



COOTAMUNDRA-
GUNDAGAI REGIONAL
COUNCIL

ABN: 46 211 642 339
PO Box 420, Cootamundra NSW 2590
Email: mail@cgrc.nsw.gov.au
www.cgrc.nsw.gov.au

Attachments

**UNDER SEPARATE COVER
ORDINARY COUNCIL MEETING**

6:00PM, TUESDAY, 26 February, 2019

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TOURISM AND ECONOMIC DEVELOPMENT
STRATEGY
Cootamundra-Gundagai Regional Council



TOURISM AND ECONOMIC DEVELOPMENT STRATEGY

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Contact

Team@wri.org.au

P: 02 6333 4000

www.wri.org.au

133 Piper St Bathurst NSW 2795

PO Box 9374 BATHURST NSW 2795

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TOURISM AND ECONOMIC DEVELOPMENT STRATEGY

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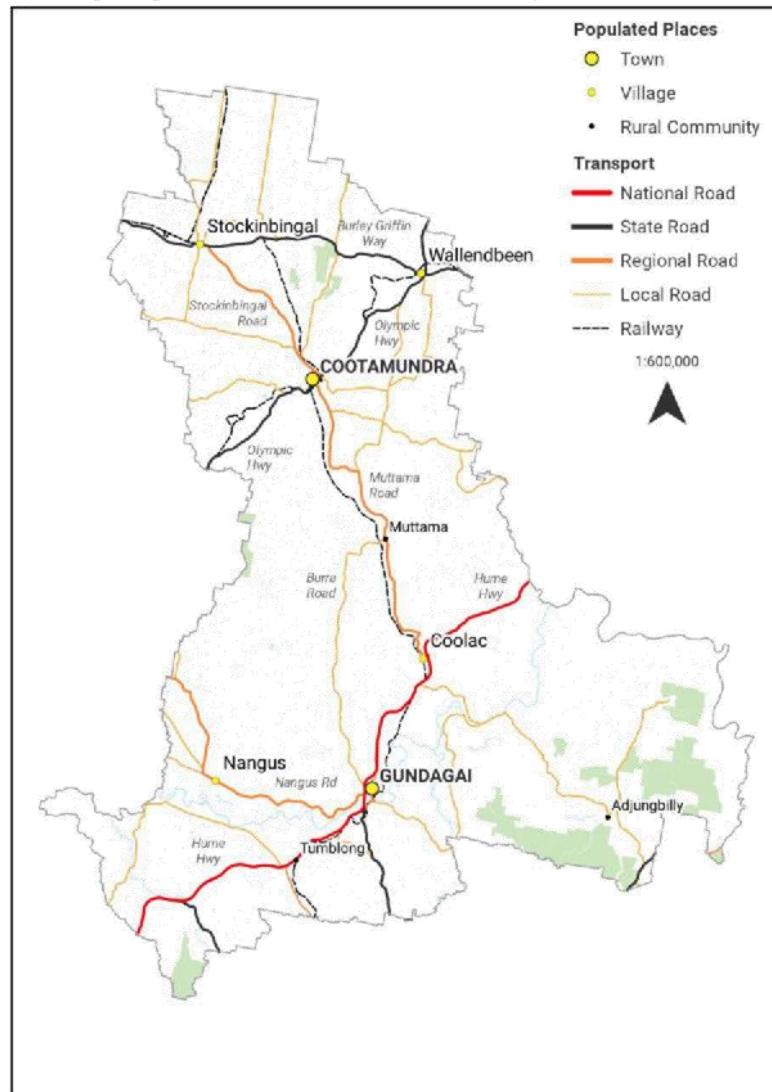
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Introduction

The Cootamundra-Gundagai Regional Council has created the Tourism and Economic Development Strategy to define how to grow and sustain the economic base of the region.

The Strategy used new and previously conducted consultation (for example, as part of the processes to create the Council's *Our future, our Place Community Strategic Plan 2018-2028*) in order to assemble the Strategy.

The Cootamundra-Gundagai Regional Council area is shown in the map below.



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Strategy Focus Areas

Five Strategy focus areas have been identified to drive tourism and economic development in the Cootamundra-Gundagai Local Government Area (LGA).

The focus areas have been identified from the analysis of community feedback from surveys and workshops, economic and demographic data gathering and analysis plus consideration of a large array of strategic work already done by the Cootamundra-Gundagai Regional Council and NSW Government.

Council has already identified a large number of activities which will enable economic growth in its key strategic planning documents, including the Community Strategic Plan. Some additional activities are recommended for Council to consider in formulating future plans in the following pages.

The five strategic focus areas for tourism and economic growth and sustainability are:

-  **Improving liveability**
-  **Supporting local businesses**
-  **Managing planning issues**
-  **Developing the visitor economy**
-  **Branding and marketing**

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Developing the 5 strategy focus areas was done within the context of a range of existing strategic documents and their recommendations. This was done to ensure alignment and acknowledgement of the significant amount of work Cootamundra-Gundagai Regional Council has already done in building the economic base of the LGA.

Document	Improving liveability	Supporting local business	Managing planning issues	Developing the visitor economy	Branding and Marketing
					
South West Slopes Regional Economic Development Strategy	✓	✓	✓	✓	
Destination NSW Riverina Murray Destination Management Plan	✓	✓		✓	✓
Cootamundra-Gundagai Regional Council Our place, Our future Community Strategic Plan 2018-2028	✓	✓	✓	✓	✓
Riverina Murray Regional Plan		✓	✓		
20 Year Economic Vision for Regional NSW	✓	✓	✓	✓	✓
NSW Premier's priorities	✓		✓	✓	
Cootamundra-Gundagai Regional Council Rural Lands Issue paper: Agricultural Tourism				✓	
Cootamundra-Gundagai Regional Council Villages Strategy	✓	✓	✓	✓	

Appendix A summarises the relevant content from these strategic documents and other materials consulted in preparing this Strategy .

Activities under each of the strategic focus areas are listed below. Council is already undertaking an array of activities that will deliver economic prosperity. The existing activities Council has already implemented as detailed in the Our Place Our Future Community Strategic Plan 2018-28 and the associated Delivery Program 2018/19 – 2020/21 are listed in the following pages. Additional suggested activities are also shown to enable the delivery of the Tourism and Economic Development Strategy outcomes.



Improving liveability

Population impacts

Liveability attracts new residents and retains existing residents. Population sustainability is an essential component for economic stability and growth. Residents stay because of the employment and services and businesses stay because the population is constant/growing, they can make money and have access to a skilled workforce. New residents are attracted by the level of services they can easily identify.

Cootamundra-Gundagai LGA has many reasons for residents to work and live locally:

- Cootamundra, Gundagai and the surrounding villages provide a range of attractive locational options.
- There is a diverse and resilient economic base, spread across a number of sectors.
- The physical location provides access to Sydney, Melbourne (4-6 hours) and Canberra (2 hours) and closer proximity to major regional centres (Wagga Wagga, Griffith and Albury) via access to major transport infrastructure.
- 2 hospitals
- 8 schools
- Rail and air services exist

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Liveability is how connected, enjoyable and attractive a place is to live in and includes visual amenity, natural features, the range of services and the infrastructure available for community use, the costs associated with living in the area and the quality of the built landscape.

Promoting liveability

Ensuring the existing community is aware of the LGA's features assists in building their level of satisfaction, and therefore intention to remain local.

The power of word of mouth advertising shouldn't be overlooked. Council acknowledges the need to ensure the community is kept informed. Well informed residents bragging about their locality is cost effective marketing and with **39,000 visitors** (31% of all visitors) staying with friends or relatives in 2017¹, some visitors may be convinced to relocate if they are shown the attributes and taken along to local events every time they visit. An association with regional areas also helps the decision process of moving out of cities.

The survey undertaken to prepare the Tourism and Economic Development Strategy identified an opportunity to improve local knowledge of the LGA's features which would extend the awareness of services and provide useful information to share with visitors staying with residents.²

¹ Tourism Research Australia, Gundagai Local Government Area Profile, 2017. Accessed online February 2019.

² See Appendix C for survey results for areas where knowledge could be grown

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Employment opportunities

The LGA's three main areas of employment are:

- Agriculture
- Manufacturing
- Health care and social assistance.

These are sectors largely influenced by external forces including commodity prices, the Australian dollar, trade politics and government budgets.

One of Cootamundra-Gundagai LGA's strength is the diversity of the economic base. In addition to the three sectors above, the LGA has competitive advantages³ in Transport, Postal and Warehousing, Accommodation and Food Services and Electricity, Gas, Water and Waste Services.

There is however a high level of connectedness, and thus reliance, within the LGA's business sector.⁴ Monitoring the health of significant contributing businesses is recommended. This is a risk issue because high levels of connectedness offer a failure point that can have heightened flow on effects when a region has a large internally serviced network.

Maximise the benefits from existing advantages

The NSW Government's South West Slopes Regional Economic Development Strategy 2018-2022 assesses the Cootamundra-Gundagai LGA and 4 neighbouring LGAs (Bland Shire, Temora Shire, Weddin Shire

and Hilltops). The region was estimated to provide \$2.4bn to the NSW Gross Regional Product (GRP) in 2015/16.⁵ It identifies the endowments of the region as:

- Transport and logistics infrastructure
- A relatively rare mineral resource base
- Favourable climatic conditions, including rainfall patterns
- Livestock selling facilities
- Central location with access to major centres
- Lifestyle infrastructure to improve quality of life choices
- Education infrastructure

Specific activities in Cootamundra-Gundagai LGA to maximise the endowments include:

- Identifying current and future skills gaps
- Working with the Vocational Education Training (VET) sector, schools and universities to identify training needs for current and future skills demand
- Building capacity and skills of existing residents and to retain them locally
- Identifying the unique needs of the youth to ensure they stay in town
- Understanding the impacts of the ageing nature of the population and seeking to maximise opportunities this presents

³ Specific industry employment distributions and comparative advantage analysis is provided in the Appendix B.

⁴ Survey results indicated 68% of Cootamundra's customer base and 80% of Gundagai's customer base comes from within the LGA. The high connectedness creates a solid economic basis but one exposed to risk if a large operator changes focus or relocates. See Appendix C for full survey details.

⁵ NSW Government, South West Slopes Regional Economic Development Strategy, 2018-2022, p 11

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Placemaking and community infrastructure

Investment in local infrastructure and services makes the LGA a more attractive place to live.

Council has a broad range of assets maintenance and renewal already planned. Those projects with impacts that relate to the liveability of the LGA are noted below in the activities section.

Events development

A Visitor Services review conducted jointly with the Tourism and Economic Development Strategy formulation identified that developing the existing events portfolio is a short term opportunity for the LGA. The review findings is provided at the end of the Strategy.

Capturing better intelligence and building a tourist profile that details who is visiting the LGA is also a key need but will take time to arrange. In order to understand where to direct activities for the most effective marketing that will drive visitation, the Council needs information on who is coming to town and where from, why they are coming, how long are they staying and how much are they spending.

While the tourist profile is being developed, building on existing events and encouraging new events can offer growth opportunities.

It is also suggested that the Council initiate an annual grants process and incorporate it in the budget adoption processes to give existing events a boost and encourage community members to start new events. Implementing a competitive application based approach as used in many other councils is a quick win for Council and the community.

Cootamundra Central Business District revitalisation

Community feedback identified a need for the Cootamundra streetscape to be refreshed to make a more inviting place to live, work, and socialise.

The Destination NSW Riverina Murray Destination Management Plan theme of infrastructure and servicing identifies streetscape improvement and beautification as important to increasing tourism visitation.

There is also an opportunity to develop outlets for the sale of regional produce and the possibility of using vacant store fronts for popup ventures was identified as a key opportunity. Many in the community support the value adding to agriculture and agritourism activities were identified as a possible additional feature to improve liveability in the LGA.

Liveability is paramount in ensuring residents are willing to stay – and to attract new residents.

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Supporting business

Work with local businesses to initiate local business council

Businesses benefit from strong professional networks and local leadership. A forum for businesses to meet from across the whole of the LGA provide the opportunity for broad networking and support. A strong business chamber can provide formalised services for its members that includes:

- Advocacy
- Business to business connections
- Business advice
- Support and solutions

The Cootamundra Development Corporation identifies it is providing a number of the services above concentrated in the Cootamundra area. Council supports the Corporation financially.

A meeting held annually for all businesses to attend would offer a forum for business community input to Council priority setting.

Encourage businesses to remain open more regularly

Opening hours were identified as being an issue in the consultation processes. Availability of services is particularly relevant for the visitor economy. If visitors can't find attractive places to purchase food, beverages and goods, they are unlikely to form a positive opinion of the LGA and are unlikely to return or promote the LGA to friends and family.

There is significant community support for businesses to remain open longer. The top response on new ideas from survey respondents, with support rated at 9.5 out of 10, was to encourage businesses to open on weekends, public holidays and when community events are run.

Work with local businesses to expand value adding

Value-adding has been defined as including *any process or service in the supply chain that adds to or enhances the value of products to customers.*⁶ Value-adding may include supplying new products or different varieties, changing presentation to meet market

⁶ RDA Central West, Value Adding to Agriculture in Central West NSW, 2016, p 9.

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requirements, providing expertise and/or services and promotion and marketing activities to differentiate products'.⁷

The Cootamundra-Gundagai LGA is a large agricultural producer with a number of food manufacturing businesses of various sizes. Economic structure analysis identified that the LGA has a high competitive advantage in both agriculture and manufacturing sectors compared to NSW⁸. The region has significant value adding capacity utilising existing businesses such as the meat processor and a grain milling businesses and exploring new value adding opportunities.

RDA Central West reported on value adding for agricultural produce in 2016, identifying key areas for expansion through:

- Biotechnology
- Digital technology
- Processing and packaging
- Branding
- Collaboration and co-operatives

There are opportunities to develop value adding to the existing areas of strength in the LGA.

Employment, training and qualifications

High unemployment is being experienced in the LGA. 7% unemployment rate for September 2018 in the Cootamundra-Gundagai LGA compared with the NSW rate of 4.4% and the Riverina region rate of 5.9%⁹.

In 2016, 57% of Cootamundra-Gundagai's population were working age (15-64 years old) while 24% were over 65 years of age. By 2036, it is projected that 51% of Cootamundra-Gundagai's population will be working age and 31 percent will be 65 or over¹⁰. The declining working population is a notable risk for sustaining a skilled available workforce.

Businesses are having difficulties recruiting in Cootamundra-Gundagai. 34% of survey respondents identified issues in attracting suitable staff. A wide range of skills across most industry sectors were identified as gaps in the workforce.

A collaborative effort by Council, NSW Government, businesses, the vocational education and training (VET) sector and universities to address the skills shortages that exist now is recommended.

To ensure future skills needs are identified, an assessment of the impact of known infrastructure/expansion plans could also assist in ensuring educational pathways are in place to deliver skilled local workers. This forward planning also serves to offer career paths and opportunities to retain workers, particularly younger workers locally.

⁷ ibid.

⁸ See location quotient analysis in Appendix B

⁹ Small Area Labour Market data, September 2018.

¹⁰ NSW Department of Planning and Environment, state and local government area population projections, 2016. See Appendix B for further detail.

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Managing planning issues

Industrial land issues

A growing region needs to be able to illustrate where industrial development can occur.

Council is confident there is adequate land zoned for industrial purposes, albeit site development may not have commenced and identification of readiness for development might not be readily evident.

An up to date register of zoned land populated with likely development timeframes obtained from owners would provide useful market information to potential new or expanding businesses. This tool would illustrate to potential new businesses, or to existing businesses thinking of expanding, that the Council is proactive in encouraging development and is providing information to assist in the identification of likely locations.

The provision of useful data to a business contemplating a regional presence can be a defining decision point – the easier the LGA is to do business with, the easier location selection becomes.

Agricultural land issues

Smaller agricultural lots have support in the LGA¹¹.

Smaller agricultural lots can diversify the agricultural offering in the LGA by allowing new agricultural businesses to get a foothold (particularly assisting younger farmers with less capital), by allowing for more intensive agricultural enterprises and by allowing for the development of tourism focussed agritourism businesses.

Developing a value add approach in any economy opens opportunities to maximise the endowments that exist. The Cootamundra-Gundagai LGA has strong advantage from its agriculture sector. Developing value added elements build on this strength. Agritourism is an opportunity that is identified across the consultation and literature research and in Council's own strategic planning. Agritourism specifically involves people travelling to a region to engage with agricultural pursuits/products and includes:

- Visits to and possibly staying on farms
- Participating in produce picking for personal use, or possibly as employment opportunities

¹¹ Cootamundra-Gundagai Regional Council, Rural Lands Issues Paper: Agritourism, 2018, p 30.

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- Visits to rurally based wineries and restaurants
- Attending farmers and other produce driven markets
- Visiting natural attractions

Importantly, agritourism has the capacity to support farming businesses by deriving a second income to offset other farm income.

Council planning rules need to be flexible enough to enable agritourism initiatives to be approved. Council flagged in its 2018 Rural Lands Issue Paper on Agritourism its willingness to enable rural enterprise such as agritourism.

Villages strategy

Council prepared the Cootamundra-Gundagai Regional Council Villages Strategy in 2018.

The purpose of the strategy is to provide clear, strategic indicators for the development of the villages of Cootamundra-Gundagai LGA over the next 30+ years.

The recommendations from the Villages Strategy are endorsed and implementation is recommended.



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Developing the visitor economy

The development of the Cootamundra-Gundagai visitor economy has featured in all the strategic documents that are linked to this strategy. Both NSW Government and Council see the visitor economy's growth as a key ambition to assist in economic sustainability and growth for the LGA.

Destination NSW's Travel To Regional NSW report highlights that the top activities for visitors in regional NSW include:

- Eat out, dine at a restaurant or café
- Visit friends and relatives
- Go shopping for pleasure.¹²

This information gives key insights into the activities that visitors to the Cootamundra-Gundagai LGA are likely to want and the types of tourism assets the region will need to develop to attract these visitors.

An audit of the tourism assets and the visitor services has identified a range of opportunities that would develop the visitor economy¹³. The assessment of the value of the current service levels from Cootamundra and Gundagai Visitor Information Centres (VICs) compares to other regional council tourism services was part of the review and highlighted some areas where process improvement may lift efficiencies.

¹² Destination NSW, Travel to Regional NSW (Year ended June 2018). Accessed 24 January 2019

¹³ See Visitor Services review at end of this Strategy.

Develop Gundagai Old Mill into a premier food/agritourism site

It is recommended that Council work with operators to utilise the Old Mill premises as a premier food/agritourism site. Opportunities exist for a range of products including:

- Craft beverage facilities
- Winery cellar doors and expansion of on-site tourism facilities (accommodation, function centre etc)
- Destination dining businesses
- Quality food establishments focusing on local produce
- Special events and festivals celebrating and promoting local produce.¹⁴

This would assist the town to develop its food and beverage assets and align with the Destination NSW Riverina Murray Destination Management Plan for growth product offering in food, agritourism and heritage themes.

Develop access to the Murrumbidgee River

The Murrumbidgee River is a key natural asset that has not been developed that would likely attract visitors to the town. A range of ideas around maximising the River environment have been identified including specifically featuring the River in branding exercises, promotion of the natural beauty and facilities along the River and highlighting the heritage value of the Prince Alfred Bridge as the first major river crossing.

¹⁴ Destination NSW Riverina Murray Destination Management Plan

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Develop Cootamundra attractions

Given the limited number of visitor assets that exist in Cootamundra, it is recommended that an investment in tourism assets is needed to develop a visitor economy.

The Arts Centre Cootamundra masterplan for an arts precinct is in the planning stage and is a project which would build a visitor attracting asset for Cootamundra.

Food

An attractive food and beverage offering is a key tourism asset. Failure to provide a memorable food experience can impact on the reputation and repeat business that a town experiences.

Noting that some existing businesses are currently doing this well, community feedback and an audit of local tourism businesses/activities highlights that there could be improvement to these services.

Some observations made in the consultation processes in developing the Strategy relating to food and beverage offering in the region were:

- *that there is a limited range of food options (particularly at certain times of the day)*
- *these options are more oriented towards locals (membership-based clubs, takeaway options, lower level of décor)*
- *some offerings are tired and in need of refreshing.*

Key factors to consider when providing these services include:

- Attractive décor and surroundings
- Quality food

- Dietary options
- Findable (visitors can find premises quickly online)
- Good service
- Open at times convenient to visitors

Events

Events attract visitors to a region.

An audit of tourism assets and activities for the Cootamundra-Gundagai LGA highlights that there are already a reasonable number of events in the LGA. The review highlighted that these are of varying size and success.

Cootamundra has a good range of events, including:

- Antique Car Rally
- Drag Racing
- Tubby's Ride and Family Day
- Local Unlimited
- Make it Local
- Cootamundra Show
- Father's Day Swap Meet
- The Cootamundra Cup
- Bachelors and Spinsters Ball
- Haycarters (Cycling)
- Haycarters Recovery (Cycling)
- Cootamundra Annual Classic (Cycling)
- Cootamundra Annual Classic Recovery (Cycling)
- Organic Farm Tour
- Make it Local Shared Dinner

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- Coota Beach Volleyball Festival
- Cootamundra Wattle Time Festival

Gundagai has fewer events, with a greater focus on equine and agricultural themes:

- Anglican Flower Show
- Australian Busking Championships
- Battle on the Bidgee
- Gundagai Show
- New Year Races
- Popped up at Kimo
- Gundagai Rodeo
- Snake Gully Cup (Horse Race)

Working with Cootamundra's strengths, existing events could be grown and more broadly promoted to attract more visitors. For example:

- The popularity of Cootamundra's cycling events could be built upon to include mountain biking events at Pioneer Park
- Expansion and wider promotion of the Coota Beach Volleyball Festival – it is point of difference in the events market. Link up with Volleyball NSW as a sponsor and seek cross promotional opportunities.

Smarter and more targeted promotional campaigns to bring visitors to town to visit existing attractions would also drive visitation, for example: Promotion of the Bradman Birthplace Museum, Captains Walk and Bradman Oval (and other ovals) targeting cricket enthusiasts – this is a significant key point of difference for tourists and could include:

- A "test match" on the Don's birthday (27 August) annually – celebrity players, retired players, current NSW/Australian players
- Snatch the Prime Minister's 11 game and hold one in Cootamundra

- Seek engagement of a retired Australian captain as patron for Cootamundra's cricket history
- Explore sponsorship opportunities with Cricket Australia or Cricket NSW
- Engage with television station that has rights to get coverage.
- Seek breakfast show broadcast from Bradman Oval
- Seek a Big Bash or similar pre season game be held at Bradman Oval.
- Investigate Cricket NSW Centres of Excellence opportunities.

Improve industry organisation

The Cootamundra Tourism Action Group and Gundagai Tourism Action Group are separately run. Closer affiliation and having the two groups work jointly on a whole of LGA approach to tourism would be beneficial in building awareness of the strengths of the various localities. The groups currently meet annually. More frequent joint meetings may offer opportunity to collaborate further.

Implement Visitor Services review

The visitor services review completed to guide Council's management of visitor services as part of this Strategy's development is provided at the end of the Strategy. The suggestions from the review can be summarised as follows:

- Further more detailed review of the operational processes to seek efficiency opportunities given the relatively high cost base of the current visitor servicing compared to other Visitor Information Centre costs
- Develop online tourism information resources

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- Complete a cost benefit analysis of a Cootamundra Visitor Information Centre to ensure full understanding of ongoing costs and benefits is developed
- Develop a short survey for completion at every event and at each tourism service provision point (VICs, accommodation providers, facilities etc). Collate data into longitudinal data sets that are comparable and offer better knowledge of the characteristics of the visitors who are coming to the LGA
- Engage with locals and keep them informed on local events – 39,000 people stayed with friends and relatives in 2017¹⁵ which equates to over 30% of all visitors. Better informed locals offer a cost effective means of promoting local events and facilities to their guests.

¹⁵ Tourism Research Australia, Gundagai (A) tourism profile, 2017



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Branding and marketing

Closely related to the development of the tourism economy is the potential to brand and market the region as a destination for visitors.

Some confusion can exist around what is a brand. One definition describes a brand as follows

Unique design, sign, symbol, words, or a combination of these, employed in creating an image that identifies a product and differentiates it from its competitors. Over time, this image becomes associated with a level of credibility, quality, and satisfaction in the consumer's mind (positioning).

Thus brands help harried consumers in crowded and complex marketplace, by standing for certain benefits and value. Legal name for a brand is trademark and, when it identifies or represents a firm, it is called a brand name. ¹⁶

Branding for the Cootamundra-Gundagai LGA is the process of moulding and shaping impressions and views of whole of the LGA.

Cootamundra-Gundagai's online presence will be key in promoting the region to potential visitors. A greater focus on developing online marketing content to profile the LGA for residents, tourists and businesses is recommended as the first step. The Council's website is

attractive and well laid out and is an excellent tool. Increasing content and ensuring currency of data is critical.

Branding to align with Destination NSW Riverina Murray Destination Management Plan

Branding and marketing activities will benefit from maintaining alignment with the Destination Riverina Murray Destination Management Plan.

The Plan has developed a number of key visitor experiences for consistent development of the brand in the Eastern Riverina region (including Cootamundra-Gundagai). These include:

- History and heritage
- Nature-based and recreation
- Agriculture and local produce
- Arts and culture
- Sport
- Touring region

Given the assets in the Cootamundra-Gundagai LGA can be allocated to all of these categories, alignment can be easily achieved.

¹⁶ The Online Business Dictionary, Accessed 19 February 2019.

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Brand development

60% of survey feedback favoured a two-brand strategy for tourism promotion. Respondents identified that Cootamundra and Gundagai are seen to have a different tourism offering, separate geography and other factors that would suggest different people are likely to be travelling to each town.

Gundagai based survey respondents rated the following top five themes and actions to develop the tourism sector:

1. Sport and recreation
2. Events and festivals
3. History and heritage
4. Rivers and waterways
5. Improving the accommodation offering

Gundagai has previously been promoted around themes including nature, active recreation and history, with *G'day Gundagai* and historic river crossing as key tag lines used in signage and promotional activities. The Murrumbidgee River is seen as a key attribute.

Cootamundra based respondents rated the top five themes and actions to develop the tourism sector:

1. Events and festivals
2. Sport and recreation
3. History and heritage
4. Improving the accommodation offering
5. Arts and culture

Cootamundra does not have a significant online nor branding presence.

The *G'day Gundagai* tag line should be continued to be used.

Cootamundra could be used as a tagline on promotions about the town, while each village name could similarly be used.

Where appropriate, the Cootamundra-Gundagai Regional Council branding should be included where Council is the funder of marketing activities.

Utilise data and information

There is currently a lack of data about who is travelling to the region, where they are from and what they are interested in doing.

Little is known about gaps in the services offered to enable Council to tailor promotion to businesses to fill voids which should be addressed over time. A short term focus for business attraction could focus on value adding services to take advantage of the agricultural, manufacturing and aged care specialisations in the Cootamundra-Gundagai LGA is recommended as part of the branding and marketing focus.

Whilst detailed surveying and information gathering would be ideal, Council has a range of information at hand that is not being fully utilised.

VICs are currently capturing limited data on visitor origin, but this data is sometimes captured via postcode, sometimes by locality name and sometimes by state. In general, postcode data is of the greatest use as it provides more detail on origin.

It is also apparent that visitor origin data is being captured by other organisations. At least one (and likely more) accommodation business interviewed in the engagement process is capturing postcode data, but admitted that they are not utilising this data. It was also found that the

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Sir Donald Bradman Birthplace Museum was capturing postcode data but this data was not being forwarded to Council for use in understanding visitor origins.

A standard simple survey tool delivered on a tablet can be developed and implemented with low costs to Council.

Council could work with the business community by hosting training sessions to build capacity in businesses in digital marketing as a means of addressing the issues raised.

Tourism target market development

While more information on potential markets will be known once there is better understanding of who is visiting the region, promotion to Victoria, ACT and Wagga Wagga were identified in the survey data that helped inform this Strategy. This could be a starting point while the data to properly profile visitors is captured.

Develop the tourism website

Council efforts in developing an online tourism presence should continue. It may be suitable to maintain the Gundagai site and link to it rather than re-generating content.

The Mudgee Region website shows a one brand/many sub brand approach that is attractive and easy to use.
<https://www.visitmudgeeregion.com.au/>

Assist local businesses to develop digital marketing and online presence

19% percent of survey respondents advised that marketing was barrier to growth for their business.

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Action list to implement the Strategy

The following tables show a subset of activities from Council's Our place, Our future Community Strategic Plan 2018-2028 and the delivery program 2018-2022 that will assist in attaining the economic growth sought in this Strategy. Where new activities have been identified in the Strategy they are added. This enables a consideration of the additions within the strategic framework Council already has in place.

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Activities for economic growth

Existing activities that support liveability in the Council's Our place, Our Future Community Strategic Plan 2018-2028 and Delivery Program 2018-2022

Key Directions and Objectives	Strategies	Delivery Program existing principal activities
Key Direction: 1.A vibrant and supportive community: all members of the community are valued and connected.	<i>Strategy 1.1a: A range of programs, activities and events are delivered and promoted across the region to create opportunities for all members of our community to come together and strengthen community cohesion</i>	Principal Activities: <i>1.1a(1) Deliver a range of programs, activities and events and ensure they are planned, promoted and executed in an efficient, inclusive and professional manner.</i>
Objective: a. The community is inclusive and connected.		Principal Activities: <i>1.1a(2) Work with our community to promote community spirit by assisting with the administration, organisation and promotion of events and community gatherings as required.</i>
		Principal Activities: <i>1.1a(3) Encourage the development of initiatives to welcome new residents and make them aware of the opportunities which exist in the local government area.</i>
		Principal Activities: <i>1.1a(4) Provide modern, vibrant and relevant library services, programs and activities to the community in conjunction with Riverina Regional Library (RRL).</i>

Recommended additional activities to deliver economic growth and sustainability

1.1a(5) Locally distributed information on the LGA's attributes, events and services made readily available with currency maintained to enable residents to assist with promotions and build awareness of events and services by word of mouth and when entertaining visitors.

1.1a(6) Actively market in a specific advertising campaign delivered in two tranches (one for residents to encourage retention and the other to attract new residents) that articulates the liveability of the LGA by identifying the unique features including:

- Evaluating cost of living savings
- Evaluating cost of housing and rentals and availability
- Proximity to larger centres and good transport access options
- Reduced travel times, cycling to work options, providence of produce and other healthy life benefits
- Life/work balance benefits
- Quarterly reviewed list published online of key services, events and regional features

The existing new residents packs could use the information generated to assist in the effectiveness of the packs.

TOURISM AND ECONOMIC DEVELOPMENT STRATEGY

1.1a(7) Encourage the local event culture by implementing a competitive application based events funding program in the LGA that is monitored to assess value for money and impact of the event on the visitor economy value.

1.1a(8) Assistance offered by Council to event organisers in preparing applications seeking funding from NSW and Federal Government programs.

Activities for economic growth

Existing activities that support liveability in the Council's Our place, Our Future Community Strategic Plan 2018-2028 and Delivery Program 2018-2022

Key Directions and Objectives	Strategies	Delivery Program existing principal activities
Key Direction: 1.A vibrant and supportive community: all members of the community are valued and connected. Objective: 1.1 The community is inclusive and connected.	Strategy 1.1b: Cultural and arts facilities and services are promoted and supported.	Principal Activities: 1.1b(1) Build and sustain partnerships with cultural and arts bodies, and the local arts community, to support activities and to secure funding for cultural and arts development in the local government area. Principal Activities: 1.1b(2) Provide assistance to art and cultural bodies to promote and develop programs and facilities.

Recommended additional activities to deliver economic growth and sustainability

As part of 1.1a(7), specify in the events grant process a specific annual allocation for cultural and arts related events to seek an annual event that showcases the cultural attributes of the LGA.

TOURISM AND ECONOMIC DEVELOPMENT STRATEGY

Activities for economic growth

Existing activities that support liveability in the Council's Our place, Our Future Community Strategic Plan 2018-2028 and Delivery Program 2018-2022

Key Directions and Objectives	Strategies	Delivery Program existing principal activities
<p>Key Direction:</p> <p>1.A vibrant and supportive community: all members of the community are valued and connected.</p> <p>Objective:</p> <p>1.1 The community is inclusive and connected.</p>	<p>Strategy 1.1c Local groups, clubs, and volunteer organisations are recognised, promoted and supported.</p>	<p>Principal Activities:</p> <p>1.1c(3) Provide support and funding where possible to support a range of community groups to deliver positive outcomes for the local community.</p>

Recommended additional activities to deliver economic growth and sustainability

As part of 1.1a(7), specify in the events grant process a specific annual allocation for community group run events

Activities for economic growth

Existing activities that support liveability in the Council's Our place, Our Future Community Strategic Plan 2018-2028 and Delivery Program 2018-2022

Key Directions and Objectives	Strategies	Delivery Program existing principal activities
<p>Key Direction:</p> <p>1.A vibrant and supportive community: all members of the community are valued and connected.</p> <p>Objective:</p> <p>1.1 The community is inclusive and connected.</p>	<p>Strategy 1.1e: Develop and implement a range of activities and initiatives which promote a culture of accessibility and inclusiveness.</p> <p>.</p>	<p>Principal Activities:</p> <p>1.1e(2) Develop and implement a Youth Strategy which meets the needs of young people within our community.</p>

Recommended additional activities to deliver economic growth and sustainability

1.1e(2) include in existing Activity shown above:

- **An assessment of programs to encourage the retention of youth in the LGA**

TOURISM AND ECONOMIC DEVELOPMENT STRATEGY

- Identification of education pathways to develop skills in areas of skills need projected to cover future infrastructure development projects.
- A specific engagement component with school students to determine their intentions and interest areas for employment matching opportunities
- A specific engagement component with Vocational Education Training sector and universities regarding courses delivered locally/by distance related to current and future skills gaps.
- Review the online capabilities for course delivery under NBN
- Design and implement a Youth wellness and mentoring program.

Activities for economic growth

Existing activities that support liveability in the Council's Our place, Our Future Community Strategic Plan 2018-2028 and Delivery Program 2018-2022

Key Directions and Objectives	Strategies	Delivery Program existing principal activities
<p>Key Direction:</p> <p>I. A vibrant and supportive community: all members of the community are valued and connected</p> <p>Objective: 1.2 Public spaces provide for a diversity of activity and strengthen our social connections</p>	Strategy 1.2a(1) Enhance the amenity and appearance of our towns' main streets.	1.2a(1) Enhance the amenity and appearance of our towns' main streets.
<p>Key Direction:</p> <p>2. A vibrant and supportive community: all members of the community are valued and connected</p> <p>Objective: 1.2 Public spaces provide for a diversity of activity and strengthen our social connections</p>	Strategy 1.2b(1) Improve the amenity of town and village entrances.	1.2b(1) Improve the amenity of town and village entrances.

TOURISM AND ECONOMIC DEVELOPMENT STRATEGY

Key Directions and Objectives	Strategies	Delivery Program existing principal activities
<p>Key Direction:</p> <p>3. A vibrant and supportive community: all members of the community are valued and connected</p> <p>Objective:</p> <p>1.2 Public spaces provide for a diversity of activity and strengthen our social connections</p>	<p>Strategy 1.2c(5) Encourage the widespread use of open spaces and community facilities by ensuring they are welcoming, accessible, maintained and managed for everyone to enjoy, and that they continue to meet the needs of our community.</p>	<p>1.2c(5) Investigate options to work in partnership and enter into joint venture arrangements to make better use of facilities within the local government area</p>

Recommended additional activities to deliver economic growth and sustainability

1.2c(6) Develop a masterplan for the revitalisation of the Cootamundra CBD that includes capital upgrades and strategies for the utilisation of vacant shops for popup opportunities and local produce outlets.

Activities for economic growth

Existing activities that support liveability in the Council's Our place, Our Future Community Strategic Plan 2018-2028 and Delivery Program 2018-2022

Key Directions and Objectives	Strategies	Delivery Program existing principal activities
<p>Key Direction:</p> <p>1.A vibrant and supportive community: all members of the community are valued and connected</p> <p>Objective:</p> <p>1.3 Our community members are healthy and safe</p>	<p>Strategy 1.3a</p> <p>A broad range of services are provided and supported to meet the needs of all members to promote personal health and well-being and encourage a healthy lifestyle</p>	<p>Principal Activity:</p> <p>1.3a (2): Promote a wide range of health and community services offered by various agencies in the local government area.</p> <p>1.3a(4)Promote programs which encourage healthy lifestyle choices and activities.</p>

TOURISM AND ECONOMIC DEVELOPMENT STRATEGY

Key Directions and Objectives	Strategies	Delivery Program existing principal activities
<p>Key Direction:</p> <p>1.A vibrant and supportive community: all members of the community are valued and connected</p> <p>Objective:</p> <p>1.3 Our community members are healthy and safe</p>	<p>Strategy 1.3b</p> <p>Provide opportunities for the recreational and active use of parks, sporting facilities and swimming pools by ensuring they are promoted, accessible, safe, maintained and managed, and meet the needs of all age groups.</p>	<p>Principal Activity:</p> <p>1.3b (1): Provide, maintain, renew and promote high quality sporting, swimming and active recreational facilities and programs for the community, active sporting associations and visitors.</p> <p>1.3b(2) Provide and maintain parks and gardens that are aesthetically pleasing, accessible and are available for passive recreational pursuits</p> <p>1.3b(3) Construct a large-scale Adventure Playground in Gundagai.</p>

TOURISM AND ECONOMIC DEVELOPMENT STRATEGY

Activities for economic growth

Existing activities that support liveability in the Council's Our place, Our Future Community Strategic Plan 2018-2028 and Delivery Program 2018-2022

Key Directions and Objectives	Strategies	Delivery Program existing principal activities
Key Direction: 1.A vibrant and supportive community: all members of the community are valued and connected Objective: 1.3 Our community members are healthy and safe	Strategy 1.3b Provide opportunities for the recreational and active use of parks, sporting facilities and swimming pools by ensuring they are promoted, accessible, safe, maintained and managed, and meet the needs of all age groups.	Principal Activities: 1.3b(2) Provide and maintain parks and gardens that are aesthetically pleasing, accessible and are available for passive recreational pursuits.
Key Direction: 1.A vibrant and supportive community: all members of the community are valued and connected Objective: 1.3 Our community members are healthy and safe	Strategy 1.3b Provide opportunities for the recreational and active use of parks, sporting facilities and swimming pools by ensuring they are promoted, accessible, safe, maintained and managed, and meet the needs of all age groups.	Principal Activities: 1.3b (3) Construct a large-scale Adventure Playground in Gundagai

TOURISM AND ECONOMIC DEVELOPMENT STRATEGY

Activities for economic growth

Existing activities that support liveability in the Council's Our place, Our Future Community Strategic Plan 2018-2028 and Delivery Program 2018-2022

Key Directions and Objectives	Strategies	Delivery Program existing principal activities
<p>Key Direction:</p> <p>1.A vibrant and supportive community: all members of the community are valued and connected</p> <p>Objective:</p> <p>1.3 Our community members are healthy and safe</p>	<p>Strategy 1.3c</p> <p>Work with key partners and members of our community to maintain low levels of local crime and deliver community safety.</p>	<p>Principal Activity:</p> <p>1.3c(1): Work in partnership with local agencies to identify and advocate for opportunities to improve overall community safety.</p>

TOURISM AND ECONOMIC DEVELOPMENT STRATEGY

Activities for economic growth

Existing activities that support liveability in the Council's Our place, Our Future Community Strategic Plan 2018-2028 and Delivery Program 2018-2022

Key Directions and Objectives	Strategies	Delivery Program existing principal activities
Key Direction: 2. A prosperous and resilient economy: we are innovative and 'open for business' Objective: 2.1 The local economy is strong and diverse	Strategy 2.1a: Develop and deliver strategies which support the economic sustainability of the Cootamundra-Gundagai region	2.1a(1) Develop and implement an integrated Tourism and Economic Development Strategy for the Cootamundra-Gundagai region. 2.1a(2) Work in partnership with individuals, the private sector, other agencies and levels of government to deliver economic development initiatives. 2.1a(3) Implement strategies which encourage the growth of the local population. 2.1a(4) Actively seek and apply for funding opportunities which deliver additional income and contribute to community objectives.

Recommended additional activities to deliver economic growth and sustainability

Specifically relating to 2.1a(2) – Work with NSW Business, Cootamundra Development Corporations and businesses across the LGA to form one entity to provide support services to businesses in all locations.

2.1a(5) Implement the branding and marketing recommendations in the Tourism and Economic Development Strategy.

2.1a(6) Implement the Villages Strategy recommendations.

TOURISM AND ECONOMIC DEVELOPMENT STRATEGY

Activities for economic growth

Existing activities that support liveability in the Council's Our place, Our Future Community Strategic Plan 2018-2028 and Delivery Program 2018-2022

Key Directions and Objectives	Strategies	Delivery Program existing principal activities
<p>Key Direction:</p> <p>2. A prosperous and resilient economy: we are innovative and 'open for business' Objective:</p> <p>2.1 The local economy is strong and diverse</p>	<p>Strategy 2.1b: Develop and deliver strategies which support the economic sustainability of the Cootamundra-Gundagai region</p>	<p>2.1b(1) Work with land-owners, farmers and other agencies to advocate for the protection of the local agricultural sector through an effective land-use strategy.</p> <p>2.1b(3) Provide, maintain and upgrade as funding permits the Saleyards facility which allows the regular sale of animals from this and surrounding districts in a suitable environment.</p>

Activities for economic growth

Existing activities that support liveability in the Council's Our place, Our Future Community Strategic Plan 2018-2028 and Delivery Program 2018-2022

Key Directions and Objectives	Strategies	Delivery Program existing principal activities
<p>Key Direction:</p> <p>2. A prosperous and resilient economy: we are innovative and 'open for business' Objective:</p> <p>2.1 The local economy is strong and diverse</p>	<p>Strategy 2.1c: Ensure transportation networks link our local government area with other regional centres and cities and support economic, environmental and community needs.</p>	<p>2.1c(1) Work with key partners to explore and advocate for opportunities to better utilize and develop transportation and freight networks which meet our community needs.</p> <p>2.1c(3) Provide and maintain a safe and well maintained aerodrome for use by commercial and recreational aircraft and promote use by external users.</p>

TOURISM AND ECONOMIC DEVELOPMENT STRATEGY

Activities for economic growth

Existing activities that support liveability in the Council's Our place, Our Future Community Strategic Plan 2018-2028 and Delivery Program 2018-2022

Key Directions and Objectives	Strategies	Delivery Program existing principal activities
<p>Key Direction:</p> <p>2. A prosperous and resilient economy: we are innovative and 'open for business' Objective:</p> <p>2.1 The local economy is strong and diverse</p>	<p>Strategy 2.1d: Ensure communication and electronic technologies are accessible to all, meet the current and future needs of our community, and provide consistent and reliable coverage across the local government area</p>	<p>2.1d(1) Promote the development of efficient telecommunications technology for business, land owners, education and health needs.</p> <p>2.1d(2) Support and advocate for the installation of the National Broadband Network across the local government area.</p> <p>2.1d(3) Offer and promote free public Wi-Fi internet access in key public spaces across the local government area.</p>

Recommended additional activities to deliver economic growth and sustainability

Specifically relating to 2.1d(3) – Optimise the benefits of the NBN and promote the connectivity improvements as part of promoting to new businesses activities.

Activities for economic growth

Existing activities that support liveability in the Council's Our place, Our Future Community Strategic Plan 2018-2028 and Delivery Program 2018-2022

Key Directions and Objectives	Strategies	Delivery Program existing principal activities
<p>Key Direction:</p> <p>2. A prosperous and resilient economy: we are innovative and 'open for business' Objective:</p> <p>2.1 The local economy is strong and diverse</p>	<p>Strategy 2.1e: Identify, promote and incentivise the strategic and innovative investment opportunities that exist in our region.</p>	<p>2.1e(1) Implement a range of initiatives which support and promote the sustainable development of the towns' Central Business Districts and industrial land.</p> <p>2.1e(2) Promote to the community and industry groups potential growth opportunities and development efficiencies.</p> <p>2.1e(3) Encourage growth in development and construction locally</p>

Recommended additional activities to deliver economic growth and sustainability

2.1e(4) Identify value adding opportunities to maximise the opportunities in the sectors where competitive advantage exist in agriculture, manufacturing and aged care.

2.1e(5) Work with business owners to extend hours of operation and ensure a range of services are available to encourage visitation to the LGA.

TOURISM AND ECONOMIC DEVELOPMENT STRATEGY

Activities for economic growth

Existing activities that support liveability in the Council's Our place, Our Future Community Strategic Plan 2018-2028 and Delivery Program 2018-2022

Key Directions and Objectives	Strategies	Delivery Program existing principal activities
Key Direction: 2. A prosperous and resilient economy: we are innovative and 'open for business' Objective: 2.1 The local economy is strong and diverse	Strategy 2.1f Develop and strengthen effective partnerships with, and between, locally-based organisations and business operators to enhance connectivity and working together.	2.1f(1) Work in partnership with agencies and other levels of government to support local businesses. 2.1f(2) Work with key partners and local business owners, investors and employers to investigate, advocate for and promote opportunities for business development and networking.. 2.1f(3) Maintain a close liaison and continue to work with Regional Development Australia.

Recommended additional activities to deliver economic growth and sustainability

Specifically for 2.1f(2) Include collaboration with industrial land owners to establish a timeframe for the development of land zoned for industrial development and create promotional materials to enable advisory services on land availability to new/expanding business. Additionally, include the interaction with the community required to regularly hold joint meetings of the Tourism Action Committees to assist in the implementation of the Tourism and Economic Development Action Plan and unified promotion of the LGA.

2.1f(3) Work with investors/developers to improve facilities for a premier food/agritourism distribution point.

2.1f(4) Work with the community to develop ways to promote regional produce.

TOURISM AND ECONOMIC DEVELOPMENT STRATEGY

Activities for economic growth

Existing activities that support liveability in the Council's Our place, Our Future Community Strategic Plan 2018-2028 and Delivery Program 2018-2022

Key Directions and Objectives	Strategies	Delivery Program existing principal activities
<p>Key Direction:</p> <p>2. A prosperous and resilient economy: we are innovative and 'open for business'</p> <p>Objective:</p> <p>2.2 Strategic land-use planning is co-ordinated and needs-based</p>	<p>Strategy 2.2a Develop integrated land-use strategies which meet the community's current and future needs.</p>	<p>2.2a(1) Develop a new, comprehensive Local Environmental Plan for the local government area.</p> <p>2.2a(2) Identify and address current and future land-use needs through integrated strategic planning and development</p> <p>2.2a(3) Provide accurate and timely advice regarding existing and proposed development within the legislative scope of Council.</p>

Activities for economic growth

Existing activities that support liveability in the Council's Our place, Our Future Community Strategic Plan 2018-2028 and Delivery Program 2018-2022

Key Directions and Objectives	Strategies	Delivery Program existing principal activities
<p>Key Direction:</p> <p>2. A prosperous and resilient economy: we are innovative and 'open for business'</p> <p>Objective:</p> <p>2.2 Strategic land-use planning is co-ordinated and needs-based</p>	<p>Strategy 2.2b: Develop integrated land-use strategies which meet the community's current and future needs.</p>	<p>2.2b(1) Develop and operate development control plans to ensure compliance with appropriate legislation and to achieve the best possible planning and development outcomes for the community. 2.2a(2) Identify and address current and future land-use needs through integrated strategic planning and development</p> <p>2.2b(2) Ensure that a supply of industrial and residential land is available at all times to facilitate the orderly expansion of the local government area.</p>

TOURISM AND ECONOMIC DEVELOPMENT STRATEGY

Activities for economic growth

Existing activities that support liveability in the Council's Our place, Our Future Community Strategic Plan 2018-2028 and Delivery Program 2018-2022

Key Directions and Objectives	Strategies	Delivery Program existing principal activities
<p>Key Direction:</p> <p>2. A prosperous and resilient economy: we are innovative and 'open for business'</p> <p>Objective:</p> <p>2.3 Tourism opportunities are actively promoted</p>	<p>Strategy 2.3a: Develop and implement strategies which provide opportunities for increased tourism.</p>	<p>2.3a(1) Develop and implement an integrated Tourism and Economic Development Strategy for the Cootamundra-Gundagai region.</p>

Activities for economic growth

Existing activities that support liveability in the Council's Our place, Our Future Community Strategic Plan 2018-2028 and Delivery Program 2018-2022

Key Directions and Objectives	Strategies	Delivery Program existing principal activities
<p>Key Direction:</p> <p>2. A prosperous and resilient economy: we are innovative and 'open for business'</p> <p>Objective:</p> <p>2.3 Tourism opportunities are actively promoted</p>	<p>Strategy 2.3b: Actively promote the local government area and local programs, activities and events to attract visitors to the region</p>	<p>2.3b(1) Work co-operatively with key partners to identify opportunities and to further promote the local government area to tourists and visitors.</p> <p>2.3b(2) Work with the community to develop a marketing strategy for the local government area as a tourist destination.</p> <p>2.3b(3) Ensure local programs, activities and events are actively promoted via a range of mediums to attract and encourage visitors and tourists</p>

TOURISM AND ECONOMIC DEVELOPMENT STRATEGY

Activities for economic growth

Existing activities that support liveability in the Council's Our place, Our Future Community Strategic Plan 2018-2028 and Delivery Program 2018-2022

Key Directions and Objectives	Strategies	Delivery Program existing principal activities
Key Direction: 2. A prosperous and resilient economy: we are innovative and 'open for business' Objective: 2.3 Tourism opportunities are actively promoted	Strategy 2.3c: Invest in improvements to visitor amenity and experiences	2.3c(1) Provide and maintain Visitor Information Centres which meet the needs of tourists and visitors to our local government area. 2.3c(2) Undertake a redevelopment of the Gundagai Visitor's Information Centre. 2.3c(3) Provide a high quality accommodation facility at the Caravan Parks in Cootamundra and Gundagai for the use of visitors. 2.3c(4) Undertake connection of water supply to the Dog on the Tuckerbox site. 2.3c(5) Maintain and improve the tourism infrastructure, facilities and services in the local government area to make our area an attractive place to visit.

Recommended additional activities to deliver economic growth and sustainability

2.3c(6) Assess the costs and benefits of a standalone Visitor Information Centre in Cootamundra

2.3c(7) Develop operational best practice processes to reduce the cost base of visitor information services.

TOURISM AND ECONOMIC DEVELOPMENT STRATEGY

Activities for economic growth

Existing activities that support liveability in the Council's Our place, Our Future Community Strategic Plan 2018-2028 and Delivery Program 2018-2022

Key Directions and Objectives	Strategies	Delivery Program existing principal activities
<p>Key Direction:</p> <p>2. A prosperous and resilient economy: we are innovative and 'open for business'</p> <p>Objective:</p> <p>2.4 Our local workforce is skilled and workplace ready</p>	<p>Strategy 2.4a: Develop and implement strategies which increase the knowledge, skills and health of our local workforce.</p>	<p>2.4a(1) Promote local employment and training opportunities within the Council organisation.</p> <p>2.4a(2) Work with various agencies to promote a range of programs, activities and opportunities which improve the health, well-being and employability of our community.</p> <p>.</p>

Recommended additional activities to deliver economic growth and sustainability

2.4a(3) Analyse the skills gaps and identify future skills for planned infrastructure and major developments in order to develop skills in locals, particularly youth, to provide a skilled workforce. Identify the locations where skills are held and market opportunities to potential new residents. Work with business to assist in filling vacancies and developing required skills.

2.4a(4) Work with the schools, VET and university sector to build education pathways and skills development to retain youth in the region.

Activities for economic growth

Existing activities that support liveability in the Council's Our place, Our Future Community Strategic Plan 2018-2028 and Delivery Program 2018-2022

Key Directions and Objectives	Strategies	Delivery Program existing principal activities
<p>Key Direction 3: Sustainable natural and built environments: we connect with the places and spaces around us</p> <p>Objective 3.1: The natural environment is valued and protected</p>	<p>Strategy 3.1b: Investigate and implement renewable energy technologies to reduce our environmental footprint.</p>	<p>3.1b(1) Investigate, identify and promote opportunities that exist within the local government area for implementation of renewable energy technologies.</p> <p>.</p>

TOURISM AND ECONOMIC DEVELOPMENT STRATEGY

Activities for economic growth

Existing activities that support liveability in the Council's Our place, Our Future Community Strategic Plan 2018-2028 and Delivery Program 2018-2022

Key Directions and Objectives	Strategies	Delivery Program existing principal activities
Key Direction 3: Sustainable natural and built environments: we connect with the places and spaces around us Objective 3.2: Our built environments support and enhance liveability	Strategy 3.2b: Ensure a variety of housing options are made available	3.2b(1) Ensure that planning and development controls are in place to promote and facilitate a variety of housing options for residents.

Activities for economic growth

Existing activities that support liveability in the Council's Our place, Our Future Community Strategic Plan 2018-2028 and Delivery Program 2018-2022

Key Directions and Objectives	Strategies	Delivery Program existing principal activities
Key Direction 3: Sustainable natural and built environments: we connect with the places and spaces around us Objective 3.2: Our built environments support and enhance liveability	Strategy 3.2c: Deliver and maintain infrastructure to meet the current and future needs of our community	3.2c(1) Operate and maintain a water reticulation system capable of providing potable water to all connected premises with minimum disruption and maximum efficiency. 3.2c(3) Investigate options for the connection of a water supply to Nangus Village, and consult with the community.

TOURISM AND ECONOMIC DEVELOPMENT STRATEGY

Activities for economic growth

Existing activities that support liveability in the Council's Our place, Our Future Community Strategic Plan 2018-2028 and Delivery Program 2018-2022

Key Directions and Objectives	Strategies	Delivery Program existing principal activities
Key Direction 3: Sustainable natural and built environments: we connect with the places and spaces around us Objective 3.2: Our built environments support and enhance liveability	Strategy 3.2d: Develop and implement strategies to deliver safe and accessible local roads, bridges, footpaths and parking.	3.2d(4) Develop and implement asset management plans and strategies for all transport assets.

Activities for economic growth

Existing activities that support liveability in the Council's Our place, Our Future Community Strategic Plan 2018-2028 and Delivery Program 2018-2022

Key Directions and Objectives	Strategies	Delivery Program existing principal activities
Key Direction 3: Sustainable natural and built environments: we connect with the places and spaces around us Objective 3.2: Our built environments support and enhance liveability	Strategy 3.2e: Supply local public transport networks to cater for the current and future needs of residents, businesses and visitors	3.2e(1) Provide, maintain and renew Council-controlled public transport infrastructure within the local government area. 3.2e(2) Advocate for State and Federal departments to improve public transport networks to meet the needs of our community.

Activities for economic growth

Existing activities that support liveability in the Council's Our place, Our Future Community Strategic Plan 2018-2028 and Delivery Program 2018-2022

Key Directions and Objectives	Strategies	Delivery Program existing principal activities
Key Direction 4: Good governance: An actively engaged community and strong leadership team Objective 4.1: Decision-making is based on collaborative, transparent and accountable leadership	Strategy 4.1a: Council is representative of the community and works together to meet the needs of our local government area.	4.1a (3): Council's corporate plans are informed by community expectations and are reviewed and updated on a regular basis to meet the changing needs of our community members.

TOURISM AND ECONOMIC DEVELOPMENT STRATEGY

Activities for economic growth

Existing activities that support liveability in the Council's Our place, Our Future Community Strategic Plan 2018-2028 and Delivery Program 2018-2022

Key Directions and Objectives	Strategies	Delivery Program existing principal activities
Key Direction 4: Good governance: An actively engaged community and strong leadership team Objective 4.1: Decision-making is based on collaborative, transparent and accountable leadership	Strategy 4.1b: Strengthen strategic partnerships with the community, business and all levels of government.	4.1b(3) Participation in relevant REROC activities that will benefit the local government area. 4.1b(5) Continue to foster and support the Youth Council. 4.1b(6) Work in partnership with community members, businesses and all levels of government to deliver community priorities.

Activities for economic growth

Existing activities that support liveability in the Council's Our place, Our Future Community Strategic Plan 2018-2028 and Delivery Program 2018-2022

Key Directions and Objectives	Strategies	Delivery Program existing principal activities
Key Direction 4: Good governance: An actively engaged community and strong leadership team Objective 4.1: Decision-making is based on collaborative, transparent and accountable leadership	Strategy 4.1c: A clear strategic direction is outlined in Council's corporate plans and guides Council's decision-making and future planning.	4.1c(1) The development of the Cootamundra-Gundagai Regional Council's integrated suite of plans, including the Community Strategic Plan, Delivery Program, Operational Plan and resourcing plans, provide a clear strategic direction and drives the organisation's activities 4.1c(3) Determine development applications in an efficient and effective manner based on merit 4.1c(4) Develop a Place Plan which incorporates the Economic Development, Open Space Recreation, Arts and Cultural and Disability Action Strategies

TOURISM AND ECONOMIC DEVELOPMENT STRATEGY

Risk assessment

The Strategy identifies a range of activities which may give rise to issues including:

- Inability to engage the community to promote and grow the Cootamundra-Gundagai LGA as a whole
 - Action: Communications plan developed that outlines how and who will be engaged and messaging to be delivered
- Failure to identify and see implemented value adding ventures such as agritourism activities to grow the agricultural sector income streams
 - Action: Council to investigate opportunities and work with NSW Government to build capacity of local businesses to initiate new enterprises.
 - Action: Funding opportunities to assist businesses to grow could also be identified by Council and communicated to the community.
- Population declines
 - Action: Identify areas where skills are needed and specifically target potential relocates.
 - Action: Identify the skills gaps and build education pathways for existing residents so they remain local.
 - Action: Maximise the opportunity to create retirement options to services the needs of the ageing population.
- Land use planning restrictions
 - Action: Council to consider the limitations of land use restrictions on economic growth in the development of the key planning instruments.
- Impacts of drought
 - Action: Council to work with the Joint Organisation and Regional Development Australia to identify drought assistance packages and how information is being communicated to those impacted by drought.
 - Action: Council work with the NSW Business regional coordinator/NSW Farmers/DPI to identify farm management practices to assist management of farms through drought and communicate to the community.

TOURISM AND ECONOMIC DEVELOPMENT STRATEGY

Visitors Services Review

Introduction

WRI undertook a review of Cootamundra-Gundagai Council visitor services to understand the effectiveness of previous strategies and provide direction for the future revision of visitor services.

A range of research, engagement and assessment activities, including:

- Review of existing tourism strategies in the Cootamundra-Gundagai LGA
- Assessed Cootamundra-Gundagai Council Visitor Information Centre (VIC) services against VIC services in five other regional NSW Council areas
- Undertook site visits to Cootamundra-Gundagai VICs and various tourism sites across the LGA
- Completed an audit of all tourism businesses, sites and assets across the LGA
- Interviews with a range of tourism business owners, managers and Council staff
- Assessed available tourism statistics to understand visitation to the region

This Review document assesses 'Where are we now?' in relation to the provision of tourism services and offerings in the Cootamundra-Gundagai LGA.

The document then goes on to assess the five key directions of the strategy:

- VICs
- Council tourism staffing
- Marketing
- Industry organisation
- Event management

Where are we now?

Review of previous strategy

WRI conducted a review of previous strategic documentation for visitor services in the Cootamundra-Gundagai LGA. Pre-amalgamation, Cootamundra and Gundagai have had separate strategic directions and their respective visitor economies vary considerably.

An important finding was that Cootamundra has had no tourism related strategy to engage local tourism businesses, gather key information or provide direction. As a result, the tourism sector in Cootamundra has had little development and industry organisation is still in its infancy.

In contrast, Gundagai has an existing tourism strategy (Gundagai Tourism Strategy 2014 - 2019), a well organised tourism sector and has made good progress in reaching previous strategic goals. The strategy lists five main goals:

- Support the regeneration and protection of our natural, cultural and built heritage
- Showcase our history as a 'River Crossing Town'
- Develop primary attractions in the town
- Utilise the Visitor Information Centre as a tool to promote the town's attractions
- Become the 'go-to' place for events in the Riverina

TOURISM AND ECONOMIC DEVELOPMENT STRATEGY

Feedback from the Gundagai Tourism Action Committee found that the previous Tourism Strategy was well regarded:

- The strategy has been largely effective and most of the outcomes have been successful. A review of strategy actions highlights that most of these items are partially complete or complete.
- Community groups, such as the Gundagai Tourism Action Committee and the Gundagai Racecourse and Showground Committee, were seen to be the drivers behind the success of the local tourism sector. The main street upgrade, upgraded highway signage, and events held at the Gundagai showground and racecourse were given as successful outcomes.
- Key visitor cohorts identified in the previous strategy were believed to still be largely relevant, although there could be potential to capture more international visitation. Identified cohorts include RV travellers, transit traveller – diverted from highway, destination travellers, events and experience seekers/participants, Asian/International market with indigenous and iconic Australian town draw cards.
- There was agreement that any future tourism strategy should be consistent with the previous tourism strategy and build upon it.

A review of actions in the Gundagai Tourism Strategy 2014 – 2019 finds that majority of actions have been commenced, completed or are ongoing.

Council tourism services

Currently, limited VIC services are provided in Cootamundra in a shared site and more extensive VIC services are offered in a standalone VIC in Gundagai. The Gundagai VIC offers marketing and digital activities and assistance to local tourism businesses. A more detailed breakdown of VIC and tourism services is provided below.

Cootamundra

The Cootamundra VIC services are run from the Cootamundra Heritage Centre. A limited range of VIC services are provided, including:

- Accommodation bookings
- Information and referral services
- Souvenirs
- Tea and coffee
- Ticketing for small events

It should be noted that there is currently no dedicated Council staffing providing tourism services in Cootamundra. Observations after visit and interviews:

- Location on a main road but not in CBD. Close to rest areas with good parking.
- Run by volunteers.
- The VIC provides a very basic set of face-to-face services, including referral and information services, tea/coffee, accommodation bookings, souvenir sales.
- Does not have an online presence operated by Council and has no direct email address. Anecdotally, Heritage Centre volunteers have had to use personal email addresses to undertake VIC activities.

TOURISM AND ECONOMIC DEVELOPMENT STRATEGY

- Heritage Centre staff identified Cootamundra needed a standalone VIC in order to deliver better visitor services.
- Insufficient data to understand the trends in visitation to the VIC.

Gundagai

The Gundagai Visitor Information Centre provides a range of services to visitors including:

- Produce and distribute the Gundagai Visitor Guide, Gundagai Heritage Walk and local information flyers
- Accommodation and Eateries Guide which also includes information on RV friendly locations/dump point
- Produce including souvenirs, Gundagai region wines, local products, kiosk items and a range of history books
- Viewing Rusconi's Marble Masterpiece
- Self-guided audio tours of the Old Gundagai Gaol
- Compendiums in accommodation rooms (updated each August)
- New resident's pack to welcome and inform people moving to the area
- Assistance in finding available accommodation during peak periods
- General local information service (road updates, local business information etc.)
- Provide maps of local area, maps and brochures of other regional towns plus NSW and Victoria
- Historic town tours
- Advertising
- Coach and rail bookings

Observations after visit and interviews:

- Good location on the main street and close to shops. Adventure playground being built soon.
- Has marble masterpiece which is a draw card, generally popular with children and older visitors.
- Planned improvements based on previous consultant report.
- VIC services include coach bookings, information and referral, souvenirs, marble attraction, Gaol audio tours, compendiums for hotels and accommodation, and the provision of online tourism services including updating Gundagai tourism webpages, social media, newsletters and other Council run tourism services.
- Employed VIC staff can undertake a wider range of activities - manage stock, sell alcohol, complete sales returns, book for coach tickets, update Destination NSW webpage etc.
- Most common requests look for family activities, and highlights in the town. Ask 'what's to do?' and 'Where is the dog?'.
- Important observation that it is difficult to get businesses to provide information to the VIC marketing staff. Hard to get information from businesses to include in the online materials.
- Approximately 40 percent of current visitors to the VIC are locals booking tickets on transport services out of Gundagai.

TOURISM AND ECONOMIC DEVELOPMENT STRATEGY

Tourism services operating models

WRI assessed Cootamundra-Gundagai Council VIC and tourism services against similar services in five other regional NSW Council areas to understand operational issues and best practice approaches in other regions.

Interviews with other tourism locations were undertaken to understand different tourism services models, VIC services, financial considerations and assess their suitability for Cootamundra-Gundagai Regional Council. Research was also undertaken to compare certain visitor service metrics across the five LGAs.¹⁷

Visitor service models

Four distinct VIC operational models have been identified and their key features are summarised in the table below. These models are:

- High level of services, Council operated
- High level of services, operated by external contractor
- High level of services, operated by Council and an external contractor
- Lower level of services, Council operated

Comparative information has been compiled below to show strengths weaknesses and operational attributes of the four operating models.

High level of services, Council operated	
Features	<ul style="list-style-type: none"> • A high level of tourism services provided fully internally by Council. • VIC operation, marketing and branding, event management, tourism partnerships all run and managed by Council staff.
Level of Tourism Development	<ul style="list-style-type: none"> • Mature visitor economy with well-established tourism assets (motor racing, food and accommodation). • Large LGA visitation rate. • Major annual tourism events managed by dedicated Council events team.
Budget	<ul style="list-style-type: none"> • High, approximately \$1 million
Strengths	<ul style="list-style-type: none"> • Provides local expertise to visitors expecting more specific information than they can gather online. • Council has total control of tourism direction. • Dedicated staff team for major tourism events and marketing.
Weaknesses	<ul style="list-style-type: none"> • Expensive. • Balancing retail/business side of VIC with tourism services is challenging – low return on souvenir sales. • Challenges in justifying relevancy given volume of information available online.

¹⁷ WRI has made certain assumptions and utilised a number of methodologies to account for a range of data issues and develop comparative operational data.

TOURISM AND ECONOMIC DEVELOPMENT STRATEGY

High level of services, operated by external contractor	
Features	<ul style="list-style-type: none"> • VIC operation, marketing and branding, event management, tourism partnerships and tourism research all managed by contractor • Council funding provided.
Level of Tourism Development	<ul style="list-style-type: none"> • Mature visitor economy with well established tourism assets (wineries, food and accommodation). • Large LGA visitation rate. • Well-defined tourism markets which are specifically advertised to.
Budget	<ul style="list-style-type: none"> • High, approximately \$1 million primarily funded through a combination of Council and membership funding.
Strengths	<ul style="list-style-type: none"> • Overnight visitation rate experiencing strong growth for past 4 years. • Successful in funding applications. • Marketing targets are very focused, good knowledge of target markets. • Representatives from Council on board of directors retain Council input. • Consistency of tourism branding messages.
Weaknesses	<ul style="list-style-type: none"> • Expensive. • High need for funding. • High capital requirements in terms of building space/location of VIC. VIC would need to be co-located with another service such as museum/café to be effective.

TOURISM AND ECONOMIC DEVELOPMENT STRATEGY

High level of services, operated by Council and an external contractor	
Features	<ul style="list-style-type: none"> • A high level of tourism services provided partially by Council, partially by an external contractor (a membership based tourism industry entity). • Marketing and branding, event management and tourism partnerships managed by the external contractor. • Council provides financial support to the external contractor – they are also funded by 2 adjoining LGAs • Council has retained some functions – including funding and management of the VIC and some sponsorships/management of separate events and marketing.
Level of Tourism Development	<ul style="list-style-type: none"> • Mature visitor economy with well-established tourism assets (wineries, food and accommodation). • Large LGA visitation rate. • Well-defined tourism markets which are specifically advertised to. • Council is strong on data collection and understands its markets.
Budget	<ul style="list-style-type: none"> • High - approximately \$1 million. • Contractor is funded through a combination of 3 Councils contributions and membership funding.
Strengths	<ul style="list-style-type: none"> • Visitor expenditure and length of stay trending up. • Enables marketing and branding services by industry. • Cohesive branding and marketing strategy for region. • Council retains operational control over VIC, Council-run events and other tourism services. No bias basis as all operators, not just members of the external contractor, are supported. • Industry involvement in grant processes increased.
Weaknesses	<ul style="list-style-type: none"> • Coordination of agendas of stakeholders can be difficult. • External contractor membership base requires a lot of resourcing • External contractor undertaking limited tourism research. • In early stages – long term outcomes hard to identify – engagement is on a performance based contract with outcomes (increased visitation, increased average nights stayed, event attendance analysis etc) to assist in measuring the value for money of the contract. • If tourism businesses do not wish to become members, the external contractor doesn't market them. Causes equity issues. • Difficulty servicing smaller tourism operators and events who cannot afford contractor membership subscription.

TOURISM AND ECONOMIC DEVELOPMENT STRATEGY

Lower level of services, Council operated	
Features	<ul style="list-style-type: none"> • A more limited range of tourism services provided fully internally by Council. • VIC operation utilises a mixture of Council staff and volunteers. • Council manages marketing on a smaller scale. • Council's event management role is supportive and community driven.
Level of Tourism Development	<ul style="list-style-type: none"> • Emerging tourism assets may or may not be fully developed – limited funding. • Smaller LGA visitation rate. • Events are more community focused rather than tourism based. • Tourism markets not as well defined.
Budget	<ul style="list-style-type: none"> • Lower cost - between \$300,000 and \$700,000. • Cost heavily influenced by number of VICs and if VIC staff are paid or volunteer.
Strengths	<ul style="list-style-type: none"> • Strong local knowledge of events and attractions. • Council has total control of tourism direction. • Consistency of tourism brand and messages. • Good feedback channels directly from visitor to Council • Ability to react quickly to negative feedback and manage issues.
Weaknesses	<ul style="list-style-type: none"> • Expensive - particularly VIC services. • Cost of VICs absorb potential budgets for marketing and branding. • Management of volunteer staff can be difficult. • Lower brand recognition.

TOURISM AND ECONOMIC DEVELOPMENT STRATEGY

Comparison of tourism services

Visitor service metrics, population and visitor data, expenditure and Council tourism income were compared to understand the efficiency of Cootamundra-Gundagai Regional Council's tourism services.

Tourism service metrics compiled below include:

- Tourism services provided internally or externally.
- VICs staffed by paid staff, by volunteers or by both.
- Annual visitation rate in each LGA and attendance at their respective VICs.
- Recent revenue and expenditure figures.

Data for Cootamundra and Gundagai have been included separately for comparison.

	Council 1	Council 2	Council 3 ¹⁸	Council 4	Council 5	Gundagai	Cootamundra
Tourism services provided by Council or external contract	Council	Council and External contract	External contract	Council	Council	Council	Council
VIC Staff Mode	Paid Staff	Paid Staff	Paid Staff	Staff and Volunteers	Staff and Volunteers	Paid Staff	Volunteers
Annual VIC Visitation¹⁹	51,000	84,583	33,225	47,691	27,524	16,781	1,211
Annual LGA Visitation²⁰	902,000	985,000	573,000	384,000	124,000	74,560	54,440
LGA Population²¹	41,301	40,348	24,079	14,398	6,110	3,597	7,570
Visitors Per Capita	22	24	24	27	20	21	7
% of LGA Visitors Attending VIC	6%	9%	6%	12%	22%	23%	2%
Council Tourism Revenue²²	\$244,800	\$81,000	\$865,067	\$62,950	\$61,000	\$43,000	\$13,519
Council Tourism Expenditure	\$985,892	\$980,000 ²³	\$935,724	\$1,037,564 ²⁴	\$358,699	\$400,000	
Council Expenditure per LGA Visitor	\$1.10	\$1.00	\$1.60	\$2.70	\$2.90	\$3.10	

A range of key findings can be made from the above comparative data:

- Cootamundra VIC visitation is poor with a very low visitation rate for its population size.
- The Cootamundra VIC visitation is well below the levels of other VICs.

¹⁸ Financial data sourced from an external contractor

¹⁹ Annual visitation rates from most recent available full year statistics.

²⁰ Annual LGA visitation rates from latest Tourism Research Australia statistics. Gundagai and Cootamundra visitor data has been split out based on pre-amalgamation visitor attendance data.

²¹ Population data from 2016 ABS Census.

²² Council revenue across a range of visitor services, such as merchandise, memberships, ticket sales, etc.

²³ Includes contract cost paid to external contractor of \$400,000 (Expenditure relates on one of three councils who have engaged the external contractor - additional contribution paid and costs of tourism services of the 2 neighbouring councils not included).

²⁴ Includes National Parks and Wildlife Services contribution of \$362,961.

TOURISM AND ECONOMIC DEVELOPMENT STRATEGY

- The Gundagai VIC is performing in line with its peers on a number of metrics.
- Cootamundra-Gundagai Regional Council is spending considerably more on its tourism and visitor services, per visitor, than peer Councils.
- Council's VIC budget is funding the provision of coach booking services in Gundagai was estimated to take up considerable amount of the VIC time.
- While offering a service to locals, it is not adding to visitation. An acknowledgement of the benefit to the community is noted however. This is also an opportunity that Council could build upon given the high proportion of visitors who stay with friends and relatives in that the interactions could be enhanced by providing the locals with information of events to take their visitors to. Some of the other VICs also offer coach booking or similar services for the residents.
- The tourism budgets in other areas are greater than Cootamundra-Gundagai Regional Council.
- Council 5 is the closest fit visitor services model for Cootamundra-Gundagai in all operational metrics. Similar to current services provided in Gundagai VIC.

Value for money

Cootamundra-Gundagai Regional Council is paying more in VIC and tourism services than reviewed councils in regional NSW. Opportunities arise for the streamlining of services to provide a more efficient, focussed set of services and a performance based review of operations may identify ways to streamline processes and reduce costs.

Consultation processes identified a desire for a stand alone VIC in Cootamundra. The vacant Roads and Transport Authority Building was identified as a possible location. On the visitation numbers provided by Council, there is little evidence to warrant Council expending more money on tourism services given the low visitation levels in Cootamundra. It could be argued that a more prominent facility in Cootamundra with dedicated tourism staff may drive VIC visitation but the strong performance in Gundagai (highest % of the total visitors attending a VICs) suggest it is unlikely to improve the VIC visitation of the LGA.

Council could investigate the return on investment of the creation of a Cootamundra VIC using a cost benefit analysis. On past assessment of VICs, it is unlikely that a positive cost benefit ratio would be returned unless the visitation is increased given the high cost base already in place in Cootamundra-Gundagai.

As consumers, information, businesses, services and marketing have predominately migrated to digital platforms, there are impacts on the way that councils can efficiently manage tourism and VIC services.

In terms of the essential services undertaken within a VIC (customer facing services predominately relating to the provision of information), many of these tasks can now be undertaken online and via appropriate signage directing visitors to relevant digital platforms, at a much lower cost to Council. Whilst VICs often provide additional services, such as marketing and branding activities, booking and a range of other services, these can be undertaken within other Council buildings/offices as they do not require face-to-face contact with visitors.

Services could also be made more cost competitive by utilising more online services that could be available in multiple locations in the LGA and via kiosks as utilised by many other VICs.

It may be a better option for Council to allocate funding to a dedicated tourism officer for Cootamundra. This would enable the development of the resources and services required to raise the profile of the Cootamundra area.

TOURISM AND ECONOMIC DEVELOPMENT STRATEGY

VIC services and budget allocation

Based on the review of tourism services provided of various VIC models, the service model which fits the current tourism services model for Cootamundra-Gundagai is the lower service internal model – meaning that VIC services and tourism services are Council run but, in response to lower visitation, provide a lower level of service and have a lower budget.

Given that tourism within the Cootamundra-Gundagai LGA is still emerging rather than being a highly established and developed market, it is believed that this model is a good fit for the continued cultivation of a tourism economy in the LGA.

Once visitation grows in response to more targeted marketing initiatives (discussed below), the model could be reviewed.

Event management

Feedback from the business community and Council has been that tourism development and the management of events needs to be led by the local community.

Council does have a supportive role in the development, management and marketing of events and assisting with organisational and red tape issues, such as accessing Council facilities, permits and traffic management.

One respondent suggested that an external organisation should be engaged to manage events. Events need to be aligned to the endowments and features of the area. For example, the previous Gundagai Tourism Strategy identified an action of contacting NSW and National Sheep Dog Trials committees to see if either would be interested in hosting an event in Gundagai. This event would be a good fit for Gundagai, aligning with the iconic image of the Gundagai Dog on the Tuckerbox.

Maintaining the audit of tourism assets (provided below) by adding new/amended details and better understanding the needs of visitors coming to events is also needed. Visitors are information hungry and currency of the resources in a location is paramount to ensure the visitor experience is a good one.

Council could consider establishing a grant process to assist new events or to expand existing events as part of the annual budget creation. This could provide community groups with an opportunity to partner with Council to enrich the event offering. Council offering assistance/information resources to be used by community members seeking grant funding from NSW and Federal government may also offer solid returns.

It is also recommended that a standard, short survey instrument be developed for event attendees and visitors who go to the VICs to complete. Tourism data at the LGA level is extremely limited and what is available is dated. Capturing the same information will enable Cootamundra-Gundagai Council to identify its target markets. Postcodes of who is visiting/attending events plus how many days they have stayed, what did they spend, where did they stay and how did they hear about the LGA can be easily captured on tablets. It takes minimal time but provides a wealth of information to formulate new event strategies and to understand who and where to direct marketing initiatives.

There is potential for Council to pick a small number of successful events that could be invested in that provide a good return on investment in terms of greater visitation and expenditure. These events would likely be already successful, have strong organisational capacity, be ready/willing to grow the event, able to provide a plan for how Council investment would grow visitation to the region.

TOURISM AND ECONOMIC DEVELOPMENT STRATEGY

Tourism assets audit 2018

Gundagai

Asset	Type	Description
Bushman's Retreat Motor Inn	Accommodation	The Bushman's Retreat Motor Inn is located within a short drive of the town centre and offers comfortable accommodation as well as an outdoor pool, a laundry service and a dry cleaning service.
Church House B and B	Accommodation	Three bedrooms with ensuite, shared lounge and large modern kitchen. Situated 2 minutes from town centre of Gundagai.
Comfort Inn Sovereign Gundagai	Accommodation	Comfort Inn Sovereign Gundagai has 37 units and family suites.
Criterion Hotel	Accommodation	The Hotel features a large back deck area with a VIP lounge. The front bar features original oil painted murals of early Australian Bush-rangers and the Great Flood of 1852 that washed away "Old" Gundagai.
Darblara- The Coach House	Accommodation	Farm stay on the river in a restored 1870s coach house on property of Darbalara. One couple only, second room for second couple strictly by request.
Gabriel Motor Inn	Accommodation	The Gabriel Motor Inn is centrally located accommodation in Gundagai, 800 metres off the Hume Highway and is close to the shopping centre, golf course, swimming pool, pubs and services club.
Gundagai Cabins and Tourist Park	Accommodation	The Gundagai Cabins and Tourist Park is located two minutes drive off the Hume Highway, close to the centre of town. The business offers 14 park cabins all with internal ensuite, 40 undercover ensuite sites with television access, 30 powered sites and 50 unpowered sites located on the grass.
Gundagai Motel	Accommodation	The Gundagai Motel provides a range of accommodation and food services, including room service, breakfast room and access to BBQ facilities.
Gundagai River Caravan Park	Accommodation	The Gundagai River Caravan Park is situated on the banks of the Murrumbidgee River, within easy walking distance to the town centre and are the only river frontage accommodation in Gundagai.
Hillview	Accommodation	This business is situated just south of Gundagai along the Hume Highway, has been operating as a farm stay since 2006. It offers five cottages and one luxury "glamping" tent. It is not listed on AirBnB but has its own website.
Poet's Recall Motel and Restaurant	Accommodation	The Poet's Recall Motel & Restaurant is in the centre of Gundagai, located just off the Hume Highway. The business offers accommodation and a restaurant.
Tarrabandra Fishing Retreat	Accommodation	A 400 hectare livestock and crop farm south of Gundagai. Fishing is the main attraction for guests. Accommodation is provided in a four bedroom house.
Tuckerbox Motor Inn	Accommodation	The Tuckerbox Motor Inn is located just off the Hume Highway. It features free Wi-Fi, a solar heated swimming pool, BBQ area, and licenced room service dinner and breakfast are available.
Damasque Rose Oil Farm	Agritourism	Previously offered tours
Darbalara Farm Pty Ltd Poultry Farmers and Dealers	Agritourism	Sells eggs at Knight's Meats in Wagga Wagga and at Gundagai IGA.

TOURISM AND ECONOMIC DEVELOPMENT STRATEGY

Asset	Type	Description
Highfield Farm and Woodland (Mt Adrah)	Agritourism	This business sells lamb, eggs and kombucha at farmer's markets, offers farm tours on the State Government funded website Visit My Farm and has hosted events.
Anglican Flower Show	Event	Held in October at the Gundagai District Services Club. As well as the exhibition, includes a luncheon, plant stalls, cakes and craft.
Australian Busking Championships	Event	Gundagai hosts a Regional Busking Competition annually, the winners of which attend the Australian National Busking Championships.
Battle on the Bidgee	Event	Battle on the Bidgee is a Stockman's Challenge which includes stock handling, packhorse, whip crack, dry work pattern, bareback obstacle, horseshoeing & cross country, and other events. It is held annually over three days at the Gundagai showground.
Gundagai Show	Event	Held annually at the Gundagai showground, organised by the Gundagai Show Committee. Includes exhibitions of local produce and livestock, and various events and entertainment.
New Year Races	Event	Horse racing event held on New Year's Day at Gundagai Racecourse. Features a bookmaker's ring, catering, and bar facilities.
Rodeo	Event	The Gundagai Rodeo is a premier event on the national rodeo circuit, held at the Gundagai Rodeo Grounds. Includes full bar and canteen facilities.
Snake Gully Cup (Horse Race)	Event	Horse racing event which attracts thousands of racegoers each November at the Gundagai racecourse. Held over two days and includes fashions on the field.
Cafes	Food and beverage	There are a range of cafes and coffee shops in Gundagai.
Australian Road and Transport Heritage Centre	Heritage	National transport museum dedicated to the preservation, upkeep and display of vehicles and equipment. Open Thursday to Sunday 10am-3pm.
Bridges	Heritage	Prince Alfred Bridge built in 1866, first major crossing spanning the Murrumbidgee River. It is the longest timber viaduct in Australia and has been classified as essential to Australia's heritage by the National Trust. Railway Bridge completed in 1902, 819.4m long.
Captain Moonlite's Grave	Heritage	Bushranger 'Captain Moonlite' is buried near his friends in the North Gundagai Cemetery, under the shade of a eucalypt.
Dog on the Tuckerbox	Heritage	An internationally recognised Australian icon located 5 miles north of Gundagai near the Hume highway. Features a garden precinct with a café. Events benefitting a range of charities are held at the site throughout the year.
Gabriel Gallery	Heritage	Home to a private collection of historic photographs which are now internationally known as the Gabriel Collection. More than 150 photos from the collection are on permanent display in the Gabriel Gallery.
"The Great Rescue of 1852" Sculpture	Heritage	A larger than life-size, bronze sculpture to commemorate the 165th anniversary of the Great Flood of Gundagai in 1852.
Gundagai Gaol	Heritage	The Old Gundagai Gaol stands at the corner of First Avenue and Byron St, surrounded by a high wall of local slate with sandstone capping. Entertaining and informative self-guided audio tours of this heritage site are available daily between the times of 9:00am – 3:30pm.
Gundagai Old Mill Art and Cultural Centre	Heritage	This building is the oldest building in Gundagai and the only surviving representative of the original Gundagai township on the river flat.

TOURISM AND ECONOMIC DEVELOPMENT STRATEGY

Asset	Type	Description
Gundagai Rail Trail	Heritage	Not yet developed. Council has created plans for the development of a rail trail linking Gundagai and surrounding villages.
Gundagai Railway	Heritage	Displays within the railway station recall the travelling past when trains ran regularly on the now closed Cootamundra-Tumut branch line.
Gundagai Stagecoach Tours	Heritage	No longer in operation. A 1900s Coach ride to historic sites in Gundagai. Rides formerly held on last Sunday of every month, and by appointment.
Main Street Walking Tour	Heritage	2km stroll viewing many historic points of interest.
The National Pen Museum	Heritage	
Old Gundagai Common	Heritage	
Rusconi's Marble Masterpiece	Heritage	The Marble Masterpiece stands 1.2 metres high and is permanently on display at the Visitor Information Centre.
Gundagai Historical Museum	Heritage	The Gundagai Historical Museum is a treasure trove of memorabilia and displays. The Museum is managed entirely by volunteers. Open daily 9am-3pm.
Sundy in Gundy Market	Market	Various market stalls held on the last Sunday of the month from 9am-12pm in Sheridan Street, Gundagai.
Regional Sporting Grounds	Recreation	Gundagai features a range of sporting facilities
Crown Lands along the Murrumbidgee River – Canoe and Kayak Trail maps	Recreation	The trail maps cover 230km of river between the Burrinjuk Dam and Wagga Wagga. There are any Crown land reserves along the trial to camp overnight or stop for a lunch break.
Dog on the Tuckerbox Recreation Trail	Recreation	Walking/Cycling/Horse Riding Trail is a 4.6 km trail connecting the Dog on the Tuckerbox with the town of Gundagai.
Ellerslie Nature Reserve	Recreation	Covers an area of 1877 hectares containing six distinct forest ecosystems are found within the reserve and a diverse range of native animals. The reserve also contains a number of Aboriginal sites.
Gundagai River Walk	Recreation	A paved, shared, off-road cycle track links North and South Gundagai.
Lookouts	Recreation	Rotary Lookout, Mount Kimo, Mount Parnassus and Reno
The Murrumbidgee River	Recreation	The river plays host to all manner of activity - from water sports, to bushwalking.
Gundagai Emporium	Retail	Antique store situated on Sheridan Street in the centre of Gundagai.
Gundagai IGA	Retail	This business sells Darbalara Eggs from Darbalara Farm near Gundagai.
Remote Control Office	Services	Provides office/retail, shared office, and meeting spaces for professionals. Facilities include Wi-Fi printing, mail delivery, conference room, TV, and coffee.
Gundagai Visitor Information Centre	VIC services	The Gundagai Visitor Information Centre is located on the main street and provides visitor services including coach booking, as well as jail audio tours, sale of local produce and souvenirs, and houses the marble masterpiece on display.

TOURISM AND ECONOMIC DEVELOPMENT STRATEGY

Cootamundra

Asset	Type	Description
Bradman Motor Inn	Accommodation	The Bradman Motor Inn consists of 20 units, situated in a quiet location, 1.5 kilometres south of the town centre on Sutton Street (the Olympic Highway).
Cootamundra Caravan Park	Accommodation	The Cootamundra Caravan Park offers a variety of accommodation, including motel rooms, ensuite cabins, onsite vans, and spacious powered and unpowered sites for caravanners and campers.
Cootamundra Gardens Motel	Accommodation	The Cootamundra Gardens Motel has 23 rooms set in a courtyard shape around the central pool and spa area and has an in-house licensed dining room and function centre.
Cootamundra Heritage Motel	Accommodation	The Cootamundra Heritage Motel is situated right on the golf course at Cootamundra. The property consists of 16 executive rooms, seven king spa rooms, one wheelchair access room and four two bedroom villas.
Elm and Wren	Accommodation	Guesthouse accommodation with 22 rooms, a short walk from the main street.
Southern Comfort Motor Inn	Accommodation	Motel offering queen, twin, and family rooms located approximately 1.7kms from the centre of town.
Wattle Tree Motel	Accommodation	The Wattle Tree Motel is the closest motel to the main Cootamundra central business district. It is only a short walk to the RSL Club, hotels, coffee shops, bakery, Post Office and Railway Station.
Woodie's Cottage	Accommodation	Located in central Cootamundra, Woodie's Cottage is a fully furnished, self-contained, four bedroom house which accommodates up to nine people.
Claron Park Produce and OBryan's Natural Products	Agritourism	The owner used to grow vegetables and native 'bush tucker' plants on her property in Cootamundra to be made into sauces and preserves. Business now closed.
Organic Farm Tour	Agritourism	Take the tour bus to visit two organic farms: Planted Cootamundra and The Patch Homegrown organic farm.
Antique Car Rally	Event	Held at the Airport annually
Bachelor and Spinster Ball	Event	Held annually every Easter Saturday at the showground.
Coota Beach Volley Ball Festival	Event	The annual Coota Beach Volleyball Festival is held every February. Games are held on the Saturday and Sunday, and the event includes beach sprints competition, music/entertainment, food and beverage stands. The event is free for spectators to attend.
Cootamundra Annual Classic (Cycling)	Event	Annual cycling event traditionally held on the last Saturday in August. It is one of the oldest open road races in New South Wales. The Cootamundra Annual Classic Recovery is a shortened version of the Classic course held on the Sunday.
Cootamundra Show	Event	The Cootamundra Show is held every year on the third weekend of October. The show is run by the Cootamundra Show Society, and includes pavilion classes, livestock competitions, the Showman's Guild (sideshow alley), trade stalls and family entertainment.
Drag Racing	Event	Held at the Airport annually
Father's Day Swap Meet	Event	The Cootamundra Antique Motor Club have been running their Father's Day Swap Meet for 26 years. Attracts crowds of 2,500 +. Held on the first Sunday in September.

TOURISM AND ECONOMIC DEVELOPMENT STRATEGY

Asset	Type	Description
Haycarters (Cycling)	Event	The First Coota Haycarters race was run as a fundraising interclub race. It has grown from a 40 field race to one of the biggest handicap races for its distance staged in NSW. The race is held annually on the 2nd Saturday of May. The Haycarters Recovery is a shortened version of the Haycarters course held on the Sunday.
Local Unlimited	Event	Local Unlimited was a local food event held at The Arts Centre Cootamundra on 25 May 2018. It featured a presentation on the benefits of local food production by blogger Sophie Hansen and a tasting of local food from producers around Cootamundra.
Make it Local	Event	Make it Local is a quarterly shared dinner where attendees bring a plate of food made with ingredients sourced from a 100 mile radius of Cootamundra.
The Cootamundra Cup	Event	Horse racing event held annually at the Turf Club on Sunday of the long weekend in October. Includes covered betting ring and bar facilities.
Tubby's Ride and Family Day	Event	An event to recognise and appreciate the overwhelming support of the Cancer Council. The ride will start from two locations: Queanbeyan and Cootamundra, with other riders joining in on along the way. Includes a barbecue lunch, coffee van, jumping castle, face painting, kids activity table, fire engine on display, raffles, car and motorcycle display, fund raising merchandise.
Corridor 37 Cafe	Food and Beverage	This cafe in Cootamundra buys produce from backyard growers and sells it in its store Providore 37.
Dusty Road Coffee Roasters	Food and Beverage	Dusty Road Coffee Roasters is a coffee shop located on Cooper Street. They offer a collection of locally-roasted coffee blends for sale.
Planted Cootamundra Wholefoods Cafe	Food and Beverage	Planted Cootamundra is a wholefoods cafe specialising in local organic seasonal food. It also offers local sauces, cooking oils and jams for sale.
Aboriginal Girls Training Home	Heritage	The Cootamundra Aboriginal Girls' Training Home provides an example of the historical practice of Aboriginal wards of the State being denied their Aboriginality and cultural heritage which was the subject of a National Inquiry into the Separation of Aboriginal and Torres Strait Islander Children from the Families in 1997 (Commission of Inquiry).
Captain's Walk	Heritage	The Captains Walk features 42 bronze sculptures of Australian Test Cricket Captains, along with Unaarrimim the leading Aboriginal player in the first Australian cricket team to tour England in 1868. It is located in the Jubilee Park
Milestones sculptures in Cootamundra	Heritage	The sculptures are in two locations - in Mackay Park at Wallendbeen and in Parker Street next to the Catholic School in Cootamundra. These fibre optic lit sculptures were opened in 1997 by the then Governor General and are very beautiful and significant.
Railway Station	Heritage	Cootamundra railway precinct is of state significance as a major railway complex on the Main Southern line dating from a period of rapid railway expansion in NSW. Generally in good condition.
Sir Donald Bradman's Birthplace Museum	Heritage	The Donald Bradman's Birthplace Museum is located at the building in which Donald Bradman was born in 1908. The building has been restored and contains a collection of memorabilia. It is open 9 to 5, 7 days a week and offers souvenirs for sale.
WWII Ampol Aviation Fuel Depot	Heritage	The site elements surviving from World War II. The site has been disused since 1995 when Caltex closed it down. The key original elements built during World War II - notably the fuel tanks - remain intact and in fair to good condition.

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Asset	Type	Description
Cootamundra Heritage and Visitor Information Centre	Heritage	The Heritage Centre (former Railway Barracks Railway Complex) houses an eclectic display of historical items relevant to Cootamundra, and district in a large main gallery (former dining room), kitchen and 14 smaller galleries which house items including locally built motorcycle from 1912.
Cootamundra Girl Guide's Sunday Market	Market	The markets are held on the second Sunday of the month at Fisher Park on Bourke Street in Cootamundra from 9am – 1pm. Some local producers/vendors.
Apex Park	Recreation	RV Dumping Point
Camp Grounds	Recreation	Jindalee National Park, Cootamundra Caravan Park, Pioneer Park, Buthungra Dam Reserve.
Cootamundra Country Club	Recreation	The Cootamundra Country Club is the oldest golf club in NSW since 1895. Offers sporting facilities for golf, bowls and croquet. Social activities include Bridge, Bingo, TAB, poker machines and a bar. Conference Room Facilities are available.
Jindalee National Park	Recreation	Jindalee National Park is located approximately 10 kilometres north of Cootamundra and covers an area of 1076 hectares
Migurra Reserve	Recreation	Activities at the reserve include bird watching, nature walks, Gardiners Lookout viewing place and picnic area.
Parks	Recreation	A range of parks are available in town
Rugby Club Grandstand	Recreation	Host games
Swimming Pool	Recreation	Cootamundra/Gundagai Council operates an Olympic Pool complex for the benefit of both residents and visitors.
Ulandra Nature Reserve	Recreation	Ulandra Nature Reserve was created in June 1981 to protect the Cootamundra wattle. It covers an area of 3931ha.
Buthungra Dam	Recreation	Buthungra dam is located near the settlement of Buthungra. Fishing and camping available.
Regional Sporting Grounds	Recreation	A range of sporting facilities including 9 cricket ovals, and recently upgraded tennis courts
Mountain Bike Track, Little Hurley Lane	Recreation	An extended series of mostly single track and a few fire trails behind the Cootamundra Country Club and Golf Course. Can be easily linked up with Pioneer Park via connecting fire trail for an extended ride.
The Arts Centre Cootamundra	Recreation	The Arts Centre Cootamundra is a community built, organised and controlled arts facility. It exists to provide a venue and facilities for Arts activities in the Cootamundra Gundagai Regional Council area.
Cootamundra Art and Craft Centre	Recreation/Event	The Cootamundra Art and Craft Centre offers locally handmade items for sale. There is a weekly gathering of a craft group on Monday, Tuesday and Thursday.
Cootamundra Butchery	Retail	Sells locally grown meat, including a breed of lamb called Texel which is produced at the property Hillside in Cootamundra.
Cootamundra SUPA IGA	Retail	Cootamundra IGA sells beef from Sunny Point farm in Oberon, locally produced olive oil and Harden Honey.
Quality Junk	Retail	Antique and collectibles shop located near Planted café in Cootamundra.
The Patch	Retail	This business sells eggs and seedlings at the Riverina Producer's Market in Wagga Wagga, Murrumbateman Village Markets and Cootamundra Sunday Markets. Potential to offer farm tours and set up a farm shop selling seedlings in the future.

TOURISM AND ECONOMIC DEVELOPMENT STRATEGY

Villages and Rural

Asset	Type	Description
Adjungbilly		

Coolac

Coolac Cabins and Farmstay	Accommodation	The cabin and farm stay business offers three cabins for hire on a 90 acre beef cattle farm.
The Rabbit's Hut	Accommodation	Offers accommodation in a two bedroom house on a cattle station bordered by the Murrumbidgee River.
The Beehive Hotel	Accommodation/ Recreation	The Coolac Beehive hotel offers meals, accommodation, and hosts a range of events.
Coolac Memorial Hall	Heritage	Coolac Memorial Hall was erected in memory of those who have served in conflicts in which Australia has been involved. The hall was erected around 1959 to replace an earlier hall that burnt to the ground the previous year.

Muttama

Carinyah Homestead	Accommodation	A four bedroom farmhouse situated between Cootamundra and Muttama on a crop and livestock farm. It is listed on Airbnb as 'Homestead der Farm Carinyah'.
Wired Lab Festival	Events	The Wired Lab is an artist led organisation evolving interdisciplinary art practices in rural Australia. The 2017 Wired Open Day Festival was held in Muttama, showcasing the 'agri(culture)' project, a collaborative series with artists collaborating with farmers to explore emerging and ancient agricultural systems.
Muttama Recreation Ground Memorial Gateway	Heritage	2 Brick pillars either side of steel ramp with Memorial plaques for World War I attached to Left Hand Pillar and World War II attached to Right Hand Pillar.

Nangus

Kimo Estate	Accommodation	Luxury accommodation, wedding and reception venue in Nangus on a 7,000ac sheep and cattle farm. It offers onsite accommodation for up to 28 people in four buildings.
Nangus Public Hall War Memorial and Gates	Heritage	War memorial hall with decorative blue and white 'sunburst' gates, displaying "Lest We Forget" in the metal work. Inside the grounds, a granite roll of honour, mounted on a stone. This memorial is displayed in an area framed by a garden arch.
Popped up at Kimo	Event	Popped up at Kimo was held in November 2018 and featured a range of pop up shops at Kimo Estate.

TOURISM AND ECONOMIC DEVELOPMENT STRATEGY

Asset	Type	Description
Stockinbingal		
Balcraggan Accommodation	Accommodation	Country house accommodation situated 800 metres off the Burley Griffin Way. New and modern cabin surrounded by native trees can comfortably accommodate up to eight people. Features an outdoor swimming pool and children's playground.
Village Fair	Events	Held annually at Ellwoods Hall, for the community and surrounding areas. Includes market stalls, food and beverage, and various displays.
Bowling Club	Recreation	Provides social and community interaction, e.g. lawn bowls, croquet tournaments and a meeting point for groups such as the Bike Riding Club, the Stop and Mingle Club, Housie nights and Foody Theme nights. Run by the community and volunteers.
Commercial Hotel	Recreation	Built in 1892 to cater for the Cobb & Co coaches which used the village as a staging post for the trip from Harden to Temora. Now permanently closed.
Ellwood's Hall	Recreation	Community function centre and a meeting place used all year round. Suitable for markets, parties, trivia nights and fairs.

Tumblong		
Paterson's Gundagai Vineyard Cellar Door	Agritourism	The cellar door has now closed, and the owner sells most of his stock to China online.
Tumblong State Conservation Area	Heritage	Tumblong State Conservation Area covers 746 hectares and lies 30 kilometres northwest of Tumut and 15 kilometres north of Adelong on the south west slopes of New South Wales.
Tumblong Tavern	Recreation	Café meals and coffee available, great atmosphere and beer garden. Bar Open 7 Days

Wallendbeen		
Wallendbeen Park Farm	Accommodation	A 150 acre farm producing mixed breed pigs and Speckled Park cattle. Farm stay accommodation is available in a cottage renovated from a former schoolhouse for up to three guests.
Station Master's House	Accommodation	3 Bedrooms, large enclosed garden, as well as a newly paved terrace and outdoor setting. There is opportunity to develop the house into a commercial facility.
Allawah Old Methodist Church	Accommodation	Allawah is a restored 100 year old Methodist church, located in Wallendbeen. It provides accommodation suited for couples.
Wallendbeen Hotel	Recreation	Originally a Cobb and Co office and stables, the Hotel has been operating since 1982. Currently serves as the hub of the Wallendbeen Community, offering drinks, as well as meals and accommodation on the weekend.

TOURISM AND ECONOMIC DEVELOPMENT STRATEGY

Appendices

- A – Strategic documents review summary
- B – Economic and Tourism profile
- C – Survey results, forums and consultation commentaries
- D – Tourism Committee Workshop summaries
- E – Previous consultation by Council summary

TOURISM AND ECONOMIC DEVELOPMENT STRATEGY

Western Research Institute

WRI is a regional development research organisation located in Bathurst, New South Wales. WRI holds a wealth of knowledge on employment, business development and investment issues affecting regional Australia. It has worked with Commonwealth, State and Local Governments and industry groups on numerous investment and development programs in regional areas.

Ms Kathy Woolley – Chief Executive Officer

GAICD, Change Management Qualification (AGSM), BComm (Economics with merit - UWO), Public Participation Certificate (IAP2), Cert. IV Workplace training and assessment (TAFE)

Kathy joined the WRI team in February 2018 having previously worked on a variety of boards and in many senior management roles across sectors including media, health, education, regional development, government, event management, research and sales. For a number of years Kathy also ran a consultancy specialising in services for not for profit entities, focusing on best practice techniques in management and governance.

With formal qualifications in change management, company directorship, community engagement, economics and training, and well developed skills in human resources, information technology, finance and economic development, Kathy offers a unique skill set to assist with most business needs.

Kathy spent 16 years working in local government at the Director/General manager level. Her responsibilities included finance, information technology, internal audit, tourism, economic development, communications, governance, human relations, legal services, insurance and policy generation.

This is the second time Kathy has worked for WRI, previously fulfilling the role of Business Development Manager. A position as a research officer for a similar organisation in the Illawarra rounds off the experience in economic modelling and research.

Mr Alistair MacLennan – Senior Research Consultant

BA Political Economy, First Class Honours (UNE)

Alistair brings a wealth of research experience to WRI. Alistair has skills in data analysis, economics and business and a wide understanding of government. Alistair also has

experience in policy development in the energy sector where he engaged with industry, government agencies and NGOs to inform policy. His experience in engaging with clients, stakeholders and the public assists WRI to fully understand its clients' needs and provide tailored research.

Mr Chris Mullen – Research Officer

BEcon UNE

Chris is an Economics graduate from the University of New England and is currently undertaking a Master of Economics course. Chris has a great interest and passion for macro and microeconomics, policy analysis and development economics. Throughout his degree Chris has gained skills in benefit-cost analysis, business statistics, and economic modelling. Having grown up on a property on the mid-north coast, Chris has a strong understanding of life in regional Australia and the issues rural communities face.

Ms Dale Curran – Executive Officer

BA ANU

Dale is responsible for all administrative processes at WRI including executive support, project management, finance, management of the Board of Directors and maintenance of policies. She has worked in a variety of roles at WRI, including Fieldwork Supervisor and Research Assistant, and has worked on several community and business surveys. Dale brings a high level of organisational skill to her role as Executive Officer.

Ms Heather Waters - Administration Officer

Heather joined WRI in October 2018 and brings strong skills in customer service from her experience working in the retail industry. Heather is passionate about building strong rural communities.



133 Piper St Bathurst NSW 2795
M: PO Box 9374 Bathurst NSW 2795 | P: 02 6333 4000

ABN: 76 090 089 991
E: team@wri.org.au

www.wri.org.au

APPENDICES TO THE TOURISM AND ECONOMIC DEVELOPMENT STRATEGY

APPENDIX A: ALIGNMENT WITH STRATEGIC DOCUMENTS

The following summarises the alignment of the Tourism and Economic Development Strategy focus areas formulation with key strategic documents from Council and the NSW Government.

A brief summary of the key areas of alignment are identified in the nominated documents follows.

[Cootamundra-Gundagai Regional Council – Integrated Planning and Reporting framework documents](#) including:

- Our place, Our future - Community Strategic Plan 2018-28
- Delivery Program 2018-19 to 2020-21
- Operational Plan 2018-19
- Resourcing Strategy – inclusive of the Long Term Financial Plan 2018-28, Workforce Management Plan and assets management planning documents.

Community Strategic Plan

The Community Strategic Plan was developed by Council after community consultation to determine the priorities and aspirations of the Cootamundra-Gundagai community over the next 10 years and how those objectives will be achieved.

Summary of consultation undertaken in the creation of the Plan:

- Community Listening sessions
 - 109 people attended 12 workshops in the Community Listening Sessions
 - 1 all staff workshop attended by 87 staff members
- Council brand consultation
 - 200 people attended the community meetings and workshops on Council's brand
 - 600 respondents to the brand related survey
 - 200 school students engaged as part of the brand considerations
 - 160 people provided feedback on Council's logo
- Village consultation
 - 103 people attended the Village Strategy sessions
 - 4 schools were visited and 74 students commented
 - 92 submissions were received on the Village Strategy
- Disability Inclusion Access Plan
 - 24 people participated in the workshops to create the Plan
- Economic Development Strategy (phase 1)¹
 - 4 workshops attended by 50 community members

¹ Note, phase 2 consultations were undertaken as part of the finalisation of the Tourism and Economic Development Strategy that this document supports.

The Community Strategic Plan details four key directions and twelve objectives:

Key Directions	Objectives
1. A vibrant and supportive community: all members of the community are valued and connected	1.1 The community is inclusive and connected. 1.2 Public spaces provide for a diversity of activity and strengthen social connections. 1.3 Community members are healthy and safe.
2. A prosperous and resilient economy: we are innovative and “open for business”.	2.1 The local economy is strong and diverse. 2.2 Strategic land-use planning is co-ordinated and needs-based. 2.3 Tourism opportunities are actively promoted. 2.4 The local workforce is skilled and workplace ready.
3. Sustainable natural and built environments: we connect with the places and spaces around us.	3.1 The natural environment is valued and protected. 3.2 The built environments are supported to enhance liveability.
4. Good governance: an actively engaged community and strong leadership team.	4.1 Decision-making is based on collaborative, transparent and accountable leadership. 4.2 Active participation and engagement in local decision-making. 4.3 Cootamundra-Gundagai Regional Council is a premier local government Council.

Cootamundra-Gundagai Regional Council Delivery Program 2018-19 to 2020-21

The Program provides an overview of Council's proposed activities over the term of the Council. The principal activities are linked to the Community Strategic Plan directions and objectives.

Principal activities noted in the Delivery Plan that were aligned and significant in formulating the Tourism and Economic Development Strategy are:

Key Direction 1: A vibrant and supportive community: all members of our community are valued and connected

Objective 1.1: Our community is inclusive and connected.

Strategy 1.1a: A range of programs, activities and events are delivered and promoted across the region to create opportunities for all members of our community to come together and strengthen community cohesion.

No.	Principal Activities
1.1a (1)	Deliver a range of programs, activities and events and ensure they are planned, promoted and executed in an efficient, inclusive and professional manner.
1.1a(2)	Work with our community to promote community spirit by assisting with the administration, organisation and promotion of events and community gatherings as required.
1.1a(3)	Encourage the development of initiatives to welcome new residents and make them aware of the opportunities which exist in the local government area.
1.1(a)4	Provide modern, vibrant and relevant library services, programs and activities to the community in conjunction with Riverina Regional Library (RRL).

Key Direction 1: A vibrant and supportive community: all members of our community are valued and connected**Objective 1.1: Our community is inclusive and connected.****Strategy 1.1b:** Cultural and arts facilities and services are promoted and supported.

No.	Principal Activities
1.1b(1)	Build and sustain partnerships with cultural and arts bodies, and the local arts community, to support activities and to secure funding for cultural and arts development in the local government area.
1.1b(2)	Provide assistance to art and cultural bodies to promote and develop programs and facilities.

Key Direction 1: A vibrant and supportive community: all members of our community are valued and connected**Objective 1.1: Our community is inclusive and connected.****Strategy 1.1c:** Local groups, clubs, and volunteer organisations are recognised, promoted and supported.

No.	Principal Activities
1.1c(3)	Provide support and funding where possible to support a range of community groups to deliver positive outcomes for the local community.

Key Direction 1: A vibrant and supportive community: all members of our community are valued and connected**Objective 1.1: Our community is inclusive and connected.****Strategy 1.1e:** Develop and implement a range of activities and initiatives which promote a culture of accessibility and inclusiveness.

No.	Principal Activities
1.1e(2)	Develop and implement a Youth Strategy which meets the needs of young people within our community.

Key Direction 1: A vibrant and supportive community: all members of our community are valued and connected

Objective 1.2: Public spaces provide for a diversity of activity and strengthen our social connections

Strategy 1.2a: Maintain and enhance the amenity of our main streets and public spaces so that they are attractive, clean and people feel safe.

No.	Principal Activities
1.2a(1)	Enhance the amenity and appearance of our towns' main streets.

Key Direction 1: A vibrant and supportive community: all members of our community are valued and connected

Objective 1.2: Public spaces provide for a diversity of activity and strengthen our social connections

Strategy 1.2b: Promote our sense of identity and enhance the attractiveness of our region by investing in town and village entrances.

No	Principal Activities
1.2b(1)	Improve the amenity of town and village entrances.

Key Direction 1: A vibrant and supportive community: all members of our community are valued and connected

Objective 1.2: Public spaces provide for a diversity of activity and strengthen our social connections

Strategy 1.2c: Encourage the wide-spread use of open spaces and community facilities by ensuring they are welcoming, accessible, maintained and managed for everyone to enjoy, and that they continue to meet the needs of our community.

No	Principal Activities
1.2c(5)	Investigate options to work in partnership and enter into joint venture arrangements to make better use of facilities within the local government area.

Key Direction 1: A vibrant and supportive community: all members of our community are valued and connected**Objective 1.3: Our community members are healthy and safe**

Strategy 1.3a: A broad range of services are provided and supported to meet the needs of all members to promote personal health and well-being and encourage a healthy lifestyle.

No	Principal Activities
1.3a(2)	Promote a wide range of health and community services offered by various agencies in the local government area.
1.3a(4)	Promote programs which encourage healthy lifestyle choices and activities.

Key Direction 1: A vibrant and supportive community: all members of our community are valued and connected**Objective 1.3: Our community members are healthy and safe**

Strategy 1.3b: Provide opportunities for the recreational and active use of parks, sporting facilities and swimming pools by ensuring they are promoted, accessible, safe, maintained and managed, and meet the needs of all age groups.

No	Principal Activities
1.3b(1)	Provide, maintain, renew and promote high quality sporting, swimming and active recreational facilities and programs for the community, active sporting associations and visitors.
1.3b(2)	Provide and maintain parks and gardens that are aesthetically pleasing, accessible and are available for passive recreational pursuits.
1.3b(3)	Construct a large-scale Adventure Playground in Gundagai.

Key Direction 1: A vibrant and supportive community: all members of our community are valued and connected**Objective 1.3: Our community members are healthy and safe**

Strategy 1.3c: Work with key partners and members of our community to maintain low levels of local crime and deliver community safety.

No	Principal Activities
1.3c(1)	Work in partnership with local agencies to identify and advocate for opportunities to improve overall community safety.

Key Direction 2: A prosperous and resilient economy: we are innovative and 'open for business'**Objective 2.1: The local economy is strong and diverse****Strategy 2.1a:** Develop and deliver strategies which support the economic sustainability of the Cootamundra-Gundagai region

No	Principal Activities
2.1a(1)	Develop and implement an integrated Tourism and Economic Development Strategy for the Cootamundra-Gundagai region.
2.1a(2)	Work in partnership with individuals, the private sector, other agencies and levels of government to deliver economic development initiatives.
2.1a(3)	Implement strategies which encourage the growth of the local population.
2.1a(4)	Actively seek and apply for funding opportunities which deliver additional income and contribute to community objectives.

Key Direction 2: A prosperous and resilient economy: we are innovative and 'open for business'**Objective 2.1: The local economy is strong and diverse****Strategy 2.1b:** Develop and deliver strategies which support the economic sustainability of the Cootamundra-Gundagai region

No	Principal Activities
2.1b(1)	Work with land-owners, farmers and other agencies to advocate for the protection of the local agricultural sector through an effective land-use strategy.
2.1b(3)	Provide, maintain and upgrade as funding permits the Saleyards facility which allows the regular sale of animals from this and surrounding districts in a suitable environment.

Key Direction 2: A prosperous and resilient economy: we are innovative and 'open for business'**Objective 2.1: The local economy is strong and diverse**

Strategy 2.1c: Ensure transportation networks link our local government area with other regional centres and cities and support economic, environmental and community needs.

No	Principal Activities
2.1c(1)	Work with key partners to explore and advocate for opportunities to better utilize and develop transportation and freight networks which meet our community needs.
2.1c(2)	Provide and maintain a safe and well maintained aerodrome for use by commercial and recreational aircraft and promote use by external users.

Key Direction 2: A prosperous and resilient economy: we are innovative and 'open for business'**Objective 2.1: The local economy is strong and diverse**

Strategy 2.1d: Ensure communication and electronic technologies are accessible to all, meet the current and future needs of our community, and provide consistent and reliable coverage across the local government area

No	Principal Activities
2.1d(1)	Promote the development of efficient telecommunications technology for business, land owners, education and health needs.
2.1d(2)	Support and advocate for the installation of the National Broadband Network across the local government area.
2.1d(3)	Offer and promote free public Wi-Fi internet access in key public spaces across the local government area.

Key Direction 2: A prosperous and resilient economy: we are innovative and 'open for business'**Objective 2.1: The local economy is strong and diverse**

Strategy 2.1e: Identify, promote and incentivise the strategic and innovative investment opportunities that exist in our region.

No	Principal Activities
2.1e(1)	Implement a range of initiatives which support and promote the sustainable development of the towns' Central Business Districts and industrial land.
2.1e(2)	Promote to the community and industry groups potential growth opportunities and development efficiencies.
2.1e(3)	Encourage growth in development and construction locally.

Key Direction 2: A prosperous and resilient economy: we are innovative and 'open for business'**Objective 2.1: The local economy is strong and diverse**

Strategy 2.1f Develop and strengthen effective partnerships with, and between, locally-based organisations and business operators to enhance connectivity and working together.

No	Principal Activities
2.1f(1)	Work in partnership with agencies and other levels of government to support local businesses.
2.1f(2)	Work with key partners and local business owners, investors and employers to investigate, advocate for and promote opportunities for business development and networking.
2.1f(3)	Maintain a close liaison and continue to work with Regional Development Australia.

Key Direction 2: A prosperous and resilient economy: we are innovative and 'open for business'**Objective 2.2: Strategic land-use planning is co-ordinated and needs-based****Strategy 2.2a** Develop integrated land-use strategies which meet the community's current and future needs.

No	Principal Activities
2.2a(1)	Develop a new, comprehensive Local Environmental Plan for the local government area.
2.2a(2)	Identify and address current and future land-use needs through integrated strategic planning and development.
2.2a(3)	Provide accurate and timely advice regarding existing and proposed development within the legislative scope of Council.

Key Direction 2: A prosperous and resilient economy: we are innovative and 'open for business'**Objective 2.2: Strategic land-use planning is co-ordinated and needs-based****Strategy 2.2b** Develop integrated land-use strategies which meet the community's current and future needs.

No	Principal Activities
2.2b(1)	Develop and operate development control plans to ensure compliance with appropriate legislation and to achieve the best possible planning and development outcomes for the community.
2.2b(2)	Ensure that a supply of industrial and residential land is available at all times to facilitate the orderly expansion of the local government area.

Key Direction 2: A prosperous and resilient economy: we are innovative and 'open for business'

Objective 2.3: Tourism opportunities are actively promoted

Strategy 2.3a: Develop and implement strategies which provide opportunities for increased tourism.

No	Principal Activities
2.3a(1)	Develop and implement an integrated Tourism and Economic Development Strategy for the Cootamundra-Gundagai region.

Key Direction 2: A prosperous and resilient economy: we are innovative and 'open for business'

Objective 2.3: Tourism opportunities are actively promoted

Strategy 2.3b: Actively promote the local government area and local programs, activities and events to attract visitors to the region

No	Principal Activities
2.3b(1)	Work co-operatively with key partners to identify opportunities and to further promote the local government area to tourists and visitors.
2.3b(2)	Work with the community to develop a marketing strategy for the local government area as a tourist destination.
2.3b(3)	Ensure local programs, activities and events are actively promoted via a range of mediums to attract and encourage visitors and tourists.

Key Direction 2: A prosperous and resilient economy: we are innovative and 'open for business'**Objective 2.3: Tourism opportunities are actively promoted****Strategy 2.3c:** Invest in improvements to visitor amenity and experiences

No	Principal Activities
2.3c(1)	Provide and maintain Visitor Information Centres which meet the needs of tourists and visitors to our local government area.
2.3c(2)	Undertake a redevelopment of the Gundagai Visitor's Information Centre.
2.3c(3)	Provide a high quality accommodation facility at the Caravan Parks in Cootamundra and Gundagai for the use of visitors.
2.3c(4)	Undertake connection of water supply to the Dog on the Tuckerbox site.
2.3c(5)	Maintain and improve the tourism infrastructure, facilities and services in the local government area to make our area an attractive place to visit.

Key Direction 2: A prosperous and resilient economy: we are innovative and 'open for business'**Objective 2.4: Our local workforce is skilled and workplace ready****Strategy 2.4a:** Develop and implement strategies which increase the knowledge, skills and health of our local workforce.

No	Principal Activities
2.4a(1)	Promote local employment and training opportunities within the Council organisation.
2.4a(2)	Work with various agencies to promote a range of programs, activities and opportunities which improve the health, well-being and employability of our community.

Key Direction 3: Sustainable natural and built environments: we connect with the places and spaces around us**Objective 3.1: The natural environment is valued and protected****Strategy 3.1b:** Investigate and implement renewable energy technologies to reduce our environmental footprint.

No	Principal Activities
3.1b(1)	Investigate, identify and promote opportunities that exist within the local government area for implementation of renewable energy technologies.

Key Direction 3: Sustainable natural and built environments: we connect with the places and spaces around us**Objective 3.2: Our built environments support and enhance liveability****Strategy 3.2b:** Ensure a variety of housing options are made available

No	Principal Activities
3.2b(1)	Ensure that planning and development controls are in place to promote and facilitate a variety of housing options for residents.

Key Direction 3: Sustainable natural and built environments: we connect with the places and spaces around us**Objective 3.2: Our built environments support and enhance liveability****Strategy 3.2c:** Deliver and maintain infrastructure to meet the current and future needs of our community

No	Principal Activities
3.2c(1)	Operate and maintain a water reticulation system capable of providing potable water to all connected premises with minimum disruption and maximum efficiency.
3.2c(3)	Investigate options for the connection of a water supply to Nangus Village, and consult with the community.

Key Direction 3: Sustainable natural and built environments: we connect with the places and spaces around us**Objective 3.2: Our built environments support and enhance liveability****Strategy 3.2d:** Develop and implement strategies to deliver safe and accessible local roads, bridges, footpaths and parking.

No	Principal Activities
3.2d(4)	Develop and implement asset management plans and strategies for all transport assets.

Key Direction 3: Sustainable natural and built environments: we connect with the places and spaces around us**Objective 3.2: Our built environments support and enhance liveability****Strategy 3.2e:** Supply local public transport networks to cater for the current and future needs of residents, businesses and visitors

No	Principal Activities
3.2e(1)	Provide, maintain and renew Council-controlled public transport infrastructure within the local government area.
3.2e(2)	Advocate for State and Federal departments to improve public transport networks to meet the needs of our community.

Key Direction 4: Good governance: An actively engaged community and strong leadership team**Objective 4.1: Decision-making is based on collaborative, transparent and accountable leadership****Strategy 4.1a:** Council is representative of the community and works together to meet the needs of our local government area.

No	Principal Activities
4.1a(3)	Council's corporate plans are informed by community expectations and are reviewed and updated on a regular basis to meet the changing needs of our community members.

Key Direction 4: Good governance: An actively engaged community and strong leadership team**Objective 4.1: Decision-making is based on collaborative, transparent and accountable leadership****Strategy 4.1b:** Strengthen strategic partnerships with the community, business and all levels of government.

No	Principal Activities
4.1b(3)	Participation in relevant REROC activities that will benefit the local government area.
4.1b(5)	Continue to foster and support the Youth Council.
4.1b(6)	Work in partnership with community members, businesses and all levels of government to deliver community priorities.

Key Direction 4: Good governance: An actively engaged community and strong leadership team**Objective 4.1: Decision-making is based on collaborative, transparent and accountable leadership****Strategy 4.1c:** A clear strategic direction is outlined in Council's corporate plans and guides Council's decision-making and future planning.

No	Principal Activities
4.1c(1)	The development of the Cootamundra-Gundagai Regional Council's integrated suite of plans, including the Community Strategic Plan, Delivery Program, Operational Plan and resourcing plans, provide a clear strategic direction and drives the organisation's activities
4.1c(3)	Determine development applications in an efficient and effective manner based on merit
4.1c(4)	Develop a Place Plan which incorporates the Economic Development, Open Space Recreation, Arts and Cultural and Disability Action Strategies

Operational Plan 2018-19

The Operational Plan provides the budget and operating initiatives for items listed in the Delivery Plan. The Tourism and Economic Development initiatives provide greater detail of the activities planned for 2018/19 and are listed in the operational plan as:

- *Focus resources where a competitive advantage (cost, difference or focus) exists to maximise return.*
- *Support local business with promotion and training.*
- *Encourage a positive business culture by creating partnerships.*
- *Apply consistent effort on key priorities to encourage and identify investment opportunities.*
- *Actively support and promote a proactive planning environment which facilitates sustainable and socially responsible business development.*
- *Continue the strong focus on lobbying for new infrastructure and infrastructure renewal.*
- *Promote and support a range of activities, programs and community groups which improve visitor experience.*

Key Objectives are noted as:

- *Provide facilities and services within our towns and villages that make them attractive places to live and conduct business.*
- *Work with regional and broader business and industry to develop and service our visitor economy as a key contributor to local economic sustainability.*
- *Engage with Federal and State Government in supporting local business and local infrastructure.*
- *Facilitate, advocate and work with business, government, community, key stakeholders and groups to enhance our local economy.*

Projects are noted as:**Tourism and Economic Development Strategy**

- Council have undertaken some initial work on the Economic Development Strategy including some community consultation. Council will now work to create a comprehensive Tourism & Economic Development Strategy covering the whole local government area.

Gundagai Visitor Information Centre Redevelopment

- The redevelopment of the Gundagai Visitor Centre will include removal of the internal visitor toilets, building a theatrette space and upgrading the premises to enable greater accessibility for visitors.

Cootamundra Tourism Website and Event Newsletters

- Using the established models developed in Gundagai, Council will work to develop a standalone Cootamundra tourism website and both hard copy and email event newsletters.

New Residents Pack

- Council will develop a new resident's folder with general information on the Council area and services, which is able to be supplemented with additional information on the relevant preferred residential locality.

Develop integrated Calendar of Events

- Create and maintain a Calendar of Events of activities, programs and community events across the local government area and promote them to encourage community and visitor participation.

Implementation of the Gundagai Gaol Masterplan

- Begin implementation of the recommendations of the Gundagai Gaol Masterplan.

Main Street interpretative signage at Gundagai

Increase visitor and community awareness of sites of historical interest along Sheridan Street, Gundagai through the installation of interpretive signs.

Placemaking Plan

- Placemaking is a multi-pronged approach to the planning, design and management of public spaces. Placemaking draws on a local community's assets, inspiration and potential, with the intention of creating public spaces that promote people's health, happiness, and well-being. The intention of the Council Placemaking Plan is to document a culture for our newly created Council area by giving an aspirational goal of the kind of place we want to live and creating action plans for the different aspects that need to change in order to realise that goal.

Key Performance Measures are noted as:

- *Growth in the number of businesses operating locally.*
- *Sustained growth in the size of the local economy including the visitor economy.*
- *Increased investment in infrastructure.*
- *Increased population.*
- *Increased community participation in tourism and economic development committees and/or groups.*

NSW Government Riverina Murray Regional Plan 2036

The NSW Department of Planning and Environment's Riverina Murray Regional Plan 2036 establishes a framework to grow the region's cities and local centres, supports the protection of high-value environmental assets and makes developing a strong, diverse and competitive economy central to building prosperity and resilience in the region.

The plan will guide the land use planning priorities and decisions over the next 20 years.

The plan's vision is to continue to leverage the regions strategic location by strengthening and supporting regional cities and infrastructure delivery. The Plan identifies four main goals and directions for each of these goals to deliver the plan, listed below.

Goal 1: A growing and diverse economy

- *Protect the region's diverse and productive agricultural land.*
- *Promote and grow the agribusiness sector.*
- *Expand advanced and value-added manufacturing.*
- *Promote business activities in industrial and commercial areas.*
- *Support the growth of the health and aged care sectors.*
- *Promote the expansion of education and training opportunities.*
- *Promote tourism opportunities.*
- *Enhance the economic self-determination of Aboriginal communities.*
- *Support the forestry industry.*
- *Sustainably manage water resources for economic opportunities.*
- *Promote the diversification of energy supplies through renewable energy generation.*
- *Sustainably manage mineral resources.*

Goal 2: A healthy environment with pristine waterways

- *Manage and conserve water resources for the environment.*
- *Manage land use along the river corridors.*
- *Protect and manage the region's many environmental assets.*
- *Increase resilience to natural hazards and climate change.*

Goal 3: Efficient transport and infrastructure networks

- *Transform the region into the eastern seaboard's freight and logistics hub.*
- *Enhance road and rail freight links.*
- *Support and protect ongoing access to air travel.*
- *Identify and protect future transport corridors.*
- *Align and protect utility infrastructure investment.*

Goal 4: Strong, connected and healthy communities

- *Promote the growth of regional cities and local centres.*
- *Build resilience in towns and villages.*
- *Create a connected and competitive environment for cross-border communities.*
- *Build housing capacity to meet demand.*
- *Provide greater housing choice.*
- *Manage rural residential development.*
- *Deliver healthy built environments and improved urban design.*
- *Protect the region's Aboriginal and historic heritage.*

Destination NSW Riverina Murray Destination Management Plan 2018

The Riverina Murray Destination Management Plan will guide and assist Destination Riverina Murray to stimulate growth in the region's visitor economy.

The key outcomes of the Destination Management Plan include:

- Strategic development themes which provide a framework for the identification of development opportunities across the region.
- Priority projects that will be a catalyst for driving increased visitation to the region
- A suite of destination development opportunities.
- Consideration of strategic cross-border projects which will have an impact on both sides of the river.
- A number of regional positioning projects which aim to strengthen the Riverina Murray region.

The Strategic Development themes include:

- Major centre development.
- Nature-based tourism.
- Rivers and waterways.
- Food and agritourism.
- Major touring routes.
- Sports and recreation.
- Festivals and events.

- Accommodation.
- Infrastructure and servicing.

Projects listed for the Cootamundra-Gundagai LGA and the Eastern Riverina sub-region in the Destination Management Plan include:

Cootamundra-Gundagai LGA

- Gundagai Rail Trail
- South Gundagai Café and Canoe Hire
- Kimo Estate Eco-huts
- Lanigan Abbey Estate

Eastern Riverina sub-region

- Canola Trail Signage
- NSW Silo Art Trail
- Riverina Agritourism Trail

South West Slopes Regional Economic Development Strategy 2018-2022

The South West Slopes Regional Economic Development Strategy sets out a long-term economic vision and associated strategy for the region's economic development for the five local government area comprising Bland Shire Council, Cootamundra-Gundagai Regional Council, Hilltops Council, Temora Shire Council and Weddin Shire Council. It builds on the endowments and economic strengths and specialisations of the region to guide investment over the next four years.

The Strategy for the region builds upon the opportunities presented by its endowments and specialisation, and also aims to address some of the key risks identified in the region. The vision and strategies of the plan are:

Vision

The South West Slopes Region will be a thriving community of choice, working together to leverage its endowments and core competencies in agriculture, mining, manufacturing, and tourism to achieve sustainable growth.

Strategies

- Support and grow Agriculture, Food Production and Mining sectors.
- Improve utilities, energy and telecommunications to grow the agricultural, food processing and mining industries, as well as business start-ups throughout the region.
- Drive economic growth in the region's core sectors by upskilling the workforce and facilitating innovation.
- Continue to develop and grow the visitor economy.
- Enhance the liveability and grow the population of the South West Slopes Region.

Specific actions for the Cootamundra-Gundagai LGA mentioned in the Strategy include:

- Develop the Cootamundra Turner's Lane Industrial precinct.
- Development of an indigenous cultural and interpretation Centre at the Gundagai Old Mill Art and Cultural Centre.
- Develop the Gundagai Rail Trail.

Cootamundra-Gundagai Regional Council - Villages Strategy 2018

The purpose of the Cootamundra-Gundagai Regional Council Villages Strategy 2018 is to provide clear, strategic indicators for the development of the villages of Cootamundra-Gundagai Regional Council Local Government Area over the next 30+ years.

The Strategy aims to inform residential and economic growth whilst being flexible and responsive to opportunities.

The Strategy is based on extensive community consultation and planning analysis to provide a blueprint for village planning and associated projects. This process has focused on identifying community direction with opportunities for growth, be that population and/or economic.

Actions to achieve these outcomes are listed and a works schedule has been created to assist in the delivery of these actions.

Key, regionwide actions identified in the strategy relating to environment, connections, economic opportunity, and planning principles are:

Environment

- *Develop a village chapter in the Development Control Plan which promotes a passive environmental design in dwellings.*
- *Create a street tree master plan for all villages and rural communities.*
- *All village subdivision is to have a minimum vegetation requirement to enhance existing flora and fauna habitat.*
- *Stormwater networks will be designed to incorporate water sensitive urban design principles.*

Connections

- *Develop a costed route plan for a rail trail Coolac-Gundagai-Tumblong.*
- *Survey Murrumbidgee walking and riding trail and identify enabling works.*

Economic opportunity

- *Dedicate an individual page to each village on the Council's website.*
- *Create a single brochure which covers the Cootamundra-Gundagai Regional Council Local Government Area promoting economic opportunities and experiences in the villages and towns.*
- *Review Contributions Plans to identify opportunities for funding for village works which will also provide opportunity for works in kind arrangements for developments in the villages.*

Planning principles

- *Create a how to guide for developing in villages.*
- *Implement zoning changes proposed for the villages no later than 2020.*

Gundagai Shire Visitor Information Services Report – Prepared for Gundagai Shire Council March 2013 by Tilma Management

The Gundagai Shire Visitor Information Services Report provided a review of the Gundagai Visitor Information Centre (VIC) and its operations including staff, day-to-day operations, ambience and appeal, and industry liaison. The report then makes a series of key recommendations, detailed below.

Future opportunities and recommendations

- *Develop an overarching strategic plan for the development for Gundagai as a visitor destination.*
- *That travel services operations, including coach, rail, and holiday bookings, be removed from the VIC. It was found that Travel Centre operations are currently generating 25% of all revenue and at the same time are consuming approximately 80% of staff hours.*
- *Renovations should be undertaken to improve signage, displays, fit out and furniture of the VIC.*
- *A local awareness campaign should be run to promote the VIC.*
- *Income generation strategies at the VIC should be expanded.*
- *The VIC could act as an event hub, assisting with promotion, ticket sales, and information during events.*
- *A restructuring of staff and a clear and effective organisational structure be implemented.*
- *Implement a brochure policy to ensure appropriate and relevant brochures only are displayed.*
- *Consider the establishment of an industry supported Local Tourism Organisation.*
- *Consider offering additional Council services at the VIC to reduce costs.*
- *Introduce a volunteer program at the VIC.*
- *Review the need to operate as a level 1 VIC and consider operating as a level 2 VIC to reduce operating hours and overhead costs.*

Economic Development Strategy – Cootamundra-Gundagai Regional Council - May 2017 prepared by Crowe Howarth

Cootamundra-Gundagai Regional Council prepared the draft Economic Development Strategy in 2017, however it was not adopted by Council.

The purpose of the Strategy was to support the ongoing growth and sustainability of communities within the Cootamundra Gundagai Regional Council it is important to have strong economic foundations.

The Strategy was informed by community input, desktop research into successful economic development in regional communities and a review of the most recent socio-economic data available.

The Strategy identified five strategic initiatives to support economic development in the Cootamundra-Gundagai Region. An implementation plan was also outlined to achieve these strategic initiatives through key activities. These strategic initiatives and key activities are listed below.

Strategic initiative one: Grow the economy through existing and new businesses**Key Activities**

- Establish a Business Council to drive economic initiatives.
- Ensure a responsive Council staff and systems.
- Model innovative business practices at Council.
- Develop information packs to support business operations and investment.
- Undertake strategic planning to support future commercial and industry needs.
- Work with education providers to support a small business “showcase”.

Strategic initiative two: Marketing and promotion as a great place to live and invest**Key Activities**

- Develop and implement a digital marketing strategy to promote the community.
- Identify and incentivise a targeted population for relocation to the region.

Strategic initiative three: Product development to become a “destination”**Key Activities**

- Product development.
- Identify and address gaps in tourism servicing.
- Partner with tourism providers.

Strategic initiative four: Drive agricultural enterprises**Key Activities**

- Ensure the planning scheme allows for smaller, more intensive agricultural enterprises.
- Consider opportunities to support young farmers establish agricultural enterprises.
- Support farmers (and broader businesses) in accessing export opportunities.
- Assess gaps in service industries to support agricultural businesses.

Strategic initiative five: Work with government to encourage economic infrastructure investment**Key Activities**

- Identify key initiatives that require further funding from partners.
- Advocate for funding to support infrastructure development.

Cootamundra-Gundagai Regional Council – Rural Lands Issues Paper: Agricultural Tourism 2018

The Cootamundra-Gundagai Regional Council Rural Lands Issue Paper on Agricultural Tourism 2018 provides direction for the management of rural lands of the area.

In the Rural Lands Issues Paper the document provides opportunities on agritourism to the Cootamundra-Gundagai Regional Council these include:

- Location and accessibility.
- Natural Resources and landscape.
- Community support for agritourism.
- Increasing the range of accommodation options.
- An inviting region for business.
- Diversity of tourism products.
- No local small-scale mixed-species abattoir.
- No local produce store in Cootamundra or Gundagai.
- Development of markets in Cootamundra and Gundagai.
- Support for farmers to develop agritourism enterprises.
- On-Farming learning experiences.
- Domestic visitor market.
- International visitor market.
- Development of a producer list.
- Local planning.

The research and discussion with farmers revealed that there are few agritourism businesses in the Council area. For this reason, initiatives aimed at increasing agritourism in the region were recommended to focus on:

- Promotion, support and business development for existing agritourism businesses.
- Support and assistance for farmers to start agritourism businesses.
- Providing appropriate land use zoning, infrastructure and transport links to support the development of agritourism.
- Attracting more tourists to make agritourism a more profitable and sustainable enterprise.

NSW Government – The Premier’s Priorities

The Premier’s Priorities lists 12 of the Premier’s personal priorities aimed at keeping the NSW economy strong, creating jobs, delivering world class services, protecting the vulnerable and ensuring that all NSW citizens and communities share the state’s success.

The 12 Premier Priorities that highlight this document are:

- Creating jobs.
- Protecting our kids.
- Tackling childhood obesity.
- Delivering infrastructure.
- Keeping our environment clean.

- Making housing more affordable.
- Improving education results.
- Driving public sector diversity.
- Improving government services.
- Improving service levels in hospitals.
- Reducing domestic violence reoffending.
- Reducing youth homelessness.

[NSW Government – A 20-Year Economic Vision for Regional NSW – July 2018](#)

The NSW Government's 20-Year Economic Vision for Regional NSW outlines principles for accelerating economic growth in key industry sectors such as agribusiness, tertiary education and health care, while taking full advantage of trade and tourism opportunities with Asia to ensure regional NSW continues to play a critical role in the Australian economy.

The document outlines the state of the regional NSW economy, main global trends and principles for achieving economic growth in regional NSW over the next 20 years.

The 20-year vision is an extension of the Regional Development Framework, which launched 3 core objectives:

- Amenity – Providing quality services and infrastructure in Regional NSW.
- Growth - Aligning effort to support growing Regional centres.
- Potential – Identifying and activating economic potential.

The 20-Year Economic Vision for Regional NSW identifies 7 key principles for regional economic development:

- *Improved travel between regional centres and from cities and international gateways.*
- *Freight networks that will increase the competitiveness of key regional sectors.*
- *Affordable, reliable and fast internet to support people and business.*
- *Reliable accessible water and energy.*
- *A skilled labour force for current and future needs of the regions.*
- *Recognising each region's strengths and underlying endowments.*
- *Regulation and planning to promote commercial opportunities.*

The 20-Year Economic Vision lists the key priorities for the NSW government. These priorities will complement the initiatives already committed and recommended under other government strategies and long-term plans, such as the Future Transport Strategy 2056, NSW State Infrastructure Strategy and regional economic development (REDS) plans, which are already aligned with this vision. These priorities are:

- *Leverage existing infrastructure and other technologies.*
- *Make regional travel faster and easier.*
- *Improve freight networks.*
- *Manage vital energy and water resources sustainably.*
- *Provide clear skills pathways.*
- *Boost regional NSW's knowledge economy and excellence in innovation.*
- *Draw in more domestic and international tourists.*
- *Attract more domestic and international students.*
- *Provide an attractive environment for businesses.*
- *Grow vibrant places to live and work.*

APPENDIX B: ECONOMIC AND TOURISM PROFILE COOTAMUNDRA-GUNDAGAIR REGIONAL COUNCIL LOCAL GOVERNMENT AREA

The Cootamundra- Gundagai Regional Council Local Government Area LGA) is profiled in this section of the report. This component should be read in conjunction with the South West Slopes Regional Economic Development strategy and the Regional Development Australia (RDA) Riverina profile information previously developed. This profile provides current information and updates as available on key economic and social profile issues. Details tables, charts and analysis follows.

Broad issues identified in the profiling exercise include: :

- A declining and ageing population – the projections identified that the 0-14 years cohort will drop from 2,050 in 2016 to 1,800 in 2036 while the 65+ age cohort will increase from 2,700 to 3,150 in the corresponding time frame.
- Workers earn lower salaries than the regional Riverina worker and NSW worker – average salaries from the 2016 Census of \$37,489 are lower than the Riverina (\$41,416) and NSW levels (\$45,819). 59% of workers in Cootamundra-Gundagai LGA were identified to be earning under \$1,000 per week. Consideration of cost of living savings are suggested as a means of illustrating the savings to be had if relocating to the region or remaining local.
- There has been some movement in employment in economic sectors between the 2011 and 2016 census periods but Agricultures, Forestry and Fishing, Manufacturing and Heath Care and Social Assistance remained the largest sectors. Gundagai showed some strength in the Accommodation and Food Services sector.
- Diversity in the employment base was noted in the South West Slopes Regional Economic Development Strategy for the Cootamundra-Gundagai LGA.
- The visitor economy was assessed pulling from a range of resources. Visitor Information Centres in Gundagai and Cootamundra are offered but use different delivery approaches. More detail is provided in the Visitor Services Strategy in a later appendix. There is scope to increase the visitor economy for the region when the results were considered in a regional context and against other council tourism services.
- Visiting friends and relatives was identified in the South West Slopes Regional Economic Development Strategy as the main reason for staying locally. This raises two issues:
 - a. The expenditure levels are lower than the Riverina and NSW levels due to minimal accommodation spend
 - b. There is an enhanced need to ensure locals are well briefed on the events and facilities on offer to attend with their visitors.
 - c. Visiting friends and relatives market segment was identified in the South West Slopes Regional Economic Development Strategy as needing to offer good quality food and drinks and good access to cultural and arts assets.²
- There is a need to consider the impact of access routes into the region given the reliance on the Newell Highway and Hume Highway for major freight and tourist routes.
- Maximising the location of the region relative to Sydney, Melbourne and Canberra was identified as an opportunity. Canberra Airport's access to international markets was also noted as an opportunity.

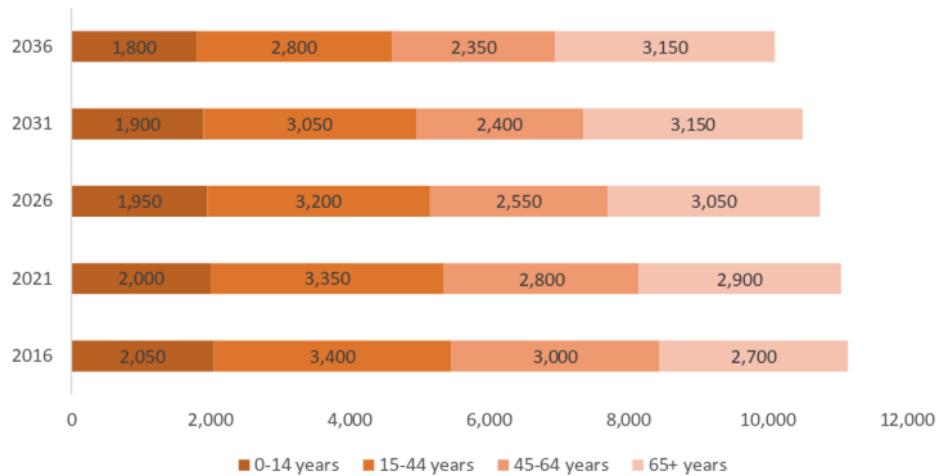
² Supporting Analysis document, p28

Population

The population figure estimated by the Australian Bureau of Statistics (ABS) for the Cootamundra-Gundagai LGA is 11,244 as of June 2017.³ This population is projected to decline based on a Compound Annual Growth Rate (CAGR) of -0.54 percent from 11,250 in 2016 to 10,100 in 2036.⁴ This is lower than both the NSW population CAGR of 1.25% for the same period, and Riverina-Murray Planning Region population CAGR of 0.20%.

The chart below shows in 2016, 57% of Cootamundra-Gundagai's population were working age (15-64 years old) while 24% were over 65 years of age. By 2036, it is projected that 51% of Cootamundra-Gundagai's population will be working age and 31 percent will be 65 or over.

Cootamundra-Gundagai population by age



Source: NSW Department of Planning and Environment, state and local government area population projections, 2016

Compared to NSW and the Riverina-Murray planning region, the Cootamundra-Gundagai has a lower concentration of working age population, and a higher percentage of people aged over 65. In 2016, 65 percent of NSW's population were working age, while 16% were over 65. It is projected that by 2036, 61% of the NSW population will be working age, with 21% over 65. For the Riverina-Murray Planning Region in 2016, 63% of the population were of working age and 17% were over 65. By 2036, it is projected that 57% of the Riverina-Murray Planning Region will be working aged, and that 26% will be over 65.

³ ABS, Release No. 3218.0 Regional Population Growth Australia.

⁴ Based on statistics from NSW Department of Planning and Environment population projections 2016.

Cootamundra-Gundagai LGA Population

	2016	2021	2026	2031	2036
Working age population	6,400	6,150	5,750	5,450	5,150
Working age %	57%	56%	53%	52%	51%
65+ years %	24%	26%	28%	30%	31%
Under 15 %	18%	18%	18%	18%	18%

Source: NSW Department of Planning and Environment, state and local government area population projections, 2016

Riverina-Murray Planning Region Population

	2016	2021	2026	2031	2036
Working age population	167,750	169,000	167,400	163,750	160,450
Working age %	63%	62%	60%	58%	57%
65+ years	17%	19%	21%	24%	26%
Under 15	20%	19%	19%	18%	18%

Source: NSW Department of Planning and Environment, state and local government area population projections, 2016

NSW Population

	2016	2021	2026	2031	2036
Working age population	5,044,600	5,279,850	5,506,450	5,765,700	6,051,900
Working age %	65%	64%	62%	61%	61%
65+ years	16%	17%	19%	20%	21%
Under 15	19%	19%	19%	19%	18%

Source: NSW Department of Planning and Environment, state and local government area population projections, 2016

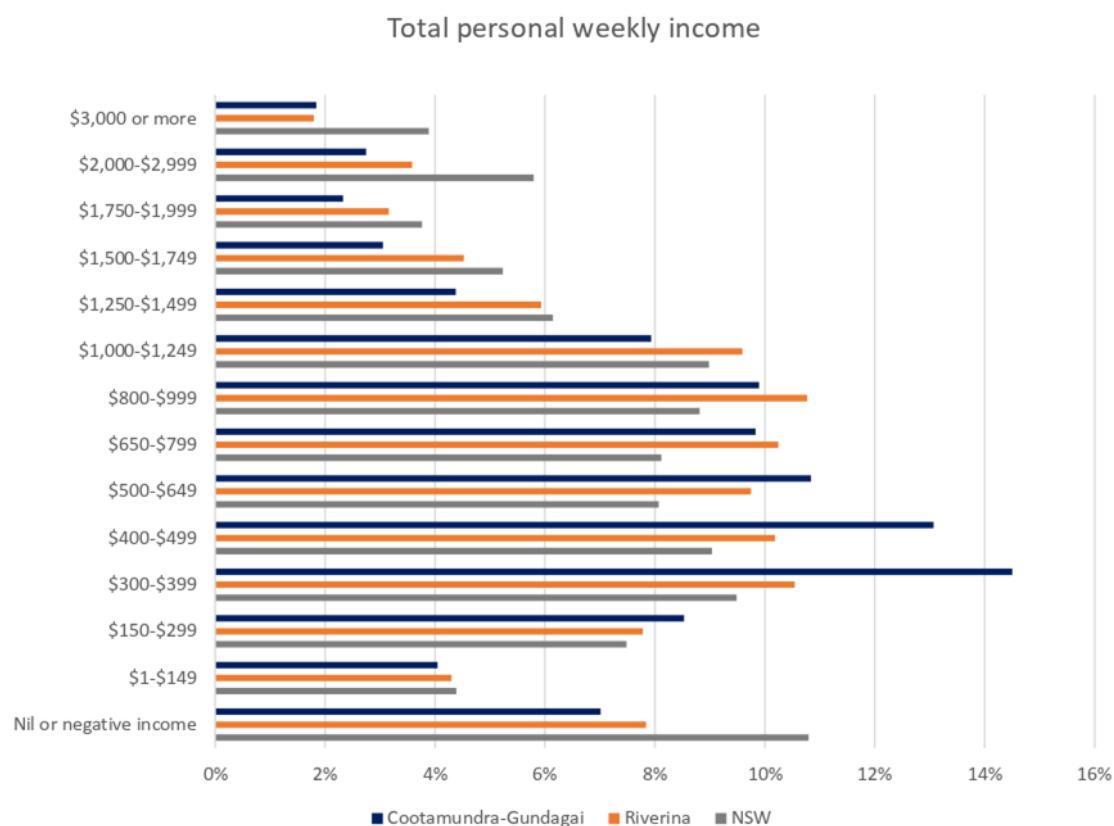
Together these statistics reveal a population that is in decline and aging with a shrinking working age population and growing number of retirees which will impact the economy of Cootamundra-Gundagai in the future. The percentage of people of working age is projected to fall for the Cootamundra-Gundagai LGA, the Riverina-Murray, and NSW, and the percentage of the population aged 65 and over is projected to increase for the three regions. However, the decline in working age population and increased percentage of people aged 65 or over is more pronounced in the Cootamundra-Gundagai LGA, both at present and into the future.

Income

2016 ABS Census data shows Cootamundra-Gundagai has an average annual income of \$37,489.

This is low compared the Riverina average of \$41,416 and the NSW average of \$45,819.

59% of people aged 15 years or older in the Cootamundra-Gundagai LGA made less than \$650 per week compared to 50% for the Riverina and 51 percent for NSW while only 10 percent of people aged 15 years or older in Cootamundra-Gundagai made over \$1,500 compared to 13% for the Riverina and 19% for NSW. The graph below shows weekly earnings for the Cootamundra-Gundagai LGA compared to the Riverina and NSW.



Source: ABS Census, 2016

Employment by industry and location quotients

In 2016 there were 4,129 people employed in the Cootamundra-Gundagai LGA.⁵ At the SA2 level, 2,669 people were employed in Cootamundra and 1,440 in Gundagai.⁶

⁵ ABS Census 2016.

⁶ Ibid. Note that totals may not add due to data perturbation for privacy concerns.

Employment by industry statistics were taken from the 2016 Census for the Cootamundra and Gundagai areas (level 2 Statistical Areas (SA2)), Cootamundra-Gundagai LGA and Riverina area (level 4 Statistical Area (SA4)) percentage of total employment per sector for each area are shown below.

	Cootamundra-Gundagai LGA	Cootamundra (SA2)	Gundagai (SA2)	Riverina (SA4)
Agriculture, Forestry and Fishing	16%	14%	22%	12%
Manufacturing	14%	13%	14%	11%
Health Care and Social Assistance	11%	12%	10%	13%
Retail Trade	10%	10%	9%	11%
Accommodation and Food Services	9%	6%	14%	7%
Education and Training	8%	8%	8%	9%
Transport, Postal and Warehousing	6%	8%	3%	4%
Public Administration and Safety	5%	6%	5%	9%
Construction	5%	5%	5%	6%
Professional, Scientific and Technical Services	4%	5%	2%	3%
Other Services	3%	4%	3%	4%
Administrative and Support Services	2%	2%	2%	3%
Wholesale Trade	2%	2%	2%	2%
Electricity, Gas, Water and Waste Services	1%	1%	1%	2%
Financial and Insurance Services	1%	1%	1%	2%
Arts and Recreation Services	1%	1%	1%	1%
Rental, Hiring and Real Estate Services	1%	1%	0%	1%
Mining	0%	0%	0%	0%
Information Media and Telecommunications	0%	0%	0%	1%

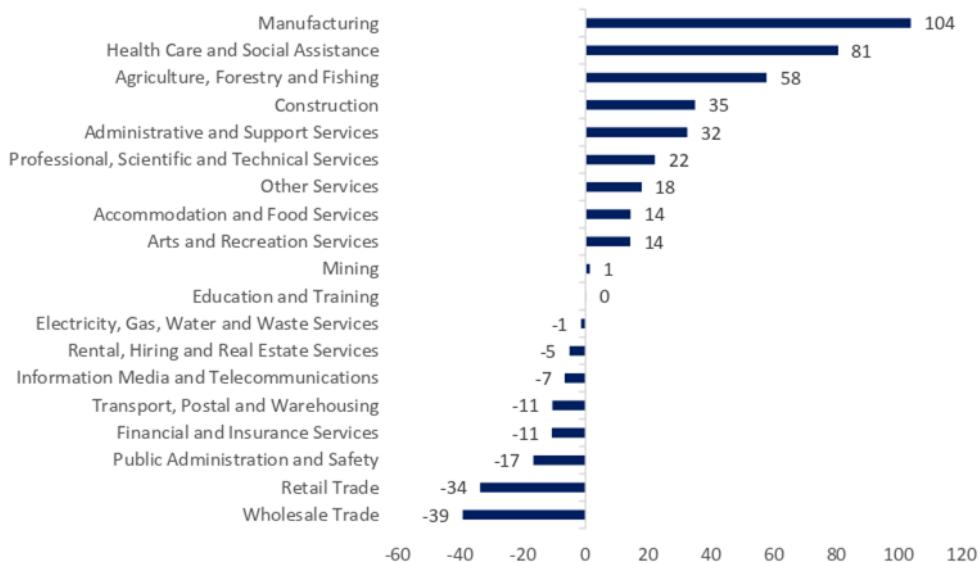
Source: ABS Census, 2016

The three biggest employing industries for Cootamundra are Agriculture, Forestry and Fishing, Manufacturing, and Health Care and Social Assistance. For Gundagai, the three largest employing industries were Agriculture Forestry and Fishing, Manufacturing, and Accommodation and Food Services.

Overall the employment composition of Cootamundra and Gundagai is relatively similar, with a greater concentration of Agriculture, Forestry and Fishing and a noticeably larger Accommodation and Food Services industry in Gundagai. The three largest sectors in terms of employment for the LGA overall mirror Cootamundra, which are Agriculture, Forestry and Fishing, Manufacturing, and Health Care and Social Assistance. These industries are also the three largest in terms of employment for the Riverina, and employment composition is roughly similar between the Riverina and Cootamundra-Gundagai.

Using Census data from 2011 and 2016, changes in the number of people employed in each industry sector was determined for the Cootamundra-Gundagai LGA as shown below.

Cootamundra-Gundagai change in employment by industry
2011-2016



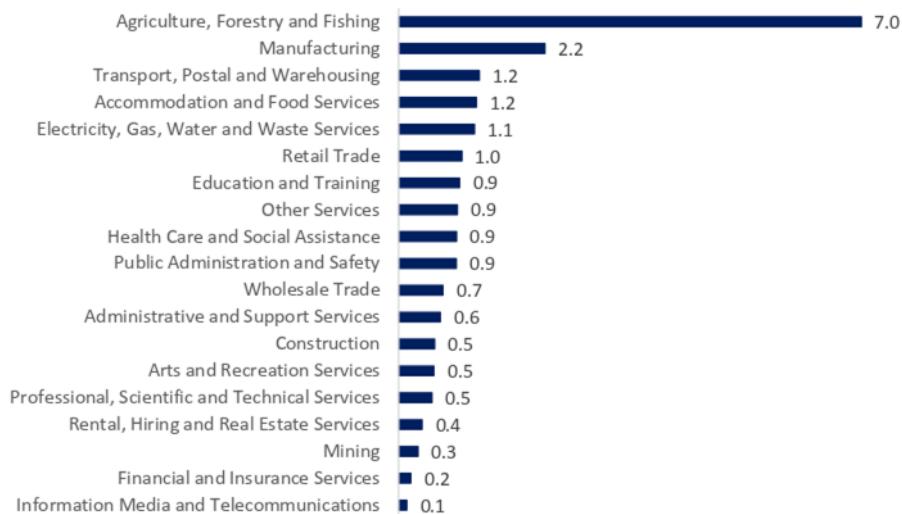
Source: ABS Census, 2011 and 2016. Data for 2011 was calculated from the sum of Cootamundra and Gundagai LGAs.

The largest increase in employment over the 5 year period was in the Manufacturing sector, with 104 additional people employed in the sector. Health Care and Social Assistance and Agriculture, Forestry and Fishing sectors also experienced significant employment growth. The Wholesale Trade sector experienced the biggest decline in employment with 39 fewer jobs in 2016 than 2011, closely followed by the Retail Trade sector. Overall there were 256 more people employed in the Cootamundra-Gundagai LGA in 2016 than in 2011.

Using data from the 2016 ABS Census, analysis using the location quotient methodology was undertaken for the Cootamundra-Gundagai LGA and the Riverina SA4 for comparison. Location quotients measure the concentration of employment in an industry sector for a region, relative to the concentration of employment in the industry for NSW. A location quotient is calculated by comparing employment in an industry sector as a percentage of total employment for a region to employment in an industry sector as a percentage of total employment for NSW.

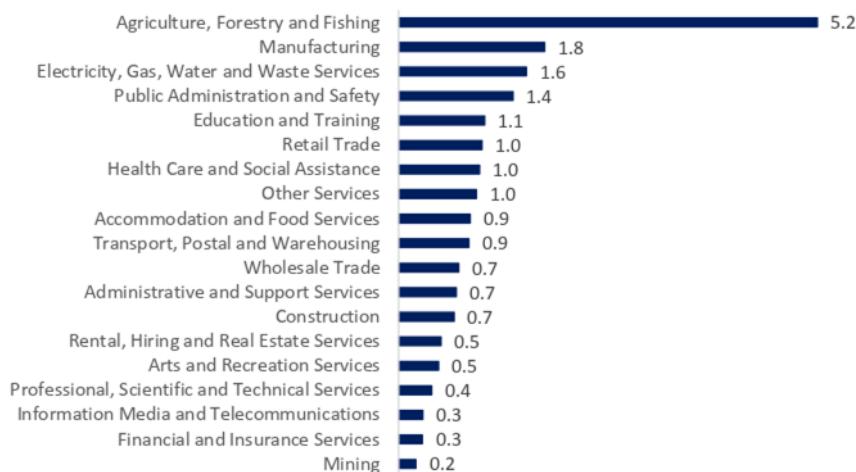
The resulting value is a ratio comparing the proportion of employment in an industry sector of a region to the proportion of employment in that sector in NSW. Sectors with a score above one have a concentration of employment higher than the NSW average and a score of 1.5 or above suggests local competitive advantage.⁷ Location quotients for the Cootamundra-Gundagai LGA and the Riverina SA4 are displayed below.

Cootamundra-Gundagai



Source: ABS Census, 2016

Riverina



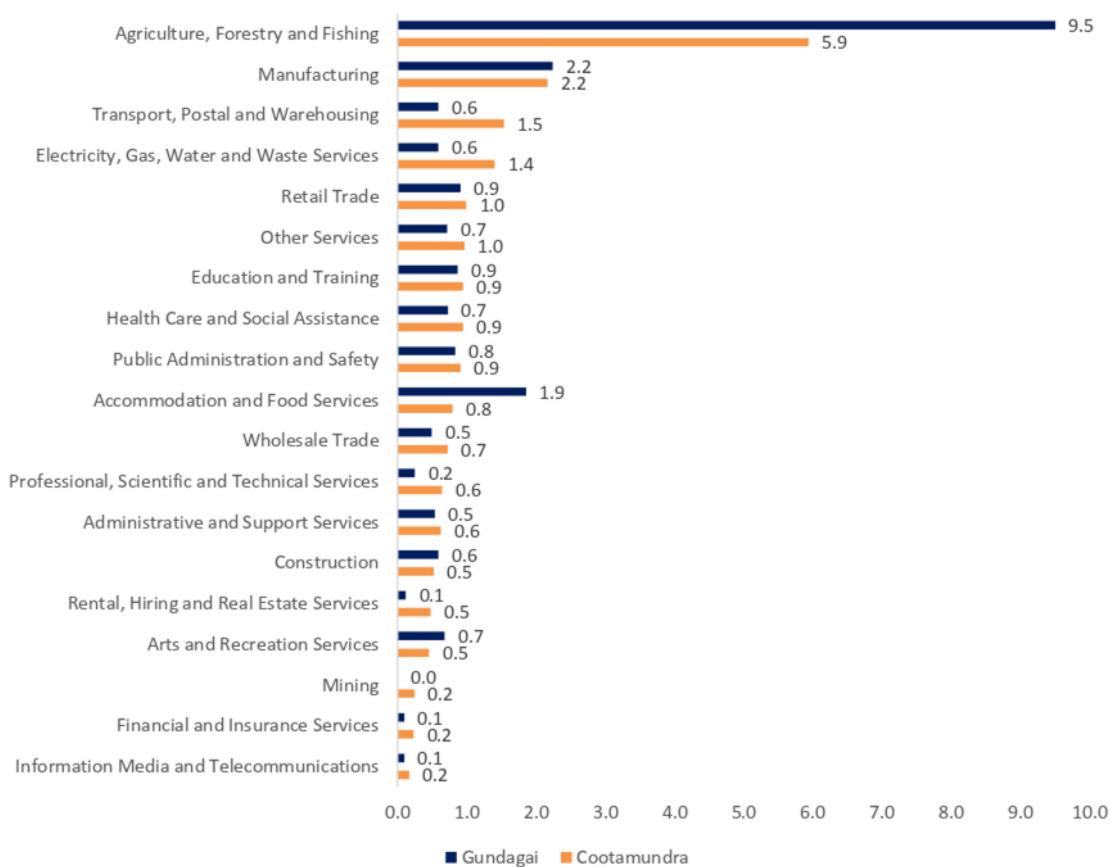
Source: ABS Census, 2016

⁷ Economy ID, Blog Article 25 March 2014. Accessed 23 January 2019

The location quotient analysis suggests that Agriculture, Forestry, and Fishing and Manufacturing are important key sectors for Cootamundra-Gundagai and that there is a low concentration in employment in the Information Media and Telecommunications, Mining, and most of the Services Industries relative to NSW.

This is consistent with the industry of employment concentration of the Riverina, although the Cootamundra-Gundagai LGA has even greater concentration in the Agriculture, Forestry, and Fishing and Manufacturing industries. While employment concentration in the Agriculture, Forestry and Fishing industry sector is very high for the Riverina, it is so for the Cootamundra-Gundagai LGA.

Location quotient data was also analysed at the SA2 level for Cootamundra and Gundagai to understand how employment concentration varies in each town. This data is displayed below.



Source: ABS Census, 2016

As was found in the previous comparison of the percentage breakdown of employment by industry for Cootamundra and Gundagai, there was a large concentration of employment in the Agriculture, Forestry, and Fishing industry sector, especially in Gundagai. Gundagai also has a noticeably larger

Accommodation and Food Services industry compare to Cootamundra. There was also a similar concentration of employment in the Manufacturing industry sector although it should be noted that the data is from 2016 and the meat manufacturing facility in Cootamundra has since shut down. However, Cootamundra held greater employment concentration in a range of other industry sectors, notably the Transport, Postal and Warehousing, Electricity, Gas and Waste Services, and the Professional, Scientific, and Technical Services industry sectors.

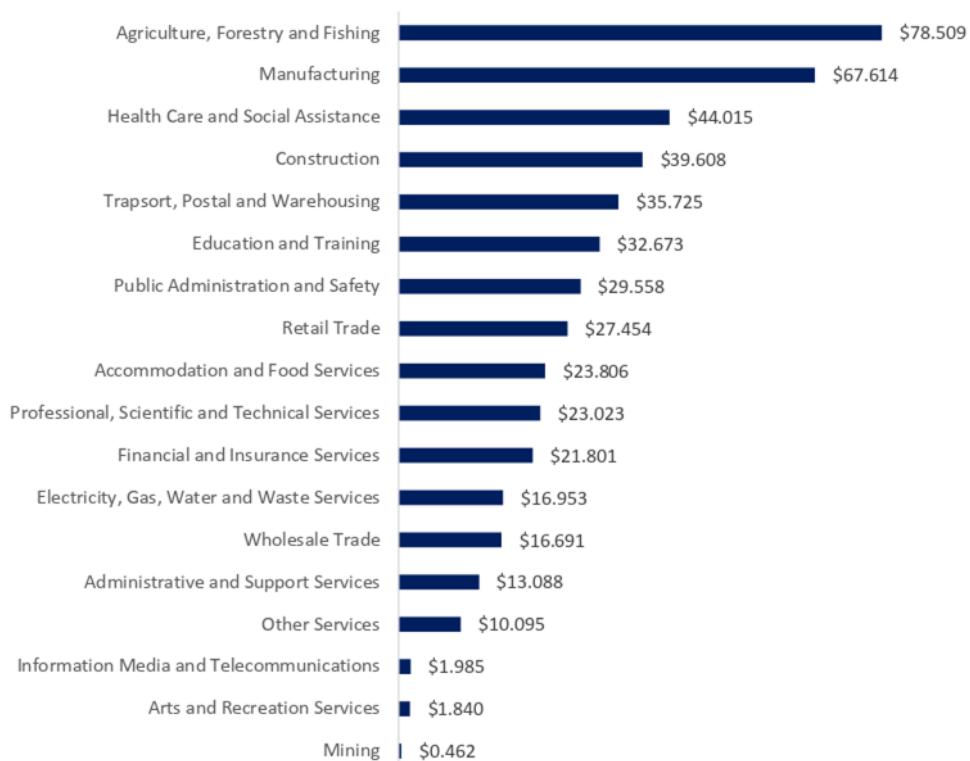
The data suggests that Cootamundra has a more diversified economy, whilst Gundagai is more specialised.

Gross Regional Product by industry

The contribution to Gross Regional Product (GRP) for each industry in the Cootamundra-Gundagai LGA has been calculated and is displayed below.

GRP is the local equivalent of Gross Domestic Product (GDP) and is the amount the value of an article is increased at each step of its production exclusive of its initial cost. Also known as value added, the ABS defines GDP as *“the total market value of goods and services produced in Australia within a given period after deducting the cost of goods and services used up in the process of production, but before deducting allowances for the consumption of fixed capital”*⁸.

Gross Regional Product (\$ millions) Cootamundra-Gundagai
LGA



Source: Regional Development Australia (RDA) Riverina, Cootamundra-Gundagai Regional Profile, June 2018.

The total GRP for Cootamundra-Gundagai was estimated by RDA Riverina as \$484.9 million. This represents 5% of the Riverina's GRP and 0.1 percent of Gross State Product (GSP) for NSW.⁹

⁸ ABS Release No. 1345.0, Key Economic Indicators, 2018.

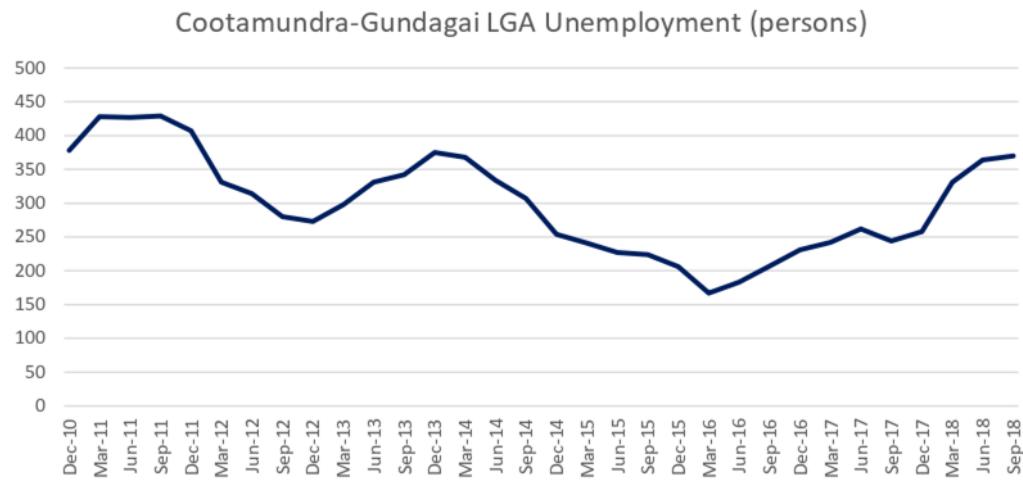
⁹ Regional Development Australia Riverina, Cootamundra-Gundagai Regional Profile, June 2018.

The biggest contribution to GRP for Cootamundra-Gundagai came from the Agriculture, Forestry and Fishing industry sector which contributed \$78.509 million (16.2% of GRP). This was followed by the Manufacturing industry sector which accounted for \$67.614 million (13.9% of GRP).

Unemployment and labour force statistics

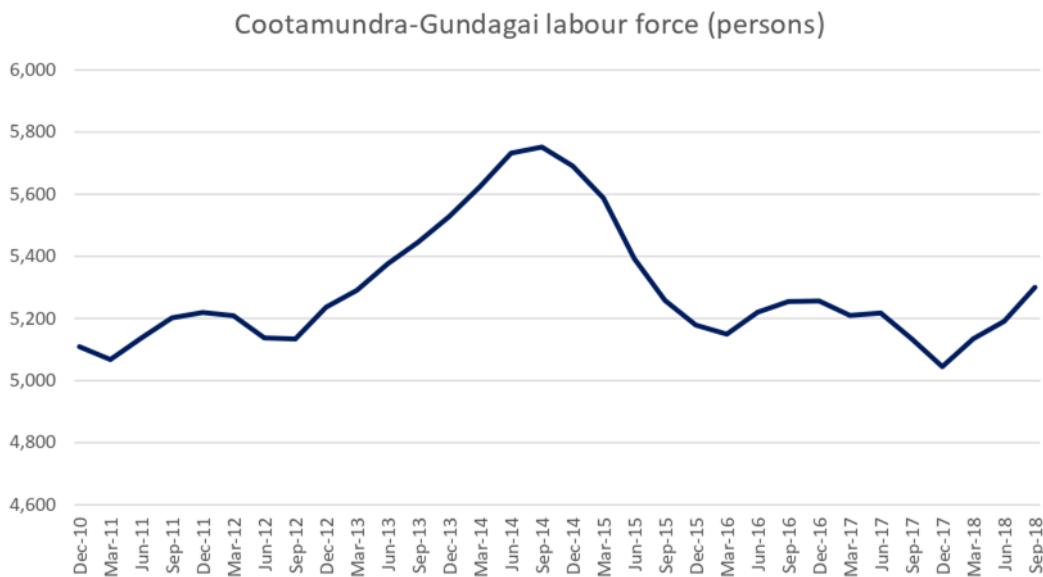
The most recent labour force statistics for Cootamundra-Gundagai show a labour force of 5,300 people with 370 people unemployed and an unemployment rate of 7 percent for the 2018 September quarter.¹⁰

Trending information from labour force and unemployment statistics from December 2010 to September 2018 are displayed below. Chart three shows a comparison of trends for the LGA against the Riverina and NSW results.

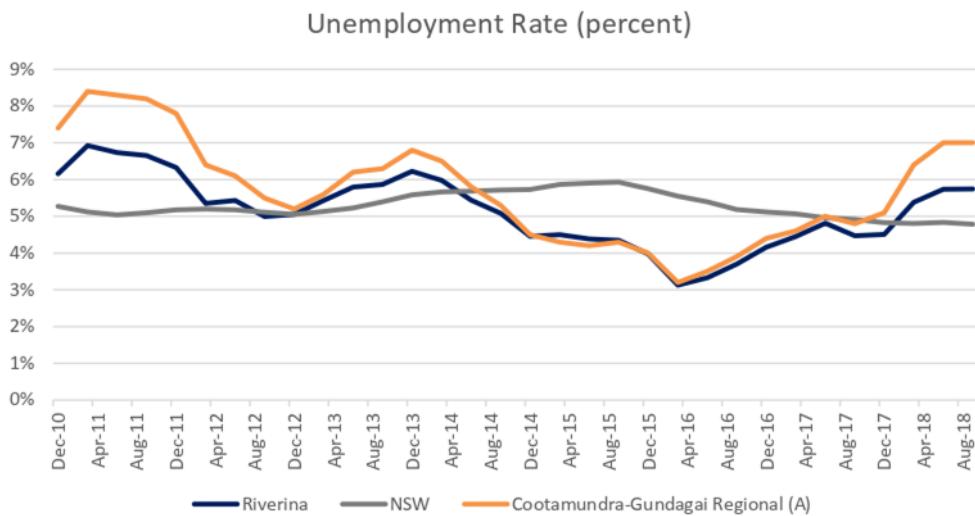


Source: Australian Government Department of Jobs and Small Businesses, small area labour markets, September quarter 2018

¹⁰ Australian Department Jobs and Small Business, Small area labour markets, September 2018



Source: Australian Government Department of Jobs and Small Businesses, small area labour markets, September quarter 2018



Source: Australian Government Department of Jobs and Small Businesses, small area labour markets, September quarter 2018

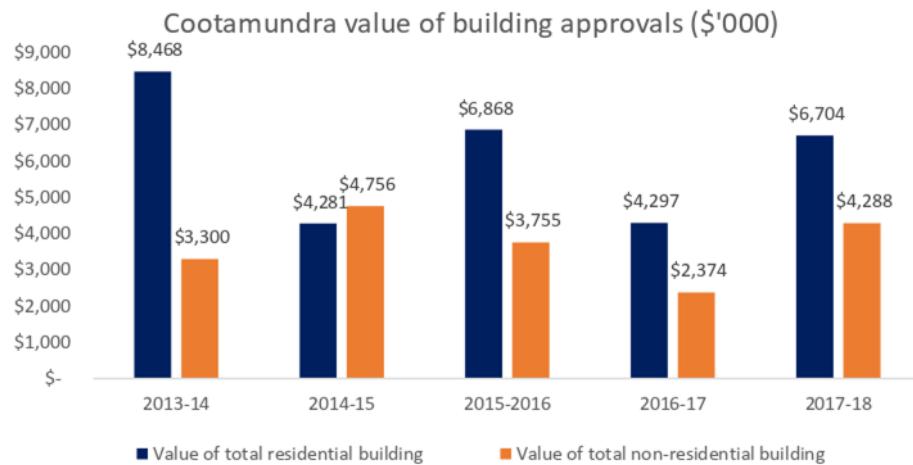
From the graph, the unemployment rate for Cootamundra-Gundagai follows the trend of the Riverina very closely although usually the unemployment rate for Cootamundra-Gundagai is higher than the Riverina. The unemployment rate trend for Cootamundra-Gundagai and the Riverina is more volatile

than that of NSW and has been increasing since March 2016. This may be due to a large concentration of employment in the agricultural sector for the region reacting to the impacts of the drought, particularly given the greater concentration in agricultural employment in the LGA relative to the Riverina and NSW levels.

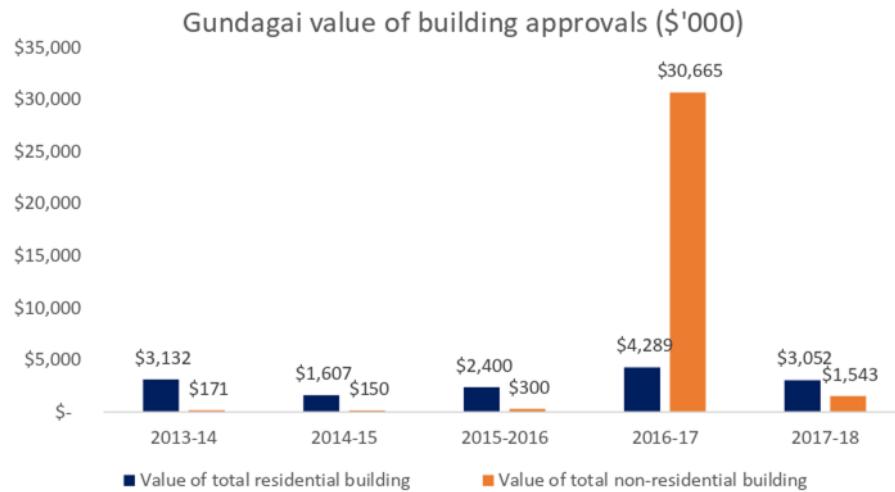
Building and dwelling approvals

ABS data was used to analyse trends in total value of residential and non-residential building approval value for Cootamundra and Gundagai (SA2 level) the Riverina area (SA4) and NSW.

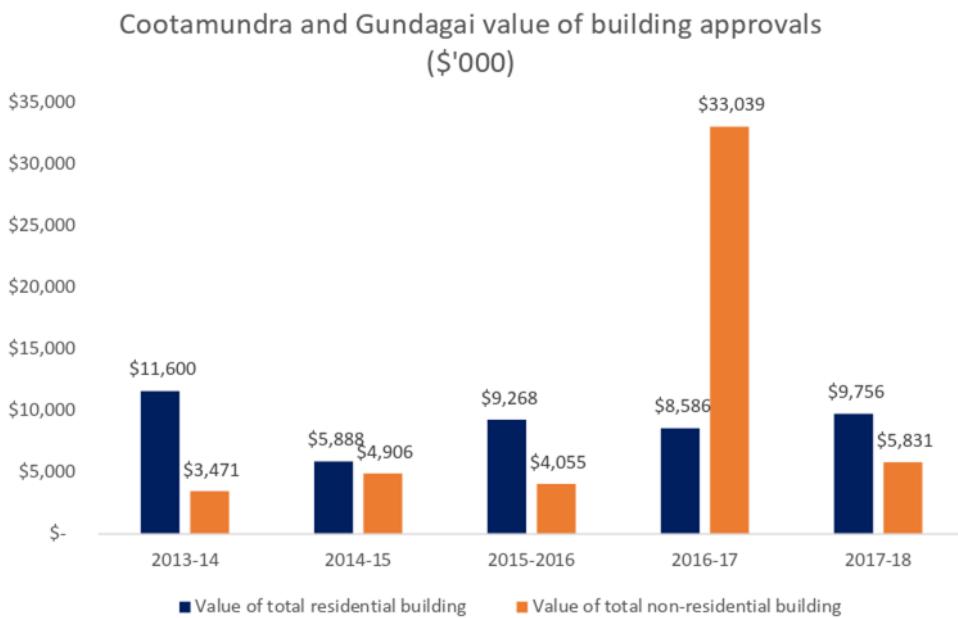
Data was gathered from the 2013-14 to 2017-18 financial years to give a 5-year trend in building approval value.



Source: ABS Release No. 8371.0, Building Approvals, Australia, 2013-14 to 2018-19

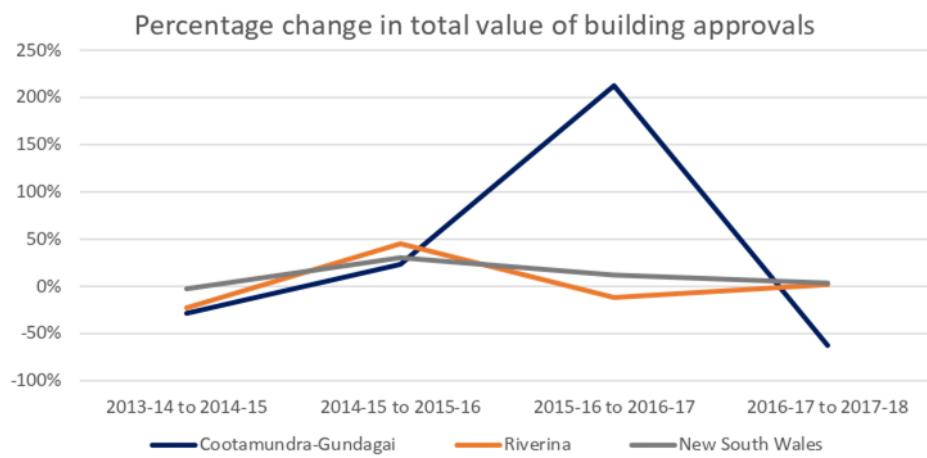


Source: ABS Release No. 8371.0, Building Approvals, Australia, 2013-14 to 2018-19



Source: ABS cat. 8371.0, Building Approvals, Australia, 2013-14 to 2018-19. Data is summed from Cootamundra and Gundagai SA2s.

The substantial amount of non-residential building approvals in Gundagai in 2016-17 relative to other years is attributed to a \$30 million expansion of the abattoir in 2016.¹¹ Apart from this expenditure, there are no clearly discernible trends in the value of building approvals for Cootamundra or Gundagai.



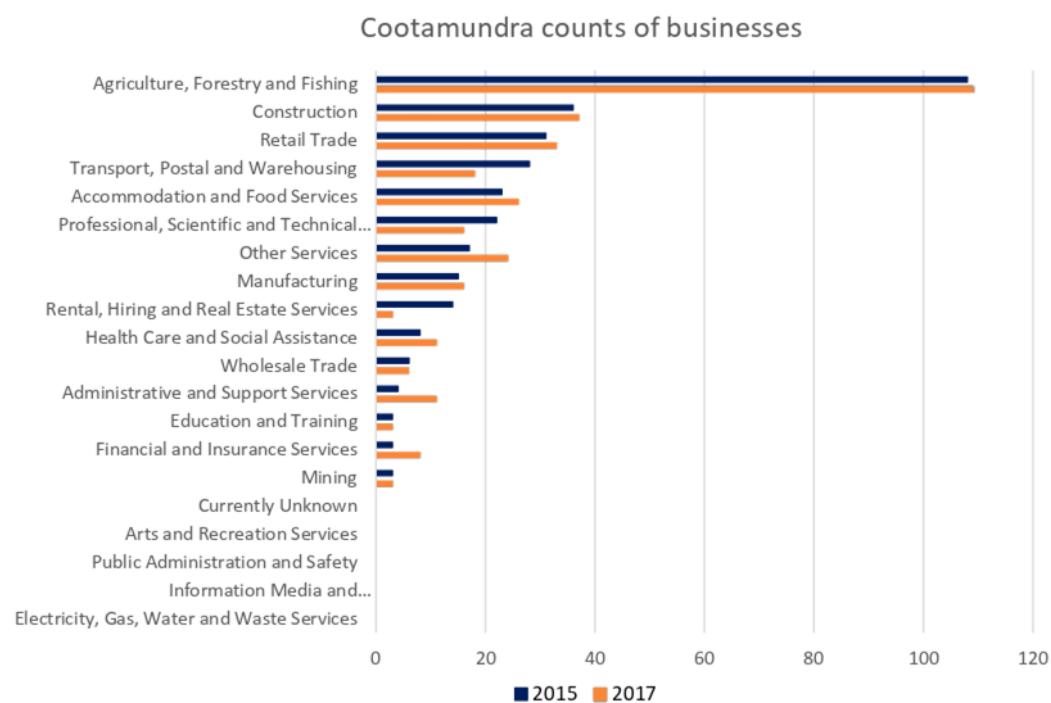
¹¹See <https://gmpgundagai.com.au/about/>

Source: Calculated by WRI from ABS cat. 8371.0, Building Approvals, Australia, 2013-14 to 2018-19. Data for Cootamundra-Gundagai is summed from Cootamundra and Gundagai SA2s.

When the percentage change in the total value of building approvals is analysed year on year, there is a greater amount of volatility in the Cootamundra-Gundagai LGA compared to the Riverina and to NSW. The source of this volatility can be attributed to the abnormal increase in building approval value in 2016-17 from the \$30 million abattoir expansion and subsequent fall in building approval values in the proceeding year. Apart from this there is no discernible variation relative to the Riverina or NSW in this indicator.

Business counts

Business count data was taken for Cootamundra and Gundagai from the ABS from June 2015-2017. Only employing businesses were included in the analysis.

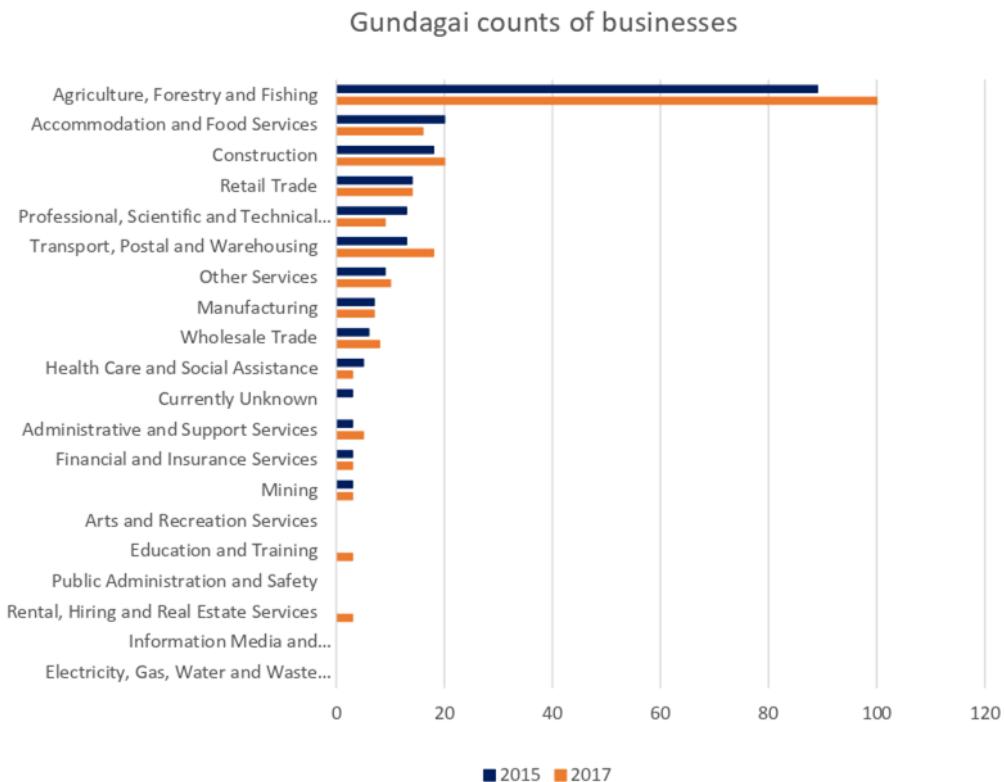


Source: ABS cat. 8165.0, Counts of Australian Businesses, including Entries and Exits, Jun 2013 to Jun 2017

For Cootamundra, the largest number of employing businesses were in the Agriculture, Forestry and Fishing, Construction, and Retail Trade industries for both 2015 and 2017. The number of these businesses increased slightly between 2015 and 2017. Other industries with increasing business counts included Accommodation and Food Services, Other Services, Administrative and Support Services and Financial and Insurance Services.

Manufacturing grew marginally over the period.

Sectors where business numbers declined included Transport, Postal and Warehousing, Professional Scientific and Technical services. The Rental, Hiring and Real Estate Services businesses number notably fell significantly.



Source: ABS cat. 8165.0, Counts of Australian Businesses, including Entries and Exits, Jun 2013 to Jun 2017

In Gundagai, the largest number of employing businesses were in the Agriculture, Forestry and Fishing, Accommodation and Food Services, and Construction industries for 2015. In 2017, the largest number of employing businesses were in the Agriculture, Forestry and Fishing, Construction, and Transport Postal and Warehousing industries. The number of businesses in the Transport, Postal and Warehousing industry, Wholesale Trade and Administration and Support Services. Two new sectors, Education and Training and Rental, Hiring and Real Estate Services, were notable entries into the profile of the business sector in the period analysed.

The number of businesses in the Accommodation and Food Services industry decreased. There was also a moderate decrease in the number of businesses in the Professional, Scientific and Technical Services industry.

Tourism profile

Using statistics from the ABS, Tourism Research Australia, and the Visitor Information centres (VICs) in Cootamundra and Gundagai, the following tourism profile has been developed to understand the tourism economy in the Cootamundra-Gundagai LGA. An overview of visitation statistics for the Riverina SA4 is presented first to show the wider tourism market into which the Cootamundra-Gundagai LGA fits. Data for visitation, accommodation, and visitor location of origin is then provided for Cootamundra-Gundagai, with comparisons made to the Riverina where appropriate.

Riverina region tourism profile

An overview of tourism in the Riverina is provided using data from Tourism Research Australia's Tourism Region Profile for the Riverina Tourism Region for September 2018.

	International	Domestic overnight	Domestic day
Visitors ('000)	26	1,163	1,764
Nights ('000)	636	2,948	-
Spend (\$m)	25	479	234
Average spend per night (\$)	40	162	133

Source: Destination NSW, Travel to Riverina Snapshot, September 2018.

The data shows that most visitors to the Riverina Tourism Region are domestic day visitors, followed by domestic overnight visitors, with a small number of international visitors. The spend per night for domestic overnight visitors is \$162. Domestic day visitors spend an average of \$133 per trip.

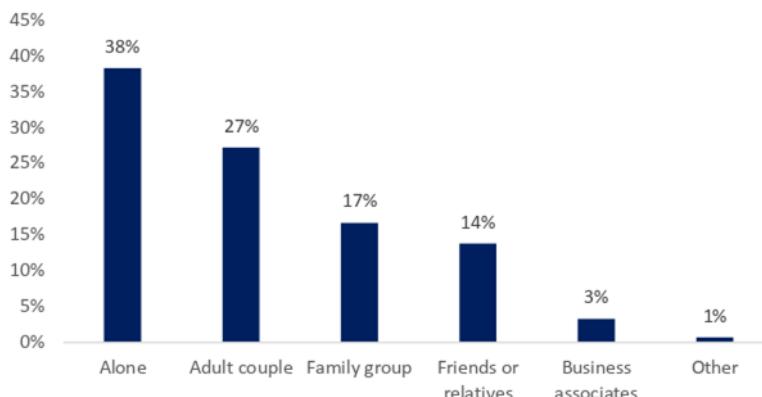
Riverina area visitors by place of residence and mode of transport are shown below:

Transport (visitors '000)	International	Domestic overnight	Domestic day	TOTAL
Drive	15	827	1,271	2,113
Other	7	np	np	np

Source: Tourism Research Australia, Tourism Region Profiles, 2015. np means the estimate is unreliable and cannot be published

The data suggests that nearly all visitors to the Riverina in 2015 travelled by road transportation. Given their proximity to highways, Cootamundra and Gundagai are well situated to capture this visitation.

Riverina domestic overnight visitors travel party

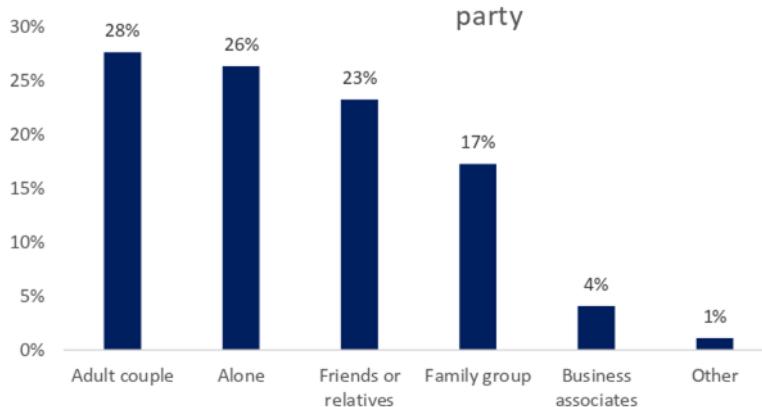


Source: Destination NSW, Travel to Riverina Snapshot, September 2018.

The data above shows most domestic overnight visitors travel unaccompanied or as an adult couple, although family groups and friends/relatives travelling together are still a significant portion of visitors. The solo traveller rate is high for the Riverina region.

Compared to Regional NSW, the Riverina had a greater concentration of visitors travelling alone, a lower concentration of domestic overnight visitors travelling as friends or relatives, and similar concentrations for other travel party types.

Regional NSW domestic overnight visitors travel party



Source: Destination NSW, Travel to Regional NSW Snapshot, June 2018.

Cootamundra-Gundagai tourism statistics

2017 data from Tourism Research Australia detailing visitation and expenditure statistics for the Cootamundra-Gundagai LGA are displayed below. These have been compared to tourism statistics for NSW and the Riverina Region.

Tourism Statistics Cootamundra—Gundagai LGA	International	Domestic overnight	Domestic Day	Total
Visitors ('000)	2	127	np	np
Nights ('000)	30	253	-	283
Average stay (nights)	16	2	-	2
Spend (\$m)	1	33	np	np
Average spend per night (\$)	35	131	-	121

Source: Tourism Research Australia, Local Government Area Profiles, 2017. Data is based on a four year average from 2014 to 2017. Np means the data is unreliable and can not be published.

Tourism Statistics Riverina	International	Domestic overnight	Domestic day	Total ¹²
Visitors ('000)	26	1,163	1,764	2953
Nights ('000)	636	2,948	-	3584
Average stay (nights) ¹³	24	3	-	3
Spend (\$m)	25	479	234	738
Average spend per night (\$)	40	162	133	141

Source: Destination NSW, Travel to Riverina Snapshot, September 2018.

Tourism Statistics NSW	International	Domestic overnight	Domestic Day	Total
Visitors ('000)	4,158	31,575	57,942	93,676
Nights ('000)	94,407	100,104	-	194,511
Average stay (nights)	23	3	-	5
Spend (\$m)	10,423	18,644	6,120	35,187
Average spend per night (\$) ¹⁴	110	186	-	149

Tourism Research Australia, Local Government Area Profiles, 2017. Data is based on a four year average from 2014 to 2017

These statistics show that the average length of stay and average spend per night for both international and domestic overnight visitors to Cootamundra-Gundagai at \$121 is lower than the NSW average of \$181 and the Riverina average of \$133.

¹² Numbers in total column have been calculated and are not in the publication.

¹³ Numbers in average stay (nights) row have been calculated and are not in the publication.

¹⁴ These values have been calculated by WRI from Tourism Research Australia data

The average length of stay and average spend per night for international visitors to Cootamundra-Gundagai is significantly lower than the Riverina.

Average length of stay in nights for both domestic overnight and international visitors in the Cootamundra-Gundagai LGA is lower than that of the Riverina Tourism Region and NSW. The average spend per visitor night is also lower in the Cootamundra-Gundagai LGA than both the Riverina Tourism Region and NSW. This suggests there is room to improve visitor stay length and expenditure in the Cootamundra-Gundagai LGA.

Tourism Research Australia also publishes the number of tourism businesses within an LGA. For Cootamundra-Gundagai there were a total of 129 tourism businesses most of which employed between 1 and 4 people in 2017. The employment distribution is shown below:

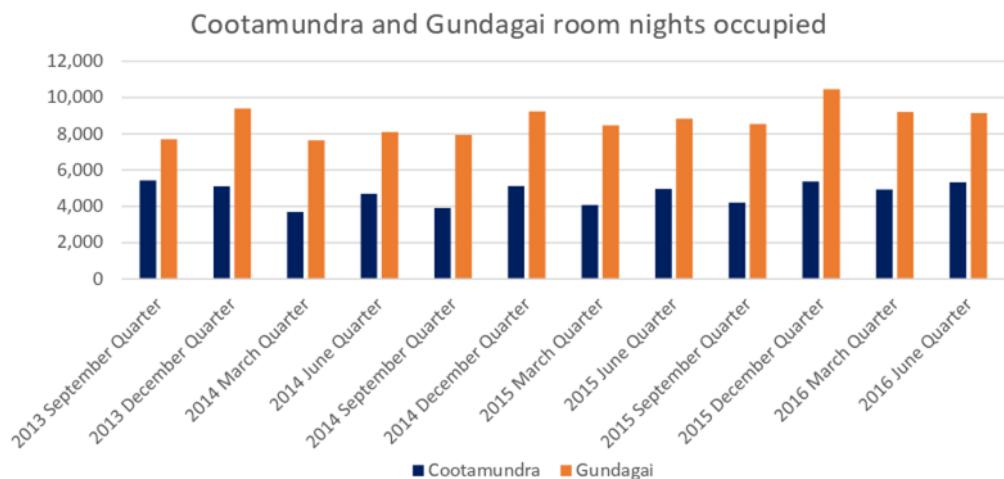
Tourism businesses	Number
Non-employing	34
1 to 4 employees	50
5 to 19 employees	35
20 or more employees	3
Total	129

Source: Tourism Research Australia, Local Government Area Profiles, 2017. For the purposes of confidentiality, Tourism Businesses data has been perturbed, therefore data may not match totals.

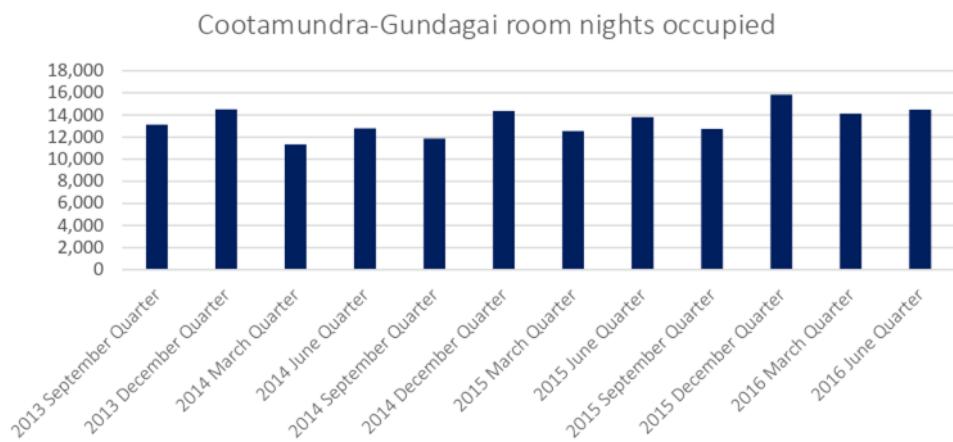
Tourist accommodation

The ABS publishes data for takings from accommodation and room occupancy rates for motels, hotels and serviced apartments with 15 or more rooms each quarter. ABS data from 2013 to 2016 for tourism accommodation in Cootamundra and Gundagai has been analysed and compared to the Riverina Tourism Region. The Riverina Tourism Region was chosen instead of the Riverina area as determined by ABS (SA4) because it excludes the Snowy Valleys LGA, which given its unique national park tourism assets may capture a tourism market which is not representative of tourists who visit Cootamundra-Gundagai or the rest of the Riverina.

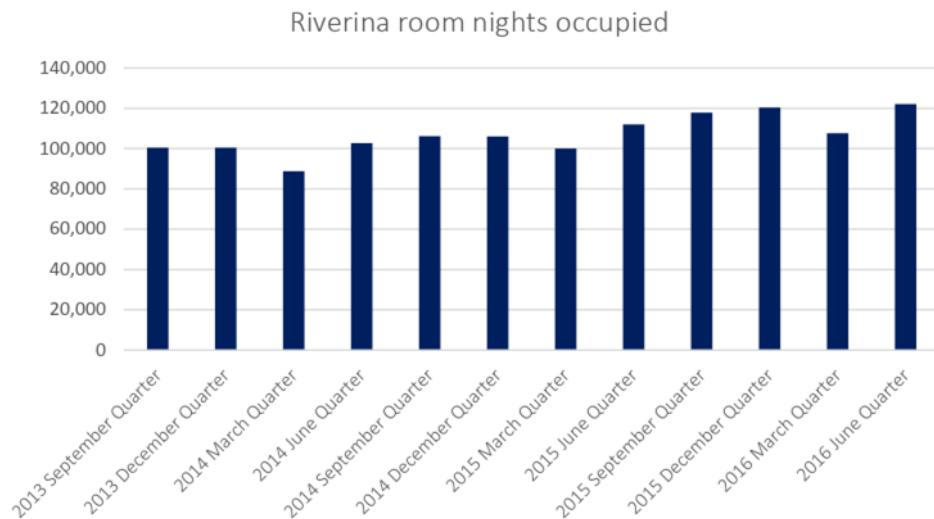
The accommodation metrics captured were room nights occupied, which measures the total number of nights visitors booked rooms for in the quarter, and room occupancy rate which is a percentage measurement of room nights occupied against total room nights available for the quarter.



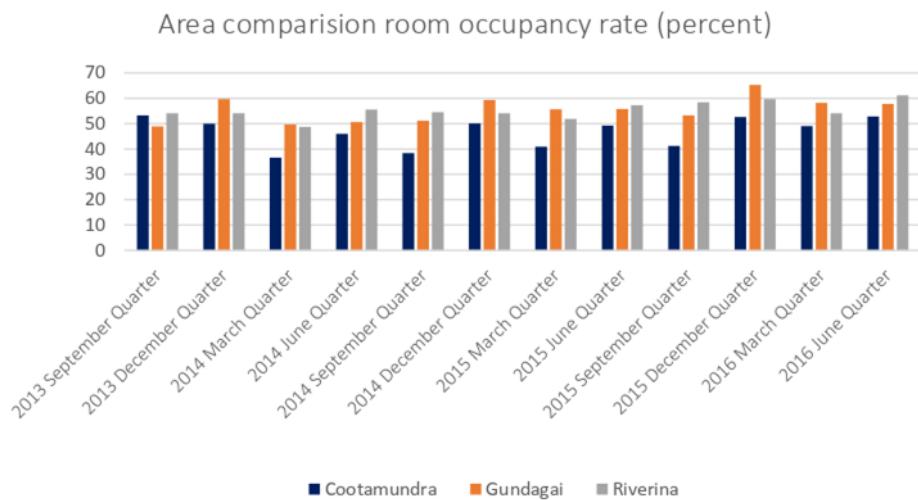
Source: ABS cat. 8635.0, Tourist Accommodation, NSW, 2013-14 to 2015-16



Source: ABS cat. 8635.0, Tourist Accommodation, NSW, 2013-14 to 2015-16. Data is summed from Cootamundra and Gundagai SA2s



Source: ABS cat. 8635.0, Tourist Accommodation, NSW, 2013-14 to 2015-16



ABS cat. 8635.0, Tourist Accommodation, NSW, 2013-14 to 2015-16

The data shows that Cootamundra has a consistently lower rate of room nights occupied than Gundagai, and a lower room occupancy rate, apart from the September 2013 quarter.

Gundagai's room occupancy rate seems to be similar to that of the Riverina Tourism Area with some quarters (noticeably December and March quarters on occasion) slightly higher.

Room nights occupied and room occupancy rate have both remained fairly stable in the Riverina from the 2013 September quarter to 2016 with an occupancy rate between 49 – 61%.

This suggests opportunity to improve the accommodation sectors in both towns, with possibly greater opportunity in Cootamundra as an opportunity.

Visitor Information Centre statistics

Statistics from the Cootamundra and Gundagai Visitor Information Centres (VICs) were gathered to better understand VIC visitation rates and where visitors to the LGA were coming from.

Visitation rates from 12 month periods were determined for the Cootamundra and Gundagai VICs. A larger proportion of those coming into the VICs are locals booking coach travel and their visitation has been excluded to enable a count of tourists. These were divided by the total LGA visitation rate to give a percentage of visitors to the LGA who used the VIC. Postcode data was used to breakdown the percentage of visitors to the VIC by each state to estimate the composition of visitation to each LGA.

VIC location	Cootamundra	Gundagai
Annual VIC visitation	1,211	16,781 ¹⁵
Annual LGA visitation ¹⁶	129,000	
VIC visitation as a percentage of LGA visitation	1%	13%

Source: Cootamundra-Gundagai Regional Council VICs

State	Visitor postcode data	Visitor postcode data Gundagai VIC
	Cootamundra VIC ¹⁷	
VIC	24%	58%
NSW/ACT	43%	31%
QLD	13%	5%
SA	4%	3%
WA	4%	2%
TAS	7%	1%
NT	2%	0%

Source: Cootamundra-Gundagai Regional Council VICs

Gundagai VIC receives a much higher visitation rate than the Cootamundra VIC.

Together, the VICs were visited by 14% of all visitors to the LGA, with 13% attending the Gundagai VIC but just 1% attending the Cootamundra VIC. This is a obvious opportunity to consider how to grow attendance at Cootamundra.

In the process of preparing the Tourism and Economic Development Strategy, analysis of 7 VICs was undertaken which highlighted that the attendance at the Cootamundra-Gundagai combined VICs of all tourists to the areas was mid range in terms of the percentage of visitors in the other 5 locations analysed. The range of visitor attendance at the other locations VICs ranged between 3% and 23% of visitors to other locations. Looking at Cootamundra and Gundagai separately, there is an opportunity

¹⁵ A number of assumptions and adjustments were made in determining VIC visitation rates to provide the most accurate and realistic statistics possible due to the quality of data provided.

¹⁶ Tourism Research Australia, Local Government Area Profiles, 2017. Data is based on a four year average from 2014 to 2017

¹⁷ Percentages do not add up to 100% due to rounding issues.

to improve the attendance at the Cootamundra VIC to lift it to comparable levels of overall area visitation.

The origin of visitors to each VIC differs significantly. More than half of all visitors to the Gundagai VIC came from Victoria, with NSW/ACT being the next highest response at 31%. Only 11 percent came from a state other than NSW/ACT or Victoria. For the Cootamundra VIC, 43% of visitors came from NSW/ACT, 24% from Victoria and 30% from another state or territory.

APPENDIX C: SURVEY, FORUMS AND INTERVIEW RESULTS

Survey

A survey of business was undertaken in late 2018 using an online survey instrument to augment community comments collected by Council in a variety of other consultation processes, including the preparation of previous work on Economic Development Strategy 2017 and in the preparation of the Council's Our Place, our Future Community Strategic Plan 2018-28.

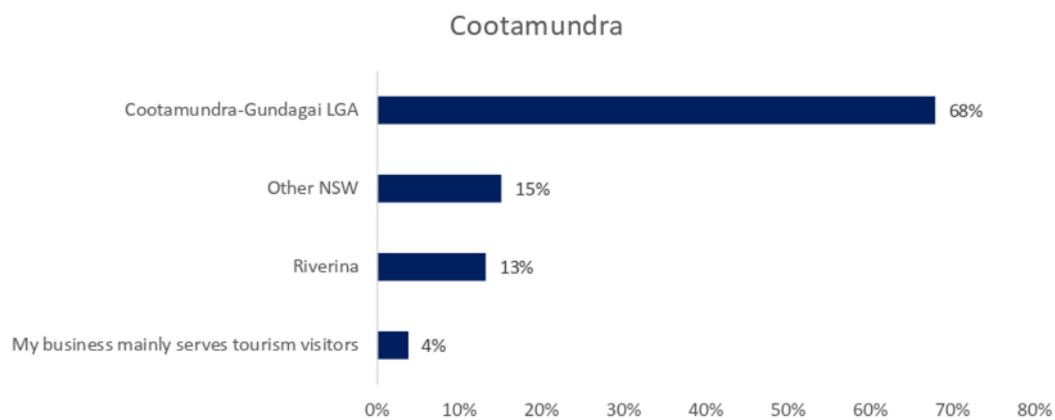
There were 92 responses to the survey. Some specific questions were asked of tourism businesses in addition to those asked of all businesses.

It should be noted that for some questions in the survey, particularly those related to tourism businesses and skills shortages, there was a low response rate which do not give a statistically valid representation.

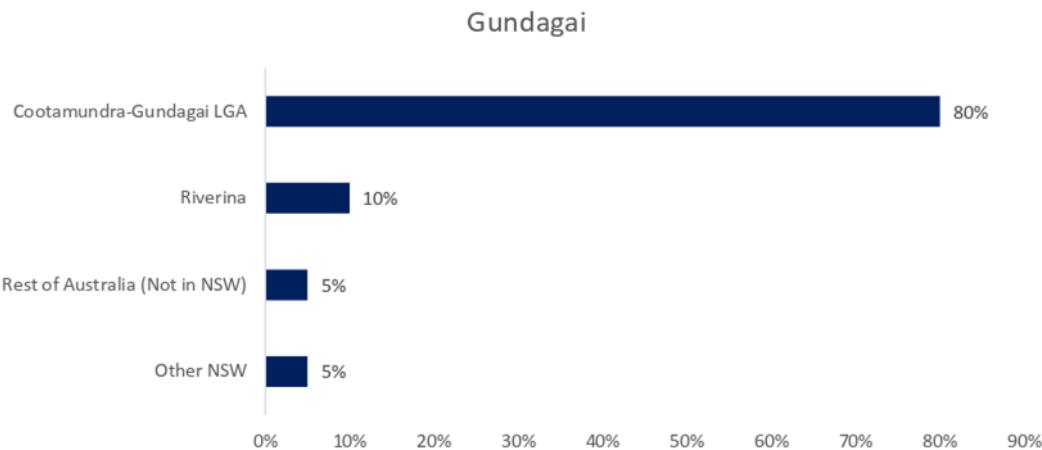
However, insights can be gained from the responses to questions. Additional investigation to better understand tourism operator issues may be beneficial.

Survey response analysis

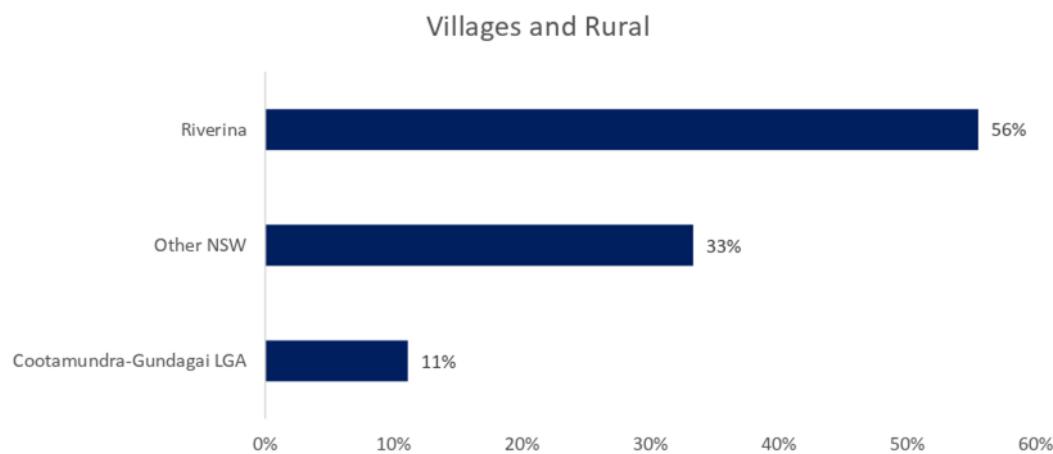
Where are the majority of your customers based?



When asked where the majority of their customers are based, 68 percent of Cootamundra respondent businesses are supplying the majority of the services/products to local businesses. This suggests a lower level of sales to external regions, bringing money into the LGA.

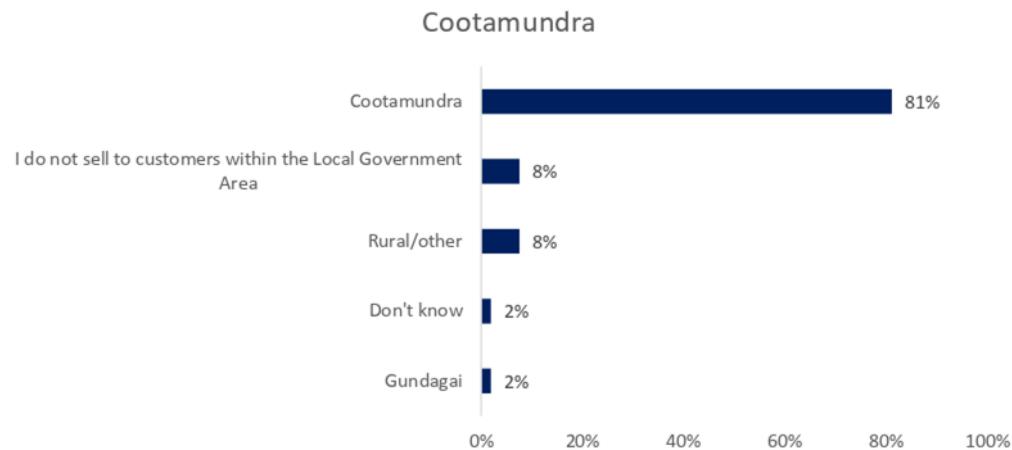


In Gundagai, 80 percent of respondent businesses are supplying the majority of the services/products to local businesses. This is higher than Cootamundra and is consistent with a smaller industrial sector.

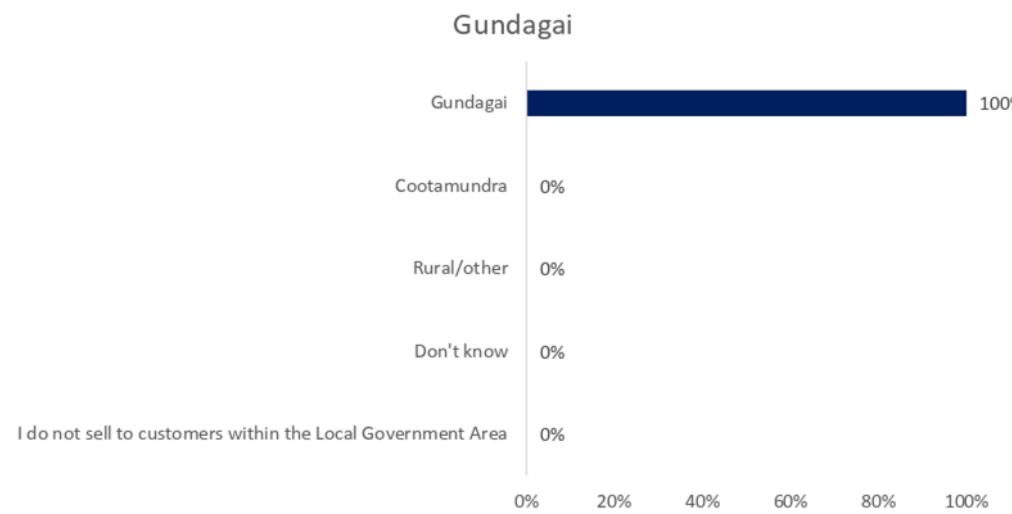


Consistent with its agricultural focus, village and rural businesses sell a low proportion of their produce locally, with the Riverina region the largest market for this produce.

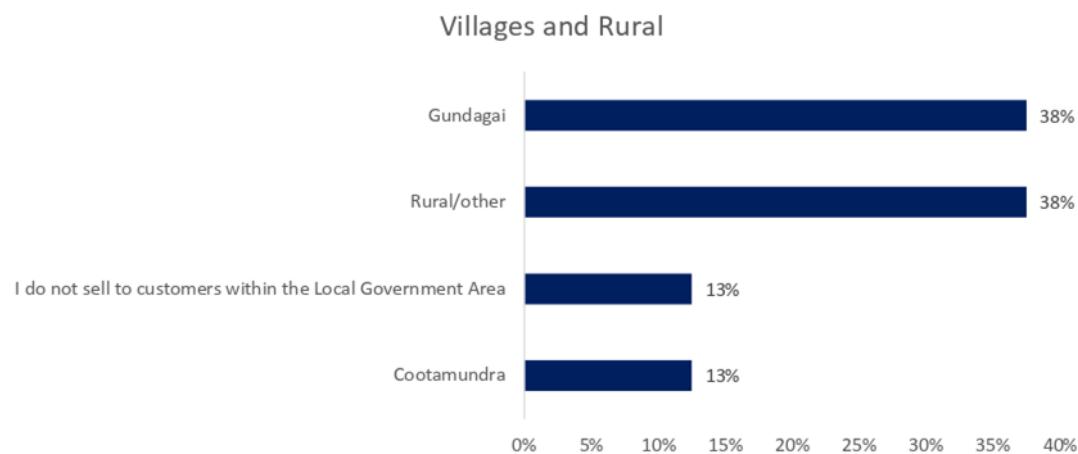
If you serve customers from within the Cootamundra-Gundagai LGA, where are the majority of these customers based?



Cootamundra businesses are serving an 81% majority of Cootamundra businesses.

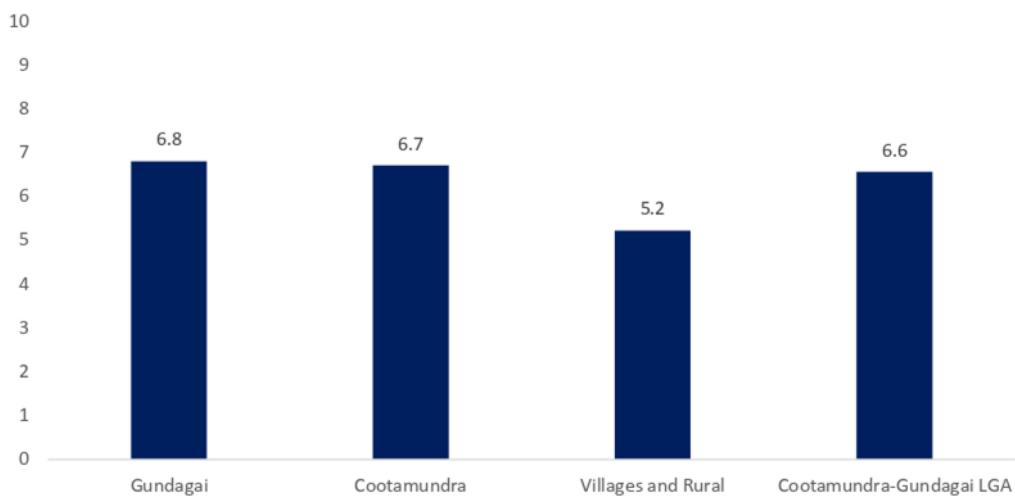


100% of Gundagai business respondents advised that the majority of their customers were based in Gundagai. This illustrates a high level of connectedness between the communities. While this offers the benefit of a support economic backbone, it also exposes the region if there are a number of large employers who could move or reduce volumes which would have significant flow on impacts.



Village and rural businesses advised that the majority of their customers based in the LGA are split fairly evenly across the LGA.

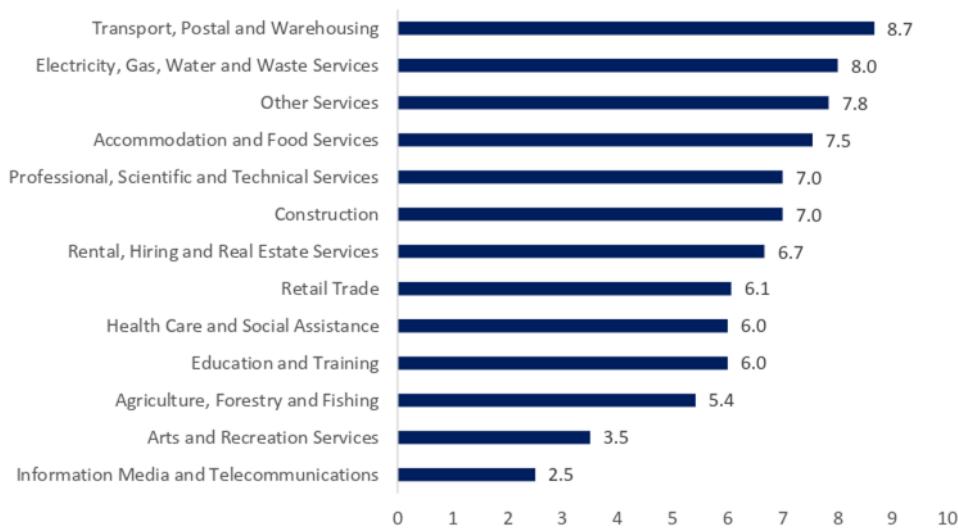
How would you rate your business outlook?



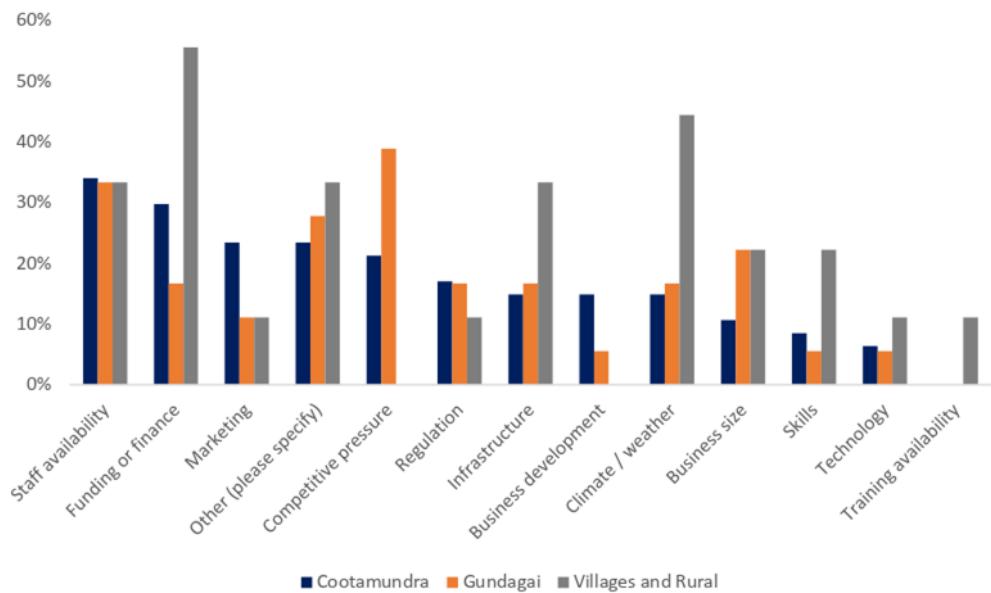
Business outlook across the region is fairly even, although villages and rural businesses are less optimistic about their business outlook.

When business outlook is segmented by industry, it is clear that outlook is impacted by sectoral issues. Agriculture as one of the major employment areas is relatively pessimistic about its outlook, most likely impacted by drought conditions.

On the positive side, there are a large number of sectors that have a positive outlook, offering a sustainability assessment to the local economic outlook.



What, if any, are the current barriers to growing your business?



When asked about barriers to growing their business, respondents across Cootamundra and Gundagai had relatively similar responses.

Gundagai businesses highlighted competitive pressure as a bigger issue and their Cootamundra counterparts had a higher response for funding/finance and marketing.

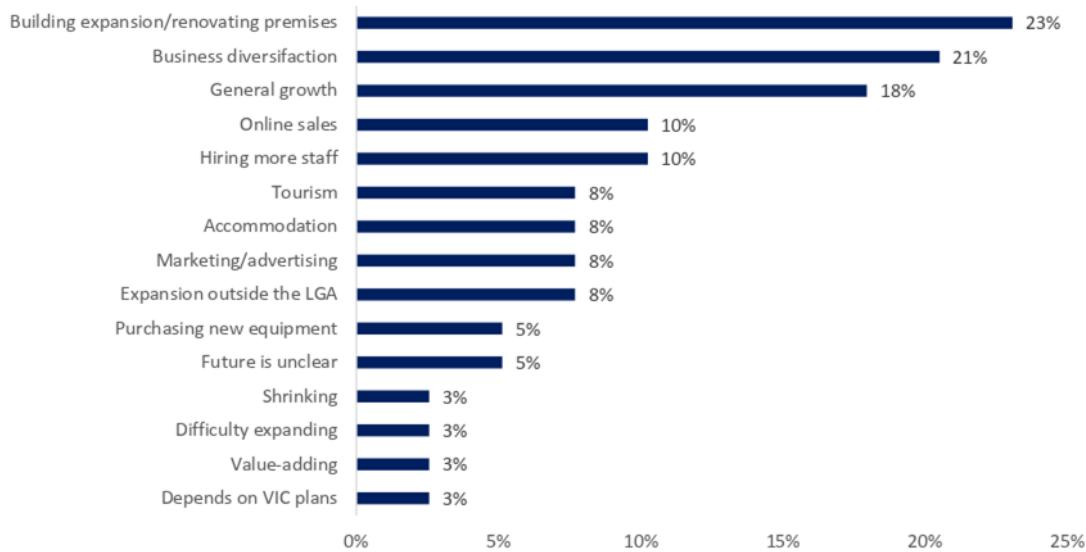
Village and rural respondents highlighted significantly different issues, citing funding/finance, infrastructure and climate as the main barriers.

Other barriers identified by businesses included:

- Lack of Council support
- Declining demand/population
- Lack of labour supply
- Production/wage costs
- Inadequate Internet/mobile
- Inadequate VIC services
- Competition from new service centre
- Competition from online shopping
- Lack of support for local business
- Government regulation/red tape

Opportunities for future expansion

Businesses identified opportunities to expand their businesses. This feedback was analysed thematically and has been provided below. Building expansion/renovating premises, Business diversification and General business growth were the 3 top opportunities. This suggests that Council could work with these businesses to support future potential development applications via pre Development Application lodgement and could assist with facilitation of capacity building skills to achieve growth opportunities.

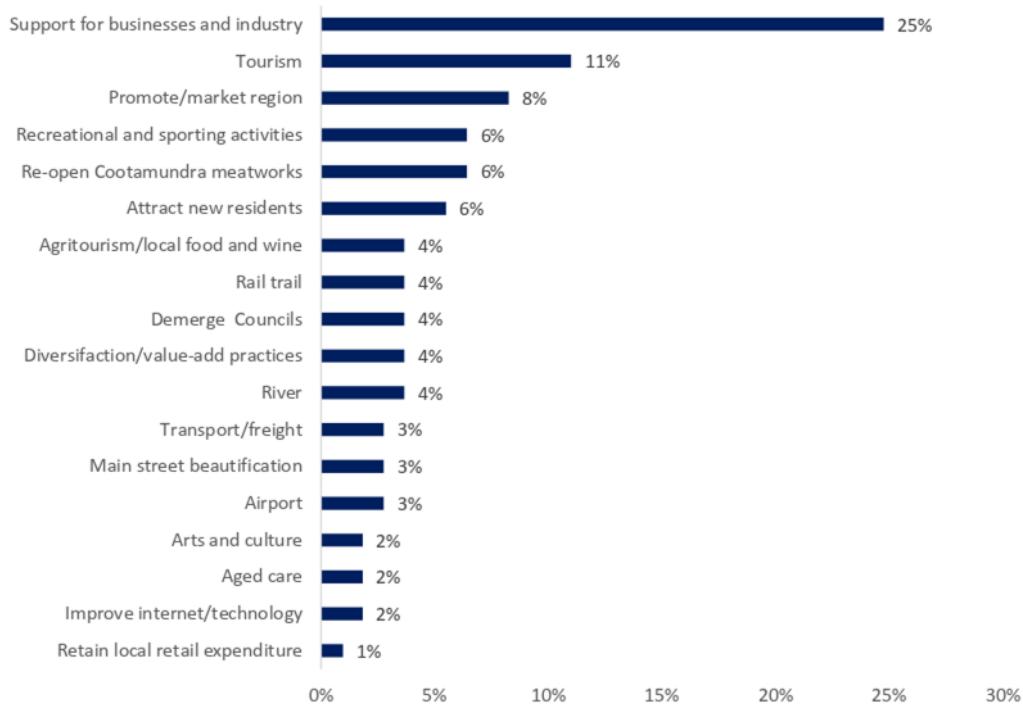


What do you feel are the opportunities for the Cootamundra-Gundagai region to expand its economy?

When asked about opportunities to expand the LGA economy, respondent answers were analysed thematically and are provided below.

The top response included a range of feedback that generally supported the attraction and retention of industry, without providing specific detail. Further testing of the business community could add detail here.

Developing tourism and marketing/branding exercises were the next two most popular responses.



Rating of key infrastructure

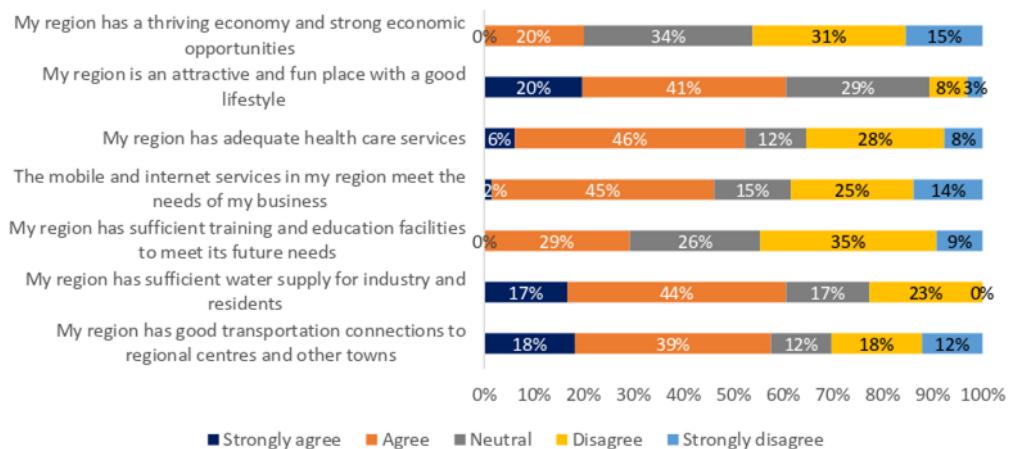
Respondents were asked to rate key infrastructure in the Cootamundra-Gundagai LGA. The region rated relatively poorly in the responses labelled a thriving economy and strong economic opportunities and training/education facilities.

The response relating to rating the attractiveness, fun and lifestyle question was 61% favourable. But 29% of respondents are neutral and 11% who are negative on this issue suggests an opportunity that this element of liveability could be reviewed in the LGA. The majority of respondents also agreed that there was sufficient water supply (61% agreed or strongly agreed), that transportation infrastructure was good (57% agreed or strongly agreed) and that the region has adequate health care services (52% agreed or strongly agreed). However, there are substantial portions of respondents who were neutral or disagreed with these statements suggesting that there is potential for improvements.

When asked if the region had sufficient training and education facilities, 44% of respondents disagreed and 26% were neutral. This suggests that training and education facilities may be an issue within the Cootamundra-Gundagai LGA and this area should be reviewed.

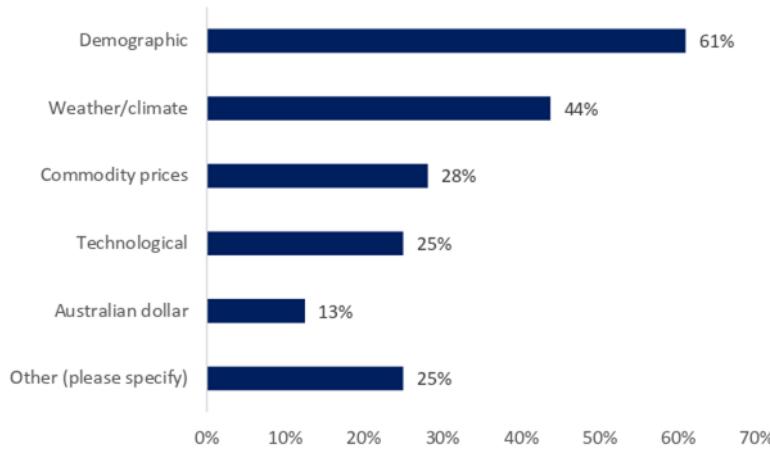
Only 20% of respondents agreed with the statement "My region has a thriving economy and strong economic opportunities" suggesting that the LGA's economy is another area for review.

The response rating internet and mobile services in the LGA was also mixed, with just 47% of respondents agreeing that mobile and internet services in the LGA meet the needs of their business. Improvements in telecommunications infrastructure may be required.



What are the main external risks to the Cootamundra-Gundagai region economy?

Demographics issues (including concerns about the declining population and the need for young people to move to the area) was seen by respondents as the largest risk to the local economy.

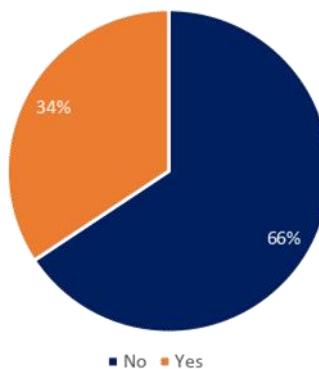


Other responses included:

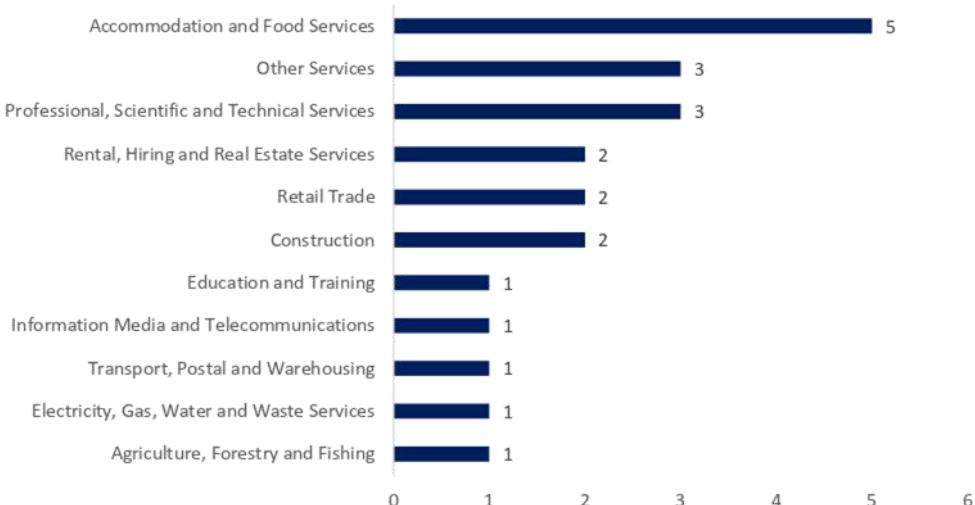
- Lack of support.
- Competitive pressures.
- Lack of industry and threats to existing industry.
- Disconnect with the Local community due to council resources moving to Cootamundra.
- Lack of jobs.
- Lack of water and infrastructure.
- Limited NBN.
- Lack of good political leadership at all levels.
- We need to encourage small business, help with relocation of businesses from larger centres, in turn this will increase the employment prospects and other associated benefits.

Is your business having any difficulty in finding and recruiting specific skilled staff?

When asked if they were having difficulty in finding and recruiting staff, 34% of respondents businesses advised that they were challenged in this area.



Of the respondents who indicated they were having difficulty in finding and recruiting specific skilled staff, most were in the Accommodation and Food Services sector, followed by Other Services then and Professional, Scientific and Technical Services industry sectors.



When recruiting for your business, do the following issues impact on recruitment process?

Respondents who advised that they are experiencing difficulty in finding and recruiting staff were asked to rate key difficulties. By grouping responses, certain insights are apparent. A lack of qualifications, lack of applicants, lack of suitable applicants and high pay expectations are causing employers difficulties in recruiting.

Given the high current unemployment rate, this suggests that the LGA may have both education/training issues and a lack of willing workers. It should be noted that a major employer in Gundagai has expressed difficulties in accessing any workers, even when free training is provided.



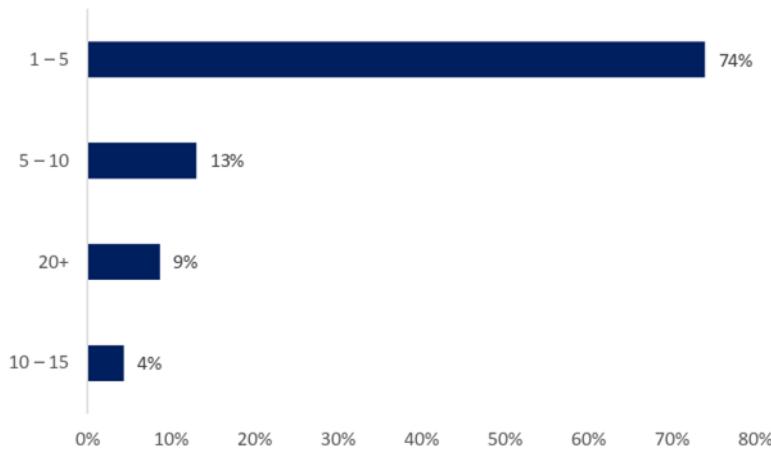
Please list your top three skills shortages in order of difficulty to recruit

Respondent skill shortages have been organised by industry sector below.

Accommodation and Food Services	Other Services	Professional, Scientific and Technical Services
<ul style="list-style-type: none"> • Chefs • Coffee maker • Staff willing to work weekends • Hospitality staff • Experienced front of house/ floor manager • Cafe assistant • Trades • Skilled staff • IT 	<ul style="list-style-type: none"> • Hair dressers • Veterinarians • Beauty • Vet Nurses • Cleaners 	Professional, Scientific and Technical Services <ul style="list-style-type: none"> • Butcher • Technical staff • Engineers • Specialist
Rental, Hiring and Real Estate Services	Retail Trade	Construction
<ul style="list-style-type: none"> • Real Estate agents • professionals with local knowledge • Chefs • Retail 	<ul style="list-style-type: none"> • Basic Maths • Junior staff • Spelling • Managers 	<ul style="list-style-type: none"> • Tradesmen • Welders • Labourers
Education and Training	Information Media and Telecommunications	Transport, Postal, and Warehousing
<ul style="list-style-type: none"> • Disabled employees • Disability support staff • Teacher 	<ul style="list-style-type: none"> • Security • Information technology 	<ul style="list-style-type: none"> • Truck drivers
Electricity, Gas, Water, and Waste Services	Agriculture, Forestry, and Fishing	
<ul style="list-style-type: none"> • Nursing • Allied health • Trades e.g. builders 	<ul style="list-style-type: none"> • Machinery operators • Fruit pickers • Shearers 	

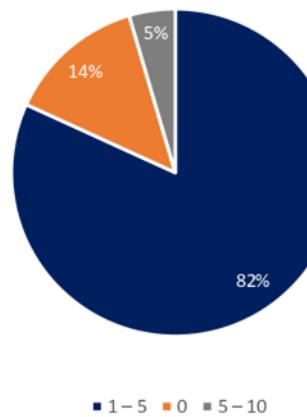
How many Full Time Equivalent staff currently work at your business?

The majority of respondents who advised that they are experiencing difficulty in finding and recruiting staff employed 1 – 5 people on a Full Time Equivalent (FTE) basis.



How many additional Full Time Equivalent staff would you hire right now if the right skills were available?

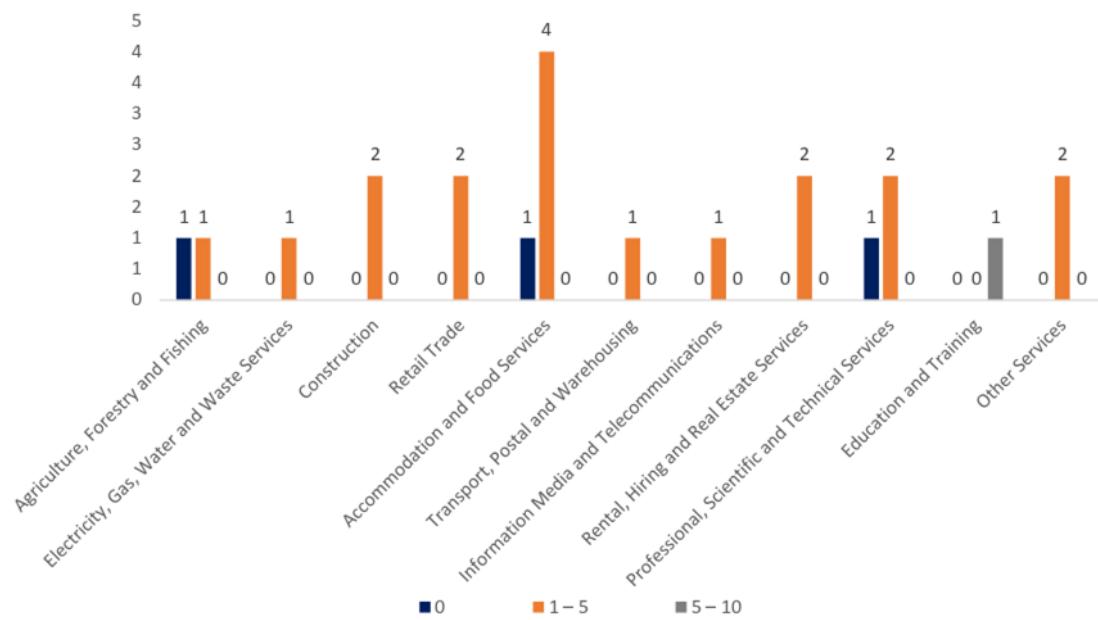
Respondents who advised that they are experiencing difficulty in finding and recruiting staff, were asked how many additional FTE staff they would employ right now if available.



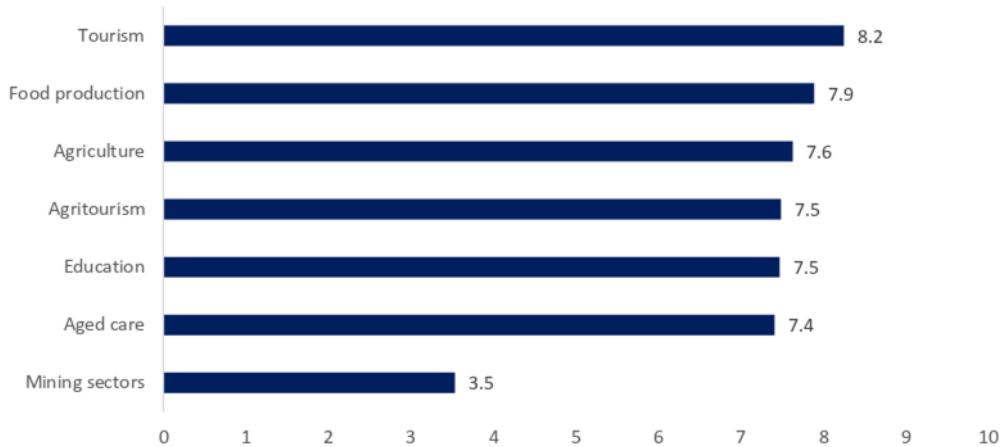
Of these, 82% would employ 1 – 5 additional staff. A small number of businesses would employ 5 – 10. This suggests that skills and a lack of suitable applicants is actively holding back economic development in the LGA.

When analysed by industry, the largest skills shortage appears to be in the Accommodation and Food services, with 4 business managers indicating that they would hire between 1-5 additional

staff. This is followed by the Education and Training industry sector, with 1 business manager indicating they would hire between 5-10 additional staff.



Support for a strategic focus on certain industries in the Cootamundra-Gundagai Tourism and Economic Development Strategy



Survey respondents were asked to rank their support for a strategic focus on certain industries identified across the Council and NSW Government strategic planning documents. Tourism, food production, agriculture and agritourism are related industries that all ranked at the upper end of the scale.

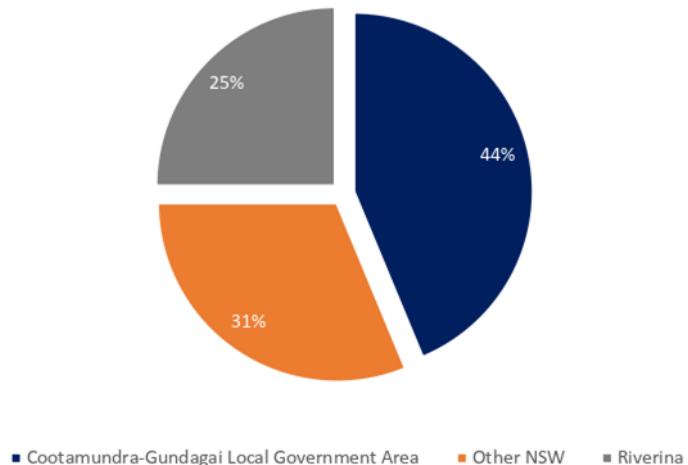
Other industries for strategic development provided by respondents included:

- Arts/culture
- Disability support services
- Boutique retail
- Sports
- Warehousing/logistics
- Develop and support what industry we already have
- Freight and transport
- Professional services
- Tree change, the benefits of country living, health and wellness
- Encourage new industry to town
- Business
- Industry
- Tourism around retreats- particularly for women

Tourism Businesses

Survey respondents that primarily rely on serving visitors to the region were asked a number of additional questions to provide further insights into the visitor economy in the LGA.

Where do you make the majority of your tourism business purchases?

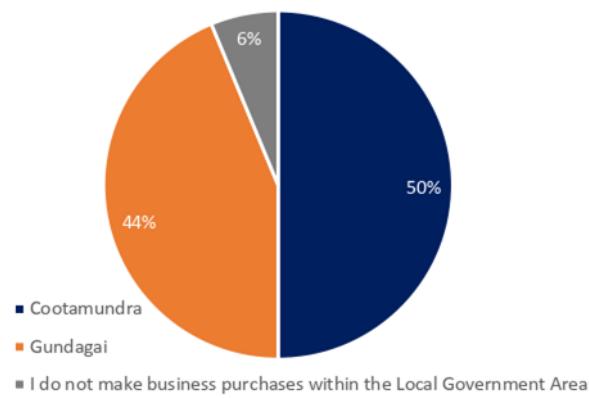


Tourism businesses in Cootamundra make majority of their purchases within the LGA and nearly all of their purchases either in the LGA or the Riverina.

In contrast, just over 2 thirds of tourism businesses in Gundagai make most of their purchases from locations in NSW outside the Riverina.

There were a small number of respondents and the data should not be used without clarifying the small sample size impacts.

If you make tourism business purchases from within the Cootamundra-Gundagai Local Government Area, where do you make the majority of these purchases?



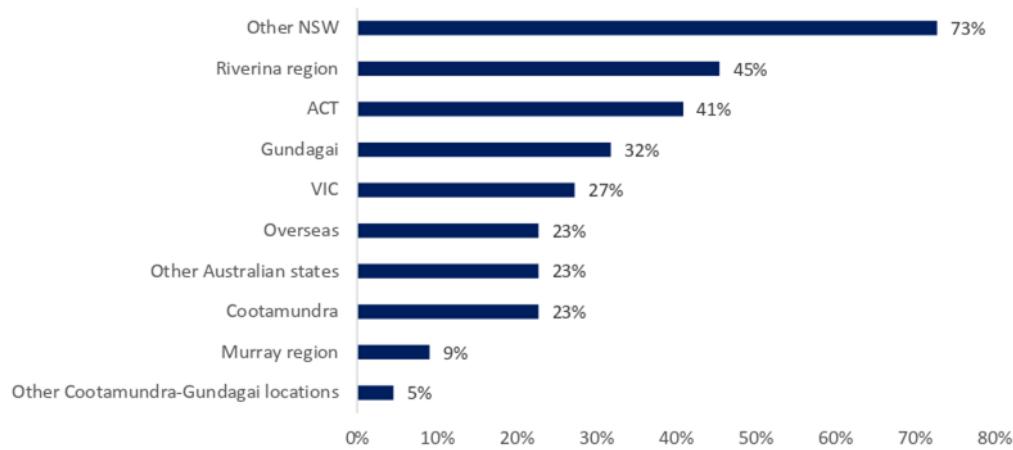
For those that do make tourism business purchases inside the LGA, 50% of these were made in Cootamundra. 65% of survey respondents were based in Cootamundra suggesting that some level of Cootamundra expenditure in Gundagai.

When the data is analysed by the location of the tourism businesses, nearly all tourism businesses in Cootamundra make most of their purchases from within the LGA from Cootamundra, and nearly all businesses in Gundagai make most of their purchases from within the LGA from Gundagai.

There were a small number of respondents and the data should not be used without clarifying the small sample size impacts.

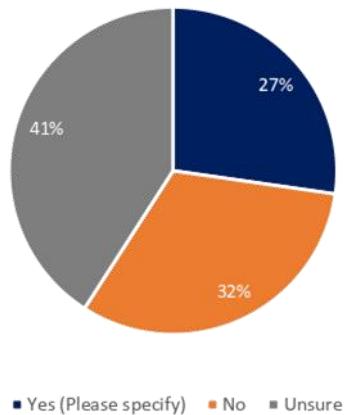
What are the top 3 regions where your clientele come from?

Other NSW was the leading point of origin for visitors to the Cootamundra-Gundagai LGA. This was followed by the Riverina and the ACT.



Is your business reliant on specific local infrastructure? (for example, Visitor Information Centre, specific roads or venues)

Most tourism businesses are not reliant on specific local infrastructure.

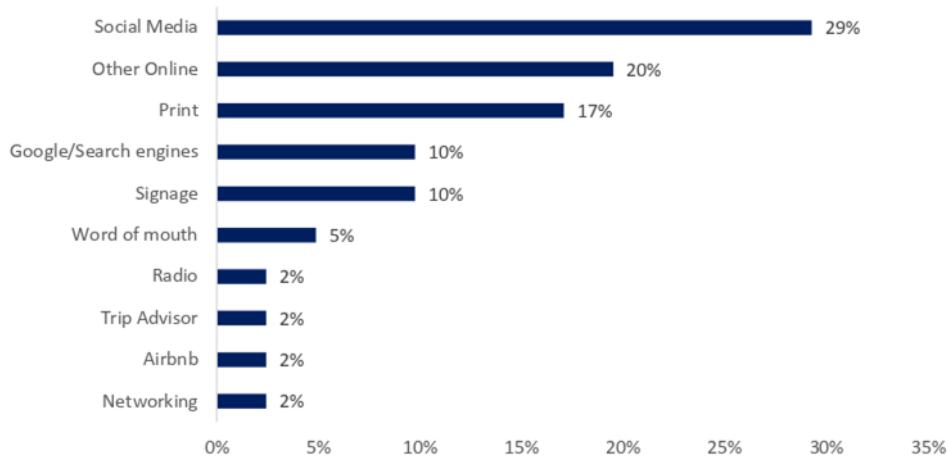


Six respondents advised that they were reliant on local infrastructure, including:

- Main Street
- RV Free Parking
- Yarri sculpture
- Visitor Information Centre
- Local roads and signage
- Annie Pyers Drive

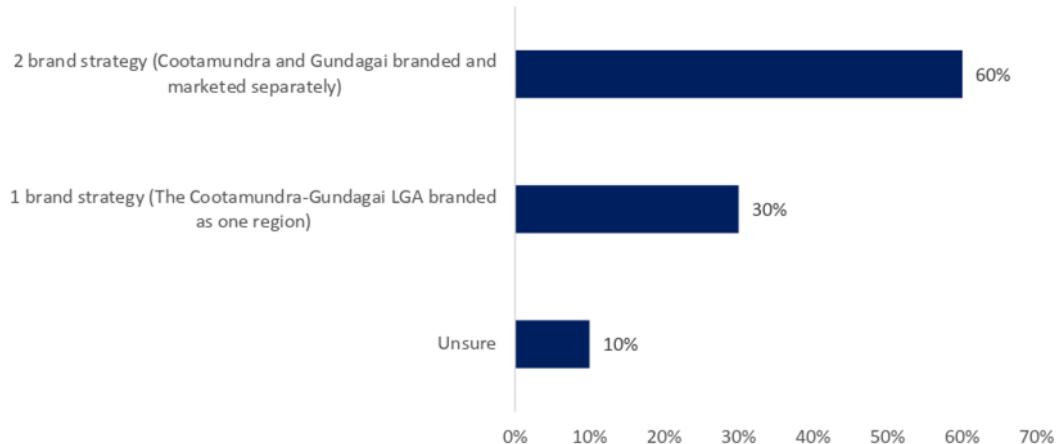
Please list your top three successful marketing strategies

Social media, other online and print marketing strategies were highlighted by respondents as the most successful means of reaching new clients.



What is the best branding strategy to promote the Cootamundra-Gundagai Local Government Area?

The majority of survey respondents prefer a two-brand strategy to promote Cootamundra and Gundagai separately.



When asked to nominate potential ideas to promote/brand/market their region, respondents provided similar ideas and imagery across the regions.

Cootamundra brand:

- Country lifestyle
- Agriculture and local produce
- Antiques and collectibles hub
- Sport, Donald Bradman
- Railways
- Local history

Gundagai brand:

- Country lifestyle
- Murrumbidgee River
- History and folklore
- Local produce and hospitality
- Scenery

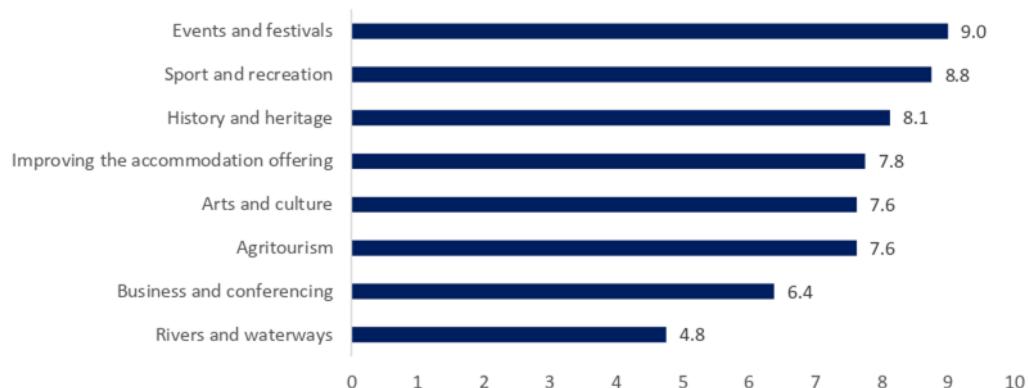
Combined Cootamundra-Gundagai brand:

- Country lifestyle
- Local history
- Agriculture
- Scenery

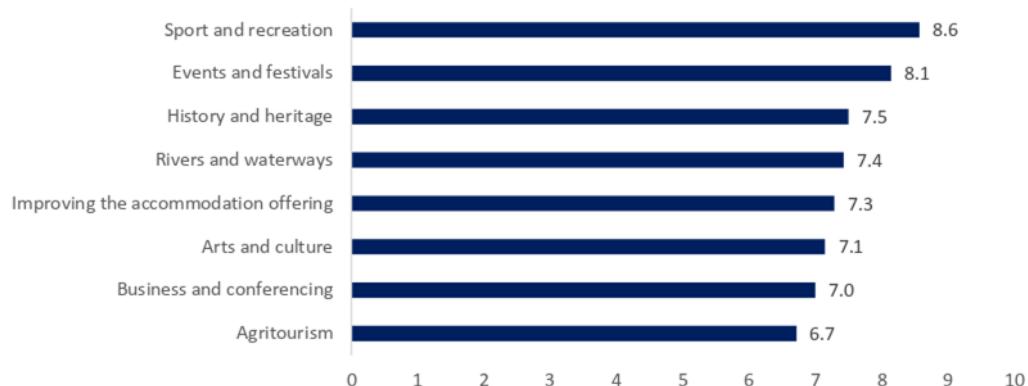
Rate your preference of themes and actions for developing the Cootamundra-Gundagai tourism economy

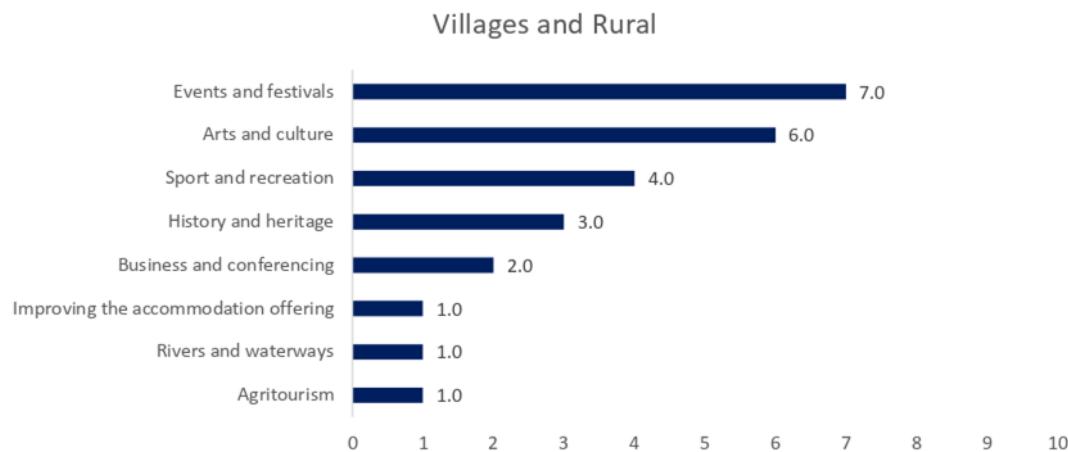
Drawing from various regional strategic documents, respondents were asked to rate their preference for themes and actions to develop the local tourism sector. This feedback has been split out by geographical region to inform deliberations in a two-brand strategy. It is important to reiterate for this question that the following question feedback is based on a low number of responses and is not statistically significant.

Cootamundra



Gundagai





Are there any specific tourism issues that need to be covered in the Strategy?

When asked for open ended feedback on specific issues that need to be covered in a tourism strategy, general feedback was provided on the following themes:

- Improved signage
- Improved accommodation options
- Improved hospitality quality and opening hours
- Heritage/cultural assets
- River access/activities
- Events
- Better promotion of region

Please rate the following Big Ideas from the Cootamundra-Gundagai Community Strategic Plan out of 10

When asked to rate the Big Ideas from the Cootamundra-Gundagai CSP relating to economic development, tourism survey respondents favoured longer opening hours, better signage and marketing and promotion activities.



APPENDIX D: SUMMARY OF OBSERVATIONS FROM WORKSHOPS WITH COOTAMUNDRA AND GUNDAGAI TOURISM ACTION COMMITTEES

Note these are verbatim notes of comments made at the workshops

Cootamundra Tourism Committee

Comments on past strategies

- Agricultural businesses have had an interest in agritourism.
- Captains Walk has a successful attendance rate.
- Several tourism group strategies, but nothing really eventuated.
- Tourism groups have increased visitation in Cootamundra with families staying for 3 nights and more overnight stays in the BnB.
- Volleyball event is very popular, but it isn't very well known.
- Regional Shire Councils have done a "country change" expo detailing positives of living Cootamundra to visitors but this has had limited engagement and success.

Current state of tourism

- Not much in Cootamundra to attract visitors to stop.
- Nominated reasons for stopping - Rest or coffee, to see Bradman's birthplace, to visit friends and family.
- Cootamundra gets overflow accommodation from visitors attending events in other towns such as Temora.
- Google maps skip Cootamundra, potentially diverting highway traffic.
- There are plentiful motels/hotels and some farm stays around Cootamundra.
- There are few places for visitors to eat and most cafes are shut on Sundays. A need for more food options was identified.
- Overall, it was agreed that Cootamundra is not so appealing to visitors.
- There is some poor maintenance in the main street of town and there are some vacant buildings.
- Town lacks a cohesive welcome.
- There is increasing interest from visitors in farm stays.
- Some events are well attended, others are declining. Sporting events are generally successful.
- Event goers are not being capitalised on effectively.

Branding/marketing

- There is a need to establish a regional agricultural brand.
- Currently Cootamundra and Gundagai are branded separately with a strong Gundagai brand.
- There is a perception that tourism in Gundagai has had more effort and money invested into it.

- It was believed that a branding strategy should connect the two towns, keep the areas distinct but emphasise connections between Cootamundra and Gundagai.
- Infrastructure and agritourism should be developed.
- Council should drive the marketing of the region.
- There is a need for more Council tourism staff.
- There is a need for greater digital marketing. Some businesses do not understand or are resistant to digital marketing.
- The visit Cootamundra site is under development.

Future strategy

- It was believed that the villages should have a major role in tourism, but many villages lacked drawcards and it was noted that it would take entrepreneurs to provide the impetus for tourism in the villages. Infrastructure requirements for villages were also mentioned.
- Storytelling festival to link Cootamundra, Gundagai and Villages.
- Silo art was mentioned.
- Rejuvenation of Wattle festival.
- Road and signage improvement.
- Perception that Cootamundra needs a new standalone VIC.
- Link the towns via the railway.
- Aboriginal connections link the towns together.
- Offer intensive farming and top-quality produce such as food bowl events.
- Wattle botanical garden.

Gundagai Tourism Committee

Comments on past strategies

- Numerous successes, driven by community groups such as the TAC
- Recent signage and main street upgrade have been successful. Main street opening event was successful, and the main street upgrade has revitalized businesses. Improved town beautification.
- Showground and racecourse noted as tourism assets, potential for these to hold larger events. Racecourse and showground committee a good example of an effective community group.
- Committees viewed as essential to promoting tourism.
- Main points of previous strategy are still relevant.

Current state of tourism

- Gundagai is very accessible both to and from other towns. Great location for overnight stays.
- Current key tourism market still consistent with what was listed in previous strategy.

- History, heritage, and convenience nominated as reasons for why visitors would stop in Gundagai.
- Gundagai has a good reputation for visitors.
- Highway traffic is a source of visitors.
- Strong volume of events held in Gundagai, large number of weddings.
- Lack of venue space, there is a need for greater accommodation.
- There is a need for more food options, but sustainability of running a restaurant in Gundagai was questioned.

Branding/marketing

- Emphasised that Cootamundra and Gundagai are distinct towns with different tourism markets.
- Preference for a 2-brand strategy with some room for links or synergy between towns.
- Mentioned that overnight and daytrip visits will not visit both Cootamundra and Gundagai. Visitors to Gundagai are more likely to visit Tumut and Snowy Valleys LGA.
- The Gundagai tourism strategy is more advanced than Cootamundra's, and there was a few of going backwards if the strategies were combined.
- Basic level of internet marketing needs to be increased so more tourists are aware of what is to offer in the towns
- Supported the marketing theme of Gundagai as a river crossing town.

Future strategy

- Future strategy should be consistent with the old strategy, but with additions.
- Greater focus on international tourism for the future.
- Need to incorporate the Murrumbidgee River, identified as a tourism opportunity.
- Rail trail was mentioned to link the towns and villages.
- Potential access to the river through the rail trail between villages
- It was mentioned that the consistency of message for the highway signage could be improved.
- The main focus should be on the Cootamundra and Gundagai towns rather than the villages. Council could look at providing infrastructure such as waste collection points and RV friendly sites in the villages and assist with event promotion.

APPENDIX E: PREVIOUS CONSULTATION BY COUNCIL

Previous consultation undertaken by Council was also considered.

Council undertook consultation in the preparation of the draft Cootamundra-Gundagai Economic Development Strategy prepared in 2017.

Insights from the consultation were as follows:

Strengths of the region
Economic
Productive agricultural land with good rainfall and access to water leading to a strong agribusiness sector with good support infrastructure for agricultural enterprises
Good freight and logistics access across the local government area
Strong retail business sector providing products and services to the community
Good utility infrastructure (reticulated water, gas, NBN) in major towns
Gundagai tourism product has been developed on the back of its well-known name / brand
Business confidence is strong as demonstrated by recent expansion of large employer businesses
Good visitor support services available to support increased visitation
Social
Safe, affordable and liveable towns and villages
Access to excellent recreational facilities including golf, bowling, sporting fields and pools
Excellent cultural and recreational opportunities for adults, youth and children (including Arts Centre, creative and sporting groups)
A range of diverse lifestyle opportunities exist to support a diversity of living styles including town block sizes, rural living and farm living available
A welcoming community that has an appetite for diversity
Excellent community facilities and services: medical (including availability of specialists), regional universities in close proximity, aged care
Active volunteers and an engaged community
Environment
Significant natural beauty (including the Murrumbidgee River) with great amenity
Heritage buildings
General
Central location to a number of large cities – Canberra, Sydney and Melbourne
Access to international visitors and freight due to proximity to Canberra International Airport
Good proximity to popular places associated with recreational pursuits (snowfields, dams etc)

Barriers within the region	
Economic	
Lack of affordable land to support farming start-ups	
Small mixed lot farms have been subsumed into large scale operations reducing employment and population, especially in outlying villages	
Labour is hard to access for some skill sets and businesses, especially if the work is physically demanding. One major employer is experiencing significant difficulties in attracting and retaining workers	
Land is tightly held and is hard to get access to small parcels of land (and approval for an associated home) for agricultural use (less than 100 acres)	
Lack of understanding as to whether there is adequate land appropriately zoned to support new business and industry initiatives	
Government funding to support infrastructure development is hard to access	
Key roads require upgrade to support heavy vehicle movements	
Village utility infrastructure (i.e. reticulated water, NBN) is limited thus impacting opportunities in these areas	
Social	
Heavy reliance on Council to advocate and support initiatives – these may not get sufficient support from private businesses	
Limited public transport options between villages and towns	
Communities can be change averse and resist approaching issues innovatively and creatively	
General	
Legislative requirements mean initiatives take a long time to get approval	
Appearance of some town entries is poor thus discouraging pass-through traffic from entering	
A lack of strategic vision and planning for the community. A grand plan is not evident and Council's approach is generally reactive	
Council can be perceived as a "blocker" and more "can't do" than "can do"	

Opportunities	
Sector	Opportunity
Agriculture and food processing	Improved accessibility to affordable land for emerging farmers
	Intensive farming on smaller lots, including niche farming
	Export preparedness
Tourism, retail and hospitality	Product development
	Marketing and promotion of region
	Access to international visitors
	Improved accessibility to natural resources for tourism purposes
	Long term community and business capacity building to support visitor servicing
Transport and logistics	Improved public transport linkages between towns and villages
	Improvement of road and rail infrastructure to support product and heavy vehicle movements across the local government area
General	Co-investment in facilities to support small business establishment
	Business mentoring to support start-ups and growing businesses
	Enhancement of liveability in communities through the provision and maintenance of basic infrastructure
	Provide access to a ready workforce
	Growth of small businesses, including online businesses
	Creation of LEP planning zones that can support current and emerging business needs
	Development of long-term relationships with large industries in order to encourage relocation into the region
Professional, streamlined, accessible Council services	

Wallendbeen Strategic Heritage Study and King Street Revitalisation Project

COOTAMUNDRA GUNDAGAI REGIONAL COUNCIL



JANUARY 2019

ngh environmental

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Cover image: Leading the march is Col J A K McKay of Wallendbeen. Between the banner with a white neckerchief is Mr King from Wallendbeen - Sydney, NSW (from the collections of the NSW State Library.

Document Verification

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Sydney Region
18/21 mary st
surry hills nsw 2010 (t 02 8202 8333)

Newcastle - Hunter and North Coast
2/54 hudson st
hamilton nsw 2303 (t 02 4929 2301)

Canberra - NSW SE & ACT
unit 8/27 yallourn st (po box 62)
fyshwick act 2609 (t 02 6280 5053)

Bega - ACT and South East NSW
89-91 auckland st (po box 470)
beaga nsw 2550 (t 02 6492 8333)

Wagga Wagga - Riverina and Western NSW
suite 1, 39 fitzmaurice st (po box 5464)
wagga wagga nsw 2650 (t 02 6971 9696)

Brisbane - Qld
Suite 4, level 5, 87 Whickham Tce
Spring hill qld 4000 (t 07 3129 7633)

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ACRONYMS, ABBREVIATIONS AND DEFINITIONS

AHD	Australian Heritage Database
<i>Burra Charter</i>	Refers to <i>The Burra Charter</i> prepared by Australia ICOMOS
<i>Cultural Significance</i>	Aesthetic, historical, scientific, social or spiritual value for past, present or future generations
CHL	Commonwealth Heritage List
CMP	Conservation Management Plan
DCP	Development Control Plan
EP&A Act	Environmental Planning & Assessment Act 1979
EPBC Act	Legal framework for the protection and management of places of national environmental significance
<i>Fabric</i>	Physical material of the <i>place</i> including components, fixtures, contents, and objects
HA	Heritage Assessment
<i>Heritage Significance</i>	A term used to describe the inherent cultural and historical value of an item
HIA	Heritage Impact Assessment
HCA	Heritage Conservation Area
ICOMOS	International Council on Monuments and Sites
<i>Interpretation</i>	All the ways of presenting the <i>cultural significance</i> of a <i>place</i>
LEP	Local Environment Plan
LGA	Local Government Area
NHL	National Heritage List
NPW Act	<i>National Parks & Wildlife Act 1974 (NSW)</i>
NSW	New South Wales
OEH	(NSW) Office of Environment and Heritage, formerly Department of Environment, Climate Change and Water
<i>Place</i>	Site, area, land, landscape, building or other works, and may include components, contents, spaces and views
<i>Reconstruction</i>	Means returning a <i>place</i> to a known earlier state and is distinguished from <i>restoration</i> by the introduction of a new material into the <i>fabric</i>
<i>Restoration</i>	Means returning the existing <i>fabric</i> of a <i>place</i> to a known earlier state by removing by removing accretions or by assembling existing components without the introduction of a new material
SHR	State Heritage Register
RNE	Register of the National Estate

UNESCO

United Nations Educational, Scientific and Cultural Organisation

WHL

World Heritage List

DRAFT

EXECUTIVE SUMMARY

Cootamundra Gundagai Regional Council (CGRC) in consultation with the Wallendbeen community have commissioned the Wallendbeen strategic heritage study and King Street revitalisation project, a three-stage project with the aim of revitalising the Wallendbeen Heritage Conservation Area (HCA) along a military service theme. Through community consultation, this project will develop a strategic heritage study of Wallendbeen, design of a streetscape plan for the revitalisation and activation of the King Street precinct, and create six stories for the Heritage Near Me app.

This project is the result of extensive consultation between CGRC and the Wallendbeen community. In 2017, Council initiated community consultation to inform the Village Strategy. This strategy recommends changes to land use within Wallendbeen to encourage economic development and a wide range of infrastructure improvements. During this consultation process, the community requested that the Wallendbeen Heritage Conservation Area (HCA) is revitalised along a military service theme. The Wallendbeen HCA includes parts of Lackey and King Street and nine of the 14 heritage items listed on the Local Environmental Plan. The revitalisation of the centre of Wallendbeen along a military service theme was granted funding from the NSW Office of Environment and Heritage under the *Heritage Near Me – Local Heritage Strategic Projects* funding scheme.

NGH Environmental were engaged to produce this heritage study to contribute to the revitalisation of the centre of Wallendbeen along a military service theme with the following specific aims:

- celebrate the unique military history of Wallendbeen;
- prioritise conservation and/or restoration works for heritage items;
- engage in ongoing community consultation;
- identify village infrastructure to be upgraded; and
- develop content for the Heritage Near Me App.

Military history is a key facet of Wallendbeen. Major General Kenneth MacKay founded the Australian Light Horse Brigade (Light Horse) in the district and camps were regularly held in the Wallendbeen area. A number of members of the Light Horse from the district participated in the Boer War. The effect of the First World War was particularly profound for Wallendbeen with 90 men participating, 18 of which lost their lives. Of the 72 who survived, not all returned to the district.

Small towns and villages generally had a decrease in the number of participants in the Second World War with Wallendbeen being no exception. 40 men and women from Wallendbeen participated in the War, 8 of which lost their lives.

The Korean War saw 2 people serve from Wallendbeen, as did the Vietnam War. No memorial exists for various peace keeping operations such as East Timor and recent operations in the Middle East. The impact of military service is evident with the impressive Wallendbeen Memorial Hall, Supper Rooms and Cenotaph having been erected by the community to celebrate and honour the service of the men and women of Wallendbeen. These structures contribute to the general character and aesthetic of King Street.

1 INTRODUCTION

1.1 BACKGROUND

NGH Environmental was been commissioned by Cootamundra Gundagai Regional Council for the preparation of a heritage study for the village of Wallendbeen, NSW 2588.

Wallendbeen is located in southern NSW, approximately 290km to the south-west of Sydney and has a population of 260. The town is located close to the crossroads between Olympic Highway and Burley Griffin Way (refer to Figure 1, below) and an opportunity has been identified to encourage visitation into the town from people travelling on the major highways. The purpose of the heritage study is to therefore contribute to the to the revitalisation of the centre of Wallendbeen along a military service theme.

Cootamundra Gundagai Regional Council has highlighted fifteen locally listed heritage sites to be analysed within this report for their condition and to identify any links to the military theme throughout the town.

The heritage and future development of the town is currently protected by the Cootamundra Council Development Control Plan (2013) and Local Environment Plan (2013).

Background historical information regarding the sites was mostly obtained through a synthesis of existing heritage listings and heritage studies.

This heritage study assesses the potential impact of the proposed works and has been prepared in accordance with the following guidelines:

- NSW Heritage Branch (Office of Environment and Heritage) publication Assessing Heritage Significance (2001);
- Australia's ICOMOS Burra Charter. The Charter sets the standard of practice for providing advice or making decisions about of undertaking works at places of heritage or cultural significance, including owners, managers and custodians (ICOMOS 1999); and
- Cootamundra Development Control Plan (2013), and Local Environment Plan (2013).

A site visit was carried out by NGH Heritage consultants, Jakob Ruhl and Amy Zeising on the 20th November 2018, in order to determine the existing physical aspects of the proposal site, the heritage items within proximity, and any conservation areas.

1.2 LOCATION

Wallendbeen is a small town of approximately 260 residents in southern NSW, Australia. Wallendbeen is within the Local Government Area (LGA) of Cootamundra-Gundagai Regional Council, approximately 18km north-east of Cootamundra, and 122km north-west of Canberra.

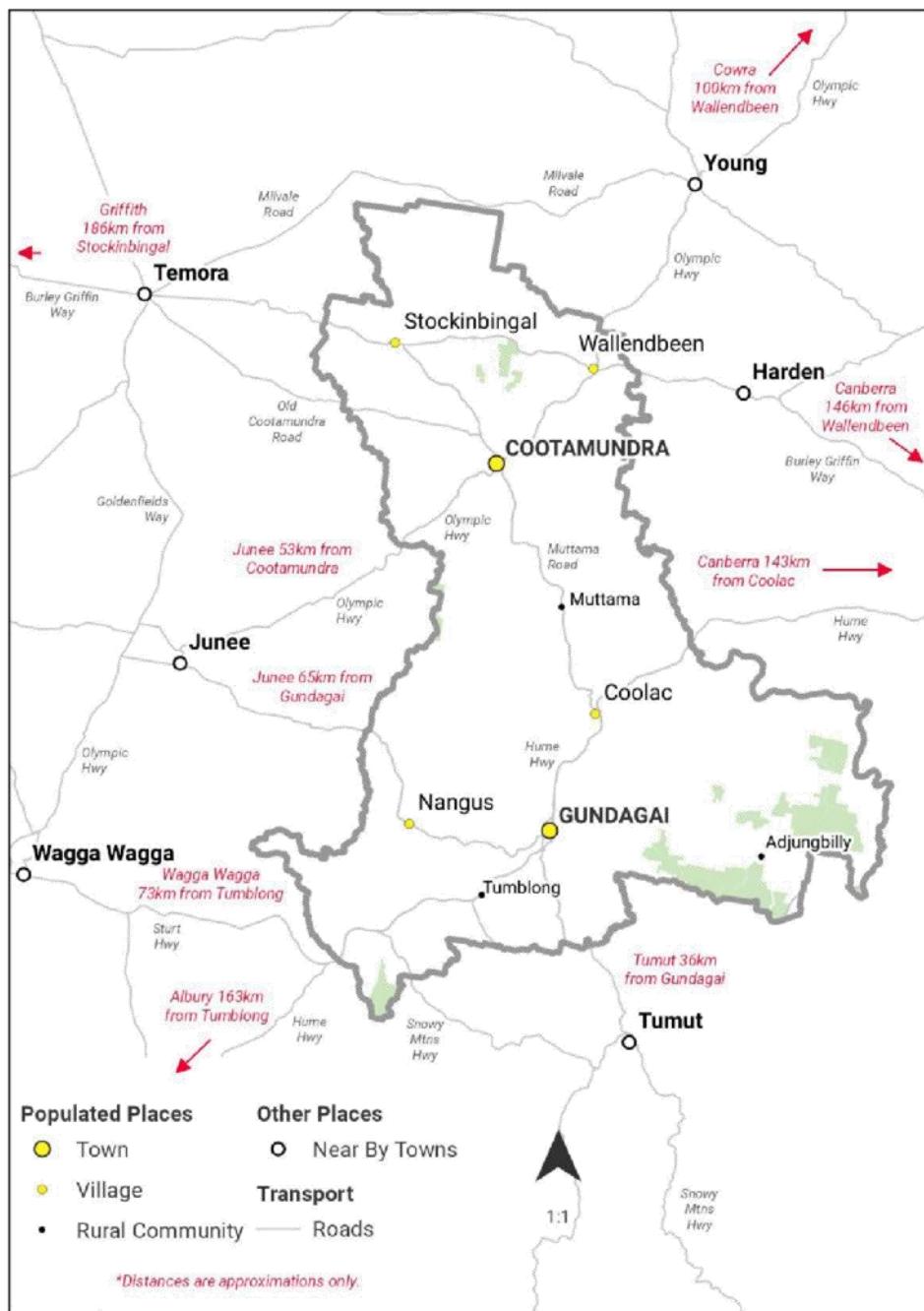


Figure 1. Location of Cootamundra Gundagai Regional Council.



Figure 2. Location of Wallendbeen.

1.3 PROPOSAL OBJECTIVE AND RATIONALE

Wallendbeen is currently a village of 260 people located approximately 500m from the crossroads of the Olympic Highway and Burley Griffin Way. While many vehicles travel along these roads each day, very few cars venture into Wallendbeen itself. A large rest stop is located at the crossroads, providing the necessary amenities for travellers without needing to stop in the town.

The aim of the Wallendbeen heritage study is to therefore reinvigorate the town of Wallendbeen under a military theme and encourage visitors to spend time in the village and discover the stories of military service.

The military service theme originates with Wallendbeen born and raised Major General Kenneth MacKay who formed the First Australian Horse unit (Light Horse). This volunteer militia unit saw combat in the Boer War and precedes the Australian Light Horse Regiment. The impact of military service on Wallendbeen during WWI was significant. Ninety men enlisted and 18 died during service. Of the remaining 72 soldiers, many did not return to the district resulting in a significant change to the community. While the number of Wallendbeen enlistments decreased in WWII, members of the local community continued to serve in the Australian Defence Forces in WWII, the Korean War and the Vietnam War (Cootamundra-Gundagai Regional Council, 2018).

The aims of the Wallendbeen heritage strategy and King Street revitalisation project are to:

- Celebrate the unique military history of Wallendbeen;
- Prioritise conservation and/or restoration works for heritage items;
- Engage in ongoing community consultation;
- Identify village infrastructure to be upgraded with the aim of:
 - Encouraging visitation;
 - Planting WWI memorial trees in King Street;
 - Encouraging economic development; and
- Development of content for the Heritage Near Me app.

This project is an important opportunity to celebrate the military heritage of Wallendbeen and to generate community pride for the village's built heritage. The project aims to revitalise the village and create a 'must see' destination for travellers along the Olympic Highway and Burley Griffin Way.

1.4 APPROACH

The purpose of this heritage study is to assess the items of heritage within the town of Wallendbeen and identify military themes relating to the history of the town.

The assessment has been prepared in accordance with the NSW Heritage Division's guideline *Assessing Heritage Significance* (2001), in addition to any further requirements that need to be considered in order to satisfy legislative and management obligations.

The report specifically includes the following:

- Review of existing heritage assessments and condition of the heritage items.
 - Specific use of the Black Mountain Projects Pty Ltd (2010) Cootamundra Shire Community-Based Heritage Study.

- Searches of national and state heritage databases. This includes the Australian Heritage Database (National and Commonwealth Heritage Lists), and the NSW Heritage Division State Heritage Inventory.
- Search of the Cootamundra Council Local Environmental Plan 2013 (LEP) and Development Control Plan 2013 (DCP).
- Review of relevant literature.
- Site visit.
- Assessment of themes and opportunities.
- Community consultation.
- Recommendations.

1.5 REPORT STRUCTURE

This report:

- Outlines the background of the current study/proposal (Section 1).
- Discusses issues such as statutory heritage listings and legislative requirements (Section 2).
- Provides a brief summary in terms of an historical and physical overview of the place (Section 3).
- Provides a description and evaluates the significance of items (Section 4).
- Discusses heritage interpretation (Section 5).
- Undertakes a photo survey of the historic items in Wallendbeen (Section 6).
- Provides a conclusions and recommendations as to the military revitalisation of Wallendbeen (Section 7).

Note, it is outside of the scope of this report to provide a detailed historical account of the area. We have relied upon previous historical information supplemented by some primary research.

2 LEGISLATIVE AND NON-STATUTORY CONSIDERATIONS

Places of heritage value can be subject to different levels of recognition and protection. This protection (at local, state and national levels) includes specific measures for the protection of heritage items. The text below provides a summary of the legislative framework at each level of government.

2.1 ENVIRONMENTAL PROTECTION AND BIODIVERSITY CONSERVATION ACT 1999

The EPBC Act provides a legal framework for the protection and management of places of national environmental significance. The heritage lists addressed by the EPBC Act include the United Nations Educational, Scientific and Cultural Organisation (UNESCO) World Heritage List (WHL), National Heritage List (NHL) and the Commonwealth Heritage List (CHL).

All WHL properties in Australia are protected and managed under the EPBC Act. The NHL protects places that have outstanding value to the nation. The CHL protects items and places owned or managed by Commonwealth Government agencies. The Commonwealth Department of Environment is responsible for the implementation of national policy, programs and legislation to protect and conserve Australia's environment and heritage and to promote Australian arts and culture. The Minister's approval is required for controlled actions which would have a significant impact on items and places included on the WHL, NHL or CHL.

The Australian Heritage Database (AHD) includes the National Heritage List, which includes the natural, historic and indigenous places that are of outstanding national heritage value to the Australian nation. The AHD also contains the Commonwealth Heritage List that comprises those places on Commonwealth lands and waters, or under Australian Government control. Items on both of these lists are protected under the EPBC Act. The AHD also includes places listed as World Heritage by UNESCO.

References to the Register of the National Estate (RNE) were removed from the EPBC Act in 2012. The RNE is no longer a statutory list but remains an archive of information about more than 13,000 places throughout Australia. There are no registrations for the town of Wallendbeen on the register of the National Estate.

2.2 NSW HERITAGE ACT

State Heritage Register

Natural, cultural and built heritage is protected in NSW under the *Heritage Act 1977*. The Act is administered by the Heritage Division, a State government agency within the Office of Environment and Heritage, Department of Planning and Environment.

The Act creates the State Heritage Register (SHR) which provides permanent protection for a heritage item or place. Items of State heritage significance are defined as a place, building, work, relic, moveable object or precinct which is of historical, scientific, cultural, social, archaeological or natural significance to the State (Section 4A(1) of the Act). The effect of SHR listing is that a person cannot damage, destroy, alter or move an item, building or land without approval from the Heritage Council.

The Heritage Council of NSW, constituted under the *Heritage Act 1977*, is appointed by the Minister and responsible for heritage in NSW. The Council reflects a cross-section of community, government and conservation expertise with the Heritage Division being the operational arm of the Council.

The 2001 NSW Heritage Manual Update, published by the NSW Heritage Office (now the 'Heritage Division') provides guidelines for 'Assessing Heritage Significance'. The Manual includes specific criteria for assessing heritage significance and the significance assessment within this report has been completed in accordance with these guidelines.

When items are listed on the State Heritage Register (SHR) applications to carry out works on those items need to be made to the Heritage Council under Section 60 of the Act.

A search of the study area and surrounds indicated that there are no registrations within the town of Wallendbeen on the NSW State Heritage Register.

State Agency Heritage Registers

State agencies and authorities in NSW are required to keep a register of heritage places under their management under Section 170 of the Act. The s.170 registers are also held in the NSW Heritage Division's (OEH) State Heritage Inventory (SHI), an electronic database of statutory listed heritage items in NSW.

There is one listing within the town of Wallendbeen on the s.170 register.

Table 1. s.170 listed heritage items within Wallendbeen.

Item name	Location	LGA
Connaughtmans Creek Bridge	Olympic Highway, Wallendbeen NSW	Cootamundra

2.3 ENVIRONMENTAL PLANNING & ASSESSMENT ACT

The *Environmental Planning & Assessment Act 1979* (EP&A Act) controls land use planning in NSW. The planning system established by the EP&A Act includes Local Environment Plans (LEPs) and other provisions relating to development control.

Heritage items are added to a heritage schedule of a LEP often following identification and assessment from a local shire heritage study. The SHI also holds local heritage items listed by local councils in NSW. These items are then given protection by the heritage provisions within the relevant plan, which will then require consent of Council for certain developments.

2.3.1 Local Environmental Plan, 2013

The Cootamundra LEP (2013) identifies and protects heritage conservation areas and listed buildings/items, identifies environmentally sensitive land, and proscribes land use practices. Heritage items (if any) are listed and described in Schedule 5. Heritage conservation areas are shown on the Heritage Map as well as being described in Schedule 5.

There are 17 local heritage items in the town of Wallendbeen including:

Table 2. LEP listed heritage items within Wallendbeen.

Item name	Location	Listing ID
Cambewarra, Federation Period Brick House	10 George Street, Wallendbeen NSW	I84
Connaughtmans Creek Bridge	Olympic Highway, Wallendbeen NSW	
Federation Period Brick House, Fence, Trees	12 George Street, Wallendbeen NSW	I85
Mackay Park, Incl Barry Grace Oval, Trees	Hoskins Street, Wallendbeen NSW	I88
Memorial Hall	14 King Street, Wallendbeen NSW	I91
Methodist Church	16 King Street, Wallendbeen NSW	I92
Presbyterian Church	Olympic Highway, Wallendbeen NSW	I116
Railway Station (second)	Silo Road, Wallendbeen NSW	I96
Railway Subway	Lackey Street, Wallendbeen NSW	I94
Railway Underbridge	Silo Road, Wallendbeen NSW	I97
Slab Cottage	13 Watson Street, Wallendbeen NSW	I98
St. Columba's Catholic Church	2 King Street, Wallendbeen NSW	I89
Wallendbeen Cemetery	Burley Griffin Way, Wallendbeen NSW	I99
Wallendbeen Conservation Area	Wallendbeen NSW	C2
Wallendbeen Public School, Cottage, Bell	7 King Street, Wallendbeen NSW	I90
Wallendoon Homestead, Gardens, Outbuildings	Wallendoon Lane, Wallendbeen NSW	I120
War Memorial Obelisk	King Street, Wallendbeen NSW	I93

Heritage Conservation - LEP Clause 5.10

Clause 5.10 of the LEP provides stipulating how heritage is to be conserved. The objectives of Clause 1 are particularly pertinent to this report and are as follows:

- to conserve the environmental heritage of Wallendbeen,
- to conserve the heritage significance of heritage items and heritage conservation areas, including associated fabric, settings and views,
- to conserve archaeological sites,
- to conserve Aboriginal objects and Aboriginal places of heritage significance.

Heritage assessment

The consent authority may, before granting consent to any development:

- on land on which a heritage item is located, or
- on land that is within a heritage conservation area, or
- on land that is within the vicinity of land referred to in paragraph (a) or (b),

require a heritage management document to be prepared that assesses the extent to which the carrying out of the proposed development would affect the heritage significance of the heritage item or heritage conservation area concerned.

The Cootamundra LEP is supported by the Cootamundra Development Control Plan, which provides more detailed standards and controls for specific types of development.

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Figure 3. Cootamundra LEP 2013 – Heritage Map: Sheet HER_005B.

2.4 THE BURRA CHARTER

The Australia ICOMOS (International Council on Monuments and Site) Charter for the conservation of places of cultural significance (the Burra Charter) (current edition 2013) sets a standard of practice for those who provide advice, make decisions about, or undertake works to places of cultural significance including owners, managers and custodians. The Charter is not a statutory document but does provide specific guidance for physical and procedural actions that should occur in relation to significant places. A copy of the charter can be accessed at <http://icomos.org/australia>. This SOHI has been prepared in accordance with the Burra Charter.

An appreciation of landscape is highlighted in the 1999 revision of the Burra Charter of Australia ICOMOS, placing greater emphasis on 'setting'. Article 8 of the Burra Charter now reads:

*"Conservation requires the retention of an appropriate visual *setting* and other relationships that contribute to the *cultural significance* of the *place*. New construction, demolition, intrusions or other changes which would adversely affect the setting or relationships are not appropriate".*

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3 HISTORICAL & PHYSICAL OVERVIEW

The scope of works for this heritage study did not require extensive historical research on the study area. The brief summary below and assessment of significance (Section 4) is sufficient for the purposes of providing a historical context for this particular assessment.

3.1 ENVIRONMENTAL CONTEXT

3.1.1 *Landscape*

The landscape of the area surrounding Wallendbeen includes alluvial flats, undulating low hills and rises. The area has been extensively cleared of native vegetation for the purposes of agriculture and settlement, with the land being used for grazing, orchards and cropping.

3.1.2 *Geology*

The geology of the Wallendbeen area includes Cambrian volcanic rocks associated with the Jindalee Group. The group consists of metamorphosed sedimentary and basaltic rocks, amphibolites and ultramafic rocks. Parent materials include mafic metavolcanics, metaquartzite, black and grey chert, quartz magnetite rocks, banded iron formation, quartz mica schist, serpentinite, harzburgite, pyroxnite, plagioclase-pyroxene, porphyry, talc carbonate rocks, gabbro and metabasalt.

3.1.3 *Landform/topography*

The area surrounding Wallendbeen is characterised by undulating rises and low hills with slopes <3% on waxing crests, from 3-10% on waxing hillslopes, and <3% on lower slopes and foot slopes.

Elevation in the area ranges from 440-531m with local relief from 20-60m. Slope lengths are typically 700-1500m. Minor rock outcrop (2-10%) occurs on some upper slopes and crests. Stream channels are erosional, tributary and widely spaced.

3.1.4 *Soils*

The project area is located within two soil landscapes: Wallendbeen and Creek Flats; and Young.

Wallendbeen is located in a highly productive wheat belt and is noted for the high quality of dry land wheat produced. Agricultural wealth was a major contributor to population growth in the area in the 19th and early 20th centuries; particularly as gold deposits began to be exhausted in the region (Cootamundra-Gundagai regional Council, 2017).

Wallendbeen is surrounded by productive agricultural land. A portion of this land has been identified as Biophysical Strategic Agricultural Land (BSAL) by the NSW Department of Planning and Environment, land with high quality soil and water resources capable of sustaining high levels of productivity.

3.1.5 Vegetation

The Wallendbeen area has been extensively cleared of native vegetation for agricultural and residential development, and only small remnants of the original vegetation remains within the region along road corridors and fence reserves.

The most common vegetation within the area included Eucalypt woodlands. *Eucalyptus blakelyi* (Blakely's red gum) and *E. melliodora* (yellow box) communities are the most common species found in the landscape. *E. bridgesiana* (apple box) occurs on upper hillslopes.

The vegetation understorey consists of a sparse shrub layer along road corridors over improved pastures and annual forbs. Species include *Acacia* spp. (wattle) over tussock grasses which include *Phalaris aquatica* (phalaris), *Lolium rigidum* (wimmera ryegrass), *Elymus scaber* var. *scaber* (common wheatgrass) and annual forbs.

3.2 ABORIGINAL OCCUPATION

Wallendbeen is within an area identified as part of the Wiradjuri language group. This is an assemblage of many small clans and bands speaking a number of similar dialects (Howitt 1996, Tindale 1974, MacDonald 1983, Horton 1994). The Wiradjuri language group was the largest in NSW prior to European settlement. The borders were, however, not static, they were most likely fluid, expanding and contracting over time to the movements of smaller family or clan groups. Boundaries ebbed and flowed through contact with neighbours, the seasons and periods of drought and abundance.

It was the small family group that was at the core of Aboriginal society and the basis for their hunting and gathering life. The immediate family camped, sourced food, made shelter and performed daily rituals together. The archaeological manifestations of these activities are likely to be small campsites, characterised by small artefact scatters and hearths across the landscape. Places that were visited more frequently would develop into larger site complexes with higher numbers of artefacts and possibly more diverse archaeological evidence. These small family units were part of a larger band which comprised a number of families. They moved within an area defined by their particular religious sites (MacDonald 1983). Such groups might come together on special occasions such as pre-ordained times for ceremonies, rituals or simply if their paths happened to cross. They may also have joined together at particular times of the year and at certain places where resources were known to be abundant. The archaeological legacy of these gatherings would be larger sites rather than small family camps. They may include large hearth or oven complexes, contain a number of grinding implements and a larger range of stone tools and raw materials.

It wasn't long after European arrival in the district that the Aboriginal population began to decline, due to diseases such as small pox and influenza as well as dispossession from traditional lands and acts of violence against the Aboriginal people which all caused great social upheaval and partial disintegration of the traditional way of life. This meant that access to traditional resource gathering and hunting areas, religious life, marriage links and access to sacred ceremonial sites were disrupted or destroyed. However, despite these disruptions, Aboriginal people continued to maintain their connections to sites and the land in the early days of European settlement. Members of the Wiradjuri people have maintained this connection to the land to date.

3.2.1 Registered Aboriginal heritage sites in Wallendbeen

In January 2019, NGH undertook a basic Aboriginal Heritage Information Management System (AHIMS) search of the town of Wallendbeen to provide an indication of previously recorded sites in the area. The

search was conducted over an area at Lat, Long from: -34.536, 148.144 – Lat, Long To: -34.518, 148.1726 with a buffer of 1000metres. No Aboriginal sites or places have been registered within the town of Wallendbeen. It is however noted that a register search is not conclusive, as it reflects only those areas that have been surveyed and for which sites have been registered.

3.3 WALLENDBEEN EUROPEAN HISTORY

Wallendbeen is a small village of approximately 260 residents situated on the cross road between Cootamundra and Young on the Olympic Highway and Burley Griffin Way. The village is well preserved and is settled in rich agricultural land famous for its dry wheat production.

In 1832, Irishman Edward Ryan, an ex-convict, established himself at Galong and later was granted a pastoral license on crown land at Wallendbeen and Cootamundra (Black Mountain Projects Pty Ltd 2010, 124). This area of land was known as Ryan's Run.

In 1837 the Wallendbeen section of the run was transferred to a friend of Ryan, solicitor Charles Nicolls of Sydney, and the Cootamundra area of the run was transferred to another friend, ex-convict John Hurley of Campbelltown.

On 28 September 1842 3,000 sheep and 400 head of cattle were transferred from Charles Nicholls to Sir James Matheson from Scotland. Alexander Mackay, also from Scotland, was employed to manage the property on behalf of Matheson. Matheson continued to purchase further properties within the Wallendbeen area up until 1860, when he decided to dispose of his pastoral interests. In 1960 Alexander Mackay purchased 5,400 acres named "Wallendbeen Station", so-called after the Aboriginal word meaning "Stoney Hill", from Matheson. As a result, Sir James Mackay and his wife Annie became the first permanent settlers within the area.

The area was first gazetted as an area for settlement on November 25, 1853, taking the name from James Matheson's nearby Wallendbeen Station.

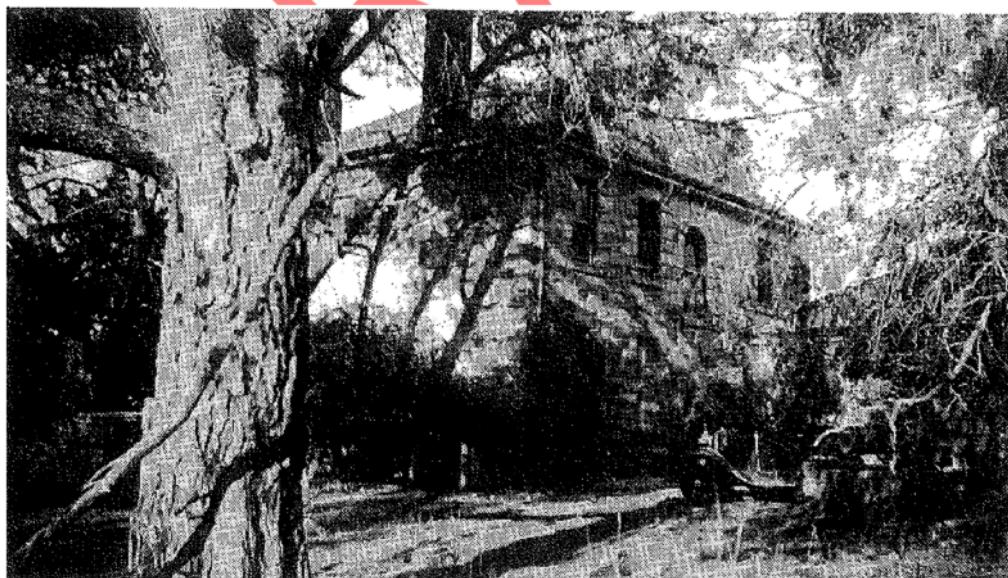


Plate 1. Granite House built from stone quarried on Wallandoon Station, Wallendbeen in 1876 for Alexander Mackay.

The 1860s in Wallendbeen saw steady progress of stock and property, much work was done on fencing and heavily timbered areas were cleared by ringbarking trees. The original settlement at Wallendbeen was situated on the Young Road, now known as the Olympic Highway. The area had significantly developed from the early 1870's with the building of a Cobb & Co. staging post, blacksmith, wheelwright, tannery, butter factory, produce mill, brickworks, police station, hotel and a general store (Thorburn, Marcia & Cootamundra-Gundagai Regional Council).

The arrival of the Great Southern Railway in 1877 saw the construction of a single waiting railway platform in Wallendbeen. The lamp room, house for the porter in charge, goods shed, stockyards and weighbridge were erected by 1883 and they were all situated in the area where the silos are today.

The surge in development of Wallenbeen as a popular town began after gold was discovered in the area and the railway line was established as a point of access. The town became a resting place for travelers, meeting area for selectors and a supply centre for the gold fields, Cullinga to the east and Lambing Flat, now known as Young to the north. The first crown land sales for the village were held at public auction in 1877 at the Police offices at Young (Black Mountain Projects Pty Ltd 2010, 125).

In 1879, James and Annie Mackay built a large homestead for their family, known as Granite House. The Mackay's had a family of four children: Kenneth born 1859, Annie 1863, Jeannie 1868 and Donald born 1870. Mackay Park at Wallendbeen was named after the Mackay family. A plaque present at the park pays tribute to Alexander Mackay and lists the achievements of his two sons: Kenneth and Donald.

On 27 July 1882 the foundation stone for the Presbyterian Church in Wallendbeen was laid by Alexander Mackay. Two plaques on the building were later erected in memory of Alexander Mackay and Annie, and the other in memory of Annie's brother James Mackenzie, who is buried on the station.

When the First Fleet landed in 1788, John Hunter, a former candidate for the Church of Scotland Ministry, was captain of the fleet flagship HMS Sirius. The growth of the Presbyterian Church in Australia has been continuous from the landing of the Fleet, growing to be the fourth largest (according to the 2001 census) of Christian worship in Australia. Presbyterianism has spread through much of the world mainly due to the work of Scottish missionaries.

The Presbyterian Church of Australia in NSW is constitutionally part of the Presbyterian Church of Australia and linked with the historical work of the Holy Spirit in the reformation of the Church of Scotland in the 16th century led by John Knox, the founder of Presbyterianism.

In 1885 Wallendbeen had grown to have a population of approximately 500 people and was declared as a village. The village offered many services for the travelers and early settlers and was ultimately proclaimed a municipality in 1892. At the time, it was the second largest municipality in NSW. During the first few years, meetings for the Council were held at the hotel in town owned by the Hillier family until the Council Chambers were built in 1895. The first mayor elected for the municipality was Peter Sinclair of "Nubba Station" Wallendbeen (Black Mountains Projects Pty Ltd 2010 ,126).

Further development of the Village followed the declaration of the Municipality with the building of General Stores, Bakery, Butchery, Police Station, Saddlery, Stock & Station Agency, Café, Hall, Churches, Post Office and Hotels.

With the building of the new Council Chambers, new school building and the railway facilities in prominent positions above the original settlement, the town gradually moved to its present site. Wallendbeen began to thrive and grew to a population of 600 residents. Wallendbeen was proclaimed a Town on October 6, 1894 (Thorburn, Marcia, & Cootamundra-Gundagai Regional Council).

In 1897 Kenneth Mackay, son of Alexander and Annie Mackay, obtained permission from the NSW Government to form a regiment of expert country horsemen. Kenneth Mackay was an outstanding horse rider and had originally raised a volunteer cavalry troop called the West Camden Light Horse in 1885.

Kenneth Mackay recruited three thousand horsemen to his 1897 regiment. The young men that joined were mostly from the country, with the requirements for the job including good riding ability and having a suitable horse for cavalry purposes (Thorburn 2008, 171). These men, under the command of Captain Kenneth Mackay, were the first to become official members of the Australian Light Horse Regiment after Mr George File Sackett of Wallendbeen swore them in.

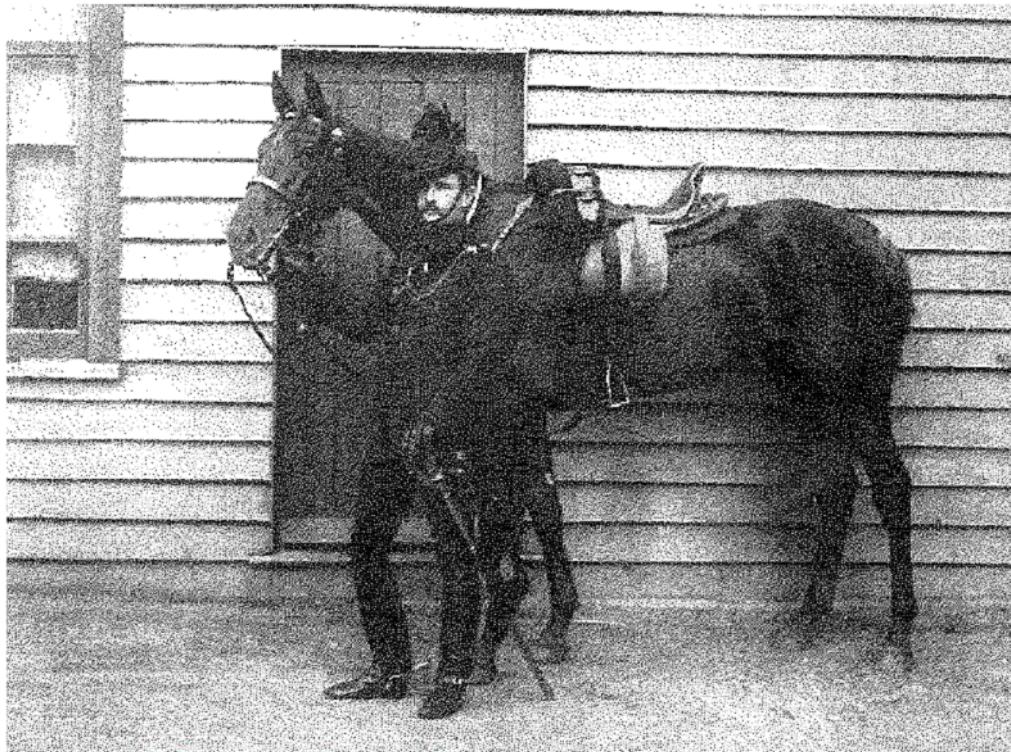


Plate 2. Major General Kenneth Mackay was instrumental in the formation of the Australian Light Horse (Source: Michael Baldry).



Plate 3. Kenneth Mackay, founder of the Australian Light Horsemen (Source: The Australian Light Horse Association).

In 1915 the Kangaroo Enlistment March paused at Wallendbeen on the way from Wagga Wagga to Sydney. This march was the longest of the Australian recruiting marches at 350 miles. The Kangaroo March began with 87 volunteers, but by the time the march reached Sydney the total of recruits was somewhere between 210 and 230 men.

In 1915, Governor General Sir Ronald Munro-Ferguson paid an unofficial visit to Cootamundra (11.12.1915). The following day, Sunday 12th of December, the Governor General attended the Wallendbeen Presbyterian Church memorial service for Private W.T. Wasson, at which Reverend J. Malcomson preached from Luke VII.50. The young Wallendbeen soldier had died of wounds received at Lone Pine. A Memorial tablet was located in the church but later relocated to Cootamundra Methodist church.

In 1917 the Wallendbeen Progress Association led by Mr Andrew Bolger, as President, began the task of planting Honour Avenues of trees in Wallendbeen, commencing in George Street, Saturday September 1. Twenty-nine trees were planted, with the promise of ultimately planting a tree for each individual soldier that left the district to fight for their country in WWI. When electricity arrived in Wallendbeen in 1930 there was great anger within the community due to the excessive cutting back of the trees to install the power lines. Gradually the trees began to die out due to the extreme lopping, and they were eventually removed from the street. During the years other trees were planted in George Street. In 1995 to commemorate the 50th anniversary of WWII, an avenue of trees was again planted along George Street to honour those who served in WWI (Thorburn 2008, 87).



Plate 4. Memorial Gum Trees 1935 (Source: George and Irene Sackett).

In 1919 Wallendbeen Municipality began to discuss the possibility of constructing a Memorial Obelisk made of local granite to commemorate those from Wallendbeen that were involved in WWI. Wallendbeen township had some trouble raising the funds needed to construct the monument due to the cost of the structure. Donald Mackay (second son of Alexander Mackay) volunteered to bear the entire cost of the memorial (a total of £1300) as his contribution to the war effort.

On the 13 October 1920 the Memorial Obelisk funded by Donald Mackay was unveiled on the corners of King, Hosking and Lackey Streets, Wallendbeen. The Obelisk was constructed of grey Harcourt granite 35ft high on a foundation of 40 tons of concrete. The memorial listed the names of those from Wallendbeen who both fought and died during the First World War. Two acetylene lights were constructed either side of the memorial were supplied and erected by Robert Hulford.



Plate 5. Wallendbeen War Memorial including associated lights (Source: Monument Australia).

In 1879 the first railway station was built in Wallendbeen, but in 1920 a fire in the railway lamp room destroyed the railway station site, and a new railway station (second) was built towards the east where it is still currently located.

On Friday 16 July 1920, it was announced that Wallendbeen would receive a small machine gun as a memento of the Great War. Members of Wallendbeen were disappointed with this memento as it didn't appear to fit the contribution Wallendbeen made as a town to the war effort. The gun has been on display in the King Street Memorial Hall since April 1922.

In 1922 the Soldiers Memorial Hall on King Street was officially opened on ANZAC Day to the public and an event held to celebrate the occasion. The foundation stone of the hall had been laid on 30th November 1921 with the official dedication to those who served in World War I occurring on the official day of opening in 1922. The Hall had been designed by architect F. Laver and manufactured by Frank Mitchell. Two trees were planted by Dora Sackett and Beatty Scott to commemorate the event.

The Honour Rolls listing the names of the men who served in WWI were not ready at the time of the opening of the Memorial Hall. The Honour Rolls Boards listing the names of the men from Wallendbeen who served in WWI were unveiled in the Memorial Hall by General Kenneth Mackay in 1923.

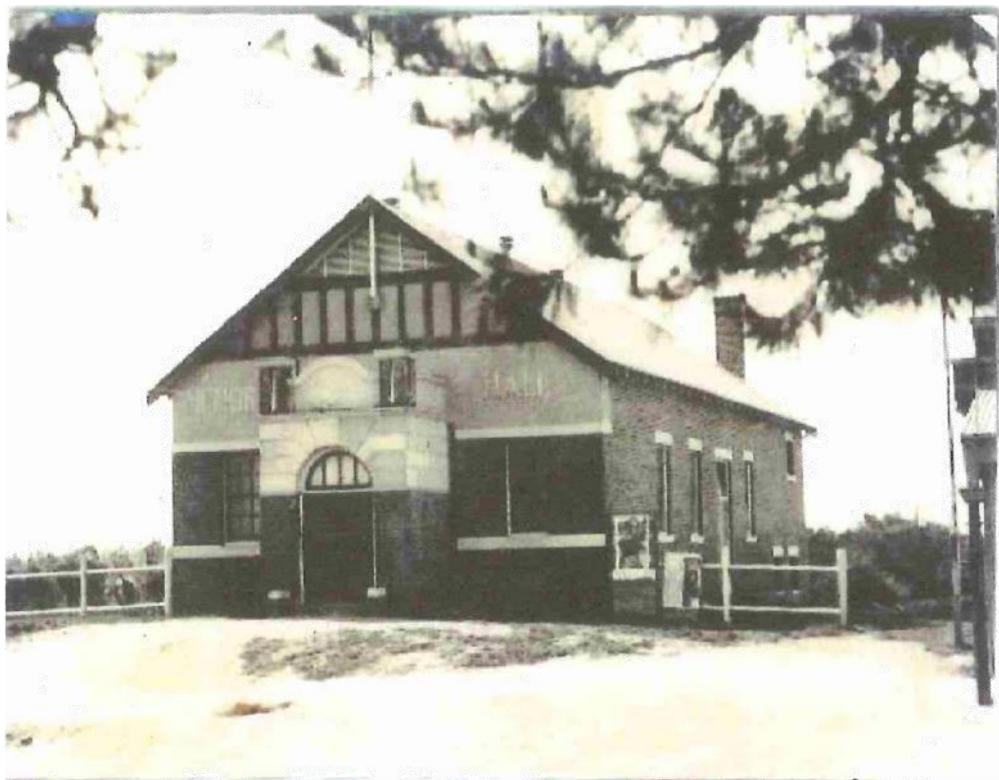


Plate 6. Memorial Hall in King Street, Wallendbeen, 1922.

By 1935 the Mackay families Granite House was dismantled, with the stone of the building used to build the Presbyterian (now the Uniting) Church in Cootamundra. When the Presbyterian Church at Wallendbeen closed in 1948 the memorial plaques in memory of Alexander and Annie Mackay were placed in the Cootamundra Church (Black Mountains Projects Pty Ltd 2010, 125).

In 1954 the Memorial Hall supper room extension was coined as a memorial to the men lost while serving in World War II, 1939-1945. The foundation stone was originally laid by Councillor LF Bennett on May 1, 1954, with the building officially opened by John Scott on September 18, 1954 (Thorburn 2008, 41).

On Saturday 27 October 1956, the President of the War Memorial Building Committee, John Scott, unveiled the WWII Honour Roll listed the names of eight people from Wallendbeen who died whilst served during WWII in the Wallendbeen Memorial Hall. In the 1970s CWA Branch members felt all men and women who served in WWII, Korea and Vietnam deserved to be honoured in the memorial boards, and in 1981 the new World War II, Korea and Vietnam Honour Roll Board was unveiled at the Memorial Hall.

In 1995 "Australia Remembers" 50th Anniversary plaque was unveiled commemorating the ceremonial tree planting in George Street to replace WWI Memorial Drive.

In 1999 the Memorial Obelisk on King Street was restored with a grant from "Their Service Our Heritage" and a plaque installed that also listed the names of men from Wallendbeen and district that enlisted within WWII (Monument Australia 2010).

In 2014, the machine gun gifted to the town of Wallendbeen post WWI was stolen from the Memorial Hall. A new wooden replica machine gun was dedicated and placed in the Memorial Hall to replace the stolen

item in 2018. The replica was dedicated by: John Rickett – Craftsman; Marcia Thorburn, Al Baldry – Hall Committee; and Judith Morrow – Descendant of JW Morrow.

3.4 CONSCRIPTION

In 1916, two referendums were held - 1. concerning the six o'clock closing of hotels; and 2. Conscription. When G.A. Burgess MLA arrived in Wallendbeen to speak in support of conscription, a group of 'Antis' hurled eggs, stones and other missiles. The meeting had to be broken up by Constable Ormsby.

3.5 CHRONOLOGICAL TIMELINE OF THE HISTORY OF WALLENDBEEN

The following chronological timeline has been adapted from Marcia Thorburn's (2008) *The Wallendbeen Story: History of Wallendbeen and a Collection of Family Stories from Wallendbeen and District*. Events with a military focus have been highlighted:

1842	"Wallendbeen Station" was purchased by Sir James Matheson and Alexander Mackay came to Australia from Scotland to manage the property.
1853	Wallendbeen, an aboriginal word meaning "Stony Hill" was first gazetted as an area for settlement on November 25, 1853.
1860	Alexander and Annie Mackay became the first settlers in the area after purchasing "Wallendbeen Station" from Sir James Matheson.
1863	Bushranger John O'Meally shot and killed storekeeper John Barnes on Alexander Mackay's property August 30, 1863.
1869	Patrick Powell was the first publican licensee in the area. He conducted "The Traveller's Rest" which was situated on the western side of the now Olympic Way at the end of Wallendoon Lane.
1875	First Post Office was established at the Railway Station on July 1, 1875 by a private mail contractor George Fitzwalter. Rock of Cashel Inn was built by John Dacey. He was the son of Daniel and Catherine Dacey of "Dinga Dingi" Stockinbingal. Name changed to the White Horse Hotel in 1876.
1876	First Anglican Church in the area was built on the old Murrumburrah to Cootamundra Road, now known as Hardy's Reserve Lane.
1877	Great Southern Railway line came through November 1, 1877. The present town of Wallendbeen was laid out and mapped. First crown land sales of town blocks were held at a public auction at the Young Police Station November 14, 1877. Area reserved for a quarry mapped June 29, 1877. A soapstone mine also operated at this site, which is now the local waste depot.

	General Store opened by James Drummond.
1878	Area for Wesleyan Church dedicated May 3, 1878.
1879	First Railway Station built, situated opposite to where the silos are today. Historic Homestead, known as Granite House built by Alexander Mackay.
1880	Railway Stationmaster's Residence was built. School commenced at Wallendbeen in rented premises.
1881	Stock reserve gazetted July 6, 1881.
1882	Presbyterian Church's foundation stone laid by Alexander Mackay July 27, 1882. Cricket Club formed. Centenary Celebrations were held April 10, 1983.
1883	Extensions to Railway Goods Shed. Weighbridge and stockyards built.
1884	Railway Hotel built by John Izzard. Samuel Hollis opened the first Blacksmith-Wheelwright business. Cemetery area at Wallendbeen dedicated April 29, 1884.
1885	Wallendbeen "Proclaimed a Village" March 20, 1885. First weatherboard school room and residence built. Officially opened April 30, 1885.
1886	Police were first stationed, when one mounted constable was on duty. Steam Roller Flour Mill was operating. Population of Wallendbeen 500, listed in the Atlas of Australia printed 1886.
1887	Government Water Tank built.
1888	Butcher Shop opened by George Hillier.
1889	Flour Mill and Produce Store opened.
1890	Drummond's General Store sold to George File Sackett. Brickworks began operating at Wallendbeen. Alexander Mackay died February 6, 1890, aged 77 years.
1892	Wallendbeen gazetted as a Municipal District May 21, 1892. Municipality of Wallendbeen was the second largest municipal district in the state. First local government meeting was held at noon Saturday July 23, 1892 at Hillier's Hotel. Peter Sinclair of "Old Nubba Station" was elected the first mayor Wallendbeen. The returning officer was James Drummond.

1893	Gold first discovered at Cullinga. Mining for gold also began near Wallendbeen.
1894	Wallendbeen was proclaimed a town October 6, 1894. Recreation Ground dedicated March 9, 1894 Butter Factory opened. White Horse Hotel destroyed by fire September 22, 1894.
1895	Council Chambers built in Grey Street.
1897	The First Australian Light Horse Regiment was founded at Murrumburrah by Kenneth Mackay.
1899	Donald Mackay "Last of the Australian Explorers" of "Wallendbeen Station" rode his bicycle around Australia breaking the record.
1900	Population listed as 736, occupying 134 dwellings.
1901	Federal Hotel built by James Cambourn, renamed Wallendbeen Hotel in 1940. George File Sackett built a general store in King Street.
1902	St Clement's Anglican Church officially opened on Christmas Day 1902 and was dedicated April 21, 1903. The district had six schools in the area - Cullinga, Morrison's Hill, Nubba, Flixton, Darah and Wallendbeen. First Catholic Church built in Grey Street officially opened September 7, 1902. Post Office operating from a building in King Street.
1904	Military Drill Hall built in Hoskins Street. Tannery-Wool Scouring Factory commenced operation.
1905	Branch of Manchester Unity Independent Order of Old Fellows (MUIOOF) was formed.
1906	Bushfire Brigade was formed at Wallendbeen. "Wallendoon" homestead was built by General Kenneth Mackay. It was known to locals as 'The Castle'. School Residence destroyed by fire. New building erected 1908.
1907	Palmers Central Produce Store was built in Hoskins Street. Later extended in 1911. George File Sackett extended his general store to G.F. Sackett Noted Emporium. Police Station, Lockup and Residence were built in 1907.
1908	Stock & Station Agency opened in King Street by Leslie Brooks. Bakehouse was operating in Queen Street.
1909	Farmers & Settlers Association formed a branch.

1910	Bank of NSW Agency opened.
1911	Methodist Church foundation stone laid by GF Sackett, February 22, 1911, Café-Refreshment Room built in King Street with a Billiard Saloon and Hairdresser. Stock & Station Agency opened by Herbert Moriarty. New brick school room officially opened May 24, 1911.
1912	Norris' Butchery was operating in Queen Street.
1913	Royal Hotel built in Queen Street. Operated for only twenty years, closed down April 2, 1933 due to structural damage.
1914	New brick Post Office and Postmaster's Residence built in King Street.
1915	Duplication of the Railway line. Men of the Kangaroo Enlistment March paused at Wallendbeen on their way to Sydney. Telephone line connected to area.
1916	Red Cross Branch formed at Wallendbeen.
1917	Memorial Gum Tree Avenue was planted in George Street to honour soldiers serving in the First World War.
1918	Jack McCormack was operating his boot repair shop from his Queen Street residence
1920	Memorial Obelisk was built in 1920. Funded by Donald Mackay of "Wallendbeen Station", as his contribution to the war effort. St Columba's Catholic Church and Convent were officially opened May 30, 1920. Railway Station relocated and a night officer's residence was built opposite the station. Warden's Saddlery was operating in Queen Street.
1921	First nine-hole golf course at Wallendbeen was situated on Leslie Brooks' land east of the Cemetery.
1922	Soldier's Memorial Hall was officially opened on Anzac Day by Mayor GF Sackett. The War Trophy Guns were unveiled by LP Forsyth and JW Morrow. Two trees were planted by Dora Sackett and Beatty.
1923	World War I Honour Rolls were unveiled by Major General Kenneth Mackay. Primary Producers Bank opened. It was the second only branch in NSW at that time. Bush Nursing Association appointed a nurse to the Wallendbeen area.

1925	Part of the western wall of St Columba's Catholic Church School was destroyed during a wind storm.
1927	Billiard Room and a Barber Shop were operating at the Royal Hotel.
1928	Garage built in King Street by Don Loiterton.
1929	First Wheat Silos erected, later extended 1934.
1930	Burrinjuck electricity supply connected to the township, officially turned on by William Palmer.
1935	Municipality abolished September 17, 1935. Wallendbeen was then merged with the adjoining Shires of Jindalee and Demondrille. Wheelbarrow men participating in the Great Race — Sydney to Melbourne, passed through the town.
1938	King Street was tarred by the Jindalee Shire Council.
1939	Sunday School room built onto the back of the Methodist Church.
1940	Wallendbeen and District schools competed for the Baldry Shield from 1940-1941. This shield was donated by the Baldry family in memory of their son Kenneth. In the 1930s the district school trophy was known as the South West Slopes Hatter Shield.
1942	Connaughtman's Creek bridge on the Olympic Highway was built.
1946	School Bus Run to Young commenced. It was owned and operated by Ernie Loane of "Karonga" Wallendbeen. Cullinga to Wallendbeen school bus run was started by Jack Fuller after the Cullinga Mines School closed May 29, 1946.
1948	Palmers Store was sold to Solomon Cohen Ltd. Combined Church Guild was formed at Wallendbeen. Presbyterian Church closed. Palmer Park on the corner of Watson and Lackey Streets dedicated.
1949	Convent School in King Street closed due to low enrolments.
1952	Recreation Ground pavilion was built by Leo Wesley.
1954	Memorial Hall Supper Room was officially opened by John Scott, September 18, 1954. Large Elm trees were planted in King and George Streets.

1956	<p>On Saturday 27 October 1956, the President of the War Memorial Building Committee, John Scott, unveiled the WWII Honour Roll listed the names of eight Wallendbeen men who died served during WWII in the Wallendbeen Memorial Hall.</p> <p>Country Women's Association Branch was formed July 5, 1956.</p> <p>Melbourne's Olympic Torch Relay passed through Wallendbeen November 20, 1956. Local runners were Frank Smith, John Rickett and Gordon Betts, reserve Greg Hines.</p> <p>Electricity Supply connected to rural areas.</p>
1957	Service Station was built and officially opened for business by Gordon O'Connor October 28, 1957.
1959	School Bus Run to Cootamundra began, owned and operated by Bill Sutherland of Wallendbeen.
1961	Methodist Church held their 50th Anniversary Celebration November 5, 1961.
1973	Telephone Exchange automated.
1976	<p>Mackay Park honouring the contribution to the district by Alexander Mackay and his sons Kenneth and Donald was officially opened by Alex Baldry, a family descendant August 14, 1976.</p> <p>The Wallendbeen Water Supply was also turned on during the opening of the park. Palmer's General Store building in Hoskins Street was demolished.</p> <p>Connaughtman's Creek bridge on the Burley Griffin Way was opened in 1976.</p>
1977	<p>General Store in King Street closed. Private residence since 1979.</p> <p>Police Station office building erected.</p>
1979	The large wheat silos, which have a capacity of 15,000 tonnes were built.
1981	<p>Centenary Celebrations of the Wallendbeen Public School were held during the Easter week from April 18, 1981.</p> <p>New World War II, Korea and Vietnam Honour Roll Board was unveiled at the Memorial Hall.</p>
1983	Post Office down-graded to a privately-owned agency.
1984	<p>Roundabout built on the crossroads at Wallendbeen.</p> <p>T Williams & Co Stock & Station Agency closed.</p>
1986	New gas heating system at the Memorial Hall officially turned on.
1988	Tennis Complex upgrade to all-weather surface officially opened by Mrs J Allbutt.

	"Yandilla Mustard Seed Oil Mill" operated by Micky and Kaye Weatherall crushed their first mustard seed January 1, 1988.
1992	Tidy Town Competition entered for the first year. Awarded highly commended in 1999 and 2001.
1994	"Proclamation of the Wallendbeen Township 1894". Centenary Celebrations were held at the Memorial Hall with the official opening of the alcove, covered walkway and the turning on of the new ceiling fans October 8, 1994.
1995	"Australia Remembers" 50th Anniversary plaque was unveiled commemorating the tree planting in George Street to replace WWI Memorial Drive.
1997	75th Anniversary of the Memorial Hall and CWA of NSW was held at the hall November 14, 1997 followed by the official opening of the Milestones Sculptures at Mackay Park by the Governor of NSW The Hon. Gordon Samuels. Mrs Margaret Smith AO was elected the National President of the Country Women's Association. She had also served a term as NSW State President.
1999	Memorial Obelisk restored with a grant from "Their Service Our Heritage". Post Office in King Street closed, and the agency transferred to the Service Station.
2000	Wallendbeen area won the ASC State Wheat Crop Championship for the first year, followed by State Level Championship again in 2001 and 2002. "Best Dryland Wheat Growing Area in NSW" CWA Honour Roll Board unveiled. MoorPark Antiques-Collectables opened for business at the Wallendbeen Roundabout. Cemetery area declared a Grassy Yellowbox Gum Woodland.
2001	Commonwealth Recognition Award for Senior Australians was presented to Barry Grace February 15, 2001. Centenary Celebrations held at the Wallendbeen Hotel March 2, 2001.
2002	Barry Grace Oval naming, a plaque was unveiled honouring Barry Grace's contribution to the Recreation Ground at Wallendbeen April 6, 2002.
2003	St Clement's Anglican Church Centenary Celebration was held May 4, 2003. Methodist Church deconsecrated, and the building sold privately. "Yandilla" Mustard Tea House opened.
2004	Celebrated the 50th Anniversary of the laying of the foundation stone at the Memorial Hall Supper Room May 1, 1954.

	<p>Memorial plaque listing all who served in the Second World War, Korea and Vietnam was unveiled by Ian Baldry and Harry Quinnell. This plaque was later placed on the Memorial Obelisk.</p> <p>Official opening of the Memorial Hall's refurbished kitchen by President of the Hall Committee Greg Hines May 1, 2004.</p> <p>Also, during the 50th Anniversary Celebration a "Certificate of Appreciation" was presented to Frank Smith for services to the community including 35 years as a Shire Councillor.</p> <p>Heritage Committee formed by the Wallendbeen community September 22, 2004.</p>
2005	<p>Lone Pine Seedling planted in the school grounds on Remembrance Day at 11am during a commemorative service.</p>
2006	<p>Wallendbeen CWA Branch celebrated its 50th Anniversary July 5, 2006.</p> <p>Mackay Park Tourist Information Board erected.</p> <p>New Toilet facilities opened at Mackay Park.</p> <p>Garage in King Street totally destroyed by fire April 10, 2006.</p>
2007	<p>Mrs Katie Jacobs OAM presented with a Gilt Rosette for 60 years of dedicated service to Red Cross.</p> <p>New picket fence erected on the Barry Grace Oval.</p> <p>Wallendbeen School Bus Reunion was held at Wombat September 30, 2007.</p>
2008	<p>Official Opening of the upgrade of Barry Grace Oval facilities, including the new picket fence was held on Sunday March 30, 2008.</p>
2014	<p>Memorial Machine Gun located in the Memorial Hall stolen.</p>
2018	<p>A new, wooden replica machine gun was dedicated and placed in the Memorial Hall to replace the stolen one on Anzac Day 2018 by:</p> <p>John Rickett – Craftsman;</p> <p>Marcia Thorburn, Al Baldry – Hall Committee; and</p> <p>Judith Morrow – Descendant of JW Morrow.</p>

4 HERITAGE SIGNIFICANCE

4.1 INTRODUCTION

'Heritage significance' is a term used to describe the inherent cultural and historical value of an item. Significance may be contained within the fabric of a building or other place, in its setting and its relationship with other nearby items.

The main aim in assessing significance is to produce a succinct statement of significance, which summarises an item's heritage values. The statement is the basis for policies and management structures that will affect the item's future (NSW Heritage 2001).

The NSW Heritage Division (OEH) recommends assessment of heritage items in a number of situations, which include:

- Making decisions about whether to retain an item.
- Considering changes to an item.
- Preparing a heritage study.
- Preparing a conservation management plan.
- Considering an item for listing on the State Heritage Register or on the schedule of heritage items in a local environmental plan, or.
- Preparing a statement of environmental effects or a heritage impact statement as part of the development and building approval process.

The following assessment of significance is based on the NSW heritage assessment criteria. The criteria encompass the four values in the Australia ICOMOS Burra Charter (1999), which are commonly accepted as generic values by Australian heritage agencies and professional consultants:

- Historical significance.
- Aesthetic significance.
- Scientific significance.
- Social significance.

The above are expressed as criteria in a more detailed form than this to:

- Maintain consistency with the criteria of other Australian heritage agencies.
- Minimise ambiguity during the assessment process.
- Avoid the legal misinterpretation of the completed assessments of listed items.

4.2 HERITAGE ASSESSMENT CRITERIA

Assessments of Significance

The following assessment follows the guidelines set out by the NSW Office of Environment and Heritage and the principles of the Australia's ICOMOS Burra Charter.

The OEH guidelines for *Assessing Heritage Significance* (Heritage Office (former), 2001) states that an item will be considered to be of state and/or local heritage significance if it meets one or more of the NSW Heritage Assessment Criteria, below:

Table 3. NSW Heritage Assessment Criteria

Criteria	Description
Criterion (a)	An item is important in the course, or pattern, of NSW's cultural or natural history (or the cultural or natural history of the local area);
Criterion (b)	An item has strong or special association with the life or works of a person, or group of persons, of importance in NSW's cultural or natural history (or the cultural or natural history of the local area);
Criterion (c)	An item is important in demonstrating aesthetic characteristics and/or a high degree of creative or technical achievement in NSW (or the local area);
Criterion (d)	An item has strong or special association with a particular community or cultural group in NSW (or the local area) for social, cultural or spiritual reasons;
Criterion (e)	An item has potential to yield information that will contribute to an understanding of NSW's cultural or natural history (or the cultural or natural history of the local area);
Criterion (f)	An item possesses uncommon, rare or endangered aspects of NSW's cultural or natural history (or the cultural or natural history of the local area);
Criterion (g)	An item is important in demonstrating the principal characteristics of a class of NSW's <ul style="list-style-type: none"> • cultural or natural places; or • cultural or natural environments. (or a class of the local area's <ul style="list-style-type: none"> • cultural or natural places; or • cultural or natural environments.)

In order to undertake an assessment of an item against the NSW heritage assessment criteria, the OEH guidelines recommend that the following steps be undertaken:

- Investigate the historical context of the item or study area;
- Investigate the community's understanding of the item;
- Establish local historical themes and relate them to the State themes;
- Investigate the history of the item; and
- Investigate the fabric of the item.

4.3 NSW HISTORICAL THEMES

An historical theme is a way of describing a major force or process which has contributed to history. Historical themes provide a context within which the heritage significance of an item can be understood, assessed and compared. In using themes to assess heritage items and places it is useful to identify both local or regional themes applying to the item and the broader state theme to which the local or regional theme relates (OEH 1996, 2).

The following table shows the correlation between National and State heritage themes with those relating to the entire town of Wallendbeen. Section 5 outlines the historical themes relevant to each individual heritage building.

Table 4. NSW Historic Themes and Wallendbeen heritage

Australian Theme	NSW Theme	Description	Town of Wallendbeen
3 Developing local, regional and national economies	Agriculture	Activities relating to the cultivation and rearing of plant and animal species, usually for commercial purposes, can include aquaculture	The town of Wallendbeen is surrounded by excellent farming land. Wheat growing is a notable and important industry for the area.
3 Developing local, regional and national economies	Environment cultural landscape	Activities associated with the interactions between humans, human societies and the shaping of their physical surroundings	The town of Wallendbeen is surrounded by excellent farming land. Wheat growing is a notable and important industry for the area.
3 Developing local, regional and national economies	Events	Activities and processes that mark the consequences of natural and cultural occurrences	Various significant events have occurred within Wallendbeen which have significantly shaped the town. The Kangaroo March
7 Governing	Defence	Activities associated with defending places from hostile takeover and occupation	The town of Wallendbeen has had significant ties to the defence of the country. The town contains a number of memorials to fallen soldiers, was the birthplace of Kenneth Mackay who founded the Australian Light Horse brigade, and was on the route of the Kangaroo March recruiting soldiers in 1915 during WWI.
8 Culture – Developing cultural institutions and ways of life	Religion	Activities associated with particular systems of faith and worship	A number of Churches were constructed within Wallendbeen from the late nineteenth/early twentieth century. Religion formed an important aspect of early settler life, and the presence of Catholic, Presbyterian and Methodist Churches highlights the significance of religion in settler daily life.

Australian Theme	NSW Theme	Description	Town of Wallendbeen
9 Phases of life – Marking the phases of life	Birth and Death	Activities associated with the initial stages of human life and the bearing of children, and with the final stages of human life and disposal of the dead.	There are strong ties to the birth and death theme within Wallendbeen as a site of numerous war memorials.
9 Phases of life – Marking the phases of life	Persons	Activities of, with associations with, identifiable individuals, families and communal groups.	Numerous members of the Mackay family from Wallendbeen have had significant Australian achievements.

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4.4 HERITAGE ASSESSMENT

In this section, the town of Wallendbeen is assessed against the seven NSW Heritage Significance criteria.

4.4.1 Criterion (a) – Historical:

An item is important in the course, or pattern, of NSW's cultural or natural history (or the cultural or natural history of the local area)

Guidelines for the inclusion or exclusion of an item as being of state or local heritage significance against criterion (a)
Guidelines for INCLUSION:
<ul style="list-style-type: none">• shows evidence of a significant human activity • is associated with a significant activity or historical phase• maintains or shows the continuity of a historical process or activity
Guidelines for EXCLUSION:
<ul style="list-style-type: none">• has incidental or unsubstantiated connections with historically important activities or processes • provides evidence of activities or processes that are of dubious historical importance • has been so altered that it can no longer provide evidence of a particular association

The town of Wallendbeen has a unique history with strong military associations. The town was the birthplace and home of James Mackay, founder of the Australian Light Horse Battalion, and also has clear associations with the WWI Kangaroo Recruitment March from Wagga Wagga to Sydney in 1915.

The town has maintained the military theme of the town with a number of diverse war memorial tributes to fallen soldiers.

Wallendbeen meets criterion (a) at a local level.

4.4.2 Criterion (b) – Associative:

An item has strong or special association with the life or works of a person, or group of persons, of importance in NSW's cultural or natural history (or the cultural or natural history of the local area)

Guidelines for the inclusion or exclusion of an item as being of state or local heritage significance against criterion (b)
Guidelines for INCLUSION:
<ul style="list-style-type: none">• shows evidence of a significant human occupation • is associated with a significant event, person, or group of persons
Guidelines for EXCLUSION:
<ul style="list-style-type: none">• has incidental or unsubstantiated connections with historically important people or events • provides evidence of people or events that are of dubious historical importance • has been so altered that it can no longer provide evidence of a particular association

The town of Wallendbeen has significant associations with the Mackay family. Alexander Mackay was one of the first settlers within the Wallendbeen area, and his two sons each had their own notable achievements. James Mackay (1859-1935) founded the Australian Light Horse in 1885 and was a commanding officer of the NSW Imperial Bushman in the South African War.

Donald George Mackay (1870-1958) was a notable explorer of the Australian Inland and creator of the New Around Australia Bicycle Record in 1900.

Wallendbeen meets criterion (b) at a local level.

4.4.3 Criterion (c) – Aesthetic/Technical:

An item is important in demonstrating aesthetic characteristics and/or a high degree of creative or technical achievement in NSW (or the local area)

Guidelines for the inclusion or exclusion of an item as being of state or local heritage significance against criterion (c)
Guidelines for INCLUSION:
<ul style="list-style-type: none">• shows or is associated with, creative or technical innovation or achievement• is the inspiration for a creative or technical innovation or achievement• is aesthetically distinctive• has landmark qualities• exemplifies a particular taste, style or technology
Guidelines for EXCLUSION:
<ul style="list-style-type: none">• is not a major work by an important designer or artist• has lost its design or technical integrity• its positive visual or sensory appeal or landmark and scenic qualities have been more than temporarily degraded• has only a loose association with a creative or technical achievement

The town of Wallendbeen was first gazetted as a settlement area in the 1850s. Whilst some federation era buildings are present within the town, the general streetscape does not have any particular landmark qualities.

Numerous war memorials exist within Wallendbeen which hold potential landmark qualities which should be explored upon.

Wallendbeen does not meet criterion (c) at a local or State level.

4.4.4 Criterion (d) – Social:

An item has strong or special association with a particular community or cultural group in NSW (or the local area) for social, cultural or spiritual reasons

Guidelines for the inclusion or exclusion of an item as being of state or local heritage significance against criterion (d)
Guidelines for INCLUSION:
<ul style="list-style-type: none">• is important for its associations with an identifiable group• is important to a community's sense of place
Guidelines for EXCLUSION:
<ul style="list-style-type: none">• is only important to the community for amenity reasons• is retained only in preference to a proposed alternative

Within the town of Wallendbeen there is most likely strong social and community values. It is reasonable to assume that these could include the churches, the cemetery, and the various military memorials within the town.

Wallendbeen meets criterion (d) at a local level.

4.4.5 Criterion (e) – Research

An item has potential to yield information that will contribute to an understanding of NSW's cultural or natural history (or the cultural or natural history of the local area)

Guidelines for the inclusion or exclusion of an item as being of state or local heritage significance against criterion (e)
Guidelines for INCLUSION:
<ul style="list-style-type: none"> • has the potential to yield new or further substantial scientific and/or archaeological information • is an important benchmark or reference site or type • provides evidence of past human cultures that is unavailable elsewhere
Guidelines for EXCLUSION:
<ul style="list-style-type: none"> • the knowledge gained would be irrelevant to research on science, human history or culture • has little archaeological or research potential • only contains information that is readily available from other resources or archaeological sites

The town of Wallendbeen has an interesting military history which continues to be celebrated within the town. However, the town as a whole does not offer any significant research potential with significant information that could not be gained elsewhere.

Wallendbeen does not meet criterion (e) at a local or State level.

4.4.6 Criterion (f) – Rarity

An item possesses uncommon, rare or endangered aspects of NSW's cultural or natural history (or the cultural or natural history of the local area)

Guidelines for the inclusion or exclusion of an item as being of state or local heritage significance against criterion (f)
Guidelines for INCLUSION:
<ul style="list-style-type: none"> • provides evidence of a defunct custom, way of life or process • demonstrates a process, custom or other human activity that is in danger of being lost • shows unusually accurate evidence of a significant human activity • is the only example of its type • demonstrates designs or techniques of exceptional interest • shows rare evidence of a significant human activity important to a community
Guidelines for EXCLUSION:
<ul style="list-style-type: none"> • is not rare • is numerous but under threat

The town of Wallendbeen as a whole does not represent any specific uncommon, rare or endangered aspects of NSW's cultural or natural history. The military theme has been identified within Wallendbeen as an important aspect of the town's history, however within the Cootamundra LEP (2013) there are 4 listings for memorials, with 2 located in Wallendbeen.

Whilst the presence of the military memorials within the town help to shape the history and social significance of the town, the town itself does not meet the guidelines to meet the criterion to be classed as rare.

Wallendbeen does not meet criterion (f) at a local or State level.

4.4.7 Criterion (g) – Representative:

An item is important in demonstrating the principal characteristics of a class of NSW's cultural or natural places; or cultural or natural environments. (or a class of the local area's)

Guidelines for the inclusion or exclusion of an item as being of state or local heritage significance against criterion (g)
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Guidelines for INCLUSION:

- is a fine example of its type • has the principal characteristics of an important class or group of items • has attributes typical of a particular way of life, philosophy, custom, significant process, design, technique or activity • is a significant variation to a class of items • is part of a group which collectively illustrates a representative type • is outstanding because of its setting, condition or size • is outstanding because of its integrity or the esteem in which it is held

Guidelines for EXCLUSION:

- is a poor example of its type • does not include or has lost the range of characteristics of a type • does not represent well the characteristics that make up a significant variation of a type

The town of Wallendbeen as a whole does not represent a significant cultural or natural place. The town does include various forms of War Memorials but does not have an overall representative significance.

Wallendbeen does not meet criterion (g) at a local or State level.

4.5 DISCUSSION

The town of Wallendbeen has an unique heritage significance for its association with Major General Kenneth Mackay and his contribution to the military history of Australia.

The Wallendbeen Conservation Area, centred around King Street, also contains a compact group of nineteenth century and early twentieth century buildings, relating to relocation of settlement from the original Wallendbeen village, following the construction of the Great Southern Railway. These buildings provide a relatively intact Federation period precinct, which forms an ideal historic backdrop to the potential heritage interpretation of the military service history of the town.

4.6 KEY HISTORIC MILITARY STORIES FOR WALLENDBEEN

- Mackay family;
- Kangaroo March;
- Memorial Hall (and supper room extension);
- Tree plantings along George (and King) Streets;
- War memorial obelisk.

5 HERITAGE INTERPRETATION

"Interpretation is an interactive communication process, involving the visitor, through which heritage values and cultural significance are revealed, using a variety of techniques in order to enrich the visitor experience and enhance the enjoyment and understanding of the place"
(Murphy, S. 1997:5).

5.1 INTERPRETING MILITARY HERITAGE

The interpretation of the military history of Australia has had a powerful and pervasive influence upon Australian history and cultural identity, of which the Anzac legend is a primary example. Whilst the extent to which war has shaped Australia's history may be argued, war has had an undeniable effect upon the lives of individuals, families and communities. This effect is evident in the number of military service file requests received monthly by the National Archives and in local war memorial halls and cenotaphs.

The significance of many places is multi-faceted, and it is often impracticable to communicate every facet. To identify themes and stories for interpretation, and strategies for communicating them, research needs to include the characteristics of the item, existing interpretation media, the audience, the potential media, and serendipitous opportunities for enhancing understanding.

5.2 KEY CONSIDERATIONS

There is no single way to interpret anything. It depends on the different perspectives, different people, both interpreters and audiences, and approaches will change over time. However, heritage interpretation should include consideration of the following:

1. *Significance:*

Why is the site important? What is important to the community? Do different sections of the community have differing viewpoints on the site/building/monument?

2. *Reasons:*

Why are you interpreting the site? What are the motives?

3. *Audience:*

Is your audience going to be the local community; foreign tourists; children, teenagers, adults; people of differing socioeconomic background and ethnicity? Each audience may need differing interpretation actions.

4. *Key messages and stories:*

People learn through stories they find interesting and relevant to their lives. What stories will you tell?

5. *Goals:*

What will the visitors learn?

6. *Critical review:*

What information is already available about the site before they arrive, at the arrival points, and on location? Where are the information gaps? Do items need to be removed?

5.3 HERITAGE INTERPRETATION - MEDIA

Effective interpretation is an important tool in attracting visitors and enhancing their experiences. Advances in technology have expanded the range of interpretive media available however their effectiveness is contingent upon the context.

Common interpretive strategies include:

- audio tours;
- GPS-triggered multi-media tours;
- text-rich pamphlets;
- image-rich pamphlets;
- text-rich interpretive signs; and
- image-rich interpretive signs.

Various interpretive strategies have different uses and benefits depending upon the context and outcome desired. Traditional media, for example, may be preferred over modern media as the technicality of the latter may distract from a certain experience. However, modern media may enhance short-term factual learning and attract more visitors to stop at sights and spend more time there to engage with interpretation, as well as to motivate them to access sights off the main path (Wolf, I. D., Stricker, H. K., & Hagenloh, G.; 2013).

5.4 FURTHER READING

5.4.1 *International charters*

Ename Charter: the charter for the interpretation and presentation of cultural heritage sites, 2007, ICOMOS, Abdijstraat

5.4.2 *Guidance on heritage interpretation*

Colquhoun, F., 2005, Interpretation handbook and standard: distilling the essence, Department of Conservation Te Papa Atawhai, Wellington

Cross, S., 2012, Sharing our stories – using interpretation to improve the visitors' experience at heritage sites, Fáilte Ireland, Dublin

Cross, S., 2010, Telling people about our heritage – interpretation and signage guidance, TellTale, Buxton

Lawson, E. & Walker, M., 2005, Interpreting heritage places and items guidelines, NSW Heritage Office, Parramatta

5.4.3 *Heritage interpretation plans*

Mannix, L., 2012, Rindoon interpretation plan, Heritage Council, Kilkenny

Mulloway Studio & Paul Kladen, 2012, Perth waterfront project heritage interpretation strategy, Hocking Heritage Studio, Shenton Park

Veale, S. & Kelly, M., 2008, Castle Hill Heritage Park interpretation plan, Godden Mackay Logan, Sydney

5.4.4 Guidance on access

Access: improving the accessibility of historic buildings and places, 2011, The Stationery Office, Dublin

Easy access to historic buildings, 2012, English Heritage, London

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6 PHOTO SURVEY AND BUILDING ASSESSMENTS

Cootamundra Gundagai Regional Council has highlighted fifteen locally listed heritage sites to be analysed within this report for their condition and to identify any links to the military theme throughout the town.

During the site visit, a photo survey of each of the listed buildings was undertaken to capture their current physical condition. Each site was surveyed from all aspects with close-up photos taken of specific details. Individual inventory sheets detailing the history of each property, significance, and NSW historic themes is included within Appendix A.

The locally listed heritage sites surveyed during the NGH site visit included:

Item name	Location	Listing ID
Wallendbeen Cemetery	Burley Griffin Way, Wallendbeen NSW	I99
Cambewarra, Federation Period Brick House	10 George Street, Wallendbeen NSW	I84
Federation Period Brick House, Fence, Trees	12 George Street, Wallendbeen NSW	I85
Mackay Park, Incl Barry Grace Oval, Trees	Hoskins Street, Wallendbeen NSW	I88
War Memorial Obelisk	King Street, Wallendbeen NSW	I93
St. Columba's Catholic Church	2 King Street, Wallendbeen NSW	I89
Wallendbeen Public School, Cottage, Bell	7 King Street, Wallendbeen NSW	I90
Memorial Hall	14 King Street, Wallendbeen NSW	I91
Methodist Church	16 King Street, Wallendbeen NSW	I92
Railway Subway	Lackey Street, Wallendbeen NSW	I94
Presbyterian Church	Olympic Highway, Wallendbeen NSW	I116
Railway Station (second)	Silo Road, Wallendbeen NSW	I96
Railway Underbridge	Silo Road, Wallendbeen NSW	I97
Wallendoon Homestead, Gardens, Outbuildings	Wallendoon Lane, Wallendbeen NSW	I120
Slab Cottage	13 Watson Street, Wallendbeen NSW	I98

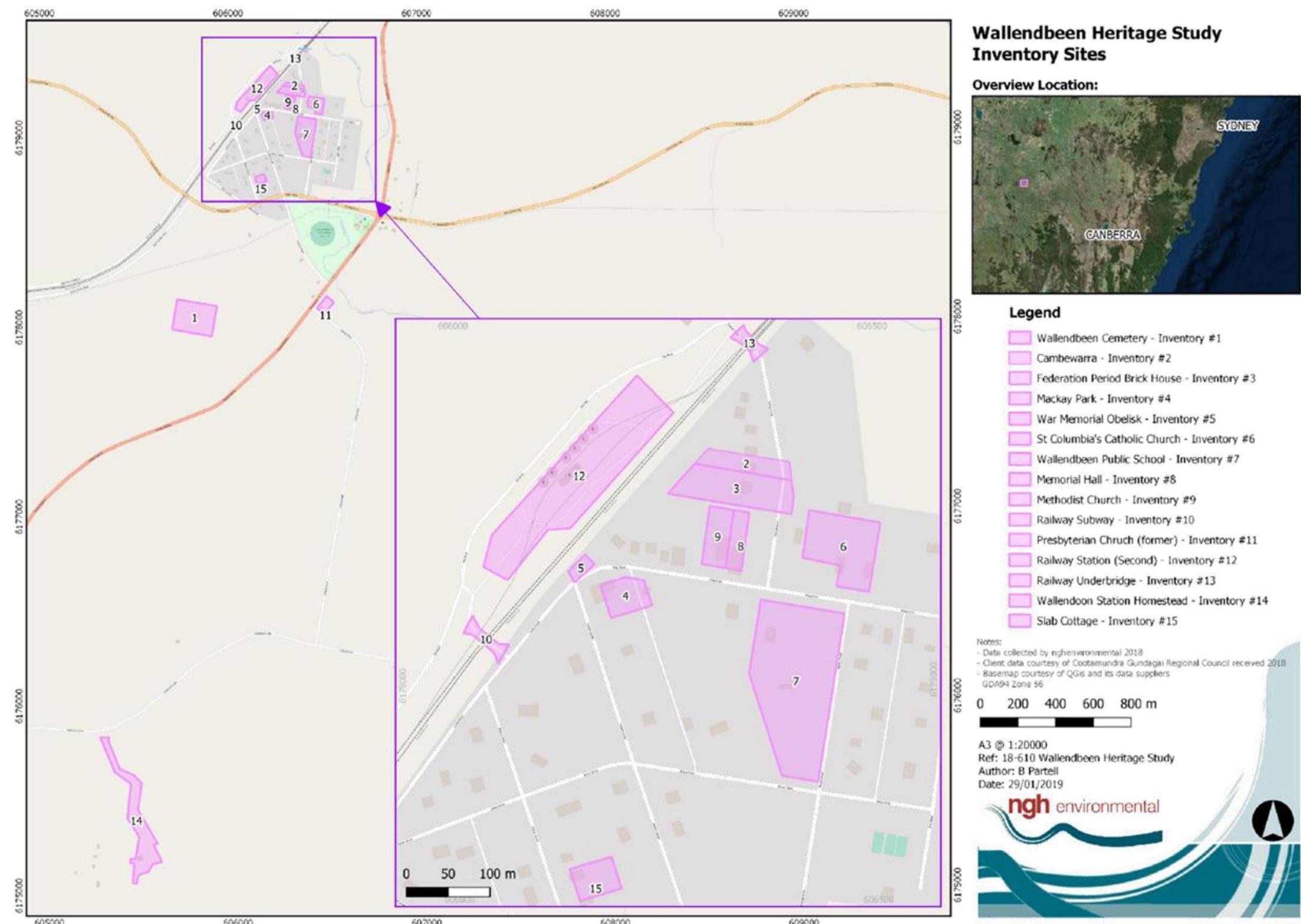


Figure 4. Wallendbeen Heritage Study Inventory Sites

6.1 WALLENDBEEN CEMETERY

<u>Inventory No.: 1</u>	
Cemetery	
Lots 7300 and 7301 DP1133373, Lot 1 DP668301, Lot 1 DP668460, Lot 1 DP668461	
	BUILDING INFORMATION:
	Name Cemetery
	Address Off Burley Griffin Way, Wallendbeen
	Lot/DP Lots 7300 and 7301 DP1133373, Lot 1 DP668301, Lot 1 DP668460, Lot 1 DP668461
	Date of construction 1894
History	
Wallendbeen cemetery was dedicated on 29 th April 1884. The cemetery contains various denominational sections including Roman Catholic, Church of England, Methodist, Presbyterian, Independent, and general. The earliest deaths marked with headstones can be found in the Church of England section: "Samuel Hollis Snr. died 18th February 1887 aged 77 years"; "Mary Jane Palmer, Beloved Wife of William Palmer, who died 29th March 1887 aged 23."	
Description of site	
The cemetery has a simple layout with graves in straight lines, oriented east-west, and headstones at the western end of each plot (facing the rising sun). An informal vehicle track runs through the cemetery.	
Statement of Significance (SHI Database)	
<i>Provides evidence of the Wallendbeen's role in the Federation Period as an important village for the local rural district.</i>	
<i>SHI Date significance updated: 09 Aug 09</i>	
Interpretation Potential	
Cemeteries and graves are important as both social and aesthetic elements of a community and they tell an important part of its story. The cemetery contributes to the historical record of Wallendbeen. The cemetery is a commemorative landscape of memory and history. Graves and monuments are part of the overall landscape of the cemetery and are important as individual sites of personal and family remembrance. They	

can demonstrate many aspects of a community's heritage including the development of an area, the genealogical and religious make-up of the community, the original natural environment, the landscape design and botanical elements of cemetery design and even technical developments in areas such as ironwork and monumental mason's skills.

Potential heritage interpretation could include information about the overall history of Wallendbeen, as well as reference to the religious denominations and the churches of Wallendbeen.

The values of the cemetery are threatened by general weathering and deterioration, lack of or poor maintenance.

The cemetery includes native vegetation, important for birdlife and native fauna.

6.1.1 Cemetery Photo Survey



Plate 7. Wallendbeen Cemetery.



Plate 8. Large open areas within the Cemetery.



Plate 9. Clear distinction between the areas of graves and open area.



Plate 10. Clear distinction between the areas of graves and open area.



Plate 11. Clear distinction between the areas of graves and open area.



Plate 12. Similar style stone markers.



Plate 13. Poor condition of two of the earlier graves.



Plate 14. One of the earliest graves within the Cemetery, dating from 1892. The headstone is difficult to read due to mould and mildew growth.



Plate 15. Stone markers.



Plate 16. Grave sites.



Plate 17. Significant cracking and deterioration on one of the older graves.



Plate 18. Significant deterioration.



Plate 19. Bricks marking the boundaries of a grave.



Plate 20. Significant damage to one of the headstones.



Plate 21. Mould and mildew build up on numerous grave stones.



Plate 22. Mould and mildew build up on numerous grave stones.

6.1.2 Condition and Integrity Summary

The condition of the cemetery shows a number of gravestones with significant mould and mildew growth, and a number of headstones with some structural damage.

6.1.3 NSW Historical themes relevant to Wallendbeen Cemetery

Australian Theme	NSW Theme	Description
8 Culture – Developing cultural institutions and ways of life	Religion	Activities associated with particular systems of faith and worship
9 Phases of life – Marking the phases of life	Birth and Death	Activities associated with the initial stages of human life and the bearing of children, and with the final stages of human life and disposal of the dead.
9 Phases of life – Marking the phases of life	Persons	Activities of, with associations with, identifiable individuals, families and communal groups.

6.2 10 GEORGE ST: "CAMBEWARRA" FEDERATION PERIOD BRICK HOUSE

Inventory No.: 2

"Cambewarra" Federation period brick house

Lot 3 DP7640



BUILDING INFORMATION:

Name	"Cambewarra"
Address	10 George Street, Wallendbeen
Lot/DP	Lot 3 DP7640
Date of construction	c.1914

(Source: NGH, 2018)

History

Cambewarra house was originally built in c.1914 for James and Louise Cartwright. The single-storey Federation style dwelling contains face brick walls with corrugated galvanised roof and a verandah with lace work.

Later on, this residence was owned by Water Sackett, Arch Devine and Michael Blacker who were all storekeepers operating from the building now known as Sackett Emporium in King Street after restoration.



Image: "G.F. Sackett – Noted Emporium", 12 King Street

Description of Heritage Item
<p>The single-storey, 2-bedroom, Federation style dwelling contains face brick walls with corrugated galvanised roof and a bullnose verandah.</p> <p>The original verandah consisting of squared timber posts (M. Thorburn, pers. Comms, 20.11.2018) has been replaced by aluminium posts and filigree work, imitating Victorian-era cast iron.</p> <p>The interior has been changed but the ceilings are original pressed metal.</p> <p>An addition has been constructed to the rear of the original building in fibro boards.</p> <p>The original property included a large timber fence fronting the street with 'Cambewarra' in large letter (M. Thorburn, pers. Comms, 20.11.2018).</p>
Statement of Significance (SHI Database)
<p><i>The building and its village setting are historically associated with the boom of Wallendbeen in the Federation Period (c1890 - c1915), which began with it being declared a municipality in 1892, and was boosted by duplication of the Great Southern Railway in 1915. The building contributes to the streetscape and provides evidence of the Wallendbeen's role in the Federation Period as an important village for the local rural district.</i></p> <p><i>SHI Date significance updated: 09 Aug 09</i></p>
Interpretation Potential
<p>Cambewarra contributes to the history of the development of Wallendbeen.</p> <p>Making a notable contribution to the streetscape, Cambewarra could become a part of an architectural and historical heritage trail for visitors to Wallendbeen.</p>

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6.2.1 Cambewarra Photo Survey



Plate 23. Front view of house facing east.



Plate 24. Front view of house facing east.



Plate 25. Gable end of pitched roof. Stucco with maroon decorative stripes.



Plate 26. Stamped bricks 'CBT'



Plate 27. Corinthian-style column and decorative ironwork around the edge of the front verandah.



Plate 28. Brick side of the house with one window with material covering in similar colouring to the rest of the house. Note the white weatherboard extension at the rear of the house.



Plate 29. White weatherboard extension at the rear of the house.



Plate 30. White weatherboard extension at the rear of the house.



Plate 31. Further wooden structure next to the weatherboard extension.



Plate 32. Weatherboard extension adjoining original construction.



Plate 33. Brick chimney



Plate 34. Brick corner of house.



Plate 35. Extension to the rear of the building.



Plate 36. Brick side of house.



Plate 37. Mirrored windows with white sills.



Plate 38. Some minimal cracking of the mortar from the window to the roof



Plate 39. Galvanised roof with Trade mark symbol

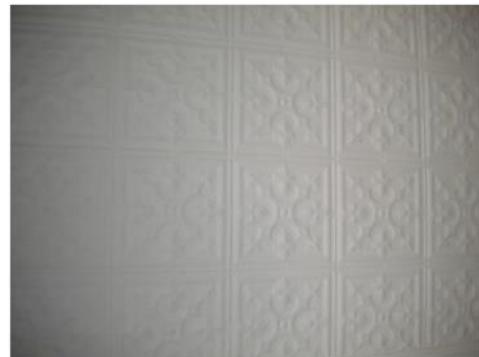


Plate 40. Pressed metal roof.

6.2.2 Condition and Integrity Summary

The condition of "Cambewarra" Federation period brick house overall is good. There is some minor cracking to the walls, but the general condition of the structure is good.

A white weatherboard extension has been added to the rear of the house and is clearly distinctive from the original brick structure. The extension is also in relatively good condition with minimal peeling paint.

6.2.3 NSW Historical themes relevant to Cambewarra Federation brick house

Australian Theme	NSW Theme	Description
3 Developing local, regional and national economies	Commerce	Activities relating to buying, selling and exchanging goods and services
4 Building settlements, towns and cities	Towns, suburbs and villages	Activities associated with creating, planning and managing urban functions, landscapes and lifestyles in towns, suburbs and villages
4 Building settlements, towns and cities	Accommodation	Activities associated with the provision of accommodation, and particular types of accommodation – does not include architectural styles.
8 Culture – Developing cultural institutions and ways of life	Creative endeavour	Activities associated with the production and performance of literary, artistic, architectural and other imaginative, interpretative or inventive works.

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6.3 12 GEORGE ST: FEDERATION PERIOD BRICK HOUSE, FENCE, TREES

Inventory No.: 3

Federation period brick house

Lots 1 and 2 DP7640



BUILDING INFORMATION:

Name	Federation period brick house, fence and trees
Address	12 George Street, Wallendbeen
Lot/DP	Lots 1 and 2 DP7640
Date of construction	c.1914

Image: Eastern (front) elevation of 12 George Street.

(Source: NGH. 2018)

History

Believed to have been built in the same year and by the same builder as 10 George Street, "Cambewarra" (M. Thorburn, pers.comms, 20.11.2018).

Description of Heritage Item

Federation bungalow-style, brick building with masonry piers holding squared timber verandah posts. The rear of the building has been reconstructed using the original bricks.

Statement of Significance (SHI Database)

The building and its village setting are historically associated with the boom of Wallendbeen in the Federation Period (c1890 - c1915) , which began with it being declared a municipality in 1892, and was boosted by duplication of the Great Southern Railway in 1915. The building contributes to the streetscape and provides evidence of the Wallendbeen's role in the Federation Period as an important village for the local rural district.

SHI Date significance updated: 09 Aug 09

Interpretation Potential

Making a notable contribution to the streetscape, 12 George Street could become a part of an architectural and historical heritage trail for visitors to Wallendbeen. Located adjacent to "Cambewarra", 10 George Street, there is a history, potentially, to be told about the architect who designed the two properties, as well as the construction of such houses in the early 19th Century during war time.

6.3.1 12 George St Photo Survey



Plate 41. Front entrance of 12 George Street, Wallendbeen. Facing west.



Plate 42. Front entrance to the federation brick home.



Plate 43. Front façade of 12 George Street Wallendbeen. The house features a pitch roof with a gable facing towards the street.



Plate 44. Garage extension attached to the southern side of the house.



Plate 45. Gable roof at the front of the house. Noticeable paint loss and degradation on the guttering and decoration.



Plate 46. Front window with shade covering in similar colours to the rest of the house.



Plate 47. Front entrance to the home. Paint degradation on the guttering.



Plate 48. Side garage extension to the house.



Plate 49. Side garage extension to the house.
Painted in the same yellow tone as other features on the home.
Some paint wear visible.



Plate 50. Dimpled glass window on the front façade of the house.



Plate 51. Clear demarcation between the yellow extension and the original brickwork.



Plate 52. Column support at front façade of the building with yellow stucco design.



Plate 53. 'CBT' stamped brick.

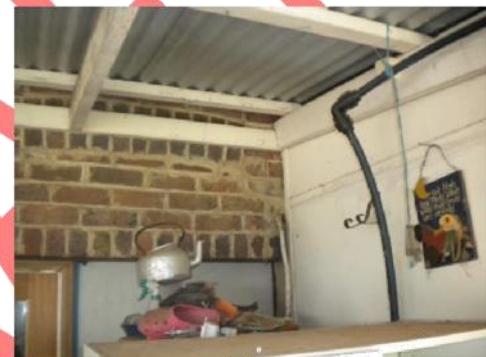


Plate 54. Internal view of the extension. Note the placement of decorative bricks which highlights that a door (or potentially window) was once in place.

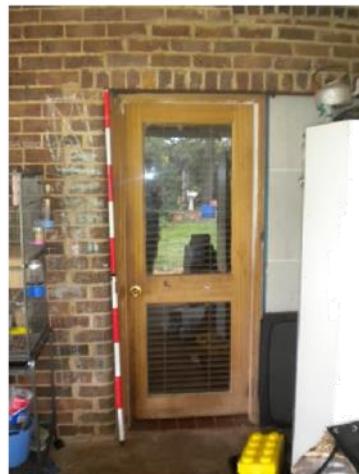


Plate 55. Modern door within house



Plate 56. New brickwork within house.



Plate 57. Rear view of the house with deck.



Plate 58. Small brick structure to the rear of the house. Some rusting on the roof.



Plate 59. Small brick structure to the rear of the house. Some rusting on the door.



Plate 60. Wooden awning over window at the front of the house. Significant loss of paint.



Plate 61. Wooden awning over window at the front of the house. Significant loss of paint.



Plate 62. Significant paint degradation on window frame.



Plate 63. Lower stucco wall with window above.



Plate 64. Mould and Mildew growth underneath the eaves of the building.



Plate 65. Verandah decoration with significant peeling paint.



Plate 66. Peeling paint on the wooden corner of the verandah.

6.3.2 *Condition and Integrity Summary*

The structure of 12 George Street, Wallendbeen appears to be relatively sound, with no major cracks or subsidence noted.

However, a significant amount of paint has been noted as being in an extremely deteriorated condition and would require work. A re-paint of the wooden beams in colours similar to those existing would seal the raw wood and help to prevent rot.

6.3.3 *NSW Historical themes relevant to Federation brick house*

Australian Theme	NSW Theme	Description
4 Building settlements, towns and cities	Towns, suburbs and villages	Activities associated with creating, planning and managing urban functions, landscapes and lifestyles in towns, suburbs and villages
4 Building settlements, towns and cities	Accommodation	Activities associated with the provision of accommodation, and particular types of accommodation.
8 Culture – Developing cultural institutions and ways of life	Creative endeavour	Activities associated with the production and performance of literary, artistic, architectural and other imaginative, interpretative or inventive works.

6.4 MACKAY PARK, BARRY GRACE OVAL, TREES

Inventory No.: 4

Mackay Park, Barry Grace Oval, trees

Lot 1 DP759041



BUILDING INFORMATION:

Name	Mackay Park, Barry Grace Oval, trees (not buildings)
Address	Hoskins Street, Wallendbeen
Lot/DP	Lot 1 DP759041
Date of construction	1894

Image: Elm trees lining the boundary of the Barry Grace Oval

(Source: NGH, 2018)

History

Mackay Park, Barry Grace Oval and trees is located on Hoskins Street, Wallendbeen on Lot 1 DP759041. The oval was reserved for public recreation and dedicated on 9 March 1894, with the name of the oval changed to "Barry Grace Oval" on April 6, 2002.

The planting of Elm trees at Barry Grace Oval could have been as a war memorial. Elm trees were a common cultural planting for 'Avenues of Honour', possibly due to a symbolic association with death as coffins were often made from elm.

Description of Site

The Barry Grace oval includes a sporting oval and peripheral areas for spectators, facilities and cultural plantings, such as lines of Elm trees.

Statement of Significance (SHI Database)

Sports oval of high social significance to Wallendbeen community. The impressive line of mature trees provides important shade to this well-maintained park.

SHI Date significance updated: 05 Feb 09

Interpretation Potential

The planting of Elm trees could have been as a war memorial. Elm trees were a common cultural planting for 'Avenues of Honour', possibly due to a symbolic association with death as coffins were often made from elm.

6.4.1 Mackay Park and Barry Grace Oval Photo Survey



Plate 67. Plaque situated on rocks at Barry Grace Oval within Mackay Park outlining the achievements (including military) of the Mackay family in Wallendbeen.

Plaque reads:

Mackay Park 1976

Named in Honour of:

Alexander Mackay (1815-1890)

First settler in Wallendbeen District and his two sons

Major General the Hon. James Alexander Kenneth

Mackay C.B., O.B.E., V.D., F.R.G.S., (1859-1935)

A founder of the light Horse 1885

Commanding officer NSW Imperial Bushman South

African War. Poet, Author.

Member of Parliament (1895-1934)

Donald George Mackay C.B.E., F.R.G.S., (1870-1958)

Explorer of the Australian Inland

Pioneer of Aerial Surveying in Australia

Discoverer of Lake Mackay WA (1930)

*Creator of New Around Australia Bicycle Record in
1900*



Plate 68. Elm tree plantings. Potentially part of a war memorial as elm trees were a common cultural planting for 'Avenues of Honour'.



Plate 69. Elm tree plantings. Potentially part of a war memorial as elm trees were a common cultural planting for 'Avenues of Honour'.



Plate 70. Barry Grace Oval and plaque.



Plate 71. Plaque reads:

*Cootamundra Shire Council
The oval was renamed on
3rd April 2002
Cr. M.P. BRAYBROOKS
Major of the Shire of Cootamundra
In recognition of the outstanding and dedicated
voluntary service to the community of the village
of Wallendbeen by
Barry John Grace*



Plate 72. Brick and rendered kiosk and amenities building on site with bullnose verandah.



Plate 73. Panoramic view of Barry Grace oval.

6.4.2 Condition and Integrity Summary

Mackay Park and Barry Grace oval are in overall good condition. The grounds have been well maintained with close cropped grass.

The white picket fence surrounding the oval is in good condition, as are the two memorial plaques. The brick and rendered kiosk and amenities building on site does not show any obvious signs of wear or deterioration.

6.4.3 NSW Historical themes relevant to Mackay Park, Barry Grace Oval and trees

Australian Theme	NSW Theme	Description
3 Developing local, regional and national economies	Environment - cultural landscape	Activities associated with the interactions between humans, human societies and the shaping of their physical surroundings
4 Building settlements, towns and cities	Towns, suburbs and villages	Activities associated with creating, planning and managing urban functions, landscapes and lifestyles in towns, suburbs and villages
7 Governing	Defence	Activities associated with defending places from hostile takeover and occupation
8 Culture – Developing cultural institutions and ways of life	Leisure	Activities associated with recreation and relaxation
8 Culture – Developing cultural institutions and ways of life	Social Institutions	Activities and organisational arrangements for the provision of social activities
8 Culture – Developing cultural institutions and ways of life	Sport	Activities associated with organised recreational and health promotional activities
9 Phases of life – Marking the phases of life	Birth and Death	Activities associated with the initial stages of human life and the bearing of children, and with the final stages of human life and disposal of the dead.

6.5 WAR MEMORIAL OBELISK

Inventory No.: 5

War memorial Obelisk

Road Reserve



BUILDING INFORMATION:

Name	War Memorial Obelisk
Address	King Street (corner Lackey Street)
Lot/DP	Road Reserve
Date of construction	1922

Image: Looking west from King Street with the railway line and silos in the background.

(Source: NGH, 2018)

History

In 1922 the Wallendbeen War Memorial Obelisk was constructed on the corner of King and Lackey Street in Wallendbeen. The monument bears the names of the ninety men from Wallendbeen district who served in the armed forces abroad.

The memorial is constructed in the Interwar free classical style and is a classical obelisk with flanking light standards with metal work details. The obelisk was erected by Donald Mackay of Wallendbeen Station, Wallendbeen as his contribution to the war when the funds for the memorial could not be raised within the town (£1300). The obelisk is constructed of grey harcourt granite 36 feet high on a foundation of 40 tonnes of concrete. The pedestal and pillars are made of Bowral trachyte (light coloured volcanic rock, rough to touch). The acetylene gas lamps, located either side of the memorial, were supplied and erected by Robert Hulford and are 15 feet high, which originally carried 350 candle powered lights.

On the originally appointed day of unveiling, 184 points (65mm) of rain fell leading to the ceremony being abandoned.

The plaque on the obelisk reads:

Donald MacKay "Wallendbeen Station"

In Memoriam 1914-1919

Pro Patria.

In 2004 a plaque was attached listing all World War II - 1939 - 1945 Korea - Vietnam enlistments.

Description of Heritage Item

The memorial is constructed in the Interwar free classical style and is a classical obelisk with flanking light standards with metal work details. The obelisk is constructed of grey harcourt granite 36 feet high on a foundation of 40 tonnes of concrete. The pedestal and pillars are made of Bowral trachyte (light coloured volcanic rock, rough to touch). The acetylene gas lamps, located either side of the memorial are 15 feet high, which originally carried 350 candle powered lights

Statement of Significance (SHI Database)

A war memorial of high landmark value. High social significance to descendants of the 90 men from Wallendbeen district who served in the armed forces abroad.

SHI Date significance updated: 09 Aug 09

Interpretation Potential

The obelisk and the Memorial Hall are the two key heritage items in Wallendbeen that provide the opportunity for the interpretation of the town's military service history.

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6.5.1 War Memorial Obelisk Photo Survey



Plate 74. War memorial obelisk and two associated lamp posts



Plate 75. War memorial obelisk with large silos visible in background



Plate 76. Inscription on the obelisk with names of 90 Wallendbeen men who fought in the armed forces during WWI. Plaque at the bottom names Donald Mackay as the provider of the funds for the memorial.



Plate 77. Inscription on the obelisk with names of 90 Wallendbeen men who fought in the armed forces during WWI.



Plate 78. Additional plaque added to obelisk in 2004 commemorating WWII, Korea and Vietnam veterans.



Plate 79. Obelisk constructed of grey harcourt granite.



Plate 80. Memorial obelisk from across the King Street. Large silos in background.



Plate 81. Memorial obelisk facing east from across the railway tracks. Wallendbeen Hotel visible in the background.



Plate 82. Wire fence surrounding the memorial obelisk



Plate 83. Plaque at base of memorial naming Donald Mackay as the benefactor who donated the funds for the memorial.



Plate 84. Base of one of the light posts situated next to the obelisk.

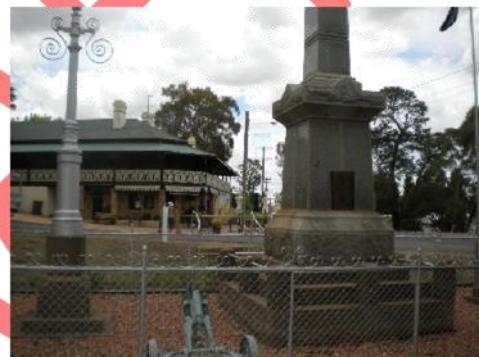


Plate 85. Memorial obelisk and lamp posts surrounded by low wire fence.

6.5.2 Condition and Integrity Summary

The obelisk and associated lamp posts are in good condition. The inscriptions on the memorial are clear and well defined.

A small waist high fence surrounds both the memorial and lamp posts. The memorial and lamp posts can be accessed via a small gate in the fence.

6.5.3 NSW Historical themes relevant to War Memorial Obelisk

Australian Theme	NSW Theme	Description
3 Developing local, regional and national economies	Events	Activities and processes that mark the consequences of natural and cultural occurrences
4 Building settlements, towns and cities	Towns, suburbs and villages	Activities associated with creating, planning and managing urban functions, landscapes and lifestyles in towns, suburbs and villages
7 Governing	Defence	Activities associated with defending places from hostile takeover and occupation
9 Phases of life – Marking the phases of life	Birth and Death	Activities associated with the initial stages of human life and the bearing of children, and with the final stages of human life and disposal of the dead.
9 Phases of life – Marking the phases of life	Persons	Activities of, with associations with, identifiable individuals, families and communal groups.

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6.6 ST COLUMBA'S CATHOLIC CHURCH

Inventory No.: 6

St Columba's Catholic Church

Lot B DP1083933



BUILDING INFORMATION:

Name	St Columba's Catholic Church
Address	2 King Street, Wallendbeen
Lot/DP	Lot B DP1083933
Date of construction	1920

Image: Looking north from King Street towards the south and west elevations of the church building.

(Source: NGH, 2018)

History

On Sunday 30th May 1920 St Columba's Catholic Church was officially opened and blessed by Bishop John Gallagher.

During a wind storm in 1925 a section of the western wall of the Church was destroyed. The Sisters of St Joseph were using the Church as a school room at the time of collapse conducting a class, but no injuries were recorded.

Description of Heritage Item

The building is a single-storey brick building with a gabled galvanised iron roof.

Statement of Significance (SHI Database)

The building and its village setting are historically associated with the boom of Wallendbeen in the Federation Period (c1890 - c1915), which began with it being declared a municipality in 1892, and was boosted by duplication of the Great Southern Railway in 1915. The building contributes to the streetscape and provides evidence of the Wallendbeen's role in the Federation Period as an important village for the local rural district.

SHI Date significance updated: 09 Aug 09

Interpretation Potential

The churches within Wallendbeen represent the importance and diversity of religious faith within the community. The establishment of different churches also represents the settlement of different nationalities. The Catholic Church was established in Australia principally by Irish convicts and settlers.

Heritage interpretation could expand upon the history and development of Wallendbeen. However, the current condition of the building is deteriorating and would require some restoration if the building were proposed for visitation.

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6.6.1 St Columba's Catholic Church Photo Survey

Plate 86. Front façade to St Columba's Catholic Church. Facing north.



Plate 87. Front façade of the St Columba's Catholic Church. Building is made of brick with a pitched roof and yellow detailing.



Plate 88. Eastern side of the St Columba's Catholic Church.



Plate 89. Cracking along the mortar in the wall and some deterioration of paint along windows.



Plate 90. Detailed view of cracking within the mortar of the Church walls.



Plate 91. Significant paint deterioration from the rendered sections of the wall.



Plate 92. Significant paint deterioration across the window muntin and moulding/trim.



Plate 93. Significant paint deterioration across the window muntin. Paint is flaking off in large sections.



Plate 94. Eastern façade of the Church building.



Plate 95. St Columba's Catholic Church is located on a large lot, surrounded by grass. Eastern façade.



Plate 96. Entrance porch on the southern (main entrance) side of the Church. The section is smaller than the main building and contains a pitched roof of the same slope as the main building.



Plate 97. Western façade of the church building with mirrored windows and columns.



Plate 98. Deteriorated and peeling paint on the eaves and guttering above one of the Church windows.



Plate 99. Northern (back) façade of the church. Significant paint deterioration on all three doors.



Plate 100. Brick detailing on the northern façade of the Church and damage to rendered bricks used to enter and exit the back door of the church.



Plate 101. Significant damage to rendered bricks used to enter and exit the back door of the church.



Plate 102. Separation of bricks and loss of mortar towards the guttering



Plate 103. Separation of bricks and loss of mortar above door frame.



Plate 104. Corner detail of the church. Note the deteriorated paint on the guttering and doorway.



Plate 105. Crack remediation from the wall up to the roof in a diagonal direction.



Plate 106. Crack remediation from the wall up to the roof in a diagonal direction.



Plate 107. Significant deterioration of the guttering on the southern façade of the Church. A hole has worn through the wooden material.

6.6.2 Condition and Integrity Summary

The overall assessment of St Columba's Catholic Church suggests that the building needs substantial restoration. The paint across the entire building is significantly deteriorated and peeling in most sections. Numerous cracks were noted along various walls and sections of the Church and should be investigated to analyse their potential impact to the structural integrity of the building.

6.6.3 NSW Historical themes relevant to St Columba's Catholic Church

Australian Theme	NSW Theme	Description
3 Developing local, regional and national economies	Events	Activities and processes that mark the consequences of natural and cultural occurrences
6 Educating	Education	Activities associated with teaching and learning by children and adults, formally and informally.
8 Culture – Developing cultural institutions and ways of life	Religion	Activities associated with particular systems of faith and worship
8 Culture – Developing cultural institutions and ways of life	Social Institutions	Activities and organisational arrangements for the provision of social activities
9 Phases of life – Marking the phases of life	Birth and Death	Activities associated with the initial stages of human life and the bearing of children, and with the final stages of human life and disposal of the dead.

9 Phases of life – Marking the phases of life	Persons	Activities of, with associations with, identifiable individuals, families and communal groups.
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6.7 WALLENDBEEN PUBLIC SCHOOL

Inventory No.: 7

Public School

Lot 1, Section 18, DP 75904



BUILDING INFORMATION:

Name	Public School (original buildings) on Wallendbeen Street, cottage and bell
Address	7 King Street, Wallendbeen
Lot/DP	Lot 102, DP1182704
Date of construction	1885

Image: West elevation of the administrative building.

(Source: NGH, 2018)

History

The first school at Wallendbeen was opened July 2, 1881, with 33 children housed in a small rented cottage. Opening of the first new school 1885 built in King Street on the site where the present infant room now stands. The school included a brick school building (opened May 24, 1911), weatherboard classroom, school bell on stand and weatherboard teacher's cottage. The weatherboard teacher's cottage was built in 1908 after the first residence was destroyed by fire in 1906 (originally built in 1885).

The school recorded its highest enrolments in 1914 with an attendance of over one hundred pupils.

A Lone Pine seedling was planted in the Wallendbeen Public School grounds on Remembrance Day, November 11, 2005 to commemorate the 90th anniversary of the ANZAC landing at Gallipoli. The service was conducted by Miss Emily Hollamby and Ms. Marcia Thorburn, president of the Country Women's Association who sponsored the plaque. The Lone Pine was a seedling from the original Lone Pine at Gallipoli. It was planted by School Captains in 2005, Jaymy-Lyn Fountain and Gus Jacobs.

Description of Heritage Item

The school grounds include the main building constructed of brick and weatherboard; corrugated, colorbond roofing; and timber and aluminium windows. There are an additional 5 structures including a toilet block, shed and three class room buildings of weatherboard construction.

Statement of Significance (SHI Database)

The building and its village setting are historically associated with the boom of Wallendbeen in the Federation Period (c1890 - c1915), which began with it being declared a municipality in 1892, and was boosted by duplication of the Great Southern Railway in 1915. The building contributes to the streetscape and provides evidence of the Wallendbeen's role in the Federation Period as an important village for the local rural district.

<i>SHI Date significance updated: 09 Aug 09</i>
Interpretation Potential
The public school is important to the Wallendbeen community and includes a memorial to the 90 th anniversary of the ANZAC landing at Gallipoli.
Whilst the school is an important civic building it does not hold much heritage interpretation value.

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6.7.1 Wallendbeen Public School Photo Survey

Plate 108. Quadrangle area formed by the school buildings.



Plate 109. Main school building housing an office and the school library.



Plate 110. Main school building



Plate 111. Play area



Plate 112. School buildings opposite the main building



Plate 113. View towards the school buildings from the main building



Plate 114. Window detail, main school building



Plate 115. Windows and brick work, main building



Plate 116. Brick and weatherboard materials used



Plate 117. Toilet block



Plate 119. Plaque reads:

2014 Australian
Red Cross Centenary.



Plate 120. Larger plaque reads:

*The Hon. T.W. Sheahan, B.A., LL.B., M.P.,
Minister for Housing
Minister for co-operative societies and
Assistant minister for Transport
Unveiled this plaque
To mark the century of
Wallendbeen Public School
On 18th April, 1981*

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6.7.2 Condition and Integrity Summary

The condition of the school buildings is very good and well maintained.

6.7.3 NSW Historical themes relevant to Wallendbeen Public School

Australian Theme	NSW Theme	Description
4 Building settlements, towns and cities	Towns, suburbs and villages	Activities associated with creating, planning and managing urban functions, landscapes and lifestyles in towns, suburbs and villages
6 Educating	Education	Activities associated with teaching and learning by children and adults, formally and informally.
7 Governing	Defence	Activities associated with defending places from hostile takeover and occupation
8 Culture – Developing cultural institutions and ways of life	Religion	Activities associated with particular systems of faith and worship

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6.8 MEMORIAL HALL

Inventory No.: 8

Memorial Hall

Lot 6 DP6331



BUILDING INFORMATION:

Name	Memorial Hall
Address	14 King Street, Wallendbeen
Lot/DP	Lot 6 DP6331
Date of construction	1922

Image: Looking south from King Street at the north elevation (street frontage) of the Memorial Hall.

(Source: NGH, 2018)

History

On Anzac Day in April 1922 the Soldiers Memorial Hall on King Street was officially opened to the public and an event held to celebrate the occasion. Two trees were planted by Dora Sackett and Beatty Scott. The foundation stone of the hall had been laid on 30th November 1921 with the official dedication to those who served in World War I occurring on the official day of opening in 1922. The Hall had been designed by architect F. Laver and constructed by Frank Mitchell.

As a token from the Great War Wallendbeen received a small machine gun. The gun was placed in the Memorial Hall in April 1922. The War Trophy Guns were unveiled by LP Forsyth and JW Morrow.

The Honour Rolls listing the names of the men who served in WWI were not ready at the time of the opening of the Memorial Hall. The Honour Rolls Boards listing all of the names were unveiled in the Memorial Hall by General Kenneth Mackay in 1923.

In 1954 the Memorial Hall supper room extension was coined as a memorial to the men lost while serving in World War II, 1939-1945. The foundation stone was originally laid by Councillor LF Bennett on May 1, 1954, with the building officially opened by John Scott on September 18, 1954 (Thorburn 2008, 41).

In 1981 the World War II Honour Roll Board was unveiled at the Memorial Hall.

Description of Heritage Item

The building has the design and aesthetics of a Federation Freestyle/Arts and Crafts building. The key features included an entrance way with double doors and Diocletian window.

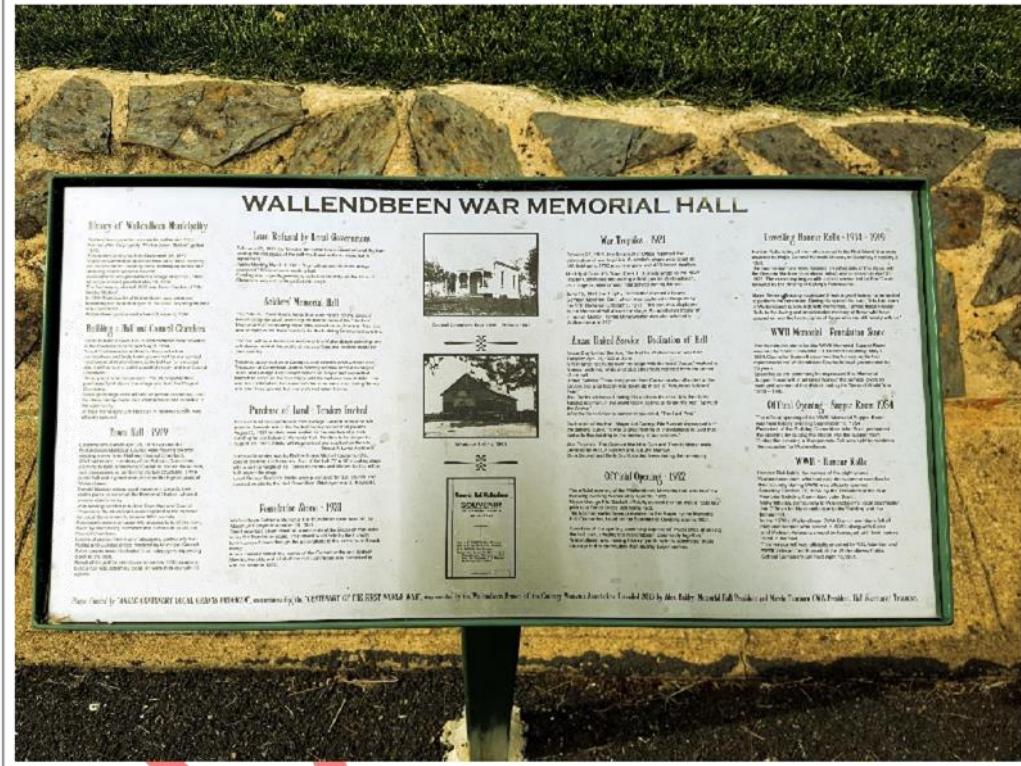
Statement of Significance (SHI Database)

The building and its village setting are historically associated with the boom of Wallendbeen in the Federation Period (c1890 - c1915), which began with it being declared a municipality in 1892, and was boosted by duplication of the Great Southern Railway in 1915. The building contributes to the streetscape and provides evidence of the Wallendbeen's role in the Federation Period as an important village for the local rural district.

SHI Date significance updated: 09 Aug 09

Interpretation Potential

High heritage interpretation potential with prominent streetscape presence along the main street of Wallendbeen and includes excellent military service interpretation materials inside. Currently there is a heritage interpretation panel located outside the entrance, accessible from the footpath (shown below).



6.8.1 Memorial Hall Photo Survey



Plate 121. Front (southern) façade of 1922 Memorial Hall. The original structure had a symmetrical façade prior to the supper room extension to the eastern side in 1954.



Plate 122. G.F. Sackett Noted Emporium to the east of the Memorial Hall.



Plate 123. Methodist Church to the west of the Memorial Hall.



Plate 124. Interpretation board of the history of the Memorial Hall situated out the front of the Hall.

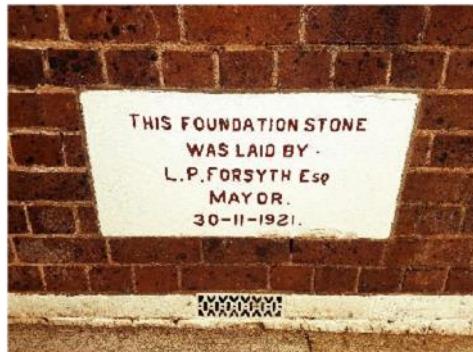


Plate 125. Foundation stone plaque for the building of the Memorial Hall as a memorial for WWI soldiers. Laid by L.P. Forsyth 30.11.1921.

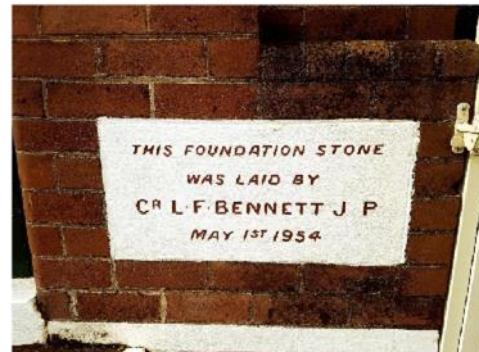


Plate 126. Foundation stone plaque for the building of the supper hall as a memorial for WWII soldiers. Laid by Cr L.F. Bennett JP 1.5.1954.



Plate 127. WWII supper room extension to the Memorial Hall. Built in 1954.



Plate 128. Front entrance to the Memorial Hall, built 1922. Arch and keystone detail above main entrance door.



Plate 129. Northern façade (rear) of building. Brick work over stone. Access door set down into the wall accessed by cement stairs.

Plate 130. Some movement of bricks and cracking of mortar in a diagonal direction.

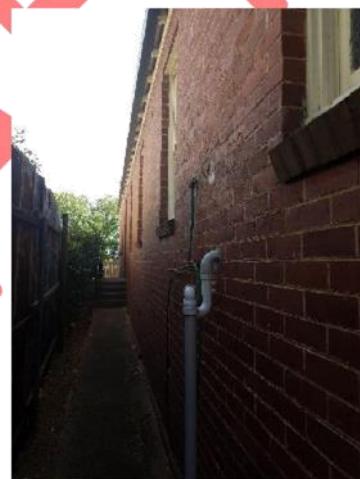


Plate 131. Access door set down into the wall accessed by cement stairs.

Plate 132. Eastern façade of Memorial Hall.



Plate 133. Western Façade of Memorial Hall.



Plate 134. Western and northern facades of Memorial Hall.



Plate 135. Western façade of Memorial Hall, facing north.



Plate 136. WWII, Korea and Vietnam Honour Roll Board.



Plate 137. War memorabilia.



Plate 138. Internal view of Memorial Hall with stage. Honour roll boards flanking the stage.



Plate 139. Honour roll board and war memorabilia.



Plate 140. Original WWII Honour Roll Board listing the names of the eight Wallendbeen men who died serving in the war.



Plate 141. Internal WWII Supper room extension.



Plate 142. Internal view of Memorial Hall facing towards the entrance doors on the southern side of the building.



Plate 143. Panoramic shot of the Memorial Hall flanked by the Methodist Church on the west and G.F. Sackett Noted Emporium to the east.

6.8.2 Condition and Integrity Summary

The Memorial Hall and Supper Room extension are in good condition, with no obvious structural problems. There is some cracking and shifting of bricks evident in some external areas of the Hall, but the overall paintwork and condition of the building appears to be relatively good.

6.8.3 NSW Historical themes relevant to the Memorial Hall

Australian Theme	NSW Theme	Description
3 Developing local, regional and national economies	Events	Activities and processes that mark the consequences of natural and cultural occurrences

4 Building settlements, towns and cities	Towns, suburbs and villages	Activities associated with creating, planning and managing urban functions, landscapes and lifestyles in towns, suburbs and villages
7 Governing	Defence	Activities associated with defending places from hostile takeover and occupation
8 Culture – Developing cultural institutions and ways of life	Leisure	Activities associated with recreation and relaxation
8 Culture – Developing cultural institutions and ways of life	Religion	Activities associated with particular systems of faith and worship
8 Culture – Developing cultural institutions and ways of life	Social Institutions	Activities and organisational arrangements for the provision of social activities
9 Phases of life – Marking the phases of life	Birth and Death	Activities associated with the initial stages of human life and the bearing of children, and with the final stages of human life and disposal of the dead.
9 Phases of life – Marking the phases of life	Persons	Activities of, with associations with, identifiable individuals, families and communal groups.

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6.9 METHODIST CHURCH

Inventory No.: 9

Methodist Church

Lot 5 DP6331



BUILDING INFORMATION:

Name	Methodist Church
Address	16 King Street, Wallendbeen
Lot/DP	Lot 5 DP6331
Date of construction	1911
Significance	Local

(Source: NGH, 2018)

History

Mayor of Wallendbeen, George Filo Sackett laid the foundation stone for the Methodist Church on February 22, 1911. The structure was constructed from Brown brick and render, with roughcast (walk) Marseilles tile roof belfry.

A Sunday School room was built onto the back of the Methodist Church in 1939.

Services were held within the building for over ninety years in the Methodist and later Uniting Church until it was deconsecrated in 2003.

The Church was sold to private ownership in 2007 to be turned into a private dwelling.

Description of Heritage Item

Brown brick face and render building with notable narrow, leadlight windows, buttresses, and roughcast Marseilles tile roof belfry built in the Federation Romanesque-style. Only a small number of Romanesque churches were erected in New South Wales during the early 20th century.

The façade is decorated with bands of white, patterned cement panels, in white is described as a 'blood and bandages' style.

In those regions of Australia where high temperatures coincide with low humidity, small windows and thick masonry walls were seen as one of the practical advantages of this style.

An interesting example is the Cootamundra Methodist (now Baptist) Church (1899), designed by a young Sydney architect, David T. Morrow, who would later rise to prominence in the profession.

Statement of Significance (SHI Database)

The building and its village setting are historically associated with the boom of Wallendbeen in the Federation Period (c1890 - c1915), which began with it being declared a municipality in 1892, and was boosted by duplication of the Great Southern Railway in 1915. The building contributes to the streetscape and provides evidence of the Wallendbeen's role in the Federation Period as an important village for the local rural district.

SHI Date significance updated: 09 Aug 09

Interpretation Potential

The churches within Wallendbeen represent the importance and diversity of religious faith within the community. The establishment of different churches also represents the settlement of different nationalities. The Methodist Church was established in Australia principally by English settlers.

Heritage interpretation could expand upon the history and development of Wallendbeen. The Methodist Church is a notable building located on the main street of Wallendbeen. Access to the interior is likely to be limited due to private ownership.

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6.9.1 *Methodist Church Photo Survey*

Plate 144. Southern and western façade of the Methodist Church. Entrance porch is accessed by stairs leading towards the entrance door.



Plate 145. Front (southern) façade of the Methodist Church.



Plate 146. Western brick façade of Methodist Church.



Plate 147. Foundation stone plaque laid by G.F. Sackett ESQ. JP. on 22nd February 1911.



Plate 148. Weatherboard extension to the rear of the Church.



Plate 149. Weatherboard extension to the rear of the Church.



Plate 150. Northern façade (rear) of the Church.



Plate 151. Eastern Façade of the Church.



Plate 152. Internal view of the Church, the building is under private ownership as of 2007.



Plate 153. Internal view of the Church, the building is under private ownership as of 2007.

6.9.2 Condition and Integrity Summary

The overall condition of the former Methodist Church is good, with no external cracks or visible subsidence.

The internal rooms of the former church have been renovated and now contained overnight staying facilities. There are no visible cracks in the paint or structure of the building internally.

6.9.3 NSW Historical themes relevant to the Methodist Church

Australian Theme	NSW Theme	Description
3 Developing local, regional and national economies	Events	Activities and processes that mark the consequences of natural and cultural occurrences
8 Culture – Developing cultural institutions and ways of life	Religion	Activities associated with particular systems of faith and worship
8 Culture – Developing cultural institutions and ways of life	Social Institutions	Activities and organisational arrangements for the provision of social activities
9 Phases of life – Marking the phases of life	Birth and Death	Activities associated with the initial stages of human life and the bearing of children, and with the final stages of human life and disposal of the dead.
9 Phases of life – Marking the phases of life	Persons	Activities of, with associations with, identifiable individuals, families and communal groups.

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6.10 RAILWAY SUBWAY

Inventory No.: 10

Railway Subway

Significance:



BUILDING INFORMATION:

Name	Railway Subway
Address	Lackey Street
Lot/DP	-
Date of construction	1920
Significance	Local

(Source: NGH, 2018)

History

The railway subway is located in Lackey Street, Wallendbeen. The brick arch subway was constructed and opened on 10.1.1920 after the duplication of the Great Southern Railway in 1915.

Description of Heritage Item

The brick Subway located near Lackay Street creates a car underpass underneath the railway tracks. The site is located close to the current silos within the town.

The subway is approximately 5 metres high and is constructed of brick. Retaining walls help maintain the steep slope up to the railway tracks.

An unnamed road linking Silo Road and Lackey Street passes underneath the Subway. The paved road is in reasonable condition.

Interpretation Potential

Heritage interpretation could expand upon the history and development of Wallendbeen in association with the Railway Station (Second) and the Railway Underbridge.

Statement of Significance (SHI Database)

This structure provides evidence of duplication of the Great Southern Railway in 1915 and contributes to the village setting of Wallendbeen.

SHI Date significance updated: 09 Aug 09

	
Plate 154. Approach to Railway subway.	Plate 155. Brick arch subway with steep incline up to the railway tracks.
	
Plate 156. Some mould and dirt accumulation along the brick work.	Plate 157. View through to other side of the railway line.

6.10.1 Condition and Integrity Summary

The Railway Subway appears to be in relatively good condition structurally. No major cracks were noted during the site visit.

There is some mould and dirt build up on the structure, associated with car fumes and general pollution, which should be periodically cleaned and removed.

6.10.2 NSW Historical themes relevant to the Railway Subway

Australian Theme	NSW Theme	Description
3 Developing local, regional and national economies	Transport	Activities associated with the moving of people and goods from one place to another, and systems for the provision of such movements

4 Building settlements, towns and cities	Towns, suburbs and villages	Activities associated with creating, planning and managing urban functions, landscapes and lifestyles in towns, suburbs and villages
4 Building settlements, towns and cities	Utilities	Activities associated with the provision of services, especially on a communal basis

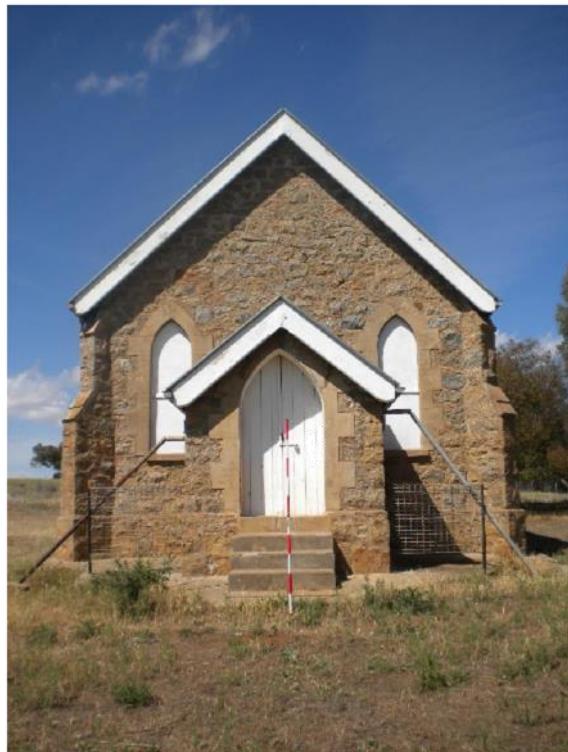
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6.11 PRESBYTERIAN CHURCH (FORMER)

Inventory No.: 11

Presbyterian Church (Former)

Lot 2 Section 5 DP759041



BUILDING INFORMATION:

Name	Presbyterian Church (Former)
Address	Olympic Highway (corner with Cullinga Road)
Lot/DP	Lot 2 Section 5 DP759041
Date of construction	1882

(Source: NGH, 2018)

History

The foundation stone for the Presbyterian Church was laid by Alexander Mackay on July 27, 1882. The building was made of granite stone (sourced locally) with a galvanised roof. The total cost of the church was £350.

In 1915, Governor General Sir Ronald Munro-Ferguson paid an unofficial visit to Cootamundra (11.12.1915). The following day, Sunday 12th of December, the Governor General attended the Wallendbeen Presbyterian Church memorial service for Private W.T. Wasson, at which Reverend J. Malcomson preached from Luke VII.50. The young Wallendbeen soldier had died of wounds received at Lone Pine. A Memorial tablet was located in the church but relocated to Cootamundra Methodist church.

In 1948 the Church closed down and worshippers attended the Methodist Church in Wallendbeen for services. The memorial plaques in memory of Alexander and Annie Mackay were relocated to the Cootamundra Methodist Church. No longer used, the structure began to deteriorate.

The Jacobs family bought the property in the early 1970s. Architect, Peter Freeman, was engaged by the Jacobs family to recommend conservation works. Brackets were introduced to stabilise the outer structure. The windows were boarded-up. Sheet roofing has been added in recent years.

Description of Heritage Item
<p>The granite Church is a stand-alone building in the middle of a grass lot. The structure is large rectangular build with an additional entrance porch attached to the front facade. A pitched galvanised roof is situated on the main building, with a matching smaller roof on the adjoined porch.</p> <p>Externally, the granite stone Church appears to be in relatively sound condition, with some areas of damage and cracking to stone that should be remedied. Overall the building appearance suggests that the building is structurally sound.</p> <p>Internally, there is significant paint and wall damage with substantial mould growth and accumulation of dirt and cobwebs.</p>
Statement of Significance (SHI Database)
<p><i>Modest stone church of high landmark and aesthetic value. The building and its village setting are historically associated with the boom of Wallendbeen in the Federation Period (c1890 - c1915), which began with it being declared a municipality in 1892, and was boosted by duplication of the Great Southern Railway in 1915. The building contributes to the streetscape and provides evidence of the Wallendbeen's role in the Federation Period as an important village for the local rural district.</i></p>
SHI Date significance updated: 09 Aug 09
Interpretation Potential
<p>Heritage interpretation of the Presbyterian Church could expand upon the history and development of Wallendbeen. However, the current condition of the Church building is deteriorating and would require restoration and interior access if the buildings were proposed for visitation.</p> <p>Externally, there are some areas of damage to stone that should be remedied, and internally, there is significant paint and wall damage as well as significant amounts of mould growth.</p>

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6.11.1 Presbyterian Church Photo Survey

Plate 158. Southern (front) Façade of former Presbyterian Church. The building is constructed in locally sourced granite stone with a galvanised roof.



Plate 159. Southern (front) Façade of former Presbyterian Church. The building is constructed in locally sourced granite stone with a galvanised roof.



Plate 160. Entrance porch to the Presbyterian Church.



Plate 161. Western façade of Church, facing south.



Plate 162. Galvanised roof present on both the main building and porch. The windows have been bordered up.



Plate 163. Northern (back) façade of the former Church. One entrance door situated on the eastern side of the building.



Plate 164. Northern (back) and eastern sides of the building.



Plate 165. Eastern side of the former Church Building.



Plate 166. Some cracking and damage to the paving stones surrounding the building entrance.



Plate 167. Damage to the stone surrounding the entrance door and deterioration of paint.



Plate 168. View west from building.



Plate 169. Building corner and detail surrounding the bordered-up windows.



Plate 170. Western façade of structure.



Plate 171. Internal view of structure.
Considerable paint deterioration and mould and
mildew growth.



Plate 172. Significant paint deterioration. Numerous cobwebs present as well as bird droppings.





Plate 174. Significant paint deterioration and peel.



Plate 175. Cobwebs present across the entire internal roof.



Plate 176. Rafters



Plate 177. Location of former memorial plaque to Private Wasson. The plaque was transferred to Cootamundra Methodist Church when the Wallendbeen Church closed.



Plate 178. Location of former memorial plaque to Private Wasson. The plaque was transferred to Cootamundra Methodist Church when the Wallendbeen Church closed.



Plate 179. Dust, mould and bird droppings.



Plate 180. Paint peel and deterioration.

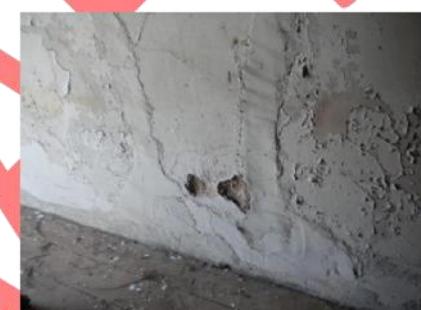


Plate 181. Damage to the internal walls.

6.11.2 Condition and Integrity Summary

Externally, the former Presbyterian Church appears to be in relatively sound condition. There are some areas of damage to stone that should be remedied, but the overall appearance suggests the building is structurally sound.

Internally, there is significant paint and wall damage. The rafters are home to roosting birds, and bird droppings are present throughout the hall. The internal hall also contains mould growth as well as significant amounts of cobwebs and dirt.

6.11.3 NSW Historical themes relevant to the Presbyterian Church

Australian Theme	NSW Theme	Description
3	Events	Activities and processes that mark the consequences of natural and cultural occurrences

Australian Theme	NSW Theme	Description
Developing local, regional and national economies		
8 Culture – Developing cultural institutions and ways of life	Religion	Activities associated with particular systems of faith and worship
8 Culture – Developing cultural institutions and ways of life	Social Institutions	Activities and organisational arrangements for the provision of social activities
9 Phases of life – Marking the phases of life	Birth and Death	Activities associated with the initial stages of human life and the bearing of children, and with the final stages of human life and disposal of the dead.
9 Phases of life – Marking the phases of life	Persons	Activities of, with associations with, identifiable individuals, families and communal groups.

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6.12 RAILWAY STATION (SECOND)

Inventory No.: 12

Railway Station (Second)

Lot 1 DP819706



BUILDING INFORMATION:

Name	Railway Station (Second)
Address	Silo Road
Lot/DP	Lot 1 DP819706
Date of construction	1920

(Source: NGH, 2018)

History

Wallendbeen's first railway Station (established in 1877) was situated further west towards the silos that remain standing in Wallendbeen today.

The station burnt down during the early 20th century, and the current railway station was built in 1920 after the duplication of the Great Southern Railway in 1915. The associated buildings were constructed of weatherboard with galvanised roofs.

Description of Heritage Item

Wallendbeen Railway Station (Second) is located along the railway tracks between the Railway Underbridge and Railway Subway, towards the north of the town centre.

The station consists of 3 weatherboard buildings with galvanised roofs. The main station building has a hip and gable style roof, with the two smaller buildings having shed style roofs. All three buildings are painted a deep yellow colour with maroon brown trim. There has been some significant weathering to the buildings, with large portions of deteriorated and peeling paint along the exterior walls of the buildings. Some areas of rot within exposed sections of the wood were also noted during the site visit.

The buildings are currently boarded up to prevent public access to the interiors.

Statement of Significance (SHI Database)

The station and its setting are historically associated with the boom of Wallendbeen in the Federation Period (c1890 - c1915), which began with it being declared a municipality in 1892, and was boosted by duplication of the Great Southern Railway in 1915. It provides evidence of the Wallendbeen's role in the Federation Period as an important village for the local rural district.

SHI Date significance updated: 09 Aug 09

Interpretation Potential

The Railway Station (Second) within Wallendbeen is significant for its associations with the Great Southern Railway and the importance of the town of Wallendbeen for the local rural district.

Heritage interpretation could expand upon the history and development of Wallendbeen. However, the current condition of the buildings is deteriorating and would require restoration and interior access if the buildings were proposed for visitation.

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6.12.1 Railway Station Photo Survey

Plate 182. Railway Station buildings from across the railway tracks.



Plate 183. Railway Station buildings facing north-west.



Plate 184. Railway tracks.



Plate 185. Weatherboard building boarded up to prevent public access to the internal building.



Plate 186. Damage and paint rot to the weatherboard building.



Plate 187. Rear of weatherboard buildings.



Plate 189. Platform awning.



Plate 188. Scales.



Plate 190. Northern façade of the railway buildings featuring the railway tracks.



Plate 191. Platform elevation of the waiting room.



Plate 192. Metal brackets supporting roof.



Plate 193. Western façade of the railway building. Brick stilts to compensate for the uneven ground.



Plate 194. Brick chimney in the centre of the galvanised pitched roof.



Plate 195. Brick chimney in the centre of the galvanised pitched roof.



Plate 196. Weatherboard structure on brick stilts.



Plate 197. Southern façade of railway building.



Plate 198. Boarded up hut preventing public access to the building.



Plate 199. Some damage to concrete surrounding the building.



Plate 200. Damage to roof and guttering



Plate 201. Damage to roof with the guttering pulling away from some areas.



Plate 202. Damage and rot to wooden beam that has fallen off the guttering on the roof.



Plate 203. Damage and rot to the wood join.



Plate 204. Damage and peeling paint above the boarded-up doors and windows.



Plate 205. North and western façade of railway building.

6.12.2 Condition and Integrity Summary

The second railway station consists of three buildings, all of which have been boarded up to prevent public access to the now closed railway station. Constructed of weatherboard, the buildings appear to be relatively structurally sound, but with some damage to the paint and wood. Large sections of paint are deteriorating, and some small areas of weatherboard are rotting in the weather.

The internal building could not be accessed to determine the overall condition of the building.

6.12.3 NSW Historical themes relevant to the Railway Station (second)

Australian Theme	NSW Theme	Description
3 Developing local, regional and national economies	Transport	Activities associated with the moving of people and goods from one place to another, and systems for the provision of such movements
4 Building settlements, towns and cities	Towns, suburbs and villages	Activities associated with creating, planning and managing urban functions, landscapes and lifestyles in towns, suburbs and villages
4 Building settlements, towns and cities	Utilities	Activities associated with the provision of services, especially on a communal basis

6.13 RAILWAY UNDERBRIDGE

Inventory No.: 10

Railway Underbridge



BUILDING INFORMATION:

Name	Railway Subway
Address	Between Lackey Street and Silo Road
Lot/DP	-
Date of construction	1920

(Source: NGH, 2018)

History

The Railway underbridge was constructed in 1920 after the duplication of the Great Southern Railway in 1915 and includes a large single span brick railway bridge.

Description of Heritage Item

The brick arch underbridge is 9.144 metres high, with a steep incline up to the railway track on the top of the subway. The arch allows for Cunningham Creek to pass underneath the railway line.

The vegetation surrounding the Underbridge consists primarily of long grasses and few trees.

Statement of Significance (SHI Database)

This structure provides evidence of duplication of the Great Southern Railway in 1915 and contributes to the village setting of Wallendbeen.

SHI Date significance updated: 09 Aug 09

Interpretation Potential

Heritage interpretation could expand upon the history and development of Wallendbeen in association with the Railway Station (Second) and the Railway Subway.

6.13.1 Underbridge Photo Survey

Plate 206. Brick Railway Underbridge taken from road. Some vegetation overgrowth.



Plate 207. Brick arch Underbridge with steep incline up to railway track.



Plate 208. Underside of Railway Underbridge.



Plate 209. Brick underside of Railway Underbridge.



Plate 210. Low water pooling underneath underbridge.



Plate 211. Brick wall of Railway Underbridge with pipe covered by sandbags.

6.13.2 Condition and Integrity Summary

The Railway Underbridge appears to be in relatively good condition structurally. No major cracks were noted during the site visit.

There is some mould build up on the underside of the bridge, associated with the changing levels of the Cunningham Creek, which should be periodically cleaned and removed.

6.13.3 NSW Historical themes relevant to the Railway Underbridge

Australian Theme	NSW Theme	Description
3 Developing local, regional and national economies	Transport	Activities associated with the moving of people and goods from one place to another, and systems for the provision of such movements
4 Building settlements, towns and cities	Towns, suburbs and villages	Activities associated with creating, planning and managing urban functions, landscapes and lifestyles in towns, suburbs and villages
4 Building settlements, towns and cities	Utilities	Activities associated with the provision of services, especially on a communal basis

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6.14 WALLENDOON STATION HOMESTEAD

Inventory No.: 14

Wallendoon Station Homestead

Lot 2 DP1044376



BUILDING INFORMATION:

Name	Wallendoon Station Homestead
Address	Wallendoon Lane
Lot/DP	Lot 2 DP1044376
Date of construction	1906

Image: Front elevation and entrance to the residence

(Source: NGH, 2018)

History

Kenneth and Mabel Mackay built the Wallendoon Homestead in 1906. A feature of this large and elaborate house is the battlements on top of the walls above the indented roof. Another unusual aspect in those days was its location on high ground away from water.

The builder of the Castle as it was known by the locals was P. McBeath & Co., the builder of the Wallendbeen Hotel. Kenneth and Mabel had two daughters and their descendants operate the farm.

The formal gardens established around the homestead include low clipped hedges forming borders and large exotic trees. The garden reflects the style and period of the homestead.

Description of Heritage Item

The large Homestead is situated amongst a well-cared for formal garden on a large property, inaccessible to the public.

The white building features an ornate battlement style roof and a cream weatherboard extension to the rear of the house. Externally, the building has a large amount of mould growth, and a number of areas of deteriorated paint were identified.

The internal sections of the house could not be examined for a full analysis of the overall condition of the homestead.

Statement of Significance (SHI Database)

The building and its setting are historically associated with the boom of Cootamundra in the Late Victorian (c1880 - c1890) and Federation Period (c1890 - c1915), which began with the arrival of the Great Southern Railway in 1877. It provides evidence of rural prosperity during this period.

SHI Date significance updated: 10 Aug 09

Interpretation Potential
Wallendoon Homestead is located south of the main town of Wallendbeen and is privately owned property. Access to the property is therefore limited, reducing the potential interpretation of the site. As an alternative to on-site interpretation, a board containing information and photos about the homestead could be created and installed within the town centre along a heritage trail. Whilst the site itself cannot be accessed by the general public, the information and heritage the building and surrounding gardens offer could be captured and presented to the public in different ways.

6.14.1 Wallendoon Station Homestead Photo Survey



Plate 212. Eastern (front) facade of Wallendoon Station Homestead surrounded by formal gardens.



Plate 213. Eastern (front) facade of Wallendoon Station Homestead surrounded by formal gardens.



Plate 214. Eastern (front) facade of Wallendoon Station Homestead surrounded by formal gardens.



Plate 215. Eastern (front) facade of Wallendoon Station Homestead surrounded by formal gardens.



Plate 216. Some minor cracking on the stucco on verandah.



Plate 217. Some mould growth and invertebrate nests present on the verandah.



Plate 218. Stucco decoration on entrance columns.



Plate 219. Stucco decoration on entrance columns. Some invertebrate cocoons stuck on entrance column.



Plate 220. Verandah ceiling with mould growth and inhabited by invertebrates.



Plate 221. Wasp casings present of ceiling and walls of verandah.



Plate 222. Formal traditional style garden surrounding the house.



Plate 223. Close cropped grass to the north of the house.



Plate 224. Brick paving.



Plate 225. Weatherboard extension to the rear of the house. Some deterioration of paint around windows and on the weatherboard.



Plate 226. Weatherboard extension.



Plate 227. Formal, shaped garden surrounding the house.



Plate 228. Formal, shaped garden surrounding the house.



Plate 229. Granite stone bench.



Plate 230. Weatherboard extension to the north of the homestead.



Plate 231. Some deterioration to the steps leading towards the front of the house.



Plate 232. Significant deterioration and cracking of paint at the front of the house.



Plate 233. Weatherboard extension to the homestead with wooden patio construction.



Plate 234. Castellation - Battlement roof style.

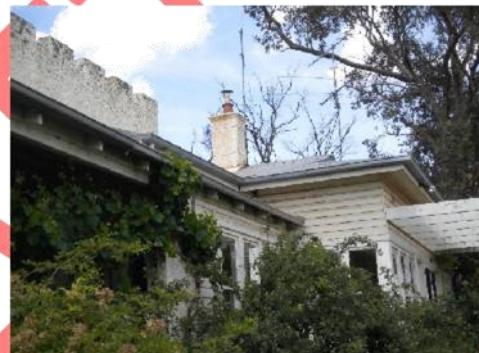


Plate 235. Original battlement roof contrasting with the pitched roof of the weatherboard extension.



Plate 236. Some deterioration of paint on the weatherboard.



Plate 237. Mould and mildew growth on the upper sections of the battlements.



Plate 238. Mould and mildew growth on the weatherboard extension.



Plate 239. Formal gardens kept along the driveway leading to the homestead.

6.14.2 Condition and Integrity Summary

Externally, Wallendoon Homestead has numerous areas of substantial mould and mildew growth. A number of areas of deteriorated and flaking paint were also identified. No major cracks or structural issues were identified.

The formal gardens have been kept in good condition and are well maintained.

The internal sections of the house could not be examined for a full analysis of the overall condition of the homestead.

6.14.3 NSW Historical themes relevant to Wallendoon Station Homestead

Australian Theme	NSW Theme	Description
3 Developing local, regional and national economies	Agriculture	Activities relating to the cultivation and rearing of plant and animal species, usually for commercial purposes, can include aquaculture
3 Developing local, regional and national economies	Environment cultural landscape	Activities associated with the interactions between humans, human societies and the shaping of their physical surroundings
3 Developing local, regional and national economies	Pastoralism	Activities associated with the breeding, raising, processing and distribution of livestock for human use
4 Building settlements, towns and cities	Accommodation	Activities associated with the provision of accommodation, and particular types of accommodation

6.15 SLAB COTTAGE

Inventory No.: 15

Slab Cottage

Lot 8 Section 22 DP759041



Image:

(Source:)

BUILDING INFORMATION:

Name	Slab Cottage
Address	13 Watson Street, Wallendbeen
Lot/DP	Lot 8 Section 22 DP759041
Date of construction	c.1890-1915
Significance	Not listed

History

The slab cottage was built in the Federation period (c.1890-1915) in Wallendbeen and is constructed as a vertical timber slab building with galvanised roof and a cypress pine frame.

The building was sympathetically restored and extended in c.1980s.

Description of Heritage Item

The slab cottage located on Watson Street in Wallendbeen is constructed on vertical timber slabs painted light yellow. The roof is constructed in a hip and gable style in faded red galvanised metal. Front and back verandahs are attached to the house and appear to be in relatively good condition.

The house is surrounded by a small garden, with brick paving in the back patio. A well covered with a concrete dome is present in the back yard.

No major cracks or structural issues were visible during the site visit.

Statement of Significance (SHI Database)

The building and its village setting are historically associated with the boom of Wallendbeen in the Federation Period (c1890 - c1915), which began with it being declared a municipality in 1892, and was boosted by duplication of the Great Southern Railway in 1915. The building contributes to the streetscape and provides evidence of the Wallendbeen's role in the Federation Period as an important village for the local rural district.

SHI Date significance updated: 09 Aug 09

Interpretation Potential

Making a notable contribution to the streetscape, 13 Watson Street could become a part of an architectural and historical heritage trail for visitors to Wallendbeen.

6.15.1 Slab Cottage Photo Survey

The building was sympathetically restored and extended in the 1980s.



Plate 240. Western (front) façade of slab cottage. Faded red galvanised roof.

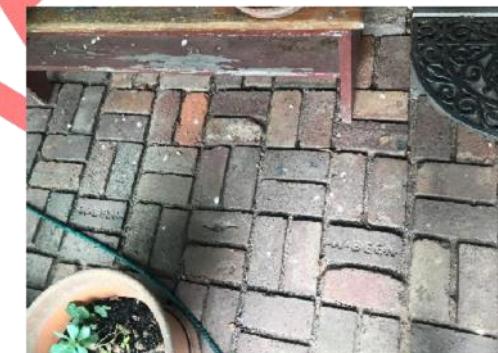


Plate 242. Faded galvanised roof with steep pitch. Plate 243. Brick paving.



Plate 244. Eastern (back) façade of cottage.



Plate 245. Well covered with a concrete dome.

6.15.2 Condition and Integrity Summary

The slab cottage appears to be in relatively good condition. The galvanised roof has some fading.

6.15.3 NSW Historical themes relevant to Slab Cottage

Australian Theme	NSW Theme	Description
4 Building settlements, towns and cities	Accommodation	Activities associated with the provision of accommodation, and particular types of accommodation – does not include architectural styles – use the theme of Creative Endeavour for such activities.
8 Culture – Developing cultural institutions and ways of life	Creative endeavour	Activities associated with the production and performance of literary, artistic, architectural and other imaginative, interpretative or inventive works

7 INTERPRETING WALLENDBEEN'S MILITARY HISTORY: OPPORTUNITIES, CONSTRAINTS AND RECOMMENDATIONS

The aim of the Wallendbeen heritage study is to reinvigorate the town of Wallendbeen under a military theme and encourage visitors to spend time in the village and discover the stories of military service.

The military service theme originates with locally raised Major General Kenneth MacKay who formed the First Australian Horse unit. This volunteer militia unit saw combat in the Boer War and precedes the Australian Light Horse Regiment. The impact of military service on Wallendbeen during WWI was significant. Ninety men enlisted and 18 died during service. Of the remaining 72 soldiers, many did not return to the district resulting in a significant change to the community. While the number of Wallendbeen enlistments decreased in WWII, members of the local community continued to serve in the Australian Defence Forces in WWII, the Korean War and the Vietnam War (Cootamundra-Gundagai Regional Council, 2018).

NGH has identified the following key military heritage interpretation opportunities for the town of Wallendbeen as being:

- Major General Kenneth Mackay and family;
- The Kangaroo March;
- Memorial Hall;
- War memorial obelisk; and
- Memorial tree plantings.

To meet the aims of the project the fifteen locally listed heritage sites were analysed to identify any links to the military theme throughout the town. Analysis of the individually listed heritage buildings within Wallendbeen has revealed varying states of deterioration and opportunities for restoration across the items. Considerations for Council for restoration, interpretation, and inclusion in a heritage trail should take into account access, ownership, significance, audiences, and the key messages and stories that are being conveyed.

7.1 SUMMARY OF HERITAGE ISSUES

Below is a summary of the locally listed heritage items within Wallendbeen highlighting issues of access, condition, association with military themes, significance and potential interpretation.

Item Name	Access	Condition	Military Service Themes	Significance	Potential Interpretation
1 - Wallendbeen Cemetery	Public Access	Some deterioration of numerous graves due to general weathering and deterioration. Grass is close-cropped but patchy and dry.	No identified military service themes.	The cemetery contributes to the historical record of Wallendbeen as a commemorative landscape of memory and history.	Interpretation could include information about the overall history of Wallendbeen, as well as reference to the religious denominations and the churches of the town.
2 - Cambewarra, Federation Period Brick House	Privately owned home	Some minor cracking to the walls of the Cambewarra House, but the overall general condition of the structure is good.	No identified military service themes.	10 George Street 'Cambewarra' contributes to the history of the development of Wallendbeen.	Cambewarra could become a part of an architectural and historical heritage trail for visitors to Wallendbeen. Located next to 12 George Street, there is potentially history to be told about the architect who designed the two properties, as well as the construction of such houses in the early 19th Century during war time.
3- Federation Period Brick House, Fence, Trees	Privately owned home	The structure of 12 George Street, Wallendbeen appears to be relatively sound, with no major cracks or subsidence noted. However, a significant amount of paint has been noted as being in an extremely deteriorated condition and would require work. A re-paint of the wooden beams in colours similar to those	No identified military service themes.	12 George Street contributes to the history of the development of Wallendbeen.	12 George Street could become a part of an architectural and historical heritage trail for visitors to Wallendbeen. Located next to 'Cambewarra', 10 George Street, there is potentially history to be told about the architect who designed the two properties, as well as the construction of such houses in the

Item Name	Access	Condition	Military Service Themes	Significance	Potential Interpretation
		existing would seal the raw wood and help to prevent rot.			early 19th Century during war time.
4 - Mackay Park, Incl Barry Grace Oval, Trees	Public Access	<p>Mackay Park and Barry Grace oval are in overall good condition. The grounds have been well maintained with close cropped grass.</p> <p>The white picket fence surrounding the oval is in good condition, as are the two memorial plaques. The brick and rendered kiosk and amenities building on site does not show any obvious signs of wear or deterioration.</p>	<p>Mackay Park has military associations with the presence of a plaque noting the military achievements of James Alexander Mackay (1859-1935) as the founder of the Australian Light Horse, and the potential cultural plantings of elm trees within the park.</p>	<p>Sports oval of high social significance to Wallendbeen community. The impressive line of mature trees provides important shade to this well-maintained park.</p>	<p>The planting of Elm trees within the park could have been as a war memorial. Elm trees were a common cultural planting for 'Avenues of Honour', possibly due to a symbolic association with death as coffins were often made from elm.</p>
5- War Memorial Obelisk	Public Access	<p>The obelisk and associated lamp posts are in good condition. The inscriptions on the memorial are clear and well defined.</p> <p>A small waist high fence surrounds both the memorial and lamp posts. The memorial and lamp posts can be accessed via a small gate.</p>	<p>The War Memorial Obelisk has military service links as a memorial for the 90 men that served in WWI from Wallendbeen. Additional plaques were added to the memorial in 2004 commemorating WWII, Korean and Vietnam Wars.</p>	<p>A war memorial of high landmark value. High social significance to descendants of the 90 men from Wallendbeen district who served in the armed forces abroad.</p>	<p>The obelisk and the Memorial Hall are the two key heritage items in Wallendbeen that provide the opportunity for the interpretation of the town's military service history.</p>
6 - St. Columba's Catholic Church	No public access – no longer in use as a Church.	<p>The overall assessment of St Columba's Catholic Church suggests that the building needs substantial restoration. The paint across the entire building is significantly deteriorated and peeling in most sections. Numerous cracks were noted along various walls and sections</p>	<p>No identified military service themes.</p>	<p>The churches within Wallendbeen represent the importance and diversity of religious faith within the community. The establishment of different churches also represents the settlement of different nationalities. The Catholic Church was</p>	<p>Heritage interpretation could expand upon the history and development of Wallendbeen. However, the current condition of the building is deteriorating and would require some restoration if the building were proposed for visitation.</p>

Item Name	Access	Condition	Military Service Themes	Significance	Potential Interpretation
		of the Church and should be investigated to analyse their potential impact to the structural integrity of the building.		established in Australia principally by Irish convicts and settlers.	
7 - Wallendbeen Public School, Cottage, Bell	Public School Complex – no public access	The condition of the school buildings is very good and well maintained.	There is a memorial for the 90 th anniversary of the ANZAC landing at Gallipoli located on the grounds of Wallendbeen Public School, highlighting the military themes relevant to the school.	The public school is important to the Wallendbeen community and includes a memorial to the 90 th anniversary of the ANZAC landing at Gallipoli.	Whilst the school is an important civic building it does not hold much heritage interpretation value.
8 - Memorial Hall	Public Access only at certain times	The Memorial Hall and Supper Room extension are in good condition, with no obvious structural problems. There is some cracking and shifting of bricks evident in some external areas of the Hall, but the overall paintwork and condition of the building appears to be relatively good.	No identified military service themes.	The building and its village setting is historically associated with the boom of Wallendbeen in the Federation Period (c1890 - c1915). The building contributes to the streetscape and provides evidence of the Wallendbeen's role in both WWI and WWII.	High heritage interpretation potential with prominent streetscape presence along the main street of Wallendbeen and includes excellent military service interpretation materials inside. Currently there is a heritage interpretation panel located outside the entrance, accessible from the footpath.
9 - Methodist Church	Private ownership – no public access	The overall condition of the former Methodist Church is good, with no external cracks or visible subsidence. The internal rooms of the former church have been renovated and now contain overnight staying facilities. There are no visible cracks in the paint or structure of the building internally.	No identified military service themes.	The churches within Wallendbeen represent the importance and diversity of religious faith within the community. The establishment of different churches also represents the settlement of different nationalities. The Methodist Church was established in Australia principally by English settlers.	Heritage interpretation could expand upon the history and development of Wallendbeen. The Methodist Church is a notable building located on the main street of Wallendbeen. Access to the interior is likely to be limited due to private ownership.

Item Name	Access	Condition	Military Service Themes	Significance	Potential Interpretation
10 - Railway Subway	Public Access	The Railway Subway appears to be in relatively good condition structurally. No major cracks were noted during the site visit. There is some mould and dirt build up on the structure, associated with car fumes and general pollution, which should be periodically cleaned and removed.	No identified military service themes.	The Railway Subway is historically associated with the boom of Wallendbeen in the Federation Period (c1890 - c1915), which began with it being declared a municipality in 1892, and was boosted by duplication of the Great Southern Railway in 1915.	Heritage interpretation could expand upon the history and development of Wallendbeen in association with the Railway Station (Second) and the Railway Underbridge.
11 - Presbyterian Church	Private ownership – no public access	Externally, the former Presbyterian Church appears to be in relatively sound condition. There are some areas of damage to stone that should be remedied, but the overall appearance suggests the building is structurally sound. Internally, there is significant paint and wall damage. The rafters are home to roosting birds, and bird droppings are present throughout the hall. The internal hall also contains mould growth as well as significant amounts of cobwebs and dirt.	On 12.12.1915, the Governor General attended a memorial service held at the Wallendbeen Presbyterian Church for Private W.T. Wasson. The young Wallendbeen soldier had died of wounds received at Lone Pine. A Memorial tablet was located in the church but later relocated to Cootamundra Methodist church.	The churches within Wallendbeen represent the importance and diversity of religious faith within the community. The establishment of different churches also represents the settlement of different nationalities. The Presbyterian Church was established in Australia principally by English settlers.	Heritage interpretation of the Presbyterian Church could expand upon the history and development of Wallendbeen. However, the current condition of the Church building is deteriorating and would require restoration and interior access if the buildings were proposed for visitation.
12 - Railway Station (second)	Public Access	Constructed of weatherboard, the buildings appear to be relatively structurally sound, but with some damage to the paint and wood. Large sections of paint are deteriorating, and some small	No identified military service themes.	The station and its setting is historically associated with the boom of Wallendbeen in the Federation Period (c1890 - c1915), which began with it being declared a municipality in 1892, and was boosted by	Heritage interpretation could expand upon the history and development of Wallendbeen. However, the current condition of the buildings is deteriorating and would require restoration and

Item Name	Access	Condition	Military Service Themes	Significance	Potential Interpretation
		<p>areas of weatherboard are rotting in the weather.</p> <p>The internal building could not be accessed to determine the overall condition of the building.</p>		<p>duplication of the Great Southern Railway in 1915.</p>	interior access if the buildings were proposed for visitation.
13 - Railway Underbridge	Public Access	<p>The Railway Underbridge appears to be in relatively good condition structurally. No major cracks were noted during the site visit.</p> <p>There is some mould build up on the underside of the bridge, associated with the changing levels of the Cunningham Creek.</p>	No identified military service themes.	<p>The Railway Underbridge is historically associated with the boom of Wallendbeen in the Federation Period (c1890 - c1915), which began with it being declared a municipality in 1892, and was boosted by duplication of the Great Southern Railway in 1915.</p>	Heritage interpretation could expand upon the history and development of Wallendbeen in association with the Railway Station (Second) and the Railway Subway.
14 - Wallendoon Homestead, Gardens, Outbuildings	Privately owned home – no public access	<p>Externally, Wallendoon Homestead has numerous areas of substantial mold and mildew growth. A number of areas of deteriorated and flaking paint were also identified. No major cracks or structural issues were identified.</p> <p>The formal gardens have been kept in good condition and are well maintained.</p> <p>The internal sections of the house could not be examined for a full analysis of the overall condition of the homestead.</p>	Connected to Major General Kenneth Mackay and family.	<p>Kenneth and Mabel Mackay built the Wallendoon Homestead in 1906. The Homestead is historically associated with the boom of the region in the Federation Period (c1890-1915).</p> <p>A feature of this large and elaborate house is the battlements on top of the walls above the indented roof. Another unusual aspect in those days was its location on high ground away from water.</p>	<p>Wallendoon Homestead is located south of the main town of Wallendbeen and is privately owned property. Access to the property is therefore limited, reducing the potential interpretation of the site.</p> <p>As an alternative to on-site interpretation, a board containing information and photos about the homestead could be created and installed within the town centre along a heritage trail. Whilst the site itself cannot be accessed by the general public, the information and heritage the building and surrounding gardens offer could be captured and</p>

Item Name	Access	Condition	Military Service Themes	Significance	Potential Interpretation
15 - Slab Cottage	Privately owned home – no public access	The slab cottage appears to be in relatively good condition. The galvanised roof has some fading.	No identified military service themes.	13 Watson Street contributes to the history of the development of Wallendbeen.	presented to the public in different ways. Making a notable contribution to the streetscape, 13 Watson Street could become a part of an architectural and historical heritage trail for visitors to Wallendbeen.

7.1.1 Heritage Sites with Military Heritage Interpretation Opportunities

Of the 15 heritage properties within this study, the key sites offering military heritage interpretation opportunities are:

- Mackay Park/Barry Grace Oval***

The Park and Oval is the obvious place to initiate interest in the history and heritage of Wallendbeen targeting travellers who park here on their way passing through.

- King Street: Memorial Hall and Obelisk***

For local residents and visitors alike, King Street provides a charming backdrop of heritage buildings to enjoy when walking along the street. Both the Memorial Hall and Obelisk already provide significant and interesting heritage information; and, have strong historical and aesthetic characteristics to aid in future heritage interpretation of Wallendbeen's military history.

King Street is located a short drive from Mackay Park/Barry Grace Oval, where many visitors to Wallendbeen would potentially first learn about the history and heritage of Wallendbeen, and the Hotel provides an opportunity for refreshments.

Not included in the list but having significant military heritage interpretation potential is Wallendoon Homestead. The primary caveat to this site being part of the interpretation of Wallendbeen's military history is the private ownership. The secondary issue is that is located a little distance away from the centre of town, which may dissuade the opportunistic visitor who is intrigued to visit King Street but doesn't have time to venture further afield.

7.2 RECOMMENDATIONS

The following recommendations have been produced to align with the guidelines developed by the NSW Heritage Office (2005), 'Interpreting Heritage Places and Items'.

1. Collaborate with other organisations and with owners of heritage and community organizations to interpret heritage by preparing a heritage interpretation plan for the military history and heritage of Wallendbeen.
2. It is recommended that Council use the identified key military heritage opportunities as a framework for future interpretation of the military history for the town of Wallendbeen:
 - Major General Kenneth MacKay;
 - The Kangaroo March;
 - Memorial Hall;
 - War memorial obelisk; and
 - Memorial tree plantings.
3. Undertake further research into the cultural plantings of King Street, George Street, and Barry Grace Oval to ascertain their origin. A connection to the commemoration of war could be acknowledged within the future heritage interpretation of the military history of Wallenbeen.
4. Collate data about the resident community and visitors to understand the potential audience of heritage interpretation. This would be an important component of a heritage interpretation plan.
5. Collaborate with neighbouring Councils/townships and communities to explore opportunities for interpretation in the region of military history and heritage. Common resources or opportunities for cultural tourism can be explored.
6. Conservation management plans, or similar, should be devised and implemented for the Memorial Hall and the Obelisk to ensure that important repairs are undertaken, where necessary, and to ensure that the sites are maintained according to a recurring schedule of maintenance activities.

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