

**GLEN INNES HIGHLANDS**

**DESTINATION  
MANAGEMENT  
PLAN  
SUMMARY**



## MAYORAL MESSAGE

Glen Innes Severn Council are pleased to present a new Destination Management Plan 2021-2026. The approach we've taken is a destination management approach which, looks holistically at the development, management, and marketing of our tourist destinations. This approach ensures that tourism adds value to the economy and the social fabric of the area, is sustainable into the future, is resilient to external shocks and is responsive to changes in both the marketplace and competitive environment.

While our tourism sector is performing well, there is more that can be achieved with the assets and resources available. Visitor markets are changing. There is a strong, and growing interest in visitation to regional areas. This has been stimulated, in part by Tourism Australia and Destination NSW, but more recently with the impact of the COVID-19 pandemic on travel patterns.

Accompanying this increased interest there has been a paradigm shift in visitor expectations, with travelers increasingly wanting to challenge themselves; by outdoors and active; reconnect as a couple or family; and interact socially with locals and other travelers – to hear their 'stories' and to 'learn'.

It is imperative that we continually evolve our tourism product and that we do this in a sustainable and environmentally friendly way for the protection of our climate and country.

The DMP's key strategic pillars of: Improving Customer Experience; Evolving the Brand Positioning; Developing and Improving Existing Experiences; Creating and Delivering New Experiences

We will continue to market our Local Government Area through the Glen Innes Highlands New England High Country brands and continue to build on our strong relationships with Destination NSW and Destination Country & Outback.

### **Carol Sparks, Mayor, Glen Innes Severn Council**

I pay my respects to the traditional owners of the land, to First Nations people and to Torres Strait Islander people.



1.  
IMPROVE  
CUSTOMER  
EXPERIENCE

2.  
EVOLVE  
BRAND  
POSITIONING

3.  
DEVELOP &  
IMPROVE  
EXISTING  
EXPERIENCES

4.  
CREATE &  
DELIVER  
NEW  
EXPERIENCES

## **ACKNOWLEDGEMENTS**

### **ACKNOWLEDGEMENT OF COUNTRY**

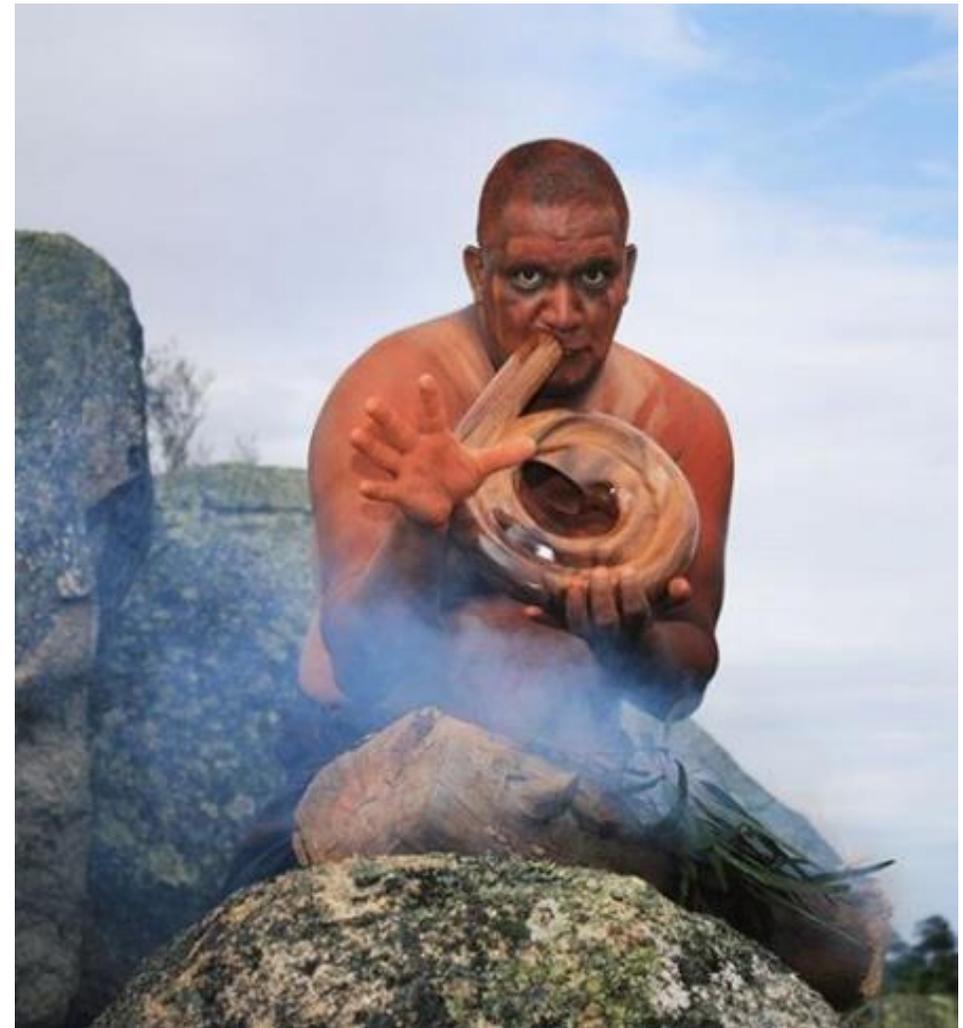
Glen Innes Highlands acknowledges the Traditional Custodians of this land – the Ngorabul people, and we pay our respects to Elders both past and present. We would also like to acknowledge our young leaders who are the Elders of the future.

### **ACKNOWLEDGEMENT OF AUTHOR**

Council appointed Jenny Rand & Associates who are a Tourism Management Consultancy to deliver our next Destination Management Plan (DMP) for Glen Innes Highlands

### **ACKNOWLEDGEMENT OF COMMUNITY ASSISTANCE**

Glen Innes Highlands wishes to thank residents, businesses and organisations who met with our consultant and Tourism and Events Officer and provided information and input into our Destination Management Plan.



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Detailed information on the Visitor Economy in the Glen Innes Highlands, the opportunities available and challenges faced, and the priorities, strategies and actions to drive growth and investment in tourism is provided in the accompanying DESTINATION ANALYSIS REPORT <https://www.gisc.nsw.gov.au/economic-development/destination-management>

**ABBREVIATIONS**

4WD	Four-wheel driving (off road)
ABS	Australian Bureau of Statistics
AR	Augmented Reality
BnB	Bed and Breakfast accommodation
CSP	GIS Community Strategic Plan
DNCO	Destination Network Country and Outback
DMP	Destination Management Plan
DNCO	Destination Network Country and Outback
DNSW	Destination NSW
FNSW	Forestry Corporation of NSW
GI	Glen Innes
GIHVA	Glen Innes Highlands Visitor Association
GISC	Glen Innes Severn Council
LALC	Local Aboriginal Lands Council
LGA	Local Government Area
LSPS	Local Strategic Planning Statement
MTB	Mountain Bike
NEHC	New England High Country (marketing alliance)
NEJO	New England Joint Organisation (alliance of Councils)
NE-NW	New England North West region
NPWS	NSW National Parks and Wildlife Service
REDS	Regional Economic Development Strategy

## 1. GROWING THE VISITOR ECONOMY

The on-going development of the visitor economy is a priority for Glen Innes Severn Council (GISC) and the Glen Innes Highlands (GIH)<sup>1</sup> community. GISC is the key driver of, and stakeholder in, the visitor economy.

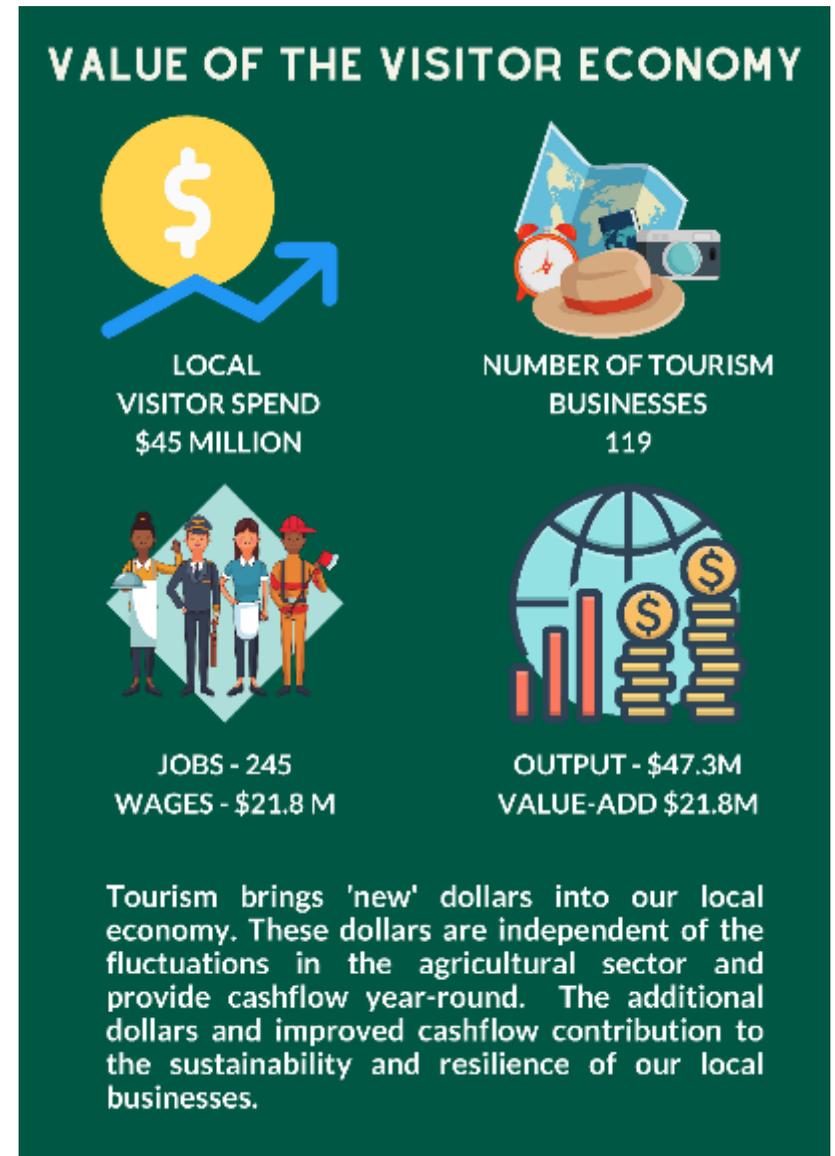
The visitor economy has the potential to:

- Grow and diversify the local economy, reducing its dependence on agriculture and building resilience;
- Bring 'new' dollars into the GIH economy, helping to sustain and retain local businesses and services;
- Create employment, attract new residents, businesses and investment; and
- Raise the profile of the LGA and generate awareness.

While the tourism sector is performing well, there is more that can be achieved with the assets and resources available. Visitor markets are changing. Nature-based tourists have a strong and growing interest in, and visitation to, regional areas with this stimulated in part, by the regional dispersal strategies being implemented by Tourism Australia and Destination NSW and more recently, the impact of the COVID-19 pandemic on travel.

Accompanying this, there has been a paradigm shift in visitor expectations with travellers increasingly wanting to challenge themselves; be outdoors and active; reconnect as a couple or family; and interact socially with locals and other travellers – to hear their 'stories' and to 'learn'. This creates opportunities to use assets differently – to focus on the activities that can be undertaken, and the experiences offered.

New technology is also impacting on the tourism industry. Digital technology has, and is, continuing to change the way in which consumers communicate, access and share information, select destinations and products, and book and pay for travel. Digital technology also provides the opportunity to enhance the visitor experience (e.g. Apps, Augmented Reality, Messaging platforms, Artificial Intelligence), while the 'shared economy' provides opportunities for new businesses and investment.

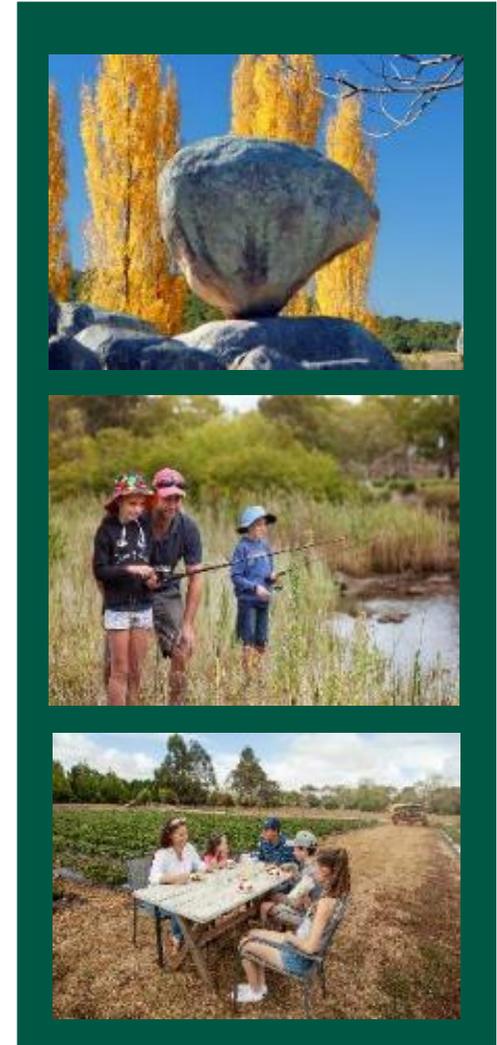


<sup>1</sup> Glen Innes Highlands is the brand and marketing name of the Glen Innes Severn Local Government Area

Geotourism is booming internationally, and it is an imperative that iconic Australian tourism destinations and products, particularly in regional and outback regions, can be transformed to meet both the needs of domestic and global travellers seeking superior travel experiences. GIH and the surrounding region have abundant natural and cultural features to leverage this. Geotourism, whilst celebrating geological heritage, enhances awareness and understanding of some of the key issues facing society such as using our earth's resources sustainably.

Agri-tourism and paddock-to-plate experiences are also desired by both domestic and international markets. People are looking for authentic experiences they can see, taste, ride, discover and learn from. At the same time Agricultural businesses are seeking to value-add their on-farm products to further their resilience and leverage this opportunity to connect directly with the consumer once again.

Realising the opportunities that are emerging will be dependent on the continued development of products, infrastructure, facilities and services; delivering comprehensive information services via a diverse range of touch points; and ramping up marketing, promotion and connecting to the customer, particularly in the digital space as resources and budgets are trending down.



## Destination Management

GISC has adopted a destination management approach to provide the direction and framework for growing the local visitor economy.

Destination management introduces a 'holistic' approach to the development, management and marketing of tourist destinations. The approach requires that all tiers of Government, the tourism industry and business and community leaders work together to develop and manage destinations.

This will ensure that tourism adds value to the economy and social fabric of the area, is sustainable into the future, is resilient to external shocks and is responsive to changes in both the marketplace and competitive environment.

The starting point involves formulating a Destination Management Plan (DMP) to assess the potential of the destination, articulate the vision for developing and managing the destination, and to provide the framework to 'deliver' this vision.

In NSW, Destination Management Plans are a pre-requisite to accessing tourism funding and assist in accessing a range of Federal and State Government grant programs.

**The Destination Manager Plan Summary** – This summary document provides an assessment of GIH's visitor economy, it's strengths, experiences, brand and future direction. The final Action Plan provides the focus to move forward toward leveraging our strengths, addressing our weaknesses and ensure that the visitor economy is leveraged to drive socio-economic prosperity for our community.

**The Destination Analysis** – Comprehensive information on the GIH visitor economy is provided in the accompanying GIH Destination Analysis. The Destination Analysis includes information on the strategic context and planning framework for the DMP



### **Purpose of the Glen Innes Highlands Destination Management Plan (DMP)**

The Glen Innes Highlands DMP provides the direction and framework for taking the Glen Innes Highlands visitor economy forward over the next five (5) years. The primary goals of this Plan are to:

- Increase visitation to and visitor expenditure within GIH, with resultant economic and social benefits for our community;
- Diversify our local economy and create a stronger, more resilient community;
- Improve the viability and sustainability of local businesses;
- Attract public and private sector investment; and
- Create local employment.

### **Achieving the Glen Innes Highlands Destination Management Plan (DMP)**

To achieve the purpose of the Glen Innes Highlands DMP we need to focus on:

- Initiatives to grow and diversify visitation and encourage visitors to explore and spend money locally;
- Encouraging and facilitating the development of touring routes, attractions, activities, experiences and events;
- Ensuring that the infrastructure, facilities and services are in place to meet visitor needs and expectations and support the growth of our visitor economy; and
- Identifying priorities to ensure the most effective use of limited funds and resources.
- Embracing opportunities to leverage nature-based, geo-tourism and agri-tourism under a clear positioning for the area.

### Implementation – Collaboration is Key!

The Glen Innes Highlands DMP is the starting point for consolidating and growing our visitor economy over the next five (5) years. It will however take time, funds, resources and commitment to implement the strategies and actions incorporated in this Plan.

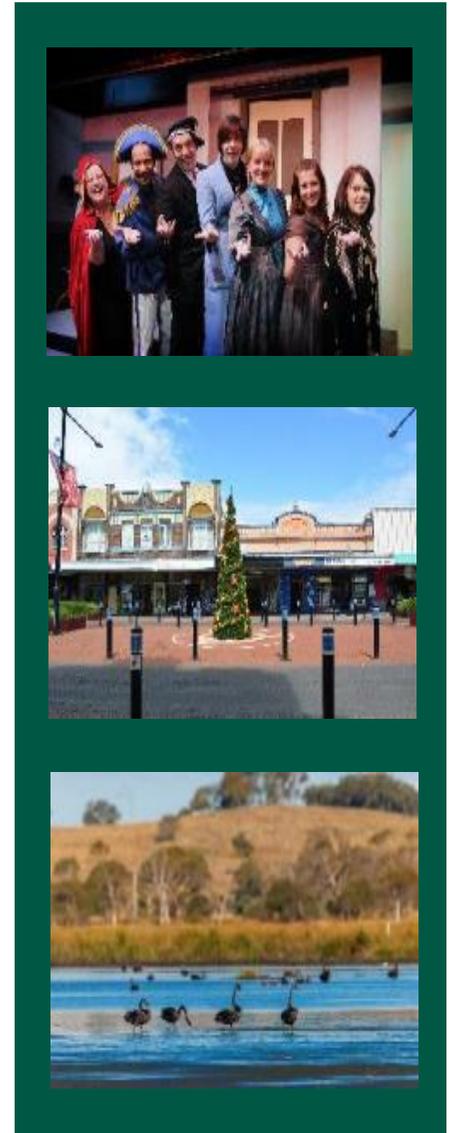
Given the limited resources available, actions need to be prioritised. While there are relatively simple, cost effective actions that can be undertaken in the short-term that will result in growth in visitation, sustaining visitation in the medium to longer term will only be achieved if the Glen Innes Highlands tourism product and infrastructure base continues to be improved and expanded.

This will require a strong partnership between GISC and the community; support from tourism and business organisations and operators; strategic relationships with key State and Regional organisations and land management agencies; as well as funding support from the State and Federal Governments.

Some of the projects and actions in the GIH DMP are ‘aspirational’ and are well beyond the financial capacity of GISC and other key stakeholders to implement in their entirety currently. These projects are however included in the event funding opportunities that arise in the future.

The fact that the projects have been identified and documented as important for the development of the local and/or regional visitor economy can assist in securing funding.

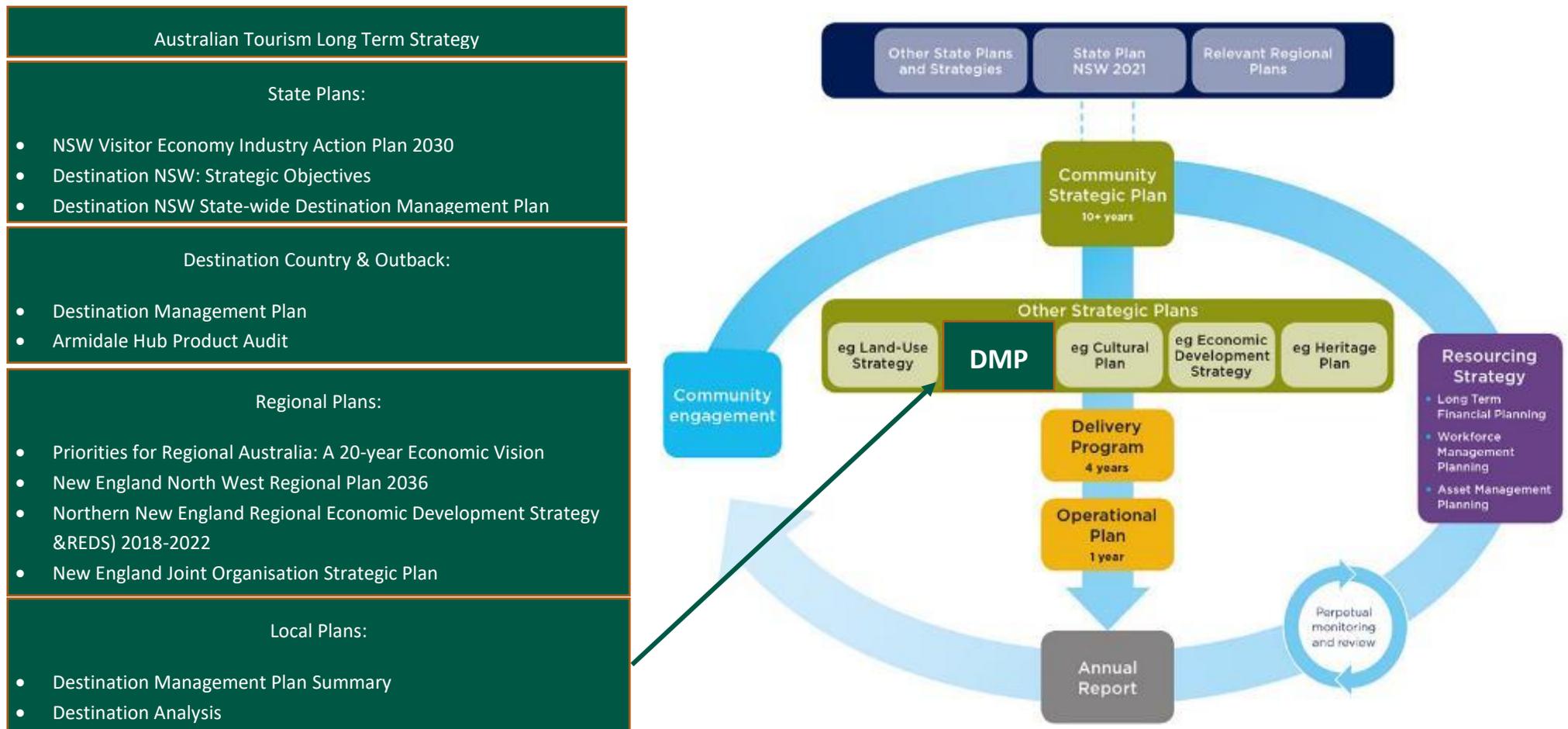
To be effective, the GIH DMP must be a living document that is constantly evolving. The recommended actions need to be implemented and the results evaluated. Periodically the Glen Innes Highlands DMP will need to be revised, building on what has been achieved.



## 2. STRATEGIC CONTEXT – ALIGNMENT WITH GOVERNMENT STRATEGIES, PLANS AND POLICIES

The GIH DMP was prepared within the framework set by Federal and State Government policies for the development and management of tourism destinations. It is also consistent with the NSW Government’s priorities for Regional NSW, key regional plans and strategies, and with the strategic directions of GISC.

### Strategic Context of the DMP and GISC Integrated Planning & Reporting Framework



### 3. OUR DESTINATION

#### Glen Innes Highlands

GIH is the home of the Ngorabul people, with Ngorabul country extending from the escarpment west to Ashford and north to Tenterfield.

GIH sits at the crossroads of the New England and Gwydir Highways in the north of the New England Region of NSW. GIH is easily accessed from Southern Queensland, the North Coast of NSW and the surrounding New England – North West Region. Around 4.87 million people reside within half a day’s drive of GIH.

Straddling the Great Dividing Range, GIH has a stunning physical environment. Our landscapes are varied, with dissected gorge country, waterfalls and rainforest gullies along its eastern edge. The remainder of the district is elevated plateau, dominated by ‘granite country’ with spectacular granite outcrops, tors and balancing rocks. 26% of GIH is National Park estate<sup>2</sup> (1,190km<sup>2</sup>) and State Forests (231km<sup>2</sup>), including the World Heritage listed Washpool and Gibraltar Range National Parks

GIH has cool temperate climate with four distinct seasons. GIH attracts the ‘snow chasers’ in winter, people escaping the humidity on the coast in summer, and visitors seeking the spectacular displays of spring blossoms and autumn colours.

GIH has a rich pastoral and mining heritage with a strong Celtic connection. Many of our early pastoralists were Scottish, while our miners were Irish, Welsh and Cornish. Our Celtic connections are recognised by the Australian Standing Stones in Glen Innes and celebrated by our annual Australian Celtic Festival.

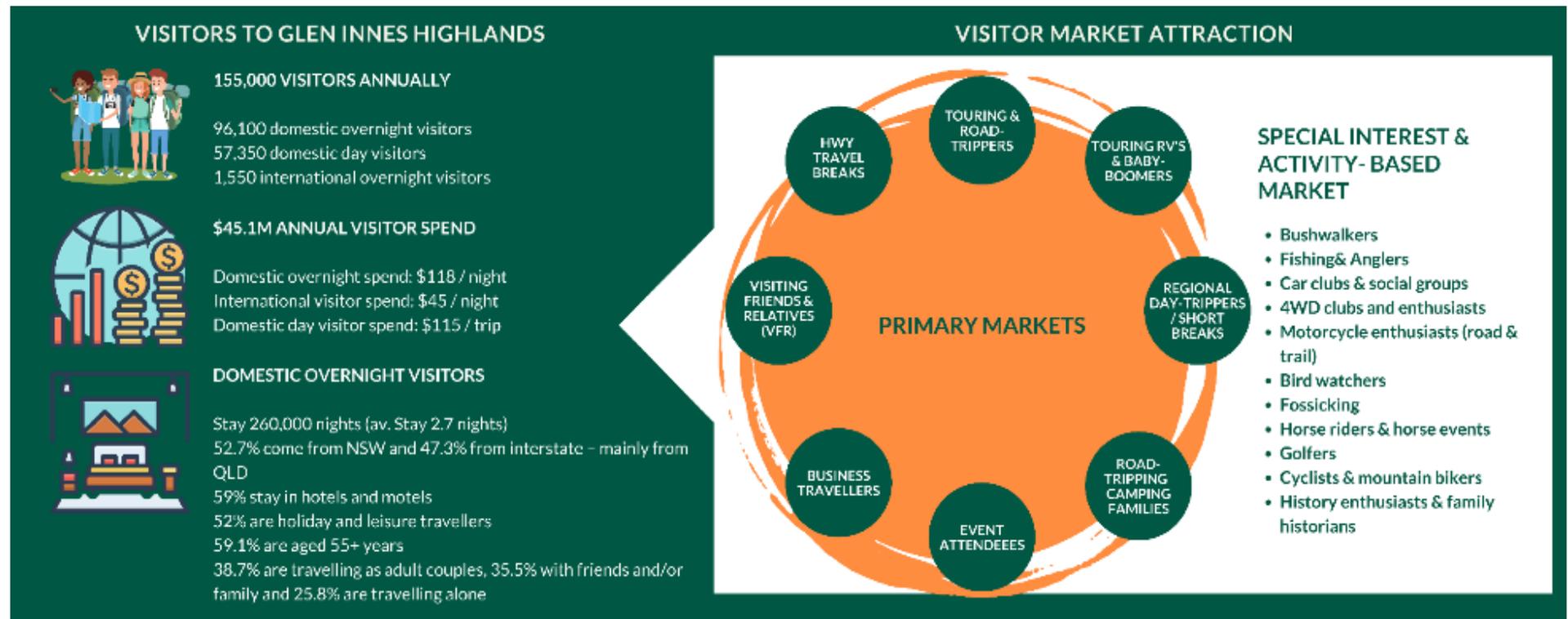
Today, GIH is home to around 8,965 people, approximately 60% of whom live in the historic highland town of Glen Innes. We have four highland villages – Emmaville, Deepwater, Red Range and Glencoe, and four hamlets - Glen Elgin, Wellingrove, Wyaliba and Dundee. Emmaville is known for its mining heritage, while the historic villages of Deepwater and Glencoe are popular stops on the New England Highway.



<sup>2</sup> Includes National Parks, State Conservation Areas and Nature Reserves

Our key economic activities are agriculture and forestry, construction, public administration and safety, health care and social assistance, and tourism, with agriculture and tourism being 'engine' industries. GIH produces premium Black Angus and Wagyu beef, and sheep for both fine wool and meat. We also have a large apiary industry, an emerging horticultural sector and are becoming a renewable energy hub with two large integrated wind and solar farms, and further development proposed.

**Visitor Profile**



#### 4. STRENGTHS, CHALLENGES & OPPORTUNITIES

##### Strengths and Assets

- **Highway access** – GIH is located at the crossroads of the New England and Gwydir Highways – exposure to a high volume of through and touring traffic.
- **Adventure Country** – stunning landscapes supporting a concentration of outdoor, nature and adventure-based attractions and experiences and rural and bush retreats; home to two World Heritage listed National Parks and the World Heritage Trail
- **Strong Celtic links** – home to the Australian Standing Stones and the Australian Celtic Festival. Known as Celtic Country.
- **New England Railway Corridor** – ideal for a rail trail from Glen Innes to Armidale (103km) with the potential to extend north to Deepwater and possibly Tenterfield and to stimulate cycle tourism (road, gravel grinding and mountain biking).
- **Quality, boutique accommodation** / unique accommodation experiences, including historic homesteads, country cottages, fishing lodges and rural and bushland retreats.
- **Infrastructure, Facilities and Services to Support Visitation** GIH has a good range of facilities and services to support visitation including accommodation, information services, free WIFI in the town centre, dump points, EV Charging stations, reasonable mobile phone coverage, rest areas and retail & support services.
- **Access to domestic markets** - Approximately 4.87 million people living within 5 hours drive of GIH – 4.11 million in Southern Queensland and 760,000 in the surrounding regions. Approximately 190,000 people live within 2.5 hours drive of GIH.
- **High country climate, landscapes, landforms and activities** – including four distinct seasons, waterfalls and rainforest gullies, spectacular autumn colours, the balancing rocks and tors of Stonehenge Reserve, and pristine mountain rivers and creeks.
- **Rich and diverse pastoral and mining heritage** – three museums, the historic Ottery Tin and Arsenic mine and refinery, historic Glen Innes town centre and villages.
- **Sapphires, gems, and minerals** – the home of the world-renown Reddestone Sapphire and a great place to fossick for sapphires and gemstones.
- Growing number of **local food and beverage producers** and provedores – a craft brewery, distillery and meadery.
- **Great locations** suitable for a range of outdoor events; unique indoor venues with additional venues proposed.
- **Emerging arts scene** and a strong creative culture.

### Challenges and Issues

- **Funding and resource constraints** within GISC and the community, resulting in limited marketing and promotional budgets; reliance on volunteers and management committees to run / manage key tourism assets; limited funds to invest in product development; and challenges in sourcing matching funds to access grant funding.
- **Accommodation capacity and quality constraints** - lack of up-market (4+ star) accommodation. Accommodation in Glen Innes is dominated by dated highway motels and caravan parks. Accommodation capacity constraints are limiting the ability to grow the events market.
- Many business and tourism operators have **no or limited on-line presence**. Most tourism and business operators are yet to claim their google business listing and/or have no or older generation websites. Not all accommodation operators use on-line booking sites (e.g., booking.com) and/or have on-line booking facilities on their websites and most operators are not taking advantage of free listings on third party websites.
- **Retail and café business trading hours** – with very few businesses open on Saturday afternoon, Sundays, and public holidays. This limits the ability to build and maximise benefits from the regional day trip and short-breaks market as travel is concentrated on weekends.
- **Encouraging visitors to continue west** - from the coast attracted by the World Heritage National Parks to continue west to explore Glen Innes. There is a need to provide touch points (e.g., signage, information boards, billboards) on the eastern approach to GIH to encourage travellers to continue west.
- **Underutilisation of key natural assets**, including Stonehenge Reserve, Beardy Woodlands and Beardy Waters Dam are not realising their full potential
- **Lack of conference and function venues** limiting the ability of the LGA to leverage corporate and private events for longer stays and greater local spend.
- **Expanded information services** including evolving the Visitor Information Centre into a 'next generation' centre whilst expanding the range of information available – both print and online by introducing a digital platform for itinerary planning and direct bookings.
- **Improved access and information** to the rivers and river access points signposted and updated service and directional signage throughout GIH.
- **Expanded mobile phone coverage**, particularly along the highway and touring route corridors and in visitor precincts within the National Parks and State Conservation Areas.

### Opportunities for Growth - Diversify, Grow and Enhance

GIH needs to continue to improve existing attractions and develop new attractions, activities and experiences based around of central positioning for its brand which leverages nature-based adventure.

- Continually incubate **new ideas and events** to support the adventure-based positioning through collaboration with community and interest, activity, sport and leisure-based businesses and organisations.
- Tap into the potential of **Geo-tourism and Agri-tourism** to tell the stories of our shire whilst improving the experience of our existing museums attractions and experiences.
- Activate the **Glen Innes Parklands corridor** through temporary and permanent art installations, events and cultural experiences.
- Continually support the creation and development of **Indigenous experiences, stories and events** in deep consultation with local Elders, groups and individuals.
- Continually **enhance the Celtic Experience** with the Centennial Parklands Master Plan and with the Australian Standing Stones Management Board, the Land of the Beardies Museum, local businesses and community groups.
- Continually support the **grow local arts, culture to create unique ‘things to do’** in support of driving adventure for the mind, soul and senses.
- Develop the natural resources and locations create **adventurous experiences that celebrate our geo-diversity** featuring both natural and cultural heritage.
- **Leverage government, associations and partnerships** new and existing to fund, promote and deliver the DMP strategy and Action Plan.

### Opportunities for Growth - Potential Game-Changers

The following projects will significantly increase visitation and/or enhance the visitor experience.

- Deliver the **New England Rail Trail** with Glen Innes positioned as a track head for the Northern NSW and South-East QLD markets. Establish bike riding self-guided routes for gravel grinding and connected pathways for locals and families to explore the towns, villages and wider shire along with the Rail Trail.
- Establish the **Glen Innes Powerhouse Museum** focusing on power generation incorporating Renewable Energy now and into the future. Partner with Emmaville Mining Museum and Glen Innes History House for multi-experience opportunities.
- Continually **enhance the customer experience** through embracing digital solutions and new technologies to create and nurture connection to our place and its products, experiences and events.
- Diversifying and improving the attractions and activities in the **Centennial Parklands** including developing the proposed Skywalk, walking trails and a themed playground and investigating opportunities for other Celtic-style attractions (e.g. maze, labyrinth).
- Realising the potential of **Stonehenge Reserve and Glencoe** as a rail trail attraction and activity node; nature / wild play area; event venue; bouldering destination.
- Developing the **Eerindii Ponds – Beardy Waters Weir Precinct** as a destination, providing quality waterside accommodation and a range of outdoor activities including promoting opportunities to view Australia’s two monotremes; improving trails and river access points; and establishing an arboretum; and linking Centennial Parklands and Beardy Woodland.
- Developing more adventure-based sporting activities and experiences **utilising under-utilised assets and locations** which provide breadth and depth across the nature and adventure-based tourism.

**5. EVOLVING OUR BRAND, POSITIONING, PRODUCT AND EXPERIENCES**

**Existing Brand Architecture & Landscape**

The GIH brand represents the Glen Innes Severn LGA and is a part of the New England High Country (NEHC) tourism group inclusive of Armidale/Guyra, Inverell, Uralla, Walcha and Tenterfield. NEHC is the regional destination brand which focuses on Nature-based tourism experiences and activities.

GIH marketing strategy is organised under the three (3) pillars of Visit, Live and Invest.

- VISIT**                 Converting the visitor economy
- LIVE**                 Enrich local lives and attract movers
- INVEST**             Attract interest and investment

GIH has six (6) brand themes which represent the area’s strengths, products and experiences.

**NATIONAL**



**STATE**



**REGIONAL –  
NEW ENGLAND  
HIGH COUNTRY**



**LOCAL**

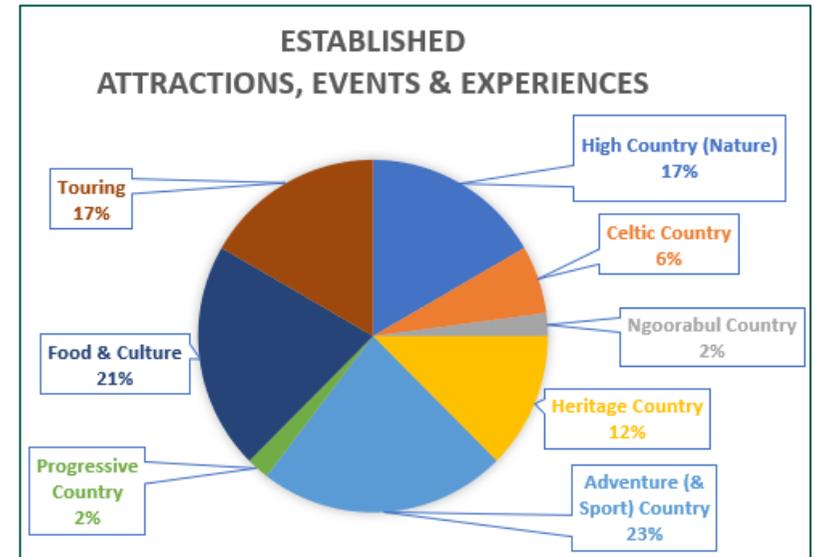


**Established Attractions, Events and Experiences**

There are many attractions, events and experiences in GIH that are well established in either their product and/or experience as well as in their marketing and promotional capabilities, reach and digitisation.

When you align these with the GIH brand pillars and/or product categories the strengths in the LGA lie in Adventure Country (including sport) 23%, Food and Culture 21% High Country (nature) and Touring (17%). Some of these include:

1. Australian Standing Stones and Australian Celtic Festival
2. Washpool and Gibraltar World Heritage National Parks
3. Historic buildings, main street and heritage-listed assets and History House
4. Fossicking, Minerama Show, Emmaville Mining Museum
5. The Super Strawberry, Glengowrie Distillery and Deepwater Brewery
6. Gawura Gallery, Local Markets and Scenic Drives and Tours

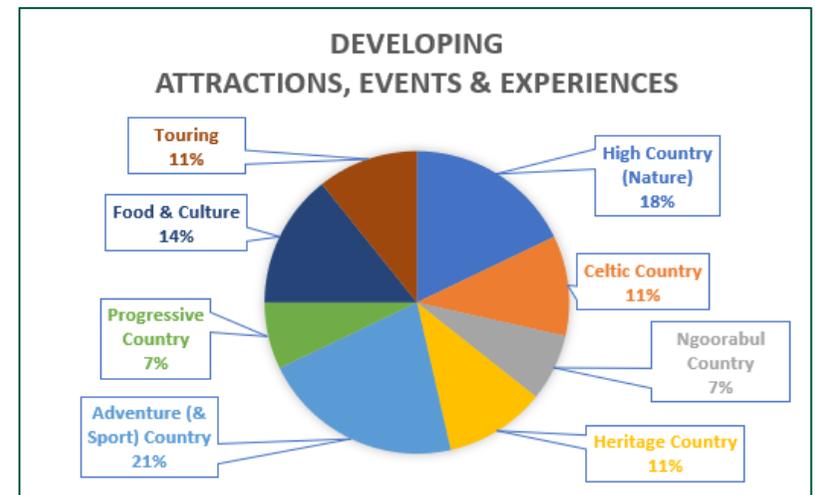


**Developing Attractions, Events and Experiences**

Developing attractions, events and experiences build on Adventure Country (including sport) 21%, High Country (nature) 18% and Food & Culture 14%. Some of these include:

1. Historic Villages, Halls and Courthouses
2. Torrington State Conservations Area,
3. Regional Netball Stadium and Wind Turbine park
4. Beardy Woodlands, Stonehenge Recreational Reserve
5. New events: GlenRock, Walk of Light, Deepwater Hall
6. Mountain-biking, hiking, gravel grinding and campaign in National parks

*Please refer to Annexure A for more detail.*



### New Proposed Attractions, Events and Experiences

There are quite a few identified new and/or proposed attractions, events and experiences that again build on the same GIH brand pillars and/or product themes with a further rise in Touring and Nature. Some of these include:

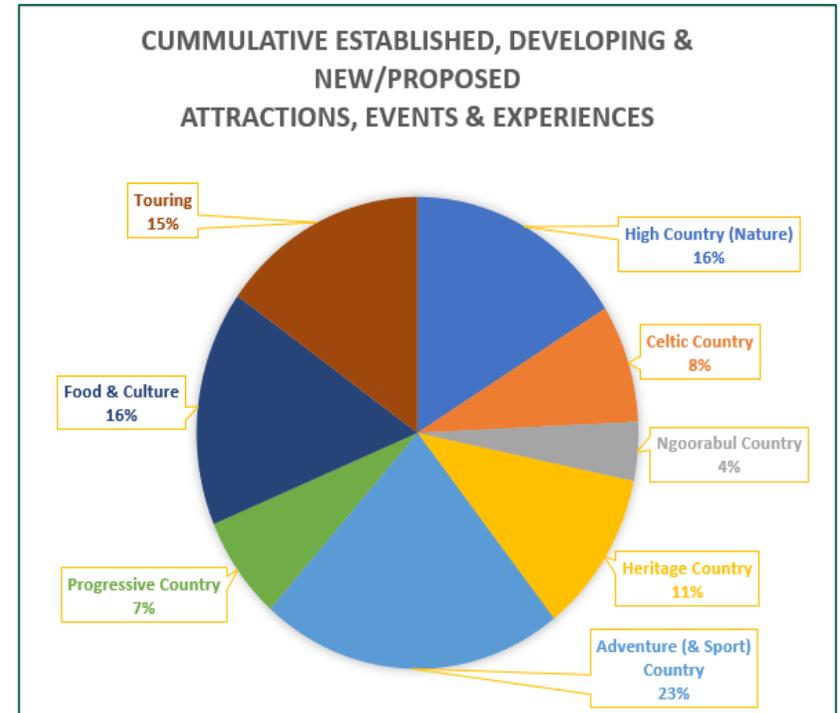
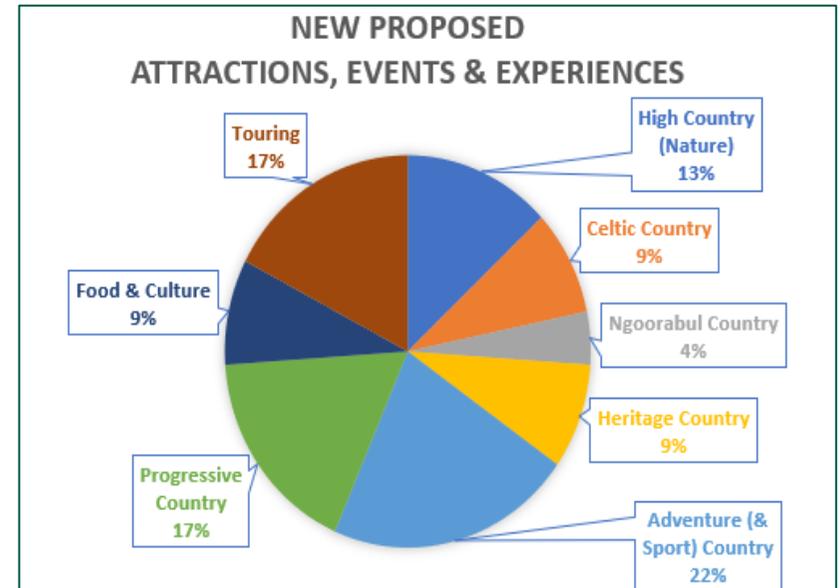
1. Washpool National Park Sound trails
2. Centennial Parklands Skywalk
3. Escape Room
4. Historic Ottery Mine
5. New England Rail Trail
6. Powerhouse Museum

Please refer to Annexure A for more detail.

### Cumulative Attractions, Events and Experiences

It's interesting to note that if all of these go ahead then the predominant attractions, events and experiences for GIH have breadth across all GIH brand pillars and/or product themes, however depth comes from Adventure Country (including sport) 23%, High Country (nature) 16%, Food and Culture 16% and Touring 15%.

This provides the direction for the brand and enables focus on building products around a central theme and a future strategy directed towards the potential of becoming an outstanding GeoRegion.



## Evolving Our Brand and Positioning

GIH has an opportunity to evolve our branding, products and experiences under a central contextual theme to bring together all the attributes of natural and cultural heritage whilst aligning to national, state and regional brands and campaigns. Re-defining our vision, positioning to the visitor economy and focusing our offer with a central theme will provide a focus for Council, community and industry to align and strengthen our position as a destination of choice.

**Vision** - A strong, diversified and sustainable visitor economy that delivers significant social and economic benefits for our community. Recognised as part of New England High Country and New England North West – part of Regional NSW. Known for nature-based adventure that leverages its natural, built, historic and cultural resources to create unique and personalised experiences for our visitors.

**Brand Positioning** - “Where adventure meets nature, culture and history”

**Campaign Idea** – “Glen Innes Highlands - Where you’d rather be”

**Campaign Execution** – A juxtaposition between two experiences positioned as a negative against a positive.

“Would you rather, waste the weekend or chase adventure, get stuck in this or get stuck into this. Welcome to Glen Innes Highlands, where you’d rather be. Discover your next adventure at Glen Innes Highlands.”

“Would you rather, cramped and crowded, or wide open spaces, store bought or farm fresh, city streets or stunning country rides. Welcome to Glen Innes Highlands, where you’d rather be. Chill out in high country at Glen Innes Highlands.”

“Would you rather, drive on by, or stop and discover, made by machine or uniquely handcrafted, let life pass you by or get lost in time. Welcome to Glen Innes Highlands, where you’d rather be. Experience living history at Glen Innes Highlands.”

“Would you rather, watch it on TV or see it in the flesh, follow the heard or march to your own drum, spot a star or see the whole galaxy. Welcome to Glen Innes Highlands, where you’d rather be. Find your inner Celt at Glen Innes Highlands.”



**Key 'Reasons to Believe' our Positioning**

1. GIH is packed full of nature-based adventure and experiences from gravel grinding to trail hiking, fossicking to fishing, touring to kayaking and canoeing.
2. GIH distinctive seasons envelop year-round culinary experiences made, grown and tasted locally. From breweries to gin distilleries to the finest wagyu beef, honey, black garlic and local cafes and stores passionate about championing local product and producers.
3. GIH picturesque and historic town and villages celebrate the beginning of our culture with indigenous tours and events mixed with embracing our Celtic heritage at the Australian Standing Stones and with the annual Australian Celtic Festival.
4. GIH landscape provides the backdrop to touring routes for RV's, Motorcycles and the discerning road-tripper, day-tripper meandering through the high country. Off the track around the region, in our World Heritage National Parks along our rivers and streams where the world's richest mineral diversity belt uncovers sapphires and other treasures.
5. GIH is the perfect stop to experience arts, crafts, handmade and handcrafted with our local makers and artisans. From silver-smithing to painting, pottery to festivals for writing your experience is waiting to be enriched in this historic town.
6. GIH celebrates nature, culture and history with the annual Minerama Fossicking Gem and Jewellery Show, GlenRock and the First Nations Festival among a diversity of local events and activities for film, farm and walks of light, our event calendar is continually evolving.
7. GIH is embracing new ways to create meaningful experiences that teach, guide and enhance our abiotic and biotic diversity in place with soundtrails, heritage app tours, guided tours and moving towards Augmented Reality (AR) and other new technologies that will service the future needs and expectations of our customers.



## 6. COMMUNITY CONSULTATION AND OUTCOMES

It is critical to a DMP success for the community to be consulted and have input into the final strategies and actions. GISC has consulted with the community regarding the visitor economy and the DMP through two streams:

1. The development of the Glen Innes Highlands Economic Development Strategy 2020-2040 and Action Plan 2020-2025 including surveys, workshops, online forums and written submissions.
2. The Glen Innes Highlands DMP by publishing the draft DMP Summary and Background Analysis and placing on public exhibition as well as holding a presentation and discussion with visitor economy stakeholders.



7. DESTINATION MANAGEMENT PLAN - STRATEGY

STRATEGIC PILLAR	STRATEGIC OBJECTIVE	STRATEGIC GOAL
	<p><b>Improve the customer experience of GIH towns and villages as both destinations and service centres to address key customer experience constraints and provide visitors more reason to stop, explore and stay and spend longer.</b></p>	<p>Provide a customer experience that increases visitor’s length of stay and spend, encourages positive word of mouth and user generated content, and return visitation.</p>
	<p><b>Evolve the brand positioning to focus on a central contextual theme to bring together all the attributes of natural and cultural heritage.</b></p> <p><b>Continue to strengthen marketing and promotional activity based on the evolved brand positioning.</b></p>	<p>Provide a focused approach to destination marketing, product, and experience development to deliver our vision and strengthen what we stand for and are known for.</p>
	<p><b>Continue to develop and improve the existing experience base of GIH across attractions, activities, and events.</b></p> <p><b>Support existing natural, human, and built assets to provide improved experiences that benefit the community’s socio-economic prosperity.</b></p>	<p>Improve the quality and capacity of our existing attractions, activities and experiences through connection, collaboration and support of local people and businesses.</p>
	<p><b>Incubate, fund, and deliver new activities, events, and attractions in context of adventure in nature, culture and history.</b></p> <p><b>Expanding adventure-based activity, experiences, and events in context of our natural &amp; built environments.</b></p>	<p>Be bold, adventurous, and ambitious to create new ideas and experiences to attract domestic and international visitors based on trends, interests, and the discerning traveller.</p>

**8. DESTINATION MANAGEMENT PLAN – ACTIONS 2021-2026**

**Detailed Action Plan against Strategies**

The following Action Plan outlines the key actions required to deliver the strategic pillars. Each action has references on how that Action:

1. Could be funded
2. Who could/would be the resources/partners to help deliver the action?
3. What the deliver timeframe is – note some will be every year
4. Measure of success – where applicable to align with Annual Operational Plans and Budgets

**Acronyms for resources/partners**

<b>GISC</b>	<b>GIH</b>	<b>NPWS</b>	<b>GIHVA</b>	<b>LBHMH</b>	<b>ANW +</b>	<b>NEHC</b>	<b>ASSMB</b>	<b>NERT</b>	<b>EMM</b>	<b>ARC</b>	<b>GLENRAC</b>
Glen Innes Severn Council	Glen Innes Highlands (GISC)	National Parks & Wildlife Service	Glen Innes Highlands Visitor Association	History House Museum	Arts North West + Other arts groups	New England High Country	Australian Standing Stones Management Board	New England Rail Trail Group	Emmaville Mining Museum	Armidale Regional Council	Glen Innes Natural Resources Advisory

**Connection with the Glen Innes Highlands PLACE Strategy and Action Plan**

Boosting Tourism and delivery of the Destination Management Plan is referenced in the draft Glen Innes Highlands Economic Development Strategy and Action Plan.



1.  
IMPROVE  
CUSTOMER  
EXPERIENCE

Improve the customer experience of GIH towns and villages as both destinations and service centres to address key customer experience constraints and provide visitors more reason to stop, explore and stay and spend longer.

Actions		Task	Responsibility	Funding	Timing & Success Measures	
1.1	Audit attraction, activity and service signage and implement a signage plan to deliver improvements.	1.1.1	Appoint a consultant to conduct the signage audit and provide recommendations and priorities to Council	MED	2020-2021 Operational Budget	Signage Audit completed by September 2021.
		1.1.2	Deliver a Signage Plan to Council to adoption	TEO	Council resources	Report to Council November 2021
		1.1.3	Secure funding to deliver the Signage Plan.	MED	Annual Council Operational Plan Allocation / Grants	Annually 2021-2026
		1.1.4	Complete implementation of Signage Plan	TEO	Grants and/or Council Operational Plan	2024-2025
1.2	Utilise digital solutions and physical interactions to improve service and connection with place, product, and people.	1.2.1	Apply for funding of the 'Tourism Itinerary and Packages Platform' through Bushfire Local Economic Recovery Fund & Regional Tourism Recovery Fund	GO	Grants	Grant applications submitted by September 2021
		1.2.2	Request Council funding for 'Tourism Itinerary and Packages Platform' or approval to release the project to private interests/partnerships should grant funding be unsuccessful.	MED	Council Loan / Operational Reallocation	Report to Council December 2021
		1.2.3	Seek private funding opportunities and/or partnerships to facilitate the build, pilot and roll-out of the platform to regional Australia.	MED	Council resources	Report to Council 2022-2023

**1.  
IMPROVE  
CUSTOMER  
EXPERIENCE**

Improve the customer experience of GIH towns and villages as both destinations and service centres to address key customer experience constraints and provide visitors more reason to stop, explore and stay & spend longer.

Actions		Task	Responsibility	Funding	Timing & Success Measures
1.3	Evolve the Visitor Information Centre into a next-generation service centre.	1.3.1 Review the benefits of the AVIC Accreditation on-going membership and provide a recommendation to Council.	TEO	Council resources	Report to Council October 2021
		1.3.2 Continue to seek grant funding for the improvement of the VIC display to improve the retail experience for customers.	TEO	Grants	Annually 2021-2026
		1.3.3 Leverage digital technology to enhance and optimise the customer experience to 24/7 servicing.	TEO	Council resources	Annually 2021-2026
		1.3.4 Continually provide opportunities for VIC customer to self-serve through signage, display, and digital connectivity to online information, booking services and platforms.	TEO	Council resources / grants	Annually 2021-2026
1.4	Upgrade facilities and increase the ease of exploring our LGA.	1.4.1 Conduct an audit and building assessment of all facilities throughout the LGA and develop 'shovel-ready' projects for grant funding opportunities to improve access and quality of visitor amenities.	MPRS	Council resources	Report to Council June by 2022
		1.4.2 Apply for grants to fund LGA facilities upgrades.	GO	Council resources / grants	2021-2026
		1.4.3 Review Caravan, RV and Long-bay locations and recommend improvements to improve customer experience and access to amenities and the local retail precinct.	TEO	Council resources	Report to Council by June 2023
1.5	Leverage opportunities to improve mobile access and improved internet connection.	1.5.1 Continue to lobby for the reduction of mobile blackspots in the LGA and improved internet connections to improve safety and enhance digital products that improve customer experiences.	GM	Council resources	Ongoing 2021-2026

2.  
EVOLVE  
BRAND  
POSITIONING

Evolve the brand positioning to focus on a central contextual theme to bring together all the attributes of natural and cultural heritage. Continue to strengthen marketing and promotional activity based on the evolved brand positioning.

Actions	Task	Responsibility	Funding	Measure of Success
<p><b>2.1</b></p> <p>Refresh/adapt/amend/update existing marketing and promotional assets &amp; content to incorporate new positioning –</p> <p>“Where adventure meets nature, culture and history”.</p>	<p>2.1.1 Continually update, optimise, and create content to strengthen the new brand positioning across all communication channels.</p>	ME	Council resources	Annually 2021-2026
	<p>2.1.2 Optimise the Glen Innes Highlands Website via SEO, partnerships, integration with ATDW and emerging digital platforms to increase efficiencies, reach, engagement and improve the customer journey.</p>	ME	Council resources	Annually 2021-2026
	<p>2.1.3 Improve, brand and refresh VIC promotional and informational collateral including the Glen Innes Highlands Visitor Guide ensuring service information is readily accessible.</p>	ME	Council resources	Annually 2021-2026
<p><b>2.2</b></p> <p>Facilitate the creation of new content and assets that support the new positioning, experiences and products through grant funding and partnerships.</p>	<p>2.2.1 Apply for funding to boost the marketing budget to facilitate increase content and asset creation.</p>	GO	Grants	Ongoing 2021-2026
	<p>2.2.2 Utilise available funding and partnerships to create new brand, experience and product content whilst leveraging user-generated content through social media channels.</p>	ME	Council resources	Annually 2021-2026
	<p>2.2.3 Continually expand digital presence and reach through 3<sup>rd</sup> party partnerships and available opportunities.</p>	ME	Council resources	Annually 2021-2026
<p><b>2.3</b></p> <p>Evolve the positioning according to new opportunities across GeoTourism.</p>	<p>2.3.1 Be flexible in the brand positioning to embrace opportunities uncovered through investigation and potential alignment with becoming a GeoRegion</p>	MED	Council resources	Ongoing 2021-2026

3.  
DEVELOP &  
IMPROVE  
EXISTING  
EXPERIENCES

Continue to develop and improve the existing attraction base of GIH across experiences, activities, and events. Support existing natural, human, and built assets to provide improved experiences that benefit the community's socio-economic prosperity.

Actions		Task	Responsibility	Funding	Measure of Success
3.1	Support the upgrading, re-development, and improvement of local assets.	3.1.1 Leverage the 'Disused Asset Audit' as part of the Economic Development Strategy and Action Plan (EDS&AP) to initiate ideas for tourism product development.	MED/ GGITT	Council resources	Ongoing 2021-2026
		3.1.2 Provide consultation into the 100-year GIH Master Plan to develop and expand the diversity and range of attractions, experiences, events, and activities including beardy Waters, Stonehenge Recreational Reserve, Eurindi Ponds, Rocky Creek Parklands, Centennial Parklands, State Forests and National Parks.	TEO/ GGITT	Council resources	2021-2022
		3.1.3 Provide a positive and collaborative planning and regulatory environment to assist businesses to start up by establishing a "Start-up Planning Committee" that can help support businesses establishing in the LGA with advice and support via appointment.	DDPRS	Council resources	Ongoing 2021-2026
3.2	Develop priority projects maximising the potential of key attractions, events, and assets	3.2.1 Facilitate the GGITT to review the 'Disused Asset Audit' and create a priority project list to nurture projects to 'shovel-ready' status to apply for grant funding / seek private investment.	MED/ GGITT	Council resources / Grants	2021-2022
		3.2.2 Provide an 'Event Planning Guideline' for the incubation and development of local events to support their development.	TEO	Council resources	Report to Council by June 2022
		3.2.3 Leverage opportunities to collaborate with NEHC to develop region-wide product experiences.	TEO	Council resources	Ongoing 2021-2026
		3.2.4 Establish partnerships with event organisers to facilitate new events to the LGA aligned to the brand positioning to strengthen product and experiences across the annual events calendar	TEO	Council resources	Ongoing 2021-2026

3.  
DEVELOP &  
IMPROVE  
EXISTING  
EXPERIENCES

Continue to develop and improve the existing attraction base of GIH across experiences, activities, and events. Support existing natural, human, and built assets to provide improved experiences that benefit the community's socio-economic prosperity.

Actions		Task	Responsibility	Funding	Measure of Success
3.3	Facilitate improving local customer experiences and capacity through program development, industry connection and encouraging a supportive B2B environment.	3.3.1 Leverage Highlands Hub to share training opportunities, provide inspiration for improved customer experiences and encourage local collaborations.	TEO (HH Coordinator if appointed)	Council resources / HH	Ongoing 2021-2026
		3.3.2 Encourage and support Glen Innes Highlands Visitor Association (GIHVA) to provide membership benefits that fill knowledge and capability gaps of members.	TEO	Council resources	Ongoing 2021-2026
3.4	Grow primary and establish new markets through building destination awareness through GIH and NEHC brands and activity.	3.4.1 Work collaboratively with NEHC to grow the drive-based touring market: car-based, caravans and RVs, motorcycles and to attract drive-based events and activities.	ME	Council resources	Ongoing 2021-2026
		3.4.2 Re-build the coach and group tour markets (post COVID-19) with local operators to create packages for special interest groups and key events.	TEO	Council resources	Report to Council by June 2023
3.5	Grow the Business Conferences and Events sector	3.5.1 Leverage the Highlands Hub and other local assets to package products and services to attract the business conferences and events sector.	MED	Council resources	Report to Council by June 2022
		3.5.2 Promote the business conference and events products and services as part of the annual operating budget for marketing.	ME	Council resources	Ongoing 2021-2026
		3.5.3 Continually seek funding opportunities to build product and promote the business conference and events sector.	GO	Grants	Ongoing 2021-2026

4.  
CREATE &  
DELIVER  
NEW  
EXPERIENCES

Incubate, fund, and deliver new activities, events, and attractions in context of adventure in nature, culture, and history. Expanding adventure-based activity, experiences, and events in context of our natural & built environments.

Actions		Task	Responsibility	Funding	Measure of Success
4.1	Deliver the New England Rail Trail via grant funding integrating digital technology to enhance the customer experience.	4.1.1 Continue to seek and apply to opportunities to fund the construction of the Glen Innes to Ben Lomond section of the NERT.	GO	Council resources	Ongoing 2021-2026  Project fully funded
		4.1.2 Create the NERT brand, website, and communication channels in collaboration with Armidale Regional Council (ARC) and New England Rail Trail Group (NERTG).	MED	Council resources	Deliver project by December 2021
4.2	Facilitate the development of new attractions, activities and events that leverage under-utilised assets that are supported by local community interest groups.	4.2.1 Deliver the proposal and business case for the Glen Innes Powerhouse Museum to Council to determine funding and building purchase of the Essential Energy building.	MED	Council resources	Report to Council September 2021
		4.2.2 Continue to support the Glen Innes Motor Sports Club to incubate and build events and investigate the potential to develop a Motor Sports Complex in Glen Innes LGA as part of the Airport Master Plan.	MED / TEO	Council resources	Ongoing 2021-2026
		4.2.3 Utilise the Highlands Hub to discover community interest groups that can be activated to support additional product for visitors and 'things to do' for locals.	TEO	Council resources	Ongoing 2021-2026
		4.2.4 Investigate new adventure-based activities to broaden the product base including 4WD, Bouldering, Extreme Sports, Adventure Running/Racing and Aviation Tourism Ventures.	TEO	Council resources	Ongoing 2021-2026

4.  
CREATE &  
DELIVER  
NEW  
EXPERIENCES

Incubate, fund, and deliver new activities, events, and attractions in context of adventure in nature, culture, and history. Expanding adventure-based activity, experiences, and events in context of our natural & built environments.

Actions	Task	Responsibility	Funding	Measure of Success	
4.3	Develop touring routes, self-guided tours, scenic drives and activity-based trails to benefit both the town and surrounding villages.	4.3.1 Deliver six (6) Gravel Grinding Routes around the LGA and promote via the GIH website and in GIH VISIT Marketing Programs.	MED/ME	Council resources	Report to Council by September 2021
		4.3.2 Attract an annual Gravel Grinder event to the LGA.	MED	Council resources	Event held annually 2021-2026
		4.3.3 Diversify the mountain biking offer, leveraging the proposed rail trail and value-adding the Grafton to Inverell cycle classic and other cycling events.	TEO	Council resources	Event held annually 2021-2026
		4.3.4 Reinvigorate 'Fossickers Way' in partnerships with relevant LGA's through conducting an audit and seeking Council support to fund upgrades required.	TEO	Council resources	'Region-wide' report to Council by 30 December 2022.
		4.3.5 Develop touring routes including Route 11 / Miners Way	TEO	Council resources	Report to Council by 30 December 2022.

4.  
CREATE &  
DELIVER  
NEW  
EXPERIENCES

Incubate, fund, and deliver new activities, events, and attractions in context of adventure in nature, culture, and history. Expanding adventure-based activity, experiences, and events in context of our natural & built environments.

Actions	Task	Responsibility	Funding	Measure of Success	
4.4	Investigate the potential of GIH being developed as an outstanding GeoRegion and the potential as an Aspiring UNESCO Global Geopark.	4.4.1 Review the National Geotourism Strategy and the opportunity for Glen Innes Highlands to be transformed to meet both the needs of domestic and global travellers seeking superior Geotourism travel experiences amidst a significant emerging and growing global phenomenon.	MED / TEO	Council resources	2021-2022
	4.4.2 Approach the Australian Geoscience Council Inc (AGC) to conduct an audit of Glen Innes Highlands potential to become a GeoRegion	MED / TEO	Council resources	2021-2022	
	4.4.3 Outline the steps needed to develop Glen Innes into an Aspiring UNESCO Global Geopark.	MED / TEO	Council resources	Report to Council by 30 June 2022	
4.5	Embrace Geotourism as a holistic approach to featuring natural and cultural heritage into the relevant customer experiences.	4.5.1 Support the potential of the Ottery Mine receiving funding from the Legacy Mine Program announced by State Government	MED / TEO	Council resources	Ongoing 2021-2026
		4.5.2 Continue to develop and promote existing nature-based experiences including birdwatching, fishing and fossicking.	TEO	Council resources	Ongoing 2021-2026
		4.5.2 Support the Emmaville Mining Museum to ensure the Museum's future, through strategic planning and enhanced displays and storytelling.	MED / TEO	Council resources	Ongoing 2021-2026
		4.5.3 Support the History House Museum and Research Centre to enhance storytelling, activities, and interactive displays to strengthen their point of difference.	TEO	Council resources	Ongoing 2021-2026

4.  
CREATE &  
DELIVER  
NEW  
EXPERIENCES

Incubate, fund, and deliver new activities, events, and attractions in context of adventure in nature, culture, and history. Expanding adventure-based activity, experiences, and events in context of our natural & built environments.

Actions		Task	Responsibility	Funding	Measure of Success
4.5 Cont.	Embrace Geotourism as a holistic approach to featuring natural and cultural heritage into the relevant customer experiences.	4.5.4 Support arts and cultural experiences to develop and encourage place-making and diversification of the main retail precinct.	MED / TEO	Council resources	Ongoing 2021-2026
		4.5.5 Support the growth of agritourism	MED / TEO	Council resources	Ongoing 2021-2026
		4.5.6 Strengthen Glen Innes' position as the gateway to the World Heritage-listed Washpool and Gibraltar Range National Parks and a pathway to more inland state forest and national parks.	TEO/ MED	Council resources	Ongoing 2021-2026
		4.5.4 Support arts and cultural experiences to develop and encourage place-making and diversification of the main retail precinct.	MED / TEO	Council resources	Ongoing 2021-2026

## 9. MONITORING

GIS Council will monitor the effectiveness of its tourism development and marketing activities, with the data to be used to:

- Provide an indication of whether the strategies and actions are effective in building visitation and/or achieving economic growth. Ineffective actions can be terminated or modified.
- Set priorities and allocate funds and resources.
- Provide data to support funding applications.

### Potential indicators include:

- Progress of product and infrastructure development projects.
- Grant funding secured.
- Value of new / additional investment in the tourism facilities (accommodation, attractions, tours etc) within the LGA.
- TRA visitor statistics – NE-NW Region and LGA Profiles.
- Localis dashboards trial
- Visitor statistics collected at the Glen Innes VIC.
- Website, social media and itinerary planner – booking tool analytics.
- Media coverage gained (track amount of coverage and the dollar value).
- Familiarisation tours hosted and the resultant coverage.
- Performance statistics from the Council controlled / sponsored venues – including the Glen Innes Showground and Emmaville Caravan Park. Council could require community groups and event organisers to provide visitor statistics as part of Council funding agreements.
- Feedback from GIHVA / individual operators on visitation, occupancy rates, trends in turnover etc.
- Traffic count data.
- Growth in local events: number of events held; number of attendees.
- Number of events attracted to GIH, and the number of participants and room nights generated.
- Number of coach and other tour groups attracted, tour participants and nights spent in GIH.
- The business / industry development activities held, the number of participants and the outcomes achieved.

For some initiatives, particularly in the areas of market development, it may take several years before the results are fully realised.

## 10. COUNCIL CONTACTS

**For any questions or queries please contact:**

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11. ANNEXURE

Summary of Brand Pillars and Product Categories

Brand Pillar / Product Category	High Country (Nature)	Celtic Country	Ngoorabul Country	Heritage Country	Adventure (& Sport) Country	Progressive Country	Food & Culture	Touring
Established Attractions, Events and Experiences	8	3	1	6	11	1	10	8
Developing Attractions, Events and Experiences	5	3	2	3	6	2	4	3
New Proposed Attractions, Events and Experiences	3	2	1	2	5	4	2	4
<b>Total</b>	<b>16</b>	<b>8</b>	<b>4</b>	<b>11</b>	<b>22</b>	<b>7</b>	<b>16</b>	<b>15</b>

Detailed Audit of Product against Brand Pillars

	High Country (Nature)	Celtic Country	Ngoorabul Country	Heritage Country	Adventure (& Sport) Country	Progressive Country	Food & Culture	Touring
Established Attractions, Events and Experiences	Washpool World Heritage-National Parks	The Australian Standing Stones	Gawura Gallery, Cafe, Tours and Workshops	Historic Main Street and Retail Precinct	Fossicking in the Mineral Belt	Windfarms and Solar Farms	The Super Strawberry	Fossickers Way
	Gibraltar Range World Heritage-National Park	Australian Celtic Festival		Land of Beardies Museum – Family History/Research	Glen Innes Sporting Fields and Racing Circuits		Chapel Theatre – Events, Cinema and Productions	Route 11

	High Country (Nature)	Celtic Country	Ngoorabul Country	Heritage Country	Adventure (& Sport) Country	Progressive Country	Food & Culture	Touring
Established Attractions, Events and Experiences	Spectacular autumn colours	Land of Beardies Museum – Celtic		Emmaville Mining Museum	Minerama Fossicking, Gem and Jewellery Show		Agricultural Show and Gourmet Fiesta	NEHC Motorcycle Touring
	Gibraltar-Washpool World Heritage Walk			Heritage App	Glen Innes Cup and Deepwater Picnic Races		The Makers Shed & Writers Festival	NEHC RVTouring
	Mann River Nature Reserve camping and picnic area			Glen Innes Cup and Deepwater Picnic Races	Fossicking		Glen Gowrie Distillery	NEHC Car Club Touring
	Ben Falls Retreat			Historic Showgrounds	Fishing		Deepwater Brewery	NEHC Scenic Drives & Touring Routes
	Farmstays and Boutique B&B's				Birdwatching		2 Wild Souls Meadery	
	Glen Innes Parklands					Mountain Biking & NPWS Event	Events – Glenfest, Glenrock	
						Glen Innes Cup and Deepwater Picnic Races		Markets in the Highlands & Cottage Markets

	High Country (Nature)	Celtic Country	Ngoorabul Country	Heritage Country	Adventure (& Sport) Country	Progressive Country	Food & Culture	Touring
Established Attractions, Events and Experiences					Glen Innes and Emmaville Golf		Dining Experience: Great Central, Highlands Restaurant, Hereford Steakhouse, Railway Tavern	Old Grafton Road
					Glen Innes & Emmaville Swimming Pools			
Developing Attractions, Events & Experiences	Stonehenge Reserve and Balancing Rock	The Croft Café & Celtic Culture Centre	The Willows	The historic villages – Emmaville, Glencoe, Deepwater	River swimming and paddling	New Infrastructure – Netball Stadium	Art galleries, antiques, boutiques and lifestyle shops	Centennial Parklands Trails
	Beardy Woodlands Reserve	Glen Innes Highlands Tours - Celtic	First Nations Festival		4WDiving	Big Blade Park	The Local Café Furry Cow in Longhorn Bar and Grill Deepwater Bakery Glencoe Red Lion Tavern	Gravel Grinding Self-guides tracks x 6

Developing Attractions, Events & Experiences	High Country (Nature)	Celtic Country	Ngoorabul Country	Heritage Country	Adventure (& Sport) Country	Progressive Country	Food & Culture	Touring
	Torrington State Conservation Area							Electric bikes /adventure equipment hire
	Guy Fawkes River, Butterleaf, Warra and Capoompeta National, Parks and State Forests							
	Kings Plains National Park in Inverell Shire						Walk the Light Event	
		Australian Standing Stones – Celtic Games		Emmaville Court House Museum	Golf Course & Events		Deepwater Hall events	
New Proposed Attractions, Events & Experiences	Washpool National Park Sound Trails	Centennial Parklands - Skywalk	Historic Ottery Arsenic and Tin Mine and Refinery Lookouts	Regional Netball Stadium	Windfarm viewing and interpretative area.	An 'Escape Room' in Glen Innes	New England Rail Trail	
	Rocky Ponds Creek Wetlands	Centennial Parklands – Crofters Cottage Extension		Glen Innes Powerhouse Museum	Bouldering & Running Events	Tourism Itinerary Planner & Packages Platform	Glen Innes Parklands Arts Trail	
	Eerindii Ponds – conversion of a quarry area into lakes and recreation facilities.				Skatepark	Highlands Hub – shared spaces		Gravel Grinding event

	High Country (Nature)	Celtic Country	Ngoorabul Country	Heritage Country	Adventure (& Sport) Country	Progressive Country	Food & Culture	Touring
New Proposed Attractions, Events & Experiences					Deepwater Polo Field	Augmented Reality Experiences		NEHC Villages Tour
					Motorsports complex & Dirt-biking	Airport Master Plan		The Miners Way
	Agri-business and Agri-Tourism – businesses in development stages to leverage paddock-to-plate							

