

Attachments

Part 2

Monday 16 October 2017

CO2, EC1, EC2, EC3 & EC5

CO2 Attachments

1. DRAFT Memorandum of Understanding
2. STA Annual Report 2016/17

Monday 16 October 2017

CO2 – Memorandum of Understanding Southern Tablelands
Arts



P | 02 4823 4407

A | 56 Clinton St Goulburn NSW 2580

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Memorandum of Understanding
Southern Tablelands Arts Inc.

and

Wollondilly Council

2017 – 2020

DRAFT

1. Introduction

Southern Tablelands Arts has been operating for 21 years (2017) across a region that now comprises seven local government areas (LGAs) including Goulburn Mulwarree, Hilltops, Upper Lachlan, Queanbeyan Palerang, Wingecarribee, Wollondilly and Yass Valley Councils.

Southern Tablelands Arts is managed by a skills based Board. The Constitution allows for a maximum of 10 Board members. The AGM is held annually in April. Skills the organisation values for nominating Board members include: local government, project/events planning and management, marketing and promotions, arts practice, management and advocacy, history and heritage, education, disability, financial, legal, human resources, small business, philanthropy, tourism and economic development. STA is committed to community engagement in the arts and access for all in the regional communities it serves

The seven member Councils contribute to and support Southern Tablelands Arts in recognition that the organisation is a catalyst and vehicle for the enhancement of regional arts and cultural development for the social and economic benefit of local communities.

The Councils recognise that effective cultural development to be achieved through the strategic planning and management of cultural services, facilities and programs that contribute to local identity, sense of place and quality of life.

The Councils acknowledge that Southern Tablelands Arts receives core funding support and commitment from the NSW State Government through Create NSW. The on-going viability of Southern Tablelands Arts and its aims and objectives are contingent upon continuing support of this mix of contributions of Local and State governments. The current triennial commitment to South Tablelands Arts runs from January 2016 until 30 December 2018.

Create NSW (then Arts NSW) undertook a review of Regional Arts Development organisation in 2014-15. As a result of the review a number of actions were identified. These include:

- That the Regional Arts Development Officer position title be renamed Executive Director.
- That the regional organisations will be renamed as Regional Arts Development Organisation (RADO).
- That it is recommended that each RADO enter into a Memorandum of Understanding (MOU) with each Contributing Council.

2. Southern Tablelands Arts Strategic Plan 2016 - 2018

Vision

Our vision is that Southern Tablelands Arts is the peak arts and cultural agency for the region through its investment in and development of meaningful cultural development programs and services.

Business Plan goals

- Stimulation of local economies through arts and cultural development across the Southern Tablelands Arts region.
- Capacity building through the delivery of arts and cultural expertise, services and relevant programs to the communities in the region.
- Sound strategic and collaborative partnership arrangements with the Contributing Councils.

- Collection and analysis of data on our programs and services and where possible emerging trends in the arts and cultural sector in the region.
- Accountable, transparent and responsible management of the organisation to ensure strategic, financial and operational success.

Cultural Development Principles

Southern Tablelands Arts:

- Commits to human and social rights.
- Recognises that communities are dynamic, evolving and unique.
- Values the appreciation and celebration of diversity.
- Welcomes and fosters participation and partnership.
- Commits to access and equity.
- Acknowledges the past and present in moving to the future.
- Values creativity, originality and relevance in creative making, production and presentation.

Organisational Structure



3. Commencement and Term

The Memorandum of Understanding (MOU) will commence in 2017 and operate on a four-year term, in line with the NSW local government election cycle. It is acknowledged that local governments in NSW are still transitioning through an NSW Government amalgamation process for local governments so that while the majority of Councils in this region participated in elections in 2016, two Councils will be going to election in 2017.

The MOU will be reviewed by Southern Tablelands Arts and each of the Contributing Councils between July and December 2020 to ensure a smooth transition to a new MOU with each Council in 2021.

4. Purpose of the Agreement

The purpose of this Memorandum of Understanding is to:

- Clarify expectations, roles and accountabilities for Southern Tablelands Arts and the member Councils
- Define the scope and standards of services to be provided
- Define the basis of funding contributions
- Support improved management and service performance

By clarifying the roles, accountabilities and supporting improved management and service performance, the MOU will help to:

- Enhance existing arts and cultural services and activities within the region.
- Identify and assist the development of new and existing arts and cultural programs and activities in the region.
- Integrate cultural considerations as an integral part of the management and development of the region's social, arts, cultural, natural, built and economic environments.
- Foster an informed, literate and skilled community as the basis of an involved, productive and creative community.
- Establish partnerships for arts and cultural development with the Contributing Councils, community, other local and regional organisations, government agencies and the private sector.
- Conserve and enhance the region's cultural heritage in its built and natural physical and social manifestations.
- Demonstrate the current and potential economic benefits of cultural development to the region's economy.

5. Southern Tablelands Arts Undertakings

1. Southern Tablelands Arts will actively work with the LGAs, the local arts and wider community and other relevant stakeholders to create a significant contribution to the arts and cultural development through strategic regional activity.
2. Southern Tablelands Arts will work to strengthen local and regional relationships and is a partner of choice for arts and cultural development with Contributing Councils and the arts community within the region.
3. Southern Tablelands Arts is a creator of arts and cultural programs and activities, an advocate, adviser as well as a service provider to our seven member Councils and their communities. We will work with each Council and their communities to provide advice and support for the development of arts, culture and the creative industries in accordance with the core services outlined below.
4. Southern Tablelands Arts will focus on providing programs with a regional perspective or localised projects/initiatives where they establish a precedent or benchmark able to be used by other communities.
5. Southern Tablelands Arts will offer professional development opportunities across the region.

6. Southern Tablelands Arts will be a resolute and committed advocate for increasing State and Federal government resources for the cultural development of the region and encouraging State and Federal policies to reflect the circumstances and needs of regional communities.
7. Southern Tablelands Arts will deliver outcomes as defined by the Southern Tablelands Arts Strategic Plan.
8. Southern Tablelands Arts undertakes to engage with the LGAs to take into account common needs and priorities to ensure Southern Tablelands Arts strategic regional planning is complementary to and supportive of local needs and priorities.
9. Southern Tablelands Arts will supply Contributing Councils with its Annual Report and audited financial statements.
10. Southern Tablelands Arts will also provide Contributing Councils with a 6 monthly infographic report on programs and services twice a year. The 6 monthly report will be issued to the General Manager and Executive team, the Mayor and Council delegate/s.
11. Southern Tablelands Arts will acknowledge the partnership agreement with the LGAS on all major promotional and marketing material in a clear and concise manner.
12. Southern Tablelands Arts will provide formal presentations to Councils within the region as required.
13. Southern Tablelands Arts will liaise with the arts and wider communities in the region and provide relevant information on arts and cultural issues, activities and events for inclusion in Southern Tablelands Arts marketing and communications.
14. Southern Tablelands Arts will ensure that delivery of core services is not compromised when additional contracts are negotiated on a fee for service basis.

6. Ongoing core services provided by Southern Tablelands Arts to Contributing Councils

- Provide arts and cultural development expertise and advice to the Contributing Councils.
- Support Contributing Councils to develop, produce, implement and review Cultural Plans as required.
- Develop and implement strategic regional initiatives to strengthen activity at a local level
- Provide arts and cultural development expertise, advice, support and training to the communities and artists of the Contributing Councils.
- Contribute to the development and review of strategic planning for arts and cultural services in Contributing Councils as required.
- Assist Contributing Councils and their communities to secure grants for arts, cultural and history and heritage initiatives.
- Provide training and capacity building for artists, cultural workers as well as arts, cultural and community organisations.
- Assist Contributing Councils in the development of cultural infrastructure.

- Administer the Country Arts Support Program (CASP) for arts and wider community organisations in the region to undertake local arts activities and programs.
- Actively promote and market the arts and culture of the region through the Contributing Councils, the Region and beyond.
- Assist with and encourage the development of creative industries and cultural tourism in the region.
- Encourage and support regional touring initiatives.
- Maintain, update and distribute relevant information to the arts and cultural sector including research and cultural data.
- Develop and participate in networks within the region and the cultural sector at a state and national level.
- Build audiences for and increase participation in arts and cultural activities in the Southern Tablelands Arts region.
- Advocate and lobby for arts and cultural development of the Southern Tablelands Arts region on behalf of Contributing Councils and their communities.
- Support sponsorship, patronage and philanthropic initiatives for arts and cultural development in the region.

7. Council Undertakings

1. Each Council recognises that arts, culture and the creative industries add value to the social and economic capital of communities and contribute to diversification of local employment and economies.
2. Each Council will promote Southern Tablelands Arts for making a significant contribution to arts and cultural development of the region through its Community Strategic Plans, regional strategic activity and localised projects/ initiatives.
3. Each Council undertakes to formally invite Southern Tablelands Arts to participate in all arts and cultural policy, planning and review processes. This can include Southern Tablelands Arts representation on Council arts and culture committees, co-developed arts and cultural development projects and, attendance at arts and cultural events.
4. Each Council will provide support to Southern Tablelands Arts in order to achieve their goals as per the Southern Tablelands Arts Strategic Plan (2016-2018). This will include sharing promotions, providing/offering free venues for arts and cultural programs, meetings and professional development.
5. Each Council recognises that investment by each member Council plus the triennial State government funding is essential for the core operations of Southern Tablelands Arts and its sustainable future.

6. Each Contributing Council recognises that it has the opportunity to nominate 1 – 2 delegates on an annual basis to Southern Tablelands Arts. This will usually occur in September as part of each Contributing Council's consideration of representation on local and regional committees. Each Council acknowledges that the Board delegate/s act as a representative and conduit for information and advice between Southern Tablelands Arts and Council. The delegate is welcome to attend Board meetings.
7. Each Contributing Council will actively encourage individuals, groups and organisations in their local areas to access the Southern Tablelands Arts services and initiatives.
8. Each Contributing Council will communicate and engage with Southern Tablelands Arts with regards to any proposed events, programs, projects or planning initiatives arising in their LGA that may be given value by further arts and cultural input by Southern Tablelands Arts.
9. Each Contributing Council will nominate a member of their respective staff for necessary and direct liaison with the Executive Director of Southern Tablelands Arts.
10. Each Council and Southern Tablelands Arts will share information on arts and cultural matters including the linking of community data bases, directories and websites. It is envisaged this means sharing web links to **public access** data bases between Southern Tablelands Arts and the respective Contributing Council.

8. Financial Contribution

Wollondilly Council will allocate its co-contribution funding to Southern Tablelands Arts in each financial year of the MOU. Southern Tablelands Arts operates on a calendar year due to triennial funding arrangements with Create NSW. Southern Tablelands Arts will issue an invoice to Hilltops Council in February annually. The co-contribution is to be paid within 30 days upon receipt of an appropriate Tax Invoice.

From 2017, Wollondilly Council agrees to provide funding support for Southern Tablelands Arts on the basis of .60c per head of population based on census data. An annual increase will be linked to the rate established by rate pegging applied to the Council.

9. Review of Memorandum of Understanding (MOU)

Wollondilly Council and Southern Tablelands Arts agree to review the terms of this Memorandum of Understanding between July – November 2020.



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10. Memorandum Agreement

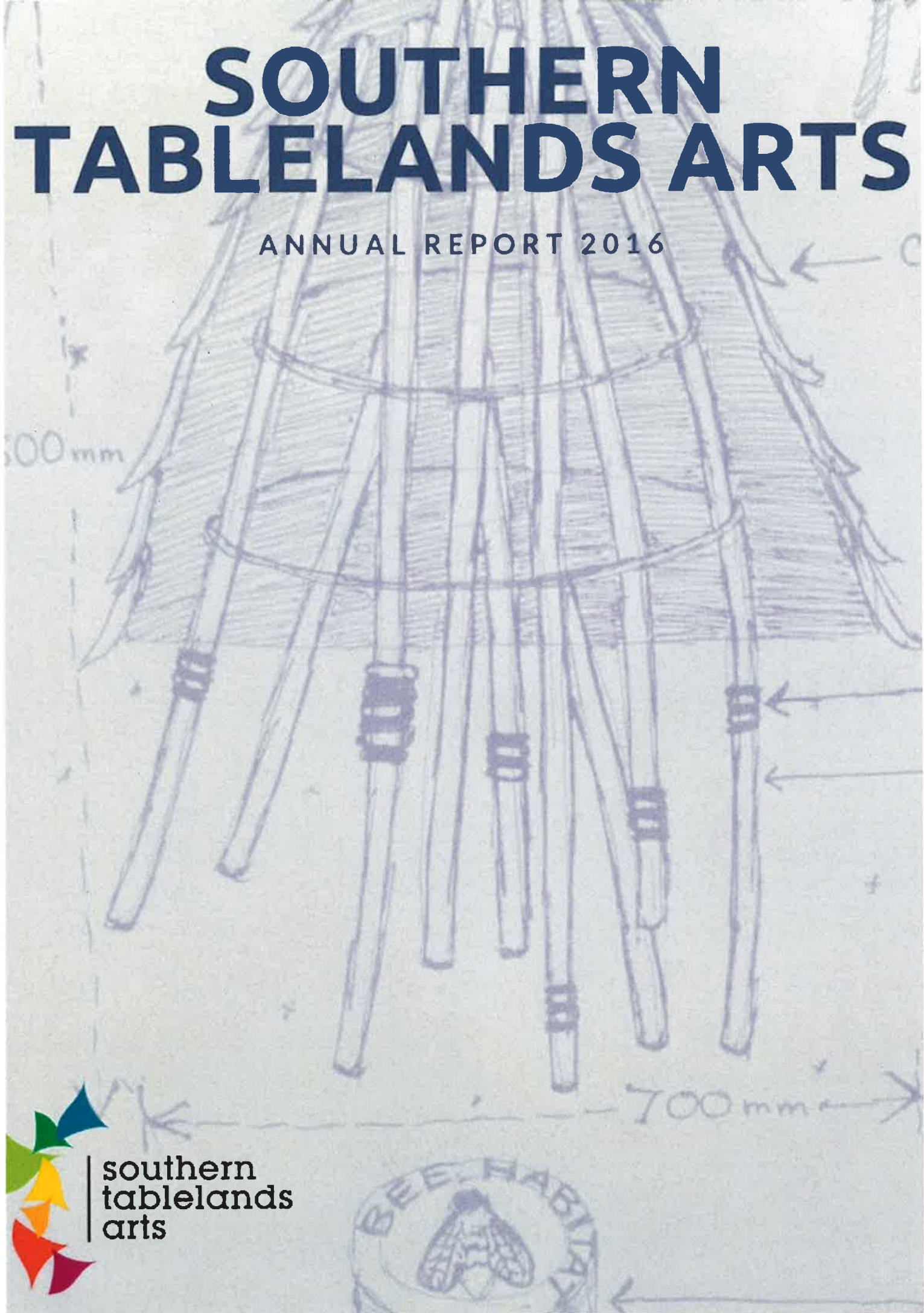
This agreement covers the period of 2017 – 2020.

Luke Johnson General Manager Wollondilly Council	Susan Brindle President Southern Tablelands Arts
Signature	Signature
Date	Date

DRAFT

SOUTHERN TABLELANDS ARTS

ANNUAL REPORT 2016



southern
tablelands
arts

SOUTHERN TABLELANDS ARTS

SOUTHERN TABLELANDS ARTS BOARD

PRESIDENT Judit Kovacs
VICE PRESIDENT Andrew Warren
SECRETARY Susan Brindle
TREASURER Joanne McCauley
ORDINARY MEMBERS
Rob Moran, Ann Frederick, Stephen Lamond,
Evool McLeod, Maisey Stapleton.

CONTRIBUTING COUNCILS



SOUTHERN TABLELANDS ARTS
IS SUPPORTED BY THE NSW
GOVERNMENT THROUGH ARTS
NSW



SOUTHERN TABLELANDS ARTS IS A
MEMBER OF REGIONAL ARTS NSW



REGIONAL ARTS
NSW

A comprehensive report on 2016 activities and our audited financial statements are available for download from our website.



SOUTHERN TABLELANDS ARTS

STRATEGIC GOALS

INCREASE COMMUNITY ENGAGEMENT IN ARTS AND CULTURAL ACTIVITIES

Through key program initiatives in arts and health, creative ageing and arts and environment.

STRENGTHEN ACCESS TO FUNDING, EMPLOYMENT AND PROFESSIONAL DEVELOPMENT

Through creative industry programs, funding workshops and programming focused on local creatives.

DEVELOPING STRONG PARTNERSHIPS

Working with contributing councils, arts and cultural organisations,

OPPORTUNITIES FOR COMMUNITIES AND YOUNG PEOPLE

Engagement with schools, and youth focused organisations to create stronger opportunities for communities and young people in arts and cultural events.



FROM THE EXECUTIVE DIRECTOR

There is so much to celebrate about the arts and cultural life in the Southern Tablelands Arts region this year. 2016 marked the beginning of our new three year triennial funding arrangements with Arts NSW and commencing implementation of our new three year strategic plan. Key areas for seeking other sources of funding to meet the plan include strategic regional projects, arts and health, arts and environment, engaging with children and young people, professional development and investing in our artists, cultural workers and communities in the region.

Across the region artists, arts and cultural organisations and groups as well as schools and community groups are developing, presenting and hosting a wide range of activities across the spectrum of arts practice. This means I attended a range of arts and cultural events across the region. I am aware I get to only a fraction of what's on offer but I am glad we get to share some of the diversity of the cultural life of the region via our Enewsletters, Facebook and website.

There is increasing demand to write letters of support from Councils, artists and arts organisations such as grants opportunities and awards for recognition. As Executive Director I also attend Committee meetings in the region. In 2016, this included Yass Valley Public Art Committee and Wingecarribee Shire Arts and Culture Advisory Committee.

I was delighted to see so many people from our region at Artlands, the national regional arts conference which was held in Dubbo in October 2016. There were representatives from Councils (Goulburn, Wingecarribee and Wollondilly), arts organisations (Lieder Theatre, Imaginarta, Goulburn Regional Conservatorium, Goulburn Regional Art Gallery) and individual arts practitioners. There was so much to see and do and some deeply profound presentations to help us think about our practice in regional communities.

This is a small organisation and it would not be able to achieve what it does without a collegiate work environment and the goodwill generated by our engagement with the various communities of the Southern Tablelands. The project partners continue to diversify which brings fresh thinking and energy into the way we work which is very exciting. I extend a deeply felt thank you to all those who engaged with us during project development stages, provided information to share with the region, wrote letters of support and much more in 2016.

I extend a big thank you to the staff Giselle Newbury (Projects & Communications) and Lillie Brown (Arts Ready Trainee) as well as Lesley Porroj the bookkeeper who keeps our accounts in order. A big thank you also to the outgoing Board members of 2016. The work of a Board is generally not public and visible but with the ongoing support, engagement and due diligence of the Board, the organisation thrives.

I wish to acknowledge and thank Judit Kovacs who is leaving after nearly eight years on the board. Judit has served in numerous roles and more recently as President over the last two years. It has been a time of enormous change, establishing a new strategic focus for the organisation, embedding new organisation policies and procedures and steering the organisation through a period of upheaval and change. Judit has shown due diligence and an abiding commitment to the organisation throughout that time.



Susan Conroy

EXECUTIVE DIRECTOR



FROM THE PRESIDENT

I have been associated with Southern Tablelands Arts for seven years, as member and most of the time as a member / Vice-president / President of the Management Committee, and thus had the privilege to observe and participate in its life, ups and downs and evolution over the period. Southern Tablelands Arts marked 2016 with continuing successes, growth and moving forward in new directions – all in the report in detail. I am delighted to note that the amalgamation of the former Queanbeyan City and Palerang Councils also meant the amalgamation of their contributions – in my mind this is a proof that the organisation is meeting its charter of supporting the arts in its region.

One must congratulate Southern Tablelands Arts for moving into its new accommodation, to the heart of the community hub on Clinton Street, known as Workspace2580 and be a part of a modern workspace and professional network for businesses and entrepreneurs to connect, study and grow in the NSW Southern Tablelands. As President, I have been part of an organisation that has matured and reached the status where Southern Tablelands Arts is supported by a committed, knowledgeable and enthusiastic Board. Its members

- devoted many hours to develop and put in place key policies and procedures thus strengthening the foundations of the organization for a richer future and growth
- supported and participated in development of a marketing plan
- set about strengthening Southern Tablelands Arts relationship with all Councils in its region
- supported the increased delivery of professional development and
- supported the ongoing increasing diversity of income streams for program delivery.

Southern Tablelands Arts would not be where it is without the tireless work of Susan Conroy, ED, and its staff – Giselle and Lillie. I would like to thank the Board members, Susan and staff for their hard work, and wish them the best for 2017

Judit Kovacs

PRESIDENT



FROM THE TREASURER

It has been a great year for Southern Tablelands Arts from a financial perspective. We have consolidated on the hard work over the past few years to move into a more sound financial position. This not only provides assurance of the continuity of the organisation, but also allows more programs to be rolled out and a better functioning office.

There is a fine balance for an organisation such as this when it comes to making a profit. The aim is not to make too much of a profit, or you could start to question if the funds raised are being spent as they should. We have had a tough few years, so the profit this year of \$76,130 was necessary to re-coup some of the expenses over the past few years. We now have been able to set funds aside as a provision for leave. We are better able to budget and run new projects. I am very comfortable with the level of profit over the past year and the position that Southern Tablelands Arts is now in.

I would like to congratulate Susan, Giselle and Lillie for their efforts this year. They are passionate about their work, and have done some amazing things over the year. It is their financial management skills and efforts in securing additional funding for new projects that have allowed us to have a successful year. I would also like to thank our President Judit Kovacs, and my fellow board members for the support we have given each other over the year. Together we are a strong team and it is great to see Southern Tablelands Arts thriving. Finally, thank you to our wonderful bookkeeper Lesley Porroj who does a fabulous job and makes my role as Treasurer much easier. I am excited about the future of Southern Tablelands Arts and am proud to be involved as Treasurer.

Joanne McCauley

TREASURER



GOULBURN FILM GROUP

The Goulburn Film Group, a sub-committee of the Southern Tablelands Arts is committed to bringing a wide variety of film choices to our district. 2016 was the Goulburn Film Group's twelfth year of operation.

From a 2005 audience average of 23 per session to 91 in 2016, the Goulburn Film Group has experienced continued growth, is a well-respected and has a positive community presence. Movies are screened on the last Sunday of each month except during the school holidays.

The Goulburn Film Group has no membership fees; everyone is welcome. All that is required is for people to come to the Lilac City Cinema and enjoy the Film Group's movie. It draws people from Goulburn and the surrounding district. The quality of the film offering has generated a high degree of 'customer loyalty' and the Sunday afternoon screenings have become a regular event for many people.

The movies selected for screening come from independent film distributors and are predominantly story driven focussing on a wide range of social, economic, political and personal themes. The movies cover a range of genres including drama, comedy, documentary and the occasional musical. World movies feature regularly and include delights such as the highly-acclaimed French film *Incendies* and the French/Russian production *Concert*; a joyous story filled with great wit and humanity.

The most popular movies over the past ten years - some requiring a second screening - are *The Weeping Camel* (Mongolia); *Away From Her* (Canada); *Philomena* (UK); *Midnight in Paris* (USA); *Africa United* (South Africa/Rwanda); *Bright Star* (Aust./UK); *A Separation* (Iran); *Pan's Labyrinth* (Spain); *Testament of Youth* (UK); *Mrs Carey's Concert* (Aust.); *Force Majeure* (Sweden); *Mr Turner* (UK); *Wadja* (Saudi Arabia); *About Elly* (Iran); *Hunt for the Wilderpeople* (NZ) and *The Light Between Oceans* (NZ/UK).

Steve and Josephine greatly appreciate the support of Mandy and Andrew Moore, the proprietors of the Lilac City Cinema without whose generous assistance the Film Group could not operate. As well, cinema staff members Karen Bourke, Stacey Bourke and Robert Ings always offer invaluable assistance.

During 2016 they also greatly valued the administrative abilities and support of Lillie Brown, Giselle Newbury and Susan Conroy of the Southern Tablelands Arts team. The Goulburn Film Group's wishes to publicly acknowledge and thank these three highly professional and competent people.

The Goulburn Film Group has currently 238 people registered on its email newsletter. Email gbnfilmgroup@yahoo.com.au or phone Steve Chapman (4829 0111) if you would like to be included on the Film Group's email newsletter.

STEVE CHAPMAN

STEVE CHAPMAN AND JOSEPHINE DORMAN
LOOK FORWARD TO SEEING YOU 'AT THE
MOVIES'.



MAKING IT HAPPEN-LEADING CREATIVE ENGAGEMENT IN ARTS AND CULTURAL DEVELOPMENT

Southern Tablelands Arts is the peak arts and cultural agency for the region through its investment in and development of meaningful cultural development programs and services.



BEE AWARE

“The ‘Bee Aware’ Project combines the ecological needs of native bees with the creative stimulation of art making. The workshop offered a fascinating peek into the lives and ecological importance of native bees but will also give participants the satisfaction of making sculptural works that are placed into a public place.”

Celeste Coucke



The Bee Aware workshops were held in Picton in February attracting over 20 participants. Dr Megan Halcroft focused on teaching about native bee habitat and the 4 hour information session covered everything from types of native bees (1,500 species!) to plantings to attract them to your gardens.

The participants were then led through a creative process with artists Celeste Coucke and Ana Pollack to create three public art sculptural native bee hotels for the Picton botanic gardens.

The participants then returned to help with construction after the firing process. The bee bells were installed in November during pollinator week.



Bee Aware is a partnership between Wollondilly Shire Council and Southern Tablelands Arts. The native bee habitats were designed and made by artists Ana Pollack and Celeste Coucke with local community participation.

Bee Aware was funded by: Regional Arts NSW, Country Arts Support Program, Glencore Tahmoor Underground and Wollondilly Shire Council.

ILLUMINARTE

As night falls, the free family event encourages visitors, locals, friends and families to stroll through the picturesque town of Picton taking in the enchanted ambience as an amazing range of local artworks are projected onto landmark buildings to illuminate the historic town.

Over 30,000 people filled the streets of Picton for the single night illumination festival. Local buildings were lit with images from local artists Karen Ashcroft, Sharon Robertson, Emily O'Brien, Carolyn Jones, Margaret Mackay, Freya Jobbins, Lisa Maris McDonell, Holly Eva, Michael Ezzy, Rebecca Chalker, Tharawal Land Council, and Kim Nelson.

The Wollondilly Arts Group (WAG) curated a fantastic exhibition with many local artists selling their work. The Arts and Craft market in the Wollondilly Shire hall saw many of the artisans sell out.

4 lantern workshops were led by Artist Tracy Luff. Over 80 Sculptural lanterns were created across the artist, high school and children's workshops. The parade along Menangle st was led by Mayor Simon Landow with Susan Conroy with General Manager Luke Johnson. Local Musician Lionel Barber joined the parade with his guitar whilst they sang "this little light of mine".



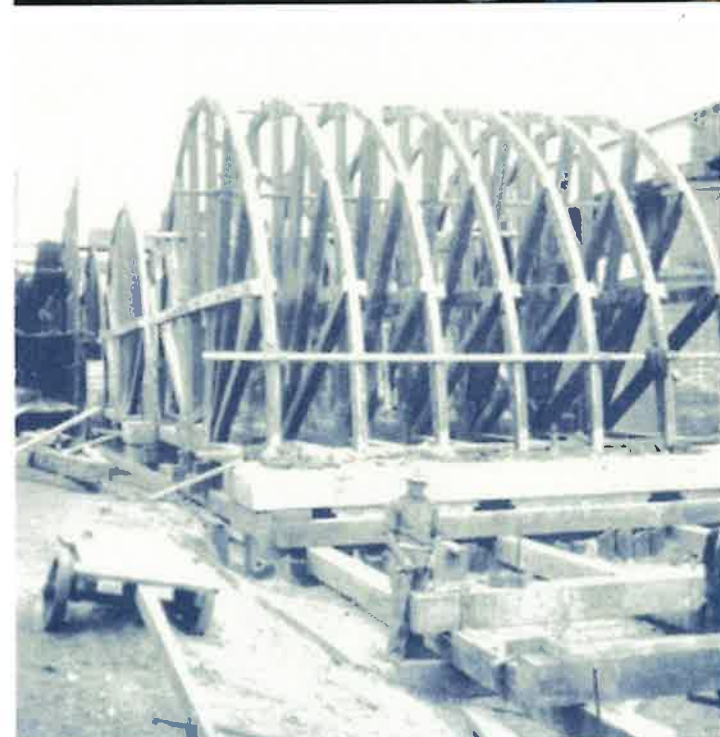
GREAT SOUTHERN LINE ANZAC STORY

The Great Southern Line Anzac Story was conceived as a project to reveal and to honour the experiences of WW1 veterans returning from the war and to recognise the powerful link for many in returning to jobs in the NSW railway network in this region.

Through the research and consultation phases we identified stories and experiences of the men and women who on their return from the war re-joined the railway workforce both as a means of supporting their families and importantly for the social support gained of sharing the war experiences with other veterans employed in the railway network.

3 story telling workshops were lead by researcher Mary Hutchison to help people explore the stories of their Anzac family members. At times raw and emotional the stories were collected and developed to inform Artist Tracy Luff in the development of 3 public art sculptures that will be positioned in Picton, Moss Vale and Goulburn railway stations during 2017-18.

The project is funded by the ANZAC Centenary Fund, Goulburn Soldiers Club, Goulburn Mulwaree Council, Wingecarribee Shire Council, Wollondilly Council, and Transport NSW





LOVE FOOD HATE WASTE

Combining environmental awareness and creative practice into a consultancy with the Canberra Region Joint Organisation saw Southern Tablelands Arts lead a tour across 3 regional arts communities with 6 workshops exploring food waste issues and creating bees wax food wraps to reduce the use of single use plastics in our homes and businesses.

The workshops incorporated a discussion around food waste behaviours. This created a forum for sharing ideas about reducing food waste and a lot of recipes and tips through the inter-generational groups in the workshops. Local chefs showed us how to transform scraps and food that is normally wasted into delicious meals that were shared after the art making process.

With funding through the EPA their Love Food Hate Waste program. Southern Tablelands Arts will continue to address these arts and environment issues.



YOUTH EVENTS

Across 2016 Southern Tablelands Arts worked with schools and youth groups to create meaningful projects and experiences for young people.

Hump day, chalk art, tea towel printing, bees wax food wraps, illuminARTE lantern workshops, film nights,



WINEPRESS

Southern Tablelands Arts, together with Eden Road Wines developed an annual writers event in the Yass Valley community. 2016 was a unique opportunity to hear three outstanding journalists from our region talk about their recent publications. Lucy Palmer, Warren Brown and Karen Middleton engaged audiences in a discussion lead by local author Nigel Featherstone.



MAISIE'S CHOIR

Maisie's Choir continues long after the initial creative ageing funding was spent, securing funding from the Yass Soldiers Club until June, participants now contribute individually to keep choir leader Jacqueline Hansson and the choir running. Performing frequently at local events and in July combined with the Dante Musica Viva choir from Canberra for a mid year showcase. Both the showcase and the Christmas concert were packed with delighted audiences. Donations to Maisie's for performances help subsidise some members fees.



FILM SCREENING

Southern Tablelands Arts continues to bring film to the regional areas with the use and hiring of the inflatable film screen equipment. 2016 saw simultaneous screenings of the Access All Areas Film Festival in 4 LGA's as well as numerous other screenings in parks and community venues across the region.





CASP

STREET SAILS

An art project where school children and members of the community work with a local Indigenous artist to create designs for street sails. The sails would be hung in Queanbeyan's main street and CBD during important annual Indigenous events such as NAIDOC week and Reconciliation Week.



POETRY PROSE PLACE

A series of workshops exploring nature, environment, and ecopoetry writing in the region. Performance skills and public performances; targets regional writers; includes new writing directions, critiquing, publication, and performance. Employed two regional writers.






WONDERWALL

A five day workshop program with local artist Rudy Kistler working with young people to create a street- art mural on the skate park in Victoria Park. The project will culminate in a launch of the artwork, including skate demonstration, competitions, pool party and outdoor cinema event.

AT A GLANCE

Funding Sources

Southern Tablelands Arts is supported by the NSW Government through Arts NSW.

-  Core Funding
-  Council contributions
-  Other funding

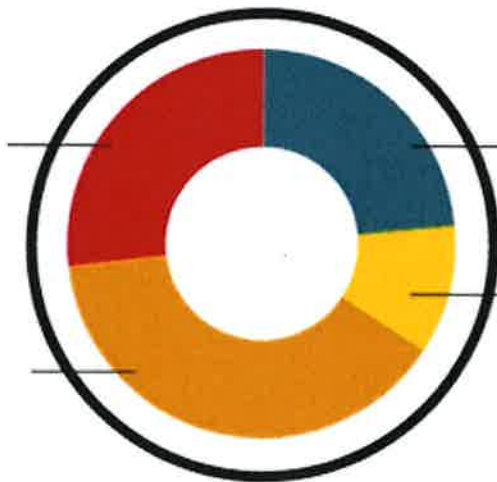


Total 2016 revenue
\$299,529 > 2015
Total expenses
\$223,999 < 2015

Communications

We have an active and engaged online community but find that 30% of participants are still finding us through word of mouth

Word of Mouth
Approximately 30%



Facebook
611 Likes

Twitter
273 followers

Enewsletter
1013 Subscribers

Attendance



Over 30,000 people attended more than 115 events across the region in 2016

113 events in partnership with 2 organisations involving 46 artists



STAFF

- Susan Conroy Executive Director
- Giselle Newbury Projects & Communications
- Lillie Brown Arts Administration Trainee

EC1 Attachment

1. Investment Summary Report as at 31 August 2017

Monday 16 October 2017

EC1 – Investment of Funds as at 31 August 2017



Wollondilly
Shire Council

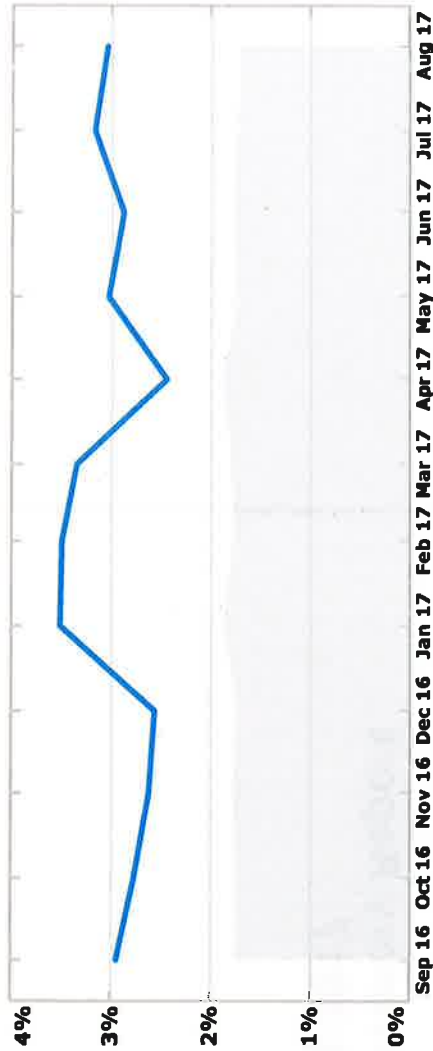
**Investment Summary Report
August 2017**



Investment Holdings

By Product	Face Value (\$)	Current Value (\$)	Current Yield (%)
Bonds	2,000,000.00	1,980,960.00	7.1692
Cash	3,121,000.00	3,121,000.00	1.5500
Floating Rate Note	15,000,000.00	15,179,667.71	2.8287
Mortgage Backed Security	1,629,895.21	1,100,606.75	2.2044
Term Deposit	37,750,000.00	38,157,585.55	2.7821
	59,500,895.21	59,539,820.01	2.8608

Investment Performance

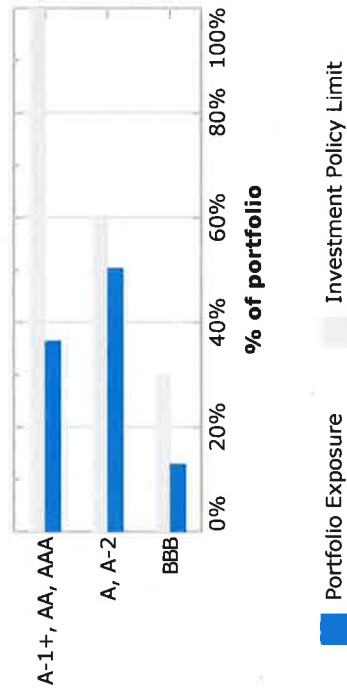


Portfolio Annualised Return

Bloomberg BB Index Annualised Return

Investment Policy Compliance

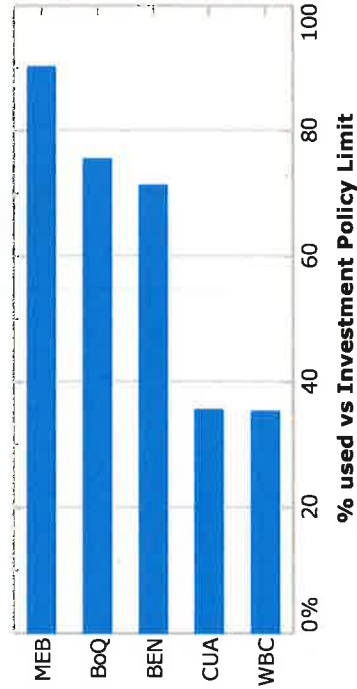
Total Credit Exposure



Portfolio Exposure

Investment Policy Limit

Highest Individual Exposures



% used vs Investment Policy Limit

Term to Maturities

Maturity Profile	Face Value (\$)	Policy Max
Less than 1yr	38,871,000	65%
Greater than 1yr	20,629,895	35%
a. Between 3 and 5yrs	4,629,895	8%
b. Greater than 5yrs	1,000,000	2%
	59,500,895	

Cash Accounts

Face Value (\$)	Current Yield	Institution	Credit Rating	Purchase Price (\$)	Purchase Date	Current Value (\$)	Deal No.	Accrued Interest (\$)	Coupon Frequency	Reference
3,121,000.00	1.5500%	National Australia Bank	A-1+	1,000,000.00	1-Mar-17	1,013,358.90	534926	13,358.90	AtMaturity	
3,121,000.00	1.55000%					3,121,000.00	211819			

Term Deposits

Maturity Date	Face Value (\$)	Rate	Institution	Credit Rating	Purchase Price (\$)	Purchase Date	Current Value (\$)	Deal No.	Accrued Interest (\$)	Coupon Frequency	Reference
5-Sep-17	1,000,000.00	2.6500%	Bank of Queensland	A-2	1,000,000.00	1-Mar-17	1,013,358.90	534926	13,358.90	AtMaturity	
13-Sep-17	1,000,000.00	3.0000%	Westpac Group	A-1+	1,000,000.00	1-Sep-16	1,030,000.00	534200	30,000.00	Annually	
27-Sep-17	500,000.00	3.0000%	Westpac Group	A-1+	500,000.00	25-Aug-16	500,287.67	534178	287.67	Annually	
27-Sep-17	1,000,000.00	3.0000%	Westpac Group	A-1+	1,000,000.00	2-Sep-16	1,029,917.81	534223	29,917.81	Annually	
4-Oct-17	1,000,000.00	3.0000%	Westpac Group	A-1+	1,000,000.00	14-Sep-16	1,028,931.51	534334	28,931.51	Annually	
11-Oct-17	1,000,000.00	2.6000%	ME Bank	A-2	1,000,000.00	14-Jun-17	1,005,627.40	535360	5,627.40	AtMaturity	
18-Oct-17	750,000.00	2.6500%	ME Bank	A-2	750,000.00	19-Apr-17	757,351.03	535187	7,351.03	AtMaturity	
1-Nov-17	2,000,000.00	2.8800%	Credit Union Australia	A-2	2,000,000.00	1-Feb-17	2,033,455.34	534818	33,455.34	AtMaturity	
8-Nov-17	500,000.00	2.7500%	Bendigo and Adelaide Bank	A-2	500,000.00	9-Nov-16	511,150.68	534517	11,150.68	AtMaturity	
15-Nov-17	1,000,000.00	2.7000%	Bank of Queensland	A-2	1,000,000.00	16-Feb-17	1,014,572.60	534882	14,572.60	AtMaturity	
6-Dec-17	1,000,000.00	2.6500%	ME Bank	A-2	1,000,000.00	1-Mar-17	1,013,358.90	534927	13,358.90	AtMaturity	
6-Dec-17	1,000,000.00	2.7000%	ME Bank	A-2	1,000,000.00	5-Jun-17	1,006,509.59	535292	6,509.59	AtMaturity	
13-Dec-17	1,000,000.00	2.8000%	Bank of Queensland	A-2	1,000,000.00	14-Dec-16	1,020,021.92	534665	20,021.92	AtMaturity	
13-Dec-17	1,000,000.00	2.7000%	ME Bank	A-2	1,000,000.00	14-Jun-17	1,005,843.84	535361	5,843.84	AtMaturity	
20-Dec-17	1,000,000.00	2.8000%	Bank of Queensland	A-2	1,000,000.00	20-Dec-16	1,019,561.64	534671	19,561.64	AtMaturity	
2-Jan-18	1,000,000.00	2.7000%	ME Bank	A-2	1,000,000.00	4-Apr-17	1,011,095.89	535131	11,095.89	AtMaturity	
10-Jan-18	1,000,000.00	2.7200%	Commonwealth Bank of Australia	A-1+	1,000,000.00	9-Mar-17	1,013,115.62	534987	13,115.62	AtMaturity	
14-Feb-18	1,000,000.00	2.7000%	Bank of Queensland	A-2	1,000,000.00	15-Feb-17	1,014,646.58	534879	14,646.58	AtMaturity	
28-Feb-18	1,000,000.00	2.5500%	ME Bank	A-2	1,000,000.00	28-Aug-17	1,000,279.45	535651	279.45	AtMaturity	
5-Mar-18	1,000,000.00	2.7000%	Rural Bank	A-2	1,000,000.00	2-Mar-17	1,013,536.99	534933	13,536.99	Annually	

Term Deposits

Maturity Date	Face Value (\$)	Rate	Institution	Credit Rating	Purchase Price (\$)	Purchase Date	Current Value (\$)	Deal No.	Accrued Interest (\$)	Coupon Frequency	Coupon Reference
7-Mar-18	1,000,000.00	2.7400%	Commonwealth Bank of Australia	A-1+	1,000,000.00	9-Mar-17	1,013,212.05	534986	13,212.05	AtMaturity	AtMaturity
7-Mar-18	1,000,000.00	2.6500%	Bank of Queensland	A-2	1,000,000.00	5-Jun-17	1,006,389.04	535293	6,389.04	AtMaturity	AtMaturity
14-Mar-18	1,000,000.00	2.6500%	Bank of Queensland	A-2	1,000,000.00	14-Jun-17	1,005,735.62	535362	5,735.62	AtMaturity	AtMaturity
24-Apr-18	1,000,000.00	2.7000%	ME Bank	A-2	1,000,000.00	26-Apr-17	1,009,468.49	535196	9,468.49	AtMaturity	AtMaturity
1-May-18	1,000,000.00	2.5400%	National Australia Bank	A-1+	1,000,000.00	30-Aug-17	1,000,139.18	535660	139.18	AtMaturity	AtMaturity
2-May-18	1,000,000.00	2.6500%	Bank of Queensland	A-2	1,000,000.00	2-Aug-17	1,002,178.08	535566	2,178.08	AtMaturity	AtMaturity
16-May-18	1,000,000.00	2.6500%	ME Bank	A-2	1,000,000.00	18-Aug-17	1,001,016.44	535622	1,016.44	AtMaturity	AtMaturity
23-May-18	1,000,000.00	2.8500%	Credit Union Australia	A-2	1,000,000.00	24-May-17	1,007,808.22	535264	7,808.22	AtMaturity	AtMaturity
30-May-18	1,000,000.00	2.7000%	Bendigo and Adelaide Bank	A-2	1,000,000.00	31-May-17	1,006,879.45	535276	6,879.45	AtMaturity	AtMaturity
6-Jun-18	1,000,000.00	2.7000%	Bendigo and Adelaide Bank	A-2	1,000,000.00	5-Jun-17	1,006,509.59	535294	6,509.59	AtMaturity	AtMaturity
4-Jul-18	1,000,000.00	2.7000%	Bank of Queensland	A-2	1,000,000.00	5-Jul-17	1,004,290.41	535439	4,290.41	AtMaturity	AtMaturity
23-Aug-18	1,000,000.00	3.1000%	Westpac Group	A-1+	1,000,000.00	23-Aug-16	1,000,764.38	534157	764.38	Annually	Annually
27-Aug-18	1,000,000.00	3.0500%	Bendigo and Adelaide Bank	A-2	1,000,000.00	26-Aug-15	1,000,334.25	508262	334.25	Annually	Annually
28-Aug-18	1,000,000.00	2.6500%	ME Bank	A-2	1,000,000.00	29-Aug-17	1,000,217.81	535656	217.81	AtMaturity	AtMaturity
12-Sep-18	1,000,000.00	3.1000%	Westpac Group	AA-	1,000,000.00	1-Sep-16	1,031,000.00	534201	31,000.00	Annually	Annually
15-May-19	2,000,000.00	2.9000%	Bendigo and Adelaide Bank	BBB+	2,000,000.00	17-May-17	2,017,002.74	535244	17,002.74	Annually	Annually
9-Aug-19	1,000,000.00	3.2000%	Westpac Group	AA-	1,000,000.00	9-Aug-16	1,002,016.44	534113	2,016.44	Annually	Annually
	37,750,000.00	2.7821%			37,750,000.00		38,157,585.55		407,585.55		

Floating Rate Notes

Maturity Date	Face Value (\$)	Current Coupon	Security Name	Credit Rating	Purchase Price (\$)	Purchase Date	Current Value (\$)	Deal No.	Accrued Interest (\$)	Next Coupon Reference Date
1-Apr-19	500,000.00	3.3100%	CUA Snr FRN (Apr19) BBSW+1.60%	BBB	500,000.00	1-Apr-16	505,765.55	533363	2,720.55	3-Oct-17
10-May-19	1,000,000.00	2.6900%	WBC Snr FRN (May19) BBSW+1.00%	AA-	1,000,000.00	11-Mar-16	1,011,951.37	533330	1,621.37	10-Nov-17
11-Jun-19	750,000.00	2.8200%	AMP Snr FRN (Jun19) BBSW+1.10%	A	750,000.00	11-Dec-15	760,163.12	512050	4,635.62	11-Sep-17
18-Jul-19	1,000,000.00	3.1450%	ME Bank Snr FRN (Jul19) BBSW+1.45%	BBB	1,000,000.00	18-Jul-16	1,009,287.40	534040	3,877.40	18-Oct-17

Floating Rate Notes

Maturity Date	Face Value (\$)	Current Coupon	Security Name	Credit Rating	Purchase Price (\$)	Purchase Date	Current Value (\$)	Deal No.	Accrued Interest (\$)	Next Coupon Reference Date
17-Sep-19	1,000,000.00	2.6500%	BEN Snr FRN (Sep19) BBSW+0.93%	BBB+	1,000,000.00	17-Sep-14	1,007,152.60	491128	5,372.60	18-Sep-17
11-Nov-19	1,000,000.00	2.5400%	ANZ Snr FRN (Nov19) BBSW+0.85%	AA-	1,000,000.00	11-Nov-14	1,010,151.37	497055	1,461.37	13-Nov-17
29-Nov-19	500,000.00	3.2100%	GBS Snr FRN (Nov19) BBSW+1.50%	BBB	500,000.00	29-Nov-16	497,243.25	534565	131.92	29-Nov-17
22-Jan-20	1,000,000.00	2.5900%	WBC Snr FRN (Jan20) BBSW+0.90%	AA-	1,000,000.00	22-Jan-15	1,012,227.40	501146	2,767.40	23-Oct-17
21-Feb-20	500,000.00	2.7900%	BEN Snr FRN (Feb20) BBSW+1.10%	BBB+	500,000.00	21-Nov-16	502,180.41	534537	420.41	21-Nov-17
3-Mar-20	1,000,000.00	2.8300%	MAC Snr FRN (Feb20) BBSW+1.10%	A	1,000,000.00	3-Mar-15	1,017,023.01	502273	6,823.01	4-Sep-17
20-Mar-20	750,000.00	3.0200%	CUA Snr FRN (Mar20) BBSW+1.30%	BBB	750,000.00	20-Mar-17	754,132.50	534994	4,530.00	20-Sep-17
17-Jul-20	1,000,000.00	2.6000%	CBA Snr FRN (Jul20) BBSW+0.90%	AA-	1,000,000.00	17-Jul-15	1,012,396.71	507122	3,276.71	17-Oct-17
18-Aug-20	1,000,000.00	2.7900%	BEN Snr FRN (Aug20) BBSW+1.10%	BBB+	1,000,000.00	18-Aug-15	1,004,420.14	505173	1,070.14	20-Nov-17
20-Oct-20	1,000,000.00	2.9500%	SUN Snr FRN (Oct20) BBSW+1.25%	A+	1,000,000.00	20-Oct-15	1,018,525.34	510106	3,475.34	20-Oct-17
18-Jan-21	500,000.00	2.8450%	CBA Snr FRN (Jan21) BBSW+1.15%	AA-	500,350.00	25-Jan-16	509,178.78	533092	1,753.78	18-Oct-17
20-Apr-21	500,000.00	3.1600%	BEN Snr FRN (Apr21) BBSW+1.46%	BBB+	500,000.00	20-Apr-16	509,426.37	533420	1,861.37	20-Oct-17
3-Jun-21	1,000,000.00	2.9000%	WBC Snr FRN (Jun21) BBSW+1.17%	AA-	1,000,000.00	3-Jun-16	1,023,111.78	533707	6,991.78	4-Sep-17
30-Mar-22	500,000.00	2.7550%	AMP Snr FRN (Mar22) BBSW+1.05%	A	500,000.00	30-Mar-17	504,947.60	535097	2,377.60	29-Sep-17
16-Aug-22	500,000.00	2.6600%	SUN Snr FRN (Aug22) BBSW+0.97%	A+	500,000.00	16-Aug-17	510,383.01	535608	583.01	16-Nov-17
	15,000,000.00	2.8287%			15,000,350.00		15,179,667.71		55,751.38	

Zero Coupon Bonds

Maturity Date	Face Value (\$)	Security Name	Credit Rating	Purchase Price (\$)	Purchase Date	Current Value (\$)	Deal No.	Purchase Yield Reference
22-Jan-18	2,000,000.00	CBA Snr Bond (Feb18) ZC	A-1+	1,000,000.00	21-Jan-08	1,980,960.00	220294	7.1692%
	2,000,000.00			1,000,000.00		1,980,960.00		7.1692%



Mortgage Backed Securities

Weighted Avg Life	Face Value (\$)	Current Coupon	Security Name	Rating	Purchase Price (\$)	Purchase Date	Current Value (\$)	Deal No.	Accrued Interest (\$)	Reference
22-Aug-22	629,895.21	2.1400%	Emerald Reverse Mortgage (A Tranche)	AAA	1,000,000.00	17-Jul-06	498,023.46	310323	406.24	
21-Jul-27	1,000,000.00	2.2450%	Emerald Reverse Mortgage (B Tranche)	AA	1,000,000.00	6-Jul-07	602,583.29	310288	2,583.29	
	1,629,895.21	2.2044%			2,000,000.00		1,100,606.75		2,989.53	

Accrued Interest Report

Asset Type	Deal Number	Face Value (\$)	Settlement Date	Maturity Date	Interest Received (\$)	Days Accrued	Interest Accrued (\$)	Percentage Return
Bonds								
CBA Snr Bond (Feb18) ZC	220294	2,000,000.00	21-Jan-08	22-Jan-18	0.00	31	8,483.85	7.17%
					0.00		8,483.85	7.17%
Cash								
National Australia Bank	211819	3,121,000.00			5,351.83	31	5,351.83	1.55%
					5,351.83		5,351.83	1.55%
Floating Rate Note								
CUA Snr FRN (Apr19) BBSW+1.60%	533363	500,000.00	1-Apr-16	1-Apr-19	0.00	31	1,405.62	3.31%
WBC Snr FRN (May19) BBSW+1.00%	533330	1,000,000.00	11-Mar-16	10-May-19	6,893.70	31	2,295.75	2.70%
AMP Snr FRN (Jun19) BBSW+1.10%	512050	750,000.00	11-Dec-15	11-Jun-19	0.00	31	1,796.30	2.82%
ME Bank Snr FRN (Jul19) BBSW+1.45%	534040	1,000,000.00	18-Jul-16	18-Jul-19	0.00	31	2,671.10	3.14%
BEN Snr FRN (Sep19) BBSW+0.93%	491128	1,000,000.00	17-Sep-14	17-Sep-19	0.00	31	2,250.68	2.65%
ANZ Snr FRN (Nov19) BBSW+0.85%	497055	1,000,000.00	11-Nov-14	11-Nov-19	6,515.62	31	2,169.59	2.55%
GBS Snr FRN (Nov19) BBSW+1.50%	534565	500,000.00	29-Nov-16	29-Nov-19	4,083.29	31	1,374.66	3.24%
WBC Snr FRN (Jan20) BBSW+0.90%	501146	1,000,000.00	22-Jan-15	22-Jan-20	0.00	31	2,199.73	2.59%
BEN Snr FRN (Feb20) BBSW+1.10%	534537	500,000.00	21-Nov-16	21-Feb-20	3,534.04	31	1,197.12	2.82%
MAC Snr FRN (Feb20) BBSW+1.10%	502273	1,000,000.00	3-Mar-15	3-Mar-20	0.00	31	2,403.56	2.83%
CUA Snr FRN (Mar20) BBSW+1.30%	534994	750,000.00	20-Mar-17	20-Mar-20	0.00	31	1,923.70	3.02%
CBA Snr FRN (Jul20) BBSW+0.90%	507122	1,000,000.00	17-Jul-15	17-Jul-20	0.00	31	2,208.22	2.60%
BEN Snr FRN (Aug20) BBSW+1.10%	505173	1,000,000.00	18-Aug-15	18-Aug-20	7,145.75	31	2,390.55	2.81%
SUN Snr FRN (Oct20) BBSW+1.25%	510106	1,000,000.00	20-Oct-15	20-Oct-20	0.00	31	2,505.48	2.95%
CBA Snr FRN (Jan21) BBSW+1.15%	533092	500,000.00	25-Jan-16	18-Jan-21	0.00	31	1,208.16	2.85%
BEN Snr FRN (Apr21) BBSW+1.46%	533420	500,000.00	20-Apr-16	20-Apr-21	0.00	31	1,341.92	3.16%
WBC Snr FRN (Jun21) BBSW+1.17%	533707	1,000,000.00	3-Jun-16	3-Jun-21	0.00	31	2,463.01	2.90%

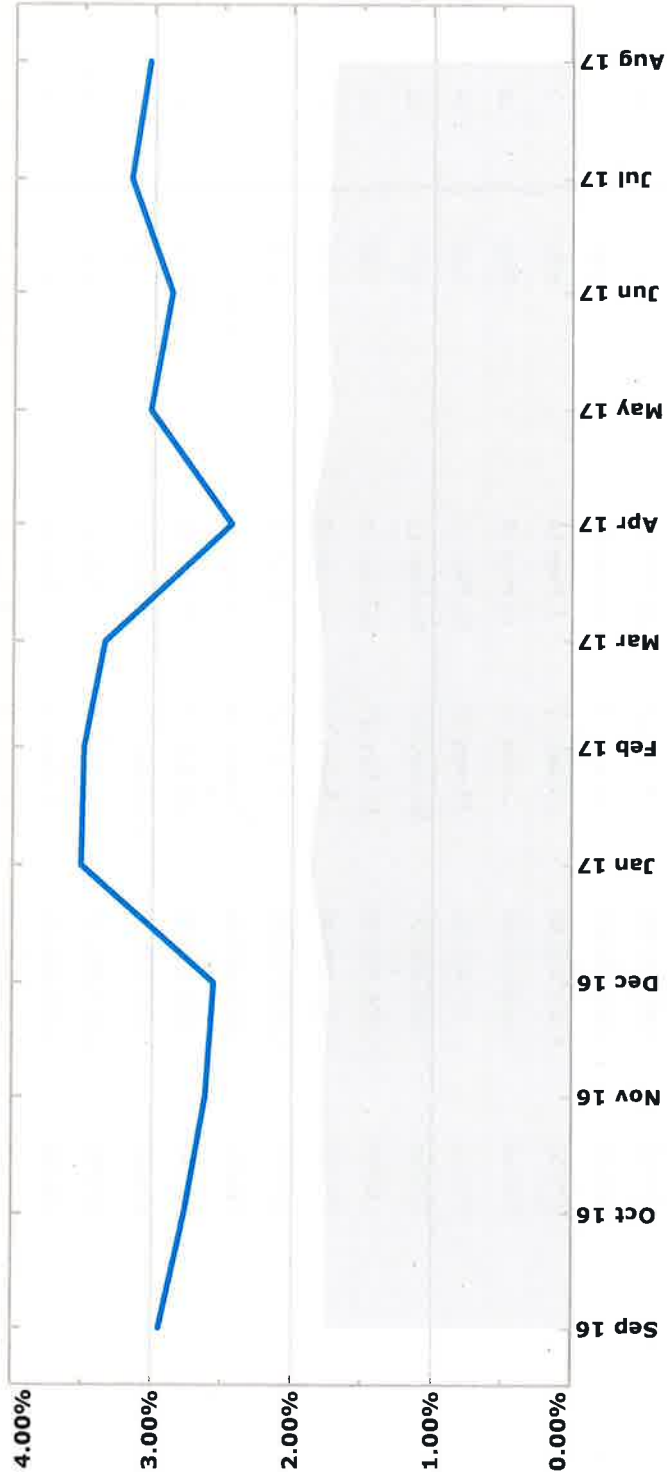
Accrued Interest Report

Asset Type	Deal Number	Face Value (\$)	Settlement Date	Maturity Date	Interest Received (\$)	Days Accrued	Interest Accrued (\$)	Percentage Return
AMP Snr FRN (Mar22) BBSW+1.05%	535097	500,000.00	30-Mar-17	30-Mar-22	0.00	31	1,169.93	2.75%
SUN Snr FRN (Aug22) BBSW+0.97%	535608	500,000.00	16-Aug-17	16-Aug-22	0.00	16	583.01	2.66%
					28,172.40		35,558.09	2.84%
Mortgage Backed Securities								
Emerald Reverse Mortgage (A Tranche)	310323	629,895.21	17-Jul-06	22-Aug-22	3,560.75	31	1,188.82	2.22%
Emerald Reverse Mortgage (B Tranche)	310288	1,000,000.00	6-Jul-07	21-Jul-27	0.00	31	1,906.71	2.24%
					3,560.75		3,095.53	2.24%
Term Deposit								
National Australia Bank	534097	1,000,000.00	3-Aug-16	2-Aug-17	27,923.29	1	76.71	2.80%
Bendigo and Adelaide Bank	509014	1,000,000.00	1-Sep-15	29-Aug-17	29,257.53	28	2,263.01	2.95%
Bank of Queensland	534926	1,000,000.00	1-Mar-17	5-Sep-17	0.00	31	2,250.68	2.65%
Westpac Group	534200	1,000,000.00	1-Sep-16	13-Sep-17	0.00	31	2,547.95	3.00%
Westpac Group	534178	500,000.00	25-Aug-16	27-Sep-17	15,000.00	31	1,273.97	3.00%
Westpac Group	534223	1,000,000.00	2-Sep-16	27-Sep-17	0.00	31	2,547.95	3.00%
Westpac Group	534334	1,000,000.00	14-Sep-16	4-Oct-17	0.00	31	2,547.95	3.00%
ME Bank	535360	1,000,000.00	14-Jun-17	11-Oct-17	0.00	31	2,208.22	2.60%
ME Bank	535187	750,000.00	19-Apr-17	18-Oct-17	0.00	31	1,688.01	2.65%
Credit Union Australia	534818	2,000,000.00	1-Feb-17	1-Nov-17	0.00	31	4,892.05	2.88%
Bendigo and Adelaide Bank	534517	500,000.00	9-Nov-16	8-Nov-17	0.00	31	1,167.81	2.75%
Bank of Queensland	534882	1,000,000.00	16-Feb-17	15-Nov-17	0.00	31	2,293.15	2.70%
ME Bank	534927	1,000,000.00	1-Mar-17	6-Dec-17	0.00	31	2,250.68	2.65%
ME Bank	535292	1,000,000.00	5-Jun-17	6-Dec-17	0.00	31	2,293.15	2.70%
Bank of Queensland	534665	1,000,000.00	14-Dec-16	13-Dec-17	0.00	31	2,378.08	2.80%
ME Bank	535361	1,000,000.00	14-Jun-17	13-Dec-17	0.00	31	2,293.15	2.70%

Accrued Interest Report

Asset Type	Deal Number	Face Value (\$)	Settlement Date	Maturity Date	Interest Received (\$)	Days Accrued	Interest Accrued (\$)	Percentage Return
Bank of Queensland	534671	1,000,000.00	20-Dec-16	20-Dec-17	0.00	31	2,378.08	2.80%
ME Bank	535131	1,000,000.00	4-Apr-17	2-Jan-18	0.00	31	2,293.15	2.70%
Commonwealth Bank of Australia	534987	1,000,000.00	9-Mar-17	10-Jan-18	0.00	31	2,310.14	2.72%
Bank of Queensland	534879	1,000,000.00	15-Feb-17	14-Feb-18	0.00	31	2,293.15	2.70%
ME Bank	535651	1,000,000.00	28-Aug-17	28-Feb-18	0.00	4	279.45	2.55%
Rural Bank	534933	1,000,000.00	2-Mar-17	5-Mar-18	0.00	31	2,293.15	2.70%
Commonwealth Bank of Australia	534986	1,000,000.00	9-Mar-17	7-Mar-18	0.00	31	2,327.12	2.74%
Bank of Queensland	535293	1,000,000.00	5-Jun-17	7-Mar-18	0.00	31	2,250.68	2.65%
Bank of Queensland	535362	1,000,000.00	14-Jun-17	14-Mar-18	0.00	31	2,250.68	2.65%
ME Bank	535196	1,000,000.00	26-Apr-17	24-Apr-18	0.00	31	2,293.15	2.70%
National Australia Bank	535660	1,000,000.00	30-Aug-17	1-May-18	0.00	2	139.18	2.54%
Bank of Queensland	535566	1,000,000.00	2-Aug-17	2-May-18	0.00	30	2,178.08	2.65%
ME Bank	535622	1,000,000.00	18-Aug-17	16-May-18	0.00	14	1,016.44	2.65%
Credit Union Australia	535264	1,000,000.00	24-May-17	23-May-18	0.00	31	2,420.55	2.85%
Bendigo and Adelaide Bank	535276	1,000,000.00	31-May-17	30-May-18	0.00	31	2,293.15	2.70%
Bendigo and Adelaide Bank	535294	1,000,000.00	5-Jun-17	6-Jun-18	0.00	31	2,293.15	2.70%
Bank of Queensland	535439	1,000,000.00	5-Jul-17	4-Jul-18	0.00	31	2,293.15	2.70%
Westpac Group	534157	1,000,000.00	23-Aug-16	23-Aug-18	31,000.00	31	2,632.88	3.10%
Bendigo and Adelaide Bank	508262	1,000,000.00	26-Aug-15	27-Aug-18	30,667.12	31	2,590.41	3.05%
ME Bank	535656	1,000,000.00	29-Aug-17	28-Aug-18	0.00	3	217.81	2.65%
Westpac Group	534201	1,000,000.00	1-Sep-16	12-Sep-18	0.00	31	2,632.88	3.10%
Bendigo and Adelaide Bank	535244	2,000,000.00	17-May-17	15-May-19	0.00	31	4,926.03	2.90%
Westpac Group	534113	1,000,000.00	9-Aug-16	9-Aug-19	32,000.00	31	2,717.81	3.20%
Grand Totals					165,847.95		84,292.81	2.80%
					202,932.92		136,782.11	2.81%

Annualised Monthly Return (Marked to Market)



■ Portfolio Annualised Return
 ■ AusBond BB Index Annualised Return

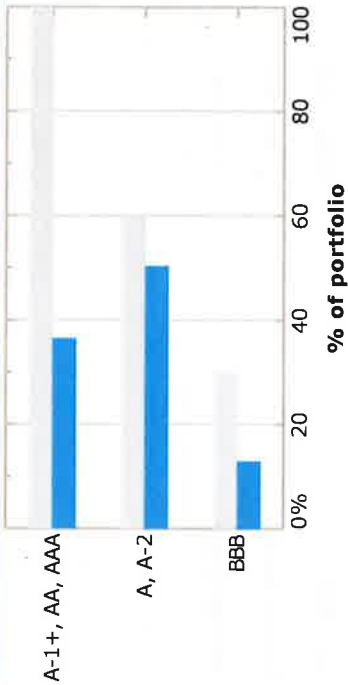
Historical Performance Summary

	Portfolio	AusBond BB Index	Outperformance
Aug 2017	3.03%	1.69%	1.35%
Last 3 Months	3.02%	1.72%	1.30%
Last 6 Months	2.98%	1.76%	1.22%
Financial Year to Date	3.10%	1.71%	1.39%
Last 12 months	2.97%	1.76%	1.21%

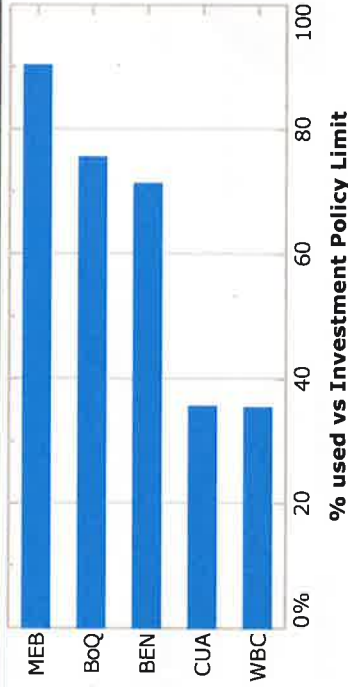
Wollondilly Shire Council Investment Policy Compliance Report



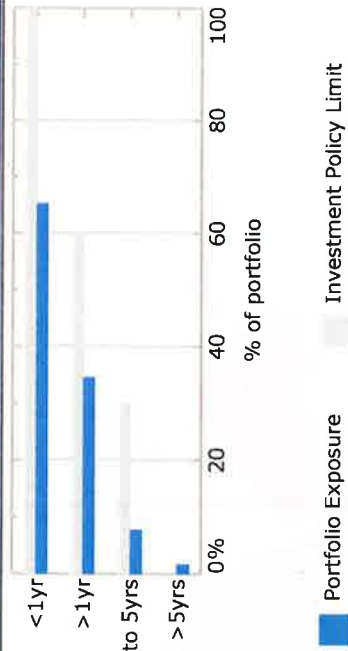
Total Credit Exposure



Individual Institutional Exposures



Term to Maturities



Credit Rating	Face Value (\$)	Policy Max
Short Term	12,621,000	
Long Term	8,500,000	
Long Term	629,895	
	21,750,895	37%
Short Term	26,250,000	
Long Term	3,750,000	
Long Term	30,000,000	50%
Long Term	7,750,000	
	7,750,000	13%
	59,500,895	100%

	% used vs Investment Policy Limit
Members Equity Bank (A-2, BBB)	90%
Bank of Queensland (A-2, BBB+)	76%
Bendigo and Adelaide Bank (A-2, BBB+)	71%
Credit Union Australia (A-2, BBB)	36%
Westpac Group (A-1+, AA-)	35%
Commonwealth Bank of Australia (A-1+, AA-)	21%
National Australia Bank (A-1+, AA-)	15%
Suncorp Bank (A-1, A+)	13%
AMP Bank (A-1, A)	11%
Rural Bank (A-2, BBB+)	8%
Macquarie Group (A-1, A)	8%
Greater Building Society (A-2, BBB)	8%
Emerald Reverse Mortgage (B Tranche) (AA)	5%
ANZ Group (A-1+, AA-)	5%

Maturity Profile	Face Value (\$)	Policy Max
Less than 1yr	38,871,000	65%
Greater than 1yr	20,629,895	35%
a. Between 3 and 5yrs	4,629,895	8%
b. Greater than 5yrs	1,000,000	2%
	59,500,895	0%

Detailed Maturity Profile	Face Value (\$)
00. Cash + Managed Funds	3,121,000
01. Less Than 30 Days	3,500,000
02. Between 30 Days and 60 Days	2,750,000
03. Between 60 Days and 90 Days	3,500,000
04. Between 90 Days and 180 Days	10,000,000
05. Between 180 Days and 365 Days	16,000,000
06. Between 365 Days and 3 Years	15,000,000
07. Between 3 Years and 5 Years	4,629,895
08. Between 5 Years and 10 Years	1,000,000
	59,500,895

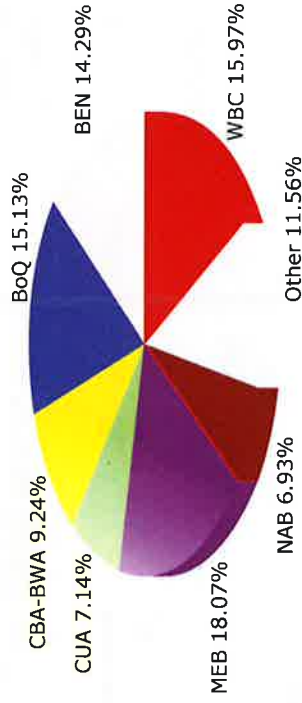
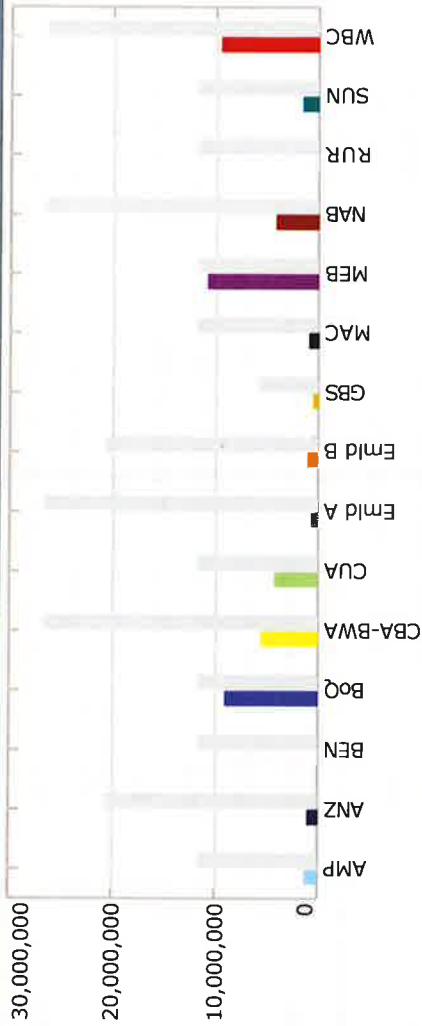
✓ = compliant
X = non-compliant



Individual Institutional Exposures

Individual Institutional Exposure Charts

Parent Group	Credit Rating	Portfolio Exposure (\$)	Investment Policy Limit (\$)
AMP Bank	A, A-1	1,250,000	11,900,179
ANZ Group	A-1+, AA-	1,000,000	20,825,313
Bank of Queensland	A-2, BBB+	9,000,000	11,900,179
Bendigo and Adelaide Bank	A-2, BBB+	8,500,000	11,900,179
Commonwealth Bank of Australia	A-1+, AA-	5,500,000	26,775,403
Credit Union Australia	A-2, BBB	4,250,000	11,900,179
Emerald Reverse Mortgage (A Tranche)	AAA	629,895	26,775,403
Emerald Reverse Mortgage (B Tranche)	AA	1,000,000	20,825,313
Greater Building Society	A-2, BBB	500,000	5,950,090
Macquarie Group	A-1, A	1,000,000	11,900,179
Members Equity Bank	A-2, BBB	10,750,000	11,900,179
National Australia Bank	A-1+, AA-	4,121,000	26,775,403
Rural Bank	BBB+, A-2	1,000,000	11,900,179
Suncorp Bank	A-1, A+	1,500,000	11,900,179
Westpac Group	A-1+, AA-	9,500,000	26,775,403
		59,500,895	



Current Month Cashflows

<u>Transaction Date</u>	<u>Deal No.</u>	<u>Cashflow Counterparty</u>	<u>Asset Type</u>	<u>Cashflow Description</u>	<u>Cashflow Received</u>
2-Aug-17	534097	National Australia Bank	Term Deposits	Interest - Received	27,923.29
				Maturity Face Value - Received	1,000,000.00
				<u>Deal Total</u>	<u>1,027,923.29</u>
535566	Bank of Queensland	Term Deposits	Settlement Face Value - Paid	-1,000,000.00	
			<u>Deal Total</u>	<u>-1,000,000.00</u>	
9-Aug-17	534113	Westpac Group	Term Deposits	Interest - Received	32,000.00
			<u>Deal Total</u>	<u>32,000.00</u>	
10-Aug-17	533330	Westpac Group	Floating Rate Note	Coupon - Received	6,893.70
			<u>Deal Total</u>	<u>6,893.70</u>	
11-Aug-17	497055	ANZ Banking Group	Floating Rate Note	Coupon - Received	6,893.70
			<u>Deal Total</u>	<u>6,893.70</u>	
16-Aug-17	535608	Suncorp Bank	Floating Rate Note	Settlement Face Value - Paid	-500,000.00
			<u>Deal Total</u>	<u>-500,000.00</u>	
18-Aug-17	505173	Bendigo and Adelaide Bank	Floating Rate Note	Coupon - Received	7,145.75
			<u>Deal Total</u>	<u>7,145.75</u>	
535622		ME Bank	Term Deposits	Settlement Face Value - Paid	-1,000,000.00
			<u>Deal Total</u>	<u>-1,000,000.00</u>	
21-Aug-17	310323	Emerald Reverse Mortgage (A Tranche)	Mortgage Backed Securities	Amortised Face Value - Received	23,748.82
		Emerald Reverse Mortgage (A Tranche)	Mortgage Backed Securities	Coupon - Received	3,560.75
			<u>Deal Total</u>	<u>27,309.57</u>	
534537		Bendigo and Adelaide Bank	Floating Rate Note	Coupon - Received	3,534.04
			<u>Deal Total</u>	<u>3,534.04</u>	

Current Month Cashflows

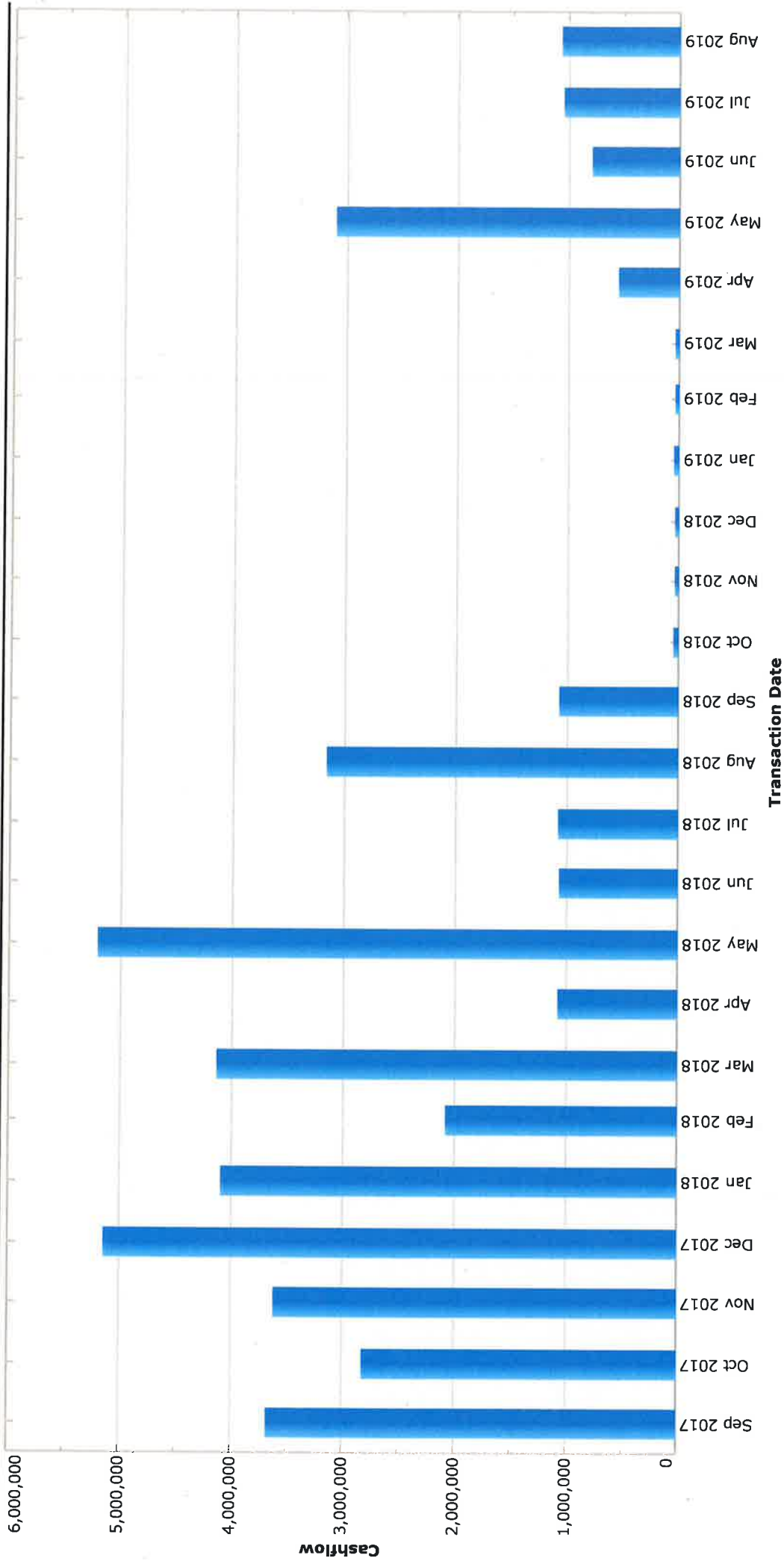
<u>Transaction Date</u>	<u>Deal No.</u>	<u>Cashflow Counterparty</u>	<u>Asset Type</u>	<u>Cashflow Description</u>	<u>Cashflow Received</u>
23-Aug-17	534157	Westpac Group	Term Deposits	Day Total Interest - Received	30,843.61 31,000.00
				<u>Deal Total</u>	<u>31,000.00</u>
25-Aug-17	534178	Westpac Group	Term Deposits	Day Total Interest - Received	31,000.00 15,000.00
				<u>Deal Total</u>	<u>15,000.00</u>
28-Aug-17	508262	Bendigo and Adelaide Bank	Term Deposits	Day Total Interest - Received	15,000.00 30,667.12
				<u>Deal Total</u>	<u>30,667.12</u>
	535651	ME Bank	Term Deposits	Settlement Face Value - Paid	-1,000,000.00
				<u>Deal Total</u>	<u>-1,000,000.00</u>
29-Aug-17	509014	Bendigo and Adelaide Bank	Term Deposits	Day Total Interest - Received	-969,332.88 29,257.53
		Bendigo and Adelaide Bank	Term Deposits	Maturity Face Value - Received	1,000,000.00
				<u>Deal Total</u>	<u>1,029,257.53</u>
	534565	Greater Building Society	Floating Rate Note	Coupon - Received	4,083.29
				<u>Deal Total</u>	<u>4,083.29</u>
	535656	ME Bank	Term Deposits	Settlement Face Value - Paid	-1,000,000.00
				<u>Deal Total</u>	<u>-1,000,000.00</u>
30-Aug-17	535660	National Australia Bank	Term Deposits	Day Total Settlement Face Value - Paid	33,340.82 -1,000,000.00
				<u>Deal Total</u>	<u>-1,000,000.00</u>
				Day Total	-1,000,000.00
				Net Cash Movement for Period	-3,278,670.09

Next Month Cashflows

<u>Transaction Date</u>	<u>Deal No.</u>	<u>Cashflow Counterparty</u>	<u>Asset Type</u>	<u>Cashflow Description</u>	<u>Cashflow Due</u>
1-Sep-17	534200	Westpac Group	Term Deposit	Interest - Received	30,000.00
				<u>Deal Total</u>	<u>30,000.00</u>
	534201	Westpac Group	Term Deposit	Interest - Received	31,000.00
				<u>Deal Total</u>	<u>31,000.00</u>
4-Sep-17	502273	Macquarie Bank	Floating Rate Note	Coupon - Received	7,055.62
				<u>Deal Total</u>	<u>7,055.62</u>
	533707	Westpac Group	Floating Rate Note	Coupon - Received	7,230.14
				<u>Deal Total</u>	<u>7,230.14</u>
	534223	Westpac Group	Term Deposit	Interest - Received	30,164.38
				<u>Deal Total</u>	<u>30,164.38</u>
5-Sep-17	534926	Bank of Queensland	Term Deposit	Interest - Received	13,649.32
		Bank of Queensland	Term Deposit	Maturity Face Value - Received	1,000,000.00
				<u>Deal Total</u>	<u>1,013,649.32</u>
11-Sep-17	512050	AMP Bank	Floating Rate Note	Coupon - Received	5,215.07
				<u>Deal Total</u>	<u>5,215.07</u>
13-Sep-17	534200	Westpac Group	Term Deposit	Interest - Received	986.30
		Westpac Group	Term Deposit	Maturity Face Value - Received	1,000,000.00
				<u>Deal Total</u>	<u>1,000,986.30</u>
14-Sep-17	534334	Westpac Group	Term Deposit	Interest - Received	30,000.00
				<u>Deal Total</u>	<u>30,000.00</u>
18-Sep-17	491128	Bendigo and Adelaide Bank	Floating Rate Note	Coupon - Received	6,606.85
				<u>Deal Total</u>	<u>6,606.85</u>
20-Sep-17	534994	Credit Union Australia	Floating Rate Note	Coupon - Received	5,709.04
				<u>Deal Total</u>	<u>5,709.04</u>
				Day Total	5,709.04

Next Month Cashflows

<u>Transaction Date</u>	<u>Deal No.</u>	<u>Cashflow Counterparty</u>	<u>Asset Type</u>	<u>Cashflow Description</u>	<u>Cashflow Due</u>
27-Sep-17	534178	Westpac Group	Term Deposit	Interest - Received	1,356.16
		Westpac Group	Term Deposit	Maturity Face Value - Received	500,000.00
				<u>Deal Total</u>	<u>501,356.16</u>
534223		Westpac Group	Term Deposit	Interest - Received	1,890.41
		Westpac Group	Term Deposit	Maturity Face Value - Received	1,000,000.00
				<u>Deal Total</u>	<u>1,001,890.41</u>
				Day Total	1,503,246.58
29-Sep-17	535097	AMP Bank	Floating Rate Note	Coupon - Received	3,434.32
				<u>Deal Total</u>	<u>3,434.32</u>
				Day Total	3,434.32
				Net Cash Movement for Period	3,674,297.60



EC2 Attachments

1. Draft 2016/17 Annual Financial Statements (to be tabled).
2. Statement by Councillors and Management on the General Purpose Financial Report.

Monday 16 October 2017

EC2 – Annual Financial Statements for the Year Ended
30 June 2017

Wollondilly Shire Council

General Purpose Financial Statements

for the year ended 30 June 2017

Statement by Councillors and Management

made pursuant to Section 413(2)(c) of the *Local Government Act 1993 (NSW)* (as amended)

The attached General Purpose Financial Statements have been prepared in accordance with:

- the *Local Government Act 1993 (NSW)* (as amended) and the regulations made thereunder,
- the Australian Accounting Standards and professional pronouncements, and
- the Local Government Code of Accounting Practice and Financial Reporting.

To the best of our knowledge and belief, these financial statements:

- present fairly the Council's operating result and financial position for the year, and
- accord with Council's accounting and other records.

We are not aware of any matter that would render these statements false or misleading in any way.

Signed in accordance with a resolution of Council made on 16 October 2017.

Cr J Hannan
Mayor

Cr R Khan
Deputy Mayor

L Johnson
General Manager

A Christie
Responsible Accounting Officer

EC3 Attachments

1. Minutes 18 October 2010 Council's Ordinary Meeting - IN1 was IN4
2. Agenda 18 October 2010 Council's Ordinary Meeting - IN4

Monday 16 October 2017

EC3 – Proposed Closure and Purchase of Parts of York Street, Thirlmere Way and George Street and Dedication of Land in York Street and Thirlmere Way, Tahmoor

Wollondilly Shire and Its Infrastructure Reports

WOLLONDILLY SHIRE AND ITS INFRASTRUCTURE REPORTS

IN1 was IN4 Proposed Closure and Purchase of Parts of York Street, Thirlmere Way & George Street and Dedication of Land in York Street and Thirlmere Way, Tahmoor
191LMCF TRIM 5288

Cr Beshara left the meeting at 6.52pm due to a previously declared interest in this matter.

Cr B Banasik joined the meeting at 6.54pm.

296/2010 Resolved on the Motion of Crs Mitchell and Khan:

Council, in assessing the application to formally close a portion of York Street in accordance with the Roads Act, agrees to the “in principle” formal closure, subject to the applicant ensuring access is available at all times along the closed section of York Street for passenger vehicles and pedestrians generally, and subject to the following resolutions:

1. That Council agree to the proposal “in principle” to initiate the process to close the roads, being parts of York Street, Thirlmere Way and George Street, Tahmoor.
2. That if a condition of consent to the Development Application requires the dedication of land to Council then that dedication shall be considered to be necessary for the purposes of the development and therefore shall be dedicated at no cost to Council and there shall be no opportunity to seek compensation for such dedication under the terms of any agreement relating to the road closure.
3. That the existing road configuration in York Street shall be retained until the new alternate access arrangements are in place with all legal instruments in place and the alternate access road and traffic facilities constructed to Council’s satisfaction and approval.
4. That the road closure is conditional on the following:
 - That 24 hour access be maintained along the closed section of York Street for passenger vehicles and pedestrians
 - That the minimum clear height of access along the closed section of York Street is no less than 2.6m
 - That a 24 hour security management plan be prepared and implemented, after endorsement by Council and NSW Police.

Wollondilly Shire and Its Infrastructure Reports

- That conspicuous signage be provided at each end of the closed section of York Street advising that through access is available for passenger vehicles and pedestrians along York Street.
- 5. That the future owner of the closed road enter into a Deed of Agreement for the proposal to ensure the process is carried out according to Council's obligations under the Roads Act 1993. Council's solicitor will be engaged to complete the terms and conditions of the Deed of Agreement which is to be in Council's best interest.
- 6. That compensation for the value of the land be at the highest rate in respect to the three valuations received which is \$500.00 per square metre. The area of land to be compensated will be calculated as being the land area for the road closures only. The final areas will be determined if development consent is granted, at the time that engineering plans have been approved.
- 7. That all costs including legal fees and Council costs for the road closure must be met by the future owner.
- 8. That the future owner of the closed road be required to prepare a plan of subdivision to allow the affected road to become a new Lot within a new Deposited Plan. Survey and plan preparation will be at the full cost of the future owner.
- 9. That the Deposited Plan is to be registered with the Department of Land and Property Information in accordance with the Deed of Agreement.
- 10. That the applicant must comply with Council's Road Closures Policy (PLA0025).
- 11. That the Road Closure fees must be paid by the future owner of the closed road prior to application being lodged with the Department of Lands.
- 12. That the Mayor and General Manager be authorised to execute all documentation in relation to this matter, including those requiring the Common Seal of Council.
- 13. That when the roads are closed the land be classified as "Operational Land" in accordance with the Local Government Act 1993 to enable the land to be transferred to the future owner.
- 14. That proceeds from the sale of the closed roads are secured in the Roads Reserve to be used for future road improvements in Tahmoor.

Minutes of the Ordinary Meeting of Wollondilly Shire Council held in the Council Chamber, 62-64 Menangle Street, Picton, on Monday 18 October 2010, commencing at 6.31pm

Wollondilly Shire and Its Infrastructure Reports

15. That in the event that the applicant is not successful in obtaining the necessary approvals (Development Consent), the application for the road closure and subsequent purchase and dedication of land to Council will not proceed from that point onwards. The applicant will be responsible for all costs incurred by Council up until that point in time.
16. That the proposed agreement will in no way infer or imply approval of any development application submitted to achieve any of these proposals. This agreement is to be made by Council in its role as a land owner and in no way fetters it's discretion as a consent authority under the Environmental Planning and Assessment Act, 1979 in the assessment of any future development application relating to these road matters.

On being put to the meeting the motion was declared CARRIED.

Vote For: Crs Mitchell, M Banasik, Read, B Banasik, Hannan, Twarloh, and Khan

Vote Against: Cr Landow

IN4

Proposed Closure and Purchase of Parts of York Street, Thirlmere Way & George Street and Dedication of Land in York Street and Thirlmere Way, Tahmoor

191LMCF

TRIM 5288

EXECUTIVE SUMMARY

- Council has received an application from Rein Warry & Co for the proposed closure, sale and purchase of parts of York Street, Thirlmere Way and George Street, Tahmoor. In addition to the proposal to purchase a yet to be closed road from Council, the developer has proposed to dedicate land to Council as public road, being parts of Thirlmere Way and York Street, Tahmoor. The application has been submitted for the purpose of a proposed extension to the existing Tahmoor Town Shopping Centre. The total area Council will be compensated for is 2365.7 sqm, at this point in time. (A detailed map is enclosed outlining the proposal.)
- The purpose of this report is to seek “approval in principle” as the applicants have requested Council to bring this matter forward in order to assist them in their project planning. Consideration of the report will enable Council to initiate the required process for closing a road under the Roads Act 1993. However, the required land area needed for the development may change upon the final creation of the allotment.
- A report was submitted to Council at its meeting on 17 May 2010 to support the road closure proposal “in principle”. Council resolved that prior to considering “in principle” support, a satisfactory traffic management solution be identified and community consultation be undertaken and reported to Council for consideration. Extensive public consultation has taken place and amended plans have been submitted to Council to address a number of issues raised.
- It is recommended that Council approve the road closure proposal “in principle” subject to the developer meeting the conditions to obtain development consent.
- It is further recommended that the developer enter into a Deed of Agreement for the proposal to ensure the process is carried out according to Council’s obligations under the Roads Act 1993. Council’s solicitor will be engaged to complete the terms and conditions of the Deed of Agreement which is to be in Council’s best interest and will include the applicant to be responsible for all associated costs.

BACKGROUND

On 28 August, 2009 letters were received from Rein Warry & Co applying for road closure of parts of York Street, Thirlmere Way and George Street, Tahmoor. In addition to the proposed purchase of the closed roads the applicant has advised that they will dedicate land to Council as public road, being part of Lot 73 DP 8982 York Street and part of Lot 78 DP 654924 Thirlmere Way, Tahmoor.

The purpose of the application is to enable the applicant to construct and fit out a new store with an area of 13,178 sqm (upper and lower storey) as an extension to the existing Tahmoor Town Shopping Centre.

Area of roads to be closed and transferred by Council	2699.1 sqm
Area of land to be dedicated to Council as public road	333.4 sqm
Total area of land Council to be compensated	2365.7 sqm

Attached is a map outlining the full concept of this proposal.

At this point in time, the area of land (sqm) required for the development may change, however, this does prohibit Council from considering this report. If the development is not approved the proposed road closure and dedication will **not** go ahead.

Comment:

Under Section 34(1) of the Roads Act 1993 Council may make application to the Minister to close a public road which it owns. The application to the Minister is made through the Department of Lands.

On application being made, the Act requires the Minister to publish a public notice of the proposal and to consider any submissions that are made in relation to the proposed closure before making a decision as to whether to grant it's approval. In this regard, section 35 of the Act states:

- (1) The Minister (or, in the case of the proposed closing of a freeway, the RTA) must cause notice of the proposed closing of a public road to be published in a local newspaper.
- (2) The notice:
 - (a) must identify the road that is proposed to be closed, and
 - (b) must state that any person is entitled to make submissions to the Minister ... with respect to the closing of the road, and
 - (c) must indicate the manner in which and the period (being at least 28 days) within which, any such submission should be made.

Upon the granting of the Minister's Approval, the Department requires a copy of the road closure plan to be submitted to it for approval. Following this approval Council will need to ensure that the plan is signed by the relevant parties and then lodge the plan with the Department to enable notice of the Road Closure in the Government Gazette.

It is Council's process to not submit the final plan to the Minister for gazettal until such time as all the requirements under the Deed of Agreement have been met.

Upon Closure of the road the road will be required to be classified as "Operational Land" under the Local Government Act 1993 to enable Council to transfer the land to the applicant.

All costs to carry out this project will be borne by the applicant of the road closure application including legal fees, searches and any costs associated with the application to the Minister for the road closure, including survey plans. The applicant will be required to remit monies upfront to ensure Council will not be burdened in any way to undertake the proposed road closures.

For probity purposes, the Property Department are required to separate themselves from the Development Application and deal with the proposed land dedication/sale of these roads independently. Council has adopted the Probity Policy (20.4.09) to ensure open and transparent processes are maintained when entering into arrangements for the development and sale of Council-owned land.

While Council's Property Department may enter into negotiations acting as a land owner with the developer on this matter, this agreement will in no way infer or imply approval of any development application submitted to achieve any of these proposals. This agreement is to be made by Council in its role as a land owner and in no way fetters it's discretion as a consent authority under the Environmental Planning and Assessment Act, 1979 in the assessment of any future development application relating to these road matters. The development assessment is being undertaken on behalf of Council by an independent external planning consultant. The application is required to be referred to the Sydney West Joint Regional Planning Panel (JRPP) for determination.

The current zoning under LEP 1991 is 2(a) Residential "A". Under Draft Wollondilly Local Environmental Plan 2009 the land is proposed to be zoned B2 Local Centre.

This proposed development is in line with the Community Social Plan for improving services to the community. The development will provide economic benefit and boost the local employment base during construction and beyond. In addition the project will draw new businesses to the area enabling the town centre to grow.

Current census statistics indicate the opportunities for professional employment are sought externally from our Shire, resulting in 71.6% of commuters working outside the Shire. The unemployment rate for Wollondilly Shire as of June 2004 was 4.8% this being just over half the rate for Fairfield, Liverpool and Outer South Western Sydney. The proposal will provide employment during construction and beyond.

Land Valuation

In determining the value of the land to be compensated Council's process is to obtain three (3) separate valuations. The final compensation will be set by the highest of these valuations.

In 2009 three (3) valuations were obtained over part of York Street to determine the value of the land. At that time the area of land being valued was 2272 sqm. Of these valuations the highest came in at \$250.00 per sqm. At the time this placed the value of the land at \$570,000.00, with any additional land area to be calculated at \$250.00 per sqm.

In August/September 2010 a further three (3) valuations were carried out to determine the current value of the land. The current proposal includes compensation to Council for a land area of 2365.7 sqm which calculates to \$1,182,850.00 based on the latest figure from the highest of the valuations being \$500.00 per sqm. This valuation is rounded on the certificate of value to \$1,185,000.00.

The area of land to be compensated will be calculated as being the land area for the road closures less the land area for the land dedication. As the final land area will be determined by the final road design the amount of compensation to Council will be calculated at \$500.00 per sqm in accordance with the most recent valuations received.

Legal Advice

If Council agrees to this proposal, then Council will need to enter into a Deed of Agreement with the Developer. Council's decision to transfer the land to the developer is completely independent from the granting of consent of the Development Application, the road closure application and dedication of road to Council.

There will be time limitations imposed in this Deed, that if the Development Application is not approved from a certain date, then Council will not be bound to comply with its obligation under the Deed. This condition will ensure that Council is not bound indefinitely in the event that the Development Application is not pursued diligently. A penalty will also affect the developers if the development is not effected in a time period from the date they gain access to Council land.

The developer may not gain access to the proposed section to be closed until the administration and closure of the road has been finalised as the road will still be considered as public land.

Further consideration may need to be given to possible consolidation of properties, restrictions on assignment of properties and mortgage which will need to be determined by Council's legal advisor as part of these negotiations.

This proposal has not been included as part of Council's future projected budget or projects and accordingly the developer will be required to pay for all surveys, registrations, application fees and legal costs to implement this request.

A report was submitted to Council at its meeting on 17 May 2010 to support the road closure proposal "in principle". Council resolved:

"That prior to considering "in principle" support, a satisfactory traffic management solution be identified and community consultation be undertaken and reported to Council for consideration."

Public consultation took place in accordance with the resolution of Council on 17 May 2010. Further to this the applicant has addressed a number of issues including traffic management alternatives as a result of feedback and concerns raised.

The original advertised proposal involved a roundabout at the intersection of York Street and Thirlmere Way, with no access to George Street. This was due to initial investigations indicating some difficulty in providing a 6 leg roundabout at this location, due to the presence of the railway overbridge.

This proposal was advertised through the local media, Council's website, Bang the Table, signs on York Street, and notifications to business operators and owners within the Tahmoor shopping precinct, as well as letterbox drops to residents along York Street to the north of Thirlmere Way. The initial comment period was also extended for a further 2 weeks.

In response to the issues raised by the community, the access options were reviewed by the applicant and an alternative option proposed to address the issues raised, including a revised roundabout layout to cater for a direct link from Thirlmere Way to George Street.

A Special Community Forum was held on Thursday 12th August 2010 to provide a further opportunity for community comment. The forum was advertised through the local media, Council's website, Bang the Table, signs on York Street, and notifications to business operators and owners within the Tahmoor shopping precinct, as well as letterbox drops to residents along York Street to the north of Thirlmere Way. A further letterbox drop was also made to all remaining residents in Tahmoor.

As the proposal has been further assessed, the applicant has submitted a further amendment that provides a direct link along the proposed section of York Street to be closed, that would allow cars and other low height vehicles to use the closed section of York Street for access, at times when the shopping centre is open. At other times, vehicles would have to use Thirlmere Way / Remembrance Drive, or the new road link via George Street, for access to the Tahmoor shopping precinct, railway station and school. Tall vehicles such as trucks would have to use these alternate routes at all times.

A further Special Community Forum is to be held at 7.30pm on 11th October 2010 at the Tahmoor Community Centre / Youth Hub.

The applicant has continued to provide amended plans to address a range of issues that have been raised by the community during the consultation phase. Issues will be discussed further at the Special Community Forum to be held on 11 October 2010. At this stage it is considered that the amended plans involving the extension of George Street to Thirlmere Way, the amended access arrangements within the carpark, the larger roundabout at the Thirlmere Way and York Street intersection, and the ultimate provision of a roundabout on Remembrance Drive at Emmett Street will minimise the traffic impacts associated with the proposed road closure. Further detailed assessments will however be required to be undertaken as part of the finalisation of any Development Approval and associated engineering plans for the development

RELEVANCE TO COMMUNITY STRATEGIC PLAN OUTCOMES

EO-1 An economic base which is broader, more competitive, more flexible and more resistant to cyclical economic swings

The economy will benefit during construction and beyond the completion of the project as new businesses are drawn to the area. It will allow existing businesses to be sustainable and grow social and economic viability.

EO-2 Employment-generating industries, that are both more effective in strengthening Wollondilly's economy and more environmentally friendly

Infrastructure

This proposal will develop business enterprises which will generate employment opportunities for the local community both during construction and once the development is complete.

Consideration will be given to the impact on the environment during the planning phase, construction and beyond.

CO-2 Services and facilities are more accessible and more fairly distributed

The community will be benefited by additional services and facilities which will enable access goods and services without having to leave the shire.

IO-2 Well-managed infrastructure supports sustainable living

Infrastructure to support the development will be designed and implemented to compliment the needs of the town and promote an efficient flow of traffic across all areas.

CONSULTATION

- Manager Administrative Services
- Development Assessment Planner
- Manager Infrastructure Planning
- Manager Community Services
- Valuers
- Risk Management Officer
- Marsden's Law Group
- Executive
- Public consultation

PROPOSAL

The proposal is for road closure of parts of York Street, Thirlmere Way and George Street, Tahmoor. In addition to the proposed purchase of the closed roads the applicant has advised that they will dedicate land to Council as public road, being part of Lot 73 DP 8982 York Street and part of Lot 78 DP 654924 Thirlmere Way, Tahmoor.

To facilitate any proposal the applicant will be required to meet all costs involved in this process for Council to implement this request. Such costs would involve applications to other authorities, valuers, all legal costs and any unforeseen costs that Council may incur.

Council will need to enter into a Deed of Agreement in respect of the development to ensure the transfer process is handled correctly. Council will impose conditions within this Deed to ensure that Council is not disadvantaged in any way.

At present Development Consent has not been given. If the development is not approved the road closure will not proceed. The applicant will be responsible for all costs incurred by Council until that point in time.

POLICIES OR LEGISLATION

- Council's adopted Road Closure Policy – 21.3.2005 (PLA0025)
- Roads Act 1993 – Sections 34, 35 & 37
- Local Government Act 1993
- Probity – Dealing with Council Owned land (GOV0057)
- Community Social Plan 2004 – 2009
- Management Plan 2009-2013
- Wollondilly Community Strategic Plan 2030

ASSESSMENT OF PROPOSAL

Expansion of the Tahmoor Business Centre will improve services to Wollondilly Shire. The development will benefit the community economically, providing new employment and creating additional businesses.

Steps can be taken to initiate the process for the proposed road closures at this time. However, Council can halt the process prior to final gazettal of the road closures until such time as the developer obtains development consent.

To enable the commencement of the project the applicant will be required to prepare plans and surveys in accordance with Council's Road Closures Policy and remit monies to Council (as specified by Council) to commence the project.

SUMMARY OF FINANCIAL IMPLICATIONS

This proposal has not been included in Council's projects or budget and accordingly, all costs will be required to be paid by the applicant. Compensation received for the closure of the road will assist Council in funding other road related activities. The application of this funding is required by the Roads Act.

ATTACHMENTS

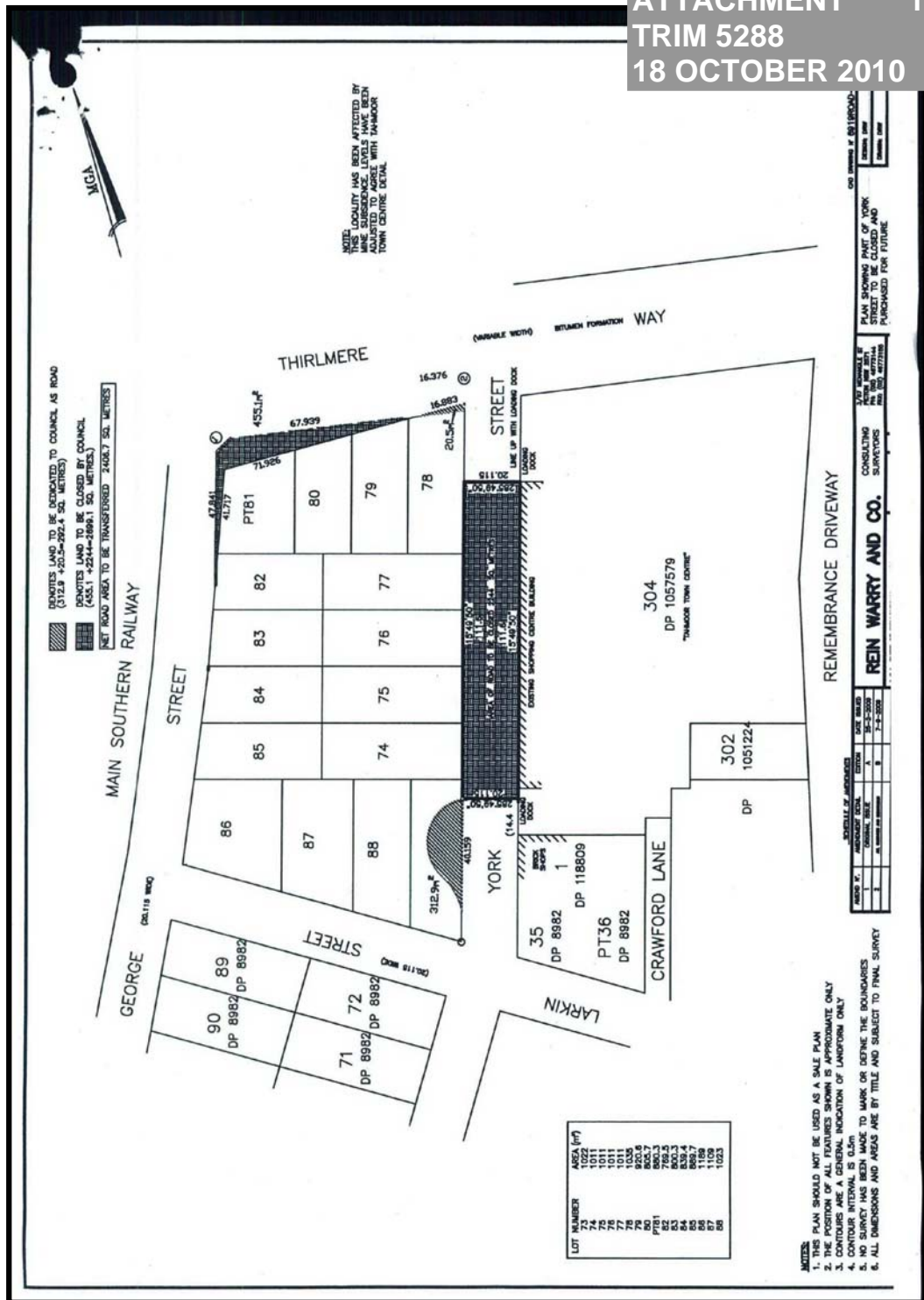
Plan showing road closure area.

RECOMMENDATION

1. That Council agree to the proposal "in principle" to initiate the process to close the roads, being parts of York Street, Thirlmere Way and George Street, Tahmoor.

2. That Council accept the proposed dedication of land being part of Lot 73 DP 8982 York Street and part of Lot 78 DP 654924 Thirlmere Way, Tahmoor.
3. That the existing road configuration shall be retained until the new alignment takes effect with all legal instruments in place and the road constructed to Council's satisfaction and approval.
4. That the developer enter into a Deed of Agreement for the proposal to ensure the process is carried out according to Council's obligations under the Roads Act 1993. Council's solicitor will be engaged to complete the terms and conditions of the Deed of Agreement which is to be in Council's best interest.
5. That compensation for the value of the land be at the highest rate in respect to the three valuations received which is \$500.00 per square metre. The area of land to be compensated will be calculated as being the land area for the road closures less the land area for the land dedication. The final areas will be determined once development consent has been granted.
6. That all costs including legal fees and Council costs must be met by the applicant.
7. That the applicant be required to prepare a plan of subdivision to allow the affected road to become a new Lot within a new Deposited Plan. Survey and plan preparation will be at the full cost of the applicant.
8. That the Deposited Plan is to be registered with the Department of Land and Property Information in accordance with the Deed of Agreement.
9. That the applicant must comply with Council's Road Closures Policy (PLA0025).
10. That the Road Closure fees must be paid prior to the application being lodged with the Department of Lands.
11. That the Mayor and General Manager be authorised to execute all documentation in relation to this matter, including those requiring the Common Seal of Council.
12. That when the roads are closed the land be classified as "Operational Land" in accordance with the Local Government Act 1993 to enable the land to be transferred to the applicant.
13. That proceeds from the sale of the closed roads are secured in the Roads Reserve to be used for future road improvements.

14. That in the event that the applicant is not successful in obtaining the necessary approvals (Development Consent), the application for the road closure and subsequent purchase and dedication of land to Council will not proceed from that point onwards. The applicant will be responsible for all costs incurred by Council up until that point in time.
15. That the proposed agreement will in no way infer or imply approval of any development application submitted to achieve any of these proposals. This agreement is to be made by Council in its role as a land owner and in no way fetters it's discretion as a consent authority under the Environmental Planning and Assessment Act, 1979 in the assessment of any future development application relating to these road matters.



Infrastructure

EC5 Attachments

1. Tourism Action Plan: 2017-2021.

Monday 16 October 2017

EC5 – Tourism Action Plan



Tourism Action Plan

2017 - 2021



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SECTION 1:

Introduction

Tourism is a small but growing contributor to the Wollondilly economy and is predicted to be a key driver of future employment opportunities as the sector further diversifies and strengthens.

Overview

Wollondilly's tourism sector generated sales of \$52.3M in 2015/16 and added a value of \$25.7M to the economy. It is estimated that the Wollondilly Local Government Area receives up to 926,000 domestic day trip visitors annually and over 200,000 overnight domestic and international visitors.

Given our advantageous geographic location close to Sydney, the proposed Western Sydney Airport, population growth and our natural resources, the tourism industry has significant potential over time to grow and develop. It is important that tourism is nurtured and necessary infrastructure is strengthened to facilitate its growth. However, tourism should also be planned and managed in a sustainable way to enhance and conserve the natural environment, so as to protect the well-being of residents and attract visitors with shared values.

From a destination management perspective, Wollondilly Shire Council provides an important leadership and facilitation role for tourism through its Economic Development and Tourism team, in consultation with the Tourism and Heritage Community Advisory Committee.

The Economic Development and Tourism team plays an important role in supporting further development of the industry. It also identifies tourism opportunities and attracts investment into the area, undertakes destination management and marketing activities and supports the growth of events and festivals throughout Wollondilly. These activities are currently delivered for the Shire alongside Visitor Information Services through a Visitor Information Centre located in Picton.

The development of a Tourism Action Plan for Wollondilly is in alignment with the Community Strategic Plan 2033, the Delivery Program, the Operational Plan 2017/18 and Council's Economic Development Strategy.

For Wollondilly to achieve its vision outlined in the Community Strategic Plan, it is critical that:

- *The strategic direction and timeline of this Tourism Action Plan aligns with Council's Community Strategic Plan;*
- *A coordinated approach to destination management, development, marketing and promotion exists;*
- *There are increased tourism opportunities, investment and employment for new and existing businesses through innovative product and infrastructure development;*

- *A cohesive and collaborative tourism sector committed to the highest level of customer service and continual improvement exists;*
- *Council’s Economic Development and Tourism Team supports the industry to maximise opportunities and increase events in the region.*

This Wollondilly Tourism Action Plan has been prepared by the Economic Development and Tourism Team in cooperation with the Tourism and Heritage Community Advisory Committee. This document lays the foundation for the development of a comprehensive Destination Management Plan inclusive of a detailed Marketing and Branding Plan. (*)

This plan sits beneath the Economic Development Strategy 2020 and is underpinned by tourism business stakeholder engagement. Our vision was established through consultation with stakeholders to guide the strategic direction of tourism within Wollondilly over the next four years.

For industry stakeholders committed to the coordinated development of sustainable tourism in the Shire, this Tourism Action Plan will provide the context for their action plans.

NOTE: Unless stated otherwise all statistical data contained in this document has been sourced from. idcommunity Wollondilly economic profile: <http://economy.id.com.au/wollondilly>

“The Wollondilly Tourism Action Plan 2017-2021 provides an initial framework to guide tourism industry development in the Shire by coordinating stakeholders in a common direction, to maximise the tourism potential of the destination and to achieve a balance of economic, social and environmental outcomes”.

() The Tourism Action Plan has been compiled in the template structure of a Destination Management to assist with further development and expansion into a Destination Management Plan (DMP).*

A Destination Management Plan will be developed in line with Destination NSW’s recommended use of ‘The guide to best practice Destination Management’ that was developed by the Australian Regional Tourism Network (ARTN) in association with the Department of Resources, Energy and Tourism.

Through the development of a DMP, inputs into the Situation Analysis section will increase with evidenced based content that will result in refinement of opportunities identified for Wollondilly coupled with various data attachments.

The findings of this work undertaken will inform the review and further refinement of the Tourism Action Plan’s strategic direction, goals, actions, projects, outcomes and Key Performance Measures etc.

Tourism's Governing Framework

National	<ul style="list-style-type: none">• Tourism Australia
NSW State	<ul style="list-style-type: none">• NSW State Plan Strategies NSW 2021: Rebuild the Economy• Visitor Economy Industry Action Plan – Dec 2012• Destination NSW – NSW Destination Management Plan
Regional	<ul style="list-style-type: none">• Destination NSW - Sydney Surrounds South Destination Network• The Regional Strategic Alliance (RSA)• Western Sydney Business Connection (WSBC)
Council	<ul style="list-style-type: none">• Community Strategic Plan 2033• Delivery Plan 2017/18 - 2020/21 / Annual Operational Plans• Economic Development Strategy

The Community Strategic Plan 2033 contains two themes with various goals under each aligned to Tourism Delivery that it wishes to achieve for Wollondilly Shire. These are:

- Sustainable and Balanced Growth
- Caring for the Environment

The Community Strategic Plan lists the provision of the following key Tourism Services:

- Organise and run quarterly business support training;
- Events when needed throughout the Shire;
- Engage and support local business chambers;
- Manage the Economic Development Community Advisory Committee and the Tourism and Heritage Community Advisory Committee;
- Delivery of tourism support services;
- Delivery of 'Your Business Wollondilly'- quarterly newsletter.

The Community Strategic Plan lists the delivery of the following Tourism Strategic Projects:

- Develop and deliver marketing campaigns to promote Wollondilly as a tourist destination;
- Provide visitor information services to visitors;
- Support delivery of events and festivals;

The Economic Development Strategy has three main goals that it wishes to achieve for Wollondilly Shire. These are:

- 1) **Economic Diversity** – encourage growth of non-mining sectors in order to diversify the economy and align it closer with the Metropolitan region by 2050.
- 2) **More Jobs** – encourage the growth of over 6,800 new jobs by 2025 to decrease the proportion of resident workers leaving the Shire every day by 50%.
- 3) **More Investment** – Encourage more than \$100 million in investment per year until 2025.

Destination NSW - Sydney Surrounds South Destination Network

The NSW State Government, through its agency Destination NSW, has established six new Destination Networks with the aim of enabling more regional funding, improved governance, improved effectiveness and destination management planning to improve tourism outcomes through the State.

Destination Networks will market their region and showcase the diverse range of destinations and experiences Regional NSW has to offer via a Regional Destination Management Plan.

Wollondilly has been included in the Sydney Surrounds South Destination Network together with Wollongong, Wingecarribee, Shellharbour, Kiama and Shoalhaven LGA's.

Wollondilly is able to access tourism specific funding streams via the Sydney Surrounds South Destination Network.

Key Tourism related Documents

- NSW State Plan Strategies NSW 2021: Rebuild the Economy;
- NSW Visitor Economy Industry Action Plan – Dec 2012;
- NSW Regional Conference Strategy and Action Plan 2017-2021;
- Regional Action Plan: Grow the economy of Southwest Sydney;
- DNSW - Destination Sydney Surrounds South NSW Destination Management Plan;
- Community Strategic Plan 2033 (CSP) and Delivery Plan 2017/18;
- Economic Development Strategy;
- Wollondilly Tourism Association–Tourism Strategy;
- Poultry Industry Action Paper;
- SPUN Action Plan;
- Agricultural Fact Sheet;
- Western Sydney City Deals Agreement;
- Wollondilly Discovery Guide.

Council's role in Tourism

- Facilitate local job opportunities;
- Encourage entrepreneurial activity for small, locally owned businesses;
- Establish tourism as a platform to generate investment in development such as hotels, infrastructure and visitor facilities;
- Assist in funding the conservation of existing natural and heritage features;
- Utilise tourism as a platform to increase social contact and cultural exchange as well as improve community infrastructure and civic and regional pride;
- Employ tourism as a mechanism for education and increased knowledge;
- Align tourism with local cultural developments to generate long term benefits and avoid negative impacts;
- Support Wollondilly Tourism organisations.

SECTION 2:

Destination Analysis

The Destination

The Wollondilly Shire is located approximately 75 km south-west of Sydney, NSW. A variety of picturesque National Parks makes up the majority of the Shire, as part of the Greater Blue Mountains Heritage area. The pristine natural environment almost exclusively provides the drinking water for the Sydney region.

Wollondilly is well-positioned to capture the tourism benefits from the proposed Western Sydney Airport and development of Wilton New Town. It is anticipated that this will result in tourism growth due to increased demand for conferences and meeting facilities, day trippers including visitors of friends and relatives.

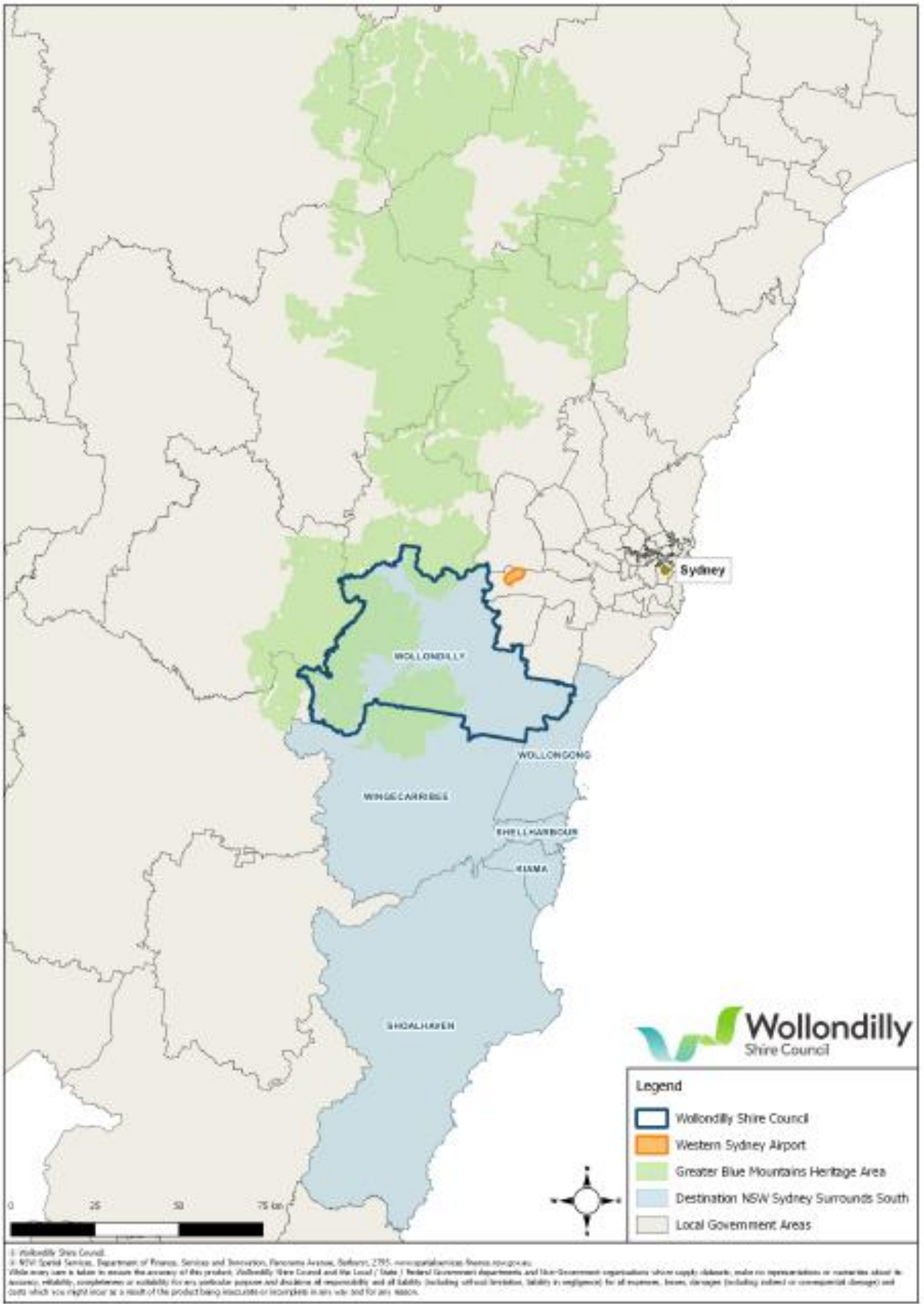
Wollondilly is a large Shire, spanning over 2,500 km², with many towns and villages dispersed throughout. The area is well positioned for considerable growth as the population of the Sydney Metropolitan region continues to expand rapidly and Wilton New Town develops.

The Wollondilly Shire is one of few agricultural hubs in the Sydney region and is a mix heritage charm, urban confidence, rural villages, agriculture and the possibility of unique adventures in expansive open green spaces. Such an offering, close to Sydney and the Western Sydney Airport provides an exciting outlook for continued development of the Shire's tourism potential.

It is important that tourism is nurtured and necessary infrastructure is strengthened to facilitate its growth. However Tourism should also be planned and managed in a sustainable way to enhance and conserve the natural environment, so as to protect the well-being of residents and attract visitors with shared values.

Quick Facts

- **Population (2016)** 49,742
- **Median Age (2016)** 37
- **Employed Residents (2016)** 25,334
- **Local Jobs (2016)** 13,871
- **Local Businesses (2016)** 4,011



Towns and Villages

Wollondilly Shire is made up of many towns and villages each with its own distinct and unique features.

Key Towns that have a strong tourism focus include:

- Appin
- Bargo
- Picton
- Tahmoor
- Thirlmere
- Warragamba

Other unique villages and localities include:

- Belimbla Park
- Brownlow Hill
- Buxton
- Camden South
- Cawdor
- Couridjah
- Douglas Park
- Lakesland
- Maldon
- Menangle
- Mowbray Park
- Mt Hunter
- Nattai
- Oakdale
- Orangeville
- Pheasants Nest
- Razorback
- Silverdale
- The Oaks
- Theresa Park
- Werombi
- Wilton
- Yanderra
- Yerranderie



For information on each of these key towns, refer to www.visitwollondilly.com.au

Geographical Advantages

- Open natural land/countryside with rolling hills;
- Proximity to Hume Highway (Sydney to Canberra connection);
- Proximity to the large Sydney market and opportunity to leverage and partner with neighbouring areas. (South West Sydney and Destination Sydney Surrounds South NSW Regional Network).

Key Natural Assets

- 5 x Major Water Supply Dams for Sydney and surrounding western and southern LGA's;
 - Warragamba Dam
 - Cataract Dam
 - Cordeaux Dam
 - Nepean Dam
 - Avon Dam
- 4 x National Parks;
 - Thirlmere Lakes National Park
 - Nattai National Park
 - Burragorang
 - Yerranderie
- Part of Greater Blue Mountains World Heritage area;
- Historical structures and sites (over 20 significant historical assets);
- Agriculture Food Bowl;
- Various country scenic tourist drives.

Key Infrastructure

- 14 x Sportsgrounds;
- 4 x RV Sites;
- Railway line connections;
- M5 Motorway linkages;
- Corridor between Sydney, Canberra and Melbourne.

Wollondilly's Tourism Contribution

IN 2015/16, the total tourism and hospitality sales in Wollondilly Shire was \$52.3m. The total value added to the economy was \$25.7m.

The contribution of tourism is beyond just economics but is seen as a key industry sector that can leverage off Wollondilly's strengths as an open engaging rural environment and contribute to the protection of the area's heritage.

Tourism is a small but growing contributor to the Wollondilly economy and is predicted to be a key driver of future employment opportunities as the sector further diversifies and strengthens.

Economy ID calculates that the Wollondilly Local Government Area (LGA) on average attracts up to 926,000 domestic day trip visitors annually and 184,352 overnight domestic and international visitors. It is estimated 346 Tourism-related businesses operate in the LGA and added a value of \$25.7M to the economy, this sector generated \$52.3M in 2015/16.

WOLLONDILLY Visitor Economy Indicators - 2015/16

- **Direct Expenditure \$41.1 M**
- **Indirect Expenditure \$11.2 M**
- **Estimated Full-time Equivalent (FTE) Jobs in Tourism and Hospitality 263**

Travel to Wollondilly LGA – 5 year average annual to 2015/2016

- **Day Trip visitors: 926,214**
- **Domestic overnight visitors: 151,000 (Average stay 2.6 nights).**
- **International visitors: 35,352.**

Business Counts by industry, 2016

- Tourism related businesses 361
- Retail Trade 199
- Accommodation and food services 91
- Arts and recreation services 71

Business Counts by Industry LGA, 2016 – Economy ID

Industry	Wollondilly	Camden	Campbelltown
Agriculture, Forestry and Fishing	316	232	69
Mining	9	9	0
Manufacturing	182	273	496
Electricity, Gas, Water and Waste Services	24	19	21
Construction	1,192	1,527	1,668
Wholesale Trade	126	200	341
Retail Trade	199	311	517
Accommodation and Food Services	91	152	288
Transport, Postal and Warehousing	386	507	1,210
Information Media and Telecommunications	18	27	42
Financial and Insurance Services	227	390	521
Rental, Hiring and Real Estate Services	313	590	757
Professional, Scientific and Technical Services	309	577	777
Administrative and Support Services	142	208	398
Public Administration and Safety	18	50	46
Education and Training	31	78	131
Health Care and Social Assistance	94	252	528
Arts and Recreation Services	71	92	86
Other Services	219	332	489
Industry not classified	43	71	110
Total business	4,011	5,896	8,495

Value of tourism and Hospitality to Wollondilly Shire, 2015/16

In 2015/16, the total tourism and hospitality sales in Wollondilly Shire was \$52.3m, the total value added was \$25.7m.

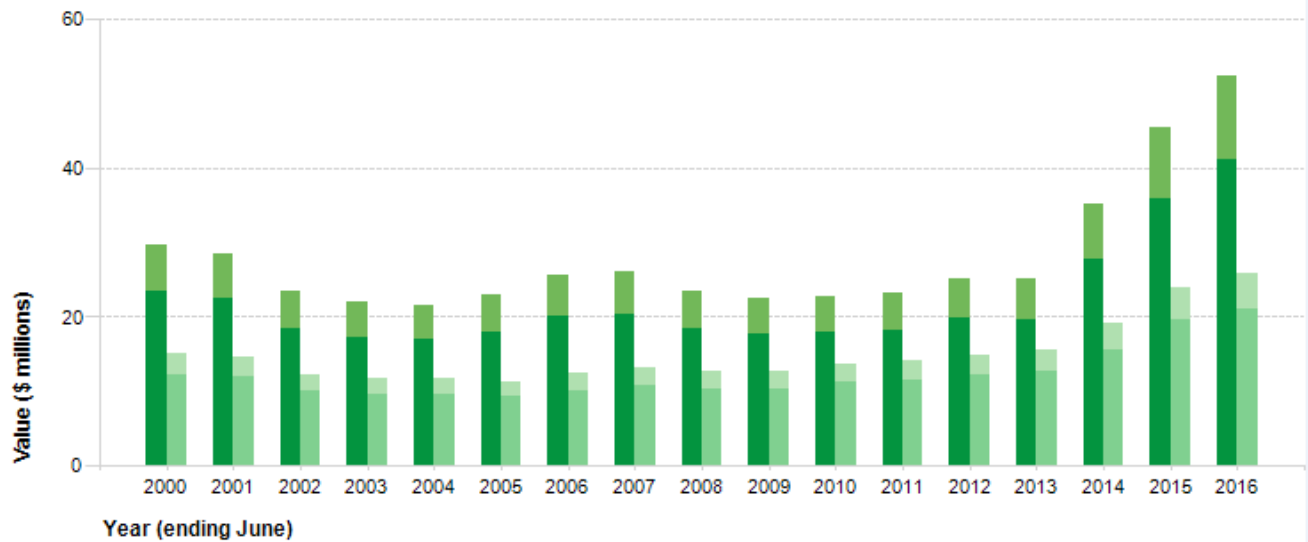
Measure	Wollondilly Shire	% of total industry	New South Wales%
Employment (total)			
Direct	247	1.8	4.5
Indirect	16	0.1	0.8
Total	263	1.9	5.3
Employment (FTE)			
Direct	169	1.4	4.2
Indirect	26	0.2	1.2
Total	195	1.7	5.4
Output/Sales (\$m)			
Direct	41	1.1	2.9
Indirect	11	0.3	1.4
Total	52	1.5	4.3
Value added (\$m)			
Direct	21	1.5	3.7
Indirect	5	0.3	1.6
Total	26	1.9	5.3

Positive growth trends in tourism contribution are being seen in both the value of the industry and employment contribution since 2011, resulting in an increase of \$29.1 million over the five year period. It is to be noted business and employment data is expected to be revised late October 2017.

Value of tourism and hospitality

Wollondilly Shire

Output/Sales - Direct Output/Sales - Indirect Value added - Direct Value added - Indirect



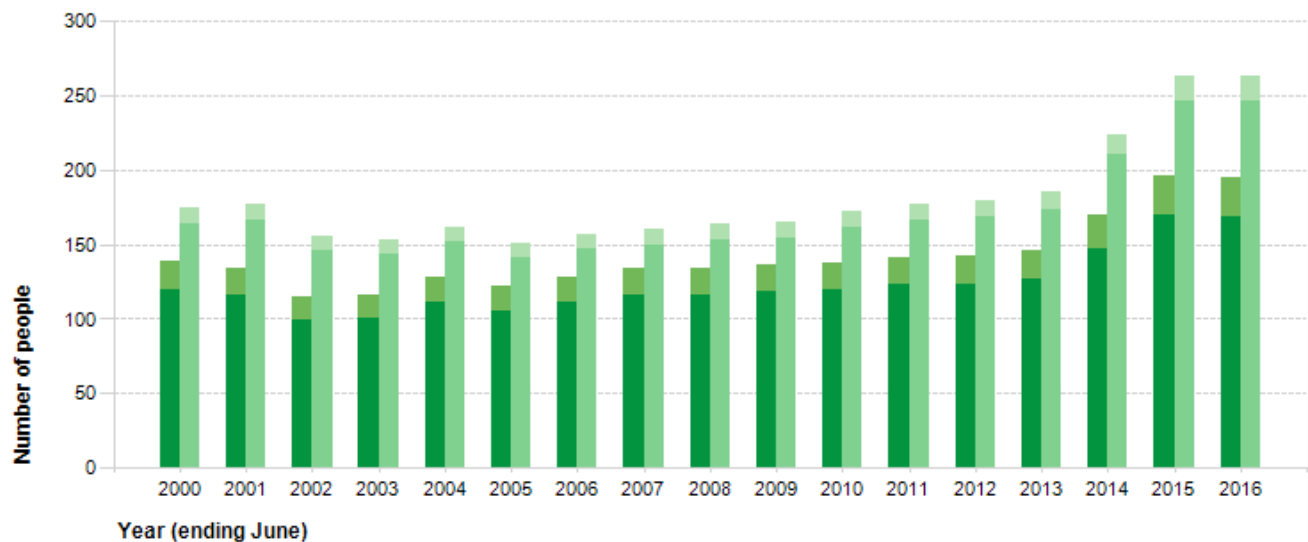
Source: National Institute of Economic and Industry Research (NIEIR) ©2016
Compiled and presented in economy.id by .id the population experts

.id the population experts

Tourism and hospitality employment

Wollondilly Shire

Employment (FTE) - Direct Employment (total) - Direct Employment (total) - Indirect
Employment (FTE) - Indirect



Source: National Institute of Economic and Industry Research (NIEIR) ©2016
Compiled and presented in economy.id by .id the population experts

.id the population experts

Visitor Profile

Visitor Groups

- Seniors;
- Families;
- Visiting Friends and Relatives (VFR).

Purpose of visit

- Holiday or leisure;
- Visiting friends and relatives;
- Business.

Top 4 Visitor Origins

- Sydney;
- South Coast;
- Capital Country (ACT);
- Hunter Central NSW.

Top 5 activities undertaken

- Visit friends and relatives;
- Eat out at restaurants;
- General sightseeing;
- Play other sports;
- Picnics or BBQs.



Key Visitor Groups

Experiences are the drivers and motivators of our key visitor groups.

Valuable consumer insights into what visitors want and expect from a destination should form the guidelines for various marketing campaigns and initiatives. This is vital as experiences are the key drivers and motivators for leisure travel. If delivered effectively, this will mark Wollondilly's place in the tourism industry and our destination's reputation to meet visitor's expectations.

Key visitor groups to Wollondilly include:

1. Seniors (over 55's)

Based on Australian Bureau of Statistics, Australia's population is ageing with more than 5,580 people turning 55 each week.

Demographic change resulting in an increasingly ageing population is likely to have a significant impact on tourism in Wollondilly in the coming years, as the older consumer will be more active than previous generations and will be working longer. They will be relatively well-travelled and will increasingly seek to sample new destinations and experiences. Eg, The Heritage Centre and The Botanic Gardens.

2. Families

Domestic travel fulfils a key role in busy family lives. A domestic holiday is often a weekend break or a short break (2 to 4 days) providing an opportunity for families to relax and to open lines of communication between adults and children without time pressures. Wollondilly provides a perfect opportunity for families to bond by offering bushwalking tracks, the NSW Rail Museum and the Nepean, Cataract, Avon and Warragamba Dams, as well as specific family events hosted by Council and local community organisations.

3. Visiting Friends and Relatives (VFR)

Many of the short stay visitors in Wollondilly are spent at friends and relatives. Their stay here is influenced by residents who provide advice and accompany them on days out. The sector is growing as a result of economic constraints, our increased mobility, the nature of extended families and their geographic dispersion. It typically encompasses family functions, special occasion gatherings and reunions. This stimulates the food and drink sectors, visits to attractions, events, entertainment and leisure.

Target Markets

1. Caravan and camping;

Caravanning and RV travel is a growing market segment that is well suited to Wollondilly strengths. Wollondilly with its extensive road network has several scenic tourist driving routes available offering scenic countryside, landscapes, heritage sites, markets and historic towns that can be incorporated in day visits that appeals to families with very young children and those less mobile.

2. Agriculture Tourism

Traditionally thought of as being simply farm stays and winery visits, the term agri-tourism now encompasses a wide variety of activities where agriculture and tourism intersect. Essentially it is the act of going to a region to visit a farm or food-related business (including restaurants, markets, produce outlets and natural attractions) for enjoyment, education, or to participate in activities and events.

3. Cultural and Heritage Tourism

Cultural tourism is a niche market segment with a focus on heritage and the arts. It includes activities such as going to the theatre, attending concerts, visiting an art show and watching an Aboriginal performance. Popular attractions include: Walking tours - Picton, The Oaks, NSW Rail Museum, Wollondilly Heritage Centre, Wollondilly Shire Hall (markets, shows and concerts), IlluminARTE and Markets.

4. Nature Tourism

Nature tourism is a market segment based around outdoor and nature experiences. In Wollondilly it includes activities such as bushwalking and visiting our national parks, botanic gardens and Dams. Sites of interest include: Nepean Dam, Avon Dam, Cataract Dam, Cordeaux Dam, Warragamba Dam, Thirlmere Lakes National Park, Picton Botanic Gardens, Sydney Skydivers, Wirrimbirra Sanctuary and Mermaid Pools bushwalk.

5. Accessible and Inclusive Tourism

Accessible travel is one of the travel industry's greatest untapped opportunities. There are millions of people worldwide looking for accessible travel options. The Sustainable Tourism Cooperative Research Centre highlights that in Australia, people with a disability account for 8.2 million in overnight trips and \$8 billion or 11 per cent of Australia's overall tourism expenditure.

Accessible Tourism involves collaborative processes between stakeholders to attract and enable people with access requirements, including mobility, vision, hearing and cognitive dimensions of access, to function independently and with equity and dignity through the delivery of universally designed products and services.

Tourism Products and Services

- Rural/ Agricultural Tourism e.g. Mowbray Park, Cedar Creek Orchard
- Adventure Tourism e.g. Sydney Skydivers, KRanch, Spartan Race
- Educational Tourism e.g. NSW Rail Museum
- Culture & Heritage Tourism e.g. Wollondilly Heritage Centre and Museum, Mushroom Tunnel
- Nature Tourism e.g. Wirrimbirra Sanctuary, Mermaid Pools, Thirlmere Lakes
- Culinary Tourism e.g. Razorback Ridge Wines, Towns & Villages

Major Events and Festivals

- **IlluminARTE** - April, approx 30,000 visitors over 1 day (Wollondilly Shire Council run event);
- **Thirlmere Festival of Steam** – March, approx 15,000 visitors over 1 day (Community run event with Wollondilly Shire Council Sponsorship and support);
- **Damfest** - October, visitor numbers varied over 1 day (Community run event with Wollondilly Shire Council in-kind support).
- **Secret Garden Festival** – February, approx. 5,000 visitors over 2 day (Community run event with Shire Council in-kind support).

In addition there are a number of community run smaller events each year that Wollondilly Shire Council either run or provide financial and in-kind support.

Wollondilly also has a number of popular reoccurring markets throughout the Shire:

- Wollondilly Markets, Wilton
- Creative Traders Market, Picton
- Bronzewing Markets, Tahmoor

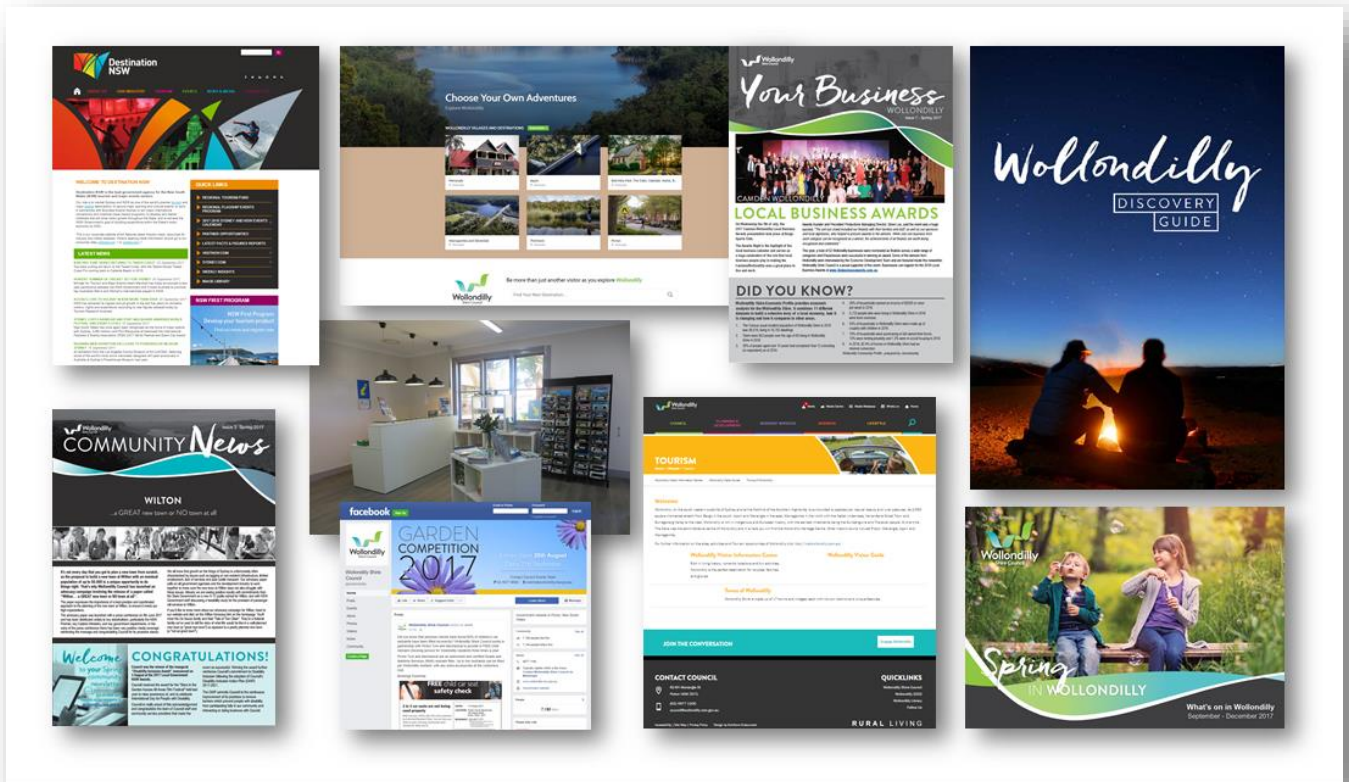
Historical Sites

- Buildings
- Cemeteries
- Churches
- Bridges
- History Walks
- Monuments

Marketing Channels

The fast changing pace of technology is having a major impact on tourism. Wollondilly's main methods of marketing such as those listed below will need to improve upon and increase their digital presence to remain competitive and continue to attract visitors to the Shire.

- Website www.visitwollondilly.com.au & www.wollondilly.nsw.gov.au
- Facebook www.facebook/wollondilly/
- Marketing Collateral such as – Wollondilly Discovery Guide, Newsletter, Quarterly Events Calendar 'What's on in Wollondilly'
- Wollondilly Shire Community Newsletter
- The Visitor Information Centre
- Events and festival organisers
- Wollondilly Tourism Association (WTAI)
- Destination NSW
- Partner tourism operators



SWOT Analysis

Strengths, Weaknesses, Opportunities and Threats

The SWOT analysis provides an important context for some of the major issues facing Wollondilly as it seeks to further advance tourism throughout the region.

<ul style="list-style-type: none"> • Proximity to key markets (especially Greater Sydney, Southern Highlands and South Coast) • Proximity to the proposed Western Sydney Airport • Reasonable access to major road and rail networks • Open Spaces • Rural Setting • National Parks - Wollondilly is bordered by the Blue Mountains National Park, Nattai and Burratorang Valley Catchment, the Nepean River and Dharawal National Park • Active pro-tourism Council • Variety of experiences within a semi-rural setting • Availability of land for development • Heritage - a number of significant heritage sites, the Wollondilly Heritage Centre and historic village style, as well as café culture in Picton, Warragamba and Appin • A range of sporting and shopping facilities • Major events e.g. IlluminARTE, Thirlmere Festival of Steam, Damfest and Winterfest • Alignment to Destination NSW's Regional Network (Sydney Surrounds South, NSW) • Part of the Greater Blue Mountains World Heritage area • Major events such as IlluminARTE <p>Strengths</p>	<ul style="list-style-type: none"> • Consumer perceptions - not a tourism destination • Mixed regional geographical border delineation and alignment to different tourism related groups • Lack of tourism welcome signage on key highways • Lack of visitor interpretation and directional signage • Incomplete tourism directory on the 'Visit Wollondilly' website and review required of the Wollondilly Visitor Guide • Inability to activate major rivers for recreation or tourism due to environmental and catchment restrictions • Relatively small number of larger attractions • Some businesses need external improvements but have limited funding • Existing performing arts venues too small and / or need upgrading • Limited accommodation available to cater for larger scale events • Limited night time economy with family friendly evening entertainment and quality dining options • Lack of robust and detailed Wollondilly visitor data • Lack of competitive positioning against neighbouring LGA's for tourism visitation, marketing and funding due to lack of a Destination Management Plan, limited tourism resources and budget, no marketing plan or campaigns • Lack of an established creative cultural hub • Lack of conference facilities <p>Weaknesses</p>
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- Develop a brand identity for the region which profiles and promotes Wollondilly as a brand
- Leverage off the heritage and history
- Develop and implement an annual visitor survey and create trend data to monitor project and program outputs
- Develop and implement a regular Tourism operator satisfaction survey
- Build partnerships with surrounding LGAs and tourism regions where appropriate
- Expand accommodation variety e.g. 'Glamping', boutique hotel, rural retreats, RV stay sites, etc
- Expand and enhance key events such as Damfest, IlluminARTE, Thirlmere Festival of Steam
- Attract more events by promoting our key sites
- Introduce additional adventure attractions
- Create walkways, cycle ways and amenities to link the townships within Wollondilly
- Improve transport connectivity (rail bus links)
- Expand evening amenities and experiences to encourage vibrancy and overnight stays
- Further, develop Wollondilly's art culture to capitalise on the growing creative community within the region
- Promote 'Driving Holidays' and expand RV camp sites throughout Wollondilly
- Leverage tourism and recreational options for Western Sydney Airport visitors and passengers
- Expand the Picton Botanic Gardens to include amphitheatre for events and sculpture garden/trails
- Development of cooking schools and enhancement of food trails to leverage off the emerging culinary tourism culture
- Capitalise on the strength of the equine sector
- Capitalise on the sports activities currently taking place in Wollondilly eg. Spartan Race, tough Bloke

Opportunities

- Local Residents' attitude ambivalent to Tourism
- Lack of usable lands for encouraging Tourism opportunities
- Competition from mature and rejuvenated destinations ie. Neighbouring LGA's for tourism visitation and funding.
- A potential downturn in the economy – could reduce disposable income used for travelling and day trips
- Urbanisation could compromise rural/scenic feel to the region
- Lack of State & Federal Government tourism funding support for Peri-urban regions.
- Restrictions on land zoning;
- Poor transport linkages to the proposed Western Sydney Airport.
- Residential land development may crowd out tourism investment opportunities or activation of existing tourism sites

Threats

SECTION 3: Opportunities

Tourism – A Growth Industry

National and State Tourism

Tourism is crucial to the NSW economy, generating more than \$37.1 billion in consumption as well as directly contributing \$15 billion to total Gross State Product and employing nearly 271,000 people across the state.

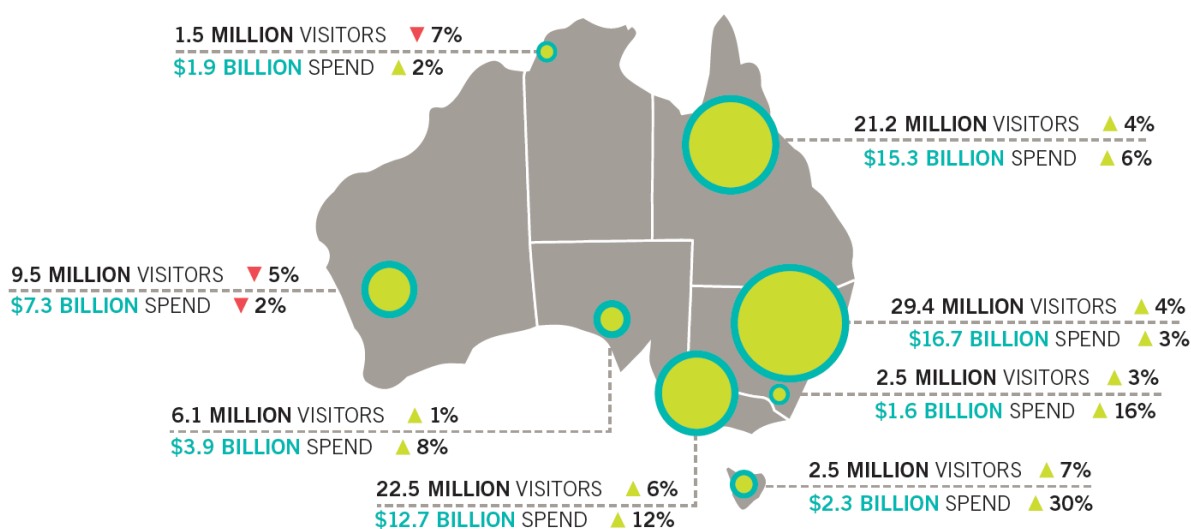
Continued investment by the NSW Government in destination marketing, as well as support for major sporting, cultural and business events, has led to significant growth of the NSW Tourism Industry.

Income generated from international visitors is rising particularly quickly and has grown more than 15 per cent in the last year to reach more than \$16 billion. NSW recorded the highest increase in domestic overnight visitors of any state last year, according to the 2017 National Visitor Survey.

Growth in the NSW tourism sector is projected to require an additional 40,000 jobs by 2020

Source: NSW Business Chamber's 2017 mid-term report card on the tourism economy

OVERNIGHT TRIPS AND REGIONAL EXPENDITURE BY STATE



Source: National Visitor Survey, March 2017.

Source: National Visitor Survey, March 2017. [Website of Tourism Research Australia.](http://www.tourismresearchaustralia.com.au)

Current Tourism Sector Growth Trends

- Festivals and events e.g. Digital and Technology, music, sporting;
- Night time markets;
- Eco-tourism e.g. Activity and food-based experiences such as Harvest trails and cooking schools, retreats and skill based short courses;
- Short day trips e.g. High impact / low-cost attractions and activities that both locals and neighbouring regions can use for day tripping;
- Art and culture exhibitions e.g. Art displays, artist talks;
- Workshops where new skills can be learnt.



***“EXPERIENCES are key drivers and motivators
for leisure travel”***

Destination NSW

Tourism development opportunities identified for Wollondilly

Tourism Marketing and Branding

There is a current reliance on Wollondilly Shire Council branding. A clear framework exploring long term branding approaches, marketing channels and campaigns will provide and development of a specific tourism brand and/or sub-brands would assist with marketing Wollondilly as a destination. Eg. Redevelop website and Visitor Guide both linked to a mobile app to promote the shire and its offering including tours of the Shire and events.

Strengthen tourism data collection and Analysis

Due to a current lack of tourism data currently available for Wollondilly, there is an opportunity to develop methods, systems and reoccurring data to enable benchmarking, strengthen strategic decision making outcomes and to assist with securing funding opportunities.

Eg. Tourism Sector audit and Analysis, Visitor Experience Survey and Analysis, Tourism Operator Survey Analysis, Event and Festival Evaluation, Accommodation and Conference provider usage statistics, Visitor information Centre statistics, Attraction and Tour Operator visitor utilisation and statistics, Funding and Grants Register, Tourism and Events Investment Customer Relationship Tracking and Management.

New Tourism Product Development

There is a wide range of tourism product opportunities that can be pursued to increase visitation. Identification of what opportunities to prioritise can be evaluated through a Destination Management Plan and the Tourism & Heritage Community Advisory Committee.

Examples

- Development & packaging of specialty tours through the Visitor information Centre – Historic Tours, photographic, agriculture and facilitating access to remote sites.
- Expanded Events and Festivals Calendar – such as Music Festivals, sporting and action events and food and experience events;
- Reuse and activation of heritage assets;
- Increased natural tourism attractions, experiences and activities;
- Increased adventure based attractions and events;
- Activation of trails and special routes- such as; food trails and cooking schools, arts trail, rail trail (cycle ways), National Equine experience route, scenic drives and waterway activation;
- Development of marketing material to promote Shire as a destination for car enthusiasts and car clubs for “Driving Holiday’s”
- Expansion and improvement of existing infrastructure such as development of a Botanic Gardens Amphitheatre and Sculpture Garden and include the development of an Aviation Business Park and Museum.
- Partnerships with surrounding regions where appropriate to develop packaged tours that drive and increase overnight visitation or broaden the visitor experience.
- Develop and promote evening experiences to encourage vibrancy throughout the region

Key visitor group opportunities for product development:

1. Seniors (over 55's)

Wollondilly's distinctive historic and cultural heritage has much to offer visitors with a special interest in this area. Themed short break and day itineraries, along with more experience type products could be devised to target this market.

2. Families

Consideration of campaigns that promote the opportunity for families to reconnect through travel and take short breaks during off-peak periods and to experience the open spaces and experiences of Wollondilly.

3. Visiting Friends and Relatives (VFR)

Consideration of campaigns that specifically increase awareness of local tourism assets to residents and families and encourage them to get out and about to experience Wollondilly.

Specific target market segments that require further product development:

1. Caravan and camping;

Develop an RV Friendly Destination Strategy to enable an increase in RV stay locations throughout the shire and encourage townships to be RV accessible.

NOTE: Wollondilly Shire Council has identified the need to increase and diversify accommodation capacity in the region with the aim of growing visitation figures and tourism income from RV travellers.

All research and indicators are demonstrating a large increase in the RV market through registrations and activity, especially in the growing retired baby boomer / self-superannuated sector. These indicators will have a significant effect on tourism in Wollondilly as the market for RV users increases. In particular, this aligns with our key visitor groups to Wollondilly which include: Seniors, Families, Visitors of Friends and Family and Driving.

Wollondilly Shire Council currently has three RV dump points (Picton, Appin and Warragamba) and one RV Friendly Town (Warragamba) however is looking to take a shire-wide approach to being RV Friendly with the aim of promoting Wollondilly as an RV Friendly destination to the RV Market.

There are a number of issues relating to the provision of free dump points and low cost or free camping that must be considered, including site identification, management and maintenance of dump points, enforcement and policing, the cost of water/power, noise, risks and insurance, application and adherence to regulatory requirements.

An RV Friendly Destination Strategy would support the needs of caravan/tourist park operators which service the needs of the traditional caravan/camping market across the shire. The strategy will also provide a framework to guide Council in identification and prioritisation of suitable sites, installation requirements and certification processes.

An RV Friendly Destination Strategy aims to identify ways which will contribute towards the strengthening of Wollondilly shire as an RV destination to generate additional revenue Wollondilly by capturing a larger share of spending from RV travellers who currently bypass Wollondilly or by increasing the length of stay of current visitors.

Potential ways to increase RV visitation numbers in Wollondilly could include:

- *Achieve RV friendly status and promote Wollondilly as an RV friendly destination*
- *Promote Wollondilly as a quick and easy motorway short stay option and opportunity to stock up on essential supplies*
- *Develop RV Friendly attributes such as easy access, good directional finding signage and dedicated secure parking near centre of towns and villages with parking availability for all sizes and shapes of RV's, Visitor Information Centre and other tourist information outlets*
- *Provide sufficient dumping facilities and potable water for RV travellers*
- *Develop an online (and hard copy) resource guide for RV travellers in Wollondilly that includes attractions and activities*
- *Provide low-cost / no-cost, short term stay-over locations for self-sufficient vehicles*
- *Provide non-caravan park, low-cost options for short stays (nature camping) or low-cost options within caravan parks*
- *Provide free public WIFI at key locations in towns and villages near RV sites*

2. Agricultural Tourism

Encourage the industry to invest and diversify through Tourism product offerings.

Eg. Development of cooking schools and enhancement of food trails to leverage off the emerging Culinary Tourism culture, increase the number of farm based businesses open to the public by offering things to see, do and produce or gifts to buy including overnight farm stays. An additional opportunity is to provide behind the scene farm tours where the agriculture farm allows visitors to view them growing, harvesting and processing locally grown foods etc. Farmers may also provide entertainment, education and fun-filled experiences for visitors. This provides an opportunity to bring visitors closer to nature and rural activities in which they can participate, be entertained and feel the pleasure of touring.

3. Cultural and Heritage Tourism

Work with State Government agencies and key stakeholders to develop and promote Cultural and Heritage sites.

Eg. Heritage signage across Shire and drive the creation and promotion of heritage tours, Botanic Gardens Amphitheatre & Sculpture Garden including various sculpture and art trails etc.

4. Nature Tourism

Work with National Parks and Water NSW to improve accessibility around catchment areas and National Parks.

Eg. introducing adventure visitor attractions such as a luge experience in Warragamba, Zip Lining in Bargo, Zorbing at Mowbray Park, suspension bridges, boardwalks and observation decks/lookouts. Waterway Activation – investigate riverside walks allowing access to Nattai, Yerranderie and also Nepean and Bargo rivers. Highlighting of walkways through the region would increase tourism interest and could also include mountain biking rails potentially and interpretation / educational signage which features indigenous history.

Wollondilly has the following assets within the Shire that contribute to tourism visitation numbers and provide opportunity for further enhancement to increase visitor appeal:

5 x Major Water Supply Dams for Sydney and surrounding western and southern LGA's;

- Warragamba Dam

- Cataract Dam
- Cordeaux Dam
- Nepean Dam
- Avon Dam

4 x National Parks;

- Thirlmere Lakes National Park
- Nattai National Park
- Burragorang
- Yerranderie

5. Accessible and Inclusive Tourism

Work with businesses to adapt, upgrade accessibility of venues and promote. Eg. Promotion on the Macarthur Access Group for Inclusive Communities online site 'MAGIC', promotion of specific marketing material and inclusion into existing Tourism marketing material, incorporating into events and festivals.

By improving access, tourism operators benefit from the opportunity to attract a wider visitor market. This would enable Wollondilly to grow the Tourism sector's contribution to the Wollondilly economy and increase employment opportunities within the sector.

Wollondilly Shire Council has recently developed a Disability Inclusion Action Plan (DIAP) 2017-2021 that has been aligned to the themes contained within Council's recently developed Community Strategic Plan (CSP). The DIAP contains the following actions and KPI's assigned Economic Development and Tourism.

Action - Promote access and inclusion to local businesses through our current partnership with Macarthur Access Group for Inclusive Communities (MAGIC)

Measures - (1) No. of businesses endorsed (2) No. of businesses who have had Disability Awareness Training

Accessible Tourism involves collaborative processes between stakeholders to enable people with access requirements, including mobility, vision, hearing and cognitive dimensions of access, to function independently and with equity and dignity through the delivery of universally designed products and services.

Products and services should be designed to ensure universal access to tourist attractions as well major or local events and festivals (i.e. cultural, religious, sporting, music and food). Accessibility should be viewed as central to the design and development of ideas and actions rather than an add-on for compliance reasons. Accessibility benefits all visitors, including those with prams, temporary injuries, or heavy bags, or an older person who may find it harder to walk, see or hear.

Visitors who benefit from improved access include people with physical disability for example:

- *people who use wheelchairs or mobility scooters,*
- *people who use a walking frame or crutches, or*
- *people who have difficulty with finger or hand coordination*
- *people with vision impairment*
- *people with hearing impairment or who are deaf*
- *people with a perceptual or cognitive disability that affects communication*
- *carers of people with disability*
- *people with prams and strollers*
- *Overseas visitors for whom English is not their first language seeking easy to access information.*

Increased Accommodation and Conference Capacity

From the total Tourism and Hospitality income generated within Wollondilly annually, latest figures show that accommodation only represents 6%. This figure indicates a deficiency in providing accommodation and has a significant bearing on the type of tourism activities available in Wollondilly. It also reduces our capacity to contribute to the NSW's Governments plan to 'increase overnight /short stays'.

Strengthened accommodation options such as boutique glamping, RV camp sites, motel developments and consideration of the role of alternative AIRBNB and UCAMP offerings provide an opportunity for Wollondilly.

By undertaking a review of our current capacity and usage, coupled with identification of suitable lands, this would better position us to attract and secure investment in the Shire that expands the capacity of our accommodation and conference facilities. With the development of the new Western Sydney Airport, there is an opportunity for us to work more closely with existing accommodation and conference providers to track visitation data and identify locations for potential investment.

Tourism Investment and Event Attraction

There is an opportunity to identify land within the Shire suitable for tourism development and promote to potential investors and tourism operators who are interested in starting up a business within the Shire. A further opportunity could be to identify and rezone land that has the potential for tourism operations and promote to potential investors.

Identification and promotion of key sites to attract events is an additional opportunity that would enable introduction of new events and festivals for the Shire. Eg. Development of a regional music festival to capitalise on the growing creative community within the region

Strengthened Tourism infrastructure

Our proximity to the Sydney metropolitan area (including the Southern surrounding Local Government Areas) presents a large and accessible visitor market all within a two hour radius. With good connectivity, attractive localities, larger attractions to visit, access to transport and directional signage, there is an opportunity for strengthened tourism infrastructure across the Shire.

There is currently untapped potential across all of the localities in the Shire with potential initiatives being identified to address the deficit in tourism infrastructure. Strengthening infrastructure in the Shire requires leveraging off Wollondilly's transport infrastructure and natural assets to disperse visitors more widely across the region to trail hubs and networks, accommodation nodes, adventure 'hotspots', operator sites and events. In addition, there is an opportunity to identify infrastructure requirements to support changing trends of visitor types (lone travellers, environmental, business, backpackers etc).

An additional opportunity is to develop and invest in town based revitalisation programs which include private sector investment to encourage and retain visitation opportunities. Eg. Provide walking trails in and around towns for short stay visitors that link Indigenous, heritage, built and environmental landmarks. Provide and invest in town based information and interpretative signage identifying areas of interest.

The challenge is facilitating the development of tourism infrastructure that matches the 'trends' that are inspiring and motivating visitors and target markets (e.g. currently mountain biking, camping, 4WDing, fishing, boating and food-wine).

By identifying infrastructure for inclusion in Council's Capital Works Program and infrastructure required investment, there is an opportunity for Wollondilly to achieve strong tourism growth and improved economic outcomes resulting in job creation. Undertaking a review, gap and condition analysis of existing tourism related infrastructure would assist in strengthening existing infrastructure and the development of new infrastructure to further enable industry diversification and expansion of our tourism products and services.

Having a long-term tourism infrastructure vision against short to medium term priorities with a funding ready 'pipeline' of infrastructure investment priorities, will be integral in securing future funding and establishing the Shire as an attractive destination for year-round adventures.

Through collaborative and cooperative approaches that uses the collective capacity of the region's tourism stakeholders, there is the opportunity for all levels of government and private agencies to work together to ensure tourism investment is consistent with community expectations; that planning, development and implementation are responsive and timely; and identified strategic priorities result in new attractions being established. Examples include:

- High quality road and rail infrastructure linked to operators, popular sites and towns;
- Boardwalks, trails, vantage points, improved access, Biodiversity Hotspot trails and drives, interpretive panels/displays at high value sites, and glamping in nature-rich areas;
- Themed drive trails (with signage and marketing collateral), Art and Culture trails in localities and cross regionally linked, upgraded sites (interpretation, parking, signage, access), improved access to sites;
- Upgrade and link drive, cycle, equine, hiking and kayaking trails throughout the Region (i.e. an interconnected trail network).
- Creating the walkways, cycleways and amenities to link The Townships within Wollondilly
- Ensuring suitable infrastructure is in place to host events and festivals while meeting anticipated capacity requirements in terms of event hosting locations, parking and access;
- Spatial planning of tourism development that stimulates focal areas/hubs, enterprise clusters and a concentration of visitors and operators.
- Public transport focussed initiatives and travel packages building upon close proximity to Sydney, domestic and international air services. Eg. Improving transport connectivity (rail-bus links)
- Upgrade and integrate drive, cycle, equine, walk/hiking/ running, canoeing, bird watching, cultural, historical, art trails through the region as interconnected trails networks and hubs.
- Improve accessibility to conservation areas and facilitate tourism ventures based on nature appreciation and wildlife observation.
- Invest in services infrastructure that enables investment and growth in short stay accommodation capacity.
- Backpackers, homestay or farm stay, Bed and Breakfast, Caravan parks accommodation including camping, glamping, park cabins, RV bays.

Key Stakeholders and External Partners

- Destination NSW - Sydney Surrounds South Destination Network;
- Wollondilly Tourism Association (WTAI);
- Community Advisory Committees (Tourism and Heritage, Economic Development, Rural Industries Advisory Committee);
- Western Sydney Councils-City Deal Group;
- Sydney Peri-Urban Network (SPUN);
- National Parks Association;
- Department of Primary Industries;
- Natural Growth Area Alliance;
- Sydney Water
- Water NSW
- Farmers' Federation NSW;
- National Growth Area Alliance;
- Chambers of Commerce;
- Friends of Thirlmere Lakes;
- Other Visitor Information Centres;
- MACROC – Macarthur Regional Organisation of Councils
- WESROC – Western Sydney Regional Organisation of Councils

SECTION 4:

Destination Direction

Goals and Objectives

- **Increase Visitation**
- **Encourage Product Development**
- **Improve the Visitor Experience**
- **Increase Visitor Spend**

In 2021 Wollondilly will be a destination that:

- ✓ achieves its full potential by offering a diverse blend of visitor experiences that the community values as contributing to liveability and visitor appeal.
- ✓ has a collaborative tourism industry delivering visitor experiences to the highest level of customer service with a focus on continual improvement.
- ✓ has a healthy, viable and sustainable Tourism sector offering diversity and contributing to the growth of the overall Tourism Sector economy.
- ✓ contributes to the overall economic growth of Wollondilly through growth in visitors each year.
- ✓ achieves continued annual growth.
- ✓ continues to build on its accommodation, conference facilities and tourism attraction capacity to take advantage of the proposed Western Sydney Airport development.

Vision

Wollondilly Shire has a strong and growing Tourism sector that provides local employment opportunities for residents and contributes to a local growing economy.

Strategic Direction

From this vision, four key strategies (aligned to Council's Community Strategic Plan 2033) have been identified to guide the management, development and marketing of tourism for Wollondilly and its towns and villages over the next four years.

Strategy 1: Destination Management, Development and Marketing of Wollondilly

Strategy 2: Partnerships and Support

Strategy 3: Events and Festivals

Strategy 4: Nature Tourism and Agriculture

Each of the above strategies has been expanded upon towards the end of this document into an Action Plan with goals, actions, timings and key performance measures.

Implementing and Reviewing the Tourism Action Plan

The Tourism Action Plan will be used as a basis to engage tourism stakeholders in the development of a further refined Tourism Action Plan incorporated into a Destination Management Plan which will assist in fostering a collaborative, cohesive and professional tourism industry.

The Tourism Action Plan will be reviewed annually in consultation with industry partners to assess outcomes and priorities.

An annual Tourism snapshot will be produced at the end of each financial year highlighting the achievements and deliverables associated with the implementation of the Tourism Action Plan.

SECTION 5:

Tourism Action Plan

Key strategies to enable sustainable tourism sector growth to 2021 include:

(*) = Projects dependent on funding and resource allocation

CSP = Community Strategic Plan 2033. References linked to Goals in CSP

STRATEGY 1 Destination Management, Development and Marketing of Wollondilly (CSP - GR3.3)

GOAL: INCREASE TOURISM VISITATION and PRODUCT DEVELOPMENT in Wollondilly Shire through innovative engagement and ongoing promotion of our strengths that contributes to positive social, economic, and environmental outcomes for Wollondilly's towns and villages.

Destination Management

Actions	Priority	17	18	19	20	Lead	Partners	Projects	KPIs/Outcomes
A1: Provide Visitor Information Services to actively engage with visitors and act as a conduit between Tourism providers and Visitors.	H	•	•	•	•	ED&T		<ul style="list-style-type: none"> - VIC Annual Service Delivery Review - Improvements to VIC Signage* 	<ul style="list-style-type: none"> - VIC Annual Service Delivery Review to confirm performance and council's commitment
A2: Promote Investment ready development opportunities in the Shire inclusive of accommodation, agriculture and heritage assets.	H	•	•	•	•	ED&T		<ul style="list-style-type: none"> - Engagement with landowners, operators and Investors 	<ul style="list-style-type: none"> - Wollondilly 'Welcome Pack' for new tourism operators - Identify and promote with Industry
A3: Manage and consult with the Tourism and Heritage Community Advisory Committee.	H	•	•	•	•	ED&T	CAC Tourism & Heritage Committee	<ul style="list-style-type: none"> - Tourism and Heritage Committee Discussion and Business papers 	<ul style="list-style-type: none"> - Four Tourism and Heritage Committee Meetings per year
A4: Improve tourism data collection, monitoring, reporting and benchmarking.	H		•		•	ED&T	Visitors Tourism Operators	<ul style="list-style-type: none"> - Bi annual visitor experience survey - Bi annual tourism operator satisfaction survey - Bi annual tourism data benchmarking 	<ul style="list-style-type: none"> - Visitor Experience Report - Tourism Operator Satisfaction Survey Results and improvement initiatives undertaken - Improved Tourism Data and benchmarking

Destination Development

Actions	Priority	17	18	19	20	Lead	Partners	Projects	KPIs/Outcomes
A5: Develop a Tourism Destination Management Plan	H		•	•		ED&T	Internal Divisions within Council Tourism Operators Government organisations	– Destination Management Plan (DMP)	– Tourism Destination Management Plan aligned to best practice development requirements – Tourism Industry & stakeholder participation
A6: Engage other sections of Council to address barriers to Tourism development and improvement of Tourism Infrastructure and Heritage Assets	M		•	•	•	ED&T	Infrastructure	– Tourism infrastructure & Signage Audit (DMP) *	– Engagement with key stakeholders when delivering projects and tourism initiatives – Improved Tourism Signage throughout the Shire
A7: Investigate nightlife economy specifically looking at initiatives that will encourage the development of vibrant night life in Wollondilly	H	•	•	•	•	ED&T	Projects & Events Business Operators Chambers of Commerce Community Groups	– Integration of Events to support Night time activities – Investigate options & constraints with stakeholders	– Live and Local Program* – IlluminArte & Events (Projects and Events team) – Address stakeholder constraints
A8: Promote access and inclusion to local businesses through our current partnership with Macarthur Access Group for Inclusive Communities (MAGIC) [DIAP]	H	•	•	•	•	ED&T	Projects & Events Macarthur Access Group for Inclusive Communities	– Promote Magic program to stakeholders – Promote Tourism Accessibility operators through marketing channels	– No. of businesses endorsed through Magic Program – No. of businesses who have had Disability Awareness Training – Accessible and inclusive tourism marketing
A9: Develop an RV Strategy to increase the number of RV stay sites within Wollondilly and promote as a RV friendly destination	H	•	•	•	•	ED&T	Infrastructure	– RV Friendly Destination Strategy	– RV Friendly Destination Strategy – Increased number of RV sites – RV Friendly Town promotions

Destination Marketing

Actions	Priority	17	18	19	20	Lead	Partners	Projects	KPIs/Outcomes
A10: Develop a Tourism and Marketing / Brand Plan for Wollondilly	H	•	•	•	•	ED&T	Communications	<ul style="list-style-type: none"> - Tourism Marketing & Branding Plan 	<ul style="list-style-type: none"> - Market Audit Review Report - Tourism and Marketing Brand Strategy Implementation*
A11: Deliver marketing campaigns to increase Wollondilly as a tourist destination	H	•	•	•	•	ED&T	Communications	<ul style="list-style-type: none"> - Joint initiatives and campaigns with Destination Network and other partners * - Digital and Social Media Engagement - Tour Package development for key target markets and visitor groups* - Wollondilly Visitor Guide and Website development* - Conferences/ Trade Shows attendance* - Promotion and distribution of marketing materials - Continued expansion of photo database * 	<ul style="list-style-type: none"> - Delivery of two or more key marketing campaigns per year - Social Media Promotions - Wollondilly Attractions brochure and Tourism packages - Engagement with target markets - Four Wollondilly quarterly seasonal guides (What's on) per year
A12: Support other sections of Council with Tourism related marketing and promotion of projects, events and special initiatives to further promote Wollondilly as a Destination	H	•	•	•	•	ED&T	Communications/ Project & Events	<ul style="list-style-type: none"> - Social Media engagement - Live & Local program* - Joint Grant funding applications 	<ul style="list-style-type: none"> - Tourism Marketing and Promotional support provided to other areas of Council for projects, events and special initiatives

STRATEGY 2 Partnerships and Support (CSP - GR3.2)

GOAL: Improve the visitor experience to foster and strengthen collaborative partnerships with Tourism operators and stakeholders that assist in IMPROVING THE VISITOR EXPERIENCE and advancing tourism in Wollondilly.

Action	Priority	1 7	1 8	1 9	2 0	Lead	Partners	Projects	KPIs/Outcomes
A13: Work closely with local tourism operators and event organisers in the delivery of Tourism Support Services.	H	•	•	•	•	ED&T	Project & Events	<ul style="list-style-type: none"> - Tourism Sector development & Engagement - Quarterly Tourism Networking Events* - Investigate potential of Council led tourism operator membership program* 	<ul style="list-style-type: none"> - Regular engagement with operators & Support provided - 4 tourism operator networking events per year - Tourism Operator advocacy and growth support provided
A14: Elevate Tourism sector operator issues and initiatives to the Tourism and Heritage Committee.	H	•	•	•	•	ED&T		<ul style="list-style-type: none"> - Tourism & Heritage Committee Discussion Papers 	<ul style="list-style-type: none"> - Discussion papers presented to Tourism and Heritage Committee
A15: Advocate for tourism operators (and the sector) for funding, partnership opportunities and improved tourism infrastructure to support growth.	H	•	•	•	•	ED&T		<ul style="list-style-type: none"> - Tourism Sector Advocacy Initiatives - Monitoring Tourism Sponsorship, Funding and Grants 	<ul style="list-style-type: none"> - Attend relevant government and Stakeholder meetings to advocate for the sector - Grants Register developed and activated

STRATEGY 3 Events and Festivals (CSP - GR3.1)

GOAL: Conduct and support the growth of events, festivals and educational workshops for tourism operators throughout Wollondilly to INCREASE VISITOR SPEND and economic outcomes.

Action	Priority	17	18	19	20	Lead	Partners	Projects	KPIs/Outcomes
A16: Work with Council's events team, tourism operators and event proponents to develop and consider new event proposals that contribute to positive social, economic, and tourism outcomes for Wollondilly's towns and villages.	H	•	•	•	•	ED&T	Project & Events	<ul style="list-style-type: none"> - Major Event and Festival enhancement and Growth Support* - Tourism event seed funding * 	<ul style="list-style-type: none"> - Collaboration with internal partners - Number of event and festival proponents provided with support to establish new and reoccurring events
A17: Improve and enhance economic outcomes of events throughout the Shire by facilitating local business event connections/partnerships.	M	•	•	•	•	ED&T	Project & Events	<ul style="list-style-type: none"> - Major Events & Festivals Satisfaction analysis - VIC marketing and communications 	<ul style="list-style-type: none"> - Assistance provided in supporting the delivery of events and festivals - Festival and Event Satisfaction Survey for all major events from participating businesses and visitors analysed with recommendations for improvements implemented - Number of event and festival opportunities annually that have ED benefits and outcomes delivered and estimated value

STRATEGY 4 Nature Tourism and Agriculture (CSP - GR7.3, EN7.3)

GOAL: Encourage and support the expansion of agriculture & nature tourism product offerings in Wollondilly.

Action	Priority	17	18	19	20	Lead	Partners	Projects	KPIs/Outcomes
A18: Work with planning & key stakeholders to address constraints on Environmental land and agri-business development that prevents tourism investment and tourism activities.	H	•	•	•	•	ED&T	Sustainable Growth National Park Service Water NSW Sydney Water	– Advocate with stakeholders and government regarding bushwalking, mountain biking and nature based activities that can complement our bushland and Catchment areas	– Trek Wollondilly – Provision of concepts and requests to facilitate dialogue on restrictions
A19: Actively promote Tourism opportunities to the Agriculture sector and encourage and support Agri-businesses to include Tourism elements in their product / service business model.	H	•	•	•	•	ED&T	Sustainable Growth National Park Service Water NSW Sydney Water	– Nature Tourism development and marketing*	– Increased number of Tourism related Agriculture and Eco-Tourism offerings – Agriculture Industry Forum* – Number of direct engagements undertaken with agriculture and Nature based Tourism businesses and investors

NOTES

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