

### **OUR VISION**

To be a financially sustainable Council fostering community connection through transparent decision-making and open communication; nurturing our natural environment, heritage and community lifestyle through balanced, sustainable strategic planning and management practices.

### ADDENDUM ITEMS FOR ORDINARY COUNCIL MEETING 22 OCTOBER 2025

Notice is hereby given pursuant to Clause 7(1) of Council's Code of Meeting Practice that an **Ordinary Council Meeting** will be held in the "Koreelah Room", 247 Rouse St, Tenterfield NSW 2372, on **Wednesday 22 October 2025** commencing at **9:30 AM**.

Hein Basson **General Manager** 

Website: www.tenterfield.nsw.gov.au Email: council@tenterfield.nsw.gov.au

### **AGENDA**

10. URGENT, LA	TE & SUPLEMENTARY ITEMS OF BUSINESS	
(ITEM ECO10/25)	DRAFT DESTINATION MANAGEMENT PLAN AND DRAFT	
,	ECONOMIC DEVELOPMENT STRATEGY: ADOPTION FOR	
	PUBLIC EXHIBITION PURPOSES	2

COUNCIL 22 OCTOBER 2025

Department: Office of the General Manager
Submitted by: Hein Basson, General Manager

Reference: ITEM ECO10/25

Subject: DRAFT DESTINATION MANAGEMENT PLAN AND DRAFT

**ECONOMIC DEVELOPMENT STRATEGY: ADOPTION FOR** 

**PUBLIC EXHIBITION PURPOSES** 

LINKAGE TO INTEGRATED PLANNING AND REPORTING FRAMEWORK

**CSP Goal: ECONOMY** - We promote and support progress in our shire Work in collaboration to implement the Regional Economic

Development Strategy (REDS)

**Delivery Plan** Regular contact with Regional Economic body

Action:

### **SUMMARY**

The purpose of this report is for Council to adopt the draft Tenterfield Destination Management Plan 2025-2030 (DMP) and the draft Tenterfield Shire Economic Development Strategy 2026-2030 (EDS) for public exhibition purposes.

### **OFFICER'S RECOMMENDATION:**

- 1. That Council adopts the draft Tenterfield Destination Management Plan 2025-2030 as prepared by the Destination Store, and the draft Tenterfield Shire Economic Development Strategy 2026-2030 as prepared by SC Lennon & Associates for public exhibition purposes.
- 2. That a further report be prepared after the public exhibition period, containing commentary on the submissions received and including the final versions of the abovementioned draft Tenterfield Destination Management Plan 2025-2030 and draft Tenterfield Shire Economic Development Strategy 2026-2030 with or without amendments for Council's adoption of the final versions of these two documents.

### **BACKGROUND**

Council, at its Meeting held on 28 May 2025, adopted the following resolution (Resolution Number 58/25):

### <u>Resolved</u>

### That Council:

Authorises the Director of Corporate Services to co-ordinate with the Glen Innes Severn Council and GLENRAC to submit a funding request to provide the Tenterfield community with the following Drought Resilience Programs in-line with the recommendations set out in the approved Regional Drought Resilience Plan Northern New England High Country (October 2024):

- Review and update Council's Economic Development Strategy and Destination Management Plan,
- Water wise communities,
- Mental health first aid training,

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Our Economy No. 10 Cont...

- Volunteer leadership and governance training,
- Farm and small business preparedness and resilience training, inclusive of:
  - o Farmer update and program information event,
  - Grazing management and feed budgeting workshop and field walk,
  - Drought trigger points workshop & understanding weather forecasts,
  - o Keeping livestock records,
  - Farm and small business management cashflow budgeting and effective record keeping, and
  - o Farm water management workshop.

(Kim Rhodes/Peter Petty)

### **Motion Carried**

This report deals with the first dot point mentioned above, i.e. "[r]eview and update Council's Economic Development Strategy and Destination Management Plan".

### **REPORT:**

Expressions of interest in the form of a request for quotes (RFQ) were sought for the development of the DMP and EDS. The "Destination Store" was assessed as providing the best value proposition for Council to do the DMP, and "SC Lennon & Associates" for the EDS.

The draft "Tenterfield Destination Management Plan 2025 – 2030" is annexed to this report as Attachment 1.

The draft "Tenterfield Shire Economic Development Strategy 2026-2030 Blueprint to Support a Thriving Wellbeing Economy" is annexed to this report as Attachment 2.

Due to time constraints, no further written commentary is provided in this report, however, additional verbal comments will be offered at the Council Meeting.

### **COUNCIL IMPLICATIONS:**

### 1. Community Engagement / Communication (per engagement strategy)

The next step of the development of the draft DMP and EDS is for these documents to be advertised for public comments/submissions as part of the community engagement process.

### 2. Policy and Regulation

- Local Government Act 1993
- Local Government (General) Regulations 2021

### 3. Financial (Annual Budget & LTFP)

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Our Economy No. 10 Cont...

Both the DMP and EDS are grant funded through the Regional Drought Resilience Plan.

### 4. Asset Management (AMS)

Tourism-related assets form a part of the scope of these two documents. The creation of any additional assets will have an effect on Council's annual depreciation costs, as well as future maintenance and renewal costs.

### 5. Workforce (WMS)

Because of scarce resources (both financial and human), leading to Council making a decision for the tourism and economic development functions not to be viewed and regarded as being core functions of Council, and entering into an agreement with the Tenterfield Chamber of Tourism, Industry and Business to take over the delivery of the tourism function, the development of these two documents and allocating particular strategies and actions to responsible bodies have presented some challenges. Further, the current situation will in some, if not many instances, impact on the delivery and timely delivery of these strategies and actions.

### 6. Legal and Risk Management

The risk for Council is that the development and adoption of the DMP and EDS would have raised expectations within the community for strategies and actions to be pursued and implemented, while the reality is that inadequate resources will mean that particular strategies and actions will be challenging to deliver, if not impossible.

### 7. Performance Measures

The DMP has developed key performance indicators.

### 8. Project Management

Getting the DMP and EDS developed to their current stage has been a challenge and called for project management skills from the consultants and staff alike.

### Hein Basson General Manager

Prepared by staff member:
Approved/Reviewed by Manager:
Department:
Attachments:

Hein Basson, General Manager
Hein Basson, General Manager
Office of the General Manager

1 Attachment 1 26 Pages
2 Attachment 2 21 Pages





### TENTERFIELD DESTINATION MANAGEMENT PLAN 2025 – 2030

Draft V2.0 - October 2025

### ACKNOWLEDGEMENT OF COUNTRY

Tenterfield Shire Council would like to acknowledge the Ngarabal people, the traditional custodians of this land, and also pay our respect to the Jukembal, Bundjalung, Kamilaroi, Githabul and Wahlubul people of our Shire, and extend our respect to all people.

### Preparation of the DMP 2025 - 2030

The DMP was prepared by <u>Destination Store</u> with significant insights, input and feedback provided by Tenterfield Shire Council, Tenterfield Chamber of Tourism Industry & Business and many stakeholders. The invaluable contribution and time of all involved is greatly appreciated. Thank you.



Tenterfield DMP: 2025 - 2030

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### INTRODUCTION

Tenterfield Shire is poised at the edge of significant opportunity. With renewed regional strategies, evolving visitor trends, and landmark tourism projects on the horizon, there is a chance to reposition the Shire as a bold and distinctive destination in northern New South Wales.

This Destination Management Plan (DMP) for 2025 to 2030 has been commissioned by Tenterfield Shire Council to guide that transition - creating a shared roadmap for sustainable growth, regional collaboration, and meaningful visitor experiences.

Importantly, this DMP builds on the extensive groundwork laid by the Tenterfield Chamber of Tourism, Industry and Business (TCTIB). In 2024, the Chamber led the development of a comprehensive draft DMP, incorporating consultation with local tourism operators, regional partners and businesses. Their work identified strategic priorities, target markets, and foundational actions for Tenterfield's visitor economy, offering a springboard for this next phase of planning and activation. TCTIB's work highlights the importance of adopting an inclusive, region-wide approach, a guiding principle that underpins this DMP.

The vision through this updated DMP is clear: to harness the Shire's rich natural landscapes, unique heritage, and emerging experience tourism offerings to establish Tenterfield as a high-quality, year-round destination. With the extensive Angry Bull Trails mountain bike trail network set to open from May 2026, new tourism branding in place, and strong relationships with regional bodies like New England High Country (NEHC) and Granite Belt Wine Country (GBWC), the region is ripe for investment, visitation, and innovation.

This DMP incorporates and is informed by desktop research, on-ground insights, and stakeholder engagement. This includes a high-level analysis of those target markets with the greatest propensity to visit Tenterfield as well as relevant global and domestic trends influencing consumer behaviour in travel. This includes consideration of special interest markets, such as mountain bike market segments.

It is practical and implementation-ready - designed to align with state and regional strategies, support future grant applications, and activate the momentum that has already begun.

The DMP has been developed to align with and complement broader strategic frameworks that guide tourism development at a regional, state and national level, including initiatives such as <a href="Destination NSW's NSW First program">Destination NSW's NSW First program</a>. It supports the priorities outlined in the <a href="Destination Network Country & Outback NSW">Destination Network Country & Outback NSW</a> (DNCO) DMP 2022 - 2030, the NSW Government's recently released Visitor Economy Strategy 2035 (VES2035), and the Australian Government's THRIVE 2030. This alignment ensures that local actions contribute to shared goals around sustainable growth, regional dispersal, product diversification and enhanced visitor experiences - positioning Tenterfield to leverage opportunities and funding at multiple levels of government.

With the 2032 Brisbane Olympics on the horizon, and the visitor economy shifting towards authentic, nature-based and values-driven travel, the time is now for Tenterfield to define its future as a destination of character, connection and natural adventure.

### CONTEXT

While this DMP outlines a range of important initiatives to grow and strengthen Tenterfield's visitor economy, it is important to recognise that Tenterfield Shire Council (TSC) has limited capacity and resources to deliver tourism initiatives directly. The Shire's ability to support implementation will rely on prioritisation, partnerships, and external funding opportunities to activate the strategies identified in this plan.

The Tenterfield Chamber of Tourism Industry & Business (TCTIB) will play a central role in driving and leading implementation across the region. Angry Bull Trails (ABT) will also be a key partner in developing and activating tourism initiatives, particularly those linked to nature-based and adventure tourism. This collaborative model ensures that industry, community and government work together to deliver outcomes.

It is also important to acknowledge that much of Tenterfield's tourism activity is currently delivered through the efforts of volunteers. Their ongoing contribution to events, visitor servicing, heritage, trails and community activation is both highly valued and deeply appreciated. The success of this DMP will depend on supporting, strengthening and celebrating this volunteer base, recognising their critical role in shaping the visitor experience.

### About the Destination Management Plan 2025 - 2030

The DMP has been designed to ensure it is achievable, sustainable, and measurable. It has been developed around three focal areas, linked to clear priorities and actions. The three focal areas are:

- Addressing Supply, including products, experiences, events, services and the activation of our infrastructure and assets.
- Growing Demand, focused on elevating the marketing of our region as well as on delivering quality visitor services.
- Enablers to Unlock Potential, including but not limited to strengthening industry and community engagement, partnership opportunities and measuring and managing performance.

The DMP's prioritised Action Plan recognises the need for a staged approach to implementation, within available resources (human and financial), and to enable each stage to build on or leverage previous activities or stages.

### THE VALUE OF TOURISM

The DMP aims to help realise the benefits that an active and enlivened visitor economy delivers to the region's residents and local businesses; from attracting and retaining talent, employment opportunities, and improved health and well-being outcomes, through to vibrancy of place and a deeper sense of community pride. A high-level outline of those benefits is provided below.

### Visitor Spending Impact

How tourism supports local businesses and the economy:

- ✓ Local Business Support Boosting income for retailers and services
- ✓ Job Creation Increased employment opportunities in the community
- ✓ Economic Ripple Strengthening the local economy through tourism
- ✓ Population Retention Retains and attracts workforce
- ✓ Supports Tenterfield Lifestyle Quality of life supported by visitor spend

### **Tourism Creates Vibrant Communities**

Regional communities thrive with the social benefits of tourism:

- ✓ Community Pride Fosters a strong local identity
- ✓ Events & The Arts Creates vibrancy, celebration and connection
- ✓ Cultural Preservation Preserves culture and provides opportunities for storytelling
- ✓ Cross Cultural Engagement Engagement between visitors and locals
- ✓ Infrastructure Shared infrastructure that delivers for both residents and visitors, for example Town Centre, local Halls, Angry Bull Trails network, access to natural areas and waterways, and signage, among others

### INSIGHTS TO INFORM THE DMP

The insights drawn from Tenterfield's **Situation Analysis** point to an exciting moment of opportunity. With a distinctive natural landscape, strong cross-border relationships, a passionate local community, and the development of transformational projects such as Angry Bull Trails, the region has the foundations to reposition itself as a leading nature, adventure and heritage destination in northern New South Wales.

To harness this opportunity, the path forward must be collaborative, inclusive, and bold. There is strong alignment across Council, industry, and community on the need for a more integrated visitor economy - one that enhances quality of life for locals while strengthening the economic and cultural fabric of the Shire.

This premise was strongly reinforced through the **stakeholder engagement and consultation** process.

Looking ahead, Tenterfield has a powerful opportunity to:

- Shape a new identity, that reflects Tenterfield's untamed landscapes, adventure offering, heritage and seasonal charm - transforming it from a quiet border town into a place where nature, adventure and culture leave a lasting imprint on every visitor.
- Position Angry Bull Trails as a signature experience not just as an MTB attraction, but as the beating heart of a broader, nature-connected and family-friendly experience network.
- Empower community and culture as catalysts, elevating local businesses,
   First Nations voices, and regional producers as co-creators of the visitor experience.

### Summary of Insights

The primary themes are summarised below. These insights draw from the stakeholder consultation, research, and market and trend analysis.

An important consideration is consumer behaviour, specifically the motivations, interests, expectations and barriers to travel of your target markets. This includes for experiences, events, attractions and other leisure activities as well as hospitality, including accommodation. Understanding and adopting a **human-centric approach** to destination management is critical to resonating with and attracting the markets who you wish to welcome.

While there are some challenges to address, the focus is on the significant opportunities these present to create a more positive perception of the Tenterfield region, enhance its sense of vibrancy, strengthen its visitor economy and contribute to the growth of the regional economy.

### 1. A Destination Defined by Nature, Adventure and Heritage

Tenterfield has a compelling visitor proposition anchored in its granite landscapes, seasonal beauty, and strong heritage narrative. Stakeholders consistently referenced the Shire's "untamed adventure" character — from the dramatic granite formations of Bald Rock National Park and Mount Mackenzie to heritage icons like the School of Arts, Tenterfield Saddler and Federation story.

The upcoming launch of the **Angry Bull Trails network** is expected to elevate Tenterfield's profile significantly, positioning the Shire as a major destination for mountain biking and outdoor recreation. This signature asset will act as a catalyst for broader experience development, packaging and investment.

Tenterfield also sits strategically close to major markets such as Brisbane and the Gold Coast, making it well placed to capture drive tourism from Queensland.

### 2. Collaboration as a Critical Enabler

A strong theme across all engagement was the need for **greater collaboration** across Council, industry, First Nations, community groups, and neighbouring regions.

Stakeholders expressed enthusiasm for deepening partnerships with **New England High Country**, **Granite Belt Wine Country**, Scenic Rim and Southern Downs to leverage collective marketing reach and cross-border touring routes. Local progress associations also see significant value in stronger connections between villages and the township to create a more integrated destination.

There was widespread agreement that coordinated storytelling, packaging, and event promotion will be essential to building a cohesive regional identity and improving visitor dispersal.

### 3. Celebrating and Empowering First Nations Tourism

The Moombahlene Local Aboriginal Land Council (LALC) expressed a strong desire to **develop Indigenous-led tourism experiences** that celebrate local culture, landscape and history. Opportunities include monthly cultural tours, signage and interpretation on MTB trails, weaving and bush science workshops, and the development of cultural burning programs.

Barriers remain around capacity, training access, and resources, but there is clear appetite to collaborate with Council and the tourism sector. Integrating First Nations stories and experiences into the Tenterfield brand and visitor journey represents a major opportunity for the region to differentiate itself authentically.

### 4. Activating Seasonal Strengths and Events

Tenterfield's four-season climate is a distinctive strength. Its crisp winters, vibrant autumn colours, and mild summer and spring temperatures present a powerful platform for **seasonal tourism activation**.

Stakeholders identified the **Autumn Festival** as a flagship event and expressed a desire to expand the calendar to include winter fire festivals, spring garden trails, and arts and cultural programming.

The community sees events not just as drivers of visitation. Instead, they are viewed as a way to **foster local pride and vibrancy** — particularly in off-peak periods. There is also a clear opportunity to link events to Angry Bull Trails and adventure tourism, with the potential to host MTB, gravel riding, running and endurance events.

### 5. Strengthening Visitor Servicing, Access and Infrastructure

Access and amenity were consistently raised as priorities. Stakeholders identified a need to **improve village infrastructure**, including toilets, signage, accessibility upgrades and small-scale visitor facilities at places like Mingoola, Drake, Bolivia and Legume. In many cases, this investment would support the further activation of community-based infrastructure, such as local Halls.

The bypass was also identified as both an opportunity and a risk: there is strong community support for improved traffic flow and safety, but also concerns about maintaining visitation and spend in the town centre. A clear "bypass readiness" strategy will be required to mitigate potential impacts.

Modernising visitor servicing through **digital VIC tools**, improved signage, and better online visibility for operators (including ATDW listings) was widely supported. Reliable connectivity in key visitor areas was also identified as an enabler.

### Workforce and Service Capability Gaps

Across the consultation, stakeholders identified **customer service and workforce development** as major challenges. TAFE partnerships, hospitality training, and customer service programs were suggested as key interventions to improve the visitor experience.

Volunteer capacity is also under strain, and stakeholders highlighted the need for better coordination and support across heritage, VIC and event activation spaces. Addressing these gaps will be essential to meet rising visitor expectations and deliver quality experiences year-round.

Lastly, a common theme throughout the engagement was the pressing need for longer-term rental accommodation to meet the demand of a growing workforce. While this is a nation-wide issue, Council could consider alternative options to incentivise growing the supply of long-term rental accommodation. This is particularly important to encourage the attraction and retention of talent. For example, this could include incentives for proponents of development applications relating to new-built short-term accommodation i.e. to provide a self-contained rental option as part of the overall site development plan.

### 7. Heritage, Arts and Cultural Identity

Heritage and creative culture were consistently identified as core to Tenterfield's identity. The **School of Arts**, local museums (e.g. Railway

Museum & Centenary Cottage), Tenterfield Saddler, Peter Allen legacy and garden culture are all central to storytelling and placemaking.

There is appetite to invest in interpretation, guided heritage walks, joint ticketing initiatives, and new approaches to cultural programming. Stakeholders noted the potential to expand arts, theatre and music offerings to create experiences that resonate with both locals and visitors.

### 8. Empowering Villages and Drive Market Appeal

Tenterfield's villages are emerging as **important anchors for drive tourism**. Progress Associations from Mingoola, Drake, Legume and Bolivia expressed strong ambitions to enhance village infrastructure and attract caravanners, grey nomads, anglers and nature-based visitors.

Their vision focuses on peace, quiet, scenery, and pet-friendly stays — reinforcing Tenterfield's appeal as a **slow travel destination** and an increasing desire of certain markets to experience 'the road less travelled.' There is also opportunity to integrate village experiences more deliberately into itineraries, events, and marketing.

### 9. Governance, Resourcing and Coordination Challenges

Stakeholders raised concerns around **limited Council resources**, communication gaps, and complex approval processes as barriers to tourism growth. There is a clear desire for more transparent governance, better coordination between Council, Chamber and community, and more streamlined processes for event and experience development.

Tourism success will depend on clear roles, shared accountability and well-structured collaboration between Council, Tenterfield Chamber of Tourism Industry and Business, Angry Bull Trails, First Nations groups, Progress Associations and the local community.

### 10. Community Ownership and Pride

Finally, the consultation highlighted a deep **sense of community pride** and commitment to Tenterfield's future. Locals see themselves not just as hosts, but as storytellers and custodians of place. They want tourism that is community-led, values-driven and sustainable - growth that supports their way of life rather than displaces it.

Harnessing this pride will be central to building a visitor economy that is resilient, inclusive and uniquely Tenterfield.

With the right strategy, partnerships and creative energy, Tenterfield can proudly step into its identity as a place that leaves a lasting impression. One that encourages visitors to stay longer, explore deeper, return often and even consider investing, working, or building a life here.

### **KEY OPPORTUNITIES FOR SUCCESS**

The comprehensive SWOT analysis undertaken as part of the Situation Analysis identified several strategic opportunities for Tenterfield Shire to strengthen and grow its visitor economy. These opportunities build on the Shire's existing strengths and strategic positioning near major drive markets in Queensland and northern New South Wales.

Four key opportunities have emerged as priorities over the next five years:

### Amplifying nature-based and adventure tourism

Tenterfield has an extraordinary opportunity to position itself as a leading destination for nature-based experiences and outdoor recreation. The purpose-built Angry Bull Trails, spectacular national parks and granite country landscapes provide the foundation for a strong nature and adventure offering. Building on these strengths through product and experience development, marketing and associated events can attract new markets (including higher-value markets) and drive year-round visitation.

A key to success for attracting interstate and international mountain bike riders, such as the leisure and enthusiast segments, is promoting the destination's broader experience offering, including hospitality and ancillary services, such as transport and shuttle bus services. This highlights the importance of strengthening the region's broader experience and accommodation offering, especially for nature-based and adventure tourism.

### 2. Increasing event exposure

Events are a proven driver of both visitation and local pride. There is a significant opportunity to elevate Tenterfield's event profile by strengthening promotion, packaging and cross-regional collaboration. Building a clear calendar around flagship events such as the Autumn Festival, Gravel n Granite, and other seasonal activations will help position Tenterfield as a vibrant four-season destination. Further, it can assist in encouraging regional dispersal and increasing average length of stay and spend.

### 3. Growing agritourism and local producer experiences

Agritourism is an emerging strength that connects visitors directly to the region's rural character. There is potential to grow farmgate experiences and strengthen existing offerings such as the Tenterfield Show and Garden Trails. Linking these experiences into broader itineraries and marketing campaigns will enhance visitor spend and diversify the region's tourism offering.

### 4. Elevating the heritage offering

Heritage is at the heart of Tenterfield's identity. From Federation history to the Tenterfield Saddler, School of Arts, Railway Museum and Centenary Cottage, there is an opportunity to bring these stories to life through guided experiences, interpretation, cultural programming and partnerships. By elevating the heritage offer, Tenterfield can deepen the visitor experience and strengthen its year-round appeal.

### FRAMEWORK FOR THE DMP

The framework outlined below provides a clear and connected overview of the Destination Management Plan (DMP) for Tenterfield Shire. It establishes a line of sight from the long-term vision through to the strategic goals, focus areas and enablers that will bring this strategy to life. This framework provides a shared roadmap to ensure a cohesive, whole-of-region approach to strengthening the visitor economy.

VISION: Tenterfield is a destination where adventure, nature and heritage converge. A place defined by its granite landscapes, rich stories and community spirit - where each season offers something new to discover.

**PURPOSE:** To provide a strategic and actionable roadmap for the sustainable growth of Tenterfield Shire's visitor economy.

**GOALS** 

- Strengthen our visitor economy and contribute to regional economic development objectives by ensuring the Tenterfield is positioned, perceived and promoted as a must-visit destination and vibrant place to live and work.
- 2. Prioritise our community and visitors by adopting a human-centric approach, delivering outstanding service standards, and providing and promoting immersive and remarkable visitor experiences.
- 3. Enable and support greater collaboration, underpinned by our commitment to inclusivity, genuine engagement, and proactively working with our industry and communities.

### PRIMARY FOCAL AREAS & ASSOCIATED HIGH-LEVEL OBJECTIVES

	CONE AIREAC & ACCC	CIATED HIGH-ELVEL	OBOLO III VEO
Game Changer Project	Angry Bull Trails (ABT) nature-based adventur	& amplifying the region's p re destination	oint of difference as a
ADDRESSING SUPPLY	Strengthen the supply of quality visitor experiences & events	2. Support First Nations-led cultural tourism opportunities	3. Support improved shared infrastructure & facilities to benefit residents & visitors
GROWING DEMAND	1. Increase awareness & appeal of the Tenterfield region in the marketplace	2. Increase overnight visitor spend & length of stay	3. Increase regional dispersal
ENABLERS TO UNLOCK POTENTIAL	1. Strengthen community engagement & support for the visitor economy	2. Lead genuine and effective industry engagement	3. Strengthen partnerships & collaboration across sectors

PRIORITISED ACTION PLAN

Tenterfield DMP: 2025 – 2030

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## PRIORITISED ACTION PLAN

timeframe to inform work programs. Many actions once commenced will require ongoing implementation. This will extend across the life of the DMP and ensure a consistent, sustainable approach to the growth of Tenterfield's visitor economy. The tables below have been organised to align with the framework identified above as well as allocated an indicative

The tables below provide a high-level summary of the actions detailed within the DMP 2025 – 2030 and supporting Situation Analysis – which provide key considerations and context.

An **annual review** should be undertaken each year to inform the work program for the following 12-months, in line with available resources and organisational capacity.

# Alignment with Tenterfield Economic Development Strategy (EDS)

The new Tenterfield Shire Economic Development Strategy (EDS) 2026 – 2030 also directly references the implementation of this DMP through Action 3.4 - Progress implementation of the new Tenterfield Shire Destination Management Plan, reviewing and prioritising strategic initiatives annually.

identified in this DMP, and categorises these under Business & Industry, Tourism, Enabling Infrastructure and Housing among The EDS also identifies a number of priority challenges and opportunities for Economic Development that align with those

The last column in the table below provides a direct reference to where actions within the DMP link to the EDS.

### Acknowledging capacity constraints

Implementation of the plan will rely heavily on the Tenterfield Chamber of Tourism Industry & Business (TCTIB), supported by Angry Bull Trails (ABT) and wider industry partnerships. Local businesses and the community will also have a key role to play As outlined above, while this DMP identifies a range of important initiatives to grow and strengthen Tenterfield's visitor economy, Tenterfield Shire Council (TSC) has limited capacity and resources to directly deliver tourism initiatives. n supporting the visitor economy, even through simple actions such as regular updating ATDW listings. Page 13 of 26

delivering much of Tenterfield's tourism activity. As such, not all strategies and associated actions may be achievable within TCTIB itself operates with limited capacity and resources and depends significantly on volunteers, who play a vital role in the suggested timeframes. However, these actions reflect the priorities and aspirations captured through community consultation and provide a clear roadmap for the region's tourism development.

# References within Prioritised Action Plan:

TCTIB - Tenterfield Chamber of Tourism Industry & Business

TSC - Tenterfield Shire Council

ABT - Angry Bull Trails

SOATI - School of Arts Tenterfield Incorporated

DNCO - Destination Network Country & Outback NSW

VEHC - New England High Country GBWC - Granite Belt Wine Country

	STRATEGIES & PRIMARY ACTIONS	Indicative Timeframe	Lead Responsibility & Support	Outcome / KPI	Link to Action in the EDS
	ADDRESSING SUPPLY				
<del>-</del> -	Strengthen the supply of quality visitor experiences:				
7:	Launch Angry Bull Trails as a signature experience with aligned packaging, signage, events and interpretation A high-priority is preparing Tenterfield and surrounds to become a bikeready and accessible destination.	2025 - 2030	ABT, TCTIB Support: TSC	Successful launch, 15% visitor growth YOY	1.8
1.2	In collaboration with surrounding LGAs, develop and implement an annual product and experience development program, including nature-based and adventure products and experiences (e.g. gravel cycling, hiking, fishing, bird watching and horse riding), accommodation and other hospitality providers. Attracting investment and encouraging the development or enhancement of accommodation, from farm stay, to caravan and camping, and nature-based lodges (among other styles) would further support positioning the region as a nature-based and adventure tourism destination.	2027 - 2030	TCTIB, Tourism operators Support: DNCO (eg DNCO's Insights to Action program) DNSW - NSW First	Product diversity increased; extended length of stay	1.7
13	Support and develop heritage and culture experiences and interpretation.  Things to be considered include:  Opportunity for a guided heritage tour that could begin or end at the School of Arts and incorporate stories of the main street as well as Tenterfield Saddler Museums  Creating a joint admission ticket for the museums  Developing an informal association for History and Heritage to assist in developing experiences and facilitate communication  Council to consider entering an agreement with SOATI (School of Arts Tenterfield Incorporated) to manage the Museum and Theatre	2026 -	SOATI, TCTIB, Museums Support: TSC	3 new heritage & interpretation products in market Association established Joint admission ticket live	

Tenterfield DMP 2025 - 2030

	STRATEGIES & PRIMARY ACTIONS	Indicative Timeframe	Lead Responsibility & Support	Outcome / KPI	Link to Action in the EDS
	<ul> <li>Explore partnerships with Arts North West's On Tour Programme that makes available a diverse range of artists, performers and productions to activate the School of Arts</li> <li>In the future – museums could explore opportunities for more engaging interpretation perhaps making use of guided tours, possibility of augmented reality (which would require significant grant funding), use of an app or Al to provide a self-guided experience and opportunities for soundscapes</li> </ul>			Partnership agreement signed Enhanced heritage interpretation lncreased events	
4.	Expand agritourism and food offerings through farmgate experiences, farm stays, seasonal trails and events, including the Tenterfield Show. Leverage existing garden trails (e.g. New England Garden Trail) to develop products and experiences.  Continue collaboration with surrounding regions to encourage the development and promotion of agritourism experiences, farm stays and local produce.	2027 - 2030	Producers, TCTIB	Increased visitor yield; local business participation	1.9
ιĊ	Continue to encourage and support the hospitality sector to offer longer opening hours and greater food diversity in the region. Also work with local operators and businesses to develop packages and bundle experiences with hospitality and ancillary services.	2026 – ongoing	TCTIB, Industry	Extended visitor stay	

Tenterfield DMP 2025 - 2030

	STRATEGIES & PRIMARY ACTIONS	Indicative Timeframe	Lead Responsibility & Support	Outcome / KPI	Link to Action in the EDS
2.	Elevate the role of events in the visitor economy				
	Build an online events calendar on the <i>Experience Tenterfield</i> website, integrating with ATDW listings for consistency.		TAV BITOT		
7.	Work collaboratively with event organisers (e.g. Autumn Festival Committee, Mingoola Rally, Gravel n Granite) to develop a coordinated event calendar that reduces date clashes, improves event spacing, and maximises visitation throughout the year.	2025	Event Organisers	Event calendar published	
	Develop an Events Strategy that supports events that reinforce the region's point of difference, and core themes that amplify the values, positioning and attributes of the Tenterfield region.				
	There is an opportunity for TCTIB to attract grant funding to support the further development of the Tenterfield Events Program (see 2.5 below).			Increased off- peak visitation	
	The Events Strategy should:		TCTIB. ABT.	3-4 Signature	
	<ul> <li>Build off existing signature or flagship events such as Autumn Festival and Gravel n Granite</li> </ul>		Event Organisers	events established	
2.2	<ul> <li>Look at filling the visitation gaps with seasonal events (e.g. a winter fire or light festival)</li> </ul>	2027		4+ village	
	<ul> <li>Recognise and support the critical role of volunteer-led event committees (e.g. the Autumn Festival and Mingoola's Ruptured</li> </ul>		Support: TSC	activations annually	
	Budgie Rally). Provide administrative support, simplified processes, and small-scale funding assistance to reduce barriers to event delivery.			New annual cultural event	
	Support village-led events and place activations (Mingoola, Drake,     Legippe Bolivia Trhanvilla Liston Torrington)				
	Consider major events happening in bordering regions (e.g. Untamed Border Run) and leverage these opportunities for collaboration				

Tenterfield DMP 2025 - 2030

	STRATEGIES & PRIMARY ACTIONS	Indicative Timeframe	Lead Responsibility & Support	Outcome / KPI	Link to Action in the EDS
	Strengthen arts, music, and cultural events (e.g. Peter Allen Spring Festival, local markets, theatre programming) Test the market by selectively developing an event to target international visitor markets aligned to Olympics tourism planning				
Pos for a bas fest	Position ABT and the Saddlers MTB Club Gravel n Granite event as anchors for sporting events and work collaboratively to develop new adventure-based events such as MTB events, gravel riding, running (e.g. running festival), events at the World Class Pump Track being developed etc.	2026 - 2030	ABT, TCTIB, DNCO	3 major events annually	
Coll (e.g	Collaborate with the Aerodrome to support the development of a new event (e.g. National Model Aeroplane competition)	2027	TCTIB, Friends of Tenterfield Aerodrome	Event established	8.8
Col log	Collaborate with event committees to identify and apply for state and regional funding opportunities to support the growth and sustainability of local events (e.g. DNSW Regional Event Fund).	2026 - 2030	TCTIB, Event Committees Support: TCS, DNCO, DNSW	Event funding applied for and received	
Pro con gra	Provide advice and support to local event organisers (corporate or community groups/associations) to attract investment, including through grant funding programs offered by DNSW for event development	2026 – 2030	TCTIB Support: DNCO/DNSW	Event grants received	
Ď	Develop and promote Aboriginal cultural experiences, events, arts and products	ts			
Gro Firs to e	Grow cultural experiences in partnership with Moombalene LALC and other First Nations peak bodies and organisations across the Shire. Opportunities to explore are:	2027 -	Moombahlene	2+ Indigenous-	7
	<ul> <li>Gunimaa Native nursery tours (Moombalene LALC)</li> <li>Elders from the LALC are qualified to deliver weaving and cultural tours</li> </ul>	ongoing	LALC, TCTIB	established	3

Tenterfield DMP 2025 - 2030

	STRATEGIES & PRIMARY ACTIONS	Indicative Timeframe	Lead Responsibility & Support	Outcome / KPI	Link to Action in the EDS
3.2	ABT to continue to explore and encourage opportunities for Aboriginal cultural experiences that align with Angry Bull Trails (e.g. walking or cycling cultural tours)	2026	ABT	Indigenous-led experiences established	1.3
3.3	Work with the region's First Nations' peak bodies and organisations to identify opportunities for product and experience development or innovation. This includes strengthening partnership opportunities with organisations such as Aboriginal Affairs NSW, Yarpa, Destination NSW, DNCO, NSW Aboriginal Tourism Operators Council (NATOC) and TAFE NSW.	2027 - 2030	TCTIB, ABT Support: TSC, DNCO, DNSW	Cultural products live	1.3
4	Support improved shared infrastructure & facilities to benefit residents & visitors	SIC			
	Council to integrate or prioritise projects in its annual capital works and asset activation program that demonstrate shared benefits for the community and visitors to the region.				
<del>1</del> .	<ul> <li>Mount Mackenzie Lookout is a key drawcard for visitors to the region. Consider reinstating the public toilet and BBQ area and maintaining the site.</li> <li>Support towns and villages with basic infrastructure needs, such as public toilets at key sites (e.g. at community Halls and Mingoola Heritage Trail) and mowing around community Halls</li> <li>Improving roads, signage, parking and accessibility infrastructure</li> <li>Work with ABT to identify and support appropriate street furniture and infrastructure to support a bike-friendly destination, including bike racks as well as the proposed pump track</li> <li>Accessibility infrastructure, including infrastructure that supports adaptive riders (a key market for ABT)</li> </ul>	2025 – ongoing	1SC	Number of infrastructure projects delivered	3.1 3.9

Tenterfield DMP 2025 - 2030

	STRATEGIES & PRIMARY ACTIONS	Indicative Timeframe	Lead Responsibility & Support	Outcome / KPI	Link to Action in the EDS
	<ul> <li>Longer-term and subject to resourcing, Council should adopt a best- practice approach to precinct design and management, through master planning of key visitor and community related infrastructure.</li> </ul>				
2.	TCTIB to work with TSC to update all fixed signage (whether in parks, at town entry points, on maps at public facilities etc.) in line with branding guidelines. A phased approach to implementation should be developed based on high priority visitor touchpoints and in line with available resources.	2026 – ongoing	TCTIB Support: TSC	Brand awareness and recognition	
6.3	Consider ways of activating the Tenterfield Dam for recreational activities – e.g. kayaking and recreational fishing (refer to 4.1 above)	2028 - 2029	TSC, TCTIB	New water- based products and experiences	3.1
4.	Develop a Bypass Readiness Strategy to maintain town visitation. This is an opportunity to strengthen the town centre's sense of vibrancy (traffic free) and support bike and pedestrian-friendly place making before the Bypass is built.  Things to consider:  Signage and infrastructure to support this  Collaboration between TSC and ABT on creating a bike-friendly destination  Look at positive case studies such as Stanthorpe where this has worked well	2028 -	TSC, TCTIB, ABT	Strategy adopted	3.1

Tenterfield DMP 2025 - 2030

	STRATEGIES & PRIMARY ACTIONS	Indicative Timeframe	Lead Responsibility & Support	Outcome / KPI	Link to Action in the EDS
	GROWING DEMAND				
5	Increase awareness and appeal - destination positioning & branding				
5.1	Embed the <i>Experience Tenterfield</i> brand across all channels and customer touchpoints.	2025	TCTIB	Increased destination awareness	
, r	Enhance Tenterfield's owned channels as a high priority, including website and management of social media platforms (also refer 6.2 below).	2008	aitot	Increased destination awareness	
, i	This includes redirecting all traffic from the <i>Tenterfield True</i> website, to the new <i>Experience Tenterfield</i> website – then decommission the old website.	2202	<u> </u>	Accurate and consistent digital presence	
5.3	Remove old VIC Google listing as it's inaccurate and does not reflect the new VIC arrangements.	2025	TCTIB	Accurate and consistent digital presence	
5.4	Create online content that can easily be shared with industry to strengthen collaboration, crosspollinate and share resources.	2025 - 2030	TCTIB, ABT, Industry	Increased organic reach	
5.5	Develop and collaborate on a regional 3-year marketing and communications strategy (digital-first, collaborative campaigns, storytelling)	2027 - 2029	TCTIB, NEHC	Increased visitation, reach and engagement across digital channels	
5.6	Refresh the Destination Brand with an in-depth Brand Review and Strategy.	2028	TCTIB	Updated brand identity and strategy	

Tenterfield DMP 2025 - 2030

	STRATEGIES & PRIMARY ACTIONS	Indicative Timeframe	Lead Responsibility & Support	Outcome / KPI	Link to Action in the EDS
õ.	Increase overnight visitor spend and length of stay				
6.1	Strengthen cross-border branding and campaign partnerships with NEHC, Scenic Rim Council, Southern Downs, Granite Belt Wine Country, DNCO and Northern Rivers. Prioritise ongoing collaboration with NEHC.  Develop campaigns to capture the drive tourism market – particularly young families and road trippers (focus on south-east QLD markets)	2026 - 2030	TCTIB, Scenic Rim Council, Southern Downs, Granite Belt Wine Country, NEHC,	Joint campaigns and packages delivered annually Increased visitation and reach	
6.2	Enhance online visitor servicing and digital channels to look at the entire customer journey and all visitor touchpoints.  This includes improving reach and enhancing audience engagement through optimising Tenterfield's owned channels and creating and distributing remarkable content:  Continue to strengthen engagement through social media platforms  Review and streamline existing collateral (digital and printed)  Create a content plan to guide the development of new content for multi-channel distribution, including images, video and copy to support experientially-focused itineraries (see further below)	2026 - ongoing	TCTIB, ABT	Accurate and consistent digital presence Increased visitation and reach	
6.3	Strengthen digital connectivity and ATDW listing support for operators. Annually review and update ATDW listing and work with experts to ensure PR opportunities are established and maximised	2026 - 2027	TCTIB	80% of operators with ATDW listings	
7.	Increase regional dispersal				
7.1	Create seasonal itineraries that focus on the experience offering of the region, from agritourism to nature & cultural-based experiences, heritage	2025 - ongoing	TCTIB, Scenic Rim Council, Southern	Number of itineraries and	

Tenterfield DMP 2025 - 2030

	STRATEGIES & PRIMARY ACTIONS	Indicative Timeframe	Lead Responsibility & Support	Outcome / KPI	Link to Action in the EDS
	and the arts – for multichannel distribution and to encourage greater regional disbursal:		Downs, Granite Belt Wine	packages created	
	<ul> <li>Leverage the existing arts and heritage trails, activities, galleries, museums and hospitality of the region</li> </ul>		Country, NEHC, DNCO, ABT, Event		
	<ul> <li>Showcase seasonal offerings and differences</li> </ul>		Organisers		
	<ul> <li>Create itineraries to support campaigns in market</li> </ul>				
	<ul> <li>Consider tools, such as Google Maps, to share itineraries through visitor servicing channels</li> </ul>				
	<ul> <li>Work with event managers or organisers to create itineraries and packages that encourage event participants to stay longer, spend more or bring friends and family</li> </ul>				
	Continue to build drive itineraries, such as;				
7.2	<ul> <li>Scenic drives from the Gold Coast and Brisbane</li> <li>Road Trips that link with Stanthorpe (wineries) and experiences in nature (e.g. waterfalls and national parks)</li> </ul>	2026 - 2027	TCTIB	Drive itineraries built	

Tenterfield DMP 2025 - 2030

	STRATEGIES & PRIMARY ACTIONS	Indicative Timeframe	Lead Responsibility & Support	Outcome / KPI	Link to Action in the EDS
ENAB	ENABLERS TO UNLOCK POTENTIAL				
œί	Strengthen community engagement & support for the visitor economy				
8.1	Establish clear tourism governance framework and roles between Council, TCTIB, ABT and industry	2025	TSC, TCTIB, ABT	Tourism governance structure endorsed	
8.2	Develop volunteer coordination program (shared networks across VIC, events, heritage)	2026	TCTIB, SOATI, ABT	Volunteer pool and participation increased	
8.3	Work with the growing Business Collective coordinated by ABT to develop products and experiences – including being 'bike-ready' and accessible in preparation for the opening of ABT.	2025 - 2026	ABT, TCTIB	25+ businesses engaged	
8.4	Implement a proactive, regular communication program with residents and businesses to facilitate a more positive understanding of the value of the visitor economy to the region	2026 - 2027	TCTIB	Improves stakeholder engagement	
တ်	Lead genuine and effective industry engagement				
9.1	TCTIB to appoint a Project Officer to manage relationships with TCTIB members and wider community about Chamber and tourism activities, deal with incoming and outgoing tourism communications, manage relationships with regional tourism entities, organise famils to attract investment and development funding into the region, and ensure tourism collateral is available widely and all providers are serviced effectively	2026 -	TCTIB	TCTIB tourism memberships increased Visit articles in local, state, national press Increased nights and spend	

Tenterfield DMP 2025 - 2030

	STRATEGIES & PRIMARY ACTIONS	Indicative Timeframe	Lead Responsibility & Support	Outcome / KPI	Link to Action in the EDS
9.2	Prepare and implement a simple, 12-month Industry Communication & Engagement Plan, which focuses on strengthening industry engagement across the Tenterfield region (aligns with 9.1).	2026 - 2027	TCTIB, ABT	Improves stakeholder engagement	
10	10. Strengthen partnerships & collaboration across sectors				
10.1	Continue to collaborate with NEHC, Scenic Rim Council, Southern Downs, Granite Belt Wine Country, DNCO and Northern Rivers on product and experience development programs and joint campaigns – leveraging collective resources, funding opportunities and marketing efforts. Prioritise ongoing collaboration with NEHC.	2025 – ongoing	TCTIB, NEHC, GBWC, DNCO, ABT	Annual collaborative projects Joint marketing initiatives	
10.2	Lobby Cross Border Commissioner, NSW State member and NSW Govt (using services of Business NSW, DNCO and NEHC) for experience tourism investment in line with Visitor Economy Strategy 2035 and in preparation for the 2032 Brisbane Olympics and Paralympic Games (BOPG)	2027 - 2029	TCTIB	Increased funding for tourism	
10.3	TCTIB, in partnership with Business NSW, TAFE NSW and ABT to provide training and support for local tourism operators to enhance their skills and improve service quality. This could include:  • Customer service and tourism business capability training • Courses in Bush Science and Conservation which is of interest to local First Nations communities and young people - supporting employment pathways in tourism  This action should be considered in the context of broader training initiatives to support the implementation of the Economic Development Strategy across its priority pillars.	2026 -	TCTIB, TAFE, ABT	100+ participants trained 10+ First Nations participants engaged in tourism roles	2.4

Tenterfield DMP 2025 - 2030

	STRATEGIES & PRIMARY ACTIONS	Indicative Timeframe	Lead Responsibility & Support	Outcome / KPI	Link to Action in the EDS
10.4	ABT to leverage the New England High Country 1000 (NEHC1000) - a cycling trail that is a circumnavigation of the highest plateau on the Great Dividing Range.	2026 - 2030	ABT, NEHC	Marketing partnerships established	
10.5	Council to continue to support TCTIB by funding the New England High Country (NEHC) membership.	2025 - ongoing	TSC	Annual membership paid	
10.6	Continue to work with the local school and TAFE on employment pathways for Angry Bull Trails	2025 - 2030	ABT	Increased youth engagement	
10.7	TCTIB and TSC to develop a prospectus (based on a gap analysis) for new business opportunities that includes local bylaws, state rules and permits outlined alongside the benefits TSC and State can provide, to attract investment in the region.	2027	TSC, TCTIB	Increased investment, property prices and new residents moving to Tenterfield	1.7

Tenterfield DMP 2025 - 2030

Tenterfield Shire Economic Development Strategy 2026-2030

**Blueprint to Support a Thriving Wellbeing Economy** 

First Draft, October 2025



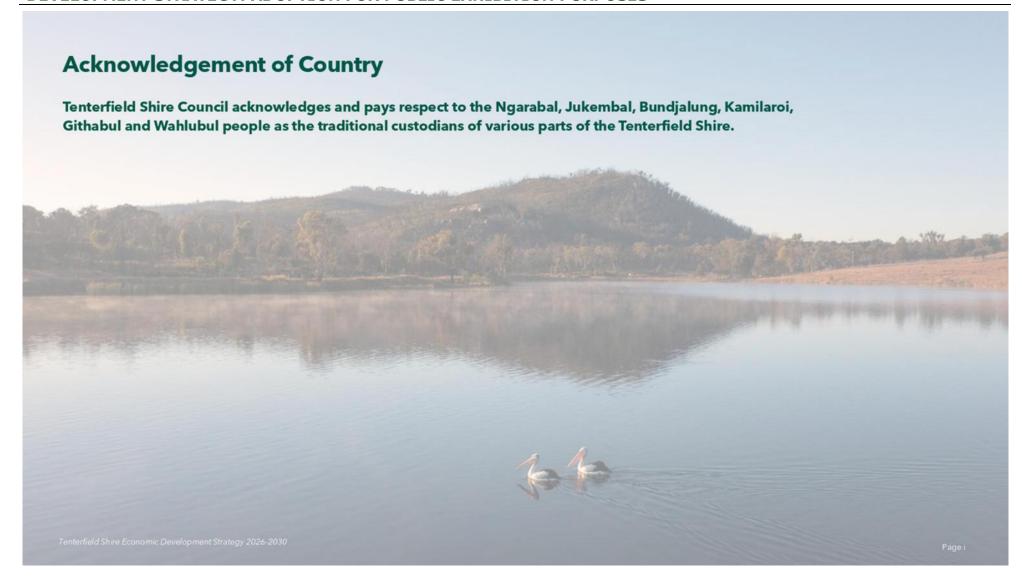


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### **Executive Summary**

The Tenterfield Shire Economic Development Strategy 2026-2030, is Tenterfield Shire Council's five-year blueprint for supporting a thriving wellbeing economy through a series of actions designed to advance Tenterfield's community, cultural and environmental attributes which are inextricably linked with economic success.

A plan of action for promoting prosperity, this strategy presents a framework to support the vibrancy, liveability and sustainability of Tenterfield Shire and its individual towns and villages, with the following desired outcomes:

- Business growth and investment that builds on Tenterfield's strengths in a diversity of existing, new and emerging industries;
- A strong and adaptable workforce with a mix of skills required by businesses to innovate and prosper, providing employment opportunities for a growing population; and
- Sustainable population growth in line with Council's and the community's vision for a resilient and prosperous Tenterfield Shire, with a population of 8,000 by 2035.

These outcomes will be realised through the implementation of a series of key initiatives (actions) presented across three pillars, focussed on:

- 1. Innovative Industries and Prosperous Enterprises;
- 2. A Future-Ready and Resilient Workforce; and
- 3. Vibrant and Inclusive Villages, Precincts and Places.

Some of the recommended actions seek to build on or continue initiatives already in place, some are already resourced while others require additional resourcing.

Prepared in the context of Tenterfield Shire Council's Community Strategic Plan 2025-2036 and the organisation's broader program of work and strategic objectives, the *Tenterfield Shire Economic Development Strategy 2026-2030* underpins Council's commitment to take a lead in the areas where it has greatest control and influence to shape positive economic development outcomes within its remit and resource capacity. It also seeks to support others in playing their role in nurturing a thriving wellbeing economy with Council support. Adopting a partnership approach, the strategy promotes advocacy and collaboration with Council's neighbours, its partners in industry and the community, as well as the other levels of government.

Strategy implementation will be tracked through measurable outcomes, ensuring accountability and transparency while also providing the opportunity to pivot where circumstances dictate. The strategy will evolve with annual reviews and in line with Council resources and the priorities of the day, with a full update planned for 2030, ensuring it remains relevant and effective. While strategy implementation progress will be measured by changes in levels of investment, employment and income, success will also be defined by improvements in key measures of resilience and wellbeing including the extent to which wealth is built, retained and shared locally across the communities of Tenterfield Shire.

Tenterfield Shire Economic Development Strategy 2026-2030

'age II

### 1. Vision for a Thriving Wellbeing Economy

### A Blueprint for a Prosperous Future

The Tenterfield Shire Economic Development Strategy 2026-2030 is a visionary, aspirational and practical plan of action to support the economic vibrancy, diversity, resilience and wellbeing of the communities of Tenterfield Shire over the next five years and beyond.

Holistic in its approach to supporting prosperity, this foundational document draws on contemporary wellbeing economy frameworks and the notion that 'economic development' is about the continuous improvement in levels of income and place-based capital (wealth) and the distribution of that wealth (through local expenditure and jobs) to the community.

A blueprint to guide Tenterfield Shire Council in facilitating positive change, it is built on the premise that economic development requires long-term growth while also nurturing and enhancing Tenterfield's community, cultural and environmental attributes which are inextricably linked with economic success. Rooted in principles of sustainability, inclusivity, resilience and prosperity, economic development in Tenterfield Shire will be realised when economic growth translates into community wellbeing.

A wellbeing economy considers immediate economic gains alongside the long-term health and general welfare of the community, and the environment we rely on. It's about finding a balance, where economic activity supports our wellbeing today without compromising the ability of future generations to meet their needs.

Informed by research, consultation and analysis and guided by a set of economic development planning principles, this forward-looking and aspirational strategy builds on the priorities of the 2025-2036 Community Strategic Plan and Council's commitment to help shape a resilient and prosperous future for all communities of Tenterfield Shire.

Addressing challenges and opportunities for economic development in a strategic and informed manner, it articulates strategic pillars and priority initiatives (actions) within the scope of Council's available resources and its capacity to influence positive change in line with the vision for a thriving wellbeing economy.

### Vision for a Thriving Wellbeing Economy

Through balanced and sustainable economic growth, Tenterfield Shire is a prosperous and connected community of towns and villages celebrated for its quality lifestyle, diversity of employment opportunities and thriving businesses.

### **Strategy Outcomes**

Informed by research, stakeholder consultation and data analysis, this strategy articulates Tenterfield Shire Council's commitment to take the lead in building a prosperous future, through the realisation of the following outcomes:

- Business growth and investment that builds on Tenterfield's strengths in a diversity
  of existing, new and emerging industries;
- The development of a strong and adaptable workforce with a mix of skills required by businesses to grow and prosper, providing employment opportunities for Tenterfield Shire's growing population; and
- Sustainable population growth in line with Council's and the community's vision for a resilient and prosperous Tenterfield Shire, with a population of 8,000 by 2035.

Strategy outcomes will be realised through the implementation of a suite of initiatives across three pillars that are designed to *support innovative industries and prosperous enterprises*; *encourage a future-ready and resilient workforce*; and create vibrant and inclusive villages, precincts and places.

This strategy will be implemented in line with the availability of resources and the capacity of Council to progress the initiatives identified. Embracing a partnership approach to economic development, it will also be used to inform advocacy initiatives and collaborations to secure support from Council's partners in economic development, including the other levels of government.

Tenterfield Shire Economic Development Strategy 2026-2030

Page 1

# 2. Pillars and Guiding Principles for a Thriving Wellbeing Economy

## **Wellbeing Economy Pillars and Guiding Principles**

The vision for a thriving wellbeing economy will be realised through the delivery of a suite of actions presented across three strategy pillars, each with supporting principles to guide economic development planning and implementation.

#### Pillar 1: Innovative Industries and Prosperous Enterprises

- · Support local industry by making it easy to do business in Tenterfield Shire
- Provide the infrastructure and services needed to foster business innovation and entrepreneurship
- Attract new investment and encourage existing local industry to value-add and prosper

#### Pillar 2: A Future-Ready and Resilient Workforce

- Support workforce capacity-building and alignment with industry needs and opportunities
- Support community resilience and adaptability to reduce barriers to economic participation
- Attract and retain knowledge workers and their families to Tenterfield Shire

#### Pillar 3: Vibrant and Inclusive Villages, Precincts and Places

- · Plan for and create thriving villages, precincts and places
- Provide the enablers of a vibrant visitor economy to grow the visitor destination
- Provide and advocate for strategic infrastructure to enable investment and sustainable population growth

The three pillars and guiding principles frame the initiatives presented in the Economic Development Strategy Action Plan and assist Council is assessing future challenges and opportunities for economic development as they arise.



Tenterfield Shire Economic Development Strategy 2026-2030

## 3. Tenterfield Shire Socio-Economic Snapshot

## **The Tenterfield Shire Economy**

Straddling the Queensland/New South Wales border in the north and across the range from the Northern Rivers Region, Tenterfield Shire is well-connected to Brisbane, Sydney and the NSW North Coast.

Surrounded by productive agricultural land and stunning national parks, Tenterfield Shire is home to a population of just over 7,000, with the township of Tenterfield at its core, and a network of vibrant villages including Urbenville, Drake, Jennings, Legume, Liston, Torrington and Mingoola. Steeped in history, art and culture and a welcoming rural character, Tenterfield Shire is the ideal place to live, learn, work, visit and invest, providing a wealth of opportunity for economic prosperity and wellbeing.

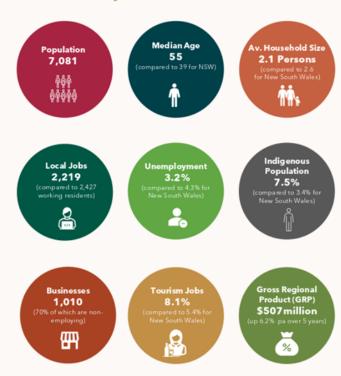
Home to around 1,000 businesses, a workforce of over 2,400 and 2,220 local jobs, Tenterfield Shire has a predominantly rural-based economy driven by its agricultural sector. Other industries that drive and support local economic activity include health care and social assistance, construction, transport, education, public administration, retail trade and an evolving tourism sector centred on nature-based and adventure tourism experiences including an emerging world-class mountain bike trail network.

While these industries will continue to underpin local economic activity, an ambitious plan to grow a stronger, more vibrant community, with a population of 8,000 by 2035, means that a more diversified industrial base is needed to drive Tenterfield's economic growth and development. This can be achieved by leveraging local comparative and competitive advantages, including Tenterfield's strategic location, its natural features, its agricultural capabilities, its tourism assets and its appealing regional lifestyle offer.

Emerging sectors that have potential for growth include professional services, controlled environment horticulture, renewables, the arts and creative industries and the visitor economy. The potential for tourism in Tenterfield Shire is built on the area's stunning national parks and other natural assets as well as current and planned investments in Tenterfield's cycle tourism sector led by the Angry Bull Trails project.

Tenterfield's natural beauty, its vibrant towns and villages, local industries and cultural richness offer exciting opportunities for sustainable economic development. Looking ahead, there is enormous potential to enhance quality of life, promote sustainable population growth and support local businesses to foster a thriving and connected community. To do so requires a considered understanding of both the challenges and opportunities for economic development in Tenterfield Shire.

#### Tenterfield's Key Socio-Economic Metrics at a Glance



Sources: Australian Bureau of Statistics, Department of Employment and Workplace Relations, REMPLAN and Tourism Research Australia

Tenterfield Shire Economic Development Strategy 2026-2030

# 4. Indicators of Community Resilience in Tenterfield Shire

Taking a holistic approach to economic development, one that focuses on the wellbeing economy, requires consideration of a broader set of economic and social indicators. The University of Canberra's 'Early Insights for More Resilient Communities' survey visualises indicators of resilience change in NSW communities. 'Resilience' is defined as "the capacity of individuals and communities to prepare for, respond to, recover from and adapt to challenges in ways that support healthy levels of wellbeing over the long-term"

The latest survey was administered in 2023. Key findings for the Tenterfield Local Government Area include:

#### **Financial Resources**

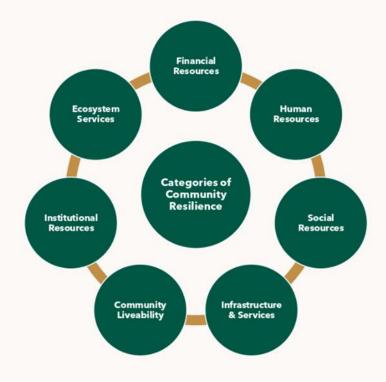
- Household financial stress: Dropped from 17% (in 2016) to 9% (2022).
- Housing affordability: Declined (65% down to 43% find housing affordable).
- Rental affordability: Declined from an index of 261 (in 2014) to 191 (2022).
- Living costs affordability: Declined (59% to 48%).
- Business base: 13.9 active businesses per 100 people (in 2017) up to 14.2 in 2022 (stable).

#### **Human Resources (Personal Resilience)**

- Psychological distress: Increased (16% to 20%).
- Personal wellbeing: Slight decline (from 74% to 72%).
- School attendance: Decline (93% down to 81%).

#### Social Resources (Community Connections)

- Practical support networks: 72% report access.
- Emotional support: Dropped significantly (84% down to 62%).
- Financial support networks: Increased (63% to 86%).
- Spending time with family/friends: Declined (77% to 54%).
- Community engagement in events: Declined (62% to 26%).
- Volunteering: Declined slightly (from 70% down to 61%).



Tenterfield Shire Economic Development Strategy 2026-2030

# Indicators of Community Resilience in Tenterfield Shire

#### Infrastructure and Services

- Mobile coverage: Dropped (58% to 34%).
- Internet access: Dropped (67% to 25%).
- Road quality: Dropped (58% to 12%).
- Local trades & professionals: Low access (12% report good access).
- Council asset renewal ratio: Strong (121%).
- Public halls: Down from 16.5 per 100 people to 13.2.

#### **Community Liveability**

- Willingness to recommend area: Declined (69% down to 58%).
- Perception of crime: Slight increase (25% to 29%).

#### Institutional Resources

- Confidence in local government: Declined (50% to 36%).
- Confidence in community leadership: Declined (56% to 45%).
- Effectiveness of local groups: Declined (72% to 61%).

#### **Ecosystem Services**

- Satisfaction with local environment: Still high but declining (94% to 87%).
- Attractive natural places: High but declining (99% down to 89%).

Source: https://communityresilienceinsights.org.au/nsw/#tenterfield

## **Some Key Considerations**

The indicators of resilience draw out a number of considerations, including:

- Rental affordability / housing pressures could constrain population growth and people / worker attraction.
- Declining affordability could be a barrier to prosperity and wellbeing.
- Declining engagement in education may compromise workforce resilience.
- . Erosion of social capital is a risk to community belonging and retention.
- Infrastructure and service gaps such as digital connectivity shortfalls and fewer public meeting spaces (halls) constrain liveability and investment.
- Weakening perceptions of liveability adversely impact community cohesion and the capacity to attract new residents, workers and businesses.
- Declining confidence in local government adversely impacts community cohesion and perceptions of Tenterfield as a place to live, work and invest.
- A strong propensity for local business activity is a strength and should be encouraged as a means of providing for prosperity.
- Strong perceptions of environmental attributes support 'wellbeing economy' positioning (environmental, locational and liveability advantages).

These are key considerations informing the need for this Economic Development Strategy that is responsive to the challenges facing the Tenterfield community as well as the opportunities for sustainable growth to realise a thriving population of 8,000 by 2035.

Tenterfield Shire Economic Development Strategy 2026-2030

# 5. Challenges and Opportunities for Economic Development

## **Priority Challenges and Opportunities for Economic Development**

The findings of the research, consultation and analysis points to some key economic development needs and opportunities which require attention. In summary, these include:

#### **Business & Industry:**

- Capitalise on our agricultural expertise through support for agricultural for innovation and diversification
- Encourage new industry opportunities (e.g. renewables, controlled environment horticulture)
- Encourage investment in existing industry strengths (e.g., freight and transportation)
- · Grow a vibrant nature-based visitor economy anchored by our natural assets
- Grow a vibrant adventure tourism economy around current and planned investments in mountain biking
- Support our small business to survive and thrive (make it easy to do business; provide access to support services)
- Support Indigenous business development in Tenterfield Shire
- Attract and grow the professional services sector (knowledge workers and their families)
- Support local business procurement opportunities (e.g. Angry Bull Trails project, New England REZ)
- Explore opportunities for aviation-related industry at the Tenterfield Aerodrome

#### Tourism:

- Build on investments in adventure tourism (Angry Bull Trails) such as the Rail Trail connection south
- Leverage our natural assets to promote nature-based tourism experiences
- Support opportunities for agri-tourism
- Leverage location and proximity to other destinations (e.g. Stanthorpe, Gold Coast, Armidale)
- Invest in Tenterfield's festivals and events to grow visitation and support community wellbeing
- Invest in visitor infrastructure (toilets, rubbish facilities, bike racks, etc.)

## **Education & Employment:**

- Support greater engagement in school education, training, mentorships and employment pathways to retain youth
- Invest in higher education and training locally to build workforce capacity and wellbeing
- Invest in worker attraction and retention to address skills shortages and improve workforce capacity

## Enabling Infrastructure:

- Prioritise (and advocate for) road and rail transport infrastructure upgrades (including public transport services)
- Address digital connectivity (phone and Internet) shortfalls
- Plan for increased visitation and population growth impacts on Tenterfield's infrastructure and services





# Challenges and Opportunities for Economic Development

#### Housing:

- Rising rental stress and limited affordable and social housing impacts community resilience
- Limited housing constrains worker attraction, especially for lower-paying jobs such as hospitality and aged care
- Promote affordable housing opportunities to prospective regional movers
- Explore innovative housing solutions to meet current and future needs

#### Health & Wellbeing:

- Need for affordable aged care and the opportunity to age in place
- Need for more childcare to retain and attract families
- Attract health care workers and their families to Tenterfield
- Advocate for investment in health care infrastructure and services to accommodate a growing population visitation

#### Community Infrastructure & Assets:

- Investment in health care infrastructure and services
- Investment in emergency services capabilities at the Tenterfield Aerodrome
- · Need for investment in public transport
- More investment in arts and cultural facilities

#### Community, Lifestyle & Liveability:

- Promote our location and lifestyle advantage to prospective investors
- Invest in our town centres and villages (place-making) and retail (and hospitality) revitalisation
- Plan for the Tenterfield Heavy Vehicle Bypass and the challenges and opportunities this presents for the town centre
- Explore opportunities to activate the 'first light' economy and the night-time economy
- Invest in and support local festivals and events
- Celebrate our European history and heritage and our Indigenous cultural heritage

#### Sustainability & the Environment:

- Protect, sustain and leverage our natural features and landscape (nature-based tourism, lifestyle advantage)
- Leverage opportunities in renewable energy / New England REZ for local businesses and communities

The Economic Development Strategy Action Plan presents a suite of initiatives that are designed to address identified challenges and opportunities across interrelated activity areas (strategy pillars) that will result in positive economic development outcomes for the communities of Tenterfield Shire now and in future.

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# 6. A Collaborative Approach: Strategic Alignment and Implementation Partners

## A Whole-of-Council Collaborative Approach to Economic Development

Tenterfield Shire Council is committed to providing the foundations for prosperity by working to strike a balance between economic opportunity and community wellbeing.

Economic development sits at the intersection of economy, community, culture and environment. This means that Council's commitment to promoting a thriving wellbeing economy does not occur in isolation, and key to supporting economic development is strong connections across departments within the organisation.

Through the delivery of the actions presented in this strategy, Council supports and guides economic development using its levers in regulation, planning and place management; local business engagement and support; tourism promotion and visitor servicing; support for workforce planning and development; advocacy and partnership-building; and investment attraction.

Designed to support its commitment to build a prosperous future for all communities of the Shire, this strategy is aligned with and supports the Community Strategic Plan, other key Council plans and strategies as well as other strategies external to Council's operations.

Equally important as connections across departments within the organisation is strong partnerships between Tenterfield Shire Council and other key agencies and organisations throughout the Shire and surrounding areas. In delivering this strategy, Tenterfield Shire Council promotes a collaborative approach to economic development with its key partners including neighbouring councils; key State and Federal Government departments; Regional Development Australia Northern and Inland NSW; Destination Country and Outback NSW; business chambers and trader associations; community groups; and education and training providers.

Working together in partnership with other key agents of change, local businesses and the community underpins Council's collaborative approach to achieving the goals and objectives of this Economic Development Strategy.



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# 7. Economic Development Strategy Action Plan

#### **Economic Development Planning Framework**

This Economic Development Strategy contains 26 actions across the three pillars and are informed by the guiding principles under each. The initiatives are focussed on:

- 1. Supporting innovative industries and prosperous enterprises;
- 2. Encouraging a future-ready and resilient workforce; and
- 3. Creating vibrant and inclusive villages, precincts and places.

The actions are presented in the following pages, under each of the three pillars.

#### **Economic Development Strategy Framework**



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#### The Action Plan

Addressing Tenterfield Shire Council's key focus areas for economic development, the individual actions represent 'Council-led' initiatives that involve specific tasks and an allocation of the organisation's human, physical and financial resources. They include key advocacy initiatives, where delivery relies on a partnership approach.

Designed to capitalise on the unique character and features of Tenterfield Shire, to help fulfil the vision for a thriving wellbeing economy, the actions are outcomes-focussed with an emphasis on what needs to be done to promote positive economic development outcomes.

The action plan balances accountability with agility, providing Tenterfield's businesses, the community and strategy implementation partners with enough detail about the approach to each initiative to ensure alignment and to address the challenges and opportunities for economic development, without providing so much detail that Council is locked into activities that become outdated.

All of the actions will be implemented over the course of this five-year plan in line with the availability of resources to progress the initiatives identified. Some actions are designed to build on or continue initiatives already in place, some are already resourced while others require additional resourcing.

Each action is assigned a level of priority / timing according to whether it is a high (short-term) measure (to be implemented in Year 1), a medium-term initiative (Years 2 and 3) or a longer-term initiative (Years 4-5). Potential implementation partners are also identified.

Through its key economic development support functions and guided by this strategy, Tenterfield Shire Council is committed to the implementation of the initiatives presented in the action plan to fulfill its vision for a thriving wellbeing economy.

## Pillar 1: Business and Industry - Innovative Industries and Prosperous Enterprises



## Pillar 1: Support the Establishment, Growth and Development of Innovative Industries and Prosperous Enterprises

Tenterfield Shire Council is committed to pro-actively facilitating economic development through initiatives that capitalise on local comparative and competitive advantages while being cognisant of emerging industry trends and prospects.

Council is equally committed to initiatives to help build the Shire's business and employment base from within. Supporting micro and small-to-medium sized enterprises including social enterprises, to grow and prosper, is key to ensuring that there are equitable opportunities for investment, enterprise growth and employment across the communities of Tenterfield Shire.

Engaging with and supporting locally owned and operated businesses is a Council priority as it promotes growth that is grounded in Tenterfield Shire's unique community, its cultural heritage, the environment and the natural landscape as the drivers of sustainable economic development and community wellbeing.

Council recognises the importance of strong and resilient local enterprises for the role they play in providing local jobs. They also build local supply chains through their preference for purchasing locally, they maximise investment (and reinvestment) of wealth in the community where they operate and they contribute to local economic self-sufficiency and resilience.

For the communities of Tenterfield Shire, future prosperity and wellbeing lies in continued innovation and investment in existing and emerging 'driver' industries, in agriculture, transport and logistics, tourism and the services economy. When these driver industries flourish, demand for the goods and services of the Shire's service sectors, including health, education, retail and the professional services, will also grow.

Tenterfield Shire Council embraces an 'open-for-business' approach in its efforts to facilitate new businesses investment and support business expansion, consistent with its vision for a thriving wellbeing economy. It encourages established and emerging enterprise development, innovation and capacity by connecting local businesses to a range of resources and support services to build capability and resilience and to support local wealth creation.

Council also facilitates private sector investment by promoting what the Shire and its constituent towns and villages have to offer prospective investors. It markets, promotes and facilitates investment opportunities and priority projects and supports the development of both existing and emerging new growth industries.

In pursuing these activities under Pillar 1 of this strategy, Council is guided by the following three economic development planning principles:

- Support local industry by making it easy to do business in Tenterfield Shire
- Provide the infrastructure and services needed to foster business innovation and entrepreneurship
- Attract new investment and encourage existing local industry to value-add and prosper

Guided by these planning principles, Pillar 1 contains 9 individual actions as shown overleaf.

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# Pillar 1: Business and Industry Innovative industries and prosperous enterprises

Action		Potential Partners	Timing			
Support local industry by making it easy to do business in Tenterfield Shire						
1.1	Appoint a dedicated Economic Development Officer / business concierge to engage with businesses to facilitate the planning and regulatory pathway to business establishment and growth in Tenterfield Shire.	Business NSW; Service NSW; Tenterfield Chamber of Tourism, Industry and Business	Short			
1.2	Through the Economic Development Officer, engage with businesses and community groups to facilitate access to government-sponsored small business grants, information and advisory / support services.	Business NSW; Tenterfield Chamber of Tourism, Industry and Business; progress associations	Short			
1.3	Collaborate with First Nations groups to connect Indigenous businesses with government programs designed to build business capacity and capabilities throughout Tenterfield Shire.	First Nations representatives	Medium			
Prov	ide the infrastructure and services needed to foster business innovation and entrepreneurship					
1.4	Conduct information sessions on Council's Purchasing Policy to inform local businesses of opportunities to supply goods and services to the organisation.	Tenterfield Chamber of Tourism, Industry and Business	Medium			
1.5	Engage with Angry Bull Trails and other current and prospective project investors to identify and help secure local business supply chain opportunities.	Tenterfield Chamber of Tourism, Industry and Business	Medium			
1.6	Prepare a Tenterfield small business innovation hub opportunities and options analysis to support start-up, home-based and micro-businesses requiring a professional workspace to develop, expand and network.	Tenterfield Chamber of Tourism, Industry and Business	Medium			
Attra	ct new investment and encourage existing local industry to value-add and prosper					
1.7	Prepare an investment attraction strategy and prospectus to promote Tenterfield Shire's key industries and investment opportunities to prospective investors and key government agencies.	RDA Northern Inland NSW; State Government	Medium			
1.8	Quantify and report on current and planned industrial land supply across Tenterfield Shire to inform business investment enquiries and the preparation of the proposed investment prospectus.	State Government	Medium			
1.9	Support diversification and value-adding in Tenterfield Shire's agricultural sector.	State Government; industry stakeholders	Long			

Tenterfield Shire Economic Development Strategy 2026-2030

# Pillar 2: People - A Future-ready and Resilient Workforce



## Pillar 2: Encourage a future-ready and resilient workforce

Key to the development of competitive industries and resilient local businesses in Tenterfield Shire is a capable workforce that is equipped with the skills required to meet the needs of businesses now and in future so that they can compete effectively in a constantly evolving economic environment.

Being ready for the future means learning new skills and being able to adapt and think ahead. It's about planning for the long-term to ensure that the actions of Council, working in collaboration with other key stakeholders, address the needs of the Shire's businesses and the community. This includes planning for improved education and training and the development of the local workforce, as well as being open to new ideas and evolving technologies. It's also about taking a broader view to ensure the local workforce is integrated with the wider region so that Tenterfield's people and businesses have the tools they need to prosper.

Access to skilled labour is influenced by the availability of education and training, levels of workforce participation and the mobility and flexibility of labour. Tenterfield Shire's existing and emerging workforce requires access to education and training services and facilities with the programs and the infrastructure in place to support their employment aspirations and the requirements of local businesses.

Council pro-actively promotes local jobs for its resident workers. It will continue to take the lead in addressing workforce needs and opportunities by liaising with business and industry, peak industry bodies, the wider region's education and training providers and key government agencies, to help address workforce planning needs.

A collaborative approach will be pursued to inform Tenterfield's workforce planning and development priorities. Direct involvement from businesses, educators and the community will be encouraged so that the Shire's existing and aspiring workforce can be provided with opportunities for learning and for on-the-job training that will translate into sustainable career pathways in a diversity of existing and emerging new industries.

Consistent with its approach to providing support for workforce planning and development, Tenterfield Shire Council will collaborate with its partners in industry, government, the community and in the education and training sectors to establish the case for investment in tertiary education and training locally to build capacity and enhance the wellbeing economy.

In pursuing activities to encourage a future-ready and resilient workforce under Pillar 2 of this strategy, Council is guided by the following economic development planning principles:

- Support workforce capacity-building and alignment with industry needs and opportunities
- Support community resilience and adaptability to reduce barriers to economic participation
- Attract and retain knowledge workers and their families to Tenterfield Shire

Guided by these planning principles, Pillar 2 contains 8 individual actions as shown overleaf.

Tenterfield Shire Economic Development Strategy 2026-2030

# Pillar 2: People

Encourage a Future-ready and Resilient Workforce

Action		Partners Timing				
Support workforce capacity-building and alignment with industry needs and opportunities						
2.1	Identify priority workforce needs through the development of a <i>Tenterfield Shire Jobs Plan</i> highlighting education and training priorities to be advocated for.	and training sectors; businesses Short				
2.2		; schools; RTOs; Tenterfield Chamber of dustry and Business Medium				
2.3	Partner with the health and community services sector to map critical training needs, to build capacity in priority areas including childcare, early learning and aged care.  TAFE NSW RTOs	; Health and community service providers; Medium				
Supp	port community resilience and adaptability to reduce barriers to economic participation					
2.4	Work with TAFE NSW and registered training organisations (RTOs) to identify and offer school-based apprenticeship placements across Tenterfield Shire Council's departments.	; schools; RTOs Short				
2.5	Ensure equitable access to employment opportunities by advocating for systemic barriers to be addressed including childcare, transport, digital connectivity and housing.	rnment; service providers Medium				
Attra	act and retain knowledge workers and their families to Tenterfield Shire					
2.6	Promote Tenterfield and the Shire's villages as a location of choice for professional service providers / 'knowledge workers' seeking a regional work/life balance.  RDA North	ern and Inland NSW Short				
2.7	Develop and deliver a Welcome to Tenterfield information pack and utilise Council's web site and social media channels to deliver essential information to new residents and businesses.  Tenterfield key services	Chamber of Tourism, Industry and Business; providers Medium				
2.8	Work with government, industry and the education and training sector to investigate the business case and funding opportunities for a Country Universities Centre in Tenterfield Shire.  State and providers	Federal Governments; education and training Long				

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# Pillar 3: Place - Vibrant and Inclusive Villages, Precincts and Places



## Pillar 3: Create vibrant and inclusive villages, precincts and places

The people of Tenterfield Shire's towns and villages are its most important resource, and a stable and growing population will underpin the community's economic and social viability. To realise the vision for a thriving wellbeing economy, Council has set an ambitious growth target for a stronger, more vibrant community, with a population of 8,000 by 2035.

Council aspires to support this target recognising the return on investment it will deliver to the communities of the Shire. An increase in population will support local service delivery, attract government funding, serve to retain existing businesses, recirculate more wealth locally and attract new investment as confidence in Tenterfield as a place to live, learn, work, visit and invest grows. New investment will generate more opportunities for employment, creating a positive multiplier effect of more people, more local investment and more jobs.

Tenterfield Shire Council is a place-maker, utilising its land use planning, regulatory and placemaking levers to continually enhance the area's lifestyle appeal. It directly invests in a sense of place and the functioning of its towns and villages through streetscape enhancements, place activation and urban improvement programs.

Council promotes the importance of place, not only to the Shire's residents, but also to visitors who are seeking immersive, authentic experiences that are unique to the places they visit. It supports economic growth by the promoting Tenterfield Shire, celebrating and showcasing our unique position to stimulate the visitor economy through increased visitation.

Council advocates, plans for and invests in essential infrastructure and services including recreation, leisure and entertainment facilities, arts and cultural facilities and community services and facilities. In doing so, it pro-actively works to enhance Tenterfield's appeal as a desired location in which to live, learn, work and prosper.

Council also recognises a number of challenges that need to be addressed to elevate the Shire's appeal to both existing and prospective new residents, businesses and visitors. These challenges include town centre amenity and vitality, the quality of our roads, digital connectivity, adequate provision of housing to attract and retain residents, health care, aged care and childcare services and access to education and training.

Council is committed to continual investment in initiatives that will activate retail and commercial activity in the towns and villages throughout the Shire, such as town entry signage, streetscaping, interpretive trails, murals, markets and festivals & events.

Place activation initiatives can be designed and developed as a partnership between local businesses and community members with Council support. Council will also continue to prioritise place-making investments in the interest of community need while advocating for sustained levels of investment from the other tiers of government.

In pursuing activities to create vibrant villages, precincts and places, Council is guided by the following economic development planning principles:

- Plan for and create thriving villages, precincts and places
- · Provide the enablers of a vibrant visitor economy to grow the visitor destination
- Provide and advocate for strategic infrastructure to enable investment and sustainable population growth

Guided by these planning principles, Pillar 3 contains 9 actions as shown overleaf.

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## Pillar 3: Place

# Create vibrant and inclusive villages, precincts and places

Action		Potential Partners	Timing			
Plan for and create thriving villages, precincts and places						
3.1	Work with communities to identify sustainable town centre and village place activation strategies (e.g. streetscape improvements, art installations, retail pop ups, etc.) as the basis for grant funding applications.	Tenterfield Chamber of Tourism, Industry and Business; local businesses; progress associations	Short			
3.2	Implement climate-resilient landscaping in Tenterfield's public spaces across all towns and villages, utilising best practice from the New England High Country Drought Resilience Plan.	Business and community stakeholders	Short			
3.3	Prepare a Shire-wide housing strategy informed by projected needs and a review of policies on existing housing capacity, zoning, land release and development controls.	State Government	Medium			
Prov	ide the enablers of a vibrant visitor economy to grow the visitor destination					
3.4	Progress implementation of the new Tenterfield Shire Destination Management Plan, reviewing and prioritising strategic initiatives annually.	Visitor economy stakeholders	Short			
Prov	ide and advocate for strategic infrastructure to enable investment and sustainable population gro	owth				
3.5	Work with service providers to prioritise mobile phone blackspots and determine solutions.	Service providers; businesses and the community	Short			
3.6	Target government support to get more land 'development ready' for housing in Tenterfield Shire.	State and Federal Governments	Medium			
3.7	Identify, plan for and promote the release and development of strategic parcels of land for new housing.	State Government; property industry stakeholders	Medium			
3.8	Seek funding to prepare a Tenterfield Aerodrome Economic Master Plan.	Friends of Tenterfield Aerodrome	Medium			
3.9	Identify and advocate for funding for key road infrastructure upgrades throughout Tenterfield Shire.	State and Federal Governments	Long			

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## 8. Strategy Targets, Monitoring and Evaluation

## **Measuring and Monitoring Strategy Outcomes**

The initiatives presented in this five-year strategy have been developed with reference to the overarching aspiration for Tenterfield Shire as a resilient and thriving wellbeing economy, consideration of its economic status as well as broader economic trends, impacts and influences in a constantly-evolving economic landscape.

As a whole-of-organisation document that has been prepared in the context of Council's broader program of work and strategic objectives, this strategy will be implemented in line with determined priorities as well as the availability of resources and the capacity of Council to progress the initiatives identified.

Aligned with the Community Strategic Plan and the vision for a thriving wellbeing economy, the strategy's implementation progress and identified priorities will be used to inform ongoing operational planning, budget allocation and project/program delivery.

Some of the strategy actions seek to build on or continue initiatives already in place, some are already resourced while others require additional resourcing (depending on implementation priorities), either from internal or external sources such as government grants.

To ensure it is working effectively in collaboration with its partners towards addressing strategic objectives and the vision for a thriving wellbeing economy, Council will continually monitor, assess and report on the implementation of the actions and the achievement of key milestones.

Means of monitoring and evaluating implementation progress will include the use of both 'output' measures related directly to the recommended actions and their implementation as well as some broader 'outcome' metrics.

## **Key Performance Measures**

Strategic planning outcome metrics, which will be monitored and measured using authoritative data sources to track economic development and community wellbeing, include the following:

- Population growth to reach our target of 8,000 by 2035.
- Employment creation (an increase in local jobs in the Tenterfield LGA).
- Higher average household income levels.
- New local businesses (as measured by the net change in local business registrations).
- Levels of local procurement / spend in Tenterfield Shire.
- Higher levels of retail spend retained in the towns and villages of Tenterfield Shire.
- Greater economic diversity (as measured by industry diversity indices).
- Economic activity and productivity (as measured by increases in GRP value per capita).

Others include key community resilience (survey-based) indicators, for example:

- Financial wellbeing (housing affordability, rental affordability, financial stress).
- Levels of personal resilience (school attendance, personal wellbeing, psychological stress).
- Key infrastructure, service and liveability indices.

Output measures that will be used to monitor strategy implementation progress include:

- Tracking implementation of actions individual actions implementation rates (ongoing).
- Success in retaining and growing our local business base including business start-ups, captured through targeted business and industry engagement (ongoing).
- Business satisfaction surveys on Council's approach to economic development in line with this strategy.
- Community satisfaction with levels of community connection, economic opportunity, liveability, the natural environment and overall wellbeing (annual survey).

The Tenterfield Shire Economic Development Strategy 2026-2030 will be reviewed annually to ensure resource allocation reflects the key challenges, opportunities and priorities of the day.

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