



STRATEGIC PLAN

COOMA MONARO RAILWAY

Developed by Cooma Monaro Railway with the assistance of
Transport Heritage NSW



MISSION STATEMENT

- To revitalise the local region and its communities through heritage rail tourism
- To preserve and promote the history of the Cooma–Bombala branch line.

CMR wants to position itself as:



An economic partner for the local community

An organisation of choice for volunteers

Safe hands for the State's heritage assets

An engaging tourist attraction for a variety of visitors

A viable heritage business

A provider of work experience and training opportunities



An economic partner for the local community

- Bringing tourism dollars to the township, the region and associated tourism organisations
- Spending locally wherever possible on goods and services
- Becoming a local employer
- Advocating further regional tourism opportunities



An organisation of choice for volunteers

- Providing a safe and inclusive working environment
- Providing learning and development opportunities
- Providing engaging work and validation
- Providing clean and secure amenities
- Providing positive social environment



Safe hands for the State's heritage assets

- Maintain our heritage assets
- Fulfilling maintenance and planning obligations under custody management agreements
- Contributing to THNSW's annual heritage asset management plan
- Following OEH guidelines
- Adopting best-practice procedures where possible



Engaging tourist attraction

- Provide informative, interactive and interesting interpretation in a range of ways
- Provide safe heritage train operations on a regular, programmed basis
- Provide interesting heritage train operations
- Ensure amenities and attractions are presentable and maintained
- Provide value-for-money dining options
- Provide good range of quality and quirky merchandise



Viable heritage business

- Having good governance in place – everyone does the right thing in the right way
- Understanding our business, safety and heritage obligations
- Understanding our market
- Maintaining and developing good relationships within the sector, with the regulator, with local businesses, with each other
- Making decisions based on smart business principles
- Removing emotion from decision-making while maintaining passion for what we do
- Grow our membership and volunteer base



Providing work experience and training opportunities

- Through work-for-the-dole schemes
- Clear development and training pathways
- Partnering with TAFE and local schools to provide work experience opportunities for students



An economic partner for the local community

- Bringing tourism dollars to the township, the region and associated tourism organisations
- Spending locally wherever possible on goods and services
- Becoming a local employer
- Advocating further regional tourism opportunities

An economic partner for the local community



Bringing tourism dollars to the township, the region and associated tourism organisations

Create a reason in town for the 'Snowy Monaro tourists' to stop, to spend money in cafes and motels and gift and souvenir shops.

- RRR as a period restaurant/café
- The station and yard buildings as public engagement areas with space for interpretation, merchandise and clean, accessible facilities
- The barracks building as boutique accommodation for groups
- The freight shed for functions and events
- A museum that is open seven days per week
- A heritage rail service that operates on a regular, predictable programmed basis

An economic partner for the local community



Spending locally wherever possible on goods and services

Putting our own money back into the town and the region through:

- Using local tradesmen and contractors for work
- Purchasing materials locally
- Developing a menu that focuses on local and regional produce for our café/restaurant, including wine, beer and spirits from local vineyards, breweries and distilleries
- Selling high-quality local art, craft and/or food produce in our shop
- Promoting other local and regional attractions and businesses to our customers

An economic partner for the local community



Becoming a local employer

Providing employment opportunities in

- The operation of our café/restaurant
- Administration and management of our railway, museum and facilities
- Maintenance of track and infrastructure
- Maintenance of rolling stock

An economic partner for the local community



Advocating further regional tourism opportunities

- Supporting and promoting new tourist attractions in the region
- Seeking out new prospects to engage with tourists – new things to love



An organisation of choice for volunteers

A safe and inclusive work environment for volunteers:

- Code of Conduct that includes harassment and discrimination policies
- Dispute and complaint resolution process
- Induction to organisation as well as site
- Support and mentoring provided by senior personnel
- WHS policies developed and implemented
- Appropriate work environments for the work carried out



An organisation of choice for volunteers

Providing learning and development opportunities:

- Development of clear learning pathways
- Implementation of training packages for track maintenance, rolling stock maintenance, train operations, customer service and café operation
- Use of accredited training providers and training packages that align to the ATQF



An organisation of choice for volunteers

Providing engaging work and validation

- Merit-selection based position filling
- Development of position descriptions for all roles
- System of rotation to provide access to popular roles and tasks
- System of reward or recognition for volunteer contributions
- Survey of volunteers to identify areas for improvement and an undertaking to improve where possible



An organisation of choice for volunteers

Providing clean and secure amenities

- Kitchen and meal room facilities that are clean and in good repair, separate from the public areas
- Separate male and female bathroom facilities that are clean and in good repair and apart from the public areas
- Secure locker-room type area where belongings can be safely stowed
- Appropriate and adequately equipped work areas



An organisation of choice for volunteers

Providing a positive social environment

- Code of conduct
- Induction to organisation as well as to site
- Team building activities, including shared meal times, outings, volunteer events

Safe hands for the State's heritage assets



Maintain our heritage assets, fulfil maintenance and planning obligations, contribute to THNSW's asset management plan, follow OEH guidelines, apply best-practice procedures where possible

- Develop and follow asset management plan
- Apply for S2 funding and grants to fund maintenance and capital work
- Keep up to date with improvements in the sector
- Attend workshops and networking opportunities
- Carry out master planning process for the precinct
- Construction of specialist structures to protect and display rolling stock
- Construction of specialist structure to provide appropriate maintenance and reconstruction facilities for operating rolling stock

Engaging tourist attraction



Provide informative, interactive and interesting interpretation in a range of ways

- Story boards in the waiting room to interpret the railway coming to Cooma
- Interpretive trail through the precinct to provide information on the buildings and their uses
- Narrative-based interpretation themed around 'travel for pleasure'
- Children's labels to provide engagement for younger visitors and a point of discussion for family groups
- Acquisition of new loan display rolling stock to interpret the types of vehicles and motive power of the region
- Development of audio interpretation
- Development of video interpretation
- Development of interactive interpretation

Engaging tourist attraction



Provide safe heritage train operations on a regular, programmed basis

- Regain accreditation to operate railmotors
- Put track maintenance plan into operation
- Reopen track to Rock Flat
- Overhaul and return railmotors to service
- Train volunteers in critical train operation roles
- Schedule regular operations to provide predictability for tourists and tourism operators



Engaging tourist attraction

Provide interesting heritage train operations

- Develop program of train operations to appeal to target markets of families (child friendly), couples (premium) and retirees (nostalgic)



Engaging tourist attraction

Ensure amenities and attractions are presentable and maintained

- Institute program of cleaning
- Develop and implement routine maintenance system
- Update and implement asset management plan



Engaging tourist attraction

Provide value-for-money dining options

- A range of light and substantial meals made from local and regional produce
- Children's menu
- Gain liquor licence and reinstate bar
- Acquire coffee machine and barista
- Engage with local bakery to provide sweet desserts

Engaging tourist attraction



Provide good range of quality and quirky merchandise

- Partner with other organisations where possible to use buying power to reduce wholesale costs and improve product range
- Stock range of locally produced artisan crafts and product that can be used as gifts
- Concentrate on merchandise of a niche nature that is not readily available elsewhere
- Include a price range from affordable to luxury to cater to range of incomes and tastes
- Develop own merchandise that seeks to promote CMR's brand
- Stock children's toys and gifts



Viabile heritage business

Having good governance in place – everyone does the right thing in the right way

- Clear processes and procedures
- Chain of command that all understand and respect
- Committee understands its legal and moral obligations
- Code of conduct



Viabile heritage business

Understanding our business, safety and heritage obligations

- Keep up to date with changes in safety and environmental legislation
- Keep up to date with changes to Heritage Act
- Understand custody management agreement/s and loan agreements with THNSW and other organisations (where applicable)
- Committee understands its legal and moral obligations



Viable heritage business

Understanding our market

- Engage with local tourism sector to understand trends and audience interests
- Map and measure visitor interest and expectations
- Carry out visitor surveys to find ways to improve
- Adapt business strategies to meet new opportunities and reduce risk



Viable heritage business

Maintaining and developing good relationships within the sector, with the regulator, with local businesses, with each other

- Continue to engage with THNSW, ATHRA, HRA and other similar sector organisations
- Engage with chamber of commerce, council and tourist information bureau
- Provide a single point of initial contact for important stakeholders to ensure continuity of relationship
- Code of conduct
- Clear lines of delegated responsibility and organisational structure



Viable heritage business

Making decisions based on smart business principles, removing emotion from decision-making while maintaining passion for what we do

- Measure plans and aspirations for sensible business outcomes
- Accurately and truthfully cost all activities and turnover
- Only engage in those activities that will deliver on the collective aims of the organisation



Viable heritage business

- Grow our membership and volunteer base
 - Develop a membership package that includes worthwhile benefits
 - Survey volunteers to seek realistic ways to improve engagement
 - Survey members to gain greater take up of active volunteer engagement from members
 - Grow brand and its awareness in the local and regional community
 - Encourage existing volunteers and members to be ambassadors for the organisation
 - Seek greater support from THNSW in promotion



Providing work experience and training opportunities

- Through work-for-the-dole schemes
- Clear development and training pathways
- Partnering with TAFE and local schools to provide work experience opportunities for students



Providing work experience and training opportunities

Through work-for-the-dole schemes

- Provide ongoing supervision
- Provide a work program that delivers good value to the organisation and to the participants
- Provide a safe and inclusive work environment
- Provide training, where necessary, in the tasks being carried out



Providing work experience and training opportunities

Clear training and development pathways

- Provide pathways for new and existing workers to develop their skills and be 'promoted' within the organisation
- Provide a range of training opportunities that meet the needs of local students and school leavers, including administration, customer service, hospitality and trades
- Ensure that training meets the requirements of ATQF
- Implement a competency-based promotion system
- Focus on training opportunities not available elsewhere in the community



Providing work experience and training opportunities

Partnering with TAFE and local schools to provide work experience opportunities for students

- Liaise with local training institutions to develop worthwhile training and work experience
- Understand and seek to meet curriculum requirements