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:

<table>
<thead>
<tr>
<th>Economic Partner</th>
<th>Organisation of Choice</th>
<th>Safe Hands</th>
<th>Engaging Tourist</th>
<th>Viable Business</th>
<th>Work Experience</th>
</tr>
</thead>
<tbody>
<tr>
<td>for the local community</td>
<td>for volunteers</td>
<td>for the State’s heritage assets</td>
<td>tourist attraction</td>
<td>business</td>
<td>opportunities</td>
</tr>
</tbody>
</table>

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

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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

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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

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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

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An economic partner for the local community

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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

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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

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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

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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

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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

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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

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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

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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

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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

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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

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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

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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

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Viable 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
Viable 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

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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

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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

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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

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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

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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

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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

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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