



Tenterfield  
Chamber of Tourism  
Industry and Business

# TENTERFIELD DESTINATION MANAGEMENT PLAN

2025 – 2030

ADOPTED 17 DECEMBER 2025  
Resolution Number 233/25

## ACKNOWLEDGEMENT OF COUNTRY

*Tenterfield Shire Council acknowledges and pays our respect to the Ngarabal, 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 [Destination Store](#) 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.



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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 [Destination NSW's NSW First program](#). It supports the priorities outlined in the [Destination Network Country & Outback NSW](#) (DNC) 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, wildlife, 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.

## 6. 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** (a flagship heritage attraction), 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:

## 1. Amplifying nature-based, wildlife 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, Quoll HQ, 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

1. 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

### Game Changer Project

Angry Bull Trails (ABT) & amplifying the region's point of difference as a nature-based adventure destination

### ADDRESSING SUPPLY

1. 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

## PRIORITISED ACTION PLAN

The tables below have been organised to align with the framework identified above as well as allocated an indicative 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 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*.

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

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

### Acknowledging capacity constraints

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.

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 in supporting the visitor economy, even through simple actions such as regular updating ATDW listings.

TCTIB itself operates with limited capacity and resources and depends significantly on volunteers, who play a vital role in delivering much of Tenterfield's tourism activity. As such, not all strategies and associated actions may be achievable within 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

NEHC - 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
<b>ADDRESSING SUPPLY</b>					
<b>1. Strengthen the supply of quality visitor experiences:</b>					
1.1	<p>Launch Angry Bull Trails as a signature experience with aligned packaging, signage, events and interpretation</p> <p>A high-priority is preparing Tenterfield and surrounds to become a bike-ready and accessible destination.</p>	2025 - 2030	ABT, TCTIB Support: TSC	Successful launch, 15% visitor growth YOY	1.8
1.2	<p>In collaboration with surrounding LGAs and NEHC develop and implement an annual product and experience development program, including nature-based, wildlife and adventure products and experiences (e.g. gravel cycling, hiking, fishing, bird watching, garden tours and horse riding), accommodation and other hospitality providers.</p> <p>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.</p>	2027 - 2030	TCTIB, Tourism operators Support: DNCO (eg DNCO's <i>Insights to Action</i> program) DNSW - NSW First	Product diversity increased; extended length of stay	1.7
1.3	<p>Support and develop heritage and culture experiences and interpretation. Things to be considered include:</p> <ul style="list-style-type: none"> <li>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</li> <li>Creating a joint admission ticket for the museums</li> <li>Developing an informal association for History and Heritage to assist in developing experiences and facilitate communication</li> <li>Council to consider entering an agreement with SOATI (School of Arts Tenterfield Incorporated) to manage the Museum and Theatre</li> </ul>	2026 - 2030	SOATI, TCTIB, Museums Support: TSC	3 new heritage & interpretation products in market Association established Joint admission ticket live	

STRATEGIES & PRIMARY ACTIONS		Indicative Timeframe	Lead Responsibility & Support	Outcome / KPI	Link to Action in the EDS
	<ul style="list-style-type: none"> <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>Positioning the School of Arts as a flagship heritage attraction and a priority site for investment in interpretation, heritage conservation, and event programming.</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 AI to provide a self-guided experience and opportunities for soundscapes</li> </ul>			Partnership agreement signed Enhanced heritage interpretation Increased events programming	
1.4	<p>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.</p> <p>Continue collaboration with surrounding regions to encourage the development and promotion of agritourism experiences, farm stays and local produce.</p>	2027 - 2030	Producers, TCTIB	Increased visitor yield; local business participation	1.9
1.5	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	

STRATEGIES & PRIMARY ACTIONS		Indicative Timeframe	Lead Responsibility & Support	Outcome / KPI	Link to Action in the EDS
<b>2. Elevate the role of events in the visitor economy</b>					
2.1	<p>Build an online events calendar on the <i>Experience Tenterfield</i> website, integrating with ATDW listings for consistency.</p> <p>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.</p>	2025	TCTIB, ABT, Event Organisers	Event calendar published	
2.2	<p>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.</p> <p>There is an opportunity for TCTIB to attract grant funding to support the further development of the Tenterfield Events Program (see 2.5 below).</p> <p>The Events Strategy should:</p> <ul style="list-style-type: none"> <li>• Build off existing signature or flagship events such as Autumn Festival and Gravel n Granite</li> <li>• Look at filling the visitation gaps with seasonal events (e.g. a winter fire or light festival)</li> <li>• Recognise and support the critical role of volunteer-led event committees (e.g. the Autumn Festival and Mingoola's Ruptured Budgie Rally). Provide administrative support, simplified processes, and small-scale funding assistance to reduce barriers to event delivery.</li> <li>• Support village-led events and place activations (Mingoola, Drake, Legume, Bolivia, Urbenville, Liston, Torrington)</li> <li>• Consider major events happening in bordering regions (e.g. Untamed Border Run) and leverage these opportunities for collaboration</li> </ul>	2027	TCTIB, ABT, Event Organisers Support: TSC	<p>Increased off-peak visitation</p> <p>3-4 Signature events established across the year</p> <p>4+ village activations annually</p> <p>New annual cultural event introduced</p>	

STRATEGIES & PRIMARY ACTIONS		Indicative Timeframe	Lead Responsibility & Support	Outcome / KPI	Link to Action in the EDS
	<ul style="list-style-type: none"> <li>• Strengthen arts, music, and cultural events (e.g. Peter Allen Spring Festival, local markets, theatre programming)</li> <li>• Test the market by selectively developing an event to target international visitor markets aligned to Olympics tourism planning</li> </ul>				
2.3	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	
2.4	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	3.8
2.5	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	
2.6	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	
<b>3. Develop and promote Aboriginal cultural experiences, events, arts and products</b>					
3.1	<p>Grow cultural experiences in partnership with Moombalene LALC and other First Nations peak bodies and organisations across the Shire. Opportunities to explore are:</p> <ul style="list-style-type: none"> <li>• Gunimaa Native nursery tours (Moombalene LALC)</li> <li>• Elders from the LALC are qualified to deliver weaving and cultural tours</li> </ul>	2027 – ongoing	Moombalene LALC, TCTIB	2+ Indigenous-led experiences established	1.3

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), DPIRD Aboriginal Economic Development (AED) and TAFE NSW.	2027 - 2030	TCTIB, ABT Support: TSC, DNCO, DNSW	Cultural products live	1.3
<b>4. Support improved shared infrastructure &amp; facilities to benefit residents &amp; visitors</b>					
4.1	<p>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.</p> <p>Things to consider and include are:</p> <ul style="list-style-type: none"> <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	TSC	Number of infrastructure projects delivered	3.1 and 3.9

STRATEGIES & PRIMARY ACTIONS		Indicative Timeframe	Lead Responsibility & Support	Outcome / KPI	Link to Action in the EDS
	<ul style="list-style-type: none"> <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>				
4.2	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	
4.3	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
4.4	<p>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.</p> <p>Things to consider:</p> <ul style="list-style-type: none"> <li>Signage and infrastructure to support this</li> <li>Collaboration between TSC and ABT on creating a bike-friendly destination</li> <li>Look at positive case studies such as Stanthorpe where this has worked well</li> </ul>	2028 - 2030	TSC, TCTIB, ABT	Strategy adopted	3.1

STRATEGIES & PRIMARY ACTIONS		Indicative Timeframe	Lead Responsibility & Support	Outcome / KPI	Link to Action in the EDS
<b>GROWING DEMAND</b>					
<b>5. Increase awareness and appeal - destination positioning &amp; branding</b>					
5.1	Embed the <i>Experience Tenterfield</i> brand across all channels and customer touchpoints.	2025	TCTIB	Increased destination awareness	
5.2	Enhance Tenterfield's owned channels as a high priority, including website and management of social media platforms (also refer 6.2 below).  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.	2025	TCTIB	Increased destination awareness  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	

STRATEGIES & PRIMARY ACTIONS		Indicative Timeframe	Lead Responsibility & Support	Outcome / KPI	Link to Action in the EDS
<b>6. Increase overnight visitor spend and length of stay</b>					
6.1	<p>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.</p> <p>Develop campaigns to capture the drive tourism market – particularly young families and road trippers (focus on south-east QLD markets)</p>	2026 - 2030	TCTIB, Scenic Rim Council, Southern Downs, Granite Belt Wine Country, NEHC, DNCO, ABT	<p>Joint campaigns and packages delivered annually</p> <p>Increased visitation and reach</p>	
6.2	<p>Enhance online visitor servicing and digital channels to look at the entire customer journey and all visitor touchpoints.</p> <p>This includes improving reach and enhancing audience engagement through optimising Tenterfield's owned channels and creating and distributing remarkable content:</p> <ul style="list-style-type: none"> <li>Continue to strengthen engagement through social media platforms</li> <li>Review and streamline existing collateral (digital and printed)</li> <li>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)</li> </ul>	2026 - ongoing	TCTIB, ABT	<p>Accurate and consistent digital presence</p> <p>Increased visitation and reach</p>	
6.3	<p>Strengthen digital connectivity and ATDW listing support for operators.</p> <p>Annually review and update ATDW listing and work with experts to ensure PR opportunities are established and maximised</p>	2026 - 2027	TCTIB	80% of operators with ATDW listings	
<b>7. Increase regional dispersal</b>					
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	

STRATEGIES & PRIMARY ACTIONS		Indicative Timeframe	Lead Responsibility & Support	Outcome / KPI	Link to Action in the EDS
	<p>and the arts – for multichannel distribution and to encourage greater regional disbursal:</p> <ul style="list-style-type: none"> <li>• Leverage the existing arts and heritage trails, activities, galleries, museums and hospitality of the region</li> <li>• Showcase seasonal offerings and differences</li> <li>• Create itineraries to support campaigns in market</li> <li>• Consider tools, such as Google Maps, to share itineraries through visitor servicing channels</li> <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>		Downs, Granite Belt Wine Country, NEHC, DNCO, ABT, Event Organisers	packages created	
7.2	<p>Continue to build drive itineraries, such as;</p> <ul style="list-style-type: none"> <li>• Scenic drives from the Gold Coast and Brisbane</li> <li>• Tourist Drive 9 – scenic tour including Kildare Road</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	

STRATEGIES & PRIMARY ACTIONS		Indicative Timeframe	Lead Responsibility & Support	Outcome / KPI	Link to Action in the EDS
<b>ENABLERS TO UNLOCK POTENTIAL</b>					
<b>8. Strengthen community engagement &amp; support for the visitor economy</b>					
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	
<b>9. Lead genuine and effective industry engagement</b>					
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 - 2027	TCTIB	TCTIB tourism memberships increased Visit articles in local, state, national press Increased nights and spend	

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	
<b>10. Strengthen partnerships &amp; collaboration across sectors</b>					
10.1	Continue to collaborate with NEHC, Scenic Rim Council, Southern Downs, Granite Belt Wine Country, DNGCO 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, DNGCO, ABT	Annual collaborative projects Joint marketing initiatives	
10.2	Lobby Cross Border Commissioner, NSW State member and NSW Govt (using services of Business NSW, DNGCO 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	<p>TCTIB, in partnership with NSW First, 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:</p> <ul style="list-style-type: none"> <li>Customer service and tourism business capability training</li> <li>Courses in Bush Science and Conservation which is of interest to local First Nations communities and young people - supporting employment pathways in tourism</li> </ul> <p>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.</p>	2026 - 2030	TCTIB, TAFE, ABT	100+ participants trained 10+ First Nations participants engaged in tourism roles	2.4

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