



# **Destination Management Plan**

2019 - 2023



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## Executive Summary

The Destination Management Plan (DMP) is a document that provides information to guide tourism in the Blayney Shire for the next 4 years. The first DMP, was endorsed in September 2016. The plan provides an overview of the current tourism industry in Blayney Shire, research on current tourism trends and opportunities with strategic objectives and relevant action items.

## Introduction

Blayney Shire is located in the Central Tablelands of New South Wales, approximately three hours by road from the centre of Sydney. The principal town in the Shire is Blayney, situated southwest of Bathurst and southeast of Orange. Blayney Shire is comprised of a number of villages including Barry, Carcoar, Mandurama, Lyndhurst, Millthorpe, Neville, and Newbridge. Not every village has tourism product nor cater for the visitor economy however have a vibrant local community feel and there is more often than not a community hall, park, children's playground and public amenities.

Blayney Shire has at least 46 different accommodation providers, approximately 700 beds with a range of accommodation types including bed and breakfasts, hotels, motels, caravan park as well as several free camping and caravan options. There are over 30 different food and beverage offerings, 7 unique museums, several art galleries and natural attractions.

Volunteer Committees and Blayney Shire businesses hold a number of key successful events annually which contribute to the visitor economy. Some of the annual events include the Millthorpe Markets, Hay Bale Art Challenge, Newbridge Winter Solstice and the Carcoar Cup Running Festival.

Blayney and its villages are part of the broader tourism destination of the Orange Region which comprises the Local Government Areas of Blayney, Orange and Cabonne. Destination marketing for the Orange Region is undertaken through Orange360, a separate organisation managed by a board with representatives from each council and industry.

The tourism employment estimate for Blayney Shire is 3.37% of the total employment which contributes \$4.98 million in wages and salaries. Blayney Shire has an estimated total tourism output of \$19.947 million including employment.

## Vision

Develop a well-established, connected and prosperous tourism industry supported by local communities to ensure that our visitors have an enriched experience of food and wine, creative and artistic culture, historic villages and events in each of our four unique seasons.

## Strategic Objectives

1. Promote Blayney Shire to grow the local and visitor economy
2. Develop a unified and collaborative approach to support the growth of the visitor economy
3. Enable effective and efficient communication with stakeholders
4. Build the capacity of the tourism industry, stakeholders and local government to deliver on the expectations of visitors to the region
5. Ensure industry and local communities receive strong leadership and support in the development or enhancement of products, experiences, events and access to grant funding

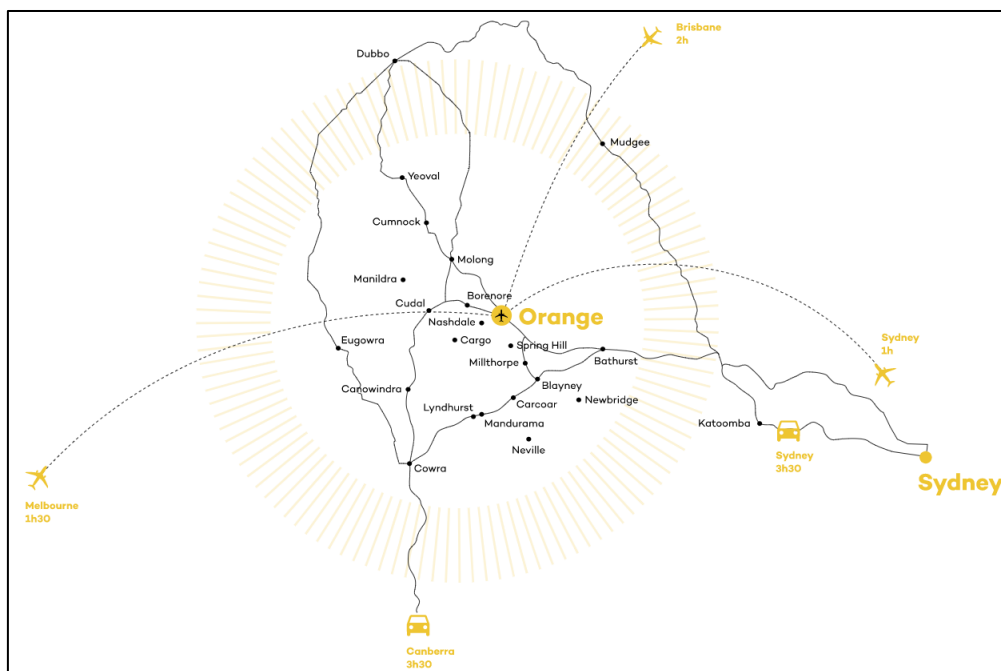
## Destination Network

Blayney Shire Council has an area of 1,524 km<sup>2</sup> and is located in the Central Tablelands of New South Wales. The principal town in the Shire is Blayney, situated some 37km southwest of Bathurst, 35km southeast of Orange and approximately 244km by road from Sydney. It is the centre of a district, which stretches east to Bathurst, southwest to Cowra and north to Orange.

### Blayney Shire Council Area



### Orange360 Destination Network



## Tourism Promotions Budget

Council employs a Manager of Tourism and Communications who co-ordinates activities across Blayney and Villages and develops proactive strategies to build the visitor economy in the region. The role has the responsibility of working with local residents, businesses, tourism businesses, volunteers, Council committees and community groups to develop a program of activities to promote the region, increase visitation and drive economic growth. Taking a leadership role and sharing expertise, building relationships and capacity of local business and businesses to further develop the area.

Our goal is to support an overall Destination NSW objective to increase the number of visitors and extend the length of visitor nights in the local area, region and State.

A key focus is developing awareness of the Blayney Shire offering to attract people to visit the area, consider relocating or doing business locally. Key programs include; managing Council's advertising, marketing and communications plan and working with local community groups and businesses to develop their communication plans.

Key programs under the Tourism and Promotions Budget includes; managing Council's advertising, marketing and communications plan and working with local community groups and businesses to develop their business and communication plans. A number of collaborative marketing campaigns are coordinated and promoted by Council supporting core themes of what the area stands for such as four distinct seasons, heritage villages, art and culture, landscape and sporting events.

Communication platforms include social media, Council and tourism websites, e-newsletters, media relations, advertising, marketing material such as posters, flyers, brochures, tourism videos, visitor guides, maps, banners, street banners, events and workshops.

Council is a member of regional tourism groups including, Central NSW Tourism and Orange360 committing \$50,000 per annum to contribute to the destination marketing organisation. Orange360 is a partnership between Blayney, Orange and Cabonne Councils and supported by industry. Council approved an initial three-year memorandum of understanding with Orange360 which will be reviewed in 2019/20 for renewal. For the purpose of this Destination Management Plan it is assumed Council will support Orange360 for another three years.

Advertising and materials include the costs for tourism promotion campaigns including advertising fees, graphic design, banners, photography and videography. Printing and stationary covers the costs of fliers, guides, brochures and maps. Subscriptions and license fees includes our membership with Central NSW Tourism and subscription to communication platforms such as Mailchimp and Hootsuite. Events covered under the Tourism and Promotions budget include the Hay Bale Art Challenge, Garage Sale Trail and the Christmas decorations event.

The following budget does not include salaries and on costs for Councils Tourism and Communications unit.

<b>Tourism Promotions Budget</b>	<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>
<b>Advertising and Materials</b>	\$28,500	\$29,212	\$29,942	\$30,691
<b>Printing and Stationery</b>	\$20,381	\$20,890	\$21,412	\$21,948
<b>Subscriptions and License Fees</b>	\$13,002	\$13,327	\$13,660	\$14,001
<b>Orange360 Membership</b>	\$50,000	\$50,000	\$50,000	\$50,000
<b>Events</b>	\$19,500	\$19,987	\$20,487	\$20,999
<b>Visitor Information Centre</b>	\$36,303	\$37,210	\$38,140	\$39,094
<b>TOTAL</b>	<b>\$167,686</b>	<b>\$170,628</b>	<b>\$173,643</b>	<b>\$176,734</b>

In addition to this commitment by Council, Council supports a Development Coordinator Program, with the objective to build the capacity of leaders and volunteer organisations in our small villages and provide access to support for attracting grants, coordinating events and building community resilience.

With the completion of individual Town and Village Community Plans, each Town and Village has a list of community, tourism, heritage, cultural, public infrastructure, economic growth and environmental based projects. Council provides funding of \$20,000 for the engagement of a part time Development Coordinator in Blayney and \$5,000 for reimbursement of Association incorporation expenses, Public Liability Insurance and administration costs. \$40,000 is allocated to engage the services of two-part time Development Coordinators, for the villages to the east and south of the Shire.

The 2019/20 Development Coordinator budget of \$70,000 is allocated as follows:

Barry, Hobbys Yards, Neville, Newbridge, Lyndhurst, Carcoar and Mandurama	\$40,000
Blayney Town Association (including Kings Plains	\$25,000
Millthorpe Village Association	\$5,000

## SWOT Analysis

The analysis of the strengths, weaknesses, opportunities and threats for the Blayney Shire tourism industry has been created through reviewing the Towns and Villages Community Plans, the Blayney Shire Community Strategic Plan, the Destination Country and Outback's Destination Management Plan and consultation with local tourism businesses, village committees, Visitor Information Centre Volunteers and Orange360.

### Strengths

All of the villages have a proactive Village Committee or Progress Association who coordinate local events and see the value of increasing tourism and the visitor economy.

Blayney Shire is host to a number of community run events targeting a variety of different tourism markets throughout the year.

We are within close proximity to Bathurst and Orange and our accommodation and food services sector benefit from the overflow of large events in neighbouring regional cities such as the Bathurst Races.

Blayney Shire has a significant number of attractions, tourism operations and large events which are iconic to the Orange360 region.

Accommodation businesses have a demand of mining contract workers requiring beds in the region which provide a consistent occupancy rate.

Millthorpe and Carcoar with their colonial history and built architectural heritage preserved with beautiful churches, public buildings, museums and houses from the mid-19th Century, deliver iconic village experiences.

There is a daily train service to and from Sydney which stops at Millthorpe and Blayney.

We have a growing arts focus from Newbridge to Lyndhurst, including art galleries that feature on the Regional Arts Trail.

Blayney and all Villages have parks or recreation grounds with public toilets, playground and BBQ/picnic facilities that cater for visiting families and travellers.

Some local tourism businesses have a strong online/social media presence promoting their businesses as well as the destination.

The Orange360 Regional Tourism network, of which Blayney Shire is a member, provides the scale and capacity to deliver tourism promotions and collaborative marketing collateral.

With the Belubula River flowing through the shire, the popular Wyangala Recreation Park and Carcoar Dam are accessible water sports, fishing and camping spots.

The re-allocation of funding from the Blayney to Bathurst bicycle race allows for additional funding in the tourism sector.

## Weaknesses

Promoting the region as the 'Village Shire' is not unique in the tourism industry. Many other destinations use historic villages as their primary pull factor.

The public transport options around Shire, specifically to the villages is limited and current transport options are not well communicated or advertised.

The existing Blayney Shire Tourism website isn't up to the standard of competing destinations and information on businesses and attractions is not current.

Some businesses do not see themselves as part of the tourism industry and focus only on local customers, by not being active in the tourism industry they miss out on potential customers.

Blayney Shire has limited photo and video assets to use for promotion on social media, advertising campaigns and printed collateral.

The Village Committees or Progress Associations in some villages have limited business owner representation to provide accurate and valuable information about the Blayney Shire economy.

There are many tourism businesses that have little or no online presence. This is due to limited technological skills, time and understanding of the value.

Small businesses in the villages can be dependent on events for foot traffic. Outside of these events the businesses do not get as much trade.

The town of Blayney is the centre of the Shire however has the least amount of tourism attractions such as museums and art galleries.

Tourists are unaware of the opening hours of the tourism businesses in the towns and villages and which days are best to visit. This limits their experience as they are unable to enjoy the full range of attractions and services. This can lead to a negative experience of the village spread by word of mouth and less return visitors.

Directional signage into and within villages needs to be improved particularly for attractions off the main street.

The footpath network in some villages does not connect the main street with other services or attractions. This can lead to businesses off the main street missing out on foot traffic.

The existing Information Outlets in the Shire have no formal process for keeping marketing collateral up to date and including Blayney Shire publications.

The Blayney shopping precinct needs to be enhanced visually to make it more attractive. Currently a number of the shops are empty and the heavy vehicle traffic is not conducive to a shopping precinct. The lack of truck facilities such food and rest areas is limiting the capacity for business to benefit from our highway appeal.

There is no official Indigenous or Aboriginal groups or Councils that represent the Blayney Shire.



## Opportunities

Blayney Shire's close partnership and involvement with Orange360 as a relatively new destination marketing organisation provides opportunities to partner with Orange360 on tourism communications. For example, combining the tourism website and towns and villages guide instead of separate and duplicate publications.

We need to utilise more of the emerging online advertising channels as they can facilitate all stages of the customer journey and experience, e.g. search, booking, payments, real time translations etc.

Community Development program run by Council provides \$20,000 for village cluster groups to fund a local coordinator to assist with upskilling, capacity building, events management, fundraising, implement Village Plans and grant application funding projects to assist Towns and Villages Associations.

Council's Community Financial Assistance Program for community groups which subject to meeting eligibility criteria, supports events, infrastructure and community program development.

When developing a new marketing plan there is an opportunity to combine resources and partner with stakeholders on joint marketing campaigns.

Increase promotion and communications for the caravanning and camping options in Blayney, Newbridge, Lyndhurst, especially with the reopening of Junction Reefs Reserve.

The Sydney Trains Heritage Works Program provides an opportunity for the disused Blayney Railway Station buildings to be refurbished and repurposed as a potential tourist attraction such as an art gallery space.

Increase the range of events such as; a music festival, equestrian events, expanding the Blayney Farmers' Market, get involved in the Orange Festivals (F.O.O.D, Winter Fire and Wine Festival). These events provide an opportunity for additional visitor nights.

Target the usage of rail transport to Millthorpe for day trips or weekends, particularly in the 55+ market.

Support opportunities to host regional and state sporting events and competitions that will attract strong participation especially with the new Equestrian and Livestock Centre.

With Electric Vehicle Charging Stations being installed in Millthorpe and Carcoar we have the opportunity to capture the electric vehicle user market.

Further explore indigenous heritage to evaluate tourism appeal and opportunities to create awareness and celebrate the history, culture and heritage with the Aboriginal community in the region.

The reopening of Cowriga Creek Bridge on Carcoar Road will provide a direct route for tourists between Millthorpe and Carcoar.

The research by the Western Research Institute will provide more data on the visitor economy in the Blayney Shire.

Partner with Central NSW Business HQ to assist with education tourism businesses in the region.

The upcoming Orange360 mining accommodation project provides an opportunity for Blayney and the villages to further benefit from the contractors particularly in the accommodation sector.

## Threats

Many of our local tourism events and museums are run by community groups which rely on volunteers which can lead to volunteer fatigue. Our volunteers are also aging and there is very few new volunteers getting involved.

Tourists are not concerned about council boundaries therefore thinking of ourselves as a Shire and not as a region in promotional campaigns limits the success of the campaign.

Our Level 3 accreditation Visitor Information Centre is at risk with not enough volunteers to keep up required opening hours.

The increasing amount of contract workers in the Shire limit the availability of accommodation for tourists, especially if contract work peak periods clash with events.

Our cellar doors in Millthorpe compete with a large amount of cellar doors in Cabonne which have the benefits of proximity to Orange and a number of other wineries.

Tourism businesses having limited awareness and accurate knowledge of Orange360. If the Blayney Shire tourism industry doesn't invest in Orange360 there will be limited tourism products to be promoted, impacting on the success the investment by Blayney Shire Council.

The drought affects local businesses with decreases in income from both local residences and the number of tourists participating in recreational activities at Carcoar and Wyangala Dam.

The business opening hours on weekends in Blayney is limited, with many businesses closing at midday or not opening at all, leaving tourists with limited services leading towards a negative experience.

There is no mobile phone service in Carcoar limiting communication for tourists. Not only is this inconvenient for tourists but also limits their ability to share their experience with other potential visitors on social media.

## Current Tourism Trends and Opportunities

Over the past 20 years the travel and tourism sector has undergone immense disruption. Digital and mobile technology has changed the way people make travel decisions, book, travel and share their travel experiences. The emergence of the sharing economy has had a profound effect on traditional travel booking methods. Geo-political events have created risk and uncertainty, as well as focusing travellers on emerging travel destinations. Social media and user generated content have facilitated huge growth in traveller reviews on websites like TripAdvisor. Change is a constant in the sector.<sup>1</sup>

Some key future trends and insights from the NSW Government Statewide Destination Management Plan<sup>1</sup> include:

- Experiential Travel – more and more travellers will search for immersive, authentic, educational, local experiences.
- Holidays with a Purpose – volunteering, conservation and the like will play a bigger part in travel and destination choice.
- Sustainable Travel – sustainable and conscious travel will gain momentum, and the concept of excessive visitor arrivals known as ‘over tourism’ will be topical.
- Caravanning and Camping – the desire for authentic experiences will drive demand for exploring destinations on caravanning and camping holidays.
- Wellness Travel – travel for the purpose of wellness, both spiritual and physical, will continue to gain momentum.
- Food and Drink – local produce and food and drink experiences will continue to play a role in destination choice, as a central part of the travel experience, and this space will become crowded.
- Business Events – conventions, corporate meetings, AGMs, corporate retreats, workshops, seminars and sales incentive rewards trips all hold promise for growth in regional NSW.
- Personalisation – digital and mobile technology have empowered visitors to take more control of their travel experiences, and increased their expectations. As a result, the expectation of personalised and tailor made experiences is likely to grow.
- Multigenerational Travel – the trend in multigenerational travel will continue, as families use their holiday time to bond and create memories together, and this will influence the type of customer experience they are looking for.
- Sharing Economy – the sharing economy, e.g. Airbnb, will continue to transform travel experiences, giving the customer more choice and greater flexibility.
- Digital – digital technology will continue to advance, facilitating all stages of the customer journey and experience, e.g. search, booking, payments, augmented reality, real time translations etc.

- Mobile – mobile will be the preference of travellers throughout their customer journey, so mobile optimisation of the customer experience will be key.
- Social Media – social media and user generated content will continue to be key, and can present opportunities for destinations that optimise them well.

There is also significant opportunity to grow the NSW visitor economy, the NSW Government Statewide Destination Management Plan<sup>1</sup> has identified the following opportunities:

- Tourism is a growth sector globally as the third export sector in the world.
- The state offers a very strong tourism proposition offering an authentic Australian experience.
- The NSW Government is committed to growing the visitor economy, and has put in place a robust framework to deliver growth
- There is a significant opportunity to drive growth in the NSW visitor economy by using technology, data and insights to develop a deep understanding of current and future visitors and their needs, and use this knowledge to define and segment the target audience, develop outstanding visitor experiences and invest in products and experiences that will attract future visitors.
- Upskilling the workforce and investing in industry capability development will improve the visitor experience and drive economic growth. Businesses that invest in staff development will reap the rewards.
- NSW is Australia's most visited state and the nation's international gateway, and the NSW visitor economy has seen strong growth in the past decade. There is already a strong base to build on, with growth forecast to continue in both domestic and international tourism, and 65% of visitors to the state already travelling to regional NSW.

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<sup>1</sup> Destination NSW. (2019). *Statewide Destination Management Plan*. NSW Government.

## Stakeholder Strategic Objectives

### Central NSW Tourism

Central NSW Tourism<sup>2</sup> aim to double the visitor economy from 2011 to 2020 by focusing on incremental growth across domestic visitation by:

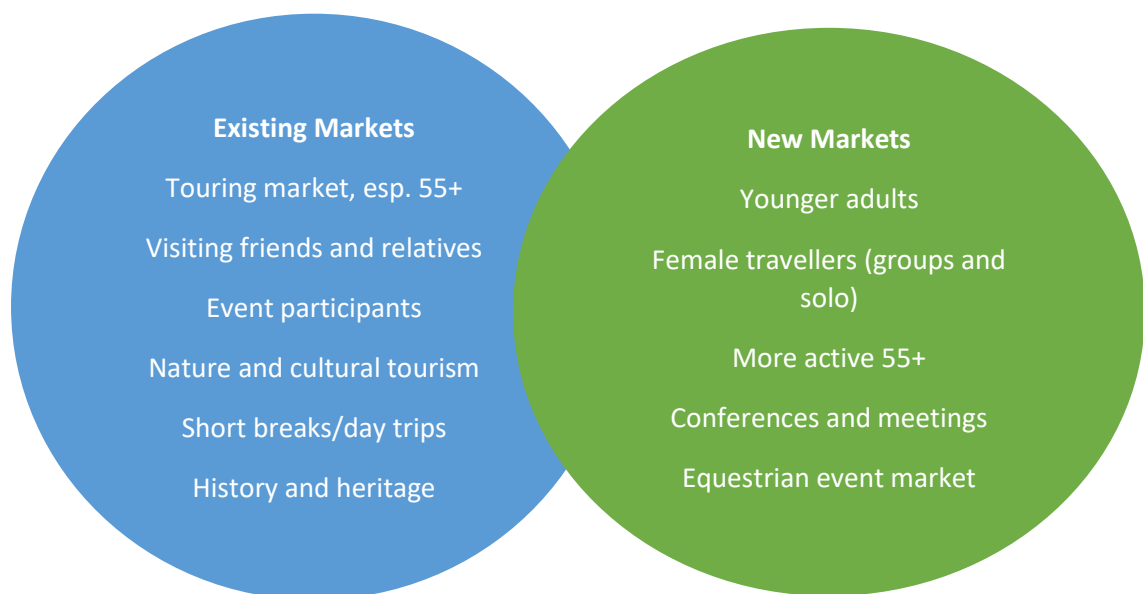
1. Provide a regional platform for collaboration, leadership and good governance in all aspects of destination management subject to available resources
2. Expand our visitor economy
3. Facilitate LGAs to grow and evolve our product and experience offering
4. Build demand by developing the destination's brand and appeal

### Orange360

The objectives for Orange360<sup>3</sup> include:

1. Develop Unified Regional Brand, Message and Information Architecture
2. Develop a Regional Destination Marketing Plan
3. Position the Orange Region as a Destination of Choice for Visitors and Residents
4. Build Knowledge and Awareness Through Regional Stakeholder and Community Engagement, as well as Visitor Research
5. Develop Regional Industry Membership and Additional Revenue Streams
6. Maintain and Extend Relationships with Government and Tourism Industry

## Target Markets



<sup>2</sup> Central NSW Tourism. (2016). *2016-17 Destination Mangement Annual Update and Action Plan*. Central NSW Tourism.

<sup>3</sup> Orange Region Tourism. (2017). *Strategic Plan*. Orange: Orange Region Tourism.

## Action Items

Short Term: 1 - 4 months

Medium Term: 4 - 12 months

Long Term: 1 - 4 years

<b>Strategic Objective: 1. Promote Blayney Shire to grow the local and visitor economy</b>	
1.1 Develop an annual marketing plan in collaboration with Orange360 with the following themes/strategies: <ul style="list-style-type: none"> <li>Promote villages as individual destinations or cluster villages based on geographic locations (e.g. Lyndhurst/Mandurama/Carcoar)</li> <li>Promote specific trails and itineraries based on interests</li> <li>Capitalise on emerging digital marketing trends</li> <li>Promotion of annual events, seasonal and strategic themes</li> </ul>	Short Term and Annually
1.2 Update photo and video assets for Blayney Shire	Medium
1.3 Further explore strategic themes especially indigenous heritage to evaluate tourism appeal and opportunities	Long
1.4 Communicate and update public transport options in the Shire with itineraries not reliant on cars including tour companies	Medium
1.5 Advertise opportunities for conferences and meetings in Millthorpe and Blayney	Long

<b>Strategic Objective: 2. Develop a unified and collaborative approach to support the growth of the visitor economy</b>	
2.1 Combine tourism marketing collateral with Orange360 including: <ul style="list-style-type: none"> <li>Update and transition Blayney Shire Council tourism website content to the Orange360 website as one primary source of information</li> <li>Update and renew individual town/village fliers in line with Orange360 brand guidelines</li> <li>Combine <i>Orange360 Towns and Villages Guide</i> with <i>Blayney and Villages Visitor Guide</i> to remove duplicate publications</li> <li>Printed 'What's On' event calendars</li> </ul>	Short/Medium
2.2 Ensure tourism businesses understand the full suite of Orange360 membership options and benefits.	Ongoing
2.3 Provide tourism stakeholders opportunities for joint funded marketing campaigns	Medium
2.4 Work with the Visitor Information Centre to review and improve services and operations to provide a positive experience for the visitor	Medium
2.5 Develop processes for Information Outlets in the Shire to ensure information and marketing collateral is kept up to date	Medium
2.6 Provide networking opportunities for stakeholders in different themed experiences and business categories	Long
2.7 Work with sporting groups and stakeholders to attract sporting events and competitions to the region	Long

**Strategic Objective: 3. Enable effective and efficient communication with stakeholders and communities**

3.1 Engage with relevant stakeholder meetings including: <ul style="list-style-type: none"> <li>Quarterly Tourism, Towns and Villages Committee</li> <li>Individual Village Committee Meetings (min one per year, per village)</li> <li>Monthly Orange360 Tourism Manager Meetings</li> <li>Orange360 Member forums</li> </ul>	Ongoing
3.2 Communicate with tourism businesses via newsletter with relevant tourism updates, projects, marketing opportunities, statistics, research etc.	Ongoing
3.3 Conduct face-to-face meetings with tourism businesses and event committees to provide support and assistance as required	Ongoing
3.4 Work with Orange360, Newcrest and Regis to develop strategies to accommodate contract workers including communicating with relevant stakeholders about mining peak periods	Ongoing

**Strategic Objective: 4. Build the capacity of the tourism industry, stakeholders and local government to deliver on the expectations of visitors to the region**

4.1 Stay abreast of all tourism trends against visitor profiles and target markets	Ongoing
4.2 Communicate the benefits of tourism and strengthen the understanding of the visitor economy to stakeholders	Ongoing
4.3 Provide training opportunities for businesses and event organisers	Medium
4.4 Provide support for potential new tourism businesses, attractions events and initiatives such as the Blayney Railway Station refurbishment	Ongoing
4.5 Work with volunteer museums to increase online presence with more information available online, in particular opening hours	Medium
4.6 Conduct signage audit (directional and advertising) and work with relevant stakeholders to update and improve signage	Long
4.7 Continue to implement the Active Movement Strategy to improve the footpath network	Ongoing
4.8 Develop and review the Blayney 2020 Masterplan	Medium
4.9 Continue to advocate for mobile phone communication technology access in Carcoar	Ongoing

**Strategic Objective: 5. Ensure industry and local communities receive support in the development or enhancement of products, experiences, events, marketing and access to grant funding**

5.1 Conduct a full product audit of the shire's tourism assets and attractions and identify and work to fill gaps between assets and communications (physical and digital information)	Short/ Medium
5.2 Develop a series of training, development workshops, networking and programs, including peer-to-peer.	Medium

## Appendix

### Appendix A - Blayney Shire Tourism Stakeholders

Stakeholder	Details
<b>Tourism Businesses</b>	Tourism businesses, visitor services, accommodation providers, hospitality services, etc. are critical partners for identifying, developing and delivering tourism opportunities and visitor services, and investing in infrastructure, experiences etc.
<b>Joint Organisation, Central NSW Tourism</b>	Facilitate collaborative partnerships between neighbouring councils; will be conduits, stakeholders and partners for the development and implementation of the Destination Management Plan
<b>Local Council</b>	Local destination management and marketing through a Manger Tourism and Communications; provision of tourism infrastructure and services; management of planning policies and processes, including those that facilitate economic development; tourism events, festivals and signature experiences; tourism marketing
<b>Local Communities, Village Associations, Event Committees</b>	Participate in local tourism development for sustainable, supported tourism that meets the needs and aspirations; participation through provision of tourism and visitor services, hosting and share economy services, events etc.
<b>Orange360</b>	Orange360 are responsible for the destination marketing for Blayney Shire, Cabonne and Orange City Councils. Orange360 works collaboratively with the three LGAs, tourism businesses and funding bodies to provide local tourism growth and development in the Orange region.
<b>Destination NSW (Destination Country and Outback)</b>	DNSW is part of the NSW Government. It develops and implements strategies to grow the NSW visitor economy; collaborates with Destination Networks on DMPS and coordination of marketing campaigns; provides operational funding and contestable funding to industry, LTO and Council; manages Regional Flagship Events Program funding.
<b>Arts Out West</b>	Arts Out West aim to promote, facilitate, educate and advocate for arts and cultural development for communities of the NSW Central West.



## Appendix B – Blayney Shire Annual Events

<b>January</b>	
Blayney and Villages	Australia Day Celebrations
Carcoar	Carcoar Village Festival
<b>February</b>	
Newbridge	Swap Meet and Market Day
<b>March</b>	
Blayney	Blayney Show
Blayney	Hay Bale Art Challenge
<b>April</b>	
Millthorpe	Millthorpe Markets
Carcoar	Down to Earth Gardening Expo and Plant Fair
Blayney	Autumn Grazing Dinner
Neville	Veterans Sunday
Blayney	Anglican Second-hand Book fair
Millamolong	Millamolong Polo Tournament
<b>June</b>	
Newbridge	Winter Solstice Festival
<b>July</b>	
Hobby's Yard	Rockabilly Dance
<b>August</b>	
Millthorpe	Night Markets
<b>September</b>	
Blayney	Cars and Coffee
Blayney	Spring Flower Show
Carcoar	Carcoar Art Experience
<b>October</b>	
Carcoar	Carcoar Show
Lyndhurst	Village Fair and Markets
Blayney and Villages	Garage Sale Trail
<b>November</b>	
Millthorpe	Garden Ramble
Carcoar	Carcoar Cup Running Festival
Neville	Neville Show
<b>December</b>	
Millthorpe	Millthorpe Markets
Millthorpe	Millfest
Blayney	Christmas Carols in Carrington Park

## Appendix C - Strategic Themes

The following strategic themes align with the themes from the Destination Country and Outback Destination Management Plan with information on where the themes fit in with the tourism products that Blayney Shire offers. These themes will be instrumental in developing marketing campaigns.

Strategic Themes	Offering for Blayney Shire
<b>Celebrating Culture on Country</b>	The Aboriginal community and culture across the Shire is an important theme in celebrating the Shire's history and heritage. The full extent of offerings, experiences and stories are yet to be found and celebrated. There is an opportunity to lift the profile of existing experiences as well as capability to build and strengthen the delivery of meaningful and immersive cultural tourism experiences
<b>Wine Lovers and Foodie Finds</b>	There are many opportunities to leverage off the strong brand of the Orange food and wine industry by promoting existing and creating new food and wine experiences and packages that promote seasonal visitation throughout the Shire. All of the towns and villages feature at least one country pub with quality food offerings. Millthorpe also offers a number of high quality local wine and food offerings including two cellar doors and a fine dining restaurant. Carcoar also shows potential in this area with new and emerging businesses.
<b>Unlimited Horizons</b>	The region is home to many remarkable journeys along our scenic country road, visitors can feel the sense of freedom offered by the unlimited horizons.
<b>Exploring our Nature</b>	From lacing up the adventure boots or grabbing a pair of binoculars for birdwatching, there are many ways to explore nature in Blayney Shire. While the region's landscapes are diverse and offer the opportunity for visitors to immerse themselves in nature, this theme needs to be further developed to promote more remarkable experiences including Carcoar Dam, Junction Reefs Reserve, Neville State Forest
<b>Revealing our Heritage</b>	<p>Blayney Shire delivers a depth of history and heritage, including agricultural, industrial, mining and war histories and well-preserved towns and villages. Revealing our heritage is about creating contemporary, interactive and immersive experiences that attract new markets and inspire a sense of wonder and pride in Australia's history.</p> <p>Delivering on this ambition will take many forms, from industry-linked events, heritage and museum trails and precincts, bringing to life our rail heritage, memorial gardens and bundling experiences to provide a truly memorable holiday.</p>

<b>Little Places, Big Stories</b>	In a world seeking more authentic experiences, genuine local characters and off-the-beaten track destinations, little places often deliver the biggest stories. A key to this theme is to profile the experience and events offered in the towns and villages across the region, including showcasing their points of difference and key reasons to visit,, including identifying when the 'Little Place' can be the hub from a visitor experience perspective.
<b>Conferences and Business Events</b>	Business events and conferences have a valuable role in helping to grow the visitor economy. There is an opportunity to attract more regional conferences and business events to the region to assist grow midweek and low or shoulder season visitation to the region particularly in Blayney and Millthorpe.
<b>Arts and Culture</b>	The arts and culture theme includes galleries, performance spaces, artists and artisans. Millthorpe and Carcoar have a number experience in this theme which are yet to be capitalised on. In some cases, the art and culture offering is the primary experience for a village, for example the Olde Bridge Art Gallery in Newbridge and the Piano Museum in Neville
<b>Sport and Recreation</b>	Blayney Shire has a number of sporting and recreational facilities spread out across the region including walking or cycling trails, water-based recreation, playgrounds, skate parks, tennis courts and golf courses as well as the sporting clubs and sports fields across the region. Blayney has the potential to expand in this area with the construction of the Equestrian and Livestock Centre and capitalise on visitors coming to the region for sport.
<b>Community Events</b>	<p>Community-based events, which deliver on both the desire of many travellers to experience a destination 'like a local' and enable smaller villages and towns to achieve cut-through in a highly-competitive tourism marketplace.</p> <p>There is an opportunity to leverage the success of existing community events and develop a small number of new ones to attract people to (or back to) the region. This includes events for lovers of music, art and culture, sport and recreation and food and drink or special-interest events such as air shows and vintage car shows.</p>
<b>Real Country</b>	Destinations in the Blayney Shire have the opportunity to experience the 'real country' with big skies, fresh air, stars, wildlife, produce and agricultural activities such as The Central Tablelands Livestock Exchange, agricultural shows, local produce markets
<b>Retail Offerings</b>	Carcoar, Millthorpe and Blayney offer unique and independent retail offering, including opportunities for visitors to buy locally-produced products or that provide a boutique retail offering.

## Appendix D - Seasonal Themes

<p><b>Summer</b></p> <p>Summer in Blayney Shire is a time for seeking out cooler climates, refreshing water activities, and night-time experiences.</p> <p>Key summer experiences and promotions can include:</p> <ul style="list-style-type: none"> <li>○ Shady nature walks to waterfalls, escapes to dams and rivers.</li> <li>○ Recreational water activities and swimming e.g. Carcoar Dam, Junction Reefs, CentrePoint</li> <li>○ Featured Events: Millthorpe Markets, Millfest, Newbridge Swap Meet, Christmas Carols</li> <li>○ Showcase experience ideal for the Visiting Friends and Relatives market, particularly around the Christmas Holidays</li> <li>○ Promotion of cellar doors in Millthorpe</li> </ul>	<p><b>Autumn</b></p> <p>Autumn in the region spells beautiful colours and cooler days, perfect for short breaks and drive touring, nature-based adventures, and festival fun. The Easter long weekend and school holidays mean longer breaks and an opportunity to offer products and experiences that extend the length of stay in the regions.</p> <p>Some examples of Autumn appeal in packaging and promoting a cross-regional offer are:</p> <ul style="list-style-type: none"> <li>○ Experience key events such as Orange F.O.O.D Week, Blayney Hay Bale Art Challenge, Carcoar Gardening and Plant Expo</li> <li>○ Autumn Colours - Cross-regional collaboration for itineraries and packages including car touring routes,</li> <li>○ Canowindra International Balloon Challenge visitors passing through the region</li> </ul>
<p><b>Winter</b></p> <p>Winter is ideal for short breaks and journeys with the Blayney Shire, offering fireside experiences, cool starry nights and with occasional snow turning gardens into winter wonderlands. Below are some of the winter opportunities to be explored and promoted:</p> <ul style="list-style-type: none"> <li>○ Country pub lunch with cosy wood fires</li> <li>○ Winter 'wine by the fireside' getaways - packaging and bundling products and experiences</li> <li>○ Getting involved in the Orange Winter Fire Festival</li> <li>○ Newbridge Winter Solstice</li> <li>○ Snow</li> </ul>	<p><b>Spring</b></p> <p>Spring brings fresh colour and life to the region. This is a perfect time of year for short breaks sampling the region's best in food and wine, art and music and night skies. Below are the best of the spring-time experiences across the region.</p> <ul style="list-style-type: none"> <li>○ Fresh season, fresh food – Leverage the food and wine festivals, e.g. Orange Wine Festival</li> <li>○ Wonderful time to link and/or cross-promote the star gazing opportunities across the region</li> <li>○ Spring Festivals and Gardens – e.g. Millthorpe Garden Ramble, Carcoar Cup</li> <li>○ Experience the freshness of nature as it springs to life across our parks and reserves. Take a hike, ride a bike or paddle a river before retiring to unique or heritage-listed accommodation tucked away in spectacular settings</li> </ul>

## Appendix E - Village Themes

Village	Theme
<b>Blayney</b>  #Blayney #VisitBlayneyShire	Blayney is a services focused town with all the necessities such as a supermarket, service stations, bakeries, butchers, chemist, various accommodation options, cafes, restaurants, pubs, parks and sporting ovals. Blayney's current appeal to visitors is mostly for the services as well as sport and recreational facilities including the Heritage Walk, Heritage Park, Skate Park and events including the monthly Farmers' Markets and the Hay Bale Art Challenge.
<b>Carcoar</b> #Carcoar #CarcoarNSW	Carcoar is a historic village with an increasing tourism appeal with more tourism focused businesses opening in the village. Carcoar has a number of historic museums appealing to visitors highlighting the history and heritage of the town. Carcoar has a history of successful events taking over the town and creating a great atmosphere in the village for example the Carcoar Running Cup and Australia Day Festival.
<b>Lyndhurst</b>  #Lyndhurst #LoveLyndhurst	Lyndhurst is an ideal location for a quiet country get-away without complete isolation. Lyndhurst is an RV friendly town with free camping and caravanning sites and serves the local and visitor economy with basic services including a petrol station, takeaway shop and hotel. Lyndhurst is also home to a number of team penning events, Lyndhurst Golf Club and Lyndhurst Rifle Club
<b>Mandurama</b>  #Mandurama	Mandurama is a small village with its facilities including the hotel, general store and petrol station are perfectly situated on the highway that runs through the main street of Mandurama creating a service centre for locals and tourists in transit. Mandurama is also the gateway to Junction Reefs Reserve located 30km from Mandurama.
<b>Millthorpe</b>  #MillthorpeVillage #TakeTheTrain	Millthorpe is a heritage listed village with the biggest tourism industry in the Shire. Millthorpe has a number of Bed and Breakfasts, food and beverage options including cellar doors as well as an interactive museum, art galleries and boutique retail shops. Millthorpe has ideal location being the village closest to Orange and accessible by train on a daily route to and from Sydney. The village hosts a number of very successful events bringing in thousands of visitors boosting the local economy. Forest Reefs is also located a short drive from Millthorpe providing the country pub experience with a local tavern.
<b>Neville</b>  #NevilleNSW	Neville is a small village ideal for a quiet country escape. The village features a piano museum, unique accommodation in train carriages and a local hotel. Neville is in close proximity to Neville State Forest and Abercrombie Caves.
<b>Newbridge</b>  #NewbridgeNSW	Newbridge is a picturesque village with a peaceful country appeal. Newbridge has an art gallery and studio featured on the Bathurst Arts Trail and local pub that hold food events aimed at the locals. Newbridge caters to the caravanning and camping market with free sites available at the showground with toilets, kitchen and playground.