



Tourism Plan
2012/13 to 2021/22

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Message from The Mayor and General Manager

The Cabonne Council Tourism Plan 2012/13 to 2021/22 captures the vision of where the whole of the Cabonne Shire sees itself in ten years from now. This Plan is driven by vision and issues within all of Cabonne’s communities.

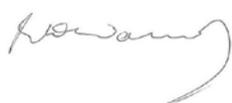
The Plan is the result of an extensive community engagement process. Many consultations took place with community groups to develop what you considered to be key directions in tourism for the Shire. We were able to determine appropriate strategies and set measurable goals. And now we are looking forward to delivering positive outcomes.

The Cabonne area, known locally as “Cabonne Country” is cherished by its community. While we are faced with many challenges we are also skilled at identifying the opportunities to work together when responding to these issues. It is with a joint approach that we realise our potential to overcome our adversities.

Much of the community input received on the draft plan went into some depth describing the issues you saw relating to tourism development as priorities for our Shire. It has since been Council who has had the intricate task of trying to find the balance between the varying views within Cabonne to identify a ‘whole-of-Cabonne’ communal vision.

As you can imagine, the work that will go into delivering upon the strategies and goals set out in the Plan will require commitment and hard work. In order to succeed we need to have cooperation and commitment from many sectors including government, business, and you, the community. The implementation process will continue to be flexible as Cabonne changes with the times over the ten year period of the Plan.

I welcome you to keep this document and reflect upon the direction you have helped to identify for the Cabonne Shire. The Cabonne Council Tourism Plan represents the collective vision of the entire Cabonne community, and belongs to the people of Cabonne. We encourage you to help us to achieve your vision of doubling visitor numbers and dollars spend in the next ten years.



Bob Dowling
MAYOR OF CABONNE



Graeme Fleming
GENERAL MANAGER



Executive Summary

The aim of Cabonne Country Tourism Plan 2012 – 2022, a 10 year plan is to double the visitor economy numbers and their spending in the next ten years. These include, but are not limited to, the number of visitors into and around Cabonne, as well as the dollar spend of those visitors.

The issues identified herein reflect community concerns over funding and resourcing, the need for reliable statistics and measurable data, the need for improvements in our tourism product and a more focused and pro-active approach to our marketing and promotion.

The strategies and activities listed are a direct result of recent community consultation as well as input from the Cabonne Country Tourism Advisory Committee. Their thoughts and words have been captured in the SWOT analysis as presented on page 15 and 16.

This plan will set the agenda for growth in visitation, unite the villages, operators and interest groups in the pursuit of common goals, create strong partnerships and deliver measurable results for operators across the region.

The Tourism Plan is a working document that will be implemented and reviewed in the upcoming years to ensure the ongoing success of tourism in Cabonne Shire.

The successful implementation of this Plan will encourage a “Cabonne Country Wide Approach” in creating opportunities, finding solutions and achieving success.

Cabonne Country

Location

Known as Australia's Food Basket, Cabonne Country (pro-nounced Cab - bon) is a rich rural shire in Central New South Wales, incorporating the villages of Borenore, Canowindra, Cargo, Cudal, Cumnock, Eugowra, Manildra, Molong, Mullion Creek and Yeoval.

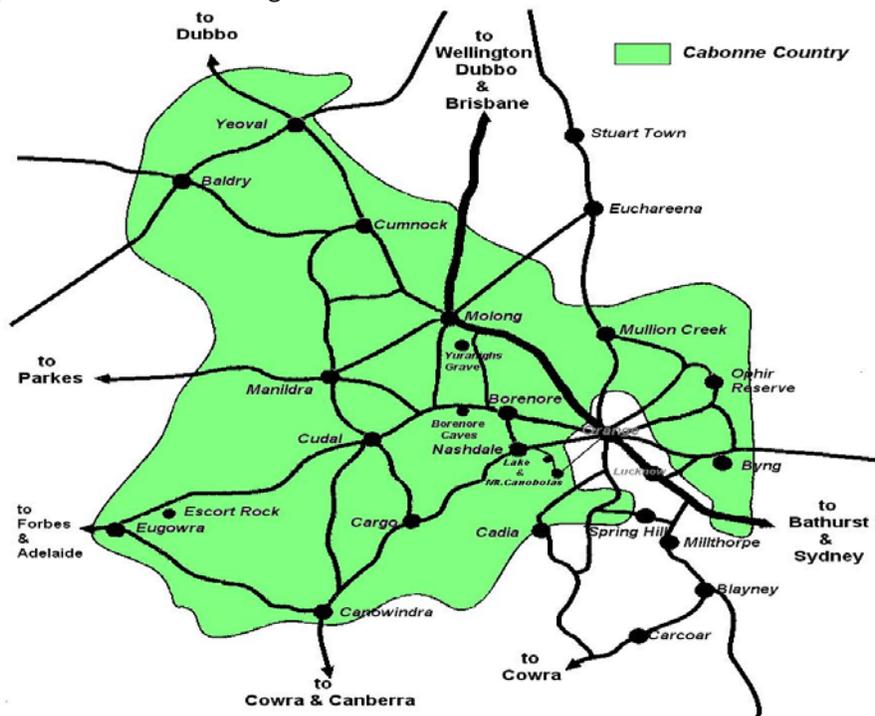
The Cabonne local government area is positioned in the surrounding locality of Orange and covers 6017km².

A comfortable three and a half hour drive from Sydney or Canberra, the villages of Cabonne Country offer a diverse range of attractions, high quality food and wine, rich history and heritage and a clean natural environment.

The Shire is easily accessible from a variety of locations as it is bounded by Dubbo City, Wellington Shire and Mid-Western Regional Council in the north; the Bathurst Regional Council in the east; Orange City, Blayney Shire and Cowra Shire in the south and Forbes Shire and Parkes in the west.

The Mitchell Highway runs through the Shire in a north to south direction, with Escort Way linking Cudal to Eugowra while the Grenfell – Orange Road heads to Cargo and Canowindra.

Below is a map of the Cabonne local government area:



Population

The local government area of Cabonne has a population of 12,198 people as recorded in the 2006 Australian census.

The age structure consists of:

Age Group	Number of people
0 to 4 years	797
5 to 17 years	2492
18 to 64 years	6,937
65 to 84 years	1,767
85 years and over	205

The population projection as determined by the Western Research Institute is 16,400 for 2031.

Climate

Located in the Central West of New South Wales, Cabonne Country is alive with colourful rolling hills ranging from 600m to 900m and the highest point of Mt Canobolas providing a cool climate.

The seasonal temperatures are summer 12 – 27.5, autumn 9 – 22.5, winter 2.5 – 12.5 and spring 7.5 – 21. The annual rainfall is 700mm or 28 inches.

Tourism Sectors & Opportunities

Natural Environment

Cabonne Country provides a pristine natural environment including Goobang National Park, Nangar National Park, Mount Canobolas State Conservation Area, Mullion Range State Conservation Area, Ophir Recreation Reserve, Borenore Caves, Tom's Waterhole and Escort Rock near Eugowra.

Mount Canobolas is the highest point in the Shire at 1395 metres above sea level with spectacular 360 degree views.

Australia's Food Basket

Cabonne Country has been labelled "Australia's Food Basket" providing a variety of high quality outputs including dairy products, beef, lamb, venison, flour, canola oil, honey, and eggs. In addition, Cabonne Country is abundant with orchards of cherries, berries, apples, figs and plums.

Cabonne Country is blessed with two distinct wine regions within its boundaries. The warm climate Cowra Wine Region, of which the stunning town of Canowindra is a part, is famous for its magnificent golden Chardonnays and emerging new varieties such as award winning sangioveses.

Meanwhile the Orange Wine Region, high on the slopes of Mt Canobolas produces superb cool climate wines. The Orange Wine Region is the highest altitude wine region in the state. From the summit of Mt Canobolas at 1,400m (nothing higher to the west until Mozambique) to the lower slopes around 600m, the distinct seasons bring snow and frost in the winter, golden evenings in the spring and autumn and bright sun in the summer, these growing conditions result in a unique range of boutique wines. These award winning wines can be tasted at one of the many vineyard cellar doors.

With the close location and supply of fresh produce, this supports the growing industry of cafes and restaurants in the Shire and regionally. Each of the villages and rural localities accommodates food outlets and the development of cellar doors. The supply of outstanding food and wine continues to be recognised by local, regional and national authorities.

Cabonne Country is also home to winners of the Sydney Royal Easter Show. You will find the maker of the best chocolate cake in Cudal, freshest eggs near Mt Canobolas and high quality livestock.

Accommodation

Accommodation facilities are located throughout the Shire in the form of motels, retreats, hotels, bed and breakfasts, caravan parks and farm stays. In total, 32 facilities are scattered equally across the Shire.

The availability of accommodation plays a role in the number of visitors we can attract to Cabonne Country. Although Cabonne Country is located in close proximity to Orange, Wellington, Cowra, Parkes and Forbes, it is desirable to accommodate visitors to Cabonne in Cabonne which will boost the local economy.

The effects of large scaled developments in the region, for example, the construction of the new Orange Base Hospital and expansion of the Cadia Mine have a significant impact on accessing accommodation for tourists. A complication in this area does impact the success of hosting events and attracting people to the region.

Art & Culture

The art movement in Cabonne Country has grown significantly over the years. Galleries that showcase local and nationally acclaimed regional talent can be found in Molong, Canowindra, Cumnock and Manildra.

The location of the Shire and its beautiful landscape are reasons for the strong presence of artists who visit and or now live.

To add to this, the cultural movement is gaining momentum. Cabonne Country villages are no longer just country sporting venues, but now showcase artworks, sculptures and hold events. The annual event calendar is filled, with major events in March, April, July and October.

Heritage

Each Cabonne Country village has its own unique history and charm, which draws many people to the pleasant and relaxing country life style.

From crooked main street, gold fields to unique theatres, Cabonne Country is home to some outstanding heritage buildings.

Retail

Each village in Cabonne Country has some degree of retail facilities available. The larger centres of Canowindra and Molong have a higher concentration of shops, however smaller villages are home to boutique shopping, for example Eugowra has an excellent ladies fashion shop and Manildra is home to an excellent antique business.

Many people visit Canowindra to shop in its unique streetscape and purchase items that are locally made. They have a strong open on the weekend presence, which highly suits visitors.

Cabonne Country hosts many home based businesses that specialise in their products. These businesses use websites, word of mouth and attendance at events to generate sales.

Cabonne Country Tourism Advisory Committee

The communities of Cabonne Country have recognised the importance of tourism in the Cabonne Shire for some time.

An informal group of interested tourism operators have met regularly for the past 10 years. With the assistance of Council Economic Development and Tourism staff, Councils first Tourism Plan has been used as a guide and areas of the Plan have been implemented.

In 2010, the Cabonne Country Tourism Advisory Committee was formed. It is an Advisory Committee to Council and meets monthly. Members of the Committee are nominated and elected by Council for a set term.

The Cabonne Country Tourism Advisory Committee is responsible for “the facilitation of the development of tourism to and within the Cabonne Country.” The objectives of the Committee are:

- Provide input to the design of the Cabonne Council Tourism Plan – this is the information gathering phase:
 - Develop an understanding of the importance of tourism to the area now and its future potential,
 - Assess tourism infrastructure and how it can be improved
 - Identify what assistance is required for groups for tourism activities
 - Form partnerships and alliances to facilitate tourism in the area,
 - Identify target markets in the various segments that make up Cabonne (food, wine, larger towns, small villages),
 - Analyse current tourism statistics (ie: establish the starting point), identify trends and set measurable visitation objectives,
- Based on the information sourced in the design phase, to provide input to the Tourism Plan – its key Objectives, strategies for implementation and actions for the years ahead
- To advise and implement the actions listed in the Tourism Plan.
- To advise on methods for evaluating the actions implemented, review the evaluation and set actions for the ongoing delivery of tourism plan objectives.

Community action regarding the development of tourism in the Cabonne Shire is strongly supported with the long term employment of the Promotion & Tourism Officer position. This position is responsible for the ongoing management and delivery of all tourism activities and opportunities gained for Cabonne Country.

Statistics

Current visitation statistics for the Cabonne LGA are limited and this has been identified as an action in this Tourism Plan.

Visitor profiles from 2007 are available for Bathurst, Cowra and Orange LGA's, with estimates of domestic overnight visitation for Cabonne and Oberon LGA.

A summary of these profiles are:

Characteristics	Bathurst	Orange	Cowra	Cabonne Country	Oberon
<u>Domestic Overnight</u>					
Visits	324,000	258,000	134,000	41,000	52,000
Nights	906,000	564,000	324,000	100,000	106,000
Av Stay – nights	2.8	2.2	2.4	2.4	2.0
Av Spend / nights	\$96	\$152	\$102	\$85	\$108
Total Expenditure	\$87 million	\$86 million	\$33 million	\$8 million	\$11 million
<u>Domestic Day Trips</u>					
Trips	482,000	434,000	128,000	Not published	Not published
Av Spend/Trip	\$137	\$166	\$82		
Total Expenditure	\$66 million	\$72 million	\$11 million		
<u>International</u>					
<u>Overnight</u>			Not published	Not published	Not published
Visits	8,000	5,000			
Nights	59,000	66,000			
Total Expenditure	\$6 million	\$3 million			

Source: Tourism Research Australia Local Area Profiles 2007

Characteristics	Bathurst	Orange	Cowra	Cabonne Country	Oberon
% of Domestic Overnight Visitors					
<u>Origin</u>					
Interstate	22%	15%	29%	Not published	Not published
Intrastate	78%	85%	71%		
Sydney	35%	52%	39%		
Regional NSW	33%	33%	32%		
ACT	.5%	np	np		
<u>Purpose</u>					
Holiday /Leisure	36%	26%	43%	Not published	Not published
VFR	49%	44%	36%		
Business	16%	25%			
Other	.8%	.5%	20%		
<u>Accommodation</u>					
Motel, Hotel	36%	40%	33%		
VFR	43%	46%	33%	Not published	Not published
Caravan/Camping	10%	.7%	22%		
Other	11%	.7%	12%		
Travel by Car	91%	90%	91%	Not published	Not published
<u>Duration of Visit</u>					
1-2 nights	70%	73%	67%	Not published	Not published
3-4 nights	18%	19%	21%		
5+nights	12%	.8%	12%		
Destination only	78%	74%	66%	Not published	Not published
Multiple stopovers	22%	26%	34%		

Characteristics	Bathurst	Orange	Cowra	Cabonne Country	Oberon
% of Domestic Overnight Visitors					
Age					
15-24 years	17%	17%		Not published	Not published
25-44 years	39%	35%	41%		
45-64 years	31%	33%	38%		
65+ years	13%	13%	21%		
Lifecycle					
Younger/ Midlife	38%	33%	25%		
Parents + Children	31%	26%	24%		
Older Working	14%	15%	21%		
Older Retired	16%	15%	30%		
Travel Party					
Alone	21%	29%	17%		
Adult Couple	26%	30%	29%		
Family	22%	18%			
Friends / Relatives	20%	18%	46%		
Other	11%	.5%	.8%		

Source: Tourism Research Australia Local Area Profiles 2007

Statistics are collated within the Central NSW Tourism region. This area has recently undergone significant change with the size of the area decreasing. Today the following Shires are members of the Central NSW Tourism region, these being Mudgee, Bathurst, Orange, Cabonne Country, Cowra, Forbes, Parkes, Lachlan, Wellington, Blayney and Weddin. Shires located north of Dubbo have moved to the new Inland Regional Tourism Organisation (RTO).

Based on the 2010 statistics, Central NSW attracted:

- 1.591 million domestic overnight visitors.
- around 36,000 overnight international visitors.
- 2.25 million day trippers.
- 48.3% of day trippers are visiting for leisure and 15% for business purposes.
- \$116 per person per day trip is spent on average.

- Domestic overnight visitors stayed in the order of 4.327 million nights in the Region.
- 42.3% of domestic overnight visitors were travelling for holiday and leisure purposes, with 34.3% visiting friends and relatives and 16% on business.
- 32.7% of domestic visitors were from Sydney, with 45.3% from Regional NSW. 8.2% visitors are Queenslanders and 7.5% live in Victoria.
- 92.4% of domestic visitors travelled to the area by car.
- Of the domestic overnight visitors, 42.9% visitor nights were spent at family or friends residences, 27.7% stayed in motels and hotels (below 4 stars) and 11% in caravan parks.
- Domestic overnight visitors spent an average of \$139 per person per night.
- The number of domestic overnight visitors has been trending down for the past 5 years.
- In 2009/2010 the number of visits to the Region declined by 0.2%, however the number of nights spent in the Region increased by 4.2%.
- International visitors are travelling from New Zealand, United Kingdom, United States of America and Canada.
- 37% of international visitors have stayed with friends / relatives, 11.7% in rented accommodation and 10.5% in caravan parks.
- International visitors spent \$43 per person per night in the Region.

Situation Analysis - SWOT

A SWOT analysis was conducted and the following outcomes were found:

Strengths	Weaknesses
<ul style="list-style-type: none">• Village attitudes• Excellent image in food, wine, arts, etc• Rural diversity• Council commitment• Natural and architectural heritage• Mining• Untapped potential• Proximity to Canberra and Sydney• Diversity• Supportive communities• People• National Parks• Scenery, beautiful landscape and rainfall• Access to major regional centres• History• Ease of travel between villages and regional centres• Clean environment• Excellent tourism products and attractions	<ul style="list-style-type: none">• Unattractive village entrances• No business registry• Access to tourist markets• Timing of Countrylink service to Sydney• Access to public transport• Lack of accommodation• Fuel pricing• Lack of communication between villages and Council• Signage• Cabonne location is unknown• Declining village population• Competing events• Management of Council assets• Regulation• Integration• Employment• Ageing population• Keeping up with new technologies

Opportunities**Threats**

- | Opportunities | Threats |
|---|--|
| <ul style="list-style-type: none">• Weekend trading | <ul style="list-style-type: none">• Regional and other competitors |
| <ul style="list-style-type: none">• Further education and professional development | <ul style="list-style-type: none">• Neighbouring LGA's not working together |
| <ul style="list-style-type: none">• Occurrence of 4 seasons | <ul style="list-style-type: none">• Central NSW Tourism not functioning to its potential |
| <ul style="list-style-type: none">• Outdoor activities, including summer with mild temperatures. | <ul style="list-style-type: none">• Access over the Blue Mountains |
| <ul style="list-style-type: none">• Value adding and on selling of products | <ul style="list-style-type: none">• Continuing global financial crisis |
| <ul style="list-style-type: none">• Our stories, heritage and history | <ul style="list-style-type: none">• Extreme variations to the 4 seasons |
| <ul style="list-style-type: none">• Collaborative partnerships with local and regional organisations | <ul style="list-style-type: none">• Excellence in customer service and training |
| <ul style="list-style-type: none">• Neighbouring LGA's working together | <ul style="list-style-type: none">• Lack of public facilities |
| <ul style="list-style-type: none">• Redevelopment Mount Canobolas | <ul style="list-style-type: none">• Signage |
| <ul style="list-style-type: none">• Farm gate and cellar door experience | <ul style="list-style-type: none">• Funding to resource any recommendations |
| <ul style="list-style-type: none">• Linkages with regional visitor information centre, like Orange and Bathurst | <ul style="list-style-type: none">• Amalgamation of Shires |
| <ul style="list-style-type: none">• Blue Mountains is part of Sydney and visitors are looking beyond | <ul style="list-style-type: none">• Communication |
| <ul style="list-style-type: none">• Build awareness of Cabonne among new employees in health, construction and mining | <ul style="list-style-type: none">• Not working together |
| <ul style="list-style-type: none">• New technologies | |

(Sourced: Cabonne Country Tourism Network Workshop – 9 November 2010 and Cabonne Country Tourism Advisory Committee Meetings 2011)

Community Consultation & Engagement

Cabonne Council has a strong relationship with all of its communities in the Shire through regular consultation and community engagement.

A number of methods and opportunities have arisen that enabled consultation to be conducted at the following events:

- Cabonne 2025 Community Strategic Plan workshop in Cargo.
- Cabonne 2025 Community Strategic Plan shaping workshop in Molong.
- Village community consultation meetings held across the Shire.
- Workshops held throughout 2010/11 with the Cabonne Country Tourism Advisory Committee.
- Workshops held throughout 2010/11 with the Cabonne Country Network meetings.
- Met with Council's Economic Development and Tourism Committee.
- Met with key stakeholders at a local and regional level.
- Survey provided to all ratepayers, residents, businesses and school students in the Shire. 33% response rate was achieved, with more than 2000 surveys returned, including a 100% response from 13 schools and 51% from local businesses. The survey measured residents concerns, needs and desires for Cabonne Country. It has provided an indication of how the people of Cabonne Country want their Shire to develop and provision of future services to enhance the Shire.

Information collected from these meetings and workshops has provided a strong foundation for the development of the Cabonne Country Tourism Plan.

Vision

Cabonne Country will double visitor numbers and dollars spend in the next 10 years.

Mission

Cabonne Country will demonstrate strong leadership and co-operation to identify and develop opportunities for tourism growth, through partnerships, funding and investment.

The Tourism Plan

The Cabonne Country Tourism Plan is a 10 year plan that will assist both the business community and Council to grow the tourism industry in Cabonne Country.

The Plan has been developed from community consultation on the current and future wants and needs for tourism in Cabonne Country.

The Tourism Plan consists of 5 objectives, these being:

1. Tourism activities in Cabonne LGA show strong leadership and are supported with adequate administration and grant funding opportunities.
2. Tourism activities in Cabonne Country are supported through tourism statistical research and analyses that enables measurable visitation growth for the Shire.
3. Tourism activities in Cabonne Country grow through the development of promotional and marketing opportunities for the Shire.
4. Tourism activities in Cabonne Country are enhanced through the investment of tourism product development.
5. Tourism activities in Cabonne Country are enhanced through valued and respectful partnerships of co-operation and capacity building.

From this, each objective is further expanded into strategies and actions. The actions are “the doing” sections of the Tourism Plan. A timeframe and suitable resources required to implement the action has been included in the Plan.

By the end of the 10 years, it is anticipated Cabonne will have benefited from the implementation of the Tourism Plan and be in a stronger economical position.

Summary of Objectives & Strategies

The Tourism Plan objectives and strategies are:

Objective #1: Tourism activities in Cabonne LGA show strong leadership and are supported with adequate administration and grant funding opportunities. **Resources Required – inkind, staffing, budget** **Page Number**

Strategy 1.1	To provide leadership that will positively support the growth of tourism activities and opportunities within Cabonne LGA.	Staffing Inkind	28
Strategy 1.2	Cabonne Country Tourism Advisory Committee is well supported.	Staffing Inkind Budget Allocated	30
Strategy 1.3	Council continues to support its community through the employment of staff for tourism development.	Staffing Inkind Budget – staff salaries	31
Strategy 1.4	Support the hosting of community events through the delivery of a grant program with Cabonne Council.	Staffing Inkind Budget Allocated	32
Strategy 1.5	Assist the development and growth of community events through applying correct event management principles.	Staffing Inkind	33
Strategy 1.6	Support the implementation of the Tourism Plan through providing access to internal and external funding opportunities.	Staffing Inkind Budget - staff salaries	34

Objective #2: Tourism activities in Cabonne Country are supported through tourism statistical research and analyses that enables measurable visitation growth for the Shire.

Resources Required

Page Number

Strategy 2.1	Undertake an audit of the current tourism activities within Cabonne Country – include overnight stays, level of employment, day trippers, spending levels, accommodation bookings.	Staffing Inkind	35
Strategy 2.2	Determine future research to be conducted to evaluate the tourism sector performance in Cabonne Country.	Staffing Inkind Budget Allocated	36
Strategy 2.3	Statistical information recorded is utilised to assist the local tourism and business communities.	Staffing Inkind	37

Objective #3: Tourism activities in Cabonne grow through the development of promotional and marketing opportunities for the Shire.

Resources Required

Page Number

Strategy 3.1.	Increase visitation to Cabonne Country through establishing a Marketing Plan.	Staffing Inkind Budget Allocated	38
Strategy 3.2	Renew the branding for Cabonne Country to assist with increasing the general knowledge of the Shires location.	Staffing Inkind Budget to be determined	39
Strategy 3.3	Council is to invest in generating effective marketing material to be used at tradeshows, events and other promotional activities.	Staffing Inkind Budget Allocated	40
Strategy 3.4	Cabonne Country visitor information guide	Staffing Inkind Budget Allocated	41
Strategy 3.5	Cabonne Country website.	Staffing Inkind Budget Allocated and further funding to be determined.	42
Strategy 3.6	Access digital technologies to assist visitors with the gathering of destinations information, experiences and products. This is to include the internet and mobile phone based applications.	Staffing Inkind Budget Allocated	43

Objective #4: Tourism activities in Cabonne are enhanced through the investment of tourism product development.

Resources Required

Page Number

Strategy 4.1	Enhance a visitors experience when using all Cabonne Country's Visitor Information Centres.	Staffing Inkind Budget Allocated	44
Strategy 4.2	To ensure that signage within the Shire is user friendly, effective and reflects the Cabonne Country brand.	Staffing Inkind Budget Allocated	46
Strategy 4.3	To make improvement to local tourist attractions within the Shire which will enable their story to be told and the visitors experience enhanced.	Staffing Inkind Budget Allocated	48
Strategy 4.4	Unlock the potential of the Age of Fishes Museum as an international significant site of importance.	Staffing Inkind Budget Allocated	49
Strategy 4.5	Investigate opportunities for cultural tourism development in Cabonne Country.	Staffing Inkind Budget Allocated	51
Strategy 4.6	Continue to improve important tourism infrastructure within Cabonne Country.	Staffing Inkind Budget DETS allocation	52
Strategy 4.7	Increase visitation to the Shire through hosting of specific events and festivals.	Staffing Inkind	54
Strategy 4.8	The implementation of tourism product development in Cabonne Country will require securing grant funding and	Staffing Inkind	56

	formation of new and or ongoing partnerships.		
Strategy 4.9	Encourage and support the local business sector to benefit from industry advancements, linkages and capability to sell their products outside of Cabonne Country.	Staffing Inkind	57

Objective #5: Tourism activities in Cabonne Country are enhanced through valued and respectful partnerships of co-operation and capacity building.

Resources Required

Page Number

Strategy 5.1	Share information and provide excellent service delivery of tourism initiatives to Cabonne Country communities, organisations and businesses.	Staffing Inkind Budget Allocated	59
Strategy 5.2	Collaboratively work with other LGA's and regional organisations to encourage tourism growth.	Staffing Inkind Budget Allocated	61
Strategy 5.3	Collaboratively work with Orange City Council and Taste Orange in indentified mutual beneficial tourism initiatives.	Staffing Inkind Budget to be determined	63
Strategy 5.4	Continue to strengthen the WBC Alliance and Hawkesbury City Council sister –city alliance to positively support tourism growth in Cabonne Country.	Staffing Inkind Budget Allocated	64
Strategy 5.5	Work with State and Federal Government to raise the awareness of Cabonne Country as a competitive tourism destination and a sound economical investment.	Staffing Inkind	66

Leadership, Administration & Grant Funding Objectives & Strategies

Objective #1: Tourism activities in Cabonne LGA show strong leadership and are supported with adequate administration and grant funding opportunities.													
Strategy#1.1: To provide leadership that will positively support the growth of tourism activities and opportunities within Cabonne LGA.													
Action	Timing/Year Undertaken					To Be Action By	Performance Indicator	Resources – Inkind, Staffing, Budget					
	1	2	3	4	5+								
1.1.1	Ensure that the Cabonne Country Tourism Advisory Committee continues to have a specific and appropriate role in supporting tourism growth in Cabonne LGA.					✓	✓	✓	✓	✓	Council, CCTAC members	Level of Council support. Number of CCTAC meetings held	Staffing Inkind
1.1.2	Ensure that Council takes a lead role by ensuring the Tourism Plan is incorporated into the Cabonne 2025 Community Strategic Plan and appropriately funded. This will guide economic and tourism development within the Cabonne LGA and indicate the range of linkages between other programs and the community.					✓				✓	Council	Tourism Plan is listed in the CP 2025. Funding allocated.	Staffing Inkind
1.1.3	Continue to be an active participant in all associations with local, regional and state organisations.					✓	✓	✓	✓	✓	Council, CCTAC	Number of opportunities gained	Staffing

Objective #1: Tourism activities in Cabonne LGA show strong leadership and are supported with adequate administration and grant funding opportunities.

Strategy#1.2: Cabonne Country Tourism Advisory Committee is well supported.

Action	Timing/Year Undertaken					To Be Action By	Performance Indicator	Resources – Inkind, Staffing, Budget
	1	2	3	4	5+			
1.2.1 Continue to administrate and support the Cabonne Country Tourism Advisory Committee. Council will consider the recommendations made by the Committee and encourage the self growth of this volunteer group.	✓	✓	✓	✓	✓	Council, CCTAC	Number of meetings held. Level of committee membership. Level of Council support.	Budget allocated
1.2.2 The Cabonne Country Tourism Advisory Committee assists with the implementation and evaluation of the Tourism Plan. And provide feedback when required.	✓	✓	✓	✓	✓	Council, CCTAC	Number of actions implemented. Plan evaluated annually.	Staffing Inkind

Objective #1: Tourism activities in Cabonne LGA show strong leadership and are supported with adequate administration and grant funding opportunities.								
Strategy#1.3: Council continues to support its community through the employment of staff for tourism development.								
Action	Timing/Year Undertaken					To Be Action By	Performance Indicator	Resources – Inkind, Staffing, Budget
	1	2	3	4	5+			
1.3.1 Continue to employ a Promotion and Tourism Officer within the Cabonne LGA.	✓	✓	✓	✓	✓	Council, GM & EDM	PTO position filled. Number of activities delivered, as reported through the ED & T Committee and CCTAC. Level of community and industry satisfaction.	Staffing Budget – staff salary
1.3.2 Investigate staffing arrangement to adequately resource the needs of the tourism sector of Council.		✓	✓	✓	✓	EDM, PTO & other identified stakeholders	Research conducted. Recommendations implemented. External funding sourced.	Staffing Proposed budget - Trainee \$20,000 to \$25,000

Objective #1: Tourism activities in Cabonne LGA show strong leadership and are supported with adequate administration and grant funding opportunities.

Strategy#1.4: Support the hosting of community events through the delivery of a grant program with Cabonne Council

Action	Timing/Year Undertaken					To Be Action By	Performance Indicator	Resources – Inkind, Staffing, Budget
	1	2	3	4	5+			
1.4.1 Review the Events Assistance Program and implement recommendations.	✓				✓	EDM, PTO, CBDO, CCTAC, ED&T Committee, Council	Program review undertaken. Recommendations considered & amendments adopted.	Staffing Inkind
1.4.2 Continue to administrate a Program to assist community groups to deliver successful events in Cabonne. Council is to consider the level of funding required to implement this Program on an annual basis. Community groups are encouraged to match Council funding with other externally sourced funding.	✓	✓	✓	✓	✓	Applicant, EDM, PTO, CBDO, CCTAC, ED&T Committee, Council	EAP administrated. Value of EAP granted. Number of events. Number of community groups assisted.	Staffing Inkind Budget allocated
1.4.3 Continue to build the capacity of community groups, interested individuals and businesses to apply for external funding (other than Council funding) when holding community events through accessing the assistance of Council staff.	✓	✓	✓	✓	✓	Applicant, EDM, PTO, CBDO,	Number of inquiries. Level of assistance.	Staffing Inkind Budget allocate - includes 1.5.2

Objective #1: Tourism activities in Cabonne LGA show strong leadership and are supported with adequate administration and grant funding opportunities.

Strategy#1.5: Assist the development and growth of community events through applying correct event management principles.

Action	Timing/Year Undertaken					To Be Action By	Performance Indicator	Resources – Inkind, Staffing, Budget
	1	2	3	4	5+			
1.5.1 Review the current method for organising community events in the Shire and implement recommendations.	✓				✓	EDM, PTO, RMO, DES	Review conducted. Recommendations considered & amendments adopted.	Staffing
1.5.2 Administrate the “Procedure Manual for Planning a Public Event in Cabonne Country”. If required, Council staff be willing to hold a community workshop on Event Management Requirements.	✓	✓	✓	✓	✓	EDM, PTO, CBDO, RMO	Manual administrated. Number of events held. Number of applicants assisted. Recording of incidents.	Staffing Budget allocated – includes 1.4.3

Objective #1: Tourism activities in Cabonne LGA show strong leadership and are supported with adequate administration and grant funding opportunities.

Strategy#1.6: Support the implementation of the Tourism Plan through providing access to internal and external funding opportunities.

Action	Timing/Year Undertaken					To Be Action By	Performance Indicator	Resources – Inkind, Staffing, Budget
	1	2	3	4	5+			
1.6.1 Utilise the Tourism Plan to source additional Council funds for identified project implementation.	✓	✓	✓	✓	✓	Cabonne Council	Level of funding secured	Staffing Budget – included across ALL Plan
1.6.2 Ensure the Tourism Plan is understood across all Council departments through the linkage and integration to all internal policies/ plans/ etc.	✓	✓	✓	✓	✓	Cabonne Council	Integration of Plan within Council	Staffing
1.6.3 Utilise the Tourism Plan to source external funding to assist with the implementation of the Plans outcomes.	✓	✓	✓	✓	✓	Cabonne Council, external funding bodies	Number of grant applications submitted Level of funding secured	Staffing Budget – included across ALL Plan
1.6.4 Council investigates the feasibility of employing a grants officer position. This position has the potential to secure grant funding across all Council departments.	✓	✓	✓	✓	✓	Cabonne Council	Investigation held and reported to Council for consideration	Staff Proposed Budget – WBC Alliance Project \$30,000 - \$40,000

Tourism Research Objectives & Strategies

Objective #2: Tourism activities in Cabonne Country are supported through tourism statistical research and analyses that enables measurable visitation growth for the Shire.								
Strategy #2.1: Undertake an audit of the current tourism activities within Cabonne Country – include overnight stays, level of employment, day trippers, spending levels, accommodation bookings.								
Action	Timing/Year Undertaken					To Be Action By	Performance Indicator	Resources – Inkind, Staffing, Budget
	1	2	3	4	5+			
2.1.1 Identify possible areas to source statistical information, gather, collate and present this information to CCTAC and Council. This activity will enable the establishment of a starting point.	✓					CCTAC Destinations NSW PTO Central NSW Tourism	Statistical information sourced. Statistical “starting point” determined. Information collated and presented to CCTAC and Council.	Staffing Inkind

Objective #2: Tourism activities in Cabonne Country are supported through tourism statistical research and analyses that enables measurable visitation growth for the Shire.								
Strategy #2.2: Determine future research to be conducted to evaluate the tourism sector performance in Cabonne Country.								
Action	Timing/Year Undertaken					To Be Action By	Performance Indicator	Resources – Inkind, Staffing, Budget
	1	2	3	4	5+			
2.2.1 Based on the statistical information found, CCTAC determines what future measurable statistics they wish to generate.	✓	✓	✓	✓	✓	CCTAC	Future statistical information needed is determined.	Staffing Inkind
2.2.2 Working with relevant stakeholders, statistical information is generated, collated and presented to CCTAC. For example accommodation providers are sort, statistical information gathered and collated by nominated person/s This information is to be collated over a period of time to enable an evaluation of the tourism sector performance in Cabonne Country.	✓	✓	✓	✓	✓	CCTAC Identified stakeholders Council Central NSW Tourism	Number and type of stakeholders involved. Level of information gathered & frequency. Usefulness of the information collected. Number of presentations to CCTAC & Council.	Staffing Inkind Budget allocated
2.2.3 Major events securing funding from Council will be required to provide statistical event information. This information will be collated and reported to Council and CCTAC when required.	✓	✓	✓	✓	✓	Event Organisers PTO & EDM	Number of events held with statistics collected.	Staffing Inkind

Objective #2: Tourism activities in Cabonne Country are supported through tourism statistical research and analyses that enables measurable visitation growth for the Shire.								
Strategy #2.3: Statistical information recorded is utilised to assist the local tourism and business communities.								
Action	Timing/Year Undertaken					To Be Action By	Performance Indicator	Resources – Inkind, Staffing, Budget
	1	2	3	4	5+			
2.3.1 Statistical information is released when required to assist the local tourism and business community to grow.	✓	✓	✓	✓	✓	CCTAC, PTO	Information provided. Awareness of current trends is identified amongst local business operators.	Staffing Inkind
2.3.2 Statistical information is utilised when applying for grant funding.	✓	✓	✓	✓	✓	PTO & EDM	Number of grant applications submitted.	Staffing Inkind
2.3.3 Cabonne is willing to share its statistical information to other regional areas and organisations with the view of increasing tourism visitation to the Central NSW region.	✓	✓	✓	✓	✓	CCTAC, Council	Identify who information is provided to. Type of opportunities potentially gained for Cabonne.	Staffing

Promotion & Marketing Objectives & Strategies

Objective #3: Tourism activities in Cabonne Country grow through the development of promotional and marketing opportunities for the Shire.								
Strategy #3.1: Increase visitation to Cabonne Country through establishing a Marketing Plan.								
Action	Timing/Year Undertaken					To Be Action By	Performance Indicator	Resources – Inkind, Staffing, Budget
	1	2	3	4	5+			
3.1.1 Develop a Cabonne Country Tourism Marketing Plan including the identification of resources required to implement this Plan.	✓					PTO &EDM CCTAC Council Stakeholders University Student Placement Program	University students obtained and MP is their major project. Marketing Plan is developed	Staffing Inkind Budget allocated
3.1.2 Implement the outcomes of the Cabonne Country Tourism Marketing Plan.	✓	✓	✓	✓	✓	PTO &EDM CCTAC Council Stakeholders	Number & type of activities implemented annually. Statistical information gathered to monitor visitation to the Shire.	Staffing Inkind Budget allocated

Objective #3: Tourism activities in Cabonne Country grow through the development of promotional and marketing opportunities for the Shire.								
Strategy #3.2: Renew the branding for Cabonne Country to assist with increasing the general knowledge of the Shires location.								
Action	Timing/Year Undertaken					To Be Action By	Performance Indicator	Resources – Inkind, Staffing, Budget
	1	2	3	4	5+			
3.2.1 Develop an effective brand for Cabonne Country. This will include a logo and positioning statement.	✓				✓	CCTAC Council Stakeholders	Number of people involved. New brand developed.	Staffing Inkind Budget allocated
3.2.2 Implement this brand as listed in the Tourism Marketing Plan to increase people’s knowledge of the Cabonne area and total visitation.		✓	✓	✓	✓	All	New brand rolled out. Number and types of activities implemented from the Marketing Plan.	Staffing Inkind Budget – TBC

Objective #3: Tourism activities in Cabonne Country grow through the development of promotional and marketing opportunities for the Shire.								
Strategy #3.3: Council is to invest in generating effective marketing material to be use at tradeshows, events and other promotional activities.								
Action	Timing/Year Undertaken					To Be Action By	Performance Indicator	Resources – Inkind, Staffing, Budget
	1	2	3	4	5+			
3.3.1 Commission professional photography and film features that showcase the Shire and can be used to promote visitation to the region.		✓	✓	✓	✓	PTO & EDM Photographer Film footage	Photographs & film footage purchased. Number of publications photography &/or filmed used in.	Staffing Budget allocated
3.3.2 Continue to produce relevant written support documentation to accompany all marketing material.	✓	✓	✓	✓	✓	PTO & EDM	Number of publications written.	Staffing Inkind
3.3.3 Purchase necessary resources that can be used and tailor to suit the tradeshow. For example promotional material to be used at a Caravan and Camping Show should concentrate on the needs of that target group – fishing, camping, 4WD, caravan friendly areas.	✓		✓		✓	Council	Type of resources purchased. Number of tradeshows attended.	Staffing Budget allocated

Objective #3: Tourism activities in Cabonne Country grow through the development of promotional and marketing opportunities for the Shire.

Strategy #3.4: Cabonne Country Visitor Information Guide

Action	Timing/Year Undertaken					To Be Action By	Performance Indicator	Resources – Inkind, Staffing, Budget
	1	2	3	4	5+			
3.4.1 Research and develop a new visitor guide for Cabonne Country that meets the demands of the visitor and the tourism industry.	✓	✓			✓	CCTAC PTO, EDM & graphic designer Council	New visitor guide is produced. Launch of guide.	Staffing Inkind Budget allocated
3.4.2 To keep up with technology and the way people access information Council must consider this new technology and include it in their promotion and marketing. For example, the Cabonne Country visitor guide to be produced electronically, included on relevant websites, smart phone app’s, use of a local radio channel to source information, etc.			✓	✓	✓	Council CCTAC Other stakeholders	Number and type of new technology implemented.	Staffing Inkind Budget allocated
3.4.3 Copies of the Guide are to be located at designated visitor information centres across Cabonne Country.	✓	✓	✓	✓	✓	PTO & Cabonne Visitor Centres	Number of Guides distributed per month.	Staffing Inkind
3.4.4 Copies of the Guide are to be made available at regional visitor information centres and other identified centres, such as Hawkesbury (our city-country alliance).	✓	✓	✓	✓	✓	PTO & Other Visitor Centres	Number of Centres & Guides distributed.	Staffing Inkind

3.4.5	The Cabonne Country Tourism Advisory Committee is to facilitate the review and updating of the guide.	✓	✓	✓	✓	✓	CCTAC Council	Visitor guide reviewed annually & updated.	Staffing Inkind
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Objective #3: Tourism activities in Cabonne Country grow through the development of promotional and marketing opportunities for the Shire.									
Strategy #3.5: Cabonne Country website									
Action		Timing/Year Undertaken					To Be Action By	Performance Indicator	Resources – Inkind, Staffing, Budget
		1	2	3	4	5+			
3.5.1	Review the existing Cabonne Country website www.cabonnecountry.com	✓					CCTAC PTO & EDM	Website reviewed.	Staffing Inkind Budget – included in 3.2.1
3.5.2	Implement recommendations from the review and update website frequently.	✓	✓	✓	✓	✓	CCTAC Council PTO	Website checked monthly & content updated. Number of recommendations implemented.	Staffing Inkind Budget allocated and second year increase to be requested

<p>3.5.3 Capitalise on the opportunities afforded by the multitude of third party websites. These websites are to be identified, listed with the PTO and monitored for content accuracy quarterly.</p>	✓	✓	✓	✓	✓	<p>CCTAC</p> <p>PTO</p> <p>Other stakeholders</p>	<p>Third party websites identified and list/register with PTO.</p> <p>Third party websites reviewed 4 times per year.</p>	<p>Staffing</p> <p>Inkind</p>
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Objective #3: Tourism activities in Cabonne Country grow through the development of promotional and marketing opportunities for the Shire.

Strategy #3.6: Access digital technologies to assist visitors with the gathering of destinations information, experiences and products. This is to include the internet and mobile phone based applications.

Action	Timing/Year Undertaken					To Be Action By	Performance Indicator	Resources – Inkind, Staffing, Budget
	1	2	3	4	5+			
3.6.1 Monitor changes in technology and the delivery of information to travellers. Capitalise on these opportunities to use new technology for communication of tourism experience and products.	✓	✓	✓	✓	✓	CCTAC Council	Council staff and CCTAC members knowledge of technology advancements increased. Use of new technologies.	Staffing Inkind Budget allocated
3.6.2 Investigate the effectiveness of social networking sites for marketing and promotion of Cabonne Country.			✓	✓	✓	CCTAC Council Social networking sites	Social networking sites reviewed and discussion held.	Staffing
3.6.3 Encourage tourism operators to use the internet as a marketing, promotion and sales tool for their businesses.	✓	✓	✓	✓	✓	Tourism operators CCTAC Council	Number of businesses with website. Number of online bookings.	Staffing Inkind

Product Development Objectives & Strategies

Objective #4: Tourism activities in Cabonne Country are enhanced through the investment of tourism product development.								
Strategy #4.1: Enhance a visitors experience when using all Cabonne Country Visitor Information Centres.								
Action	Timing/Year Undertaken					To Be Action By	Performance Indicator	Resources – Inkind, Staffing, Budget
	1	2	3	4	5+			
4.1.1 Audit all existing visitor information centres within the Shire.	✓		✓		✓	VIC, PTO & CCTAC	Number of VIC audited. Frequency of audit.	Staffing Inkind
4.1.2 Using the results of the audit, formulate and implement a strategy for improving customer service and overall experience.	✓	✓	✓	✓	✓	PTO, EDM & Manager of AoF	VIC strategy created. Customer satisfaction surveys.	Staffing Inkind Budget allocated
4.1.3 Assist the Age of Fishes Museum to maintain its Level 1 VIC accreditation.	✓	✓	✓	✓	✓	Age of Fishes Museum Council & AVIC	Level 1 VIC accreditation kept.	Staffing Inkind Budget allocated

4.1.4 Set up a visitor information centre in Molong and work towards an appropriate VIC accreditation.	✓					Council, AVIC Key stakeholder	New VIC in Molong. Level 3 VIC accreditation sort.	Staffing Inkind Budget allocated
4.1.5 Provide ongoing support to the Molong VIC.		✓	✓	✓	✓	Council, AVIC Key stakeholder	Assistance provided Level of Use	Staffing Inkind Budget allocated
4.1.6 Introduce Cabonne Country to other regional VIC and stock the Cabonne Country visitor brochure and or other appropriate promotional material.	✓	✓	✓	✓	✓	Regional VIC Council	Number of regional VIC which Cabonne are located in. Number of brochures distributed.	Staffing Inkind
4.1.7 Improve local product knowledge through product familiarisation visits and tours	✓	✓	✓	✓	✓	VIC volunteers, community & business members & Council	1 familiarisation tour held annually. Number of people participated.	Staffing Inkind Budget allocated

Objective #4: Tourism activities in Cabonne Country are enhanced through the investment of tourism product development.								
Strategy #4.2: To ensure that signage within the Shire is user friendly, effective and reflects the Cabonne Country.								
Action	Timing/Year Undertaken					To Be Action By	Performance Indicator	Resources – Inkind, Staffing, Budget
	1	2	3	4	5+			
4.2.1 Undertake a signage audit Shire wide. This is to include town entrance signage, directional signage, attraction signposting, commercial billboards, council & community facility signs and visitor information signage.	✓	✓	✓	✓	✓	Council	Signage audit completed (in stages).	Staffing Inkind
4.2.2 Using the results of the audit, formulate and implement a strategy for improving signage.	✓	✓	✓	✓	✓	Council	Signage strategy created. Annual level of implementation.	Staffing Budget allocated – included in 4.2.3, 4.2.4, 4.2.5 and 4.2.6
4.2.3 Improve access to local attractions by implementing user friendly attraction signposting across the Shire.	✓	✓	✓	✓	✓	Council, RTA, Key Stakeholders	Record number of visitors to attractions. Survey visitors.	Staffing Budget allocated
4.2.4 The blue-finger board signs identifying facilities are to be replaced progressively.	✓	✓	✓	✓	✓	Council	Annual level of implementation.	Staffing Budget – DETS allocated

<p>4.2.5 Signage to locate visitor information centres, designated parking areas (especially for large vehicles) and RV friendly waste dumping areas be improved.</p>	✓	✓	✓	✓	✓	<p>Council, RTA Key stakeholders</p>	<p>Directional signage installed for all VIC. Annual level of implementation.</p>	<p>Staffing Budget allocated</p>
<p>4.2.6 Explore signage options to better promote the hosting of events within the Shire to attract greater visitation. Purchase the recommended resources required and utilise.</p>	✓	✓	✓	✓	✓	<p>Council Event co-ordinator</p>	<p>Research conducted. Number of events that signage is used at.</p>	<p>Staffing Budget allocated</p>

Objective #4: Tourism activities in Cabonne Country are enhanced through the investment of tourism product development.									
Strategy #4.3: To make improvement to local tourist attractions within the Shire which will enable their story to be told and the visitors experience enhanced.									
Action	Timing/Year Undertaken					To Be Action By	Performance Indicator	Resources – Inkind, Staffing, Budget	
	1	2	3	4	5+				
4.3.1 Identify tourist attractions across the Shire. This includes, but not limited to Escort Rock, Mount Canobolas, Ophir Reserve, Fairbridge Farm, Amusu Theatre, Animals on Bikes, etc.	✓	✓	✓	✓	✓	All	Tourist attractions listed.	Staffing	Inkind
4.3.2 Audit these sites and make recommendation to improve the visitors experience at each site.	✓	✓	✓	✓	✓	CCTAC, Council	Number of tourist attractions audited annually.	Staffing	Inkind
4.3.3 Identify partnerships with community groups and private enterprise to assist Council to improve these sites.	✓	✓	✓	✓	✓	CCTAC, Council, community groups, private enterprise	Project and partnerships identified	Staffing	Inkind
4.3.4 Progressively implement specific improvements to identified attractions.	✓	✓	✓	✓	✓	CCTAC, Council, grant funding	Budget allocated and spent Tourist attractions improved	Staffing	Inkind Budget allocated

Objective #4: Tourism activities in Cabonne Country are enhanced through the investment of tourism product development.										
Strategy #4.4: Unlock the potential of the Age of Fishes Museum as an international significant site of importance.										
Action		Timing/Year Undertaken					To Be Action By	Performance Indicator	Resources – Inkind, Staffing, Budget	
		1	2	3	4	5+				
4.4.1	Council continues to provide assistance to the staff and board members of Age of Fishes Museum with the operation and administration of the museum.	✓	✓	✓	✓	✓	Council. AoF	Agreement in place Level of financial support	Staffing Inkind Budget allocated - AOF	
4.4.2	Continue to implement the Age of Fishes Museum Management Plan and provide assistance when required.	✓	✓	✓	✓	✓	Council. AoF, identified stakeholders	Outcomes in Management Plan are implemented	Staffing Inkind Budget – requests reviewed periodically	
4.4.3	Continue to secure funding for the development of stage 2 – an onsite storage and educational facility at the museum.	✓	✓	✓	✓	✓	Council. AoF, identified stakeholders	Funding applications submitted Funding sort	Staffing Inkind Budget - TBC	
4.4.4	Investigate the existing staff arrangements and resources of the Age of Fishes Museum to be aligned with tourism initiatives and operations within Council.		✓				Council, AoF staff	Internal review of staff organisational structure reviewed	Staffing	

4.4.5	Review the current staffing levels and determine if these levels are meeting the current Centre demand.		✓		✓		Council, AoF staff	Staff levels and demand audited	Staffing Budget – trainee – included 1.3.2
4.4.6	Utilise the excellent knowledge of Age of Fishes Museum staff to strengthen other VIC services across the Shire and build this collaborative relationship.	✓	✓	✓	✓	✓	Council, AoF, other VIC's	Linkages formed between VIC's.	Staffing
4.4.7	Undertake an audit of the VIC area in the Age of Fishes Museum and update to improve the customer experience and maintain VIC accreditation.	✓	✓				Council. AoF	VIC audit completed List improvements made Budget allocated	Staffing Inkind Budget – included in 4.1.3
4.4.8	Continue to implement the actions of the Age of Fishes Museum Marketing Plan, including an update of the website and material resources.	✓	✓	✓	✓	✓	Council. AoF, identified stakeholders	Outcomes in Marketing Plan are implemented	Staffing Budget allocated
4.4.9	Investigate the feasibility to accommodate a “local product” profile in the Museum. For example wines, produce, art, etc.		✓	✓			Council. AoF, identified stakeholders	Feasibility conducted	Staffing Inkind
4.4.10	Investigate the access, use and benefit of electronic tourism services.		✓	✓			Council. AoF, identified stakeholders	Research conducted Utilisation monitored	Staffing Inkind
NOTE:	The Cabonne community have identified their desire to develop the actual site the fossils were found. This development activity is of large significance and the community are mindful of the resources that will be required to complete. As a result, it is not included as an action in the Tourism Plan, however should be considered in future Plans.						NA	NA	NA

Objective #4: Tourism activities in Cabonne Country are enhanced through the investment of tourism product development.								
Strategy #4.5: Investigate opportunities for cultural tourism development in Cabonne Country.								
Action	Timing/Year Undertaken					To Be Action By	Performance Indicator	Resources – Inkind, Staffing, Budget
	1	2	3	4	5+			
4.5.1 Identify opportunities within Cabonne Country for cultural tourism development, including the arts.	✓	✓				Arts OutWest Cultural businesses Artists CCTAC Council	Cultural opportunities identified Number of opportunities	Staffing Inkind
4.5.2 Work with stakeholders to further develop this concept with the expectation to encourage visitation to the Shire.			✓	✓	✓	Arts OutWest Cultural businesses Artists CCTAC Council	Level of participation Type of activity implemented Visitation statistics	Staffing Inkind Budget allocated

Objective #4: Tourism activities in Cabonne Country are enhanced through the investment of tourism product development.										
Strategy #4.6: Continue to improve important tourism infrastructure within Cabonne Country.										
Action		Timing/Year Undertaken					To Be Action By	Performance Indicator	Resources – Inkind, Staffing, Budget	
		1	2	3	4	5+				
4.6.1	Audit the location, accessibility and appearance of public toilets across the Shire.	✓	✓	✓	✓	✓	Cabonne Council Community Rep's	Audit conducted	Staffing Inkind	
4.6.2	Using the results of the audit, formulate and implement a strategy for improving public toilets.	✓	✓	✓	✓	✓	Cabonne Council	Prioritise the upgrade of public toilets facilities Upgrade report given	Staffing Budget – DETS allocated	
4.6.3	Maintain providing neat entrances to all villages in Cabonne Country in a timely manner.	✓	✓	✓	✓	✓	Cabonne Council Progress Associations	Monitor appearance Satisfaction survey of Progress Associations Number of complaints received	Staffing Inkind Budget – DETS allocated	

<p>4.6.4 Implement actions listed in the individual Plans to beautify the main streets / CBD area in villages across Cabonne Country.</p>	✓	✓	✓	✓	✓	<p>Cabonne Council Progress Association Community Business</p>	<p>Prioritise actions of beautification Level of Council commitment Photographic display</p>	<p>Staffing Inkind Budget – DETS allocated</p>
<p>4.6.6 Work with the operators of the Council owned Caravan Parks to ensure excellent facilities and high level of customer service.</p>	✓	✓	✓	✓	✓	<p>Caravan Park Operators Cabonne Council</p>	<p>Caravan Park Operators appointed Number of overnight stays Feedback forms</p>	<p>Staffing Inkind Budget – DETS allocated</p>
<p>4.6.7 Investigate possible RV friendly spots across the Shire.</p>	✓	✓	✓	✓	✓	<p>RV Association CCTAC, Cabonne Council</p>	<p>Investigate RV requirements Set budget</p>	<p>Staffing Inkind Budget – DETS allocated</p>

Objective #4: Tourism activities in Cabonne Country are enhanced through the investment of tourism product development.									
Strategy #4.7: Increase visitation to the Shire through hosting of specific events and festivals.									
Action	Timing/Year Undertaken					To Be Action By	Performance Indicator	Resources – Inkind, Staffing, Budget	
	1	2	3	4	5+				
4.7.1 Cabonne to apply for the holding of regional, state, national and international events and festivals. This can be in the form of Council applying directly or giving support to community groups who are intending to host the event.	✓	✓	✓	✓	✓	Interested event holders Community & business Cabonne Council	Level of interest in Cabonne Events secured Level of visitation	Staffing Inkind Budget – included in 1.4.2	
4.7.2 Support neighbouring Shires to host significant events that Cabonne will be able to also benefit (or piggy back) from its regional economical impact.	✓	✓	✓	✓	✓	Other LGA's Cabonne Council Event Co-ordinators	Events secured Income injection into Cabonne Strengthen partnership with LGA	Staffing Inkind Budget – included in 1.4.2	

<p>4.7.3 Assist the growth of existing events, through securing events and festival of significance that will compliment each other.</p>	✓	✓	✓	✓	✓	<p>Community Event Co-ordinators Interested event holders Cabonne Council</p>	<p>Number of events held annually Distribution of events calendar Level of visitation Community events working together</p>	<p>Staffing Inkind Budget – included in 1.4.2</p>
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Objective #4: Tourism activities in Cabonne Country are enhanced through the investment of tourism product development.

Strategy #4.8: The implementation of tourism product development in Cabonne Country will require securing grant funding and formation of new and or ongoing partnerships.

Action	Timing/Year Undertaken					To Be Action By	Performance Indicator	Resources – Inkind, Staffing, Budget
	1	2	3	4	5+			
4.8.1 Council, community groups and tourism operators are encouraged applying for funding to assist with the cost of tourism product development in Cabonne Country. Furthermore, new partnerships will be created and beneficial opportunities gained across the Shire.	✓	✓	✓	✓	✓	Cabonne Council, community groups, tourism operators, funding bodies	Number of grant applications submitted Level of funding secured	Staffing Inkind

Objective #4: Tourism activities in Cabonne Country are enhanced through the investment of tourism product development.

Strategy #4.9: Encourage and support the local business sector to benefit from industry advancements, linkages and capability to sell their products outside of Cabonne Country.

Action	Timing/Year Undertaken					To Be Action By	Performance Indicator	Resources – Inkind, Staffing, Budget
	1	2	3	4	5+			
4.9.1 Collaborate and support the development of tourism product with industry establishment and expansion.	✓	✓	✓	✓	✓	Dept. Industry & Investment, BEC, ORVA, Local orchards, Farmers, Food Manufactures/ Industry, Cabonne Council, Government Agencies	Level of participation Councils BDAP utilised Number of linkages formed Number of jobs created	Staffing Inkind
4.9.2 Lobby for infrastructure improvement to enable industries to have access to metropolitan markets.	✓	✓	✓	✓	✓	Dept. Industry & Investment, BEC, ORVA, Local orchards, Farmers, Food Manufactures/ Industry, Cabonne Council, Government Agencies	Lobbying activities Level of ease to access markets Survey satisfaction levels	Staffing Inkind

4.9.3 Work with non-tourism businesses to make better use of the local tourism industry to grow their businesses.	✓	✓	✓	✓	✓	Non tourism businesses, Dept, Industry & Investment, BEC, Council	Level of awareness increased Number of jobs	Staffing Inkind
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Collaborative Alliances & Partnerships Objectives & Strategies

Objective #5: Tourism activities in Cabonne Country are enhanced through valued and respectful partnerships of co-operation and capacity building.										
Strategy 5.1: Share information and provide excellent service delivery of tourism initiatives to Cabonne communities, organisations and businesses.										
Action	Timing/Year Undertaken					To Be Action By	Performance Indicator	Resources – Inkind, Staffing, Budget		
	1	2	3	4	5+					
5.1.1 Promote and hold an official launch of the development of the Tourism Plan to Council, community, local businesses, tourism operators, government agencies and other relevant stakeholders.	✓					CCTAC & Council to invite community, councillors, local business, tourism operators & stakeholders	Official launch held. Number of people attending launch.	Staffing	Inkind	Budget allocated
5.1.2 Ensure that stakeholders are informed of key achievements and promotion in the relevant media channels.	✓	✓	✓	✓	✓	Stakeholders CCTAC Council	Report of activities issued annually. Media releases issued.	Staffing	Inkind	

5.1.3	Ensure that the community and business operators are recognised for their efforts in assisting Cabonne Council to achieve a variety of tourism project goals.	✓	✓	✓	✓	✓	Council CCTAC Community & business	Daroo Business Awards Volunteer of the Month. Regional Awards. Letters of recognition	Staffing Inkind
5.1.4	Maintain open communication relating to tourism matters with each other.	✓	✓	✓	✓	✓	All	Number of inquiries Number of media releases issued	Staffing Inkind
5.1.5	Update the electronic tourism database and use to share information.	✓	✓	✓	✓	✓	Council Interested individual & business	Number of people listed in database Number of group emails sent out	Staffing Inkind
5.1.6	Continue to hold tourism network meetings across the Shire.	✓	✓	✓	✓	✓	CCTAC Council Participants	Number of meetings held Number of people attending Survey participant satisfaction.	Staffing Inkind Budget allocated
5.1.7	Encourage the development of an “Ambassador of Cabonne” program, to empower the local community to on sell their village and Cabonne Country as a place to visit.			✓	✓	✓	CCTAC Council Participants	Program in place Number of participants	Staffing Inkind Budget allocated

Objective #5: Tourism activities in Cabonne Country are enhanced through valued and respectful partnerships of co-operation and capacity building.										
Strategy # 5.2: Collaboratively work with other LGA's and regional organisations to encourage tourism growth.										
Action		Timing/Year Undertaken					To Be Action By	Performance Indicator	Resources – Inkind, Staffing, Budget	
		1	2	3	4	5+				
5.2.1	Promote regional co-operation between Cabonne Council and neighbouring LGA's to achieve regional tourism outcomes.	✓	✓	✓	✓	✓	Council Other LGA's – Cowra, Forbes, Parkes, Dubbo, Wellington, Blayney, Bathurst, Orange	Number of partnership activities achieved	Staffing Inkind Budget allocated	
5.2.2	Continue to be a member of the Central NSW Tourism organisation and be an active participant through attending meetings, workshops and providing feedback.	✓	✓	✓	✓	✓	Council Central NSW Tourism	Maintain membership Number of meetings, workshops, etc attended	Staffing Inkind Budget allocated	

<p>5.2.3 Continue to be a member of Screen Central and be an active participant through attending meetings, workshops, providing feedback and regularly updating Cabonne information on the official website.</p>	✓	✓	✓	✓	✓	<p>Council Screen Central Cabonne sites</p>	<p>Maintain membership Number of meetings held Number of film inquires Number of Cabonne location screenings</p>	<p>Staffing Inkind Budget allocated</p>
<p>5.2.4 Continue to work and or establish new partnerships with local and regional organisations to grow tourism in Cabonne Country.</p>	✓	✓	✓	✓	✓	<p>Local & Regional organisations Council CCTAC</p>	<p>Identification of organisations Level of interest & linkage formed Number of joint partnerships</p>	<p>Staffing Inkind Budget allocated</p>
<p>5.2.5 Build capacity within the region through providing access to professional services and development.</p>	✓	✓	✓	✓	✓	<p>Community organisations Local business Tourism operators Council Professional Services</p>	<p>Identify the current need Level of assistance provided Delivery of professional development forums.</p>	<p>Staffing Inkind Budget allocated</p>

Objective #5: Tourism activities in Cabonne Country are enhanced through valued and respectful partnerships of co-operation and capacity building.								
Strategy #5.3: Collaboratively work with Orange City Council and Taste Orange in identified mutual beneficial tourism initiatives.								
Action	Timing/Year Undertaken					To Be Action By	Performance Indicator	Resources – Inkind, Staffing, Budget
	1	2	3	4	5+			
5.3.1 Work with Orange City Council on joint tourism initiatives and evaluate outcomes.	✓	✓	✓	✓	✓	Orange City Council Cabonne Council CCTAC Identified stakeholders	Number of joint initiatives undertaken. Level of joint financial support for projects	Staffing Inkind Budget allocated
5.3.2 Meet with Taste Orange to determine the future involvement of Cabonne. Work together on mutual beneficial tourism initiatives to attract greater visitation to the Orange, Cabonne and Blayney region.	✓	✓	✓	✓	✓	Taste Orange Orange City Council Cabonne Council CCTAC Identified stakeholders	Met with Taste Orange Number of ongoing meetings with Taste Orange Events evaluated and statistics shared Number of initiatives implemented	Staffing Inkind Budget allocation to be determined

Objective #5: Tourism activities in Cabonne Country are enhanced through valued and respectful partnerships of co-operation and capacity building.									
Strategy #5.4: Continue to strengthen the WBC Alliance and Hawkesbury City Council sister city alliance to positively support tourism growth in Cabonne Country.									
Action	Timing/Year Undertaken					To Be Action By	Performance Indicator	Resources – Inkind, Staffing, Budget	
	1	2	3	4	5+				
5.4.1 Review current WBC Alliance relating to tourism activities.		✓				WBC Executive Officer WBC Alliance Councils	Met with WBC Executive Officer	Staffing	
5.4.2 Work with the WBC Executive Officer to identify mutual beneficial tourism initiatives across the 3 Shires and work together to achieve outcomes.			✓	✓	✓	WBC Executive Officer WBC Alliance Councils	Initiatives identified Outcomes implemented	Staffing	
5.4.3 Continue to grow the sister city alliance between Cabonne and Hawkesbury City Council. Invite each Council to attend significant tourism events when available.	✓	✓	✓	✓	✓	Hawkesbury City Council Cabonne Council	Number of visits	Staffing Budget allocated	
5.4.4 Identify opportunities for cross promotion to encourage visitation to each Shire and the exchange of products, ideas, information, people and skills.	✓	✓	✓	✓	✓	Hawkesbury City Council Cabonne Council Local business & community	Number of visits Level of interest generated Number of trips to Cabonne by visitors	Staffing Inkind	

5.4.5 Informally encourage Hawkesbury City Council staff to visit Cabonne Country for a short break and or holiday.		✓		✓		Hawkesbury & Cabonne Council Staff Local business	Hawkesbury staff visit Cabonne Package deals offered to Hawkesbury staff	Staffing Inkind
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Objective #5: Tourism activities in Cabonne Country are enhanced through valued and respectful partnerships of co-operation and capacity building.

Strategy 5.5: Work with State and Federal Government to raise the awareness of Cabonne Country as a competitive tourism destination and a sound economical investment.

Action	Timing/Year Undertaken					To Be Action By	Performance Indicator	Resources – Inkind, Staffing, Budget
	1	2	3	4	5+			
5.5.1 Build upon existing relations with State and Federal Government to ensure Tourism Plan support and funding for relevant recommendations.	✓	✓	✓	✓	✓	Cabonne Council State & Federal Gov	Plan gains government recognition & support	Staffing
5.5.2 Continue to advocate for upgrades to transportation infrastructure across the Blue Mountains. This will allow greater visitation to the Central West and expand the economy.	✓	✓	✓	✓	✓	Cabonne Council State & Federal Gov Lobby groups	Lobbying activities Transportation infrastructure in place	Staffing Inkind
5.5.3 Continue to advocate for accessible telecommunications within the Shire.	✓	✓	✓	✓	✓	Cabonne Council State & Federal Gov Lobby groups	Lobby activities Level of telecommunications coverage across the Shire	Staffing Inkind

State & Regional Plans Alignment

Cabonne Country Tourism Plan aligns with the following Plans and their strategies:

Cabonne 2025 Community Strategic Plan		Cabonne TP Linkage
Future direction 2: Build business and generate employment	A strong and vibrant local business sector.	3.6.3
		4.9.1
		4.9.2
		4.9.3
		5.1.4
		5.2.4
		5.2.5
	Coordinated tourism product and a thriving visitor industry in Cabonne Country.	3.1.1
		3.1.2
		3.2.1
	3.2.2	
	3.5.1	
	3.6.3	
	4.3	
Future direction 4: Grow Cabonne’s culture and community	Increased viable, sustainable and value adding business in Cabonne.	3.5.3
	A network of viable, relevant and cultural facilities exists in Cabonne.	4.4
		4.5.1
		4.5.2
	Beautiful towns and villages with historic assets cared for and preserved.	4.5.3
		4.5.4
	Community events build visitation, generate investment and strengthen community well being.	1.4.2
	4.2.6	
	4.6.1	
	4.6.2	
	4.6.3	
Future direction 1: Connect Cabonne to each other and the world	A safe, efficient and quality urban and rural transport system for vehicles and pedestrians on Council’s local, regional and state road network.	4.9.2
	Everywhere in Cabonne has access to contemporary information and communication technology.	3.6.1
		5.5.3
	Access to major metropolitan markets enables the growth of tourism.	4.9.2
	5.5.2	

Central NSW Regional Tourism Plan 2004-2007

**Cabonne TP
Linkage**

Strategy 1	Establish the Cluster: determine the representatives; the organisation mode and identify responsibilities: to be facilitated by Central NSW Tourism	5.2.2
Strategy 2	Develop an investment facilitation program for the development of tourism product.	4.3 4.4
Strategy 3	Develop a program for the better training of employees in the tourism sector and the up-skilling of existing employees	5.2.5
Strategy 4	Monitor programs for the upgrading of signage to and within Central NSW and for the upgrading of roads, to improve visitor access to available tourism products.	4.2 4.9.2
Strategy 5	Improve basic visitor services, including the range and quality of food and beverage and shopping services	4.1 4.5
Strategy 6	A whole of region events and festivals calendar to be created.	1.5 4.6

Towards 2020 – New South Wales Tourism Masterplan

**Cabonne TP
Linkage**

Strategy 1.1.8	Identify and prioritise visitor related access and transport issues.	5.5.2
Strategy 1.1.10	Develop and implement a “State Touring & Road Management System”.	4.2 4.3.1 4.3.2 4.9.2
Strategy 1.1.12	Identify and preserve landscapes and natural area with a high tourist use and or with future tourism potential.	4.3.1 4.3.2
Strategy 1.1.15	All relevant agencies will address the impacts of tourism on communities, local infrastructure and social services and the resultant effects on other State Government programs.	4.3 4.5 4.9.2
Strategy 1.1.16	Continue to implement communication programs to promote positive aspects of tourism to the community.	5.1 5.2 5.3 5.4 5.5
Strategy 2.3.2	Improve training and access to IT throughout regional New South Wales for tourism providers and develop a “total tourism portal”.	5.2.5 5.5.3
Strategy 2.3.3	Encourage all staff in visitor service roles to undertake recognised competency based customer service training.	5.2.5
Strategy 2.3.4	Encourage all visitor information centres to obtain accreditation under the appropriate VIC development program classification.	4.1.2 4.1.3 4.1.4 4.1.4 4.4.7
Strategy 2.3.5	Actively assist the provision of regional business development and training in marketing for tourism operators in key product areas.	5.2.5
Strategy 2.3.6	Provide training and access to IT infrastructure and course throughout regional NSW for tourism providers.	3.6.1 3.6.3 5.2.5 5.5.3
Strategy 2.3.7	Conduct training programs on natural tourism development and marketing issues.	5.2.5
Strategy 2.4.2	Improve the quality and quantity of dissemination of available tourism research data base on agreed parameters of information requirements and encompassing emerging data sources.	2.1.1 2.2.1 2.2.2

		2.2.3
		2.3.1
		2.3.2
		2.3.3
Strategy 2.5.5	Review the availability and options for incentives to promote investment in tourism for the adaptation of historic properties to visitor uses.	4.3.1 4.3.2
Strategy 3.2.1	Encourage and assist regional destinations to identify, package and cross promote complementary products in areas of visitor interest and activity.	3.4.4 3.5.3 5.2.1 5.2.2
Strategy 3.2.4	Identify, assist to develop, promote, monitor and review sustainable wildlife viewing experiences for visitors in both terrestrial and aquatic environments.	4.3.1 4.3.2
Strategy 3.2.5	Identify and promote “hallmark” day and overnight walks to build the State’s reputation for trekking and bushwalking experiences.	4.3.1 4.3.2
Strategy 3.2.6	Identify and promote both long and short bicycle tours, trips and or events to build the awareness and reputation of the NSW bicycling experiences.	4.3.1 4.3.2
Strategy 3.2.7	Explore opportunities for linking tourist attractions and precincts with local, regional and rural cycling and walking trails.	4.3.1
Strategy 3.5.3	Identify and establish opportunities for the arts and tourism especially in regional NSW.	4.5.1 4.5.2
Strategy 3.5.5	Investigate opportunities to support development strategies to grow business and tourism in regional NSW through the development and promotion of outstanding natural features and cultural values of State managed lands.	4.3.1 4.3.2 4.3.3 4.3.4
Strategy 3.5.8	Investigate World Heritage status for internationally significant natural and cultural properties and sites.	4.4.2
Strategy 3.5.12	Develop, promote and support arts and cultural tourism programs and events.	4.5.1 4.5.2
Strategy 3.6.1	Assist in the development and implementation of initiatives to leverage tourism opportunities flowing from the growth of regional industries and businesses.	4.9.1 4.9.3
Strategy 3.6.2	Capitalise on opportunities to grow tourism in regional areas by driving	4.9.3

	non tourism businesses.	
Strategy 4.1.7	Continue to improve the administrative structure of regional tourism to ensure the continued efficient and effective delivery of marketing and development outcomes.	5.2.2
Strategy 4.1.8	Assist in championing products/ industries in conjunction with tourism.	4.9.1

Hawkesbury City Council & Cabonne Council Alliance Strategic Plan 2011 – 2016 (DRAFT) Cabonne TP Linkage

Strategy	Opportunities to increase and or have mutual beneficial relationships with tourism are created, maintained and enhanced.	5.4.3 5.4.4
Strategy	To encourage the ongoing opportunity for staff exchange and the sharing of information.	5.4.5

Age of Fishes Business Plan 2010-2011& Marketing Plan 2010-2011

**Cabonne TP
Linkage**

BP Strategy 1	To continue to deliver quality education programs and customer service to the Age of Fishes Museum visitors and Canowindra Community.	4.4.1 4.4.2
BP Strategy 2	To realise growth opportunities for the Age of Fishes Museum and develop policies, procedures and practices to standardise the operation.	4.4.1 4.4.2 5.1.3
BP Strategy 3	To align the Age of Fishes Museum base costs and organisational structure to ensure high quality and cost effective management through human resources and product development.	4.4.1 4.4.2 4.4.3 4.4.4 4.4.5 4.4.6
BP Strategy 4	To continue to manage change, transition and development periods to maintain a sustainable outcome for the Age of Fishes Museum by developing industry partnerships.	4.4.1 4.4.2 5.2.4
BP Strategy 5	To gain financial stability through grants, major sponsorship and visitation.	4.4.1 4.4.2 4.7.1 4.7.2
BP Strategy 6	The Science Advisory Committee are a valuable asset of the Age of Fishes Museum and can provide the Age of Fishes Museum with independent and professional advice, contacts and resources. The support of the Scientific Advisory Committee is vital to the success of the Age of Fishes Museum.	4.4.1 4.4.2 5.2.4
MP Strategy 1	Attract and increase length of stay for the Visiting Friends and Relative market.	4.4.1 4.4.2 4.4.8
MP Strategy 2	Raise awareness of the Age of Fishes Museum and increase destination awareness via other industries and attractions.	4.4.1 4.4.2 4.4.8
MP Strategy 3	Continue to actively market to the Wanderers and Compatriots.	4.4.1 4.4.2 4.4.8
MP Strategy 4	Promote to the groupie market and develop strategies to promote to undeveloped market groups.	4.4.1 4.4.2 4.4.8

MP Strategy 5	Continue to promote to the education groups – private and public	4.4.1 4.4.2 4.4.8
MP Strategy 6	Promote Canowindra as a day trip destination.	4.4.1 4.4.2 4.4.8
MP Strategy 7	Continue to strive for accurate results to assist with funding applications and records	2.1.1 2.2.2 2.3.1 2.3.2 2.3.3 4.4.1 4.4.2
MP Strategy 8	Continue to develop the VIC for the benefit of all Cabonne operators and continue to meet accreditation.	4.4.1 4.4.2 4.4.7 4.4.10
MP Strategy 9	Develop a program of events, visiting programs and facilities to enhance permanent exhibitors and encourage return visitation.	4.4.1 4.4.2 4.6.3

- WBC Alliance is preparing a regional plan as a result of the formation of long term strategic plans for Wellington, Blayney and Cabonne Councils. The strategies of this new Plan will be aligned with Cabonne Country Tourism Plan when available.