temora including the completion of the main street beautification project to improve the visitor experience.

The DMP is designed to be used to manage the growth of the Riverina and intended to be a living document. Whilst listing a project in the DMP will certainly assist with gaining funding, it is not essential as long as the project aligns with the overall themes of the DMP.

COMMITTEE RESOLUTION 7/2018

Moved: Mr Peter Harper

Seconded: Mr Bob Costello

That the Committee resolved to recommend to Council to note the report.

CARRIED



Riverina Murray
**Destination
Management
Plan**

2018

 Destination
Riverina Murray NSW

Goobarragandra River, Tumut
Credit: Destination NSW

Destination Riverina Murray

Destination Riverina Murray is one of six Destination Networks established by the NSW Government. The Networks are responsible for driving the growth of the visitor economy in each respective region to help achieve the NSW Government's overnight visitor expenditure goal for 2020.

The Destination Networks facilitate growth in the visitor economy at a local level by representing and coordinating the region's tourism industry.

The operations of Destination Riverina Murray are funded by Destination NSW, the lead government agency for the New South Wales tourism and major events sector.



Destination Riverina Murray Board

Genevieve Fleming | Chairperson
Judith Charlton | Director
Neil Druce | Director
Belinda King | Director
Alex Smit | Director
Naomi Stuart | Director

Mission Statement

Destination Riverina Murray's mission is to strengthen the region's visitor economy by developing strong partnerships with industry, local government and tourism organisations to collectively contribute towards increasing visitation, expenditure and dispersal within the Riverina Murray region.

Thank You

Destination Riverina Murray would like to thank the people and organisations who have contributed to the development of the Destination Management Plan, including Local Governments, the local tourism industry, Destination NSW, Murray Regional Tourism, Thrive Riverina, National Parks and Wildlife Service and many more important contributors. Destination Riverina Murray appreciates the time you have committed to ensuring the Plan provides a cohesive direction and can be effective at driving increased investment and visitation to the region.

Contact

For more information about the Riverina Murray Destination Management Plan please contact:

info@destinationrm.com.au

Urban Enterprise

This Destination Management Plan (DMP) was prepared by tourism, economics and urban planning consultancy firm Urban Enterprise in collaboration with Destination Riverina Murray (DRM). Urban Enterprise authors include:

Mike Ruzzene
Chris Funtera
Danielle Cousens

www.urbanenterprise.com.au

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Acronyms

DMP	Destination Management Plan
DRM	Destination Riverina Murray
IVS	International Visitor Survey
LGA	Local Government Area
MIA	Murrumbidgee Irrigation Area
MRT	Murray Regional Tourism
NVS	National Visitor Survey
POMR	Ports of the Murray River
TRA	Tourism Research Australia

Glossary of Terms

Domestic day trip visitors: Those who travel for a round trip distance of at least 50 kilometres, are away from home for at least 4 hours, and who do not spend a night away from home as part of their travel. Same day travel as part of overnight travel is excluded.

Domestic overnight visitors: People aged 15 years and over who undertake an overnight trip of one night or more and at least 40 kilometres away from home are referred to as overnight visitors. Only those trips where the respondent is away from home for less than 12 months are in scope of the NVS.

International visitors: A person is defined as an international visitor to Australia if they are currently a resident overseas, have been in Australia for less than one year and are aged 15 years or over.





Murrumbidgee River - Wagga Wagga
Credit: Destination NSW

Destination Riverina Murray was established by the NSW Government in 2017 as one of six Destination Networks responsible for driving the growth of the region's visitor economy.

The Riverina Murray Destination Management Plan (DMP) will guide and assist DRM to stimulate growth in the region's visitor economy in partnership with Destination NSW, Murray Regional Tourism (MRT), Thrive Riverina, NSW National Parks and Wildlife Service (NPWS), Local Governments and the tourism industry. Key outcomes of the DMP include:

- **Strategic Development Themes** which provide a framework for the identification of development opportunities across the region.
- **Priority Projects** that will be a catalyst for driving increased visitation to the region.
- A suite of **Destination Development Opportunities**.
- Consideration of **Strategic Cross-Border Projects** which will have an impact on both sides of the river.
- A number of **Regional Positioning Projects** which aim to strengthen the Riverina Murray region.

Consideration has been made within the Riverina Murray DMP to cross-border relationships with Victorian Councils along the Murray River. MRT is currently undertaking an update to the 2012 Murray Region DMP. This work has been co-ordinated and aligns with the DMP process for Destination Riverina Murray.

The Region

The Riverina Murray region encompasses 149,000 square kilometres, 22 local government areas, 16 National Parks and is home to over 275,000 people. The region is one of the most diverse in NSW and includes a variety of visitor experiences including:

- The alpine landscape of the Snowy Valleys.
- The Murray River, Australia's longest river and major nature-based tourism destination.
- The Riverina region, the food bowl of NSW and towns and villages showcasing Australia's agricultural and pioneering heritage.
- The arid environment and cultural heritage of the Outback Riverina.

Due to the large geographic size of the region, diversity of product and varying visitor markets, it is necessary to provide analysis and strategic direction at the sub-regional level. The Riverina Murray is composed of six sub-regions, based on Council clusters, as shown in Table 1.

Sub-Regions	Councils
Outback Riverina	Wentworth, Balranald, Hay
Central Murray	Murray River, Edward River, Berrigan, Federation
Albury Hume	Greater Hume, Albury
Snowy Valleys	Snowy Valleys
Eastern Riverina	Bland, Temora, Coolamon, Junee, Cootamundra-Gundagai, Wagga Wagga, Lockhart
Western Riverina	Carrathool, Griffith, Leeton, Narrandera, Murrumbidgee

Table 1: Riverina Murray Sub-Regions

Product Strengths

The Riverina Murray Region has a number of strengths that define perceptions of the tourism product across the whole region. The following table illustrates the relative product strengths of each sub-region destination.

The product strengths are categorised as:

- Primary – well established strength of the region/ sub-region, with mature and recognisable assets in the identified tourism product.
- Secondary – established strengths in the region/ sub-region. However, not considered to be the number one tourism product. There is scope to further develop the product to improve product, awareness and profile.
- Emerging – there is evidence of an emerging tourism product in the region/sub-region, which is either new or relatively limited in scale.

	Outback Riverina	Central Murray	Western Riverina	Eastern Riverina	Albury Hume	Snowy Valleys
Events and Festivals	●	●	●	●	●	●
Arts and Culture	●	●	●	●	●	
History and Heritage	●	●	●	●	●	●
Sport and Recreation		●	●	●	●	●
Nature and Parks	●	●	●	●	●	●
Rivers and Waterways	●	●	●	●	●	●
Dining and Local Produce	●	●	●	●	●	●
Wine, Brewing, Distilling		●	●	●		●
Business and Conferencing	●	●	●	●	●	

Table 2: Experience Strengths



Gears and Beers Festival, Wagga Wagga
Credit: Beardy McBeard

DMP Framework

A set of nine **Strategic Development Themes** were developed to respond to the issues and opportunities for the region. **42 Priority Projects** were selected using the project assessment criteria to provide a set of catalyst projects for the region.

Theme 1: Major Centre Development

Develop the major regional centres to support a diverse visitor economy and projected visitor growth.

Theme 2: Nature-Based Tourism

Utilise the region's natural assets to develop nature-based and recreational tourism experiences.

Theme 3: Rivers and Waterways

Improve visitor access and experience to major rivers and lakes to increase water-based activities.

Theme 4: Food and Agritourism

Leverage the region's agricultural strengths by encouraging the development of contemporary food experiences.

Theme 5: Major Touring Routes

Harness the region's major transport corridors to develop easy to navigate touring routes.

Theme 6: Sport and Recreation

Unlock the strong sporting culture and infrastructure of the region to develop recreational experiences and attract major sporting events and carnivals.

Theme 7: Festivals and Events

Developing a coordinated approach to festivals and events with a focus on increasing the business event and conference market.

Theme 8: Accommodation

Improve and diversify the range of accommodation in the region to align with contemporary market demands.

Theme 9: Infrastructure and Servicing

Ensure that investment in key infrastructure and visitor servicing keeps pace with visitor growth and expectations, including online marketing.

[Executive Summary](#)

Priority Projects

The following shows the priority projects for implementation across the Riverina Murray by sub-region.

Sub-Region	Priority Project
Major Centre Development	
Albury Hume	Albury Wodonga Major Family Attraction
Western Riverina	Griffith CBD Beautification
Nature-Based Tourism	
Albury Hume	Wonga Wetlands
Western Riverina	Altina Wildlife Park Visitor Centre
Western Riverina	Gogeldrie Weir Precinct Development
Rivers & Waterways	
Albury Hume	Albury Riverside Precinct
Eastern Riverina	Wagga Riverside Precinct
Western Riverina	Lake Wyangan Tourism Park
Western Riverina	Darlington Point Destination Development
Outback Riverina	Great Murray Darling Junction Reserve
Outback Riverina	Hay Riverfront Development
Outback Riverina	Wentworth Riverfront Development
Central Murray	Tocumwal Foreshore Development
Central Murray	Corowa Riverfront Precinct
Central Murray	Mulwala Foreshore Development
Central Murray	Deniliquin Riverfront Precinct
Food & Agritourism	
Western Riverina	Griffith Wine and Food Hub
Snowy Valleys	Batlow Cider Experience
Eastern Riverina	Bidgee Strawberries and Cream Agritourism Experience
Eastern Riverina	June Chocolate and Licorice Factory
Central Murray	Corowa Distillery Expansion Project
Snowy Valleys	Tumut River Brewery Expansion Project

Sub-Region	Priority Project
Sport & Recreation	
Albury Hume	Albury Wodonga Sports Infrastructure
Eastern Riverina	Pomingalarna Multisport Cycling Complex
Snowy Valleys	Snowy Valleys Rail Trails
Snowy Valleys	Hume and Hovell MTB Track and Adventure Trail
Events & Festivals	
Eastern Riverina	Temora Aviation Museum
Albury Hume	Albury Entertainment Centre Expansion
Eastern Riverina	Wagga Major Equestrian Centre
Accommodation	
Western Riverina	Leeton CBD and Hydro Hotel Enhancement Project
Central Murray	Echuca Moama Resort and Conference Centre
Outback Riverina	Wentworth Eco Resort Development
Major Touring Routes	
Snowy Valleys	Snowy Valleys Way Marketing Strategy
Eastern & Western Murray	Newell Highway Upgrades and Visitor Tracking
Snowy Valleys	Brindabella Road Upgrade
Infrastructure & Servicing	
Albury Hume	Albury Wodonga Passenger Rail Upgrades
Albury Hume	Albury Airport Visitor Upgrades
Outback Riverina	Gateway to the Outback Positioning
Outback Riverina	Mungo National Park All Weather Road
Outback Riverina	Wentworth Houseboat Infrastructure
Central Murray	Echuca Moama Art Bridge
Central Murray	Deniliquin Airport

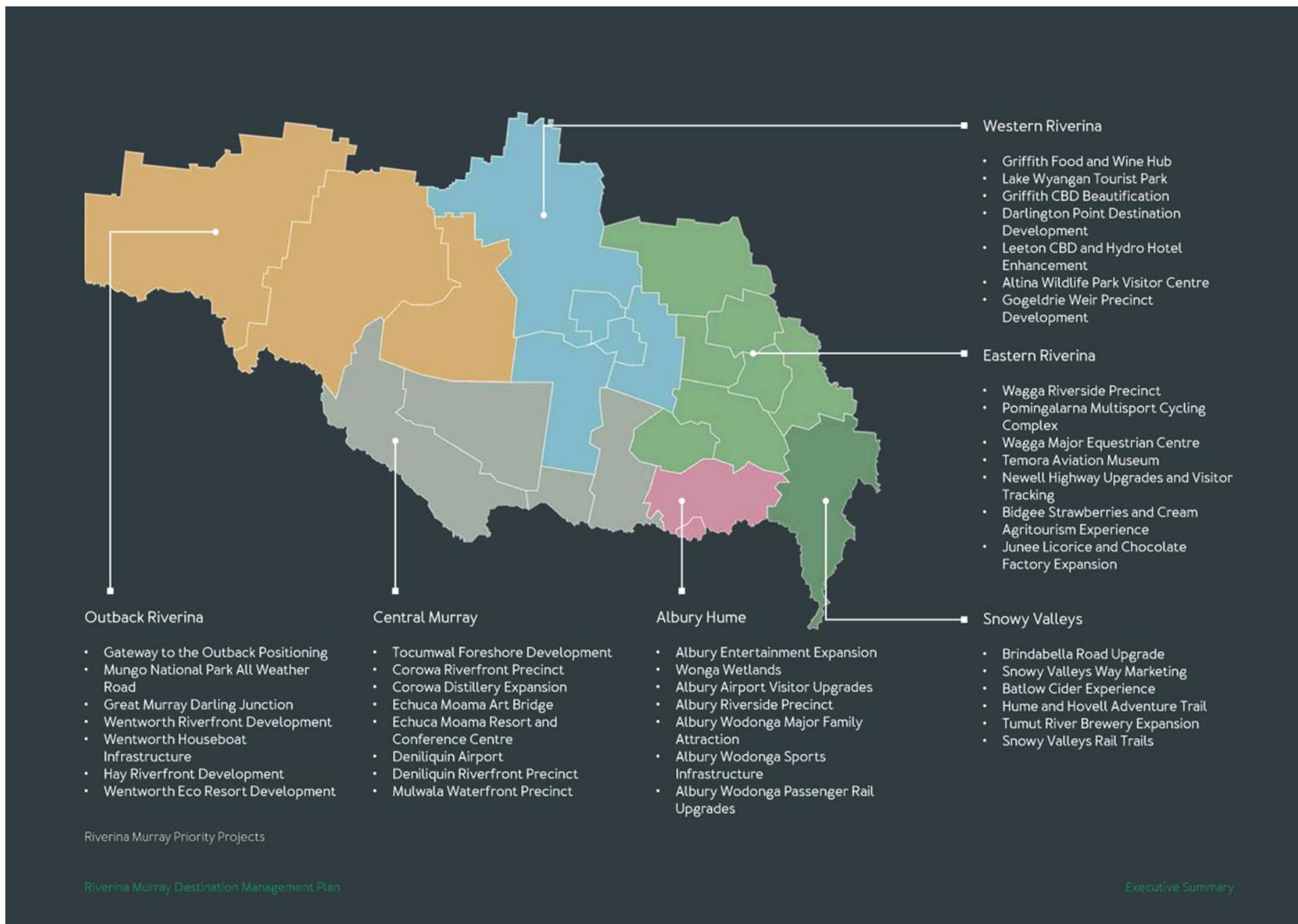


Regional Governance and Positioning Projects

Regional positioning projects for the Riverina Murray include:

- **The Murray River Road** – a tri-state touring route following the length of the Murray River.
- **Ports of the Murray** – investment into the historic ports along the Murray River.
- **Murray Adventure Trail** – multi-day adventure trail along the river, including walking, kayaking and cycling that would create an iconic new product on the river.
- **Drive Tourism Development** – A strategic approach to growing yield from the important drive tourism market and enhancing the accessibility of key touring routes.
- **Commercial Tour Operators** – Programs to increase the number of commercial tour operators.
- **Agritourism and Dining Development** – unlocking the region's potential as a premier food and wine destination.
- **Heritage Assets and Repurposing** – Assist Council's to identify underutilised heritage assets for tourism investment.
- **Visitor Information and Digital Resources** – Developing a contemporary approach to visitor services.

Executive Summary





01 Introduction

1.1 Background

Destination Riverina Murray (DRM) commissioned Urban Enterprise to complete a Destination Management Plan (DMP) for the Riverina Murray Destination Network to drive growth in the region's visitor economy. The requirement for the development of DMPs was introduced in 2013 to assist in identifying strategic projects to achieve the NSW Government's goal of doubling overnight visitor expenditure by 2020. The DMP will be a shared resource for industry, government stakeholders, and funding agencies to guide management and investment in the Riverina Murray.

Destination Management Planning

The DMP follows the Guide to Best Practice in Destination Management, as developed by the Australian Regional Tourism (ART). The development of the DMP was a holistic and collaborative approach that ensures tourism adds value to the economy, social fabric and ecology of the regions. The DMP draws on a wide range of primary research, policy analysis and consultation in order to understand the priorities for tourism development in a region.

1.2 Approach

1.2.1 Sub-Regional Approach

The following map (overleaf) shows the Riverina Murray Region. Due to the large geographic size of the region, diversity of product and varying visitor markets, it is necessary to provide analysis and strategic direction at the sub-regional level. The Riverina Murray is composed of six sub-regions, based on Council clusters, as shown in Table 3.

Sub-Regions	Councils
Outback Riverina	Wentworth, Balranald, Hay
Central Murray	Murray River, Edward River, Berrigan, Federation
Albury Hume	Greater Hume, Albury
Snowy Valleys	Snowy Valleys
Eastern Riverina	Bland, Temora, Coolamon, Junee, Cootamundra-Gundagai, Wagga Wagga, Lockhart
Western Riverina	Carrathool, Griffith, Leeton, Narrandera, Murrumbidgee

Table 3: Riverina Murray Sub-Regions

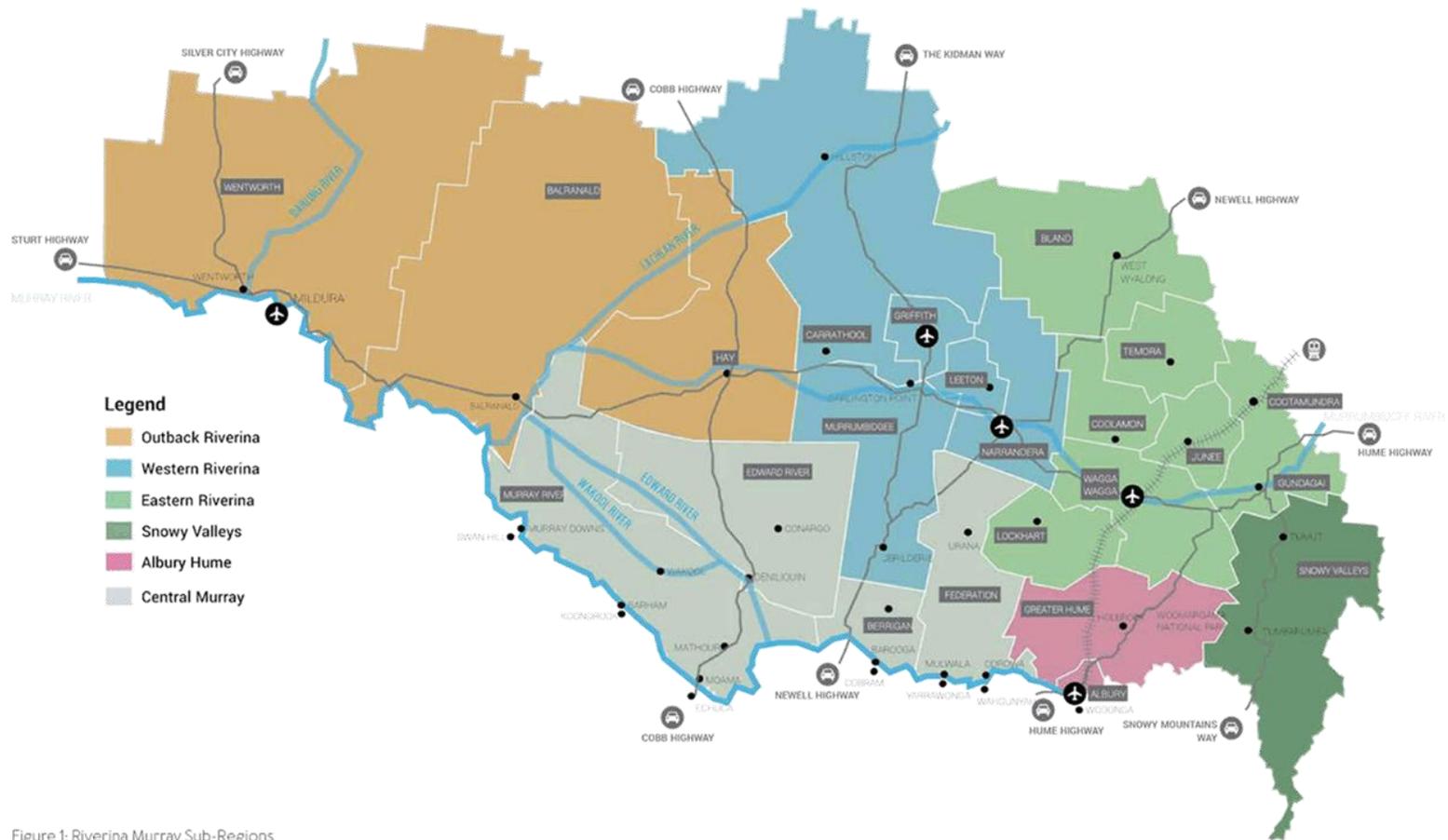


Figure 1: Riverina Murray Sub-Regions

Riverina Murray Destination Management Plan

1.2.2 Process

1: Background Research and Visitor Data

Review of relevant policies and strategies (as summarised in Appendix A).

Visitor data analysis utilising Tourism Research Australia data (National and International Visitor Survey) and information from DNSW.

Product and experience review based on desktop analysis and information provided by DRM.

2: Consultation and Information Gathering

In-region consultation in ten strategic locations including separate workshops with government and industry (20 in total). This included:

- Wagga [31/10/17].
- Griffith [01/11/17].
- Swan Hill [14/11/17].
- Albury Wodonga [15/11/17].
- Echuca Moama [16/11/17].
- Mildura [28/11/17].
- Yarrawonga Mulwala [30/11/17].
- Deniliquin [01/12/17].
- Over 150 stakeholders attended the workshops.
- Workshop with DRM Board [27/11/17].
- Workshop with DNSW and State Government stakeholders [05/12/17].
- Online survey of LGA stakeholders and tourism industry [312 surveys completed].

3: Draft Project List

Based on the consultation sessions, a draft project list was developed and provided to LGA officers for review and feedback.

4: DMP Development

Development of Riverina Murray DMP including overarching product development themes, priority projects and destination development opportunities at the sub-regional level, and regional positioning projects.

1.2.3 Plan Layout

Part A: Background

The Background section provides a summary of the following:

- Analysis of visitor trends over the past decade using Tourism Research Australia (TRA) data.
- Profile of the importance of cross-border consideration for the Murray region.
- Assessment of the economic impact of the visitor economy in Riverina Murray.

Part B: DMP Framework

Focuses on the core product development initiatives for the region including:

- An overview of the Strategic Development Themes that respond to the needs of the tourism sector.
- A summary of the Project Assessment Methodology, and how project opportunities are prioritised.
- A profile of region-wide positioning projects which will strengthen the regional approach to tourism.

Part C: Sub-Region Profile

A profile of each sub region including:

- Review of tourism product and visitor experience.
- Visitor profile summary.
- Summary of priority projects and destination development opportunities.

02 Visitor Profile

2.1 Introduction

This section provides an assessment of the Riverina Murray's visitor profile including key trends over the past decade, and a demographic profile of visitors. The detailed findings and description of methodology is provided in Appendix B.

Data presented in this section is reflective of the Riverina Murray Destination Network i.e. includes NSW only and does not include the Victorian side of the Murray.

2.2 Riverina Murray Visitation Trends

2.2.1 Domestic Visitation

In 2017 the Riverina Murray region attracted 5.3 million visitors (year ending June 2016/17). Daytrip visitors comprised 55% of visitors to the region (2.9 million), and overnight visitors comprised 45% (2.3 million).

Daytrip visitation grew strongly over the past decade with an additional 850,000 visitors between 2008 and 2017. The region also experienced strong overnight visitation growth, with an additional 418,000 overnight visitors.



2,942,000
Domestic Daytrip
Visitors

2,257,000
Domestic Overnight
Visitors

60,000
International
Visitors

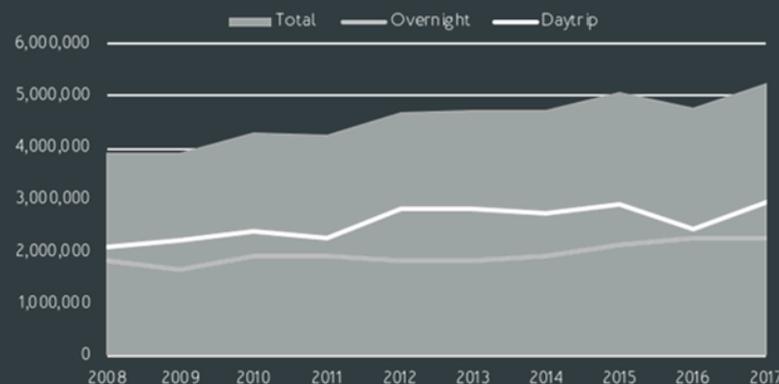


Figure 2: Riverina Murray Domestic Visitation 2008-2017

Source: TRA NVS & IVS Visitation 2007-2017 YE June

2.2.2 Change in Visitor Purpose

To understand the drivers influencing visitor growth in the region, trends in visitor purpose were analysed.

The key visitor types which experienced growth include VFR, Business, and 'Other reason'. 'Other reason' refers to more day-to-day activities such as education, health, and shopping. It reflects that the majority of growth has been concentrated in the major regional centres (e.g. Wagga, Albury) and associated with population growth and business activity.

Holiday visitation has experienced lower growth, with an additional 131,000 visitors attracted to the region for holiday purposes over the last decade. There is a need to further develop tourism product and experiences to grow holiday visitation, and increase yield from the broader visitor economy.

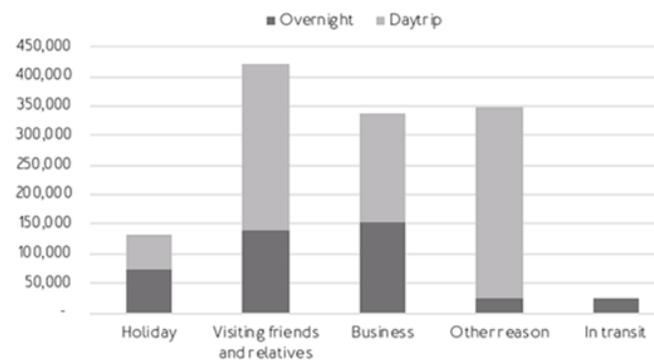


Figure 3: Additional Visitors 2008-2017 by Purpose of Visit

Source: TRA NVS & IVS Visitation 2007-2017 YE June

Purpose	2008-2017 Growth	% Growth
Holiday	+71,730	+10%
VFR	+139,277	+23%
Business	+153,576	+47%
Other reason	+24,414	+28%
In transit	+24,470	+25%
Not stated/not asked	+5,441	+35%
Total	+418,908	+23%

Table 4: Riverina Murray Growth in Overnight Visitors by Purpose

Source: TRA NVS & IVS Visitation 2007-2017 YE June

Purpose	2008-2017 Growth	% Growth
Holiday	+59,273	+5%
VFR	+283,428	+70%
Business	+185,400	+87%
Other reason	+323,044	+89%
Total	+851,145	+41%

Table 5: Riverina Murray Growth in Daytrip Visitors by Purpose

Source: TRA NVS & IVS Visitation 2007-2017 YE June

2.3 Domestic Visitor Projections

The following provides an understanding of future visitation growth scenarios, and demand for tourism product in the Riverina Murray.

Figure 4 outlines two growth scenarios for visitor nights to 2031:

- **Scenario 1:** based on the historical growth rate for the region between 2008 and 2017 (2.1% per annum), equals a projection of 8.6 million visitor nights.
- **Scenario 2:** based on the projected growth rate for regional NSW between 2017 and 2027 (1.9% per annum), equals a projection of 8.5 million visitor nights.

Based on the growth scenarios, the Riverina Murray is expected to grow from 6.5 million visitor nights in 2017, to approximately 8.5 million by 2031, an additional 2 million visitor nights, based on scenario 2.

Tourism Research Australia forecast domestic visitation to grow steadily over the coming years based on the likelihood of petrol prices remaining at, or near current levels (reflecting global oil supplies), and the Australian dollar remaining at its long-term average.

It is important to note that the following projections are considered a 'baseline' scenario which aligns with State growth projections and historical growth rates. It assumes that the Riverina Murray region will continue to capture a similar market share over time. However, through strategic investment, as outlined in this DMP, there is opportunity to grow the Riverina Murray's market share and drive further growth beyond these projections.

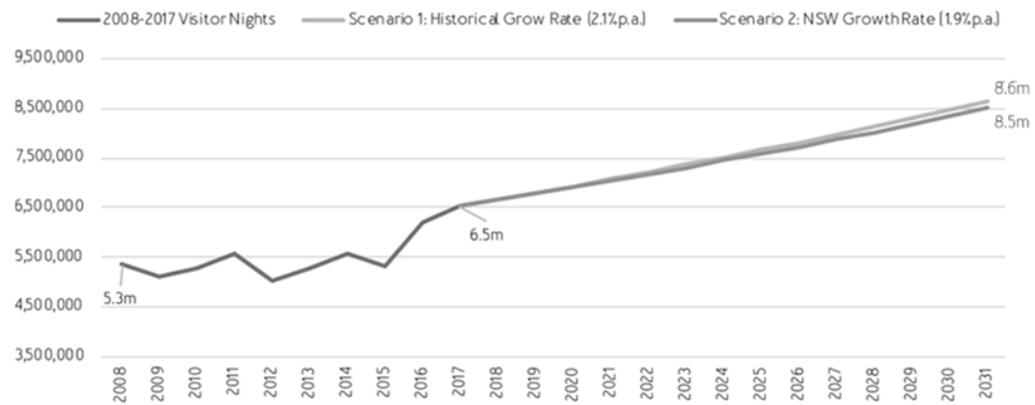


Figure 4: Riverina Murray Visitor Nights Projection (Domestic Visitors)
Source: TRA NVS G IVS Visitation 2007-2017 YE June, TRA State and Territory Tourism Forecasts 2017



6.5 Million
2017 Domestic Visitor
Nights

8.6 Million
Projected Visitor Nights
by 2031 (Scenario 1)

8.5 Million
Projected Visitor Nights
by 2031 (Scenario 2)

2.4 International Visitation

The Riverina Murray receives a smaller share of international visitation compared with other destinations. In 2017 the region received approximately 60,000 international visitors. The major international markets include the UK, New Zealand, and USA.

The Riverina Murray receives a small proportion of Asian markets, with Chinese visitors making up only 2% of visitors. Asia is expected to account for over half of all visitors to Australia by 2018-19, with China growing from 1.3 million visitors per annum in 2017 to 3.9 million in 2027.

Canberra Airport has recently been upgraded and now receives international flights from Singapore, New Zealand and Qatar, with other international destinations expected in the future. This represents a significant opportunity for the region to increase visitation from international markets, specifically East-Asian destinations.

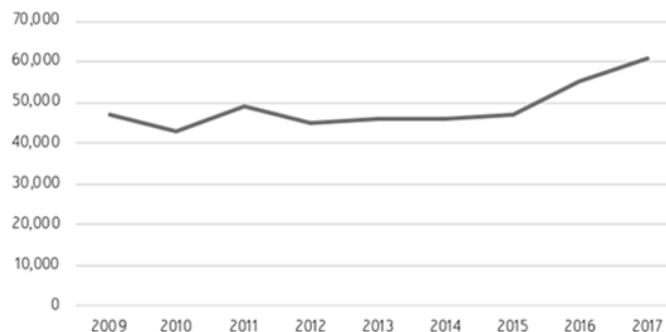


Figure 5: Riverina Murray International Visitors 2009-2017

Source: TRA NVS & IVS Visitation 2007-2017 YE June

	Riverina Murray	Regional NSW
Countries		
UK	19%	21%
New Zealand	16%	13%
USA	10%	10%
Germany	7%	8%
Canada	5%	5%
China	2%	4%
Regions		
Total Europe & UK	45%	47%
Total North America	15%	15%
Total Asia	18%	19%

Table 6: International Visitor Origin

Source: TRA NVS & IVS Visitation 2007-2017 YE June

2.5 Riverina Murray Sub-Regions

Table 7 shows Riverina Murray visitation by sub-region, and Figure 8 and Figure 9 shows daytrip and overnight visitation trends for the last decade.

- The Outback Riverina sub-region receives the lowest daytrip visitation of the region due to its low population base and distance from major centres. The region attracts 138,000 overnight visitation which has grown strongly by an additional 40,000 over the past decade.
- The Central Murray sub-region attracts just over 1 million visitors per annum. Importantly the region receives strong overnight visitation of over 500,000 per annum, which has grown by an additional 140,000 over the past decade. Daytrip visitation has stayed relatively flat, other than a significant spike in the past 12 months.
- The Western Riverina sub-region attracts approximately 567,000 visitors per annum. Visitor growth has remained somewhat flat with an additional 50,000 overnight visitors over the past decade.
- The Eastern Riverina sub-region attracts the largest number of visitors in the Riverina Murray with over 2 million visitors per annum. The sub-region has the largest population base, with Wagga being the largest regional centre attracting a significant number of VFR and business visitors. Over the past decade, the Eastern Riverina has grown strongly by an additional 220,000 overnight and 270,000 daytrip visitors.
- Albury Hume attracts the second largest number of visitors, with 1.2 million visitors per annum. The sub-region attracted an additional 143,000 overnight and 50,000 daytrip visitors over the past decade. It is important to consider the strong cross-border relationship with Wodonga which also contributes a significant level of visitation.
- The Snowy Valleys attracts 421,000 visitors per annum. Overnight visitation has grown strongly from 120,000 to 199,000 visitors over the past decade. Daytrip visitation has grown at a slower rate.

	Outback Riverina	Central Murray	Western Riverina	Eastern Riverina	Albury Hume	Snowy Valleys
Daytrip	30,655	491,330	280,739	1,263,903	658,990	216,729
Overnight	138,379	510,711	278,827	782,125	513,732	199,624
International	3,150	5,163	8,066	15,069	14,819	4,715
Total	172,184	1,007,204	567,632	2,061,097	1,187,542	421,068

Table 7: Visitation by Sub-Region

Source: TRA NVS & IVS Visitation 2007-2017 YE June

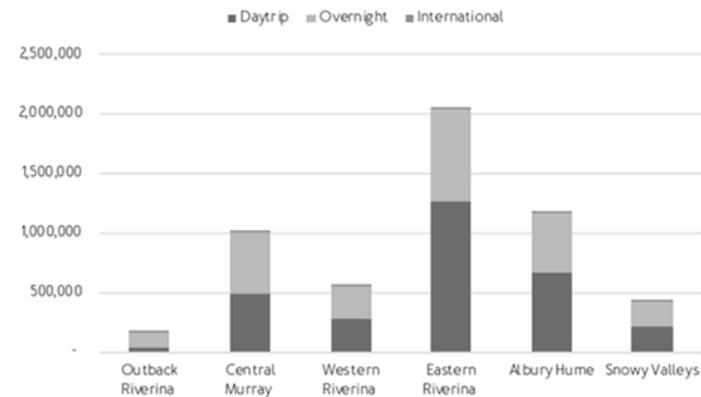


Figure 6: Visitation by Sub-Region

Source: TRA NVS & IVS Visitation 2007-2017 YE June

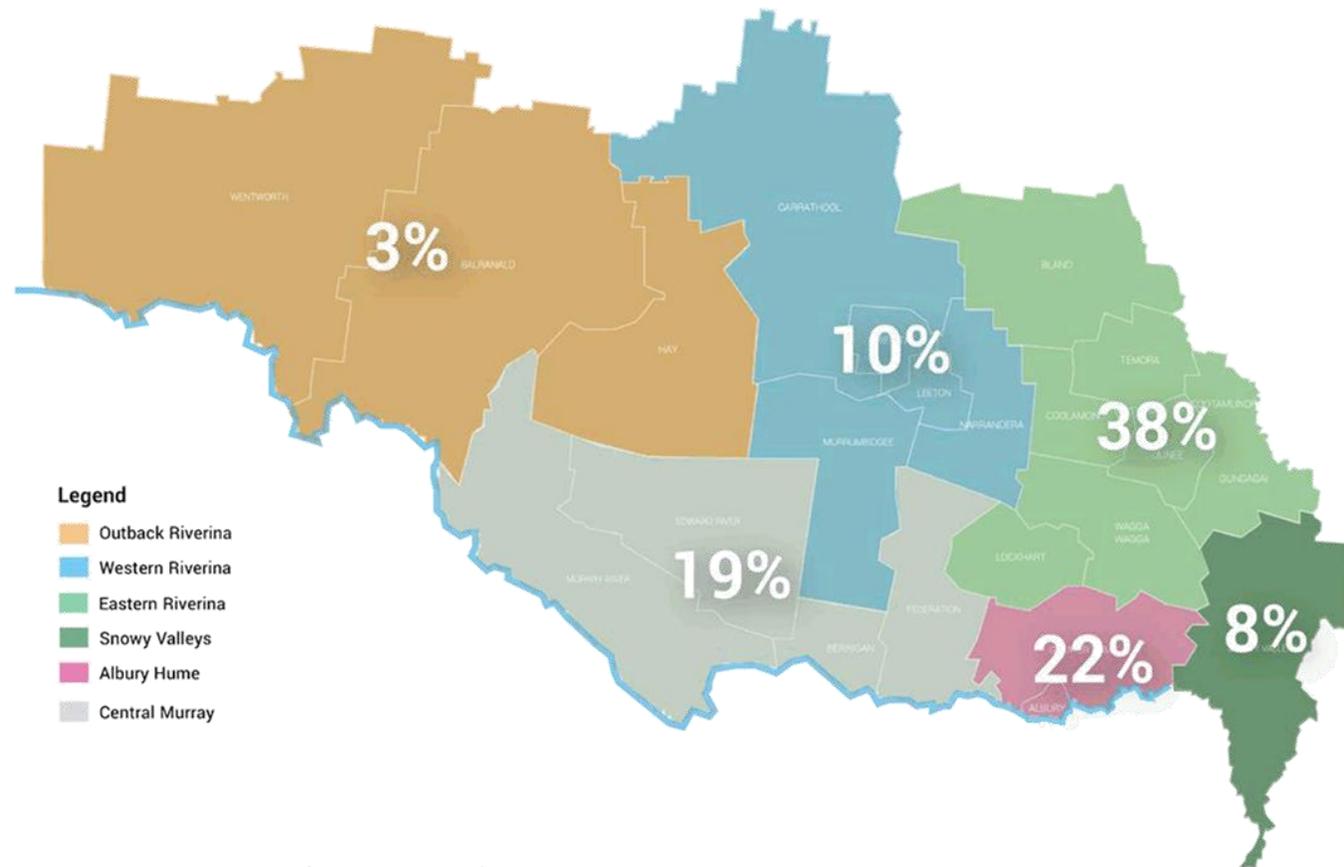


Figure 7: Proportion of Total Visitation (Daytrip and Overnight) by Sub Region
 Source: TRA NVS & IVS Visitation 2007-2017 YE June

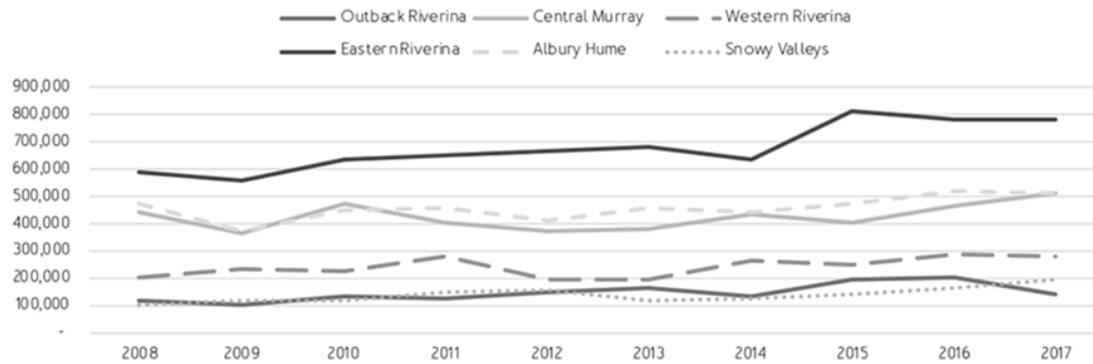


Figure 8: Overnight Visitation by Riverina Murray Sub-Region

Source: TRA NVS & IVS Visitation 2007-2017 YE June

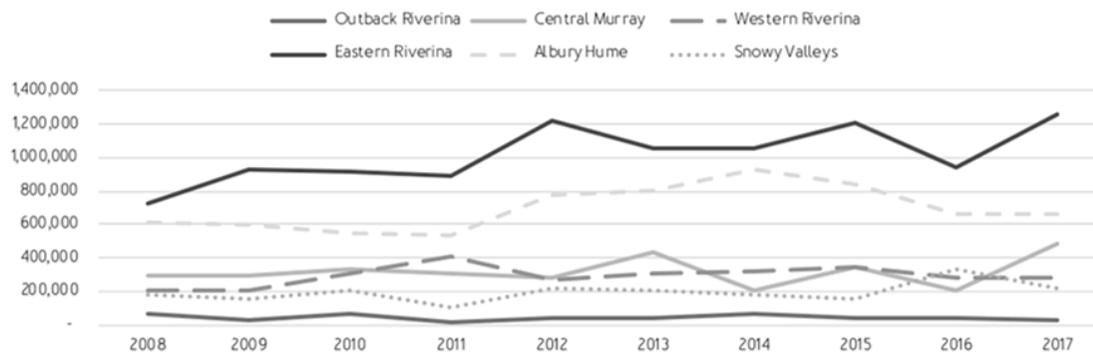


Figure 9: Daytrip Visitation by Riverina Murray Sub-Region

Source: TRA NVS & IVS Visitation 2007-2017 YE June

Seasonality

Figure 10 shows the distribution of overnight visitation across the year. The two major peak periods include the Christmas (January) and Easter (April) school holiday periods. The quietest periods of the year include February and the winter months (June-August).

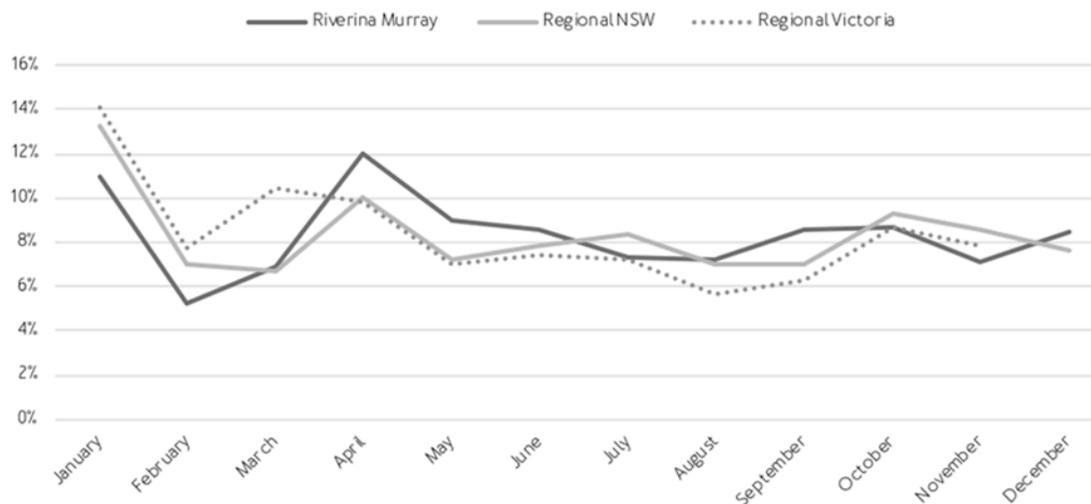


Figure 10: Seasonality (Overnight)
 Source: TRA NVS & IVS Visitation 2007-2017 YE June

2.6 Summary of Key Markets

The key visitor markets for the Riverina Murray are outlined below, informed by the visitor profile analysis, in-region consultation process and the Destination NSW visitor market profiles.

2.6.1 Existing Core Markets

Visiting Friends and Relatives (VFR)

The VFR market is recognised as a key visitor market, particularly for regional areas. 32% of all overnight visitors to the Riverina Murray are for the purposes of visiting friends and relatives. Research by DNSW has highlighted the important role that VFR hosts play influencing trip activities and itinerary recommendations.¹ It is vital to equip hosts with necessary information to positively stimulate interest in the Riverina Murray and act as ambassadors for the region. It is also important to note that VFR hosts are likely to actively participate in tourism related activities and contribute local expenditure. This is commonly omitted from tourism expenditure and economic impact models. According to DNSW research, VFR hosts spend on average \$73 per night for domestic visitors and \$87 per night for international visitors. This translates to approximately \$191 million of additional tourism related expenditure in the Riverina Murray (based on 2017 VFR numbers).

¹ DNSW, VFR Host Research, March 2016

Grey Nomads

Grey Nomads are a key market for the Riverina Murray with approximately 28% of visitors aged over 60 years and over 20% of overnight visitors staying in a caravan park or camping ground. The region includes a number of major highways which are popular routes and stopping points for caravaners undertaking long trips. This market can be perceived as relatively low yielding, however, they are very important to smaller towns, particularly those which are RV friendly. This market is expected to increase in the future in terms of both size and spending power due to an ageing population with high levels of disposable income. This is evidenced by data indicating that Australians over the age of 55 account for 32% of the nation's gross disposable income.²

Families

Families are a core market for the region with approximately 20% of overnight visitors travelling as a family group (parents and children). It is important that investment in family experiences and attractions is encouraged to grow this market, as well as, catering to the growing population of young families in the region's major centres. An important consideration for this market is value for money, convenience and accessibility.

² DNSW, VFR Host Research, March 2016

Business

Business related travel accounts for 16% of all overnight visitors to the region. The Riverina Murray includes a number of major regional centres which support a large business base and facilitate high levels of business travel. Business travellers are generally considered high yielding and are particularly important for the accommodation sector in driving mid-week and off-peak occupancy. It also provides the opportunity to generate repeat visitation to encourage business travellers to return for leisure purposes with their families

Working Holiday Makers (WHM)

The Riverina Murray is a major agricultural region which attracts large numbers of WHM. In 2017 NSW received 212,000 working holiday makers, spending \$1.1 billion in the NSW economy.³ Many WHM stay in a particular destination for a minimum of 88 days to fulfill visa extension requirements. More can be done to further engage with this market to increase yield. Mildura Regional Development (which also includes Wentworth) are currently developing a backpacker strategy. Accommodation gaps and opportunities have been identified in the WHM segment in Western Riverina, particularly in Carathool/Leeton/ Murrumbidgee where need for farm labour responding to cotton, rice and grain harvest is high.

³ DNSW, Working Holiday Makers to NSW, March 2017

Educational Tourism

Education tourism was identified as an important niche market for a number of destinations. Interest groups associated with the natural environment, agriculture and heritage are inclined to stay for longer periods than the average visitor. Niche opportunities, particularly in international tourism, are being generated in Western Riverina rural locations by agencies hosting delegations, industry fellowships and researchers; including conferences and events.

Festivals and Events Visitors

Consultation with industry identified the importance of events and festivals in driving visitation. It also provides the opportunity to showcase the region to new markets and encourage intra-regional travel. Sporting events and festivals are identified as a particular strength of the region, with regional and national competitions allowing for increased length of stay.

2.6.2 Potential New Target Markets

In addition to the existing core markets for the region there is an opportunity to develop product and experiences targeted at new markets.

International Experience Seekers

The international experience seeker/self-drive market is identified as a key market by Tourism Australia. Experience seekers are not characterised by nationality, but seek out authentic experiences which are engaging and have an educational element. They are more likely to visit regional areas, stay longer in the region, and are less attracted to 'mass packaged tourism products'. At present they do not make up a large portion of visitation to the region, however, there is an opportunity to develop personalised experiences using the region's strengths in indigenous culture, rural Australia character, and nature-based assets.

Millennials / Young Travellers

This market segment includes persons aged between 15 - 29 as well as those aged 30-34 who do not have children.¹ Research undertaken by DNSW shows that there is currently low awareness of regional tourism destinations amongst millennials, particularly in inland NSW. Key factors affecting their travel choices include:

- Profoundly influenced by technology and social media.
- Seeking authentic information rather than staged advertising.
- Reliant on recommendations from friends and family, as well as social media.
- Distance is not a major barrier.

They are seeking genuine and authentic experiences, together with a variety of active and informative ways to enjoy them. This includes experiences such as:

- Events that allow discovery of a location in a unique way.
- Nature and landscapes.
- Experiences that are unique to a specific area.
- Food and lifestyle.
- History of a destination with a contemporary or personalised interpretation.

¹ Note millennials is typically defined as persons aged 15 – 29, however research has included persons aged 30-34 who don't have children. Tourism Research Australia, in partnership with DNSW, Attracting Millennials to Regional New South Wales, November 2017

03 Cross-Border Considerations

3.1 Introduction

Destination Riverina Murray shares State Government borders with regions in Victoria, the Australian Capital Territory and South Australia. The regions Victorian border is defined by the Murray River, one of Australia's premier tourism regions encompassing both the NSW and Victorian sides of the river. This includes a number of major border towns that effectively function as a single town and destination.

Importantly, visitors do not recognise administrative borders and strategic planning needs to consider how both sides of the river function together as a tourism destination. Currently, the cross-border status of the region can be an advantage (as funding can be sourced from both State Governments), but is often a disadvantage in the co-ordination of service and infrastructure delivery, fragmentation of government, duplication of resources, and varying approaches to regulation and red tape. Some of the specific issues include:

- The different ownership and legislation governing land use along both sides of the Murray is seen as a major barrier in riverfront development. The border is on the Victorian side of the river and includes the river bank, which increases the difficulty of projects along the southern side.
- Much of the Victorian side of the river is Crown Land, which also limits opportunities for development. The NSW side of the river is predominantly in private ownership; therefore development is somewhat dependant on owner's intentions.

- In both jurisdictions, there are other restrictions related to environmental and water management. Cross-border issues also impact on the location of boat moorings and licensing for tour operators and fishing.

In many instances, the major population centres and tourism destinations are located on the Victorian side of the Murray River, however the benefits generated from tourism are often shared between communities and businesses in both NSW and Victoria. Therefore, major tourism projects located in the Victorian Murray region should be integrated into strategic planning for the Riverina Murray region and NSW more broadly.

Cross-Border Commissioner

NSW established a Cross-border Commissioner in 2012 to help resolve issues around better coordinating service delivery, infrastructure and planning processes to meet the needs of border communities.

The Victorian Government is currently undertaking a business case to establish a Cross-border Commissioner's Office for Victoria. If given the green light, the Commissioner will be charged with promoting the interests of Victorian border communities, resolving issues and developing common approaches with neighbouring states.

Cross-Border Towns

The major cross-border towns include:

- Albury Wodonga.
- Mildura Wentworth.
- Echuca Moama.
- Cobram Barooga.
- Yarrawonga Mulwala.

Destination Network Collaboration

Destination Riverina Murray is committed to working collaboratively with each of the Destination Networks established within NSW to collectively increase visitation to regional NSW. The organisations recognise that visitors do not differentiate tourism experiences by administrative borders and the six Networks will work collaboratively to progress the development of tourism to all of regional NSW.

Destination Riverina Murray shares borders with both Destination Country and Outback and Destination Southern NSW and will work closely with these Networks to ensure projects and initiatives are progressed in collaboration. For example, collaboration between the Networks will enable:

- Effective promotion of key north-south touring routes such as the Newell Highway, Kidman Way, Long Paddock and Darling River Run. Ability to capitalise more effectively on the opportunities for international visitation through the Canberra Airport.
- Sharing of resources and knowledge to get better outcomes.

3.1.1 Integration with Murray DMP

Destination Riverina Murray and Murray Regional Tourism have partnered to develop two complimentary DMPs for the region. The Riverina Murray Plan is primarily focused on the NSW region of the Murray and covers the Destination Networks administrative boundaries. The Murray Region Plan covers cross-border experiences and locations in NSW and Victoria and encompasses the Murray Regional Tourism member council areas. References are contained within this Plan and where necessary the two plans should be read in conjunction.

The Plans are considered the key strategic documents for the region and provide the blueprint for future tourism growth, identifying projects and related infrastructure developments to encourage both private and public-sector investment in the industry.

In addition, Snowy Valleys Council has undertaken a Council level DMP and Visitor Servicing Strategy. Key findings from this report have been integrated into the Plan

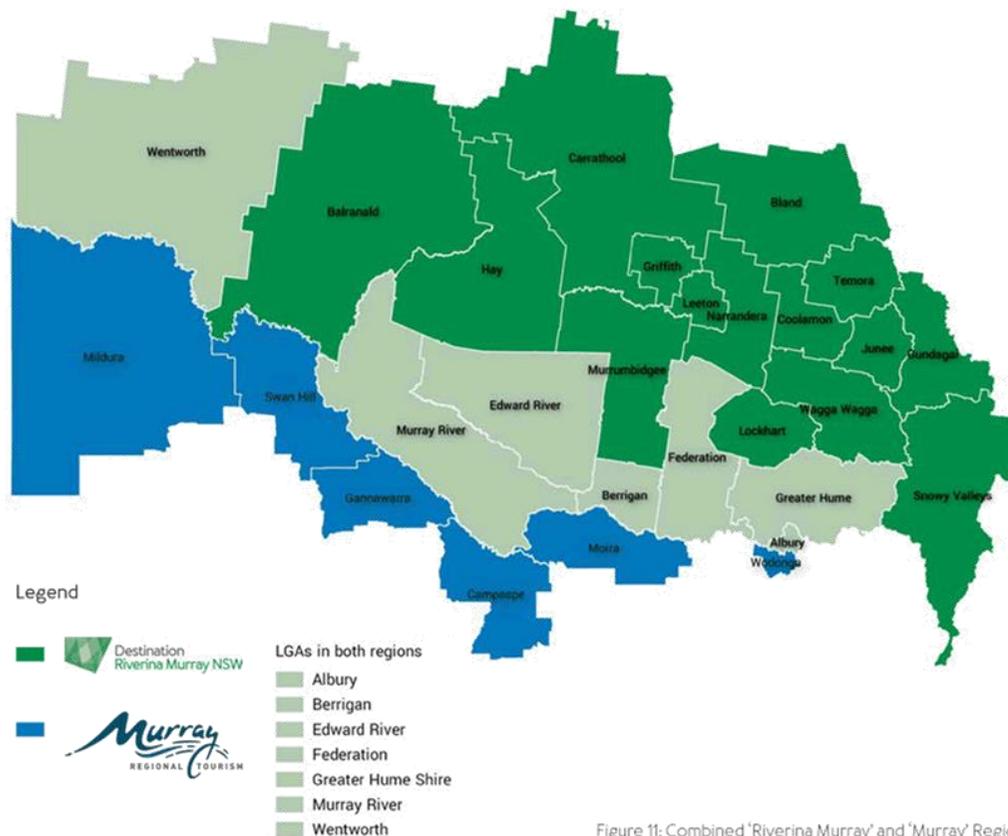


Figure 11: Combined 'Riverina Murray' and 'Murray' Region

04 Economic Impact

4.1 Economic Contribution

The Riverina Murray regional profile measures the economic contribution of tourism to the region both in absolute level terms and as a contribution to the regional economy.

The following data was sourced from Destination NSW. It is important to note that the data does not include the Snowy Valleys Council area as it was unavailable within this data set.

In 2015-16, the tourism industry contributed an estimated \$914 million to the Riverina Murray regional economy (approximately 5.5% of Riverina's Murray's gross regional product), directly employed approximately 6,700 people, and indirectly supported a total of 2,400 jobs. This represents 5-6% of total employment across the region.

The tourism related industries that contributed most to employment were cafes, restaurants, and takeaway food services (2,130 jobs), retail trade (1,380 jobs), and accommodation (1,150 jobs).

Tourism Industry	Jobs
Cafes, restaurants, and takeaway food services	2,130
Retail trade	1,380
Accommodation	1,150
Education and training	370
All other industries	310
Clubs, pubs, taverns and bars	420
Road transport and transport equipment rental	340
Travel agency and tour operator services	200
Air, water and other transport	100
Other sports and recreation services	190
Cultural services	90
Rail transport	20
Total	6,700



6,700
Direct Jobs



\$1.7 Billion
Total Economic Output

\$813 Million
Gross Added Value

2,400
Indirect Jobs

\$914 Million
Gross Regional Product

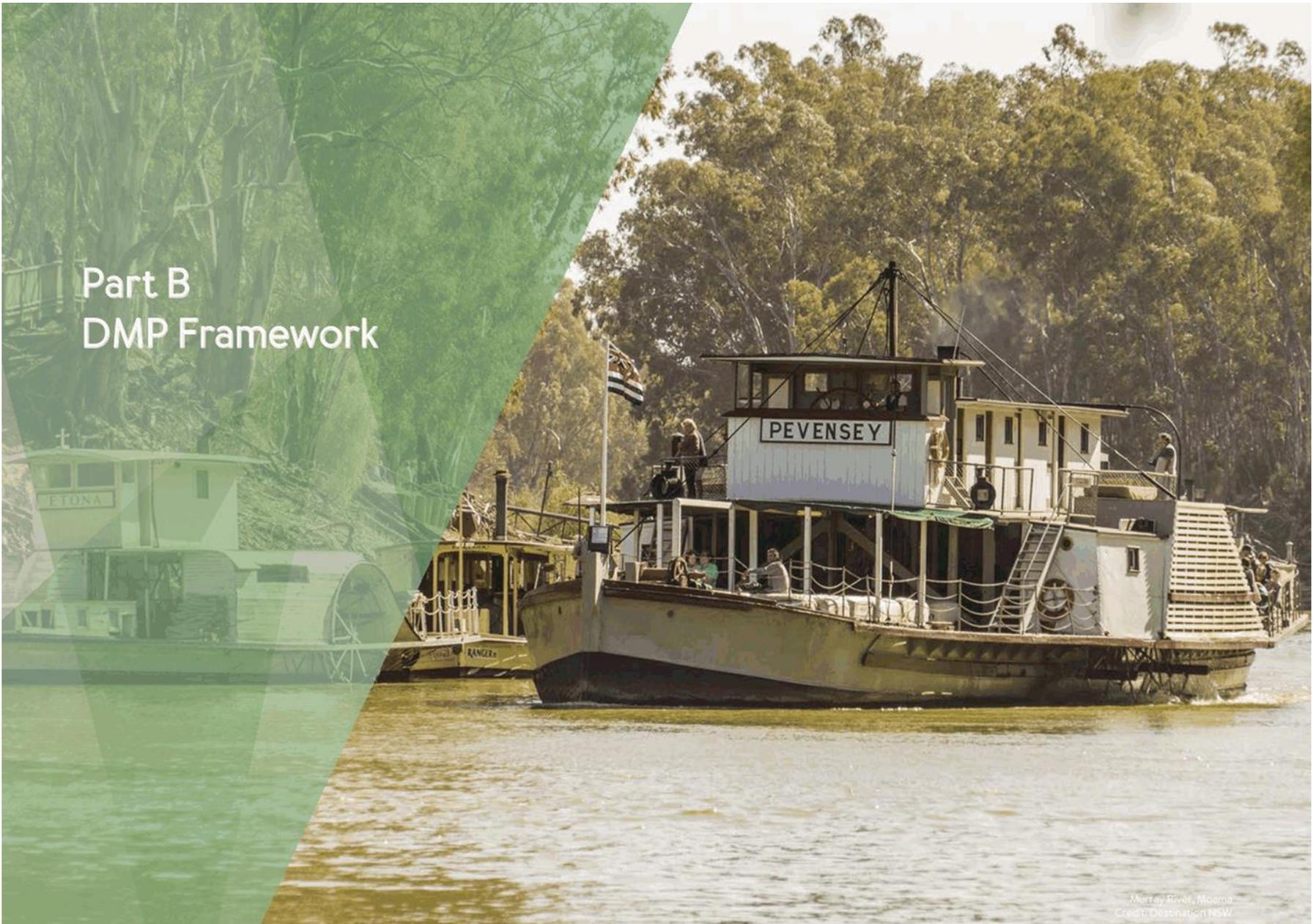
\$1.4 Billion
Tourism Consumption

Table 8: Direct Tourism Employment in Riverina Murray Region
Source: Riverina & Murray Tourism Satellite Account 2015-16, Destination NSW

Figure 12: Riverina Murray Growth in Daytrip Visitors by Purpose

Source: Riverina & Murray Tourism Satellite Account 2015-16, Destination NSW

Part B
DMP Framework



05 DMP Framework

5.1 Introduction

The opportunities outlined in this plan have been developed based on the research and consultation undertaken. The analysis supported the identification of a number of themes, priorities and product development projects across the region and has led to the development of:

- A set of **nine overarching Strategic Development Themes** which provide a framework for the identification of development opportunities across the region.
- The identification of **Priority Projects (Tier 1)** that will be a catalyst for driving increased visitation to the region. These projects have been selected using a set of assessment criteria.
- The identification of **Destination Development Opportunities (Tier 2 & 3)**, at a sub-regional level. The successful delivery of these projects will provide the critical mass of product to lift individual destinations and enhance the visitor experience.
- The consideration of **Strategic Cross-Border Projects** which will have an impact on both sides of the river and need to be integrated into strategic planning.
- The identification of a number of **Regional Positioning Projects** which aim to strengthen the Riverina Murray region and assist in binding the region together.

The following pages provide an overview of each of the nine strategic redevelopment themes.

1 Research

Background Analysis and Consultation

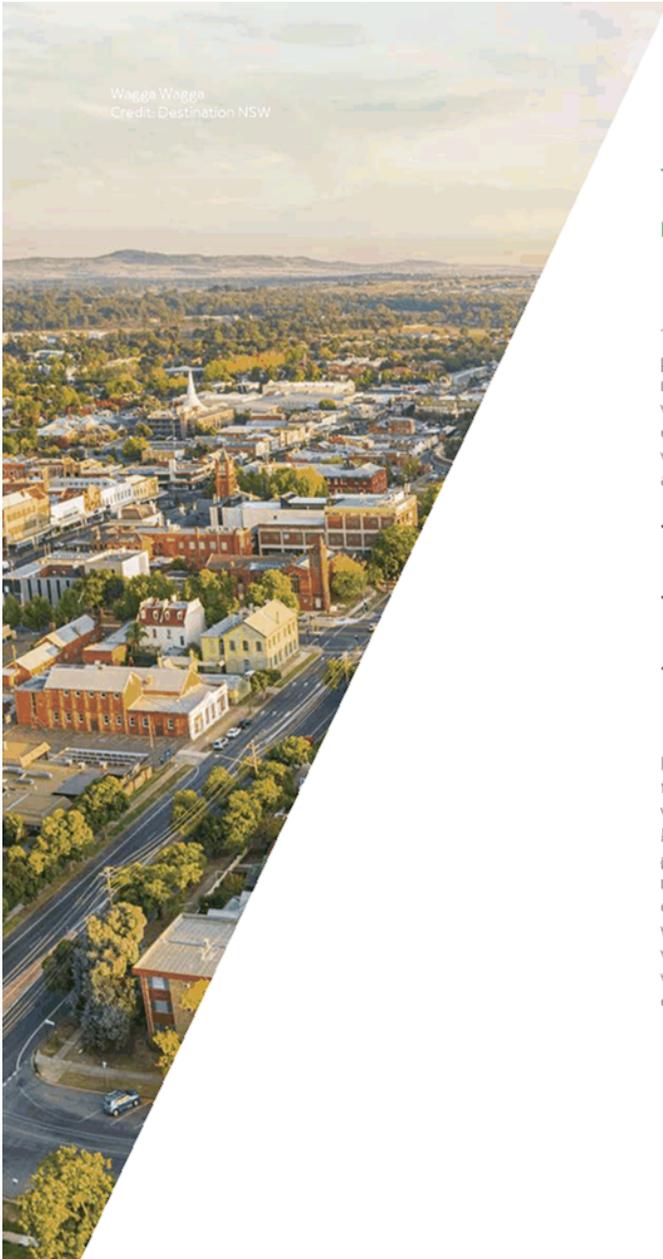
2 Strategic Development Themes

Major Centre Development	Nature-Based Tourism	Rivers and Waterways
Food and Agritourism	Major Touring Routes	Sport and Recreation
Events and Festivals	Accommodation	Infrastructure and Servicing

3 Future Directions

Tier 1: Priority Projects	Tier 2 and 3: Destination Development Opportunities	Strategic Cross-Border Projects	Regional Development and Positioning
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Theme 1: Major Centre Development

Develop the major regional centres to support a diverse visitor economy and projected visitor growth.

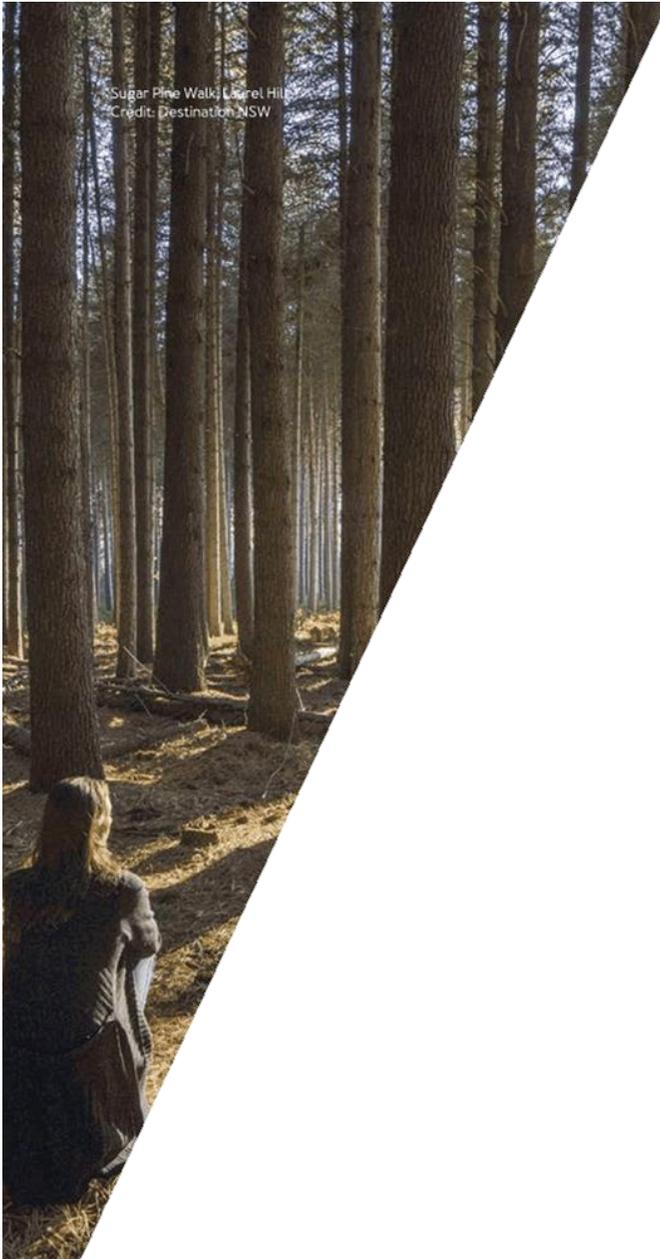
The primary destinations in the region are the key population and accommodation nodes, and include major regional airports. These centres have a diverse visitor economy with visitors being attracted for a range of purposes other than holiday and leisure including visiting friends and relatives, business, shopping, health, and education. They include:

- Albury Wodonga - Located on the strategically important Hume Corridor, and together make up the largest urban centre in the region.
- Wagga Wagga - The key population centre in the Riverina and a visitor hub for many of the surrounding towns and villages.
- Griffith - The largest city in Western Riverina, and supports large regional catchment for a range of services.

It is important that the role of these centres continue to be strengthened over time to cater for a growing visitor economy. Projections show that the Riverina Murray Region domestic visitor market is expected to grow by at least two million visitor nights to 2030, the majority of which will be absorbed within these primary destinations. This objective seeks to support initiatives which build the infrastructure to cater for a growing visitor economy, and address product gaps, and grow visitor yield and length of stay (particularly converting daytrips to overnight).

Projects aligned with this theme include initiatives such as:

- Developing the night time economy to keep visitors in the region longer and convert daytrip to overnight stays.
- Developing new leisure product and experiences to increase yield from visitors and meet the needs of growing communities (particularly young families).
- Building the accommodation base to cater for the growing visitor economy and major events (particularly reinvestment in existing motel stock).
- Improving the hospitality offering and providing opportunities for new food experiences which showcase the surrounding agricultural regions.
- Strategically growing business and major events.
- Build on the qualities of each destination to provide a sense of place, including improvements to:
 - Streetscape and landscaping.
 - Amenity and services.
 - Wayfinding and walkability.
- Utilising heritage buildings and underutilised sites for tourism purposes.



Sugar Pine Walk, Laurel Hill
Credit: Destination NSW

Theme 2: Nature-Based Tourism

Utilise the region's natural assets to develop nature-based and recreational tourism experiences.

The Riverina Murray region includes an array of varied and untouched natural assets, ranging from the outback environments to the west, the Snowy Valleys to the east, and major river systems in between. However, the region is not recognised as a major nature-based destination; there is a lack of signature natural experiences; and there is limited yield derived from existing nature-based visitors.

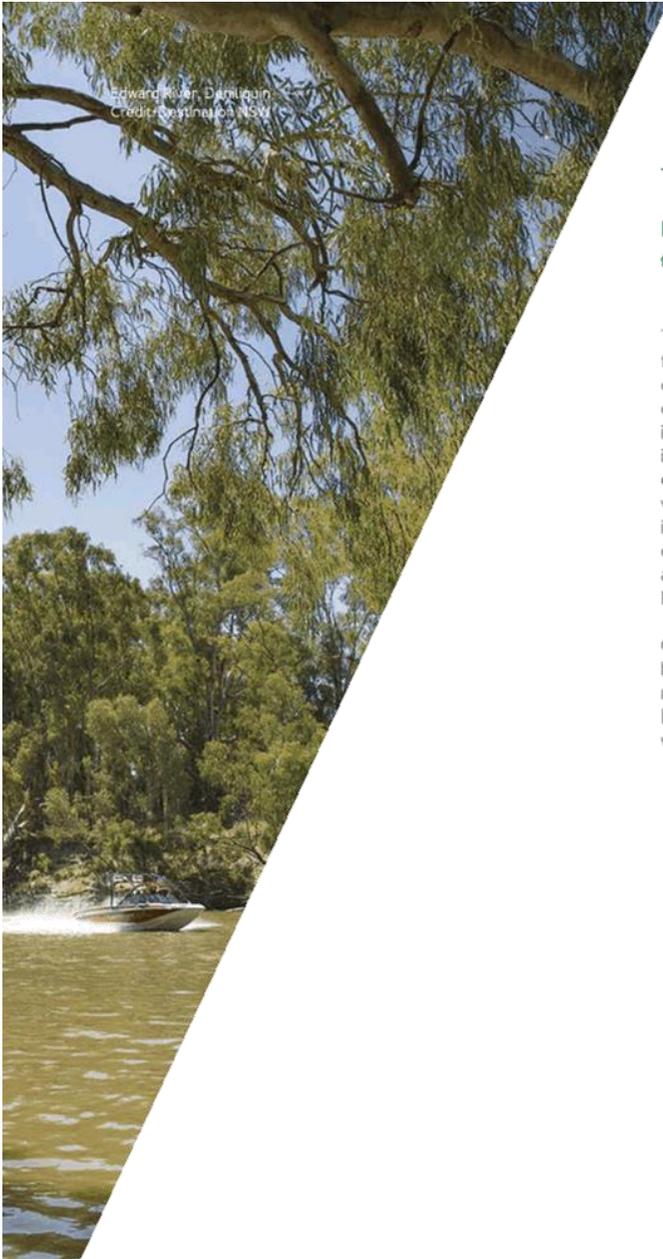
There is a significant opportunity to capitalise on the region's recognition as one of Australia's most important food bowls and increase the volume of food, drink and agritourism experiences. For example:

- National Parks are small and dispersed throughout the region which provides challenges in marketing and resource management. There is an opportunity to focus visitor investment into 'hero' National Parks which have the most potential to sustainably support visitor experiences such as Mungo, Barham, Gunbower, Murrumbidgee, Murray Valley and Kosciuszko.
- Lack of complementary product within or adjacent to major natural attractions (e.g. eco-accommodation).
- There is a shortage of tour and commercial operator professionals due to high barriers of entry (insurance and compliance, seasonality).
- Developing Aboriginal tourism opportunities through interpretation and storytelling.

An important barrier for investment in nature-based tourism has been management overlaps and resourcing constraints. The NPWS has recently adopted a renewed focus and appetite for investment in visitor experience. This is expected to generate new opportunities for infrastructure improvements and commercial investment proposals for tourism uses.

Projects aligned to this theme include:

- Investment in park infrastructure such as roads, picnic areas, camping site and toilets.
- Investment in trails including walking and cycling trails.
- Cultural heritage interpretation.
- Educational tours and operators.
- Eco and adventure tour operators.



Theme 3: Rivers and Waterways

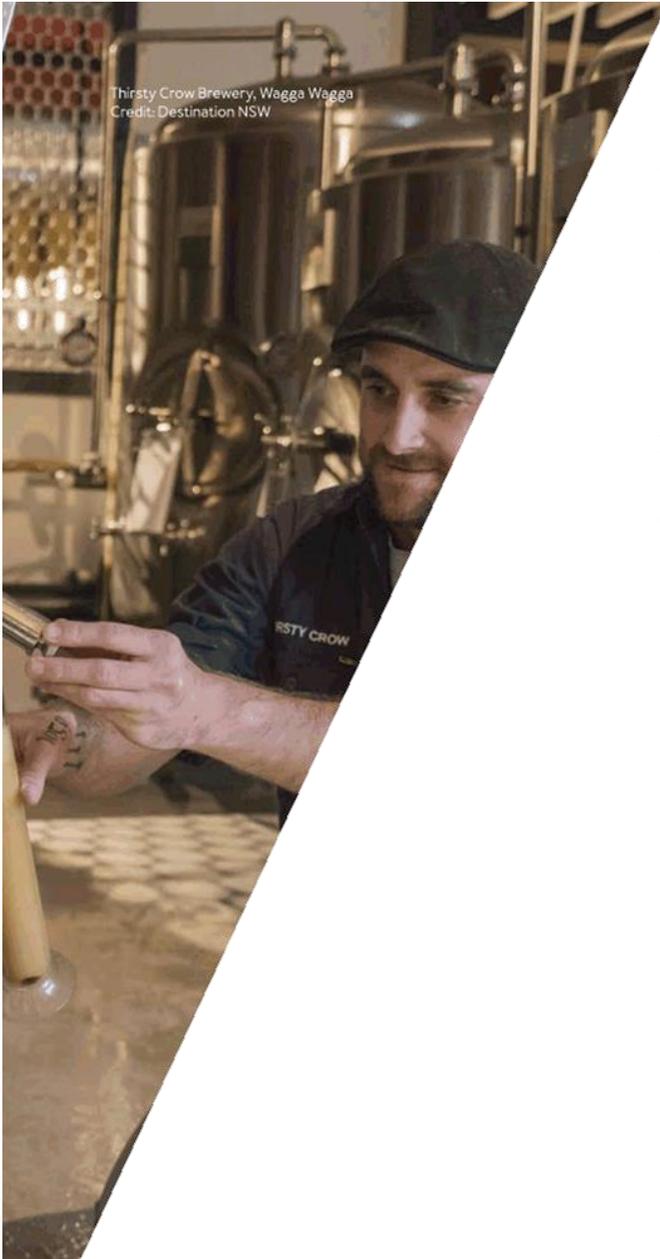
Improve visitor access and experience to major rivers and lakes to increase water-based activities, visitor growth.

The need for improved access to the river was a strong theme in the 2012 Murray DMP, and was a recurrent opportunity which continued to be advanced in consultation. The need for upgraded boating facilities in key locations, fishing platforms, canoe landings, improved roads and access points for visitors to experience major rivers and lakes. In addition to the various opportunities for the Murray River, the longest in Australia, the Murrumbidgee River was highlighted in consultation as an asset which is generally underutilised and could provide a significant opportunity for the Riverina region.

Consultation with authorities at the State level highlighted an increased appetite for investment into river infrastructure and environmental improvements (e.g. elimination of Carp, restocking of Murray Cod) which could have significant tourism benefit.

Projects aligned to this theme include:

- Riverfront precinct masterplans.
- Commercial activation of riverfronts.
- Riverfront parkland enhancements.
- Boat ramps.
- Wharfs and jetties.
- Water-based tour operators.
- Other water-based experiences.
- Projects and measures which ensure the sustainability of the region's rivers and waterways over the long-term.



Theme 4: Food and Agritourism

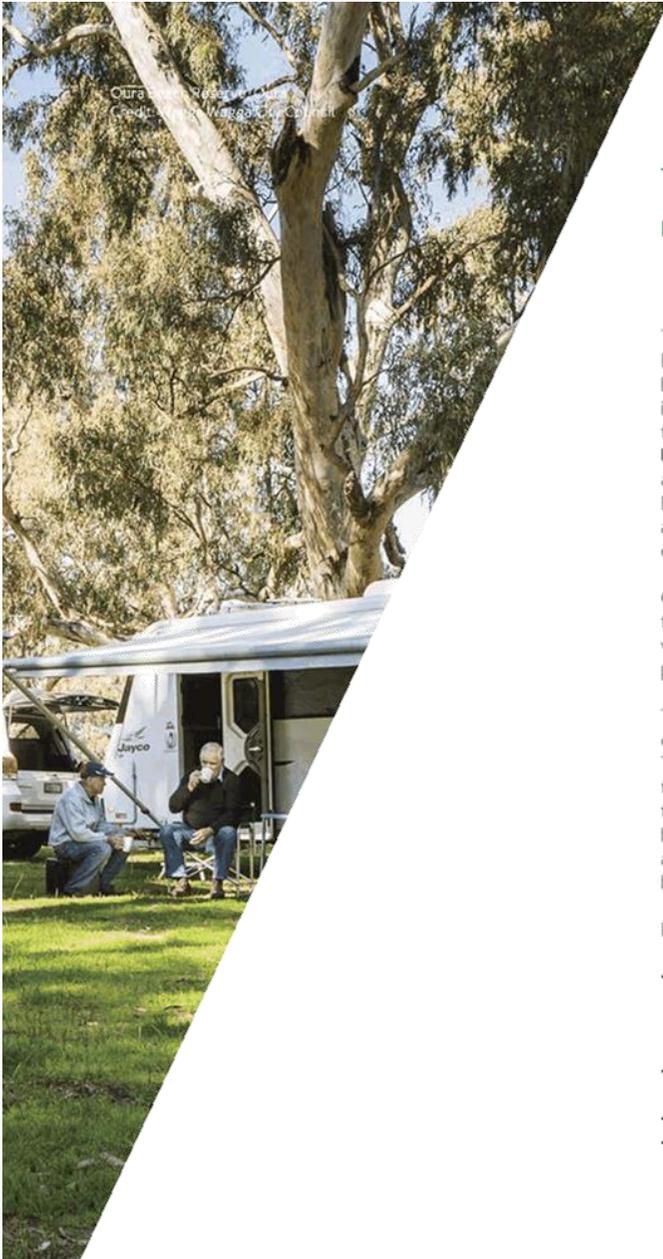
Leverage the region's agricultural strengths by encouraging the development of contemporary food and wine experiences.

The Riverina Murray region is an important food bowl for Australia and major food and commodities exporter. Agriculture is the backbone of the region's economy, with the Riverina generating \$2.3 billion in gross agricultural production in 2016, accounting for 18% of NSW's total agricultural output. The region is one of Australia's largest exporters of wine and accounts for approximately 25% of Australia's wine production. There is also an emerging brewing culture with a number of microbreweries establishing in recent years. Despite being recognised as one of Australia's most important food bowls, the Riverina Murray has a lack of quality and engaging food tourism experiences including:

- Quality food offering and destination dining experiences.
- Access to fresh produce and farm gate experiences.
- Wine tours and accessible cellar doors.
- Food and agritourism experiences are a significantly expanding tourism opportunity as visitors increasingly look for local produce and paddock-to-plate experiences.

Projects aligned to this theme include:

- Investment in craft beverage facilities:
 - Cideries.
 - Breweries.
 - Distilleries.
- Winery cellar doors and expansion of on-site tourism facilities (accommodation, function centre etc).
- Destination dining businesses.
- Quality food establishments focusing on local produce.
- Agritourism, farm gate, and taste trails.
- Industry and workforce capacity building.
- Special events and festivals celebrating and promoting local produce.



Theme 5: Major Touring Routes

Harness the region’s major transport corridors to develop easy to navigate touring routes.

The vast majority of visitors to the Riverina Murray access the region by private vehicle. The region also includes a number of strategic transport corridors and receives a large number of stopover visitors who are travelling to another destination. Figure 2 shows the major highways across the region, and the average daily traffic count in 2017.

Capturing greater yield and growing the length of stay from these touring visitors should be considered a priority for the region.

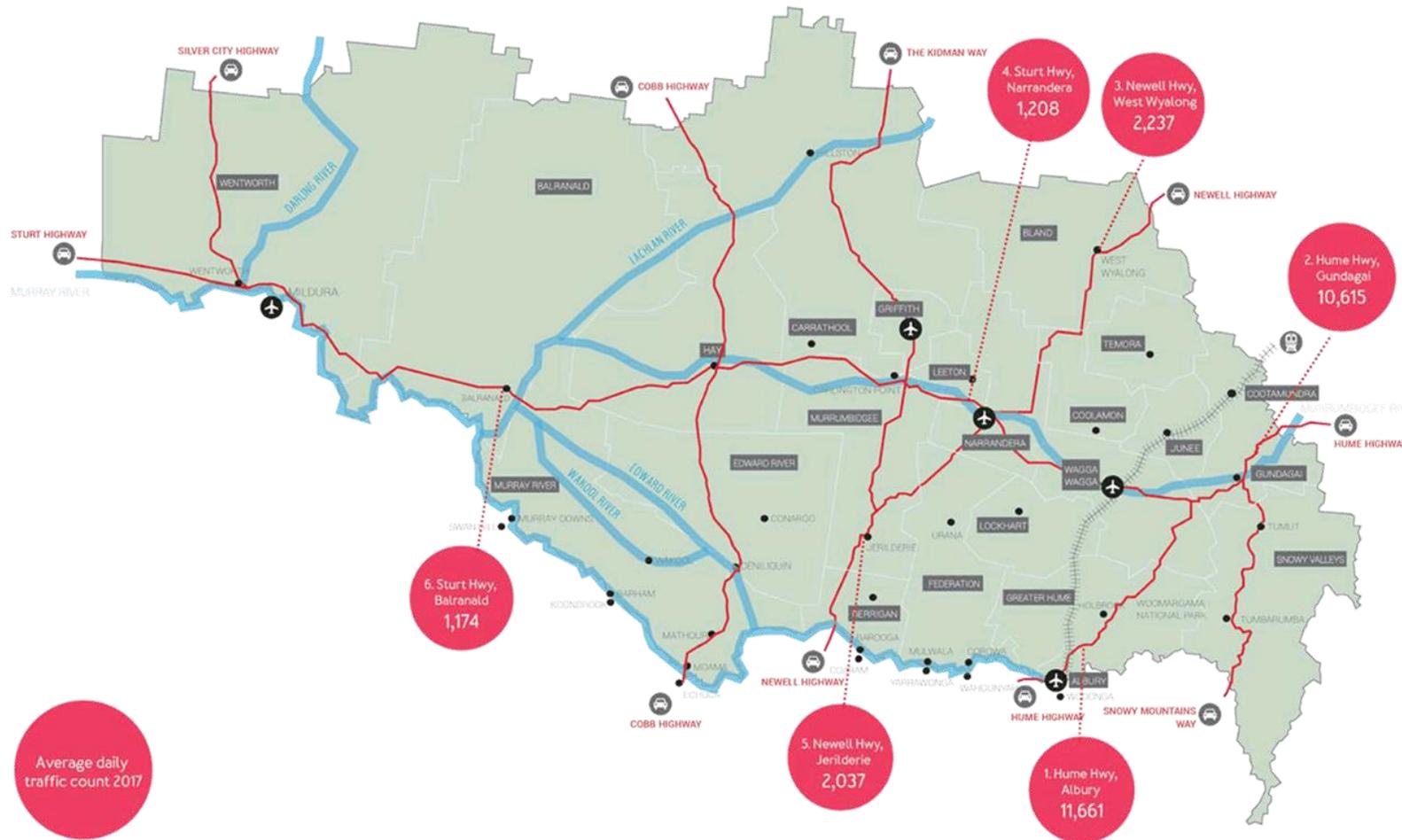
The region already includes a number of existing touring routes, as shown in Table 2. Moving forward, there needs to be a rationalising of existing routes to identify the ‘hero’ routes which can be promoted at the regional level, and the other routes which can be highlighted at the local level.

Projects aligned to this theme include:

- Rationalisation of existing touring routes to identify ‘hero’ routes for targeted investment and promotion.
- Touring route marketing and branding collateral.
- Major highway and road upgrades.
- Improved signage and consistent signage.

Touring Routes	Riverina Murray Locations
Long Paddock	Deniliquin, Conargo, Hay, Booligal
NSW Gold Trail	Gundagai, Junee, Temora, West Wyalong
NSW Modern Mining Trail	West Wyalong
Southern Harvest	Businesses and producers in Eastern Riverina
Newell Highway	Jerilderie, Narrandera, Temora, West Wyalong
Burley Griffin Way	Temora, Aria Park, Ardlethan, Barellan, Yenda, Griffith
Kidman Way	Jerilderie, Coleambally, Darlington Point, Griffith, Goolgowi, Hillston
Murrumbidgee River Run	Gundagai, Narrandera, Darlington Point, Carrathool, Hay
Wheat Country	West Wyalong down to Lockhart and Urana
Riverina Bird Trail	Includes 13 Local Government areas and more than 50 bird watching sites in the region.
Canola Trail	Coolamon, Junee, Temora
NSW Silo Art Trail	Concept currently under development.
Hume Highway	Melbourne to Sydney
Snowy Valleys Way	Alternative to Hume Highway which goes through Snowy Valleys and Gundagai.
Olympic Highway	Serves rural communities and links the Hume Highway with the Mid-Western Highway
Drovers Way	Collingullie to Deniliquin
Murray River Road	MRT are currently leading the development of a touring route from the river’s Alpine beginnings to its mouth in South Australia.
Sydney to Melbourne Heritage Drive	Inland route between Sydney and Melbourne including the Hume Highway to Albury Wodonga and Murray Valley Highway to Echuca Moama.

Table 9: Touring Routes



Source: NSW Transport, Roads and Maritime Services, Traffic Volume Viewer 2017

Riverina Murray Destination Management Plan



Theme 6: Sport and Recreation

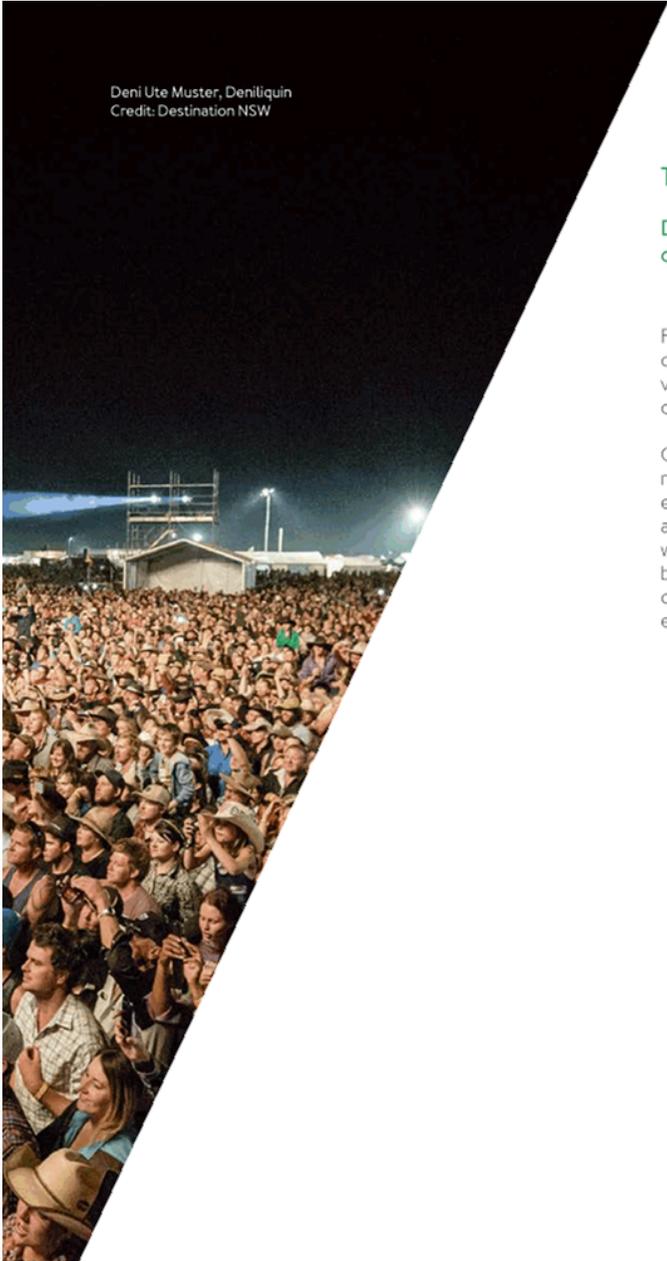
Unlock the strong sporting culture and infrastructure of the region to develop recreational experiences and attract major sporting events and carnivals.

The Riverina Murray is famous for producing some of Australia's best athletes and sport plays a major role in the region's culture and local communities. There is opportunity to leverage the excellent sporting infrastructure to increase the number of sporting events and carnivals hosted in the region. The strategic location and consistent climate are also considered advantages in this respect. This provides an immediate opportunity to increase visitation and economic benefit and identified as a common theme through consultation.

There is a rising recognition of the economic benefits of sporting events which has led to increased competition between regions, and in some cases, 'bidding wars' to secure certain events. It is important that the attraction of sporting events is strategically undertaken to assist in non-peak visitation.

Projects aligned to this theme include:

- Investment in supporting golfing infrastructure such as club houses, food and beverage and accommodation.
- Investment in sports and recreation facilities.
- Investment in sports clubs.
- Capacity building in event managers/regional competitions to host/run major competitions.



Deni Ute Muster, Deniliquin
Credit: Destination NSW

Theme 7: Festivals and Events

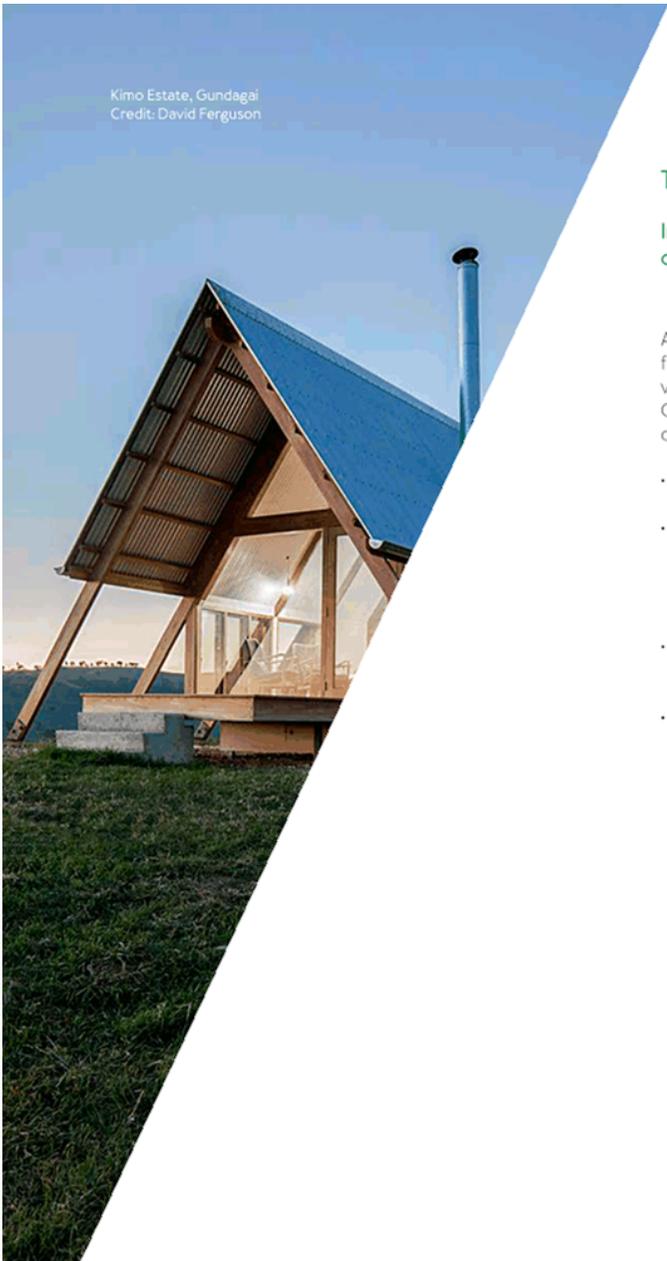
Develop a coordinated approach to festivals and events with a focus on increasing the business event and conference market.

Festivals and events are important in attracting new and diverse visitors to tourism regions, and encouraging visitors to travel in off-peak seasons to a wide range of destinations.

Conferences are an important sector within event related visitation. Business events in Australia are estimated to generate \$28 billion in direct expenditure annually, and is one of the highest yielding sectors within the tourism industry. Although much of this benefit flows through the major capital cities, regional conferences still contribute significantly to local economies.

Projects aligned to this theme include:

- Business event venues.
- Marketing of business events in the region.
- Utilising existing assets for business events.
- Events and festivals facilities and infrastructure.
- Development of new and existing food and wine related festivals and events.
- Development of events focused on arts and culture.



Kimo Estate, Gundagai
Credit: David Ferguson

Theme 8: Accommodation

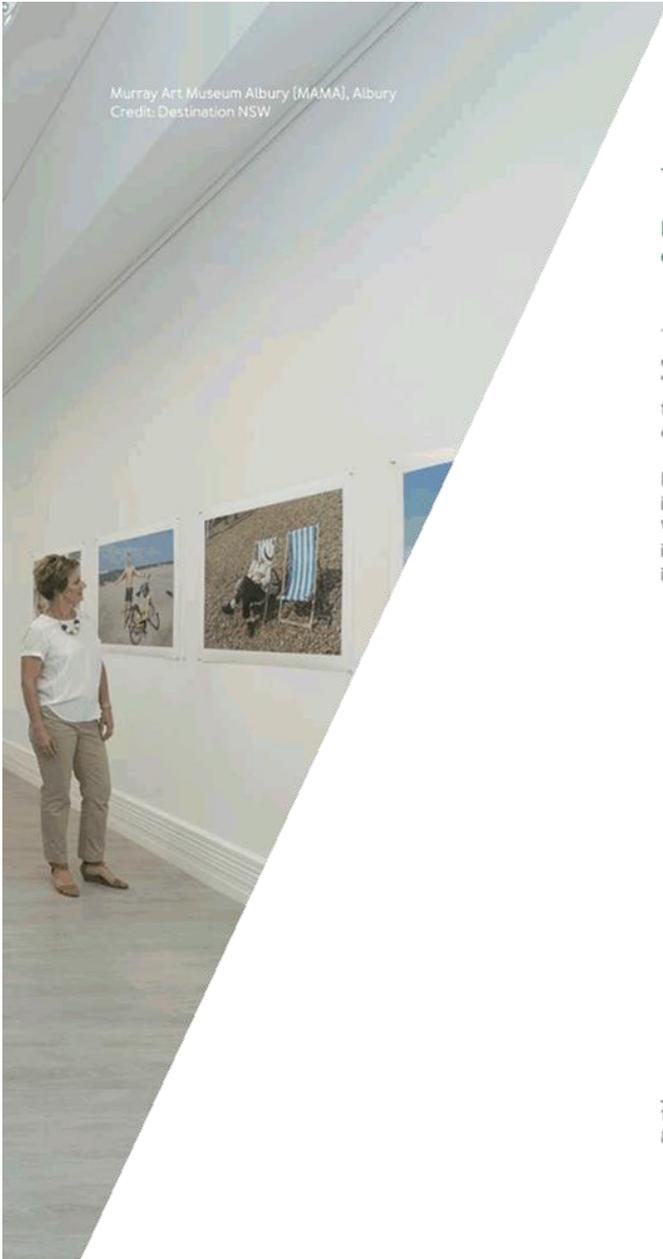
Improve and diversify the range of accommodation in the region to align with contemporary market demands.

Although accommodation alone is not a key driver for visitation, it is an important consideration for visitors when determining their trip destinations. Consultation with stakeholders identified the following opportunities:

- The need to upgrade many of the 3 and 31/2 star motels in the region.
- The need for more diversity in the accommodation supply, including backpackers, 4-5 star hotels, serviced apartments, boutique accommodation, resort style glamping, private rentals, [e.g. Airbnb, Stayz].
- The lack of eco-accommodation in locations (aside from caravan parks) that take advantage of river frontage and natural settings.
- Low accommodation capacity outside of major centres, limiting opportunities for major events.

Projects aligned to this theme include:

- Reinvestment and repositioning motel accommodation to contemporary market demands.
- Reinvestment in tourist parks to cater for family markets, for example self-contained cabins, family facilities etc.
- Investment in interesting and motivational accommodation such as eco-tourism, wellness, and riverside accommodation.
- Investment in large branded resorts and facilities.
- Touring route enhancements such as pull-over amenity to counter long distances and improve safety for caravan and camping segments.



Murray Art Museum Albury (MAMA), Albury
Credit: Destination NSW

Theme 9: Infrastructure and Servicing

Ensure that investment in key infrastructure and visitor servicing keeps pace with visitor growth and expectations.

To facilitate future visitor growth, it is critical that continued investment is directed to improving the 'visability' of the region. Visability refers to the sum of the parts of the visitor experience, and focuses on the critical services at every point of the visitor journey.¹

It is important for DRM to advocate for investment in infrastructure projects that support tourism growth. Working relationships should be maintained between infrastructure delivery organisations NSW (and Victoria in the case of cross border projects).

Projects aligned to this theme include:

- Upgrades to regional airports to meet future demand, and investigation of direct flights between Albury and Mildura.
- Passenger rail services.
- Township gateway improvement.
- Township streetscape improvement and beautification.
- Visitor Information and Servicing.
- Telecommunications and digital connectivity (e.g. wi-fi hot spots, phone coverage).
- Road and highway investment such as lane widening, turning lanes, access roads, roadside stops, and pull-over bays for caravan and camping market segments.

¹ The term 'visability' was first used by Destination Melbourne to improve visitor services in Melbourne.

06 Project Assessment

6.1 Introduction

The projects identified in this plan have been ranked and prioritised using an agreed assessment methodology. The following discussion provides an overview of this assessment method and the rationale for prioritising each project.

6.2 Assessment Criteria

A set of five assessment criteria were developed in order to prioritise projects. The following criteria were developed in order to prioritise projects:

1. **Perceptions.** The project will positively influence the perception of Riverina Murray as a significant tourism destination. High ranking projects in this category will enhance the way the tourism market perceives the Riverina Murray as a tourism destination.
2. **Visitation and Yield.** The project will increase visitation, visitor nights and expenditure in the Riverina Murray. High ranking projects will become a major drawcard for the region.
3. **Sustainability.** The project has a high probability of implementation and sustainability over the long term.
4. **Further Development.** The project will result in flow-on benefits that will lead to other development opportunities. This criterion ensures that infrastructure projects that are required to facilitate further tourism development are included as priority, even if they do not create significant visitation in their own right.

5. **Dispersal.** The project will draw visitation to areas not currently at maximum capacity, or during times when there is excess capacity for visitors generally outside of the period.

A Project Assessment Matrix is shown on the following page. The Matrix provides a summary of the rationale behind project rankings for each individual assessment criteria. Each project was scored between 1 and 5 against the criteria with the overall score determining the ranking in tier one, two or three. The assessments were qualitative, subjective, and informed on local knowledge; the stakeholder consultation process; professional experience; and through a general assessment of perceived benefits.

6.3 Project Prioritisation

Using the assessment criteria, the projects have been prioritised and ranked into three tiers. These include:

Tier One - Priority Project

Large scale investment which will act as a catalyst for significant growth, or unlock a major opportunity. These projects are considered as game-changers for the region and will contribute to increasing appeal and intention to visit.

Tier Two - Major Project

Investment that has strong potential to have an impact at the sub-regional level. These projects will:

- Unlock an opportunity that could transform the product in a sub-region.
- Increase levels of visitation, length of stay and yield in a sub-region with a flow on increase in visitation that could impact a number of destinations.
- Improve awareness and perceptions of the sub-region.

Tier Three - Potential Opportunity

Projects that are important to a specific destination and will primarily promote intra-region visitation. These projects will:

- Fill a product gap and add to the critical mass of product in the region.
- May appeal to a smaller, niche market.
- Support tourism product and opportunities in a specific destination.
- Support an increase in visitation, length of stay and yield in a destination.
- Improve awareness of a locality or destination.

Ranking	1. Perceptions	2. Visitation and Yield	3. Sustainability	4. Further Development	5. Dispersal
5	Transforms the perception of the Riverina Murray as a significant tourist destination nationally and internationally.	A major drawcard to the Riverina Murray attracting many more visitors for longer periods.	High probability of successful implementation and continued operation in the long-term.	The project provides multiple opportunities for further development, of significant scale and/or importance to the region.	Draws a significant amount of visitation outside of peak periods and/or to regions that do not currently have high levels of visitation.
4					
3	Will create interest in the tourism market.	Will increase visitors and expenditure.	Implementable, but has a degree of risk attached to its longevity.	Some development opportunities arise due to the implementation of the project, have a positive impact on the location.	Some visitors will be in off-peak periods, or will be to less frequently visited destinations.
2					
1	The project has an impact on the way the local community view the Region.	The project has minimal impact, if any, on the number of visitors.	Minimal chance of being implemented.	The project creates no further opportunities for development or investment.	Minimal impact on visitation during off-peak seasons, and does not impact on the less frequently visited areas.

Table 10: Project Assessment Matrix

Part C
Sub-Region Profiles



07 Albury Hume

7.1 Destination Summary

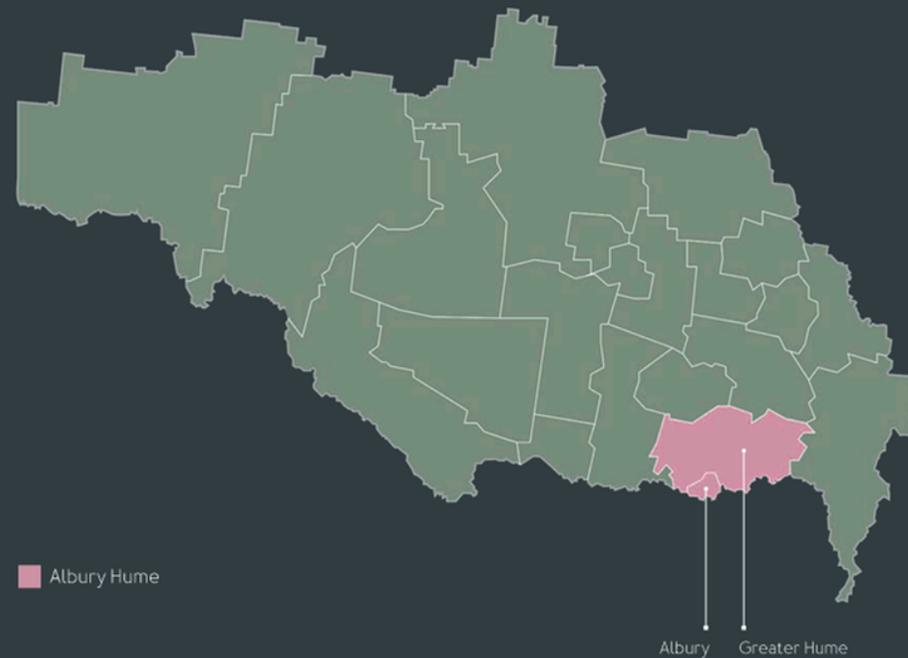
The Albury Hume sub-region includes the Councils of Albury and Greater Hume.

Albury shares an important cross-border relationship with Wodonga, which together make up the largest regional centre in both the Riverina and the wider Murray regions, with combined populations equating to the fifth largest inland city in Australia. Albury is strategically located on the Hume Highway linking Melbourne, Canberra and Sydney. There is significant opportunity to develop compelling tourism product which draws visitors for an extended stay or overnight stop.

Albury has a diverse and resilient economy as the major manufacturing, retail, health, administration, and education centre for the Murray region.

Greater Hume Shire is composed of a series of towns and smaller villages, with the largest settlements including Culcairn, Henty, Holbrook, Jindera, and Walla Walla. The major experiences are related to the town's settler history and many museums. The Shire's proximity to Albury Wodonga, and Wagga Wagga to the north, have a major influence on the Shire's employment and economy.

The region is well located in close proximity to a number of other popular tourism destinations including the Snowy Mountains, Victorian High Country and the Rutherglen Wine Region.



7.2 Visitor Experience and Product Profile

Arts and Performance

Albury has developed as an arts and culture destination in recent years, following a number of significant investments, the largest being MAMA (Murray Art Museum Albury). MAMA has established itself as one of Australia's most prominent regional museums showcasing international touring exhibitions alongside local artists with deep connections to the region.

In addition, Wodonga includes a range of cultural attractions and performance spaces which complement Albury to provide a compelling arts offering (e.g. Arts Space Wodonga, the Cube, Gateway Village, Hothouse Theatre). Albury and Wodonga are currently planning to co-host a major arts and cultural festival in 2018/19.

History and Heritage

Albury Hume's history and heritage is a major feature of the sub-region, with opportunities to explore the pioneer, immigrant, and indigenous stories of the region.

Greater Hume Shire offers abundant samples of the early settlers' life and labour within the museums and historical buildings located throughout the Shire. There are eleven separate museums across the Shire, each with a different offering. The Holbrook Submarine Museum is the most famous of the heritage sites and has historically been a popular stopover location along the Hume Highway attracting over 10,000 people each year. The Hume and Hovell Track also cuts through the Shire at Lankey's Creek.

Riverina Murray Destination Management Plan

Albury Library Museum provides a focus on the city's heritage including a permanent exhibition on the first contact with the Wiradjuri People, the traditional owners of the land, as well as touring exhibitions.

Albury Railway Station is a grand building reflecting the significant role it played in transporting passengers and goods around colonial New South Wales.

Bonegilla Migrant Experience located near Wodonga is an important cross-border history and heritage experience with international significance.

Nature-Based

The Albury sub-region includes a number of parks, gardens and waterways which are utilised for outdoor tourist experiences. The most notable include:

- Woomargama National Park – the largest protected forest area west of the Great Dividing Range and offers many activities such as bush walking, camping, horse riding, bird watching, Four-Wheel Driving and motorcycling.
- Doodle Cooma Swamp – covers over 2,000ha of river redgum wetland habitat, with opportunities for canoeing and birdwatching.
- Murray River – There has been significant investment into Albury's river frontage with Noreuil Park being a popular location for swimming, kayaking, and bike riding along the riverbank.

- Lake Hume – located just outside of Albury, Lake Hume is a major natural and recreational asset for boating, yachting, fishing, and water skiing. The Lake has significant tourism potential, and opportunities for houseboats are currently being investigated.
- Wonga Wetlands – a restored wetland which covers 80ha of lagoons and billabongs which has a strong cultural and environmental education function. A tourism masterplan has been developed to guide future development.
- Wagirra Trail - The 15 kilometre (return) Murray River pathway links Wonga Wetlands with the South Albury Trail and incorporates indigenous public art.
- High Country Rail Trail – stretches 44km and links Wodonga to Tallangatta, along the shoreline of Lake Hume.
- Hume and Hovell Track – stretches over 400km between Yass and Albury, with opportunity for shorter walks around Albury.

Further opportunity to utilise Albury's surrounding hills for nature-based and recreation activities (e.g. mountain biking). Council is planning to undertake a Hills Strategy shortly.

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Sport and Recreation

Sport and recreation events and festivals have the greatest immediate potential to increase visitation and associated economic benefits for Albury. The facilities and accommodation capacity combined with Wodonga, allow the city to host major events. For example, in 2018 Albury and Wodonga hosted the Australian Deaf Games including 19 sports, attracting over 1000 athletes, as well as a significant number of support crew and spectators.

Albury hosts a number of major horse racing events, with the Albury Racing Club the home of major race days through the season.

Support for the development of major regional sports facilities has been identified as a priority for Albury in the Riverina Murray Regional Plan 2036.

Business Events and Conferences

Albury Wodonga is a major centre which plays an important regional economic role. The city's transport access (including major regional airport), accommodation capacity, and mix of venues make it an attractive conference and events location. Major facilities include the Albury Entertainment Centre, a purpose built venue for up to 1,200 guests, and the Cube Wodonga which can accommodate over 1,000 guests. In addition, there are a number of major hotels which can cater for medium-small tier events.

Surrounding Region and Daytrips

An important feature of Albury Hume is its proximity to a number of major destinations which are within a short drive and can be explored as a daytrip. These include:

- The Victorian High Country with its picturesque towns (including Beechworth and Bright), wineries and breweries.
- Ski resorts including Falls Creek and Mount Hotham.
- The Snowy Mountains region with its unique lakes and landscapes.
- Other picturesque destinations and towns along the Murray (e.g. Corowa, Howlong).
- The Rutherglen wine region.
- Albury can leverage its proximity to these destinations to position itself as a base for exploring the region, and extending the length of stay.

7.3 Visitor Profile

Summary of Visitation to Albury Hume (2017)

Albury Hume receives over 1.1 million visitors per annum. It is important to note that neighbouring Wodonga also generates significant visitation which benefits Albury Hume (approximately 350,000 visitors per annum).

In addition, the region receives a significant number of stopover visitors on the Hume Highway corridor which are largely not captured in visitation data.¹ Traffic data shows that the Hume Highway just north of Albury receives an average of 12,000 vehicles per day [4.4 million per annum].²

Analysis of the sub-region's visitor profile (using TRA data) and consultation in the region identified the following features of Albury Hume's market [detailed data is provided in Appendix B]:

- A generally smaller holiday/leisure market (31% of total overnight visitors).
- A relatively strong business market accounting for approximately 22% of total overnight visitation, and strong VFR market (38% of overnight visitors). This reflects the role of Albury as a major regional population and business centre.
- 44% of overnight visitors are from Victoria (including 27% from Melbourne and 17% from Regional VIC), and 42% from NSW (including 17% from Sydney and 25% from regional NSW). Only 5% of visitors are from Canberra.

¹ A visitor must stay a minimum 4 hours in a destination to be considered as a daytrip in the National Visitor Survey (TRA)

² NSW Transport, Roads and Maritime Services, Traffic Volume Viewer 2017 [Table Top' counter]



660,000
Domestic Daytrip
Visitors

510,000
Domestic Overnight
Visitors

15,000
International
Visitors

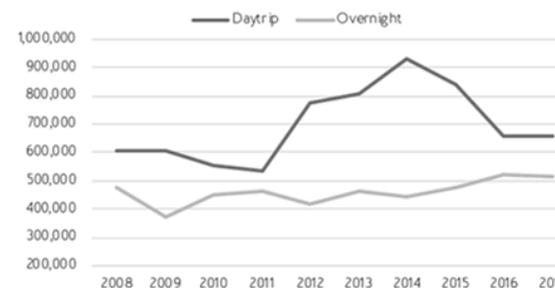


Figure 13: Albury Hume Visitation (NSW Only)

Source: TRA NVS & IVS Visitation 2007-2017 YE June

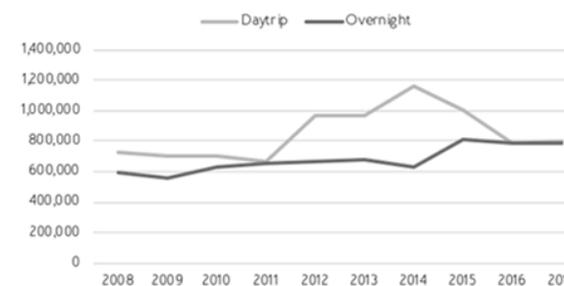


Figure 14: Albury Hume Visitation (NSW and VIC)

Source: TRA NVS & IVS Visitation 2007-2017 YE June

Population

In addition to the visitor market, Albury Wodonga is a major population base with over 91,000 residents, which is expected to grow to over 125,000 by 2036.¹ This provides an important market for local businesses, and assists in underpinning the viability of tourism related investments.

Albury Wodonga is currently experiencing an increase in young families moving to the region drawn by new growth areas, affordable housing, employment opportunities, and lifestyle. Analysis of population projections shows an expected increase in the number of residents aged under 17 years. This will increase demand for family friendly attractions and activities.

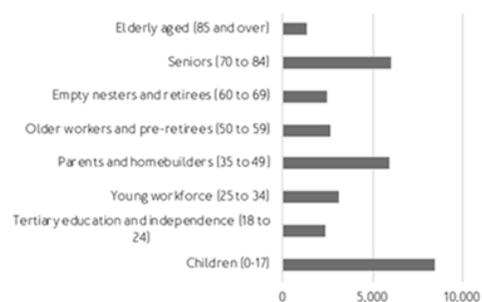


Figure 15: Albury Wodonga Change in Service Age Groups 2016-2036

Source: Forecast ID Albury and Wodonga

¹Forecast ID Albury, Forecast ID Wodonga

7.4 Tier One Priority Projects

Albury Entertainment Centre Expansion

Expansion of the Albury Entertainment Centre Convention Wing to increase capacity and additional exhibition and break out spaces. This will allow Albury to attract larger events, and keep pace with a competitive regional conference market.

A feasibility study will be completed in 2018 examining future development options and appropriate size (in terms of delegate capacity). Further detailed design and concept work will be required once an appropriate option is confirmed.

Wonga Wetlands

Wonga Wetlands is a former wastewater treatment area that has undergone rehabilitation and significant investment in education and visitor facilities. The Wetlands currently attracts between 20,000-25,000 visitors annually, and is an important biodiversity hot spot with over 154 identified bird species.

The Wonga Wetlands Tourism Masterplan identifies a range of opportunities to develop the area as an eco-tourism destination including a themed mountain bike course with an extensive all abilities trail network, skills development course, immersive wetland boardwalks, and visitor education centre.

Albury Airport Visitor Upgrades

Continued development of the Albury Airport in accordance with the Masterplan. This will include improved regional branding, signage, activities kiosk, and visitor information on arrival to showcase the regional offer.

Albury Riverside Precinct

The implementation of the Murray River Experience Masterplan will result in establishment of a significant riverside precinct and major parks upgrade within close proximity to the Albury CBD, and improved connections to Gateway Island.

A partnership funding application is currently being considered by the NSW Government and if successful will be a game-changing project and stimulate Albury's tourism product development. Further master planning will be undertaken in the future to explore opportunities for commercial development either within or adjacent the riverside precinct.

Albury Wodonga Passenger Rail Upgrades

Improvement to the frequency, reliability and travel times between major cities.

A recent review of train services between Melbourne and Albury Wodonga found they are inadequate to meet the needs of local residents, and that the north-east of Victoria has the poorest train services in the Victoria. The key areas which need addressing include:

- More reliable services;
- Faster journey times with fewer stops;
- More frequent services;
- Elimination of bus replacement service; and
- Consistency of travel time.

The study estimated that service improvements could potentially deliver an additional 385,000 passengers per annum resulting in an additional \$113m in economic output and 487 jobs FTE.

Albury Wodonga Major Family Attraction

Albury Wodonga is the largest centre in the region, and is currently experiencing growth, particularly from young families.

Consider development of a major family attraction to service growing visitation and growing young family population in Albury Wodonga. This can leverage from the significant volume of traffic on the Sydney-Melbourne corridor.

Albury Wodonga Sports Infrastructure

Albury Wodonga is a growing destination for major sporting events. It is important that continued investment in sporting infrastructure is encouraged to maintain its growing status, and keep pace with population growth. Three major projects include:

- A major redevelopment and expansion of the privately owned Lavington Sports Ground including new playing fields and amenities. \$9 million in funding has already been secured for the precinct, and there is further opportunity for activation and redevelopment of the privately owned former Lavington Sports Club.
- Upgrade of the Lauren Jackson Sports Centre to include a five-court multipurpose venue with supporting facilities.
- A major regional aquatics facility in Albury Wodonga to service the needs of the local and surrounding communities, and visitors to the region. Further investigations are to be undertaken by Albury and Wodonga Councils as part of its Two Cities One Community partnership.

7.5 Tier Two Major Projects

Council	Location	Title	Description
Albury	Albury	Albury Wodonga Equestrian Centre Upgrade	A review of the masterplan for the Albury Wodonga Equestrian Centre is soon to commence with a view to incorporating a major indoor arena.
Albury	Albury	5-star Hotel Development	Development of a 5-star boutique hotel in Albury's CBD incorporating day spa and meeting facilities.
Albury	Albury CBD	Albury Night Time Economy	Laneway activation to assist in night-time economy development and creation of precincts within the CBD.
Albury	Albury	Turks Head Building	The commercial activation of the historical Turks Head building. This will be made viable by completion of the car parking and upgrades in and around Oddies creek and Australia Park, which are included in the Murray River Experience Masterplan.
Albury	Lake Hume	Lake Hume Houseboats	There has been a push for houseboats on Lake Hume. However, currently there are policy and regulatory barriers
Albury	Albury	Albury Creative and Arts Infrastructure	There remains a major funding shortfall for arts and culture infrastructure in Albury, with major initiatives recommended under the Creative Economy Strategy, specifically the QEII Cultural precinct and the Makers Space projects
Albury	Albury Hills	Albury Hills Strategy	Strategy to improve the activation and utilisation of Albury's Hills e.g. cycling, MTB, hiking.
Albury	Albury	Albury Wodonga RV Strategy	Planned future strategy for the development of RV facilities.
Albury	Albury Wodonga	Albury Wodonga Major Cultural Festival	A major cultural festival for Albury Wodonga is currently planned for 2018/19.
Albury	Albury	QEII Square Masterplan and Activation	Implementation of Masterplan and QEII Square activation.
Albury	Albury	Albury Central Backpackers	New backpacker accommodation within walking distance of the CBD to fill an existing gap.
Greater Hume	Burrumbuttock	Wirraminna Environmental Education Centre	The Wirraminna Environmental Education Centre is located in Burrumbuttock, north of Albury. The Centre provides opportunities for school groups, clubs and organisations as well as individual visitors to learn about the environment and ecology of the woodlands and native plants. A study undertaken in 2011 identified the need to improve the gateway and update the interpretation provided at the Centre: and update the interpretation provided at the Centre.
Greater Hume	Doodle Cooma Swamp	Doodle Cooma Swamp Visitor Infrastructure	Doodle Cooma Swamp, located near Henty, could benefit from improvements to its visitor nodes, including picnic grounds, canoe launching points, toilets, signage and camping.
Greater Hume	Woomargama National Park	Woomargama National Park Development	Woomargama National Park is to the south of Holbrook, and runs south to almost meet the banks of the Murray. The park includes the Hume and Hovell Track and a bird watching trail. The management plan for the park includes conservation and interpretation of key indigenous and mining heritage items, as well as the provision of improved visitor information and camping infrastructure.
Greater Hume	Greater Hume	Greater Hume Museum Trail and Reinvestment	Greater Hume has 11 museums across the Shire, all with a differing offering. There is a strategic plan currently underway to identify priority reinvestment. There is also opportunity to link the museums and heritage towns with a touring route.

Table 11: Albury Hume Tier Two Major Projects

7.6 Cross-Border Projects

There are a number of major cross-border projects being developed in partnership between Albury and Wodonga. The projects will positively impact the sub-region and should therefore be considered in strategic planning.

Gateway Island and Lakes Tourism Development

Gateway Island and Lakes sit on the NSW-Victoria border and are a major environmental asset with significant tourism potential.

A masterplan is currently underway to identify future opportunities including new attractions, upgraded trail network, and events infrastructure. There is opportunity for linkages with the Albury Murray River Experience projects.

Albury Wodonga Public Transport

Albury Wodonga's internal public transport needs improvement, particularly on weekends. There should also be better connectivity between Albury Wodonga and the surrounding townships for potential day trips.

Albury Wodonga Sports Facilities Audit and Capacity Analysis

Undertake an audit of sports infrastructure across the two cities to determine capacity and opportunities to improve facilities in order to accommodate larger sporting events

Wagirra Trail Extension

Investigate further extension of Wagirra Trail to link Wonga Wetlands, Lake Hume, Bonegilla and High Country Rail Trail. This could also include elements identified in the Murray River Adventure Trail.

08 Eastern Riverina

8.1 Destination Summary

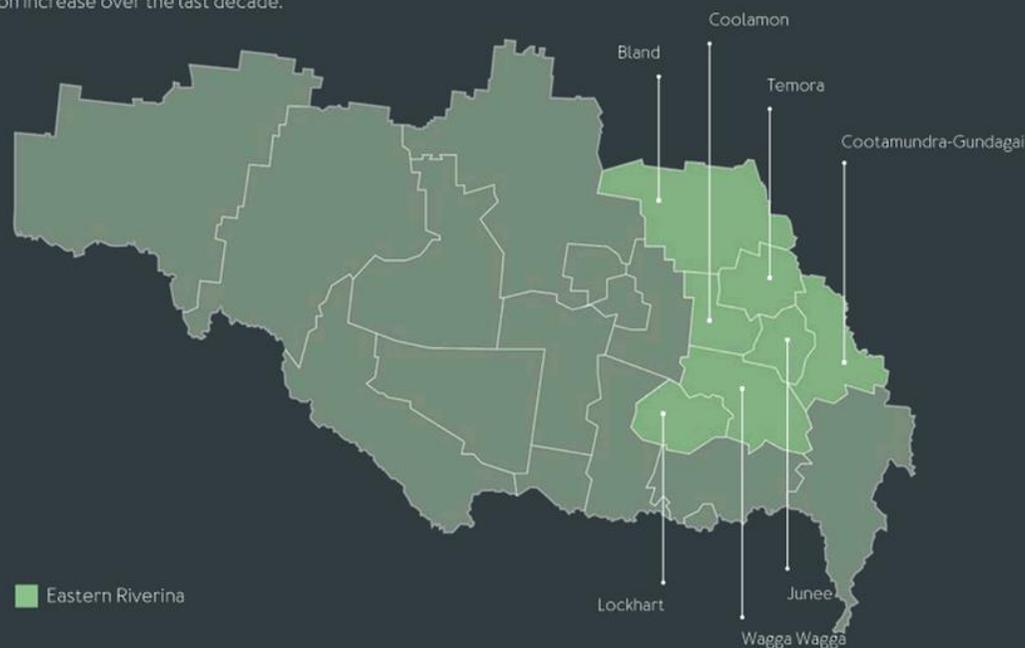
The Eastern Riverina sub-region is a typical south eastern Australian landscape, dominated by rolling hills with broad scale agriculture including sheep and cattle grazing and cropping. The landscape changes with the seasons from bright green fields in winter to a gold in summer.

The region is characterised by a series of archetypal Australian rural towns, with largely intact 19th century streetscapes, surrounded by rolling hills and farms. Towns such as West Wyalong, Coolamon, Lockhart, Junee, Gundagai and Cootamundra provide opportunities for touring through the Eastern Riverina.

The major centre in the Eastern Riverina is Wagga Wagga, which features an airport with regularly scheduled passenger flights, a significant accommodation supply and a strong visitation associated with the defence facilities and Charles Sturt University.

It is important to note the relationship between Wagga Wagga and the surrounding region and towns. While Wagga Wagga provides much of the accommodation and attracts the majority of overnight visitors, there are many attractions and experiences in the Eastern Riverina sub-region that are to be found outside of the city.

The sub-region has benefited in recent years from an injection of new investment. New experiences such as Coolamon Cheese, the Gears and Beers Festival in Wagga, growing destination wedding market, and Kimo Estate boutique accommodation, have lifted the awareness and perceptions of the sub-region as a tourism destination. This supported a significant visitation increase over the last decade.



8.2 Visitor Experience and Product Profile

Major Regional Centre: Wagga Wagga

Wagga is the largest centre in the Eastern Riverina and draws on a large regional catchment for a range of services including health, education, business, and shopping, as well as visiting friends and relatives (VFR). Daytrip visitation has grown strongly in the region over the past decade with much of the growth associated with the broader visitor economy. Expected population growth of an additional 15,000 residents by 2036 will strengthen Wagga's role as a major regional centre, and underpin continued growth in the visitation to the region.¹

Important features of Wagga's visitor economy include:

- A major airport which services Sydney, Melbourne, Brisbane, and Gold Coast.
- A large business base including regional head offices and public-sector institutions facilitating a large amount of business travel supporting mid-week accommodation occupancy.
- Major regional health precinct with a patient catchment area of over 300,000 people resulting in significant medical tourism.
- A large education sector including tertiary institutions which service a large regional catchment (Charles Sturt University).
- A strong events calendar with events such as Gears and Beers and the Fusion Multicultural Festival generating increased interstate visitation.

¹ Wagga Wagga City Forecast ID

- The recent gentrification of the CBD and introduction of higher quality food, drink and accommodation options.
- Development of new venues to support conferencing, including the Australian Clay Target Association Headquarters and the Multi-Purpose Stadium at the Exhibition Centre, both under construction in 2018.
- Significant visitation generated as a result of the RAAF and Army bases located in the city, specifically the weekly March Out Parades and the Army Recruit Training Centre in Kapooka

Wagga also provides the major concentration of accommodation in Eastern Riverina and can be used as a base for daytrips to explore the tourism offering of the region.

History and Heritage

Importantly for the visitor, the Eastern Riverina provides the visitor with a sense of rural Australia during its formative years (19th century and early 20th century), with strong history and heritage buildings particularly in many of the towns in the region.

Undoubtedly the hero experiences of the Eastern Riverina are its history and heritage attractions. This includes untouched heritage streetscapes in towns like Junee, Coolamon and Lockhart, the Temora Aviation Museum, the Junee Licorice and Chocolate Factory, the Coolamon Cheese Factory and the mining history in West Wyalong. The important aspect is how the visitor interacts with heritage; the experience needs to be more than looking at a heritage building or streetscape.

The Junee Licorice and Chocolate Factory provides a strong example of heritage building re-use, as is the redevelopment of the Murrumbidgee Mill in Wagga Wagga, with a new 156 room hotel and conferencing venue recently approved for development on the heritage site.

Examples of heritage experiences include:

- Exploring untouched 19th century streetscapes in Coolamon, Junee, Aria Park, and Lockhart;
- Visiting the Temora Aviation Museum to see rare military planes, as well as Temora's other historic collections.

Nature-Based and Recreation

Nature-based tourism is not currently considered a major drawcard for the Eastern Riverina and while the region feature many natural assets, the majority require further development and investment to strengthen the visitors experience. Examples of this include the Murrumbidgee River, a natural asset that is considered as underutilised from a tourism perspective.

The Rock is the most prominent natural attraction in the region, and is used for bush-walking, rock-climbing and viewing wildlife. It is also a Wiradjuri sacred site, known as Kengal. A local tour operator, Bundiyi Cultural Tours, offers tours to The Rock, as well as other Wiradjuri cultural areas.

Other nature-based experiences of note include:

- A growing mountain bike culture in Wagga Wagga utilising assets such as Pomingalarna Reserve.
- Livingstone National Park located 20 minutes from Wagga Wagga for bushwalking, birdwatching, and cycling.
- Environmental education at Lake Cowal located 40 minutes from West Wyalong.
- Watersports on Lake Centenary, Temora.
- The Wiradjuri Walking Track located in Wagga Wagga.
- Marrambidya Wetlands, located only a few minutes from the Wagga Wagga city centre.
- Boating, camping and fishing on the Murrumbidgee River.

Agriculture and Local Produce

The agricultural strengths of the Eastern Riverina are in its broad acre farming, including cereals, grains and livestock. Charles Sturt University offers agricultural education, including a highly regarded student winery. The viewing platform at the Wagga Wagga Livestock Marketing Centre provides a unique agricultural experience for visitors.

The Eastern Riverina is strengthening its regional food experience, led by a number of new businesses in the region which offer a quality experience. The Junee Licorice and Chocolate Factory has become a key experience of the region, whilst in Wagga Wagga the Thirsty Crow provides the visitor with a microbrewery experience. Additionally, the opening of Coolamon Cheese has boosted visitation to the town and encouraged new businesses to open.

There are emerging primary food producers which provide visitors with rural food experiences, including boutique wineries and olives. Examples of food experiences include:

- Learning about licorice and chocolate making at the Junee Licorice and Chocolate Factory.
- Exploring Wagga Wagga's boutique wineries.
- Tastings of craft beer at the Thirsty Crow.
- Experiencing a cooking class at Food I Am.
- Learn about cheese making at Coolamon Cheese.
- Experience olive oil production at Wollundry Grove Olives near Wagga Wagga.

Arts and Culture

There is an emerging arts and culture experience in Eastern Riverina. The iconic experience in the region is the National Art Glass Collection in Wagga Wagga, however a number of the smaller towns surrounding Wagga have small galleries, antiques and craft retail. There is an emerging arts and culture experience in the Eastern Riverina sub-region. The iconic experience is the National Art Glass Collection at the Wagga Wagga Art Gallery and many of the surrounding towns and villages feature small galleries, antiques and craft retail. Unique visitor experiences include the Lockhart Sculpture Trail of award winning farm art.

Wagga also supports a number of important cultural festivals including the Fusion Multicultural Festival which draws over 10,000 people, and the Wagga Wagga Civic Theatre's strong annual programming.

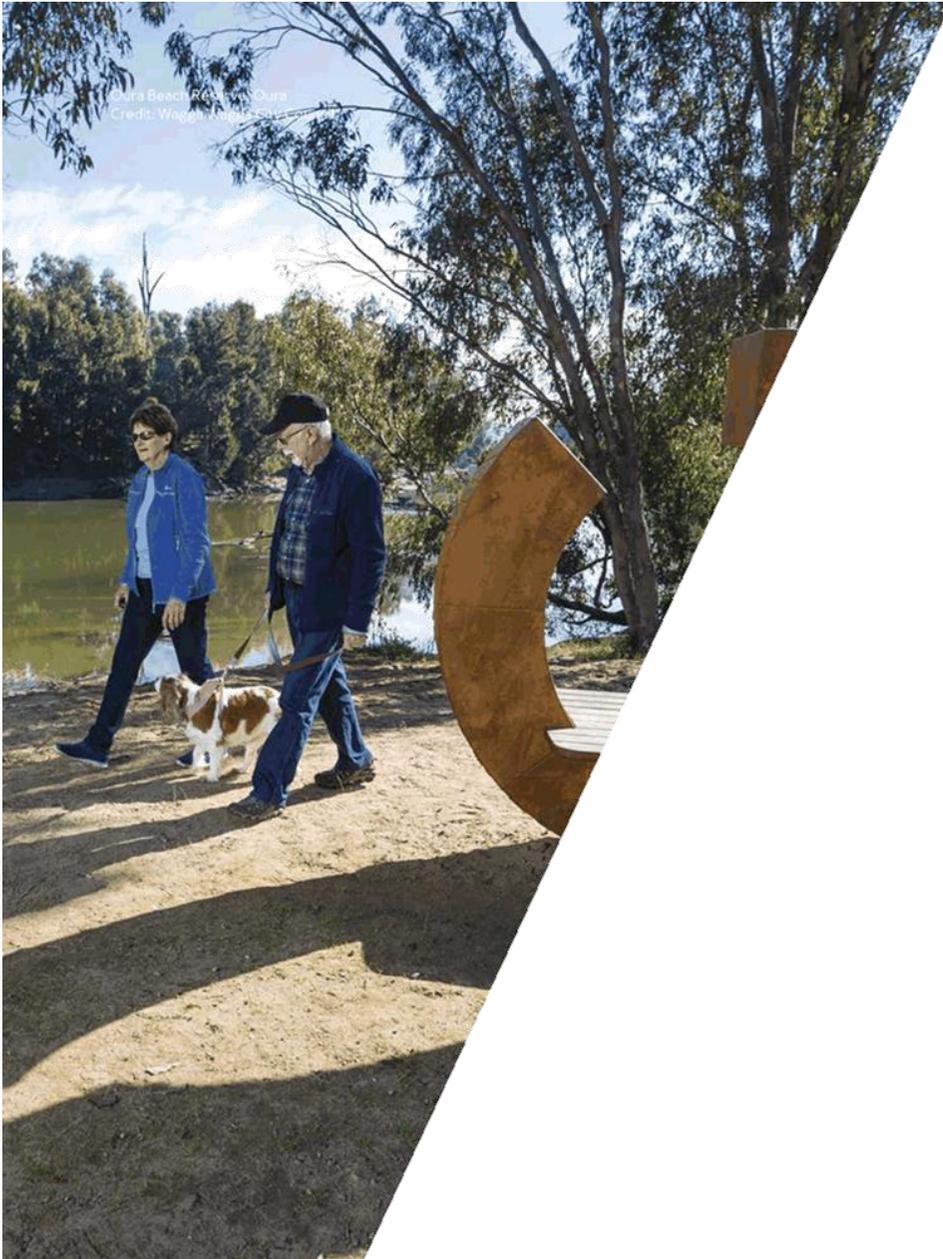
Sport

The Eastern Riverina has a strong sporting culture and a history of producing some of Australia's top athletes. Wagga Wagga is known as the "City of Sports" and features excellent sporting facilities that enable the city to attract significant regional and state level carnivals and competitions. For example, the NSW Junior State Touch Carnival will be hosted in Wagga Wagga in 2019, 2020 and 2021. The carnival will annually attract an estimated 3500 participants and 8500 supporters such as parents and friends.

The town of Cootamundra includes the Captains Walk featuring 42 bronze statues of Australia's Test Cricket Captains, along with Unaarrimim the leading Aboriginal player in the first Australian cricket team to tour England in 1868. Cootamundra has strong connections with Australian test cricket, being the birthplace of Sir Donald Bradman.

Other examples of significant sporting events that attract visitation from outside the sub-region include:

- The Temora V8 Jetboats.
- The Riverina Schoolboys Rugby League Carnival held in Junee.
- The West Wyalong Rugby League Knockout.
- Many horse racing events such as the Snake Gully Cap at Gundagai, the Wagga Wagga Gold Cup and the Lockhart Picnic Races.



Touring Region

The Eastern Riverina includes a number of strategically important highway corridors which transport large volumes of traffic through the region. The major existing routes include:

- Canola Trail – links the Shires of Coolamon, Junee, Temora using the lure of canola fields. A number of itinerary options are presented around major experiences (e.g. shopping, heritage, nature).
- Newell Highway (Route 39) – the major inland route connecting Melbourne to Brisbane and passes the Eastern and Western Riverina towns of Jerilderie, Narrandera, Temora, West Wyalong. The Newell Highway Promotions Committee provide marketing and promotions to passing visitors.
- The Hume Highway – the major Sydney to Melbourne route which passes through Gundagai and has significant potential to draw visitors into the region.

Two new touring routes are being promoted through Councils including:

- Drovers Way – linking Collingullie to Deniliquin and following a historic path including pioneering heritage, indigenous, and natural landscapes.
- NSW Grain Art Silo - Building on the success of the Victorian Silo Art installations, there is a proposal to develop a touring route based on grain silos, water towers incorporating static and digital art. This would leverage the large volumes of traffic on the Newell Highway to provide a compelling experience to increase length of stay and overnights. A working group has been put together to drive the project, with the route options going through Bland, Temora, and Coolamon Shires.

8.3 Visitor Profile

Summary of Visitation to Eastern Riverina (2017)

Eastern Riverina receives over two million visitors per annum, the largest sub-region in terms of visitation across the Riverina Murray region.

Over the past decade, the Eastern Riverina has grown strongly by an additional 220,000 overnight and 270,00 daytrip visitors.

Analysis of the sub-regions visitor profile (using TRA data) and consultation in the region identified the following features of Eastern Riverina's visitor market (detailed data is provided in Appendix B):

- A generally smaller holiday/leisure market (only 29% of overnight visitors).
- Approximately 60% of overnight visitors are from NSW, including 24% from Sydney.
- The region receives a significant number of visitors stopping over, with the towns of West Wyalong and Gundagai popular stopping points.
- A strong grey nomad market based on the major transport corridors.
- The strong sporting culture brings a significant amount of visitors for regional sporting events.
- A strong VFR market (38% of overnight visitors) due to the growing size of Wagga as a major regional centre.
- A growing business market (20% of overnight visitors) due to Wagga's growing economic importance.



1,260,000
Domestic Daytrip
Visitors

780,000
Domestic Overnight
Visitors

15,000
International
Visitors

- Strong growth in the broader visitor economy (purposes of health, education, shopping), particularly in daytrip visitors, drawing on Wagga's large regional catchment.
- The strong military presence in the region draws a significant number of visitors. The March Out Parades held by the defence forces in Wagga Wagga attract significant visitors to the city per year, each staying 3 or 4 nights in the region.
- Residents of Canberra and Albury Wodonga for day trip and weekend escapes.
- For smaller Shires in the Eastern Riverina, Wagga Wagga residents are viewed as an important visitor market for weekend escapes.
- Although internationals currently make up a small portion of overall visitation, the expansion of international flights to nearby Canberra may open up opportunities to grow this market.

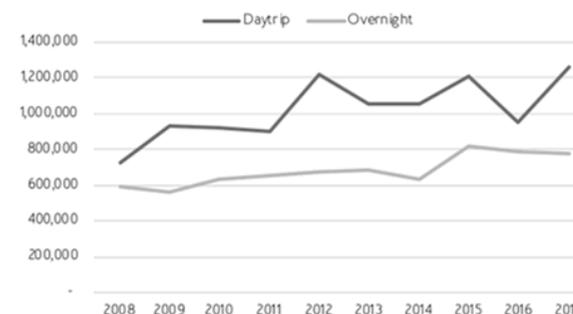


Figure 16: Eastern Riverina Visitation

Source: TRA NVS & IVS Visitation 2007-2017 YE June

8.4 Tier One Priority Projects

Wagga Riverside Precinct

The Riverside Strategic Master Plan endorsed by Wagga Wagga City Council in 2011, sets out the vision for an iconic recreation and cultural space which reinforces the relationship between the Murrumbidgee River and City of Wagga Wagga.

The vision for the precinct includes new infrastructure to host major events such as food and wine festivals, markets, musical performances, outdoor theatre, cinema and recreational activities against the unique and beautiful Murrumbidgee Riverside backdrop. New landscaping, linked pathways, pop-up shops, BBQ areas and an adventure playground will facilitate a wide range of leisure activities attracting visitors to Wagga Wagga, while ensuring the Precinct acts as a gateway between the River and central business district.

Works identified for Stage 2 of the Masterplan include:

- The construction of a new parking area.
- A large destination playground.
- Upgrades to existing amenities facilities.
- Creation of a market/festival space to be used for major community events.
- Improvements to the existing path network and creation of a new shared path

Stage 2 will require funding of approximately \$6.7m. An important step in the development of precinct is the leveraging of commercial opportunities such as riverside bars and shops.

The next stage of the Riverside Precinct Rejuvenation (subject to Council endorsement) could include the development of an Aboriginal Interpretive Cultural Centre on Tarcutta Street targeting interstate and international visitors wanting to experience Aboriginal culture, art and lifestyle. This would be the base from which to develop Aboriginal cultural tours to explore the region.

It could also include the commercial development opportunities that are identified within the Riverside Masterplan. This would be inclusive of developments that could see a mix of residential and visitor accommodation, restaurants, retail outlets, as well as conferencing, cultural and other community facilities developed.

Pomingalarna Multisport Cycling Complex

Wagga has grown its reputation as a regional cycling destination, particularly off the back of the successful Gears and Beers Festival. Pomingalarna Reserve is already a popular trail for mountain bikers, and there is opportunity to develop into a multi-discipline cycling complex to include:

- International BMX track with 500 lux flood lighting.
- 1.8km criterium track.
- Cycling education area.
- Jump/pump tracks and MTB playground.
- Velodrome with lights.
- Carparking, amenities including toilets, change rooms, canteen, meeting rooms, BBQs, shelters and children's playground.

Council are currently advocating for funding. A Feasibility Study was completed in 2016 and found that an investment of \$8.2m will be required, and return an economic benefit of approximately \$11.8m annually to the city.

The facility will significantly grow the cycling credentials of Wagga and allow it to host regional and international events and competitions.

Wagga Major Equestrian Centre

The establishment of a multi-purpose equestrian, exhibition and events centre has long been called for by many members of the Wagga Wagga community for the opportunity to service a community need, bring events to Wagga Wagga and provide social and economic benefits to the region.

There is currently a limited number of facilities in Wagga Wagga and the surrounding region capable of hosting large scale events, including equine and livestock sporting events, as well as exhibitions, field days, trade shows and concerts.

Two major facilities have been identified - the upgrade and expansion of the Charles Sturt University Equine Centre and the Wagga Equine Exhibition and Events Centre at the Equex precinct. A feasibility and scoping study has been prepared for the Equex project indicating a positive benefit cost ratio. Funding for both projects is currently being sought from the NSW Government.

Temora Aviation Museum

Temora Aviation Museum is home to the most significant collection of flying warbirds in the southern hemisphere, where visitors learn about the efforts of the men and women who flew and supported these aircrafts during times of conflict. This collection has international significance and interest, which is evidenced by the biannual Warbirds Downunder event attracting a total of 20,000 visitors to Temora over 2 days.

There is a need for reinvestment into facilities to better cater for demand for visitor groups, exhibitions and events space.

Riverina Murray Destination Management Plan

This could include the re-establishment of sky-diving and other aviation related activities to diversify the profile of visitors to the museum. In addition, repairs to the airport runway are required to ensure the long-term future of tourist and leisure activities.

Newell Highway Upgrades and Visitor Servicing

The Newell Highway is the longest highway in NSW and major road connection between Victoria and Queensland. It is the economic backbone for the region including freight, livestock, visitors and caravaners, and a number of towns in the region rely on the highway as a major source of visitation.

There is an important need for reinvestment to improve the safety of the highway including sealed shoulders and passing lanes, and addressing flood prone areas.

In addition, there is a need to better understand the profile and usage patterns of visitors along the Newell Highway Corridor. The Newell Highway Promotions Committee including the Caravan Industry Association of Australia has been working to develop and implement the Caravan and Camping Visitor Smart Tracker pilot project. This endeavour aims to collect, measure and analyse demographic, vehicle and behavioural patterns of recreational vehicle users as they travel along the Newell Highway Corridor.

Bidgee Strawberries and Cream Agritourism Experience

The Bidgee Strawberries and Cream agritourism experience will be developed on a 3 hectare property within close proximity to the Wagga Wagga CBD, the Murrumbidgee River and adjacent to the Wiradjuri Walking Track and the Marrambidya Wetland.

The visitor experience will include a paddock-to-plate café and agritourism activities such as farm tours and petting zoo.

The strawberry plantation will include elevated rows of sun-ripened strawberries at a picking height for people of all ages and abilities to collect. Visitors will be able to gaze through strategically placed viewing windows into the processing plant, have a guided educational tour of the plantation or relax in a fully enclosed garden that includes playground facilities for children.

The project is considered well aligned to the Eastern Riverina and will further develop the region's agritourism product offering. The project has secured Council approval and is expected to commence a staged development in 2018.

Junee Licorice and Chocolate Factory

The Junee Licorice and Chocolate Factory is one of the iconic attractions in the Eastern Riverina. The factory is currently planning to expand and enhance its visitor experience and product offering to include:

- An interactive learning and education centre for chocolate.
- A barrel trail experience with platform and wildlife track.
- Themed accommodation using the old timber grain silos and connected to the mill via an elevated walkway.

8.5 Tier Two Major Projects

Council	Location	Title	Description
Bland	West Wyalong	Bland Shire Cultural Centre and VIC	Bland Shire Council Social and Community Multipurpose Cultural Centre that incorporates a Visitor Information Centre including the European and Aboriginal history and heritage.
Bland	Lake Cowal	InHabitat Lakeside Accommodation	InHabitat Lakeside is an eco-tourism accommodation project to be developed and operated by the Lake Cowal Foundation on the western shore of Lake Cowal, New South Wales' largest natural inland lake and wetland bird habitat of National significance. The project site is an elevated position with immediate water views, looking down over the natural bird breeding area of lignum habitat in Lake Cowal.
Bland	Lake Cowal	Lake Cowal Visitor Upgrade	Improvements to the public access reserves and roads to Lake Cowal and the installation of interpretive signage, BBQs, seating, shading and amenities.
Bland	West Wyalong	West Wyalong Aerodrome Upgrade	Re-asphalt of the West Wyalong aerodrome landing strip and installation of re-fuelling and water facilities at the West Wyalong aerodrome to attract more gliding and MAAA events to the Bland Shire.
Bland	West Wyalong	West Wyalong Showground Upgrades	Upgrading of the West Wyalong Showground that holds a number of horse events including campdraft, stock horse, trotting and pony club horse events. The West Wyalong Showground is also used for camping, yard dog trials, mine rescue, the annual show and other events.
Coolamon	Coolamon	Coolamon Cheese Factory Expansion Project	Restoration and renovation of the historic Coolamon bakery located in the courtyard of the Coolamon Cheese Factory. This is Coolamon's first recorded bakery and features a wood-fired Scotch oven and baker's room. The concept is to restore the oven and develop outdoor dining adjacent to the bakery, increasing the dining capacity and enhancing the visitor experience at the Factory.
Cootamundra-Gundagai	Gundagai	Gundagai Rail Trail	Feasibility Study completed in 2008 and a funding application has been submitted for detailed development plan including costing to develop the section within the town limits as a phase 1, incorporating the State Heritage Listed Gundagai Railway Viaduct.
Cootamundra-Gundagai	Gundagai	South Gundagai Café and Canoe Hire	Temporary cafecanoe hire at South Gundagai in warmer months to provide a new nature-based product and capture visitors along the Hume Highway.
Cootamundra-Gundagai	Gundagai	Kimo Estate Eco-huts	Development of additional eco-huts on Kimo Estate, adding capacity to the one hut that is currently operational.
Cootamundra-Gundagai	Gundagai	Lanigan Abbey Estate	Improvements and refurbishment of the Lanigan Abbey Estate Hotel and development of a restaurant with the original school building located on-site.
Junee	Bethungra	Bethungra Rail Spiral and Dam	Further development of the Bethungra Dam visitor amenities, and improved viewing platform and amenity at the Spiral.
Junee	Junee	Junee Tourist Trains	Junee is a rail hub and there is opportunity to connect tourist trains to other towns (e.g. Queenscliff Blues Train model)
Lockhart	Lockhart Shire	Increased Indigenous Tour Offerings (Bundy Tours)	Mark Saddler of Bundy Tours brings a growing number of groups through Lockhart Shire, visiting an emu farm at The Rock, Kengal (The Rock Hill), Lockhart and Galore Hill. Mark is working with Greens Gonyah Museum to include exhibitions and interpretative material on the crafting of traditional tools and instruments with potential for visitor workshops.
Lockhart	Collingullie to Deniliquin	Drovers Way Touring Route	The Drovers Way follows a historic path through a region rich with stories of interest including the heritage of Indigenous Australia, pioneering history and outstanding natural landscapes. Commencing at Collingullie and connecting with the Long Paddock Touring Route at Deniliquin, the Drovers Way Touring Route will encourage an alternative way of travelling through the Riverina.

Table 12: Eastern Riverina Tier Two Major Projects (continued over page)

Tier Two Major Projects (Continued)

Council	Location	Title	Description
Lockhart	Lockhart and Rock	Lockhart and Rock Pool Upgrades	The swimming pools in both Lockhart and The Rock are reaching end of life and require significant refurbishments to meet safety and operational obligations. \$2 million has been committed by Council and the balance is being sought through grants.
Lockhart	Lockhart	Stage 2 Expansion of Greens Gonyah Museum	Greens Gonyah Museum, Lockhart towns largest tourist attraction, to expand and redesign their display of nationally significant machinery collections. Funds will be directed toward the upgrade of facilities in a former industrial building located adjacent to the existing Museum grounds. The building was recently purchased by Council and the community to expand existing exhibition space. It requires significant work to ensure that it complies with the Australian Standards.
Lockhart	Lockhart / The Rock	The Rock – Lockhart Marathon	Members of The Rock Triathlon are working with Lockhart Shire Council to host a marathon from Lockhart and The Rock. They are located 42km apart and provide the perfect opportunity for a town to town marathon along flat and undulating sections of sealed road.
Lockhart	The Rock	The Rock Astronomy Centre	The Rock Regional Observatory Project proposes to build an astronomical observatory to be used for educational and tourism purposes. The project will include astronomy tours to Galore Hill, determined as one of the top ten places in the world to view scientific astrological points of interest.
Lockhart	The Rock	The Rock Nature Reserve Indigenous Interpretation and Management	Lockhart Shire Council work closely with NPWS to ensure ongoing improvements to facilities at The Rock Nature Reserve. Improvements by NPWS have allowed to increase and improve promotion of The Rock Hill, increasing visitor numbers over the past three years from an average of 19,000 visitors per year to an average of 36,000. Moving forward the development of indigenous training programs, management and potential tours should be considered.
Temora	Temora	Temora Caravan Park Relocation	Relocating the Temora Caravan Park to the banks of Lake Centenary to create a holiday resort style caravan park.
Temora	Temora	Temora Hotel and Accommodation Development	Construction of a hotel in Temora capable of accommodating a coach load of visitors currently unable to stay in Temora, and development of small scale luxury and boutique accommodation in Temora town centre and rural areas to cater for demand from the couples market.
Temora	Temora	Temora Rural Museum Development	Re-branding of the Museum to reflect the diversity of the exhibitions on site, developing a broader range of experiences to bring the collections to life and appeal to a wider audience. Construction of a new exhibition space to house the growing ambulance collection.
Various	Regional	Canola Trail Signage	Installation of tourism signage for the Canola Trail to promote experiences along the trail and reinforce the brand.
Various	Regional	NSW Silo Art Trail	Building on the success of the Victorian Silo Art installations, there is a proposal to develop a touring route based on grain silos, water towers incorporating static and digital art. This would leverage the large volumes of traffic on the Newell Highway to provide a compelling experience to increase length of stay and overnights. A working group has been put together to drive the project.
Various	Regional	Riverina Agritourism Trail	Capitalising on the growing agritourism facilities in the region to develop an updated farm-gate trail.
Wagga Wagga	Tarcutta Street	Aboriginal Cultural Interpretation Centre	A cultural interpretive centre targeting international visitors wanting to experience Aboriginal culture, art and lifestyle, will provide significant opportunities for Aboriginal people to further develop viable and sustainable tourism ventures and to be actively involved in the mainstream tourism industry. This may form the next stage of the Riverfront precinct.
Wagga Wagga	Wagga Wagga	Food/Agriculture Marketplace	A Food and Agritourism Hub located in the CBD of Wagga Wagga to facilitate an immersive, family friendly visitor experience that showcases the region's local produce and promotes the paddock-to-plate concept.

Tier Two Major Projects (Continued)

Council	Location	Title	Description
Wagga Wagga	Wagga Wagga	Wagga Botanic Gardens and Zoo Precinct	The Botanic Gardens precinct is a highly valued attraction within the region. The precinct includes gardens, restaurant/kiosk, model railway, zoo, adventure playground, music bowl and the Museum of the Riverina housing the Sporting Hall of Fame. To cater for existing visitors and future growth there are a number of infrastructure upgrades required including: <ul style="list-style-type: none"> • Disabled access and circulation. • Automatic irrigation infrastructure. • Improvements to existing enclosures (replacing fencing, de-silting ponds, redesigning garden layout, provision of an amenities block at the top end and tree plantings). A Zoo Masterplan and Botanic Gardens Precinct Masterplan are currently underway and will identify detailed investment opportunities.
Wagga Wagga	Wagga Wagga to Ladysmith	Wagga Rail Trail	Development of a 20km sealed, off-road trail connecting the Wagga Wagga CBD with the village of Ladysmith via the airport, RAAF base and Forest Hill. The trail will be developed within the existing disused rail corridor and designed as a multi-use trail for walking, running, cycling and commuting.
Wagga Wagga	Wagga Wagga	Eco-accommodation / Quality Park	As part of driver to diversify current accommodation base in Wagga a need for eco-style glamping accommodation or quality tourist park to fill an existing gap in the market.
Wagga Wagga	Lake Albert	Lake Albert Precinct Development	The Lake Albert Management plan sets out the vision and challenges for the iconic recreation and cultural space and provides strategies and guidance on the management of this asset. This plan highlights the need for the foreshore works to be completed and improvements to water quality and flows. The revitalised space and new infrastructure will be used to host sporting, cultural and recreational events and will ensure the lake foreshore is protected against erosion whilst also improving access to the water for events and recreational opportunities.
Wagga Wagga	Narrung St, Wagga Wagga	Marrambidya Wetland Masterplan	The Marrambidya Wetland was opened in 2016. In order to grow visitor numbers it is recommended that a Masterplan be developed to review accessibility through a wheelchair and pram accessible platform, and enhance the visitor experience via the development a Discovery Centre adjacent to the Carpark area.
Wagga Wagga	Murrumbidgee River, Wagga	River Reserve Improvements including Oura boatramp	With the growth of the free camping industry and popularity of fishing and other river related activities it is recommended that another three river reserves across the Council are improved to the standard of Oura Beach Reserve. The suggested sites are the Currawarna, Kohlhagens and Shanty river reserves. Oura Beach is a popular destination for campers. The site has a composting toilet, fencing, shelters and a good access road. The boat ramp would complement the existing facilities. Given the popularity of fishing it is expected the boat ramp would further encourage visitors to the LGA.
Wagga Wagga	Wagga Wagga CBD	Wagga CBD Night-time Activation	Night time activation of key precincts including Baylis and Fitzmaurice Street including improved lighting, complementary art led experience. This would leverage greater yield from the VFR (including defence), business and stopover markets. Council may consider establishing a night-time economy taskforce comprising local businesses and stakeholders to investigate activation projects and night-time events.
Wagga Wagga	Wagga Wagga	Wagga Sports Museum	A Sports Museum to complement the 'Wagga Effect' and showcase the strength of the local sporting community.
Wagga Wagga	Wagga Wagga	Wiradjuri Track Masterplan	The Wiradjuri Waking Track has been developed over the last two decades by Crown Lands, community groups and Council. There is an opportunity to increase the use of this unique track by improving signage and carrying out trail repairs. It is recommended a Masterplan be developed to review main track, linkages, development of tourism experience nodes, lookouts and ongoing maintenance.

09 Western Riverina

9.1 Destination Summary

The Western Riverina sub-region includes the Councils of Carrathool, Griffith, Leeton, Murrumbidgee, and Narrandera. The main feature of the Western Riverina is the Murrumbidgee Irrigation Area (MIA), which was established in 1912 with the commissioning of Burrinjuck Dam. Griffith and Leeton are the two largest towns within the MIA, which are notable for their design by Walter Burley Griffin. This is commemorated in the Burley Griffin Way, which connects the region to Canberra.

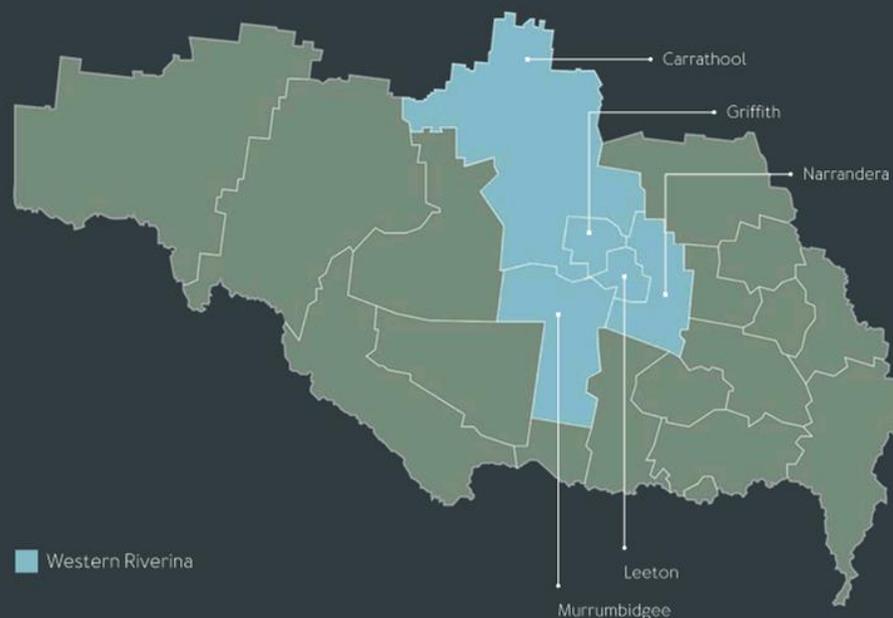
The MIA is home to over 50,000 people with the majority of jobs tied inextricably to the water supplied to farms and industry. The MIA is the largest wine grape producing region in Australia, with Griffith the focus of production.

The growth of the wine industry in the region was largely driven by the influx of Italian immigrants, which has also provided the basis for the restaurants and cafes. More recently, a growing Sikh community has enhanced Griffith's multiculturalism. The Sikh Games held annually in June has grown significantly every year with around 15,000 people visiting the event in 2017.

Narrandera is ideally positioned on the junction of two major national highways, the Newell and the Sturt. Leeton is the historic heart of the Murrumbidgee Irrigation Scheme and is the lifeblood of the Western Riverina region's agricultural enterprise for Australia's rice production industry. Leeton has also diversified in recent years to become a significant exporter of cotton, grains, wine, nuts and quality beef.

Jerilderie provides food and services for traffic on the Newell Highway, the main road route from Victoria to Queensland, and is also part of the Ned Kelly Touring Route. The Jerilderie Lake and Billabong Creek provide a scenic spot for visitors to stop in the town.

Carrathool Shire covers an extensive area within the Western Riverina, with both irrigated and traditional cropping and grazing. The area includes sections of the Murrumbidgee and Lachlan Rivers and the Cocoparra, Willandra and Murrumbidgee National Parks, providing visitors with nature based and wildlife experiences.



9.2 Visitor Experience and Product Profile

Nature-Based and Outdoors

The geography and landscape of the Western Riverina is typified by flat open irrigated plains. Horticulture is a key element to the landscape experience and provides a unique setting in New South Wales. There are a series of water bodies in the Western Riverina that provide a range of tourism experiences and development opportunities in the region. The key nature-based assets include:

- The Murrumbidgee River which crosses the Riverina region from Balranald to Gundagai and one of the most significant rivers in Australia.
- Lake Talbot (Narrandera) – ideal for boating, canoeing and water skiing.
- Lake Wyangan (Griffith) – a BBQ and picnic location which is popular for sailing.
- The Ramsar listed wetlands around Leeton including Tuckerbill and Fivebough which are home to abundant birdlife.
- There are a number of National Parks and waterways that provide visitors with nature based experiences, such as the Copoparra and Willandra National Parks and the Lachlan Valley National Park.
- The Carrathool area offers an abundance of camping and fishing opportunities along the expansive creek systems. The creek systems found in the area are mostly from the Murrumbidgee and Lachlan Rivers, with the Yanco, Billabong and Colombo creeks being the most easily accessed.

In addition, the Altina Wildlife Park in Darlington Point and Koala Spotting Regeneration Reserve at Narrandera each provide an up close and educational experience with a range of exotic and domestic animals. The Park is currently planning for upgrades and new facilities, particularly to improve the educational experience.

History and Heritage

The Western Riverina has a unique heritage story associated with the development of the MIA in the early 20th Century and the multicultural population that the region has attracted. Heritage attractions of note include:

- Jerilderie has an interesting history, defined by the Kelly Gang's hold up of the Jerilderie Bank and the subsequent writing of the Jerilderie Letter. This is commemorated in a biennial event. There are also a range of interpretation and experiences related to the Kelly story in the town.
- Griffith Pioneer Park and Italian Museum features over 40 historical buildings which showcases the pioneer and Italian heritage of the region.
- Hermit's Cave in Griffith tells the story of an eccentric local who made the rock escarpment his home for a number of decades.
- Leeton is notable for its art deco period architecture, including the Roxy Theatre, the Hydro Hotel and the Burley Griffin designed water towers in the town.

Agriculture and Local Produce

The MIA is a highly productive agricultural region, with significant production of citrus fruits, stone fruits, grapes, rice, cotton, corn and vegetables. The food and wine experience is a key feature of the region, including touring through the vineyards, visiting farms, and picking up seasonal produce from roadside stalls.

Griffith has a strong reputation for its Italian heritage and has a number of well known eateries and restaurants including Limone, La Scala, and Zecca amongst others. Despite agriculture being the dominant major economic driver, agritourism is still relatively undeveloped in the region. The availability of local produce and cellar door experiences is limited with major producers primary focus on bulk exports. The range of agricultural produce and innovative techniques may provide the basis for the establishment of education and industry tours in the region. The Tastes of Leeton experience offered at Leeton Visitor Information Centre and the Southern Cotton Gin in Whitton are good examples.



Roxy Theatre, Leeton
Credit: Destination NSW

Arts and Culture

The region has a growing arts and cultural offering. Examples of arts and culture experiences in the Western Riverina include:

- Exploring the Hermit’s caves at Scenic Hill Reserve.
- Visiting Griffith’s regional art gallery.
- Morundah is notable for its recent tradition of hosting opera performances. In 2016, the old “opera house”, which was a prefabricated pig shed was demolished and replaced by a larger permanent structure, designed to cater for not only opera, but a range of other types of events.

Touring Routes

The Western Riverina includes a number of strategically important highway corridors which transport large volumes of traffic through the region. The major existing routes include:

- Newell Highway [Route 39] – the major inland route connecting Melbourne to Brisbane and passes the Eastern and Western Riverina towns of Jerilderie, Narrandera, Temora, West Wyalong. The Newell Highway Promotions Committee provide marketing and promotions to passing visitors.
- Burley Griffin Way – links Griffith and Canberra and showcases a number of towns and sites which were designed by renowned architect, Walter Burley Griffin.
- Kidman Way – runs through the heart of NSW and links Jerilderie to the south, Barringun to the north, and includes key towns in the Western Riverina including Coleambally, Darlington Point, Griffith, and Hillston.

9.3 Visitor Profile

Summary of Visitation to Western Riverina [2017]

Western Riverina receives almost 570,000 visitors per annum. Visitor growth has remained somewhat flat with an additional 50,000 overnight visitors over the past decade.

Analysis of the sub-regions visitor profile (using TRA data) and consultation in the region identified the following features of Western Riverina's visitor market [detailed visitor data is provided in Appendix B]:

- Visiting friends and relatives is the main purpose of overnight visitation (35% of overnight visitors).
- A relatively small proportion of holiday/leisure visitation, with only 29% of overnight visitation for holiday purposes.
- 27% of overnight visitation is for business purposes. This is the largest proportion of business travel of all sub-regions and likely reflects the strong agribusiness activity in the region.
- 59% of overnight visitors are from NSW (21% from Sydney and 38% from regional NSW), and 22% from Victoria (11% from Melbourne and 11% from regional Victoria). Visitors from ACT represent 6% of overnight visitation.



280,000
Domestic Daytrip
Visitors

280,000
Domestic Overnight
Visitors

8,000
International
Visitors

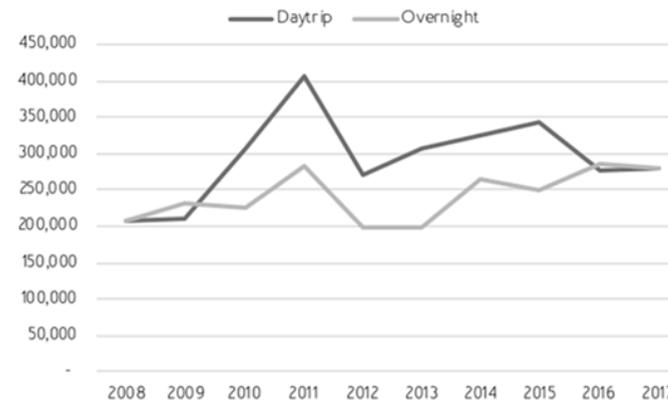


Figure 17: Western Riverina Visitation

Source: TRA NVS & IVS Visitation 2007-2017 YE June

9.4 Tier One Priority Projects

Griffith Wine and Food Hub

The establishment of a central food and wine hub would become home for fresh and gourmet food in Griffith, showcase regional produce, educate locals, and grow small businesses. The market may include a small section open during regular business hours and a larger market section which is open on weekends and for special events. In addition to local produce, the marketplace may incorporate a wine bank, small food business incubator, food education programs, cooking classes and demonstrations, arts and crafts.

A concept plan and location study will be required as the first step to clarify the concept and identify potential sites. Although Griffith and the surrounding region is well known as a major agricultural and wine production area, it's not recognised as a significant food and wine tourism destination. A central produce hub/market would grow the food credentials of the region and provide a cellar door experience for many of the iconic wine labels in the region that don't currently offer a visitor experience currently not interested in offering a visitor experience.

Lake Wyangan Tourist Park

Lake Wyangan is located just 10 minutes from Griffith and is a popular recreation, boating and picnic area. There is an opportunity to further develop the lake for tourism uses, improve visitor infrastructure, and accommodate a new resort style caravan park. Council have undertaken initial work on a shared pathway network.

The next steps would include the development of a Lake Wyangan Tourism Masterplan which would investigate improved access, visitor infrastructure, trail network and potential sites for a caravan park.

Griffith CBD Beautification

Griffith has a unique and attractive town centre, originally designed by Walter Burley Griffin. However, there are a number of areas which require re-investment, and large vacant sites.

The Griffith CBD Strategy is an ambitious plan to rejuvenate the centre of the city through streetscape beautification including:

- Upgrading Kooyoo and Yambil Street (a more detailed masterplan for Yambil Street is being developed to become a more inviting commercial boulevard).
- Redeveloping Neville Place into a civic open garden.
- Upgrading the retail core around Banna Avenue.

An implementation plan outlining \$8 million of improvements has been developed.

Darlington Point Destination Development

Darlington Point enjoys a reputation for recreational fishing and boating within the local Murrumbidgee Council area and the wider Riverina tourism region. The town is surrounded by River Red Gum Forest and is noted for its riverside beaches. This project includes three major works proposals:

- Improvement of boating infrastructure including boat ramp, roadway, walkway, signage, car and trailer parking.
- Upgrade of the town beach located on the Murrumbidgee River (north) to resolve conflict between powered boats, non-powered craft (e.g. kayaks) and swimmers.
- Upgrade of existing caravan park to a state of the art tourist park.

Leeton CBD and Hydro Hotel Enhancement Project

Leeton CBD Enhancement Project has been through a design and planning phase. The key elements include improved entrances, landscaping and tree plantings, improved pedestrian environment, new art deco design features (e.g. street lights, pavement), development opportunities for major sites, and public park improvements.

The Hydro Hotel is an iconic art deco constructed in 1919. The project includes the update and redevelopment of the hotel to create a boutique accommodation experience with the ability to leverage large conferencing opportunities. The upgrades are a significant step towards Leeton's desire to establish itself as the art deco capital of Australia.



Altina Wildlife Park Visitor Centre

The Altina Wildlife Park in Darlington Point provides an up close and educational experience with a range of exotic and domestic animals. The Park has experienced increasing visitor numbers in recent years and is currently planning for future expansion. This will include improved educational and interpretive centre, new exhibition space, and a self-guided experience.

Gogeldrie Weir Precinct Development

The Gogeldrie Weir Precinct development includes the installation of new boat ramps, greater mix of accommodation and the expansion of recreational activities. The upgrades would attract special user groups seeking the space and facilities for fitness activities, bushwalking, birdwatching and family entertainment. This area also has historical significance being a major part of the irrigation system in the Shire.

The Gogeldrie Weir already has a lessee onsite and a lot of new infrastructure such as cabin accommodation, a dedicated venue for special events and strong relationships with State Water, NSW National Parks and Wildlife Service and several other key stakeholders.

9.5 Tier Two Major Projects

Council	Location	Title	Description
Carrathool	Hillston	Hillston River Frontage Activation	Improvement to Hillston's Lachlan River Frontage environs including the Swinging Bridge, Lachlan River Park and Walking Trail.
Carrathool	Hillston	Hillston Backpacker Accommodation	A new state of the art backpacker hostel in Hillston to support the ongoing need for seasonal workers in the local agribusiness sector
Griffith	Griffith	Griffith Sporting Infrastructure	Develop an enhanced sporting precinct in Griffith to provide for sporting events, such as regional and state basketball, hockey and netball and grow sports tourism in the region. Further, develop a multi-purpose facility to also be used for conferencing. Still in the early concept phase.
Griffith	Griffith	Griffith Outdoor Live Stage	The development of a multipurpose outdoor stage to accommodate medium scale events.
Griffith	Griffith	Griffith Water Theme Park	Themed water park with water slides and outdoor pool to appeal to the family market.
Griffith	Griffith	Griffith Villages Bike Trails	Shared pathways and bike trails linking Griffith to its villages to improve the visitor experience and access to attractions (wineries). Villages include Beelbanger, Yenda, Bilbul, Yoogali, Hanwood, Lake Wyangan, Nericon, Tharbogan. This is set out in Council's PAMP (Pedestrian Access Mobility Plan).
Leeton	Leeton	Activation NSW National Parks	Establish a close working relationship with NSW National Parks with the aim of working towards enhancing the visitor experience and exploring river frontage product development opportunities between Leeton and Narrandera.
Leeton	Leeton	Roxy Theatre Upgrade	An iconic 1930s Theatre from the art deco period has potential to be refurbished and activated through a program of events that would attract visitors to Leeton for arts and cultural purposes. Leeton currently hosts over 5000 Eisteddfod participants per annum from across the wider region as well as the Leeton Outback Band Spectacular which draws brands from rural, regional and metropolitan (Sydney and Canberra)- this event has room to grow.
Leeton	Leeton	Fivebough Wetlands Infrastructure	Infrastructure development surrounding enhancing the visitor experience at Fivebough Wetlands. Potential to be linked to nature-based/birding trails.
Leeton	Leeton	Leeton Swimming Pool Upgrade	This project to upgrade the Leeton Swimming Pool facility has been through concept planning and design. Currently applying for relevant and available funding opportunities to make a reality.
Leeton	Leeton	Leeton Art Deco Festival Relaunch	Relaunch of the Leeton Art Deco Festival in 2019- funding options currently being investigated.
Leeton	Yanco	Tactile and Taste Tourism Facility	A private operator is currently looking for funding opportunities to undertake a feasibility study for a Tactile and Taste Tourism facility in Yanco. The facility will provide information on the significance of irrigation, land and gravity to the success of the MIA and its relationship with the local communities and the Murrumbidgee River.
Leeton	Leeton	New 4-star motel for Leeton	Leeton has a gap in quality hotel/motel accommodation (at least 4 star). Given that a significant percentage (approx 60%) of our visitors are business travellers this offers great potential for a private investor.

Table 13: Western Riverina Tier Two Major Projects (continued over page)

Tier Two Major Projects (Continued)

Council	Location	Title	Description
Murrumbidgee	Coleambally	Pride of Place- Coleambally	The Pride of Place Coleambally project seeks to simultaneously invest in highly visible community and visitor amenity including sports ground upgrade to expand regional use, redevelopment of the town centre and main street Brolga Place precinct to increase visitor appeal and community amenity, and the construct of Lake Coleambally for use as a residential water sport facility for visitor and community use.
Murrumbidgee	Darlington Point	Waddi Cultural Centre	Waddi Housing and Advancement Corporation provides culturally appropriate community, social and housing support services to the Indigenous community of Darlington Point. Waddi has received strong support to renovate and position the main street premises as a Cultural Centre with gallery and retail space, wet room for art production, outdoor cultural performance area, kitchen/cafe, education and genealogy room. This will enable the expansion of cultural programs including providing permanent interpretation and connection to the former mission station Warangesda.
Murrumbidgee	Various	Murrumbidgee Local Tourism Strategy	The development of a Local Tourism Strategy for the Murrumbidgee Area incorporating arts, heritage, indigenous and cultural opportunities.
Murrumbidgee	Jerilderie	Ned Kelly Alliance Touring Route	Jerilderie has public and privately owned built heritage assets that could be activated as visitor product including The Willows Museum, The Court House, Railway Station, Printery and Telegraph Office, Old Police Lock-up, and a number of commercial buildings in the main street and in the Powell St heritage precinct. These include many Ned Kelly related buildings and interpretative signing/ walking trail. A strategy to assess prospects for enhancement of heritage buildings, including participation in the Ned Kelly Touring Route Alliance, and upgrading current interpretative signing/digital options, will inform and stimulate investment decisions
Narrandera	Narrandera	Marie Bashir Park Enhancement	The Park upgrade will include new fencing, installation of a liberty swing, a basketball pit, new BBQs and disability accessible picnic table and shelters, a running track and an upgrade to the existing skate park, and a portable stage.
Narrandera	Narrandera	Narrandera Town Centre Upgrade	Narrandera main street upgrade based on the Narrandera Business Centre Masterplan. The Master Plan provides a framework for ongoing and staged improvements to the town centre. These include: streetscape, precinct entrances, pedestrian linkages, footpaths, parking, street trees, landscaping and lighting.
Narrandera	Narrandera	Narrandera Arts Centre Upgrade	Arts Centre enhancements including a deck, storage room and landscaping. A funding application has been prepared.
Narrandera	Newell Highway	Newell Highway Cultural Interpretive Centre	The construction and fit-out of an interpretive centre, fronting the Newell Highway, and celebrating the cultural identity of Narrandera and district - a statement making building, comprising interpretive space, a multipurpose gallery space, staff and public amenities, and a landscaped space holding further interpretation. Cultural narratives and items of significance will be interpreted digitally and physically. The multi-use gallery space will facilitate local art sales and cultural capacity building.
Narrandera	Narrandera	Sandhills Artefacts Expansion	Sandhills Artefacts expansion (indigenous gallery) - located opposite existing Sandhills Artefacts studio to display Wiradjuri artefacts and sample indigenous food.
Region-wide	Jerilderie to Carrathool	Kidman Way Development	Development and marketing of Kidman Way touring route.
Region-wide	Various	Burley Griffin Tourism Route	Establishment of the Burley Griffin Touring Route going through Temora, Aria Park, Ardlethan, Barellan, Yenda, Griffith.

10 Outback Riverina

10.1 Destination Summary

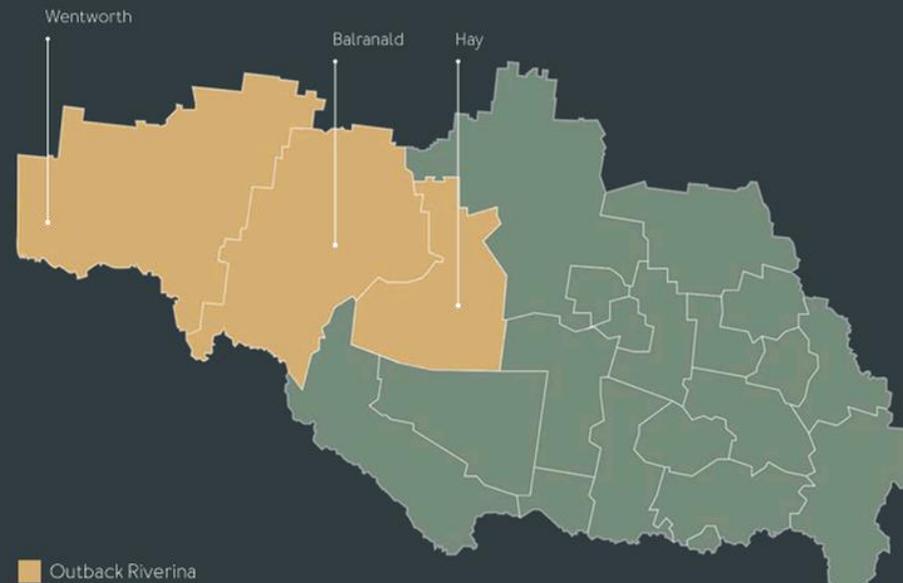
The Outback Riverina is a large sub-region consisting of Wentworth, Balranald, and Hay Shires.

The region is characterised by its arid outback landscape, flat topography, and charming towns. The unique setting provides a visitor experience more akin to central Australia than the rest of the Riverina Murray region.

Nature-based tourism is the major strength of the region which includes a number of key natural sites including the culturally significant Mungo National Park, the Murray-Darling River Confluence, and Yanga National Park. The region includes the three largest rivers in Australia: Murray, Murrumbidgee and Darling making it a popular location for fishing and watersports.

The region includes a number of unique towns which provide opportunities to learn about outback settlement and rural life in Australia. The Sturt Highway connects the major towns in the region, and is the primary route between Adelaide and Sydney.

The region shares a border with South Australia to the west and Victoria to the south. There are important cross-border relationships with Mildura, as the major population centre. Mildura also has a major regional airport and acts as a gateway to the Outback Riverina region.



10.2 Visitor Experience and Product Profile

Nature-Based and Outdoors

Nature-based tourism is the major strength of the region which boasts a number of National Parks and attractions. The major destinations include:

Mungo National Park – is a world heritage listed site home to the remarkable archaeological finds of Mungo Lady and Mungo Man, the world's oldest human cremations. These fascinating 42,000 year old ritual burials represent the early emergence of humanity's spiritual belief and tell an incredible story about the long history of Australian Aboriginal people. Since the discovery of the site, it has been established as a National Park of international significance.

The Park provides accommodation, camping facilities, trails, and walks and tours. Regular tours are run by local NPWS rangers from the Mungo Visitor centre. Licensed tours are also run out of the Balranald Discovery Centre, Mildura and Broken Hill.

For visitors to the area, access to the park can be confusing. Both Google Maps and GPS state that the park is over 4 hours drive from Mildura. However, in good conditions the journey should only take 1.5 hours. This is highly weather dependant, as the main routes can be closed following heavy rain. The distance from major markets is a barrier for the park, however, with a number services from a capital cities, Mildura Airport is well positioned as the gateway to Mungo NP for visitors travelling by air.

Yanga National Park in Balranald is one of NSW's newest national parks and features important historical sites for the local indigenous community and early explorers. The National Park is located a short drive from the Balranald township and tours are run out of the NPWS office.

Based on data from NPWS, Mungo National Park receives approximately 21,000 visitors per annum.

Other nature-based sites include the following:

- **Murray and Darling River Junction** – the junction of Australia's two largest rivers which can be seen from a viewing tower.
- **Perry Sandhills** – a unique sand dune formation located just outside Wentworth.

There are a number of river systems which traverse the region making it a popular location for fishing and water sports. The major rivers include:

- Darling River.
- Murrumbidgee River.
- Murray River.
- Wakool River.
- Edward River.
- Lachlan River.

History, Heritage and Culture

There are a number of unique and charming outback towns throughout the region which provide a historical account of outback settlement and Australian rural life. Some of the major experiences include:

- **Balranald Discovery Centre** – an interpretive centre (which also includes a VIC and café) where visitors can learn about the Balranald Shire's history including agricultural heritage and the Shire's environment.
- **Shearers Hall of Fame (Hay)** – an interpretive centre housed in the Murray Downs Woolshed where visitors can experience the living and working conditions of shearers and the shearing culture which is vital to the region.
- Taking a cruise down on the Murray on a historical paddle-steamer (departing from the Mildura Wharf).
- Visiting the various museums and heritage sites that reflect rural settlement and rural life.

10.3 Visitor Profile

Summary of Visitation to Outback Riverina (2017)

Outback Riverina receives almost 174,000 visitors per annum. Overnight visitation has grown strongly over the past decade, however, there has been a dip in 2017. Daytrip visitation has remained flat.

Analysis of the sub-region's visitor profile (using TRA data) and consultation in the region identified the following features of Outback Riverina's visitor market (detailed visitor data is provided in Appendix B).

- Although the Outback Riverina sub-region currently attracts the lowest visitor numbers due to its small population base and proximity to major centres, it shares important cross-border connections with Mildura. Mildura attracts over 450,000 overnight visitors and 250,000 daytrips annually.
- Approximately 47% of overnight visitors are for the purpose of holiday/leisure.
- A relatively high proportion of overnight visitors in transit on their way to another destination (10%), the highest proportion of this type in the Riverina Murray. The Sturt Highway crosses the region and is the major link between Adelaide and Sydney.
- A relatively older visitor profile with 40% of overnight visitors aged over 60 years, reflecting the region's popularity for grey nomads and caravanners; The region includes a number of free camping areas which are popular with grey nomads.
- The region has a large backpacker population drawn for short-term farm work, many based in the Victorian towns such as Mildura and Robinvale.



31,000
Domestic Daytrip
Visitors

140,000
Domestic Overnight
Visitors

3,000
International
Visitors

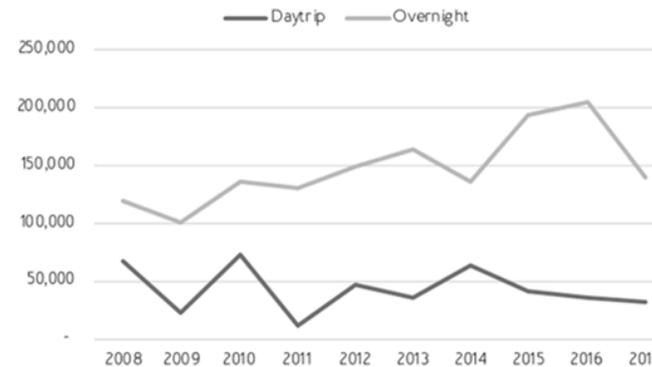


Figure 18: Outback Riverina Visitation

Source: TRA NVS & IVS Visitation 2007-2017 YE June

10.4 Tier One Priority Projects

Gateway to the Outback Positioning

The region [including Mildura] has the opportunity to position itself as a gateway to the Australian Outback, providing a more accessible and inexpensive experience to rival the Northern Territory. Balranald and Mildura are well positioned to act as a gateway to the nature-based tourism opportunities of the region, particularly given the number of flights through Mildura Airport. It is also worth noting the significance of visitor flows to the region from locations such as Broken Hill and further north.

Through the development of more internationally ready tours and promotion of the nature-based experiences, and indigenous storytelling, a greater share of capital city and international markets may be attracted to the region.

Mungo National Park All Weather Road

Mungo National Park cannot be accessed from either Mildura or Balranald following rainfall, impacting on tour operators and international visitors who have booked trips to the Willandra Lakes World Heritage Area. The road upgrade will also need to include the main routes through the area, as they are also not accessible following rain. As an internationally significant site, with a concurrent study into development of enhanced infrastructure by NPWS, this is an important project in the lifting of the profile of the Riverina Murray as a tourism destination.

Great Murray Darling Junction Reserve

The project will implement the actions and recommendations of the Great Murray Darling Junction Reserve Plan of Management and includes improved access, interpretive displays and the potential water interpretation installations.

Wentworth Riverfront Development

Long-term planning for the future expansion of the Wentworth Riverfront precinct from the Wentworth Civic Centre to Willowbend Caravan Park focusing on linkages to existing facilities and concepts for future attractions. The project is currently at Concept Stage.

Wentworth Houseboat Infrastructure

The project includes the upgrade of ageing facilities used to dispose of waste from the house boats industry. These facilities are critical to the ongoing to the success of the house boating industry, considered a key driver of tourism for the Wentworth and the broader region.

Hay Riverfront Development

Development of the Hay Murrumbidgee Riverfront activation including wharf, paddle vessel, and extension of riverside walking tracks.

Wentworth Eco Resort Development

The development of a large-scale riverfront eco resort in close proximity to Mildura and Wentworth. This is currently in the high-level concept stage but would fill an important gap and have a significant impact on the region.

10.5 Tier Two Major Projects

Council	Location	Title	Description
Hay	Hay	Hay Public Art	The development of public art in specific locations in Hay township to activate the town. This includes Main Street, Pine Street, and Bush Bend and Sandy Point Reserves.
Hay	Hay	Hay Park Development	Development of a signature Park for the township of Hay. Council is currently sourcing funding.
Hay	Various locations	Water Tower Art	The development of water tower art across a number of towns (similar to the grain silo art concept) to provide sites of interest and encourage visitors to stop in town.
Balranald	Yanga - Mungo	Yanga Mungo Touring Route	There has been a Yanga and Mungo National Park touring loop developed, based out of Balranald. Further development of the touring opportunities through the region, linking the route to other complementary attractions and development of a website for promotion may lead to increased visitation.
Balranald	Yanga	Yanga Kayaking Tour	NSW Parks and Wildlife Service have begun site planning for a kayaking tour along the Murrumbidgee River and Yanga Lake, near Balranald. Once the site planning is completed and the tour developed, an external guide will be sought to provide the tour within the Yanga National Park.
Balranald	Euston Forest	Euston Forest Eco-trail	Plan and develop an eco-trail experience within the Euston Forest.
Wentworth	Mungo National Park	Mungo Visitor Centre	Improvements to the Mungo Visitors Centre to include enhanced interpretation and storytelling of the significant heritage area.
Wentworth	Pooncarie	Pooncarie Camping Facilities	Ongoing development of an RV Camping facility at Pooncarie including installation of filtered water and power.
Wentworth	Buronga	Buronga Riverfront	Implement the actions/recommendations of the Buronga Riverfront Master Plan. Currently seeking funding, estimated investment of \$1 million.
Wentworth	Wentworth	Aviation Precinct	Long term planning for the Wentworth Airport to seal the runway (business case already complete), and investigate opportunities to increase private aviation, emergency services, and residential development (private hangars adjoined to residential). This would need to complement the commercial role of Mildura Airport.

Table 14: Outback Riverina Tier Two Major Projects



Perry Sandhills, Wentworth
Credit: Destination NSW

10.6 Cross-Border Projects

Mildura Riverfront Development and Conference Centre

There has been significant investment into Mildura's riverfront in recent years, and Stage 2 of the Riverfront Masterplan will include greater linkages to the CBD, commercial activation, and redevelopment of the Powerhouse site.

Included in the riverfront development is the consideration of a conference centre and attached accommodation to attract business events and conferences to the region.

Mildura Culinary Food Plan

An initiative by Mildura Regional Development to connect local producers to restaurants and develop Mildura's food offering.

Mildura / Wentworth Business Events Strategy

A strategy to develop the business events market in Mildura and Wentworth to leverage the airport infrastructure, accommodation capacity, and the redevelopment of the Wentworth Civic Centre.

11 Central Murray

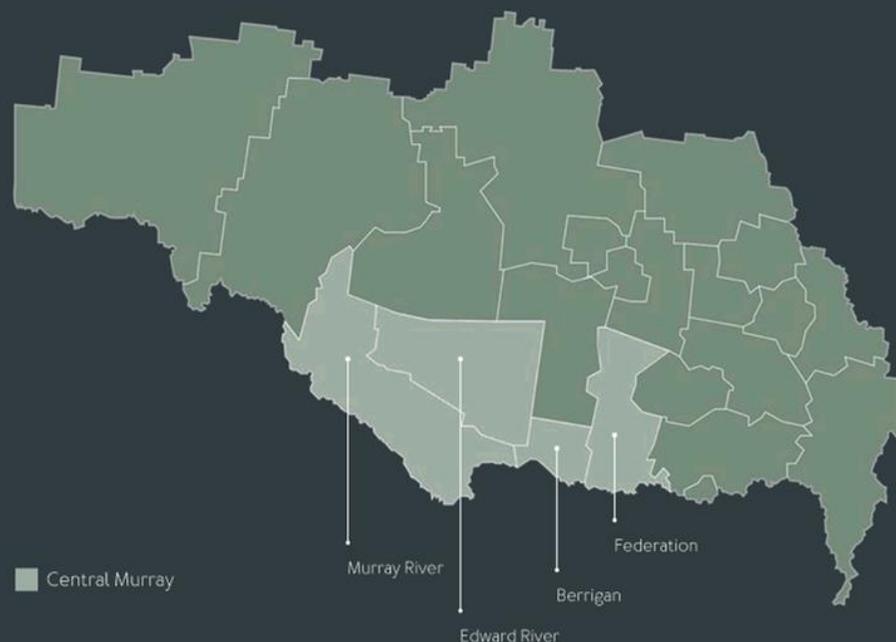
11.1 Destination Summary

The Central Murray includes the NSW Shires of Edward River, Murray River, Berrigan, and Federation.

A significant amount of product is located on the Victorian side within the Central Murray. These products and destinations drive visitation into Southern NSW and hence this section includes discussion relating to both sides of the border with Victoria.

There are three key clusters in this region centred around the border towns of Yarrawonga Mulwala, Echuca Moama and (Deniliquin) and Koondrook Barham. This region has very high holiday leisure visitation and a strong visitor market from Victoria.

In addition to the major destinations this sub region also has significant nature-based assets that cross both sides of the border. These including the Murray River itself, and the Barham, Gunbower and Murray Valley National Parks.



11.2 Destination Clusters

Yarrowonga Mulwala Cluster

Yarrowonga Mulwala on the shores of Lake Mulwala is popular for water-based recreation, golf, nature based activities and its sports clubs.

Cobram Barooga forms a destination in the highly productive agricultural region and is popular for Murray River based recreation, golf and club resorts.

There has been some growth in agritourism surrounding Cobram Barooga and Yarrowonga Mulwala, which strengthens the sub region as a year round destination.

Corowa and Howlong within Federation Shire have strong links with Rutherglen Wine Region which is just over the border in Victoria. These destinations draw in visitors for their high quality golf courses and river based tourism.

The Berrigan Shire features popular golfing assets located at Tocumwal, Finley and Berrigan. In addition, Tocumwal offers visitors one of the region's best river history and heritage experiences.

Echuca Moama Cluster

The region is strategically located as the closest river destination to Melbourne. The border towns of Echuca Moama is strategically located only 2.5 hours from Melbourne; the closest Murray River destination in the sub-region. The towns are located at the junction of key highways and the combined populations equate to being the largest in the sub-region and an important visitor hub. Steeped in heritage, the twin towns are home to the world's largest fleet of operating riverboats, a heritage streetscape, and a hot spot for water sports and camping.

Deniliquin is a further hour north of Echuca, and is the largest regional centre to the north. The town is best known as the home to the Deni Ute Muster, the largest event in the region, and one of Australia's premier rural festivals. The town's location on the Edward River allows for a variety of water activities.

The Barmah and Murray Valley National Parks are important nature-based assets within the Murray sub-region. The parks are located within the Central Murray Region and Mathoura presents opportunity for continued development as the gateway to the forest.

Koondrook Barham Cluster

Koondrook Barham provides a key destination in this cluster for NSW. Barham is a well established tourist town with its clubs capturing cross-border visitation and Koondrook has recently experienced investment to improve its appeal as a tourism destination.

Swan Hill is the cluster's most significant population centre and considered the heart of the areas agriculture production. The town is also a major tourist destination in the Central Murray Region with its strengths including Murray River frontage providing a backdrop for water-based activities. In addition the recently refurbished and upgraded Pioneer Settlement heritage attraction and the highly rated Murray Downs golf course offer excellent visitor experiences.

Gunbower National Park is also considered a major nature-based asset for this cluster with good opportunity for increase visitation.

11.3 Visitor Experience and Product Profile

Nature-Based Tourism and the River

The nature-based tourism assets in the Central Murray provide a strong motivator for visitation.

There are a number of assets in the region that draw visitors and could be further enhanced for nature-based tourism including:

- Lake Mulwala – A major attraction within the Murray Region and very popular for water-based recreation including water skiing, fishing and boating.
- The Murray River – The Murray River through this sub region is popular for water skiing, swimming and fishing.
- Edward River – Traverses through Deniliquin and provides a key water sports asset in NSW.
- Barmah National Park – This National Park is the largest River Red Gum forest in Australia with the Murray River traversing the forest and numerous waterholes and features throughout. Popular for camping and fishing this is one of the icons of the Murray.
- Gunbower Forest – Another major River Red Gum forest with significant bird life and unique flora.
- Lake Boga – major waterway south of Swan Hill.
- Lake Charm and Kangaroo Lake – a cluster of lakes suitable for water skiing in Gannawarra Shire.

Golf

The Central Murray is one of the key golfing areas in Australia. It has a wealth of golf product including the following courses:

- Howlong Golf Club.
- Corowa Golf Club.
- Cobram Barooga Golf Resort.
- Cobram Barooga Golf Club.
- Murray Downs Golf Club.
- Rich River Golf Club.
- Barham Golf Club.
- Yarrawonga Mulwala Golf Club.
- Tocumwal Golf Club.
- Berrigan Sports Club.
- Finley Golf Club.

Whilst the Murray has excellent golf courses, the associated facilities are also a strength for many clubs. Many golf courses include integrated club facilities including dining, accommodation and gaming venues.

The golf infrastructure in the Murray Region is also supported by Golf on the Murray, a marketing and promotions organisation which the key golf courses are members of. This organisation has improved the awareness and strength of golf in the Murray and in some destinations golf is one of the key drivers for visitation.

Clubs and Resorts

There are a number of large sports and serviceman's clubs in the region that are key attractors for the region. These sports clubs often include co-located sports facilities, dining, accommodation and in most cases gaming venues.

Major clubs include:

- Corowa RSL Club.
- Club Mulwala.
- Yarrawonga Mulwala Golf Club Resort.
- Mulwala Water Ski Club.
- Barooga Sports Club.
- Cobram Barooga Golf Club.
- Tocumwal Golf and Bowls Club.
- Moama Bowling Club.
- Rich River Golf Club.
- Moama Sports Club.

The scale of the clubs industry is unique to the Murray Region. This clubs industry in the Murray is an outcome of historic Victorian legislation which did not allow gaming venues within the State. The clubs in the NSW side of the Murray subsequently developed into large visitor destinations.

Many of the clubs have recently invested heavily in their product and experience offer and hence have remained a key experience for contemporary Murray visitors.

Food, Wine and Agritourism

The Central Murray has a strong and developing food, wine and agritourism offer. Key attractions include:

- Corowa Whisky and Chocolate Factory – Whisky and chocolate tasting and sales.
- Rutherglen Wine Region – Australia's leading fortified wine region and renowned for Australia's best Shiraz. This region includes some of the oldest wineries in Australia.
- The Farm Gate Trail – A newly developed farm gate trail in the Sun Country Region, close to Cobram and Yarrawonga.
- Pericootta Wine Region – Located in Moama there are a number of cellar doors that make up the wine region on the doorstep of Echuca Moama

Events

Echuca Moama and Deniliquin have a number of signature events that draw on a large number of visitors annually to the region. Signature events include:

- Deni Ute Muster.
- Riverboats Music Festival.
- Southern 80.
- Winter Blues Festival.

History and Heritage

The Port of Echuca and associated paddle steamers are icons of the Murray Region. Echuca Moama has the largest concentration of heritage paddle steamers in Australia and the Wharf provides a unique heritage backdrop to the Murray River in this location.

In addition to this the River Red Gum forests and the Murray River itself have important cultural significance including indigenous sites and the history relating to milling of the River Red Gums.

The heritage streetscapes of Echuca, Deniliquin, Tocumwal and Koondrook provide unique examples of river towns that have retained much of their heritage assets.

Pioneer Settlement provides a heritage village experience in the heart of Swan Hill and is complemented by a sound and light show.

11.4 Visitor Profile

Summary of Visitation to Central Murray (2017)

The Central Murray sub-region attracts over 1 million visitors per annum. Importantly the region receives strong overnight visitation of over 500,000 per annum, which has grown by an additional 140,000 over the past decade. Daytrip visitation has stayed relatively flat, other than a significant spike in the past 12 months.

As noted earlier, the Victorian side of the region includes many of the major towns and tourism destinations. Figure 12 shows visitation to both the NSW and Victorian sides of the region. When considering both sides of the river, the region attracts 1.5 million overnight, and 1.6 million daytrips in 2017.

Analysis of the sub-region's visitor profile (using TRA data) and consultation in the region identified the following features of Central Murray's visitor market (detailed visitor data is provided in Appendix B).

- A strong Melbourne market that accounts for 46% of overnight visitation, the most of any other sub-region. The region's proximity to Melbourne is a key driver for visitation. Regional Victoria is also a major market accounting for 27% of visitation. Sydney only makes up 4% of overnight visitation.
- The region attracts a strong holiday/leisure market which accounts for 58% of overnight visitation. Although the region includes a number of large towns (e.g. Echuca Moama, Deniliquin) it does not have a major regional centre, and therefore attracts a relatively smaller business and broader visitor economy market.



490,000
Domestic Daytrip
Visitors

510,000
Domestic Overnight
Visitors

5,000
International
Visitors

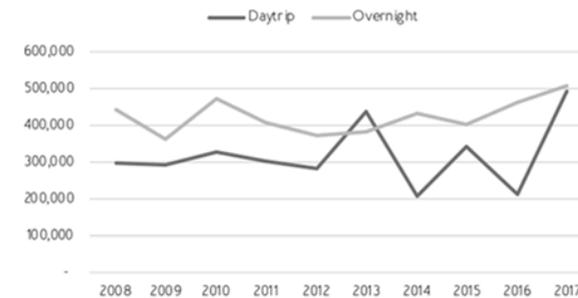


Figure 19: Central Murray Visitation (NSW Only)

Source: TRA NVS & IVS Visitation 2007-2017 YE June

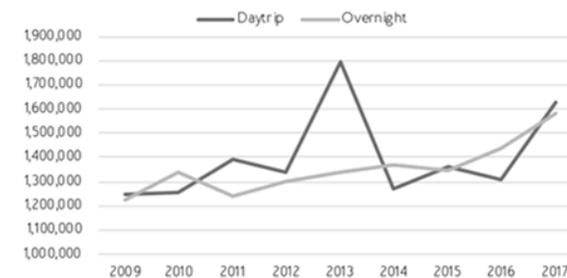


Figure 20: Central Murray Visitation (NSW and VIC)

Source: TRA NVS & IVS Visitation 2007-2017 YE June

Corowa Whisky and Chocolate Factory
Credit: Destination NSW



11.5 Tier One Priority Projects

Tocumwal Foreshore Development

Implementation of the Tocumwal Foreshore Masterplan 2016 to include splashpark and play space, riverwalk, amphitheatre, Visitor Information Centre, and town square. The project is shovel ready and awaiting a grant application for the 'dry side' of the masterplan which includes township related projects. The 'wet side' includes fishing platforms, all abilities access, amphitheatre, and links to Murray River Adventure Trail.

Corowa Riverfront Precinct

Implementation of the Corowa Riverfront Masterplan including Bangerang Park redevelopment, boardwalk, walking trails, revegetation works, and interpretative signage. The next stage will include construction of a 100 metre boardwalk and 1.1 km riverside walking track that will improve local and visitor access to the river and interaction with the environment. This also includes investigation of a food and beverage offer overlooking the Murray River.

Corowa Distillery Expansion Project

Expansion of the popular attraction to include interactive whisky tours spanning 4 levels of distillery, courtyard expansion and beautification for alfresco dining (seating for 180), grounds beautification and street frontage improvement, penthouse level whisky tasting, lifestyle gift store, and photography studio and gallery.

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Mulwala Foreshore Development

Implementation of the Mulwala Foreshore Masterplan which includes multiple sites along the Foreshore. The plan focuses on improving public access to the lake and providing opportunities to participate in passive and recreational activities. This will be achieved through the development of community infrastructure such as playspaces, boat ramps, a fishing jetty, amenities, BBQ facilities and car parking. Landscaping and improvements to park furniture will create welcoming spaces that will increase visitation and support growth.

Echuca Moama Art Bridge

Development of a second river crossing, leveraging the surrounds for the development of an outdoor arts and recreation precinct. The Bridge Arts Project aims to provide a contemporary visual art-based record of the region's pre and post-colonial cultural development with a focus on the rich traditions of the Yorta Yorta Nation. The overall outdoor visual arts narrative will be complemented by an historical interpretive centre, contemporary gallery, educational/conference centre, walking tracks, sculpture space and a fauna park. An educational/conference centre will be added as a centre for international study groups. The bridge will also have a significant benefit to the town centre's of Echuca and Moama, taking heavy vehicles from the centre of town.

Echuca Moama Resort and Conference Centre

There remains a major gap in the Central Murray in terms of branded resort accommodation.

Riverina Murray Destination Management Plan

The region has high appeal to a range of markets and a strong product mix. Most of the accommodation supply consists of tourist parks and motel style facilities. A large branded resort accommodation facility would have high appeal. The facility should also include conferencing and event facilities to strengthen its mid-week appeal. Tindarra Resort is currently planning for a major expansion which may address this gap.

Deniliquin Airport

Deniliquin airport is in the heart of the Riverina, Murray and Goulburn Valley regions and has the potential to become a major export airport of fresh food from Australia's largest agricultural footprint. The Toowoomba airport provides a model for this, with a mix of freight combined with passenger services.

The export of fresh agricultural product into Asia will provide opportunity for cheap passenger services to complement this.

This project could be a major gamechanger, enabling international air access to Deniliquin and the Murray region's major visitor hub at Echuca Moama

Deniliquin Riverfront Precinct

A masterplan is required to improve the riverfront experience in Deniliquin. The township currently has its 'back' to the river with no commercial food experiences overlooking the river and parkland. There are a number of commercial sites in Deniliquin that should be transitioned to make the most of riverfront locations.

Echuca Visitor Events Precinct Plan

Development of a Visitor Events Precinct in Echuca that capitalises on the opportunities in an around the areas which include Aquatic Reserve, Onion Patch, Foundry Arts and Culture Precinct. This precinct already accommodates a number of major events (Riverboats Music Festival). There is already a number of strategic documents which consider this precinct which need to be bought together - Aquatic Reserve Infrastructure & Service Plan, Echuca Arts and Culture Precinct Plan and Murray River Public Mooring.

11.6 Tier Two Major Projects

Council	Location	Title	Description
Edward River	Deniliquin	Deniliquin Ute Museum and Infrastructure	A transport museum is currently being constructed on the Cobb Hwy, and the Ute Muster has received funding to develop a Museum and Head Offices at the Ute Muster site. The Ute Museum will house 20 years of Ute Muster memorabilia and will enable the site to be used year round.
Edward River	Shire Wide	Edward River Arts and Cultural Strategy	Development of an Arts and Culture Strategy to prioritise the development of new performance, gallery, and public art space.
Murray River	Moama	Moama Main Street Improvements	Funding is being sort for a master plan for Main Street improvements.
Murray River	Moama	Tindarra Resort Expansion	Expansion of a 200 seat function/conference centre on banks of river and potentially a restaurant. Currently in concept planning.
Murray River	Moama	Moama Bowling Club Resort Development	The Moama Bowling Club plans to develop 4 to 4.5 star resort style accommodation consisting of 65 luxury rooms. The development will also include a restaurant and bar plus conference rooms. Complementing the accommodation will be four resort style pools in addition to a spa and recreation facility.
Murray River	Moulamein	Moulamein Homestead Refurbishment	Reinvestment into the historic homestead to improve the visitor offering.
Murray River	Moulamein	Moulamein Heritage Village Hub	The Moulamein Heritage Village Hub is a community-based venture that will see the establishment of Moulamein heritage village hub to showcase the Moulamein township, surrounding district, tell its stories and contribute to a thriving local community. It includes a number of historic buildings and objects which would be restored and act as a focal point for visitors. A community group is currently seeking funding for a heritage study and business plan.
Murray River	Central Murray	Backroads Trail	Cook Book Project - regional tourguide for foodies - existing strategic plan.
Murray River	Barham	Barham Pontoons	Construction of a boat mooring / pontoon as an addition to the Barham Boardwalk. This will enable vessels to moor at the Boardwalk and access the township businesses without the need to remove their boat from the water. It would provide access for and entice Paddlesteamers to visit Barham more regularly from Echuca, creating connections along the river. It will allow recreational vessels a safe place to moor and access the shore. The mooring / pontoon will also add to the creation of a recreational precinct along the boardwalk area. Previously a neglected and underutilised area of the river, right in the centre of the CBD, will be transformed into an accessible, active and lively centre which connects the community directly to the river.
Murray River	Mathoura	The Timbercutter	Expansion of the Timbercutter restaurant and function venue to include accommodation (20 cabins as part of stage 1) and walking tracks and viewing platforms of the Edward River.
Berrigan / Moira	Berrigan & Moira	Berrigan Moira Sports Tourism Strategy	A cross border sports tourism strategy targeted at long-stay, tier two sporting competitions. Cobram Barooga Business and Tourism, in partnership with Berrigan Shire Council and Moira Shire Council, has engaged Sports Marketing Australia to explore opportunities to attract more events to the region.
Berrigan	Various Berrigan Towns	Berrigan Shire Liveable Landscapes	A revitalisation project that contains a retail and hospitality strategy, a pedestrian and parking strategy, a small town visitor strategy and arts and culture strategy. Masterplan is complete and adopted by Council. Ongoing and reprioritisation of strategies and identification of opportunities to leverage investment. Council has a rolling program to fund and implement Berrigan Shire Liveable Landscapes and the capacity to increase investment should additional funding sources be identified.

Table 15: Outback Riverina Tier Two Major Projects

Riverina Murray Destination Management Plan

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Tier Two Major Projects (Continued)

Council	Location	Title	Description
Federation	Mulwala and Corowa	Corowa Mulwala Cycleway	42.9km of bitumen trail will be developed along the riverfront, linking the two townships of Corowa and Mulwala and providing an interstate connection and link to the Murray River for the famous Murray to the Mountains Rail Trail. The cycleway will incorporate interpretative signage to further improve the visitor experience and will promote the dispersal of visitors between the two destinations and cross destination expenditure.
Federation	Mulwala and Corowa	Corowa Mulwala Cycleway	42.9km of bitumen trail will be developed along the riverfront, linking the two townships of Corowa and Mulwala and providing an interstate connection and link to the Murray River for the famous Murray to the Mountains Rail Trail. The cycleway will incorporate interpretative signage to further improve the visitor experience and will promote the dispersal of visitors between the two destinations and cross destination expenditure.
Federation	Mulwala	Mulwala High Quality Hotel / Serviced Apartment	Encourage the development of high quality hotel / serviced apartment accommodation.
Federation	Mulwala	Mulwala All Abilities Adventure Playground	The \$1.2 million 'All Abilities Adventure Playground' at Purtle Park in Mulwala will be a significant development for the Federation Council area. It will create a landmark community facility aimed at drawing visitors and families to the region. The creation of the adventure playground containing challenging play equipment for babies through to teens will be the centrepiece, surrounded by new amenities, a shade structure, footpaths, seating and landscaping. The family friendly area will contain a free-standing play system that will quite literally 'reach to the skies', with children able to move between Sky Cabins along swaying paths 8m above the ground.
Federation	Corowa	Federation Museum	A new building for the Federation Museum to complement existing facilities to enhance the tourism product offered by the region and improve facilities available to volunteers and professionals in their role of custodians of the history significant to local, regional and national audiences.
Federation	Bangerang	Bangerang Park Redevelopment	This component includes the construction of an Adventure Playground that will become the main playspace for the Corowa township. The existing toilet block at the site will be demolished and replaced with a new facility that provides disabled access and baby change facilities (x4 universal cubicles). Landscaping works, the provision of BBQ facilities and park furniture are also included as part of this redevelopment.
Federation	Urana	Urana Lake	Development of a master plan & business plan for a key tourism growth asset in Federation Council. The master plan and business plans would include consideration of: <ul style="list-style-type: none"> • Potential commercial development and management of water supply within the Lake • Environmental management requirements • Potential indigenous significance • Infrastructure requirements • Flood mitigation measures
Federation	Corowa	Establish the Australian Institute of Comedy	Establish a permanent venue for housing the largest private collection of comedic material (the Crofts collection), to train comedians, to run festivals and to highlight the Australian sense of humour.
Federation	Corowa	Ball Park Caravan Park Redevelopment	Redevelopment of Ball Park Caravan Park including the purchase of new luxury cabins, significant landscape works aimed at helping to flood proof the site and construction of splash park.
Federation	Corowa	Federation Visitor Precinct	Development of a Federation Interpretive Centre / hub that incorporates the delivery of visitor services, retail and dining, arts/ culture space and commercial uses.

11.7 Cross-Border Projects

Barmah National Park Tourism Investment Masterplan

Barmah National Park is located adjacent to the Murray Valley National Park, and the Victorian side of the Murray River. A tourism investment masterplan is proposed to identify opportunities for nature-based and indigenous tourism, private investment, and on-going models to ensure maintenance of the park.

Barmah Eco-Resort

There is opportunity for a large scale eco-resort on the edge of Barmah National Park to increase the available accommodation and infrastructure located in close proximity to the largest River Red Gum National Park in Australia. The eco-resort will encourage increased visitation and provide the critical mass of visitors to support organised tours and activities.

Port of Echuca Development

Further investment and delivery work is required in the Port of Echuca as per the masterplans and concepts plans that have been developed.

In particular, the implementation of the Port of Echuca Strategic Plan is required to develop a new river boat dock, improve the esplanade area and make the precinct more visitor friendly.

Echuca Train Services

For Echuca to strengthen its appeal as a daytrip and weekend destination, there is a need to improve the train services to Echuca.

This will strengthen Echuca in the international market, which it is well positioned for in terms of product. Servicing needs to allow for travel to and from the region and scheduling to allow for Friday night departure from Melbourne with Sunday afternoon departure from Echuca to Melbourne.

Yarrowonga Foreshore Improvements

There is a need to undertake a masterplan for the Yarrowonga town centre and lake foreshore identifying improvement opportunities as a result of the Yarrowonga-Mulwala bridge and bypass. This will include redevelopment of the lake foreshore, opportunities for a new interpretive centre, opportunities for adaptive reuse of Victrack land.

Swan Hill Art Gallery

The Swan Hill Art Gallery has a proposed redevelopment of \$6 million which will strengthen the appeal of the gallery through exhibit expansion.

This investment would strengthen the draw of Swan Hill to key visitor markets.

Swan Hill Serviced Apartment Hotel

A major gap in Swan Hill is the provision of a serviced apartment hotel that would meet the needs of the visitor and business market. There is limited high quality branded accommodation in Swan Hill that is not motel style accommodation.

Swan Hill Riverfront Masterplan Stage 2

A riverfront masterplan was completed by Swan Hill Rural City and provides a blueprint for future development of key commercial sites and connections to the CBD.

Gunbower National Park Tourism Investment Masterplan

Gunbower National Park is located adjacent to Perricoota State Park, on the Victorian side of the Murray River. It is a unique natural River Red Gum park that provides old growth River Red Gum forest wrapping the Murray River.

A joint tourism investment masterplan should be considered for the Gunbower National Park which needs to consider access, camping areas, trails, nature-based activities, tour guides, indigenous experience, interpretation and gateway townships.

12 Snowy Valleys

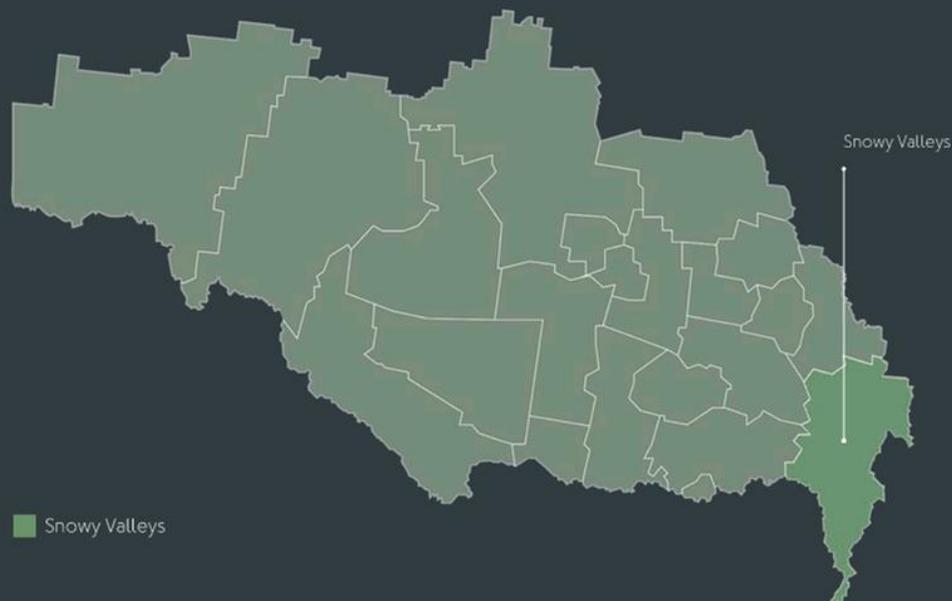
12.1 Destination Summary

This region is wholly comprised of the Snowy Valleys Council, which was established in May 2016 following the merger of Tumut and Tumbarumba Shire Councils. The merged council is home to more than 14,000 residents, spread across more than 8,960km². Tumut is the largest township in the region, followed by Tumbarumba and Batlow, with smaller townships including Adelong, Talbingo, Brungle, Cabramurra and Khancoban. The main economic drivers for the Shire come from forestry and associated industry in the Tumut Region, and large scale agricultural production in the Tumbarumba/Batlow Region.

Parts of Snowy Valleys Council are located within the larger Australian Alps region, one of four identified "National Landscapes" within NSW and recognised by the World Conservation Union as one of 167 world centres of biodiversity. The region acts as the western gateway to the Australian Alps, including Mount Kosciuszko National Park, as well as the ski fields at Mt Selwyn, Thredbo and Perisher Valley.

Many of the tourism products and experiences that span the Snowy Valleys region have close links to the Australian Alps, which provide a scenic backdrop of grand vistas, walks and touring routes. The Alps feed the region's rivers and lakes that in turn provide a rich agricultural landscape. Popular activities across the region include camping, fishing and water-based recreation, bushwalking, cycling and motor touring.

Identified as having a rich and diverse Aboriginal and European cultural heritage, the development of the Snowy Mountains Hydro Electric Scheme was the biggest civil engineering project in Australia's history. The project is believed to have helped unify the region, changing topographical features and creating new towns like Cabramurra, and large reservoirs of water such as Blowering and Talbingo Dam.



12.2 Visitor Experience and Product Profile

Nature-Based and Outdoors

The diversity of the natural environment and experiences on offer in the Snowy Valleys is currently the primary driver of visitation to the region. However, to date, development of supporting infrastructure and products has been limited.

Major natural attractions and assets in the region include:

- An extensive system of waterways which support a number of active and passive recreational uses including Blowering Dam, Tumut River, Paddy's River and Paddy's River Falls, Brungle Creek, Adelong Creek, Goobarragandra and Goodrabidgee Rivers, Talbingo Reservoir, Khancoban Pondage, Tumut Pondage Reservoir, Tumut Two Pondage, Tooma Reservoir, Geehi Reservoir and River, Riverglade Wetlands, and Mannus Lake.
- Kosciuszko National Park – an extensive area of the region is covered by Kosciuszko National Park (including the summit of Mt Kosciuszko), as well as other national parks including Clarke's Hill Nature Reserve, Bogandjera Nature Reserve, and Jingellic Nature Reserve.

- Bago State Forest – home to a number of key recreational assets in the Shire including the Hume and Hovell Walking Track (which passes through Buccleuch, Bago, Mannus and Munderoo State Forests), Blowering Dam Foreshore, Pilot Hill Arboretum, Paddy's River Dam, the Paling Yards, and the Sugarpine Walk (a dense copse of trees planted in 1928 and frequently described as one of the best kept secrets in NSW).
- Yarrangobilly Caves - six caves created from a belt of limestone laid down about 440 million years ago in Kosciuszko National Park, including a river walk thermal pool and accommodation within the Caves House, a beautifully restored heritage house suitable for small to medium groups.
- A number of great walks through the region, including not only the Hume and Hovell, but also Riverglade Wetlands Walk, Tumut Riverwalk, Four Mile walking track, Kiandra Heritage Trail, and Clarke Gorge track and Nichols Gorge track at Blue Waterholes.
- Pioneering heritage of the NSW High Country with many historic huts, homesteads, wild brumbies and native flora and fauna.

Many of these experiences are, or have been, heavily dependent on the industrial activity in the region, with existing industries such as the Forestry Corporation and Snowy Hydro key stakeholders in the tourism future of the region.

Outdoor Adventure, Sport and Recreation

Outdoor adventure, sport and recreational experiences are crucial to the product profile of the region, including water-based recreation at Blowering Dam and Paddy's River, trout fishing, bushwalking, hiking, horseriding, hang gliding, water skiing, rock climbing and camping.

Cycling in particular is an emerging trend in the region, including identified strengths in road cycling, emerging MTB, and the region now home to the first Rail Trail development in NSW (Tumbarumba to Rosewood), with another currently in the discussion stages (Tumut to Batlow).

Redevelopment of the Hume & Hovell Track also presents an opportunity to create a unique mountain biking attraction for the Snowy Valleys region.

The existing diversity of nature-based attractions on offer could support further development of adventure, sport and recreation product.

Food and Agritourism

Food and agritourism is an emerging strength of the Snowy Valleys region, with the climate of the area supporting a diverse range of local produce.

Current local produce businesses and agritourism experiences in the region (ranging from wholesale to direct to the public) include:

- Batlow Bees & Berries, Batlow Fruit & Veg, Wilgro Orchard, Mouat's Farm, Batlow Organic Harvest, Happy Wombat Hazelnuts, Sweetie Pie, Batlow Grand Oak Trufferies and Yarra Farm in Batlow.
- Highfield Farm & Woodland and Stella-Rossa, Bread & Pasta Naturally in Adelong.
- Tumbarumba Free Range Eggs and Jolly Berries in Tumbarumba.
- Laurel Hill Berry Farm and Asgard Nursery in Laurel Hill.
- Tumut River Market Gardens.
- The Apple Shed in Bombowlee.
- Birdsong Tweets in Grahamstown.
- Snowy Mountains Trout at Blowering Dam.

Both Batlow and Tumut have also developed farm gate trails incorporating some of their existing produce experiences, although each currently includes two operators only.

There are also a number of food and beverage experiences in the region, with beverage production currently the primary strength, including a new micro-brewery (Tumut River Brewing Co), and two cider manufacturers (Batlow Cider and The Apple Thief).

Nest Cinema and Café in Tumbarumba and the Coffee Pedaler in Tumut are recent examples of successful food businesses establishing in the region.

A cool climate wine growing area, the Tumbarumba wine region is home to award-winning Courabyra Wines and well-established Tumbarumba Wines Escape. Other wineries in the region include Johansen Wines, Obsession Wines, Mount Tumbarumba Wines, and Excelsior Peak, who offer complementary cellar door, tastings and/or food offerings, varying in sophistication.

Further development and coordination of supporting complementary products across both food and agritourism will enhance the appeal of the Snowy Valleys as a touring and nature-based destination.

History and Heritage

The region has significant history and heritage assets, including the Snowy Hydro Scheme infrastructure and facilities, gold rush era heritage architecture in towns such as Tumut and Adelong, including the Adelong Falls Gold Ruins. On a sub-regional level, Tumbarumba is recognised as an area with rich gold mining heritage, and Tumut has a strong Aboriginal history, marked as the boundary of three separate Aboriginal tribes and is identified as a great place to learn more about the Indigenous culture of the local Wiradjuri and Walgalu people, including through the Wiradjuri Wonders Aboriginal Discovery Tours.

The Hume and Hovell Walking Track is an example of a unique product offer combining nature and adventure tourism with the history of the region.

Touring Region

The Snowy Valleys is also a popular touring region, particularly for motorcyclists. A key attraction is the Snowy Valleys Way Touring Route, of which Snowy Valleys Council comprises one of three remaining member Councils encompassing the Snowy Valleys Way Project Management Team (the other two being Cootamundra-Gundagai and Towong). Brindabella Road, which links Tumut to Canberra, presents a significant opportunity to increase the touring strength of the region if sealed.

The region includes a number of 4WD routes and experiences within the Australian Alps landscape, including The Ravine (formerly known as Lob's Hole), Manjar and Black Jack fire trails, and Port Phillip Fire Trail.

Events

The region hosts a number of small but unique events. A number of these are primarily centred around local produce including the Batlow Cider Fest, Tumbarumba Tastebuds, Tumbafest and the Batlow Apple Blossom Festival.

The Hume & Hovell Ultra is also an example of a sporting event for the region which effectively utilises the unique natural environment and history of the region.

12.3 Visitor Profile

Summary of Visitation to Snowy Valleys (2017)

The Snowy Valleys receives over 422,000 visitors per annum. Analysis of the sub-regions visitor profile (using TRA data) and consultation in the region identified the following features of Snowy Valley's overnight visitor market (detailed data is provided in Appendix B):

- A larger proportion of holiday visitors (58%).
- The majority of visitors are from NSW, with the region attracting 28% of it's visitation from Sydney and 42% from regional NSW (which are both higher than for any other region).
- Canberra is a growing visitor source market, with 8% of visitors from ACT.
- The region attracts a significant proportion of visitors who are travelling as part of a group, including family groups (with children) who comprise 21% of overnight visitors; and friends or relatives travelling together (with or without children) who comprise 25%.
- Visitors are younger than for other regions, with 21% of visitors aged 15-29, and 26% aged 30-44.
- A low proportion (43%) of visitors eat out at a restaurant or a café during their stay, which is reflective of the current limited food and beverage offer in the region.
- The strength of the region's nature-based attractions is evident, with sightseeing (31%); bushwalking (25%), visiting national parks/state parks (24%), fishing (17%), picnics and BBQs (12%), and water activities/sports (6%) all popular visitor activities



216,729
Domestic Daytrip
Visitors

199,624
Domestic Overnight
Visitors

5,967
International
Visitors

12.4 Tier One Priority Projects

Brindabella Road Upgrade

Upgrading and sealing Brindabella Road would be a game changer for the Snowy Valleys region, providing a shorter and more desirable touring route from Canberra through to Tumut. The scenic route will be popular for car clubs and also provide a more direct route to access the broader Riverina Region.

There have been numerous studies undertaken in the past, however a thorough business case which explores the actual economic and tourism benefits of the road is required to progress this development.

Snowy Valleys Way Marketing Strategy

Significant revenue was outlaid in the development of the Snowy Valleys Touring Route and this should be repositioned and reinvigorated to take advantage of this expenditure. There remains much opportunity to leverage from Sydney to Melbourne touring and the Snowy Valleys Way will provide an alternative route for visitors.

Batlow Cider Experience

The former Mountain Maid cannery building in Batlow presents an opportunity to create a food and beverage experience with a strong link to the local produce history of the region. Development of a cidery with associated tasting and food experiences would be ideal given the prominence of Batlow as an apple producing region. This would clearly be led by the private sector, but Council could assist in facilitating this investment.

Hume and Hovell MTB Track and Adventure Trail

Leveraging from the existing knowledge and popularity of the Hume and Hovell track provides a unique opportunity for the Snowy Valleys region. A Mountain Bike Masterplan for the track is currently underway and will require funding for implementation.

Tumut River Brewery Expansion Project

The Tumut River Brewery Company are currently planning for future expansion to include a greater tourism footprint and larger, more prominent venue. This would include gourmet pizza restaurant, coffee roasting, tours and merchandise, a mini tourism information stand, and a small performance space for local artists.

Over the longer-term there are high level plans to expand the outdoor entertainment area and potentially develop attached accommodation.

The facility would add significantly to the tourism offering in Tumut and aligns with the regional growth in craft brewing and agritourism.

Snowy Valleys Rail Trails

With the first rail trail of the state currently being piloted in the region (Tumbarumba to Rosewood) Snowy Valleys has a significant opportunity to leverage its early adopter advantage to develop itself as the rail trail region of NSW through a staged approach. Identified projects requiring ongoing support and investment include:

- **Tumbarumba to Rosewood Pilot Rail Trail (Ongoing).** The Tumbarumba to Rosewood Pilot Rail Trail is well underway with legislation passed recently to allow closure of the railway line, and Council obtaining significant funding from the NSW Government for its construction.
- **Tumut to Batlow Rail Trail.** Prepare a detailed feasibility study and subsequent masterplan for the Tumut to Batlow Rail Trail to establish Snowy Valleys as the NSW rail trail region.
- **Tumbarumba to Batlow Rail Trail Link.** Scoping study for options to develop a link from the Tumbarumba trail head (Tumbarumba to Rosewood Rail Trail) to the Batlow trail head (Tumut to Batlow Rail Trail).
- **Rosewood to Ladysmith Rail Trail.** Scoping study for a rail trail from Rosewood to Ladysmith to link from the Tumbarumba to Rosewood Pilot Rail Trail.
- **Rail Trail Enhancements.** Enhancements to proposed rail trails that will include a number of activations along each trail to create a more interesting experience which will engage visitors.

12.5 Tier Two Major Projects

Council	Location	Title	Description
Snowy Valleys	Tumut	Tumut Township Activation	Investment in streetscape and urban design improvements in Tumut township to improve its attractiveness as a tourism hub. Township activation by facilitating retail, food and beverage and event investment from new and energetic investors in order to attract increased numbers of holiday leisure visitors to the township is also required.
Snowy Valleys	Tumbarumba	Tumbarumba Wine Region Activation	Develop and promote the strength of Tumbarumba as a cool climate wine region, including developing contemporary cellar door experiences.
Snowy Valleys	Snowy Valleys	Regional Branding, Marketing and Signage Strategy	Development of a new collaborative branding, marketing and signage strategy that showcases the Snowy Valleys region as a whole, and highlights each unique township or sub-region offering (e.g. Tumbarumba, Batlow, Adelong), establishing a network of 'must-visit' townships.
Snowy Valleys	Blowering Dam	Blowering Dam Accommodation and Cafe	Development of an eco-tourism/glamper accommodation offer and café overlooking Blowering Dam.
Snowy Valleys	Tumbarumba	Tumbarumba Creekscape Bike Precinct	Development of a bike hub, bike playground and pump track which will be an attraction for families visiting the rail trail and MTB trail (once developed) and help to foster a local cycling culture.
Snowy Valleys	Snowy Valleys	Regional Agritourism Trail	There is an opportunity to capitalise on the growing interest from local producers to open up their farms to agritourism by developing an updated 'Farm Gate Trail' covering the whole region.
Snowy Valleys	Laurel Hill	Sugarpine Walk and Pilot Hill Arboretum Development	Develop a masterplan for Sugarpine Walk to determine sensitive infrastructure and enhancements required to support development of the site into a key visitor attraction for the region and attract funding to implement recommendations. Identify options to package and link with nearby Pilot Hill Arboretum through tracks/trails, signage etc.
Snowy Valleys	Snowy Valleys	Waterway Infrastructure Upgrades	Identification of required infrastructure improvements for sites within the region including lakes and dams, with supporting infrastructure installed or upgraded at key sites including boat ramps, toilets, etc.
Snowy Valleys	Snowy Valleys	Parks and Reserves Upgrades	Identification of required infrastructure improvements for parks and reserves with supporting infrastructure installed or upgraded at key sites including toilets, picnic facilities, water etc.
Snowy Valleys	Snowy Valleys	Program of Signature Events	Focusing on attracting and developing events which will be signature for the region and align with Snowy Valleys identified strengths, including the following: <ul style="list-style-type: none"> • Food and beverage events. • Soft adventure events (cycling, triathlon).
Snowy Valleys	Tumbarumba	Mountain Ash Treetop Walk	Development of a treetop walk in one of the existing sections of Mountain Ash within the region.

Table 16: Outback Riverina Tier Two Major Projects

Tier Two Major Projects (Continued)

Council	Location	Title	Description
Snowy Valleys	Batlow, Talbingo, Khancoban or Cabramurra	Wellness Retreat	Development of a wellness retreat that can leverage visitation from the marketable attributes of clean mountain air, beautiful vistas and surrounding nature and wildlife. Possible locations for this include Batlow, Talbingo, Khancoban or Cabramurra.
Snowy Valleys	Snowy Valleys	Investment in Current Accommodation Stock	There are a number of existing accommodation establishments that, if invested in and repositioned to provide contemporary accommodation would meet market needs better. This includes consideration of: <ul style="list-style-type: none"> • Conversion to self-contained accommodation for family markets. • Improvement to facilities and amenity. • Re-branding.
Snowy Valleys	Tumbarumba	Craft Brewery or Distillery	Development of a craft brewery or distillery in Tumbarumba.
Snowy Valleys	Kosciusko	Landers Falls Skywalk	Enhancement of the existing Landers Falls lookout walk to incorporate a skywalk
Snowy Valleys	Snowy Valleys	Redevelopment of Existing Caravan Parks	Undertake a study of the condition of existing caravan parks within the region and their ability to meet contemporary accommodation standards, and implement key findings. Prepare detailed redevelopment masterplans for Batlow and Khancoban caravan parks.
Snowy Valleys	Snowy Valleys	Resort Style Caravan Park	Through study of existing caravan park condition, determine existing caravan park to redevelop as a resort style caravan park with a family product focus and/or if a product gap exists for a new resort style caravan park.

13 Regional Positioning Projects

13.1 Introduction

This section outlines the elements that will help to strengthen the regional approach to tourism. Projects identified under each sub-region, earlier in this Plan, are focused predominantly on product and infrastructure; however in order to develop the Riverina Murray as a tourism region, there are a number of governance, visitor information servicing and industry development initiatives that are required to progress the region.

13.2 Regional Product Development

The following projects address region-wide product development issues and opportunities.

Murray River Road

The Murray River Road has been identified by MRT as a game changer, and includes a tri-state touring route from the river's alpine beginnings to its mouth in South Australia. The concept aims to create a link between major offerings along the river and drive visitor dispersal, increased length of stay and yield, through the region.

MRT is currently seeking endorsement from three states, and all riverside Councils to launch a comprehensive marketing campaign.

Ports of the Murray

To stimulate investment and visitation by showcasing and authenticating the importance of the Ports of the Murray River (POMR) and the role the Murray River played in opening up inland Australia. Through the initial investigation, 9 core port experiences have been identified which will form the basis for the first phase of infrastructure investment and product development. Funding in the order of \$28 million has already been secured to implement POMR infrastructure projects.

Murray Adventure Trail

The Murray River Adventure Trail is a multi-day adventure trail along the river including walking, kayaking and cycling. The development of the trail would create an iconic new product on the river and support the development and promotion of the region and its surrounding natural areas.

The trail extends from Lake Hume, near Albury Wodonga in the east to Mildura Wentworth in the West. The trail traverses secluded River Red Gum forests and major settlements along the length of the Murray River and provides opportunities for visitors to experience the Murray River in its natural setting, allowing immersion in the environment through active recreation. The touring route could be supported by itineraries, providing themed routes along the river and also providing recommendations on breaking the journey along the length of the river.

A staged development plan has been developed identifying the priority works across a ten-year period.

Drive Tourism Development

Drive tourism is important for the Riverina Murray, as a popular destination for grey nomads and attracting a significant number of stopover visitors. Destination NSW is planning to undertake a Drive Tourism Strategy that will provide important guide to growing yield and length of stay from this important market.

The Riverina Murray includes a number of existing touring routes. Moving forward, there needs to be a rationalising of existing routes to identify the 'hero' routes which can be promoted at the regional level, and the other routes which can be highlighted at the local level. Further research is also required to provide a more detailed understanding of the drive tourism market and infrastructure needs [signage, road upgrades etc.].

River Cruising

There is potential to explore a commercial cruise option for the River which would provide a long multi-faceted journey through River Red Gum forests and the Murray's port towns. There are some logistical issues that would need to be overcome with many weirs along the rivers length preventing continuous passage for boats.

Commercial Tour Operators

There is currently a shortage of commercial tour operators in the region, particularly international-ready products. Smaller scale tourism operations such as canoe, boat and bike hire are also limited.

There is an opportunity to develop greater tour and packaging opportunities, especially around the major experiences in the region – nature-based, indigenous, and agritourism. There are a number of barriers which currently limit tour operations such as insurance (particularly for water activities), compliance, and finance. Programs to assist new commercial tour operator entrants should be considered, as well as technology innovations which are facilitating small tourism enterprises. Airbnb has recently launched 'Airbnb Experiences' which connects visitors with local guides and independent tour operators. It is currently only available in major capital cities, but is expected to expand nation-wide in the future. This may facilitate the development of new and immersive experiences in the region targeted to millennials and younger travellers.

Agritourism and Dining Development

Food and agritourism remains a core product strength of the region, however, there is significant investment required to provide a more contemporary food experience. The Riverina Murray Regional Growth Plan 2036 promotes the agricultural sector and opportunities for value-adding activities including agritourism.

The purpose of this project will be to realise the Riverina's potential as a food destination. A review of existing barriers to investment, land use planning constraints, and opportunities. Australian Regional Tourism Network (ARTN) is currently undertaking a review of agritourism opportunities and barriers which should also be considered.

Heritage Assets and Repurposing

A region-wide project managed at the Council level to identify heritage building and assets suitable for repurposing and conversion into tourism related businesses and experiences. The regions include a significant amount of heritage buildings that are considered underutilised, this is particularly evident in smaller towns.

The conversion of a heritage building to establish Coolamon Cheese is considered an excellent example of public-private partnership to maximise the appeal of an underutilised heritage building in the town's main street.

Councils can undertake an audit of all heritage assets and work with tourism consultants to identify buildings suitable for repurposing as a contemporary tourism experience. An 'opportunities register' across the region can be developed and maintained to share with potential investors seeking heritage spaces. Business attraction incentives should be considered as part of the strategy to stimulate investment.

Visitor Information and Digital Resources

There have been significant changes to visitor information and servicing in recent years following reviews at the State and regional level. Changes to the consumption of visitor information, particularly the dominance of online information sources, has prompted a review of Local government expenditure on delivering visitor information. In many instances the most significant investment from Local Government's towards tourism is directed to the management and delivery of the town or cities Visitor Information Centre. This investment should be reviewed regularly with a view to understanding the cost versus benefit of providing this service as opposed to alternative methods of providing information to visitors.

The quality of digital information and marketing varies across the region with some Councils having a new, contemporary, mobile friendly site, and others being dated.

High quality imagery and video content, and digital resources are a significant gap for the region and an opportunity exists to develop a digital assets program similar to the successful Northern Territory model.

Appendices



McWilliam's Estate Cellar Door, Griffith
Credit: Destination NSW

Appendix A Strategic Context

Federal Policy

Tourism 2020 Strategy, 2011

The Tourism 2020 strategy was developed to provide long-term goals for the Australian tourism industry. The six key areas of the strategy include:

- Grow demand from Asia.
- Build competitive digital capability.
- Encourage investment and implement the regulatory reform agenda.
- Ensure tourism transport environment supports growth.
- Increase supply of labour, skills and Indigenous participation.
- Build industry resilience, productivity and quality.

NSW State Policy

Riverina Murray Regional Growth Plan 2036

The Plan 2036 establishes a framework to grow the region's cities and local centres, and guide land use planning priorities and decisions over the next 20 years. It covers all LGAs in the DRM Network area other than Balranald and Wentworth. The vision for the region is as follows - *A diversified economy founded on Australia's food bowl, iconic waterways and a network of vibrant connected communities.*

Guidance for tourism development is outlined within *Direction 7 – Promote Tourism Opportunities*. Relevant actions include the following:

Riverina Murray Destination Management Plan

- Align local land use strategies and tourism strategies with the Destination Management Plan for the Riverina Murray Destination Network.
- Enable opportunities for tourism development and associated land uses in local plans.
- Target experiential tourism opportunities and tourism management frameworks to promote a variety of accommodation options.
- Continue to implement actions and invest in boating infrastructure priorities identified in the Murray–Riverina Regional Boating Plan to improve boating safety, boat storage and waterway access.

Final Report of the Visitor Economy Taskforce

The Final Report of the Visitor Economy Taskforce provides an ambitious plan to double overnight visitor expenditure to NSW by 2020. The report recognises four key external market challenges which NSW needs to respond to if it is to achieve the 2020 target. These are:

- competition is increasing.
- global travel conditions and visitor expectations are changing.
- the domestic economy is changing.
- technology is increasingly influencing consumer behaviour.

The plan then sets out seven strategic imperatives to achieve the proposed growth. These include:

- Strategic Imperative 1: Increase visitation.
- Strategic Imperative 2: Grow physical capacity.
- Strategic Imperative 3: Renew and revitalise NSW destinations.

- Strategic Imperative 4: Improve the visitor experience.
- Strategic Imperative 5: Increase visitor spend.
- Strategic Imperative 6: Make NSW more competitive.
- Strategic Imperative 7: Change of mindset.

NSW Aboriginal Tourism Action Plan 2017-2020

The Plan builds on the 2013-2016 Action Plan which included 26 separate actions which have been achieved. The next phase of the Action Plan 2020 will capitalise on the opportunities presented by the growing interest and demand for Aboriginal experiences among an increasingly diverse range of traveller and consumer interests. The vision is to continue to support the development and promotion of NSW Aboriginal cultural tourism experiences, products and businesses leading to:

- A greater understanding of the richness of Aboriginal culture.
- Economic and social benefits for Aboriginal people, both as operators and employees.
- The key goals in the Plan include:
 - GOAL 1: Continue to build consumer awareness of Sydney and Regional NSW as destinations where Aboriginal culture is strong, vibrant and diverse.
 - GOAL 2: Increase the inclusion of export-ready experiences in travel trade distribution networks and marketing programs.
 - GOAL 3: Develop new sustainable market-ready and export-ready Aboriginal cultural tourism products and events.
 - GOAL 4: Build on the success of cross-cultural exchange between NSW Aboriginal cultural tourism, Government and the Destination Networks.

85

- The outcomes related to product and experience development are:
- Identify new and existing Aboriginal cultural tourism businesses and facilitate business development needs through DNSW's programs.
- Provide on-going support to Aboriginal cultural tourism businesses through cross referral to partner industry support programs.
- Deliver an enhanced program of development and networking workshops to continue to assist in the development and enhancement of Aboriginal experiences.
- Identify new trends in Aboriginal cultural tourism by reviewing and auditing existing Aboriginal cultural tourism research and statistics available at national, state and regional levels to assist operators with product development.
- Develop a suite of case studies profiling successful Aboriginal cultural Tourism Operators to support and inform the ongoing growth of emerging and established businesses and experiences within the sector.

DNSW is the lead agency in addressing these actions, with support from Destination Networks. The Plan recognises that Aboriginal cultural tourism operators face a unique set of cultural considerations in finding harmony between tourism, culture, and the environment, and achieving the appropriate balance between cultural integrity and responsiveness to market demands.

NSW Regional Conferencing Strategy and Action Plan 2017-2021

The NSW Regional Conferencing Strategy recognises the significant economic impact and employment benefits of the conferencing sector to Regional NSW. The Strategy outlines that the sector generates \$290 million by delegates through Regional NSW, with additional visitor expenditure of \$11.6 million and employment of more than 2,300 people.

In regard to venues in the Riverina, the Strategy recognises the following:

- The Albury Entertainment Centre caters for up to 1000 delegates. The destination needs additional 4-4.5 star accommodation in the region to support these facilities when attracting certain segments of the market. This would need to be considered in order to increase the business conference sector in this area. Currently the region is better suited to conferences of 200-300 delegates. There are several clubs and 3.5 star hotels to support these capacities.
- Wagga Wagga offers diverse conferencing venues including Charles Sturt University, catering for up to 1000 delegates. In addition, the Australian Clay Target Association Headquarters will be completed in early 2018 and can accommodate theatre style seating up to 1200 people or 650 for a dining table configuration. New accommodation to support conferencing in the city includes plans to develop a new 156 room hotel and conferencing centre for 200 guests at the Mill site in central Wagga. This development was approved in early 2018.

- Accommodation to support facilities of these types would need to be considered in order to increase the business conference sector in this area.
- The Griffith Ex-Servicemens' Club has a capacity for 500 delegates theatre-style, however, needs additional accommodation capacity and properties above 3 stars to support this facility.
- Quest Albury, Novotel Albury and Cadell on Murray have meeting facilities.

Pertinently, the industries which represent targets for business conferencing for the Riverina are land irrigation; rice production; food agriculture and production; wine and viticulture. While in The Murray Region; food manufacturing; food agriculture and dairy farming; and production are recognised as the clients and services target industries and business sectors.

Regional Policy

Albury Destination Management Plan 2014-2017

The DMP follows on from the Albury Tourism and Destination Marketing Strategy 2010-2013. The DMP outlines the following vision for Albury:

We will create and market experiences that highlight our brand as a creative, sporty, connected and easy going destination.

Seven key strategic directions are identified in this DMP. They include:

1. Gather, distribute and use consumer research and market intelligence to improve the competitive strengths and marketing of Albury.
2. Develop and market a destination brand for Albury.
3. Create and reinvigorate visitor experiences most likely to strengthen brand Albury, appeal to the target markets and grow overnight visitation.
4. Grow and align events that are naturally aligned to the brand and competitive strengths of Albury.
5. Tighten marketing to focus on overnight visitation from target markets.
6. Maintain conventional and progressively move towards contemporary visitor information services.
7. Integrate stakeholders across the visitor economy and assist in its development.

Each strategic direction is supported by a range of actions to ensure their achievement. The key product development initiatives include the following:

- Implement the Wonga Wetlands Product Development Masterplan once finalised.
- Progress the extension of the Wagirra Trail from Noreuil Park to Mungabareena Reserve.
- Continue to explore additional flight routes into Albury from Brisbane and Adelaide.
- Encourage local restaurateurs to participate in the Chef's Hat and other industry award programs.
- Encourage bus companies and tourism partners to conduct North East tours
- Continue to implement actions identified as part of the Murray River Experience (MRE) Masterplan.
- Continue to support the Uiver Memorial Museum Group in its endeavours to refurbish and display the Uiver.
- Assist Destination NSW undertake a comprehensive audit of all arts and culture-related infrastructure throughout Regional NSW.
- Develop breakout experiences to package with business event bidding.
- Partner with the Thurgoona Country Club or Albury Commercial Club Golf Resort to apply for funding to undertake a Feasibility Study to establish an international golf facility.
- Initiate a program to help brand-based retailers create experience.

Albury Wodonga will be undertaking a joint DMP in 2018.

Appendix B Sub-Region Visitor Profile

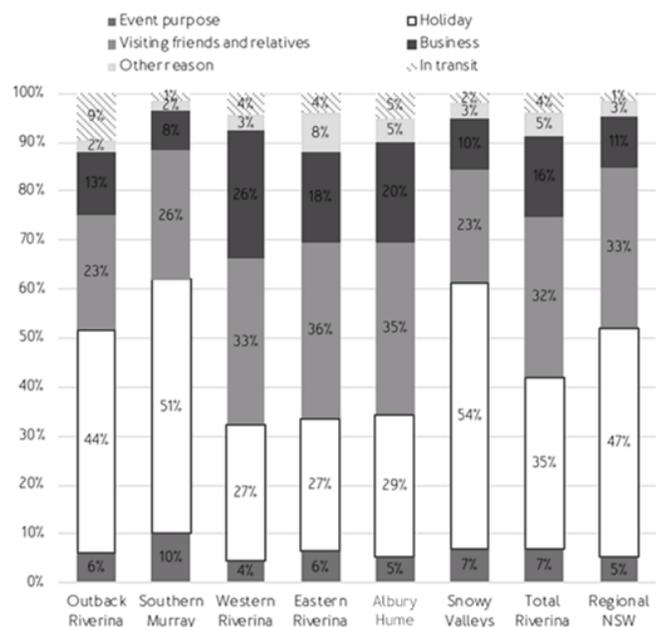


Figure 21: Visitor Purpose by Sub-Region (Overnight)

Source: TRA NVS & IVS Visitation 2007-2017 YE June

	Outback Riverina	Central Murray	Western Riverina	Eastern Riverina	Albury Hume	Snowy Valleys
Sydney	10%	4%	21%	24%	17%	28%
Regional NSW	26%	14%	38%	40%	25%	42%
Melbourne	11%	48%	11%	10%	27%	10%
Regional VIC	19%	27%	11%	10%	17%	7%
Brisbane	2%	1%	2%	2%	3%	1%
Regional QLD	3%	2%	3%	3%	2%	2%
Adelaide	17%	2%	4%	3%	1%	1%
Regional SA	8%	1%	2%	1%	1%	1%
ACT	3%	1%	6%	6%	5%	8%
Other	2%	2%	1%	1%	2%	1%

Table 17: Visitor Origin by Sub-Region (Overnight Visitors)

Source: TRA NVS & IVS Visitation 2007-2017 YE June

	Outback Riverina	Central Murray	Western Riverina	Eastern Riverina	Albury Hume	Snowy Valleys
Travelling alone	21%	18%	30%	27%	27%	20%
Adult couple	39%	37%	30%	29%	32%	29%
Family group - parents and children	17%	19%	16%	19%	20%	21%
Friends or relatives travelling together - with children	4%	4%	3%	3%	3%	8%
Friends or relatives travelling together - without children	14%	17%	13%	13%	10%	17%
Business associates travelling together - without spouse	3%	3%	7%	6%	6%	2%
Other Group [e.g. sport, community, school]	2%	2%	1%	2%	2%	3%
Regional SA	8%	1%	2%	1%	1%	1%
ACT	3%	1%	6%	6%	5%	8%
Other	2%	2%	1%	1%	2%	1%

Table 18: Travel Party by Sub-Region (Overnight)

Source: TRA NVS & IVS Visitation 2007-2017 YE June

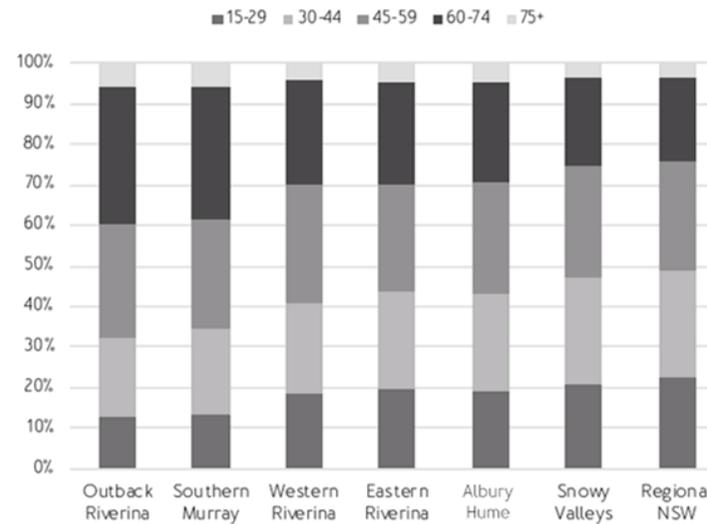


Figure 22: Visitor Age Group (Overnight)

Source: TRA NVS & IVS Visitation 2007-2017 YE June

	Outback Riverina	Central Murray	Western Riverina	Eastern Riverina	Albury Hume	Snowy Valleys
Eat out / dine at a restaurant and/or cafe	39%	53%	50%	49%	57%	43%
Visit friends & relatives	23%	38%	38%	43%	42%	36%
Pubs, clubs, discos etc	20%	34%	22%	23%	22%	22%
Sightseeing/looking around	17%	24%	15%	19%	18%	31%
None of these	24%	8%	17%	17%	14%	4%
Go shopping for pleasure	10%	17%	12%	16%	20%	10%
Visit museums or art galleries	8%	4%	3%	5%	5%	3%
Visit history / heritage buildings, sites or monuments	7%	4%	3%	4%	4%	5%
Attend an organised sporting event	2%	4%	3%	4%	3%	2%
Picnics or BBQs	5%	7%	5%	4%	4%	12%
Play other sports	1%	4%	3%	4%	3%	5%
Visit botanical or other gardens	2%	2%	1%	3%	4%	2%
Bushwalking / rainforest walks	9%	10%	5%	3%	4%	25%
Visit national parks / state parks	9%	5%	4%	3%	3%	24%
Visit farms	3%	3%	3%	2%	1%	2%
Go to markets	3%	8%	3%	2%	2%	3%
Exercise, gym or swimming	1%	7%	2%	2%	4%	5%
Fishing	9%	12%	4%	2%	2%	17%
Go on a daytrip to another place	3%	5%	3%	2%	4%	7%
Other outdoor activities nfd	2%	3%	1%	2%	2%	6%
Attend festivals / fairs or cultural events	2%	4%	3%	2%	1%	2%
Water activities / sports	3%	6%	1%	1%	2%	6%
Visit wineries	1%	7%	5%	1%	3%	0%
Other activities	1%	0%	1%	1%	1%	1%
Golf	1%	10%	1%	1%	2%	2%

Table 19: Visitor Activities by Sub-Region (Overnight)

Source: TRA NVS & IVS Visitation 2007-2017 YE June

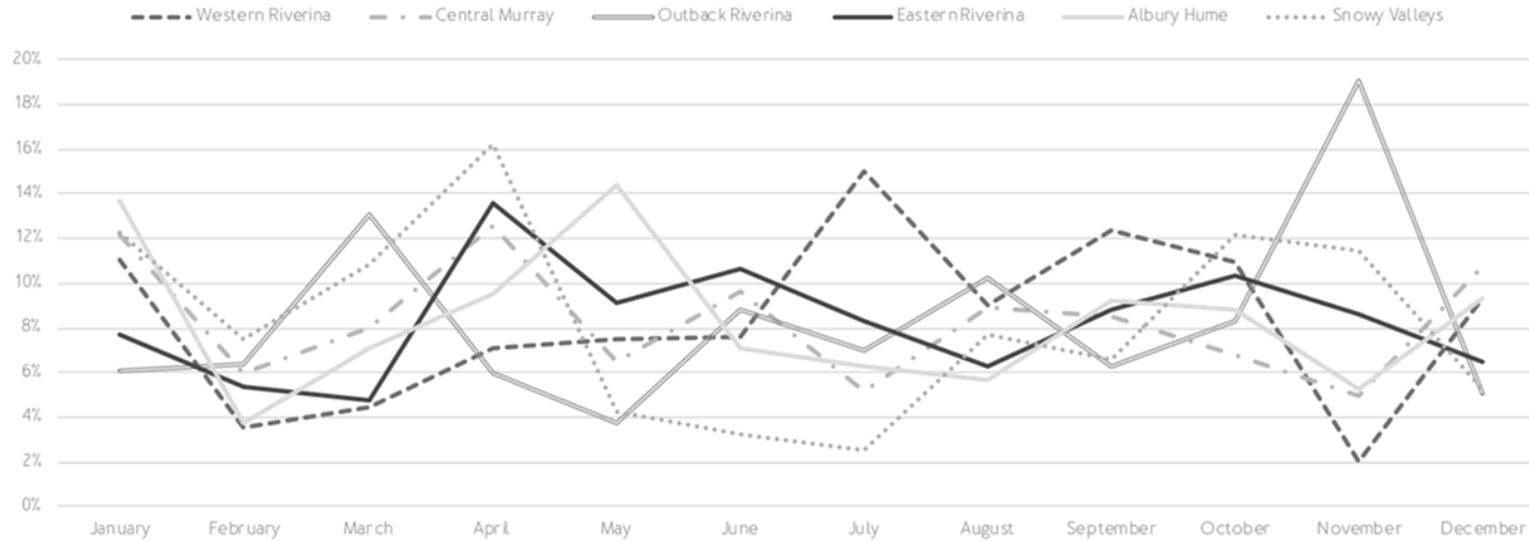


Figure 23: Seasonality by Sub-Region (Overnight)

Source: TRA NVS & IVS Visitation 2007-2017 YE June

Appendix C Tier Three Major Projects by Sub-Region (Western Riverina)

Council	Location	Title	Description
Carrathool	Hillston	Hillston Food Offering	Improved café/food offering to cater for self drive market.
Carrathool	Hillston	Carrathool Public Transport	Improve public Transport access to Griffith and other major centres.
Carrathool	Hillston	Hillston Caravan Park Redevelopment	Proposed re-development of the Hillston caravan park.
Griffith	Griffith	Upgrade Griffith Visitor Information Centre	Adopt and enhance virtual and digital visitor experiences.
Griffith	Griffith	City Gateways	Enhancement to City entrances and gateways.
Griffith	Griffith	City Park Expansion	Expand City Park across into Community garden to enhance the visitor experience and provide for the family market.
Griffith	Griffith	Griffith Pioneer Park Museum Trails	Upgrade signage, trails and paths to Griffith Pioneer Park Museum and through the Museum to enhance the visitor experience.
Griffith	Griffith	Griffith Sculpture Walk	Continue the Sculpture Walk along the canal with public art installations.
Griffith	Griffith	Memorial Park upgrade	Upgrade facilities, gardens, and incorporate a community stage.
Leeton	Leeton	Secure better resourcing and marketing of the SunRice festival to increase out-of-region visitation to the event.	Leeton SunRice Festival Enhancement- EOI has progressed to next stage for funding through Destination NSW Flagship Funding.
Leeton	Brobenah Aerodrome	International Gliding Event	The inaugural Formula 1.0 Grand Prix gliding competition launched at the Brobenah Aerodrome in 2017 attracted glider pilots from across Australia who converged on Leeton for this world-class competition. The Formula 1.0 Grand Prix involves daily races around a set course of up to 500 kilometres to points throughout the Riverina over a week long period. We see further marketing and promotion of this event to increase spectator participation as a potential drawcard for the Western Riverina.
Leeton	Leeton	Art Silos	Build on silo art trails which are popular by adding a leg between Narrandera, Leeton and Griffith.
Leeton	Yanco and Whitton	Whitton Museum & Yanco Powerhouse Museum	Build on Whitton's significance as the first town developed in the Western Riverina and Yanco's story about the start of the Murrumbidgee Irrigation Area (MIA).
Leeton	Leeton	Leeton Showgrounds Precinct Upgrade	The Leeton Showground is a highly used sporting facility that attracts regional AFL, netball and harness racing competitions. Council sees itself as a partner that can facilitate grant funding opportunities that will help the Showground facility receive the upgrade that it deserves. Funding could be available through the Crown Lands Public Reserves Management Fund Program which Council will be further investigating in consultation with the local sporting groups and clubs that use the Showground facility on a regular basis.

Table 20: Western Riverina Tier Three Major Projects (continued over page)

Tier Three Major Projects by Sub-Region (Western Riverina Continued)

Council	Location	Title	Description
Leeton	Leeton	Leeton Tourism Information Bays	Town Information and Tourism Bays to better meet visitor needs at key points during peak periods, special events etc happening around Leeton Shire.
Murrumbidgee	Coleambally	Pride of Place- Coleambally	The 'Pride of Place' project, based on community consultation, seeks to simultaneously invest in three pieces of highly visible elements of community infrastructure – including community and visitor information bays to inform and promote Coleambally as a place to live work, and visit.
Murrumbidgee	Jerilderie	Jerilderie Race Track and Showgrounds Upgrade	Improved Race-Track/Showgrounds toilet amenities will ensure Jerilderie can retain and grow community fundraising events like the Jerilderie Gold Cup, B&S Ball and League of Silent Flight- an annual international accredited competition attracting visitors and competitors. New toilets will help to keep these events within Jerilderie and improve prospects for increased hire/industry use.
Murrumbidgee	Jerilderie	Willows Arts Museum and Café	Public Private Partnership The Willows Arts Museum & Cafe at The Willows Jerilderie..
Murrumbidgee	Various	Murrumbidgee Tourism Information Bays	Town Information and Tourism Bays proposed for funding through Stronger Country Communities grant for three Murrumbidgee Towns- Three Towns One Visitor Destination.
Murrumbidgee	Toganmain	Toganmain Shed Heritage Project	DA approved for subdivision for Toganmain Shed Sturt Highway which is opening the way for Heritage classification and development of tourism potential that includes day visitors and prospect for caravan/camping overnight stay facility.
Narrandera	Narrandera	Narrandera Railway Bridge Upgrade	Upgrade of the Old Narrandera Railway Bridge (end of Augusta St, Narrandera) to be part of a walking/cycling way to improve access from Gillenbah to Narrandera and river access.
Narrandera	Narrandera	Boutique Brewery (Barellan Beer)	Brewery - no location to date. Barellan Beer is currently only available on tap at locations in Barellan, potential to expand.
Narrandera	Narrandera	Lake Talbot Swimming Complex upgrade	Lake Talbot Swimming Complex Upgrade - Master plan in place - funding application current.

Tier Three Major Projects by Sub-Region (Eastern Riverina)

Council	Location	Title	Description
Bland	Bland Shire	Bland Accommodation and Farm Stays	Due to the Bland Shires central location on the Newell and Midwestern Highways and Goldfields Way, the Bland Shire and West Wyalong offers twenty nine (29) accommodation options including motels, B&Bs, Farm Stays, hotels etc. The accommodation stock in the Bland Shire needs to be improved and modernized. There is also an opportunity for new accommodation providers to establish and meet unmet demand in areas such as farm stays.
Bland	West Wyalong	NSW Free Flight Society	The NSW Free Flight Society have established a Model Aviation Park in West Wyalong and plan to develop the facility to an international standard. The society are also planning to establish a Model Aeronautical Association of Australia museum in West Wyalong including holograms, static and virtual reality displays and interpretive signage.
Bland	Bland Shire	State Forests and Reserves	Develop Wyrra and Back Creek Forests into multipurpose recreation areas for picnics, lookouts, bushwalks, bird watching, mountain bike rides and four wheel driving.
Bland	Bland Shire	The Entrances to the Bland Shire, the northern gateway to the Riverina Murray	Improve the entrances to the Bland Shire the northern gateway to the Riverina Murray with modern welcoming signage.
Bland	Bland Shire	Amenity improvements in the towns and villages in the Bland Shire for the community, visitors and tourists	Improve the amenities in the towns and villages in the Bland Shire for the visitors and tourists.
Bland	West Wyalong	Barmedman Mineral Pool and Powder Magazine	The Barmedman Powder Magazine and Mineral Pool needs to be upgraded and improved.
Bland	West Wyalong	Barmedman Modified Tractor Pull	Barmedman is the home of the Barmedman Modified Tractor pull and the infrastructure and amenities at the facility need to be upgraded.
Bland	Bland Shire	Bland, Dull & Boring	The locations of the Bland Shire in Australia, Dull in Scotland and Boring in America have formed the League of Extraordinary Communities and plan to develop this into a bucket list activity for regional, national and international visitors and tourists. This project will include the development and installation of infrastructure, websites, social media and promotional activities.
Bland	Weethalle	Boutique Abattoir	A private developer is establishing a boutique abattoir in the Weethalle/Kikoira region and will be offering tours of the facility once operational. The abattoir will require infrastructure, amenities and facilities to accommodate the visitors and tourists.
Bland	West Wyalong	Dakota C47A N2-23	The painting and refurbishment of the Dakota C47A N2-23 including lighting and interpretive signage.
Bland	West Wyalong	Lone Pine Speedway	The infrastructure, amenities and facilities at the Lone Pine Speedway need to be improved. The Lone Pine Speedway has hosted regional, state and national dirt track events.
Bland	Bland Shire	Mallee Fowl and Birds of the Bland Shire	The Bland Shire is home to the endangered Mallee Fowl and this project will involve the manufacture and installation of multiple interactive bronze Mallee fowls of various sizes and the production and installation of interpretive signs. The Bland Shire is also home to some 288 species of birds and this project will also involve the production and installation of interpretive signs and bird hides for the Birds of the Bland Shire.

Table 21: Eastern Riverina Tier Three Major Projects (continued over page)

Tier Three Major Projects by Sub-Region (Eastern Riverina Continued)

Council	Location	Title	Description
Bland	Bland Shire	The Manufacturers Trail	The Bland Shire is home to the Exclusive Hot Glass Gallery, Major's Mulch, Splatter Art Gallery, Whispering Pines and the Eucalyptus Farm. A Manufacturers Trail incorporating these attractions could be packaged and promoted to encourage increased visitation.
Bland	Mirrool	Mirrool Silo Kick	The Mirrool Silo Kick has been held for over 25 years and the infrastructure and amenities need to be improved.
Bland	Naradhan	Naradhan Wool Shed	The Naradhan Woolshed is one of the remaining iconic woolsheds remaining. The infrastructure, amenities and facilities at the Naradhan Woolshed needs to be improved to provide a great visitor experience.
Bland	Weethalle	Weethalle Showground	As a result of the increased number of visitors to Weethalle from when the Weethalle Silo Art was installed, the infrastructure, facilities and amenities at the Weethalle Showground could be upgraded to increase visitors length of stay.
Bland	West Wyalong	West Wyalong Nature Reserve and Wetlands	Development of a Historic Nature Reserve (incorporating Cooinda Reserve and Rotary Park) and wetlands corridor between Wyalong and West Wyalong.
Bland	West Wyalong	West Wyalong Rodeo Ground	The infrastructure, amenities and facilities at the West Wyalong Rodeo Ground could be improved to enhance the visitor experience.
Bland	West Wyalong	West Wyalong WiFi and Digital and Interpretive Signage	Installation of WiFi and digital and interpretive signage in West Wyalong.
Bland	Barellan	Whispering Pines	Whispering Pines is an organic flour manufacturer and the infrastructure, amenities and facilities at Whispering Pines needs to be improved to provide a great visitor experience.
Coolamon	Coolamon	Agricultural Tours	Explore and encourage agritourism opportunities including farm stay and farm tours.
Coolamon	Ardlethan	Ardlethan Cultural Development Centre	The project includes the development of a multi-purpose facility for the use of the community and its visitors. The purpose of the centre is for a museum, art space and information centre. The centre will be used to host the museum collection plus exhibitions, community events, workshops and private hire.
Coolamon	Ardlethan	Ardlethan Short Stay Caravan Park	Expand the short stay caravan park in Ardlethan.
Coolamon	Coolamon	Business/Industry Growth	Encourage opportunities for new opportunities for new tourism businesses to establish that are complimentary to the Coolamon Cheese Factory.
Coolamon	Coolamon	Coolamon Shared Trails	Explore opportunities to create bike and walking trails between Shire villages and towns.
Coolamon	Coolamon	Events	Explore opportunities for new one-off and annual events to increase visitation.
Coolamon	Coolamon	Public Art	Explore opportunities for public art within the Coolamon town centre.
Coolamon	Coolamon	Museum	Finalise museum collections including new indigenous cultural display and improvements to the Up-to-Date Store and VIC to increase visitation.

Tier Three Major Projects by Sub-Region (Eastern Riverina Continued)

Council	Location	Title	Description
Cootamundra-Gundagai	Gundagai	Australian Pen Museum	Australian Pen Museum - owner of collection has purchased a premises in Gundagai main street and is currently seeking funding for building modifications and displays.
Cootamundra-Gundagai	Gundagai	Australian Road Transport Heritage Centre	Australian Road Transport Heritage Centre, EOI submitted for Regional Cultural Fund for \$1.5Million
Cootamundra-Gundagai	Cootamundra	Cootamundra WWII Aircraft Fuel Depot	Cootamundra's World War II Fuel Depot Site (former No. 3 Aviation Inland Fuel Depot or No.3 AIFD) is of state significance as a representative mid-twentieth century industrial site and an intact remnant of an Australia-wide network of World War II technical infrastructure. Councils plans to open the site up as a public open space, install car parking, pathways, viewing platforms, interpretive signage and displays throughout the site to promote and educate visitors of its historical significance.
Cootamundra-Gundagai	Gundagai	Gundagai Gaol Tours	Guided tours/staging at Old Gundagai Gaol - night ghost tours.
Cootamundra-Gundagai	Gundagai	Gundagai Old Mill Art and Cultural Centre	Old Mill Art & Culture Centre - EOI in for Local Heritage Strategic Projects to determine costs to modify building for purpose. Building currently in private ownership and would need to be acquired.
Junee	Junee	Athenium Theatre Masterplan	The development of a masterplan for the restoration and development of the historic theatre.
Junee	Junee	Junee Tourism Precinct	The development of a tourism precinct near the Junee Chocolate Factory
Lockhart	The Rock	Legend of the Faerie Tree	The Legend of the Faerie Tree is a large interactive and intergenerational sculpture consisting of a 4m x 5m metal sculpture to be installed adjacent to the Olympic Highway at the entrance to the main street of The Rock. The aim of the Faerie Tree project is to create economic opportunities for new and existing businesses, to develop job opportunities and to provide a public art the community can relate to and be proud of. The project aims to drive economic growth through its interactive appeal - people must park in the town centre and walk past shopfronts to tie a message to the branches of the tree.
Lockhart	Lockhart	Lockhart Historic Verandah Project	The Federation Verandahs in Lockhart, the 'Verandah Town' are a key element of the award winning Lockhart Sculpture and Heritage Trail, which has seen visitors to Lockhart double in the past four years. The verandahs, which were last refurbished in 1991, are now in need of extensive works. Lockhart Shire Council are working with up to 50 property owners within the Green Street Lockhart Heritage Conservation Area on critical heritage restoration works to existing buildings, including signage and painting, and to enhance and protect local heritage assets and values.
Lockhart	Lockhart	Lockhart Mosaic Panels	The Lockhart Mosaic Project involves the creation of significant art installation in the form of seven mosaic murals, 3m x 3m in size, strategically placed through a new village green walk way. Each mural will represent a period in Lockhart's history and will form the ultimate visual time capsule of through to the present day. It will celebrate our community's diversity of spirit, character and inclusiveness. The project will greatly enhance visitor engagement of the Lockhart town and area and will also greatly assist in bringing attention to the way Aboriginal and local communities can work together as part of the reconciliation process and education about Wiradjuri culture and heritage. Coordinating artist is Francesca O'Donnell, a key artist in the Hello Koala project at Port Macquarie.

Tier Three Major Projects by Sub-Region (Eastern Riverina Continued)

Council	Location	Title	Description
Lockhart	Lockhart	Lockhart Shire Walk of Fame	The Lockhart Shire Walk of Fame aims to identify, recognise and honour significant individuals that have contributed to the character and awareness of the Lockhart Shire. The project will also generate a sense of community and motive and inspire youth throughout the Shire whilst encouraging and enhancing tourism in Lockhart, forming part of the award winning Lockhart Sculpture and Heritage Trail.
Lockhart	Lockhart	Lockhart Water Tower Mural / Shire Murals	"Water Above All" is a large scale mural painting, celebrating life and positively adding to the town's cultural and social fabric. The Tower is situated adjacent to the main street and will form part of the Lockhart Sculpture and Heritage Trail, value adding to the visitors experience. Connection to Silo Art Trail's proposed along the Newell Highway. Theme is water, native fauna & flora.
Lockhart	The Rock	The Rock Maze	The Rock Maze is a proposed project by The Rock Progress Association to further add to the visitor attractions at The Rock in order to expand the time they spend in the town and surrounding region. A committee are working on the proposed location and size of the maze, noting that in order to attract visitors it will need to be significant in size and appeal.
Temora	Ariah Park	Ariah Park Creative Development	Development of a program to provide live, work, sell spaces to creatives in Ariah Park.
Temora	Temora	Boginderra Hills Nature Reserve and waterfall Development	Installation of road access, car park, signage, walking tracks, and seating at Boginderra Nature Reserve and waterfall.
Temora	Lake Centenary	Lake Centenary Playground	Installation of children's play equipment at Lake Centenary to provide year round activities for visitors.
Temora	Temora	Narraburra Hills Medieval Castle	Construction of a mock Medieval Castle to host themed events and conventions in the Narraburra Hills.
Temora	Temora	Nixon Park Sport Precinct Masterplan	A master plan for the upgrade of sporting facilities at Nixon Park to attract regional sporting events.
Temora	Temora	Temora Ambulance Museum Expansion	Construction of a new facility to accommodate and expanding collection at the Temora Ambulance Museum.
Temora	Temora	Temora Farm Stays	The development of family focused farm-stay experiences in Temora Shire to cater for demand for hands on rural activities.
Temora	Temora	Temora Food Experience	A value add local agriculture / food experience in Temora town centre to complement the Junee Licorice Factory and Coolamon Cheese to complete the Canola Triangle, such as cured meats and boutique brewery/distillery.
Temora	Temora	Temora Golf Club Accommodation Development	The construction of accommodation and associated club facilities for golfers at the Temora Golf Course.
Temora	Temora	Temora Railway Museum Walk	Construction of a railyard walk and associated interpretative panels to complement the Temora Railway museum.
Temora	Temora	Temora Town Entrances and Main Street Improvements	Upgrade of the town entrances at Temora including the completion of the main street beautification project to improve the visitor experience.

Tier Three Major Projects by Sub-Region (Eastern Riverina Continued)

Council	Location	Title	Description
Wagga Wagga	Wagga Wagga	Defence - RAAF Heritage Centre and Kapooka	Refurbishment and expansion of the RAAF Heritage Centre.
Wagga Wagga	Wagga Wagga	Free Wifi	Free Wi-Fi for retail, sporting and visitor precincts.
Wagga Wagga	Wagga Wagga	Jubilee Park - synthetic athletics track	Installation of a competition level synthetic athletics track at Jubilee Park.
Wagga Wagga	Wagga Wagga	Livingstone National Park	Adventure tourism opportunity along with accommodation provision.
Wagga Wagga	Wagga Wagga	McDonalds Park Lights Upgrade	McDonald Park has now been developed to a standard where major events can be hosted. However many major events require TV standard lighting of 1400-1500Lux. The sportsground lighting at McDonald Park currently is 250 lux. The plan would be to move the current lighting system to the proposed field 2 and upgrade field 1 to the 1400 lux. This project would be done in partnership with Wagga Rugby League.
Wagga Wagga	Wagga Wagga	Robertson Oval Lights Upgrade	Robertson Oval has been developed to a standard where major events can be hosted. However many major events require TV standard lighting of 1400-1500Lux. The sportsground lighting at Robertson Oval currently is 500 lux. The poles and frames of these lights are upgradeable and were built to handle the extra cabling and lamps to achieve the 1400 lux. This project would be carried out in partnership with AFL.
Wagga Wagga	Wagga Wagga	Rocky Hill Reserve Walking Track and Lookout	Rocky Hill Reserve is land owned by Council that has a unique natural character for a hill close to the city with large granite boulders and numerous large Kurrajong trees. Along with the stunning views to the East, it makes for an attractive site to visit. A separate project proposes to upgrade the informal walking trail around this site. The construction of a lookout picnic node would complement these works and activate this beautiful site.
Wagga Wagga	Wagga Wagga	Victory Memorial Gardens Event Infrastructure	Power provision for event holders (outdated infrastructure), shade infrastructure and toilet access.
Wagga Wagga	Wagga Wagga	Wagga Highway Signage	Signage on the highway encouraging visitors to visit/stay in Wagga.
Wagga Wagga	Wagga Wagga	Wagga City Entrances	The City Entrances Strategy is a long term strategy for the improvement of Wagga Wagga's entrances. This City is in the process of establishing a vision for the future development of Wagga Wagga's gateways.

Tier Three Major Projects by Sub-Region (Outback Riverina)

Council	Location	Title	Description
Hay	Sturt Highway	Bishops Lodge Renovation	Repairs are required on the Bishop's Lodge including painting and re-roofing.
Hay	Sturt Highway	Shear Outback Renovation	Repairs are required on the Shear Outback building including painting.
Hay	Lachlan Street	Lions Park Redevelopment	Redevelopment of the park at the entrance to the Hay main street.
Hay	Lachlan Street	Pocock Park - Pet Park Development	Development of a pet park for drivers on the highways that pass through Hay.
Wentworth	Wentworth	Wentworth Willow Bend Caravan Park	Council has secured a new operator on 2 year contract and are looking to upgrade the park. Currently in the planning stage with an estimated \$3m of investment required.
Wentworth	Trentham	Caravan Park Refurbishment	Refurbishment of an existing caravan park to improve the visitor offering and attract new markets.

Table 22: Outback Riverina Tier Three Major Projects

Tier Three Major Projects by Sub-Region (Central Murray)

Council	Location	Title	Description
Berrigan	Tocumwal	Tocumwal WW2 History Interpretation	Tocumwal's WW2 history as a US airbase, which took 16 weeks to build, is unique and the full story provides a fascinating insight into the Government thinking of the day. Currently, the Tocumwal Historic Aerodrome Museum is housed in the Tocumwal Bowling Club and is only open to the public by appointment. There is a good collection of photographs and newspaper clippings along with aeroplane models and other memorabilia that urgently need proper curation so as not to suffer permanent damage. A scoping study is underway to investigate options for the contemporary interpretation of this story.
Federation	Corowa-Howlong	Corowa-Howlong Trail Connection	Develop walking/cycling trails from Corowa to Howlong.
Federation	Howlong	Howlong Riverfront Accommodation	Identify sites for nature-based accommodation on the Howlong riverfront
Federation	Oaklands	Oaklands RV Park	Construction of an RV Park in the main street of Oaklands will enable 5 RVs to park overnight with access to toilet and shower facilities at the adjacent pool, as well as BBQ facilities and a dump point.
Federation	Urana	Urana Aquatic Centre	Precinct study including Victoria Park, completion of pedestrian trail with construction of a bridge and feasibility for a conference centre.
Federation	Corowa	Regional Boat Ramp	Establishment of a regional standard boat ramp in Corowa that will provide access to the river all year (currently not available).
Federation	Urana	Horizontal Windmill Restoration	The project involves the restoration of a Dexter horizontal windmill and installation at a location where it can be viewed by visitors and complemented by interpretive signage.
Federation	Federation	Federation Public Art Trail	Establish a public art trail through the communities within Federation Council to link with attractions of neighbouring Councils
Murray River	Barham	Bundarra Berkshires	Bundarra Berkshires plan to double the size of their current operation, including a shop, butchery, retail space, and offer of tasting plates, and they'll run workshops and visitors will be welcome to drop in.
Murray River	Barham	Farmhouse Cheese Factory	The Farmhouse Cheese Factory is located just out of Barham and will use local milk to produce cheese, it will include accommodation, offer workshops and visitors will be able to drop in to the facility and experience the cheese and cheese-making.
Murray River	Moulamein	Moulamein Bike Trail	The development of new bike trails in Moulamein

Table 23: Central Murry Tier Three Major Projects

Tier Three Major Projects by Sub-Region (Snowy Valleys)

Council	Location	Title	Description
Snowy Valleys	Adelong	Adelong main street activation	Promote Adelong Main Street activation by facilitating retail, food and beverage and event investment from new and energetic investors.
Snowy Valleys	Snowy Valleys Council	Second tier heritage sites development	There is a rich tapestry of heritage sites throughout Snowy Valleys that could be further enhanced through storytelling, interpretation, and signage. The preparation of a study which provides an audit and direction for various heritage sites should be considered including those related to indigenous and gold rush heritage.
Snowy Valleys	Blowering Dam/ Tumut/Khancoban	Snowy hydro 2.0 educational experience	Development of an educational experience in conjunction with the Snowy Hydro 2.0 development.
Snowy Valleys	Tumbarumba/ Tumut	Industry educational experiences	Development of educational experiences at key industry assets within the region to connect tourism and industry [e.g. Tumbarumba Sawmill].
Snowy Valleys	Adelong	Adelong outdoor adventure playground	Development of an outdoor adventure playground in the township of Adelong.
Snowy Valleys	Cabramurra/ Talbingo/Batlow/ or Kosciuszko National Park	'Dark sky' tourism product development	Low light pollution levels in the area create an opportunity to create a 'Dark Park', observatory, or stargazing accommodation offer.
Snowy Valleys	Tumut	Tumut River walk loop	Completing the loop for the existing north and south sections of the Tumut River Walk.
Snowy Valleys	Snowy Valleys Council	Liquor trail	Development of a trail through the region featuring liquor producers such as wineries, breweries and ciders.
Snowy Valleys	Kosciuszko National Park	Kosciuszko National Park glamping accommodation	Development of small scale glamping accommodation in Kosciuszko National Park.
Snowy Valleys	Snowy Valleys Council	Digital content strategy	Consolidation of digital platforms and content in line with the strategic direction identified in the regional branding, marketing and signage strategy.
Snowy Valleys	Snowy Valleys Council	Touring and wayfinding signage improvements	To be implemented in line with the strategic direction identified in the regional branding, marketing and signage strategy.

Table 24: Snowy Valleys Tier Two Major Projects

Tier Three Major Projects by Sub-Region (Albury Hume)

Council	Location	Title	Description
Albury	Albury	Albury Creative and Arts Infrastructure	There remains a major funding shortfall for arts and culture infrastructure in Albury, with major initiatives recommended under the Creative Economy Strategy, specifically the QEII Cultural precinct and the Makers Space projects.
Albury	To be determined	Uiver Collection Museum	Undertake a feasibility study to establish a museum to house the 'Uiver', a DC2 airliner which made an emergency landing in Albury in 1934 during the London to Melbourne air race.
Albury	Albury	Willowbank Events Space	Event space at Willowbank on the banks of the Murray River for Music Events.
Greater Hume	Morgan's Lookout, near Walla Walla	Nature-based	Morgan's Lookout near Walla Walla is a rocky outcrop with 360 views of the countryside. A grant application has been submitted to NSW Government's Stronger Country Communities Fund to upgrade the stairs, viewing platforms and signage.

Table 25: Albury Hume Tier Three Major Projects

Contact

For more information about the Riverina Murray Destination Management Plan please contact:

info@destinationrm.com.au

Disclaimer

Neither Urban Enterprise Pty. Ltd. nor any member or employee of Urban Enterprise Pty. Ltd. takes responsibility in any way whatsoever to any person or organisation (other than that for which this report has been prepared) in respect of the information set out in this report, including any errors or omissions therein. In the course of our preparation of this report, projections have been prepared on the basis of assumptions and methodology which have been described in the report. It is possible that some of the assumptions underlying the projections may change. Nevertheless, the professional judgement of the members and employees of Urban Enterprise Pty. Ltd. have been applied in making these assumptions, such that they constitute an understandable basis for estimates and projections. Beyond this, to the extent that the assumptions do not materialise, the estimates and projections of achievable results may vary.

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3.3 ALTERNATIVE ACCOMMODATION FOR BUSY PERIODS

File Number: REP18/287
Author: Executive Assistant
Authoriser: General Manager
Attachments: Nil

REPORT

On the 13th March 2018, TBEG held an information session at the Bundawarra Centre for local persons interested opening their spare rooms or houses for extra busy times in Temora such as Warbirds Down Under.

Approximately 30 people attended the session. Some people were commercial operators, some were previous home stay operators and others were new to the industry.

Presentations were given by Michael Harper and Ann Pike on platforms that can be used, safety, security, insurances etc.

Airbnb was the preferred platform but people can make their own choices on what platform they would like to use.

Several people asked questions regarding inspections and Council approval and ABNs.

To date there have been no new entries on Airbnb.

COMMITTEE RESOLUTION 8/2018

Moved: Cr Rick Firman
Seconded: Mr Phil Taylor

That the Committee resolved to recommend to Council to note the report.

CARRIED

Report by Ann Pike

1 ENVIRONMENT TOURISM GRANTS

Cr Nigel Judd asked the Economic Development Officer about a news item he heard in which a number of Councils on the Murray received \$11M for a tourism project. The Economic Development Officer was unaware of the news however subsequent research found that the funding was granted under the Regional Growth – Environment and Tourism fund, Round 1 which was opened in March 2017 and closed in April 2017. There are 2 further rounds of \$100M. The minimum requirement is \$500K investment on a match funding basis. There is no immediate information available about when the next round will open or if the criteria will change.

4 CLOSE MEETING

The Meeting closed at 1:05PM.

This is the minutes of the Promotions & Visitation Committee meeting held on Tuesday 10 April 2018.

.....

GENERAL MANAGER

.....

CHAIRMAN

6.4 MINUTES OF THE ASSETS & OPERATIONS COMMITTEE MEETING HELD ON 10 APRIL 2018

File Number: REP18/313

Author: Executive Assistant

Authoriser: General Manager

Attachments: 1. Minutes of the Assets & Operations Committee Meeting held on 10 April 2018

RESOLUTION 73/2018

Moved: Cr Graham Sinclair

Seconded: Cr Nigel Judd

It was resolved that the reports be received.

CARRIED

RESOLUTION 74/2018

Moved: Cr Graham Sinclair

Seconded: Cr Dale Wiencke

It was resolved that the reports and recommendations as presented be adopted

CARRIED



Date: Tuesday, 10 April 2018
Time: 1:45PM
Location: 105 Loftus Street
TEMORA NSW 2666

MINUTES

Assets & Operations Committee Meeting

10 April 2018

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**MINUTES OF TEMORA SHIRE COUNCIL
ASSETS & OPERATIONS COMMITTEE MEETING
HELD AT 105 LOFTUS STREET, TEMORA NSW 2666
ON TUESDAY, 10 APRIL 2018 AT 1:45PM**

PRESENT: Cr Rick Firman (Mayor), Cr Nigel Judd, Cr Claire McLaren, Cr Max Oliver, Cr Graham Sinclair (Deputy Mayor) (Chair), Cr Kenneth Smith, Cr Dale Wiencke

IN ATTENDANCE: Steve Firth (Director of Administration & Finance), Rob Fisher (Engineering Technical Manager), Bimal Shah (Engineering Works Manager), Kris Dunstan (Director of Environmental Services), Mrs Claire Golder

1 OPEN MEETING

The meeting commenced at 1:45PM with an inspection at the Temora outdoor swimming pool.

2 APOLOGIES

COMMITTEE RESOLUTION 22/2018

Moved: Cr Max Oliver

Seconded: Cr Rick Firman

That apologies from General Manager Gary Lavelle be received and accepted.

CARRIED

3 REPORTS

3.1 PROPOSED REMOVAL OF CAPITAL PROJECT DELAVAN STREET SEALING

File Number: REP18/230
Author: Secretary Engineering
Authoriser: Director of Environmental Services
Attachments: 1. Delavan Street Sealing

REPORT

Following several items of correspondence relating to the unsealed section of Delavan Street between Tewksbury Road and Rosella Street, Councils Engineering Department around the 2015 calendar year made the decision to place sealing of Delavan Street in Councils long-term forward works program. Directly following the correspondence, Council undertook traffic count analysis on this section of road to quantify current usage and assess the roads utilisation when compared to similar Council road network.

In recent Council Operational and Delivery Plan reviews, the delivery programming of this particular project has been pushed out on the capital list in favour of higher priority works. It is of the view of the Engineering Department that this project does not stack up when compared to other capital works throughout the Council and is therefore asking Council consider alternative treatment and or removal of the project.

General comments on Delavan Street between Tewksbury Road and Rosella Street:

- 57 days of traffic data selected randomly throughout 2017 returned an average daily traffic of 19.44 vehicles per day utilising this section of road.
- There are currently 3 homes fronting this unsealed section of Delavan Street, however all of these homes are situated at the western end of this section of road within 125m of Tewksbury Road.
- The traffic counter was situated east of the houses fronting Delavan Street, essentially removing their trips towards town.
- An average of 19.4 vehicles is considered somewhere slightly above average for similar urban unsealed sections of road network, however it is suspected that majority of traffic using this section of road is generated from the Rosella Street 5 acre lot subdivision of which, these properties have sealed road access from the Burley Griffin Way.
- It is noted that this section of road currently has a school bus service operating daily.
- Cost associated with sealing of this 780m section of Delavan Street is in the range of \$170,000 - \$200,000 depending on the final scope of works

Alternative options to full upgrade

Option 1 – Remove the project, leaving this section in its current state.

Option 2 - Close off access to Delavan Street from Rosella Street using timber bollards.

Option 3 - Seal only the first 125m of Delavan Street from Tewksbury Road, leaving the remaining as is.

Option 4 - Seal 125m of Delavan Street from Tewksbury Road and close access to Delavan Street from Rosella Street.

COMMITTEE RESOLUTION 23/2018

Moved: Cr Rick Firman

Seconded: Cr Claire McLaren

That the Committee resolved to recommend to Council to remove the project, leaving this section in its current state.

CARRIED

Report by Rob Fisher



3.2 PITT STREET, ARIAH PARK - PEDESTRIAN FACILITY FUNDING

File Number: REP18/231
Author: Secretary Engineering
Authoriser: Director of Environmental Services
Attachments: Nil

REPORT

Councils Senior Engineering Technical Officer previously spoke with the RMS Project Officer (Safety Around Schools Program) (RMS PO) about possible funding streams that would assist in Council installing either Kerb Blister, a central refuge or both in the one engineering treatment on Pitt Street Ariah Park, adjacent to Ariah Park Central School.

At the time Councils Senior Engineering Technical Officer was informed that it would not be funded under the Safety Around Schools Program on a 50/50 cost sharing agreement with Council.

In early March the RMS PO re-contacted Councils Senior Engineering Technical Officer to inform that the construction project in question may fit under the Pedestrian Infrastructure Around Schools Project at a 100% funding contribution by RMS, the only catch being a response from Council for a program application within 1 week from the notification and that construction must be completed by 30th June 2018.

On this basis Councils Senior Engineering Technical Officer, Engineering Technical Manager and General Manager agreed that an application be submitted in which Councils Senior Engineering Technical Officer has been notified that the application was successful in being granted \$30,000 in funding at 100% contribution by RMS. There is no scope for project cost over-expenditure so if the project exceeded the grant value the extra expenditure will be at Councils cost. In saying this based on previous similar projects delivered by Council in Temora the \$30,000 budget should be adequate for the project scope.

The project scope is for small kerb blisters each side of Pitt Street with a central refuge island, 2 pedestrian kerb ramps and required signage and linemarking to meet Australian Standards and RMS Specifications. Due to the current status of works delivery in Councils Engineering Department the design has been outsourced with draft designs to be submitted to Council by Friday 6th April 2018. This design contract has already been awarded to the quoting company that had submitted the lowest valued quote that is reputable and has completed previous design works for Council to adequate standards.

After the draft plans are developed and submitted to Councils Senior Engineering Technical Officer a site meeting will be organised with Cr Judd and the Ariah Park Central School Principal to discuss the project in more depth.

This project will aid in children crossing Pitt Street safely which has a seal width of 15 metres kerb to kerb to attend school on a daily basis, however aligns with Councils plans to install a future concrete footpath along the eastern side of Reid Street between Pitt Street and Wellman Street. This will provided a much safer facility for children to cross Pitt Street when walking to facilities in Ariah Park such as the Swimming Pool, Youth Hall, Skate Park, Netball Courts, Sports Field (AFL and Cricket), Cricket Nets and Tennis Courts.



Image 1: Site Location of Proposed Works as per current grant funding and identification of future footpath in Councils plans

COMMITTEE RESOLUTION 24/2018

Moved: Cr Dale Wiencke

Seconded: Cr Kenneth Smith

It is recommended that the Committee recommend to Council to proceed with the Pitt Street pedestrian project.

CARRIED

Report by Alex Dahlenburg

3.3 ARIAH PARK COUNTRYLINK BUS STOP

File Number: REP18/232
Author: Secretary Engineering
Authoriser: Director of Environmental Services
Attachments: Nil

REPORT

Council is in receipt of correspondence dated 5th March, 2018 from the owners of Ariah Park Post Office requesting that during the upgrade works being undertaken currently it be investigated to relocate the Countrylink Bus Stop and Shelter from outside the Post Office to Davey Park.

This request is due to two reasons:

1. In the 14 years the current owners of the Post Office have been operating, they have offered their personal toilet to community members waiting for the bus. By moving the Bus Stop to Davey Park public toilets would be readily available at the rear of the fire shed building.
2. The current Bus Stop zone accommodates parking that could be better utilised by members of the community particularly the aging population for parking in more convenient proximity to the post office for collection of mail and parcels.

If the bus stop is relocated to Davey Park, the following must be considered:

- a) Restricted Bus Zone times be sign posted for time periods required by Countrylink for mornings and afternoons, then the area can remain as normal parking outside these times.
This will mean 'No Parking' by general vehicles in this location for a set 1 or 2 hour period each morning and afternoon as specified by Countrylink services and NSW Transport.
- b) Bus shelter relocation position as currently the bus shelter is positioned right on the rear of the kerb. It may be suggested the best location for the shelter would be just inside the boundary of Davey Park, possibly the south-western corner against the last building (Community Centre) as it would look less out of place and prevent an obstruction on the nature strip. This would mean that a concrete slab would be required for the bus shelter and in front of the shelter to adjoin the existing concrete footpath.
- c) Bus timetable signage is currently behind the kerb at the current location, if relocated the signage timetable signage would need to remain erected directly behind the kerb.
- d) The bus stop if relocated can only be directly outside the park or businesses not between the fire shed and railway line due to the required turning radius of the coach. To safely park against the kerb to the north of the fire shed it would mean the bus would need to come from over the railway line heading south to park out of the through traffic lane to not impede traffic. As they come from Burley Griffin Way and return to Burley Griffin Way the bus operators would not be keen on altering their route to the degree required to park closer to the railway line.

Cost Breakdown

Item	Breakdown	Cost Estimate
Bus Shelter relocation	2x Staff + Plant (8.5hrs x \$90 p/h) Materials (Eg. Concrete for corner footings of shelter) \$150 Service Locating 1x Staff (3hrs x \$60 p/h)	\$1,095
Concrete Slabs	2x Staff + Plant + Box Out + Form and Place Concrete + Lawn Irrigation Adjustment (\$180 m2) x 10 m2	\$1,800
Signage	Relocated Existing Bus Timetable 1x Staff + Plant and Materials (4 hrs x \$60 p/h) 2x New Parking Signs + materials x \$120 each 1x Staff + Plant Install Only (4hrs x \$45 p/h)	\$660
TOTAL		\$3, 555

This was not budgeted within the current footpath works however can be completed under current works noting that if it resulted in over-expenditure for Coolamon Street Footpath that it was not part of scoped works budgeted.

Or

Associated cost would need to be accommodated under Councils maintenance budget.

Delivery of this work would ideally best be undertaken prior to completing the new footpath in the current Bus Stop location, this will also save some cost on the provided breakdown due to staff already working at Aria Park on the current footpath project being able to deliver relocation works.



Image 1: Current Bus stop location

**Item 2: Proposed Bus Stop Location****Budget Implications**

\$3,555

COMMITTEE RESOLUTION 25/2018

Moved: Cr Dale Wiencke

Seconded: Cr Rick Firman

That the Committee resolve to recommend to Council to refer this matter to the Aria Park Advisory Committee and adopt the subsequent recommendation from the Aria Park Advisory Committee.

CARRIED

Report by Alex Dahlenburg

3.4 APPS COMMUNICATION BETWEEN COUNCIL AND COMMUNITY

File Number: REP18/242
Author: Executive Assistant
Authoriser: General Manager
Attachments: Nil

REPORT

Aim: To develop a comprehensive and reliable form of communication between Council and Community via mobile phone/ app usage.

Option A: The development of a comprehensive App for smartphones that allows interactive conversation between Council sectors and residents

Option B: The use of a bulk-message service by Council to get information out quickly to residents in urgent situations, adopting the use of the smartphone App “Snap, Send, Solve” to allow residents to liaise with appropriate Council sectors and upgrading our current mobile access to the website

.Attached resources:

- Data received through an online survey
- Snap, Send Solve Premium License Agreement tailored for Temora Shire Council
- MyRandwick – a look at the MyRandwick app for Randwick Council

Key Points

- At the moment our communications with residents are limited to face to face, ‘snail-mail’, phone, email, website and social media.
- Communication practices are headed more and more in the direction of immediate response scenarios. Generally, people want to access the information or report their thoughts and concerns in an immediate forum – smartphones and apps, or mobile-friendly websites are where the majority of Australians seek to communicate.
- Our current website is not very mobile-friendly. This means that to improve our connectivity with our residents we either need to adopt a more current format (an app) or upgrade the mobile version of our websites and consider the use of other apps and services for bulk-messaging and reporting.
- Although costly, a purpose built smartphone app would enable us to manage a great deal of our day to day communications and transactions with residents in one place, but the process would be lengthy and very costly.
- The SES currently use an emergency alert which is a national system run by Telstra and sends out a voice and text message to highlighted areas at risk of severe weather events.

There is the possibility of council adopting a similar service, on a far smaller scale, that we could use to send flood alerts, cease-harvest, roadwork alerts, traffic incidents and reminders of elections, for example.

- Communication with residents is something Temora Shire Council does very well but we can't allow ourselves to sit on our laurels. Developing progressive forms of communications to continue the relationship between council and residents is vital for future growth.

Option A – Comprehensive App for Smartphones

With this option we would be looking at working with an app-building service in conjunction with our current website managers, to create a comprehensive application that would have the following features:

- An alert system to bulk-message residents with the app
- A reporting system for residents to report issues to specific council departments
- An event planner with all registered local events and details available
- Contact information for councillors and departmental staff
- Information on opening times, holiday changes, department hours and services such as waste and recycling
- News alerts
- Access to forms, Narraburra News, Rates notices, DAs and public tenders and developments
- The app would automatically update when the website updates meaning information is the same across all our channels

The cost involved for the development of an app such as this is extremely high. It would only be worth doing if we were to include as many of the features mentioned as possible, but that brings the cost up to anywhere between \$50,000 and \$150,000 and would rely on either a grant or funding through Council. Costs could be supported by making it a paid app, but then we risk the chance of less people downloading the app. Once the initial outlay for the app was made there would be a maintenance cost, but if the initial design was done well we shouldn't have large ongoing costs

Studies show that with the introduction of applications such as this one, residents have felt more engaged with their Council and are more likely to use the interactive resources to report problems, pay rates and seek information than they would if they had to dial a number or go into council in person.

For a comparison "MyRandwick" is the app our sister city has developed with great success and has many of the features proposed for Temora Shire Council app. It can be downloaded for free at the App Store or Google Play.

Summary – This service would provide a fully comprehensive system of two way communications, reporting systems, alerts, contacts, event notification, a “one-stop-shop” for much of Council’s day to day business. The cost would be anywhere between \$50,000 and \$150,000 to achieve the desired result.

Option B – Use a Bulk-Message Service and the existing smartphone App “Snap, Send, Solve”

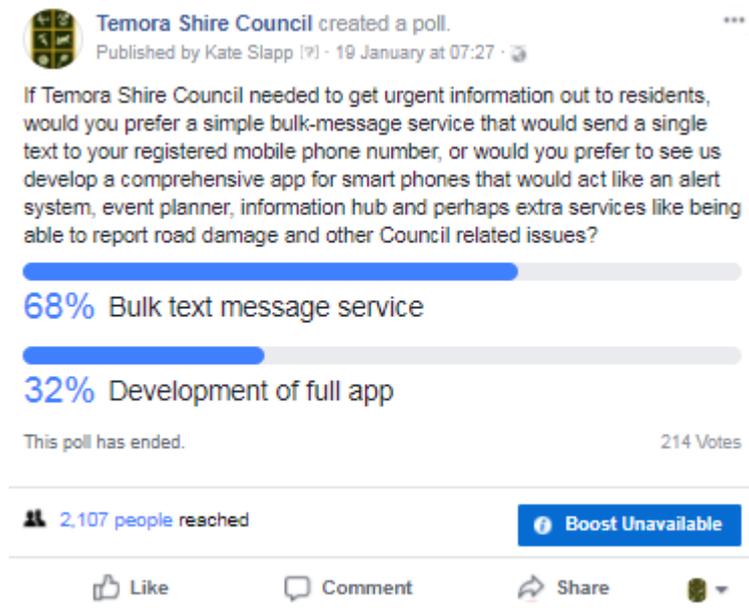
This option is using two separate services to provide only 2 of the aspects a comprehensive app would provide. A bulk-message service for when we need to get urgent information out to residents, and the option to use the existing app “Snap, Send, Solve” as a form of communication from residents reporting a problem to Council land or property.

- A **bulk-message service** would allow Council to send out one-off sms texts to registered mobile phones to alert residents of weather warnings, cease harvest, road closures and other urgent messages. A bulk-message service does not have sign up or monthly fees, meaning costs remain on an “as-used” basis.
- There are numerous providers of bulk-messages. “Sms Broadcast” works with a credit system. We would pre-purchase a minimum of 500 credits (or over 1 million if we desire). As an example, if we were to purchase 10,000 credits they would be available at 6c a credit (\$600) – the more credits you purchase, the less they cost individually. The initial purchase with SMS Broadcast has a special discount with all credits costing only 2c each. Each credit buys a single text of 160 characters. There is no expiry date on credits. *In theory, if we sent out 5 bulk messages a year, to 3500 registered phones (17,500 credits) @ 6c per credit, we would potentially be spending \$1050 a year)*
- **Snap, Send, Solve** is an existing **app** that as a Council, we can sign up to, and have residents use as a way of reporting issues to us so we are alerted by the Snap, Send, Solve company about the report. A bonus with this app is that other local authorities can also sign up for our geographical area. The app was redeveloped after its initial success with councils to include water, gas, electricity and asset management companies. To sign up we would have a start-up fee of \$120 ex GST and then a monthly recurring fee of \$210 (Yearly \$2520)
- This approach would require a ‘sign up’ system to obtain all relevant mobile phone numbers within the Shire. With the small amount of feedback on this plan there was a fair bit of concern relating to the unpredictable nature of mobile service within the Shire, particularly outside the town limits.
- The lack of a comprehensive app means certain aspects of our communications with residents is lacking and it would be insightful to include a **restructure of the mobile access to our website** as, at the moment, our mobile version is less than ideal. Costs involved with this may be around \$10,000.

Summery – This service would see little change to day-to-day activity within Council services but would allow residents to interact by reporting problems through the Snap, Send, Solve app. It would also mean that the same information was being sent to all registered residents at the same time, regarding immediate alerts sent by bulk-message service to registered mobile phones. To

include both of these services in our future communications, and an upgrade of our mobile version of the website, we would be looking at approximately \$13,570 - \$25,000.

Facebook Survey – App vs bulk message service



- When offered the choice between the development of an app or a simple bulk-message service, the majority of those people who participated in the survey chose the message service.
- The residents who commented on the survey raised the concern that many of those people who live outside the town limits have limited mobile phone coverage or internet, therefore rendering either option useless.
- It is feasible to assume that only a percentage of our residents would download an app, especially if they have to pay for it, and a bulk-message service will only reach those who have registered their number (which would be a process in itself). However, each message sent out is likely to generate a word-of-mouth effect that would, hopefully, make our message more widespread.

Write a comment...

Would need better mobile coverage if you wanted things to get through to anyone out of town. We are only 10km out and can't send or receive text messages without doing a dance to the techno gods.
3
Like · Reply · Message · 2w
1 Reply

There's already an App called 'Snap Send Solve' that can be used to report issues etc to Council's. You guys could get on board with that and then do the easier option of text messages for urgent information?
3
Like · Reply · Message · 2w · Edited

Temora Shire Council Thanks /I'll look into your suggestion
1
Like · Reply · Commented on by Craig Sinclair · 2w

Either way is fantastic but where we live we have very poor mobile service, so consider this factor that some people won't receive.
6
Like · Reply · Message · 2w

I have almost no mobile phone service, but excellent NBN, other I know of have no internet but great mobile coverage....can we do both?
1
Like · Reply · Message · 2w

No decent mobile service at Trungley Hall so would be of little use out here.
1
Like · Reply · Message · 2w

Temora west school has an app which can send out alerts & messages
Like · Reply · Message · 2w

Either would be fantastic, but agree that reliable access for all the Shire would be important.
Like · Reply · Message · 1w

Both - so it cover most people in the shire.
ABC radio as well, I lived in Shellharbour, when the silo in town was heating up. I was relaying phone msgs to my mum. They were up-to-date & informative
Like · Reply · Message · 2w

With the mobile service within the shire a app would be useless for urgent stuff ... I for one out here could not log on. At least a text might come thru if I'm lucky.
Like · Reply · Message · 2w

Both would be great please
Like · Reply · Message · 2w

Both
Like · Reply · Message · 2w

Text mess
Like · Reply · Message · 6d

Great question though 😊
Like · Reply · Message · 2w

App please
Like · Reply · Message · 2w

Write a comment...

Recommendations

- A comprehensive App designed just for our needs comes with a financial commitment that is well beyond our means or needs. With changes to technology over time it would be a fair assessment that an app, such as this, would be superseded by newer technology not too far in the future
- A bulk-messaging service in conjunction with the app Snap, Send, Solve is a far more economical and practical solution for Temora Shire Council.
- Ideally we would also be able to assess the current mobile access to our websites and improve on those for a far cheaper option than developing an app, but with a similar outcome.

COMMITTEE RESOLUTION 26/2018

Moved: Cr Rick Firman

Seconded: Cr Max Oliver

That the Committee resolve to recommend to Council to note the report.

CARRIED

Report by Kate Slapp

3.5 RECREATION CENTRE - USE BY SCHOOLS

File Number: REP18/243
Author: Executive Assistant
Authoriser: General Manager
Attachments: 1. Recreation Centre

REPORT

This report is in response to a letter sent to the Mayor by St Anne's Central School and an earlier request by both St Anne's Central School and Temora Public School in relation to fees charged for use of the recreation centre.

The response to those requests is attached and the reasons detailed are very relevant as Council acknowledged in setting a fee of \$3.50 in the 2017/2018 budget.

If Council wishes to set a different fee for schools this fee would apply to all schools with the resultant drop in income and possible outcomes as detailed in Council's response to the earlier request.

COMMITTEE RESOLUTION 27/2018

Moved: Cr Rick Firman
Seconded: Cr Claire McLaren

That the Committee recommends to Council that the current fees remain the same and that payment methods be negotiated with the schools.

CARRIED

Report by Steve Firth



ST ANNE'S CENTRAL SCHOOL, TEMORA

Archdiocese of Canberra and Goulburn

65012

12th March 2018

Cr Rick Firman OAM (Mayor)
Temora Shire Council
105 Loftus Street
TEMORA NSW 2666

MAYORAL MAIL	
YES - ATTEND	SPOUSE
NO - ATTEND	
NO FURTHER ACTION	
ACTION (details)	<input checked="" type="checkbox"/>
PLEASE REFER TO APRIL ASSETS + OPERATIONS CTBE!	

Dear Rick

Firstly, I would like to take this opportunity to recognise the commitment both you and The Temora Shire Council have to young people; the Principals' Meeting last Friday highlighted your genuine and proactive focus in this area. Temora is very fortunate to have such a variety of quality facilities and I frequently highlight the proximity of the stadium, swimming pool and movie theatre when walking new families around our school.

The Council's commitment to young people and their wellbeing is clearly exemplified in the Council's Youth Plan:

Youth plan 2016-2020.

- Outcome 1, Collaborate with young people, schools, families, and relevant organisations to create diverse and relevant opportunities for our young people that are accessible and affordable
- Outcome 4, Improve mental and physical health outcomes for young people.

Recently St Anne's and Temora Public School contacted the Council to plead a case for a set rate per school for student use of the stadium. We were informed by Stephen Firth that our offer of \$100 per school per term was insufficient but the Council would be prepared to negotiate an alternative fee structure/arrangement.

The current situation for our school is that we charge students \$3.50 each time they use the stadium. This is prohibitive for some students and often difficult to collect. Use is usually for one hour.

We would like to request a reconsideration by Council of our proposal for a set fee and would like to negotiate an acceptable figure.

Thank you for your consideration of this matter.

Yours sincerely

Kathy Holding

Po Box 68, 125 DeBoos Street, Temora NSW 2666, Ph: 0269771011, Fax: 0269774075,
Email: office.stannes@cg.catholic.edu.au, ABN 21 651 478 993.

'Dream big, take risks and achieve greatness'

SRF:ATR:P/06/11

1 March 2018

The Principal
Kathy Holding
St Anne's Central School
De Boos Street
TEMORA NSW 2666

Dear Kathy

**RE: TEMORA RECREATION CENTRE – STADIUM
YOUR LETTER RECEIVED 23 FEBRUARY 2018**

Council acknowledges receipt of your correspondence and advises that whilst it is prepared to negotiate an alternative fee structure/arrangement for your school, your offer is significantly short of recovering the costs associated with hosting your school for PE and sport sessions.

In providing the stadium for our residents use, Council incurs expenses for items such as electricity and other utilities, cleaning, maintenance etc. Whilst Council recognises its Community Service obligation and happily subsidises its operation, Council must attempt to defray at least some of the costs (which are around \$119k average per annum) through a "user pays" system. This cost does not include any capital upgrades or major maintenance items.

Council considers the \$100 per school per term offer is tokenistic, which will further add to the financial deficit the Centre currently runs at.

You may not be aware that Council did provide the facility "free of charge" for several years from 2009 – 2012. During this period, the facilities operating deficit nearly doubled. After review it was evident that the deficit was not due to the forgone income, rather than the increase of cleaning, utility and maintenance expenses which resulted as the usage skyrocketed. At that time, Council resolved that a balance must be struck, which is what Council attempted to achieve in the imposition of the casual users charge of \$3.50 per person.

Whilst Council is prepared to discuss options, particularly aimed at making collection and remittance of user fees simpler, it cannot enter into arrangements that lead to "open slather" usage due to the problems that resulted the last time such an approach was adopted.

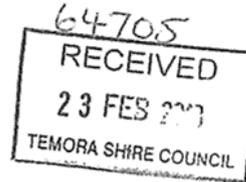
Yours faithfully



SR Firth
DIRECTOR OF ADMINISTRATION & FINANCE



**ST ANNE'S CENTRAL SCHOOL
&
TEMORA PUBLIC SCHOOL**



20/2/2018

Dear Gary Lavelle,

Proposition: An annual fee for use of the Temora Recreation Centre - Stadium

We are writing to you as a combined schools presence to highlight the individual costs associated with using the Temora Stadium.

We feel the current rate of \$3.50 per student, per court, per hour is excessive. It is also difficult to manage in the event of sporadic usage caused by inclement weather.

Due to these circumstances both schools have rarely used this community facility for a significant period of time.

We would like to propose a pricing change that would allow all schools within the Temora Shire the option of paying a term or annual fee for the use of the stadium. We propose that this would be payable as \$100 per school term or annually as \$400 per school year.

This agreement would be limited to only the stadium and not impact on the correct pool pricing policy that our students currently pay.

It is our belief that this would be mutually beneficial to all parties involved and we look forward to discussing this matter with you in the near future.

Kind regards,

Kathy Holding
Principal
St. Anne's Central School

Sharon Reardon
Principal
Temora Public School

St. Anne's Central School
Ph: (02)6977 1011

Temora Public School
Ph: (02) 6977 2877

3.6 TEMORA PISTOL CLUB REQUEST

File Number: REP18/248
Author: Secretary Engineering
Authoriser: Director of Environmental Services
Attachments: 1. Pistol2
2. Pistol1
3. Pistol1.1

REPORT

Council has recently received correspondence from the Temora Pistol Club seeking Council assistance in relation to some drainage improvements around the Pistol Club site. These improvements include some minor drainage repair at the site entrance and some drainage repair on Councils access road to the site. Following the request Council officers met with pistol club representatives on site and can offer the following further information.

- The drainage improvement requested by the Pistol Club on the range site is minor in nature (less than \$1000), however is part of a bigger drainage issue. The drainage issues at the site were discussed at the site inspection carried out by Council in 2017, with the overarching issue relating to water from around the site running across the shooting range (including the entrance in question) and eroding the range area. Included in this discussion the pistol Club expressed their intention to level the range area and use the fill generated to fill the western extents of the range to allow for a 50m range to be installed. This larger improvement is estimated to cost in the range of \$10,000-\$12,000.
- The second issue outside the range area relates to an area of reoccurring washout at the intersection of Rifle Range Road and Pistol Range Road. Both roads are very low volume and are graded on average about once every 18 months. The reoccurring washout is relatively significant, however due to the low traffic volumes has not been upgraded and is repaired during the maintenance grading process. Installation of a pipe culvert at this location is not an option due to the amount of water crossing the road and the cost associated with construction of an adequately sized pipe culvert structure. The best long term solution to this drainage issue is likely a bitumen sealed causeway or a unsealed causeway underlain with gabion rock or geogrid to prevent reoccurring erosion. Costs associated with these options would be similar and in the range of \$4000-\$6000.

Budget Implications

\$4,000-\$6,000

COMMITTEE RESOLUTION 28/2018

Moved: Cr Claire McLaren

Seconded: Cr Rick Firman

That the Committee recommend to Council to carry out the proposed drain improvement works for \$1,000 and general maintenance works be carried out for Rifle Range Road and Pistol Range Road .

CARRIED

Report by Rob Fisher.





PO Box 62
TEMORA NSW 2666

President: Maree Liston
0428 774 114

Secretary/Treasurer: John Liston
0429 774 114

15 March 2018

The Chair
Temora Shire Council Assets & Operations Committee
105 Loftus Street
TEMORA NSW 2666

Dear Sir

Temora Pistol Club seeks assistance from Council in making small improvements to the car park entry into the Pistol Club to improve access. Currently the area has some damage from washaway, which recurs whenever it rains.

The situation could be improved with the installation of a small drainage pipe across the walkway so that the water can drain underneath.

I have attached some photographs for your assistance.

There are also a few washaways across the access road to the range, which also recur, and could be eliminated by the installation of drainage pipes. These also impact on the access to the raceway.

We hope that Council will be able to assist with this issue as the uneven surface of the walkway impedes access to the range and prevents people with mobility difficulties from entering safely, or at all.

Yours faithfully



Maree Liston

65025

RECEIVED

3.7 RESTRICTED ACCESS VEHICLE POLICY

File Number: REP18/259
Author: Executive Assistant
Authoriser: General Manager
Attachments: 1. Restricted Access Vehicle Policy

REPORT

Council staff have been working on development and refinement of a Restricted Access Vehicle Policy for the Temora LGA for approximately 12 months. Included in the policy development process has been stakeholder consultation, along with several associated reports to Council regarding heavy vehicle access within Temora Shire. The Engineering Department is now of the view, the RAV Policy is developed to a stage where it is ready to be considered by Council as a final draft policy and if endorsed, placed on Councils website as an official policy of Council.

The Engineering Department is recommending the policy be initially reviewed within 12 months of operation, followed by subsequent reviews harmonised with remaining Engineering policy. The aim of the initial review is to rectify any operational issues, or include any omissions from the initial policy.

Additionally, Council may want to further consider participation in the NSW Livestock Loading Scheme. Currently Council does not participate in this scheme due to the relatively high mass of participating vehicles (68t for B-Double & 90.5t A-Double Road Train), along with adverse load rating results obtained on Council bridges in 2015. A relative comparison to assist Council in understanding the Livestock Loading Scheme would be comparing this scheme against the widely accepted NSW Grain Harvest Management Scheme. Under the LLS, B doubles are allowed to operate at 68t and road trains at 90.5t, under the GHMS B doubles are allowed to operate at 65.6t and road trains at 86.6t. As can be seen there are mass differences between the two schemes however the mass differences are not significant (<5% in both cases).

There is a belief within Councils Engineering Department that bridge results obtained in 2015 may be conservative and there is a need for Council to seek further advice on acceptable load ratings for Councils bridges. An example that supports this case is B-Double combinations at Higher Mass Limits operating on Councils Regional Roads. These HML combinations have been operating on our regional roads for many years with no noticeable effect on the associated bridge infrastructure. However test results from 2015 bridge assessments indicate many of these bridges are not suitable for access by these combinations.

COMMITTEE RESOLUTION 29/2018

Moved: Cr Rick Firman
Seconded: Cr Dale Wiencke

That the Committee resolved to recommend to Council to endorse the Restricted Access Vehicle Policy and place on public display for 28 days for comment

AND FURTHER

That a report be supplied to Council regarding bridge load rating assessments.

CARRIED

Report by Rob Fisher

TEMORA SHIRE COUNCIL



TEMORA

The Friendly Shire

Restricted Access Vehicle Policy

DRAFT

Function: Engineering

Temora Shire Council

Policy Number: EW5

Review Details

ABOUT THIS RELEASE

DOCUMENT NAME: Restricted Access Vehicle Policy
CODE NUMBER: EW5
AUTHOR: Temora Shire Council
ENDORSEMENT DATE:

REVIEW

Revision Date	Revision Description	Date approved by Council	General Managers Endorsement

PLANNED REVIEW

Planned Review Date	Revision Description		Review by
1/3/2019	Initial Review		
1/3/2022	Programed Review		

Function: Engineering

Temora Shire Council

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Appendix A – Road Train Urban Permit Access Map 17

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1. Purpose

Temora Shire Council endeavors to support the needs of local and regional industry, with this Council recognises the necessity for access and operation of Restricted Access Vehicles (RAV) within the Temora Local Government Area (LGA).

This Policy provides guidance to Council staff and transport operators relating to RAV access within the Temora LGA.

2. Scope

This Policy applies to all RAV operation on Temora Shire Council managed road network.

This Restricted Access Vehicle Policy supplements the Temora Shire Councils Asset Management Policy, Asset Management Strategy and Roads Asset Management Plan.

3. Objectives

The objectives of this Policy are;

- Support local and regional industry by allowing controlled access of RAV's, enabling;
 - i. Efficient, practical movement of freight.
 - ii. Improved access to local industrial areas and local business.
 - iii. Improved linkage of state, regional and local networks.
 - iv. A nationally competitive local industry
- Provide guidance to transport operators wishing to operate RAV's within the Temora LGA.
- Define RAV access routes within the Temora LGA.
- Make clear the limits of access for RAV combinations within the Temora LGA.
- Provide equity and transparency in the way Council manages RAV access requests.

4. Roles and Responsibilities

4.1 Policy Roles and Responsibilities

4.1.1 Elected Council

- To act as stewards for community infrastructure assets.
- To set corporate Asset Management Policy and vision, with linkage to the Community Strategic Plan.
- To ensure appropriate resources and funding for Asset Management activities are made available.

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4.1.2 Executive Management

- To oversee the Community expectation for the movement of freight across the LGA and the alignment of those expectations with the Community Strategic Plan.

4.1.3 Engineering Section

- Review and update the Restricted Access Vehicle Policy to ensure it maintains its currency and integrates with other related policy and procedure.
- Assess applications for RAV access against this policy, procedure and guidelines.
- Maintain records of restricted access routes and approvals.
- Provide linkage between the community, key stakeholders and Council on the management of RAV routes.
- Encourage continuous improvement, innovation and cost effective methods to improve RAV route assessment practices.

4.2 Road Access Roles and Responsibilities

Roles and responsibilities for the management of road network access is well articulated in the NHVR Approved Guidelines for Granting Access. These roles and responsibilities are summarised below.

4.2.1 Regulator

The National Heavy Vehicle Regulator (NHVR) administers one set of laws for heavy vehicles under the Heavy Vehicle National Law (HVNL). The NHVR is responsible for:

- heavy vehicle access permit applications, including final decision on granting access,
- assigning vehicle conditions to access permits,
- National Heavy Vehicle Accreditation Scheme management and accreditations,
- Performance-Based Standards Scheme vehicle design and access approvals,
- heavy vehicle standards modifications and exemption permits,
- a national driver work diary and risk classification system for advanced fatigue management,
- one set of national notices,
- one set of national fees for NHVR services, and
- one set of national penalties.

4.2.2 Road Authority

The NSW road authority is the Roads and Maritime Services (RMS). Under the HVNL, the road authority has the power to overrule the decisions of road managers in some situations through a request from the NHVR. The Road

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Authority is also the Road Manager for the State road network and therefore manages network access on this network.

4.2.3 Road Manager

The Road Manager for the Temora LGA is the Temora Shire Council. The Road Manager is responsible for determining whether to consent to the use of RAV's on its roads and may, when consenting, require that travel conditions and road conditions be included in a mass or dimension authority.

5. Review

The policy should be reviewed in conjunction with Councils Road Asset Management Plan.

6. Heavy Vehicle Terminology

- NHVL – National Heavy Vehicle Law. NHVL and regulations commenced in the ACT, NSW, QLD, SA, TAS and VIC on 10 February 2014. The NT and WA have not commenced the HVNL at this time. The aim of the NHVL is to have consistent regulation of the heavy vehicle industry.
- RAV - Restricted Access Vehicle. Any single or combination heavy vehicle Class 1, 2 or 3, which alone or together with its load exceeds the general access mass or dimension limits as defined in the Heavy Vehicle National Regulation. In short terms, any Class 1, 2 or 3 heavy vehicle that operates under a notice or permit.
- GAV - General Access Vehicle. General Access Vehicles comply with mass and dimension requirements and do not require a notice or permit to operate on the road network. These vehicles have general access to the road network unless the road is sign-posted otherwise.
- GVM – Gross Vehicle Mass. GVM is nominated in the vehicle registration details and this is the maximum weight at which the vehicle may be operated on roads in NSW.
- GCM – Gross Combination Mass. GCM is the total weight a truck can carry and tow. This is the maximum weight of a loaded articulated vehicle or combination vehicle such as a prime mover with semi-trailer and / or trailers.
- GML – General Mass Limits. GML states the allowable mass for all types of heavy vehicle axle groups under normal conditions. All vehicles operate under GML unless the vehicle is operating under an accreditation or an exemption.
- CML – Concessional Mass Limits. CML allows an operator to operate at mass limits above the GML provided the operator is accredited under the NHVAS.
- HML – Higher Mass Limits. Operators must be accredited under the NHVAS and participate in the IAP.
- OSOM - Any vehicle that exceeds the dimension or mass limits that are stipulated in the Heavy Vehicle (Mass, Dimension and Loading) National Regulation (NSW) are considered to Oversize Overmass Vehicles.

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- **PBS - Performance-Based Standards.** PBS vehicles are designed to perform their tasks as productively, safely and sustainably as possible, and to operate on networks that are appropriate for their level of performance. The basic principle of PBS is matching the right vehicles to the right tasks. PBS vehicles are tested against 16 stringent safety standards and 4 infrastructure standards to ensure they fit the existing road network and are safe.
- **IAP - Intelligent Access Program.** IAP provides restricted access and over dimension/mass vehicles with improved access to NSW's road network. In return, their compliance with approved access conditions is monitored using satellite-based tracking technology. This provides stakeholders with greater assurance that the right heavy vehicles are operating on the right roads.
- **RFS - Road Friendly Suspension.** RFS is a certified suspension systems designed to reduce the impact of laden axles on road pavements and most bridge structures.
- **NHVAS - National Heavy Vehicle Accreditation Scheme.** NHVAS is a formal process for recognising and qualifying operators who have robust safety and other management systems in place. There are 4 accreditation modules that operators can obtain that provide a range of operator concessions and benefits.
- **GHMS - Grain Harvest Management Scheme.** The GHMS promotes the safe and productive movement of grain. Under the scheme, eligible heavy vehicles may exceed regulated total mass limits by up to 5% when delivering certain grains to participating grain receivers in participating Council areas.
- **NSWLLS – NSW Livestock Loading Scheme.** The scheme provides increased mass limits for livestock loads on NSWLLS approved network. Operators are required to meet stringent criteria to qualify for the scheme. The scheme includes measures to minimise road pavement wear, protect vulnerable bridges and reduce the incidence of livestock vehicle rollovers.
- **CoR - Chain of Responsibility.** CoR is legislation that recognises accountability and responsibility of all parties in the transport supply chain. Under CoR, parties who have control or influence over the transport task are deemed responsible for complying with and for breaches of these laws. All parties must take all reasonable steps to prevent breaches of mass, dimension, loading, speed and fatigue laws.

Further information regarding Heavy Vehicle terminology can be found at the National Heavy Vehicle Regulator Website, available at the following link; [NHVR](#).

7. Policy

7.1 Restricted Access Vehicle Classes

All Restricted Access Vehicles are categorised within three classes:

7.1.1 Class 1 Oversize and Overmass Vehicles

Class 1 OSOM Vehicles Include;

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- **Special Purpose Vehicles (SPV).** A special purpose vehicle is a motor vehicle or trailer, other than an agricultural vehicle or a tow truck, built for a purpose other than carrying goods (concrete pumps, mobile crane, drill rig, etc.). Special purpose vehicles are considered a Class 1 vehicle, when they do not comply with a prescribed “general access” mass or dimension requirements applying to it.
- **Agricultural Vehicles, Implements and Trailers.** An agricultural vehicle is considered a Class 1 vehicle if it, together with its load, does not comply with a prescribed mass or dimension requirement. Examples of an agricultural vehicle include harvesters, tractors, augers, comb trailers, etc.
- **Load Carrying Vehicles.** An OSOM Load Carrying Vehicle is a heavy vehicle or combination which alone, or together with its load, exceeds prescribed mass or dimension requirements, and designed for the purpose of carrying, a large indivisible item. Examples include a prime mover and extendable trailer or a prime mover and low loader combination.

7.1.2 Class 2 Heavy Vehicles

Freight-carrying Vehicles. General freight carrying vehicles that are longer than 19m requiring specific networks that are capable of handling these larger vehicles.

Class 2 Heavy Vehicles include:

- B-doubles and road trains,
- Double decker buses and buses longer than 12.5m,
- Livestock vehicles higher than 4.3m,
- Vehicle carrying combination that is longer than 19m or higher than 4.3m.
- Performance-Based Standards Vehicles

7.1.3 Class 3 Heavy Vehicles

A heavy vehicle which, together with its load, does not comply with prescribed mass or dimension requirements and is not a Class 1 heavy vehicle.

Class 3 Heavy Vehicles include;

- A truck and dog trailer combination consisting of a rigid truck with 3 or 4 axles towing a dog trailer with 3 or 4 axles weighing more than 42.5t GVM.
- A B-double or road train transporting a load wider than 2.5m

Class 3 heavy vehicles do not include Performance-Based Standards (PBS) vehicles or heavy vehicles complying with prescribed dimension requirements but operating under Concessional Mass Limits (CML) or Higher Mass Limits (HML).

7.2 Restricted Access Vehicle Planning

Council will adopt a planned and controlled approach to granting road network access to RAV's. The granting of access will be based on sound assessment of commercial need, compatibility with Council planning principles, public safety and infrastructure impact considerations.

7.2.1 Permit Application

Where an RAV permit application is required for access, operators should be directed to apply for access through the NHVR. Council can directly issue Class 1 and Class 3 permits to transport operators within the Temora LGA, however, the NHVR permit process is preferred. Council will consider direct issue of Class 1 and Class 3 permits in exceptional circumstances.

7.2.2 Route Assessment

Council will undertake where possible and practical, route assessment consistent with the following guidance material:

- [NSW ROUTE ASSESSMENT GUIDE for Restricted Access Vehicles](#)
- [NSW ROUTE ASSESSMENT GUIDE – freight route investigation levels](#)

Council will utilise where possible and practical, the ARRB Restricted Access Vehicle Route Assessment Tool ([RAV RAT](#)) for the purposes of conducting and recording route assessment.

Route assessment generally involves consultation with various interconnection asset managers, below is a table of asset classes and associated asset managers.

Asset Class	Asset Manager	Contact	Road Manager
State Roads	RMS	02 6938 1146	RMS
Regional Roads	Council	02 6980 1100	Council
Local Roads	Council	02 6980 1100	Council
Bridge/Drainage Structures (Local & Regional)	Council	02 6980 1100	Council
Bridge/Drainage Structures (State)	RMS	02 6938 1146	RMS
Railway Crossings	John Holland	02 4028 9488	RMS & Council
Water	Goldenfields Water County Council	02 6977 3200	RMS & Council
Electrical	Essential Energy	13 23 91 0428 620 993	RMS & Council
Gas	APA Group	02 5933 0855	RMS & Council
Telecommunications	Telstra	1800 810 443	RMS & Council

7.2.3 Financial Consideration

The cost of RAV route assessment is catered for within Councils engineering operations budget.

Route assessment that requires specific assessment of pavement or bridge infrastructure will incur an assessment cost. In the case where assessment of structures or pavement is required the applicant will be given the option of either funding the assessment immediately, or waiting until the assessment is carried out as part of Councils works program.

Where infrastructure is of an insufficient standard to meet applicant's requirements, the applicant will be given the option to fund upgrade works if the works are not already on Council's works program in the timeframe required by the applicant.

The cost of infrastructure assessment and/or upgrade to meet specific route assessment or access requirements of applicant's may therefore be met in one of three ways:

- As part of Council's pre-planned infrastructure maintenance or upgrade budget.
- Through contributions by an applicant to upgrade infrastructure to the appropriate level.
- Through a combination of the above.

7.2.4 Restricted Access Route Record Keeping

Council will maintain records of all approved restricted access routes.

The records will specify;

- The road name.
- The start and end points of the approved part of the road.
- Any special condition/s that applies to the route in respect of RAV's.
- The expiry date of the approval (where applicable).
- All information that was included in the request to the NHVR for gazettal of the route.

7.3 Restricted Access

RAV's are designed for specific purposes and should be limited to roads where their use is appropriate.

The following clauses outline current RAV access within the Temora LGA.

7.3.1 B-Double Access

B-Double access on Temora Shire Council managed roads is permitted, subject to the following conditions;

1. Rural Areas – Approved area with travel conditions.
Travel conditions;

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- Unlimited access with exception of listed roads or road sections.

2. Urban – Approved roads only.

B-double access maps are published on the RMS website and available at the following link; [RMS RAV MAPs](#).

B-double combinations must comply with the requirements contained in the National Class 2 Heavy Vehicle B-double Authorisation (Notice) and the adjoining NSW Schedule. Available at the following link; [B-Double Authorisation Notice 2014](#).

7.3.2 4.6m High Vehicle Access

4.6m High Vehicle access on Temora Shire Council managed roads is permitted, subject to the following conditions;

1. Rural – Approved area with travel conditions.

Travel conditions –

- Unlimited access with exception of listed roads or road sections.

2. Urban – Approved roads only.

4.6m high access maps are published on the RMS website, available at the following link; [RMS RAV MAPs](#).

4.6m high vehicle combinations must comply with the requirements contained in the applicable National and State notices. Available at the following link; [4.6m National Notices](#).

Note: Operators must assess the route of travel to ensure no physical obstructions prevent the operation of 4.6m high vehicles. Council will not be held liable for damage caused by vehicles or obstructions.

7.3.3 Road Train Access

Road Train access on Temora Shire Council managed roads is permitted, subject to the following conditions;

1. Rural and urban areas – Restricted access via permit.

Conditions –

- Restricted to the following Road Train combinations;
 - A-Double/Type 1 (Tri-axle dolly)
 - Modular B-Triple
 - B-Triple
- Access is subject to Road Train combinations operating under the Modern Road Train and Triples East of the Newell

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Highway Scheme. Scheme information is available at the following link; [Road Train Conditions](#).

- Pavements, bridges and drainage structures shall be assessed as capable of carrying the additional mass.
- Road geometry including intersections shall be assessed for access suitability (travel conditions may be considered in substandard areas with low associated risk).
- Access roads shall be specified (no area access will be considered).
- Period permits available for a maximum of 12 months.

Road Trains must comply with the National Class 2 heavy vehicle road train authorisation notice 2015, available at the following link; [National Road Train Authorisation 2015](#).

A map of approved urban roads within the Temora LGA considered for Road Train permit access is available in Appendix A – Urban Road Train Permit Access Maps.

Additional Road Train access maps are available at the following link; [RMS RAV MAPs](#)

7.3.4 Higher Mass Limit (HML) Access

Higher Mass Limit access on Temora Shire Council managed roads is permitted, subject to the following conditions;

1. Rural and urban areas – Restricted access via permit.

Permit conditions –

- Access roads shall be specified (no blanket access).
- Pavements, bridges and load bearing drainage structures shall be assessed as capable of carrying the additional mass.

Heavy vehicles operating at HML must comply with the NSW Higher Mass Limits Declaration 2015, available at the following link; [NSW HML Declaration 2015](#).

Note: Urban HML permit access is restricted to the approved Urban B-Double routes. These routes are available at the following link; [RMS RAV MAPs](#).

7.3.5 Class 1 Load Carrying Vehicle Access

Class 1 Load Carrying Vehicle access on Temora Shire Council managed roads is permitted, subject to the following conditions;

1. Rural and urban areas – Access via permit.

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Permit conditions –

- Urban access shall be specified (no blanket access).
- Pavements, bridges and load bearing drainage structures shall be assessed as capable of carrying the additional mass.
- Permits above 5.0m are accompanied with an essential energy high load permit.
- Road geometry including intersections shall be assessed as suitable for combination length and width.

Class 1 Load Carrying Vehicles must comply with National Class 1 Load Carrying Vehicle Notices, available at the following link; [National Class 1 Load Carrying Vehicle Notices](#)

Class 1 Load Carrying Vehicle Maps are published on the RMS website, available at the following link; [RMS Class 1 Load Carrying Vehicle](#).

7.3.6 Class 1 Special Purpose Vehicle Access

Class 1 Special Purpose Vehicle access on Temora Shire Council managed roads is permitted, subject to the following conditions;

1. Rural and urban areas – Level 1 and Level 3 approved roads. Level 2 and Level 4 access via permit.

Permit conditions –

- Access routes shall be specified (no blanket access).
- Pavements, bridges and load bearing drainage structures shall be assessed as capable of carrying the additional mass.
- Permits above 5.0m are accompanied with an essential energy high load permit.
- Road geometry including intersections shall be assessed for access suitability (travel conditions may be considered in substandard areas with low associated risk).

Class 1 Special Purpose Vehicle Maps are published on the RMS website, available at the following link; [RMS Class 1 SPV](#)

7.3.7 Class 1 Agricultural Vehicle Access

Class 1 Agricultural Vehicle access on Temora Shire Council managed roads is permitted, subject to the following conditions;

1. Rural and urban areas – Access as per NSW Class 1 Agricultural Vehicle Notices, available at the following link; [Class 1 Agricultural Vehicle Notices](#).

TSC managed road access outside the limits of state notice, shall be access via permit.

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Permit conditions –

- Access routes shall be specified (no blanket access).
- Pavements, bridges and load bearing drainage structures shall be assessed as capable of carrying the additional mass.
- Permits above 5.0m are accompanied with an essential energy high load permit.
- Road geometry including intersections shall be assessed for access suitability (travel conditions may be considered in substandard areas with low associated risk).

7.3.8 Restricted Access Buses

Restricted Access Bus access is expected to be rare and will be considered on an individual case by case permit basis.

7.3.9 Performance Based Standards Vehicle Access

Performance Based Standards vehicle access on Temora Shire Council managed roads is permitted, subject to the following conditions;

1. PBS Level 1 –

Rural and Urban areas – Area Access

2. PBS Level 2a –

Rural Areas – Approved area with travel conditions.

Travel conditions;

- Unlimited access with exception of listed roads or road sections.

Urban – Approved roads only

3. PBS Level 2B & 3A –

Rural and Urban areas – Access Via Permit

Permit conditions –

- Maximum allowable combination length of ≤ 36.5 metres.
- Pavements, bridges and load bearing drainage structures shall be assessed as capable of carrying the additional mass.
- Road geometry including intersections shall be assessed for access suitability (travel conditions may be considered in substandard areas with low associated risk).

Urban and rural PBS heavy vehicle access maps, including exception routes are published on the RMS website, available at the following link; [PBS HV MAPs](#).

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7.3.10 NSW Livestock Loading Scheme Access

NSWLLS access on Temora Shire Council managed roads is permitted, subject to the following conditions;

1. Rural – Approved roads only
2. Urban – Approved roads only.

Urban and rural NSWLLS access maps, including exception routes are published on the RMS website, available at the following link; [Livestock Loading Scheme Maps](#).

Livestock Loading Scheme combinations must comply with the New South Wales Ministerial Declaration (Livestock Loading Scheme) Order 2012 (the Order). Available at the following link; [Livestock Loading Scheme Order 2012](#).

Note: Operators must assess the route of travel to ensure no physical obstructions prevent the operation of Livestock Loading Scheme vehicles. Council will not be held liable for damage caused by vehicles or obstructions.

7.3.11 Grain Harvest Management Scheme

GHMS access on Temora Shire Council managed roads is permitted, subject to the following conditions;

1. Scheme operation restricted to between the dates of 1st October – 1st March annually, approved until 1st March 2021.

Heavy vehicle combinations participating in the GHMS must comply with the New South Wales Class 3 Grain Harvest Management Scheme Mass Exemption Notice 2016 (No. 1). Available at the following link; [GHMS Notice 2016](#).

GHMS access maps, including exception routes are published on the RMS website, available at the following link; [GHMS MAPs](#).

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Appendix A – Road Train Urban Permit Access Map



Road Name	Start	Finish	Road Manager
Trungley Hall Road	Kitchener Road	Teal Street	TSC
Kitchener Road	Airport Street	Trungley Hall Road	TSC
Crowley Street	Kitchener Road	Lucas Street	TSC
Lucas Street	Airport Road	Twynam Street	TSC
Twynam Street	Lucas Street	Polaris Street	TSC
Polaris Street	Burley Griffin Way	Twynam Street	TSC
Vesper Street	Polaris Street	Back Mimosa Road	TSC/RMS
Back Mimosa Road	Vesper Street	Goldfields Way	TSC
Victoria Street	Vesper Street	Milvale Road	RMS
Ashelford Street	Vesper Street	Old Cootamundra Road	TSC
Old Cootamundra Road	Ashelford Street	GrainCorp	TSC
Tewksbury Road	Burley Griffin Way	Industrial Avenue	TSC
Industrial Avenue	Tewksbury Road	End	TSC
Milvale Road	Burley Griffin Way	Narraburra Street	TSC
Airport Street	Kitchener Road	Saleyards	TSC

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3.8 TEMORA SENIOR CITIZENS - FUNDING FOR SOLAR

File Number: REP18/265
Author: Executive Assistant
Authoriser: General Manager
Attachments: 1. Temora Senior Citizens

REPORT

Council is in receipt of a request from the Temora Senior Citizens Group seeking funding to install solar on their property.

The costing is \$10,600 for the project and has received \$2,500 in grants leaving a short fall of \$8,100.

The group welcomes any assistance or way of grant funding.

COMMITTEE RESOLUTION 30/2018

Moved: Cr Dale Wiencke
Seconded: Cr Claire McLaren

That the Committee recommends to Council that the Senior Citizens be referred to Councils Heritage Committee and requested to approach State and Federal Local Members regarding possible grant funds.

CARRIED

Report by Gary Lavelle

Anne Rands

From: Anne Rands
Sent: Wednesday, 4 April 2018 9:31 AM
To: Anne Rands
Subject: FW: Senior Citizens Group Grant

From: Ken Bornen [
Sent: Monday, 19 March 2018 4:15 PM
To: Gary Lavelle
Subject: Senior Citizens Group Grant

Hi Gary

The Temora Senior Citizens Group are an independent group of like minded citizens who meet once a week for lunch. The organization is a "not for profit" group that was formed in the mid 1980's. As you would be aware they own the old Narraburra Council building which they purchased from the council.

The committee has decided to install solar panels on the property with a system of sufficient size to alleviate the burden of power bills. These bills are a major outlay for the group and to have these bills covered by a PV system that would go a long way to making the group financially viable for the long term.

The group has had a quote for the work and would require approximately \$10,600 for the the project.

We have applied to Sandfire Resources for a grant and they have promised us \$2,000. In addition to this we have also applied to the Temora Ex Services Memorial Club for a grant and have received a promise of \$500 towards the project.

This has left a shortfall of \$8,100 and we are now approaching the council for any assistance that may be gained in the way of a grant etc. If the council could provide the applications for such funding to this email address that would be great.

The council has provided much welcomed assistance in the past to the group and we maintain a great relationship with them.

If any such applications or recommendations could be sent to this email address that would be great.

Ken

--

Ken Bornen
President
Temora Senior Citizens

3.9 PINNACLE BUS PARKING PROPOSAL

File Number: REP18/275
Author: Secretary Engineering
Authoriser: Engineering Technical Manager
Attachments: Nil

REPORT

Pinnacle Bus Parking Proposal

Council is in receipt of correspondence (attached) from pinnacle community services proposing for a 'Pinnacle Community Services Specific Bus Park Spot' in the location beside the library between the long vehicle parking sign and the tree as outlined in the correspondence.

This site is considered undesirable by councils engineering department for the following reasons:

- Parking is not permitted this close to the intersection in any location as to parallel park you must be greater than 6m from the property building line as per Austroads Standards and thus being legally enforceable by NSW Police.
6m from the building line is the start of the existing signposted 45 degree angle parking.
- Parallel parking as per Austroad Standards requires a minimum space allocated of 2.3m wide, however for buses a value greater than the minimum would need consideration. Based on the centreline of the road being 5.6m from the kerb in this location, adding a parking bay 2.3m wide would reduce the lane capacity to 3.3m or smaller. This is sub-standard as a typical travel lane is 3.5m minimum.
- Due to the proximity of the location to the intersection an adequate turning radius would not be left for general access vehicles up to 19 metres in length when a bus is stopped in the outlined location, noting that long vehicle parking is signposted from the intersection increasing the risk of such vehicles requiring to turn into Britannia Street.

Based on legal requirements and Australian Standards councils engineering department doesn't support the proposal.

It should also be noted that Pinnacle Services are employees of council and should possibly be reminded that parking/stopping in the outlined location for unloading of patrons is not legally permitted.

Correspondence A: Email to Temora Shire Council General Manager from Pinnacle Community Services dated 9th March 2018

Since I have been driving the bus for Pinnacle, I (and the other drivers do this also) need to drop many clients off at this corner and for ease of our elderly clients I do so so they can use this section where the footpath levels down to the road. On Thursday's with our Social Support Group Dementia Specific, I take some time as I need to lower the lift to allow some of our clients who use walkers and are not very steady on their feet to be able to get to the footpath with ease and least walking distance to the building.

My proposal is that we create a 'Pinnacle Community Services specific Bus Park spot' in the location between the Long Vehicle sign and the tree. There is plenty of room in that spot for either bus to park.

I am trying to prevent any of us bus drivers from being booked by the highway patrol if they were to drive past while we are helping our clients to disembark in this location of least distance to the NRCC building.



RECOMMENDATION

It is recommended that the Committee consider this report.

Report by Alex Dahlenburg

COMMITTEE RESOLUTION 31/2018

Moved: Cr Rick Firman

Seconded: Cr Claire McLaren

That the Committee resolved to recommend to Council that the current proposal does not meet engineering standards and the Engineering Department to liaise with Pinnacle Community Services regarding alternative locations..

CARRIED

At 3:05pm, Cr Max Oliver left the meeting.

3.10 TEMORA SWIMMING POOL OPENING HOURS - SUMMER REVIEW

File Number: REP18/291
Author: Executive Assistant
Authoriser: General Manager
Attachments: Nil

REPORT**Introduction**

Councillors will recall their resolution in relation to opening the Temora outdoor swimming pool for longer hours in the evening over the past summer months. This idea was put forward to encourage more use of the outdoor pool during the evenings over the weekend.

The resolution changed the opening hours of the pool to

October, November and March: 11.00am – 6:00pm

December, January, February: 11.00am - 7:00pm Sunday to Wednesdays.

December, January, February: 11.00am to 8.00pm Friday and Saturday.

The longer evening hours were offset by opening the pool later in the morning, opening at 11:00am, rather than 10:30am, to assist with managing staff costs.

Early morning lap swimming remained available to full recreation centre members (12 month membership) and was monitored by a sign in book and swipe card data.

Review of summer usage of outdoor pool

The opportunity to use the outdoor pool later in the day has not been taken up by many residents. The Recreation Centre Manager has observed that only very low numbers of people, usually only one family at any one time, remained at the pool until 7pm or 8pm. Most pool users continued to leave the pool by 6:30pm.

The Recreation Manager has supported events at the pool by playing music and advertising on Council's social media to encourage people to visit that pool later over the weekends, however this has not increased numbers of people at the pool beyond normal levels.

The Recreation Centre Manager has also observed that opening the pool later in the day is an issue in the summer months, as often the weather is very hot by 11:00am. It has also been problematic for schools who wish to organise PE classes prior to the 11:00am opening time.

The use of the pool by early morning lap swimmers has significantly increased. On most days there has been between 10-15 lap swimmers and on occasions up to 20 lap swimmers in the morning.

Discussion

Council has attempted to respond to the requests of the community, by offering swimming in the outdoor pool later in the evening. However, it appears that although residents did indicate their intention to use the pool later for a picnic or BBQ, the general routine for most people using the outdoor pool has not changed, with most swimming occurring after school and up until 6.30pm.

It is therefore proposed that the closing time reverts back to 6:00pm in October, November and March, and 6:30pm for December, January and February (Closing at 6:00pm Thursdays for Swim Club).

The Recreation Manager has the discretion to close the pool early due to unfavourable weather, or keep the pool open during days of high temperatures. These changes can be advertised on Council's Facebook page and displayed at the pool entrance foyer.

The opening time of 11:00am has also caused problems with the high temperatures in the summer months by 11:00am. It is therefore also proposed that this also be changed. Council may wish to consider a 10:00am opening in December, January and February to encourage swimming outside of the extreme heat and also to accommodate the use of the pool by school students. The 11:00am opening time may be appropriate for October, November and March, outside of the peak swimming months.

The increase in the use of the pool by the early morning lap swimmers over the summer has been very encouraging and it is proposed that this option of 6:00am – 8:00am swimming continue to be offered on weekdays to full members of the recreation centre.

COMMITTEE RESOLUTION 32/2018

Moved: Cr Rick Firman

Seconded: Cr Dale Wiencke

That the Committee resolved to recommend to Council

1. Retain early morning lap swimming on weekdays for full members of the recreation centre
2. Close the outdoor pool at 6:00pm each day during the months of October, November and March.
3. Close the outdoor pool at 6:30pm each day during the months of December, January and February
4. Open the outdoor pool at 10:30am each day during the months of October, November and March.
5. Consider opening the outdoor pool at 10:00am each day during the months of December January and February and advise local schools of these opening hours.

CARRIED

Report by Claire Golder

3.11 EASTERN RIVERINA ARTS - SPONSORSHIP PROPOSAL - SHIFT:CREATE/CHANGE

File Number: REP18/292
Author: Executive Assistant
Authoriser: General Manager
Attachments: 1. Eastern Riverina Arts

REPORT

Eastern Riverina Arts is inviting Temora Shire Council to partner with them on an event to be held in Temora on Friday 31 August for a series of presentations & round table discussions with around 100 people in attendance.

It is a one day symposium exploring the role of creative practice and industry plays in transition and transformation be it spaces, creative economies or power of art.

The request is for the use of the Town Hall Cinema, Temora Memorial Town Hall supper room, Kitchen, and bar area from noon on Thursday 30 August to 5:00pm on 31 August 2018. Promotional support through media and social media, linking to community groups and local artists.

Temora Shire Council will receive logo on marketing material & social media, recognition as event sport, five free registrations to the event and discount on other registrations.

The approximate cost for the hire of the hall is \$424.53 and \$90.00 for the Town Hall Theatre.

COMMITTEE RESOLUTION 33/2018

Moved: Cr Claire McLaren
Seconded: Cr Rick Firman

That the Committee resolved to recommend to Council to approve the request.

CARRIED

Report by Gary Lavelle

EASTERN RIVERINA ARTS INC. ABN 93 195 464 075
98 Fitzmaurice St Wagga Wagga NSW | +61 2 69216890
info@easternriverinaarts.org.au | easternriverinaarts.org.au



Gary Lavelle
General Manager
Temora Shire Council

Dear Gary,

SPONSORSHIP PROPOSAL – SHIFT: create/change

SHIFT is a new initiative of Eastern Riverina Arts. It is a one-day symposium exploring the role of creative practice and industry plays in transition and transformation – be it the transformation of spaces, the transition to creative economies, or the power of art to transform lives and communities.

SHIFT will see up to 100 people converge on Temora on Friday August 31st for a series of presentations and round table discussions with some of the country's most interesting speakers. Our keynote speaker is Lindy Hume, the current Artistic Director of Tasmania's Ten Days on the Island festival and author of *Restless Giant: Changing Cultural Values in Regional Australia*.

Eastern Riverina Arts invites Temora Shire Council to partner with us on this event to ensure both its success and provide great benefit to your community.

PROPOSAL

Temora Shire Council provides:

- Access to the Town Hall Cinema, Kitchen, Town Hall Supper Room, Bar area from 12pm Thursday 30th August to 5:00 PM Friday 31st August.
- Promotional support through your usual media and social media.
- Support linking to community groups and local artists

Temora Shire Council receives:

- Logo on all marketing material and social media
- Recognition and acknowledgement as Event Sponsor in all
- Opportunity for Mayor to provide an official welcome to the delegates
- A dedicated slot to showcase a Temora based project in our Fast Five section
- Five free registrations to the event and a significant discount on registrations for other Councillors and Council staff
- Opportunity to screen promo video and distribute promotional material on the day.
- Opportunity to showcase local artists/collections in foyer

Additional Benefits include:

- Eastern Riverina Arts commits to using local business and community groups for catering and other services required
- Potential spend by delegates in town (fuel, food, beverage)
- A discount rate for all members of Imagine Temora.

I appreciate that this may need to go to Council for a decision and that you will be leaving for Annual Leave shortly. I apologise for not getting this letter to you earlier. It would be helpful if you were able to provide me with some indication of the timing of the decision-making process to help us develop our marketing strategy and timeline.

I hope that you see the value of joining with us on this project. Temora has long been on my list as venue of choice for this new initiative. Please don't hesitate to contact me if you have any questions.

Yours sincerely



Scott Howie
Executive Director
5.4.2018

Scott Howie
2018.04.05 12:15:29
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4 CONFIDENTIAL REPORTS**COMMITTEE RESOLUTION 34/2018**

Moved: Cr Nigel Judd

Seconded: Cr Dale Wiencke

That Council considers the confidential report(s) listed below in a meeting closed to the public in accordance with Section 10A(2) of the Local Government Act 1993 at 3:45PM:

4.1 Partial Road Closure/Acquisition – Kurrajong Street

This matter is considered to be confidential under Section 10A(2) - c of the Local Government Act, and the Council is satisfied that discussion of this matter in an open meeting would, on balance, be contrary to the public interest as it deals with information that would, if disclosed, confer a commercial advantage on a person with whom the Council is conducting (or proposes to conduct) business.

4.2 Temora Greyhound Club

This matter is considered to be confidential under Section 10A(2) - c of the Local Government Act, and the Council is satisfied that discussion of this matter in an open meeting would, on balance, be contrary to the public interest as it deals with information that would, if disclosed, confer a commercial advantage on a person with whom the Council is conducting (or proposes to conduct) business.

4.3 Bulk Head Road FCR Funding

This matter is considered to be confidential under Section 10A(2) - f of the Local Government Act, and the Council is satisfied that discussion of this matter in an open meeting would, on balance, be contrary to the public interest as it deals with details of systems and/or arrangements that have been implemented to protect council, councillors, staff and Council property.

CARRIED

5 CLOSE MEETING

The Meeting closed at 4:32PM.

This is the minutes of the Assets & Operations Committee meeting held on Tuesday 10 April 2018.

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GENERAL MANAGER

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CHAIRMAN