



ATTACHMENTS TO REPORTS

ORDINARY COUNCIL MEETING

Wednesday 11 November 2020

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Attachments to Reports

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ATTACHMENTS TO REPORT

Item 9.2

Southern Highlands Regional Gallery Business Plan

Attachment 1

Ngununggula Retford Park Southern Highlands Regional Gallery Business Plan



NGUNUNGULA

Retford Park
Southern Highlands
Regional Gallery

STRATEGIC
BUSINESS PLAN
Year 1-5



ACKNOWLEDGMENT

We pay our respects to the Gundungurra people who are the traditional custodians of the land, whose deepening connection to culture and customs have cared for this country for over 60,000 years. We acknowledge Elders past, present and emerging for their immense spiritual connection to place which was never ceded.





Photo courtesy of Ashley Mackevicius



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EXECUTIVE SUMMARY

5. NGUNUNGGULA STRATEGIC BUSINESS PLAN



EXECUTIVE SUMMARY

Ngununggula, meaning "belonging" in the traditional language of the Gundungurra First Nation People, is the first regional art gallery in the Southern Highlands of New South Wales.

Led by a small but growing team and in partnership with Wingecarribee Shire Council, the National Trust, the State Government, and donors, we will establish a state-of-the-art gallery that sustainably re-purposes the Dairy and Veterinary Clinic at Retford Park.

We embrace our name with honour and pay respect to our Aboriginal and Torres Strait Islander community. We place their cultural values, customs and protocols at the centre of everything we do. In name and nature, we set our sights on achieving an inspiring creative program. We will nurture a sense of belonging by promoting the cultural vibrancy of our region.

We aspire to be an iconic regional gallery, and our Strategic Business Plan outlines this commitment. We set an ambitious framework to achieve our vision, **to serve as the centre of arts and culture in the Southern Highlands.**

Our Strategic Priority Areas – **Art & Ideas, Education, Audience, Governance & Partnerships** – ensure we take a dynamic and entrepreneurial approach to benefaction and partnerships. Our creative program will be central to fostering a financially sustainable arts organisation. We will encourage our partners and audiences to navigate and appreciate art through a deeper engagement with artists and their ideas. Guided by our values, we endeavour to produce an evolving program of visual arts, education and events that may capture the hearts and minds of anyone in the community.

This plan was developed in collaboration with gallery staff and committee members who now embark on the next exciting chapter of Ngununggula. As the gallery grows, its role will expand to provide tangible cultural scaffolding that enables and supports arts practices which contribute positively to the creative, social and economic outcomes that strengthen the region's cultural ecology.

Megan Monte | Ngununggula Director



VISION AND MISSION

VISION

To serve as the centre of arts and culture in the Southern Highlands

MISSION

Ngununggula is a community initiative championed by residents of the Southern Highlands. In close collaboration with the Gundungurra First Nations people, our mission is to capture the cultural vibrancy of the region underpinned by a distinct connection to place through a dynamic curatorial agenda and community-minded approach.

With a focus on visual arts, education, artistic practice, and cultural voice, our program represents the region and beyond through significant exhibitions, artist-led projects, live events, workshops, artist talks, collaboration and cooperation with local schools, and public programs.

Operating as a not-for-profit arts organisation, Ngununggula's unique funding and partnership model places an emphasis on community ownership and philanthropic support, complemented by a strong relationship across government. We will continue our innovative capacity to self-fund so as to ensure our viability and longevity as an independent regional gallery.

In taking an inclusive, sustainable and future-focused approach, we will be integral to the cultural infrastructure of the region, strengthening the local tourism economy by providing engaging ways for visitors to encounter artists and their practices.

Circled by significant population hubs, Ngununggula will be one of the most visited regional galleries in NSW. We strive to hold a respected and permanent position of cultural significance in our community. We set our sights on becoming the central place for artistic expression, presentation, learning and discovery for generations to come.



Gallery Community Day 2019. Photo courtesy Ashley Mackevicius



ABOUT US

9. NGUNUNGGULA STRATEGIC BUSINESS PLAN

HISTORY

In 1994 the Supporters of a Southern Highlands Regional Gallery (SofaSHRG) was established by community members to collect art, present art exhibitions and run education programs in various spaces in the region including a venue owned by State Rail in Moss Vale.

SofaSHRG, along with the broader community recognised an enormous depth of arts and cultural activity in the region, however, due to the lack of physical infrastructure, the production and presentation of visual arts has been limited and temporary.

In late 2017, the Dairy Building at Retford Park was recognised for its potential to be adapted and repurposed as a state-of-the-art exhibition space. The building was bequeathed to the National Trust by the late James Fairfax AC. Retford Park is highly regarded for its historic and aesthetic associations, as well as its connection to several prominent families including the Horderns, the Myers and the Fairfax family.

With successful financial support through an application to the Regional Cultural Fund, and the significant contribution to operations from Wingecarribee Shire Council, a not-for-profit public company with an independent Board of Directors formed. With the dedication and expertise of a small team, plans were made to build the first regional gallery in the history of the Southern Highlands.



Gallery Site. Photo courtesy Ashley Mackevicius



OUR COMMUNITY AND AUDIENCE



50,000+

WINGECARRIBEE SHIRE
(SOUTHERN HIGHLANDS)
RESIDENTS

Wingecarribee Shire acknowledges the Gundungurra and Tharawal people as the traditional custodians of the land. The Wingecarribee, Wollondilly and Nattai rivers are strongly associated with the local Aboriginal community, connecting their culture, Dreaming and songlines.

Located in the Illawarra Region of NSW, Wingecarribee Shire, otherwise known as the Southern Highlands, is approximately 110 kilometres south-west of the Sydney CBD. Home to over 50,000 residents, the Shire has an aging population with many residents over the age of 60. There are increasing numbers of retirees and empty nesters (14.9%), and seniors (17.3%) in the region. By 2041, based on the current trajectory, half of the population is expected to be over the age of 55.



11%

OF POPULATION
EMPLOYED IN THE
AGRICULTURE INDUSTRY

Agriculture remains a strong economic contributor, 11% of the population is directly and indirectly employed in the industry from the Southern Highlands and surrounding regions. Tourism contributes significantly to the economy, with 2.15 million people visiting the region in 2019, with over 1.59 million staying overnight. The region is also home to 49 Preschool, Kindergarten, Primary and High Schools which presents a significant engagement opportunity for Ngununggula.

Ngununggula's audience catchment is anticipated to extend throughout the Southern Highlands region, Illawarra, Goulbourn, Western and Metropolitan Sydney. Ngununggula will greatly benefit and contribute to the cultural tourism corridor between Campbelltown Arts Centre, Goulburn Regional Art Gallery, and cultural facilities of Canberra, including the National Gallery of Australia.



2.15M

PEOPLE VISITED
THE REGION IN
2019



STRATEGIC PRIORITIES AREAS

12. NGUNUNGGULA STRATEGIC BUSINESS PLAN



STRATEGIC PRIORITIES AREAS



ART AND IDEAS

Aim:

To present an ambitious artistic program of high-quality, nationally recognised, visual art exhibitions and events.

Ngununggula will offer a distinct connection to place, art and artists through our dynamic curatorial approach that will engage artists locally and further afield. We strive to create a gallery for everyone by placing artists and their ideas at the heart of what we do.

We Will:

- Develop and deliver a high-quality artistic program
- Ensure Aboriginal and First Nations people are represented equally in the program as artists, curators and advisers.
- Engage artists and collections recognised as significant locally, nationally and internationally.
- Positively contribute to the cultural vibrancy of the region, and achieve recognition for our work.
- Develop a strong connection to the community through artist-led programming.
- Emphasise the production and preservation of art by commissioning work and presenting collections.
- Maintain a curatorial framework that is ambitious, diverse and inclusive in engagement of artists and with a strong community focus.



STRATEGIC PRIORITIES AREAS



EDUCATION

Aim:

To nurture creativity and enjoyment of the arts for all ages and abilities.

Ngununggula's Education Program will support curriculum outcomes while inspiring meaningful engagement through accessible, artist/facilitator-led activities. Education and outreach are integral to our programming and critical to our audience development and participation.

We Will:

- Develop and deliver an Education Program relevant to schools in the region.
- Work with the Aboriginal Community to develop programs including language and traditional knowledge classes.
- Provide professional development opportunities for students, teachers, and emerging practitioners.
- Place artists' practices at the centre of the education program.
- Develop programs and activities of cultural and social relevance to people of the region.
- Deliver public programs including workshops, talks and tours that engage the interests of local residents.
- Provide greater accessibility and reach through a dynamic online education platform.



STRATEGIC PRIORITIES AREAS



AUDIENCES

Aim:

For audiences to have an affinity with Ngununggula and Retford Park.

Developing our audience is of high priority, and central to our mission. We will develop and implement engagement strategies to ensure we are genuinely contributing to the social fabric of the region, while also building our audience nationally and internationally in our endeavour to be a destination venue.

We Will:

- Identify who we are and how we can serve the community of the Southern Highlands.
- Engage with and empower the Aboriginal Community.
- Be the arts and cultural precinct of the Southern Highlands.
- Develop an Audience Engagement and Social Media Strategy (2021-2023).
- Capture qualitative and quantitative data to demonstrate our significant contribution to tourism in the region.
- Create sustained relationships with all levels of Government.
- Grow audience reach beyond the region through the presentation of high-quality programs.
- Build an engaging and relevant digital presence.



STRATEGIC PRIORITIES AREAS



GOVERNANCE AND PARTNERSHIPS

Aim:

To grow and sustain a viable business model that will ensure longevity.

Ngununggula is committed to maintaining and growing stakeholder engagement, private donations, sponsorship and industry advocacy in order to secure our viability and continued existence. Self-generated income is essential to ensure excellence in artistic and educational programming.

We Will:

- Be partnership-focused in programming, funding and community.
- Actively seek opportunities to employ Aboriginal and First Nations People within the program and staff structure.
- Secure a broad range of philanthropic, government and strategic partnerships.
- Work closely with Wingecarribee Shire Council and the National Trust to ensure high corporate standards.
- Work in partnership with cultural facilities and organisations to commission work, present collections and tour exhibitions.
- Foster a safe and positive workplace for staff, implement a fair and transparent process in Human Resources.
- Promote the gallery and site as a venue for events and activities.

9.2 Southern Highlands Regional Gallery Business Plan

ATTACHMENT 1 Ngununggula Retford Park Southern Highlands Regional Gallery Business Plan



KPI'S

Strategy	Activity	Measure	Timeframe
ART AND IDEAS			
Develop and deliver a high-quality artistic program.	Annual Exhibitions Program (4 exhibitions) Entry Pavilion Program	Deliver Program Program Attendance & Feedback	1-5 years (ongoing)
Ensure Aboriginal and First Nations people are represented equally in the program as artists, curators and advisers.	Inclusion of Aboriginal Artists in Program Delivery of Welcome by Aboriginal People Engagement of Aboriginal Curators Partnership with Amanda Community Centre	Number of Aboriginal Artists Aboriginal Education Program Yamanda-Led Activities	1-5 years (ongoing)
Engage artists and collections recognised as significant locally, nationally and internationally.	Annual Exhibitions Program (4 exhibitions) Entry Pavilion Program	Annual Report outlining engagement of artists and their activities Success of program artists following their exhibition at Ngununggula - measure by their inclusion in gallery, museum exhibitions and prizes	1-5 years (ongoing Annual Report)
Positively contribute to the cultural vibrancy of the region, and achieve recognition for our work.	Annual Exhibitions Program (4 exhibitions) Entry Pavilion Program	Program Attendance & Feedback The quality of programming is acknowledged through external recognition sector/peers (grants, awards, critical press)	1-5 years (ongoing)
Develop a strong connection to the community through artist-led programming.	Community-led Projects Local Partnerships Projects & Activities	Develop and Negotiate Partnerships Local attendance	1-5 years (ongoing)
Emphasise the production and preservation of art by commissioning work and presenting collections.	Bespoke Exhibition Designs New Commission Projects & Artworks	Diversity of artists engaged Number of New Commissions	1-5 years (ongoing)
Maintain a curatorial framework that is ambitious, diverse and inclusive in engagement of artists and with a strong community focus.	Annual Exhibitions Program (4 exhibitions) Entry Pavilion Program	Annual Report outlining Engagement Feedback from Community	Annual



KPI'S

Strategy	Activity	Measure	Timeframe
EDUCATION			
Develop and deliver an Education Program relevant to schools in the region.	Employment of Education Officer Development and delivery of multi-faceted program	Recruitment Process Development of Education Plan The quality of programming is acknowledged through external recognition sector/peers (grants, awards, critical press)	1 year (short-term) – Recruitment 1-5 years (ongoing)
Work with the Aboriginal Community to develop programs including language and traditional knowledge classes.	Partnerships with local and national Aboriginal organisations	Increased uptake in language spoken and documented Community Feedback	1-5 years (ongoing)
Provide professional development opportunities for students, teachers, and emerging practitioners.	Run accredited teacher training/professional development Have a training module recognised and accredited by the Dept Education Masterclasses Internships	Number of activities Feedback from Educator, Teachers and Students Annual Report	1-5 years (ongoing)
Place artists' practices at the centre of the education program.	Education Program Development centered around exhibition program Artist-led activities	Number of artists engaged in education and public programs	1-5 years (ongoing)
Develop programs and activities of cultural and social relevance to people of the region.	Diversity and value for money activities Co-delivered outcomes with community organisations	Number of Activities Community participation and contribution to projects	1-5 years (ongoing)
Deliver public programs including workshops, talks and tours that engage the interests of local residents.	Multidisciplinary activities and events for all ages and abilities	Number of programs Community Feedback	1-5 years (ongoing)
Provide greater accessibility and reach through a dynamic online education platform.	Set up an online platform through the gallery's website and social media channels for teachers and students	Number of participants Community feedback	1-5 years (ongoing)

9.2 Southern Highlands Regional Gallery Business Plan

ATTACHMENT 1 Ngununggula Retford Park Southern Highlands Regional Gallery Business Plan



KPI'S

Strategy	Activity	Measure	Timeframe
AUDIENCE			
Identify who we are and how we can serve the community of the Southern Highlands.	Engagement of a dedicated staff member (Communications Manager)	Recruitment process	1 year (short-term)
Engage with and empower the Aboriginal Community.	Genuine engagement with the Aboriginal Community through art and education programs Ongoing Partnerships with Aboriginal Organisations	Number of projects involving Aboriginal Content Engagement of local Aboriginal Community	1-5 years (ongoing)
Be the arts and cultural precinct of the Southern Highlands.	Delivery of Artistic Program Regular review and report of program Diversify audience reach and participation	The quality of programming is acknowledged through external recognition sector/peers (grants, awards, critical press).	1-5 years (ongoing)
Develop an Audience Engagement and Social Media Strategy (2021-2023).	Develop and Deliver Strategy (research, consultation and feedback – community and industry)	Delivery of strategy	1 year (short-term)
Capture qualitative and quantitative data to demonstrate our significant contribution to tourism in the region.	Develop a marketing strategy framed on our impact and contribution to the Shire and region (in consultation with Council and National Trust) Investigate opportunities for tourism operators/packages Capture information about our audiences and evaluate for the purposes of measuring our economic impact and return	Visitation Number Recognition of contribution via media and other sources Tour operators feedback and participation Audience surveys	2-3 years (medium)
Create sustained relationships with all levels of Government.	Develop ongoing beneficial partnerships with Government bodies to realise visual art and education programs Create opportunities through programs to share audiences	Number of partnerships with Government bodies	1-5 years (ongoing)
Grow audience reach beyond the region through the presentation of high-quality programs	Delivery of Artistic Program Regular review and report of program Diversify audience reach and participation	Audience demographic widened Audience feedback and participation Information about our audiences is captured, analysed and evaluated for the purpose of continuous improvement and growth	4-5 years (long-term) 1-5 years (ongoing)
Build an engaging and relevant digital presence.	Reflect the diversity and quality of the program through online channels Develop rich online experiences for schools and universities Invite artists to create content for online engagement	Number of online visitors Review of all statistical information gathered from online platforms for the purpose of continuous improvement and growth	1-5 years (ongoing) 4-5 years (long-term)



KPI'S

Strategy	Activity	Measure	Timeframe
GOVERNANCE AND PARTNERSHIPS			
Be partnership-focused in programming, funding and community.	Develop Foundation Plan Deliver engaging fundraising, and program activities Apply for various funding opportunities Establish a presence in the community through gallery staff participating on community boards, and groups	Delivery of strategy Fundraising and public programs Successful funding applications	1 year (short-term)
Actively seek opportunities to employ Aboriginal and First Nations People within the program and staff structure.	Aboriginal Education Programs Partnerships with Aboriginal Organisations Staff Structure	Number of Aboriginal People employed in various roles	1-5 years (ongoing)
Secure a broad range of philanthropic, government and strategic partnerships.	Identify and establish strategic partnerships with financial benefit Develop patrons program - paid memberships Delivery 2 x Fundraiser Events yearly Develop further relationships with donors, friends, Trusts and other partners to increase investment	Number of Partnerships Increase in self-generated income	1-5 years (ongoing) 2-3 years (medium) 1-5 years (ongoing)
Work closely with Wingecarribee Shire Council and the National Trust to ensure high corporate standards.	Engagement of Employsure Amplify projects involving Council and the National Trust	Employsure engagement 1-5 year contract Number of partnership projects	1 year (short-term) 1-5 years (ongoing)
Work in partnership with cultural facilities and organisations to commission work, present collections and tour exhibitions.	Seeking in-kind and financial partnerships Touring programs featuring major national and international artists	Number of partnerships Number of touring programs/projects	1-5 years (ongoing) 4-5 years (long-term)
Foster a safe and positive workplace for staff, implement a fair and transparent process in Human Resources.	Engagement of Employsure to manage HR Provide staff training on all operational aspects of the building Ongoing staff training on exhibitions and projects Develop and Manage gallery volunteers program	Staff Annual Review Sessions Develop Volunteer Program	1-5 years (ongoing)
Promote the gallery and site as a venue for events and activities.	Partner with the Gallery Café lessee to develop a broad range of 'art and food' experiences that highlights local produce and Traditional Australian edible plants	Number of new events Audience demographic widened Audience/producer feedback and participation	1-5 years (ongoing) 2-3 years (medium) 1-5 years (ongoing)



GOVERNANCE

21. NGUNUNGGULA STRATEGIC BUSINESS PLAN



GOVERNANCE

Ngununggula (Southern Highlands Gallery at Retford Park Ltd.) is a Public Company Limited by Guarantee and is registered with the Australian Charities and not-for-profit Commission.

An independent Board of three Directors, and one secretary governs Ngununggula.

A Deed of Agreement for Lease, Commercial Agreement and Lease between the National Trust, and Southern Highlands Gallery at Retford Park Ltd. establishes the parameters for the operation and management of the gallery in the former Dairy and Veterinary Clinic at Retford Park for the term of 25 years.

Wingecarribee Shire Council contributes to the financial operational capacity of Ngununggula, supporting Ngununggula for a period of five years (2020/21 – 2024/25) \$2.5 million in total.

A 'Working Committee' of community leaders, partner representatives and industry specialists established in February 2019. The group provides expertise and advice in governance, management, operations and the arts sector. It is intended this Committee inform the establishment of the 'Advisory Committee'.

A Ngununggula Advisory Committee will be established in 2020/21, consisting of up to 12 members, including the gallery director, who each play a vital role in achieving the organisation's objectives. They will bring a wide range of skills in advocacy, fundraising, operations and management. Each member is appointed for a 2-year fixed-term, with the exception of two artist-appointed directors assigned 1 year-terms. These two directors will represent the interests of our key collaborators and constituency, visual arts practitioners.



PROGRAM

23. NGUNUNGGULA STRATEGIC BUSINESS PLAN

PROGRAM

VALUES

Ngununggula's program seeks to offer an art experience for all through the presentation of ambitious artistic programming.

The following values guide the development of the program:

**ARTISTS**

Diversity in practice
and experience

**IDEAS**

Ambition and relevance
to effect change

**CREATIVITY**

Dynamism and new
ways of thinking

**COMMUNITY**

Respect to cultural
values and protocols of
Aboriginal, First Nations
people, and the wider
community

**AUDIENCE**

Distinctiveness
of engagement and
experience

**LEADERSHIP**

Advocacy and
contribution to vibrant
arts ecology



PROGRAM

AREAS OF CREATIVE FOCUS

Visual Arts

Curatorial Exhibitions

Thematic projects with a strong focus on local history, place and contemporary social perspectives.

Collection Focus

Private and institutional collections of significant artworks, both historical and recent donations and acquisitions.

Local Artists

Celebrating artists of the region through solo and group presentations.

Community Engagement

Inviting community participation through artist-led projects.

Major Installations

Site-specific installations within the 'sculpture garden' and 'entry pavilion' (Aboriginal and First Nation Artists focus).

Partnerships

Partnership driven opportunities with local, state and national institutions to present significant artists and touring exhibitions.

Education

Visual Arts Education

Primary and Secondary school engagement, fostering artist and teacher led programs with a strong focus on the curriculum.

Aboriginal Education

Led by Aboriginal people celebrating the rich cultural history of the region through language and storytelling

Adult Education

Led by professional artists, diverse workshops aimed at adults offering life-long structured educational opportunities in visual arts.

Public Programs

Diverse programming for all ages, abilities and interests, led by artists and education facilitators.

Events

Activation of the site through live performances including music and dance, and community events with a focus on engaging the local residents.

PROGRAM

OPERATIONS AND OPENING HOURS

Gallery & Café Opening Hours

7 Days 10am – 4pm

Operational Hours

7 Days 9am – 5pm

Grounds Access

Free

Exhibitions and Openings

Free (special exhibitions may incur ticket prices)

Events

Ticket prices applied

Public Programs

Fees applied

Education programs

Fees applied (subsidy program for public schools)



Gallery Community Day 2019. Photo courtesy Ashley Mackevicius



BUDGET

27. NGUNUNGGULA STRATEGIC BUSINESS PLAN



BUDGET

The original budget has been prepared with the anticipation of introducing two staff members in Years 4 and 5. This is contingent on adequate funding. The budgeted expenses are conservative and there is room to reduce some of those expenses if necessary.

PROFIT AND LOSS - ORIGINAL BUDGET

Based on the original budget which includes 2 staff positions in Years 4 & 5

	30 Jun '21	30 Jun '22	30 Jun '23	30 Jun '24	30 Jun '25
Income	\$617,000	\$734,000	\$790,500	\$914,000	\$927,500
Council Funding Contributions	500,000	500,000	500,000	500,000	500,000
Grant Revenue	17,000	77,000	130,000	150,000	160,000
Donations & Contributions	100,000	100,000	100,000	150,000	150,000
Fundraising Event Income	0	25,000	25,000	50,000	50,000
Sales	0	32,000	35,500	64,000	67,500
Art Store Sales	0	2,000	3,000	4,000	5,000
Patron Program	0	25,000	25,000	50,000	50,000
Venue Hire	0	5,000	7,500	10,000	12,500
Other Income	\$0	\$20,000	\$20,000	\$20,000	\$20,000
Cafe Lease	0	20,000	20,000	20,000	20,000
Expenses	\$315,090	\$744,192	\$804,857	\$927,516	\$940,280
Staffing	248,090	415,192	430,857	553,516	566,280
Creative Program	20,000	165,000	210,000	210,000	210,000
Operations and Administration	47,000	164,000	164,000	164,000	164,000
Other Expenses	\$0	\$0	\$0	\$0	\$0
Net Income	\$301,910	\$9,808	\$5,643	\$6,484	\$7,220



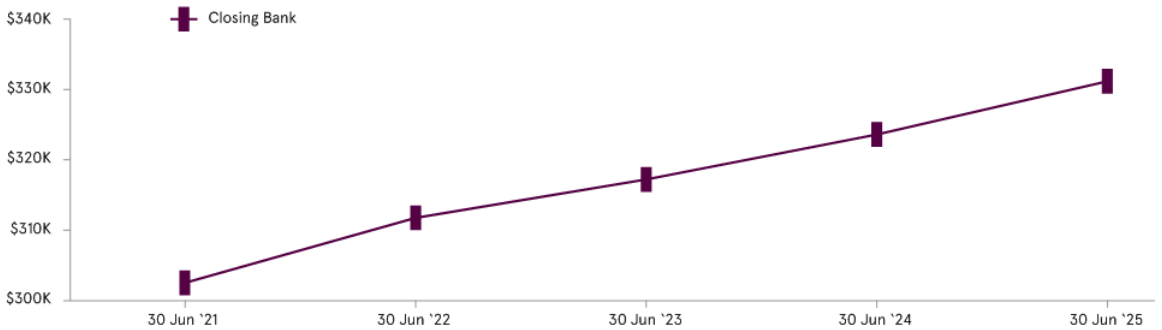
BUDGET

SENSITIVITY ANALYSIS

If this budget is to be achieved the cash flow impact would be as below.

FORECAST CASH FLOW - ORIGINAL BUDGET

Represents the cash flow impact including GST if the original budget is achieved



	30 Jun '21	30 Jun '22	30 Jun '23	30 Jun '24	30 Jun '25
Closing Bank	\$301,901	\$311,708	\$317,351	\$323,835	\$331,055
Receipts	\$685,900	\$862,500	\$929,153	\$1,065,003	\$1,079,850
Payment	\$383,990	\$852,692	\$923,510	\$1,058,519	\$1,072,630



BUDGET

SENSITIVITY ANALYSIS - 10% DECREASE IN REVENUE

While we do not anticipate a 10% decrease in revenue as some of the funding is secure, the budget below demonstrates the impact of a 10% decrease in revenue across all income items. If this were the case, at least one of the additional staff members budgeted in the original budget in years 4 & 5 would not be hired. The budget below has excluded one of those position.

PROFIT AND LOSS - 10% DECREASE IN REVENUE

Based on 10% decrease revenue. This includes the elimination of 1 of the optional staff in Years 4 & 5.

	30 Jun '21	30 Jun '22	30 Jun '23	30 Jun '24	30 Jun '25
Income	\$555,300	\$660,596	\$711,450	\$822,600	\$834,741
Council Funding Contributions	450,000	450,000	450,000	450,000	450,000
Grant Revenue	15,300	69,300	117,000	135,000	144,000
Donations & Contributions	90,000	89,996	90,000	135,000	135,000
Fundraising Event Income	0	22,500	22,500	45,000	44,995
Sales	0	28,800	31,950	57,600	60,746
Art Store Sales	0	1,800	2,700	3,600	4,500
Patron Program	0	22,500	22,500	45,000	44,996
Venue Hire	0	4,500	6,750	9,000	11,250
Other Income	\$0	\$18,000	\$18,000	\$18,000	\$18,000
Cafe Lease	0	18,000	18,000	18,000	18,000
Expenses	\$315,090	\$744,192	\$804,857	\$894,666	\$907,430
Staffing	248,090	415,192	430,857	520,666	533,430
Creative Program	20,000	165,000	210,000	210,000	210,000
Operations and Administration	47,000	164,000	164,000	164,000	164,000
Other Expenses	\$0	\$0	\$0	\$0	\$0
Net Income	\$240,210	(\$65,596)	(\$75,407)	(\$54,066)	(\$54,689)

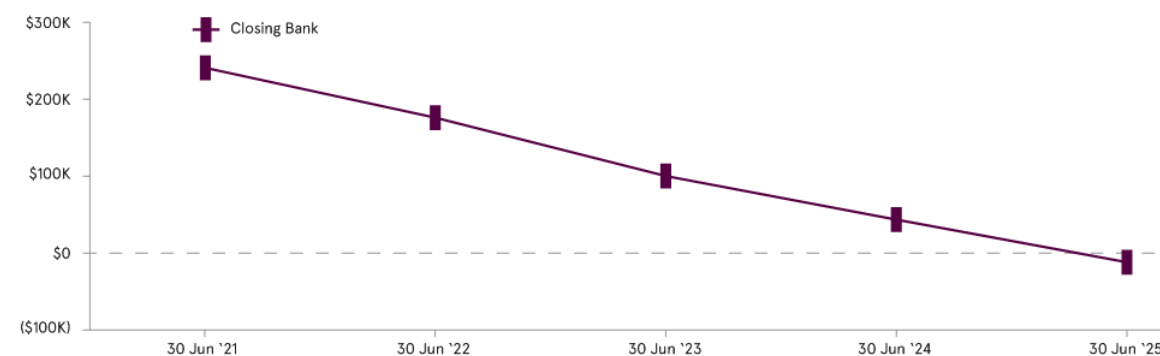


BUDGET

The graph below represents the cash flow impact based on this outcome.

FORECAST CASH FLOW - 10% DECREASE IN REVENUE

Represents the cash flow impact including GST with a 10% decrease in revenue



	30 Jun '21	30 Jun '22	30 Jun '23	30 Jun '24	30 Jun '25
Closing Bank	\$240,201	\$174,604	\$99,197	\$45,131	(\$9,558)
Receipts	\$618,030	\$779,556	\$839,998	\$962,263	\$975,615
Payment	\$377,820	\$845,152	\$915,405	\$1,016,329	\$1,030,304



BUDGET

SENSITIVITY ANALYSIS - 10% INCREASE IN EXPENSES

This outcome is based on a 10% increase in all budgeted expenses. This would be an unlikely outcome as some expenses have been fixed and are very unlikely to increase. If this were to be the case one or both of the optional staff positions would be abandoned. Both positions have been included for the purposes of this budget.

PROFIT AND LOSS - 10% INCREASE IN EXPENSES

This is based on a 10% increase in expenses

	30 Jun '21	30 Jun '22	30 Jun '23	30 Jun '24	30 Jun '25
Income	\$617,000	\$734,000	\$790,500	\$914,000	\$927,500
Council Funding Contributions	500,000	500,000	500,000	500,000	500,000
Grant Revenue	17,000	77,000	130,000	150,000	160,000
Donations & Contributions	100,000	100,000	100,000	150,000	150,000
Fundraising Event Income	0	25,000	25,000	50,000	50,000
Sales	0	32,000	35,500	64,000	67,500
Art Store Sales	0	2,000	3,000	4,000	5,000
Patron Program	0	25,000	25,000	50,000	50,000
Venue Hire	0	5,000	7,500	10,000	12,500
Other Income	\$0	\$20,000	\$20,000	\$20,000	\$20,000
Cafe Lease	0	20,000	20,000	20,000	20,000
Expenses	\$344,490	\$813,842	\$880,497	\$1,043,991	\$1,059,948
Staffing	270,790	451,942	469,097	632,591	648,548
Creative Program	22,000	181,500	231,000	231,000	231,000
Operations and Administration	51,700	180,400	180,400	180,400	180,400
Other Expenses	\$0	\$0	\$0	\$0	\$0
Net Income	\$272,510	(\$59,842)	(\$69,997)	(\$109,991)	(\$112,448)

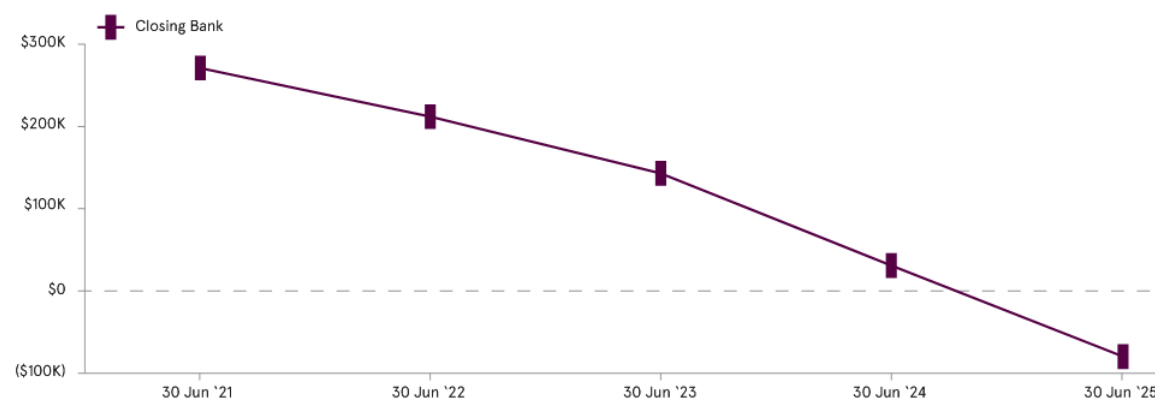


BUDGET

The cash flow impact of this outcome is represented in the graph below

FORECAST CASH FLOW - 10% INCREASE IN EXPENSES

Represents the cash flow impact based on a 10% increase in expenses



	30 Jun '21	30 Jun '22	30 Jun '23	30 Jun '24	30 Jun '25
Closing Bank	\$272,501	\$212,658	\$142,661	\$32,671	(\$79,777)
Receipts	\$688,840	\$869,465	\$936,716	\$1,073,934	\$1,088,915
Payment	\$416,330	\$929,308	\$1,066,713	\$1,183,925	\$1,201,362



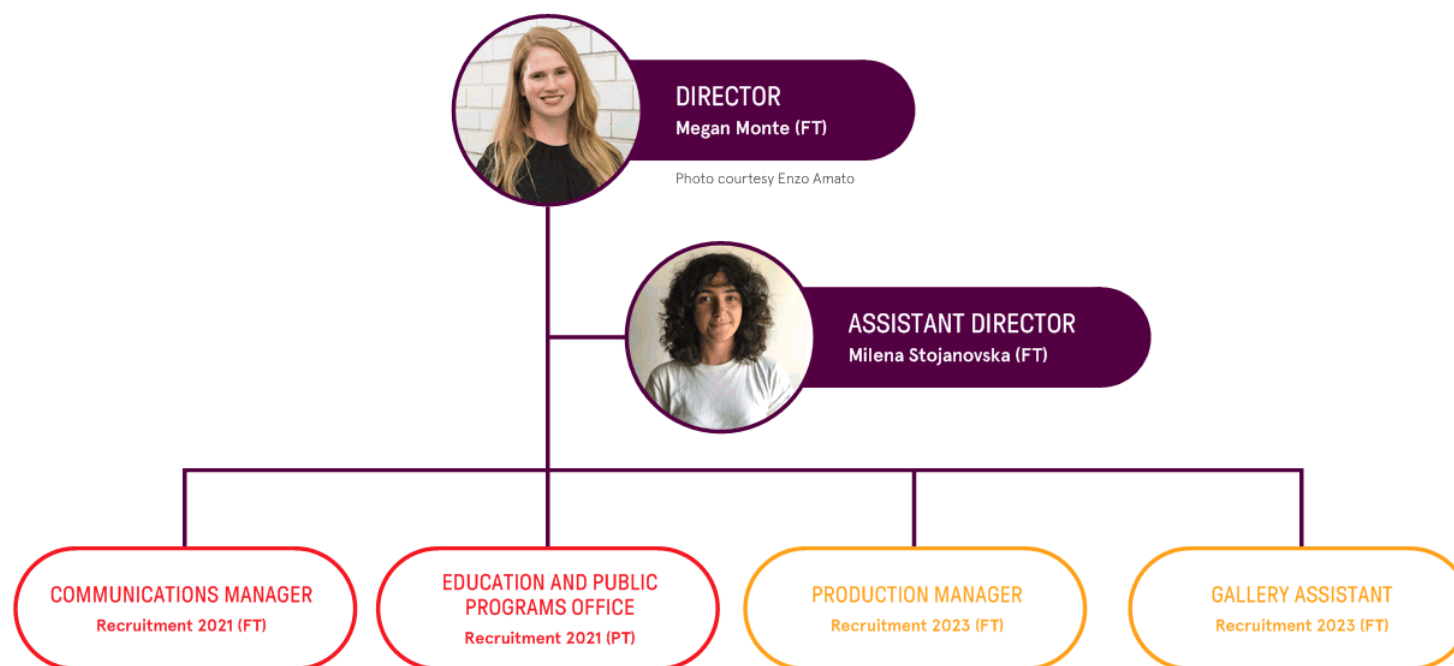
STAFF STRUCTURE

34. NGUNUNGGULA STRATEGIC BUSINESS PLAN



STAFF STRUCTURE

STAFF FLOW CHART





STAFF STRUCTURE

Future Roles

Education and Public Program Officer (FT) – 2023

Production Manager (PT) – recruitment 2023

Gallery/Curatorial Assistant (FT) – recruitment 2023

Casual and Contract Staff

Accountant

Customer Service Officers (Front Desk)

Gallery and Event Technicians

Educators (education and public programs)

Public Relations Management (exhibitions and projects)

Project Curators and Consultants

Volunteer Program

Visitor Services

(customer service – front desk)

Gallery Invigilators/Gallery Tours

Professional Internships

(curatorial and arts administration)



STAFF STRUCTURE

STAFF BIOGRAPHIES



MEGAN MONTE

Director

Megan has a BVA (Sydney College of the Arts), Diploma Secondary Education (New England University) and Masters in Curating and Cultural Leadership (UNSW Art & Design). She is the inaugural Director of Ngununggula and her previous roles include Director of Cement Fondu and Curator of Contemporary Art at Campbelltown Arts Centre. Megan's expertise extends to curation and arts management, she has curated several exhibitions and has been the recipient of competitive grants, including the Australia Council for the Arts Venice Biennale Emerging Curators Program 2015 and Basel Hong Kong Curator's Program 2017.



MILENA STOJANOVSKA

Assistant Director

Milena has a Bachelor Degree in Film and Screen Media Production (Queensland College of Art) and is currently completing her Masters in Curating and Cultural Leadership (UNSW Art & Design). She is the Assistant Director at Ngununggula, and previously held roles at Ipswich Regional Art Gallery and QAGOMA. Milena works across philanthropy, project management and stakeholder management and was responsible for the successful application to the State Government of NSW (Regional Cultural Fund) and secured a significant portion of the capital funding for Ngununggula.



APPENDIX



APPENDIX

NGUNUNGGULA - PROPOSED EVENTS

Exhibition Program

Exhibition openings

(4 x per year, first Friday or Saturday afternoon/
evening of every exhibition)

Entry pavilion openings

(1 x per year)

Public Programs

Artist talks

Live music events

Live dance and performance events

Forums

(associated with artists and themes in exhibition)

Patrons program (membership)

Members dinners and exclusive exhibition tours

Fundraiser events

Art auctions, galas, private dinners,
markets and major announcements
(2 x per year)



THANK
YOU

NGUNUNGGULA

RETFORD PARK
SOUTHERN HIGHLANDS
REGIONAL GALLERY

1325 OLD SOUTH ROAD
BOWRAL NSW 2576

NGUNUNGGULA.COM

ATTACHMENTS TO REPORT

Item 12.3

Adoption of the Southern Highlands Destination Strategy 2020-2030

Attachment 1

Attachment 1 - Southern Highlands Destination Strategy 2020-2030

Attachment 2

Attachment 2 - Summary of Submissions



Southern Highlands Destination Strategy 2020-2030



Acknowledgement of Country

The Wingecarribee Shire acknowledges the Traditional Custodians of this land and we pay our respects to Elders both past and present. We would also like to acknowledge our young leaders who are the Elders of today, tomorrow and our future.



Executive Summary

DELETED:

By 2041, based on the current trajectory, half of the population is expected to be over the age of 55, which will mean fewer, diversified community groups, smaller schools, less choice in our local retail and quite specifically, a community that 'looks' very different to today.

The Southern Highlands is a special place, sitting atop the Great Dividing Range, enjoying a cool climate with four distinct seasons, a natural landscape of gorges, waterfalls and rolling hills, our distinct towns and villages; and most importantly, our people.

Wingecarribee 2031 Community Strategic Plan, describes an area with thriving primary industries, a diverse and sustainable economy attracting (and retaining) people in the area. However, with no intervention, our region is on a path to a different type of future. **By 2041, based on the current trajectory, half of the population is expected to be over the age of 55; which would have detrimental impacts on schools, health and community infrastructure, housing, industry and employment.**

However, 2041 is a long way off and we have time to adjust our course, to move towards a more desirable future. In order to achieve this, we must start today. We must start doing things differently.

The Southern Highlands Destination Strategy 2020-2030 charts a new course towards a future we can be proud of – a future that protects our special place. This Strategy is built on the foundation of four pillars: People, Place, Prosperity and Partnerships. This is how we will enact change.

We are fortunate that our region has numerous competitive advantages in our strategic location, pristine natural environment, local lifestyle and amenity.

There are significant opportunities in some traditional industries as well as some new and emerging sectors, including:

- Tourism and Attractions
- Agribusiness
- Equine
- Professional Business Services
- Creative Industries
- Healthcare
- Advanced Manufacturing
- Education

Through these combined opportunities, our region can create new jobs, which will attract young families to the area and help to rebalance our demographics into the future. As these jobs are created and new families move to the region, our economy will become more diverse, we will enable our local agriculture, equine and tourism industries to flourish and new industries to emerge. We will grow, protecting the unique character of our special place.

Changing the current course will not be easy; and direct, intentional and meaningful actions are required of Council. There are numerous challenges that we face, which we must overcome. On the strong foundation of our four pillars, the priority activities can effect change and we will achieve our desired future.

12.3 Adoption of the Southern Highlands Destination Strategy 2020-2030

ATTACHMENT 1 Attachment 1 - Southern Highlands Destination Strategy 2020-2030



LEGEND TO CORRECTIONS:

Deleted text is indicated by ~~STRIKETHROUGH~~ and replacement text identified in green. Lengthier deleted text has been placed in a green box as indicated at right

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This text was too long to leave in the document but is placed on the page to indicate text that has been deleted.





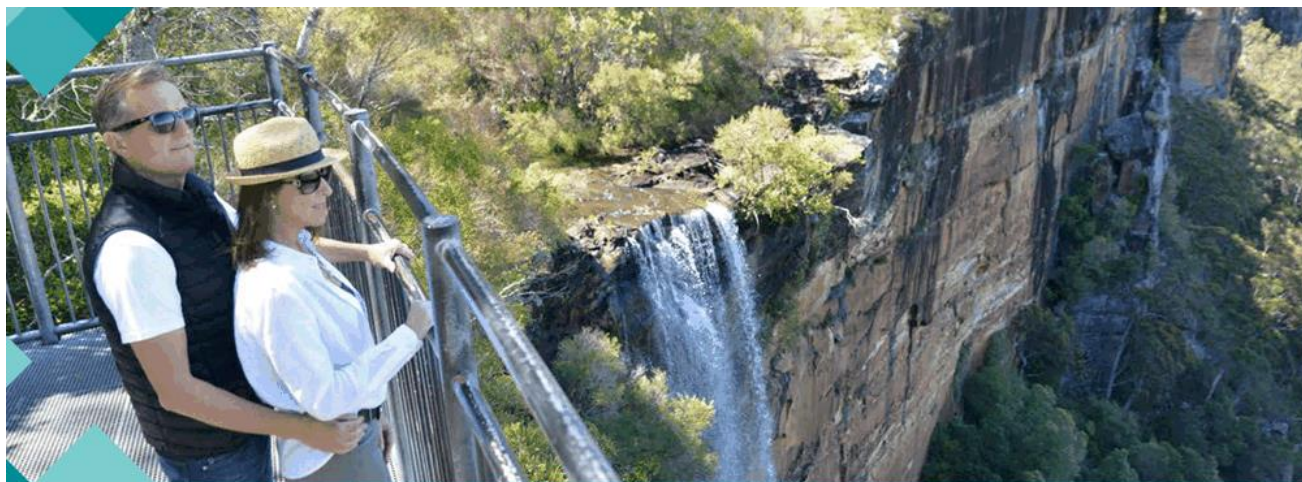
Southern Highlands Destination Strategy				
PILLAR	 1. PEOPLE	 2. PLACE	 3. PROSPERITY	 4. PARTNERSHIPS
GOAL	We will attract new jobs/ residents and ensure we have the required local training	We will enable our towns and villages to strengthen as vibrant and active places respecting the heritage	We will focus on key industries that can add jobs and value to our economy	We will work with industry partners and all tiers of government to deliver our new future
COUNCIL ROLE	<ul style="list-style-type: none"> • Leader • Partner • Supporter • Promoter 	<ul style="list-style-type: none"> • Leader • Provider • Regulator • Promoter 	<ul style="list-style-type: none"> • Leader • Regulator • Promoter 	<ul style="list-style-type: none"> • Leader • Partner • Promoter
PRIORITY ACTIVITIES	<ul style="list-style-type: none"> • Encourage local training and workforce development outcomes • Create new jobs through promotion of the area for new and expanding businesses • Attract and support new residents 	<ul style="list-style-type: none"> • Conduct place activation initiatives in key towns • Support local events in towns and villages • Ensure local planning controls support investment and vibrancy of our towns and villages 	<ul style="list-style-type: none"> • Focus on key Industries: <ul style="list-style-type: none"> • Tourism and Attractions • Agribusiness • Equine • Professional Business Services • Creative Industries • Healthcare • Advanced Manufacturing • Education • Ensure efficient and transparent planning and development process for investors 	<ul style="list-style-type: none"> • Partner with industry to deliver key catalytic projects • Create a local environment that is conducive to economic and investment growth



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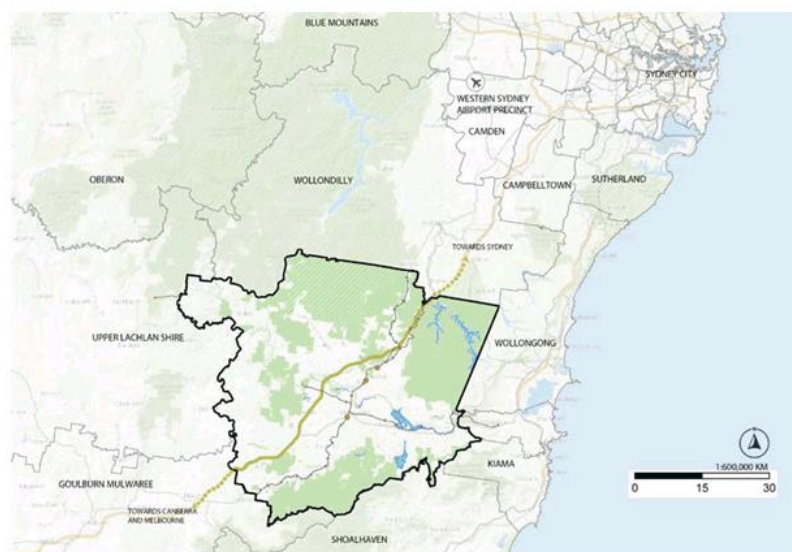
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1. Background

The Wingecarribee Shire (the Southern Highlands) is located 75 kilometres from the south-western fringe of Sydney and 110 kilometres from Sydney's central business district (Figure 1.1). The Shire is predominantly rural in character with agricultural lands separating towns and villages, characterised by unique landscape and aesthetic appeal.

Figure 1.1: Wingecarribee Local Government Area (LGA)



Source: Wingecarribee Shire Council

Bushfire Season 2019-20 and COVID-19 Pandemic

During the development of this strategy, the Southern Highlands experienced one of the worst bushfire seasons on record and as the rebuilding process began the COVID-19 pandemic emerged.

The bushfires interrupted one of the busiest tourism periods for the region and the restrictions brought in by the Commonwealth and State Governments to manage the spread of COVID-19 caused further disruptions to all businesses in the region. The restrictions created an economic crisis that has

impacted every business in some way and many businesses (and industries) have been severely impacted.

The COVID-19 crisis will have a lasting effect on the Australian economy and society. It will likely become a defining element of the current generation, similar to the Great Depression or World War II.

12.3 Adoption of the Southern Highlands Destination Strategy 2020-2030

ATTACHMENT 1 Attachment 1 - Southern Highlands Destination Strategy 2020-2030

**DELETED:**

Council is currently working on its Climate Emergency Action Plan in response to this declaration.

Wingecarribee Shire Council (WSC) has until now had separate strategies for tourism and economic development. While a common practice amongst local governments, there is a strong connection between tourism and economic development. Tourism, like other industry sectors has the opportunity to contribute to a vibrant and growing economy, so it is only rational that economic development and tourism be combined into a single Destination Strategy. This whole of destination approach positions the Southern Highlands as an attractive investment destination; a place to live, work, learn, play and visit.

The main guiding document for this Strategy is Council's Community Strategic Plan, Wingecarribee 2031 (adopted June 2017); for which social justice and environmental sustainability are guiding principles. Council embraces the principle of sustainability defined as 'meeting the needs of the present without compromising the ability of future generations to meet their own needs' (Our Common Future, Brundtland 1987). Further, in February 2020, Council made a Climate Emergency Declaration. The declaration recognises the latest climate change science from the Intergovernmental Panel on Climate Change and the Australian Climate Council. Council is currently developing the Environment and Climate Change Strategy covering the community and Council's vision of the Shire's response to this declaration.

Adapting to the changing climate will be important for our community, our businesses and our economy. Less cold nights and higher temperatures may impact our cool climate agriculture and viticulture. Extreme weather events may also have an impact on our tourism and retail sectors.

Our region can also play a significant role in finding solutions, both through mitigation of, and adaptation to, climate change.

Supporting actions such as increasing canopy cover, practising regenerative agriculture, as well as exploring sustainable tourism and making our homes more resilient to temperature will all contribute to the resilience of the shire. Council's actions to adapt to climate change are outlined in the Climate Change Adaptation Plan, which covers impacts to infrastructure and our services, along with how we can support the community.

Our Community Vision:

In 2031 we will be... A healthy and productive community, learning and living in harmony, proud of our heritage and nurturing our environment.

To achieve this vision, Wingecarribee 2031 is structured around the themes of Leadership, People, Places, Environment and Economy. We want to maintain our rural landscape and the unique characteristics of our towns and villages. We want to protect and enrich our natural environment and ensure that a strong economy works in harmony with, and in support of, our community and environment.

This Destination Strategy was developed to provide the blueprint to achieve the 2031 vision for the Wingecarribee economy over the next 10 years. Council recognises that only the private sector can create jobs, so Council will seek to influence future economic and tourism development by providing an environment that is conducive and supportive of future growth.

Figure 1.2: Destination Strategy development process





2. About the Southern Highlands

Our current context and situation

The Southern Highlands is a well-known tourist destination with the three main towns – Moss Vale, Mittagong and Bowral, many villages – including Berrima, Robertson and Bundanoon; numerous wineries and natural beauty. At the same time, agriculture and a number of large-scale industries also contribute meaningfully to the local economy.

The region's proximity to Sydney combined with our emphatically rural lifestyle, and its reputation as a garden district; also encourages a movement of residents from 'the City' to our countryside as well as hosting a large number of holiday homes for Sydney-based residents. Visitors to the Destination Southern Highlands website will know that... 'We're so close, yet world's away!'

An in-depth analysis of the Southern Highlands economy and its tourism sector provides a critical snapshot of the Southern Highlands, and identifies the key trends, projections, opportunities and challenges for our region over the next 10 years.

2.1 Strategic Location

The Southern Highlands is strategically located within an easy drive from Sydney, Canberra and Wollongong, and only an hour from the ocean (Figure 2.1). The region benefits greatly from having such a significant population of people so close that can act as visitors and/or consumers. The region is well connected via the Hume Highway, Illawarra Highway and the Main Southern Rail Line (even though some upgrades would improve accessibility).

The Southern Highlands sits atop the Great Dividing Range, providing a cool climate with four distinct seasons. This geography also provides a natural landscape of gorges, waterfalls and rolling hills, which the area is renowned for.

The development of the Western Sydney Airport and Aerotropolis by 2026 will present a number of opportunities for the Southern Highlands, including tourism, with the potential to tap into a more lucrative international visitor market.

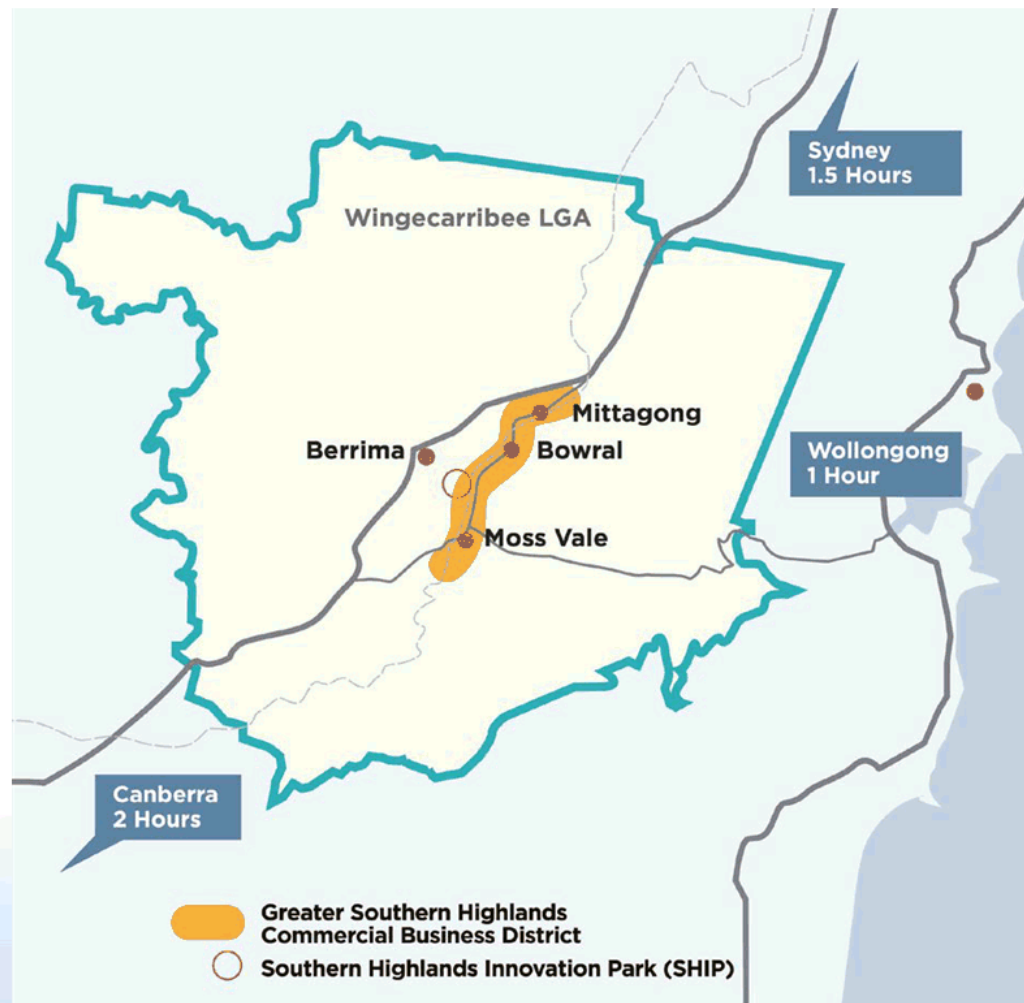
A detailed Background Report was completed that has formed the foundation for this Strategy. The following pages are a summary of this Background Report.

12.3 Adoption of the Southern Highlands Destination Strategy 2020-2030

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Figure 2.1 Strategic Location



Source: Wingecarribee Shire



12.3 Adoption of the Southern Highlands Destination Strategy 2020-2030

ATTACHMENT 1 Attachment 1 - Southern Highlands Destination Strategy 2020-2030



2.2 Regional Population and Demographics

Population growth in the Southern Highlands and the broader region has accelerated in recent years, though our rate of growth remains below the broader regional average and is expected to weaken out to the year 2041. By 2041, our region is expected to have a population of 53,062, an increase of 3.7% or almost 2,000 people.

Our population is older and ageing faster than the Sydney Metropolitan region and the State. Currently one in every three Southern Highlands residents is over the age of 55. On current trends, by 2041 one in every two people will be aged 55 years and older – i.e. half the population.

POPULATION

Population 2019-41 projected to add just 1,928 people (Average annual growth of 0.2%)



2019

51,134

SOURCE: ABS (2020)

2041

53,062

Source: NSW Government (2019); ABS (2019); Lucid Economics



BY

2041

**1 out of every
2 people will
be aged 55+**

Source: NSW Government (2019)

MEDIAN HOUSEHOLD INCOME (\$/WEEK)

Sources: ABS (2017), ABS (2012), ABS (2007).



Unchecked, these trends will change the structure of the local economy, shifting expenditure patterns towards older residents who spend less than other age cohorts, and revealing the inadequacy of current housing types

An important measure for standard of living, median household income in the Southern Highlands has increased over time; however not as quickly as it has increased at the state level. It has also remained below Sydney Metropolitan and New South Wales levels, which is based on the structure of the local economy.

A significant challenge for the region is to maintain its current character and appeal, while at the same time manage future population growth and demographic mix

12.3 Adoption of the Southern Highlands Destination Strategy 2020-2030

ATTACHMENT 1 Attachment 1 - Southern Highlands Destination Strategy 2020-2030



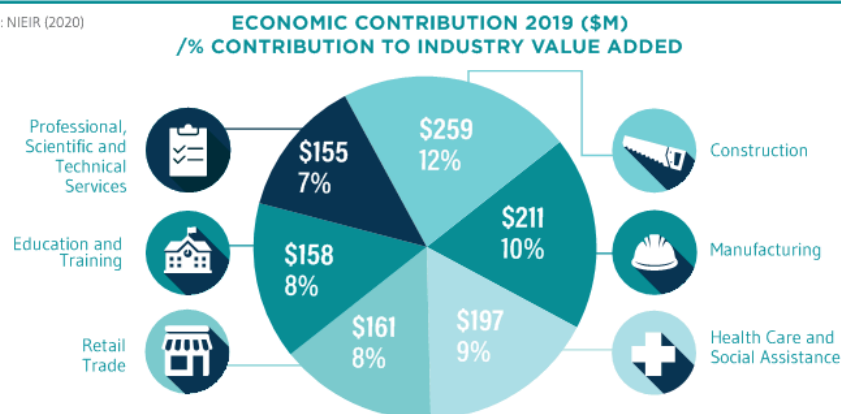
2.3 Economic Overview

The Southern Highlands economy has grown broadly in line with the NSW average over the past 10 years, with Gross Regional Product (GRP) at \$2.9 billion in 2018-19, up 3.2% from the previous year.

However, growth in the Southern Highlands has been more volatile than the broader NSW economy, primarily due to our two largest industries, construction and manufacturing, which typically experience volatility. There has also been volatility in the agricultural industry.

TOP 6 INDUSTRIES

Source: NIEIR (2020)



The manufacturing industry in the Southern Highlands is significant and is proportionally 60% larger than it is at the State level. The sector is dominated by the Boral Cement Works and Komatsu as well as a handful of other large manufacturing businesses.

While it does not appear in the top six industry sectors by economic contribution or employment, agriculture is still an important industry for the Southern Highlands, where we enjoy high quality soils and ample water.

Local strengths in healthcare and education demonstrate that the Southern Highlands is a strong service hub for the broader region, providing services that are required by a large population. This is further supported by our relative strength in retail which, together with the Accommodation and Food Services industry sector, also demonstrates the strength of tourism in our area.

Like most local economies in Australia, the Southern Highlands economy is dominated by small businesses (98.6%). This is typical of our top four industries (by number of businesses) – construction, professional services, agriculture, and rental, hiring and real estate – where there are a number of individual traders and small businesses.



98.5%
of all businesses
are small business.
(<20 employees)

Source: ABS (2020)

Our community greatly values its pristine rural environment and wants this lifestyle preserved, including farmlands and local agricultural production.

12.3 Adoption of the Southern Highlands Destination Strategy 2020-2030

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Currently, the region's agricultural activities are based on beef and dairy cattle, horses, flowers and a wide variety of other smaller crops.

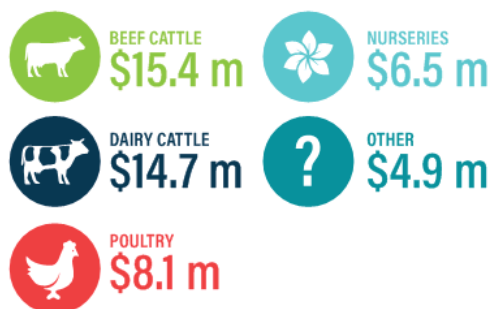
However, the region is dominated by small farms, reducing opportunities for economies of scale and making it increasingly difficult for local farms to remain profitable and viable.

We have already seen many small family farms converted to weekend retreats or hobby farms, which reduces their productive capacity and impairs their ability to generate economic outcomes for the region.

Development pressures are significant and include subdivision for residential and lifestyle purposes, for infrastructure, industry and agriculture.

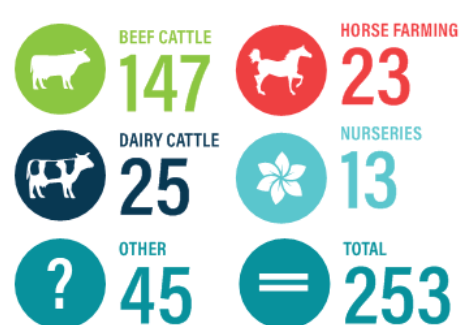
VALUE OF PRODUCTION

Source: ABS (2017)



NUMBER OF FARMS

Source: ABS (2017)



Local Strategic Planning Statement (LSPS)

The LSPS sets out the 20-year land use vision for our Shire and provides a long-term planning framework to meet the economic, housing, social and environmental needs of our community.

The Statement builds on the community's priorities outlined in the Community Strategic Plan and Local Planning Strategy to outline how our Shire will continue to evolve in a way that protects our local character, natural areas and rural landscapes in accordance with our community's expectations.

There are six key land use themes, including our environment and sustainability, our rural lands, our economy, our housing, our infrastructure and our place. Each land use theme includes a set of planning priorities and actions to achieve the community's vision for the Wingecarribee.

The Destination Strategy aligns to the LSPS and effects an implementation plan for many elements highlighted in the Economy section, supporting others as well.

12.3 Adoption of the Southern Highlands Destination Strategy 2020-2030

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The industry make-up of the Southern Highlands has undergone significant change over the decade to 2019. The public sector is a key employer in the region, with the Healthcare and Social Assistance, and Education and Training industries two of the six leading employers in 2019.

Tourism is also a key employer in the region, with Retail Trade together with Accommodation and Food Services providing almost a quarter of total employment. It is the seventh largest employment sector behind manufacturing and ahead of Professional Services.

The region's manufacturing industry has been in decline, employing fewer and fewer people. Though consistent with state and national trends, this

decline has had a relatively lower impact on the Southern Highlands than many other regions.

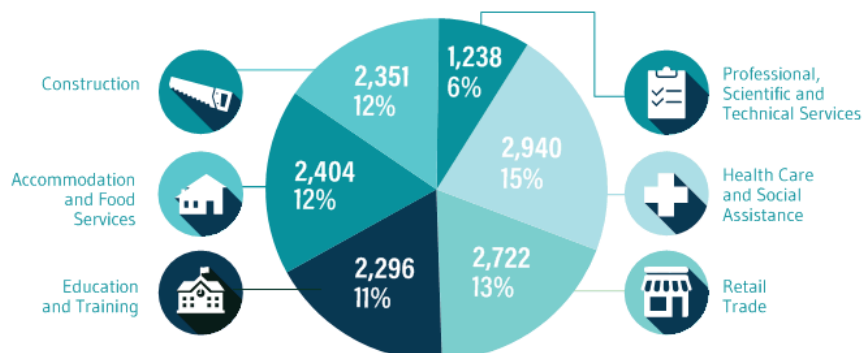
Almost 3,000 more Southern Highlands residents are employed than there are jobs in the Shire, which means that some residents have to look outside the region for work. That some of our residents choose to travel to get to work if it means they can live in the region, is indicative of our high quality of life.

This is further supported by the fact that Southern Highlands residents who work outside of the Shire tend to work in neighbouring regions. Conversely, most of the local jobs in the Southern Highlands that are not filled by residents are occupied by residents from neighbouring shires.

TOP 6 EMPLOYMENT SECTORS

Source: NIEIR (2020)

EMPLOYMENT 2019







2.4 Housing Affordability

The Southern Highlands median house price is by far the highest amongst the broader region, over \$100,000 more than the next highest shire in the region (Wollondilly, median of \$665,000).

Locals value the Shire for its country lifestyle, characterised by a pristine landscape, natural beauty, 'urban villages', and sense of both space and community, and all of this so close to Australia's biggest metropolis.

The relatively high median house price demonstrates the attractiveness of the area for people choosing to trade a rural lifestyle over an urban one; often moving out of Sydney and thereby capitalising on relatively high housing prices to afford a lifestyle in the beautiful Southern Highlands.

This is juxtaposed by typically low-wage industries dominant in the region (for example, tourism-related businesses), meaning that residents experience a higher cost of living than might be expected ordinarily in regional NSW.

MEDIAN HOUSE PRICE

JUNE 2019



Source: FACS (2020)

The pressure on housing affordability needs to be balanced with maintaining the country lifestyle that is precisely what creates the demand for housing, thereby pushing up house prices.

Wingecarribee Local Housing Strategy – Housing our Community

This Strategy provides a long-term planning framework to meet the housing needs of our community. The Strategy will guide the decisions that Council, the private sector and our community will make to deliver new living areas and a greater diversity of housing types to accommodate our growing population and changing demographics.

The Strategy has a number of specific objectives:

- Ensure that our housing stock meets the needs of our community, both now and into the future
- Ensure that our residents have equity in access to housing, services and infrastructure
- Ensure population growth is managed in a manner which endorses and promotes community values
- Ensure new living areas enhance lifestyle quality and choice for our residents

- Promote sustainable communities that build on and utilise existing services and infrastructure
- Provide greater certainty to the community, development industry and Council in the location of new development areas to facilitate informed investment decisions.

Housing affordability is an issue in the community. Increasing the local supply of housing and providing a range of different types of housing (e.g. detached dwelling, medium density, etc.) will assist in making the area more affordable and accessible for a range of young families. Additionally, many businesses have highlighted issues accessing local labour markets, so increasing the housing supply could also bring new workers to the area.

Ensuring that the local population can expand (by accessing increased housing) is important for the future economic development of the Shire, because creating local jobs without the ability to attract a young family to fulfill that job will not be creating local value and will not address local weaknesses in the demography.

12.3 Adoption of the Southern Highlands Destination Strategy 2020-2030

ATTACHMENT 1 Attachment 1 - Southern Highlands Destination Strategy 2020-2030



2.5 Tourism Overview

The Southern Highlands attracted almost 2.1 million visitors in the year ending December 2019, which is similar to the number of visitors to Byron Bay. Most tourists are day-trippers (70% of total visitation in 2019), predominantly from Sydney and other parts of New South Wales.

Most people visit our region for holiday and leisure purposes or to visit friends and relatives. While all visitor types have grown strongly since 2014, holiday and business visitors to the region have

more than doubled over the past five years.

Estimated total visitor expenditure in the Southern Highlands region was \$362 million in the year ending December 2019, making an important contribution to the local visitor economy.

Many visitors are attracted to the region for special events such as Tulip Time, Pie Time, Brigadoon, Bong Bong Picnic Races and Bowral Classic; but most engaged in just relaxing, either in a local café or restaurant or through enjoying the copious amount of natural attractions and experiences the region has to offer.

TOURISM

YE December 2019



OVER 2 MILLION VISITORS



OVER 1.5 MILLION VISITOR NIGHTS



\$362 MILLION IN VISITOR EXPENDITURE

Source: TRA (2020); Lucid Economics

TOURISM CONTRIBUTION



8% TO GROSS REGIONAL PRODUCT



10% TO LOCAL EMPLOYMENT

Source: Lucid Economics; NIEIR (2020)
Note: Includes direct and indirect contribution

ACCOMMODATION



875 COMMERCIAL ACCOMMODATION ROOMS

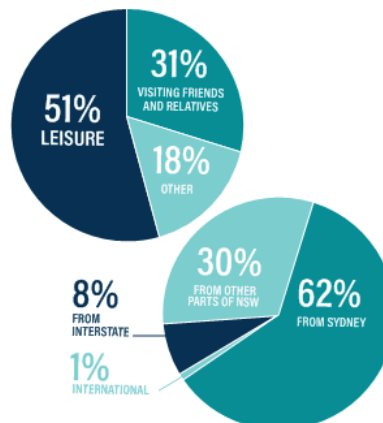


763 AIRBNB LISTINGS

Source: Tripadvisor (2020); Booking.com (2020); AirDNA (2020)

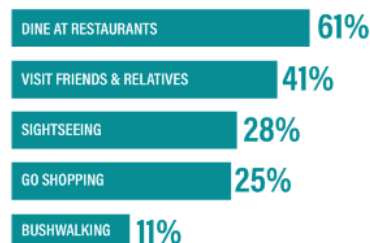
VISITORS

Source: TRA (2020)



TOP VISITOR ACTIVITIES

(% of visitors participating)



Source: TRA (2020)

Note: Destination Southern Highlands compiles data from Tourism Research Australia on a quarterly basis. Please refer to shcorporate.com.au for updates



3. Determining Our Future

There are a number of key characteristics and trends that are currently taking place, which can, and will, determine the future make-up and nature of the Southern Highlands community.

If these trends continue unchecked, the Southern Highlands will become a very different region to the place we love and treasure today.

3.1 Expected Future

Our ageing demographic will change the make-up of our community. Beyond the simple fact of people getting older, current projections show a large increase in older people and an actual decline in younger people. There will simply be fewer young families here and more older people.

Our schools and many community organisations will shrink. The retail offering we currently enjoy may change dramatically as local expenditure reduces greatly.

Furthermore, our economy is likely to become more and more dependent upon tourism, leaving us more exposed to seasonal variations, competition from cheap overseas destinations and a potential lack of mid-week visitation. As such, our business community will become very dependent on weekend trade and will be vulnerable to any shocks (i.e. economic, bushfires, pandemics, etc.).

The look and feel of the region will change, as more and more family farms are sold off to become weekend homes or hobby farms. The country feel of the area will change. Housing affordability will become worse as the community becomes more elitist. The community will begin to shift, creating a significant divide between those generally older residents that can afford to purchase and live in the area, and those younger residents who simply cannot leave and wind up serving the older residents in the cafes and restaurants.

3.2 Desired Future

But it does not have to be that way. We have another option. We can focus on and embrace our region's strengths, protecting what makes the area special, while still driving economic growth and vitality in a sustainable and resilient manner. We have opportunities that we can pursue over the next ten years that will change our current course towards the expected future (Figure 3.1).

This Southern Highlands Destination Strategy 2020-2030 provides a 10 year roadmap for the journey to the Desired Future of 2041. In order to achieve this alternate future, we must change course today, and this Destination Strategy outlines the priority activities that are required. It is about establishing a strong foundation for action and creating an environment that is going to be conducive to sustainable economic and tourism growth in our special place.

Key Characteristics and Trends

- The Southern Highlands population is ageing rapidly
- Tourism is growing rapidly
- Conversion of local farming land to 'unproductive' luxury weekenders
- A significant manufacturing industry that is concentrated across a handful of businesses
- Unaffordable housing, driving up the local cost of living
- Potential conflict with development and unique character of the area

12.3 Adoption of the Southern Highlands Destination Strategy 2020-2030

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Figure 3.1. Our Expected 2041 versus the Desired Future 2041

Expected Future 2041	Desired Future 2041
1 out of 2 people aged 55+	More younger families
Smaller schools	Strong visitor economy
Fewer community organisations	Innovative and creative local businesses
Lack of local workers for key industries	Strong mix of local workers
Negligible agricultural sector	Thriving agriculture and equine industries
Economically dependent on tourism	Diverse and resilient economy
Unaffordable housing	Mix of housing across various price ranges
Strong social divide (haves vs. have nots)	Thriving towns and villages

Source: Lucid Economics



4. Competitive Position

What do we have to work with? What areas are going to generate jobs?

The regional economic analysis and broad stakeholder engagement helped us to map out a way to our Desired Future 2041 for the Southern Highlands, based on our region's key economic strengths, challenges and opportunities. The Background Report associated with this Strategy provides the detailed economic analysis that is the basis for this Strategy. This information and data were then also 'ground truthed' and refined through engagement with stakeholders.



12.3 Adoption of the Southern Highlands Destination Strategy 2020-2030

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4.1 Our Strengths

The Southern Highlands has a number of key economic strengths:

- **Strategic location:** the Southern Highlands region provides proximity to Sydney, Canberra, Wollongong and the new Western Sydney Airport and Aerotropolis. The area has good transport access in and out of the region through the Hume and Illawarra Highways and fixed rail.
- **Natural beauty:** the Southern Highlands provides a pristine natural environment with numerous vistas, gorges, waterfalls and a picturesque rural landscape experiencing four distinct seasons.
- **Local lifestyle and amenity:** our towns and villages all have their own distinct character, heritage and unique features. Our lifestyle is relaxed with a rural feel, but provides all the creature comforts of the city. We have good schools, recreational facilities, hospitals, allied health professionals; and other services that we need.
- **Strong local agriculture and equine industry:** we have a strong tradition in agriculture and while today our agriculture sector is predominantly beef cattle, dairy cattle and horse properties, we grow a wide range of fresh produce. Our vineyards benefit greatly from our cool climate, allowing production of unique wines that are appreciated across the country and world.
- **Strong tourism sector:** we are a recognised tourist destination, receiving over 2 million visitors per year who are attracted to our wineries, our towns and our landscapes. We have a strong brand and we are busy almost every weekend, with these visitors injecting \$362 million into our local visitor economy.
- **Existing strengths across variety of industries:** we also have a number of sectors that make an important existing contribution to the economy, with potential for growth, including:
 - Advanced manufacturing
 - Healthcare
 - Professional business services
 - Creative industries
- **Southern Highlands Innovation Park:** provides a unique opportunity for large scale industrial development conveniently close to Sydney, and good distribution to most of the country. The Moss Vale Enterprise Corridor (MVEC) and adjacent industrial zoned land total 1,023 hectares, with a vacant area of 652 hectares. Together, this industrial area will be referred to ongoing as the Southern Highlands Innovation Park (SHIP)
- **Extractive resources:** the Southern Highlands has a range of extractive resources.

"This is a great place for manufacturing, we are so centrally located that we can reach 2/3 of Australian population within 10 hours."

"We're an hour from anywhere you could ever want to be."

"We are fully booked, nearly every weekend."

"The value of our farms is over and above just what they produce, it's the ambience the farms contribute to the area, it's why people want to come here."

"It's just so beautiful here, it's like waking up every day in paradise."

"There is so much art and culture here."

4.2 Our Challenges

The Southern Highlands has a number of key challenges:

- **Council planning:** based on historical planning decisions, there is a perception that the Shire is 'closed for business' and investment.
- **Lack of local jobs and training opportunities:** there are not enough local jobs, particularly non-tourism and high paying jobs. At the same time, there is a lack of quality and skilled labour locally and insufficient local training opportunities for existing staff and local residents.
- **Affordability:** the region has a very high cost of living and housing, which is compounded by relatively low wages locally. There is also anecdotal evidence of very high retail and commercial rents. There is a widening gap between the advantaged and disadvantaged.
- **Utilities and transport infrastructure:** the region has a number of mobile phone and internet blackspots and other areas with insufficient power infrastructure. There are issues with inter-regional transport and connectivity and wastewater treatment will become a barrier to growth in the near future.
- **Relatively small-scale nature of agriculture:** most farms are relatively small, which makes it difficult to generate economies of scale and maintain sufficient levels of profitability; putting added pressure on older farmers to simply sell the land to someone interested in a weekend home or hobby farm. The region has lost a lot of its agricultural production due to this transition.
- **Lack of mid-week visitation:** there is a lack of mid-week visitation and most weekends are full, creating traffic issues and a sense of crowding, which works against the regional brand.
- **Low level of international visitors:** the region currently receives less than 2% of total visitation from international visitors and very few local tourism businesses are prepared for international markets and wholesalers.
- **Lack of visitor activities and experiences:** there is a lack of commissionable tourism product in the region and the existing offering is not very sophisticated (i.e. mobile and online engagement, international market ready, etc.).
- **Lack of awareness of the brand:** there is a lack of awareness regarding the full extent of visitor activities available in the region and the regional brand/identity is not clear enough. While the tourism destination Southern Highlands has an existing brand, the value of this brand does not spread across the entire region and other facets of the economy.
- **Lack of regional events infrastructure:** large capacity events (equine, agricultural, concerts) require a multi-purpose all weather function centre; and the region lacks a performing arts centre and regional sports hub.

"We have a TAFE campus, we have a university campus, but somehow there is no training available."

"There is a growing divide between the 'haves' and 'have nots'. A lot of people don't see it, but it's there."

"We need more local jobs."

"Our internet connection is woeful, it's a joke, it's like we are on a dial up connection."

"All of our farms are small, we need to get everyone working together to build some scale."

"Our existing tourism operators are just not ready for the international market. Some businesses don't even open up for current visitors."

"Events and weddings are a huge opportunity for us, but we don't have any facilities that can host large events."

"We need to protect our existing farms by allowing them to succeed, so they don't become someone's weekend home."

4.3 Our Opportunities

Based on the region's competitive advantages and input from stakeholders, the following future opportunities have been identified (Table 4.1). *These opportunities will be pursued with respect to our sensitive environment and in the context of climate change adaptation. All of these opportunities can contribute positively to growing our economy in a sustainable manner.*

Table 4.1. Future Economic Opportunities, Southern Highlands

Industry	Description	Considerations
Tourism and Attractions	<ul style="list-style-type: none"> • Agritourism – farm stays, farm tours, events, café/restaurant • Events – more events embracing local food, wine, arts culture and heritage; business events and weddings • Nature-based experiences – eco tourism and accommodation, hiking, mountain biking, adventure tourism etc. • Wellness – health and wellbeing experiences and services • Internationalisation of tourism product – getting existing products and experiences international ready • Additional marketing and promotion – increased targeted marketing to drive demand • Luxury – experiences with a focus on quality over quantity and volume • Recreational amenity – leverage existing recreational facilities to drive utilisation and participation 	<ul style="list-style-type: none"> • Proximity to Sydney region (source market) • Adjacent to National Parks and State Forests • Proximity to new Western Sydney Airport and Aerotropolis, improving access to international visitors and export markets • Strong existing brand/reputation • Local wineries, restaurants, cafes and associated amenity • Development of mid-week attractions and product to ensure sustainable businesses and strong workforce • <i>Range of existing recreational assets</i>
Agribusiness	<ul style="list-style-type: none"> • More intensive agriculture – intensive crop growing and production, nurseries • High value, niche production – more high value and niche products, capable of commanding a higher price and supporting lower levels of production • Value-adding processing – increased products from local production • Southern Highlands produce 'brand' • Agritourism – farm stays, farm tours, events, café/restaurant • Food and beverage production – wine, spirits, beer production as well as various food products utilising local production • Wildlife Hospital 	<ul style="list-style-type: none"> • Strong local agricultural sector • Existing supply chain linkages • Proximity to large consumer markets of Sydney, Canberra and Wollongong • Existing brand • Tap into global interest in meeting the maker/producer • Contribution to Australian food security • Strong existing tourism market • Reliable climate and soil conditions • <i>Specialist veterinary care and training in a regional native animal medical treatment centre for rehabilitation and release. Potential tourist attraction</i>

12.3 Adoption of the Southern Highlands Destination Strategy 2020-2030

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Industry	Description	Considerations
Equine	<ul style="list-style-type: none"> Expansion of local equine industry and events 	<ul style="list-style-type: none"> Strong existing local sector Existing supply chain linkages Displacement of equine industry from other areas Availability of rural land Proximity to Sydney Region Access to national and international transport routes
Professional Business Services	<ul style="list-style-type: none"> Range of professional business services – legal, accounting, insurance, financial advisory, IT, etc. 	<ul style="list-style-type: none"> Strong existing local sector Proximity to Sydney Attractiveness of region Post pandemic 'working from anywhere'
Creative Industries	<ul style="list-style-type: none"> Arts and culture – range of performance and visual arts, theatre, etc. Professional creatives – architects, graphic designers, photographers, writers, media, digital technologies and other professional creatives 	<ul style="list-style-type: none"> Attractiveness of the region Strong existing arts and culture sector Proximity to Sydney Resident artist population, many of national and international renown Post pandemic 'working from anywhere'
Healthcare	<ul style="list-style-type: none"> Aged care and retirement village Ageing in place 	<ul style="list-style-type: none"> Ageing population Attractiveness of the region Existing medical services Proximity to Sydney A healthy environment and interest in wellness
Advanced Manufacturing	<ul style="list-style-type: none"> Renewable metals/materials/recycling/waste to energy Building components and construction materials Food and food product manufacturing Defence Other advanced manufacturing and processing 	<ul style="list-style-type: none"> Southern Highlands Innovation Park Proximity and access to large Australian populations Access to Hume and Illawarra Highways Access to Main Southern Railway Direct rail connection to Port Kembla Opportunities to respond to the challenge of climate change
Education	<ul style="list-style-type: none"> Local and specialised education and training opportunities 	<ul style="list-style-type: none"> Seven high schools, including boarding TAFE and University of Wollongong campus Strong U3A membership Commitment to lifelong learning

Source: Lucid Economics

4.4 Key Catalytic Projects

Through the analysis and engagement with stakeholders, a number of catalytic projects were identified:

- Agribusiness Hub
- Equine Centre of Excellence
- Local Education Precinct
- **Regional Events Infrastructure**
- Southern Highlands Innovation Park Infrastructure

These projects have the ability to significantly enhance local business capability and to encourage economic growth, both in terms of attracting new investment and jobs as well as supporting the expansion of local businesses. These projects are highlighted in the table below (Table 4.2).

Table 4.2. Key Catalytic Projects

Industry	Description
Agribusiness Hub	The region has a large number of smaller farms, which combined would create greater scale and capability. The development of a central hub that could be used by many local growers to value-add their production would provide immense value to the local industry and assist in ensuring the industry's financial future. Beyond the processing and value-adding capability, the hub may allow for aggregation of products under a single brand, which could provide opportunities in Sydney and other domestic markets, and potentially overseas.
Equine Centre of Excellence	Southern Highlands is optimally positioned to become the equine centre for NSW (or Southern hemisphere). The equine industry is currently looking for a national centre and the Racing NSW Strategic Plan identifies the Southern Highlands as a site for an equine centre of excellence. Many equine farms elsewhere are being forced to relocate due to encroachment from residential and other urban development and mining activities; which creates further potential growth for the Southern Highlands.
Local Education Precinct	Many of the region's key industries have difficulty accessing staff with the skills and training they need and at the same time the local TAFE and University campuses are underutilised. Repurposing the local TAFE building and establishing a training precinct to deliver a wide range of skills and training the region needs is a fundamental opportunity to support local business growth.
Regional Events Infrastructure	The region would benefit from a Multi-purpose all weather events centre with an indoor arena of 3,000+ seats in a precinct with other facilities, suitable for large capacity events such as equestrian events, agricultural shows, and large capacity seated concerts. The Southern Highlands community has also identified the need for a Regional Performing Arts Centre and a Regional Sports Hub.
Southern Highlands Innovation Park infrastructure	The Southern Highlands Innovation Park (SHIP) was identified as a local competitive advantage. During consultation, stakeholders identified that there is a range of infrastructure issues in the area, including a lack of internet connectivity, water/ wastewater, power and transport infrastructure. Additionally, it was noted that the current infrastructure charging regime is very expensive and becomes cost prohibitive for large-scale industrial developments. Increasing the local infrastructure provision will increase the attractiveness of the area for industrial investment.

Source: Lucid Economics



5. Destination Strategy

How are we going to get to our Desired Future 2041?

Wingecarribee Shire Council Bushfire and COVID-19 Response and Recovery

This Strategy provides a long-term vision and a framework to achieve this vision over time. Given the bushfire and COVID-19 crisis, the immediate requirement focuses on recovery from these adverse events.

Council has engaged in a number of economic response and recovery initiatives for both the bushfire recovery effort and to deal with the COVID-19 crisis. Many elements of this Strategy can further support the recovery process and aid in building greater resilience to future economic shocks from natural disasters or other adverse events such as a pandemic.

5.1 Role of Council

Wingecarribee Shire Council has a responsibility to address economic, social, environmental, cultural, civic leadership and land use issues in an integrated manner. The work of state and federal government provides the legislative frameworks and financial resources within which local authorities operate. We have control over our core business including statutory responsibility, service provision and management of facilities, buildings and other assets. We can influence in areas of partial or shared responsibility; and have concern for a wide range of issues which involve us as educators and advocates.

The following roles of the Council have been highlighted in our Community Strategic Plan and they have been confirmed through the consultation conducted for this Strategy. These roles include:

- **Leader:** Strategic planning and direction through policy and practices; providing an environment conducive to economic and tourism growth; encouraging private industry to invest, grow and create new jobs
- **Provider:** Council provides essential services, facilities, buildings and other assets which contribute to Council's whole-of-council approach to economic sustainability. Council is also a major provider of local jobs
- **Regulator:** Responsible for planning and development approval and services; including inspections, licensing, certification and enforcement in the interests of community health and safety and the environment
- **Partner:** Creating governance structures, partnerships and forums to foster opportunities for collaboration with community, private and government organisations, business and industry
- **Supporter:** Education, communication, advocacy and lobbying for and on behalf of the community and places Council represents
- **Promoter:** The Southern Highlands attracts investors and is a great place to live, work, learn, play and visit.

5.2 Future Vision

The aspiration for the Southern Highlands economy theme is defined in the Council's Strategic Community Plan 2031 as follows:

Our Economy In 2031...

We harness the economic potential of the area by building on the intrinsic advantages of the Shire. Our primary industries are thriving through the protection of good quality agricultural land, water and the environment. We broaden our economic base to provide a variety of jobs locally while embracing and capitalising on technological

advancements. Our sustainable economy attracts and retains people to live and work in the area.

We encourage creativity and innovation in the expansion of 'clean' industries in the Shire. Local training and development opportunities are tailored to complement the skillsets required by current and future local employers.

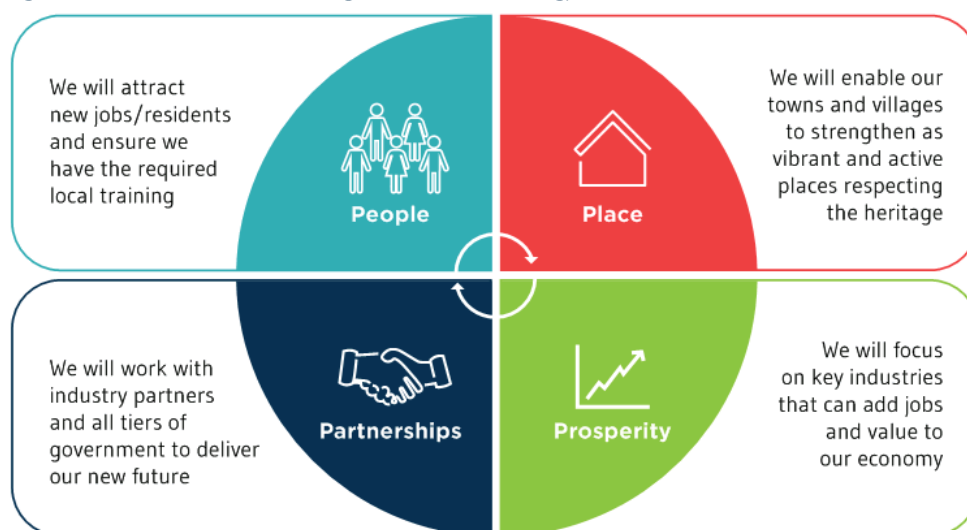
This vision further supports the Desired Future 2041 outlined in Section 3, and sets the scene for the changes that are required between 2020 and 2030 in order to reach the Desired Future 2041.

The Destination Strategy sets the foundation for Council's actions over the next 10 years and will start to facilitate change over the short-term.

5.3 Destination Strategy Overview Foundation Pillars

In order to provide a wholistic approach to economic and tourism development in the Southern Highlands, to achieve the vision and progress towards the Desired Future 2041, this Destination Strategy has its foundation on the four pillars of People, Place, Prosperity and Partnerships (Figure 5.1).

Figure 5.1. Foundation Pillars, Southern Highlands Destination Strategy



Source: Lucid Economics

12.3 Adoption of the Southern Highlands Destination Strategy 2020-2030

ATTACHMENT 1 Attachment 1 - Southern Highlands Destination Strategy 2020-2030



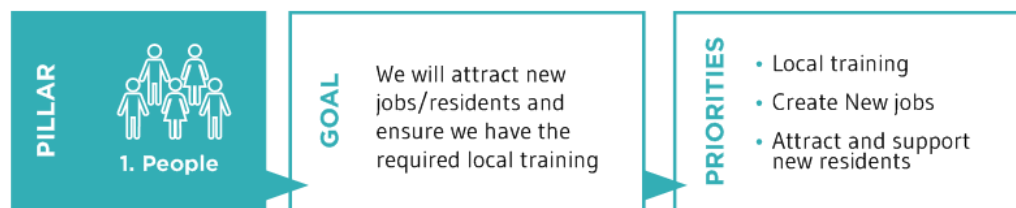
Figure 5.2. Southern Highlands Destination Strategy

PILLAR	1. PEOPLE	2. PLACE	3. PROSPERITY	4. PARTNERSHIPS
GOAL	We will attract new jobs/residents and ensure we have the required local training	We will enable our towns and villages to strengthen as vibrant and active places respecting the heritage	We will focus on key industries that can add jobs and value to our economy	We will work with industry partners and all tiers of government to deliver our new future
COUNCIL ROLE	<ul style="list-style-type: none"> • Leader • Partner • Supporter • Promoter 	<ul style="list-style-type: none"> • Leader • Provider • Regulator • Promoter 	<ul style="list-style-type: none"> • Leader • Regulator • Promoter 	<ul style="list-style-type: none"> • Leader • Partner • Promoter
PRIORITY ACTIVITIES	<ul style="list-style-type: none"> • Encourage local training and workforce development outcomes • Create new jobs through promotion of the area for new and expanding businesses • Attract and support new residents 	<ul style="list-style-type: none"> • Conduct place activation initiatives in key towns • Support local events in towns and villages • Ensure local planning controls support investment and vibrancy of our towns and villages 	<ul style="list-style-type: none"> • Focus on key Industries: <ul style="list-style-type: none"> • Tourism and Attractions • Agribusiness • Equine • Professional Business Services • Creative Industries • Healthcare • Advanced Manufacturing • Education • Ensure efficient and transparent planning and development process for investors 	<ul style="list-style-type: none"> • Partner with industry to deliver key catalytic projects • Create a local environment that is conducive to economic and investment growth

Source: Lucid Economics

5.4 Destination Strategy – Detail Priority Activities

PRIORITY ACTIVITIES – PEOPLE



1.1. Local Training

- 1.1.1. Work with local industry leaders to identify courses that will provide the professional and VET skills the region needs
- 1.1.2. Investigate options to establish an Education Precinct (e.g. at the Moss Vale TAFE campus) to deliver local training courses critical to the regional economy

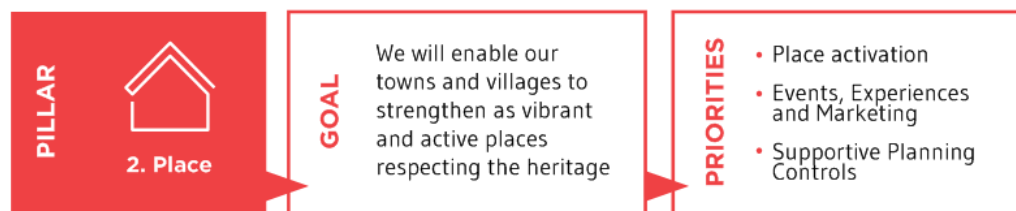
1.2. Create new jobs

- 1.2.1. Broaden and promote a range of business opportunities across the identified key industries
- 1.2.2. Promote the Southern Highlands as a business destination

1.3. Attract and support new residents

- 1.3.1. Promote the Southern Highlands as a place to live and work, attracting working age population and encouraging young families to relocate to the region
- 1.3.2. Provide opportunities for young people
- 1.3.3. Develop new mechanisms to connect new residents settling in the region with the 'Welcome to the Southern Highlands' program (including broadening promotion of the program)

PRIORITY ACTIVITIES - PLACE



2.1. Place Activation

- 2.1.1. Identify and promote the commercial corridor of Mittagong, Bowral and Moss Vale as the Greater Southern Highlands Commercial Business District
- 2.1.2. Engage meaningfully with key towns and villages to develop local committees and place activation initiatives that reflect the unique character, history and culture of each town; maintaining 'the green between'
- 2.1.3. Work with the State and Federal Governments to secure funding for key enabling infrastructure across the Shire

2.2. Events, Experiences and Marketing

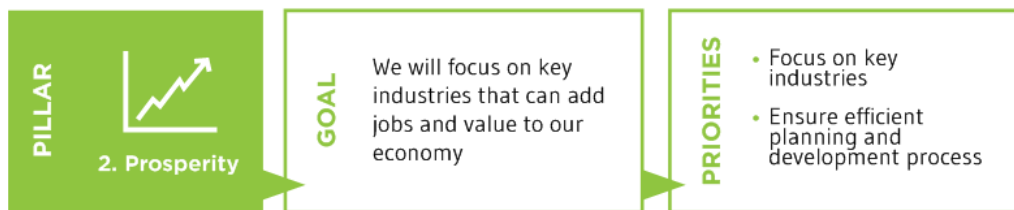
- 2.2.1. Work with community organisations and towns to develop additional local events that can attract visitors
- 2.2.2. Ensure the permit process for events is clear, transparent and very efficient, in order to support the development and operations of additional events
- 2.2.3. Work with community, local owners and government to establish unique attractions and experiences in the Southern Highlands
- 2.2.4. Conduct on-going, targeted destination marketing in conjunction with various partners

2.3. Supportive Local Planning Controls

- 2.3.1. Review Council's planning controls to provide a balance between allowing for appropriate tourism development, affordable housing, profitable primary production, and preserving the highly valued Southern Highlands rural lifestyle
- 2.3.2. Ensure that planning controls are adhered to and developments that can contribute positively to the economy, in a manner that is respectful to the character of the area, can proceed

NOTE:

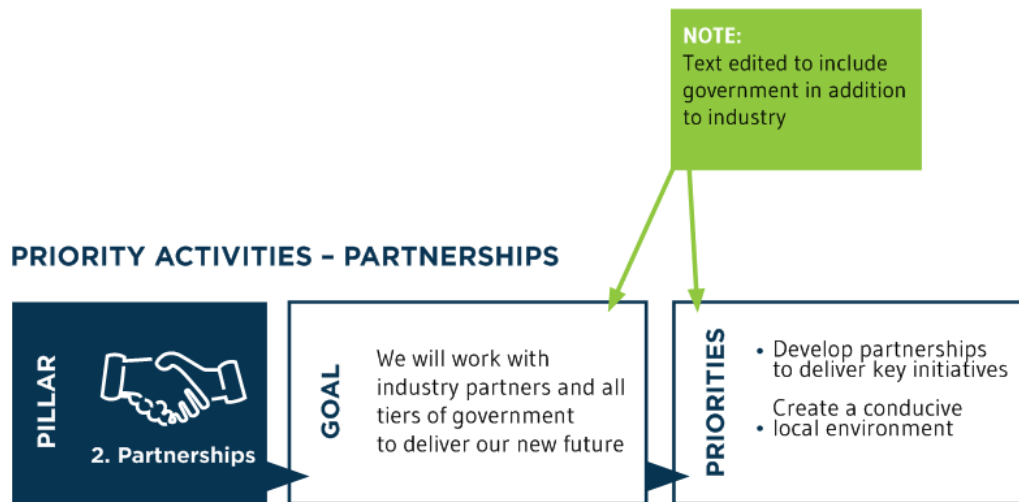
Prosperity and Partnership colours were switched for consistency with the figures on pages 4 and 27

PRIORITY ACTIVITIES - PROSPERITY**3.1. Focus on key industries**

- 3.1.1. Continue to provide a high level of concierge and visitor servicing through the Welcome Centre and other avenues
- 3.1.2. Continue to engage with key stakeholder and industry groups and individual businesses
- 3.1.3. Maintain regular communication and engagement with key businesses and industries to identify opportunities to support local industry development
- 3.1.4. Support and facilitate local partnerships with industry, businesses and the Council, State and Federal Governments
- 3.1.5. Review Council's procurement processes and identify ways to maximise expenditure with local businesses
- 3.1.6. Review Council land holdings and assets to identify opportunities to encourage key industries to grow

3.2. Ensure efficient planning and development process

- 3.2.1. Ensure the planning framework facilitates new and innovative business opportunities through providing flexibility across rural lands to allow appropriate ancillary activities to primary production as well as flexibility in other zonings to encourage and facilitate development
- 3.2.2. Create a priority development approval process for projects that create local employment, which proponents have access to:
 - Case manager from Council (concierge)
 - Information regarding the process to ensure it is clear and transparent
 - Fast track development assessment process



Forging Partnerships

Council recognises that it can only seek to influence future economic development by providing an environment and facilitating processes that are conducive to future growth. It is the private sector and industry that must grow in order to create new jobs and attract future business and investment. As such, the Council will partner with industry to deliver key catalytic projects that not only provide economic value and jobs directly, but those that can create a stimulus for further growth, investment and jobs.

Council will partner with industry through sourcing of government grants to support the advancement of the following Key Catalytic Projects. (Also at Table 4.2)

Some of these projects are currently well advanced in their planning, while others are just beginning. It is imperative that industry champion these projects and be responsible for their completion. Council will support these efforts through various funding contributions and source grants; however, the industry will drive these projects forward.

For each project, Council must investigate the most suitable model to partner with industry and all tiers of government.

4.1. Develop partnerships to deliver key initiatives

4.1.1. Partner with local industry to deliver key catalytic projects:

- Agribusiness Hub
- Equine Centre of Excellence
- Local Education Precinct
- Regional Events Infrastructure
- Southern Highlands Innovation Park Infrastructure

4.2. Create a conducive local environment

4.2.1. Ensure alignment across Council of strategic planning, statutory planning, economic development, community development and other Council services to support economic growth and success of the Strategy



6. Measuring Progress

How can we be sure we are changing and progressing towards our goals?

We are seeking the Desired Future 2041 and will need to track progress towards this goal over the next 10 years. We need to change direction and change now. As such, the Destination Strategy will be implemented on an annual basis through an action Strategy that is based on the structure above. To ensure progress towards our goals, we will track the following metrics on an annual basis:

- Place – use a community wellbeing monitoring tool to track the health of our places
- People – monitoring of population growth and employment
- Prosperity – tracking of industry contribution to Gross Regional Product as well as major industry developments
- Partnerships – monitoring of annual milestones with key catalytic and other projects.

At the same time, it will be important to recognise that Council can only control outcomes that are related directly to its role in economic development. Council does not control business decisions to invest or expand. As such, it will be important to measure Council's achievement of its goals and recognise that while Council is not solely responsible for the metrics outlined above, its actions should support and contribute to the growth across these metrics.

The Destination Strategy actions will complement those outlined in the Local Strategic Planning Statement, and will also be monitored through the organisation's annual reporting process outlined below.

Council's Integrated Planning and Reporting framework strategically links Council plans and policies to the aspirations of the community articulated in the Community Strategic Plan (CSP), Wingecarribee 2031. The CSP is supported by a four year Delivery Program (DP) that outlines the actions Council will undertake to achieve the goals of the CSP. A one year Operational Plan (OP) specifically details the activities to be performed in that financial year and the budget for doing so. Council's annual achievements are outlined within each of the key themes of the CSP – Leadership, People, Places, Environment and Economy – and the relevant DP and OP strategies are reported on in Council's annual report.



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Appendix A: Review of Plans and Strategies

The following documents were reviewed and included in the development process of this Strategy:

- Wingecarribee 2031 Community Strategic Plan (2017)
- Wingecarribee Draft Local Strategic Planning Statement (2020)
- Wingecarribee Draft Housing Strategy (2020)
- Wingecarribee Regional Economic Development Strategy 2018-2022
- Wingecarribee Arts and Culture Strategic Plan 2015-2031
- [Wingecarribee Shire Council Climate Change Adaptation Plan](#)
- Southern Highlands Tourism Strategy 2012-2016
- NSW 20 year Regional Economic Vision (2018)
- South East and Tablelands Regional Plan 2036 (2017)
- NSW Government Statewide Destination Management Plan (2019)
- Destination Sydney Surrounds South Destination Management Plan 2018-2022
- Economic Opportunities and Infrastructure Review – Wingecarribee LGA, prepared by Cardno for Illawarra First
- The Big Movers: Understanding Population Mobility in Regional Australia, Regional Australia Institute (2020)



Appendix B: Consultation and Engagement

On completion of the Background Report, it was essential to present key findings to key stakeholders to 'ground-truth' the findings in lived experience within the Southern Highlands. In preference to larger presentation formats, a series of engagement forums were devised which created an environment conducive to interactive discussion. Seven two-hour forums were conducted in February 2020 with representatives from key industry sectors, peak business organisations, Council's group managers and Councillors. Over 100 people participated.

The engagement forums were hosted by Council and facilitated by Lucid Economics.

Wingecarribee Shire Council acknowledges and thanks the contribution made by all those who attended; and looks forward to collaborating on delivering outcomes.

A Draft Destination Plan was placed on public exhibition for 6 weeks and over 33 submissions were received.

How to Contact Us

In Person	The Civic Centre 68 Elizabeth Street Moss Vale NSW 2577 8.30am to 4.30 pm The Welcome Centre 62-70 Main Street Mittagong NSW 2575
Phone	02 4868 0888 (24 hrs) Fax 02 4869 1203
Mail	The General Manager Wingecarribee Shire Council PO Box 141 Moss Vale NSW 2577
Email	business@wsc.nsw.gov.au mail@wsc.nsw.gov.au
Web	www.wsc.nsw.gov.au Councillors: see contact details on our website



Southern Highlands Destination Strategy 2020-2030

Public Exhibition Submissions

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Public Exhibition Feedback Summary Table

The Draft Strategy was on exhibition from 15 July to 6 September 2020 and Council received 33 unique responses. These were received by way of a survey completed on Council's Have your Say website (most containing additional commentary on subjects of interest or concern to the respondent), emails sent directly to Council staff, and stand-alone written submissions from individuals and organisations. This information is presented by way of three Tables.

TABLE 1 Summary of Your Say Wingecarribee survey results

Question	Response
Do you consider that Council has a significant role to play in economic development?	88.2% – Yes 5.9% – No 5.9% – Unsure
Do you believe the following industry sectors provide significant opportunities – Tourism & Attractions, Agribusiness, Equine, Professional Business Services, Creative Industries, Healthcare, Advanced Manufacturing, Education	Very strong agreement on all except Advanced Manufacturing which registered approx. 44.4% – Yes 16.7% – No 38.9% – Unsure
Do you agree that the Key Catalytic Projects present significant opportunity for the Shire?	76.5% – Yes 5.9% – No 17.6% – Unsure
Do you agree that the pillars People, Place, Partnership and Prosperity provide a useful framework for the Destination Plan	68.8% – Yes 12.5% – No 18.8% – Unsure
It is considered that there is not one single town that could correctly be referred to as the 'regional centre' of the Shire. Rather the Southern Highlands regional centre is identified through the combined characteristics of the three main towns. Do you agree?	75% – Yes 25% – No
Report on preferred title to name 'three towns' as a Regional Centre	Preference (41.7%) was shown for the title Southern Highlands Commercial Corridor

**TABLE 2 Summary of submissions from groups or organisations**

Business NSW	
<p>Business NSW presented a draft Cardno report to Council staff and Lucid Economics during development of the Draft Destination Plan. Cardno's Baseline data and Positioning statement confirm and complement the Background Report and Draft Destination Plan developed by Lucid Economics. The infrastructure review, including constraints; is a valuable reference for Council in the ongoing economic development of Wingecarribee Shire.</p> <p>Business NSW states: <i>'Council is to be commended for developing the Draft Plan, which corresponds with long-standing calls by business representatives, including Business NSW, for it to develop an economic development strategy. Due to the current pandemic, this work is more important than ever; not only to guide the growth of jobs across key sectors, but to identify areas where Council must improve its own performance to spur growth, entrepreneurship and innovation. Business NSW is the state's peak business organisation. Through its Illawarra regional office, Business NSW also represents three affiliated local chambers of commerce across the Southern Highlands and their input has helped shape the final submission.'</i></p> <p>This submission is in lieu of their inclusion in the submission from the Southern Highlands Key Stakeholders Group.</p>	
Summary of Feedback	Staff Response
1 Deliver an accompanying Implementation Plan (to the Draft Plan) that contains clear deliverables, timeframes and metrics, guided by an independent advisory group of business leaders.	1. Council has supported development of a strategy which was endorsed to go on public exhibition and is recommended for adoption. Council staff will be working with key partners in the development of short, medium and long-term goals towards achieving strategic direction of the Southern Highlands Destination Strategy 2020-2030.
2. Commission a quantitative Skills and Workforce Needs Audit and drive advocacy to ensure training gaps are met.	2. Council is currently providing input to the Local Jobs Program and will subsequently identify need for future studies in line with Priority Activity 1.1 in the Destination Strategy.
3. Adopt a jobs target to address the Shire's jobs deficit of 4,731 residents employed elsewhere by 2030.	3. Council cannot foresee what types of industries will move here or lifestyle preferences of future residents so will not be setting a jobs target that we have little control over. Council will enable and advocate for high employment generating industries.



<p>4. Develop sector-specific plans to grow high-value jobs in advanced manufacturing, construction services, food and agribusiness and the digital economy.</p> <p>5. Establish an investment attraction function at a Council level to actively pursue and manage the relocation of employers to the region.</p> <p>6. Expedite the provision of Council-led Critical Infrastructure Projects (as described later in this document), and work with state and federal governments to secure funding and approvals to deliver others.</p> <p>7. Implement the Wingecarribee Draft Housing Strategy 'Housing our Community' within an accelerated timeframe.</p> <p>8. Implement a process for fast-tracking of business development applications according to clear and published timeframes, including the development of generic event development applications to support community organisations to hold events at key public and private sites</p> <p>9. Commission an independent review into developer fees and other Council charges to ensure the Shire is competitive with like regions that have ambitions for economic growth and competitiveness.</p> <p>10. Deliver key connections (internet, water, wastewater, power and transport infrastructure) to facilitate the activation of the Southern Highlands Innovation Park.</p>	<p>4. Actions plans will scope sector-specific plans for those industries identified as having significant opportunities in the Shire</p> <p>5. With existing resources, the Concierge approach will manage relocation enquiries which come into several sections of Council.</p> <p>6. Council is continually reporting to the community on crucial upgrades to improving infrastructure, including sewage treatment plants and major regional road improvements. It is a priority to work with state and federal government to secure funding and approvals.</p> <p>7. The Wingecarribee Local Housing Strategy provides a long-term framework to meet the housing needs of the whole community, and will be implemented in accordance with the actions outlined in the adopted Strategy. It is up to landowners to approach Council with rezoning proposals. Council will review its planning instruments to accommodate housing diversity</p> <p>8. This is acknowledged and committed to in 5.1 Role of Council, Place Priority Activity 2.3, Prosperity Priority Activity 3.2 and Partnership Priority Activity 4.2. Events are supported in Priority Activity 2.2 and an Outdoor Event Toolkit is in the final stages of development.</p> <p>9. All Developer fees are set by statute, under EP&A regulation. Council fees and charges are drafted each year and placed on exhibition for comment. The State government is currently reviewing the Developer Contributions framework and Council will consider on the review's completion.</p> <p>10. The upgraded Moss Vale sewage treatment plant will be online by 2024. Council is also improving infrastructure relating to water supply. There is no investment capability for power generation. This together with transport and</p>
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<p>11. Investigate the development of commercial office space within town centres, to attract professional business services and creative industries to the Shire.</p>	<p>internet improvements are subject to ongoing state and federal government advocacy.</p> <p>11. To be considered in developing action plans.</p>
<p style="text-align: center;">Southern Highlands Key Stakeholders Group (SHKSG)</p>	
<p>The SHKSG notes: <i>'Based on industry feedback, including to a draft Response tabled with the SHKSG in August, and a review of relevant documents, the Action Group Facilitators respectfully submit that the draft Southern Highlands Destination Plan 2020-2030(DP), in its current form, is inadequate to drive any meaningful change or significant level of economic, including tourism, growth. It does not provide sufficient detailed actions to initiate the required change away from "our current course", does not present a clear "roadmap for the journey to The Desired Future 2041", and does not offer "a strong foundation for action" (page 17 of DP).</i></p> <p><i>The draft DP, at a basic conceptual level, does not outline the steps that need to be taken to achieve goals. Usually a properly developed plan would articulate, or answer in detail, simple questions such as what needs to be done, how will it be done, when will it be done, and who is responsible. Any genuinely effective plan should also include a coherent framework with a timeline, milestones to pass, and Key Performance Indicators (KPIs) to track and measure performance and success.'</i></p> <p>The SHKSG submission focuses on perceived lack of engagement and detailed actions. The SHKSG has subsequently been advised that it is Council's policy to endorse a strategy or policy for exhibition; not privileging any stakeholder by making it available prior to that endorsement. Most of the introductory commentary relates to a desire for the Destination Plan to contain detail more suitably developed in an Action Plan and with the requisite level of stakeholder engagement at that time. The Partnership Pillar articulated in the Destination Strategy supports strong engagement with stakeholders in development of action plans.</p> <p>It is recommended that Council adopt a high-level strategy to provide a firm foundation for action planning in partnership with industry and community stakeholders.</p> <p>Previous Council economic development strategies have been 'retired' but a review revealed that all major elements are carried over into the current Draft Destination Plan.</p> <p>Concerns relating to data and statistics have been reviewed by Lucid Economics who have confirmed that the data is correct – clarifying comments have been proposed for inclusion in the final strategy as per Attachment 1 to the Council Report.</p>	

12.3 Adoption of the Southern Highlands Destination Strategy 2020-2030

ATTACHMENT 2 Attachment 2 - Summary of Submissions



Summary of Feedback	Staff Response
<p>1. Better industry engagement and collaboration is required to design a quality Destination Plan (DP) that is capable of delivering the necessary “intervention” and achieving the directional change required to “adjust our course” (page 3). Industry engagement was limited to selected individuals being invited to a single 2 hour meeting compartmentalised into sectors. There was no formal written survey or submission process for stakeholders during the DP development phase, and no pre-meeting information or reading material provided, making it difficult to provide considered input in a single engagement session. During the single engagement session stakeholders expressed concerns about data and statistics referenced, and questioned some of the presented economic data’s integrity, validity, relevance, limitations, and interpretation. Key stakeholders were not provided an opportunity to view the full draft DP and provide detailed industry feedback prior to it going on public exhibition. The lack of genuine and effective collaboration with industry and community prevented an opportunity to leverage substantial strategic knowledge and experience.</p> <p>2. Both industry stakeholders and previous economic development strategies published by Council, have highlighted an overwhelming desire to address and overcome one of the single biggest inhibitors to economic growth by bringing predictability, certainty, and efficiency to the Development Application process. This is one of the simplest actions that if implemented effectively by Council could facilitate exponential economic growth. A streamlined Development Application process, including genuine fast tracking of fundamentally permissible and suitable projects, would enable existing businesses to expand more easily, and enhance the Shire’s reputation to better attract new investment.</p> <p>3. It is explained “so it is only rational that economic development and tourism be combined into a single Destination Plan” (page 7). The draft DP recognises the significant value of tourism to the region e.g. it is a key</p>	<p>1. The engagement forums were designed to support the approach undertaken by Lucid Economics in consultation with Council staff and acknowledged by Councillors at a briefing session in February 2020. The forums facilitated interactive engagement in small targeted groups to ‘ground-truth’ data and desktop research. Key stakeholders were given equal access to view the Draft Plan together with Councillors and community after it was endorsed to be placed on exhibition. The SHKSG did not avail themselves of the opportunity presented during the exhibition period to engage with council staff and address queries in advance of finalising a submission.</p> <p>Concerns relating to data and statistics have been reviewed by Lucid Economics who have confirmed that the data is correct – clarifying comments have been included in the final strategy as per Attachment 1 to the Council Report.</p> <p>2. This is acknowledged and committed to in 5.1 Role of Council, Place Priority Activity 2.3, Prosperity Priority Activity 3.2 and Partnership Priority Activity 4.2.</p> <p>Events are supported in Priority Activity 2.2 and an Outdoor Event Toolkit is in the final stages of development.</p> <p>3. The Destination Strategy is a ten year strategy and is not intended to include detailed action plans, with deliverables from partners and industry, for adoption by Council. Immediately following adoption, Council staff will be</p>



<p>employer along with Retail Trade “providing almost a quarter of total employment” (25%), annual visitation 2.1 million, and an estimated annual value to the local economy of \$362 million (page 16). Unfortunately, the draft DP fails to provide any specific targets for tourism industry growth, employment, or any actionable items, timelines, or responsibilities for Council’s business unit Destination Southern Highlands, the local tourism organisation, to achieve “The Desired Future 2041.”</p> <p>4. The draft DP fails to list or address significant Visitor Economy/tourism sector growth opportunities in Table 4.1 (page 22). Just 4 examples of major sector opportunities important to industry but not even mentioned include the Weddings Market, the Midweek Conference Market, ongoing development of Food & Wine, and a DA Master Plan for pre-approved Events Sites. With post Covid-19 economic conditions these domestic market segments are essential to drive short to medium term Visitor Economy viability. The draft DP fails to reference the substantive research on the Weddings Market, identifying opportunities, conducted by Destination Sydney Surrounds South, and ignores requests from industry to specifically include a focus on both the Weddings Market and Midweek Conference Market. The draft DP is almost silent on Food & Wine and wine region development, and ignores ongoing industry requests for a DA Master Plan for pre-approved Events Sites, similar to what neighbouring councils have in place, a relatively simple action that would turbo charge an events strategy by providing a framework for industry and community groups to easily create and host events that will attract visitors that otherwise would not have come.</p> <p>5. Ideally the draft DP would feature an alignment with the macro economic trend and popular policy of best practice sustainability, especially following Council’s declaration of a Climate Emergency. There is an extraordinary opportunity to establish a real point of difference and</p>	<p>working with key partners in the development of short, medium and long-term goals towards achieving strategic direction of the Southern Highlands Destination Strategy 2020-2030.</p> <p>4. As previously noted, the strategic document is not intended to include details relating to the sectors mentioned here by SHKSG, or any of the other industry sectors. Destination Southern Highlands is scoping work relating to tourism sectors which can be developed further pending adoption of the Destination Strategy.</p> <p>Events are supported in Priority Activity 2.2. The SHKSG has been regularly updated on the progress of the Outdoor Events Toolkit which has been pilot tested on a current event and is nearing completion.</p> <p>5. The Destination Strategy clearly articulates the value placed on the natural environment and principles of sustainability by the Southern Highlands community. Minor amendments have been made to the final Destination</p>
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<p>competitive advantage for the destination by implementing a strategic framework that would enable the Southern Highlands to be recognised as a leader in renewable energy and sustainable practices in industry and Agriculture, a perfect fit with optimal branding & positioning for this uniquely semi-rural area.</p> <p>6. The draft DP does not include significant industry projects such as the SHKSG proposed flagship economic recovery project Southern Highlands Resilience Hub, based at the Moss Vale Campus of TAFE and UOW, including sub components of; Innovation Hub, Sustainability Hub, Visitor Economy Hub, Agribusiness & Equine Hub, Produce Hub, Community Hub, Wellbeing Hub and Skills & Training Hub. The Resilience Hub has been endorsed as a game changing economic recovery and futureproofing resilience project by the Regional NSW Taskforce, the NSW Premier, Resilience NSW and the Department of Regional NSW –but not endorsed by WSC Economic Development in this draft DP.</p> <p>7. The draft DP incorrectly refers to major projects proposed by industry. For a strategic document to have value it is extremely important that large scale projects are described correctly. Inaccurate descriptions are a reflection of a lack of genuine stakeholder engagement and can actually be counterproductive to aligning resources and seeking grant funding. For example, under “Catalytic Projects” a project is listed as “Multi-purpose Function Centre” which incorrectly conflates two separate and very distinct construction projects proposed by industry through the SHKSG. A multi-purpose all weather events centre with an indoor arena of 3,000+ seats in a precinct with other facilities, suitable for large capacity events such as equestrian events, agricultural shows, and large capacity seated concerts was proposed, which aligns with the NSW Government Wingecarribee Regional Economic Development Strategy to create an equestrian centre. A Performing Arts Centre, proposed by the SHKSG Arts & Culture Strategic Working Group, min. 300+ seats theatre to attract visiting shows, and a 500+ seats concert hall, suitable for live performances/plays/concerts, which may also be</p>	<p>Strategy to strengthen content relating to Climate Emergency and climate change and to articulate those challenges as an opportunity.</p> <p>6. There is no mechanism at this stage of developing and adopting the Destination Strategy to endorse or otherwise ideas and proposals under consideration. To date, Council has provided significant support for an Agribusiness and Equine coordinator and has Following adoption of the framework, Council staff will be working with key partners in the development of short, medium and long-term goals towards achieving strategic direction of the Southern Highlands Destination Strategy 2020-2030.</p> <p>7. Council consulted a broad range of stakeholders in the development of the Draft Destination Plan and their input is included with SHKSG in describing a Key Catalytic Project. The project has been amended in the final Destination Strategy to acknowledge Regional Events Infrastructure’, separately describing the three main uses identified through the consultation process.</p> <p>It is unknown what areas of land, funding or other resources may come together in support of a combination of all or any of these functional activities. Scoping analyses of detailed and unique needs of each functional activity is subject to further investigation.</p>
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used for community groups that want to book a performance venue, hold large meetings and/or use small meeting rooms, and for event organisers to put on a trade display or expo. A dedicated Performing Arts Centre is very distinct from a “Multi-purpose Function Centre”, in fact a “Function Centre” diminishes and detracts from the intended concept. The description of another project listed in the draft DP as “Equine Centre of Excellence” does not correctly reflect the actual strategic opportunity that exists –which is, if Racing NSW was to establish a world class training hub in the Southern Highlands, then NSW (not the Southern Highlands) would be elevated in positioning to be recognised potentially as the ‘Horse Capital of the World.’ The Southern Highlands would boost the state’s equine assets by becoming a world class training hub, and would work collaboratively with the Hunter, a world class breeding hub, Sydney, a world class thoroughbred sprint racing hub, and other quality facilities around NSW.

8. The draft DP **does not address Advanced Manufacturing** and the major opportunity it represents for skilled, higher paying, jobs, and the potential growth in this sector, even though Advanced Manufacturing is identified as one of 8 key industries. Genuine industry engagement would have easily identified that a prominent SHKSG Representative with an extensive manufacturing background and participation over many years in past industry manufacturing groups has been convening a series of meetings over a period of time with relevant major manufacturing stakeholders and has gathered invaluable strategic content that could be included in a DP, and more importantly then implemented. Input from major manufacturers in the region identified that relevant definitions for Advanced Manufacturing in 2020 and beyond should include ‘high value-add’ with reference to Singapore, and major issues for the sector include a shortage of skilled professional staff such as engineers, project managers and financial controllers, and misperceptions about manufacturing jobs being ‘tin bashing.’ Hopefully an opportunity will be provided for industry to articulate Advanced Manufacturing priorities.

8. The unnamed prominent SHKSG Representative is well known to Council. Approaches were made by Council staff to be included in the meetings mentioned, but no invitation was extended. An engagement forum held in February during development of the Destination Plan was well attended by local industry CEOs and Managers. They expressed interest in a future meeting, building a network and developing local supply chains. Valuable information was shared as to the difficulty in securing employees and the lack of ‘fit’ with local training and local jobs opportunities. Subsequently an online forum was co-convened by AusIndustry and Council staff on 19 August to which prominent key stakeholders were invited. Attendees had a presentation of the Draft Destination Plan and were encouraged to make submissions. It was agreed that a survey be developed by Business NSW for completion by local industry partners as a means of determining interest and capability in a network. An all-government strategy is to be developed in support of the sector.



<p>9. The previous WSC Economic Development Strategic Plan 2008-2016 has been highlighted by the SHKSG Action Group Facilitators as an impressive, succinct, strategic document that contains a clear strategy for the region by contrast to the current draft DP. The Wingecarribee Regional Economic Development Strategy 2018-2022 is another highly regarded document and still carries significant strategic value. Both previous plans proposed many specific actions that remain relevant today, and each action is supported by tangible strategies, corresponding key outcomes, and even priority levels for Council. Many of these strategies are worth revisiting and considering in the development of any new economic strategy document. For whatever reason key actions and strategies outlined in the 2008 document, such as sustainability, an overhaul of the Development Application process, and the then named Moss Vale Enterprise Zone (renamed in the 2020 Plan as Southern Highlands Innovation Park) were not able to be effectively implemented. It is understood that in relation to the preparation of these competent strategic documents Council staff at the time conducted genuine industry and community engagement with members of the Economic Development Advisory Committee, representatives of industry organisations, and individuals, and that there was full collaboration on the draft document prior to Public Exhibition and/or finalisation.</p> <p>10. The draft DP does not demonstrate an adjustment to the structurally altered economy and community post Covid-19. It does not outline possible pathways or actions for economic recovery in the context of these conditions. It fails to recognise the clearly changed landscape for all including the nature of business operations, employer and employee expectations, consumer behaviour, less physical contact, the largest level of national debt in Australia's history, and the economic recovery outlook for the next 2 to 5 years. The risk with the draft DP, in its current form, by not acknowledging the actual changed conditions, is that it will be almost irrelevant for the next 2 to 5 years.</p>	<p>9. Previous Council strategies were reviewed in the development of the Draft Destination Plan. The WSC Economic Development Strategic Plan 2008-2016 was retired by the Tourism & Economic Development Committee of Council but the content was checked line by line with the Draft Destination Plan and is essentially covered.</p> <p>Council staff were engaged with Boston Consulting in a review of The Wingecarribee Regional Economic Development WRED Strategy 2018-2022 during development of the Draft Destination Plan, following the bushfires. There is no conflict between the WRED and the Destination Plan – they are developed by different entities for different purposes and remain complementary documents. Due acknowledgement is made to the level of industry and stakeholder engagement undertaken for both strategies. Both documents are referenced in Appendix A of the Destination Strategy and the WRED is a key Resource for state government and Council staff across the organisation.</p> <p>The SHIP is not simply a renaming of the Moss Vale Enterprise Zone but the next step towards developing an approach to promoting the combined industrial land area in west Moss Vale, which includes the area of land designated in the DCP and known as the 'corridor' or 'zone.'</p> <p>10. The Destination Strategy references COVID and the fact there will be significant impact. These impacts are unknown as yet, across the globe, and recovery is dependent on medical innovation, community co-operation and state and federal government fiscal responses.</p>
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<p>11.The draft “Destination Plan sets the foundation for council actions over the next 10 years” (page 26) but fails to provide any details on a proposed timeline over 10 years or specific targets to measure progress or success within the 4 “Pillars”.</p> <p>12.The draft DP identifies the key roles that Council can play to assist realising the “Desired Future of 2041”, including its core responsibilities and possible areas of influence such as a “Leader, Provider, Regulator, Partner, Supporter and Promoter” (page 25), but it does not articulate how these roles will be applied in real terms and with tangible actions. For example, as a “Regulator” responsible for the Development Application process, what will be done as a “Regulator” to ensure that positive developments “can proceed” (page 29)? Will any of “Leader”, “Partner” and “Supporter” be applied to enabling positive developments?</p> <p>13. The draft DP under the heading “5.2 Future Vision” refers to an extract from the Community Strategic Plan 2031 as an aspiration, including the statement “We broaden our economic base to provide a variety of jobs locally...” (page 26), then the draft DP elevates the aspirational extract to being a “vision” -“This vision further supports the Desired Future2041”. Neither the Community Strategic Plan 2031 or the draft DP defines sector specific targets for broadening or growing the local economy, such as growing Gross Regional Product, or growing jobs –targets that would be required to reach the aspiration/vision. In particular what is proposed for small businesses (making up 98.5% of all local businesses)? What is proposed for 2 of the Top 6 Employment Sectors, “Accommodation and Food Services” and “Retail Trade” identified as providing a combined “quarter of total employment”? What is proposed for each of the 8 “key industries” such as “Agribusiness”, “Equine” and “Advanced Manufacturing”, especially given manufacturing is described as “has been in decline”?</p>	<p>11. Approving the Destination Strategy with a foundation pillar of ‘Partnership’ facilitates the ongoing work of Council staff with industry partners and stakeholders in developing detailed actions – short, medium and long term – over the 10 year life of the strategy.</p> <p>12. The key roles of Council are defined in Wingecarribee Shire Community Strategic Community Plan 2031 with expanded role definitions in the Destination Strategy to articulate their application to economic development. Specific mention is made of Development Application process in 5.1 Role of Council, Place Priority Activity 2.3, Prosperity Priority Activity 3.2 and Partnership Priority Activity 4.2.</p> <p>13. It is fitting for Council’s Destination Strategy to confirm to the community that their Strategic Community Plan 2031 as per the Integrated Planning and Report Framework is foundational to the development of any other strategies. As a strategic document the Destination Strategy enhances the 2031 aspiration by embodying principles in the four Pillars.</p> <p>The ten year Destination Strategy is not intended to include detailed action plans for adoption by Council. Immediately following adoption of the framework, Council staff will be working with key partners in the development of short, medium and long-term goals towards achieving strategic direction of the Southern Highlands Destination Strategy 2020-2030.</p>
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<p>14. In terms of Arts & Culture, with Creative Industries listed as one of 8 key industries, it would be expected that a 10 year strategic document would contain a bold vision and enabling strategy to activate the sector and leverage quality experiences to enhance the overall branding & positioning of the Southern Highlands. Articulate how a full potential vision with assets such as the Regional Gallery, proposed Performing Arts Centre, proposed DA Master Plan for pre-approved Events Sites, Arts Trail, galleries, The SHAC, live performance venues, a collaboration with Food & Wine, being recognised as a movie/filming friendly destination, could build momentum. It would also be expected that opportunities for Aboriginal culture, including Gundungurra, to flourish would be identified such as cultural visitor experiences, traditional land/plant/animal/fire management, and regeneration.</p> <p>15. The draft DP states on page 29 that council will "Identify and promote the commercial corridor of Mittagong, Bowral and Moss Vale as the Greater Southern Highlands Commercial Business District"(GSHCBD). A map on page 9 creates an orange zone including these three townships to designate the GSHCBD. Apart from separate broad statements such as on page 29 "Work with the State and Federal Governments to secure funding for key enabling infrastructure across the Shire" the draft DP fails to contain any details on what is the proposed potential and timeline of the GSHCBD.</p> <ul style="list-style-type: none"> •What actions are required from Council to make it happen? •What infrastructure and services are ideally required to satisfactorily meet the expectations of prospective businesses? •What key selling points will drive a compelling promotional campaign? •What will be the outcomes or measurable targets that can be used to track progress from establishing GSHCBD through to how it can help the region reach "The Desired Future 2041"? <p>16. The draft DP has marked on a map on page 9 a small red circle designating "Southern Highlands Innovation Park (SHIP)." Again, apart from separate broad statements such as on page 29 "Work with the State</p>	<p>14. Refer to Wingecarribee Shire Arts and Culture Strategic Plan 2015-2031. This is referenced in Appendix A of the Draft Destination Plan.</p> <p>15. There is no entity 'Greater Southern Highlands Commercial Business District'. An attempt has been made to propose a name that better describes the Regional centre of the Wingecarribee than one single town, which is the default position for the NSW Planning (ie Bowral). For example Dubbo or Toowoomba could be considered Regional centres but in the case of the Southern Highlands, it is the combination of the unique attributes of the three major towns that make up our regional centre. This is another example of the disconnect between urban and rural strategic planning and is important for our communication with NSW Planning.</p> <p>16. It was beyond the scope of developing the Draft Destination Plan to review progress or otherwise with the Moss Vale Enterprise Zone (MVEZ), however it is commonly known that progress was negatively impacted and complicated by</p>
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<p>and Federal Governments to secure funding for key enabling infrastructure across the Shire" the draft DP fails to contain any details on what is the proposed potential and timeline of SHIP. Originally named Moss Vale Enterprise Zone (MVEZ) the concept was proposed in the WSC Economic Development Strategic Plan 2008-2016. For whatever reasons the concept has not been implemented in the last 12 years. It is critical to understand what the barriers have been.</p> <ul style="list-style-type: none"> •Why was Council unable to progress MVEZ in 12 years? •How is renaming MVEZ to SHIP and including reference to it in the 2020 draft DP without any supporting strategies likely to lead to implementation this time? •What actions are required from Council to make SHIP happen? •What infrastructure and services are ideally required to satisfactorily meet the expectations of prospective businesses? •What key selling points will drive a compelling promotional campaign? •What will be the outcomes or measurable targets that can be used to track progress from establishing SHIP through to how it can help the region reach "The Desired Future 2041"? <p>17. The draft DP states on page 32 "We are seeking the Desired Future 2041 and will need to track progress towards this goal over the next 10 years." That again begs the question, where are the KPIs and timeline so progress can be tracked? There is also the specific reference "it will be important to measure Council's achievement of its annual action plan and recognise that while Council is not solely responsible for the metrics outlined above, its actions should support and contribute to the growth across these metrics." Perhaps these statements were copied and pasted from a strategic document that contained an "action plan" and "metrics"? The draft DP contains 4 Pillars – Place, People, Prosperity and Partnerships, but does not contain any metrics, measurable KPI's nor timelines. Industry would welcome a plan that contained an action plan and metrics for Council, industry and the community to work towards.</p>	<p>the Global Financial Crisis. The SHIP is not simply a renaming of the Moss Vale Enterprise Zone but the next step towards developing an approach to promoting the combined industrial land area in west Moss Vale, which includes the area of land designated in the DCP. There is confusion around the 'brand' being Moss Vale Enterprise Zone, Moss Vale Enterprise Corridor or Moss Vale Economic Zone. The proposed SHIP combines the total industrial land zoning, elevates the place from 'Moss Vale' to the 'Southern Highlands' as the destination brand, encourages innovative businesses and a 'Park' expresses the more natural liminal spaces better than the more urban 'precinct' or 'hub'. The Moss Vale Enterprise Corridor Development Control Plan details infrastructure required for development. One of the key constraints to Council's involvement is that Council's land ownership within the 1,023 hectares is limited to existing development at the Resource Recovery Centre and Southern Region Livestock Exchange. Council is planning to facilitate a meeting of disparate and disconnected owners, who may be more interested in land banking, to determine viability of a collective approach to business development, marketing and promotion.</p> <p>17. The Desired Future 2041 is a key element of the Destination Strategy as it counters the anticipated future projecting a demographic of 1 in 2 people being aged over 55 years. There has been no copy/paste from any documents containing an 'action plan' and 'metrics'. A comparison of an Expected Future compared to a Desired Future is proposed as a mechanism to focus the community on outcomes we are seeking through the strategy. The final Destination Strategy has been amended to improve the connection between the potential future (informed by demographic projections) and the desired future. As previously mentioned, the Destination Strategy is not intended to include detailed action plans for adoption by Council. Immediately following adoption of the framework, Council staff will be working with key partners in the development of short, medium and long-term goals towards achieving strategic direction of the Southern Highlands Destination Strategy 2020-2030.</p>
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Southern Highlands Cycling Club	
Summary of Feedback	Staff Response
<p>The Southern Highlands Cycling club was formed in 1976 . The club covers three disciplines, Track cycling (at the velodrome in Bowral), Road cycling and Mountain biking. Mountain Biking takes place at the Welby Mountain bike trail network (located near the hockey complex). The network of trails has been established and maintained by the club for over 10 years. There are many cyclists in our community and the club has identified that it can play a role as part of the 2031 vision for the highlands. This document focuses on the particular benefits Mountain biking can offer the community.</p> <p>The Submission references the Background Document, The Draft Destination Plan - Community Vision (p7), Our Strengths (p20), Our Opportunities (p22), Role of Council (p25), Priority Activities – People 1.3 (p 28), Priority Activities – Place 2.2 and 2.3 (p29) , Priority Activities – Prosperity 3.1, 3.2 (p 30); and articulates how the club’s three disciplines support the strategies referenced and outlines potential for growth.</p>	<p>The club’s submission does not suggest any changes to the Draft Destination Plan but identifies where cycling may benefit from the Draft Plan’s strategies and realise potential for growth and development of the club’s objectives; contributing to the reputation of the Southern Highlands for its natural environment and a great place to live, work, learn, play and visit. The club’s detailed commentary is a useful reference as more detailed action plans are developed. There is also content of relevance for other branches of Council and it will be made available to them.</p> <p>Noted. Will be considered in development of action plans and passed on to colleagues in the assets branch.</p>
Southern Highlands Botanic Gardens (SHBG)	
Summary of Feedback	Staff Response
<p>The DRAFT Southern Highlands Destination Plan 2020-2030 (SHDP) fails to acknowledge the importance of gardens and the craft and industry associated with ornamental horticulture to the southern Highlands.</p> <p>New text is suggested for inclusion on pages 3, 4, 6, 7, 8, 11, 13, 15, 20, 22, 27 and 32 to amplify the ‘Agribusiness’ industry name and add</p>	<p>The industry sectors names, including Agribusiness, are drawn from the Australian Bureau of Statistics (ABS) and it is not appropriate to edit them. Horticulture, trees, gardens and other recommended text changes are understood as included in references relating to climate, soils, nature, environment, agribusiness etc. Some of the recommended text is more detailed and therefore more suited to inclusion in subsequent action plans.</p>



horticulture, ornamental horticulture, gardens, public and private planting, reputation as a garden district, trees and tree plantings, lack of a single main premier park, tourism opportunities etc to many sections.	It is considered that 'respecting the heritage' in the Goal of the Place Pillar, includes the region's reputation as a garden district. Text on page 8 has been added – refer Attachment 1 Destination Strategy 2020-2030.
Penrose Community Association	
Summary of Feedback	Staff Response
<ul style="list-style-type: none"> Once again WSC has produced a document that says the same thing, in several different ways, several different times. It is also full of paragraphs that say nothing or as one resident described it 'full of fluff and nonsense!' We realise this report was put together pre Covid. However, we cannot escape the fact that Covid is already having a huge impact on where people live, how people work and the lifestyle choices they will now make given the Covid pandemic. We are seeing individuals and families moving out of the cities towards the country with the Southern Highlands as a popular destination to live. All this could mean that a lot of the information within this report is now not valid. On page 29, in the red boxes, you talk about 'enabling our towns and villages to strengthen as vibrant and active places respecting the heritage'. Surely that should be a given and yet, certainly from a Penrose point of view, you do very little to help strengthen our village. We only have two swings and a see-saw in our park and you make it incredibly hard to run any events on the Penrose Oval, simply because we live in a bush fire area. The hard working Penrose Hall Committee along with the PCA has, for over 20 years, asked for renovations to be done to the hall or potentially support the committee in building a new hall. It becomes such an onerous, soul destroying task because very little has been done in those 20 years, apart from meeting, more meetings and hopes dashed. Hopefully the 	<ul style="list-style-type: none"> The Draft Destination Plan is a key document within Council's Integrated Planning and Reporting Framework and logically supports and amplifies the contents of the Wingecarribee Shire Community Strategic Plan 2031; and it would be remiss if it didn't. The Draft Destination plan is a strong framework which doesn't tether the Plan too tightly to the present day; but allows for flexibility and responsiveness over ten years. Responses required to recent disasters, including Covid, support this approach. This comment is taken as support for the Priority Activities – Place. Specific issues with Penrose villages are noted and will be passed on to relevant Council staff. Responses to the Draft Playspace Strategy were sought during 2020 the Playspace Strategy was adopted by Council on 14 October. A Community Centres and Halls Strategy is planned for development in 2022. Events are supported in Priority Activity 2.2 and an Outdoor Event Toolkit is in the final stages of development. It is designed to support an applicant through the planning process, including managing land within bushfire prone areas (a significant percentage of the Shire.) There may be sites suitable in Penrose village for inclusion in a suite of 'pre-approved' event sites. Passed on to relevant Council staff.



<p>latest 'plans' that are with WSC at the moment re the hall will be looked at in a positive way.</p> <ul style="list-style-type: none"> • We feel strongly that if you look after your residents, the villages, the towns, and listen to what residents need, visitors will come. Some common sense is required in WSC. • On a specific note we are disappointed that the DSHDP mentions nothing about a cycling strategy. Look at the way regions in Victoria, Tasmania and Western Australia promote cycling - because they know the money and visitors that it brings into a region. We need new cycleways and extensions to existing cycleways for commuters and older/younger cyclists, promotion and maintenance of mountain bike tracks and support for the already successful road events (like the Bowral classic). Cycling is one of our major assets and we should be supporting and promoting it. • The Southern Villages should all be connected by cycle tracks – something that has been asked for by several communities for decades. 	<ul style="list-style-type: none"> • Noted. Visitors are interested in authentic experiences – 'living like locals' supported by the region's strong 'visiting friends and relatives' (VFR) market • Mountain biking is noted as an Opportunity (p 22). There have been several comments relating to cycling and recreation in general. Text has been added to support recreational amenity. Comments will be passed on to the assets branch. • Noted. See above
<p>Berrima Residents Association</p>	
<p>The Association notes: <i>'The Plan is entitled a "Destination Plan" which does not immediately convey to the reader the purpose or content of the document. The Plan presents a strategy to attract younger people of working age to the Highlands from outside the Shire in order to offset the demographic projections of an increasingly aging population. The strategy is two-fold; first to strengthen Council policies that improve the social life and natural environment of the Shire as a place to live, and secondly, to identify strategies and projects (catalytic) that create jobs. These two aspects are clearly linked but the Plan could be strengthened, and perhaps renamed "A Jobs Plan" if it focussed more specifically on job and economic strategies while noting that Council policies to improve lifestyle factors (social and environmental) are essential background to attracting more jobs and young working families into the Shire. Tourism is both a reflection of the attractiveness of the Shire as a destination and a key driver for job creation. This dual aspect is not clearly distinguished in the draft Plan.'</i></p>	
<p>Summary of Feedback</p>	<p>Staff Response</p>



<p><u>Fig 1.1 Column 2. Place (same as Table 5.2).</u> Add a new dot point: “What we value as a community and work to protect it”</p> <p><u>2.4 Housing Affordability.</u> We agree that high housing prices are misaligned with typically low-paid industries in the Shire and that the recently endorsed Wingecarribee Local Housing Strategy has role to play in mitigating this. For example, the minimum lots size for a new dwellings in Robertson is 2,000 sq metres, which should be reduced to both retain residents who want to downsize in the town but cannot find a smaller and less expensive home to buy, and attract young families to the town as entry-level house and land prices are out of reach. The recent decision by Council to remove the North Robertson Area from one of the designated greenfields land release areas has only exacerbated the problem.</p> <p><u>3. Determining Our Future.</u> The reference to a “Desired Future of 2041” is unclear. Does this reference a document with this title or is the term linked to another Council policy?</p> <p><u>4.1 Our Strengths.</u> We suggest the addition of another point “Unique villages” to emphasise heritage villages including Berrima, Exeter, Burrawang and Sutton Forest that are set in a delightful landscape and which are both tourist attractions and provide a unique village lifestyle for residents.</p> <p><u>4.2 Our Challenges.</u> The statement that there is a perception that the Shire is ‘closed for business’ is questionable. Our Association’s experience is that Council has actively promoted new residential development across the Shire in excess of the NSW Department of Planning population targets and this overdevelopment has been at the expense of the natural environment and heritage values of the Shire.</p>	<p>Noted. It is considered that the Place Goal adequately reflects this sentiment.</p> <p>Noted. The Wingecarribee Local Housing Strategy provides a long term framework to meet the housing needs of the whole community, and will be implemented in accordance with the actions outlined in the adopted Strategy. The Local Strategy Planning Statement and Local Housing Strategy are complementary to the Destination Strategy.</p> <p>Section 3, including Figure 3.1 considers the implications of an ageing demographic by 2041. A comparison of an Expected Future compared to a Desired Future is proposed as a mechanism to focus the community on outcomes we are seeking through the strategy. The final Destination Strategy has been amended to improve the connection between the potential future (informed by demographic projections) and the desired future.</p> <p>4.1 Our Strengths, bullet 3 ‘Local lifestyle and amenity’ references unique villages.</p> <p>4.2 Noted. The statement captures the views of other stakeholders notably relating to frustrations experienced in the development application process. This is acknowledged in 5.1 Role of Council, Place Priority Activities 2.3, Prosperity Priority Activities 3.2 and Partnership Priority Activity 4.2.</p>
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<p>Moreover, the Council's past promotion of the Moss Vale Enterprise Zone (now renamed) as the Inland Port signals the opposite perception, which is that the Council is keen to promote economic development. Opinions reflecting attitudes to new business in the Shire might more accurately arise from Council's own poor performance in managing key infrastructure projects such as the Berrima Deviation project and in failing to capture external grant funding as evidenced by the need to establish a Key Stakeholders Group to address this shortcoming of Council.</p> <p>The Plan needs to include in this section the 'challenge' of Climate Change and evaluate the economic effects on the Shire of the Council's own Climate Emergency Declaration, perhaps noting, for example, the links to the catalytic project at the Moss Vale TAFE.</p> <p><u>4.3 Our Opportunities.</u> Similarly, the Plan needs to address the 'opportunities' presented by the 'challenge' of climate change.</p> <p><u>4.4 Key Catalytic Projects.</u> Multi-purpose Function Centre: The emphasis here is misplaced as we understand the Highlands Arts community rejects the idea of a single multi-purpose function centre as workable; rather, it supports investment in purpose-built or redeveloped/re-purposed facilities for the distinct music and stage audiences.</p> <p><u>5.3 Destination Plan Overview.</u> Tidy up nomenclature and paragraph numbering; Figure 5.2 repeated as Table 1.1 in Executive Summary.</p> <p><u>Pillar 2. Places.</u> <u>2.1 Place activation.</u> The Berrima Residents Association strongly supports this objective, which has been a recent focus of Council in developing the Local Planning and</p>	<p>Noted. Additional text has been added in the Background section of the Strategy and noted in introduction to 'Our Opportunities'</p> <p>Noted. As per above.</p> <p>4.4 Preference for facilities for separated music and performance is acknowledged. The project has been amended in the final Destination Strategy to acknowledge 'Regional Events Infrastructure', separately describing the three main uses identified through the consultation process.</p> <p>Noted. Amended in final Destination Strategy 2020-2030 – Appendix 1.</p> <p>Noted. Comments will be considered in development of action plans following Council adoption of the Destination Strategy 2020-2030.</p>
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<p>Character Statements for all the towns and villages in line with NSW government policy.</p> <p>Particular Council initiatives in this area could involve:</p> <ul style="list-style-type: none"> • Engaging local communities to develop local 'consultative committees', especially in the Mittagong or Moss Vale with do not have active representative community or ratepayer organisations as in Bundanoon and in the smaller villages. The former Leichhardt Council successfully used 'Precinct Committees' to engage and activate communities. • Designating a person in Council as a 'Placement Officer' for each of the villages as a first point of contact in Council to ensure coordination between Council areas and between Council and residents and businesses. • Supporting the development of a major piece of community infrastructure by funding a feasibility study for the creating of a 20-hectare urban park and lake on the site of the Bowral Brickworks after the current brickworks moves to New Berrima in a couple of years. The site is well positioned to host the Tulip Time Festival and an arts facility utilising a re-purposed brickworks kiln building as well as opening up recreation and horticultural business opportunities. A project feasibility study has already been endorsed by the Wingecarribee Key Stakeholders Group and should be formally supported by Council. <p><u>2.2 Events, Experience and Marketing.</u> Developing a strong 'brand' to build tourism visitation and local jobs for the Highlands and for the individual villages, in particular\ the key heritage village of Berrima, should be a Council priority. Recent proposal from the Berrima Residents Association to create a tourist 'brand' for Berrima have been rejected by Council for lack of funds. Council must support its adoption of this Destination Plan by matching 'words' with money and resources to achieve these objectives</p> <p><u>2.3 Supportive Local Planning controls.</u> In the main, the WLEP 2010 and associated DCPs do provide the necessary rules and guidance that</p>	<p>Noted. Events are supported in Priority Activity 2.2 and an Outdoor Event Toolkit is in the final stages of development.</p> <p>Comments will be considered in development of action plans following Council adoption of the Destination Strategy 2020-2030.</p> <p>Noted. The statement captures the views of other stakeholders notably relating to frustrations experienced in the development application process. This is</p>
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<p>underpin development in the Shire. In our view, the issue is not the adequacy of the documents but Council performance in making exceptions or not enforcing of its own planning controls. For example, in spot rezoning land in the Berrima Heritage Landscape Conservation Area.</p> <p><u>3.2 Endure efficient planning and development processes.</u> The Association strongly disagrees with the notion that flexibility is needed in the application of planning rules. What is really needed is not 'flexibility' but 'certainty, predictability and 'transparency' so that business and the public know exactly what is allowed and what is not allowed. In our view, 'flexibility' opens a path to 'negotiated' outcomes behind closed doors. Fast track approvals should not be at the expense of community engagement and environmental degradation.</p>	<p>acknowledged in 5.1 Role of Council, Place Priority Activity 2.3, Prosperity Priority Activity 3.2 and Partnership Priority Activity 4.2.</p> <p>Noted and agreed. This comment doesn't conflict with the strategy's objective to ensure greater efficiency in the planning and development process.</p>
<p>Robertson Business Chamber</p>	
Summary of Feedback	Staff Response
<p>The Robertson Business Chamber (RBC) would like to lend its support to the submission from the Illawarra Business Chamber (AKA Business NSW). Particular note is made of the condition of roads connecting to the Illawarra and the negative impact on Robertson and the region; and the benefit of rail access.</p> <p>The township of Robertson needs a population big enough to support a local economy, not over reliant on tourism. Development of other industries will grow employment for local residents and save some of the cost of travel for work and provisions etc</p> <p>RBC strongly supports the implementation of the WSC Local Housing Strategy within Robertson sooner rather than 'later'. Councils Strategic Plan claims 'social justice' as a guiding principle, and we believe that the ability to offer housing options for the elderly to age in place, and for</p>	<p>See comments above in response to the Illawarra Business Chamber (Business NSW) submission. It is agreed that representation to State and Federal Government to upgrade these vital transport links is essential.</p> <p>Comments are noted and will be addressed in the development of place-based strategies in consultation with council staff in Planning Development and Regulatory Services.</p> <p>Noted. The Wingecarribee Local Housing Strategy provides a long term framework to meet the housing needs of the whole community, and will be implemented in accordance with the actions outlined in the adopted Strategy. The Local Strategy Planning Statement and Local Housing Strategy are complementary to the Destination Strategy.</p>



<p>smaller households within Robertson is socially just. To deny or delay residents such housing opportunities is not socially just. Further, RBC encourages WSC to develop a building design code to preserve and enhance the character of buildings in the town.</p> <p>RBC requests WSC and the NSW State Govt to further the development of the Illawarra Escarpment Walking track which could become a major eco-tourism attraction for domestic and international visitors.</p> <p>RBC also seeks assurance that any funds levied by Council from any development in Robertson, is spent in Robertson. and that any funds so levied previously also be invested in Robertson.</p> <p>RBC disagrees with the 'Three Town' view of the Shire expressed within this document and seeks a fair share of planning, spending, progress and employment opportunities be directed to the smaller towns, like Robertson. Robertson does not want to become a Disney Land' tourist attraction alone.</p> <p>Robertson has the opportunity to become an eco-tourism, arts and gastronomic hub within the Southern highlands. Equine and other agricultural industries are already present and need support and development. With an increase in housing diversity encouraging modest population growth, 'Robbo' could have a vibrant local economy that provides for the day to day needs of its residents in a socially just and environmentally sustainable community.</p>	<p>Councillors have been briefed on this concept and it is understood that the project has been put before the NSW State govt for consideration.</p> <p>Contributions levied on development throughout the Shire are required to be spent for the purpose they are collected for in accordance with the relevant contributions plan, irrespective of where the development occurs. Where a contribution is levied for infrastructure upgrades in Robertson, it will be allocated for that purpose. However, where a contribution is levied for infrastructure outside of Robertson, it cannot be reallocated to Robertson irrespective of where the development occurs.</p> <p>There is no 'three town' view as such. An attempt has been made to propose a name that better describes the Regional centre of the Wingecarribee than one single town which is the default position for the Department of Planning (ie Bowral). For example Dubbo or Toowoomba could be considered Regional centres but in the case of the Southern Highlands, it is the combination of the unique attributes of the three major towns that make up our regional centre. This is another example of the disconnect between urban and rural strategic planning and is important for our communication with the NSW Planning.</p> <p>Agreed. Approving the Destination Strategy with a foundation pillar of 'Partnership' facilitates the ongoing work of Council staff with industry partners such as the Robertson Chamber of Commerce and other stakeholders in developing detailed actions – short, medium and long term – over the 10 year life of the strategy.</p>
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Australian Geoscience Council	
Summary of Feedback	Staff Response
<p>In considering the tourism strategy underpinning the plan, Council is invited to consider the benefits of adopting a geotourism focused approach as detailed in the following document https://www.leisuresolutions.com.au/wp-content/uploads/2020/08/AGCInformationBulletin_11thAugust2020.pdf</p> <p>The bulletin provides background information to assist state and local government agencies in assessing the potential for the development of major geotourism projects (including geoparks) within Australia.</p>	<p>Noted. The <i>Information Bulletin of the Australian Geoscience Council Inc – Geotourism, Geotrails and Geoparks – A Regional Development Opportunity for Australia</i>; will be considered in the development of action plans following Council adoption of the Destination Strategy 2020-2030.</p>

TABLE 3 Report on individual submissions by common themes

Summary of Written Feedback – Emails + comments in Survey	Staff Response
Tourism	12 submissions
<p>There is support for promoting venues, producers and adventure operators, developing mid week attractions and business events.</p> <p>On submission notes a huge focus should be placed on midweek tourism/visitors to ensure a consistent, engaged and strong workforce within the region. Huge volumes on weekends only are not sustainable and don't make for a strong community</p> <p>It is suggested (1 submission) that there is huge opportunity for quality experiences for the middle income and luxury market – to focus on quality over quantity and volume. Creativity is required in the accommodation sector as there are many temporary opportunities</p>	<p>Noted. The submissions will be referenced in the development of detailed economic development planning.</p> <p>Noted. The submissions will be referenced in the development of detailed economic development planning.</p> <p>Noted. 'Luxury' has been included in the Opportunities for Tourism.</p>



Summary of Written Feedback – Emails + comments in Survey	Staff Response
One submission considers that Tourism and Attractions do not provide significant opportunities	Noted. However tourism contributes 4% directly and 4% indirectly to Gross Regional Product.
One submission connected environmental advantages as attracting extra people who would come here - hikers, orienteerers, birdwatchers, kayakers and canoeists, as well as scientists ... Need to develop some of the great walking/explorer tracks including Mittagong to Katoomba and the railside track along the loopline (which would lead to extra business opportunities in the northern villages.)	Noted. The Destination Strategy notes the opportunity for Nature-based experiences. These examples provide a useful reference for the development of action plans.
Two submissions note there is an accommodation shortage and need for creativity in providing temporary opportunities. Including the potential for Glamping (with benefits of being temporary, demand driven) on stunning local properties - globally one of the largest growing areas of nature tourism, and huge in other places in NSW. We need avenues for council approvals that are not costly, access to E3 land and clear guidelines to enable this high quality temporary accommodation.	Council is partnering with Destination Sydney Surrounds South in the development of a Wingecarribee LGA Accommodation Investment Feasibility Study.
One submission provides rationale in support of cycling as an activity for holidays, for locals and in support of tourism.	Noted. Cycling is an opportunity for the Tourism and Attractions industry – Events, Nature-based experiences, wellness, recreational amenity.
Two submissions noted the value and strength of Tourism, the low wages associated with the industry, associated congestion, vulnerability to shocks and question the value of tourism.	Noted. Tourism and other low value-adding sectors often provide entry level jobs for young people and/or those that do not have a high degree of education or skills. Tourism contributes 4% directly and 4% indirectly to Gross Regional Product.
One (1) submission notes the benefit of promoting the area beyond day trippers from Sydney and those interested in beaches and koalas. Venues, producers and adventure operators should be promoted extensively to attract the tourist dollar and time. A push for midweek tourism would be extremely beneficial to the tourism industry.	Noted and agreed.



Summary of Written Feedback – Emails + comments in Survey	Staff Response
Conferences are a huge money spinner and take place during the working week. Conference attendees don't need to travel far as SH is relatively close to busy city centres. SH is an ideal geographic location for this type of activity.	
Living and Working	10 submissions
Two (2) submission suggest that work life practices will change dramatically and the Southern Highlands is well positioned to advance in the industry sectors identified in the Draft Plan.	Noted. The considered submissions will be referenced in the development of detailed economic development planning.
Four (4) submissions suggest that Covid and emerging teleworking trends combined with transport and housing affordability issues in Greater Sydney there is a great opportunity for the Southern Highlands to become a lifestyle destination for people of working age	Council will continue research and prepare to take advantage of the best opportunities. Additional text has been added under Opportunities in the Destination Strategy at Appendix 1.
One (1) submission promotes participation in NSW Govt's Local Innovation Network (LIN) to attract younger professionals and their families to the region.	Noted.
One (1) submission strongly advocates for strategic recreational planning with assets and activity, in support of the SH as a great place to live, work, learn, play and visit.	Noted. Recreational amenity has been added under Opportunities – Tourism and Attractions.
One (1) submission notes that Lifestyle and all its attributes is a key component that facilitates people to endorse the area through investment	Noted and agreed.
One (1) submission strongly supports Place - embracing what people love and enjoy about the area and continue to create more attractions/activities for local residents/families to get involved as well as activities in which visitors can also participate.	Noted and agreed.



Summary of Written Feedback – Emails + comments in Survey	Staff Response
<p>Two (2) submissions refer to the age profile – ageing in place or older people coming to the SH to retire; the risk of Nimbyism from this cohort, and the spend of seniors for goods, services and housing.</p> <p>Four (4) submissions note the low wages connected with some tourism, agribusiness and aged care jobs; and the barrier to affordable housing, as housing prices increase, for those on lower wages.</p>	<p>The Destination Strategy seeks to mitigate this impact through a focus on strategies that shift outcomes anticipated from an 'Expected Future' to those which support the 'Desired Future'</p> <p>Economic diversity is important, and the region has a mix of lower and higher value adding sectors. Tourism and other low value-adding sectors often provide entry level jobs for young people and/or those that do not have a high degree of education or skills. Council's housing strategy. The Wingecarribee Local Housing Strategy provides a long-term framework to meet the housing needs of the whole community.</p>
Environment	10 submissions
<p>Three (3) submissions directly reference Climate Emergency Declaration and two (2) submissions directly reference Climate Change.</p> <p>One (1) submission notes that the industry sectors will continue to provide opportunities for growth. However they must be supported at local government level and in tune with community expectations to preserve the Shire's pristine environment.</p> <p>One (1) submission notes the importance of the area environmentally as connecting with the Blue Mountains NP, Nattai Wilderness on one side, Bangadilly and the Western Wildlife Corridor to the west, the Illawarra escarpment to the east.</p> <p>One (1) submission notes the area was where people came to "take the air" and climate change may increase the area as an attraction to visit for cleaner and cooler mountain air. Further, prepare for the impacts of climate change on the area with increased shade and shelter in all public places.</p>	<p>Noted. Additional text has been added to the Background section of the Destination Strategy at Appendix 1.</p> <p>Noted and agreed.</p> <p>Noted.</p> <p>Noted and agreed.</p>

12.3 Adoption of the Southern Highlands Destination Strategy 2020-2030

ATTACHMENT 2 Attachment 2 - Summary of Submissions



Summary of Written Feedback – Emails + comments in Survey	Staff Response
One (1) submission notes that environmental issues dominate people's thinking, and the reason the region has been so popular is its environment, its ruralness, in close proximity to the city.	Noted and agreed.
One (1) submission notes that Council must put its response to the Climate Emergency Declaration (February 2020) front and centre of all its planning and policies.	Noted. Additional text has been added in the Background section of the Strategy and noted in the introduction to 'Our Opportunities'.
One (1) submission considers there is NO concession to the 'greedy dollar' and no precautionary principle; and calls for leadership in caring for land and climate change solutions and a need for balance between the needs of residents and visitors and maintaining the natural environment.	Striking a balance is noted throughout the Destination Strategy and Brundtland 1987 (containing the precautionary principles) is referenced in the Background section.
Two (2) submissions note the growth in renewable energy industry, recommending development of solar in Wingecarribee and consideration of a Renewable Energy Zone (REZ) (KEY CATALYTIC)	Noted. Additional text has been added in the Background section of the Strategy and noted in the introduction to 'Our Opportunities'. Council staff have opened discussion with the Federal government about inclusion of the Shire as an REZ
Natural endowments	9 submissions
Nine (9) submissions reinforced the value of the natural environment, including the green between and seek a balanced approach to development which is not at the expense of the natural environment.	The Draft Destination Plan makes strong positive reference to the natural endowments of the Southern Highlands. It is noted that this sentiment is strongly identified in all relevant Council strategies, including Wingecarribee 2031.
Two (2) submissions recommended strengthening the nexus between nature and wellbeing for living and also as an attraction.	'Wellbeing' has been included in the Opportunities for Tourism. And Healthcare.
Two (2) submissions suggest maintaining the natural attractions and people will keep coming either for short stays or permanently and to not allow quality farmland to be developed for houses; restrict small lot sizes,	Noted. Reference is also made to WSC Local Strategic Planning Statement.

12.3 Adoption of the Southern Highlands Destination Strategy 2020-2030

ATTACHMENT 2 Attachment 2 - Summary of Submissions



Summary of Written Feedback – Emails + comments in Survey	Staff Response
<p>provide bush corridors, promote, support and expand the many wildlife support groups in the region and help promote farm activities and produce.</p> <p>Two (2) submission noted the lack of acknowledgement of gardens and horticulture as an attraction.</p> <p>One (1) submission confirms the greatest asset being the natural environment and complementary strategies including the WSC Walking Track strategy together with nature based tourism.</p>	<p>Noted. Reference has been included in the introduction to the Destination Strategy.</p> <p>Noted and agreed.</p>
Industry	9 submissions
<p>Four (4) submissions noted that success has been limited in developing Advanced Manufacturing in the Shire. There may be potential to align with other major activities such as healthcare, education or agribusiness and a competitive advantage in liveability.</p> <p>One (1) submission noted that there may be limited support for the equine industry due to animal welfare issues and that vocational courses are no longer offered locally.</p> <p>One (1) submission notes that Professional business services will grow through natural demand but that relevant education is required.</p> <p>One (1) submission notes that the SH is well positioned in these industry sectors and will suit post-pandemic work life practices.</p> <p>One (1) submission acknowledges the strengths in the sector areas and the benefits of attracting key players to the SH, particularly given high costs of living in Sydney and growing trend in working remotely</p>	<p>Noted. The submissions will be further referenced in the development of detailed economic development planning.</p> <p>Noted. Partnership with key education institutions is intended to improve alignment between industry needs and provision of courses.</p> <p>Noted and agreed.</p> <p>Noted and agreed. Additional text has been included in Opportunities – Professional Business Services and Creative Industries.</p> <p>Noted and agreed.</p>



Summary of Written Feedback – Emails + comments in Survey	Staff Response
<p>One (1) submission supports Agribusiness (including equine), noting negatives relating to low wage workers and non-resident owners and risk to accessible visible greenspace and liveability of the Shire.</p> <p>Two (2) submissions consider professional business services a high priority given remote working opportunities; and that they require less demand for complex infrastructure.</p> <p>One (1) submission notes the disincentive to investment in the Southern Highlands including Council's negativity to Hume Coal and the Sutton Forest Sand projects and diminished regard for traditional industries which can be enhanced by adopting technology and higher standards.</p>	<p>Noted. Low value-adding sectors often provide entry level jobs for young people and/or those that do not have a high degree of education or skills. The green between and liveability of the Shire is highly valued.</p> <p>Noted.</p> <p>Noted.</p>
Infrastructure	9 submissions
<p>One (1) submission recommends a cycleway to Moss Vale town centre and train station, via Aquatic Centre and gym. Transport to Wollongong, Canberra and Sydney should be considered as part of this project. There is a need to develop facilities for children under 15.</p> <p>One (1) submission lists the following:</p> <ul style="list-style-type: none"> • Major upgrading to public facilities such as toilets and playparks. • Major tree planting to provide shady walking and sitting areas and weather shelters in towns and along access routes. • imaginative and innovative solutions to address traffic congestion, including alternatives to individual cars (foot pathing, inter-town and 	<p>Noted. The considered submissions will be referenced in the development of detailed economic development planning.</p> <p>Noted. Council's Recreational Walking Tracks Strategy and Playspace Strategy were adopted in 2020 and a Sports Facilities Strategy is in development for completion in 2021. Council has a Street Tree Master Plan.</p> <p>Noted. Council's Assets Roads and Water team program works annually through the Capital Renewal Program and work in partnership with other levels of government with jurisdiction for road and transport.</p>



Summary of Written Feedback – Emails + comments in Survey	Staff Response
<p>village transport / shuttle buses, out of town parking supported by shuttle buses, or alternative transport such as tuktuks).</p> <ul style="list-style-type: none"> • Upgrade footpaths and designated roadways to improve accessibility • Improve passenger rail services to Goulburn and south <p>Three (3) submissions recommend better, more integrated transport system – walking/bike paths connected to public transport, improved bus and train services. Bundanoon wayfinding and walkability is compromised due to poor street lighting, dangerous bridge connections and lack of footpaths</p> <p>One (1) submission highlighted the need for infrastructure to support cycling and rail trails; and linkages between modes of transport; particularly in response to restrictions imposed by COVID.</p> <p>One (1) submission suggests that a walk to the top of Mount Gingenbullen, with a lookout would attract tourists and a bike path joining Sunninghill Ave and Osborne Rd (on East side of Moss Vale Rd; that overall we have excellent bike paths but this is a missing link.</p> <p>One (1) submission specifically recommends it would be good to have the Moss Vale bypass completed as soon as possible.</p> <p>One (1) submission notes that infrastructure must keep pace with increasing number of residents (ratepayers) attracted to jobs and training.</p>	<p>Noted. Council's Assets Roads and Water unit program works annually through the Capital Renewal Program and work in partnership with other levels of government with jurisdiction for road and transport.</p> <p>Noted and agreed. Council's Assets Roads and Water team program works annually through the Capital Renewal Program and work in partnership with other levels of government with jurisdiction for road and transport.</p> <p>Noted. Comment will be passed on to Council's Assets Roads and Water unit.</p> <p>Noted and agreed. Council has recently received funding from the State Government towards making the project shovel-ready.</p> <p>Noted and agreed.</p>
Planning	9 submissions



Summary of Written Feedback – Emails + comments in Survey	Staff Response
<p>One (1) submission considers that the DA process is difficult for business and residential applicants</p> <p>One (1) submission detailed some measures (not exhaustive) which would help to preserve the essential character of the Southern Highlands</p> <ol style="list-style-type: none"> 1. WSC undertake and make public a baseline inventory of the scale and quality of green-scape and biodiversity in the Shire, with the objective of ensuring that it is enhanced, not reduced. 2. Recognising that there will be more intensive development, WSC implement measures designed to limit (and eventually cease) housing development OUTSIDE THE FOOTPRINT of towns/villages 3. As one issue responding to climate change, WSC increase green space requirements for future developments WITHIN towns/villages. This would include sensitive development with respect to building plot ratios, and hard paved areas such as pathways and driveways, etc., as distinct from green spaces. A reasonable proposition would be that greenspace should be 50 per cent of all developments. 4. WSC implement effective measures directed at ensuring that future developments reflect current heritage, and also implement measurable sustained effort designed to protect and enhance existing heritage areas. <p>One (1) submission noted Council's role as Facilitator and Enabler, remaining within scope of the 'Local Government Act'; processing DA's in a timely manner to provide certainty for investment. Open minded thought processes within Council loudly declaring 'Wingecarribee OPEN for BUSINESS'</p> <p>One (1) submission notes that there is no reference to any restrictions that should be imposed at the strategy level, and further defined at the development level. There is NO statement of goals to conserve the Shire.</p>	<p>Noted. An expression of strong support for the Role of Council, and Priority Activities for Place (2.3), Prosperity (3.2) and Partnership (4.2)</p> <p>Council's Environment and Sustainability team are completing a detailed green web mapping project, which maps the biodiversity values of the Shire, and will allow Council to plan for better biodiversity protection across the Shire. Council has recently adopted the Local Housing Strategy which plans for housing to meet the long-term housing of the community. Future development will, where possible, be limited to the areas identified within the Local Housing Strategy.</p> <p>Council's Environment and Sustainability team continue to plan to mitigate and build resilient to climate change within the Shire. This includes looking at our urban tree cover and open space areas.</p> <p>Council has committed to developing improved place based development controls, particularly within heritage conservation areas, to ensure that future development is in keeping with the communities expectations.</p> <p>Noted. An expression of strong support for the Role of Council, and Priority Activities for Place (2.3), Prosperity (3.2) and Partnership (4.2)</p> <p>The Local Strategic Planning Statement and Local Housing Strategy seek to manage growth in a way that is in keeping with the communities expectations without compromising the unique characteristics of the Shire.</p>



Summary of Written Feedback – Emails + comments in Survey	Staff Response
One (1) submission noted that opportunities for investments in high-value climate-controlled agriculture are restricted by zoning restrictions, despite opportunities, seeks more reasonably priced employed zoned land and regulatory reform to address restrictions on investment.	Council has committed through the Local Strategic Planning Statement to reviewing rural zoned land within the Shire, to support innovation and ensure that development controls do not unnecessarily restrict agricultural production.
Actions	9 Submissions
Two (2) submissions seek deliverable action related to 5.4, Section 1.2. People need to see evidence that opportunities will be realised.	Noted. Following adoption of the strategy, Council staff will be working with key partners in the development of short, medium and long-term goals towards achieving strategic direction of the Southern Highlands Destination Strategy 2020-2030.
One (1) submission describes the strategy as a wishlist, seeking deliverable action from council and a cultural shift to improve perceptions that council is open for business and improving infrastructure, while maintaining a balance between natural environment and future needs with recognition of disaster impacts.	Noted. See above.
One (1) submission eagerly anticipates a framework plan for achieving goals, working with industry, state and federal MPS and creating measurable outcomes.	Noted. See above.
One (1) submission suggests that the Destination Plan needs to be reframed as an Economic Development Operations Plan with clear, measurable, accountable objectives, actions and allocation of resources.	Noted. See above.
One (1) submission recommends the importance of outcomes and that they should have been incorporated into the 2020 Operational Plan. Also that there were no financial impacts notes in the Report of 8 July 2020.	Noted. Outcomes are being delivered under the Operational Plan and Budget 2020-2021. Immediate actions will be developed for consideration in the Operational Plan and Budget 2021-2022. Medium to long term actions will be developed for consideration in the new Delivery Plan (2022-2025) and



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Four (4) submissions seek assurance that there will be due consideration of the impact of bushfires and COVID on the economy	Operational Plan (2022-2023). Additional funding will need to be allocated for development and implementation of action plans. Noted and acknowledged. Following adoption of the framework, Council staff will be working with key partners in the development of short, medium and long-term goals towards achieving strategic direction of the Southern Highlands Destination Strategy 2020-2030 with due consideration to impacts and recovery from disaster, and building resilience.
Housing	8 submissions
One (1) submission notes that a greater emphasis on sustainable housing is needed and less "more of the same" subdivisions determined by developer preferences. Council needs to be more active in promoting desirable and varied types of housing that do not just cater to elites. A revived TAFE provide training in a range of sustainable housing development skills. There is an opportunity to lead in this area addressing profit driven motives.	Noted. The comments are relevant to Council's recently adopted <i>Local Strategic Planning Statement</i> and <i>Housing Strategy</i> , also referenced in the Destination Strategy (p15).
Two (3) submissions considers that the WSC housing strategy needs to concentrate on providing more medium density living to create affordable housing options for young families.	The Wingecarribee Local Housing Strategy provides a long term framework to meet the housing needs of the whole community, and will be implemented in accordance with the actions outlined in the adopted Strategy. The Local Strategy Planning Statement and Local Housing Strategy are complementary to the Destination Strategy.
Two (2) submissions support the complementary Housing Strategy and Development Plans.	The State government is currently reviewing the Developer Contributions framework and Council will consider on the review's completion.
Three (3) submissions note prohibitive developer contributions. One of these recommends infill type housing around centres.	Noted.
One (1) submission recommends recognition of 2 nd homes and non-resident property owners in terms of measuring average income.	Noted.



Summary of Written Feedback – Emails + comments in Survey	Staff Response
Recreation	8 submissions
Two (2) submissions suggest that recreational activities have been overlooked. Obvious opportunities in everything from golfing to supported bushwalking, and where appropriate 4WD and mountain bike activities; equine, pony clubs, trails, ice/winter sports. (facilities to support these).	Noted. Council's Recreational Walking Tracks Strategy and Playspace Strategy were adopted in 2020 and a Sports Facilities Strategy is in development for completion in 2021.
One (1) submission states that the draft Destination Plan aims to support the Highlands being a great place to 'live, work, learn, play and visit', there isn't any reference to sport and (physical) recreation activities as part of the 'play' element of the proposition.	Noted and agreed. Council's Recreational Walking Tracks Strategy and Playspace Strategy were adopted in 2020 and a Sports Facilities Strategy is in development for completion in 2021.
One (1) submissions notes that sport and (physical recreation enhances the attractiveness of the local lifestyle to potential new residents (people), plays a major role in the development of new events and experiences (place), represents an industry sector in its own right and integrates with other targeted industry sectors (prosperity) and encourages new relationships with industry stakeholders (partnerships)	Noted and agreed. Council's Recreational Walking Tracks Strategy and Playspace Strategy were adopted in 2020 and a Sports Facilities Strategy is in development for completion in 2021
Education	7 submissions
Five (5) submissions support the focus on education in the Shire	Noted and agreed. The submissions will be referenced in the development of detailed economic development planning
One (1) submission suggests that while education is broadly well served in the region, training opportunities are woeful. There is particular concern for young people acquiring relevant, job-specific training and a desire to see a training Centre of Excellence.	Noted. This will be addressed during development of action plans relating to Education as an Industry and the Key Catalytic Project – Local Education Precinct.
One (1) submission suggests that a revived TAFE could provide training in a range of sustainable housing development skills.	



Summary of Written Feedback – Emails + comments in Survey	Staff Response
<p>One (1) submission recommends that TAFE and University in Moss Vale host educational courses that encourage computer science and subjects related to healthcare, aged care and agribusiness, technology startup with events and reciprocal rights to other hubs such as iAccelerate,</p> <p>One (1) submission identifies a strong local education sector can be the foundation for future growth for professional service and advance manufacturing the Highlands Smarts.</p> <p>One (1) submission notes the SH has ‘the best schools on offer in country NSW’ which should be promoted.</p> <p>One (1) submission recommend courses focusing on agriculture, including Veterinary Science activities, Horticultural training, Environmental courses covering alternative energies, bushfire study, health services.</p> <p>One (1) submission is unsupportive of this sector for the Southern Highlands noting the decline of boarding schools, need for infrastructure, student competition for low paid jobs and dependence on substantial state and federal funding</p>	<p>Noted. Alignment of courses to industry and community need is an objective of action plans relating to the Education Industry and the focus on the campus as a Key Catalytic Project.</p> <p>Noted. Alignment of courses to industry and community need is an objective of action plans relating to the Education Industry and the focus on the campus as a Key Catalytic Project.</p> <p>Noted. Alignment of courses to industry and community need is an objective of action plans relating to the Education Industry and the focus on the campus as a Key Catalytic Project.</p> <p>Noted and agreed.</p> <p>Noted. Alignment of courses to industry and community need is an objective of action plans relating to the Education Industry and the focus on the campus as a Key Catalytic Project.</p> <p>Noted. Council engagement with this sector is supported by the data and community and industry submissions. There is existing infrastructure at the TAFE and University of Wollongong which should be retained. More innovative and flexible uses of assets and funding models are anticipated given research and commentary from state and federal governments</p>
Key Catalytic Projects – General Comments	



Summary of Written Feedback – Emails + comments in Survey	Staff Response
One (1) submission recommended the inclusion of an environment centre, possibly into the agribusiness hub, particularly to promote alternative and regenerative agriculture.	Noted.
One (1) submission suggests an approach to the SHIP - A "Mossy Valley" tech hub project could be considered as a project that would encompass multiple of the region's strengths and opportunities (being: strategic location, proximity to Moss Vale Economic Zone, educational facilities, healthcare and aged services, lifestyle and coffee culture, future demographic planning). NBN's Technology Choice option could extend optic fibre connection to Moss Vale CBD.	Noted.
One (1) submission notes there are more opportunities beyond these (Key Catalytic Projects) especially in accommodation and outdoor experiences.	Noted. These are identified in the Destination Strategy as Opportunities (p22)
One (1) submission recommends the Equine Centre of Excellence should be supported with further embracing of this Industry in the Community and also supports the addition of Association Winter Sporting Functions and the Southern Highlands as a Regional Winter Hub. [An Ice Complex was supported by another submission – noting this as a seasonal attraction.]	Noted. This will be considered in developing actions in support of the Key Catalytic Projects. The Winter sports hub concept will be referred to Council's team responsible for developing the Recreation Strategy.
One (1) submission supports the Equine industry noting its appeal for grassroots community use in addition to visitors; with a focus on learning as well as events.	Noted and agreed.
One submission recommends deleting Innovation Park and focusing on existing strengths. Rather should be an education hub for future technology needs.	'Innovation Park' is a title given to a parcel of land in west Moss Vale zoned industrial. The aspiration is to attract high tech industry that is clean and green.



Summary of Written Feedback – Emails + comments in Survey	Staff Response
One (1) submission recommends that a Renewable Energy Zone (REZ) could be considered for the Shire.	Council staff have opened discussion with the Federal government about inclusion of the Shire as an REZ. The attached report by the submission writer is noted.
One (1) submission notes that the Lackey Park 'regional sports hub' in Moss Vale could play a key role in the development of a 'sport and recreation industry sector' in the Southern Highlands.	Noted. One of the Key Catalytic Projects has been amended in the Destination Strategy to acknowledge 'Regional Events Infrastructure', separately describing the three main uses identified through the consultation process, including a sports hub.
One (1) submission consider that the KCP list fails to include the economic drivers such as Retail, Tourism, including some seemingly intangibles such as Lifestyle and lack of congestion. Retail, Hospitality and Entertainment are fundamental economic drivers of this area and must form part of any KCP endeavour.	Noted. These industry sectors are dealt with elsewhere in the Destination Strategy and are not considered as 'catalytic'.
Intangibles such as Lifestyle and all its attributes are a Key components that facilitate people to endorse the area through investment. Missing from your 4P project list is the 6p plan of Position, Power, Policy Practice, Perceived outcomes and Passion. (we can elaborate on these further).	The Four Pillars proposed are memorable and encompass the proposed extended list; together with other content such as the Role of Council and advocacy with other levels of government.
One submission commends the Plan as it sets out an ambitious change in direction for the Highlands, particularly noting the focus on the key catalytic projects that Council can have influence on – practical stuff that will generate jobs.	Noted and agreed.
One submission expressed concern about lack of visibility in public records of the Southern Highlands Innovation Park.	Noted. The Southern Highlands Innovation Park was first suggested in 2018 but is included in the Destination Strategy to drive the next stages of supporting the intent of the Moss Vale Enterprise Corridor (previous name) which can be found in public records.

12.3 Adoption of the Southern Highlands Destination Strategy 2020-2030

ATTACHMENT 2 Attachment 2 - Summary of Submissions



Summary of Written Feedback – Emails + comments in Survey	Staff Response
General Comments	
One (1) submission noted that the plan seems to imply that only the private sector will create new business and job opportunities. This is not true. State government investment is needed in education and training and in backing a broader range of improved social services.	It is the Role of Council (p 25) to work with all levels of government. The Destination Strategy Priority Activities – Partnerships section (p 31) has been amended to include government in addition to industry.
One (1) submission that this was all motherhood statements. Wish lists. There is no strategy to how these will be achieved and what actions Council will undertake. There is a few lines about Council will 'partner' with industry to 'deliver key catalytic projects'. Nothing more. As per usual Council wants others to do the work, ie 'it is imperative that industry champion these projects and be responsible for their completion' (page 31). And then Council takes the credit.	Noted. It is the Role of Council (p 25) to work with all levels of government. The Priority Activities – Partnerships section (p 31) has been amended to include government in addition to industry.
Over all, a conventional document that concentrates on providing more of the same solutions used in the past. Disappointing.	Noted.
One (1) submission suggests that the plan should be known as Business Development Destination Plan Fit for Purpose; and is supportive of a direction to improve efficiency in the planning process. The whole of Council plan should note that help and assistance comes from Moss Vale Tafe, UoW, Regional Development Australia Southern Inland, Southern Region Business Enterprise Centre, Southern Highlands Key Stakeholders Group.	The Plan title is recommended as <i>Southern Highlands Destination Strategy 2020-2030</i> . Council's role in development assessment is acknowledged in 5.1 Role of Council, Place Priority Activity 2.3, Prosperity Priority Activity 3.2 and Partnership Priority Activity 4.2. The submission notes only some of the current partners working with Council. A list is not included as the strategy is for 10 years and the partners will change and evolve over time. Actions plans established and reviewed over time to reflect changes will include relevant partners.
One (1) submission expressed concern about speculation and social engineering and the icon depicting over 55's as invalids.	Noted. It is considered that data is there to support the comments. The icon has been changed.
One (1) submission noted Council's role as Facilitator and Enabler, remaining within scope of the 'Local Government Act'; processing DA's in a timely manner to provide certainty for investment. Open minded thought processes within Council loudly declaring 'Wingecarribee OPEN for BUSINESS'	Noted and agreed.



Summary of Written Feedback – Emails + comments in Survey	Staff Response
<p>Five (5) submissions directly commented on the 2041 demographic projection and Desired Future.</p>	<p>Noted. The Destination Strategy provides a framework for the development of policies and commitments to demographic restructuring of the community to increase the available labour pool of suitable age and education; economic and social infrastructure to support a vibrant younger class, to offset the needs of the ageing population and to provide services needed for the latter.</p> <p>The Destination Strategy at Appendix 1 has been edited to improve the connection between the potential future (informed by demographic projections) and the desired future.</p>