

**Submission  
No 25**

**INQUIRY INTO ECONOMIC AND SOCIAL DEVELOPMENT  
IN CENTRAL WESTERN NEW SOUTH WALES**

**Organisation:** Team Harden

**Date received:** 26/08/2011

---

**Legislative Council Standing Committee on State Development**  
**Solutions Needed to Improve Economic and Social Development**  
**in Central West Communities**

*Inquiry to examine factors restricting development across the Central West*

**TEAM HARDEN submission**

**Chairman of TEAM Harden**

**Mr Tony Flanery**

**Mayor Chris Manchester**

**Chairman of HM Chamber of Commerce, Ralph Hawkins**

**Prepared and written by**

**Gabrielle Chan, Community Representative TEAM HARDEN**

Harden Murrumburrah is a town undergoing physical and economic rejuvenation. This revival process by our rural community is an ideal opportunity for partnership with the NSW Government because our town is embarking on a journey of significant self help. Harden Shire Council [Council] on behalf of its community through the TEAM Harden [TEAM] group is well on the way to achieving a landmark streetscape plan, an update of its shop fronts and developing an active marketing campaign to brand Harden as a town with heart.

With strategic funding, the outcomes in Harden Murrumburrah could easily demonstrate that when a community and local Council come together with the support of the NSW Government, *great things can be achieved*.

It is our submission that with a State Government investment of \$1 to \$2 million dollars to match existing community commitment of cash resources, Harden Murrumburrah could become a rural and regional pilot program for a “Bring Back the Bush” program to rejuvenate country towns. The pillars of this program would be to improve the physical and economic development of our small towns, but especially to highlight what can be achieved by a determined, focused and united community. The guidelines would require strategic “dollar for dollar” funding, but only being available to those towns which draw together all of their community groups to work with one community plan and vision.

The advantages of such a program are many. It would:

- Increase a community's sustainability and livability by improving the physical appearance and amenities of the town, thus attracting visitors, potential new residents and investors.
- Incubate businesses by improving the appearance and making use of empty shops and sheds;
- Lift community pride and spirit (social capital) because it requires financial and physical community contributions and moves away from a "hand out" mentality.
- Encourages community capacity building from within.
- Identifies and enthuses local community champions – future community leaders.
- Maximises and leverages potential investments, both social and financial from the broader local community.

### **Where is Harden Murrumburrah?**

Harden Murrumburrah is adjacent to both the ACT and the Riverina, on the Burley Griffin Way, just 60km from the Hume Highway. The Council is a member of CENTROC, which represents the central west NSW Councils. Our town is on the main link road from Canberra to Griffith and provides easy access to Canberra and Australia's largest inland city, Wagga Wagga. Both are within a 90 minute drive.

Harden is a Shire of 3624 (2009, ABS), with approximately 2500 living in Harden Murrumburrah and encompasses the satellite towns of Galong, Jugiong and

Wombat. The Shire has suffered a decade of drought and its businesses have long struggled in competition with the larger regional centres. In that respect, it is not unlike many similar smaller country towns across the whole State.

We have all heard ad infinitum of the trouble and challenges confronting our small towns. They are dying. Our young people are leaving for education and training opportunities and never coming back. We have to travel out of town to shop and are then swallowed up by big supermarkets and shopping malls, leaving our small businesses to the malaise of 'death by a thousand cuts'.

The Harden Shire community has refused to accept such a mediocre fate. In the past twelve (12) months, Council and community leaders, through TEAM Harden, have worked to ensure we, as a community have a future and that we have an identified and unified direction through our **Community Vision Strategic Action Plan 2010**. This overarching strategy brought together four separate plans drawn up for the local Council, businesses, community groups and a tourism organisation. Harden Murrumburrah's community decided we had to work together, hence the title Together Everyone Achieves More (TEAM).

In just 12 months, the community representatives, the Bendigo Bank, the Chamber of Commerce, property owners, the Kruger Trust, the Gold Trail Committee, the Showground Trust and the Council which constitutes TEAM Harden have achieved many of these identified community goals. These have included, but are not limited to:

- The appointment of an Economic Development Officer.

- Through the Chamber of Commerce, the establishment of business awards to encourage excellence, the development of a local business directory, developed an innovative shop local campaign and held regular business networking sessions.
- Initial consultations on a 'Paint the Building' program to upgrade shop fronts in heritage colours.
- Development of a brand for the Shire, leading to improved signage and advertising.
- Developed a local business incubator model – several businesses have already benefitted from this strategy.
- Council has endeavored to address the youth employment issue which is a major challenge to rural towns, by converting 10% [ten percent] of its total workforce to traineeships and apprentices.

However, the main TEAM Harden project in the first year has been the commencement of its street plan. Through the Strategic Action Plan, one of the major drawbacks identified in the town was its streetscape and rundown shop fronts. The community realised it could not attract more visitors until it looked great! As a result, Harden is now working through a \$3 million streetscape renovation with renowned landscape architect Michael Ewings. The community has already committed \$1.5 million in cash towards that upgrade with funding from our Council and corporate sponsorship. We are hoping to obtain the balance from the NSW Government.

To complement the street upgrade, TEAM Harden is also investigating the possibilities for expanding our Renew Harden program, which is based on the innovative Renew Newcastle plan, by renovating shop fronts and the provision of relevant incentives for small businesses and community projects.

Although the community has worked hard on our community infrastructure, TEAM Harden believes our downgraded built environment is one of the major factors restricting economic and social development in our town.

***a) The provision of health, education and cultural facilities***

On **Health issues**, Council has worked in partnership with corporate sponsors to provide a state of the art medical centre to attract permanent doctors to the town.

The factor restricting further development in health is a lack of medical personnel to help service the hospital and the wider community.

Council is currently working to attract more doctors and allied medical professionals to our community.

In **Education**, Harden has two primary schools and one high school. Harden has excellent sporting facilities, including three ovals and diverse sporting clubs. It has a local volunteer base, including the famous Bash-Up-Boys, to train children and teenagers and keep them active. Other volunteer organisations include Canassist, Flexicare, local Arts Society etc.

The only factor restricting further education development is the lack of student numbers. If we can attract more residents by improving our environment, we can keep our schools viable.

In **Culture**, Harden has a dynamic Arts Council which attracts many people from other regions to local workshops. Harden has a wide range of festivals and cultural celebrations throughout the calendar, including: Picnic Races, Kite Festival, Gold Trail Festival, Murrumburrah Springtime Show, Dog Shows and Horse events. In fact, our community is the birthplace to the Australian Light Horse and that 'pioneer and can-do' approach runs deeply through our community.

Again, the factor restricting further cultural development is the lack of adequate infrastructure to entice more visitors.

If we can improve the physical environment, we firmly believe that we can attract more visitors and subsequently more permanent residents to town.

***b) the reasons for population decline or growth in different areas***

Young people have to move away for tertiary education and employment opportunities. We need to attract them back to our community because in time – they are our future.

Factors restricting further population growth: The lack of services, tertiary education, and employment opportunities here will always cause some migration



to cities. But we believe by improving the dynamism of the town, a larger percentage of locals will return and new residents want to move here.

***c) the adequacy of transport and road infrastructure***

The Burley Griffin Way is the main highway through the townships of Harden and Murrumburrah. At present, it is a gun barrel, wide and straight, which encourages drivers of cars and trucks as large as B-Doubles to speed through the centre of our town. Our streetscape strategy aims to reduce speed through the use of roundabouts and increase tree canopy to force drivers to slow. This will have two important effects. Firstly, it will increase the safety for the town and its children on the roads. Secondly, it will encourage more visitors to stop in the town. Harden has a very effective and enthusiastic Driver Reviver station which was purpose built by Council and community into the Kruger Medical Centre. We hope our strategy will increase visitations and improve safety by promoting the NSW Government's Stop Revive Survive message to all road users.

Public transport to and from other towns is an important issue. Harden used to have a bus service to Sydney, which private operators have now cancelled. However we are fortunate in that we have a twice daily rail service Sydney to Melbourne.

***d) ways to encourage development of local enterprises and the potential of the region overall***

The number one factor restricting development of local enterprises is the degraded streetscape and the number of unattractive and rundown shop fronts.

Our solution is a streetscape plan designed to improve the overall appearance of the town to attract visitors and permanent residents. By improving the appearance of our main street, we firmly believe that this will make the prospect of opening a local business more appealing.

Streetscape beautification will work hand in hand with the Renew Harden concept to paint and renovate the shop fronts. Potential business owners are more likely to want to open a business if the real estate looks good.

***e) the comparative level of government business activity located within the region***

Our neighboring regional centres have state and federal government offices like Centrelink, Medicare, and RTA etc. It is not feasible for Harden to compete with those major centres but we want to investigate and initiate those government services being placed back into our community.

***f) methodologies for local government to collectively cooperate to achieve increased infrastructure funding and economic growth***

In recent times, Council has a strong track record in cooperating with community to achieve infrastructure and funding to drive economic growth and community sustainability.

The Kruger Medical Centre is an example of working with the community to increase essential health infrastructure. TEAM Harden itself is a prime example

of a local Council working cooperatively with its community to improve infrastructure funding and economic growth.

## **Conclusion**

We applaud the NSW Government and the Legislative Council for establishing an inquiry into the economic and social development in the Central West. In our submission, the Harden Murrumburrah Community and our Council wishes to join with the NSW Government to show what can be achieved in a country town. We know major towns and cities naturally develop. We know that times have changed and smaller rural communities cannot compete on the same playing field as a city. But we believe in the benefits of living in smaller communities and of raising our children in a rural setting. For example, Harden Murrumburrah is ranked one of the safest communities in the Central West. We are positive about our future. We love it here and we are already doing great things. We genuinely request the NSW Government to look at Harden Murrumburrah as an example of a town that is determined to help itself through a collective vision, community co-operation and a passion for our continuing relevance. So with a small investment of government funding, we can show the rest of the State what can be achieved in economic and social development and especially in leadership by example. We invite your committee to visit our town, talk to our local people and become part of our TEAM.

## **Appendix A: Community Vision Strategic Action Plan 2010**

## **Appendix B: Harden Town Centre Improvements Program**

**T  
E  
A  
M**

**Harden Shire**

# **TEAM HARDEN SHIRE**



# **COMMUNITY VISION STRATEGIC ACTION PLAN 2010**



**Harden Shire  
Community Action**

**Kruger Trust**

# CONTENTS


1.	BACKGROUND .....	4
2.	ROLE AND USE OF THE PLAN .....	7
3.	FIRST YEAR ACTIONS .....	9
3.1	Harden-Murrumburrah Actions .....	9
3.1.1	Business Development .....	9
3.1.2	Physical Development .....	11
3.1.3	Events and Social Development .....	14
3.2	Jugiong Actions .....	16
3.3	Galong Actions .....	18
3.4	Wombat Actions .....	20
3.5	Shire Tourism and Marketing Development .....	22
3.5.1	<u>Strategy 1</u> : To provide the framework and resources needed to support and coordinate the development, marketing and promotion of tourism in the Shire .....	23
3.5.2	<u>Strategy 2</u> : To increase visitation by strengthening and diversifying the market base of the shire .....	24
3.5.3	<u>Strategy 3</u> : To continue to develop the attraction, activity, product and infrastructure base of the Shire .....	26
3.5.4	<u>Strategy 4</u> : To continue to improve the presentation of the shire's towns and villages .....	28
3.5.5	<u>Strategy 5</u> To increase the range of information and promotional material available to support the growth of tourism within the shire .....	29
4.	SUMMARY OF FIRST YEAR ACTIONS BY STAKEHOLDERS .....	31
5.	REMAINING ACTIONS .....	35
5.1	Harden-Murrumburrah Remaining Actions .....	35
5.2	Jugiong Remaining Actions .....	40
5.3	Galong Remaining Actions .....	42
5.4	Wombat Remaining Actions .....	44

5.5	Shire Tourism and Marketing Development Remaining Actions .....	46
5.5.1	<u>Strategy 1</u> : To provide the framework and resources needed to support and coordinate the development, marketing and promotion of tourism in the Shire .....	46
5.5.2	<u>Strategy 2</u> : To increase visitation by strengthening and diversifying the market base of the shire .....	46
5.5.3	<u>Strategy 3</u> : To continue to develop the attraction, activity, product and infrastructure base of the shire .....	48
5.5.4	<u>Strategy 4</u> : To continue to improve the presentation of the shire's towns and vilages .....	50
5.5.5	<u>Strategy 5</u> To increase the range of information and promotional material available to support the growth of tourism within the shire .....	50
6.	SHIRE PICTURE GALLERY .....	52



*Beautiful Harden Shire*

*Photo on front page: 'Fields of gold' - flowering canola*

 TEAM Harden Shire Community Vision Strategic Action Plan 2010 prepared by:  
de Greenlaw Consultancy P: 02 6687 1850 E: degreenlaw@bigpond.com

## 1. BACKGROUND

Harden Shire is set in picturesque, agriculturally-rich countryside amid the rolling hills of the Southwest Slopes region of New South Wales. The Shire's population is around 4,000 people, with half living in the twin towns of Harden and Murrumburrah, a 3.5 hour drive south west of Sydney and a 1.5 hour drive north west of Canberra. The other half of the population live in the villages of Galong, Jugiong, Wombat and the surrounding rural areas.

The twin towns of Harden and Murrumburrah have traditionally been service centres, with Harden as the main commercial centre for the surrounding rural area and Murrumburrah as the historic centre situated on the main road, servicing the passing traffic. They are located on the Burley Griffin Way which links the Hume Highway south of Yass through to the Olympic Highway at Wombat.

The Olympic Highway traverses the western end of the shire and is the major link road to the Central West and the Blue Mountains. The village of Wombat is located on either side of the Olympic Highway in productive orchard territory, half way between Harden-Murrumburrah and Young.

The Hume Highway is the major link between Melbourne and Sydney, passing along the eastern boundary of the shire. The pretty village of Jugiong is located beside this highway, nestled in the valley on the banks of the Murrumbidgee River. Galong is situated on a back road that runs parallel and north of Burley Griffin Way, from Binalong through to Harden-Murrumburrah. It is a quaint village set in picturesque countryside with historic buildings and strong affiliations with St Clements Monastery and the renowned Galong Cemetery.

The shire offers an attractive, friendly, rural lifestyle and affordable housing. Harden Shire has a range of infrastructure, services and facilities with a hospital, nursing home, two medical centres, pre-schools, primary schools, high school, Olympic swimming pool, golf course, bowls, tennis courts, squash courts, showground, playing fields, caravan park, cafes, restaurants, motel, bed-and-breakfasts and hotels. As well as an established retirement village, construction has started on a 42-unit retirement home that will open in 2010.

The twin towns of Harden and Murrumburrah have traditionally been an economic centre for the surrounding rural area. The district produces mainly agricultural products, such as wheat, canola, oats, sheep and cattle, cherries and stone fruit, olive oil, mustard seed oil, honey and premium wines. The district is developing as a centre for quality, fresh local produce sold direct at an increasing number of outlets. Fruit picking, especially cherries in November-December, is very popular. Harden is serviced daily by the XPT passenger rail service and road and rail transport are also key industries.

The TEAM Harden Shire Strategic Plan 2010 was developed through a variety of consultation processes and existing development plans that included the following:

- Five Year Vision for Harden Community 2009 (February)
- Good for Business/Good for Community 2009 (March)
- Harden Shire Action Plan 2009 (November)
- Harden Shire Tourism Development and Marketing Plan 2010 (January)

The Five Year Vision for Harden Community 2009 was facilitated by Harden Shire's "sister-shire" Sutherland Shire Council at the Harden Management Plan Workshop and was developed by incoming Councillors in early 2009. The document identified actions under the following key result areas:

1. Community Engagement and Consultation
2. Develop an Industrial Estate
3. Sports Facilities Rationalisation
4. Develop a Marketing Strategy.

The Good for Business/Good for Community plan was developed by Murimboola Financial Services on behalf of the Harden-Murrumburrah Community Bank branch of the Bendigo Bank at a Community Enterprise Forum. The document identified the following four key result areas:

1. Community Attitudes – the community needs connection, cooperation, coordination, collaboration and commitment.
2. Improve our Environment – and the attractiveness of the streetscape
3. Health Services and Hospital – retain and grow
4. Improve Commerce – grow and attract diverse small business

The Harden Shire Action Plan 2009 was developed by Jenny de Greenlaw of de Greenlaw Consultancy through the shire-wide Business Retention and Expansion (BRE) survey. The Harden Shire Community Action (HSCA) group raised the funding and coordinated the project. The Harden Shire BRE project was funded by Industry & Investment NSW, Harden Shire Council and the Kruger Trust.

The BRE project included a comprehensive business survey that was conducted throughout the shire and a series of community consultation processes that were conducted in the towns of Harden and Murrumburrah and the villages of Galong, Jugiong and Wombat. The plan identified actions under the following key result area headings:

1. Business, Tourism and Marketing Development
2. Physical Development
3. Youth, Events and Social Development

The Harden Shire Tourism Development and Marketing Plan was developed by Jenny Rand and Associates. The Harden Shire Community Action Group Inc. (HSCA) raised the funding and coordinated the project. A tourism workshop was held in December 2009. Meetings were held with community groups and representatives in Jugiong, Galong and Wombat and discussions were held with a range of individuals and organizations throughout the region.

The plan identified that the Shire is constrained by limited resources and supporting infrastructure, so it concentrated on actions that will put in place the basic services and infrastructure to support tourism. It identified opportunities to grow visitation cost-effectively, using the attractions, activities and facilities available in the Shire. The plan identified tourism actions under the following key strategy areas:

1. To provide the framework and resources needed to support and coordinate the development, marketing and promotion of tourism in the Shire
2. To increase visitation by strengthening and diversifying the market base of the Shire
3. To continue to develop the attraction, activity, product and infrastructure base of the Shire
4. To continue to improve the presentation of the Shire's towns and villages
5. To increase the range of information and promotional material available to support the growth of tourism within the Shire



Actions from the Harden Shire Tourism Development and Marketing Plan have been incorporated into this community strategic plan. However, the full tourism plan is a public document with a wealth of valuable information that value-adds to this strategic plan and should be referred to and used to guide tourism development in the shire, as appropriate. Copies are available from the HSCA.

The focus of this strategic action plan is on economic and social development, including tourism development. A consolidation phase of work with 'building block actions' will need to be implemented in each of the towns and villages before trying to attract new businesses, residents and visitors. These building blocks include upgrading town entrances, beautifying the CBD areas, buildings and businesses to deliver a good shopping experience and appropriate infrastructure, signage, branding and marketing.

Consolidating the shopping experience is a team effort of all stakeholders, including a 'shop local' mindset. To encourage business growth, Council can create an attractive, quality environment by investing in the beautification of public spaces and addressing issues such as traffic, parking, cleaning, safety and infrastructure. They can also have a 'shop local first' policy. Property owners can update and maintain their buildings. Businesses can update their premises, signage, goods and displays and can purchase from other local businesses wherever possible. Community members can shop locally and support or participate in local community projects.

This partnership to improve the shopping experience is fair as each partner 'does their part'. It is a proven method that encourages local loyalty, attracts visitor spending and enhances the town's economic viability and community lifestyle.

Economic development is entwined with social development in rural communities, so it is necessary for the planning process to take a holistic approach to all the issues affecting the community. Harden shire has a good base to build on as it is situated in picturesque countryside with rich soils and strong agriculture. It is within easy driving distance to Canberra and Sydney. The shire has resilient, close-knit communities and excellent health facilities and amenities. There is an abundance of beautiful, historical buildings reflecting a colourful past and interesting history. TEAM Harden Shire has been formed to provide community stakeholders with an opportunity to work together to enhance this 'happy, healthy and historic' lifestyle and attract new residents, businesses and visitors.

## 2. ROLE AND USE OF THE ACTION PLAN

### Role of Action Plan

- Act as a framework to direct the development of the TEAM Harden Shire program
- Facilitate cooperative working relationships between the community, businesses, council and other external partners
- Formalise the goals and aims of the community stakeholders in relation to the shire's economic future

The title TEAM Harden Shire was identified at a stakeholder workshop with the acronym of TEAM standing for Together Everyone Achieves More. This plan was developed to pull all the stakeholders together under one 'umbrella' plan, with Council, businesses and community working as a team towards a strategically-planned future direction.

### Implementation of the Action Plan

The TEAM Harden Shire Board will oversee the implementation of this action plan. The Board consists of Councillors who represent different areas in the shire and are also representatives of Council, Chamber of Commerce, Harden Shire Community Action Inc., Bendigo Bank, Kruger Trust, local businesses, community groups and property owners. Initially the Board will meet on a regular basis to kick-start the program and the first round of projects and then on a 'needs only' basis throughout the year. Progress of projects will be reported to Council and to the community via the local newspaper. At the end of each year, the Board will meet to evaluate progress measured against the plan and identify actions to be implemented in the following year.

An Economic Development Coordinator (EDC) will be established at Council in 2010 for an initial period of three years. They will facilitate and coordinate business and tourism development in the shire and will act as a point of contact to assist the efforts of other TEAM stakeholders implementing actions from the plan.

The actions in this plan were identified by businesses and residents through extensive consultation processes. Growth comes through planning and hard work. If community and business stakeholders believe that Council should implement all the actions, then growth will be much slower than a team working together. Stakeholders can choose whether to participate or not, but the rewards will only equal the effort that is put in.

Through this process, more is achieved than just the projects. Creating communication channels and working together builds relationships and trust. This increases community pride and a sense of place, which is why many people want to live in a small, friendly, rural community. That 'sense of place' is what attracts new residents and businesses, so the process itself is part of the solution.

Actions were compiled for each town and village under the following key result area headings:

- Business Development
- Physical Development
- Events and Social Development

Actions have also been identified for:


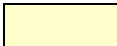
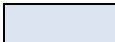
- Shire Tourism and Marketing Development

This action plan was developed by amalgamating four different plans, so due to the volume of actions, it has been divided into two sections:

1. 'first year actions' for each of the towns and villages and initial tourism actions, followed by a summary of those actions sorted by the stakeholders responsible for them
2. 'remaining actions' for each of the towns and villages and remaining tourism actions for years 2, 3 and beyond.

The Board will hold an evaluation process at the end of each year. This process will allow for the flexibility to alter timeframes or take up new opportunities that arise. As this is a new program for the shire, timeframes to commence actions have been estimated as a guide only - all actions may not be completed within the timeframe of 'year 1', 'year 2', 'year 3'. The 'long' timeframe indicates longer than three years. The TEAM Harden Shire Board will determine the priority actions each year during their evaluation process.

The first year's actions for Harden-Murrumburrah and shire-wide tourism have been colour coded as per the key below. First year village actions have not been coded as the villages work to their own timetables. These colour codings are a guide only as timeframes can be altered to suit circumstances or availability of stakeholders to implement the actions. Pink actions are building blocks and need to be completed first. Yellow actions are to be implemented next. Blue actions are flexible and may be implemented later in the year or the following year.

<b>Key</b>	 building blocks, initial actions (pink)	 second set of actions (yellow)
	 later actions (blue)	

Successful communities plan and work together with good communication strategies and leadership as key ingredients. Harden Shire has entered a new era, with new head staff and councillors. The TEAM Harden Shire program and Board have been established. The planning is now in place and a position has been created to help coordinate activities. In 2010 the drought broke with good rains and the best agricultural season in many years. The timing is right to use this action plan for the good of TEAM Harden Shire.

### Abbreviations

The following abbreviations have been used in the Action Plan:

Council / HSC	Harden Shire Council	I&I NSW	Industry & Investment NSW
EDC	Economic Development Coordinator	MCMA	Murrumbidgee Catchment Management Authority
HSCA Chamber	Harden Shire Community Action Chamber	VIC	Visitor Information Centre
JAG	Jugiong Advancement Group	VFR	Visiting Friends and Relatives
GPA	Galong Progress Association	DET	Department of Education & Training
WPA	Wombat Progress Association	Community	Community organisations, groups or individuals
TNSW	Tourism New South Wales	Businesses	Local businesses or industries
CCRTO	Capital Country Regional Tourism Organisation	TEAM	TEAM Harden Shire Board

### 3. FIRST YEAR ACTIONS

#### 3.1 HARDEN AND MURRUMBURRAH ACTIONS

##### 3.1.1 Business Development

**Aims:**

- Develop opportunities for business to upgrade, expand and develop
- Create more employment
- Develop land for residential, business and commercial use

**Issues:**

- Develop Shire Businesses
- Land Development
- Upgrade Council Procedures

Issue	Action	Key Tasks	Timeframe	Responsibility
<b>BUSINESS DEVELOPMENT</b>				
Develop Shire Businesses	Establish an Economic Development Coordinator	<ul style="list-style-type: none"> <li>• Establish an officer to coordinate to manage economic development in the Shire</li> </ul>	Year 1	HSC / Kruger / I&I
	Brand the Shire	<ul style="list-style-type: none"> <li>• Decide on a 'role' for the shire within the region and identify an image or point of difference using existing strengths. Develop a branding theme and use it consistently in beautification, signage, marketing materials – <i>refer to Tourism Development strategy 5</i></li> </ul>	year 1	TEAM / I&I
	Establish a Property Owners Group	<ul style="list-style-type: none"> <li>• Establish a Property Owners Forum for property owners to discuss relevant issues and develop strategies. Include a survey with the invitation to out-of-town property owners so they can identify issues for discussion if they cannot attend.</li> <li>• At the Forum, establish a Property Owners Group to represent property owners – group to meet on a 'needs only' basis and act as a voice and advocate for property owners</li> </ul>	year 1	Stephen Byrne / Tony Campbell

Issue	Action	Key Tasks	Timeframe	Responsibility
<b>BUSINESS DEVELOPMENT continued</b>				
Develop Shire Businesses continued	Fill the Vacant Shops	<ul style="list-style-type: none"> <li>In the short term, clean and tidy the empty shop facades, particularly on the main road. Investigate strategies to fill the empty windows such as murals, artwork, shire photographs or merchandise from other stores - use low lighting at night</li> </ul>	year 1	Stephen Byrne / Tony Campbell
	Develop Business, Community and Retail Directories	<ul style="list-style-type: none"> <li>Develop a Business and Community Directory and distribute throughout the shire and tourism outlets</li> </ul>	year 1	Chamber
	Develop Regular Business Communication	Develop strategies for businesses to network and upskill eg: <ul style="list-style-type: none"> <li>Develop regular networking sessions eg 'business after hours' showcases or business breakfasts with speakers</li> </ul>	year 1	Chamber
	Establish Business Awards	<ul style="list-style-type: none"> <li>Establish an annual Business Awards event</li> </ul>	year 1	Chamber / I&I
	Establish a Shop Local Campaign	<ul style="list-style-type: none"> <li>Develop a shop local campaign and community education program on the benefits of shopping locally. If possible, tie the shop local to another campaign (eg Christmas or major event) to encourage local shopping and attract visitor spending - <i>refer to I&amp;I Cooperative Marketing Module</i></li> </ul>	year 1	Chamber
	Improve Mobile Coverage	<ul style="list-style-type: none"> <li>Lobby local member and Telstra to improve mobile phone coverage throughout the shire</li> </ul>	year 1	HSC
	Establish a Business Partner and Retention Program	<ul style="list-style-type: none"> <li>Develop strategies to retain existing businesses and attract other businesses to fill the gaps once the CBD areas and shopping experiences have been consolidated and appropriate commercial spaces are available</li> </ul>	year 1	HSC
	Attract New Residents	<ul style="list-style-type: none"> <li>Develop a Lifestyle Brochure (to accompany the Business and Community Directory and Small Business Start Up Kit)</li> <li>Develop a New Residents Kit that incorporates all appropriate brochures and information</li> </ul>	year 1	TEAM / I&I
Upgrade Council Procedures	Speed up DAs	<ul style="list-style-type: none"> <li>Simplify and speed up the development application process</li> </ul>	year 1	HSC
	Assist Grant Applications	<ul style="list-style-type: none"> <li>Facilitate and assist community groups grant applications to attract funding into the shire</li> </ul>	year 1-2	HSC

### 3.1.2 Physical Development

**Aims:**

- Beautify the built and natural environment
- Upgrade facilities and amenities
- Rationalise the sporting facilities
- Develop residential and industrial land

**Issues:**

- Beautification
- Amenities and Infrastructure
- Sporting Facilities

Issue	Action	Key Tasks	Timeframe	Responsibility
<b>PHYSICAL DEVELOPMENT</b>				
Beautification	Coordinate a Neill Street Working Bee	<ul style="list-style-type: none"> <li>• Clean the main street – conduct a community working bee to clean up Neill Street, plant shrubs in the pots, garden beds, finish the day with a community BBQ</li> </ul>	year 1	Rotary / Councillors
	Establish a Paint the Buildings Program	<ul style="list-style-type: none"> <li>• Establish a Paint the Buildings program with incentives for property owners to upgrade their buildings such as:                             <ul style="list-style-type: none"> <li>- paint deals with major paint companies</li> <li>- free colour consultancy for participating buildings</li> <li>- investigate using the work for the dole labour program</li> <li>- investigate using environmentally-friendly paint to gain funding as a 'green' project for a CBD cluster group</li> </ul> </li> </ul>	year 1	Councillors
		<ul style="list-style-type: none"> <li>• Invite volunteer heritage sign writers to restore old signage – provide accommodation</li> </ul>	year 1	Councillors / Businesses
	Improve the Entrance Corridors	<ul style="list-style-type: none"> <li>• Encourage the motel and caravan park to improve their presentation particularly along their eastern side boundaries</li> </ul>	year 1	HSCA
		<ul style="list-style-type: none"> <li>• Encourage businesses along the corridor to improve their presentation and signage</li> </ul>	year 1	HSCA
	Upgrade and Establish Roundabouts	<ul style="list-style-type: none"> <li>• Establish roundabouts - at the Harden town centre entry and where appropriate - subject to funding</li> <li>• Beautify roundabouts and make them features using the shire's branding theme or reflecting the area's history</li> </ul>	year 1	HSC

Issue	Action	Key Tasks	Timeframe	Responsibility
<b>PHYSICAL DEVELOPMENT continued</b>				
Beautification continued	Improve the Harden Town Centre	Improve the access into the shopping centre: <ul style="list-style-type: none"> <li>Explore the possibility of establishing east Street as the main access road into the shopping centre</li> <li>Address the entry/signage from the eastern side and the lack of visibility of the centre from the western approach</li> </ul>	year 1	HSC
		<ul style="list-style-type: none"> <li>Ensure that the flower barrels are planted and well maintained – they add colour to what is primarily a ‘dull’ streetscape</li> </ul>	year 1	Businesses / HSC
		<ul style="list-style-type: none"> <li>Explore options for providing a quality, modern eatery in Harden</li> </ul>	year 1	Businesses / Chamber
		<ul style="list-style-type: none"> <li>Explore the possibility of the Men’s Shed producing and selling products for the visitor market</li> </ul>	year 1	Men’s Shed
	Improve the Murrumburrah Town Centre	<ul style="list-style-type: none"> <li>As a priority, implement the proposed beautification program, focusing resources on the active trading part of the street</li> </ul>	year 1	HSC
		<ul style="list-style-type: none"> <li>Encourage Council to proceed with the leasing of its renovated building in the shopping centre</li> </ul>	year 1	HSC
	Upgrade the Harden Caravan Park	<ul style="list-style-type: none"> <li>Upgrade, expand and beautify the caravan park, including sites for RVs - or investigate re-locating the caravan park</li> </ul>	year 1-3	HSC
		<ul style="list-style-type: none"> <li>Ensure that the Park is listed on free caravan and camping websites</li> </ul>	year 1	EDC
		<ul style="list-style-type: none"> <li>Ensure that the caravan park operator is working closely with the Showground, referring any business that the Park cannot accommodate to the Showground</li> </ul>	year 1	EDC
	Upgrade the Harden Motel	<ul style="list-style-type: none"> <li>Encourage the property owner to refurbish / modernise the motel and improve the presentation of the property</li> </ul>	year 1	EDC / Chamber
Upgrade the Murrumbidgee Creek Corridor	<ul style="list-style-type: none"> <li>Upgrade the river walk – if funding is available</li> </ul>	year 1	Landcare / HSC	
	<ul style="list-style-type: none"> <li>Rehabilitate the Murrumbidgee Creek corridor – if funding is available</li> </ul>	year 1-3	Landcare / HSC	
	<ul style="list-style-type: none"> <li>Link the walking trail along the foreshore to the Light Horse Memorial – if funding is available</li> </ul>	year 1-3	Landcare / HSC	
Re-plant McLean Oval Trees	<ul style="list-style-type: none"> <li>Replant native trees around McLean Oval</li> </ul>	year 1-3	HSC	

Issue	Action	Key Tasks	Timeframe	Responsibility
PHYSICAL DEVELOPMENT continued				
Land Development	Establish a Light Industrial Area	<ul style="list-style-type: none"> <li>Research sites and develop new industrial land to create more business development opportunities</li> </ul>	year 1	HSC
	Develop Residential Blocks	<ul style="list-style-type: none"> <li>Develop residential blocks to help increase the population</li> </ul>	year 1	HSC
Sporting Facilities	Rationalise the Sporting Facilities	<ul style="list-style-type: none"> <li>Establish a Sporting Committee Group with representatives from all the sporting groups – establish informal meetings for the group to discuss relevant sports issues</li> <li>The Sporting Committee to attend the regular Community Forums if they need to discuss sporting issues and lobby Council for any sporting requirements or support. (<i>refer to Community Forums in the Events and Social Development section of this plan</i>)</li> </ul>	year 1	TEAM / Councillors
		<ul style="list-style-type: none"> <li>Investigate strategies to develop and amalgamate the sporting fields and facilities – seek funding</li> </ul>	year 1	TEAM / Councillors / Sporting Group



### 3.1.3 Events and Social Development

#### Aims:

- Develop opportunities that will increase communication,
- Increase health services and facilities
- Develop events, youth activities

#### Issues:

- Health
- Communication and Working Together
- Events and Activities
- Youth
- Transport

Issue	Action	Key Tasks	Timeframe	Responsibility
<b>EVENTS AND SOCIAL DEVELOPMENT</b>				
Health	Retain the Nursing Home	<ul style="list-style-type: none"> <li>• Lobby the state government to retain Harden’s Nursing Home and ensure sustainability for the hospital</li> </ul>	year 1	Mayor / Community
		<ul style="list-style-type: none"> <li>• Establish full aged care facilities, including the suitability of footpaths for scooters</li> </ul>	year 1-3	Mayor / Community
	Attract and Retain Existing Doctors	<ul style="list-style-type: none"> <li>• Develop strategies to attract more male and female doctors to the Harden Shire</li> </ul>	year 1-ongoing	Mayor / Community
Communication and Working Together	Establish the TEAM Harden Shire Group	<ul style="list-style-type: none"> <li>• Establish an umbrella group to form TEAM Harden Shire to oversee the implementation of the Action Plan with regular meetings to network, update progress and plan new projects</li> </ul>	immediate	HSC
	Establish Community Forums	<ul style="list-style-type: none"> <li>• Establish regular Community Forums (2-3 times per year) with representatives from all community groups to discuss issues and to lobby Council for their organisation’s requirements – include representatives from the villages</li> </ul>	year 1	Councillors
	Establish a Volunteer’s Recognition Program	<ul style="list-style-type: none"> <li>• Establish an annual program that recognises the efforts by volunteers in the Shire</li> </ul>	year 1	Rotary
Events and Activities	Establish a Calendar of Events	<ul style="list-style-type: none"> <li>• Establish a calendar of events – include all cultural and sporting events throughout the shire, update regularly</li> </ul>	year 1	HSCA / EDC
		<ul style="list-style-type: none"> <li>• Use the calendar of events to identify peak times for meal requirements in Harden and Murrumburrah so food outlets can plan and cater for them appropriately</li> </ul>	ongoing	Community

<b>Issue</b>	<b>Action</b>	<b>Key Tasks</b>	<b>Timeframe</b>	<b>Responsibility</b>
<b>EVENTS AND SOCIAL DEVELOPMENT</b> continued				
Events and Activities continued	Expand the Kite Festival	<ul style="list-style-type: none"> <li>Expand the Kite Festival – establish an event plan and additional volunteers to help implement the festival and ensure the it continues, grows and attracts visitors</li> </ul>	year 1	Councillors / Kite C'tee / Schools / JdeG
	Upgrade the Picnic Races	<ul style="list-style-type: none"> <li>Develop risk management strategies for the Picnic Races to minimise alcohol-related issues. Develop the races into a more family-oriented or light social event and attract a different target market</li> </ul>	year 1	Picnic Races C'tee
Youth	Establish a youth committee	<ul style="list-style-type: none"> <li>Conduct a youth survey to find out what they want</li> <li>Establish a youth committee and provide adult mentors to help them plan and conduct their own events and activities</li> </ul>	year 1	Schools / Community

### 3.2 JUGIONG ACTIONS

#### Jugiong Community Vision and Aims:

“To develop Jugiong into a thriving and steadily growing community, retaining locals and attracting new residents, tourists and visitors to enjoy its beauty. To assist existing businesses and encourage new ones to be established.”

#### Issues:

- Business Development
- Tourism Development
- Marketing Development
- Beautification
- Land Development
- Amenities and Infrastructure
- Jugiong Signage
- Events and Activities
- Youth

Issue	Action	Key Tasks	Timeframe	Responsibility
<b>BUSINESS, TOURISM AND MARKETING DEVELOPMENT</b>				
Business Development	Develop Funding Applications	<ul style="list-style-type: none"> <li>• Develop training in funding applications – contact Regional Development Australia (RDA) Riverina, Lani Houston (0429 444 213).</li> <li>• Establish a funding group eg 6-10 people who write one application each per year</li> </ul>	year 1	JAG
	Develop New Business Infrastructure	<ul style="list-style-type: none"> <li>• Lobby Council to re-zone land in Jugiong for new business development</li> </ul>	immediate	JAG / HSC
Tourism Development	Implement the Jugiong Action Plan	<ul style="list-style-type: none"> <li>• Continue to implement the recommendations and actions of the Jugiong Tourism Action Plan</li> </ul>	on-going	JAG
	Establish a Black Water Dump	<ul style="list-style-type: none"> <li>• Establish a black water dump</li> </ul>	year 1	JAG
Marketing Development	Develop a Tourism Brochure	<ul style="list-style-type: none"> <li>• Develop a tourism and information brochure</li> </ul>	year 1 - ongoing	JAG
	Promote Camping Weekends	<ul style="list-style-type: none"> <li>• Market Jugiong to different social groups and clubs for camping weekends</li> </ul>	ongoing	JAG / EDC

Issue	Action	Key Tasks	Timeframe	Responsibility
<b>PHYSICAL DEVELOPMENT</b>				
Beautification	Beautify the Village	• Paint the old truck at the northern village entry or remove it	year 1	JAG
		• Encourage property owners along the main entry routes to continue to improve the presentation of their properties	year 1	JAG
	Beautify the Lookout	• Tidy up the Lookout, mow and maintain verges	year 1	JAG / HSC
Amenities and Infrastructure	Upgrade the Hall	• Upgrade the hall – polish floors, paint inside/outside, establish lighting, new gutters and fascia boards, air conditioning and water tank to capture and recycle stormwater into the watering system	year 1-2	Hall C'tee
	Establish River Access	• Establish several river access points	year 1-2	JAG
	Upgrade Memorial Park	• Continue to upgrade Memorial Park	ongoing	JAG
Jugiong Signage	Remove or Beautify Old Signage	• Remove or replace old signs, including the old sign in front of the ruins at the entry to the village and the BP station	year 1	JAG
		• Explore options for improving the presentation of the old billboard (lobby Council, use for shire map/marketing?)	year 1	JAG
	Establish a Community Noticeboard	• Establish a weatherproof community noticeboard with regular maintenance keeping it up to date	year 1	JAG
	Establish Directional Signage	• Establish directional signage to the river at the access points	year 1-2	JAG / HSC
• Establish other appropriate directional signage eg toilets		year 1-2	JAG / HSC	
<b>EVENTS AND SOCIAL DEVELOPMENT</b>				
Events and Activities	Upgrade the Christmas Carols	• Revamp the Christmas Carols at the hall to include a village Christmas party	year 1	JAG
	Develop Village Social Events	• Develop village 'get togethers' eg trivia nights, movie nights, dinner dances, village picnics, art and craft etc	year 1-2	JAG
Youth	Establish a Youth Committee	• Survey local youth to find out what they want • Establish a youth committee with adult mentors to guide youth to implement some of their own actions	year 1	JAG
	Establish a Regular Kids Disco	• Develop a Disco for kids in conjunction with other villages in the area eg join the Disco in Galong and invite them to one in Jugiong	year 1	JAG

### 3.3 GALONG ACTIONS

#### Aims:

- To beautify the village a
- To develop business, tourism and employment opportunities
- To develop infrastructure, events and community activities

#### Issues:

- Business Development
- Tourism Development
- Marketing Development
- Beautification
- Amenities and Infrastructure
- Galong Signage
- Events and Activities
- Youth

Issue	Action	Key Tasks	Timeframe	Responsibility
<b>BUSINESS, TOURISM AND MARKETING DEVELOPMENT</b>				
Business Development	Establish Training in Funding Applications	<ul style="list-style-type: none"> <li>• Establish training in developing funding applications – contact RDA Riverina, Lani Houston (0429 444 213)</li> </ul>	year 1	GPA
	Establish a Cafe or Eatery	<ul style="list-style-type: none"> <li>• Explore opportunities to landscape and provide outdoor seating adjacent to the shop</li> </ul>	year 1	GPA
		<ul style="list-style-type: none"> <li>• Explore opportunities with the Corner Store and/or Hotel to provide a small eatery to service the visitor market</li> </ul>	year 1	GPA
Tourism Development	Create Camping Facilities	<ul style="list-style-type: none"> <li>• Clean up the area and establish camping facilities at the Showground for the touring motorhome and caravan market</li> </ul>	year 1	GPA
	Establish Regular Monastery Communication Channels	<ul style="list-style-type: none"> <li>• Establish regular communication between the Progress Association and the Monastery to keep the village informed of up-coming events and activities of all groups using the Monastery</li> </ul>	year 1 - ongoing	GPA
	Develop Pilgrim's Walk Opportunities	<ul style="list-style-type: none"> <li>• Participate in the Pilgrim's Walk from Canberra that ends at the Monastery in Galong – eg develop marketing materials aimed at Pilgrim's Walk participants to visit the village</li> </ul>	ongoing	HSCA / GPA
Marketing Development	Establish Town Branding	<ul style="list-style-type: none"> <li>• Explore opportunities for positioning Galong as a Monastery Town, similar to New Norcia in Western Australia</li> </ul>	year 1 - 2	HSC / GPA

Issue	Action	Key Tasks	Timeframe	Responsibility
<b>PHYSICAL DEVELOPMENT</b>				
Beautification	Upgrade Hall Amenities	<ul style="list-style-type: none"> <li>Purchase new chairs and trestle tables for the hall</li> </ul>	year 1	GPA / HSC
	Beautify the Village	<ul style="list-style-type: none"> <li>Improve the presentation of the village centre – as part of the Heritage Plan, prepare a renovation plan and paint scheme to showcase and capitalise on the art deco buildings – offer incentives to property owners to paint their buildings</li> </ul>	year 1	Councillors / GPA
		<ul style="list-style-type: none"> <li>Mow, tidy and maintain the appearance of the main street, entries and the approaches to the village, including the entry at the main road turnoff</li> </ul>	year 1 - ongoing	GPA / HSC
	Establish a Community Noticeboard	<ul style="list-style-type: none"> <li>Establish a weatherproof community noticeboard at the shop with regular maintenance keeping it up to date</li> </ul>	year 1	GPA
	Upgrade Gateway Signage	<ul style="list-style-type: none"> <li>Rationalise existing signage and establish clear directional signage to the Monastery via Galong at the turn off</li> </ul>	year 1	GPA / HSC
Amenities and Infrastructure	Acquire the Galong School	<ul style="list-style-type: none"> <li>Acquire land and community infrastructure by purchasing the Galong school for community use</li> </ul>	year 1	GPA
	Explore St Lawrence Opportunities	<ul style="list-style-type: none"> <li>Encourage the Catholic Archdiocese to convert St Lawrence into visitor accommodation or conduct a feasibility study for the use of the St Lawrence Home to create business and employment opportunities for Galong</li> </ul>	year 1	GPA
		<ul style="list-style-type: none"> <li>Explore the possibility of relocating the school playground to the park if the school is not purchased for the community</li> </ul>	year 1	GPA
<b>EVENTS AND SOCIAL DEVELOPMENT</b>				
Events and Activities	Promote the Fireworks Night	<ul style="list-style-type: none"> <li>Promote the Fireworks Night held in September to the region and showcase Galong</li> </ul>	annually	GPA
	Establish a Calendar of Events	<ul style="list-style-type: none"> <li>Develop a Calendar of Events (including all events at the Monastery)</li> </ul>	year 1	GPA
	Grow the Patchwork Retreat	<ul style="list-style-type: none"> <li>Expand and continue to grow the Patchwork Retreat at the Monastery</li> </ul>	ongoing	GPA / Crafters Group
	Develop Community Social Activities	<ul style="list-style-type: none"> <li>Establish community activities such as dinner dance, party in the hall, trivia nights, movie nights</li> </ul>	long	GPA
Youth	Establish a Youth Committee	<ul style="list-style-type: none"> <li>Survey local youth and ask them what they want</li> <li>Establish a youth committee and mentor youth to implement their own actions</li> </ul>	year 1	GPA
	Expand the Kids Discos	<ul style="list-style-type: none"> <li>Expand the Halloween Disco – use the school bus to transport 'round robin' disco with Jugiong and other villages</li> </ul>	year 1	GPA

### 3.4 WOMBAT ACTIONS

#### Aims:

- To develop business, tourism and employment opportunities
- To beautify the village
- To increase amenities, signage, safety, community activities and communication

#### Issues:

- Business Development
- Tourism Development
- Marketing Development
- Beautification
- Amenities and Infrastructure
- Wombat Signage
- Roads and Traffic
- Events and Activities
- Youth
- Communication and Working Together

Issue	Action	Key Tasks	Timeframe	Responsibility
<b>BUSINESS, TOURISM AND MARKETING DEVELOPMENT</b>				
Business Development	Establish Training in Funding Applications	<ul style="list-style-type: none"> <li>• Develop training in funding applications – contact RDA Riverina Lani Houston 0429 444 213</li> </ul>	year 1	WPA
	Lobby to Use Existing Business Premises	<ul style="list-style-type: none"> <li>• Lobby Council for the ability to use existing premises in the village for new businesses</li> <li>• Resolve planning issues so that the fruit barn can open and trade during the fruit season</li> </ul>	year 1	WPA
	Establish the Butcher's Shop Cooperative	<ul style="list-style-type: none"> <li>• Acquire the old butcher's shop to display local history and sell local products and 'basics' - tea/coffee etc - run as a cooperative</li> </ul>	long	WPA
Tourism Development	Develop the Rest Stop Area	<ul style="list-style-type: none"> <li>• Continue to upgrade the rest area for truck parking and turning bay</li> </ul>	year 1-3	WPA
	Develop a Camping Area	<ul style="list-style-type: none"> <li>• Identify an area for touring caravans and motorhomes to camp overnight in the village and lobby Council to assist in establishing camping facilities</li> </ul>	year 1-2	WPA

Issue	Action	Key Tasks	Timeframe	Responsibility
<b>BUSINESS, TOURISM AND MARKETING DEVELOPMENT continued</b>				
Marketing Development	Establish Marketing Materials	<ul style="list-style-type: none"> <li>Establish branding and appropriate marketing materials for Wombat and Wombat products</li> </ul>	year 1-2	WPA
	Develop a Cherry Season Touring Map	<ul style="list-style-type: none"> <li>Develop a Cherry Season touring map and guide for people to visit local orchards via Wombat. Market the tours to Harden and Murrumburrah businesses and surrounding Visitor Centres</li> </ul>	year 1	WPA
Beautification	Increase Wombat's Maintenance Budget	<ul style="list-style-type: none"> <li>Lobby Council to increase the annual maintenance budget for Wombat</li> </ul>	year 1	WPA
Amenities and Infrastructure	Establish a Safe Bus Shelter	<ul style="list-style-type: none"> <li>Establish a safe bus shelter for school children at the old butcher's shop</li> </ul>	year 1	WPA
	Establish a New Fire Shed	<ul style="list-style-type: none"> <li>Establish a new rural fire shed for the RFS (Rural Fire Service)</li> </ul>	year 1-2	Fire Shed C'tee
Wombat Signage	Establish Tourism Signage	<ul style="list-style-type: none"> <li>Establish a local map at 'the Wombat' with a guide to local orchards and sites etc</li> </ul>	year 1	WPA
		<ul style="list-style-type: none"> <li>Explore options for providing temporary signage during the fruit picking season</li> </ul>	year 1	WPA
	Establish a Stop Sign at Bibaringa Road	<ul style="list-style-type: none"> <li>Establish a STOP sign at Bibaringa Road at the cemetery – lobby Council to alter the current signage</li> </ul>	year 1	WPA
<b>EVENTS AND SOCIAL DEVELOPMENT</b>				
Events and Activities	Upgrade the Christmas Carnival	<ul style="list-style-type: none"> <li>Upgrade the Christmas Carnival</li> </ul>	year 1	WPA
	Establish a Calendar of Events	<ul style="list-style-type: none"> <li>Establish a Calendar of Events</li> </ul>	year 1	WPA / HSCA
Youth	Establish a Youth Committee	<ul style="list-style-type: none"> <li>Survey local youth to find out what they want</li> <li>Establish a Youth Committee with local Wombat youth to decide their own projects – adults to mentor them to teach them how to implement their own projects</li> </ul>	year 1	L Bloor / Y Bailes
Communication and Working Together	Establish Wombat Community Forums	<ul style="list-style-type: none"> <li>Establish twice-annual meetings for all community groups to network and plan community projects</li> </ul>	year 1	WPA
	Expand the Wombat Words Newsletter	<ul style="list-style-type: none"> <li>Continue to produce the Wombat Words newsletter to inform residents on community information, issues that arise, projects, events or activities etc</li> </ul>	ongoing	L Bloor / Y Bailes



### **3.5 SHIRE TOURISM AND MARKETING DEVELOPMENT**

#### **Key Tourism Aims:**

- Build visitation to the Shire - consolidating and growing existing markets, diversifying into new markets and sustaining local business viability.
- Reduce dependency on touring and passing traffic.
- Increase the level of visitor expenditure within the Shire.
- Ensure that the needs and expectations of visitors to the Shire are understood and met.
- Encourage and facilitate the development of tourist attractions, accommodation, events and infrastructure within the Shire.

#### **Desired Tourism Outcomes:**

- A coordinated approach to tourism development, marketing and promotion.
- Market diversification and increased visitation to the Shire.
- Enhanced visitor experience, translating into longer stays, repeat visitation and 'word of mouth' referrals.
- Professional service delivery at all levels – to the tourism trade and to visitors.
- Improved infrastructure, products and events within the Shire for the benefit of both residents and visitors.
- Increased income and employment for the town and village communities – to improve the viability of existing businesses and to encourage new investment within the Shire.
- More effective marketing of the Shire.

#### **Provide the Right Tourism Environment:**

- Continue to improve the presentation of the towns and villages in the Shire so that they appear interesting and attractive to travellers.
- Ensure that visitor facilities are clean, well presented and effectively signposted.
- Encourage the establishment of an 'icon' business or businesses.
- Improve signage.
- Ensure that it is 'easy' for travellers to park and access towns, villages and attractions (including caravans and motorhomes).
- Ensure that information on the Shire is available on the web and in the VICs within the surrounding region.

**3.5.1 Strategy 1: TO PROVIDE THE FRAMEWORK AND RESOURCES NEEDED TO SUPPORT AND COORDINATE THE DEVELOPMENT AND MARKETING AND PROMOTION OF TOURISM IN THE SHIRE**

**Aims:**

- To put in place an appropriate structure to coordinate, manage and drive the Shire’s tourism industry.
- To ensure that key stakeholders are working together to grow the Shire’s tourism sector.
- To provide the resources needed to support and capitalise on marketing and promotional activities.

**Issues:**

- Tourism Support Structure
- Seek Tourism Funding

Issue	Action	Key Tasks	Timeframe	Responsibility
Tourism Support Structure	Establish an Accredited VIC	<ul style="list-style-type: none"> <li>• Establish an accredited information outlet in the Shire</li> </ul>	Year 1	HSC
	Update State Tourism Data Warehouse	<ul style="list-style-type: none"> <li>• Ensure that the information on the Shire on the State Tourism Data Warehouse data base is comprehensive and kept up-to-date</li> </ul>	Year 1-ongoing	EDC
Investigate Funding	Investigate Regional Partnerships Program Funding	<ul style="list-style-type: none"> <li>• Seek advice from CCRT0 on what funding may be available for capacity and demand building under the Regional Partnerships Program</li> </ul>	Year 1	EDC
	Investigate ‘Green’ Funding	<ul style="list-style-type: none"> <li>• Investigate funding available for ‘green’ projects, such as the Department of Environment and Climate Change / Industry &amp; Investment, to see if any of the actions in this plan match the funding requirements (this is where you will find major funding) eg wind or solar power, farmers markets, ‘green’ jobs sustainable housing/shelter, natural environment, walking tracks etc.</li> </ul>	Year 1	EDC

### **3.5.2 Strategy 2: TO INCREASE VISITATION BY STRENGTHENING AND DIVERSIFYING THE MARKET BASE OF THE SHIRE**

#### **Aims:**

- To increase visitation to the Shire and to individual localities within the Shire.
- To encourage more passing motorists to stop in the towns and villages.
- To capitalise on the assets of the Shire to grow special interest and activity based markets.
- To encourage residents from the surrounding region to visit Harden Shire for day trips and short breaks.

#### **Issue:**

Increase visitation to the shire for the following target markets:

- Passing Traffic and Touring Markets
- Touring and Caravan Motorhome Markets
- Regional Markets
- Destination-based Markets – special interest, activities, events

#### **Opportunities to grow:**

- Touring markets - in conjunction with TNSW, the CCRTTO and surrounding LGAs
- Regional resident market - for fruit picking, shopping and dining
- Regional group tour market - targeting groups within the surrounding region that organise day and overnight trips.
- Events - growing existing events, tapping into events in the surrounding region and targeting 'footloose' events.
- Special interest and activity based markets including:
  - Animal and bird shows – yard dogs, show dogs, cats, poultry, birds etc
  - Equestrian activities
  - Car and motor cycle clubs
  - Retreatants and pilgrims (Galong)
  - Anglers (Jugiong)
  - Garden and plant enthusiasts and clubs
  - Golfers
  - Photography and camera clubs
  - Bridge / card clubs
  - Cycling clubs / social groups of cyclists
  - Food & wine clubs
  - Arts & craft groups – drawing, painting, textiles
  - Motorhome and caravan rallies
  - Railway enthusiasts
  - Music groups
  - Motoring based activities – eg a hill climb

- Long distance endurance events – eg marathon, cycle classic
- Sporting tournaments – eg a 7 a-side cricket tournament with all towns and villages in the region competing.
- Workshops and seminars for clubs and individuals (eg Galong Patchwork Quilters weekend).

Issue	Action	Key Tasks	Timeframe	Responsibility
Build Passing Traffic and Touring Markets	Develop Domestic Touring Markets	Work with TNSW and CCRTO to develop domestic touring markets: <ul style="list-style-type: none"> <li>• Support and participate in relevant promotional initiatives.</li> </ul>	Year 1	EDC
		<ul style="list-style-type: none"> <li>• Ensure that Harden Shire is represented at trade shows attended by CCRTO and where beneficial, attend relevant trade and consumer shows.</li> </ul>	Year 1-3	HSC / Chamber
	Build the Touring Caravan and Motorhome Markets	<ul style="list-style-type: none"> <li>• Provide and signpost a designated caravan/long rig parking sites close to Harden and Murrumburrah shopping centres.</li> </ul>	Year 1-2	HSC
		<ul style="list-style-type: none"> <li>• Provide black water dump points in Jugiong, Galong and Harden-Murrumburrah</li> </ul>	Year 1-2	HSC
	Attract Regional Residents	<ul style="list-style-type: none"> <li>• Promote events regionally.</li> </ul>	Year 1-3	Community
		<ul style="list-style-type: none"> <li>• Seek regular public relations style exposure of Harden Shire and individual localities and products in the regional media - food / dining articles, weekend drives and get-a-ways, walks, 'what's-on' etc</li> </ul>	Year 1-3	HSCA / EDC
	Attract Visiting Friends and Relatives (VFR)	<ul style="list-style-type: none"> <li>• Prior to school holiday periods, long weekends and public holidays, place articles in the local print media and seek radio coverage on things to see and do in the local area, with residents encouraged to show their visitors around and/or recommend activities and attractions</li> </ul>	Year 1-3	HSCA / EDC / Community

### 3.5.3 Strategy 3: TO CONTINUE TO DEVELOP THE ATTRACTION, ACTIVITY, PRODUCT AND INFRASTRUCTURE BASE OF THE SHIRE

#### Aims:

- To strengthen and build the attraction base of the Shire by clustering assets and activities to create products that will appeal to the marketplace and generate visitation.
- To use the attractions, activities and assets of the Shire to build special interest and activity based markets.
- To improve the facilities, infrastructure and services to ensure that the area meets the needs and expectations of visitors.

#### Issues:

- Build the Shire’s ‘raw’ assets to grow visitation
- Expand the Shire’s range of accommodation
- Signage (compilation of Shire signage – tasks repeated in village sections)
- Develop parks and gardens

Issue	Action	Key Tasks	Timeframe	Responsibility
Build the Shire’s ‘raw’ assets to grow visitation	Participate in the Gold Trail	• Continue to support the development of the Gold Trail	year 1-3	Gold Trail C’ttee
		• Explore opportunities to broaden the gold concept – capitalising on local produce and products	year 1-3	Gold Trail C’ttee
	Develop a Plant Nurseries and Landscaping Cluster	• Establish a meeting of stakeholders to identify strategies to position Harden as a centre for garden and landscape supplies and expertise – targeting the DIY home gardener and landscaper, include nurseries, metal workers, stone masons, landscapers, Open Gardens Scheme etc	year 1 - long	Businesses / EDC
		• Investigate establishing the Harden Rose (yellow - to link with Gold Trail)		
Develop the Pilgrims Walk	• Support the Catholic Archdiocese in developing and promoting the Pilgrims Walk – establish closer relations with the Monastery accommodation	year 1 - long	HSCA / GPA / Monastery	
Upgrade and promote the Murrumburrah Heritage Walk	• Upgrade the Murrumburrah Heritage Walk documentation to be clearer and more precise • Develop plaques at each building identified on the Walk • Develop promotional signage for the walk at the Lighthouse Memorial (ie collect map at VIC or Whichcraft etc) • Promote the Walk through local and regional VIC outlets	year 1-2	Historical Soc / Rotary / Kruger	

Issue	Action	Key Tasks	Timeframe	Responsibility
Signage	Develop a Signage Strategy and Audit	<ul style="list-style-type: none"> <li>Undertake a signage audit - including new signage, the removal of old signage and signage needing upgrading (including local businesses – encourage them to upgrade)</li> </ul>	year 1	HSC
		<ul style="list-style-type: none"> <li>Develop a signage strategy for uniform signage throughout the shire</li> </ul>	year 1	HSC
	Improve Gateway Signs	<u>Harden-Murrumburrah</u> <ul style="list-style-type: none"> <li>Eastern gateway – needs a quality entrance statement</li> <li>Remove/ replace old advertising and community signs eg the old green and white signs and the Harden wheat sign</li> </ul>	year 1-2	HSC
		<u>Galong</u> <ul style="list-style-type: none"> <li>Relocate existing sign on the Galong Road to just over the hill and provide an attractive feature sign that reflects the character and heritage of the village</li> <li>Provide a gateway entry statement at the northern end of the village, at the intersection of McMahon and Ryan Roads</li> </ul>	year 1-2	HSC / GPA
		<u>Jugiong</u> <ul style="list-style-type: none"> <li>Provide quality gateway entry signs</li> <li>Revamp the Kookaburra sign in the centre of the village</li> </ul>	year 1-2	HSC/ JAG
		<u>Wombat</u> <ul style="list-style-type: none"> <li>Provide gateway entry signs</li> </ul>	year 1-2	HSC / WPA
	Upgrade Advertising, Commercial and Community Signs	<ul style="list-style-type: none"> <li>Conduct audit / remove or replace signs that present poorly</li> </ul>	year 1	TEAM
		<ul style="list-style-type: none"> <li>Explore the possibility of using the old billboard at Jugiong for promoting Harden Shire</li> </ul>	year 1	Neil Reid

### 3.5.4 Strategy 4: TO CONTINUE TO IMPROVE THE PRESENTATION OF THE SHIRE'S TOWNS AND VILLAGES

Harden, Murrumburrah, Jugiong and Wombat are dependent on passing traffic as their primary market. The role of these towns and villages as highway / route service centres needs to be consolidated and strengthened while at the same time developing 'destination' based markets that have a reason for visiting the Shire. Each of the centres has the potential to play a more active role in tourism within the Shire.

#### **Aims:**

- To encourage highway and passing traffic to stop and spend money in the towns and villages within the Shire.
- To incorporate the towns and villages into the product and attraction base of the Shire and surrounding region.
- To use the assets of each centre to develop special interest and activity based markets..

This will be achieved through:

- Enhancing the presentation of the towns and villages, with emphasis on the areas that are highly visible to visitors - entry gateways, routes through town, shopping centres and parks and gardens.
- Improving / developing the attractions within and surrounding the towns and villages.
- Improving the infrastructure base of each locality.

#### **Issues:**

- Position Harden-Murrumburrah as a 'must stop' service and destination centre
- Support Jugiong's transition to a riverside tourism village
- Position Galong as an art-deco village and historic monastery town
- Consolidate Wombat as the western gateway into the Shire

Please note: The actions for this strategy have been incorporated into the Physical Development sections in this plan for each town and village in the Shire.

**3.5.5 Strategy 5: TO INCREASE THE RANGE OF INFORMATION & PROMOTIONAL MATERIAL AVAILABLE TO SUPPORT THE GROWTH OF TOURISM WITHIN THE SHIRE**

The Shire needs to update and expand the range of information and promotional material available on the Shire and improve access to this information.

**Aims:**

- To ensure that potential travellers and the travel trade have ready access to comprehensive and up-to-date information on the Shire
- To capitalise effectively on the internet for communication, sales and marketing
- To expand the range of information and promotional material available to support the growth and diversification of tourism

**Issues:**

- Develop Promotional Collateral to Market the Shire
- Ready access to Information for Travellers
- Capitalise on the Internet

Issue	Action	Key Tasks	Timeframe	Responsibility
Develop Promotional Collateral to Market the Shire	Develop a Harden Brochure	<ul style="list-style-type: none"> <li>• Produce a quality brochure for Harden Shire for distribution at trade and consumer shows, VICs and other sources</li> </ul>	year 1	HSCA
	Produce Tourism Information Sheets	<ul style="list-style-type: none"> <li>• Using desktop publishing - produce information sheets and brochures that can be distributed locally and/or downloaded from the internet. Information required includes:                             <ul style="list-style-type: none"> <li>– Village brochures / maps</li> <li>– Harvest trail / orchard map and brochure</li> <li>– Scenic drives / touring routes</li> <li>– Shopping and eating guide etc</li> </ul> </li> </ul>	year 1 - ongoing	EDC
	Establish an Image Library	<ul style="list-style-type: none"> <li>• Establish and maintain a library of quality images on the Shire</li> </ul>	year 1 - ongoing	Stephen Byrne
	Develop Display Material	<ul style="list-style-type: none"> <li>• Develop display material on the Shire that can be used at trade and consumer shows</li> </ul>	year 1 – ongoing	EDC / HSC
Ready Access to Information for Travellers	Distribute Promotional Information	<ul style="list-style-type: none"> <li>• Ensure that the Harden Shire tourism brochure is distributed to VICs along in the surrounding region and along the routes that feed into Harden Shire</li> </ul>	year 1- ongoing	EDC / HSCA
		<ul style="list-style-type: none"> <li>• Place the Harden brochure in information racks at accommodation properties in the surrounding region</li> </ul>	year 1 – ongoing	EDC / HSCA



Issue	Action	Key Tasks	Timeframe	Responsibility
Capitalise on the Internet	Develop a Tourism Website	<ul style="list-style-type: none"> <li>Establish a Website Development Committee</li> </ul>	year 1	HSC / HSCA
		<ul style="list-style-type: none"> <li>Develop and maintain a quality tourism website for the Shire. Initially link the Commercial Hotel's tourism website to HSC website until an official website strategy is resolved</li> </ul>	year 1	HSC / HSCA

#### 4. SUMMARY OF FIRST YEAR ACTIONS BY STAKEHOLDERS

**Key:**  building blocks, initial actions (pink)  second set of actions (yellow)  later actions or 2<sup>nd</sup> year (blue)

<b>HARDEN SHIRE COUNCIL ACTIONS</b>	<b>Project Leader</b>	<b>Status</b>
Establish TEAM Harden Shire group	HSC	
Establish an Economic Development Coordinator	HSC Kruger / I&I	
Establish an accredited VIC	HSC	
Brand' the shire - establish marketing branding and logo	HSC / TEAM / I&I	
Signage audit and develop signage strategy	HSC	
Implement Murrumburrah beautification program	HSC	
Simplify/speed up DA process	HSC	
Establish a Website Development Committee	HSC / HSCA	
Develop a tourism website – link to Commercial's website initially	HSC / HSCA	
Improve the access into Harden shopping centre	HSC	
Establish roundabouts subject to funding (especially to Harden centre)	HSC	
Establish RV/caravan parking in Harden and Murrumburrah centres	HSC	
Upgrade/beautify caravan park or re-locate	HSC	
Establish black water dumps in Jugiong, Galong and Harden-Murrumburrah	HSC	
Participate in trade shows	HSC / Chamber	
Lobby to improve mobile phone coverage in shire	HSC	
Develop Business Partner & Retention Program	HSC	
Develop a New Residents Kit	HSC	
Encourage Council to lease its shopping centre renovated building	HSC	
Replant native trees around McLean Oval	HSC	
Develop new industrial land	HSC	
Develop residential blocks	HSC	
Harden-Murrumburrah: Remove old signs at entries + eastern entry gateway statement	HSC	
Galong: Relocate existing sign along Galong Rd and provide feature sign	HSC / GPA	

Galong: Provide gateway entry signs at village entry and highway turn-off	HSC / GPA	
Wombat: Provide gateway entry signs	HSC / WPA	
Jugiong: Provide gateway entry signs	HSC/ JAG	
Facilitate/assist community grant applications	HSC	
<b>ECONOMIC DEVELOPMENT COORDINATOR ACTIONS</b>		
List caravan park on free camping websites	EDC	
Ensure caravan park operator is working with Showground - referring overflow	EDC	
Update State Tourism Data Warehouse	EDC	
Distribute Harden Shire brochure to VICs / accommodation	EDC / HSCA	
Investiage Regional Partnerships Program	EDC	
Investigate 'green' funding	EDC	
Produce information sheets and brochures	EDC	
Encourage motel to modernise/refurbish	EDC / Chamber	
Develop display material for trade shows	EDC / HSC	
Participate in TNSW/CCRTO initiatives	EDC	
<b>MAYOR LEAD ACTIONS</b>		
Lobby to retain Harden's Nursing Home	Mayor / Community	
Establish full aged care facilities + footpaths for scooters	Mayor / Community	
Attract/retain more male and female doctors	Mayor / Community	
<b>COUNCILLOR LEAD ACTIONS</b>		
Establish a Sporting Committee Group	Councillors / TEAM	
Develop/amalgamate the sporting fields and facilities – funding	Councillors / TEAM / Sporting	
Establish regular Community Forums	Councillors	
Establish a Paint the Buildings program	Councillors	
Expand the Kite Festival	Councillors / Kite /Schools	
Invite volunteer heritage sign writers to restore old signage	Councillors / Businesses	

<b>HSCA LEAD ACTIONS</b>		<b>Status</b>
Produce a brochure for Harden Shire	HSCA	
Establish a calendar of events	HSCA / EDC	
Seek regular public relations exposure of Harden Shire	HSCA / EDC	
Develop/promote Pilgrims Walk – establish closer relations with Monastery accommodation	HSCA / GPA / Monastery	
Encourage the motel and caravan park to improve their presentation	HSCA	
Encourage businesses along entry corridor to improve their presentation/signage	HSCA	
Prior holiday periods, place coverage on things to see and do to encourage VFR	HSCA / EDC / Community	
<b>TEAM HARDEN SHIRE GROUP ACTIONS</b>		
Conduct audit and remove or replace signs that present poorly	TEAM	
Develop a Lifestyle Brochure to attract new residents	TEAM / I&I	
<b>CHAMBER ACTIONS</b>		
Develop Business and Community Directory and distribute	Chamber	
Develop business networking sessions	Chamber	
Establish Business Awards event	Chamber / I&I	
Develop a shop local campaign	Chamber	
<b>OTHER ACTIONS</b>		
Establish an Image Library for Shire	Stephen Byrne	
Establish a Property Owners Forum and representative group	Stephen Byrne / Tony Campbell	
Clean empty shop facades, fill empty windows	Stephen Byrne / Tony Campbell	
Ensure flower barrels planted/maintained	Businesses / HSC	
Explore options for a quality eatery in Harden	Businesses / Chamber	
Investigate establishing the Harden Rose	Businesses	
Establish stakeholder meeting to position Harden as a centre for garden and landscape supplies	Businesses / EDC	
Promote events regionally	Community	
Use event calendar for food outlets to cater to events	Community	
Conduct a community working bee to clean up Neill Street	Rotary / Councillors	
Establish annual volunteer recognition program	Rotary	

Continue to support the development of the Gold Trail	Gold Trail C'ttee	
Explore opportunities to broaden the gold concept	Gold Trail C'ttee	
Upgrade the Murrumburrah Heritage Walk	Historical Soc / Rotary / Kruger	
Upgrade the river walk – funding	Landcare / HSC	
Rehabilitate Murrimboola Creek corridor – funding	Landcare / HSC	
Link the walking trail along the foreshore to the Light Horse Memorial – funding	Landcare / HSC	
Explore Men's Shed producing/selling products for visitors	Men's Shed	
Explore use of old Jugiong billboard to promote Harden Shire	Neil Reid	
Upgrade Picnic Races to minimise alcohol-related issues	Picnic Races C'tee	
Conduct a youth survey/establish Youth Committee	Schools / Community	

#### **JUGIONG ACTIONS INVOLVING OTHER STAKEHOLDERS**

Lobby Council to re-zone land in Jugiong for new business development	JAG / HSC	
Establish directional signage to the river at the access points	JAG / HSC	
Establish other appropriate directional signage eg toilets	JAG / HSC	
Tidy up the Lookout, mow and maintain verges	JAG / HSC	
Market Jugiong to different social groups and clubs for camping weekends	JAG / EDC	

#### **GALONG ACTIONS INVOLVING OTHER STAKEHOLDERS**

Purchase new chairs and trestle tables for the hall	GPA / HSC	
Explore opportunities for positioning Galong as a Monastery Town	HSC / GPA	
Mow, tidy and maintain main street, entries, approaches to village, entry main road turnoff	GPA / HSC	
Improve presentation of village centre, prepare a renovation plan/paint scheme in Heritage Plan	Councillors / GPA	
Rationalise existing signage/establish directional signage to Monastery via Galong at turn off	GPA / HSC	

#### **WOMBAT ACTIONS INVOLVING OTHER STAKEHOLDERS**

Lobby Council to increase annual maintenance budget	WPA / HSC	
Lobby Council to use village existing premises for new businesses + fruit barn in season	WPA / HSC	
Establish a STOP sign at Bibaringa Road at the cemetery – lobby Council	WPA / HSC	
Upgrade rest area for truck parking and turning bay	WPA / HSC	
Establish map at 'the Wombat' - guide to local orchards and sites	WPA / HSC	

## 5. REMAINING ACTIONS

### 5.1 HARDEN-MURRUMBURRAH REMAINING ACTIONS

Issue	Action	Key Tasks	Timeframe	Responsibility	
<b>BUSINESS DEVELOPMENT</b>					
Develop Shire Businesses	Establish Training in Funding Applications	<ul style="list-style-type: none"> <li>Establish training for community groups and individuals in developing funding applications – contact Regional Development Australia Riverina, Lani Houston</li> <li>Establish a funding group eg 6-10 people who write one application each per year</li> </ul>	year 2	EDC	
	Establish a Business Training Program	<ul style="list-style-type: none"> <li>Establish a business training program to support and develop local businesses in:               <ul style="list-style-type: none"> <li>marketing strategies</li> <li>best practice customer care</li> <li>barista training and hospitality</li> <li>window and merchandise displays</li> <li>website development and e-commerce</li> <li>business and financial planning and management</li> <li>programs for home-based and micro businesses</li> <li>international trading and exporting (<i>AusIndustry</i>)</li> </ul> </li> </ul>	year 2 – ongoing	Chamber	
	Fill the Vacant Shops	<ul style="list-style-type: none"> <li>Develop incentives and strategies to fill the empty shops eg initial peppercorn rents, reduced rates for a trial period etc</li> </ul>	year 2	Property Group / HSC	
	Promote TVET courses	<ul style="list-style-type: none"> <li>Continue to promote TVET courses for high school students - target subjects that address the shire employment gaps and future targeted employment eg hospitality and tourism</li> </ul>	ongoing	High School / TAFE	
	Establish a Trainees and Apprenticeship Program		<ul style="list-style-type: none"> <li>Develop an information brochure for businesses</li> <li>Hold an information session to inform and educate local businesses on traineeships and apprenticeships (T&amp;A) and school-based T&amp;As</li> </ul>	year 2	HSC / Chamber / TAFE
			<ul style="list-style-type: none"> <li>Establish school-based trainees and apprentices through DET in Deniliquin with the School Based T&amp;A Coordinator</li> </ul>	year 2	High School / TAFE / DET
Develop Regular Business Communication		<ul style="list-style-type: none"> <li>Develop a business newsletter for regular communication and information</li> </ul>	year 2	Chamber	

Issue	Action	Key Tasks	Timeframe	Responsibility
<b>BUSINESS DEVELOPMENT continued</b>				
Develop Shire Businesses continued	Establish a Business Referral Campaign	<ul style="list-style-type: none"> <li>Develop a business referral campaign to encourage businesses to refer customers to one or two other businesses in town to share customers and keep more money circulating locally</li> </ul>	year 2	Chamber
	Develop Customer Care in the Shire	<ul style="list-style-type: none"> <li>Establish a Customer Care Program in the shire eg:               <ul style="list-style-type: none"> <li>training in customer service skills</li> <li>supporting decals and marketing (ie shop where you see this sign) promoting good customer service</li> <li>random 'audits' to monitor customer care in the shire</li> <li>an award program (within the annual business awards) to recognise, reward and promote good customer service</li> </ul> </li> </ul>	year 3	
	Investigate a Truck and Road Train Depot and/or Rest Area	<ul style="list-style-type: none"> <li>Conduct a feasibility study into the viability of establishing a road train depot or truck 'rest area' with food and petrol in the Harden- Murrumburrah precincts – investigate state/federal funding</li> </ul>	year 3	
	Establish a Micro and Home Based Business Network	<ul style="list-style-type: none"> <li>Develop a micro and home based business network eg:               <ul style="list-style-type: none"> <li>a contact and coordination point</li> <li>a directory and email network for communication, training and networking opportunities</li> <li>a Micro and Home Based Business Start Up Kit to assist new businesses and provide a tool to promote Harden Shire as a place to establish small businesses</li> </ul> </li> </ul>	year 2	
	Develop Agriculture Clusters	<ul style="list-style-type: none"> <li>Develop agricultural sector clusters - provide education and opportunities to network and share information eg investigating strategies for innovative product development and value-adding, sharing freight costs, marketing cooperatives and branding local products etc (<i>for examples refer to Nambucca Shire clusters</i>)</li> </ul>	long	
		<ul style="list-style-type: none"> <li>Establish discussion groups for business clusters to discuss cooperative marketing, business referrals, sharing equipment or staff, group purchasing, joint tendering etc</li> </ul>	long	
	Improve Broadband Speed	<ul style="list-style-type: none"> <li>Lobby to increase broadband speed throughout the shire</li> </ul>	year 2	
	Establish a Marketing Cooperative	<ul style="list-style-type: none"> <li>Establish a marketing cooperative budget with Council and local businesses to market the towns, businesses and shire</li> </ul>	year 2	Chamber / HSC / Businesses

Issue	Action	Key Tasks	Timeframe	Responsibility
<b>BUSINESS DEVELOPMENT continued</b>				
Develop Shire Businesses continued	Develop Business, Community and Retail Directories	<ul style="list-style-type: none"> <li>Develop a Shopping and Dining Guide brochure for tourism, local and regional residents and tourists</li> </ul>	year 3	HSCA
	Attract New Residents	<ul style="list-style-type: none"> <li>Attend Country Week in Sydney annually</li> </ul>	year 2	
		<ul style="list-style-type: none"> <li>Investigate ways to showcase the shire to potential new residents eg an annual Harden Shire For Sale weekend event to promote homes and businesses for sale to attract residents, business and trades people (target Sydney and Canberra tree changers) <i>refer to Grenfell For Sale event</i></li> </ul>	long	
		<ul style="list-style-type: none"> <li>Investigate the 'rent a farmhouse' project from Cumnock on <a href="http://www.rentafarmhouse.com.au">www.rentafarmhouse.com.au</a></li> </ul>	year 2-3	
<b>PHYSICAL DEVELOPMENT</b>				
Beautification	Establish a Green Team	<ul style="list-style-type: none"> <li>Establish a community volunteer planting, greening and restoration program where people can join for a term or a single project</li> </ul>	year 2	Community
	Enter Tidy Towns	<ul style="list-style-type: none"> <li>Enter the Tidy Towns awards to encourage upgrades of residential gardens – hold a garden competition</li> </ul>	long	
	Improve the Entrance Corridors	<ul style="list-style-type: none"> <li>Continue with corridor tree planting at gateway entrances</li> </ul>	year 2	
	Improve the Harden Town Centre	<ul style="list-style-type: none"> <li>Develop incentives for businesses to upgrade and paint their internal appearances, displays, window dressing and business signage, to expand their product range and where practical, undertake footpath trading – include training and networking as incentives and upskilling</li> </ul>	year 2	Chamber
	Improve the Murrumburrah Town Centre	<ul style="list-style-type: none"> <li>Continue to develop the Light Horse Memorial and adjoining foreshore reserve area – explore ways of increasing the visibility of the Memorial to passing traffic</li> </ul>	long	
		<ul style="list-style-type: none"> <li>Continue to improve Coddington Park and develop a strong pedestrian link between the Park and the town centre</li> </ul>	long	
		<ul style="list-style-type: none"> <li>Encourage property owners to restore the heritage buildings in the town – retaining the flour mill, if possible</li> </ul>	long	
		<ul style="list-style-type: none"> <li>Encourage the eateries to upgrade their outdoor furniture</li> </ul>	long	
Upgrade the Harden Caravan Park	<ul style="list-style-type: none"> <li>Improve the Caravan Park website, replace the list of fees and charges with an attractive information sheet on the property</li> </ul>	year 2		



Issue	Action	Key Tasks	Timeframe	Responsibility
<b>PHYSICAL DEVELOPMENT continued</b>				
Beautification continued	Attract Another Motel	<ul style="list-style-type: none"> <li>Lobby developers to establish a new motel</li> </ul>	year 2	EDC / HSC
	Upgrade the cemetery	<ul style="list-style-type: none"> <li>Upgrade and beautify the cemetery</li> </ul>	year 2-3	
	Plant Trees in Residential Areas	<ul style="list-style-type: none"> <li>Plant appropriate trees in the residential areas for shade and beautification</li> </ul>	long	
Land Development	Establish a Railway Transport Depot	<ul style="list-style-type: none"> <li>Develop the railway land into transport depots onto the railway</li> </ul>	long	HSC
Amenities and Infrastructure	Upgrade the Harden-Murrumburrah Showground	<ul style="list-style-type: none"> <li>Support the Showground Committee in upgrading the facilities and amenities and improving the presentation of the Showground</li> <li>Standardise the name</li> </ul>	year 2	
	Establish Public Toilets	<ul style="list-style-type: none"> <li>Establish public toilets in Murrumburrah and Harden</li> </ul>	year 2-3	
	Develop a Music Bowl	<ul style="list-style-type: none"> <li>Develop a music bowl with a stage for Newson Park</li> </ul>	long	
	Establish Bike and Walking paths	<ul style="list-style-type: none"> <li>Implement the 20 Year Bike Plan and establish paths where possible</li> </ul>	year 3	HSC
	Establish Town Gas	<ul style="list-style-type: none"> <li>Investigate the feasibility of establishing town gas in Harden and Murrumburrah</li> </ul>	long	
	Establish an Indoor Sports Arena	<ul style="list-style-type: none"> <li>Establish an indoor sports arena in the new sporting fields</li> </ul>	long	
	Establish a Heated Pool	<ul style="list-style-type: none"> <li>Lobby to expand the use of the Kruger indoor pool to include the general public</li> </ul>	long	
<b>EVENTS AND SOCIAL DEVELOPMENT</b>				
Communication and Working Together	Establish a Retail Team	<ul style="list-style-type: none"> <li>Establish a Retail Team sub committee of the Chamber to plan and implement projects / promotions for the retail sector</li> </ul>	year 3	Chamber
Events and Activities	Establish Movie Nights	<ul style="list-style-type: none"> <li>Establish regular movie nights – this could also run throughout the shire villages (refer to other community-run movie clubs eg Federal in the Northern Rivers)</li> </ul>	year 2	Community
	Establish an Event Development Program	<ul style="list-style-type: none"> <li>Establish an Event Development Program to assist shire event coordinators and attract visitors - include an events policy, regular training and annual funding support, with event evaluation and planning as a pre-requisite for any funding support – refer to Clarence Valley Council's website for their shire event program</li> </ul>	long	HSC HSCA

Issue	Action	Key Tasks	Timeframe	Responsibility
<b>EVENTS AND SOCIAL DEVELOPMENT</b> continued				
Events and Activities continued	Develop Small Events and Promotions	<ul style="list-style-type: none"> <li>Develop smaller events or retail promotions in strategic times to attract visitors, including car rallies, show 'n shine, shop local campaigns, nursery and orchard tours in season, farmers markets, equestrian events etc</li> </ul>	long	
	Develop a Flagship Event	<ul style="list-style-type: none"> <li>Establish a flagship event for Harden and Murrumburrah during a quiet time of the year to showcase local food, wine, produce and lifestyle</li> </ul>	long	
	Develop Entertainment Acts	<ul style="list-style-type: none"> <li>Attract visiting acts and artists for regular entertainment, including youth entertainment</li> </ul>	long	Community / Pubs
Youth	Establish Youth Activities and Facilities	<ul style="list-style-type: none"> <li>Establish youth activities and facilities identified in the youth survey</li> </ul>	years 2-3	
Youth continued	Establish a Youth Meeting Place	<ul style="list-style-type: none"> <li>Develop a youth meeting place for fun, activities and socialising</li> </ul>	year 2-3	
	Investigate the BMX Park Useage	<ul style="list-style-type: none"> <li>Evaluate the useage of the BMX bike park and create appropriate riding areas for youth</li> </ul>	year 2	HSC / Community
Transport	Lobby for Improved Public Transport	<ul style="list-style-type: none"> <li>Investigate opportunities to develop better public transport</li> </ul>	long	

## 5.2 JUGIONG REMAINING ACTIONS

Issue	Action	Key Tasks	Timeframe	Responsibility
<b>BUSINESS, TOURISM AND MARKETING DEVELOPMENT</b>				
Business Development	Develop New Business Infrastructure	<ul style="list-style-type: none"> <li>Establish appropriate building/s to accommodate new businesses in the village, preferably concentrating new businesses around Memorial Park to create a village centre</li> </ul>	year 2	JAG / HSC
	Establish New Businesses	<ul style="list-style-type: none"> <li>Establish new businesses in the village - three businesses currently wanting to start up when infrastructure is available</li> </ul>	year 2	JAG
Tourism Development	Implement the Jugiong Action Plan	<ul style="list-style-type: none"> <li>Continue to implement the recommendations and actions of the Jugiong Tourism Action Plan</li> </ul>	on-going	JAG
	Establish a Walking Track to the River	<ul style="list-style-type: none"> <li>Establish a walking track from Memorial Park to the River</li> <li>Develop sculptures along the path for a Sculpture Walk</li> </ul>	year 2	JAG
	Preserve Jugiong's Historic Site	<ul style="list-style-type: none"> <li>Explore opportunities for protecting and interpreting the rammed earth remains adjacent to the cemetery</li> </ul>	year 2	JAG
	Upgrade the Cemeteries	<ul style="list-style-type: none"> <li>Upgrade the cemeteries as a historical feature</li> </ul>	long	JAG
Marketing Development	Upgrade Council's Website for Jugiong	<ul style="list-style-type: none"> <li>Lobby Council to upgrade their website page for Jugiong and establish links to village businesses</li> </ul>	year 2	JAG / HSC
	Develop Marketing Materials	<ul style="list-style-type: none"> <li>Develop other appropriate branding and marketing materials</li> </ul>	year 2 - ongoing	JAG
	Promote Camping Weekends	<ul style="list-style-type: none"> <li>Market Jugiong to different social groups and clubs for camping weekends</li> </ul>	ongoing	JAG / EDC
<b>PHYSICAL DEVELOPMENT</b>				
Beautification	Beautify the Lookout	<ul style="list-style-type: none"> <li>Remove or upgrade old infrastructure if it is not necessary and continue to improve the area</li> </ul>	year 2	JAG / HSC
	Replace the Poplar Trees	<ul style="list-style-type: none"> <li>Formulate and implement a strategy for replacing the poplar trees as they age</li> </ul>	long	JAG / HSC
		<ul style="list-style-type: none"> <li>Address the negative visual impact created by the removal of the trees adjacent to Memorial Park</li> </ul>	year 2	JAG / HSC
	Establish Riverbank Amenities	<ul style="list-style-type: none"> <li>Establish shelters, seating and BBQs at strategic locations on the riverbank and camping ground</li> </ul>	year 2	JAG
	Upgrade the Playground	<ul style="list-style-type: none"> <li>Upgrade playground equipment and develop a shade area at the park</li> </ul>	year 2	JAG

Issue	Action	Key Tasks	Timeframe	Responsibility
<b>PHYSICAL DEVELOPMENT continued</b>				
Amenities and Infrastructure	Upgrade Memorial Park and the Murrumbidgee River Recreation Area	• Continue to upgrade Memorial Park	ongoing	JAG
		• Rehabilitate and re-vegetate the riverbank adjacent to the Recreation Area	year 2-3	JAG
		• Improve visitor facilities at the river reserve near the motel	year 3	JAG
	Establish a Skateboard Park and BMX Track	• Develop a skateboard park and BMX bike track	long	JAG
	Develop Park Paths	• Reinstate paths in the park	long	JAG
	Establish Camping Area Showers	• Develop a shower block for the camping area	year 2-3	JAG
Jugiong Signage	Remove or Beautify Old Signage	• Repaint the Kookaburra sign	year 2	JAG
	Establish an Entry Noticeboard	• Establish a business and tourism noticeboard at the entry with a map and points of interest in Jugiong, including the towns, villages and 'interest' areas throughout the shire	year 2	HSC
	Upgrade Business Signage	• Encourage businesses to upgrade their business signage	year 2	JAG
	Establish Gateway Signage	• Establish welcoming gateway signage at the village's northern entry	year 2	JAG / HSC
<b>EVENTS AND SOCIAL DEVELOPMENT</b>				
Events and Activities	Tennis Coaching	• Establish tennis coaching for kids and adults	year 2	JAG
	Exercise Classes	• Establish exercise classes in the Jugiong hall	year 2	JAG
	Establish Cultural Workshops	• Develop workshops in: art, writing, poetry, sculpture in conjunction with gallery showings where possible	year 2-3	JAG
	Develop Village Social Events	• Develop village 'get togethers' eg trivia nights, movie nights, dinner dances, village picnics, art and craft etc	year 2	JAG
	Establish a Flagship Event	• Develop a flagship event for Jugiong such as the Murrumbidgee Madness weekend festival, ideas include: 7 a-side cricket teams, a regional scouts activity, volley ball, tug o' war, billycart derby down the hill	year 2-3	JAG
	Develop Training for Horse Groups	• Establish training for local horse groups eg camp draft, horsemanship, polo cross etc	year 2-3	Horse Group
	Car Club Events	• Develop car club events in the village eg show n' shine	long	JAG

### 5.3 GALONG REMAINING ACTIONS

Issue	Action	Key Tasks	Timeframe	Responsibility
<b>BUSINESS, TOURISM AND MARKETING DEVELOPMENT</b>				
Tourism Development	Develop a Heritage Walk	<ul style="list-style-type: none"> <li>Establish a Heritage Walk through the village with signage and stories of all the historical buildings with a map and instructions at the new camping grounds</li> </ul>	year 2	GPA
	Investigate a Railway Cutting Walking Track	<ul style="list-style-type: none"> <li>Explore the feasibility of developing the abandoned railway cutting into a garden corridor and themed walking track</li> </ul>	long	GPA
	Establish Local Tours	<ul style="list-style-type: none"> <li>Establish local tours of the limestone mine, cemetery and Monastery</li> </ul>	long	GPA
	Develop Pilgrim's Walk Opportunities	<ul style="list-style-type: none"> <li>Participate in the Pilgrim's Walk from Canberra that ends at the Monastery in Galong – eg develop marketing materials aimed at Pilgrim's Walk participants to visit the village</li> </ul>	ongoing	HSCA / GPA
Marketing Development	Develop Tourism Marketing Materials	<ul style="list-style-type: none"> <li>Develop a tourism brochure for Galong and surrounds and other appropriate marketing materials</li> </ul>	year 2	GPA
	Attract Camping Groups	<ul style="list-style-type: none"> <li>Investigate becoming an 'RV Friendly Town'</li> </ul>	year 2	GPA
		<ul style="list-style-type: none"> <li>Market Galong to grey nomads and social groups for camping (when camping is established)</li> </ul>	year 2	GPA
	Attract Visitors	<ul style="list-style-type: none"> <li>Develop events or activities in Galong to attract people who visit the Monastery – link in with Monastery events program</li> </ul>	long	GPA
<b>PHYSICAL DEVELOPMENT</b>				
Beautification	Plant More Trees	<ul style="list-style-type: none"> <li>Undertake corridor tree planting along the Crescent and Railway Street</li> </ul>	year 2	GPA
		<ul style="list-style-type: none"> <li>Plant more shade trees in the village centre and in Limestone Park</li> </ul>	year 2-3	GPA / HSC
	Establish an Events Noticeboard	<ul style="list-style-type: none"> <li>Establish a large noticeboard or street banners to publicise up-coming events and activities to locals and visitors</li> </ul>	year 2	GPA
Galong Signage	Establish an Entry Noticeboard	<ul style="list-style-type: none"> <li>Establish a business and tourism noticeboard at the entry with a map and points of interest in Galong, including the towns, villages and 'interest' areas throughout the shire</li> </ul>	year 2	GPA / HSC
	Upgrade Gateway Signage	<ul style="list-style-type: none"> <li>Create an entry statement at the Burley Griffin Way turn off with an 'iconic marker' for visual impact</li> </ul>	year 2	GPA / HSC
		<ul style="list-style-type: none"> <li>Establish quality gateway signage and entry statements on Galong Road and at the intersection of Ryan and McMahan Roads</li> </ul>	year 2	GPA / HSC

Issue	Action	Key Tasks	Timeframe	Responsibility
<b>PHYSICAL DEVELOPMENT continued</b>				
Galong Signage continued	Establish Directional Signage	<ul style="list-style-type: none"> <li>Establish directional signage throughout the village eg to public toilets, camping ground etc</li> </ul>	year 2	GPA / HSC
		<ul style="list-style-type: none"> <li>Establish directional signage to Galong on the main road and throughout the shire</li> </ul>	year 2-3	HSC
		<ul style="list-style-type: none"> <li>At the Burley Griffin Way turn off, signpost Galong Road as an alternate scenic route to Harden</li> </ul>	year 2	HSC
	Upgrade the CWA Park	<ul style="list-style-type: none"> <li>Restore the historic gates at the CWA Park</li> </ul>	year 2	GPA
		<ul style="list-style-type: none"> <li>Provide a picnic table adjacent to the barbeque</li> </ul>	year 2	GPA
		<ul style="list-style-type: none"> <li>Consider providing a communal fire pit</li> </ul>	year 2	GPA
		<ul style="list-style-type: none"> <li>Provide an information directory</li> </ul>	year 2	GPA
	Upgrade Limestone Park	<ul style="list-style-type: none"> <li>Establish perimeter and shade tree planting</li> </ul>	year 2	GPA
		<ul style="list-style-type: none"> <li>Develop an entry statement at the park end of the village</li> </ul>	year 2	GPA
<ul style="list-style-type: none"> <li>Provide public toilets and expand picnic facilities</li> </ul>		year 3	GPA	
Amenities and Infrastructure continued	Establish Youth Amenities	<ul style="list-style-type: none"> <li>Establish a small skateboard park</li> </ul>	year 3	GPA
		<ul style="list-style-type: none"> <li>Establish a BMX bike track</li> </ul>	long	GPA
		<ul style="list-style-type: none"> <li>Establish a dirt bike track</li> </ul>	long	GPA
	Upgrade the Tennis Court	<ul style="list-style-type: none"> <li>Beautify and upgrade the tennis court</li> </ul>	long	GPA
	Develop a Truck Bypass	<ul style="list-style-type: none"> <li>Develop a by-pass to take trucks out of the main street</li> </ul>	long	HSC / Blue Circle / GPA
<b>EVENTS AND SOCIAL DEVELOPMENT</b>				
Events and Activities	Develop Community Social Activities	<ul style="list-style-type: none"> <li>Establish community activities such as dinner dance, party in the hall, trivia nights, movie nights</li> </ul>	long	GPA

## 5.4 WOMBAT REMAINING ACTIONS

Issue	Action	Key Tasks	Timeframe	Responsibility
<b>BUSINESS, TOURISM AND MARKETING DEVELOPMENT</b>				
Business Development	Establish the Butcher's Shop Cooperative	<ul style="list-style-type: none"> <li>Acquire the old butcher's shop to display local history and sell local products and 'basics' - tea/coffee etc - run as a cooperative</li> </ul>	long	WPA
Tourism Development	Develop the Park and Rest Stop Area at the Wombat	<ul style="list-style-type: none"> <li>Plant shade trees</li> </ul>	year 2	WPA
		<ul style="list-style-type: none"> <li>Provide toilet facilities</li> </ul>	year 2	WPA
		<ul style="list-style-type: none"> <li>Provide a picnic area with coin operated BBQs</li> </ul>	year 2-3	WPA
	Market Visitation to Wombat	<ul style="list-style-type: none"> <li>Promote Wombat as a short stop to the Shire and surrounding regions</li> </ul>	year 2	WPA
	Participate in the Gold Trail Project	<ul style="list-style-type: none"> <li>Compile and document local history and participate in the Gold Trail project</li> </ul>	long	History Group / WPA
<b>PHYSICAL DEVELOPMENT</b>				
Beautification	Beautify the Main Street	<ul style="list-style-type: none"> <li>Develop a streetscape plan to beautify the main street area from the pub car park to the old post office with trees, garden beds, seating and shade - possibly incorporating geraniums and wombats</li> </ul>	year 2	WPA
Amenities and Infrastructure	Establish a Safe Bus Shelter	<ul style="list-style-type: none"> <li>Establish a safe bus shelter for school children at the old butcher's shop</li> </ul>	year 1	WPA
	Establish a New Fire Shed	<ul style="list-style-type: none"> <li>Establish a new rural fire shed for the RFS (Rural Fire Service)</li> </ul>	year 1-2	Fire Shed C'tee
	Develop the Pub Parking Area	<ul style="list-style-type: none"> <li>Develop the parking area at the pub</li> </ul>	year 3	WPA
Wombat Signage	Establish Tourism Signage	<ul style="list-style-type: none"> <li>Establish a local map at 'the Wombat' with a guide to local orchards and sites etc</li> </ul>	year 1	WPA
		<ul style="list-style-type: none"> <li>Explore options for providing temporary signage during the fruit picking season</li> </ul>	year 1	WPA
	Establish Gateway Signage	<ul style="list-style-type: none"> <li>Establish welcoming gateway signage at village entrances, with "you are now entering historic Wombat" at the south east entry</li> </ul>	year 2	WPA
	Establish an Entry Noticeboard	<ul style="list-style-type: none"> <li>Establish a noticeboard at the rest stop entry with a map and points of interest in Wombat, information on surrounding orchards and the towns, villages and 'interest' areas throughout the shire</li> </ul>	year 2	WPA

Issue	Action	Key Tasks	Timeframe	Responsibility
<b>PHYSICAL DEVELOPMENT continued</b>				
Wombat Signage continued	Establish Directional Signage	<ul style="list-style-type: none"> <li>Lobby for better directional signage to Wombat on all major roads and highways</li> </ul>	year 2	WPA
	Roads and Traffic	<ul style="list-style-type: none"> <li>Lobby the RTA for a turning lane into Racecreek Road – an extremely dangerous turn</li> </ul>	year 2-3	WPA
		<ul style="list-style-type: none"> <li>Lobby the RTA to improve advanced warning signage for Wombat</li> </ul>	year 2-3	WPA
<b>EVENTS AND SOCIAL DEVELOPMENT</b>				
Events and Activities	Market Wombat Events	<ul style="list-style-type: none"> <li>Develop appropriate marketing materials and strategies to market local Wombat events to the region</li> </ul>	year 2-3	WPA
	Establish an Annual Cricket Day	<ul style="list-style-type: none"> <li>Develop an annual cricket day event</li> </ul>	year 2	WPA
	Establish a Flagship Event	<ul style="list-style-type: none"> <li>Develop a Wombat Festival</li> </ul>	year 3	WPA



**5.5 SHIRE TOURISM AND MARKETING DEVELOPMENT REMAINING ACTIONS**

**5.5.1 Strategy 1: TO PROVIDE THE FRAMEWORK AND RESOURCES NEEDED TO SUPPORT AND COORDINATE THE DEVELOPMENT AND MARKETING AND PROMOTION OF TOURISM IN THE SHIRE**

No remaining actions for Strategy 1

**5.5.2 Strategy 2: TO PROVIDE THE FRAMEWORK AND RESOURCES NEEDED TO SUPPORT AND COORDINATE THE DEVELOPMENT AND MARKETING AND PROMOTION OF TOURISM IN THE SHIRE**

Issue	Action	Key Tasks	Timeframe	Responsibility
Build Passing Traffic and Touring Markets	Develop Domestic Touring Markets	<ul style="list-style-type: none"> <li>Participate in familiarisation and visiting journalist programs and 'free' promotional initiatives offered by CCRT0 - capitalise on the RTO's media experience and contacts, seeking to get as much exposure as possible for Harden across a broad spectrum of publications.</li> </ul>	Year 2	HSCA / EDC
	Develop Touring Routes	<ul style="list-style-type: none"> <li>Work with other LGAs to develop and promote the Burley Griffin Way as a touring route.</li> </ul>	Year 2	EDC
		<ul style="list-style-type: none"> <li>Develop a network of scenic drives and touring routes.</li> </ul>	long	
		<ul style="list-style-type: none"> <li>Seek accreditation from the CMCA as a Recreational Vehicle Friendly (RVF) area.</li> </ul>	Year 2	EDC
		<ul style="list-style-type: none"> <li>Explore opportunities to work with other RVF-friendly areas in the region to develop and promote touring routes.</li> </ul>	Year 2	EDC
		<ul style="list-style-type: none"> <li>Provide information boards on Harden Shire and surrounding region in the more popular rest areas.</li> </ul>	Year 2	HSC
		<ul style="list-style-type: none"> <li>Include information on caravanning and camping in the Shire on the Shire's tourism website.</li> </ul>	Year 2	EDC
	Build the Touring Caravan and Motorhome Markets	<ul style="list-style-type: none"> <li>Ensure that Harden Shire is listed on relevant camping and caravanning websites, with the information provided being comprehensive and up-to-date.</li> </ul>	Year 2	EDC
		<ul style="list-style-type: none"> <li>Encourage the Harden caravan park to list on relevant caravan and camping websites</li> </ul>	Year 2	HSCA
		<ul style="list-style-type: none"> <li>Actively bid for caravan, campervan and motorhome rallies</li> </ul>	long	EDC

Issue	Action	Key Tasks	Timeframe	Responsibility	
Build Passing Traffic and Touring Markets continued	Build the Touring Caravan and Motorhome Markets continued	<ul style="list-style-type: none"> <li>Identify areas within the Shire (both free and caravan parks) suitable for rigs to 'camp' – where possible provide primitive camping areas with appropriate facilities. Ensure facilities in the camping areas are regularly cleaned and well maintained.</li> </ul>	Year 1-2	HSC	
	Attract Regional Residents	<ul style="list-style-type: none"> <li>Encourage residents of the surrounding region to visit the Shire - with the Shire positioned as a destination for day trip and short breaks.</li> </ul>	Year 2-3	TEAM / Community	
		<ul style="list-style-type: none"> <li>Ensure that information on Harden is available in VICs in the surrounding region</li> </ul>	Year 2-3	EDC	
	Attract Regional Groups	<ul style="list-style-type: none"> <li>Identify social groups located within the region (up to 1.5 hours drive) that organise day or overnight trips</li> </ul>	Year 2-3	Community / EDC	
		<ul style="list-style-type: none"> <li>Develop itineraries / packages for these groups</li> </ul>	Year 2-3	Community / EDC	
		<ul style="list-style-type: none"> <li>Direct marketing to target groups, with regular follow-up. <u>Examples of target groups:</u> Senior Citizen groups, Walking Clubs, Retirement Homes, Licensed Clubs, Sporting Clubs, Disability Groups, Probus Clubs, View Clubs</li> </ul>	Year 2-3	Community / EDC	
Attract Visiting Friends and Relatives (VFR)	<ul style="list-style-type: none"> <li>Widely promote a free Open Day for locals to visit certain attractions throughout the Shire so they will recommend visitation to their VFRs</li> </ul>	Year 2	Community / HSCA		
Build Destination-based Markets	Attract Special Interest and Activity-based Clubs and Individuals	Match attractions and events in the Shire with special interest and activity-based market segments.	year 2-3		
		<ul style="list-style-type: none"> <li>Identify market segments to be targeted</li> </ul>			
		<ul style="list-style-type: none"> <li>Identify appropriate products for the segments and develop packages and/or itineraries - including activities, travel and accommodation options</li> </ul>			
		<ul style="list-style-type: none"> <li>Where suitable, form Project Teams to undertake the market development, marketing and promotion</li> </ul>			
		<ul style="list-style-type: none"> <li>Develop marketing data bases - use internet searches</li> </ul>			year 3
		<ul style="list-style-type: none"> <li>Develop appropriate promotional collateral</li> </ul>			year 3
		<ul style="list-style-type: none"> <li>Seek coverage / articles in relevant magazines</li> </ul>			year 3
<ul style="list-style-type: none"> <li>List products, activities and events on websites that are popular with each of the target markets</li> </ul>	year 3				

Issue	Action	Key Tasks	Timeframe	Responsibility
Build Destination-based Markets continued	Build the Events Market	<ul style="list-style-type: none"> <li>Continue to focus on event development as a generator of visitation to the Shire</li> <li>Endeavour to attract footloose events to the Shire</li> <li>Refer to 'events' in Events and Social Development section of this plan</li> </ul>	long	

**5.5.3 Strategy 3: TO CONTINUE TO DEVELOP THE ATTRACTION, ACTIVITY, PRODUCT AND INFRASTRUCTURE BASE OF THE SHIRE**

Issue	Action	Key Tasks	Timeframe	Responsibility
Build the Shire's 'raw' assets to grow visitation	Participate in the Gold Trail	<ul style="list-style-type: none"> <li>Through landscaping and streetscaping, position Harden – Murrumburrah as a 'gold town'</li> </ul>	year 2	HSC
		<ul style="list-style-type: none"> <li>Approach TNSW regarding access to audio tour software</li> </ul>	long	
	Develop a Plant Nurseries and Landscaping Cluster	<ul style="list-style-type: none"> <li>Explore options for running a series of plant and garden workshops and programs</li> </ul>	long	
		<ul style="list-style-type: none"> <li>Over time establish Harden-Murrumburrah as a garden town</li> <li>Work with CCRTO to ensure that the Shire's garden product is included in their 'gardens' product listings and promotional activities</li> </ul>	long	
	Develop Scenic Drives	<ul style="list-style-type: none"> <li>Develop and promote scenic and touring routes through and within the Shire with appropriate maps and materials, link with Open Gardens and Harden Rose</li> </ul>	Year 2-3	EDC / Garden Club
	Establish Harvest / Produce Trails	<ul style="list-style-type: none"> <li>Establish a harvest / produce trail (or trails) linking the orchards, cellar door, fresh produce outlets and eateries that specialise in the use of fresh, local produce</li> </ul>	long	
		<ul style="list-style-type: none"> <li>Explore options for linking the trail to other food and wine trails in both Capital Country and the Riverina Regions</li> </ul>	long	
		<ul style="list-style-type: none"> <li>Explore options for developing the trail into a coach tour itinerary and promote to coach companies in Sydney and the surrounding region</li> </ul>	long	
		<ul style="list-style-type: none"> <li>Explore options for running food / cooking classes and workshops</li> </ul>	long	
	Establish Harvest / Produce Trails continued	<ul style="list-style-type: none"> <li>Investigate options for a progressive dining experience – breakfast at Wilkies, Lunch at the Long Track Pantry and dinner in Murrumburrah</li> </ul>	long	

Issue	Action	Key Tasks	Timeframe	Responsibility	
Expand the Shire's range of accommodation	Develop a Harden Heritage Walk	<ul style="list-style-type: none"> <li>Develop a Harden Heritage Walk with stories, map, plaques, promotional signage at the Lighthouse Memorial and marketing through local and regional VICs.</li> </ul>	year 2	Historical Soc / Rotary / Kruger	
	Promote the Light Horse Memorial	<ul style="list-style-type: none"> <li>Investigate options for raising awareness and increasing the visibility of the Light Horse Memorial to passing traffic</li> </ul>	year 2	Lighthouse C'tee / EDC	
	List Historic Hotels	<ul style="list-style-type: none"> <li>Encourage operators to upgrade their listing on the G'Day pubs website</li> </ul>	year 2	EDC	
	Upgrade Former Historic Hotels	<ul style="list-style-type: none"> <li>Support property owners if they wish to refurbish and re-open rooms</li> </ul>	long		
	Investigate Farm Stays		<ul style="list-style-type: none"> <li>Investigate the feasibility of establishing a shire farm stay network with standards, training and marketing materials</li> </ul>	year 3	
			<ul style="list-style-type: none"> <li>Investigate opportunities for 'home hosting', including visitors arriving by rail</li> </ul>	year 3	
Signage	Improve Gateway Signs	<p><u>Shire</u> When funds become available – update the Harden Shire signs on the borders to the Shire</p>	year 3	HSC	
	Establish Entry Noticeboards	<ul style="list-style-type: none"> <li>Refer to the Physical Development section of this plan for each town/village to establish a business and tourism noticeboard in each town and village in the Shire</li> </ul>	long		
	Improve Directional Signs	<ul style="list-style-type: none"> <li>Develop uniform directional signage to all towns and villages throughout the shire and on major highways</li> <li>Improve directional signage in Harden-Murumburrah - provide advance warning signs for: <ul style="list-style-type: none"> <li>Harden shopping centre</li> <li>Light Horse Memorial</li> <li>Showground</li> <li>Orchards – from both Harden and Wombat</li> <li>Stocks Garden - remove vegetation obscuring the signs</li> <li>Access points to the Murrumbidgee River</li> </ul> </li> </ul>	year 2	HSC	
			year 2	HSC	
			<ul style="list-style-type: none"> <li>Signpost the information directories in Coddington and Newson Parks</li> </ul>	year 2	HSC

Issue	Action	Key Tasks	Timeframe	Responsibility
Signage continued	Upgrade Advertising, Commercial and Community Signs	<ul style="list-style-type: none"> <li>Encourage themed / quality signs that will contribute positively to the atmosphere and presentation of the area - encourage business owners to upgrade their signage</li> </ul>	long	
		<ul style="list-style-type: none"> <li>Restore historic advertising on the sides of the buildings in Harden and Murrumburrah – investigate corporate and heritage funding to restore old advertisements</li> </ul>	year 2	HSC
	Upgrade Visitor Facilities Signs	<ul style="list-style-type: none"> <li>Conduct an audit and identify signage requiring updating - use international symbols rather than fingerboard signs for signposting visitor facilities and services where possible</li> </ul>	year 2	HSC
	Establish Temporary Signs	Investigate options for providing temporary signs such as the banner for : <ul style="list-style-type: none"> <li>Events</li> <li>Orchards / fruit picking</li> </ul>	year 2	EDC / Community

**5.5.4 Strategy 4: TO CONTINUE TO IMPROVE THE PRESENTATION OF THE SHIRE’S TOWNS AND VILLAGES**

Refer to remaining actions in the Physical Development section of this plan for each town and village

**5.5.5 Strategy 5: TO INCREASE THE RANGE OF INFORMATION & PROMOTIONAL MATERIAL AVAILABLE TO SUPPORT THE GROWTH OF TOURISM WITHIN THE SHIRE**

Issue	Action	Key Tasks	Timeframe	Responsibility
Develop Promotional Collateral to Market the Shire	Develop an A3 Tear Off Shire Map	<ul style="list-style-type: none"> <li>Produce an A3 tear-off tourism map for the Shire - subregion, town and village maps and information on attractions, activities and facilities</li> </ul>	year 2	HSCA / EDC
	Produce Information Kits, Brochures and Guides	<ul style="list-style-type: none"> <li>Develop information kits, brochures and guides for special interest and group markets - include car clubs and golf</li> </ul>	year 2	EDC / Community orgs

Issue	Action	Key Tasks	Timeframe	Responsibility
Ready Access to Information for Travellers	Distribute Promotional Information	Ensure that comprehensive, up-to-date visitor information is available in each town and village within the Shire. <ul style="list-style-type: none"> <li>Encourage local accommodation properties and businesses to display and distribute a range of tourism information on the Shire</li> </ul>	year 2	EDC / Businesses
		<ul style="list-style-type: none"> <li>Ensure that event organisers have access to information on Harden Shire to include as part of the promotional material for the event</li> </ul>	year 2 – ongoing	EDC / Event Organisers
		<ul style="list-style-type: none"> <li>Compile kits / information for the media that can be used by CCRTO and distributed to the local and regional media as required</li> </ul>	year 2-3	EDC
		<ul style="list-style-type: none"> <li>Ensure that the official website is linked to the CCRTO website and to relevant locality, activity-based and tourism websites</li> </ul>	year 2	EDC
Capitalise on the Internet continued	Develop Village Websites	<ul style="list-style-type: none"> <li>Ensure that the individual towns and villages each have a page on the Shire Tourism Website and that this page is identified in searches by locality name</li> </ul>	year 2	EDC / Villages
	Update Third Party Websites	<ul style="list-style-type: none"> <li>Check the information available on tourism, travel and commercial websites for each of the towns and villages in the Shire and advise the webmaster of any information that is out-of date or inaccurate - if possible, provide attractive images to the webmaster for inclusion on these sites</li> <li>Take advantage of free listing opportunities</li> </ul>	year 2	EDC / HSCA
	Encourage Accommodation Operator Websites	Encourage accommodation operators in the Shire to utilise the internet for sales and marketing including: <ul style="list-style-type: none"> <li>Establish their own websites with on-line booking facilities and include their web and email addresses in all promotional material</li> </ul>	year 2	EDC / Businesses
		<ul style="list-style-type: none"> <li>Take advantage of free listings to list on key accommodation and tourism sites</li> </ul>	year 2	EDC / Businesses
		<ul style="list-style-type: none"> <li>Ensure that information on the accommodation properties on the key local and regional tourism and locality websites is accurate and kept up-to-date</li> </ul>	year 2 – ongoing	Businesses

6. SHIRE PICTURE GALLERY



*Harden's main street Neill Street*



*Murrumburrah's main street Albury Street on the Burley Griffin Way*



*Jugiong's main street Riverside Drive - southern entry*



*Picturesque Jugiong village in the valley*



*Galong's main street McMahon Road*



*Renowned Galong cemetery set in beautiful countryside*





*Wombat entry statement*



*Wombat Hotel in main street Harden Road*



*Pretty and productive land – view opposite hotel*



**T  
E  
A  
M**

**Harden Shire**

# **TEAM HARDEN SHIRE**



# **COMMUNITY VISION STRATEGIC ACTION PLAN 2010**



**Harden Shire  
Community Action**

**Kruger Trust**

# CONTENTS

1.	BACKGROUND .....	4
2.	ROLE AND USE OF THE PLAN .....	7
3.	FIRST YEAR ACTIONS .....	9
3.1	Harden-Murrumburrah Actions .....	9
3.1.1	Business Development .....	9
3.1.2	Physical Development .....	11
3.1.3	Events and Social Development .....	14
3.2	Jugiong Actions .....	16
3.3	Galong Actions .....	18
3.4	Wombat Actions .....	20
3.5	Shire Tourism and Marketing Development .....	22
3.5.1	<u>Strategy 1</u> : To provide the framework and resources needed to support and coordinate the development, marketing and promotion of tourism in the Shire .....	23
3.5.2	<u>Strategy 2</u> : To increase visitation by strengthening and diversifying the market base of the shire .....	24
3.5.3	<u>Strategy 3</u> : To continue to develop the attraction, activity, product and infrastructure base of the Shire .....	26
3.5.4	<u>Strategy 4</u> : To continue to improve the presentation of the shire's towns and villages .....	28
3.5.5	<u>Strategy 5</u> To increase the range of information and promotional material available to support the growth of tourism within the shire .....	29
4.	SUMMARY OF FIRST YEAR ACTIONS BY STAKEHOLDERS .....	31
5.	REMAINING ACTIONS .....	35
5.1	Harden-Murrumburrah Remaining Actions .....	35
5.2	Jugiong Remaining Actions .....	40
5.3	Galong Remaining Actions .....	42
5.4	Wombat Remaining Actions .....	44

5.5	Shire Tourism and Marketing Development Remaining Actions .....	46
5.5.1	<u>Strategy 1</u> : To provide the framework and resources needed to support and coordinate the development, marketing and promotion of tourism in the Shire .....	46
5.5.2	<u>Strategy 2</u> : To increase visitation by strengthening and diversifying the market base of the shire .....	46
5.5.3	<u>Strategy 3</u> : To continue to develop the attraction, activity, product and infrastructure base of the shire .....	48
5.5.4	<u>Strategy 4</u> : To continue to improve the presentation of the shire's towns and vilages .....	50
5.5.5	<u>Strategy 5</u> To increase the range of information and promotional material available to support the growth of tourism within the shire .....	50
6.	SHIRE PICTURE GALLERY .....	52



*Beautiful Harden Shire*

*Photo on front page: 'Fields of gold' - flowering canola*

 TEAM Harden Shire Community Vision Strategic Action Plan 2010 prepared by:  
de Greenlaw Consultancy P: 02 6687 1850 E: degreenlaw@bigpond.com

## 1. BACKGROUND

Harden Shire is set in picturesque, agriculturally-rich countryside amid the rolling hills of the Southwest Slopes region of New South Wales. The Shire's population is around 4,000 people, with half living in the twin towns of Harden and Murrumburrah, a 3.5 hour drive south west of Sydney and a 1.5 hour drive north west of Canberra. The other half of the population live in the villages of Galong, Jugiong, Wombat and the surrounding rural areas.

The twin towns of Harden and Murrumburrah have traditionally been service centres, with Harden as the main commercial centre for the surrounding rural area and Murrumburrah as the historic centre situated on the main road, servicing the passing traffic. They are located on the Burley Griffin Way which links the Hume Highway south of Yass through to the Olympic Highway at Wombat.

The Olympic Highway traverses the western end of the shire and is the major link road to the Central West and the Blue Mountains. The village of Wombat is located on either side of the Olympic Highway in productive orchard territory, half way between Harden-Murrumburrah and Young.

The Hume Highway is the major link between Melbourne and Sydney, passing along the eastern boundary of the shire. The pretty village of Jugiong is located beside this highway, nestled in the valley on the banks of the Murrumbidgee River. Galong is situated on a back road that runs parallel and north of Burley Griffin Way, from Binalong through to Harden-Murrumburrah. It is a quaint village set in picturesque countryside with historic buildings and strong affiliations with St Clements Monastery and the renowned Galong Cemetery.

The shire offers an attractive, friendly, rural lifestyle and affordable housing. Harden Shire has a range of infrastructure, services and facilities with a hospital, nursing home, two medical centres, pre-schools, primary schools, high school, Olympic swimming pool, golf course, bowls, tennis courts, squash courts, showground, playing fields, caravan park, cafes, restaurants, motel, bed-and-breakfasts and hotels. As well as an established retirement village, construction has started on a 42-unit retirement home that will open in 2010.

The twin towns of Harden and Murrumburrah have traditionally been an economic centre for the surrounding rural area. The district produces mainly agricultural products, such as wheat, canola, oats, sheep and cattle, cherries and stone fruit, olive oil, mustard seed oil, honey and premium wines. The district is developing as a centre for quality, fresh local produce sold direct at an increasing number of outlets. Fruit picking, especially cherries in November-December, is very popular. Harden is serviced daily by the XPT passenger rail service and road and rail transport are also key industries.

The TEAM Harden Shire Strategic Plan 2010 was developed through a variety of consultation processes and existing development plans that included the following:

- Five Year Vision for Harden Community 2009 (February)
- Good for Business/Good for Community 2009 (March)
- Harden Shire Action Plan 2009 (November)
- Harden Shire Tourism Development and Marketing Plan 2010 (January)

The Five Year Vision for Harden Community 2009 was facilitated by Harden Shire's "sister-shire" Sutherland Shire Council at the Harden Management Plan Workshop and was developed by incoming Councillors in early 2009. The document identified actions under the following key result areas:

1. Community Engagement and Consultation
2. Develop an Industrial Estate
3. Sports Facilities Rationalisation
4. Develop a Marketing Strategy.

The Good for Business/Good for Community plan was developed by Murimboola Financial Services on behalf of the Harden-Murrumburrah Community Bank branch of the Bendigo Bank at a Community Enterprise Forum. The document identified the following four key result areas:

1. Community Attitudes – the community needs connection, cooperation, coordination, collaboration and commitment.
2. Improve our Environment – and the attractiveness of the streetscape
3. Health Services and Hospital – retain and grow
4. Improve Commerce – grow and attract diverse small business

The Harden Shire Action Plan 2009 was developed by Jenny de Greenlaw of de Greenlaw Consultancy through the shire-wide Business Retention and Expansion (BRE) survey. The Harden Shire Community Action (HSCA) group raised the funding and coordinated the project. The Harden Shire BRE project was funded by Industry & Investment NSW, Harden Shire Council and the Kruger Trust.

The BRE project included a comprehensive business survey that was conducted throughout the shire and a series of community consultation processes that were conducted in the towns of Harden and Murrumburrah and the villages of Galong, Jugiong and Wombat. The plan identified actions under the following key result area headings:

1. Business, Tourism and Marketing Development
2. Physical Development
3. Youth, Events and Social Development

The Harden Shire Tourism Development and Marketing Plan was developed by Jenny Rand and Associates. The Harden Shire Community Action Group Inc. (HSCA) raised the funding and coordinated the project. A tourism workshop was held in December 2009. Meetings were held with community groups and representatives in Jugiong, Galong and Wombat and discussions were held with a range of individuals and organizations throughout the region.

The plan identified that the Shire is constrained by limited resources and supporting infrastructure, so it concentrated on actions that will put in place the basic services and infrastructure to support tourism. It identified opportunities to grow visitation cost-effectively, using the attractions, activities and facilities available in the Shire. The plan identified tourism actions under the following key strategy areas:

1. To provide the framework and resources needed to support and coordinate the development, marketing and promotion of tourism in the Shire
2. To increase visitation by strengthening and diversifying the market base of the Shire
3. To continue to develop the attraction, activity, product and infrastructure base of the Shire
4. To continue to improve the presentation of the Shire's towns and villages
5. To increase the range of information and promotional material available to support the growth of tourism within the Shire

Actions from the Harden Shire Tourism Development and Marketing Plan have been incorporated into this community strategic plan. However, the full tourism plan is a public document with a wealth of valuable information that value-adds to this strategic plan and should be referred to and used to guide tourism development in the shire, as appropriate. Copies are available from the HSCA.

The focus of this strategic action plan is on economic and social development, including tourism development. A consolidation phase of work with 'building block actions' will need to be implemented in each of the towns and villages before trying to attract new businesses, residents and visitors. These building blocks include upgrading town entrances, beautifying the CBD areas, buildings and businesses to deliver a good shopping experience and appropriate infrastructure, signage, branding and marketing.

Consolidating the shopping experience is a team effort of all stakeholders, including a 'shop local' mindset. To encourage business growth, Council can create an attractive, quality environment by investing in the beautification of public spaces and addressing issues such as traffic, parking, cleaning, safety and infrastructure. They can also have a 'shop local first' policy. Property owners can update and maintain their buildings. Businesses can update their premises, signage, goods and displays and can purchase from other local businesses wherever possible. Community members can shop locally and support or participate in local community projects.

This partnership to improve the shopping experience is fair as each partner 'does their part'. It is a proven method that encourages local loyalty, attracts visitor spending and enhances the town's economic viability and community lifestyle.

Economic development is entwined with social development in rural communities, so it is necessary for the planning process to take a holistic approach to all the issues affecting the community. Harden shire has a good base to build on as it is situated in picturesque countryside with rich soils and strong agriculture. It is within easy driving distance to Canberra and Sydney. The shire has resilient, close-knit communities and excellent health facilities and amenities. There is an abundance of beautiful, historical buildings reflecting a colourful past and interesting history. TEAM Harden Shire has been formed to provide community stakeholders with an opportunity to work together to enhance this 'happy, healthy and historic' lifestyle and attract new residents, businesses and visitors.

## 2. ROLE AND USE OF THE ACTION PLAN

### Role of Action Plan

- Act as a framework to direct the development of the TEAM Harden Shire program
- Facilitate cooperative working relationships between the community, businesses, council and other external partners
- Formalise the goals and aims of the community stakeholders in relation to the shire's economic future

The title TEAM Harden Shire was identified at a stakeholder workshop with the acronym of TEAM standing for Together Everyone Achieves More. This plan was developed to pull all the stakeholders together under one 'umbrella' plan, with Council, businesses and community working as a team towards a strategically-planned future direction.

### Implementation of the Action Plan

The TEAM Harden Shire Board will oversee the implementation of this action plan. The Board consists of Councillors who represent different areas in the shire and are also representatives of Council, Chamber of Commerce, Harden Shire Community Action Inc., Bendigo Bank, Kruger Trust, local businesses, community groups and property owners. Initially the Board will meet on a regular basis to kick-start the program and the first round of projects and then on a 'needs only' basis throughout the year. Progress of projects will be reported to Council and to the community via the local newspaper. At the end of each year, the Board will meet to evaluate progress measured against the plan and identify actions to be implemented in the following year.

An Economic Development Coordinator (EDC) will be established at Council in 2010 for an initial period of three years. They will facilitate and coordinate business and tourism development in the shire and will act as a point of contact to assist the efforts of other TEAM stakeholders implementing actions from the plan.

The actions in this plan were identified by businesses and residents through extensive consultation processes. Growth comes through planning and hard work. If community and business stakeholders believe that Council should implement all the actions, then growth will be much slower than a team working together. Stakeholders can choose whether to participate or not, but the rewards will only equal the effort that is put in.

Through this process, more is achieved than just the projects. Creating communication channels and working together builds relationships and trust. This increases community pride and a sense of place, which is why many people want to live in a small, friendly, rural community. That 'sense of place' is what attracts new residents and businesses, so the process itself is part of the solution.

Actions were compiled for each town and village under the following key result area headings:

- Business Development
- Physical Development
- Events and Social Development

Actions have also been identified for:

- Shire Tourism and Marketing Development


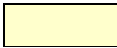
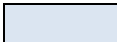


This action plan was developed by amalgamating four different plans, so due to the volume of actions, it has been divided into two sections:

1. 'first year actions' for each of the towns and villages and initial tourism actions, followed by a summary of those actions sorted by the stakeholders responsible for them
2. 'remaining actions' for each of the towns and villages and remaining tourism actions for years 2, 3 and beyond.

The Board will hold an evaluation process at the end of each year. This process will allow for the flexibility to alter timeframes or take up new opportunities that arise. As this is a new program for the shire, timeframes to commence actions have been estimated as a guide only - all actions may not be completed within the timeframe of 'year 1', 'year 2', 'year 3'. The 'long' timeframe indicates longer than three years. The TEAM Harden Shire Board will determine the priority actions each year during their evaluation process.

The first year's actions for Harden-Murrumburrah and shire-wide tourism have been colour coded as per the key below. First year village actions have not been coded as the villages work to their own timetables. These colour codings are a guide only as timeframes can be altered to suit circumstances or availability of stakeholders to implement the actions. Pink actions are building blocks and need to be completed first. Yellow actions are to be implemented next. Blue actions are flexible and may be implemented later in the year or the following year.

<b>Key</b>	 building blocks, initial actions (pink)	 second set of actions (yellow)
	 later actions (blue)	

Successful communities plan and work together with good communication strategies and leadership as key ingredients. Harden Shire has entered a new era, with new head staff and councillors. The TEAM Harden Shire program and Board have been established. The planning is now in place and a position has been created to help coordinate activities. In 2010 the drought broke with good rains and the best agricultural season in many years. The timing is right to use this action plan for the good of TEAM Harden Shire.

### Abbreviations

The following abbreviations have been used in the Action Plan:

Council / HSC	Harden Shire Council	I&I NSW	Industry & Investment NSW
EDC	Economic Development Coordinator	MCMA	Murrumbidgee Catchment Management Authority
HSCA Chamber	Harden Shire Community Action Chamber	VIC	Visitor Information Centre
JAG	Jugiong Advancement Group	VFR	Visiting Friends and Relatives
GPA	Galong Progress Association	DET	Department of Education & Training
WPA	Wombat Progress Association	Community	Community organisations, groups or individuals
TNSW	Tourism New South Wales	Businesses	Local businesses or industries
CCRTO	Capital Country Regional Tourism Organisation	TEAM	TEAM Harden Shire Board

### 3. FIRST YEAR ACTIONS

#### 3.1 HARDEN AND MURRUMBURRAH ACTIONS

##### 3.1.1 Business Development

**Aims:**

- Develop opportunities for business to upgrade, expand and develop
- Create more employment
- Develop land for residential, business and commercial use

**Issues:**

- Develop Shire Businesses
- Land Development
- Upgrade Council Procedures

Issue	Action	Key Tasks	Timeframe	Responsibility
<b>BUSINESS DEVELOPMENT</b>				
Develop Shire Businesses	Establish an Economic Development Coordinator	<ul style="list-style-type: none"> <li>• Establish an officer to coordinate to manage economic development in the Shire</li> </ul>	Year 1	HSC / Kruger / I&I
	Brand the Shire	<ul style="list-style-type: none"> <li>• Decide on a 'role' for the shire within the region and identify an image or point of difference using existing strengths. Develop a branding theme and use it consistently in beautification, signage, marketing materials – <i>refer to Tourism Development strategy 5</i></li> </ul>	year 1	TEAM / I&I
	Establish a Property Owners Group	<ul style="list-style-type: none"> <li>• Establish a Property Owners Forum for property owners to discuss relevant issues and develop strategies. Include a survey with the invitation to out-of-town property owners so they can identify issues for discussion if they cannot attend.</li> <li>• At the Forum, establish a Property Owners Group to represent property owners – group to meet on a 'needs only' basis and act as a voice and advocate for property owners</li> </ul>	year 1	Stephen Byrne / Tony Campbell

Issue	Action	Key Tasks	Timeframe	Responsibility
<b>BUSINESS DEVELOPMENT continued</b>				
Develop Shire Businesses continued	Fill the Vacant Shops	<ul style="list-style-type: none"> <li>In the short term, clean and tidy the empty shop facades, particularly on the main road. Investigate strategies to fill the empty windows such as murals, artwork, shire photographs or merchandise from other stores - use low lighting at night</li> </ul>	year 1	Stephen Byrne / Tony Campbell
	Develop Business, Community and Retail Directories	<ul style="list-style-type: none"> <li>Develop a Business and Community Directory and distribute throughout the shire and tourism outlets</li> </ul>	year 1	Chamber
	Develop Regular Business Communication	<p>Develop strategies for businesses to network and upskill eg:</p> <ul style="list-style-type: none"> <li>Develop regular networking sessions eg 'business after hours' showcases or business breakfasts with speakers</li> </ul>	year 1	Chamber
	Establish Business Awards	<ul style="list-style-type: none"> <li>Establish an annual Business Awards event</li> </ul>	year 1	Chamber / I&I
	Establish a Shop Local Campaign	<ul style="list-style-type: none"> <li>Develop a shop local campaign and community education program on the benefits of shopping locally. If possible, tie the shop local to another campaign (eg Christmas or major event) to encourage local shopping and attract visitor spending - <i>refer to I&amp;I Cooperative Marketing Module</i></li> </ul>	year 1	Chamber
	Improve Mobile Coverage	<ul style="list-style-type: none"> <li>Lobby local member and Telstra to improve mobile phone coverage throughout the shire</li> </ul>	year 1	HSC
	Establish a Business Partner and Retention Program	<ul style="list-style-type: none"> <li>Develop strategies to retain existing businesses and attract other businesses to fill the gaps once the CBD areas and shopping experiences have been consolidated and appropriate commercial spaces are available</li> </ul>	year 1	HSC
	Attract New Residents	<ul style="list-style-type: none"> <li>Develop a Lifestyle Brochure (to accompany the Business and Community Directory and Small Business Start Up Kit)</li> <li>Develop a New Residents Kit that incorporates all appropriate brochures and information</li> </ul>	year 1	TEAM / I&I
Upgrade Council Procedures	Speed up DAs	<ul style="list-style-type: none"> <li>Simplify and speed up the development application process</li> </ul>	year 1	HSC
	Assist Grant Applications	<ul style="list-style-type: none"> <li>Facilitate and assist community groups grant applications to attract funding into the shire</li> </ul>	year 1-2	HSC

### 3.1.2 Physical Development

**Aims:**

- Beautify the built and natural environment
- Upgrade facilities and amenities
- Rationalise the sporting facilities
- Develop residential and industrial land

**Issues:**

- Beautification
- Amenities and Infrastructure
- Sporting Facilities

Issue	Action	Key Tasks	Timeframe	Responsibility
<b>PHYSICAL DEVELOPMENT</b>				
Beautification	Coordinate a Neill Street Working Bee	<ul style="list-style-type: none"> <li>• Clean the main street – conduct a community working bee to clean up Neill Street, plant shrubs in the pots, garden beds, finish the day with a community BBQ</li> </ul>	year 1	Rotary / Councillors
	Establish a Paint the Buildings Program	<ul style="list-style-type: none"> <li>• Establish a Paint the Buildings program with incentives for property owners to upgrade their buildings such as:                             <ul style="list-style-type: none"> <li>– paint deals with major paint companies</li> <li>– free colour consultancy for participating buildings</li> <li>– investigate using the work for the dole labour program</li> <li>– investigate using environmentally-friendly paint to gain funding as a 'green' project for a CBD cluster group</li> </ul> </li> </ul>	year 1	Councillors
		<ul style="list-style-type: none"> <li>• Invite volunteer heritage sign writers to restore old signage – provide accommodation</li> </ul>	year 1	Councillors / Businesses
	Improve the Entrance Corridors	<ul style="list-style-type: none"> <li>• Encourage the motel and caravan park to improve their presentation particularly along their eastern side boundaries</li> </ul>	year 1	HSCA
		<ul style="list-style-type: none"> <li>• Encourage businesses along the corridor to improve their presentation and signage</li> </ul>	year 1	HSCA
	Upgrade and Establish Roundabouts	<ul style="list-style-type: none"> <li>• Establish roundabouts - at the Harden town centre entry and where appropriate - subject to funding</li> <li>• Beautify roundabouts and make them features using the shire's branding theme or reflecting the area's history</li> </ul>	year 1	HSC

Issue	Action	Key Tasks	Timeframe	Responsibility
<b>PHYSICAL DEVELOPMENT continued</b>				
Beautification continued	Improve the Harden Town Centre	Improve the access into the shopping centre: <ul style="list-style-type: none"> <li>Explore the possibility of establishing east Street as the main access road into the shopping centre</li> <li>Address the entry/signage from the eastern side and the lack of visibility of the centre from the western approach</li> </ul>	year 1	HSC
		<ul style="list-style-type: none"> <li>Ensure that the flower barrels are planted and well maintained – they add colour to what is primarily a ‘dull’ streetscape</li> </ul>	year 1	Businesses / HSC
		<ul style="list-style-type: none"> <li>Explore options for providing a quality, modern eatery in Harden</li> </ul>	year 1	Businesses / Chamber
		<ul style="list-style-type: none"> <li>Explore the possibility of the Men’s Shed producing and selling products for the visitor market</li> </ul>	year 1	Men’s Shed
	Improve the Murrumburrah Town Centre	<ul style="list-style-type: none"> <li>As a priority, implement the proposed beautification program, focusing resources on the active trading part of the street</li> </ul>	year 1	HSC
		<ul style="list-style-type: none"> <li>Encourage Council to proceed with the leasing of its renovated building in the shopping centre</li> </ul>	year 1	HSC
	Upgrade the Harden Caravan Park	<ul style="list-style-type: none"> <li>Upgrade, expand and beautify the caravan park, including sites for RVs - or investigate re-locating the caravan park</li> </ul>	year 1-3	HSC
		<ul style="list-style-type: none"> <li>Ensure that the Park is listed on free caravan and camping websites</li> </ul>	year 1	EDC
		<ul style="list-style-type: none"> <li>Ensure that the caravan park operator is working closely with the Showground, referring any business that the Park cannot accommodate to the Showground</li> </ul>	year 1	EDC
	Upgrade the Harden Motel	<ul style="list-style-type: none"> <li>Encourage the property owner to refurbish / modernise the motel and improve the presentation of the property</li> </ul>	year 1	EDC / Chamber
	Upgrade the Murrumbidgee Creek Corridor	<ul style="list-style-type: none"> <li>Upgrade the river walk – if funding is available</li> </ul>	year 1	Landcare / HSC
		<ul style="list-style-type: none"> <li>Rehabilitate the Murrumbidgee Creek corridor – if funding is available</li> </ul>	year 1-3	Landcare / HSC
		<ul style="list-style-type: none"> <li>Link the walking trail along the foreshore to the Light Horse Memorial – if funding is available</li> </ul>	year 1-3	Landcare / HSC
Re-plant McLean Oval Trees	<ul style="list-style-type: none"> <li>Replant native trees around McLean Oval</li> </ul>	year 1-3	HSC	

Issue	Action	Key Tasks	Timeframe	Responsibility
PHYSICAL DEVELOPMENT continued				
Land Development	Establish a Light Industrial Area	<ul style="list-style-type: none"> <li>Research sites and develop new industrial land to create more business development opportunities</li> </ul>	year 1	HSC
	Develop Residential Blocks	<ul style="list-style-type: none"> <li>Develop residential blocks to help increase the population</li> </ul>	year 1	HSC
Sporting Facilities	Rationalise the Sporting Facilities	<ul style="list-style-type: none"> <li>Establish a Sporting Committee Group with representatives from all the sporting groups – establish informal meetings for the group to discuss relevant sports issues</li> <li>The Sporting Committee to attend the regular Community Forums if they need to discuss sporting issues and lobby Council for any sporting requirements or support. (<i>refer to Community Forums in the Events and Social Development section of this plan</i>)</li> </ul>	year 1	TEAM / Councillors
		<ul style="list-style-type: none"> <li>Investigate strategies to develop and amalgamate the sporting fields and facilities – seek funding</li> </ul>	year 1	TEAM / Councillors / Sporting Group

### 3.1.3 Events and Social Development

**Aims:**

- Develop opportunities that will increase communication,
- Increase health services and facilities
- Develop events, youth activities

**Issues:**

- Health
- Communication and Working Together
- Events and Activities
- Youth
- Transport

Issue	Action	Key Tasks	Timeframe	Responsibility
<b>EVENTS AND SOCIAL DEVELOPMENT</b>				
Health	Retain the Nursing Home	<ul style="list-style-type: none"> <li>• Lobby the state government to retain Harden’s Nursing Home and ensure sustainability for the hospital</li> </ul>	year 1	Mayor / Community
		<ul style="list-style-type: none"> <li>• Establish full aged care facilities, including the suitability of footpaths for scooters</li> </ul>	year 1-3	Mayor / Community
	Attract and Retain Existing Doctors	<ul style="list-style-type: none"> <li>• Develop strategies to attract more male and female doctors to the Harden Shire</li> </ul>	year 1-ongoing	Mayor / Community
Communication and Working Together	Establish the TEAM Harden Shire Group	<ul style="list-style-type: none"> <li>• Establish an umbrella group to form TEAM Harden Shire to oversee the implementation of the Action Plan with regular meetings to network, update progress and plan new projects</li> </ul>	immediate	HSC
	Establish Community Forums	<ul style="list-style-type: none"> <li>• Establish regular Community Forums (2-3 times per year) with representatives from all community groups to discuss issues and to lobby Council for their organisation’s requirements – include representatives from the villages</li> </ul>	year 1	Councillors
	Establish a Volunteer’s Recognition Program	<ul style="list-style-type: none"> <li>• Establish an annual program that recognises the efforts by volunteers in the Shire</li> </ul>	year 1	Rotary
Events and Activities	Establish a Calendar of Events	<ul style="list-style-type: none"> <li>• Establish a calendar of events – include all cultural and sporting events throughout the shire, update regularly</li> </ul>	year 1	HSCA / EDC
		<ul style="list-style-type: none"> <li>• Use the calendar of events to identify peak times for meal requirements in Harden and Murrumburrah so food outlets can plan and cater for them appropriately</li> </ul>	ongoing	Community

<b>Issue</b>	<b>Action</b>	<b>Key Tasks</b>	<b>Timeframe</b>	<b>Responsibility</b>
<b>EVENTS AND SOCIAL DEVELOPMENT</b> continued				
Events and Activities continued	Expand the Kite Festival	<ul style="list-style-type: none"> <li>Expand the Kite Festival – establish an event plan and additional volunteers to help implement the festival and ensure the it continues, grows and attracts visitors</li> </ul>	year 1	Councillors / Kite C'tee / Schools / JdeG
	Upgrade the Picnic Races	<ul style="list-style-type: none"> <li>Develop risk management strategies for the Picnic Races to minimise alcohol-related issues. Develop the races into a more family-oriented or light social event and attract a different target market</li> </ul>	year 1	Picnic Races C'tee
Youth	Establish a youth committee	<ul style="list-style-type: none"> <li>Conduct a youth survey to find out what they want</li> <li>Establish a youth committee and provide adult mentors to help them plan and conduct their own events and activities</li> </ul>	year 1	Schools / Community



### 3.2 JUGIONG ACTIONS

#### Jugiong Community Vision and Aims:

“To develop Jugiong into a thriving and steadily growing community, retaining locals and attracting new residents, tourists and visitors to enjoy its beauty. To assist existing businesses and encourage new ones to be established.”

#### Issues:

- Business Development
- Tourism Development
- Marketing Development
- Beautification
- Land Development
- Amenities and Infrastructure
- Jugiong Signage
- Events and Activities
- Youth

Issue	Action	Key Tasks	Timeframe	Responsibility
<b>BUSINESS, TOURISM AND MARKETING DEVELOPMENT</b>				
Business Development	Develop Funding Applications	<ul style="list-style-type: none"> <li>• Develop training in funding applications – contact Regional Development Australia (RDA) Riverina, Lani Houston (0429 444 213).</li> <li>• Establish a funding group eg 6-10 people who write one application each per year</li> </ul>	year 1	JAG
	Develop New Business Infrastructure	<ul style="list-style-type: none"> <li>• Lobby Council to re-zone land in Jugiong for new business development</li> </ul>	immediate	JAG / HSC
Tourism Development	Implement the Jugiong Action Plan	<ul style="list-style-type: none"> <li>• Continue to implement the recommendations and actions of the Jugiong Tourism Action Plan</li> </ul>	on-going	JAG
	Establish a Black Water Dump	<ul style="list-style-type: none"> <li>• Establish a black water dump</li> </ul>	year 1	JAG
Marketing Development	Develop a Tourism Brochure	<ul style="list-style-type: none"> <li>• Develop a tourism and information brochure</li> </ul>	year 1 - ongoing	JAG
	Promote Camping Weekends	<ul style="list-style-type: none"> <li>• Market Jugiong to different social groups and clubs for camping weekends</li> </ul>	ongoing	JAG / EDC

Issue	Action	Key Tasks	Timeframe	Responsibility
<b>PHYSICAL DEVELOPMENT</b>				
Beautification	Beautify the Village	• Paint the old truck at the northern village entry or remove it	year 1	JAG
		• Encourage property owners along the main entry routes to continue to improve the presentation of their properties	year 1	JAG
	Beautify the Lookout	• Tidy up the Lookout, mow and maintain verges	year 1	JAG / HSC
Amenities and Infrastructure	Upgrade the Hall	• Upgrade the hall – polish floors, paint inside/outside, establish lighting, new gutters and fascia boards, air conditioning and water tank to capture and recycle stormwater into the watering system	year 1-2	Hall C'tee
	Establish River Access	• Establish several river access points	year 1-2	JAG
	Upgrade Memorial Park	• Continue to upgrade Memorial Park	ongoing	JAG
Jugiong Signage	Remove or Beautify Old Signage	• Remove or replace old signs, including the old sign in front of the ruins at the entry to the village and the BP station	year 1	JAG
		• Explore options for improving the presentation of the old billboard (lobby Council, use for shire map/marketing?)	year 1	JAG
	Establish a Community Noticeboard	• Establish a weatherproof community noticeboard with regular maintenance keeping it up to date	year 1	JAG
	Establish Directional Signage	• Establish directional signage to the river at the access points	year 1-2	JAG / HSC
• Establish other appropriate directional signage eg toilets		year 1-2	JAG / HSC	
<b>EVENTS AND SOCIAL DEVELOPMENT</b>				
Events and Activities	Upgrade the Christmas Carols	• Revamp the Christmas Carols at the hall to include a village Christmas party	year 1	JAG
	Develop Village Social Events	• Develop village 'get togethers' eg trivia nights, movie nights, dinner dances, village picnics, art and craft etc	year 1-2	JAG
Youth	Establish a Youth Committee	• Survey local youth to find out what they want • Establish a youth committee with adult mentors to guide youth to implement some of their own actions	year 1	JAG
	Establish a Regular Kids Disco	• Develop a Disco for kids in conjunction with other villages in the area eg join the Disco in Galong and invite them to one in Jugiong	year 1	JAG

### 3.3 GALONG ACTIONS

#### Aims:

- To beautify the village a
- To develop business, tourism and employment opportunities
- To develop infrastructure, events and community activities

#### Issues:

- Business Development
- Tourism Development
- Marketing Development
- Beautification
- Amenities and Infrastructure
- Galong Signage
- Events and Activities
- Youth

Issue	Action	Key Tasks	Timeframe	Responsibility
<b>BUSINESS, TOURISM AND MARKETING DEVELOPMENT</b>				
Business Development	Establish Training in Funding Applications	<ul style="list-style-type: none"> <li>• Establish training in developing funding applications – contact RDA Riverina, Lani Houston (0429 444 213)</li> </ul>	year 1	GPA
	Establish a Cafe or Eatery	<ul style="list-style-type: none"> <li>• Explore opportunities to landscape and provide outdoor seating adjacent to the shop</li> </ul>	year 1	GPA
		<ul style="list-style-type: none"> <li>• Explore opportunities with the Corner Store and/or Hotel to provide a small eatery to service the visitor market</li> </ul>	year 1	GPA
Tourism Development	Create Camping Facilities	<ul style="list-style-type: none"> <li>• Clean up the area and establish camping facilities at the Showground for the touring motorhome and caravan market</li> </ul>	year 1	GPA
	Establish Regular Monastery Communication Channels	<ul style="list-style-type: none"> <li>• Establish regular communication between the Progress Association and the Monastery to keep the village informed of up-coming events and activities of all groups using the Monastery</li> </ul>	year 1 - ongoing	GPA
	Develop Pilgrim's Walk Opportunities	<ul style="list-style-type: none"> <li>• Participate in the Pilgrim's Walk from Canberra that ends at the Monastery in Galong – eg develop marketing materials aimed at Pilgrim's Walk participants to visit the village</li> </ul>	ongoing	HSCA / GPA
Marketing Development	Establish Town Branding	<ul style="list-style-type: none"> <li>• Explore opportunities for positioning Galong as a Monastery Town, similar to New Norcia in Western Australia</li> </ul>	year 1 - 2	HSC / GPA

Issue	Action	Key Tasks	Timeframe	Responsibility
<b>PHYSICAL DEVELOPMENT</b>				
Beautification	Upgrade Hall Amenities	<ul style="list-style-type: none"> <li>Purchase new chairs and trestle tables for the hall</li> </ul>	year 1	GPA / HSC
	Beautify the Village	<ul style="list-style-type: none"> <li>Improve the presentation of the village centre – as part of the Heritage Plan, prepare a renovation plan and paint scheme to showcase and capitalise on the art deco buildings – offer incentives to property owners to paint their buildings</li> </ul>	year 1	Councillors / GPA
		<ul style="list-style-type: none"> <li>Mow, tidy and maintain the appearance of the main street, entries and the approaches to the village, including the entry at the main road turnoff</li> </ul>	year 1 - ongoing	GPA / HSC
	Establish a Community Noticeboard	<ul style="list-style-type: none"> <li>Establish a weatherproof community noticeboard at the shop with regular maintenance keeping it up to date</li> </ul>	year 1	GPA
	Upgrade Gateway Signage	<ul style="list-style-type: none"> <li>Rationalise existing signage and establish clear directional signage to the Monastery via Galong at the turn off</li> </ul>	year 1	GPA / HSC
Amenities and Infrastructure	Acquire the Galong School	<ul style="list-style-type: none"> <li>Acquire land and community infrastructure by purchasing the Galong school for community use</li> </ul>	year 1	GPA
	Explore St Lawrence Opportunities	<ul style="list-style-type: none"> <li>Encourage the Catholic Archdiocese to convert St Lawrence into visitor accommodation or conduct a feasibility study for the use of the St Lawrence Home to create business and employment opportunities for Galong</li> </ul>	year 1	GPA
		<ul style="list-style-type: none"> <li>Explore the possibility of relocating the school playground to the park if the school is not purchased for the community</li> </ul>	year 1	GPA
<b>EVENTS AND SOCIAL DEVELOPMENT</b>				
Events and Activities	Promote the Fireworks Night	<ul style="list-style-type: none"> <li>Promote the Fireworks Night held in September to the region and showcase Galong</li> </ul>	annually	GPA
	Establish a Calendar of Events	<ul style="list-style-type: none"> <li>Develop a Calendar of Events (including all events at the Monastery)</li> </ul>	year 1	GPA
	Grow the Patchwork Retreat	<ul style="list-style-type: none"> <li>Expand and continue to grow the Patchwork Retreat at the Monastery</li> </ul>	ongoing	GPA / Crafters Group
	Develop Community Social Activities	<ul style="list-style-type: none"> <li>Establish community activities such as dinner dance, party in the hall, trivia nights, movie nights</li> </ul>	long	GPA
Youth	Establish a Youth Committee	<ul style="list-style-type: none"> <li>Survey local youth and ask them what they want</li> <li>Establish a youth committee and mentor youth to implement their own actions</li> </ul>	year 1	GPA
	Expand the Kids Discos	<ul style="list-style-type: none"> <li>Expand the Halloween Disco – use the school bus to transport 'round robin' disco with Jugiong and other villages</li> </ul>	year 1	GPA

### 3.4 WOMBAT ACTIONS

#### Aims:

- To develop business, tourism and employment opportunities
- To beautify the village
- To increase amenities, signage, safety, community activities and communication

#### Issues:

- Business Development
- Tourism Development
- Marketing Development
- Beautification
- Amenities and Infrastructure
- Wombat Signage
- Roads and Traffic
- Events and Activities
- Youth
- Communication and Working Together

Issue	Action	Key Tasks	Timeframe	Responsibility
<b>BUSINESS, TOURISM AND MARKETING DEVELOPMENT</b>				
Business Development	Establish Training in Funding Applications	<ul style="list-style-type: none"> <li>• Develop training in funding applications – contact RDA Riverina Lani Houston 0429 444 213</li> </ul>	year 1	WPA
	Lobby to Use Existing Business Premises	<ul style="list-style-type: none"> <li>• Lobby Council for the ability to use existing premises in the village for new businesses</li> <li>• Resolve planning issues so that the fruit barn can open and trade during the fruit season</li> </ul>	year 1	WPA
	Establish the Butcher's Shop Cooperative	<ul style="list-style-type: none"> <li>• Acquire the old butcher's shop to display local history and sell local products and 'basics' - tea/coffee etc - run as a cooperative</li> </ul>	long	WPA
Tourism Development	Develop the Rest Stop Area	<ul style="list-style-type: none"> <li>• Continue to upgrade the rest area for truck parking and turning bay</li> </ul>	year 1-3	WPA
	Develop a Camping Area	<ul style="list-style-type: none"> <li>• Identify an area for touring caravans and motorhomes to camp overnight in the village and lobby Council to assist in establishing camping facilities</li> </ul>	year 1-2	WPA

Issue	Action	Key Tasks	Timeframe	Responsibility
<b>BUSINESS, TOURISM AND MARKETING DEVELOPMENT continued</b>				
Marketing Development	Establish Marketing Materials	<ul style="list-style-type: none"> <li>Establish branding and appropriate marketing materials for Wombat and Wombat products</li> </ul>	year 1-2	WPA
	Develop a Cherry Season Touring Map	<ul style="list-style-type: none"> <li>Develop a Cherry Season touring map and guide for people to visit local orchards via Wombat. Market the tours to Harden and Murrumburrah businesses and surrounding Visitor Centres</li> </ul>	year 1	WPA
Beautification	Increase Wombat's Maintenance Budget	<ul style="list-style-type: none"> <li>Lobby Council to increase the annual maintenance budget for Wombat</li> </ul>	year 1	WPA
Amenities and Infrastructure	Establish a Safe Bus Shelter	<ul style="list-style-type: none"> <li>Establish a safe bus shelter for school children at the old butcher's shop</li> </ul>	year 1	WPA
	Establish a New Fire Shed	<ul style="list-style-type: none"> <li>Establish a new rural fire shed for the RFS (Rural Fire Service)</li> </ul>	year 1-2	Fire Shed C'tee
Wombat Signage	Establish Tourism Signage	<ul style="list-style-type: none"> <li>Establish a local map at 'the Wombat' with a guide to local orchards and sites etc</li> </ul>	year 1	WPA
		<ul style="list-style-type: none"> <li>Explore options for providing temporary signage during the fruit picking season</li> </ul>	year 1	WPA
	Establish a Stop Sign at Bibaringa Road	<ul style="list-style-type: none"> <li>Establish a STOP sign at Bibaringa Road at the cemetery – lobby Council to alter the current signage</li> </ul>	year 1	WPA
<b>EVENTS AND SOCIAL DEVELOPMENT</b>				
Events and Activities	Upgrade the Christmas Carnival	<ul style="list-style-type: none"> <li>Upgrade the Christmas Carnival</li> </ul>	year 1	WPA
	Establish a Calendar of Events	<ul style="list-style-type: none"> <li>Establish a Calendar of Events</li> </ul>	year 1	WPA / HSCA
Youth	Establish a Youth Committee	<ul style="list-style-type: none"> <li>Survey local youth to find out what they want</li> <li>Establish a Youth Committee with local Wombat youth to decide their own projects – adults to mentor them to teach them how to implement their own projects</li> </ul>	year 1	L Bloor / Y Bailes
Communication and Working Together	Establish Wombat Community Forums	<ul style="list-style-type: none"> <li>Establish twice-annual meetings for all community groups to network and plan community projects</li> </ul>	year 1	WPA
	Expand the Wombat Words Newsletter	<ul style="list-style-type: none"> <li>Continue to produce the Wombat Words newsletter to inform residents on community information, issues that arise, projects, events or activities etc</li> </ul>	ongoing	L Bloor / Y Bailes

### **3.5 SHIRE TOURISM AND MARKETING DEVELOPMENT**

#### **Key Tourism Aims:**

- Build visitation to the Shire - consolidating and growing existing markets, diversifying into new markets and sustaining local business viability.
- Reduce dependency on touring and passing traffic.
- Increase the level of visitor expenditure within the Shire.
- Ensure that the needs and expectations of visitors to the Shire are understood and met.
- Encourage and facilitate the development of tourist attractions, accommodation, events and infrastructure within the Shire.

#### **Desired Tourism Outcomes:**

- A coordinated approach to tourism development, marketing and promotion.
- Market diversification and increased visitation to the Shire.
- Enhanced visitor experience, translating into longer stays, repeat visitation and 'word of mouth' referrals.
- Professional service delivery at all levels – to the tourism trade and to visitors.
- Improved infrastructure, products and events within the Shire for the benefit of both residents and visitors.
- Increased income and employment for the town and village communities – to improve the viability of existing businesses and to encourage new investment within the Shire.
- More effective marketing of the Shire.

#### **Provide the Right Tourism Environment:**

- Continue to improve the presentation of the towns and villages in the Shire so that they appear interesting and attractive to travellers.
- Ensure that visitor facilities are clean, well presented and effectively signposted.
- Encourage the establishment of an 'icon' business or businesses.
- Improve signage.
- Ensure that it is 'easy' for travellers to park and access towns, villages and attractions (including caravans and motorhomes).
- Ensure that information on the Shire is available on the web and in the VICs within the surrounding region.

**3.5.1 Strategy 1: TO PROVIDE THE FRAMEWORK AND RESOURCES NEEDED TO SUPPORT AND COORDINATE THE DEVELOPMENT AND MARKETING AND PROMOTION OF TOURISM IN THE SHIRE**

**Aims:**

- To put in place an appropriate structure to coordinate, manage and drive the Shire’s tourism industry.
- To ensure that key stakeholders are working together to grow the Shire’s tourism sector.
- To provide the resources needed to support and capitalise on marketing and promotional activities.

**Issues:**

- Tourism Support Structure
- Seek Tourism Funding

Issue	Action	Key Tasks	Timeframe	Responsibility
Tourism Support Structure	Establish an Accredited VIC	<ul style="list-style-type: none"> <li>• Establish an accredited information outlet in the Shire</li> </ul>	Year 1	HSC
	Update State Tourism Data Warehouse	<ul style="list-style-type: none"> <li>• Ensure that the information on the Shire on the State Tourism Data Warehouse data base is comprehensive and kept up-to-date</li> </ul>	Year 1-ongoing	EDC
Investigate Funding	Investigate Regional Partnerships Program Funding	<ul style="list-style-type: none"> <li>• Seek advice from CCRT0 on what funding may be available for capacity and demand building under the Regional Partnerships Program</li> </ul>	Year 1	EDC
	Investigate ‘Green’ Funding	<ul style="list-style-type: none"> <li>• Investigate funding available for ‘green’ projects, such as the Department of Environment and Climate Change / Industry &amp; Investment, to see if any of the actions in this plan match the funding requirements (this is where you will find major funding) eg wind or solar power, farmers markets, ‘green’ jobs sustainable housing/shelter, natural environment, walking tracks etc.</li> </ul>	Year 1	EDC



### **3.5.2 Strategy 2: TO INCREASE VISITATION BY STRENGTHENING AND DIVERSIFYING THE MARKET BASE OF THE SHIRE**

#### **Aims:**

- To increase visitation to the Shire and to individual localities within the Shire.
- To encourage more passing motorists to stop in the towns and villages.
- To capitalise on the assets of the Shire to grow special interest and activity based markets.
- To encourage residents from the surrounding region to visit Harden Shire for day trips and short breaks.

#### **Issue:**

Increase visitation to the shire for the following target markets:

- Passing Traffic and Touring Markets
- Touring and Caravan Motorhome Markets
- Regional Markets
- Destination-based Markets – special interest, activities, events

#### **Opportunities to grow:**

- Touring markets - in conjunction with TNSW, the CCRTTO and surrounding LGAs
- Regional resident market - for fruit picking, shopping and dining
- Regional group tour market - targeting groups within the surrounding region that organise day and overnight trips.
- Events - growing existing events, tapping into events in the surrounding region and targeting 'footloose' events.
- Special interest and activity based markets including:
  - Animal and bird shows – yard dogs, show dogs, cats, poultry, birds etc
  - Equestrian activities
  - Car and motor cycle clubs
  - Retreatants and pilgrims (Galong)
  - Anglers (Jugiong)
  - Garden and plant enthusiasts and clubs
  - Golfers
  - Photography and camera clubs
  - Bridge / card clubs
  - Cycling clubs / social groups of cyclists
  - Food & wine clubs
  - Arts & craft groups – drawing, painting, textiles
  - Motorhome and caravan rallies
  - Railway enthusiasts
  - Music groups
  - Motoring based activities – eg a hill climb

- Long distance endurance events – eg marathon, cycle classic
- Sporting tournaments – eg a 7 a-side cricket tournament with all towns and villages in the region competing.
- Workshops and seminars for clubs and individuals (eg Galong Patchwork Quilters weekend).

Issue	Action	Key Tasks	Timeframe	Responsibility
Build Passing Traffic and Touring Markets	Develop Domestic Touring Markets	Work with TNSW and CCRTO to develop domestic touring markets: <ul style="list-style-type: none"> <li>• Support and participate in relevant promotional initiatives.</li> </ul>	Year 1	EDC
		<ul style="list-style-type: none"> <li>• Ensure that Harden Shire is represented at trade shows attended by CCRTO and where beneficial, attend relevant trade and consumer shows.</li> </ul>	Year 1-3	HSC / Chamber
	Build the Touring Caravan and Motorhome Markets	<ul style="list-style-type: none"> <li>• Provide and signpost a designated caravan/long rig parking sites close to Harden and Murrumburrah shopping centres.</li> </ul>	Year 1-2	HSC
		<ul style="list-style-type: none"> <li>• Provide black water dump points in Jugiong, Galong and Harden-Murrumburrah</li> </ul>	Year 1-2	HSC
	Attract Regional Residents	<ul style="list-style-type: none"> <li>• Promote events regionally.</li> </ul>	Year 1-3	Community
		<ul style="list-style-type: none"> <li>• Seek regular public relations style exposure of Harden Shire and individual localities and products in the regional media - food / dining articles, weekend drives and get-a-ways, walks, 'what's-on' etc</li> </ul>	Year 1-3	HSCA / EDC
	Attract Visiting Friends and Relatives (VFR)	<ul style="list-style-type: none"> <li>• Prior to school holiday periods, long weekends and public holidays, place articles in the local print media and seek radio coverage on things to see and do in the local area, with residents encouraged to show their visitors around and/or recommend activities and attractions</li> </ul>	Year 1-3	HSCA / EDC / Community

### 3.5.3 Strategy 3: TO CONTINUE TO DEVELOP THE ATTRACTION, ACTIVITY, PRODUCT AND INFRASTRUCTURE BASE OF THE SHIRE

#### Aims:

- To strengthen and build the attraction base of the Shire by clustering assets and activities to create products that will appeal to the marketplace and generate visitation.
- To use the attractions, activities and assets of the Shire to build special interest and activity based markets.
- To improve the facilities, infrastructure and services to ensure that the area meets the needs and expectations of visitors.

#### Issues:

- Build the Shire’s ‘raw’ assets to grow visitation
- Expand the Shire’s range of accommodation
- Signage (compilation of Shire signage – tasks repeated in village sections)
- Develop parks and gardens

Issue	Action	Key Tasks	Timeframe	Responsibility
Build the Shire’s ‘raw’ assets to grow visitation	Participate in the Gold Trail	• Continue to support the development of the Gold Trail	year 1-3	Gold Trail C’ttee
		• Explore opportunities to broaden the gold concept – capitalising on local produce and products	year 1-3	Gold Trail C’ttee
	Develop a Plant Nurseries and Landscaping Cluster	• Establish a meeting of stakeholders to identify strategies to position Harden as a centre for garden and landscape supplies and expertise – targeting the DIY home gardener and landscaper, include nurseries, metal workers, stone masons, landscapers, Open Gardens Scheme etc	year 1 - long	Businesses / EDC
		• Investigate establishing the Harden Rose (yellow - to link with Gold Trail)		
Develop the Pilgrims Walk	• Support the Catholic Archdiocese in developing and promoting the Pilgrims Walk – establish closer relations with the Monastery accommodation	year 1 - long	HSCA / GPA / Monastery	
Upgrade and promote the Murrumburrah Heritage Walk	• Upgrade the Murrumburrah Heritage Walk documentation to be clearer and more precise • Develop plaques at each building identified on the Walk • Develop promotional signage for the walk at the Lighthouse Memorial (ie collect map at VIC or Whichcraft etc) • Promote the Walk through local and regional VIC outlets	year 1-2	Historical Soc / Rotary / Kruger	

Issue	Action	Key Tasks	Timeframe	Responsibility
Signage	Develop a Signage Strategy and Audit	<ul style="list-style-type: none"> <li>Undertake a signage audit - including new signage, the removal of old signage and signage needing upgrading (including local businesses – encourage them to upgrade)</li> </ul>	year 1	HSC
		<ul style="list-style-type: none"> <li>Develop a signage strategy for uniform signage throughout the shire</li> </ul>	year 1	HSC
	Improve Gateway Signs	<u>Harden-Murrumburrah</u> <ul style="list-style-type: none"> <li>Eastern gateway – needs a quality entrance statement</li> <li>Remove/ replace old advertising and community signs eg the old green and white signs and the Harden wheat sign</li> </ul>	year 1-2	HSC
		<u>Galong</u> <ul style="list-style-type: none"> <li>Relocate existing sign on the Galong Road to just over the hill and provide an attractive feature sign that reflects the character and heritage of the village</li> <li>Provide a gateway entry statement at the northern end of the village, at the intersection of McMahon and Ryan Roads</li> </ul>	year 1-2	HSC / GPA
		<u>Jugiong</u> <ul style="list-style-type: none"> <li>Provide quality gateway entry signs</li> <li>Revamp the Kookaburra sign in the centre of the village</li> </ul>	year 1-2	HSC/ JAG
		<u>Wombat</u> <ul style="list-style-type: none"> <li>Provide gateway entry signs</li> </ul>	year 1-2	HSC / WPA
	Upgrade Advertising, Commercial and Community Signs	<ul style="list-style-type: none"> <li>Conduct audit / remove or replace signs that present poorly</li> </ul>	year 1	TEAM
		<ul style="list-style-type: none"> <li>Explore the possibility of using the old billboard at Jugiong for promoting Harden Shire</li> </ul>	year 1	Neil Reid

### 3.5.4 Strategy 4: TO CONTINUE TO IMPROVE THE PRESENTATION OF THE SHIRE'S TOWNS AND VILLAGES

Harden, Murrumburrah, Jugiong and Wombat are dependent on passing traffic as their primary market. The role of these towns and villages as highway / route service centres needs to be consolidated and strengthened while at the same time developing 'destination' based markets that have a reason for visiting the Shire. Each of the centres has the potential to play a more active role in tourism within the Shire.

#### **Aims:**

- To encourage highway and passing traffic to stop and spend money in the towns and villages within the Shire.
- To incorporate the towns and villages into the product and attraction base of the Shire and surrounding region.
- To use the assets of each centre to develop special interest and activity based markets..

This will be achieved through:

- Enhancing the presentation of the towns and villages, with emphasis on the areas that are highly visible to visitors - entry gateways, routes through town, shopping centres and parks and gardens.
- Improving / developing the attractions within and surrounding the towns and villages.
- Improving the infrastructure base of each locality.

#### **Issues:**

- Position Harden-Murrumburrah as a 'must stop' service and destination centre
- Support Jugiong's transition to a riverside tourism village
- Position Galong as an art-deco village and historic monastery town
- Consolidate Wombat as the western gateway into the Shire

Please note: The actions for this strategy have been incorporated into the Physical Development sections in this plan for each town and village in the Shire.

**3.5.5 Strategy 5: TO INCREASE THE RANGE OF INFORMATION & PROMOTIONAL MATERIAL AVAILABLE TO SUPPORT THE GROWTH OF TOURISM WITHIN THE SHIRE**

The Shire needs to update and expand the range of information and promotional material available on the Shire and improve access to this information.

**Aims:**

- To ensure that potential travellers and the travel trade have ready access to comprehensive and up-to-date information on the Shire
- To capitalise effectively on the internet for communication, sales and marketing
- To expand the range of information and promotional material available to support the growth and diversification of tourism

**Issues:**

- Develop Promotional Collateral to Market the Shire
- Ready access to Information for Travellers
- Capitalise on the Internet

Issue	Action	Key Tasks	Timeframe	Responsibility
Develop Promotional Collateral to Market the Shire	Develop a Harden Brochure	<ul style="list-style-type: none"> <li>• Produce a quality brochure for Harden Shire for distribution at trade and consumer shows, VICs and other sources</li> </ul>	year 1	HSCA
	Produce Tourism Information Sheets	<ul style="list-style-type: none"> <li>• Using desktop publishing - produce information sheets and brochures that can be distributed locally and/or downloaded from the internet. Information required includes:                             <ul style="list-style-type: none"> <li>– Village brochures / maps</li> <li>– Harvest trail / orchard map and brochure</li> <li>– Scenic drives / touring routes</li> <li>– Shopping and eating guide etc</li> </ul> </li> </ul>	year 1 - ongoing	EDC
	Establish an Image Library	<ul style="list-style-type: none"> <li>• Establish and maintain a library of quality images on the Shire</li> </ul>	year 1 - ongoing	Stephen Byrne
	Develop Display Material	<ul style="list-style-type: none"> <li>• Develop display material on the Shire that can be used at trade and consumer shows</li> </ul>	year 1 – ongoing	EDC / HSC
Ready Access to Information for Travellers	Distribute Promotional Information	<ul style="list-style-type: none"> <li>• Ensure that the Harden Shire tourism brochure is distributed to VICs along in the surrounding region and along the routes that feed into Harden Shire</li> </ul>	year 1- ongoing	EDC / HSCA
		<ul style="list-style-type: none"> <li>• Place the Harden brochure in information racks at accommodation properties in the surrounding region</li> </ul>	year 1 – ongoing	EDC / HSCA

Issue	Action	Key Tasks	Timeframe	Responsibility
Capitalise on the Internet	Develop a Tourism Website	<ul style="list-style-type: none"> <li>Establish a Website Development Committee</li> </ul>	year 1	HSC / HSCA
		<ul style="list-style-type: none"> <li>Develop and maintain a quality tourism website for the Shire. Initially link the Commercial Hotel's tourism website to HSC website until an official website strategy is resolved</li> </ul>	year 1	HSC / HSCA

#### 4. SUMMARY OF FIRST YEAR ACTIONS BY STAKEHOLDERS

**Key:**  building blocks, initial actions (pink)  second set of actions (yellow)  later actions or 2<sup>nd</sup> year (blue)

<b>HARDEN SHIRE COUNCIL ACTIONS</b>	<b>Project Leader</b>	<b>Status</b>
Establish TEAM Harden Shire group	HSC	
Establish an Economic Development Coordinator	HSC Kruger / I&I	
Establish an accredited VIC	HSC	
Brand' the shire - establish marketing branding and logo	HSC / TEAM / I&I	
Signage audit and develop signage strategy	HSC	
Implement Murrumburrah beautification program	HSC	
Simplify/speed up DA process	HSC	
Establish a Website Development Committee	HSC / HSCA	
Develop a tourism website – link to Commercial's website initially	HSC / HSCA	
Improve the access into Harden shopping centre	HSC	
Establish roundabouts subject to funding (especially to Harden centre)	HSC	
Establish RV/caravan parking in Harden and Murrumburrah centres	HSC	
Upgrade/beautify caravan park or re-locate	HSC	
Establish black water dumps in Jugiong, Galong and Harden-Murrumburrah	HSC	
Participate in trade shows	HSC / Chamber	
Lobby to improve mobile phone coverage in shire	HSC	
Develop Business Partner & Retention Program	HSC	
Develop a New Residents Kit	HSC	
Encourage Council to lease its shopping centre renovated building	HSC	
Replant native trees around McLean Oval	HSC	
Develop new industrial land	HSC	
Develop residential blocks	HSC	
Harden-Murrumburrah: Remove old signs at entries + eastern entry gateway statement	HSC	
Galong: Relocate existing sign along Galong Rd and provide feature sign	HSC / GPA	



Galong: Provide gateway entry signs at village entry and highway turn-off	HSC / GPA	
Wombat: Provide gateway entry signs	HSC / WPA	
Jugiong: Provide gateway entry signs	HSC/ JAG	
Facilitate/assist community grant applications	HSC	
<b>ECONOMIC DEVELOPMENT COORDINATOR ACTIONS</b>		
List caravan park on free camping websites	EDC	
Ensure caravan park operator is working with Showground - referring overflow	EDC	
Update State Tourism Data Warehouse	EDC	
Distribute Harden Shire brochure to VICs / accommodation	EDC / HSCA	
Investiage Regional Partnerships Program	EDC	
Investigate 'green' funding	EDC	
Produce information sheets and brochures	EDC	
Encourage motel to modernise/refurbish	EDC / Chamber	
Develop display material for trade shows	EDC / HSC	
Participate in TNSW/CCRTO initiatives	EDC	
<b>MAYOR LEAD ACTIONS</b>		
Lobby to retain Harden's Nursing Home	Mayor / Community	
Establish full aged care facilities + footpaths for scooters	Mayor / Community	
Attract/retain more male and female doctors	Mayor / Community	
<b>COUNCILLOR LEAD ACTIONS</b>		
Establish a Sporting Committee Group	Councillors / TEAM	
Develop/amalgamate the sporting fields and facilities – funding	Councillors / TEAM / Sporting	
Establish regular Community Forums	Councillors	
Establish a Paint the Buildings program	Councillors	
Expand the Kite Festival	Councillors / Kite /Schools	
Invite volunteer heritage sign writers to restore old signage	Councillors / Businesses	

<b>HSCA LEAD ACTIONS</b>		<b>Status</b>
Produce a brochure for Harden Shire	HSCA	
Establish a calendar of events	HSCA / EDC	
Seek regular public relations exposure of Harden Shire	HSCA / EDC	
Develop/promote Pilgrims Walk – establish closer relations with Monastery accommodation	HSCA / GPA / Monastery	
Encourage the motel and caravan park to improve their presentation	HSCA	
Encourage businesses along entry corridor to improve their presentation/signage	HSCA	
Prior holiday periods, place coverage on things to see and do to encourage VFR	HSCA / EDC / Community	
<b>TEAM HARDEN SHIRE GROUP ACTIONS</b>		
Conduct audit and remove or replace signs that present poorly	TEAM	
Develop a Lifestyle Brochure to attract new residents	TEAM / I&I	
<b>CHAMBER ACTIONS</b>		
Develop Business and Community Directory and distribute	Chamber	
Develop business networking sessions	Chamber	
Establish Business Awards event	Chamber / I&I	
Develop a shop local campaign	Chamber	
<b>OTHER ACTIONS</b>		
Establish an Image Library for Shire	Stephen Byrne	
Establish a Property Owners Forum and representative group	Stephen Byrne / Tony Campbell	
Clean empty shop facades, fill empty windows	Stephen Byrne / Tony Campbell	
Ensure flower barrels planted/maintained	Businesses / HSC	
Explore options for a quality eatery in Harden	Businesses / Chamber	
Investigate establishing the Harden Rose	Businesses	
Establish stakeholder meeting to position Harden as a centre for garden and landscape supplies	Businesses / EDC	
Promote events regionally	Community	
Use event calendar for food outlets to cater to events	Community	
Conduct a community working bee to clean up Neill Street	Rotary / Councillors	
Establish annual volunteer recognition program	Rotary	

Continue to support the development of the Gold Trail	Gold Trail C'ttee	
Explore opportunities to broaden the gold concept	Gold Trail C'ttee	
Upgrade the Murrumburrah Heritage Walk	Historical Soc / Rotary / Kruger	
Upgrade the river walk – funding	Landcare / HSC	
Rehabilitate Murrimboola Creek corridor – funding	Landcare / HSC	
Link the walking trail along the foreshore to the Light Horse Memorial – funding	Landcare / HSC	
Explore Men's Shed producing/selling products for visitors	Men's Shed	
Explore use of old Jugiong billboard to promote Harden Shire	Neil Reid	
Upgrade Picnic Races to minimise alcohol-related issues	Picnic Races C'tee	
Conduct a youth survey/establish Youth Committee	Schools / Community	

#### **JUGIONG ACTIONS INVOLVING OTHER STAKEHOLDERS**

Lobby Council to re-zone land in Jugiong for new business development	JAG / HSC	
Establish directional signage to the river at the access points	JAG / HSC	
Establish other appropriate directional signage eg toilets	JAG / HSC	
Tidy up the Lookout, mow and maintain verges	JAG / HSC	
Market Jugiong to different social groups and clubs for camping weekends	JAG / EDC	

#### **GALONG ACTIONS INVOLVING OTHER STAKEHOLDERS**

Purchase new chairs and trestle tables for the hall	GPA / HSC	
Explore opportunities for positioning Galong as a Monastery Town	HSC / GPA	
Mow, tidy and maintain main street, entries, approaches to village, entry main road turnoff	GPA / HSC	
Improve presentation of village centre, prepare a renovation plan/paint scheme in Heritage Plan	Councillors / GPA	
Rationalise existing signage/establish directional signage to Monastery via Galong at turn off	GPA / HSC	

#### **WOMBAT ACTIONS INVOLVING OTHER STAKEHOLDERS**

Lobby Council to increase annual maintenance budget	WPA / HSC	
Lobby Council to use village existing premises for new businesses + fruit barn in season	WPA / HSC	
Establish a STOP sign at Bibaringa Road at the cemetery – lobby Council	WPA / HSC	
Upgrade rest area for truck parking and turning bay	WPA / HSC	
Establish map at 'the Wombat' - guide to local orchards and sites	WPA / HSC	

## 5. REMAINING ACTIONS

### 5.1 HARDEN-MURRUMBURRAH REMAINING ACTIONS

Issue	Action	Key Tasks	Timeframe	Responsibility
<b>BUSINESS DEVELOPMENT</b>				
Develop Shire Businesses	Establish Training in Funding Applications	<ul style="list-style-type: none"> <li>Establish training for community groups and individuals in developing funding applications – contact Regional Development Australia Riverina, Lani Houston</li> <li>Establish a funding group eg 6-10 people who write one application each per year</li> </ul>	year 2	EDC
	Establish a Business Training Program	<ul style="list-style-type: none"> <li>Establish a business training program to support and develop local businesses in:               <ul style="list-style-type: none"> <li>marketing strategies</li> <li>best practice customer care</li> <li>barista training and hospitality</li> <li>window and merchandise displays</li> <li>website development and e-commerce</li> <li>business and financial planning and management</li> <li>programs for home-based and micro businesses</li> <li>international trading and exporting (<i>AusIndustry</i>)</li> </ul> </li> </ul>	year 2 – ongoing	Chamber
	Fill the Vacant Shops	<ul style="list-style-type: none"> <li>Develop incentives and strategies to fill the empty shops eg initial peppercorn rents, reduced rates for a trial period etc</li> </ul>	year 2	Property Group / HSC
	Promote TVET courses	<ul style="list-style-type: none"> <li>Continue to promote TVET courses for high school students - target subjects that address the shire employment gaps and future targeted employment eg hospitality and tourism</li> </ul>	ongoing	High School / TAFE
	Establish a Trainees and Apprenticeship Program	<ul style="list-style-type: none"> <li>Develop an information brochure for businesses</li> <li>Hold an information session to inform and educate local businesses on traineeships and apprenticeships (T&amp;A) and school-based T&amp;As</li> </ul>	year 2	HSC / Chamber / TAFE
		<ul style="list-style-type: none"> <li>Establish school-based trainees and apprentices through DET in Deniliquin with the School Based T&amp;A Coordinator</li> </ul>	year 2	High School / TAFE / DET
Develop Regular Business Communication	<ul style="list-style-type: none"> <li>Develop a business newsletter for regular communication and information</li> </ul>	year 2	Chamber	

Issue	Action	Key Tasks	Timeframe	Responsibility
<b>BUSINESS DEVELOPMENT continued</b>				
Develop Shire Businesses continued	Establish a Business Referral Campaign	<ul style="list-style-type: none"> <li>Develop a business referral campaign to encourage businesses to refer customers to one or two other businesses in town to share customers and keep more money circulating locally</li> </ul>	year 2	Chamber
	Develop Customer Care in the Shire	<ul style="list-style-type: none"> <li>Establish a Customer Care Program in the shire eg:               <ul style="list-style-type: none"> <li>training in customer service skills</li> <li>supporting decals and marketing (ie shop where you see this sign) promoting good customer service</li> <li>random 'audits' to monitor customer care in the shire</li> <li>an award program (within the annual business awards) to recognise, reward and promote good customer service</li> </ul> </li> </ul>	year 3	
	Investigate a Truck and Road Train Depot and/or Rest Area	<ul style="list-style-type: none"> <li>Conduct a feasibility study into the viability of establishing a road train depot or truck 'rest area' with food and petrol in the Harden- Murrumburrah precincts – investigate state/federal funding</li> </ul>	year 3	
	Establish a Micro and Home Based Business Network	<ul style="list-style-type: none"> <li>Develop a micro and home based business network eg:               <ul style="list-style-type: none"> <li>a contact and coordination point</li> <li>a directory and email network for communication, training and networking opportunities</li> <li>a Micro and Home Based Business Start Up Kit to assist new businesses and provide a tool to promote Harden Shire as a place to establish small businesses</li> </ul> </li> </ul>	year 2	
	Develop Agriculture Clusters	<ul style="list-style-type: none"> <li>Develop agricultural sector clusters - provide education and opportunities to network and share information eg investigating strategies for innovative product development and value-adding, sharing freight costs, marketing cooperatives and branding local products etc (<i>for examples refer to Nambucca Shire clusters</i>)</li> </ul>	long	
		<ul style="list-style-type: none"> <li>Establish discussion groups for business clusters to discuss cooperative marketing, business referrals, sharing equipment or staff, group purchasing, joint tendering etc</li> </ul>	long	
	Improve Broadband Speed	<ul style="list-style-type: none"> <li>Lobby to increase broadband speed throughout the shire</li> </ul>	year 2	
	Establish a Marketing Cooperative	<ul style="list-style-type: none"> <li>Establish a marketing cooperative budget with Council and local businesses to market the towns, businesses and shire</li> </ul>	year 2	Chamber / HSC / Businesses

Issue	Action	Key Tasks	Timeframe	Responsibility
<b>BUSINESS DEVELOPMENT continued</b>				
Develop Shire Businesses continued	Develop Business, Community and Retail Directories	<ul style="list-style-type: none"> <li>Develop a Shopping and Dining Guide brochure for tourism, local and regional residents and tourists</li> </ul>	year 3	HSCA
	Attract New Residents	<ul style="list-style-type: none"> <li>Attend Country Week in Sydney annually</li> </ul>	year 2	
		<ul style="list-style-type: none"> <li>Investigate ways to showcase the shire to potential new residents eg an annual Harden Shire For Sale weekend event to promote homes and businesses for sale to attract residents, business and trades people (target Sydney and Canberra tree changers) <i>refer to Grenfell For Sale event</i></li> </ul>	long	
		<ul style="list-style-type: none"> <li>Investigate the 'rent a farmhouse' project from Cumnock on <a href="http://www.rentafarmhouse.com.au">www.rentafarmhouse.com.au</a></li> </ul>	year 2-3	
<b>PHYSICAL DEVELOPMENT</b>				
Beautification	Establish a Green Team	<ul style="list-style-type: none"> <li>Establish a community volunteer planting, greening and restoration program where people can join for a term or a single project</li> </ul>	year 2	Community
	Enter Tidy Towns	<ul style="list-style-type: none"> <li>Enter the Tidy Towns awards to encourage upgrades of residential gardens – hold a garden competition</li> </ul>	long	
	Improve the Entrance Corridors	<ul style="list-style-type: none"> <li>Continue with corridor tree planting at gateway entrances</li> </ul>	year 2	
	Improve the Harden Town Centre	<ul style="list-style-type: none"> <li>Develop incentives for businesses to upgrade and paint their internal appearances, displays, window dressing and business signage, to expand their product range and where practical, undertake footpath trading – include training and networking as incentives and upskilling</li> </ul>	year 2	Chamber
	Improve the Murrumburrah Town Centre	<ul style="list-style-type: none"> <li>Continue to develop the Light Horse Memorial and adjoining foreshore reserve area – explore ways of increasing the visibility of the Memorial to passing traffic</li> </ul>	long	
		<ul style="list-style-type: none"> <li>Continue to improve Coddington Park and develop a strong pedestrian link between the Park and the town centre</li> </ul>	long	
		<ul style="list-style-type: none"> <li>Encourage property owners to restore the heritage buildings in the town – retaining the flour mill, if possible</li> </ul>	long	
		<ul style="list-style-type: none"> <li>Encourage the eateries to upgrade their outdoor furniture</li> </ul>	long	
Upgrade the Harden Caravan Park	<ul style="list-style-type: none"> <li>Improve the Caravan Park website, replace the list of fees and charges with an attractive information sheet on the property</li> </ul>	year 2		

Issue	Action	Key Tasks	Timeframe	Responsibility
<b>PHYSICAL DEVELOPMENT continued</b>				
Beautification continued	Attract Another Motel	<ul style="list-style-type: none"> <li>Lobby developers to establish a new motel</li> </ul>	year 2	EDC / HSC
	Upgrade the cemetery	<ul style="list-style-type: none"> <li>Upgrade and beautify the cemetery</li> </ul>	year 2-3	
	Plant Trees in Residential Areas	<ul style="list-style-type: none"> <li>Plant appropriate trees in the residential areas for shade and beautification</li> </ul>	long	
Land Development	Establish a Railway Transport Depot	<ul style="list-style-type: none"> <li>Develop the railway land into transport depots onto the railway</li> </ul>	long	HSC
Amenities and Infrastructure	Upgrade the Harden-Murrumburrah Showground	<ul style="list-style-type: none"> <li>Support the Showground Committee in upgrading the facilities and amenities and improving the presentation of the Showground</li> <li>Standardise the name</li> </ul>	year 2	
	Establish Public Toilets	<ul style="list-style-type: none"> <li>Establish public toilets in Murrumburrah and Harden</li> </ul>	year 2-3	
	Develop a Music Bowl	<ul style="list-style-type: none"> <li>Develop a music bowl with a stage for Newson Park</li> </ul>	long	
	Establish Bike and Walking paths	<ul style="list-style-type: none"> <li>Implement the 20 Year Bike Plan and establish paths where possible</li> </ul>	year 3	HSC
	Establish Town Gas	<ul style="list-style-type: none"> <li>Investigate the feasibility of establishing town gas in Harden and Murrumburrah</li> </ul>	long	
	Establish an Indoor Sports Arena	<ul style="list-style-type: none"> <li>Establish an indoor sports arena in the new sporting fields</li> </ul>	long	
	Establish a Heated Pool	<ul style="list-style-type: none"> <li>Lobby to expand the use of the Kruger indoor pool to include the general public</li> </ul>	long	
<b>EVENTS AND SOCIAL DEVELOPMENT</b>				
Communication and Working Together	Establish a Retail Team	<ul style="list-style-type: none"> <li>Establish a Retail Team sub committee of the Chamber to plan and implement projects / promotions for the retail sector</li> </ul>	year 3	Chamber
Events and Activities	Establish Movie Nights	<ul style="list-style-type: none"> <li>Establish regular movie nights – this could also run throughout the shire villages (refer to other community-run movie clubs eg Federal in the Northern Rivers)</li> </ul>	year 2	Community
	Establish an Event Development Program	<ul style="list-style-type: none"> <li>Establish an Event Development Program to assist shire event coordinators and attract visitors - include an events policy, regular training and annual funding support, with event evaluation and planning as a pre-requisite for any funding support – refer to Clarence Valley Council's website for their shire event program</li> </ul>	long	HSC HSCA

Issue	Action	Key Tasks	Timeframe	Responsibility
<b>EVENTS AND SOCIAL DEVELOPMENT</b> continued				
Events and Activities continued	Develop Small Events and Promotions	<ul style="list-style-type: none"> <li>Develop smaller events or retail promotions in strategic times to attract visitors, including car rallies, show 'n shine, shop local campaigns, nursery and orchard tours in season, farmers markets, equestrian events etc</li> </ul>	long	
	Develop a Flagship Event	<ul style="list-style-type: none"> <li>Establish a flagship event for Harden and Murrumburrah during a quiet time of the year to showcase local food, wine, produce and lifestyle</li> </ul>	long	
	Develop Entertainment Acts	<ul style="list-style-type: none"> <li>Attract visiting acts and artists for regular entertainment, including youth entertainment</li> </ul>	long	Community / Pubs
Youth	Establish Youth Activities and Facilities	<ul style="list-style-type: none"> <li>Establish youth activities and facilities identified in the youth survey</li> </ul>	years 2-3	
Youth continued	Establish a Youth Meeting Place	<ul style="list-style-type: none"> <li>Develop a youth meeting place for fun, activities and socialising</li> </ul>	year 2-3	
	Investigate the BMX Park Usage	<ul style="list-style-type: none"> <li>Evaluate the useage of the BMX bike park and create appropriate riding areas for youth</li> </ul>	year 2	HSC / Community
Transport	Lobby for Improved Public Transport	<ul style="list-style-type: none"> <li>Investigate opportunities to develop better public transport</li> </ul>	long	



## 5.2 JUGIONG REMAINING ACTIONS

Issue	Action	Key Tasks	Timeframe	Responsibility
<b>BUSINESS, TOURISM AND MARKETING DEVELOPMENT</b>				
Business Development	Develop New Business Infrastructure	<ul style="list-style-type: none"> <li>Establish appropriate building/s to accommodate new businesses in the village, preferably concentrating new businesses around Memorial Park to create a village centre</li> </ul>	year 2	JAG / HSC
	Establish New Businesses	<ul style="list-style-type: none"> <li>Establish new businesses in the village - three businesses currently wanting to start up when infrastructure is available</li> </ul>	year 2	JAG
Tourism Development	Implement the Jugiong Action Plan	<ul style="list-style-type: none"> <li>Continue to implement the recommendations and actions of the Jugiong Tourism Action Plan</li> </ul>	on-going	JAG
	Establish a Walking Track to the River	<ul style="list-style-type: none"> <li>Establish a walking track from Memorial Park to the River</li> <li>Develop sculptures along the path for a Sculpture Walk</li> </ul>	year 2	JAG
	Preserve Jugiong's Historic Site	<ul style="list-style-type: none"> <li>Explore opportunities for protecting and interpreting the rammed earth remains adjacent to the cemetery</li> </ul>	year 2	JAG
	Upgrade the Cemeteries	<ul style="list-style-type: none"> <li>Upgrade the cemeteries as a historical feature</li> </ul>	long	JAG
Marketing Development	Upgrade Council's Website for Jugiong	<ul style="list-style-type: none"> <li>Lobby Council to upgrade their website page for Jugiong and establish links to village businesses</li> </ul>	year 2	JAG / HSC
	Develop Marketing Materials	<ul style="list-style-type: none"> <li>Develop other appropriate branding and marketing materials</li> </ul>	year 2 - ongoing	JAG
	Promote Camping Weekends	<ul style="list-style-type: none"> <li>Market Jugiong to different social groups and clubs for camping weekends</li> </ul>	ongoing	JAG / EDC
<b>PHYSICAL DEVELOPMENT</b>				
Beautification	Beautify the Lookout	<ul style="list-style-type: none"> <li>Remove or upgrade old infrastructure if it is not necessary and continue to improve the area</li> </ul>	year 2	JAG / HSC
	Replace the Poplar Trees	<ul style="list-style-type: none"> <li>Formulate and implement a strategy for replacing the poplar trees as they age</li> </ul>	long	JAG / HSC
		<ul style="list-style-type: none"> <li>Address the negative visual impact created by the removal of the trees adjacent to Memorial Park</li> </ul>	year 2	JAG / HSC
	Establish Riverbank Amenities	<ul style="list-style-type: none"> <li>Establish shelters, seating and BBQs at strategic locations on the riverbank and camping ground</li> </ul>	year 2	JAG
	Upgrade the Playground	<ul style="list-style-type: none"> <li>Upgrade playground equipment and develop a shade area at the park</li> </ul>	year 2	JAG

Issue	Action	Key Tasks	Timeframe	Responsibility
<b>PHYSICAL DEVELOPMENT continued</b>				
Amenities and Infrastructure	Upgrade Memorial Park and the Murrumbidgee River Recreation Area	• Continue to upgrade Memorial Park	ongoing	JAG
		• Rehabilitate and re-vegetate the riverbank adjacent to the Recreation Area	year 2-3	JAG
		• Improve visitor facilities at the river reserve near the motel	year 3	JAG
	Establish a Skateboard Park and BMX Track	• Develop a skateboard park and BMX bike track	long	JAG
	Develop Park Paths	• Reinstate paths in the park	long	JAG
	Establish Camping Area Showers	• Develop a shower block for the camping area	year 2-3	JAG
Jugiong Signage	Remove or Beautify Old Signage	• Repaint the Kookaburra sign	year 2	JAG
	Establish an Entry Noticeboard	• Establish a business and tourism noticeboard at the entry with a map and points of interest in Jugiong, including the towns, villages and 'interest' areas throughout the shire	year 2	HSC
	Upgrade Business Signage	• Encourage businesses to upgrade their business signage	year 2	JAG
	Establish Gateway Signage	• Establish welcoming gateway signage at the village's northern entry	year 2	JAG / HSC
<b>EVENTS AND SOCIAL DEVELOPMENT</b>				
Events and Activities	Tennis Coaching	• Establish tennis coaching for kids and adults	year 2	JAG
	Exercise Classes	• Establish exercise classes in the Jugiong hall	year 2	JAG
	Establish Cultural Workshops	• Develop workshops in: art, writing, poetry, sculpture in conjunction with gallery showings where possible	year 2-3	JAG
	Develop Village Social Events	• Develop village 'get togethers' eg trivia nights, movie nights, dinner dances, village picnics, art and craft etc	year 2	JAG
	Establish a Flagship Event	• Develop a flagship event for Jugiong such as the Murrumbidgee Madness weekend festival, ideas include: 7 a-side cricket teams, a regional scouts activity, volley ball, tug o' war, billycart derby down the hill	year 2-3	JAG
	Develop Training for Horse Groups	• Establish training for local horse groups eg camp draft, horsemanship, polo cross etc	year 2-3	Horse Group
	Car Club Events	• Develop car club events in the village eg show n' shine	long	JAG

### 5.3 GALONG REMAINING ACTIONS

Issue	Action	Key Tasks	Timeframe	Responsibility
<b>BUSINESS, TOURISM AND MARKETING DEVELOPMENT</b>				
Tourism Development	Develop a Heritage Walk	<ul style="list-style-type: none"> <li>Establish a Heritage Walk through the village with signage and stories of all the historical buildings with a map and instructions at the new camping grounds</li> </ul>	year 2	GPA
	Investigate a Railway Cutting Walking Track	<ul style="list-style-type: none"> <li>Explore the feasibility of developing the abandoned railway cutting into a garden corridor and themed walking track</li> </ul>	long	GPA
	Establish Local Tours	<ul style="list-style-type: none"> <li>Establish local tours of the limestone mine, cemetery and Monastery</li> </ul>	long	GPA
	Develop Pilgrim's Walk Opportunities	<ul style="list-style-type: none"> <li>Participate in the Pilgrim's Walk from Canberra that ends at the Monastery in Galong – eg develop marketing materials aimed at Pilgrim's Walk participants to visit the village</li> </ul>	ongoing	HSCA / GPA
Marketing Development	Develop Tourism Marketing Materials	<ul style="list-style-type: none"> <li>Develop a tourism brochure for Galong and surrounds and other appropriate marketing materials</li> </ul>	year 2	GPA
	Attract Camping Groups	<ul style="list-style-type: none"> <li>Investigate becoming an 'RV Friendly Town'</li> </ul>	year 2	GPA
		<ul style="list-style-type: none"> <li>Market Galong to grey nomads and social groups for camping (when camping is established)</li> </ul>	year 2	GPA
	Attract Visitors	<ul style="list-style-type: none"> <li>Develop events or activities in Galong to attract people who visit the Monastery – link in with Monastery events program</li> </ul>	long	GPA
<b>PHYSICAL DEVELOPMENT</b>				
Beautification	Plant More Trees	<ul style="list-style-type: none"> <li>Undertake corridor tree planting along the Crescent and Railway Street</li> </ul>	year 2	GPA
		<ul style="list-style-type: none"> <li>Plant more shade trees in the village centre and in Limestone Park</li> </ul>	year 2-3	GPA / HSC
	Establish an Events Noticeboard	<ul style="list-style-type: none"> <li>Establish a large noticeboard or street banners to publicise up-coming events and activities to locals and visitors</li> </ul>	year 2	GPA
Galong Signage	Establish an Entry Noticeboard	<ul style="list-style-type: none"> <li>Establish a business and tourism noticeboard at the entry with a map and points of interest in Galong, including the towns, villages and 'interest' areas throughout the shire</li> </ul>	year 2	GPA / HSC
	Upgrade Gateway Signage	<ul style="list-style-type: none"> <li>Create an entry statement at the Burley Griffin Way turn off with an 'iconic marker' for visual impact</li> </ul>	year 2	GPA / HSC
		<ul style="list-style-type: none"> <li>Establish quality gateway signage and entry statements on Galong Road and at the intersection of Ryan and McMahan Roads</li> </ul>	year 2	GPA / HSC

Issue	Action	Key Tasks	Timeframe	Responsibility
<b>PHYSICAL DEVELOPMENT continued</b>				
Galong Signage continued	Establish Directional Signage	<ul style="list-style-type: none"> <li>Establish directional signage throughout the village eg to public toilets, camping ground etc</li> </ul>	year 2	GPA / HSC
		<ul style="list-style-type: none"> <li>Establish directional signage to Galong on the main road and throughout the shire</li> </ul>	year 2-3	HSC
		<ul style="list-style-type: none"> <li>At the Burley Griffin Way turn off, signpost Galong Road as an alternate scenic route to Harden</li> </ul>	year 2	HSC
	Upgrade the CWA Park	<ul style="list-style-type: none"> <li>Restore the historic gates at the CWA Park</li> </ul>	year 2	GPA
		<ul style="list-style-type: none"> <li>Provide a picnic table adjacent to the barbeque</li> </ul>	year 2	GPA
		<ul style="list-style-type: none"> <li>Consider providing a communal fire pit</li> </ul>	year 2	GPA
		<ul style="list-style-type: none"> <li>Provide an information directory</li> </ul>	year 2	GPA
	Upgrade Limestone Park	<ul style="list-style-type: none"> <li>Establish perimeter and shade tree planting</li> </ul>	year 2	GPA
		<ul style="list-style-type: none"> <li>Develop an entry statement at the park end of the village</li> </ul>	year 2	GPA
<ul style="list-style-type: none"> <li>Provide public toilets and expand picnic facilities</li> </ul>		year 3	GPA	
Amenities and Infrastructure continued	Establish Youth Amenities	<ul style="list-style-type: none"> <li>Establish a small skateboard park</li> </ul>	year 3	GPA
		<ul style="list-style-type: none"> <li>Establish a BMX bike track</li> </ul>	long	GPA
		<ul style="list-style-type: none"> <li>Establish a dirt bike track</li> </ul>	long	GPA
	Upgrade the Tennis Court	<ul style="list-style-type: none"> <li>Beautify and upgrade the tennis court</li> </ul>	long	GPA
	Develop a Truck Bypass	<ul style="list-style-type: none"> <li>Develop a by-pass to take trucks out of the main street</li> </ul>	long	HSC / Blue Circle / GPA
<b>EVENTS AND SOCIAL DEVELOPMENT</b>				
Events and Activities	Develop Community Social Activities	<ul style="list-style-type: none"> <li>Establish community activities such as dinner dance, party in the hall, trivia nights, movie nights</li> </ul>	long	GPA

## 5.4 WOMBAT REMAINING ACTIONS

Issue	Action	Key Tasks	Timeframe	Responsibility
<b>BUSINESS, TOURISM AND MARKETING DEVELOPMENT</b>				
Business Development	Establish the Butcher's Shop Cooperative	<ul style="list-style-type: none"> <li>Acquire the old butcher's shop to display local history and sell local products and 'basics' - tea/coffee etc - run as a cooperative</li> </ul>	long	WPA
Tourism Development	Develop the Park and Rest Stop Area at the Wombat	<ul style="list-style-type: none"> <li>Plant shade trees</li> </ul>	year 2	WPA
		<ul style="list-style-type: none"> <li>Provide toilet facilities</li> </ul>	year 2	WPA
		<ul style="list-style-type: none"> <li>Provide a picnic area with coin operated BBQs</li> </ul>	year 2-3	WPA
	Market Visitation to Wombat	<ul style="list-style-type: none"> <li>Promote Wombat as a short stop to the Shire and surrounding regions</li> </ul>	year 2	WPA
	Participate in the Gold Trail Project	<ul style="list-style-type: none"> <li>Compile and document local history and participate in the Gold Trail project</li> </ul>	long	History Group / WPA
<b>PHYSICAL DEVELOPMENT</b>				
Beautification	Beautify the Main Street	<ul style="list-style-type: none"> <li>Develop a streetscape plan to beautify the main street area from the pub car park to the old post office with trees, garden beds, seating and shade - possibly incorporating geraniums and wombats</li> </ul>	year 2	WPA
Amenities and Infrastructure	Establish a Safe Bus Shelter	<ul style="list-style-type: none"> <li>Establish a safe bus shelter for school children at the old butcher's shop</li> </ul>	year 1	WPA
	Establish a New Fire Shed	<ul style="list-style-type: none"> <li>Establish a new rural fire shed for the RFS (Rural Fire Service)</li> </ul>	year 1-2	Fire Shed C'tee
	Develop the Pub Parking Area	<ul style="list-style-type: none"> <li>Develop the parking area at the pub</li> </ul>	year 3	WPA
Wombat Signage	Establish Tourism Signage	<ul style="list-style-type: none"> <li>Establish a local map at 'the Wombat' with a guide to local orchards and sites etc</li> </ul>	year 1	WPA
		<ul style="list-style-type: none"> <li>Explore options for providing temporary signage during the fruit picking season</li> </ul>	year 1	WPA
	Establish Gateway Signage	<ul style="list-style-type: none"> <li>Establish welcoming gateway signage at village entrances, with "you are now entering historic Wombat" at the south east entry</li> </ul>	year 2	WPA
	Establish an Entry Noticeboard	<ul style="list-style-type: none"> <li>Establish a noticeboard at the rest stop entry with a map and points of interest in Wombat, information on surrounding orchards and the towns, villages and 'interest' areas throughout the shire</li> </ul>	year 2	WPA

Issue	Action	Key Tasks	Timeframe	Responsibility
<b>PHYSICAL DEVELOPMENT continued</b>				
Wombat Signage continued	Establish Directional Signage	<ul style="list-style-type: none"> <li>Lobby for better directional signage to Wombat on all major roads and highways</li> </ul>	year 2	WPA
	Roads and Traffic	<ul style="list-style-type: none"> <li>Lobby the RTA for a turning lane into Racecreek Road – an extremely dangerous turn</li> </ul>	year 2-3	WPA
		<ul style="list-style-type: none"> <li>Lobby the RTA to improve advanced warning signage for Wombat</li> </ul>	year 2-3	WPA
<b>EVENTS AND SOCIAL DEVELOPMENT</b>				
Events and Activities	Market Wombat Events	<ul style="list-style-type: none"> <li>Develop appropriate marketing materials and strategies to market local Wombat events to the region</li> </ul>	year 2-3	WPA
	Establish an Annual Cricket Day	<ul style="list-style-type: none"> <li>Develop an annual cricket day event</li> </ul>	year 2	WPA
	Establish a Flagship Event	<ul style="list-style-type: none"> <li>Develop a Wombat Festival</li> </ul>	year 3	WPA

**5.5 SHIRE TOURISM AND MARKETING DEVELOPMENT REMAINING ACTIONS**

**5.5.1 Strategy 1: TO PROVIDE THE FRAMEWORK AND RESOURCES NEEDED TO SUPPORT AND COORDINATE THE DEVELOPMENT AND MARKETING AND PROMOTION OF TOURISM IN THE SHIRE**

No remaining actions for Strategy 1

**5.5.2 Strategy 2: TO PROVIDE THE FRAMEWORK AND RESOURCES NEEDED TO SUPPORT AND COORDINATE THE DEVELOPMENT AND MARKETING AND PROMOTION OF TOURISM IN THE SHIRE**

Issue	Action	Key Tasks	Timeframe	Responsibility
Build Passing Traffic and Touring Markets	Develop Domestic Touring Markets	<ul style="list-style-type: none"> <li>Participate in familiarisation and visiting journalist programs and 'free' promotional initiatives offered by CCRT0 - capitalise on the RTO's media experience and contacts, seeking to get as much exposure as possible for Harden across a broad spectrum of publications.</li> </ul>	Year 2	HSCA / EDC
	Develop Touring Routes	<ul style="list-style-type: none"> <li>Work with other LGAs to develop and promote the Burley Griffin Way as a touring route.</li> </ul>	Year 2	EDC
		<ul style="list-style-type: none"> <li>Develop a network of scenic drives and touring routes.</li> </ul>	long	
		<ul style="list-style-type: none"> <li>Seek accreditation from the CMCA as a Recreational Vehicle Friendly (RVF) area.</li> </ul>	Year 2	EDC
		<ul style="list-style-type: none"> <li>Explore opportunities to work with other RVF-friendly areas in the region to develop and promote touring routes.</li> </ul>	Year 2	EDC
		<ul style="list-style-type: none"> <li>Provide information boards on Harden Shire and surrounding region in the more popular rest areas.</li> </ul>	Year 2	HSC
		<ul style="list-style-type: none"> <li>Include information on caravanning and camping in the Shire on the Shire's tourism website.</li> </ul>	Year 2	EDC
	Build the Touring Caravan and Motorhome Markets	<ul style="list-style-type: none"> <li>Ensure that Harden Shire is listed on relevant camping and caravanning websites, with the information provided being comprehensive and up-to-date.</li> </ul>	Year 2	EDC
		<ul style="list-style-type: none"> <li>Encourage the Harden caravan park to list on relevant caravan and camping websites</li> </ul>	Year 2	HSCA
		<ul style="list-style-type: none"> <li>Actively bid for caravan, campervan and motorhome rallies</li> </ul>	long	EDC

Issue	Action	Key Tasks	Timeframe	Responsibility	
Build Passing Traffic and Touring Markets continued	Build the Touring Caravan and Motorhome Markets continued	<ul style="list-style-type: none"> <li>Identify areas within the Shire (both free and caravan parks) suitable for rigs to 'camp' – where possible provide primitive camping areas with appropriate facilities. Ensure facilities in the camping areas are regularly cleaned and well maintained.</li> </ul>	Year 1-2	HSC	
	Attract Regional Residents	<ul style="list-style-type: none"> <li>Encourage residents of the surrounding region to visit the Shire - with the Shire positioned as a destination for day trip and short breaks.</li> </ul>	Year 2-3	TEAM / Community	
		<ul style="list-style-type: none"> <li>Ensure that information on Harden is available in VICs in the surrounding region</li> </ul>	Year 2-3	EDC	
	Attract Regional Groups	<ul style="list-style-type: none"> <li>Identify social groups located within the region (up to 1.5 hours drive) that organise day or overnight trips</li> </ul>	Year 2-3	Community / EDC	
		<ul style="list-style-type: none"> <li>Develop itineraries / packages for these groups</li> </ul>	Year 2-3	Community / EDC	
		<ul style="list-style-type: none"> <li>Direct marketing to target groups, with regular follow-up. <u>Examples of target groups:</u> Senior Citizen groups, Walking Clubs, Retirement Homes, Licensed Clubs, Sporting Clubs, Disability Groups, Probus Clubs, View Clubs</li> </ul>	Year 2-3	Community / EDC	
Attract Visiting Friends and Relatives (VFR)	<ul style="list-style-type: none"> <li>Widely promote a free Open Day for locals to visit certain attractions throughout the Shire so they will recommend visitation to their VFRs</li> </ul>	Year 2	Community / HSCA		
Build Destination-based Markets	Attract Special Interest and Activity-based Clubs and Individuals	Match attractions and events in the Shire with special interest and activity-based market segments.	year 2-3		
		<ul style="list-style-type: none"> <li>Identify market segments to be targeted</li> </ul>			
		<ul style="list-style-type: none"> <li>Identify appropriate products for the segments and develop packages and/or itineraries - including activities, travel and accommodation options</li> </ul>			
		<ul style="list-style-type: none"> <li>Where suitable, form Project Teams to undertake the market development, marketing and promotion</li> </ul>			
		<ul style="list-style-type: none"> <li>Develop marketing data bases - use internet searches</li> </ul>			year 3
		<ul style="list-style-type: none"> <li>Develop appropriate promotional collateral</li> </ul>			year 3
		<ul style="list-style-type: none"> <li>Seek coverage / articles in relevant magazines</li> </ul>			year 3
<ul style="list-style-type: none"> <li>List products, activities and events on websites that are popular with each of the target markets</li> </ul>	year 3				



Issue	Action	Key Tasks	Timeframe	Responsibility
Build Destination-based Markets continued	Build the Events Market	<ul style="list-style-type: none"> <li>Continue to focus on event development as a generator of visitation to the Shire</li> <li>Endeavour to attract footloose events to the Shire</li> <li>Refer to 'events' in Events and Social Development section of this plan</li> </ul>	long	

### 5.5.3 Strategy 3: TO CONTINUE TO DEVELOP THE ATTRACTION, ACTIVITY, PRODUCT AND INFRASTRUCTURE BASE OF THE SHIRE

Issue	Action	Key Tasks	Timeframe	Responsibility
Build the Shire's 'raw' assets to grow visitation	Participate in the Gold Trail	<ul style="list-style-type: none"> <li>Through landscaping and streetscaping, position Harden – Murrumburrah as a 'gold town'</li> </ul>	year 2	HSC
		<ul style="list-style-type: none"> <li>Approach TNSW regarding access to audio tour software</li> </ul>	long	
	Develop a Plant Nurseries and Landscaping Cluster	<ul style="list-style-type: none"> <li>Explore options for running a series of plant and garden workshops and programs</li> </ul>	long	
		<ul style="list-style-type: none"> <li>Over time establish Harden-Murrumburrah as a garden town</li> <li>Work with CCRTO to ensure that the Shire's garden product is included in their 'gardens' product listings and promotional activities</li> </ul>	long	
	Develop Scenic Drives	<ul style="list-style-type: none"> <li>Develop and promote scenic and touring routes through and within the Shire with appropriate maps and materials, link with Open Gardens and Harden Rose</li> </ul>	Year 2-3	EDC / Garden Club
	Establish Harvest / Produce Trails	<ul style="list-style-type: none"> <li>Establish a harvest / produce trail (or trails) linking the orchards, cellar door, fresh produce outlets and eateries that specialise in the use of fresh, local produce</li> </ul>	long	
		<ul style="list-style-type: none"> <li>Explore options for linking the trail to other food and wine trails in both Capital Country and the Riverina Regions</li> </ul>	long	
		<ul style="list-style-type: none"> <li>Explore options for developing the trail into a coach tour itinerary and promote to coach companies in Sydney and the surrounding region</li> </ul>	long	
		<ul style="list-style-type: none"> <li>Explore options for running food / cooking classes and workshops</li> </ul>	long	
	Establish Harvest / Produce Trails continued	<ul style="list-style-type: none"> <li>Investigate options for a progressive dining experience – breakfast at Wilkies, Lunch at the Long Track Pantry and dinner in Murrumburrah</li> </ul>	long	

Issue	Action	Key Tasks	Timeframe	Responsibility	
Expand the Shire's range of accommodation	Develop a Harden Heritage Walk	<ul style="list-style-type: none"> <li>Develop a Harden Heritage Walk with stories, map, plaques, promotional signage at the Lighthouse Memorial and marketing through local and regional VICs.</li> </ul>	year 2	Historical Soc / Rotary / Kruger	
	Promote the Light Horse Memorial	<ul style="list-style-type: none"> <li>Investigate options for raising awareness and increasing the visibility of the Light Horse Memorial to passing traffic</li> </ul>	year 2	Lighthouse C'tee / EDC	
	List Historic Hotels	<ul style="list-style-type: none"> <li>Encourage operators to upgrade their listing on the G'Day pubs website</li> </ul>	year 2	EDC	
	Upgrade Former Historic Hotels	<ul style="list-style-type: none"> <li>Support property owners if they wish to refurbish and re-open rooms</li> </ul>	long		
	Investigate Farm Stays		<ul style="list-style-type: none"> <li>Investigate the feasibility of establishing a shire farm stay network with standards, training and marketing materials</li> </ul>	year 3	
			<ul style="list-style-type: none"> <li>Investigate opportunities for 'home hosting', including visitors arriving by rail</li> </ul>	year 3	
Signage	Improve Gateway Signs	<p><u>Shire</u> When funds become available – update the Harden Shire signs on the borders to the Shire</p>	year 3	HSC	
	Establish Entry Noticeboards	<ul style="list-style-type: none"> <li>Refer to the Physical Development section of this plan for each town/village to establish a business and tourism noticeboard in each town and village in the Shire</li> </ul>	long		
	Improve Directional Signs	<ul style="list-style-type: none"> <li>Develop uniform directional signage to all towns and villages throughout the shire and on major highways</li> <li>Improve directional signage in Harden-Murumburrah - provide advance warning signs for: <ul style="list-style-type: none"> <li>Harden shopping centre</li> <li>Light Horse Memorial</li> <li>Showground</li> <li>Orchards – from both Harden and Wombat</li> <li>Stocks Garden - remove vegetation obscuring the signs</li> <li>Access points to the Murrumbidgee River</li> </ul> </li> </ul>	year 2	HSC	
			year 2	HSC	
			<ul style="list-style-type: none"> <li>Signpost the information directories in Coddington and Newson Parks</li> </ul>	year 2	HSC

Issue	Action	Key Tasks	Timeframe	Responsibility
Signage continued	Upgrade Advertising, Commercial and Community Signs	<ul style="list-style-type: none"> <li>Encourage themed / quality signs that will contribute positively to the atmosphere and presentation of the area - encourage business owners to upgrade their signage</li> </ul>	long	
		<ul style="list-style-type: none"> <li>Restore historic advertising on the sides of the buildings in Harden and Murrumburrah – investigate corporate and heritage funding to restore old advertisements</li> </ul>	year 2	HSC
	Upgrade Visitor Facilities Signs	<ul style="list-style-type: none"> <li>Conduct an audit and identify signage requiring updating - use international symbols rather than fingerboard signs for signposting visitor facilities and services where possible</li> </ul>	year 2	HSC
	Establish Temporary Signs	Investigate options for providing temporary signs such as the banner for : <ul style="list-style-type: none"> <li>Events</li> <li>Orchards / fruit picking</li> </ul>	year 2	EDC / Community

**5.5.4 Strategy 4: TO CONTINUE TO IMPROVE THE PRESENTATION OF THE SHIRE’S TOWNS AND VILLAGES**

Refer to remaining actions in the Physical Development section of this plan for each town and village

**5.5.5 Strategy 5: TO INCREASE THE RANGE OF INFORMATION & PROMOTIONAL MATERIAL AVAILABLE TO SUPPORT THE GROWTH OF TOURISM WITHIN THE SHIRE**

Issue	Action	Key Tasks	Timeframe	Responsibility
Develop Promotional Collateral to Market the Shire	Develop an A3 Tear Off Shire Map	<ul style="list-style-type: none"> <li>Produce an A3 tear-off tourism map for the Shire - subregion, town and village maps and information on attractions, activities and facilities</li> </ul>	year 2	HSCA / EDC
	Produce Information Kits, Brochures and Guides	<ul style="list-style-type: none"> <li>Develop information kits, brochures and guides for special interest and group markets - include car clubs and golf</li> </ul>	year 2	EDC / Community orgs

Issue	Action	Key Tasks	Timeframe	Responsibility
Ready Access to Information for Travellers	Distribute Promotional Information	Ensure that comprehensive, up-to-date visitor information is available in each town and village within the Shire. <ul style="list-style-type: none"> <li>Encourage local accommodation properties and businesses to display and distribute a range of tourism information on the Shire</li> </ul>	year 2	EDC / Businesses
		<ul style="list-style-type: none"> <li>Ensure that event organisers have access to information on Harden Shire to include as part of the promotional material for the event</li> </ul>	year 2 – ongoing	EDC / Event Organisers
		<ul style="list-style-type: none"> <li>Compile kits / information for the media that can be used by CCRTO and distributed to the local and regional media as required</li> </ul>	year 2-3	EDC
		<ul style="list-style-type: none"> <li>Ensure that the official website is linked to the CCRTO website and to relevant locality, activity-based and tourism websites</li> </ul>	year 2	EDC
Capitalise on the Internet continued	Develop Village Websites	<ul style="list-style-type: none"> <li>Ensure that the individual towns and villages each have a page on the Shire Tourism Website and that this page is identified in searches by locality name</li> </ul>	year 2	EDC / Villages
	Update Third Party Websites	<ul style="list-style-type: none"> <li>Check the information available on tourism, travel and commercial websites for each of the towns and villages in the Shire and advise the webmaster of any information that is out-of date or inaccurate - if possible, provide attractive images to the webmaster for inclusion on these sites</li> <li>Take advantage of free listing opportunities</li> </ul>	year 2	EDC / HSCA
	Encourage Accommodation Operator Websites	Encourage accommodation operators in the Shire to utilise the internet for sales and marketing including: <ul style="list-style-type: none"> <li>Establish their own websites with on-line booking facilities and include their web and email addresses in all promotional material</li> </ul>	year 2	EDC / Businesses
		<ul style="list-style-type: none"> <li>Take advantage of free listings to list on key accommodation and tourism sites</li> </ul>	year 2	EDC / Businesses
		<ul style="list-style-type: none"> <li>Ensure that information on the accommodation properties on the key local and regional tourism and locality websites is accurate and kept up-to-date</li> </ul>	year 2 – ongoing	Businesses

6. SHIRE PICTURE GALLERY



*Harden's main street Neill Street*



*Murrumburrah's main street Albury Street on the Burley Griffin Way*



*Jugiong's main street Riverside Drive - southern entry*



*Picturesque Jugiong village in the valley*



*Galong's main street McMahon Road*



*Renowned Galong cemetery set in beautiful countryside*



*Wombat entry statement*



*Wombat Hotel in main street Harden Road*



*Pretty and productive land – view opposite hotel*



**T  
E  
A  
M**

**Harden Shire**

# **TEAM HARDEN SHIRE**



# **COMMUNITY VISION STRATEGIC ACTION PLAN 2010**



**Harden Shire  
Community Action**

**Kruger Trust**



# CONTENTS

1.	BACKGROUND .....	4
2.	ROLE AND USE OF THE PLAN .....	7
3.	FIRST YEAR ACTIONS .....	9
3.1	Harden-Murrumburrah Actions .....	9
3.1.1	Business Development .....	9
3.1.2	Physical Development .....	11
3.1.3	Events and Social Development .....	14
3.2	Jugiong Actions .....	16
3.3	Galong Actions .....	18
3.4	Wombat Actions .....	20
3.5	Shire Tourism and Marketing Development .....	22
3.5.1	<u>Strategy 1</u> : To provide the framework and resources needed to support and coordinate the development, marketing and promotion of tourism in the Shire .....	23
3.5.2	<u>Strategy 2</u> : To increase visitation by strengthening and diversifying the market base of the shire .....	24
3.5.3	<u>Strategy 3</u> : To continue to develop the attraction, activity, product and infrastructure base of the Shire .....	26
3.5.4	<u>Strategy 4</u> : To continue to improve the presentation of the shire's towns and villages .....	28
3.5.5	<u>Strategy 5</u> To increase the range of information and promotional material available to support the growth of tourism within the shire .....	29
4.	SUMMARY OF FIRST YEAR ACTIONS BY STAKEHOLDERS .....	31
5.	REMAINING ACTIONS .....	35
5.1	Harden-Murrumburrah Remaining Actions .....	35
5.2	Jugiong Remaining Actions .....	40
5.3	Galong Remaining Actions .....	42
5.4	Wombat Remaining Actions .....	44

5.5	Shire Tourism and Marketing Development Remaining Actions .....	46
5.5.1	<u>Strategy 1</u> : To provide the framework and resources needed to support and coordinate the development, marketing and promotion of tourism in the Shire .....	46
5.5.2	<u>Strategy 2</u> : To increase visitation by strengthening and diversifying the market base of the shire .....	46
5.5.3	<u>Strategy 3</u> : To continue to develop the attraction, activity, product and infrastructure base of the shire .....	48
5.5.4	<u>Strategy 4</u> : To continue to improve the presentation of the shire's towns and vilages .....	50
5.5.5	<u>Strategy 5</u> To increase the range of information and promotional material available to support the growth of tourism within the shire .....	50
6.	SHIRE PICTURE GALLERY .....	52



*Beautiful Harden Shire*

*Photo on front page: 'Fields of gold' - flowering canola*

 TEAM Harden Shire Community Vision Strategic Action Plan 2010 prepared by:  
de Greenlaw Consultancy P: 02 6687 1850 E: degreenlaw@bigpond.com

## 1. BACKGROUND

Harden Shire is set in picturesque, agriculturally-rich countryside amid the rolling hills of the Southwest Slopes region of New South Wales. The Shire's population is around 4,000 people, with half living in the twin towns of Harden and Murrumburrah, a 3.5 hour drive south west of Sydney and a 1.5 hour drive north west of Canberra. The other half of the population live in the villages of Galong, Jugiong, Wombat and the surrounding rural areas.

The twin towns of Harden and Murrumburrah have traditionally been service centres, with Harden as the main commercial centre for the surrounding rural area and Murrumburrah as the historic centre situated on the main road, servicing the passing traffic. They are located on the Burley Griffin Way which links the Hume Highway south of Yass through to the Olympic Highway at Wombat.

The Olympic Highway traverses the western end of the shire and is the major link road to the Central West and the Blue Mountains. The village of Wombat is located on either side of the Olympic Highway in productive orchard territory, half way between Harden-Murrumburrah and Young.

The Hume Highway is the major link between Melbourne and Sydney, passing along the eastern boundary of the shire. The pretty village of Jugiong is located beside this highway, nestled in the valley on the banks of the Murrumbidgee River. Galong is situated on a back road that runs parallel and north of Burley Griffin Way, from Binalong through to Harden-Murrumburrah. It is a quaint village set in picturesque countryside with historic buildings and strong affiliations with St Clements Monastery and the renowned Galong Cemetery.

The shire offers an attractive, friendly, rural lifestyle and affordable housing. Harden Shire has a range of infrastructure, services and facilities with a hospital, nursing home, two medical centres, pre-schools, primary schools, high school, Olympic swimming pool, golf course, bowls, tennis courts, squash courts, showground, playing fields, caravan park, cafes, restaurants, motel, bed-and-breakfasts and hotels. As well as an established retirement village, construction has started on a 42-unit retirement home that will open in 2010.

The twin towns of Harden and Murrumburrah have traditionally been an economic centre for the surrounding rural area. The district produces mainly agricultural products, such as wheat, canola, oats, sheep and cattle, cherries and stone fruit, olive oil, mustard seed oil, honey and premium wines. The district is developing as a centre for quality, fresh local produce sold direct at an increasing number of outlets. Fruit picking, especially cherries in November-December, is very popular. Harden is serviced daily by the XPT passenger rail service and road and rail transport are also key industries.

The TEAM Harden Shire Strategic Plan 2010 was developed through a variety of consultation processes and existing development plans that included the following:

- Five Year Vision for Harden Community 2009 (February)
- Good for Business/Good for Community 2009 (March)
- Harden Shire Action Plan 2009 (November)
- Harden Shire Tourism Development and Marketing Plan 2010 (January)

The Five Year Vision for Harden Community 2009 was facilitated by Harden Shire's "sister-shire" Sutherland Shire Council at the Harden Management Plan Workshop and was developed by incoming Councillors in early 2009. The document identified actions under the following key result areas:

1. Community Engagement and Consultation
2. Develop an Industrial Estate
3. Sports Facilities Rationalisation
4. Develop a Marketing Strategy.

The Good for Business/Good for Community plan was developed by Murimboola Financial Services on behalf of the Harden-Murrumburrah Community Bank branch of the Bendigo Bank at a Community Enterprise Forum. The document identified the following four key result areas:

1. Community Attitudes – the community needs connection, cooperation, coordination, collaboration and commitment.
2. Improve our Environment – and the attractiveness of the streetscape
3. Health Services and Hospital – retain and grow
4. Improve Commerce – grow and attract diverse small business

The Harden Shire Action Plan 2009 was developed by Jenny de Greenlaw of de Greenlaw Consultancy through the shire-wide Business Retention and Expansion (BRE) survey. The Harden Shire Community Action (HSCA) group raised the funding and coordinated the project. The Harden Shire BRE project was funded by Industry & Investment NSW, Harden Shire Council and the Kruger Trust.

The BRE project included a comprehensive business survey that was conducted throughout the shire and a series of community consultation processes that were conducted in the towns of Harden and Murrumburrah and the villages of Galong, Jugiong and Wombat. The plan identified actions under the following key result area headings:

1. Business, Tourism and Marketing Development
2. Physical Development
3. Youth, Events and Social Development

The Harden Shire Tourism Development and Marketing Plan was developed by Jenny Rand and Associates. The Harden Shire Community Action Group Inc. (HSCA) raised the funding and coordinated the project. A tourism workshop was held in December 2009. Meetings were held with community groups and representatives in Jugiong, Galong and Wombat and discussions were held with a range of individuals and organizations throughout the region.

The plan identified that the Shire is constrained by limited resources and supporting infrastructure, so it concentrated on actions that will put in place the basic services and infrastructure to support tourism. It identified opportunities to grow visitation cost-effectively, using the attractions, activities and facilities available in the Shire. The plan identified tourism actions under the following key strategy areas:

1. To provide the framework and resources needed to support and coordinate the development, marketing and promotion of tourism in the Shire
2. To increase visitation by strengthening and diversifying the market base of the Shire
3. To continue to develop the attraction, activity, product and infrastructure base of the Shire
4. To continue to improve the presentation of the Shire's towns and villages
5. To increase the range of information and promotional material available to support the growth of tourism within the Shire

Actions from the Harden Shire Tourism Development and Marketing Plan have been incorporated into this community strategic plan. However, the full tourism plan is a public document with a wealth of valuable information that value-adds to this strategic plan and should be referred to and used to guide tourism development in the shire, as appropriate. Copies are available from the HSCA.

The focus of this strategic action plan is on economic and social development, including tourism development. A consolidation phase of work with 'building block actions' will need to be implemented in each of the towns and villages before trying to attract new businesses, residents and visitors. These building blocks include upgrading town entrances, beautifying the CBD areas, buildings and businesses to deliver a good shopping experience and appropriate infrastructure, signage, branding and marketing.

Consolidating the shopping experience is a team effort of all stakeholders, including a 'shop local' mindset. To encourage business growth, Council can create an attractive, quality environment by investing in the beautification of public spaces and addressing issues such as traffic, parking, cleaning, safety and infrastructure. They can also have a 'shop local first' policy. Property owners can update and maintain their buildings. Businesses can update their premises, signage, goods and displays and can purchase from other local businesses wherever possible. Community members can shop locally and support or participate in local community projects.

This partnership to improve the shopping experience is fair as each partner 'does their part'. It is a proven method that encourages local loyalty, attracts visitor spending and enhances the town's economic viability and community lifestyle.

Economic development is entwined with social development in rural communities, so it is necessary for the planning process to take a holistic approach to all the issues affecting the community. Harden shire has a good base to build on as it is situated in picturesque countryside with rich soils and strong agriculture. It is within easy driving distance to Canberra and Sydney. The shire has resilient, close-knit communities and excellent health facilities and amenities. There is an abundance of beautiful, historical buildings reflecting a colourful past and interesting history. TEAM Harden Shire has been formed to provide community stakeholders with an opportunity to work together to enhance this 'happy, healthy and historic' lifestyle and attract new residents, businesses and visitors.

## 2. ROLE AND USE OF THE ACTION PLAN

### Role of Action Plan

- Act as a framework to direct the development of the TEAM Harden Shire program
- Facilitate cooperative working relationships between the community, businesses, council and other external partners
- Formalise the goals and aims of the community stakeholders in relation to the shire's economic future

The title TEAM Harden Shire was identified at a stakeholder workshop with the acronym of TEAM standing for Together Everyone Achieves More. This plan was developed to pull all the stakeholders together under one 'umbrella' plan, with Council, businesses and community working as a team towards a strategically-planned future direction.

### Implementation of the Action Plan

The TEAM Harden Shire Board will oversee the implementation of this action plan. The Board consists of Councillors who represent different areas in the shire and are also representatives of Council, Chamber of Commerce, Harden Shire Community Action Inc., Bendigo Bank, Kruger Trust, local businesses, community groups and property owners. Initially the Board will meet on a regular basis to kick-start the program and the first round of projects and then on a 'needs only' basis throughout the year. Progress of projects will be reported to Council and to the community via the local newspaper. At the end of each year, the Board will meet to evaluate progress measured against the plan and identify actions to be implemented in the following year.

An Economic Development Coordinator (EDC) will be established at Council in 2010 for an initial period of three years. They will facilitate and coordinate business and tourism development in the shire and will act as a point of contact to assist the efforts of other TEAM stakeholders implementing actions from the plan.

The actions in this plan were identified by businesses and residents through extensive consultation processes. Growth comes through planning and hard work. If community and business stakeholders believe that Council should implement all the actions, then growth will be much slower than a team working together. Stakeholders can choose whether to participate or not, but the rewards will only equal the effort that is put in.

Through this process, more is achieved than just the projects. Creating communication channels and working together builds relationships and trust. This increases community pride and a sense of place, which is why many people want to live in a small, friendly, rural community. That 'sense of place' is what attracts new residents and businesses, so the process itself is part of the solution.

Actions were compiled for each town and village under the following key result area headings:

- Business Development
- Physical Development
- Events and Social Development

Actions have also been identified for:


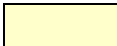
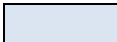
- Shire Tourism and Marketing Development

This action plan was developed by amalgamating four different plans, so due to the volume of actions, it has been divided into two sections:

1. 'first year actions' for each of the towns and villages and initial tourism actions, followed by a summary of those actions sorted by the stakeholders responsible for them
2. 'remaining actions' for each of the towns and villages and remaining tourism actions for years 2, 3 and beyond.

The Board will hold an evaluation process at the end of each year. This process will allow for the flexibility to alter timeframes or take up new opportunities that arise. As this is a new program for the shire, timeframes to commence actions have been estimated as a guide only - all actions may not be completed within the timeframe of 'year 1', 'year 2', 'year 3'. The 'long' timeframe indicates longer than three years. The TEAM Harden Shire Board will determine the priority actions each year during their evaluation process.

The first year's actions for Harden-Murrumburrah and shire-wide tourism have been colour coded as per the key below. First year village actions have not been coded as the villages work to their own timetables. These colour codings are a guide only as timeframes can be altered to suit circumstances or availability of stakeholders to implement the actions. Pink actions are building blocks and need to be completed first. Yellow actions are to be implemented next. Blue actions are flexible and may be implemented later in the year or the following year.

<b>Key</b>	 building blocks, initial actions (pink)	 second set of actions (yellow)
	 later actions (blue)	

Successful communities plan and work together with good communication strategies and leadership as key ingredients. Harden Shire has entered a new era, with new head staff and councillors. The TEAM Harden Shire program and Board have been established. The planning is now in place and a position has been created to help coordinate activities. In 2010 the drought broke with good rains and the best agricultural season in many years. The timing is right to use this action plan for the good of TEAM Harden Shire.

### Abbreviations

The following abbreviations have been used in the Action Plan:

Council / HSC	Harden Shire Council	I&I NSW	Industry & Investment NSW
EDC	Economic Development Coordinator	MCMA	Murrumbidgee Catchment Management Authority
HSCA Chamber	Harden Shire Community Action Chamber	VIC	Visitor Information Centre
JAG	Jugiong Advancement Group	VFR	Visiting Friends and Relatives
GPA	Galong Progress Association	DET	Department of Education & Training
WPA	Wombat Progress Association	Community	Community organisations, groups or individuals
TNSW	Tourism New South Wales	Businesses	Local businesses or industries
CCRTO	Capital Country Regional Tourism Organisation	TEAM	TEAM Harden Shire Board

### 3. FIRST YEAR ACTIONS

#### 3.1 HARDEN AND MURRUMBURRAH ACTIONS

##### 3.1.1 Business Development

**Aims:**

- Develop opportunities for business to upgrade, expand and develop
- Create more employment
- Develop land for residential, business and commercial use

**Issues:**

- Develop Shire Businesses
- Land Development
- Upgrade Council Procedures

Issue	Action	Key Tasks	Timeframe	Responsibility
<b>BUSINESS DEVELOPMENT</b>				
Develop Shire Businesses	Establish an Economic Development Coordinator	<ul style="list-style-type: none"> <li>• Establish an officer to coordinate to manage economic development in the Shire</li> </ul>	Year 1	HSC / Kruger / I&I
	Brand the Shire	<ul style="list-style-type: none"> <li>• Decide on a 'role' for the shire within the region and identify an image or point of difference using existing strengths. Develop a branding theme and use it consistently in beautification, signage, marketing materials – <i>refer to Tourism Development strategy 5</i></li> </ul>	year 1	TEAM / I&I
	Establish a Property Owners Group	<ul style="list-style-type: none"> <li>• Establish a Property Owners Forum for property owners to discuss relevant issues and develop strategies. Include a survey with the invitation to out-of-town property owners so they can identify issues for discussion if they cannot attend.</li> <li>• At the Forum, establish a Property Owners Group to represent property owners – group to meet on a 'needs only' basis and act as a voice and advocate for property owners</li> </ul>	year 1	Stephen Byrne / Tony Campbell



Issue	Action	Key Tasks	Timeframe	Responsibility
<b>BUSINESS DEVELOPMENT continued</b>				
Develop Shire Businesses continued	Fill the Vacant Shops	<ul style="list-style-type: none"> <li>In the short term, clean and tidy the empty shop facades, particularly on the main road. Investigate strategies to fill the empty windows such as murals, artwork, shire photographs or merchandise from other stores - use low lighting at night</li> </ul>	year 1	Stephen Byrne / Tony Campbell
	Develop Business, Community and Retail Directories	<ul style="list-style-type: none"> <li>Develop a Business and Community Directory and distribute throughout the shire and tourism outlets</li> </ul>	year 1	Chamber
	Develop Regular Business Communication	<p>Develop strategies for businesses to network and upskill eg:</p> <ul style="list-style-type: none"> <li>Develop regular networking sessions eg 'business after hours' showcases or business breakfasts with speakers</li> </ul>	year 1	Chamber
	Establish Business Awards	<ul style="list-style-type: none"> <li>Establish an annual Business Awards event</li> </ul>	year 1	Chamber / I&I
	Establish a Shop Local Campaign	<ul style="list-style-type: none"> <li>Develop a shop local campaign and community education program on the benefits of shopping locally. If possible, tie the shop local to another campaign (eg Christmas or major event) to encourage local shopping and attract visitor spending - <i>refer to I&amp;I Cooperative Marketing Module</i></li> </ul>	year 1	Chamber
	Improve Mobile Coverage	<ul style="list-style-type: none"> <li>Lobby local member and Telstra to improve mobile phone coverage throughout the shire</li> </ul>	year 1	HSC
	Establish a Business Partner and Retention Program	<ul style="list-style-type: none"> <li>Develop strategies to retain existing businesses and attract other businesses to fill the gaps once the CBD areas and shopping experiences have been consolidated and appropriate commercial spaces are available</li> </ul>	year 1	HSC
	Attract New Residents	<ul style="list-style-type: none"> <li>Develop a Lifestyle Brochure (to accompany the Business and Community Directory and Small Business Start Up Kit)</li> <li>Develop a New Residents Kit that incorporates all appropriate brochures and information</li> </ul>	year 1	TEAM / I&I
Upgrade Council Procedures	Speed up DAs	<ul style="list-style-type: none"> <li>Simplify and speed up the development application process</li> </ul>	year 1	HSC
	Assist Grant Applications	<ul style="list-style-type: none"> <li>Facilitate and assist community groups grant applications to attract funding into the shire</li> </ul>	year 1-2	HSC

### 3.1.2 Physical Development

**Aims:**

- Beautify the built and natural environment
- Upgrade facilities and amenities
- Rationalise the sporting facilities
- Develop residential and industrial land

**Issues:**

- Beautification
- Amenities and Infrastructure
- Sporting Facilities

Issue	Action	Key Tasks	Timeframe	Responsibility
<b>PHYSICAL DEVELOPMENT</b>				
Beautification	Coordinate a Neill Street Working Bee	<ul style="list-style-type: none"> <li>• Clean the main street – conduct a community working bee to clean up Neill Street, plant shrubs in the pots, garden beds, finish the day with a community BBQ</li> </ul>	year 1	Rotary / Councillors
	Establish a Paint the Buildings Program	<ul style="list-style-type: none"> <li>• Establish a Paint the Buildings program with incentives for property owners to upgrade their buildings such as:                             <ul style="list-style-type: none"> <li>- paint deals with major paint companies</li> <li>- free colour consultancy for participating buildings</li> <li>- investigate using the work for the dole labour program</li> <li>- investigate using environmentally-friendly paint to gain funding as a 'green' project for a CBD cluster group</li> </ul> </li> </ul>	year 1	Councillors
		<ul style="list-style-type: none"> <li>• Invite volunteer heritage sign writers to restore old signage – provide accommodation</li> </ul>	year 1	Councillors / Businesses
	Improve the Entrance Corridors	<ul style="list-style-type: none"> <li>• Encourage the motel and caravan park to improve their presentation particularly along their eastern side boundaries</li> </ul>	year 1	HSCA
		<ul style="list-style-type: none"> <li>• Encourage businesses along the corridor to improve their presentation and signage</li> </ul>	year 1	HSCA
Upgrade and Establish Roundabouts	<ul style="list-style-type: none"> <li>• Establish roundabouts - at the Harden town centre entry and where appropriate - subject to funding</li> <li>• Beautify roundabouts and make them features using the shire's branding theme or reflecting the area's history</li> </ul>	year 1	HSC	

Issue	Action	Key Tasks	Timeframe	Responsibility
<b>PHYSICAL DEVELOPMENT continued</b>				
Beautification continued	Improve the Harden Town Centre	Improve the access into the shopping centre: <ul style="list-style-type: none"> <li>Explore the possibility of establishing east Street as the main access road into the shopping centre</li> <li>Address the entry/signage from the eastern side and the lack of visibility of the centre from the western approach</li> </ul>	year 1	HSC
		<ul style="list-style-type: none"> <li>Ensure that the flower barrels are planted and well maintained – they add colour to what is primarily a ‘dull’ streetscape</li> </ul>	year 1	Businesses / HSC
		<ul style="list-style-type: none"> <li>Explore options for providing a quality, modern eatery in Harden</li> </ul>	year 1	Businesses / Chamber
		<ul style="list-style-type: none"> <li>Explore the possibility of the Men’s Shed producing and selling products for the visitor market</li> </ul>	year 1	Men’s Shed
	Improve the Murrumburrah Town Centre	<ul style="list-style-type: none"> <li>As a priority, implement the proposed beautification program, focusing resources on the active trading part of the street</li> </ul>	year 1	HSC
		<ul style="list-style-type: none"> <li>Encourage Council to proceed with the leasing of its renovated building in the shopping centre</li> </ul>	year 1	HSC
	Upgrade the Harden Caravan Park	<ul style="list-style-type: none"> <li>Upgrade, expand and beautify the caravan park, including sites for RVs - or investigate re-locating the caravan park</li> </ul>	year 1-3	HSC
		<ul style="list-style-type: none"> <li>Ensure that the Park is listed on free caravan and camping websites</li> </ul>	year 1	EDC
		<ul style="list-style-type: none"> <li>Ensure that the caravan park operator is working closely with the Showground, referring any business that the Park cannot accommodate to the Showground</li> </ul>	year 1	EDC
	Upgrade the Harden Motel	<ul style="list-style-type: none"> <li>Encourage the property owner to refurbish / modernise the motel and improve the presentation of the property</li> </ul>	year 1	EDC / Chamber
Upgrade the Murrumbidgee Creek Corridor	<ul style="list-style-type: none"> <li>Upgrade the river walk – if funding is available</li> </ul>	year 1	Landcare / HSC	
	<ul style="list-style-type: none"> <li>Rehabilitate the Murrumbidgee Creek corridor – if funding is available</li> </ul>	year 1-3	Landcare / HSC	
	<ul style="list-style-type: none"> <li>Link the walking trail along the foreshore to the Light Horse Memorial – if funding is available</li> </ul>	year 1-3	Landcare / HSC	
Re-plant McLean Oval Trees	<ul style="list-style-type: none"> <li>Replant native trees around McLean Oval</li> </ul>	year 1-3	HSC	

Issue	Action	Key Tasks	Timeframe	Responsibility
PHYSICAL DEVELOPMENT continued				
Land Development	Establish a Light Industrial Area	<ul style="list-style-type: none"> <li>Research sites and develop new industrial land to create more business development opportunities</li> </ul>	year 1	HSC
	Develop Residential Blocks	<ul style="list-style-type: none"> <li>Develop residential blocks to help increase the population</li> </ul>	year 1	HSC
Sporting Facilities	Rationalise the Sporting Facilities	<ul style="list-style-type: none"> <li>Establish a Sporting Committee Group with representatives from all the sporting groups – establish informal meetings for the group to discuss relevant sports issues</li> <li>The Sporting Committee to attend the regular Community Forums if they need to discuss sporting issues and lobby Council for any sporting requirements or support. <i>(refer to Community Forums in the Events and Social Development section of this plan)</i></li> </ul>	year 1	TEAM / Councillors
		<ul style="list-style-type: none"> <li>Investigate strategies to develop and amalgamate the sporting fields and facilities – seek funding</li> </ul>	year 1	TEAM / Councillors / Sporting Group

### 3.1.3 Events and Social Development

#### Aims:

- Develop opportunities that will increase communication,
- Increase health services and facilities
- Develop events, youth activities

#### Issues:

- Health
- Communication and Working Together
- Events and Activities
- Youth
- Transport

Issue	Action	Key Tasks	Timeframe	Responsibility
<b>EVENTS AND SOCIAL DEVELOPMENT</b>				
Health	Retain the Nursing Home	<ul style="list-style-type: none"> <li>• Lobby the state government to retain Harden's Nursing Home and ensure sustainability for the hospital</li> </ul>	year 1	Mayor / Community
		<ul style="list-style-type: none"> <li>• Establish full aged care facilities, including the suitability of footpaths for scooters</li> </ul>	year 1-3	Mayor / Community
	Attract and Retain Existing Doctors	<ul style="list-style-type: none"> <li>• Develop strategies to attract more male and female doctors to the Harden Shire</li> </ul>	year 1-ongoing	Mayor / Community
Communication and Working Together	Establish the TEAM Harden Shire Group	<ul style="list-style-type: none"> <li>• Establish an umbrella group to form TEAM Harden Shire to oversee the implementation of the Action Plan with regular meetings to network, update progress and plan new projects</li> </ul>	immediate	HSC
	Establish Community Forums	<ul style="list-style-type: none"> <li>• Establish regular Community Forums (2-3 times per year) with representatives from all community groups to discuss issues and to lobby Council for their organisation's requirements – include representatives from the villages</li> </ul>	year 1	Councillors
	Establish a Volunteer's Recognition Program	<ul style="list-style-type: none"> <li>• Establish an annual program that recognises the efforts by volunteers in the Shire</li> </ul>	year 1	Rotary
Events and Activities	Establish a Calendar of Events	<ul style="list-style-type: none"> <li>• Establish a calendar of events – include all cultural and sporting events throughout the shire, update regularly</li> </ul>	year 1	HSCA / EDC
		<ul style="list-style-type: none"> <li>• Use the calendar of events to identify peak times for meal requirements in Harden and Murrumburrah so food outlets can plan and cater for them appropriately</li> </ul>	ongoing	Community

<b>Issue</b>	<b>Action</b>	<b>Key Tasks</b>	<b>Timeframe</b>	<b>Responsibility</b>
<b>EVENTS AND SOCIAL DEVELOPMENT</b> continued				
Events and Activities continued	Expand the Kite Festival	<ul style="list-style-type: none"> <li>Expand the Kite Festival – establish an event plan and additional volunteers to help implement the festival and ensure the it continues, grows and attracts visitors</li> </ul>	year 1	Councillors / Kite C'tee / Schools / JdeG
	Upgrade the Picnic Races	<ul style="list-style-type: none"> <li>Develop risk management strategies for the Picnic Races to minimise alcohol-related issues. Develop the races into a more family-oriented or light social event and attract a different target market</li> </ul>	year 1	Picnic Races C'tee
Youth	Establish a youth committee	<ul style="list-style-type: none"> <li>Conduct a youth survey to find out what they want</li> <li>Establish a youth committee and provide adult mentors to help them plan and conduct their own events and activities</li> </ul>	year 1	Schools / Community

### 3.2 JUGIONG ACTIONS

#### Jugiong Community Vision and Aims:

“To develop Jugiong into a thriving and steadily growing community, retaining locals and attracting new residents, tourists and visitors to enjoy its beauty. To assist existing businesses and encourage new ones to be established.”

#### Issues:

- Business Development
- Tourism Development
- Marketing Development
- Beautification
- Land Development
- Amenities and Infrastructure
- Jugiong Signage
- Events and Activities
- Youth

Issue	Action	Key Tasks	Timeframe	Responsibility
<b>BUSINESS, TOURISM AND MARKETING DEVELOPMENT</b>				
Business Development	Develop Funding Applications	<ul style="list-style-type: none"> <li>• Develop training in funding applications – contact Regional Development Australia (RDA) Riverina, Lani Houston (0429 444 213).</li> <li>• Establish a funding group eg 6-10 people who write one application each per year</li> </ul>	year 1	JAG
	Develop New Business Infrastructure	<ul style="list-style-type: none"> <li>• Lobby Council to re-zone land in Jugiong for new business development</li> </ul>	immediate	JAG / HSC
Tourism Development	Implement the Jugiong Action Plan	<ul style="list-style-type: none"> <li>• Continue to implement the recommendations and actions of the Jugiong Tourism Action Plan</li> </ul>	on-going	JAG
	Establish a Black Water Dump	<ul style="list-style-type: none"> <li>• Establish a black water dump</li> </ul>	year 1	JAG
Marketing Development	Develop a Tourism Brochure	<ul style="list-style-type: none"> <li>• Develop a tourism and information brochure</li> </ul>	year 1 - ongoing	JAG
	Promote Camping Weekends	<ul style="list-style-type: none"> <li>• Market Jugiong to different social groups and clubs for camping weekends</li> </ul>	ongoing	JAG / EDC

Issue	Action	Key Tasks	Timeframe	Responsibility
<b>PHYSICAL DEVELOPMENT</b>				
Beautification	Beautify the Village	<ul style="list-style-type: none"> <li>Paint the old truck at the northern village entry or remove it</li> </ul>	year 1	JAG
		<ul style="list-style-type: none"> <li>Encourage property owners along the main entry routes to continue to improve the presentation of their properties</li> </ul>	year 1	JAG
	Beautify the Lookout	<ul style="list-style-type: none"> <li>Tidy up the Lookout, mow and maintain verges</li> </ul>	year 1	JAG / HSC
Amenities and Infrastructure	Upgrade the Hall	<ul style="list-style-type: none"> <li>Upgrade the hall – polish floors, paint inside/outside, establish lighting, new gutters and fascia boards, air conditioning and water tank to capture and recycle stormwater into the watering system</li> </ul>	year 1-2	Hall C'tee
	Establish River Access	<ul style="list-style-type: none"> <li>Establish several river access points</li> </ul>	year 1-2	JAG
	Upgrade Memorial Park	<ul style="list-style-type: none"> <li>Continue to upgrade Memorial Park</li> </ul>	ongoing	JAG
Jugiong Signage	Remove or Beautify Old Signage	<ul style="list-style-type: none"> <li>Remove or replace old signs, including the old sign in front of the ruins at the entry to the village and the BP station</li> </ul>	year 1	JAG
		<ul style="list-style-type: none"> <li>Explore options for improving the presentation of the old billboard (lobby Council, use for shire map/marketing?)</li> </ul>	year 1	JAG
	Establish a Community Noticeboard	<ul style="list-style-type: none"> <li>Establish a weatherproof community noticeboard with regular maintenance keeping it up to date</li> </ul>	year 1	JAG
	Establish Directional Signage	<ul style="list-style-type: none"> <li>Establish directional signage to the river at the access points</li> </ul>	year 1-2	JAG / HSC
<ul style="list-style-type: none"> <li>Establish other appropriate directional signage eg toilets</li> </ul>		year 1-2	JAG / HSC	
<b>EVENTS AND SOCIAL DEVELOPMENT</b>				
Events and Activities	Upgrade the Christmas Carols	<ul style="list-style-type: none"> <li>Revamp the Christmas Carols at the hall to include a village Christmas party</li> </ul>	year 1	JAG
	Develop Village Social Events	<ul style="list-style-type: none"> <li>Develop village 'get togethers' eg trivia nights, movie nights, dinner dances, village picnics, art and craft etc</li> </ul>	year 1-2	JAG
Youth	Establish a Youth Committee	<ul style="list-style-type: none"> <li>Survey local youth to find out what they want</li> <li>Establish a youth committee with adult mentors to guide youth to implement some of their own actions</li> </ul>	year 1	JAG
	Establish a Regular Kids Disco	<ul style="list-style-type: none"> <li>Develop a Disco for kids in conjunction with other villages in the area eg join the Disco in Galong and invite them to one in Jugiong</li> </ul>	year 1	JAG



### 3.3 GALONG ACTIONS

#### Aims:

- To beautify the village a
- To develop business, tourism and employment opportunities
- To develop infrastructure, events and community activities

#### Issues:

- Business Development
- Tourism Development
- Marketing Development
- Beautification
- Amenities and Infrastructure
- Galong Signage
- Events and Activities
- Youth

Issue	Action	Key Tasks	Timeframe	Responsibility
<b>BUSINESS, TOURISM AND MARKETING DEVELOPMENT</b>				
Business Development	Establish Training in Funding Applications	<ul style="list-style-type: none"> <li>• Establish training in developing funding applications – contact RDA Riverina, Lani Houston (0429 444 213)</li> </ul>	year 1	GPA
	Establish a Cafe or Eatery	<ul style="list-style-type: none"> <li>• Explore opportunities to landscape and provide outdoor seating adjacent to the shop</li> </ul>	year 1	GPA
		<ul style="list-style-type: none"> <li>• Explore opportunities with the Corner Store and/or Hotel to provide a small eatery to service the visitor market</li> </ul>	year 1	GPA
Tourism Development	Create Camping Facilities	<ul style="list-style-type: none"> <li>• Clean up the area and establish camping facilities at the Showground for the touring motorhome and caravan market</li> </ul>	year 1	GPA
	Establish Regular Monastery Communication Channels	<ul style="list-style-type: none"> <li>• Establish regular communication between the Progress Association and the Monastery to keep the village informed of up-coming events and activities of all groups using the Monastery</li> </ul>	year 1 - ongoing	GPA
	Develop Pilgrim's Walk Opportunities	<ul style="list-style-type: none"> <li>• Participate in the Pilgrim's Walk from Canberra that ends at the Monastery in Galong – eg develop marketing materials aimed at Pilgrim's Walk participants to visit the village</li> </ul>	ongoing	HSCA / GPA
Marketing Development	Establish Town Branding	<ul style="list-style-type: none"> <li>• Explore opportunities for positioning Galong as a Monastery Town, similar to New Norcia in Western Australia</li> </ul>	year 1 - 2	HSC / GPA

Issue	Action	Key Tasks	Timeframe	Responsibility
<b>PHYSICAL DEVELOPMENT</b>				
Beautification	Upgrade Hall Amenities	<ul style="list-style-type: none"> <li>Purchase new chairs and trestle tables for the hall</li> </ul>	year 1	GPA / HSC
	Beautify the Village	<ul style="list-style-type: none"> <li>Improve the presentation of the village centre – as part of the Heritage Plan, prepare a renovation plan and paint scheme to showcase and capitalise on the art deco buildings – offer incentives to property owners to paint their buildings</li> </ul>	year 1	Councillors / GPA
		<ul style="list-style-type: none"> <li>Mow, tidy and maintain the appearance of the main street, entries and the approaches to the village, including the entry at the main road turnoff</li> </ul>	year 1 - ongoing	GPA / HSC
	Establish a Community Noticeboard	<ul style="list-style-type: none"> <li>Establish a weatherproof community noticeboard at the shop with regular maintenance keeping it up to date</li> </ul>	year 1	GPA
	Upgrade Gateway Signage	<ul style="list-style-type: none"> <li>Rationalise existing signage and establish clear directional signage to the Monastery via Galong at the turn off</li> </ul>	year 1	GPA / HSC
Amenities and Infrastructure	Acquire the Galong School	<ul style="list-style-type: none"> <li>Acquire land and community infrastructure by purchasing the Galong school for community use</li> </ul>	year 1	GPA
	Explore St Lawrence Opportunities	<ul style="list-style-type: none"> <li>Encourage the Catholic Archdiocese to convert St Lawrence into visitor accommodation or conduct a feasibility study for the use of the St Lawrence Home to create business and employment opportunities for Galong</li> </ul>	year 1	GPA
		<ul style="list-style-type: none"> <li>Explore the possibility of relocating the school playground to the park if the school is not purchased for the community</li> </ul>	year 1	GPA
<b>EVENTS AND SOCIAL DEVELOPMENT</b>				
Events and Activities	Promote the Fireworks Night	<ul style="list-style-type: none"> <li>Promote the Fireworks Night held in September to the region and showcase Galong</li> </ul>	annually	GPA
	Establish a Calendar of Events	<ul style="list-style-type: none"> <li>Develop a Calendar of Events (including all events at the Monastery)</li> </ul>	year 1	GPA
	Grow the Patchwork Retreat	<ul style="list-style-type: none"> <li>Expand and continue to grow the Patchwork Retreat at the Monastery</li> </ul>	ongoing	GPA / Crafters Group
	Develop Community Social Activities	<ul style="list-style-type: none"> <li>Establish community activities such as dinner dance, party in the hall, trivia nights, movie nights</li> </ul>	long	GPA
Youth	Establish a Youth Committee	<ul style="list-style-type: none"> <li>Survey local youth and ask them what they want</li> <li>Establish a youth committee and mentor youth to implement their own actions</li> </ul>	year 1	GPA
	Expand the Kids Discos	<ul style="list-style-type: none"> <li>Expand the Halloween Disco – use the school bus to transport 'round robin' disco with Jugiong and other villages</li> </ul>	year 1	GPA

### 3.4 WOMBAT ACTIONS

#### Aims:

- To develop business, tourism and employment opportunities
- To beautify the village
- To increase amenities, signage, safety, community activities and communication

#### Issues:

- Business Development
- Tourism Development
- Marketing Development
- Beautification
- Amenities and Infrastructure
- Wombat Signage
- Roads and Traffic
- Events and Activities
- Youth
- Communication and Working Together

Issue	Action	Key Tasks	Timeframe	Responsibility
<b>BUSINESS, TOURISM AND MARKETING DEVELOPMENT</b>				
Business Development	Establish Training in Funding Applications	<ul style="list-style-type: none"> <li>• Develop training in funding applications – contact RDA Riverina Lani Houston 0429 444 213</li> </ul>	year 1	WPA
	Lobby to Use Existing Business Premises	<ul style="list-style-type: none"> <li>• Lobby Council for the ability to use existing premises in the village for new businesses</li> <li>• Resolve planning issues so that the fruit barn can open and trade during the fruit season</li> </ul>	year 1	WPA
	Establish the Butcher's Shop Cooperative	<ul style="list-style-type: none"> <li>• Acquire the old butcher's shop to display local history and sell local products and 'basics' - tea/coffee etc - run as a cooperative</li> </ul>	long	WPA
Tourism Development	Develop the Rest Stop Area	<ul style="list-style-type: none"> <li>• Continue to upgrade the rest area for truck parking and turning bay</li> </ul>	year 1-3	WPA
	Develop a Camping Area	<ul style="list-style-type: none"> <li>• Identify an area for touring caravans and motorhomes to camp overnight in the village and lobby Council to assist in establishing camping facilities</li> </ul>	year 1-2	WPA

Issue	Action	Key Tasks	Timeframe	Responsibility
<b>BUSINESS, TOURISM AND MARKETING DEVELOPMENT continued</b>				
Marketing Development	Establish Marketing Materials	<ul style="list-style-type: none"> <li>Establish branding and appropriate marketing materials for Wombat and Wombat products</li> </ul>	year 1-2	WPA
	Develop a Cherry Season Touring Map	<ul style="list-style-type: none"> <li>Develop a Cherry Season touring map and guide for people to visit local orchards via Wombat. Market the tours to Harden and Murrumburrah businesses and surrounding Visitor Centres</li> </ul>	year 1	WPA
Beautification	Increase Wombat's Maintenance Budget	<ul style="list-style-type: none"> <li>Lobby Council to increase the annual maintenance budget for Wombat</li> </ul>	year 1	WPA
Amenities and Infrastructure	Establish a Safe Bus Shelter	<ul style="list-style-type: none"> <li>Establish a safe bus shelter for school children at the old butcher's shop</li> </ul>	year 1	WPA
	Establish a New Fire Shed	<ul style="list-style-type: none"> <li>Establish a new rural fire shed for the RFS (Rural Fire Service)</li> </ul>	year 1-2	Fire Shed C'tee
Wombat Signage	Establish Tourism Signage	<ul style="list-style-type: none"> <li>Establish a local map at 'the Wombat' with a guide to local orchards and sites etc</li> </ul>	year 1	WPA
		<ul style="list-style-type: none"> <li>Explore options for providing temporary signage during the fruit picking season</li> </ul>	year 1	WPA
	Establish a Stop Sign at Bibaringa Road	<ul style="list-style-type: none"> <li>Establish a STOP sign at Bibaringa Road at the cemetery – lobby Council to alter the current signage</li> </ul>	year 1	WPA
<b>EVENTS AND SOCIAL DEVELOPMENT</b>				
Events and Activities	Upgrade the Christmas Carnival	<ul style="list-style-type: none"> <li>Upgrade the Christmas Carnival</li> </ul>	year 1	WPA
	Establish a Calendar of Events	<ul style="list-style-type: none"> <li>Establish a Calendar of Events</li> </ul>	year 1	WPA / HSCA
Youth	Establish a Youth Committee	<ul style="list-style-type: none"> <li>Survey local youth to find out what they want</li> <li>Establish a Youth Committee with local Wombat youth to decide their own projects – adults to mentor them to teach them how to implement their own projects</li> </ul>	year 1	L Bloor / Y Bailes
Communication and Working Together	Establish Wombat Community Forums	<ul style="list-style-type: none"> <li>Establish twice-annual meetings for all community groups to network and plan community projects</li> </ul>	year 1	WPA
	Expand the Wombat Words Newsletter	<ul style="list-style-type: none"> <li>Continue to produce the Wombat Words newsletter to inform residents on community information, issues that arise, projects, events or activities etc</li> </ul>	ongoing	L Bloor / Y Bailes

### **3.5 SHIRE TOURISM AND MARKETING DEVELOPMENT**

#### **Key Tourism Aims:**

- Build visitation to the Shire - consolidating and growing existing markets, diversifying into new markets and sustaining local business viability.
- Reduce dependency on touring and passing traffic.
- Increase the level of visitor expenditure within the Shire.
- Ensure that the needs and expectations of visitors to the Shire are understood and met.
- Encourage and facilitate the development of tourist attractions, accommodation, events and infrastructure within the Shire.

#### **Desired Tourism Outcomes:**

- A coordinated approach to tourism development, marketing and promotion.
- Market diversification and increased visitation to the Shire.
- Enhanced visitor experience, translating into longer stays, repeat visitation and 'word of mouth' referrals.
- Professional service delivery at all levels – to the tourism trade and to visitors.
- Improved infrastructure, products and events within the Shire for the benefit of both residents and visitors.
- Increased income and employment for the town and village communities – to improve the viability of existing businesses and to encourage new investment within the Shire.
- More effective marketing of the Shire.

#### **Provide the Right Tourism Environment:**

- Continue to improve the presentation of the towns and villages in the Shire so that they appear interesting and attractive to travellers.
- Ensure that visitor facilities are clean, well presented and effectively signposted.
- Encourage the establishment of an 'icon' business or businesses.
- Improve signage.
- Ensure that it is 'easy' for travellers to park and access towns, villages and attractions (including caravans and motorhomes).
- Ensure that information on the Shire is available on the web and in the VICs within the surrounding region.

**3.5.1 Strategy 1: TO PROVIDE THE FRAMEWORK AND RESOURCES NEEDED TO SUPPORT AND COORDINATE THE DEVELOPMENT AND MARKETING AND PROMOTION OF TOURISM IN THE SHIRE**

**Aims:**

- To put in place an appropriate structure to coordinate, manage and drive the Shire’s tourism industry.
- To ensure that key stakeholders are working together to grow the Shire’s tourism sector.
- To provide the resources needed to support and capitalise on marketing and promotional activities.

**Issues:**

- Tourism Support Structure
- Seek Tourism Funding

Issue	Action	Key Tasks	Timeframe	Responsibility
Tourism Support Structure	Establish an Accredited VIC	<ul style="list-style-type: none"> <li>• Establish an accredited information outlet in the Shire</li> </ul>	Year 1	HSC
	Update State Tourism Data Warehouse	<ul style="list-style-type: none"> <li>• Ensure that the information on the Shire on the State Tourism Data Warehouse data base is comprehensive and kept up-to-date</li> </ul>	Year 1-ongoing	EDC
Investigate Funding	Investigate Regional Partnerships Program Funding	<ul style="list-style-type: none"> <li>• Seek advice from CCRT0 on what funding may be available for capacity and demand building under the Regional Partnerships Program</li> </ul>	Year 1	EDC
	Investigate ‘Green’ Funding	<ul style="list-style-type: none"> <li>• Investigate funding available for ‘green’ projects, such as the Department of Environment and Climate Change / Industry &amp; Investment, to see if any of the actions in this plan match the funding requirements (this is where you will find major funding) eg wind or solar power, farmers markets, ‘green’ jobs sustainable housing/shelter, natural environment, walking tracks etc.</li> </ul>	Year 1	EDC

### **3.5.2 Strategy 2: TO INCREASE VISITATION BY STRENGTHENING AND DIVERSIFYING THE MARKET BASE OF THE SHIRE**

#### **Aims:**

- To increase visitation to the Shire and to individual localities within the Shire.
- To encourage more passing motorists to stop in the towns and villages.
- To capitalise on the assets of the Shire to grow special interest and activity based markets.
- To encourage residents from the surrounding region to visit Harden Shire for day trips and short breaks.

#### **Issue:**

Increase visitation to the shire for the following target markets:

- Passing Traffic and Touring Markets
- Touring and Caravan Motorhome Markets
- Regional Markets
- Destination-based Markets – special interest, activities, events

#### **Opportunities to grow:**

- Touring markets - in conjunction with TNSW, the CCRTTO and surrounding LGAs
- Regional resident market - for fruit picking, shopping and dining
- Regional group tour market - targeting groups within the surrounding region that organise day and overnight trips.
- Events - growing existing events, tapping into events in the surrounding region and targeting 'footloose' events.
- Special interest and activity based markets including:
  - Animal and bird shows – yard dogs, show dogs, cats, poultry, birds etc
  - Equestrian activities
  - Car and motor cycle clubs
  - Retreatants and pilgrims (Galong)
  - Anglers (Jugiong)
  - Garden and plant enthusiasts and clubs
  - Golfers
  - Photography and camera clubs
  - Bridge / card clubs
  - Cycling clubs / social groups of cyclists
  - Food & wine clubs
  - Arts & craft groups – drawing, painting, textiles
  - Motorhome and caravan rallies
  - Railway enthusiasts
  - Music groups
  - Motoring based activities – eg a hill climb

- Long distance endurance events – eg marathon, cycle classic
- Sporting tournaments – eg a 7 a-side cricket tournament with all towns and villages in the region competing.
- Workshops and seminars for clubs and individuals (eg Galong Patchwork Quilters weekend).

Issue	Action	Key Tasks	Timeframe	Responsibility
Build Passing Traffic and Touring Markets	Develop Domestic Touring Markets	Work with TNSW and CCRTO to develop domestic touring markets: <ul style="list-style-type: none"> <li>• Support and participate in relevant promotional initiatives.</li> </ul>	Year 1	EDC
		<ul style="list-style-type: none"> <li>• Ensure that Harden Shire is represented at trade shows attended by CCRTO and where beneficial, attend relevant trade and consumer shows.</li> </ul>	Year 1-3	HSC / Chamber
	Build the Touring Caravan and Motorhome Markets	<ul style="list-style-type: none"> <li>• Provide and signpost a designated caravan/long rig parking sites close to Harden and Murrumburrah shopping centres.</li> </ul>	Year 1-2	HSC
		<ul style="list-style-type: none"> <li>• Provide black water dump points in Jugiong, Galong and Harden-Murrumburrah</li> </ul>	Year 1-2	HSC
	Attract Regional Residents	<ul style="list-style-type: none"> <li>• Promote events regionally.</li> </ul>	Year 1-3	Community
		<ul style="list-style-type: none"> <li>• Seek regular public relations style exposure of Harden Shire and individual localities and products in the regional media - food / dining articles, weekend drives and get-a-ways, walks, 'what's-on' etc</li> </ul>	Year 1-3	HSCA / EDC
	Attract Visiting Friends and Relatives (VFR)	<ul style="list-style-type: none"> <li>• Prior to school holiday periods, long weekends and public holidays, place articles in the local print media and seek radio coverage on things to see and do in the local area, with residents encouraged to show their visitors around and/or recommend activities and attractions</li> </ul>	Year 1-3	HSCA / EDC / Community



### 3.5.3 Strategy 3: TO CONTINUE TO DEVELOP THE ATTRACTION, ACTIVITY, PRODUCT AND INFRASTRUCTURE BASE OF THE SHIRE

#### Aims:

- To strengthen and build the attraction base of the Shire by clustering assets and activities to create products that will appeal to the marketplace and generate visitation.
- To use the attractions, activities and assets of the Shire to build special interest and activity based markets.
- To improve the facilities, infrastructure and services to ensure that the area meets the needs and expectations of visitors.

#### Issues:

- Build the Shire’s ‘raw’ assets to grow visitation
- Expand the Shire’s range of accommodation
- Signage (compilation of Shire signage – tasks repeated in village sections)
- Develop parks and gardens

Issue	Action	Key Tasks	Timeframe	Responsibility
Build the Shire’s ‘raw’ assets to grow visitation	Participate in the Gold Trail	• Continue to support the development of the Gold Trail	year 1-3	Gold Trail C’ttee
		• Explore opportunities to broaden the gold concept – capitalising on local produce and products	year 1-3	Gold Trail C’ttee
	Develop a Plant Nurseries and Landscaping Cluster	• Establish a meeting of stakeholders to identify strategies to position Harden as a centre for garden and landscape supplies and expertise – targeting the DIY home gardener and landscaper, include nurseries, metal workers, stone masons, landscapers, Open Gardens Scheme etc	year 1 - long	Businesses / EDC
		• Investigate establishing the Harden Rose (yellow - to link with Gold Trail)		
Develop the Pilgrims Walk	• Support the Catholic Archdiocese in developing and promoting the Pilgrims Walk – establish closer relations with the Monastery accommodation	year 1 - long	HSCA / GPA / Monastery	
Upgrade and promote the Murrumburrah Heritage Walk	<ul style="list-style-type: none"> <li>• Upgrade the Murrumburrah Heritage Walk documentation to be clearer and more precise</li> <li>• Develop plaques at each building identified on the Walk</li> <li>• Develop promotional signage for the walk at the Lighthouse Memorial (ie collect map at VIC or Whichcraft etc)</li> <li>• Promote the Walk through local and regional VIC outlets</li> </ul>	year 1-2	Historical Soc / Rotary / Kruger	

Issue	Action	Key Tasks	Timeframe	Responsibility
Signage	Develop a Signage Strategy and Audit	<ul style="list-style-type: none"> <li>Undertake a signage audit - including new signage, the removal of old signage and signage needing upgrading (including local businesses – encourage them to upgrade)</li> </ul>	year 1	HSC
		<ul style="list-style-type: none"> <li>Develop a signage strategy for uniform signage throughout the shire</li> </ul>	year 1	HSC
	Improve Gateway Signs	<u>Harden-Murrumburrah</u> <ul style="list-style-type: none"> <li>Eastern gateway – needs a quality entrance statement</li> <li>Remove/ replace old advertising and community signs eg the old green and white signs and the Harden wheat sign</li> </ul>	year 1-2	HSC
		<u>Galong</u> <ul style="list-style-type: none"> <li>Relocate existing sign on the Galong Road to just over the hill and provide an attractive feature sign that reflects the character and heritage of the village</li> <li>Provide a gateway entry statement at the northern end of the village, at the intersection of McMahon and Ryan Roads</li> </ul>	year 1-2	HSC / GPA
		<u>Jugiong</u> <ul style="list-style-type: none"> <li>Provide quality gateway entry signs</li> <li>Revamp the Kookaburra sign in the centre of the village</li> </ul>	year 1-2	HSC/ JAG
		<u>Wombat</u> <ul style="list-style-type: none"> <li>Provide gateway entry signs</li> </ul>	year 1-2	HSC / WPA
	Upgrade Advertising, Commercial and Community Signs	<ul style="list-style-type: none"> <li>Conduct audit / remove or replace signs that present poorly</li> </ul>	year 1	TEAM
		<ul style="list-style-type: none"> <li>Explore the possibility of using the old billboard at Jugiong for promoting Harden Shire</li> </ul>	year 1	Neil Reid

### 3.5.4 Strategy 4: TO CONTINUE TO IMPROVE THE PRESENTATION OF THE SHIRE'S TOWNS AND VILLAGES

Harden, Murrumburrah, Jugiong and Wombat are dependent on passing traffic as their primary market. The role of these towns and villages as highway / route service centres needs to be consolidated and strengthened while at the same time developing 'destination' based markets that have a reason for visiting the Shire. Each of the centres has the potential to play a more active role in tourism within the Shire.

#### **Aims:**

- To encourage highway and passing traffic to stop and spend money in the towns and villages within the Shire.
- To incorporate the towns and villages into the product and attraction base of the Shire and surrounding region.
- To use the assets of each centre to develop special interest and activity based markets..

This will be achieved through:

- Enhancing the presentation of the towns and villages, with emphasis on the areas that are highly visible to visitors - entry gateways, routes through town, shopping centres and parks and gardens.
- Improving / developing the attractions within and surrounding the towns and villages.
- Improving the infrastructure base of each locality.

#### **Issues:**

- Position Harden-Murrumburrah as a 'must stop' service and destination centre
- Support Jugiong's transition to a riverside tourism village
- Position Galong as an art-deco village and historic monastery town
- Consolidate Wombat as the western gateway into the Shire

Please note: The actions for this strategy have been incorporated into the Physical Development sections in this plan for each town and village in the Shire.

**3.5.5 Strategy 5: TO INCREASE THE RANGE OF INFORMATION & PROMOTIONAL MATERIAL AVAILABLE TO SUPPORT THE GROWTH OF TOURISM WITHIN THE SHIRE**

The Shire needs to update and expand the range of information and promotional material available on the Shire and improve access to this information.

**Aims:**

- To ensure that potential travellers and the travel trade have ready access to comprehensive and up-to-date information on the Shire
- To capitalise effectively on the internet for communication, sales and marketing
- To expand the range of information and promotional material available to support the growth and diversification of tourism

**Issues:**

- Develop Promotional Collateral to Market the Shire
- Ready access to Information for Travellers
- Capitalise on the Internet

Issue	Action	Key Tasks	Timeframe	Responsibility
Develop Promotional Collateral to Market the Shire	Develop a Harden Brochure	<ul style="list-style-type: none"> <li>• Produce a quality brochure for Harden Shire for distribution at trade and consumer shows, VICs and other sources</li> </ul>	year 1	HSCA
	Produce Tourism Information Sheets	<ul style="list-style-type: none"> <li>• Using desktop publishing - produce information sheets and brochures that can be distributed locally and/or downloaded from the internet. Information required includes:                             <ul style="list-style-type: none"> <li>– Village brochures / maps</li> <li>– Harvest trail / orchard map and brochure</li> <li>– Scenic drives / touring routes</li> <li>– Shopping and eating guide etc</li> </ul> </li> </ul>	year 1 - ongoing	EDC
	Establish an Image Library	<ul style="list-style-type: none"> <li>• Establish and maintain a library of quality images on the Shire</li> </ul>	year 1 - ongoing	Stephen Byrne
	Develop Display Material	<ul style="list-style-type: none"> <li>• Develop display material on the Shire that can be used at trade and consumer shows</li> </ul>	year 1 – ongoing	EDC / HSC
Ready Access to Information for Travellers	Distribute Promotional Information	<ul style="list-style-type: none"> <li>• Ensure that the Harden Shire tourism brochure is distributed to VICs along in the surrounding region and along the routes that feed into Harden Shire</li> </ul>	year 1- ongoing	EDC / HSCA
		<ul style="list-style-type: none"> <li>• Place the Harden brochure in information racks at accommodation properties in the surrounding region</li> </ul>	year 1 – ongoing	EDC / HSCA

Issue	Action	Key Tasks	Timeframe	Responsibility
Capitalise on the Internet	Develop a Tourism Website	<ul style="list-style-type: none"> <li>Establish a Website Development Committee</li> </ul>	year 1	HSC / HSCA
		<ul style="list-style-type: none"> <li>Develop and maintain a quality tourism website for the Shire. Initially link the Commercial Hotel's tourism website to HSC website until an official website strategy is resolved</li> </ul>	year 1	HSC / HSCA

#### 4. SUMMARY OF FIRST YEAR ACTIONS BY STAKEHOLDERS

**Key:**  building blocks, initial actions (pink)  second set of actions (yellow)  later actions or 2<sup>nd</sup> year (blue)

<b>HARDEN SHIRE COUNCIL ACTIONS</b>	<b>Project Leader</b>	<b>Status</b>
Establish TEAM Harden Shire group	HSC	
Establish an Economic Development Coordinator	HSC Kruger / I&I	
Establish an accredited VIC	HSC	
Brand' the shire - establish marketing branding and logo	HSC / TEAM / I&I	
Signage audit and develop signage strategy	HSC	
Implement Murrumburrah beautification program	HSC	
Simplify/speed up DA process	HSC	
Establish a Website Development Committee	HSC / HSCA	
Develop a tourism website – link to Commercial's website initially	HSC / HSCA	
Improve the access into Harden shopping centre	HSC	
Establish roundabouts subject to funding (especially to Harden centre)	HSC	
Establish RV/caravan parking in Harden and Murrumburrah centres	HSC	
Upgrade/beautify caravan park or re-locate	HSC	
Establish black water dumps in Jugiong, Galong and Harden-Murrumburrah	HSC	
Participate in trade shows	HSC / Chamber	
Lobby to improve mobile phone coverage in shire	HSC	
Develop Business Partner & Retention Program	HSC	
Develop a New Residents Kit	HSC	
Encourage Council to lease its shopping centre renovated building	HSC	
Replant native trees around McLean Oval	HSC	
Develop new industrial land	HSC	
Develop residential blocks	HSC	
Harden-Murrumburrah: Remove old signs at entries + eastern entry gateway statement	HSC	
Galong: Relocate existing sign along Galong Rd and provide feature sign	HSC / GPA	

Galong: Provide gateway entry signs at village entry and highway turn-off	HSC / GPA	
Wombat: Provide gateway entry signs	HSC / WPA	
Jugiong: Provide gateway entry signs	HSC/ JAG	
Facilitate/assist community grant applications	HSC	
<b>ECONOMIC DEVELOPMENT COORDINATOR ACTIONS</b>		
List caravan park on free camping websites	EDC	
Ensure caravan park operator is working with Showground - referring overflow	EDC	
Update State Tourism Data Warehouse	EDC	
Distribute Harden Shire brochure to VICs / accommodation	EDC / HSCA	
Investiage Regional Partnerships Program	EDC	
Investigate 'green' funding	EDC	
Produce information sheets and brochures	EDC	
Encourage motel to modernise/refurbish	EDC / Chamber	
Develop display material for trade shows	EDC / HSC	
Participate in TNSW/CCRTO initiatives	EDC	
<b>MAYOR LEAD ACTIONS</b>		
Lobby to retain Harden's Nursing Home	Mayor / Community	
Establish full aged care facilities + footpaths for scooters	Mayor / Community	
Attract/retain more male and female doctors	Mayor / Community	
<b>COUNCILLOR LEAD ACTIONS</b>		
Establish a Sporting Committee Group	Councillors / TEAM	
Develop/amalgamate the sporting fields and facilities – funding	Councillors / TEAM / Sporting	
Establish regular Community Forums	Councillors	
Establish a Paint the Buildings program	Councillors	
Expand the Kite Festival	Councillors / Kite /Schools	
Invite volunteer heritage sign writers to restore old signage	Councillors / Businesses	

<b>HSCA LEAD ACTIONS</b>		<b>Status</b>
Produce a brochure for Harden Shire	HSCA	
Establish a calendar of events	HSCA / EDC	
Seek regular public relations exposure of Harden Shire	HSCA / EDC	
Develop/promote Pilgrims Walk – establish closer relations with Monastery accommodation	HSCA / GPA / Monastery	
Encourage the motel and caravan park to improve their presentation	HSCA	
Encourage businesses along entry corridor to improve their presentation/signage	HSCA	
Prior holiday periods, place coverage on things to see and do to encourage VFR	HSCA / EDC / Community	
<b>TEAM HARDEN SHIRE GROUP ACTIONS</b>		
Conduct audit and remove or replace signs that present poorly	TEAM	
Develop a Lifestyle Brochure to attract new residents	TEAM / I&I	
<b>CHAMBER ACTIONS</b>		
Develop Business and Community Directory and distribute	Chamber	
Develop business networking sessions	Chamber	
Establish Business Awards event	Chamber / I&I	
Develop a shop local campaign	Chamber	
<b>OTHER ACTIONS</b>		
Establish an Image Library for Shire	Stephen Byrne	
Establish a Property Owners Forum and representative group	Stephen Byrne / Tony Campbell	
Clean empty shop facades, fill empty windows	Stephen Byrne / Tony Campbell	
Ensure flower barrels planted/maintained	Businesses / HSC	
Explore options for a quality eatery in Harden	Businesses / Chamber	
Investigate establishing the Harden Rose	Businesses	
Establish stakeholder meeting to position Harden as a centre for garden and landscape supplies	Businesses / EDC	
Promote events regionally	Community	
Use event calendar for food outlets to cater to events	Community	
Conduct a community working bee to clean up Neill Street	Rotary / Councillors	
Establish annual volunteer recognition program	Rotary	



Continue to support the development of the Gold Trail	Gold Trail C'ttee	
Explore opportunities to broaden the gold concept	Gold Trail C'ttee	
Upgrade the Murrumburrah Heritage Walk	Historical Soc / Rotary / Kruger	
Upgrade the river walk – funding	Landcare / HSC	
Rehabilitate Murrinboola Creek corridor – funding	Landcare / HSC	
Link the walking trail along the foreshore to the Light Horse Memorial – funding	Landcare / HSC	
Explore Men's Shed producing/selling products for visitors	Men's Shed	
Explore use of old Jugiong billboard to promote Harden Shire	Neil Reid	
Upgrade Picnic Races to minimise alcohol-related issues	Picnic Races C'tee	
Conduct a youth survey/establish Youth Committee	Schools / Community	

#### **JUGIONG ACTIONS INVOLVING OTHER STAKEHOLDERS**

Lobby Council to re-zone land in Jugiong for new business development	JAG / HSC	
Establish directional signage to the river at the access points	JAG / HSC	
Establish other appropriate directional signage eg toilets	JAG / HSC	
Tidy up the Lookout, mow and maintain verges	JAG / HSC	
Market Jugiong to different social groups and clubs for camping weekends	JAG / EDC	

#### **GALONG ACTIONS INVOLVING OTHER STAKEHOLDERS**

Purchase new chairs and trestle tables for the hall	GPA / HSC	
Explore opportunities for positioning Galong as a Monastery Town	HSC / GPA	
Mow, tidy and maintain main street, entries, approaches to village, entry main road turnoff	GPA / HSC	
Improve presentation of village centre, prepare a renovation plan/paint scheme in Heritage Plan	Councillors / GPA	
Rationalise existing signage/establish directional signage to Monastery via Galong at turn off	GPA / HSC	

#### **WOMBAT ACTIONS INVOLVING OTHER STAKEHOLDERS**

Lobby Council to increase annual maintenance budget	WPA / HSC	
Lobby Council to use village existing premises for new businesses + fruit barn in season	WPA / HSC	
Establish a STOP sign at Bibaringa Road at the cemetery – lobby Council	WPA / HSC	
Upgrade rest area for truck parking and turning bay	WPA / HSC	
Establish map at 'the Wombat' - guide to local orchards and sites	WPA / HSC	

## 5. REMAINING ACTIONS

### 5.1 HARDEN-MURRUMBURRAH REMAINING ACTIONS

Issue	Action	Key Tasks	Timeframe	Responsibility
<b>BUSINESS DEVELOPMENT</b>				
Develop Shire Businesses	Establish Training in Funding Applications	<ul style="list-style-type: none"> <li>Establish training for community groups and individuals in developing funding applications – contact Regional Development Australia Riverina, Lani Houston</li> <li>Establish a funding group eg 6-10 people who write one application each per year</li> </ul>	year 2	EDC
	Establish a Business Training Program	<ul style="list-style-type: none"> <li>Establish a business training program to support and develop local businesses in:               <ul style="list-style-type: none"> <li>marketing strategies</li> <li>best practice customer care</li> <li>barista training and hospitality</li> <li>window and merchandise displays</li> <li>website development and e-commerce</li> <li>business and financial planning and management</li> <li>programs for home-based and micro businesses</li> <li>international trading and exporting (<i>AusIndustry</i>)</li> </ul> </li> </ul>	year 2 – ongoing	Chamber
	Fill the Vacant Shops	<ul style="list-style-type: none"> <li>Develop incentives and strategies to fill the empty shops eg initial peppercorn rents, reduced rates for a trial period etc</li> </ul>	year 2	Property Group / HSC
	Promote TVET courses	<ul style="list-style-type: none"> <li>Continue to promote TVET courses for high school students - target subjects that address the shire employment gaps and future targeted employment eg hospitality and tourism</li> </ul>	ongoing	High School / TAFE
	Establish a Trainees and Apprenticeship Program	<ul style="list-style-type: none"> <li>Develop an information brochure for businesses</li> <li>Hold an information session to inform and educate local businesses on traineeships and apprenticeships (T&amp;A) and school-based T&amp;As</li> </ul>	year 2	HSC / Chamber / TAFE
		<ul style="list-style-type: none"> <li>Establish school-based trainees and apprentices through DET in Deniliquin with the School Based T&amp;A Coordinator</li> </ul>	year 2	High School / TAFE / DET
Develop Regular Business Communication	<ul style="list-style-type: none"> <li>Develop a business newsletter for regular communication and information</li> </ul>	year 2	Chamber	

Issue	Action	Key Tasks	Timeframe	Responsibility
<b>BUSINESS DEVELOPMENT continued</b>				
Develop Shire Businesses continued	Establish a Business Referral Campaign	<ul style="list-style-type: none"> <li>Develop a business referral campaign to encourage businesses to refer customers to one or two other businesses in town to share customers and keep more money circulating locally</li> </ul>	year 2	Chamber
	Develop Customer Care in the Shire	<ul style="list-style-type: none"> <li>Establish a Customer Care Program in the shire eg:               <ul style="list-style-type: none"> <li>training in customer service skills</li> <li>supporting decals and marketing (ie shop where you see this sign) promoting good customer service</li> <li>random 'audits' to monitor customer care in the shire</li> <li>an award program (within the annual business awards) to recognise, reward and promote good customer service</li> </ul> </li> </ul>	year 3	
	Investigate a Truck and Road Train Depot and/or Rest Area	<ul style="list-style-type: none"> <li>Conduct a feasibility study into the viability of establishing a road train depot or truck 'rest area' with food and petrol in the Harden- Murrumburrah precincts – investigate state/federal funding</li> </ul>	year 3	
	Establish a Micro and Home Based Business Network	<ul style="list-style-type: none"> <li>Develop a micro and home based business network eg:               <ul style="list-style-type: none"> <li>a contact and coordination point</li> <li>a directory and email network for communication, training and networking opportunities</li> <li>a Micro and Home Based Business Start Up Kit to assist new businesses and provide a tool to promote Harden Shire as a place to establish small businesses</li> </ul> </li> </ul>	year 2	
	Develop Agriculture Clusters	<ul style="list-style-type: none"> <li>Develop agricultural sector clusters - provide education and opportunities to network and share information eg investigating strategies for innovative product development and value-adding, sharing freight costs, marketing cooperatives and branding local products etc (<i>for examples refer to Nambucca Shire clusters</i>)</li> </ul>	long	
		<ul style="list-style-type: none"> <li>Establish discussion groups for business clusters to discuss cooperative marketing, business referrals, sharing equipment or staff, group purchasing, joint tendering etc</li> </ul>	long	
	Improve Broadband Speed	<ul style="list-style-type: none"> <li>Lobby to increase broadband speed throughout the shire</li> </ul>	year 2	
	Establish a Marketing Cooperative	<ul style="list-style-type: none"> <li>Establish a marketing cooperative budget with Council and local businesses to market the towns, businesses and shire</li> </ul>	year 2	Chamber / HSC / Businesses

Issue	Action	Key Tasks	Timeframe	Responsibility
<b>BUSINESS DEVELOPMENT continued</b>				
Develop Shire Businesses continued	Develop Business, Community and Retail Directories	<ul style="list-style-type: none"> <li>Develop a Shopping and Dining Guide brochure for tourism, local and regional residents and tourists</li> </ul>	year 3	HSCA
	Attract New Residents	<ul style="list-style-type: none"> <li>Attend Country Week in Sydney annually</li> </ul>	year 2	
		<ul style="list-style-type: none"> <li>Investigate ways to showcase the shire to potential new residents eg an annual Harden Shire For Sale weekend event to promote homes and businesses for sale to attract residents, business and trades people (target Sydney and Canberra tree changers) <i>refer to Grenfell For Sale event</i></li> </ul>	long	
		<ul style="list-style-type: none"> <li>Investigate the 'rent a farmhouse' project from Cumnock on <a href="http://www.rentafarmhouse.com.au">www.rentafarmhouse.com.au</a></li> </ul>	year 2-3	
<b>PHYSICAL DEVELOPMENT</b>				
Beautification	Establish a Green Team	<ul style="list-style-type: none"> <li>Establish a community volunteer planting, greening and restoration program where people can join for a term or a single project</li> </ul>	year 2	Community
	Enter Tidy Towns	<ul style="list-style-type: none"> <li>Enter the Tidy Towns awards to encourage upgrades of residential gardens – hold a garden competition</li> </ul>	long	
	Improve the Entrance Corridors	<ul style="list-style-type: none"> <li>Continue with corridor tree planting at gateway entrances</li> </ul>	year 2	
	Improve the Harden Town Centre	<ul style="list-style-type: none"> <li>Develop incentives for businesses to upgrade and paint their internal appearances, displays, window dressing and business signage, to expand their product range and where practical, undertake footpath trading – include training and networking as incentives and upskilling</li> </ul>	year 2	Chamber
	Improve the Murrumburrah Town Centre	<ul style="list-style-type: none"> <li>Continue to develop the Light Horse Memorial and adjoining foreshore reserve area – explore ways of increasing the visibility of the Memorial to passing traffic</li> </ul>	long	
		<ul style="list-style-type: none"> <li>Continue to improve Coddington Park and develop a strong pedestrian link between the Park and the town centre</li> </ul>	long	
		<ul style="list-style-type: none"> <li>Encourage property owners to restore the heritage buildings in the town – retaining the flour mill, if possible</li> </ul>	long	
	<ul style="list-style-type: none"> <li>Encourage the eateries to upgrade their outdoor furniture</li> </ul>	long		
Upgrade the Harden Caravan Park	<ul style="list-style-type: none"> <li>Improve the Caravan Park website, replace the list of fees and charges with an attractive information sheet on the property</li> </ul>	year 2		

Issue	Action	Key Tasks	Timeframe	Responsibility
<b>PHYSICAL DEVELOPMENT continued</b>				
Beautification continued	Attract Another Motel	<ul style="list-style-type: none"> <li>Lobby developers to establish a new motel</li> </ul>	year 2	EDC / HSC
	Upgrade the cemetery	<ul style="list-style-type: none"> <li>Upgrade and beautify the cemetery</li> </ul>	year 2-3	
	Plant Trees in Residential Areas	<ul style="list-style-type: none"> <li>Plant appropriate trees in the residential areas for shade and beautification</li> </ul>	long	
Land Development	Establish a Railway Transport Depot	<ul style="list-style-type: none"> <li>Develop the railway land into transport depots onto the railway</li> </ul>	long	HSC
Amenities and Infrastructure	Upgrade the Harden-Murrumburrah Showground	<ul style="list-style-type: none"> <li>Support the Showground Committee in upgrading the facilities and amenities and improving the presentation of the Showground</li> <li>Standardise the name</li> </ul>	year 2	
	Establish Public Toilets	<ul style="list-style-type: none"> <li>Establish public toilets in Murrumburrah and Harden</li> </ul>	year 2-3	
	Develop a Music Bowl	<ul style="list-style-type: none"> <li>Develop a music bowl with a stage for Newson Park</li> </ul>	long	
	Establish Bike and Walking paths	<ul style="list-style-type: none"> <li>Implement the 20 Year Bike Plan and establish paths where possible</li> </ul>	year 3	HSC
	Establish Town Gas	<ul style="list-style-type: none"> <li>Investigate the feasibility of establishing town gas in Harden and Murrumburrah</li> </ul>	long	
	Establish an Indoor Sports Arena	<ul style="list-style-type: none"> <li>Establish an indoor sports arena in the new sporting fields</li> </ul>	long	
	Establish a Heated Pool	<ul style="list-style-type: none"> <li>Lobby to expand the use of the Kruger indoor pool to include the general public</li> </ul>	long	
<b>EVENTS AND SOCIAL DEVELOPMENT</b>				
Communication and Working Together	Establish a Retail Team	<ul style="list-style-type: none"> <li>Establish a Retail Team sub committee of the Chamber to plan and implement projects / promotions for the retail sector</li> </ul>	year 3	Chamber
Events and Activities	Establish Movie Nights	<ul style="list-style-type: none"> <li>Establish regular movie nights – this could also run throughout the shire villages (refer to other community-run movie clubs eg Federal in the Northern Rivers)</li> </ul>	year 2	Community
	Establish an Event Development Program	<ul style="list-style-type: none"> <li>Establish an Event Development Program to assist shire event coordinators and attract visitors - include an events policy, regular training and annual funding support, with event evaluation and planning as a pre-requisite for any funding support – refer to Clarence Valley Council's website for their shire event program</li> </ul>	long	HSC HSCA

Issue	Action	Key Tasks	Timeframe	Responsibility
<b>EVENTS AND SOCIAL DEVELOPMENT</b> continued				
Events and Activities continued	Develop Small Events and Promotions	<ul style="list-style-type: none"> <li>Develop smaller events or retail promotions in strategic times to attract visitors, including car rallies, show 'n shine, shop local campaigns, nursery and orchard tours in season, farmers markets, equestrian events etc</li> </ul>	long	
	Develop a Flagship Event	<ul style="list-style-type: none"> <li>Establish a flagship event for Harden and Murrumburrah during a quiet time of the year to showcase local food, wine, produce and lifestyle</li> </ul>	long	
	Develop Entertainment Acts	<ul style="list-style-type: none"> <li>Attract visiting acts and artists for regular entertainment, including youth entertainment</li> </ul>	long	Community / Pubs
Youth	Establish Youth Activities and Facilities	<ul style="list-style-type: none"> <li>Establish youth activities and facilities identified in the youth survey</li> </ul>	years 2-3	
Youth continued	Establish a Youth Meeting Place	<ul style="list-style-type: none"> <li>Develop a youth meeting place for fun, activities and socialising</li> </ul>	year 2-3	
	Investigate the BMX Park Usage	<ul style="list-style-type: none"> <li>Evaluate the useage of the BMX bike park and create appropriate riding areas for youth</li> </ul>	year 2	HSC / Community
Transport	Lobby for Improved Public Transport	<ul style="list-style-type: none"> <li>Investigate opportunities to develop better public transport</li> </ul>	long	

## 5.2 JUGIONG REMAINING ACTIONS

Issue	Action	Key Tasks	Timeframe	Responsibility
<b>BUSINESS, TOURISM AND MARKETING DEVELOPMENT</b>				
Business Development	Develop New Business Infrastructure	<ul style="list-style-type: none"> <li>Establish appropriate building/s to accommodate new businesses in the village, preferably concentrating new businesses around Memorial Park to create a village centre</li> </ul>	year 2	JAG / HSC
	Establish New Businesses	<ul style="list-style-type: none"> <li>Establish new businesses in the village - three businesses currently wanting to start up when infrastructure is available</li> </ul>	year 2	JAG
Tourism Development	Implement the Jugiong Action Plan	<ul style="list-style-type: none"> <li>Continue to implement the recommendations and actions of the Jugiong Tourism Action Plan</li> </ul>	on-going	JAG
	Establish a Walking Track to the River	<ul style="list-style-type: none"> <li>Establish a walking track from Memorial Park to the River</li> <li>Develop sculptures along the path for a Sculpture Walk</li> </ul>	year 2	JAG
	Preserve Jugiong's Historic Site	<ul style="list-style-type: none"> <li>Explore opportunities for protecting and interpreting the rammed earth remains adjacent to the cemetery</li> </ul>	year 2	JAG
	Upgrade the Cemeteries	<ul style="list-style-type: none"> <li>Upgrade the cemeteries as a historical feature</li> </ul>	long	JAG
Marketing Development	Upgrade Council's Website for Jugiong	<ul style="list-style-type: none"> <li>Lobby Council to upgrade their website page for Jugiong and establish links to village businesses</li> </ul>	year 2	JAG / HSC
	Develop Marketing Materials	<ul style="list-style-type: none"> <li>Develop other appropriate branding and marketing materials</li> </ul>	year 2 - ongoing	JAG
	Promote Camping Weekends	<ul style="list-style-type: none"> <li>Market Jugiong to different social groups and clubs for camping weekends</li> </ul>	ongoing	JAG / EDC
<b>PHYSICAL DEVELOPMENT</b>				
Beautification	Beautify the Lookout	<ul style="list-style-type: none"> <li>Remove or upgrade old infrastructure if it is not necessary and continue to improve the area</li> </ul>	year 2	JAG / HSC
	Replace the Poplar Trees	<ul style="list-style-type: none"> <li>Formulate and implement a strategy for replacing the poplar trees as they age</li> </ul>	long	JAG / HSC
		<ul style="list-style-type: none"> <li>Address the negative visual impact created by the removal of the trees adjacent to Memorial Park</li> </ul>	year 2	JAG / HSC
	Establish Riverbank Amenities	<ul style="list-style-type: none"> <li>Establish shelters, seating and BBQs at strategic locations on the riverbank and camping ground</li> </ul>	year 2	JAG
	Upgrade the Playground	<ul style="list-style-type: none"> <li>Upgrade playground equipment and develop a shade area at the park</li> </ul>	year 2	JAG

Issue	Action	Key Tasks	Timeframe	Responsibility
<b>PHYSICAL DEVELOPMENT continued</b>				
Amenities and Infrastructure	Upgrade Memorial Park and the Murrumbidgee River Recreation Area	• Continue to upgrade Memorial Park	ongoing	JAG
		• Rehabilitate and re-vegetate the riverbank adjacent to the Recreation Area	year 2-3	JAG
		• Improve visitor facilities at the river reserve near the motel	year 3	JAG
	Establish a Skateboard Park and BMX Track	• Develop a skateboard park and BMX bike track	long	JAG
	Develop Park Paths	• Reinstate paths in the park	long	JAG
	Establish Camping Area Showers	• Develop a shower block for the camping area	year 2-3	JAG
Jugiong Signage	Remove or Beautify Old Signage	• Repaint the Kookaburra sign	year 2	JAG
	Establish an Entry Noticeboard	• Establish a business and tourism noticeboard at the entry with a map and points of interest in Jugiong, including the towns, villages and 'interest' areas throughout the shire	year 2	HSC
	Upgrade Business Signage	• Encourage businesses to upgrade their business signage	year 2	JAG
	Establish Gateway Signage	• Establish welcoming gateway signage at the village's northern entry	year 2	JAG / HSC
<b>EVENTS AND SOCIAL DEVELOPMENT</b>				
Events and Activities	Tennis Coaching	• Establish tennis coaching for kids and adults	year 2	JAG
	Exercise Classes	• Establish exercise classes in the Jugiong hall	year 2	JAG
	Establish Cultural Workshops	• Develop workshops in: art, writing, poetry, sculpture in conjunction with gallery showings where possible	year 2-3	JAG
	Develop Village Social Events	• Develop village 'get togethers' eg trivia nights, movie nights, dinner dances, village picnics, art and craft etc	year 2	JAG
	Establish a Flagship Event	• Develop a flagship event for Jugiong such as the Murrumbidgee Madness weekend festival, ideas include: 7 a-side cricket teams, a regional scouts activity, volley ball, tug o' war, billycart derby down the hill	year 2-3	JAG
	Develop Training for Horse Groups	• Establish training for local horse groups eg camp draft, horsemanship, polo cross etc	year 2-3	Horse Group
	Car Club Events	• Develop car club events in the village eg show n' shine	long	JAG



### 5.3 GALONG REMAINING ACTIONS

Issue	Action	Key Tasks	Timeframe	Responsibility
<b>BUSINESS, TOURISM AND MARKETING DEVELOPMENT</b>				
Tourism Development	Develop a Heritage Walk	<ul style="list-style-type: none"> <li>Establish a Heritage Walk through the village with signage and stories of all the historical buildings with a map and instructions at the new camping grounds</li> </ul>	year 2	GPA
	Investigate a Railway Cutting Walking Track	<ul style="list-style-type: none"> <li>Explore the feasibility of developing the abandoned railway cutting into a garden corridor and themed walking track</li> </ul>	long	GPA
	Establish Local Tours	<ul style="list-style-type: none"> <li>Establish local tours of the limestone mine, cemetery and Monastery</li> </ul>	long	GPA
	Develop Pilgrim's Walk Opportunities	<ul style="list-style-type: none"> <li>Participate in the Pilgrim's Walk from Canberra that ends at the Monastery in Galong – eg develop marketing materials aimed at Pilgrim's Walk participants to visit the village</li> </ul>	ongoing	HSCA / GPA
Marketing Development	Develop Tourism Marketing Materials	<ul style="list-style-type: none"> <li>Develop a tourism brochure for Galong and surrounds and other appropriate marketing materials</li> </ul>	year 2	GPA
	Attract Camping Groups	<ul style="list-style-type: none"> <li>Investigate becoming an 'RV Friendly Town'</li> </ul>	year 2	GPA
		<ul style="list-style-type: none"> <li>Market Galong to grey nomads and social groups for camping (when camping is established)</li> </ul>	year 2	GPA
	Attract Visitors	<ul style="list-style-type: none"> <li>Develop events or activities in Galong to attract people who visit the Monastery – link in with Monastery events program</li> </ul>	long	GPA
<b>PHYSICAL DEVELOPMENT</b>				
Beautification	Plant More Trees	<ul style="list-style-type: none"> <li>Undertake corridor tree planting along the Crescent and Railway Street</li> </ul>	year 2	GPA
		<ul style="list-style-type: none"> <li>Plant more shade trees in the village centre and in Limestone Park</li> </ul>	year 2-3	GPA / HSC
	Establish an Events Noticeboard	<ul style="list-style-type: none"> <li>Establish a large noticeboard or street banners to publicise up-coming events and activities to locals and visitors</li> </ul>	year 2	GPA
Galong Signage	Establish an Entry Noticeboard	<ul style="list-style-type: none"> <li>Establish a business and tourism noticeboard at the entry with a map and points of interest in Galong, including the towns, villages and 'interest' areas throughout the shire</li> </ul>	year 2	GPA / HSC
	Upgrade Gateway Signage	<ul style="list-style-type: none"> <li>Create an entry statement at the Burley Griffin Way turn off with an 'iconic marker' for visual impact</li> </ul>	year 2	GPA / HSC
		<ul style="list-style-type: none"> <li>Establish quality gateway signage and entry statements on Galong Road and at the intersection of Ryan and McMahan Roads</li> </ul>	year 2	GPA / HSC

Issue	Action	Key Tasks	Timeframe	Responsibility
<b>PHYSICAL DEVELOPMENT continued</b>				
Galong Signage continued	Establish Directional Signage	<ul style="list-style-type: none"> <li>Establish directional signage throughout the village eg to public toilets, camping ground etc</li> </ul>	year 2	GPA / HSC
		<ul style="list-style-type: none"> <li>Establish directional signage to Galong on the main road and throughout the shire</li> </ul>	year 2-3	HSC
		<ul style="list-style-type: none"> <li>At the Burley Griffin Way turn off, signpost Galong Road as an alternate scenic route to Harden</li> </ul>	year 2	HSC
	Upgrade the CWA Park	<ul style="list-style-type: none"> <li>Restore the historic gates at the CWA Park</li> </ul>	year 2	GPA
		<ul style="list-style-type: none"> <li>Provide a picnic table adjacent to the barbeque</li> </ul>	year 2	GPA
		<ul style="list-style-type: none"> <li>Consider providing a communal fire pit</li> </ul>	year 2	GPA
		<ul style="list-style-type: none"> <li>Provide an information directory</li> </ul>	year 2	GPA
	Upgrade Limestone Park	<ul style="list-style-type: none"> <li>Establish perimeter and shade tree planting</li> </ul>	year 2	GPA
		<ul style="list-style-type: none"> <li>Develop an entry statement at the park end of the village</li> </ul>	year 2	GPA
<ul style="list-style-type: none"> <li>Provide public toilets and expand picnic facilities</li> </ul>		year 3	GPA	
Amenities and Infrastructure continued	Establish Youth Amenities	<ul style="list-style-type: none"> <li>Establish a small skateboard park</li> </ul>	year 3	GPA
		<ul style="list-style-type: none"> <li>Establish a BMX bike track</li> </ul>	long	GPA
		<ul style="list-style-type: none"> <li>Establish a dirt bike track</li> </ul>	long	GPA
	Upgrade the Tennis Court	<ul style="list-style-type: none"> <li>Beautify and upgrade the tennis court</li> </ul>	long	GPA
	Develop a Truck By-pass	<ul style="list-style-type: none"> <li>Develop a by-pass to take trucks out of the main street</li> </ul>	long	HSC / Blue Circle / GPA
<b>EVENTS AND SOCIAL DEVELOPMENT</b>				
Events and Activities	Develop Community Social Activities	<ul style="list-style-type: none"> <li>Establish community activities such as dinner dance, party in the hall, trivia nights, movie nights</li> </ul>	long	GPA

## 5.4 WOMBAT REMAINING ACTIONS

Issue	Action	Key Tasks	Timeframe	Responsibility
<b>BUSINESS, TOURISM AND MARKETING DEVELOPMENT</b>				
Business Development	Establish the Butcher's Shop Cooperative	<ul style="list-style-type: none"> <li>Acquire the old butcher's shop to display local history and sell local products and 'basics' - tea/coffee etc - run as a cooperative</li> </ul>	long	WPA
Tourism Development	Develop the Park and Rest Stop Area at the Wombat	<ul style="list-style-type: none"> <li>Plant shade trees</li> </ul>	year 2	WPA
		<ul style="list-style-type: none"> <li>Provide toilet facilities</li> </ul>	year 2	WPA
		<ul style="list-style-type: none"> <li>Provide a picnic area with coin operated BBQs</li> </ul>	year 2-3	WPA
	Market Visitation to Wombat	<ul style="list-style-type: none"> <li>Promote Wombat as a short stop to the Shire and surrounding regions</li> </ul>	year 2	WPA
	Participate in the Gold Trail Project	<ul style="list-style-type: none"> <li>Compile and document local history and participate in the Gold Trail project</li> </ul>	long	History Group / WPA
<b>PHYSICAL DEVELOPMENT</b>				
Beautification	Beautify the Main Street	<ul style="list-style-type: none"> <li>Develop a streetscape plan to beautify the main street area from the pub car park to the old post office with trees, garden beds, seating and shade - possibly incorporating geraniums and wombats</li> </ul>	year 2	WPA
Amenities and Infrastructure	Establish a Safe Bus Shelter	<ul style="list-style-type: none"> <li>Establish a safe bus shelter for school children at the old butcher's shop</li> </ul>	year 1	WPA
	Establish a New Fire Shed	<ul style="list-style-type: none"> <li>Establish a new rural fire shed for the RFS (Rural Fire Service)</li> </ul>	year 1-2	Fire Shed C'tee
	Develop the Pub Parking Area	<ul style="list-style-type: none"> <li>Develop the parking area at the pub</li> </ul>	year 3	WPA
Wombat Signage	Establish Tourism Signage	<ul style="list-style-type: none"> <li>Establish a local map at 'the Wombat' with a guide to local orchards and sites etc</li> </ul>	year 1	WPA
		<ul style="list-style-type: none"> <li>Explore options for providing temporary signage during the fruit picking season</li> </ul>	year 1	WPA
	Establish Gateway Signage	<ul style="list-style-type: none"> <li>Establish welcoming gateway signage at village entrances, with "you are now entering historic Wombat" at the south east entry</li> </ul>	year 2	WPA
	Establish an Entry Noticeboard	<ul style="list-style-type: none"> <li>Establish a noticeboard at the rest stop entry with a map and points of interest in Wombat, information on surrounding orchards and the towns, villages and 'interest' areas throughout the shire</li> </ul>	year 2	WPA

Issue	Action	Key Tasks	Timeframe	Responsibility
<b>PHYSICAL DEVELOPMENT continued</b>				
Wombat Signage continued	Establish Directional Signage	<ul style="list-style-type: none"> <li>Lobby for better directional signage to Wombat on all major roads and highways</li> </ul>	year 2	WPA
	Roads and Traffic	<ul style="list-style-type: none"> <li>Lobby the RTA for a turning lane into Racecreek Road – an extremely dangerous turn</li> </ul>	year 2-3	WPA
		<ul style="list-style-type: none"> <li>Lobby the RTA to improve advanced warning signage for Wombat</li> </ul>	year 2-3	WPA
<b>EVENTS AND SOCIAL DEVELOPMENT</b>				
Events and Activities	Market Wombat Events	<ul style="list-style-type: none"> <li>Develop appropriate marketing materials and strategies to market local Wombat events to the region</li> </ul>	year 2-3	WPA
	Establish an Annual Cricket Day	<ul style="list-style-type: none"> <li>Develop an annual cricket day event</li> </ul>	year 2	WPA
	Establish a Flagship Event	<ul style="list-style-type: none"> <li>Develop a Wombat Festival</li> </ul>	year 3	WPA

**5.5 SHIRE TOURISM AND MARKETING DEVELOPMENT REMAINING ACTIONS**

**5.5.1 Strategy 1: TO PROVIDE THE FRAMEWORK AND RESOURCES NEEDED TO SUPPORT AND COORDINATE THE DEVELOPMENT AND MARKETING AND PROMOTION OF TOURISM IN THE SHIRE**

No remaining actions for Strategy 1

**5.5.2 Strategy 2: TO PROVIDE THE FRAMEWORK AND RESOURCES NEEDED TO SUPPORT AND COORDINATE THE DEVELOPMENT AND MARKETING AND PROMOTION OF TOURISM IN THE SHIRE**

Issue	Action	Key Tasks	Timeframe	Responsibility
Build Passing Traffic and Touring Markets	Develop Domestic Touring Markets	<ul style="list-style-type: none"> <li>Participate in familiarisation and visiting journalist programs and 'free' promotional initiatives offered by CCRT0 - capitalise on the RTO's media experience and contacts, seeking to get as much exposure as possible for Harden across a broad spectrum of publications.</li> </ul>	Year 2	HSCA / EDC
	Develop Touring Routes	<ul style="list-style-type: none"> <li>Work with other LGAs to develop and promote the Burley Griffin Way as a touring route.</li> </ul>	Year 2	EDC
		<ul style="list-style-type: none"> <li>Develop a network of scenic drives and touring routes.</li> </ul>	long	
		<ul style="list-style-type: none"> <li>Seek accreditation from the CMCA as a Recreational Vehicle Friendly (RVF) area.</li> </ul>	Year 2	EDC
		<ul style="list-style-type: none"> <li>Explore opportunities to work with other RVF-friendly areas in the region to develop and promote touring routes.</li> </ul>	Year 2	EDC
		<ul style="list-style-type: none"> <li>Provide information boards on Harden Shire and surrounding region in the more popular rest areas.</li> </ul>	Year 2	HSC
		<ul style="list-style-type: none"> <li>Include information on caravanning and camping in the Shire on the Shire's tourism website.</li> </ul>	Year 2	EDC
	Build the Touring Caravan and Motorhome Markets	<ul style="list-style-type: none"> <li>Ensure that Harden Shire is listed on relevant camping and caravanning websites, with the information provided being comprehensive and up-to-date.</li> </ul>	Year 2	EDC
		<ul style="list-style-type: none"> <li>Encourage the Harden caravan park to list on relevant caravan and camping websites</li> </ul>	Year 2	HSCA
		<ul style="list-style-type: none"> <li>Actively bid for caravan, campervan and motorhome rallies</li> </ul>	long	EDC

Issue	Action	Key Tasks	Timeframe	Responsibility	
Build Passing Traffic and Touring Markets continued	Build the Touring Caravan and Motorhome Markets continued	<ul style="list-style-type: none"> <li>Identify areas within the Shire (both free and caravan parks) suitable for rigs to 'camp' – where possible provide primitive camping areas with appropriate facilities. Ensure facilities in the camping areas are regularly cleaned and well maintained.</li> </ul>	Year 1-2	HSC	
	Attract Regional Residents	<ul style="list-style-type: none"> <li>Encourage residents of the surrounding region to visit the Shire - with the Shire positioned as a destination for day trip and short breaks.</li> </ul>	Year 2-3	TEAM / Community	
		<ul style="list-style-type: none"> <li>Ensure that information on Harden is available in VICs in the surrounding region</li> </ul>	Year 2-3	EDC	
	Attract Regional Groups	<ul style="list-style-type: none"> <li>Identify social groups located within the region (up to 1.5 hours drive) that organise day or overnight trips</li> </ul>	Year 2-3	Community / EDC	
		<ul style="list-style-type: none"> <li>Develop itineraries / packages for these groups</li> </ul>	Year 2-3	Community / EDC	
		<ul style="list-style-type: none"> <li>Direct marketing to target groups, with regular follow-up. <u>Examples of target groups:</u> Senior Citizen groups, Walking Clubs, Retirement Homes, Licensed Clubs, Sporting Clubs, Disability Groups, Probus Clubs, View Clubs</li> </ul>	Year 2-3	Community / EDC	
Attract Visiting Friends and Relatives (VFR)	<ul style="list-style-type: none"> <li>Widely promote a free Open Day for locals to visit certain attractions throughout the Shire so they will recommend visitation to their VFRs</li> </ul>	Year 2	Community / HSCA		
Build Destination-based Markets	Attract Special Interest and Activity-based Clubs and Individuals	Match attractions and events in the Shire with special interest and activity-based market segments.	year 2-3		
		<ul style="list-style-type: none"> <li>Identify market segments to be targeted</li> </ul>			
		<ul style="list-style-type: none"> <li>Identify appropriate products for the segments and develop packages and/or itineraries - including activities, travel and accommodation options</li> </ul>			
		<ul style="list-style-type: none"> <li>Where suitable, form Project Teams to undertake the market development, marketing and promotion</li> </ul>			
		<ul style="list-style-type: none"> <li>Develop marketing data bases - use internet searches</li> </ul>			year 3
		<ul style="list-style-type: none"> <li>Develop appropriate promotional collateral</li> </ul>			year 3
		<ul style="list-style-type: none"> <li>Seek coverage / articles in relevant magazines</li> </ul>			year 3
<ul style="list-style-type: none"> <li>List products, activities and events on websites that are popular with each of the target markets</li> </ul>	year 3				

Issue	Action	Key Tasks	Timeframe	Responsibility
Build Destination-based Markets continued	Build the Events Market	<ul style="list-style-type: none"> <li>Continue to focus on event development as a generator of visitation to the Shire</li> <li>Endeavour to attract footloose events to the Shire</li> <li>Refer to 'events' in Events and Social Development section of this plan</li> </ul>	long	

**5.5.3 Strategy 3: TO CONTINUE TO DEVELOP THE ATTRACTION, ACTIVITY, PRODUCT AND INFRASTRUCTURE BASE OF THE SHIRE**

Issue	Action	Key Tasks	Timeframe	Responsibility
Build the Shire's 'raw' assets to grow visitation	Participate in the Gold Trail	<ul style="list-style-type: none"> <li>Through landscaping and streetscaping, position Harden – Murrumburrah as a 'gold town'</li> </ul>	year 2	HSC
		<ul style="list-style-type: none"> <li>Approach TNSW regarding access to audio tour software</li> </ul>	long	
	Develop a Plant Nurseries and Landscaping Cluster	<ul style="list-style-type: none"> <li>Explore options for running a series of plant and garden workshops and programs</li> </ul>	long	
		<ul style="list-style-type: none"> <li>Over time establish Harden-Murrumburrah as a garden town</li> <li>Work with CCRTO to ensure that the Shire's garden product is included in their 'gardens' product listings and promotional activities</li> </ul>	long	
	Develop Scenic Drives	<ul style="list-style-type: none"> <li>Develop and promote scenic and touring routes through and within the Shire with appropriate maps and materials, link with Open Gardens and Harden Rose</li> </ul>	Year 2-3	EDC / Garden Club
	Establish Harvest / Produce Trails	<ul style="list-style-type: none"> <li>Establish a harvest / produce trail (or trails) linking the orchards, cellar door, fresh produce outlets and eateries that specialise in the use of fresh, local produce</li> </ul>	long	
		<ul style="list-style-type: none"> <li>Explore options for linking the trail to other food and wine trails in both Capital Country and the Riverina Regions</li> </ul>	long	
		<ul style="list-style-type: none"> <li>Explore options for developing the trail into a coach tour itinerary and promote to coach companies in Sydney and the surrounding region</li> </ul>	long	
		<ul style="list-style-type: none"> <li>Explore options for running food / cooking classes and workshops</li> </ul>	long	
	Establish Harvest / Produce Trails continued	<ul style="list-style-type: none"> <li>Investigate options for a progressive dining experience – breakfast at Wilkies, Lunch at the Long Track Pantry and dinner in Murrumburrah</li> </ul>	long	

Issue	Action	Key Tasks	Timeframe	Responsibility	
Expand the Shire's range of accommodation	Develop a Harden Heritage Walk	<ul style="list-style-type: none"> <li>Develop a Harden Heritage Walk with stories, map, plaques, promotional signage at the Lighthouse Memorial and marketing through local and regional VICs.</li> </ul>	year 2	Historical Soc / Rotary / Kruger	
	Promote the Light Horse Memorial	<ul style="list-style-type: none"> <li>Investigate options for raising awareness and increasing the visibility of the Light Horse Memorial to passing traffic</li> </ul>	year 2	Lighthouse C'tee / EDC	
	List Historic Hotels	<ul style="list-style-type: none"> <li>Encourage operators to upgrade their listing on the G'Day pubs website</li> </ul>	year 2	EDC	
	Upgrade Former Historic Hotels	<ul style="list-style-type: none"> <li>Support property owners if they wish to refurbish and re-open rooms</li> </ul>	long		
	Investigate Farm Stays		<ul style="list-style-type: none"> <li>Investigate the feasibility of establishing a shire farm stay network with standards, training and marketing materials</li> </ul>	year 3	
			<ul style="list-style-type: none"> <li>Investigate opportunities for 'home hosting', including visitors arriving by rail</li> </ul>	year 3	
Signage	Improve Gateway Signs	<p><u>Shire</u> When funds become available – update the Harden Shire signs on the borders to the Shire</p>	year 3	HSC	
	Establish Entry Noticeboards	<ul style="list-style-type: none"> <li>Refer to the Physical Development section of this plan for each town/village to establish a business and tourism noticeboard in each town and village in the Shire</li> </ul>	long		
	Improve Directional Signs	<ul style="list-style-type: none"> <li>Develop uniform directional signage to all towns and villages throughout the shire and on major highways</li> <li>Improve directional signage in Harden-Murumburrah - provide advance warning signs for: <ul style="list-style-type: none"> <li>Harden shopping centre</li> <li>Light Horse Memorial</li> <li>Showground</li> <li>Orchards – from both Harden and Wombat</li> <li>Stocks Garden - remove vegetation obscuring the signs</li> <li>Access points to the Murrumbidgee River</li> </ul> </li> </ul>	year 2	HSC	
			year 2	HSC	
			<ul style="list-style-type: none"> <li>Signpost the information directories in Coddington and Newson Parks</li> </ul>	year 2	HSC



Issue	Action	Key Tasks	Timeframe	Responsibility
Signage continued	Upgrade Advertising, Commercial and Community Signs	<ul style="list-style-type: none"> <li>Encourage themed / quality signs that will contribute positively to the atmosphere and presentation of the area - encourage business owners to upgrade their signage</li> </ul>	long	
		<ul style="list-style-type: none"> <li>Restore historic advertising on the sides of the buildings in Harden and Murrumburrah – investigate corporate and heritage funding to restore old advertisements</li> </ul>	year 2	HSC
	Upgrade Visitor Facilities Signs	<ul style="list-style-type: none"> <li>Conduct an audit and identify signage requiring updating - use international symbols rather than fingerboard signs for signposting visitor facilities and services where possible</li> </ul>	year 2	HSC
	Establish Temporary Signs	Investigate options for providing temporary signs such as the banner for : <ul style="list-style-type: none"> <li>Events</li> <li>Orchards / fruit picking</li> </ul>	year 2	EDC / Community

**5.5.4 Strategy 4: TO CONTINUE TO IMPROVE THE PRESENTATION OF THE SHIRE’S TOWNS AND VILLAGES**

Refer to remaining actions in the Physical Development section of this plan for each town and village

**5.5.5 Strategy 5: TO INCREASE THE RANGE OF INFORMATION & PROMOTIONAL MATERIAL AVAILABLE TO SUPPORT THE GROWTH OF TOURISM WITHIN THE SHIRE**

Issue	Action	Key Tasks	Timeframe	Responsibility
Develop Promotional Collateral to Market the Shire	Develop an A3 Tear Off Shire Map	<ul style="list-style-type: none"> <li>Produce an A3 tear-off tourism map for the Shire - subregion, town and village maps and information on attractions, activities and facilities</li> </ul>	year 2	HSCA / EDC
	Produce Information Kits, Brochures and Guides	<ul style="list-style-type: none"> <li>Develop information kits, brochures and guides for special interest and group markets - include car clubs and golf</li> </ul>	year 2	EDC / Community orgs

Issue	Action	Key Tasks	Timeframe	Responsibility
Ready Access to Information for Travellers	Distribute Promotional Information	Ensure that comprehensive, up-to-date visitor information is available in each town and village within the Shire. <ul style="list-style-type: none"> <li>Encourage local accommodation properties and businesses to display and distribute a range of tourism information on the Shire</li> </ul>	year 2	EDC / Businesses
		<ul style="list-style-type: none"> <li>Ensure that event organisers have access to information on Harden Shire to include as part of the promotional material for the event</li> </ul>	year 2 – ongoing	EDC / Event Organisers
		<ul style="list-style-type: none"> <li>Compile kits / information for the media that can be used by CCRTO and distributed to the local and regional media as required</li> </ul>	year 2-3	EDC
		<ul style="list-style-type: none"> <li>Ensure that the official website is linked to the CCRTO website and to relevant locality, activity-based and tourism websites</li> </ul>	year 2	EDC
Capitalise on the Internet continued	Develop Village Websites	<ul style="list-style-type: none"> <li>Ensure that the individual towns and villages each have a page on the Shire Tourism Website and that this page is identified in searches by locality name</li> </ul>	year 2	EDC / Villages
	Update Third Party Websites	<ul style="list-style-type: none"> <li>Check the information available on tourism, travel and commercial websites for each of the towns and villages in the Shire and advise the webmaster of any information that is out-of date or inaccurate - if possible, provide attractive images to the webmaster for inclusion on these sites</li> <li>Take advantage of free listing opportunities</li> </ul>	year 2	EDC / HSCA
	Encourage Accommodation Operator Websites	Encourage accommodation operators in the Shire to utilise the internet for sales and marketing including: <ul style="list-style-type: none"> <li>Establish their own websites with on-line booking facilities and include their web and email addresses in all promotional material</li> </ul>	year 2	EDC / Businesses
		<ul style="list-style-type: none"> <li>Take advantage of free listings to list on key accommodation and tourism sites</li> </ul>	year 2	EDC / Businesses
		<ul style="list-style-type: none"> <li>Ensure that information on the accommodation properties on the key local and regional tourism and locality websites is accurate and kept up-to-date</li> </ul>	year 2 – ongoing	Businesses

6. SHIRE PICTURE GALLERY



*Harden's main street Neill Street*



*Murrumburrah's main street Albury Street on the Burley Griffin Way*



*Jugiong's main street Riverside Drive - southern entry*



*Picturesque Jugiong village in the valley*



*Galong's main street McMahon Road*



*Renowned Galong cemetery set in beautiful countryside*



*Wombat entry statement*



*Wombat Hotel in main street Harden Road*



*Pretty and productive land – view opposite hotel*



**T  
E  
A  
M**

**Harden Shire**

# **TEAM HARDEN SHIRE**



# **COMMUNITY VISION STRATEGIC ACTION PLAN 2010**



**Harden Shire  
Community Action**

**Kruger Trust**

# CONTENTS

1.	BACKGROUND .....	4
2.	ROLE AND USE OF THE PLAN .....	7
3.	FIRST YEAR ACTIONS .....	9
3.1	Harden-Murrumburrah Actions .....	9
3.1.1	Business Development .....	9
3.1.2	Physical Development .....	11
3.1.3	Events and Social Development .....	14
3.2	Jugiong Actions .....	16
3.3	Galong Actions .....	18
3.4	Wombat Actions .....	20
3.5	Shire Tourism and Marketing Development .....	22
3.5.1	<u>Strategy 1</u> : To provide the framework and resources needed to support and coordinate the development, marketing and promotion of tourism in the Shire .....	23
3.5.2	<u>Strategy 2</u> : To increase visitation by strengthening and diversifying the market base of the shire .....	24
3.5.3	<u>Strategy 3</u> : To continue to develop the attraction, activity, product and infrastructure base of the Shire .....	26
3.5.4	<u>Strategy 4</u> : To continue to improve the presentation of the shire's towns and villages .....	28
3.5.5	<u>Strategy 5</u> To increase the range of information and promotional material available to support the growth of tourism within the shire .....	29
4.	SUMMARY OF FIRST YEAR ACTIONS BY STAKEHOLDERS .....	31
5.	REMAINING ACTIONS .....	35
5.1	Harden-Murrumburrah Remaining Actions .....	35
5.2	Jugiong Remaining Actions .....	40
5.3	Galong Remaining Actions .....	42
5.4	Wombat Remaining Actions .....	44

5.5	Shire Tourism and Marketing Development Remaining Actions .....	46
5.5.1	<u>Strategy 1</u> : To provide the framework and resources needed to support and coordinate the development, marketing and promotion of tourism in the Shire .....	46
5.5.2	<u>Strategy 2</u> : To increase visitation by strengthening and diversifying the market base of the shire .....	46
5.5.3	<u>Strategy 3</u> : To continue to develop the attraction, activity, product and infrastructure base of the shire .....	48
5.5.4	<u>Strategy 4</u> : To continue to improve the presentation of the shire's towns and vilages .....	50
5.5.5	<u>Strategy 5</u> To increase the range of information and promotional material available to support the growth of tourism within the shire .....	50
6.	SHIRE PICTURE GALLERY .....	52



*Beautiful Harden Shire*

*Photo on front page: 'Fields of gold' - flowering canola*

 TEAM Harden Shire Community Vision Strategic Action Plan 2010 prepared by:  
de Greenlaw Consultancy P: 02 6687 1850 E: degreenlaw@bigpond.com



## 1. BACKGROUND

Harden Shire is set in picturesque, agriculturally-rich countryside amid the rolling hills of the Southwest Slopes region of New South Wales. The Shire's population is around 4,000 people, with half living in the twin towns of Harden and Murrumburrah, a 3.5 hour drive south west of Sydney and a 1.5 hour drive north west of Canberra. The other half of the population live in the villages of Galong, Jugiong, Wombat and the surrounding rural areas.

The twin towns of Harden and Murrumburrah have traditionally been service centres, with Harden as the main commercial centre for the surrounding rural area and Murrumburrah as the historic centre situated on the main road, servicing the passing traffic. They are located on the Burley Griffin Way which links the Hume Highway south of Yass through to the Olympic Highway at Wombat.

The Olympic Highway traverses the western end of the shire and is the major link road to the Central West and the Blue Mountains. The village of Wombat is located on either side of the Olympic Highway in productive orchard territory, half way between Harden-Murrumburrah and Young.

The Hume Highway is the major link between Melbourne and Sydney, passing along the eastern boundary of the shire. The pretty village of Jugiong is located beside this highway, nestled in the valley on the banks of the Murrumbidgee River. Galong is situated on a back road that runs parallel and north of Burley Griffin Way, from Binalong through to Harden-Murrumburrah. It is a quaint village set in picturesque countryside with historic buildings and strong affiliations with St Clements Monastery and the renowned Galong Cemetery.

The shire offers an attractive, friendly, rural lifestyle and affordable housing. Harden Shire has a range of infrastructure, services and facilities with a hospital, nursing home, two medical centres, pre-schools, primary schools, high school, Olympic swimming pool, golf course, bowls, tennis courts, squash courts, showground, playing fields, caravan park, cafes, restaurants, motel, bed-and-breakfasts and hotels. As well as an established retirement village, construction has started on a 42-unit retirement home that will open in 2010.

The twin towns of Harden and Murrumburrah have traditionally been an economic centre for the surrounding rural area. The district produces mainly agricultural products, such as wheat, canola, oats, sheep and cattle, cherries and stone fruit, olive oil, mustard seed oil, honey and premium wines. The district is developing as a centre for quality, fresh local produce sold direct at an increasing number of outlets. Fruit picking, especially cherries in November-December, is very popular. Harden is serviced daily by the XPT passenger rail service and road and rail transport are also key industries.

The TEAM Harden Shire Strategic Plan 2010 was developed through a variety of consultation processes and existing development plans that included the following:

- Five Year Vision for Harden Community 2009 (February)
- Good for Business/Good for Community 2009 (March)
- Harden Shire Action Plan 2009 (November)
- Harden Shire Tourism Development and Marketing Plan 2010 (January)

The Five Year Vision for Harden Community 2009 was facilitated by Harden Shire's "sister-shire" Sutherland Shire Council at the Harden Management Plan Workshop and was developed by incoming Councillors in early 2009. The document identified actions under the following key result areas:

1. Community Engagement and Consultation
2. Develop an Industrial Estate
3. Sports Facilities Rationalisation
4. Develop a Marketing Strategy.

The Good for Business/Good for Community plan was developed by Murimboola Financial Services on behalf of the Harden-Murrumburrah Community Bank branch of the Bendigo Bank at a Community Enterprise Forum. The document identified the following four key result areas:

1. Community Attitudes – the community needs connection, cooperation, coordination, collaboration and commitment.
2. Improve our Environment – and the attractiveness of the streetscape
3. Health Services and Hospital – retain and grow
4. Improve Commerce – grow and attract diverse small business

The Harden Shire Action Plan 2009 was developed by Jenny de Greenlaw of de Greenlaw Consultancy through the shire-wide Business Retention and Expansion (BRE) survey. The Harden Shire Community Action (HSCA) group raised the funding and coordinated the project. The Harden Shire BRE project was funded by Industry & Investment NSW, Harden Shire Council and the Kruger Trust.

The BRE project included a comprehensive business survey that was conducted throughout the shire and a series of community consultation processes that were conducted in the towns of Harden and Murrumburrah and the villages of Galong, Jugiong and Wombat. The plan identified actions under the following key result area headings:

1. Business, Tourism and Marketing Development
2. Physical Development
3. Youth, Events and Social Development

The Harden Shire Tourism Development and Marketing Plan was developed by Jenny Rand and Associates. The Harden Shire Community Action Group Inc. (HSCA) raised the funding and coordinated the project. A tourism workshop was held in December 2009. Meetings were held with community groups and representatives in Jugiong, Galong and Wombat and discussions were held with a range of individuals and organizations throughout the region.

The plan identified that the Shire is constrained by limited resources and supporting infrastructure, so it concentrated on actions that will put in place the basic services and infrastructure to support tourism. It identified opportunities to grow visitation cost-effectively, using the attractions, activities and facilities available in the Shire. The plan identified tourism actions under the following key strategy areas:

1. To provide the framework and resources needed to support and coordinate the development, marketing and promotion of tourism in the Shire
2. To increase visitation by strengthening and diversifying the market base of the Shire
3. To continue to develop the attraction, activity, product and infrastructure base of the Shire
4. To continue to improve the presentation of the Shire's towns and villages
5. To increase the range of information and promotional material available to support the growth of tourism within the Shire

Actions from the Harden Shire Tourism Development and Marketing Plan have been incorporated into this community strategic plan. However, the full tourism plan is a public document with a wealth of valuable information that value-adds to this strategic plan and should be referred to and used to guide tourism development in the shire, as appropriate. Copies are available from the HSCA.

The focus of this strategic action plan is on economic and social development, including tourism development. A consolidation phase of work with 'building block actions' will need to be implemented in each of the towns and villages before trying to attract new businesses, residents and visitors. These building blocks include upgrading town entrances, beautifying the CBD areas, buildings and businesses to deliver a good shopping experience and appropriate infrastructure, signage, branding and marketing.

Consolidating the shopping experience is a team effort of all stakeholders, including a 'shop local' mindset. To encourage business growth, Council can create an attractive, quality environment by investing in the beautification of public spaces and addressing issues such as traffic, parking, cleaning, safety and infrastructure. They can also have a 'shop local first' policy. Property owners can update and maintain their buildings. Businesses can update their premises, signage, goods and displays and can purchase from other local businesses wherever possible. Community members can shop locally and support or participate in local community projects.

This partnership to improve the shopping experience is fair as each partner 'does their part'. It is a proven method that encourages local loyalty, attracts visitor spending and enhances the town's economic viability and community lifestyle.

Economic development is entwined with social development in rural communities, so it is necessary for the planning process to take a holistic approach to all the issues affecting the community. Harden shire has a good base to build on as it is situated in picturesque countryside with rich soils and strong agriculture. It is within easy driving distance to Canberra and Sydney. The shire has resilient, close-knit communities and excellent health facilities and amenities. There is an abundance of beautiful, historical buildings reflecting a colourful past and interesting history. TEAM Harden Shire has been formed to provide community stakeholders with an opportunity to work together to enhance this 'happy, healthy and historic' lifestyle and attract new residents, businesses and visitors.

## 2. ROLE AND USE OF THE ACTION PLAN

### Role of Action Plan

- Act as a framework to direct the development of the TEAM Harden Shire program
- Facilitate cooperative working relationships between the community, businesses, council and other external partners
- Formalise the goals and aims of the community stakeholders in relation to the shire's economic future

The title TEAM Harden Shire was identified at a stakeholder workshop with the acronym of TEAM standing for Together Everyone Achieves More. This plan was developed to pull all the stakeholders together under one 'umbrella' plan, with Council, businesses and community working as a team towards a strategically-planned future direction.

### Implementation of the Action Plan

The TEAM Harden Shire Board will oversee the implementation of this action plan. The Board consists of Councillors who represent different areas in the shire and are also representatives of Council, Chamber of Commerce, Harden Shire Community Action Inc., Bendigo Bank, Kruger Trust, local businesses, community groups and property owners. Initially the Board will meet on a regular basis to kick-start the program and the first round of projects and then on a 'needs only' basis throughout the year. Progress of projects will be reported to Council and to the community via the local newspaper. At the end of each year, the Board will meet to evaluate progress measured against the plan and identify actions to be implemented in the following year.

An Economic Development Coordinator (EDC) will be established at Council in 2010 for an initial period of three years. They will facilitate and coordinate business and tourism development in the shire and will act as a point of contact to assist the efforts of other TEAM stakeholders implementing actions from the plan.

The actions in this plan were identified by businesses and residents through extensive consultation processes. Growth comes through planning and hard work. If community and business stakeholders believe that Council should implement all the actions, then growth will be much slower than a team working together. Stakeholders can choose whether to participate or not, but the rewards will only equal the effort that is put in.

Through this process, more is achieved than just the projects. Creating communication channels and working together builds relationships and trust. This increases community pride and a sense of place, which is why many people want to live in a small, friendly, rural community. That 'sense of place' is what attracts new residents and businesses, so the process itself is part of the solution.

Actions were compiled for each town and village under the following key result area headings:

- Business Development
- Physical Development
- Events and Social Development

Actions have also been identified for:


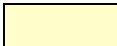
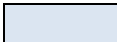
- Shire Tourism and Marketing Development

This action plan was developed by amalgamating four different plans, so due to the volume of actions, it has been divided into two sections:

1. 'first year actions' for each of the towns and villages and initial tourism actions, followed by a summary of those actions sorted by the stakeholders responsible for them
2. 'remaining actions' for each of the towns and villages and remaining tourism actions for years 2, 3 and beyond.

The Board will hold an evaluation process at the end of each year. This process will allow for the flexibility to alter timeframes or take up new opportunities that arise. As this is a new program for the shire, timeframes to commence actions have been estimated as a guide only - all actions may not be completed within the timeframe of 'year 1', 'year 2', 'year 3'. The 'long' timeframe indicates longer than three years. The TEAM Harden Shire Board will determine the priority actions each year during their evaluation process.

The first year's actions for Harden-Murrumburrah and shire-wide tourism have been colour coded as per the key below. First year village actions have not been coded as the villages work to their own timetables. These colour codings are a guide only as timeframes can be altered to suit circumstances or availability of stakeholders to implement the actions. Pink actions are building blocks and need to be completed first. Yellow actions are to be implemented next. Blue actions are flexible and may be implemented later in the year or the following year.

<b>Key</b>		building blocks, initial actions (pink)		second set of actions (yellow)
		later actions (blue)		

Successful communities plan and work together with good communication strategies and leadership as key ingredients. Harden Shire has entered a new era, with new head staff and councillors. The TEAM Harden Shire program and Board have been established. The planning is now in place and a position has been created to help coordinate activities. In 2010 the drought broke with good rains and the best agricultural season in many years. The timing is right to use this action plan for the good of TEAM Harden Shire.

### Abbreviations

The following abbreviations have been used in the Action Plan:

Council / HSC	Harden Shire Council	I&I NSW	Industry & Investment NSW
EDC	Economic Development Coordinator	MCMA	Murrumbidgee Catchment Management Authority
HSCA Chamber	Harden Shire Community Action Chamber	VIC	Visitor Information Centre
JAG	Jugiong Advancement Group	VFR	Visiting Friends and Relatives
GPA	Galong Progress Association	DET	Department of Education & Training
WPA	Wombat Progress Association	Community	Community organisations, groups or individuals
TNSW	Tourism New South Wales	Businesses	Local businesses or industries
CCRTO	Capital Country Regional Tourism Organisation	TEAM	TEAM Harden Shire Board

### 3. FIRST YEAR ACTIONS

#### 3.1 HARDEN AND MURRUMBURRAH ACTIONS

##### 3.1.1 Business Development

**Aims:**

- Develop opportunities for business to upgrade, expand and develop
- Create more employment
- Develop land for residential, business and commercial use

**Issues:**

- Develop Shire Businesses
- Land Development
- Upgrade Council Procedures

Issue	Action	Key Tasks	Timeframe	Responsibility
<b>BUSINESS DEVELOPMENT</b>				
Develop Shire Businesses	Establish an Economic Development Coordinator	<ul style="list-style-type: none"> <li>• Establish an officer to coordinate to manage economic development in the Shire</li> </ul>	Year 1	HSC / Kruger / I&I
	Brand the Shire	<ul style="list-style-type: none"> <li>• Decide on a 'role' for the shire within the region and identify an image or point of difference using existing strengths. Develop a branding theme and use it consistently in beautification, signage, marketing materials – <i>refer to Tourism Development strategy 5</i></li> </ul>	year 1	TEAM / I&I
	Establish a Property Owners Group	<ul style="list-style-type: none"> <li>• Establish a Property Owners Forum for property owners to discuss relevant issues and develop strategies. Include a survey with the invitation to out-of-town property owners so they can identify issues for discussion if they cannot attend.</li> <li>• At the Forum, establish a Property Owners Group to represent property owners – group to meet on a 'needs only' basis and act as a voice and advocate for property owners</li> </ul>	year 1	Stephen Byrne / Tony Campbell

Issue	Action	Key Tasks	Timeframe	Responsibility
<b>BUSINESS DEVELOPMENT continued</b>				
Develop Shire Businesses continued	Fill the Vacant Shops	<ul style="list-style-type: none"> <li>In the short term, clean and tidy the empty shop facades, particularly on the main road. Investigate strategies to fill the empty windows such as murals, artwork, shire photographs or merchandise from other stores - use low lighting at night</li> </ul>	year 1	Stephen Byrne / Tony Campbell
	Develop Business, Community and Retail Directories	<ul style="list-style-type: none"> <li>Develop a Business and Community Directory and distribute throughout the shire and tourism outlets</li> </ul>	year 1	Chamber
	Develop Regular Business Communication	Develop strategies for businesses to network and upskill eg: <ul style="list-style-type: none"> <li>Develop regular networking sessions eg 'business after hours' showcases or business breakfasts with speakers</li> </ul>	year 1	Chamber
	Establish Business Awards	<ul style="list-style-type: none"> <li>Establish an annual Business Awards event</li> </ul>	year 1	Chamber / I&I
	Establish a Shop Local Campaign	<ul style="list-style-type: none"> <li>Develop a shop local campaign and community education program on the benefits of shopping locally. If possible, tie the shop local to another campaign (eg Christmas or major event) to encourage local shopping and attract visitor spending - <i>refer to I&amp;I Cooperative Marketing Module</i></li> </ul>	year 1	Chamber
	Improve Mobile Coverage	<ul style="list-style-type: none"> <li>Lobby local member and Telstra to improve mobile phone coverage throughout the shire</li> </ul>	year 1	HSC
	Establish a Business Partner and Retention Program	<ul style="list-style-type: none"> <li>Develop strategies to retain existing businesses and attract other businesses to fill the gaps once the CBD areas and shopping experiences have been consolidated and appropriate commercial spaces are available</li> </ul>	year 1	HSC
	Attract New Residents	<ul style="list-style-type: none"> <li>Develop a Lifestyle Brochure (to accompany the Business and Community Directory and Small Business Start Up Kit)</li> <li>Develop a New Residents Kit that incorporates all appropriate brochures and information</li> </ul>	year 1	TEAM / I&I
Upgrade Council Procedures	Speed up DAs	<ul style="list-style-type: none"> <li>Simplify and speed up the development application process</li> </ul>	year 1	HSC
	Assist Grant Applications	<ul style="list-style-type: none"> <li>Facilitate and assist community groups grant applications to attract funding into the shire</li> </ul>	year 1-2	HSC

### 3.1.2 Physical Development

#### Aims:

- Beautify the built and natural environment
- Upgrade facilities and amenities
- Rationalise the sporting facilities
- Develop residential and industrial land

#### Issues:

- Beautification
- Amenities and Infrastructure
- Sporting Facilities

Issue	Action	Key Tasks	Timeframe	Responsibility
<b>PHYSICAL DEVELOPMENT</b>				
Beautification	Coordinate a Neill Street Working Bee	<ul style="list-style-type: none"> <li>• Clean the main street – conduct a community working bee to clean up Neill Street, plant shrubs in the pots, garden beds, finish the day with a community BBQ</li> </ul>	year 1	Rotary / Councillors
	Establish a Paint the Buildings Program	<ul style="list-style-type: none"> <li>• Establish a Paint the Buildings program with incentives for property owners to upgrade their buildings such as:                             <ul style="list-style-type: none"> <li>– paint deals with major paint companies</li> <li>– free colour consultancy for participating buildings</li> <li>– investigate using the work for the dole labour program</li> <li>– investigate using environmentally-friendly paint to gain funding as a 'green' project for a CBD cluster group</li> </ul> </li> </ul>	year 1	Councillors
		<ul style="list-style-type: none"> <li>• Invite volunteer heritage sign writers to restore old signage – provide accommodation</li> </ul>	year 1	Councillors / Businesses
	Improve the Entrance Corridors	<ul style="list-style-type: none"> <li>• Encourage the motel and caravan park to improve their presentation particularly along their eastern side boundaries</li> </ul>	year 1	HSCA
		<ul style="list-style-type: none"> <li>• Encourage businesses along the corridor to improve their presentation and signage</li> </ul>	year 1	HSCA
Upgrade and Establish Roundabouts	<ul style="list-style-type: none"> <li>• Establish roundabouts - at the Harden town centre entry and where appropriate - subject to funding</li> <li>• Beautify roundabouts and make them features using the shire's branding theme or reflecting the area's history</li> </ul>	year 1	HSC	



Issue	Action	Key Tasks	Timeframe	Responsibility
<b>PHYSICAL DEVELOPMENT continued</b>				
Beautification continued	Improve the Harden Town Centre	Improve the access into the shopping centre: <ul style="list-style-type: none"> <li>Explore the possibility of establishing east Street as the main access road into the shopping centre</li> <li>Address the entry/signage from the eastern side and the lack of visibility of the centre from the western approach</li> </ul>	year 1	HSC
		<ul style="list-style-type: none"> <li>Ensure that the flower barrels are planted and well maintained – they add colour to what is primarily a ‘dull’ streetscape</li> </ul>	year 1	Businesses / HSC
		<ul style="list-style-type: none"> <li>Explore options for providing a quality, modern eatery in Harden</li> </ul>	year 1	Businesses / Chamber
		<ul style="list-style-type: none"> <li>Explore the possibility of the Men’s Shed producing and selling products for the visitor market</li> </ul>	year 1	Men’s Shed
	Improve the Murrumburrah Town Centre	<ul style="list-style-type: none"> <li>As a priority, implement the proposed beautification program, focusing resources on the active trading part of the street</li> </ul>	year 1	HSC
		<ul style="list-style-type: none"> <li>Encourage Council to proceed with the leasing of its renovated building in the shopping centre</li> </ul>	year 1	HSC
	Upgrade the Harden Caravan Park	<ul style="list-style-type: none"> <li>Upgrade, expand and beautify the caravan park, including sites for RVs - or investigate re-locating the caravan park</li> </ul>	year 1-3	HSC
		<ul style="list-style-type: none"> <li>Ensure that the Park is listed on free caravan and camping websites</li> </ul>	year 1	EDC
		<ul style="list-style-type: none"> <li>Ensure that the caravan park operator is working closely with the Showground, referring any business that the Park cannot accommodate to the Showground</li> </ul>	year 1	EDC
	Upgrade the Harden Motel	<ul style="list-style-type: none"> <li>Encourage the property owner to refurbish / modernise the motel and improve the presentation of the property</li> </ul>	year 1	EDC / Chamber
	Upgrade the Murrumbidgee Creek Corridor	<ul style="list-style-type: none"> <li>Upgrade the river walk – if funding is available</li> </ul>	year 1	Landcare / HSC
		<ul style="list-style-type: none"> <li>Rehabilitate the Murrumbidgee Creek corridor – if funding is available</li> </ul>	year 1-3	Landcare / HSC
		<ul style="list-style-type: none"> <li>Link the walking trail along the foreshore to the Light Horse Memorial – if funding is available</li> </ul>	year 1-3	Landcare / HSC
Re-plant McLean Oval Trees	<ul style="list-style-type: none"> <li>Replant native trees around McLean Oval</li> </ul>	year 1-3	HSC	

Issue	Action	Key Tasks	Timeframe	Responsibility
PHYSICAL DEVELOPMENT continued				
Land Development	Establish a Light Industrial Area	<ul style="list-style-type: none"> <li>Research sites and develop new industrial land to create more business development opportunities</li> </ul>	year 1	HSC
	Develop Residential Blocks	<ul style="list-style-type: none"> <li>Develop residential blocks to help increase the population</li> </ul>	year 1	HSC
Sporting Facilities	Rationalise the Sporting Facilities	<ul style="list-style-type: none"> <li>Establish a Sporting Committee Group with representatives from all the sporting groups – establish informal meetings for the group to discuss relevant sports issues</li> <li>The Sporting Committee to attend the regular Community Forums if they need to discuss sporting issues and lobby Council for any sporting requirements or support. (<i>refer to Community Forums in the Events and Social Development section of this plan</i>)</li> </ul>	year 1	TEAM / Councillors
		<ul style="list-style-type: none"> <li>Investigate strategies to develop and amalgamate the sporting fields and facilities – seek funding</li> </ul>	year 1	TEAM / Councillors / Sporting Group

### 3.1.3 Events and Social Development

#### Aims:

- Develop opportunities that will increase communication,
- Increase health services and facilities
- Develop events, youth activities

#### Issues:

- Health
- Communication and Working Together
- Events and Activities
- Youth
- Transport

Issue	Action	Key Tasks	Timeframe	Responsibility
<b>EVENTS AND SOCIAL DEVELOPMENT</b>				
Health	Retain the Nursing Home	<ul style="list-style-type: none"> <li>• Lobby the state government to retain Harden’s Nursing Home and ensure sustainability for the hospital</li> </ul>	year 1	Mayor / Community
		<ul style="list-style-type: none"> <li>• Establish full aged care facilities, including the suitability of footpaths for scooters</li> </ul>	year 1-3	Mayor / Community
	Attract and Retain Existing Doctors	<ul style="list-style-type: none"> <li>• Develop strategies to attract more male and female doctors to the Harden Shire</li> </ul>	year 1-ongoing	Mayor / Community
Communication and Working Together	Establish the TEAM Harden Shire Group	<ul style="list-style-type: none"> <li>• Establish an umbrella group to form TEAM Harden Shire to oversee the implementation of the Action Plan with regular meetings to network, update progress and plan new projects</li> </ul>	immediate	HSC
	Establish Community Forums	<ul style="list-style-type: none"> <li>• Establish regular Community Forums (2-3 times per year) with representatives from all community groups to discuss issues and to lobby Council for their organisation’s requirements – include representatives from the villages</li> </ul>	year 1	Councillors
	Establish a Volunteer’s Recognition Program	<ul style="list-style-type: none"> <li>• Establish an annual program that recognises the efforts by volunteers in the Shire</li> </ul>	year 1	Rotary
Events and Activities	Establish a Calendar of Events	<ul style="list-style-type: none"> <li>• Establish a calendar of events – include all cultural and sporting events throughout the shire, update regularly</li> </ul>	year 1	HSCA / EDC
		<ul style="list-style-type: none"> <li>• Use the calendar of events to identify peak times for meal requirements in Harden and Murrumburrah so food outlets can plan and cater for them appropriately</li> </ul>	ongoing	Community

<b>Issue</b>	<b>Action</b>	<b>Key Tasks</b>	<b>Timeframe</b>	<b>Responsibility</b>
<b>EVENTS AND SOCIAL DEVELOPMENT</b> continued				
Events and Activities continued	Expand the Kite Festival	<ul style="list-style-type: none"> <li>Expand the Kite Festival – establish an event plan and additional volunteers to help implement the festival and ensure the it continues, grows and attracts visitors</li> </ul>	year 1	Councillors / Kite C'tee / Schools / JdeG
	Upgrade the Picnic Races	<ul style="list-style-type: none"> <li>Develop risk management strategies for the Picnic Races to minimise alcohol-related issues. Develop the races into a more family-oriented or light social event and attract a different target market</li> </ul>	year 1	Picnic Races C'tee
Youth	Establish a youth committee	<ul style="list-style-type: none"> <li>Conduct a youth survey to find out what they want</li> <li>Establish a youth committee and provide adult mentors to help them plan and conduct their own events and activities</li> </ul>	year 1	Schools / Community

### 3.2 JUGIONG ACTIONS

#### Jugiong Community Vision and Aims:

“To develop Jugiong into a thriving and steadily growing community, retaining locals and attracting new residents, tourists and visitors to enjoy its beauty. To assist existing businesses and encourage new ones to be established.”

#### Issues:

- Business Development
- Tourism Development
- Marketing Development
- Beautification
- Land Development
- Amenities and Infrastructure
- Jugiong Signage
- Events and Activities
- Youth

Issue	Action	Key Tasks	Timeframe	Responsibility
<b>BUSINESS, TOURISM AND MARKETING DEVELOPMENT</b>				
Business Development	Develop Funding Applications	<ul style="list-style-type: none"> <li>• Develop training in funding applications – contact Regional Development Australia (RDA) Riverina, Lani Houston (0429 444 213).</li> <li>• Establish a funding group eg 6-10 people who write one application each per year</li> </ul>	year 1	JAG
	Develop New Business Infrastructure	<ul style="list-style-type: none"> <li>• Lobby Council to re-zone land in Jugiong for new business development</li> </ul>	immediate	JAG / HSC
Tourism Development	Implement the Jugiong Action Plan	<ul style="list-style-type: none"> <li>• Continue to implement the recommendations and actions of the Jugiong Tourism Action Plan</li> </ul>	on-going	JAG
	Establish a Black Water Dump	<ul style="list-style-type: none"> <li>• Establish a black water dump</li> </ul>	year 1	JAG
Marketing Development	Develop a Tourism Brochure	<ul style="list-style-type: none"> <li>• Develop a tourism and information brochure</li> </ul>	year 1 - ongoing	JAG
	Promote Camping Weekends	<ul style="list-style-type: none"> <li>• Market Jugiong to different social groups and clubs for camping weekends</li> </ul>	ongoing	JAG / EDC

Issue	Action	Key Tasks	Timeframe	Responsibility
<b>PHYSICAL DEVELOPMENT</b>				
Beautification	Beautify the Village	• Paint the old truck at the northern village entry or remove it	year 1	JAG
		• Encourage property owners along the main entry routes to continue to improve the presentation of their properties	year 1	JAG
	Beautify the Lookout	• Tidy up the Lookout, mow and maintain verges	year 1	JAG / HSC
Amenities and Infrastructure	Upgrade the Hall	• Upgrade the hall – polish floors, paint inside/outside, establish lighting, new gutters and fascia boards, air conditioning and water tank to capture and recycle stormwater into the watering system	year 1-2	Hall C'tee
	Establish River Access	• Establish several river access points	year 1-2	JAG
	Upgrade Memorial Park	• Continue to upgrade Memorial Park	ongoing	JAG
Jugiong Signage	Remove or Beautify Old Signage	• Remove or replace old signs, including the old sign in front of the ruins at the entry to the village and the BP station	year 1	JAG
		• Explore options for improving the presentation of the old billboard (lobby Council, use for shire map/marketing?)	year 1	JAG
	Establish a Community Noticeboard	• Establish a weatherproof community noticeboard with regular maintenance keeping it up to date	year 1	JAG
	Establish Directional Signage	• Establish directional signage to the river at the access points	year 1-2	JAG / HSC
• Establish other appropriate directional signage eg toilets		year 1-2	JAG / HSC	
<b>EVENTS AND SOCIAL DEVELOPMENT</b>				
Events and Activities	Upgrade the Christmas Carols	• Revamp the Christmas Carols at the hall to include a village Christmas party	year 1	JAG
	Develop Village Social Events	• Develop village 'get togethers' eg trivia nights, movie nights, dinner dances, village picnics, art and craft etc	year 1-2	JAG
Youth	Establish a Youth Committee	• Survey local youth to find out what they want • Establish a youth committee with adult mentors to guide youth to implement some of their own actions	year 1	JAG
	Establish a Regular Kids Disco	• Develop a Disco for kids in conjunction with other villages in the area eg join the Disco in Galong and invite them to one in Jugiong	year 1	JAG

### 3.3 GALONG ACTIONS

#### Aims:

- To beautify the village a
- To develop business, tourism and employment opportunities
- To develop infrastructure, events and community activities

#### Issues:

- Business Development
- Tourism Development
- Marketing Development
- Beautification
- Amenities and Infrastructure
- Galong Signage
- Events and Activities
- Youth

Issue	Action	Key Tasks	Timeframe	Responsibility
<b>BUSINESS, TOURISM AND MARKETING DEVELOPMENT</b>				
Business Development	Establish Training in Funding Applications	<ul style="list-style-type: none"> <li>• Establish training in developing funding applications – contact RDA Riverina, Lani Houston (0429 444 213)</li> </ul>	year 1	GPA
	Establish a Cafe or Eatery	<ul style="list-style-type: none"> <li>• Explore opportunities to landscape and provide outdoor seating adjacent to the shop</li> </ul>	year 1	GPA
		<ul style="list-style-type: none"> <li>• Explore opportunities with the Corner Store and/or Hotel to provide a small eatery to service the visitor market</li> </ul>	year 1	GPA
Tourism Development	Create Camping Facilities	<ul style="list-style-type: none"> <li>• Clean up the area and establish camping facilities at the Showground for the touring motorhome and caravan market</li> </ul>	year 1	GPA
	Establish Regular Monastery Communication Channels	<ul style="list-style-type: none"> <li>• Establish regular communication between the Progress Association and the Monastery to keep the village informed of up-coming events and activities of all groups using the Monastery</li> </ul>	year 1 - ongoing	GPA
	Develop Pilgrim's Walk Opportunities	<ul style="list-style-type: none"> <li>• Participate in the Pilgrim's Walk from Canberra that ends at the Monastery in Galong – eg develop marketing materials aimed at Pilgrim's Walk participants to visit the village</li> </ul>	ongoing	HSCA / GPA
Marketing Development	Establish Town Branding	<ul style="list-style-type: none"> <li>• Explore opportunities for positioning Galong as a Monastery Town, similar to New Norcia in Western Australia</li> </ul>	year 1 - 2	HSC / GPA

Issue	Action	Key Tasks	Timeframe	Responsibility
<b>PHYSICAL DEVELOPMENT</b>				
Beautification	Upgrade Hall Amenities	<ul style="list-style-type: none"> <li>Purchase new chairs and trestle tables for the hall</li> </ul>	year 1	GPA / HSC
	Beautify the Village	<ul style="list-style-type: none"> <li>Improve the presentation of the village centre – as part of the Heritage Plan, prepare a renovation plan and paint scheme to showcase and capitalise on the art deco buildings – offer incentives to property owners to paint their buildings</li> </ul>	year 1	Councillors / GPA
		<ul style="list-style-type: none"> <li>Mow, tidy and maintain the appearance of the main street, entries and the approaches to the village, including the entry at the main road turnoff</li> </ul>	year 1 - ongoing	GPA / HSC
	Establish a Community Noticeboard	<ul style="list-style-type: none"> <li>Establish a weatherproof community noticeboard at the shop with regular maintenance keeping it up to date</li> </ul>	year 1	GPA
	Upgrade Gateway Signage	<ul style="list-style-type: none"> <li>Rationalise existing signage and establish clear directional signage to the Monastery via Galong at the turn off</li> </ul>	year 1	GPA / HSC
Amenities and Infrastructure	Acquire the Galong School	<ul style="list-style-type: none"> <li>Acquire land and community infrastructure by purchasing the Galong school for community use</li> </ul>	year 1	GPA
	Explore St Lawrence Opportunities	<ul style="list-style-type: none"> <li>Encourage the Catholic Archdiocese to convert St Lawrence into visitor accommodation or conduct a feasibility study for the use of the St Lawrence Home to create business and employment opportunities for Galong</li> </ul>	year 1	GPA
		<ul style="list-style-type: none"> <li>Explore the possibility of relocating the school playground to the park if the school is not purchased for the community</li> </ul>	year 1	GPA
<b>EVENTS AND SOCIAL DEVELOPMENT</b>				
Events and Activities	Promote the Fireworks Night	<ul style="list-style-type: none"> <li>Promote the Fireworks Night held in September to the region and showcase Galong</li> </ul>	annually	GPA
	Establish a Calendar of Events	<ul style="list-style-type: none"> <li>Develop a Calendar of Events (including all events at the Monastery)</li> </ul>	year 1	GPA
	Grow the Patchwork Retreat	<ul style="list-style-type: none"> <li>Expand and continue to grow the Patchwork Retreat at the Monastery</li> </ul>	ongoing	GPA / Crafters Group
	Develop Community Social Activities	<ul style="list-style-type: none"> <li>Establish community activities such as dinner dance, party in the hall, trivia nights, movie nights</li> </ul>	long	GPA
Youth	Establish a Youth Committee	<ul style="list-style-type: none"> <li>Survey local youth and ask them what they want</li> <li>Establish a youth committee and mentor youth to implement their own actions</li> </ul>	year 1	GPA
	Expand the Kids Discos	<ul style="list-style-type: none"> <li>Expand the Halloween Disco – use the school bus to transport 'round robin' disco with Jugiong and other villages</li> </ul>	year 1	GPA



### 3.4 WOMBAT ACTIONS

#### Aims:

- To develop business, tourism and employment opportunities
- To beautify the village
- To increase amenities, signage, safety, community activities and communication

#### Issues:

- Business Development
- Tourism Development
- Marketing Development
- Beautification
- Amenities and Infrastructure
- Wombat Signage
- Roads and Traffic
- Events and Activities
- Youth
- Communication and Working Together

Issue	Action	Key Tasks	Timeframe	Responsibility
<b>BUSINESS, TOURISM AND MARKETING DEVELOPMENT</b>				
Business Development	Establish Training in Funding Applications	<ul style="list-style-type: none"> <li>• Develop training in funding applications – contact RDA Riverina Lani Houston 0429 444 213</li> </ul>	year 1	WPA
	Lobby to Use Existing Business Premises	<ul style="list-style-type: none"> <li>• Lobby Council for the ability to use existing premises in the village for new businesses</li> <li>• Resolve planning issues so that the fruit barn can open and trade during the fruit season</li> </ul>	year 1	WPA
	Establish the Butcher's Shop Cooperative	<ul style="list-style-type: none"> <li>• Acquire the old butcher's shop to display local history and sell local products and 'basics' - tea/coffee etc - run as a cooperative</li> </ul>	long	WPA
Tourism Development	Develop the Rest Stop Area	<ul style="list-style-type: none"> <li>• Continue to upgrade the rest area for truck parking and turning bay</li> </ul>	year 1-3	WPA
	Develop a Camping Area	<ul style="list-style-type: none"> <li>• Identify an area for touring caravans and motorhomes to camp overnight in the village and lobby Council to assist in establishing camping facilities</li> </ul>	year 1-2	WPA

Issue	Action	Key Tasks	Timeframe	Responsibility
<b>BUSINESS, TOURISM AND MARKETING DEVELOPMENT continued</b>				
Marketing Development	Establish Marketing Materials	<ul style="list-style-type: none"> <li>Establish branding and appropriate marketing materials for Wombat and Wombat products</li> </ul>	year 1-2	WPA
	Develop a Cherry Season Touring Map	<ul style="list-style-type: none"> <li>Develop a Cherry Season touring map and guide for people to visit local orchards via Wombat. Market the tours to Harden and Murrumburrah businesses and surrounding Visitor Centres</li> </ul>	year 1	WPA
Beautification	Increase Wombat's Maintenance Budget	<ul style="list-style-type: none"> <li>Lobby Council to increase the annual maintenance budget for Wombat</li> </ul>	year 1	WPA
Amenities and Infrastructure	Establish a Safe Bus Shelter	<ul style="list-style-type: none"> <li>Establish a safe bus shelter for school children at the old butcher's shop</li> </ul>	year 1	WPA
	Establish a New Fire Shed	<ul style="list-style-type: none"> <li>Establish a new rural fire shed for the RFS (Rural Fire Service)</li> </ul>	year 1-2	Fire Shed C'tee
Wombat Signage	Establish Tourism Signage	<ul style="list-style-type: none"> <li>Establish a local map at 'the Wombat' with a guide to local orchards and sites etc</li> </ul>	year 1	WPA
		<ul style="list-style-type: none"> <li>Explore options for providing temporary signage during the fruit picking season</li> </ul>	year 1	WPA
	Establish a Stop Sign at Bibaringa Road	<ul style="list-style-type: none"> <li>Establish a STOP sign at Bibaringa Road at the cemetery – lobby Council to alter the current signage</li> </ul>	year 1	WPA
<b>EVENTS AND SOCIAL DEVELOPMENT</b>				
Events and Activities	Upgrade the Christmas Carnival	<ul style="list-style-type: none"> <li>Upgrade the Christmas Carnival</li> </ul>	year 1	WPA
	Establish a Calendar of Events	<ul style="list-style-type: none"> <li>Establish a Calendar of Events</li> </ul>	year 1	WPA / HSCA
Youth	Establish a Youth Committee	<ul style="list-style-type: none"> <li>Survey local youth to find out what they want</li> <li>Establish a Youth Committee with local Wombat youth to decide their own projects – adults to mentor them to teach them how to implement their own projects</li> </ul>	year 1	L Bloor / Y Bailes
Communication and Working Together	Establish Wombat Community Forums	<ul style="list-style-type: none"> <li>Establish twice-annual meetings for all community groups to network and plan community projects</li> </ul>	year 1	WPA
	Expand the Wombat Words Newsletter	<ul style="list-style-type: none"> <li>Continue to produce the Wombat Words newsletter to inform residents on community information, issues that arise, projects, events or activities etc</li> </ul>	ongoing	L Bloor / Y Bailes

### **3.5 SHIRE TOURISM AND MARKETING DEVELOPMENT**

#### **Key Tourism Aims:**

- Build visitation to the Shire - consolidating and growing existing markets, diversifying into new markets and sustaining local business viability.
- Reduce dependency on touring and passing traffic.
- Increase the level of visitor expenditure within the Shire.
- Ensure that the needs and expectations of visitors to the Shire are understood and met.
- Encourage and facilitate the development of tourist attractions, accommodation, events and infrastructure within the Shire.

#### **Desired Tourism Outcomes:**

- A coordinated approach to tourism development, marketing and promotion.
- Market diversification and increased visitation to the Shire.
- Enhanced visitor experience, translating into longer stays, repeat visitation and 'word of mouth' referrals.
- Professional service delivery at all levels – to the tourism trade and to visitors.
- Improved infrastructure, products and events within the Shire for the benefit of both residents and visitors.
- Increased income and employment for the town and village communities – to improve the viability of existing businesses and to encourage new investment within the Shire.
- More effective marketing of the Shire.

#### **Provide the Right Tourism Environment:**

- Continue to improve the presentation of the towns and villages in the Shire so that they appear interesting and attractive to travellers.
- Ensure that visitor facilities are clean, well presented and effectively signposted.
- Encourage the establishment of an 'icon' business or businesses.
- Improve signage.
- Ensure that it is 'easy' for travellers to park and access towns, villages and attractions (including caravans and motorhomes).
- Ensure that information on the Shire is available on the web and in the VICs within the surrounding region.

**3.5.1 Strategy 1: TO PROVIDE THE FRAMEWORK AND RESOURCES NEEDED TO SUPPORT AND COORDINATE THE DEVELOPMENT AND MARKETING AND PROMOTION OF TOURISM IN THE SHIRE**

**Aims:**

- To put in place an appropriate structure to coordinate, manage and drive the Shire’s tourism industry.
- To ensure that key stakeholders are working together to grow the Shire’s tourism sector.
- To provide the resources needed to support and capitalise on marketing and promotional activities.

**Issues:**

- Tourism Support Structure
- Seek Tourism Funding

Issue	Action	Key Tasks	Timeframe	Responsibility
Tourism Support Structure	Establish an Accredited VIC	<ul style="list-style-type: none"> <li>• Establish an accredited information outlet in the Shire</li> </ul>	Year 1	HSC
	Update State Tourism Data Warehouse	<ul style="list-style-type: none"> <li>• Ensure that the information on the Shire on the State Tourism Data Warehouse data base is comprehensive and kept up-to-date</li> </ul>	Year 1-ongoing	EDC
Investigate Funding	Investigate Regional Partnerships Program Funding	<ul style="list-style-type: none"> <li>• Seek advice from CCRT0 on what funding may be available for capacity and demand building under the Regional Partnerships Program</li> </ul>	Year 1	EDC
	Investigate ‘Green’ Funding	<ul style="list-style-type: none"> <li>• Investigate funding available for ‘green’ projects, such as the Department of Environment and Climate Change / Industry &amp; Investment, to see if any of the actions in this plan match the funding requirements (this is where you will find major funding) eg wind or solar power, farmers markets, ‘green’ jobs sustainable housing/shelter, natural environment, walking tracks etc.</li> </ul>	Year 1	EDC

### **3.5.2 Strategy 2: TO INCREASE VISITATION BY STRENGTHENING AND DIVERSIFYING THE MARKET BASE OF THE SHIRE**

#### **Aims:**

- To increase visitation to the Shire and to individual localities within the Shire.
- To encourage more passing motorists to stop in the towns and villages.
- To capitalise on the assets of the Shire to grow special interest and activity based markets.
- To encourage residents from the surrounding region to visit Harden Shire for day trips and short breaks.

#### **Issue:**

Increase visitation to the shire for the following target markets:

- Passing Traffic and Touring Markets
- Touring and Caravan Motorhome Markets
- Regional Markets
- Destination-based Markets – special interest, activities, events

#### **Opportunities to grow:**

- Touring markets - in conjunction with TNSW, the CCRTTO and surrounding LGAs
- Regional resident market - for fruit picking, shopping and dining
- Regional group tour market - targeting groups within the surrounding region that organise day and overnight trips.
- Events - growing existing events, tapping into events in the surrounding region and targeting 'footloose' events.
- Special interest and activity based markets including:
  - Animal and bird shows – yard dogs, show dogs, cats, poultry, birds etc
  - Equestrian activities
  - Car and motor cycle clubs
  - Retreatants and pilgrims (Galong)
  - Anglers (Jugiong)
  - Garden and plant enthusiasts and clubs
  - Golfers
  - Photography and camera clubs
  - Bridge / card clubs
  - Cycling clubs / social groups of cyclists
  - Food & wine clubs
  - Arts & craft groups – drawing, painting, textiles
  - Motorhome and caravan rallies
  - Railway enthusiasts
  - Music groups
  - Motoring based activities – eg a hill climb

- Long distance endurance events – eg marathon, cycle classic
- Sporting tournaments – eg a 7 a-side cricket tournament with all towns and villages in the region competing.
- Workshops and seminars for clubs and individuals (eg Galong Patchwork Quilters weekend).

Issue	Action	Key Tasks	Timeframe	Responsibility
Build Passing Traffic and Touring Markets	Develop Domestic Touring Markets	Work with TNSW and CCRTO to develop domestic touring markets: <ul style="list-style-type: none"> <li>• Support and participate in relevant promotional initiatives.</li> </ul>	Year 1	EDC
		<ul style="list-style-type: none"> <li>• Ensure that Harden Shire is represented at trade shows attended by CCRTO and where beneficial, attend relevant trade and consumer shows.</li> </ul>	Year 1-3	HSC / Chamber
	Build the Touring Caravan and Motorhome Markets	<ul style="list-style-type: none"> <li>• Provide and signpost a designated caravan/long rig parking sites close to Harden and Murrumburrah shopping centres.</li> </ul>	Year 1-2	HSC
		<ul style="list-style-type: none"> <li>• Provide black water dump points in Jugiong, Galong and Harden-Murrumburrah</li> </ul>	Year 1-2	HSC
	Attract Regional Residents	<ul style="list-style-type: none"> <li>• Promote events regionally.</li> </ul>	Year 1-3	Community
		<ul style="list-style-type: none"> <li>• Seek regular public relations style exposure of Harden Shire and individual localities and products in the regional media - food / dining articles, weekend drives and get-a-ways, walks, 'what's-on' etc</li> </ul>	Year 1-3	HSCA / EDC
	Attract Visiting Friends and Relatives (VFR)	<ul style="list-style-type: none"> <li>• Prior to school holiday periods, long weekends and public holidays, place articles in the local print media and seek radio coverage on things to see and do in the local area, with residents encouraged to show their visitors around and/or recommend activities and attractions</li> </ul>	Year 1-3	HSCA / EDC / Community

### 3.5.3 Strategy 3: TO CONTINUE TO DEVELOP THE ATTRACTION, ACTIVITY, PRODUCT AND INFRASTRUCTURE BASE OF THE SHIRE

#### Aims:

- To strengthen and build the attraction base of the Shire by clustering assets and activities to create products that will appeal to the marketplace and generate visitation.
- To use the attractions, activities and assets of the Shire to build special interest and activity based markets.
- To improve the facilities, infrastructure and services to ensure that the area meets the needs and expectations of visitors.

#### Issues:

- Build the Shire’s ‘raw’ assets to grow visitation
- Expand the Shire’s range of accommodation
- Signage (compilation of Shire signage – tasks repeated in village sections)
- Develop parks and gardens

Issue	Action	Key Tasks	Timeframe	Responsibility
Build the Shire’s ‘raw’ assets to grow visitation	Participate in the Gold Trail	• Continue to support the development of the Gold Trail	year 1-3	Gold Trail C’ttee
		• Explore opportunities to broaden the gold concept – capitalising on local produce and products	year 1-3	Gold Trail C’ttee
	Develop a Plant Nurseries and Landscaping Cluster	• Establish a meeting of stakeholders to identify strategies to position Harden as a centre for garden and landscape supplies and expertise – targeting the DIY home gardener and landscaper, include nurseries, metal workers, stone masons, landscapers, Open Gardens Scheme etc	year 1 - long	Businesses / EDC
		• Investigate establishing the Harden Rose (yellow - to link with Gold Trail)		
Develop the Pilgrims Walk	• Support the Catholic Archdiocese in developing and promoting the Pilgrims Walk – establish closer relations with the Monastery accommodation	year 1 - long	HSCA / GPA / Monastery	
Upgrade and promote the Murrumburrah Heritage Walk	<ul style="list-style-type: none"> <li>• Upgrade the Murrumburrah Heritage Walk documentation to be clearer and more precise</li> <li>• Develop plaques at each building identified on the Walk</li> <li>• Develop promotional signage for the walk at the Lighthouse Memorial (ie collect map at VIC or Whichcraft etc)</li> <li>• Promote the Walk through local and regional VIC outlets</li> </ul>	year 1-2	Historical Soc / Rotary / Kruger	

Issue	Action	Key Tasks	Timeframe	Responsibility
Signage	Develop a Signage Strategy and Audit	<ul style="list-style-type: none"> <li>Undertake a signage audit - including new signage, the removal of old signage and signage needing upgrading (including local businesses – encourage them to upgrade)</li> </ul>	year 1	HSC
		<ul style="list-style-type: none"> <li>Develop a signage strategy for uniform signage throughout the shire</li> </ul>	year 1	HSC
	Improve Gateway Signs	<u>Harden-Murrumburrah</u> <ul style="list-style-type: none"> <li>Eastern gateway – needs a quality entrance statement</li> <li>Remove/ replace old advertising and community signs eg the old green and white signs and the Harden wheat sign</li> </ul>	year 1-2	HSC
		<u>Galong</u> <ul style="list-style-type: none"> <li>Relocate existing sign on the Galong Road to just over the hill and provide an attractive feature sign that reflects the character and heritage of the village</li> <li>Provide a gateway entry statement at the northern end of the village, at the intersection of McMahon and Ryan Roads</li> </ul>	year 1-2	HSC / GPA
		<u>Jugiong</u> <ul style="list-style-type: none"> <li>Provide quality gateway entry signs</li> <li>Revamp the Kookaburra sign in the centre of the village</li> </ul>	year 1-2	HSC/ JAG
		<u>Wombat</u> <ul style="list-style-type: none"> <li>Provide gateway entry signs</li> </ul>	year 1-2	HSC / WPA
	Upgrade Advertising, Commercial and Community Signs	<ul style="list-style-type: none"> <li>Conduct audit / remove or replace signs that present poorly</li> </ul>	year 1	TEAM
		<ul style="list-style-type: none"> <li>Explore the possibility of using the old billboard at Jugiong for promoting Harden Shire</li> </ul>	year 1	Neil Reid



### 3.5.4 Strategy 4: TO CONTINUE TO IMPROVE THE PRESENTATION OF THE SHIRE'S TOWNS AND VILLAGES

Harden, Murrumburrah, Jugiong and Wombat are dependent on passing traffic as their primary market. The role of these towns and villages as highway / route service centres needs to be consolidated and strengthened while at the same time developing 'destination' based markets that have a reason for visiting the Shire. Each of the centres has the potential to play a more active role in tourism within the Shire.

#### **Aims:**

- To encourage highway and passing traffic to stop and spend money in the towns and villages within the Shire.
- To incorporate the towns and villages into the product and attraction base of the Shire and surrounding region.
- To use the assets of each centre to develop special interest and activity based markets..

This will be achieved through:

- Enhancing the presentation of the towns and villages, with emphasis on the areas that are highly visible to visitors - entry gateways, routes through town, shopping centres and parks and gardens.
- Improving / developing the attractions within and surrounding the towns and villages.
- Improving the infrastructure base of each locality.

#### **Issues:**

- Position Harden-Murrumburrah as a 'must stop' service and destination centre
- Support Jugiong's transition to a riverside tourism village
- Position Galong as an art-deco village and historic monastery town
- Consolidate Wombat as the western gateway into the Shire

Please note: The actions for this strategy have been incorporated into the Physical Development sections in this plan for each town and village in the Shire.

**3.5.5 Strategy 5: TO INCREASE THE RANGE OF INFORMATION & PROMOTIONAL MATERIAL AVAILABLE TO SUPPORT THE GROWTH OF TOURISM WITHIN THE SHIRE**

The Shire needs to update and expand the range of information and promotional material available on the Shire and improve access to this information.

**Aims:**

- To ensure that potential travellers and the travel trade have ready access to comprehensive and up-to-date information on the Shire
- To capitalise effectively on the internet for communication, sales and marketing
- To expand the range of information and promotional material available to support the growth and diversification of tourism

**Issues:**

- Develop Promotional Collateral to Market the Shire
- Ready access to Information for Travellers
- Capitalise on the Internet

Issue	Action	Key Tasks	Timeframe	Responsibility
Develop Promotional Collateral to Market the Shire	Develop a Harden Brochure	<ul style="list-style-type: none"> <li>• Produce a quality brochure for Harden Shire for distribution at trade and consumer shows, VICs and other sources</li> </ul>	year 1	HSCA
	Produce Tourism Information Sheets	<ul style="list-style-type: none"> <li>• Using desktop publishing - produce information sheets and brochures that can be distributed locally and/or downloaded from the internet. Information required includes:                             <ul style="list-style-type: none"> <li>– Village brochures / maps</li> <li>– Harvest trail / orchard map and brochure</li> <li>– Scenic drives / touring routes</li> <li>– Shopping and eating guide etc</li> </ul> </li> </ul>	year 1 - ongoing	EDC
	Establish an Image Library	<ul style="list-style-type: none"> <li>• Establish and maintain a library of quality images on the Shire</li> </ul>	year 1 - ongoing	Stephen Byrne
	Develop Display Material	<ul style="list-style-type: none"> <li>• Develop display material on the Shire that can be used at trade and consumer shows</li> </ul>	year 1 – ongoing	EDC / HSC
Ready Access to Information for Travellers	Distribute Promotional Information	<ul style="list-style-type: none"> <li>• Ensure that the Harden Shire tourism brochure is distributed to VICs along in the surrounding region and along the routes that feed into Harden Shire</li> </ul>	year 1- ongoing	EDC / HSCA
		<ul style="list-style-type: none"> <li>• Place the Harden brochure in information racks at accommodation properties in the surrounding region</li> </ul>	year 1 – ongoing	EDC / HSCA

Issue	Action	Key Tasks	Timeframe	Responsibility
Capitalise on the Internet	Develop a Tourism Website	<ul style="list-style-type: none"> <li>Establish a Website Development Committee</li> </ul>	year 1	HSC / HSCA
		<ul style="list-style-type: none"> <li>Develop and maintain a quality tourism website for the Shire. Initially link the Commercial Hotel's tourism website to HSC website until an official website strategy is resolved</li> </ul>	year 1	HSC / HSCA

#### 4. SUMMARY OF FIRST YEAR ACTIONS BY STAKEHOLDERS

**Key:**  building blocks, initial actions (pink)  second set of actions (yellow)  later actions or 2<sup>nd</sup> year (blue)

<b>HARDEN SHIRE COUNCIL ACTIONS</b>	<b>Project Leader</b>	<b>Status</b>
Establish TEAM Harden Shire group	HSC	
Establish an Economic Development Coordinator	HSC Kruger / I&I	
Establish an accredited VIC	HSC	
Brand' the shire - establish marketing branding and logo	HSC / TEAM / I&I	
Signage audit and develop signage strategy	HSC	
Implement Murrumburrah beautification program	HSC	
Simplify/speed up DA process	HSC	
Establish a Website Development Committee	HSC / HSCA	
Develop a tourism website – link to Commercial's website initially	HSC / HSCA	
Improve the access into Harden shopping centre	HSC	
Establish roundabouts subject to funding (especially to Harden centre)	HSC	
Establish RV/caravan parking in Harden and Murrumburrah centres	HSC	
Upgrade/beautify caravan park or re-locate	HSC	
Establish black water dumps in Jugiong, Galong and Harden-Murrumburrah	HSC	
Participate in trade shows	HSC / Chamber	
Lobby to improve mobile phone coverage in shire	HSC	
Develop Business Partner & Retention Program	HSC	
Develop a New Residents Kit	HSC	
Encourage Council to lease its shopping centre renovated building	HSC	
Replant native trees around McLean Oval	HSC	
Develop new industrial land	HSC	
Develop residential blocks	HSC	
Harden-Murrumburrah: Remove old signs at entries + eastern entry gateway statement	HSC	
Galong: Relocate existing sign along Galong Rd and provide feature sign	HSC / GPA	

Galong: Provide gateway entry signs at village entry and highway turn-off	HSC / GPA	
Wombat: Provide gateway entry signs	HSC / WPA	
Jugiong: Provide gateway entry signs	HSC/ JAG	
Facilitate/assist community grant applications	HSC	
<b>ECONOMIC DEVELOPMENT COORDINATOR ACTIONS</b>		
List caravan park on free camping websites	EDC	
Ensure caravan park operator is working with Showground - referring overflow	EDC	
Update State Tourism Data Warehouse	EDC	
Distribute Harden Shire brochure to VICs / accommodation	EDC / HSCA	
Investiage Regional Partnerships Program	EDC	
Investigate 'green' funding	EDC	
Produce information sheets and brochures	EDC	
Encourage motel to modernise/refurbish	EDC / Chamber	
Develop display material for trade shows	EDC / HSC	
Participate in TNSW/CCRTO initiatives	EDC	
<b>MAYOR LEAD ACTIONS</b>		
Lobby to retain Harden's Nursing Home	Mayor / Community	
Establish full aged care facilities + footpaths for scooters	Mayor / Community	
Attract/retain more male and female doctors	Mayor / Community	
<b>COUNCILLOR LEAD ACTIONS</b>		
Establish a Sporting Committee Group	Councillors / TEAM	
Develop/amalgamate the sporting fields and facilities – funding	Councillors / TEAM / Sporting	
Establish regular Community Forums	Councillors	
Establish a Paint the Buildings program	Councillors	
Expand the Kite Festival	Councillors / Kite /Schools	
Invite volunteer heritage sign writers to restore old signage	Councillors / Businesses	

<b>HSCA LEAD ACTIONS</b>		<b>Status</b>
Produce a brochure for Harden Shire	HSCA	
Establish a calendar of events	HSCA / EDC	
Seek regular public relations exposure of Harden Shire	HSCA / EDC	
Develop/promote Pilgrims Walk – establish closer relations with Monastery accommodation	HSCA / GPA / Monastery	
Encourage the motel and caravan park to improve their presentation	HSCA	
Encourage businesses along entry corridor to improve their presentation/signage	HSCA	
Prior holiday periods, place coverage on things to see and do to encourage VFR	HSCA / EDC / Community	
<b>TEAM HARDEN SHIRE GROUP ACTIONS</b>		
Conduct audit and remove or replace signs that present poorly	TEAM	
Develop a Lifestyle Brochure to attract new residents	TEAM / I&I	
<b>CHAMBER ACTIONS</b>		
Develop Business and Community Directory and distribute	Chamber	
Develop business networking sessions	Chamber	
Establish Business Awards event	Chamber / I&I	
Develop a shop local campaign	Chamber	
<b>OTHER ACTIONS</b>		
Establish an Image Library for Shire	Stephen Byrne	
Establish a Property Owners Forum and representative group	Stephen Byrne / Tony Campbell	
Clean empty shop facades, fill empty windows	Stephen Byrne / Tony Campbell	
Ensure flower barrels planted/maintained	Businesses / HSC	
Explore options for a quality eatery in Harden	Businesses / Chamber	
Investigate establishing the Harden Rose	Businesses	
Establish stakeholder meeting to position Harden as a centre for garden and landscape supplies	Businesses / EDC	
Promote events regionally	Community	
Use event calendar for food outlets to cater to events	Community	
Conduct a community working bee to clean up Neill Street	Rotary / Councillors	
Establish annual volunteer recognition program	Rotary	

Continue to support the development of the Gold Trail	Gold Trail C'ttee	
Explore opportunities to broaden the gold concept	Gold Trail C'ttee	
Upgrade the Murrumburrah Heritage Walk	Historical Soc / Rotary / Kruger	
Upgrade the river walk – funding	Landcare / HSC	
Rehabilitate Murrimboola Creek corridor – funding	Landcare / HSC	
Link the walking trail along the foreshore to the Light Horse Memorial – funding	Landcare / HSC	
Explore Men's Shed producing/selling products for visitors	Men's Shed	
Explore use of old Jugiong billboard to promote Harden Shire	Neil Reid	
Upgrade Picnic Races to minimise alcohol-related issues	Picnic Races C'tee	
Conduct a youth survey/establish Youth Committee	Schools / Community	

#### **JUGIONG ACTIONS INVOLVING OTHER STAKEHOLDERS**

Lobby Council to re-zone land in Jugiong for new business development	JAG / HSC	
Establish directional signage to the river at the access points	JAG / HSC	
Establish other appropriate directional signage eg toilets	JAG / HSC	
Tidy up the Lookout, mow and maintain verges	JAG / HSC	
Market Jugiong to different social groups and clubs for camping weekends	JAG / EDC	

#### **GALONG ACTIONS INVOLVING OTHER STAKEHOLDERS**

Purchase new chairs and trestle tables for the hall	GPA / HSC	
Explore opportunities for positioning Galong as a Monastery Town	HSC / GPA	
Mow, tidy and maintain main street, entries, approaches to village, entry main road turnoff	GPA / HSC	
Improve presentation of village centre, prepare a renovation plan/paint scheme in Heritage Plan	Councillors / GPA	
Rationalise existing signage/establish directional signage to Monastery via Galong at turn off	GPA / HSC	

#### **WOMBAT ACTIONS INVOLVING OTHER STAKEHOLDERS**

Lobby Council to increase annual maintenance budget	WPA / HSC	
Lobby Council to use village existing premises for new businesses + fruit barn in season	WPA / HSC	
Establish a STOP sign at Bibaringa Road at the cemetery – lobby Council	WPA / HSC	
Upgrade rest area for truck parking and turning bay	WPA / HSC	
Establish map at 'the Wombat' - guide to local orchards and sites	WPA / HSC	

## 5. REMAINING ACTIONS

### 5.1 HARDEN-MURRUMBURRAH REMAINING ACTIONS

Issue	Action	Key Tasks	Timeframe	Responsibility
<b>BUSINESS DEVELOPMENT</b>				
Develop Shire Businesses	Establish Training in Funding Applications	<ul style="list-style-type: none"> <li>Establish training for community groups and individuals in developing funding applications – contact Regional Development Australia Riverina, Lani Houston</li> <li>Establish a funding group eg 6-10 people who write one application each per year</li> </ul>	year 2	EDC
	Establish a Business Training Program	<ul style="list-style-type: none"> <li>Establish a business training program to support and develop local businesses in:               <ul style="list-style-type: none"> <li>marketing strategies</li> <li>best practice customer care</li> <li>barista training and hospitality</li> <li>window and merchandise displays</li> <li>website development and e-commerce</li> <li>business and financial planning and management</li> <li>programs for home-based and micro businesses</li> <li>international trading and exporting (<i>AusIndustry</i>)</li> </ul> </li> </ul>	year 2 – ongoing	Chamber
	Fill the Vacant Shops	<ul style="list-style-type: none"> <li>Develop incentives and strategies to fill the empty shops eg initial peppercorn rents, reduced rates for a trial period etc</li> </ul>	year 2	Property Group / HSC
	Promote TVET courses	<ul style="list-style-type: none"> <li>Continue to promote TVET courses for high school students - target subjects that address the shire employment gaps and future targeted employment eg hospitality and tourism</li> </ul>	ongoing	High School / TAFE
	Establish a Trainees and Apprenticeship Program	<ul style="list-style-type: none"> <li>Develop an information brochure for businesses</li> <li>Hold an information session to inform and educate local businesses on traineeships and apprenticeships (T&amp;A) and school-based T&amp;As</li> </ul>	year 2	HSC / Chamber / TAFE
		<ul style="list-style-type: none"> <li>Establish school-based trainees and apprentices through DET in Deniliquin with the School Based T&amp;A Coordinator</li> </ul>	year 2	High School / TAFE / DET
Develop Regular Business Communication	<ul style="list-style-type: none"> <li>Develop a business newsletter for regular communication and information</li> </ul>	year 2	Chamber	



Issue	Action	Key Tasks	Timeframe	Responsibility
<b>BUSINESS DEVELOPMENT continued</b>				
Develop Shire Businesses continued	Establish a Business Referral Campaign	<ul style="list-style-type: none"> <li>Develop a business referral campaign to encourage businesses to refer customers to one or two other businesses in town to share customers and keep more money circulating locally</li> </ul>	year 2	Chamber
	Develop Customer Care in the Shire	<ul style="list-style-type: none"> <li>Establish a Customer Care Program in the shire eg:               <ul style="list-style-type: none"> <li>– training in customer service skills</li> <li>– supporting decals and marketing (ie shop where you see this sign) promoting good customer service</li> <li>– random ‘audits’ to monitor customer care in the shire</li> <li>– an award program (within the annual business awards) to recognise, reward and promote good customer service</li> </ul> </li> </ul>	year 3	
	Investigate a Truck and Road Train Depot and/or Rest Area	<ul style="list-style-type: none"> <li>Conduct a feasibility study into the viability of establishing a road train depot or truck ‘rest area’ with food and petrol in the Harden- Murrumburrah precincts – investigate state/federal funding</li> </ul>	year 3	
	Establish a Micro and Home Based Business Network	<ul style="list-style-type: none"> <li>Develop a micro and home based business network eg:               <ul style="list-style-type: none"> <li>– a contact and coordination point</li> <li>– a directory and email network for communication, training and networking opportunities</li> <li>– a Micro and Home Based Business Start Up Kit to assist new businesses and provide a tool to promote Harden Shire as a place to establish small businesses</li> </ul> </li> </ul>	year 2	
	Develop Agriculture Clusters	<ul style="list-style-type: none"> <li>Develop agricultural sector clusters - provide education and opportunities to network and share information eg investigating strategies for innovative product development and value-adding, sharing freight costs, marketing cooperatives and branding local products etc <i>(for examples refer to Nambucca Shire clusters)</i></li> </ul>	long	
		<ul style="list-style-type: none"> <li>Establish discussion groups for business clusters to discuss cooperative marketing, business referrals, sharing equipment or staff, group purchasing, joint tendering etc</li> </ul>	long	
	Improve Broadband Speed	<ul style="list-style-type: none"> <li>Lobby to increase broadband speed throughout the shire</li> </ul>	year 2	
	Establish a Marketing Cooperative	<ul style="list-style-type: none"> <li>Establish a marketing cooperative budget with Council and local businesses to market the towns, businesses and shire</li> </ul>	year 2	Chamber / HSC / Businesses

Issue	Action	Key Tasks	Timeframe	Responsibility
<b>BUSINESS DEVELOPMENT continued</b>				
Develop Shire Businesses continued	Develop Business, Community and Retail Directories	<ul style="list-style-type: none"> <li>Develop a Shopping and Dining Guide brochure for tourism, local and regional residents and tourists</li> </ul>	year 3	HSCA
	Attract New Residents	<ul style="list-style-type: none"> <li>Attend Country Week in Sydney annually</li> </ul>	year 2	
		<ul style="list-style-type: none"> <li>Investigate ways to showcase the shire to potential new residents eg an annual Harden Shire For Sale weekend event to promote homes and businesses for sale to attract residents, business and trades people (target Sydney and Canberra tree changers) <i>refer to Grenfell For Sale event</i></li> </ul>	long	
		<ul style="list-style-type: none"> <li>Investigate the 'rent a farmhouse' project from Cumnock on <a href="http://www.rentafarmhouse.com.au">www.rentafarmhouse.com.au</a></li> </ul>	year 2-3	
<b>PHYSICAL DEVELOPMENT</b>				
Beautification	Establish a Green Team	<ul style="list-style-type: none"> <li>Establish a community volunteer planting, greening and restoration program where people can join for a term or a single project</li> </ul>	year 2	Community
	Enter Tidy Towns	<ul style="list-style-type: none"> <li>Enter the Tidy Towns awards to encourage upgrades of residential gardens – hold a garden competition</li> </ul>	long	
	Improve the Entrance Corridors	<ul style="list-style-type: none"> <li>Continue with corridor tree planting at gateway entrances</li> </ul>	year 2	
	Improve the Harden Town Centre	<ul style="list-style-type: none"> <li>Develop incentives for businesses to upgrade and paint their internal appearances, displays, window dressing and business signage, to expand their product range and where practical, undertake footpath trading – include training and networking as incentives and upskilling</li> </ul>	year 2	Chamber
	Improve the Murrumburrah Town Centre	<ul style="list-style-type: none"> <li>Continue to develop the Light Horse Memorial and adjoining foreshore reserve area – explore ways of increasing the visibility of the Memorial to passing traffic</li> </ul>	long	
		<ul style="list-style-type: none"> <li>Continue to improve Coddington Park and develop a strong pedestrian link between the Park and the town centre</li> </ul>	long	
		<ul style="list-style-type: none"> <li>Encourage property owners to restore the heritage buildings in the town – retaining the flour mill, if possible</li> </ul>	long	
		<ul style="list-style-type: none"> <li>Encourage the eateries to upgrade their outdoor furniture</li> </ul>	long	
Upgrade the Harden Caravan Park	<ul style="list-style-type: none"> <li>Improve the Caravan Park website, replace the list of fees and charges with an attractive information sheet on the property</li> </ul>	year 2		

Issue	Action	Key Tasks	Timeframe	Responsibility
<b>PHYSICAL DEVELOPMENT continued</b>				
Beautification continued	Attract Another Motel	<ul style="list-style-type: none"> <li>Lobby developers to establish a new motel</li> </ul>	year 2	EDC / HSC
	Upgrade the cemetery	<ul style="list-style-type: none"> <li>Upgrade and beautify the cemetery</li> </ul>	year 2-3	
	Plant Trees in Residential Areas	<ul style="list-style-type: none"> <li>Plant appropriate trees in the residential areas for shade and beautification</li> </ul>	long	
Land Development	Establish a Railway Transport Depot	<ul style="list-style-type: none"> <li>Develop the railway land into transport depots onto the railway</li> </ul>	long	HSC
Amenities and Infrastructure	Upgrade the Harden-Murrumburrah Showground	<ul style="list-style-type: none"> <li>Support the Showground Committee in upgrading the facilities and amenities and improving the presentation of the Showground</li> <li>Standardise the name</li> </ul>	year 2	
	Establish Public Toilets	<ul style="list-style-type: none"> <li>Establish public toilets in Murrumburrah and Harden</li> </ul>	year 2-3	
	Develop a Music Bowl	<ul style="list-style-type: none"> <li>Develop a music bowl with a stage for Newson Park</li> </ul>	long	
	Establish Bike and Walking paths	<ul style="list-style-type: none"> <li>Implement the 20 Year Bike Plan and establish paths where possible</li> </ul>	year 3	HSC
	Establish Town Gas	<ul style="list-style-type: none"> <li>Investigate the feasibility of establishing town gas in Harden and Murrumburrah</li> </ul>	long	
	Establish an Indoor Sports Arena	<ul style="list-style-type: none"> <li>Establish an indoor sports arena in the new sporting fields</li> </ul>	long	
	Establish a Heated Pool	<ul style="list-style-type: none"> <li>Lobby to expand the use of the Kruger indoor pool to include the general public</li> </ul>	long	
<b>EVENTS AND SOCIAL DEVELOPMENT</b>				
Communication and Working Together	Establish a Retail Team	<ul style="list-style-type: none"> <li>Establish a Retail Team sub committee of the Chamber to plan and implement projects / promotions for the retail sector</li> </ul>	year 3	Chamber
Events and Activities	Establish Movie Nights	<ul style="list-style-type: none"> <li>Establish regular movie nights – this could also run throughout the shire villages (refer to other community-run movie clubs eg Federal in the Northern Rivers)</li> </ul>	year 2	Community
	Establish an Event Development Program	<ul style="list-style-type: none"> <li>Establish an Event Development Program to assist shire event coordinators and attract visitors - include an events policy, regular training and annual funding support, with event evaluation and planning as a pre-requisite for any funding support – refer to Clarence Valley Council's website for their shire event program</li> </ul>	long	HSC HSCA

Issue	Action	Key Tasks	Timeframe	Responsibility
<b>EVENTS AND SOCIAL DEVELOPMENT</b> continued				
Events and Activities continued	Develop Small Events and Promotions	<ul style="list-style-type: none"> <li>Develop smaller events or retail promotions in strategic times to attract visitors, including car rallies, show 'n shine, shop local campaigns, nursery and orchard tours in season, farmers markets, equestrian events etc</li> </ul>	long	
	Develop a Flagship Event	<ul style="list-style-type: none"> <li>Establish a flagship event for Harden and Murrumburrah during a quiet time of the year to showcase local food, wine, produce and lifestyle</li> </ul>	long	
	Develop Entertainment Acts	<ul style="list-style-type: none"> <li>Attract visiting acts and artists for regular entertainment, including youth entertainment</li> </ul>	long	Community / Pubs
Youth	Establish Youth Activities and Facilities	<ul style="list-style-type: none"> <li>Establish youth activities and facilities identified in the youth survey</li> </ul>	years 2-3	
Youth continued	Establish a Youth Meeting Place	<ul style="list-style-type: none"> <li>Develop a youth meeting place for fun, activities and socialising</li> </ul>	year 2-3	
	Investigate the BMX Park Useage	<ul style="list-style-type: none"> <li>Evaluate the useage of the BMX bike park and create appropriate riding areas for youth</li> </ul>	year 2	HSC / Community
Transport	Lobby for Improved Public Transport	<ul style="list-style-type: none"> <li>Investigate opportunities to develop better public transport</li> </ul>	long	

## 5.2 JUGIONG REMAINING ACTIONS

Issue	Action	Key Tasks	Timeframe	Responsibility
<b>BUSINESS, TOURISM AND MARKETING DEVELOPMENT</b>				
Business Development	Develop New Business Infrastructure	<ul style="list-style-type: none"> <li>Establish appropriate building/s to accommodate new businesses in the village, preferably concentrating new businesses around Memorial Park to create a village centre</li> </ul>	year 2	JAG / HSC
	Establish New Businesses	<ul style="list-style-type: none"> <li>Establish new businesses in the village - three businesses currently wanting to start up when infrastructure is available</li> </ul>	year 2	JAG
Tourism Development	Implement the Jugiong Action Plan	<ul style="list-style-type: none"> <li>Continue to implement the recommendations and actions of the Jugiong Tourism Action Plan</li> </ul>	on-going	JAG
	Establish a Walking Track to the River	<ul style="list-style-type: none"> <li>Establish a walking track from Memorial Park to the River</li> <li>Develop sculptures along the path for a Sculpture Walk</li> </ul>	year 2	JAG
	Preserve Jugiong's Historic Site	<ul style="list-style-type: none"> <li>Explore opportunities for protecting and interpreting the rammed earth remains adjacent to the cemetery</li> </ul>	year 2	JAG
	Upgrade the Cemeteries	<ul style="list-style-type: none"> <li>Upgrade the cemeteries as a historical feature</li> </ul>	long	JAG
Marketing Development	Upgrade Council's Website for Jugiong	<ul style="list-style-type: none"> <li>Lobby Council to upgrade their website page for Jugiong and establish links to village businesses</li> </ul>	year 2	JAG / HSC
	Develop Marketing Materials	<ul style="list-style-type: none"> <li>Develop other appropriate branding and marketing materials</li> </ul>	year 2 - ongoing	JAG
	Promote Camping Weekends	<ul style="list-style-type: none"> <li>Market Jugiong to different social groups and clubs for camping weekends</li> </ul>	ongoing	JAG / EDC
<b>PHYSICAL DEVELOPMENT</b>				
Beautification	Beautify the Lookout	<ul style="list-style-type: none"> <li>Remove or upgrade old infrastructure if it is not necessary and continue to improve the area</li> </ul>	year 2	JAG / HSC
	Replace the Poplar Trees	<ul style="list-style-type: none"> <li>Formulate and implement a strategy for replacing the poplar trees as they age</li> </ul>	long	JAG / HSC
		<ul style="list-style-type: none"> <li>Address the negative visual impact created by the removal of the trees adjacent to Memorial Park</li> </ul>	year 2	JAG / HSC
	Establish Riverbank Amenities	<ul style="list-style-type: none"> <li>Establish shelters, seating and BBQs at strategic locations on the riverbank and camping ground</li> </ul>	year 2	JAG
	Upgrade the Playground	<ul style="list-style-type: none"> <li>Upgrade playground equipment and develop a shade area at the park</li> </ul>	year 2	JAG

Issue	Action	Key Tasks	Timeframe	Responsibility
<b>PHYSICAL DEVELOPMENT continued</b>				
Amenities and Infrastructure	Upgrade Memorial Park and the Murrumbidgee River Recreation Area	• Continue to upgrade Memorial Park	ongoing	JAG
		• Rehabilitate and re-vegetate the riverbank adjacent to the Recreation Area	year 2-3	JAG
		• Improve visitor facilities at the river reserve near the motel	year 3	JAG
	Establish a Skateboard Park and BMX Track	• Develop a skateboard park and BMX bike track	long	JAG
	Develop Park Paths	• Reinstate paths in the park	long	JAG
	Establish Camping Area Showers	• Develop a shower block for the camping area	year 2-3	JAG
Jugiong Signage	Remove or Beautify Old Signage	• Repaint the Kookaburra sign	year 2	JAG
	Establish an Entry Noticeboard	• Establish a business and tourism noticeboard at the entry with a map and points of interest in Jugiong, including the towns, villages and 'interest' areas throughout the shire	year 2	HSC
	Upgrade Business Signage	• Encourage businesses to upgrade their business signage	year 2	JAG
	Establish Gateway Signage	• Establish welcoming gateway signage at the village's northern entry	year 2	JAG / HSC
<b>EVENTS AND SOCIAL DEVELOPMENT</b>				
Events and Activities	Tennis Coaching	• Establish tennis coaching for kids and adults	year 2	JAG
	Exercise Classes	• Establish exercise classes in the Jugiong hall	year 2	JAG
	Establish Cultural Workshops	• Develop workshops in: art, writing, poetry, sculpture in conjunction with gallery showings where possible	year 2-3	JAG
	Develop Village Social Events	• Develop village 'get togethers' eg trivia nights, movie nights, dinner dances, village picnics, art and craft etc	year 2	JAG
	Establish a Flagship Event	• Develop a flagship event for Jugiong such as the Murrumbidgee Madness weekend festival, ideas include: 7 a-side cricket teams, a regional scouts activity, volley ball, tug o' war, billycart derby down the hill	year 2-3	JAG
	Develop Training for Horse Groups	• Establish training for local horse groups eg camp draft, horsemanship, polo cross etc	year 2-3	Horse Group
	Car Club Events	• Develop car club events in the village eg show n' shine	long	JAG

### 5.3 GALONG REMAINING ACTIONS

Issue	Action	Key Tasks	Timeframe	Responsibility
<b>BUSINESS, TOURISM AND MARKETING DEVELOPMENT</b>				
Tourism Development	Develop a Heritage Walk	<ul style="list-style-type: none"> <li>Establish a Heritage Walk through the village with signage and stories of all the historical buildings with a map and instructions at the new camping grounds</li> </ul>	year 2	GPA
	Investigate a Railway Cutting Walking Track	<ul style="list-style-type: none"> <li>Explore the feasibility of developing the abandoned railway cutting into a garden corridor and themed walking track</li> </ul>	long	GPA
	Establish Local Tours	<ul style="list-style-type: none"> <li>Establish local tours of the limestone mine, cemetery and Monastery</li> </ul>	long	GPA
	Develop Pilgrim's Walk Opportunities	<ul style="list-style-type: none"> <li>Participate in the Pilgrim's Walk from Canberra that ends at the Monastery in Galong – eg develop marketing materials aimed at Pilgrim's Walk participants to visit the village</li> </ul>	ongoing	HSCA / GPA
Marketing Development	Develop Tourism Marketing Materials	<ul style="list-style-type: none"> <li>Develop a tourism brochure for Galong and surrounds and other appropriate marketing materials</li> </ul>	year 2	GPA
	Attract Camping Groups	<ul style="list-style-type: none"> <li>Investigate becoming an 'RV Friendly Town'</li> </ul>	year 2	GPA
		<ul style="list-style-type: none"> <li>Market Galong to grey nomads and social groups for camping (when camping is established)</li> </ul>	year 2	GPA
	Attract Visitors	<ul style="list-style-type: none"> <li>Develop events or activities in Galong to attract people who visit the Monastery – link in with Monastery events program</li> </ul>	long	GPA
<b>PHYSICAL DEVELOPMENT</b>				
Beautification	Plant More Trees	<ul style="list-style-type: none"> <li>Undertake corridor tree planting along the Crescent and Railway Street</li> </ul>	year 2	GPA
		<ul style="list-style-type: none"> <li>Plant more shade trees in the village centre and in Limestone Park</li> </ul>	year 2-3	GPA / HSC
	Establish an Events Noticeboard	<ul style="list-style-type: none"> <li>Establish a large noticeboard or street banners to publicise up-coming events and activities to locals and visitors</li> </ul>	year 2	GPA
Galong Signage	Establish an Entry Noticeboard	<ul style="list-style-type: none"> <li>Establish a business and tourism noticeboard at the entry with a map and points of interest in Galong, including the towns, villages and 'interest' areas throughout the shire</li> </ul>	year 2	GPA / HSC
	Upgrade Gateway Signage	<ul style="list-style-type: none"> <li>Create an entry statement at the Burley Griffin Way turn off with an 'iconic marker' for visual impact</li> </ul>	year 2	GPA / HSC
		<ul style="list-style-type: none"> <li>Establish quality gateway signage and entry statements on Galong Road and at the intersection of Ryan and McMahan Roads</li> </ul>	year 2	GPA / HSC

Issue	Action	Key Tasks	Timeframe	Responsibility
<b>PHYSICAL DEVELOPMENT continued</b>				
Galong Signage continued	Establish Directional Signage	<ul style="list-style-type: none"> <li>Establish directional signage throughout the village eg to public toilets, camping ground etc</li> </ul>	year 2	GPA / HSC
		<ul style="list-style-type: none"> <li>Establish directional signage to Galong on the main road and throughout the shire</li> </ul>	year 2-3	HSC
		<ul style="list-style-type: none"> <li>At the Burley Griffin Way turn off, signpost Galong Road as an alternate scenic route to Harden</li> </ul>	year 2	HSC
	Upgrade the CWA Park	<ul style="list-style-type: none"> <li>Restore the historic gates at the CWA Park</li> </ul>	year 2	GPA
		<ul style="list-style-type: none"> <li>Provide a picnic table adjacent to the barbeque</li> </ul>	year 2	GPA
		<ul style="list-style-type: none"> <li>Consider providing a communal fire pit</li> </ul>	year 2	GPA
		<ul style="list-style-type: none"> <li>Provide an information directory</li> </ul>	year 2	GPA
	Upgrade Limestone Park	<ul style="list-style-type: none"> <li>Establish perimeter and shade tree planting</li> </ul>	year 2	GPA
		<ul style="list-style-type: none"> <li>Develop an entry statement at the park end of the village</li> </ul>	year 2	GPA
<ul style="list-style-type: none"> <li>Provide public toilets and expand picnic facilities</li> </ul>		year 3	GPA	
Amenities and Infrastructure continued	Establish Youth Amenities	<ul style="list-style-type: none"> <li>Establish a small skateboard park</li> </ul>	year 3	GPA
		<ul style="list-style-type: none"> <li>Establish a BMX bike track</li> </ul>	long	GPA
		<ul style="list-style-type: none"> <li>Establish a dirt bike track</li> </ul>	long	GPA
	Upgrade the Tennis Court	<ul style="list-style-type: none"> <li>Beautify and upgrade the tennis court</li> </ul>	long	GPA
	Develop a Truck By-pass	<ul style="list-style-type: none"> <li>Develop a by-pass to take trucks out of the main street</li> </ul>	long	HSC / Blue Circle / GPA
<b>EVENTS AND SOCIAL DEVELOPMENT</b>				
Events and Activities	Develop Community Social Activities	<ul style="list-style-type: none"> <li>Establish community activities such as dinner dance, party in the hall, trivia nights, movie nights</li> </ul>	long	GPA



## 5.4 WOMBAT REMAINING ACTIONS

Issue	Action	Key Tasks	Timeframe	Responsibility
<b>BUSINESS, TOURISM AND MARKETING DEVELOPMENT</b>				
Business Development	Establish the Butcher's Shop Cooperative	<ul style="list-style-type: none"> <li>Acquire the old butcher's shop to display local history and sell local products and 'basics' - tea/coffee etc - run as a cooperative</li> </ul>	long	WPA
Tourism Development	Develop the Park and Rest Stop Area at the Wombat	<ul style="list-style-type: none"> <li>Plant shade trees</li> </ul>	year 2	WPA
		<ul style="list-style-type: none"> <li>Provide toilet facilities</li> </ul>	year 2	WPA
		<ul style="list-style-type: none"> <li>Provide a picnic area with coin operated BBQs</li> </ul>	year 2-3	WPA
	Market Visitation to Wombat	<ul style="list-style-type: none"> <li>Promote Wombat as a short stop to the Shire and surrounding regions</li> </ul>	year 2	WPA
	Participate in the Gold Trail Project	<ul style="list-style-type: none"> <li>Compile and document local history and participate in the Gold Trail project</li> </ul>	long	History Group / WPA
<b>PHYSICAL DEVELOPMENT</b>				
Beautification	Beautify the Main Street	<ul style="list-style-type: none"> <li>Develop a streetscape plan to beautify the main street area from the pub car park to the old post office with trees, garden beds, seating and shade - possibly incorporating geraniums and wombats</li> </ul>	year 2	WPA
Amenities and Infrastructure	Establish a Safe Bus Shelter	<ul style="list-style-type: none"> <li>Establish a safe bus shelter for school children at the old butcher's shop</li> </ul>	year 1	WPA
	Establish a New Fire Shed	<ul style="list-style-type: none"> <li>Establish a new rural fire shed for the RFS (Rural Fire Service)</li> </ul>	year 1-2	Fire Shed C'tee
	Develop the Pub Parking Area	<ul style="list-style-type: none"> <li>Develop the parking area at the pub</li> </ul>	year 3	WPA
Wombat Signage	Establish Tourism Signage	<ul style="list-style-type: none"> <li>Establish a local map at 'the Wombat' with a guide to local orchards and sites etc</li> </ul>	year 1	WPA
		<ul style="list-style-type: none"> <li>Explore options for providing temporary signage during the fruit picking season</li> </ul>	year 1	WPA
	Establish Gateway Signage	<ul style="list-style-type: none"> <li>Establish welcoming gateway signage at village entrances, with "you are now entering historic Wombat" at the south east entry</li> </ul>	year 2	WPA
	Establish an Entry Noticeboard	<ul style="list-style-type: none"> <li>Establish a noticeboard at the rest stop entry with a map and points of interest in Wombat, information on surrounding orchards and the towns, villages and 'interest' areas throughout the shire</li> </ul>	year 2	WPA

Issue	Action	Key Tasks	Timeframe	Responsibility
<b>PHYSICAL DEVELOPMENT continued</b>				
Wombat Signage continued	Establish Directional Signage	<ul style="list-style-type: none"> <li>Lobby for better directional signage to Wombat on all major roads and highways</li> </ul>	year 2	WPA
	Roads and Traffic	<ul style="list-style-type: none"> <li>Lobby the RTA for a turning lane into Racecreek Road – an extremely dangerous turn</li> </ul>	year 2-3	WPA
		<ul style="list-style-type: none"> <li>Lobby the RTA to improve advanced warning signage for Wombat</li> </ul>	year 2-3	WPA
<b>EVENTS AND SOCIAL DEVELOPMENT</b>				
Events and Activities	Market Wombat Events	<ul style="list-style-type: none"> <li>Develop appropriate marketing materials and strategies to market local Wombat events to the region</li> </ul>	year 2-3	WPA
	Establish an Annual Cricket Day	<ul style="list-style-type: none"> <li>Develop an annual cricket day event</li> </ul>	year 2	WPA
	Establish a Flagship Event	<ul style="list-style-type: none"> <li>Develop a Wombat Festival</li> </ul>	year 3	WPA

**5.5 SHIRE TOURISM AND MARKETING DEVELOPMENT REMAINING ACTIONS**

**5.5.1 Strategy 1: TO PROVIDE THE FRAMEWORK AND RESOURCES NEEDED TO SUPPORT AND COORDINATE THE DEVELOPMENT AND MARKETING AND PROMOTION OF TOURISM IN THE SHIRE**

No remaining actions for Strategy 1

**5.5.2 Strategy 2: TO PROVIDE THE FRAMEWORK AND RESOURCES NEEDED TO SUPPORT AND COORDINATE THE DEVELOPMENT AND MARKETING AND PROMOTION OF TOURISM IN THE SHIRE**

Issue	Action	Key Tasks	Timeframe	Responsibility
Build Passing Traffic and Touring Markets	Develop Domestic Touring Markets	<ul style="list-style-type: none"> <li>Participate in familiarisation and visiting journalist programs and 'free' promotional initiatives offered by CCRT0 - capitalise on the RTO's media experience and contacts, seeking to get as much exposure as possible for Harden across a broad spectrum of publications.</li> </ul>	Year 2	HSCA / EDC
	Develop Touring Routes	<ul style="list-style-type: none"> <li>Work with other LGAs to develop and promote the Burley Griffin Way as a touring route.</li> </ul>	Year 2	EDC
		<ul style="list-style-type: none"> <li>Develop a network of scenic drives and touring routes.</li> </ul>	long	
		<ul style="list-style-type: none"> <li>Seek accreditation from the CMCA as a Recreational Vehicle Friendly (RVF) area.</li> </ul>	Year 2	EDC
		<ul style="list-style-type: none"> <li>Explore opportunities to work with other RVF-friendly areas in the region to develop and promote touring routes.</li> </ul>	Year 2	EDC
		<ul style="list-style-type: none"> <li>Provide information boards on Harden Shire and surrounding region in the more popular rest areas.</li> </ul>	Year 2	HSC
		<ul style="list-style-type: none"> <li>Include information on caravanning and camping in the Shire on the Shire's tourism website.</li> </ul>	Year 2	EDC
	Build the Touring Caravan and Motorhome Markets	<ul style="list-style-type: none"> <li>Ensure that Harden Shire is listed on relevant camping and caravanning websites, with the information provided being comprehensive and up-to-date.</li> </ul>	Year 2	EDC
		<ul style="list-style-type: none"> <li>Encourage the Harden caravan park to list on relevant caravan and camping websites</li> </ul>	Year 2	HSCA
		<ul style="list-style-type: none"> <li>Actively bid for caravan, campervan and motorhome rallies</li> </ul>	long	EDC

Issue	Action	Key Tasks	Timeframe	Responsibility	
Build Passing Traffic and Touring Markets continued	Build the Touring Caravan and Motorhome Markets continued	<ul style="list-style-type: none"> <li>Identify areas within the Shire (both free and caravan parks) suitable for rigs to 'camp' – where possible provide primitive camping areas with appropriate facilities. Ensure facilities in the camping areas are regularly cleaned and well maintained.</li> </ul>	Year 1-2	HSC	
	Attract Regional Residents	<ul style="list-style-type: none"> <li>Encourage residents of the surrounding region to visit the Shire - with the Shire positioned as a destination for day trip and short breaks.</li> </ul>	Year 2-3	TEAM / Community	
		<ul style="list-style-type: none"> <li>Ensure that information on Harden is available in VICs in the surrounding region</li> </ul>	Year 2-3	EDC	
	Attract Regional Groups	<ul style="list-style-type: none"> <li>Identify social groups located within the region (up to 1.5 hours drive) that organise day or overnight trips</li> </ul>	Year 2-3	Community / EDC	
		<ul style="list-style-type: none"> <li>Develop itineraries / packages for these groups</li> </ul>	Year 2-3	Community / EDC	
		<ul style="list-style-type: none"> <li>Direct marketing to target groups, with regular follow-up. <u>Examples of target groups:</u> Senior Citizen groups, Walking Clubs, Retirement Homes, Licensed Clubs, Sporting Clubs, Disability Groups, Probus Clubs, View Clubs</li> </ul>	Year 2-3	Community / EDC	
Attract Visiting Friends and Relatives (VFR)	<ul style="list-style-type: none"> <li>Widely promote a free Open Day for locals to visit certain attractions throughout the Shire so they will recommend visitation to their VFRs</li> </ul>	Year 2	Community / HSCA		
Build Destination-based Markets	Attract Special Interest and Activity-based Clubs and Individuals	Match attractions and events in the Shire with special interest and activity-based market segments.	year 2-3		
		<ul style="list-style-type: none"> <li>Identify market segments to be targeted</li> </ul>			
		<ul style="list-style-type: none"> <li>Identify appropriate products for the segments and develop packages and/or itineraries - including activities, travel and accommodation options</li> </ul>			
		<ul style="list-style-type: none"> <li>Where suitable, form Project Teams to undertake the market development, marketing and promotion</li> </ul>			
		<ul style="list-style-type: none"> <li>Develop marketing data bases - use internet searches</li> </ul>			year 3
		<ul style="list-style-type: none"> <li>Develop appropriate promotional collateral</li> </ul>			year 3
		<ul style="list-style-type: none"> <li>Seek coverage / articles in relevant magazines</li> </ul>			year 3
<ul style="list-style-type: none"> <li>List products, activities and events on websites that are popular with each of the target markets</li> </ul>	year 3				

Issue	Action	Key Tasks	Timeframe	Responsibility
Build Destination-based Markets continued	Build the Events Market	<ul style="list-style-type: none"> <li>Continue to focus on event development as a generator of visitation to the Shire</li> <li>Endeavour to attract footloose events to the Shire</li> <li>Refer to 'events' in Events and Social Development section of this plan</li> </ul>	long	

**5.5.3 Strategy 3: TO CONTINUE TO DEVELOP THE ATTRACTION, ACTIVITY, PRODUCT AND INFRASTRUCTURE BASE OF THE SHIRE**

Issue	Action	Key Tasks	Timeframe	Responsibility
Build the Shire's 'raw' assets to grow visitation	Participate in the Gold Trail	<ul style="list-style-type: none"> <li>Through landscaping and streetscaping, position Harden – Murrumburrah as a 'gold town'</li> </ul>	year 2	HSC
		<ul style="list-style-type: none"> <li>Approach TNSW regarding access to audio tour software</li> </ul>	long	
	Develop a Plant Nurseries and Landscaping Cluster	<ul style="list-style-type: none"> <li>Explore options for running a series of plant and garden workshops and programs</li> </ul>	long	
		<ul style="list-style-type: none"> <li>Over time establish Harden-Murrumburrah as a garden town</li> <li>Work with CCRTO to ensure that the Shire's garden product is included in their 'gardens' product listings and promotional activities</li> </ul>	long	
	Develop Scenic Drives	<ul style="list-style-type: none"> <li>Develop and promote scenic and touring routes through and within the Shire with appropriate maps and materials, link with Open Gardens and Harden Rose</li> </ul>	Year 2-3	EDC / Garden Club
	Establish Harvest / Produce Trails	<ul style="list-style-type: none"> <li>Establish a harvest / produce trail (or trails) linking the orchards, cellar door, fresh produce outlets and eateries that specialise in the use of fresh, local produce</li> </ul>	long	
		<ul style="list-style-type: none"> <li>Explore options for linking the trail to other food and wine trails in both Capital Country and the Riverina Regions</li> </ul>	long	
		<ul style="list-style-type: none"> <li>Explore options for developing the trail into a coach tour itinerary and promote to coach companies in Sydney and the surrounding region</li> </ul>	long	
		<ul style="list-style-type: none"> <li>Explore options for running food / cooking classes and workshops</li> </ul>	long	
	Establish Harvest / Produce Trails continued	<ul style="list-style-type: none"> <li>Investigate options for a progressive dining experience – breakfast at Wilkies, Lunch at the Long Track Pantry and dinner in Murrumburrah</li> </ul>	long	

Issue	Action	Key Tasks	Timeframe	Responsibility	
Expand the Shire's range of accommodation	Develop a Harden Heritage Walk	<ul style="list-style-type: none"> <li>Develop a Harden Heritage Walk with stories, map, plaques, promotional signage at the Lighthouse Memorial and marketing through local and regional VICs.</li> </ul>	year 2	Historical Soc / Rotary / Kruger	
	Promote the Light Horse Memorial	<ul style="list-style-type: none"> <li>Investigate options for raising awareness and increasing the visibility of the Light Horse Memorial to passing traffic</li> </ul>	year 2	Lighthouse C'tee / EDC	
	List Historic Hotels	<ul style="list-style-type: none"> <li>Encourage operators to upgrade their listing on the G'Day pubs website</li> </ul>	year 2	EDC	
	Upgrade Former Historic Hotels	<ul style="list-style-type: none"> <li>Support property owners if they wish to refurbish and re-open rooms</li> </ul>	long		
	Investigate Farm Stays		<ul style="list-style-type: none"> <li>Investigate the feasibility of establishing a shire farm stay network with standards, training and marketing materials</li> </ul>	year 3	
			<ul style="list-style-type: none"> <li>Investigate opportunities for 'home hosting', including visitors arriving by rail</li> </ul>	year 3	
Signage	Improve Gateway Signs	<p><u>Shire</u> When funds become available – update the Harden Shire signs on the borders to the Shire</p>	year 3	HSC	
	Establish Entry Noticeboards	<ul style="list-style-type: none"> <li>Refer to the Physical Development section of this plan for each town/village to establish a business and tourism noticeboard in each town and village in the Shire</li> </ul>	long		
	Improve Directional Signs	<ul style="list-style-type: none"> <li>Develop uniform directional signage to all towns and villages throughout the shire and on major highways</li> <li>Improve directional signage in Harden-Murumburrah - provide advance warning signs for: <ul style="list-style-type: none"> <li>Harden shopping centre</li> <li>Light Horse Memorial</li> <li>Showground</li> <li>Orchards – from both Harden and Wombat</li> <li>Stocks Garden - remove vegetation obscuring the signs</li> <li>Access points to the Murrumbidgee River</li> </ul> </li> </ul>	year 2	HSC	
			year 2	HSC	
			<ul style="list-style-type: none"> <li>Signpost the information directories in Coddington and Newson Parks</li> </ul>	year 2	HSC

Issue	Action	Key Tasks	Timeframe	Responsibility
Signage continued	Upgrade Advertising, Commercial and Community Signs	<ul style="list-style-type: none"> <li>Encourage themed / quality signs that will contribute positively to the atmosphere and presentation of the area - encourage business owners to upgrade their signage</li> </ul>	long	
		<ul style="list-style-type: none"> <li>Restore historic advertising on the sides of the buildings in Harden and Murrumburrah – investigate corporate and heritage funding to restore old advertisements</li> </ul>	year 2	HSC
	Upgrade Visitor Facilities Signs	<ul style="list-style-type: none"> <li>Conduct an audit and identify signage requiring updating - use international symbols rather than fingerboard signs for signposting visitor facilities and services where possible</li> </ul>	year 2	HSC
	Establish Temporary Signs	Investigate options for providing temporary signs such as the banner for : <ul style="list-style-type: none"> <li>Events</li> <li>Orchards / fruit picking</li> </ul>	year 2	EDC / Community

**5.5.4 Strategy 4: TO CONTINUE TO IMPROVE THE PRESENTATION OF THE SHIRE’S TOWNS AND VILLAGES**

Refer to remaining actions in the Physical Development section of this plan for each town and village

**5.5.5 Strategy 5: TO INCREASE THE RANGE OF INFORMATION & PROMOTIONAL MATERIAL AVAILABLE TO SUPPORT THE GROWTH OF TOURISM WITHIN THE SHIRE**

Issue	Action	Key Tasks	Timeframe	Responsibility
Develop Promotional Collateral to Market the Shire	Develop an A3 Tear Off Shire Map	<ul style="list-style-type: none"> <li>Produce an A3 tear-off tourism map for the Shire - subregion, town and village maps and information on attractions, activities and facilities</li> </ul>	year 2	HSCA / EDC
	Produce Information Kits, Brochures and Guides	<ul style="list-style-type: none"> <li>Develop information kits, brochures and guides for special interest and group markets - include car clubs and golf</li> </ul>	year 2	EDC / Community orgs

Issue	Action	Key Tasks	Timeframe	Responsibility
Ready Access to Information for Travellers	Distribute Promotional Information	Ensure that comprehensive, up-to-date visitor information is available in each town and village within the Shire. <ul style="list-style-type: none"> <li>Encourage local accommodation properties and businesses to display and distribute a range of tourism information on the Shire</li> </ul>	year 2	EDC / Businesses
		<ul style="list-style-type: none"> <li>Ensure that event organisers have access to information on Harden Shire to include as part of the promotional material for the event</li> </ul>	year 2 – ongoing	EDC / Event Organisers
		<ul style="list-style-type: none"> <li>Compile kits / information for the media that can be used by CCRTO and distributed to the local and regional media as required</li> </ul>	year 2-3	EDC
		<ul style="list-style-type: none"> <li>Ensure that the official website is linked to the CCRTO website and to relevant locality, activity-based and tourism websites</li> </ul>	year 2	EDC
Capitalise on the Internet continued	Develop Village Websites	<ul style="list-style-type: none"> <li>Ensure that the individual towns and villages each have a page on the Shire Tourism Website and that this page is identified in searches by locality name</li> </ul>	year 2	EDC / Villages
	Update Third Party Websites	<ul style="list-style-type: none"> <li>Check the information available on tourism, travel and commercial websites for each of the towns and villages in the Shire and advise the webmaster of any information that is out-of date or inaccurate - if possible, provide attractive images to the webmaster for inclusion on these sites</li> <li>Take advantage of free listing opportunities</li> </ul>	year 2	EDC / HSCA
	Encourage Accommodation Operator Websites	Encourage accommodation operators in the Shire to utilise the internet for sales and marketing including: <ul style="list-style-type: none"> <li>Establish their own websites with on-line booking facilities and include their web and email addresses in all promotional material</li> </ul>	year 2	EDC / Businesses
		<ul style="list-style-type: none"> <li>Take advantage of free listings to list on key accommodation and tourism sites</li> </ul>	year 2	EDC / Businesses
		<ul style="list-style-type: none"> <li>Ensure that information on the accommodation properties on the key local and regional tourism and locality websites is accurate and kept up-to-date</li> </ul>	year 2 – ongoing	Businesses



6. SHIRE PICTURE GALLERY



*Harden's main street Neill Street*



*Murrumburrah's main street Albury Street on the Burley Griffin Way*



*Jugiong's main street Riverside Drive - southern entry*



*Picturesque Jugiong village in the valley*



*Galong's main street McMahon Road*



*Renowned Galong cemetery set in beautiful countryside*



*Wombat entry statement*



*Wombat Hotel in main street Harden Road*



*Pretty and productive land – view opposite hotel*

