



**DESTINATION MANAGEMENT  
PLAN**

**TOURISM IS OUR FUTURE**

**April 2013**

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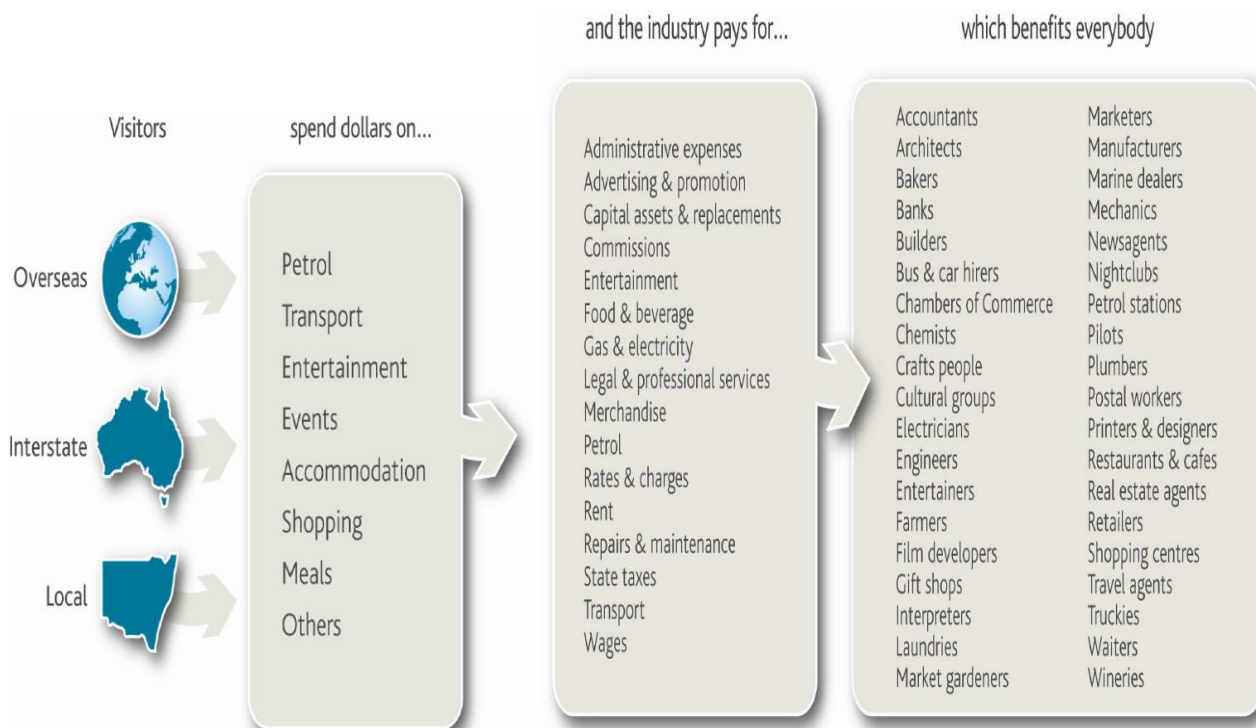
# EXECUTIVE SUMMARY

Tourism is vitally important for the Cooma-Monaro Shire. Council is keen to ensure that its visitor economy can develop in a sustainable manner and develop in a way that can optimize the benefits for the whole community.

This Destination Management Plan outlines a path for the sustainable growth and development of the Shire's visitor economy. It addresses our product enhancement, development and infrastructure needs as well as the marketing and promotional directions we should take. We need to continually upgrade and renew our tourism attractions, our products and experiences and develop new facilities to meet changing visitor needs. At the same time we need to be focused in all our marketing activities and ensure they are targeted to our key and potential markets. We must recognise the vital role technology is playing in tourism communications.

Importantly, it is recognised that the successful implementation of this plan will require a partnership approach. Council, together with its Cooma-Monaro Tourism Advisory Committee (CMTAC), local industry, local businesses, arts, cultural, heritage and environmental groups will be the driving force for the plan's implementation. It will also be necessary to work closely with our neighbouring shires, Tourism Snowy Mountains, Destination NSW and the Federal tourism agencies.

Tourism is an integrated and interconnected industry. Its impacts flow through every sector of the community. It is important that a whole-of-Council approach be taken towards the development of tourism and the implementation of this plan.



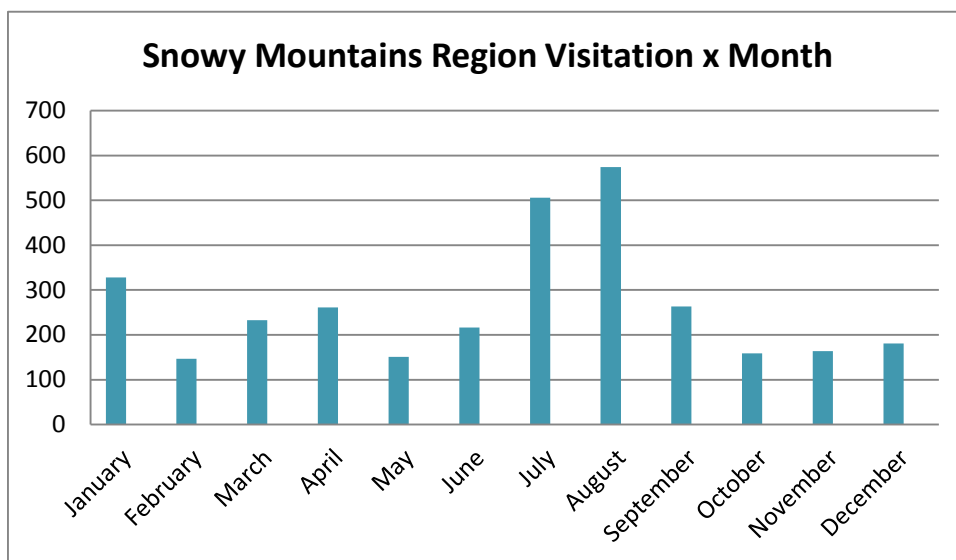
Cooma-Monaro receives nearly 240,000 visitors each year and they spend 280,000 nights in the area. Day trippers predominate – 57%, followed by overnight visitors – 41%. International visitation is very small at just 1.5%.

Importantly, these visitors spend nearly \$70 million in the local community. This spending supports more than 400 full time equivalent jobs in the shire. There are more than 350 tourism businesses in the local government area.

Most of the area’s visitors (69%) come from NSW, with 44% coming from regional NSW and 25% from Sydney.

The main purpose for coming to the Shire is for leisure purposes (89%); either for holiday/leisure purposes – 58%; or to visit family and friends – 31%.<sup>1</sup>

The Shire’s visitation is very seasonal, with winter months of July and August being the peak visitation periods.



Source: TRA: National Visitors Survey

The Cooma-Monaro Shire has well-established tourism infrastructure. As would be expected, most tourism businesses and assets are located in Cooma. There are tourism products and services outside the Shire that cater for the needs of our visitors. Many of the tourism drawcards, such as the Snowy Mountains and Snowy Hydro Scheme are located outside the shire.

Cooma has recently undertaken a branding development exercise. The concepts were placed on display and were widely accepted by the community. The branding reflects Cooma’s position as the “Capital of the Snowy Mountains.” It also recognises that Cooma is the gateway, not only to the Snowy Mountains, but also to the Coast and the Monaro Plains and all they offer in terms of visitor experiences. It is a “Gateway to Adventure.”

The branding logos are simple, yet bright and colourful, reflecting the multicultural, multifaceted offerings of the Shire. The logos have been designed to enable them to be used in a variety of forms and forums, from welcome signs, to brochures and banners, to street decorations and shop displays.

<sup>1</sup> Sources: Destination NSW: Travel to Cooma-Monaro Local Government Area Four year average annual to September 2011, from National Visitor Survey and International Visitor Survey, YE Sep 08 to YE Sep 11, Tourism Research Australia

The branding will be incorporated into all tourism marketing materials and activities. Importantly, it has much wider applications and can be adopted by the business and retail sectors; Council in its street scaping and beautification works; cultural and community groups.

This Destination Management Plan is designed to provide a framework in which all of the Shire's tourism stakeholders (both internal and external) can work together in a coordinated and cooperative manner. Its aim is to continue to foster and grow the tourism sector for the benefit of all in the community.

The plan is presented in three parts:

- ❖ Part One – Setting the Scene – provides a snapshot of the shires's and region's visitor markets. It identifies the issues to be addressed and opportunities to be seized upon.
- ❖ Part Two – The Way Forward - looks at strategies that can be employed to ensure Cooma-Monaro's tourism sector continues to grow in a sustainable manner so that it can bring real and tangible benefits to the wider community. These issues are addressed in three key areas:
  - ❖ Marketing - our visitor experiences and strengths as a tourism destination, our target markets and how best to attract them
  - ❖ Product Enhancement and Opportunities - our product development needs, improvements and enhancements
  - ❖ Coordination, Communication and Management - how best to grow our tourism sector in conjunction with our tourism and industry colleagues.
- ❖ Part Three – Making it Happen - identifies the actions and responsibilities necessary to implement those strategies. They are focused in the same three key areas:
  - ❖ Marketing
  - ❖ Product Enhancement and Opportunities
  - ❖ Coordination, Communication and Management

Appendix 1 – Supporting Documentation – contains a more detailed analysis of the shire's and region's visitor markets. The plan is designed to provide a framework in which all of the Shire's tourism stakeholders (both internal and external) can work together in a coordinated and cooperative manner. Its aim is to continue to foster and grow the tourism sector for the benefit of all in the community.

# PART ONE - SETTING THE SCENE

## 1. INTRODUCTION

Cooma is the regional business and service centre for the Monaro and Snowy Mountains. It is home to the regional hospital and regional schools. It has all the major banks, legal and accounting firms. The major religious organisations are represented in Cooma and it also hosts a range of retail and food outlets. It can rightly claim to be the “Capital of the Snowy Mountains.”

Cooma is well positioned between Sydney and Melbourne to cater for markets from Australia’s largest cities. It is only an hour’s drive from Canberra. The coast can be reached in little over an hour as can the ski resorts of Perisher, Thredbo, Charlottes Pass and Mt. Selwyn. It is the “Gateway to Adventure.”

Tourism is vitally important for our region – accounting for 17.1% of the regional economy. The Snowy Mountains region is the most significant tourism region in NSW, and is ranked the fourth most important in Australia, in terms of economic impact.

While Cooma has a broad economic base, the visitor economy is also important for the Shire. Because of its importance, the Cooma-Monaro Shire Council established a Cooma-Monaro Tourism Advisory Committee (CMTAC)<sup>2</sup> to provide Council with advice on the future directions for tourism. One of the first activities of the committee was the development of this Destination Management Plan. The draft plan was also reviewed by the new Cooma-Monaro Tourism Advisory Committee, appointed in 2013; Tourism Snowy Mountains; Snowy Hydro Limited and Destination NSW.

## 2. OUR VISION

*“For Cooma-Monaro to be a vibrant year-round visitor destination”.*

## 3. OUR MISSION

*To ensure we have the range and quality of facilities, events and attractions to significantly increase visitation to our area and to encourage the further development of our community.*

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<sup>2</sup> See Appendix A : Members of the Cooma Tourism Advisory Committee

#### 4. OUR VALUES

- ❖ To encourage the economically, socially and environmentally sustainable development of our visitor economy
- ❖ To ensure that tourism is integrated into our community
- ❖ To promote and deliver our tourism products with honesty and integrity
- ❖ To work cooperatively and collaboratively with our local and regional partners to foster the development of tourism in our shire and the region
- ❖ To develop and promote festivals and events that celebrate our heritage and culture

## 5. TOURISM OVERVIEW

### 5.1 THE IMPORTANCE OF TOURISM TO OUR SHIRE

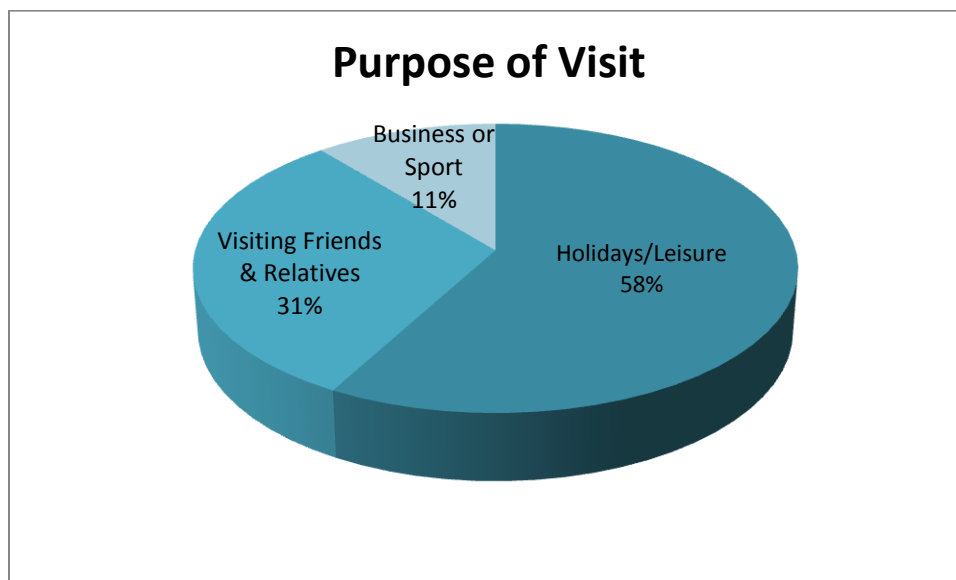
Tourism is a major industry for the Snowy Mountains region. The latest Tourism Research Australia (TRA) Regional Profile for the Snowy Mountains<sup>3</sup> showed that tourism contributed 17.1% to the regional economy, making it the fourth most significant tourism region in Australia – NSW's number one most significant tourism region.

Tourism is an important industry for the Cooma-Monaro Shire. Cooma-Monaro receives nearly 240,000 visitors each year, of which 100,000 are domestic overnight visitors and 137,000 are day visitors. They spend nearly 280,000 nights in the area and each year they spend nearly \$70 million in the local community. This spending supports more than 400 full time equivalent jobs in the shire. There are more than 350 tourism businesses in the local government area.

### 5.2 OUR KEY MARKETS

Most of the area's visitors (69%) come from NSW, with 44% coming from regional NSW and 25% from Sydney.

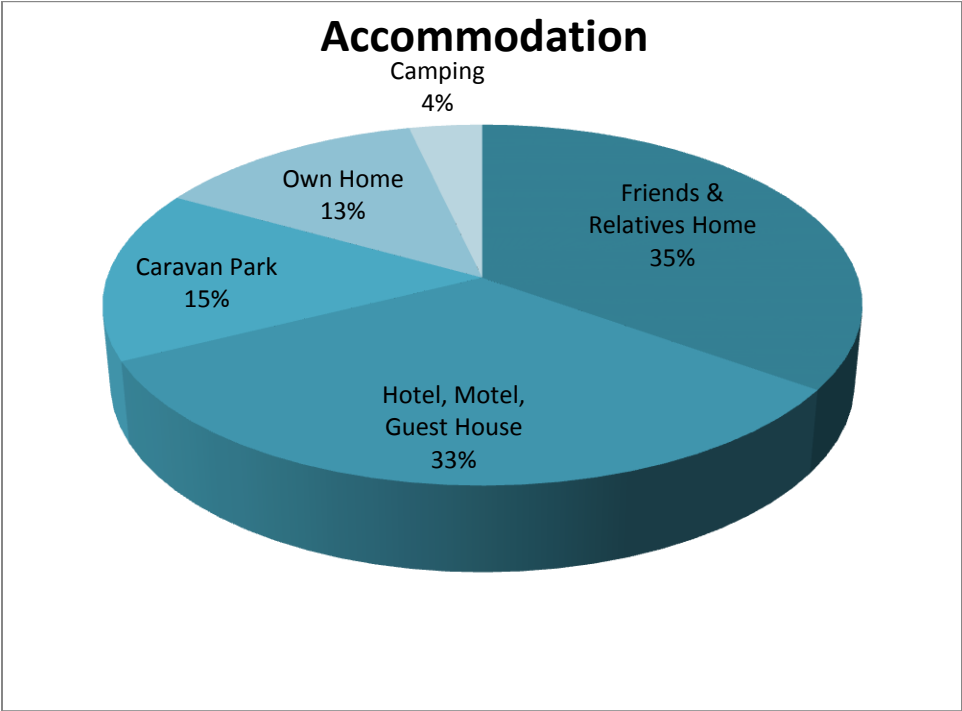
The main purpose for coming to the Shire is for leisure purposes (90%) – either for holidays/leisure purposes (58%); or to visit friends and relatives (31%). Another 11% come for "Other Purposes" such as business or sport.



**Sources:** Destination NSW: Travel to Cooma-Monaro Local Government Area Four year average annual to September 2011, from National Visitor Survey and International Visitor Survey, YE Sep 08 to YE Sep 11, Tourism Research Australia

<sup>3</sup> Tourism Research Australia: Regional Tourism Profile for Snowy Mountains: 2010/2011.

While in the Shire, our visitors stay mainly in hotels or motels (44%); or with friends and relatives (42%). Approximately 14% stay in caravan parks, caravans or camping.

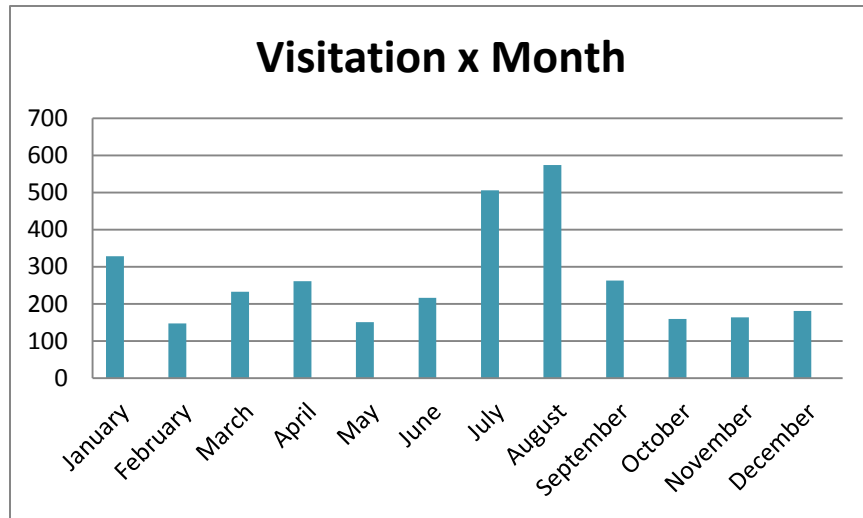


Source: TRA: National Visitors Survey

More than three quarters of visitors will stay for 2 nights or less – 76%. However, 30% will stay for 3 nights or more.

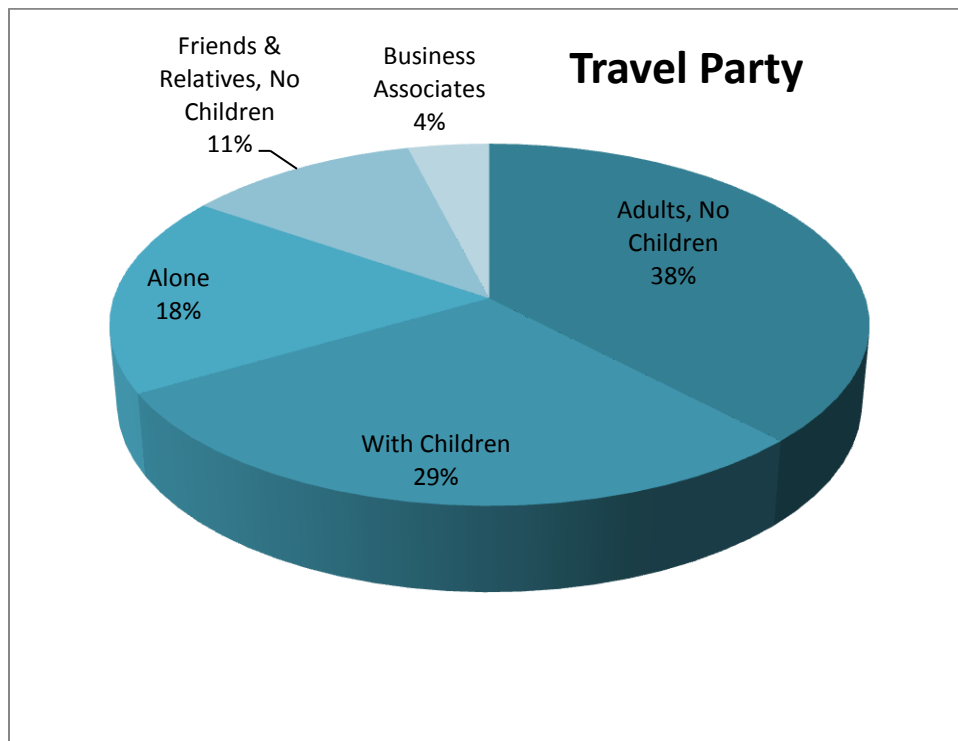
Nearly all visitors (90%) arrive by car and 4% by bus. For 60% of them Cooma-Monaro was their main destination. The other 40% stayed in a number of towns during their trip to or from Cooma.

The Shire’s visitation is very seasonal, with winter months of July and August being the peak visitation periods. February, May, October, November and December are the quietest tourism months.



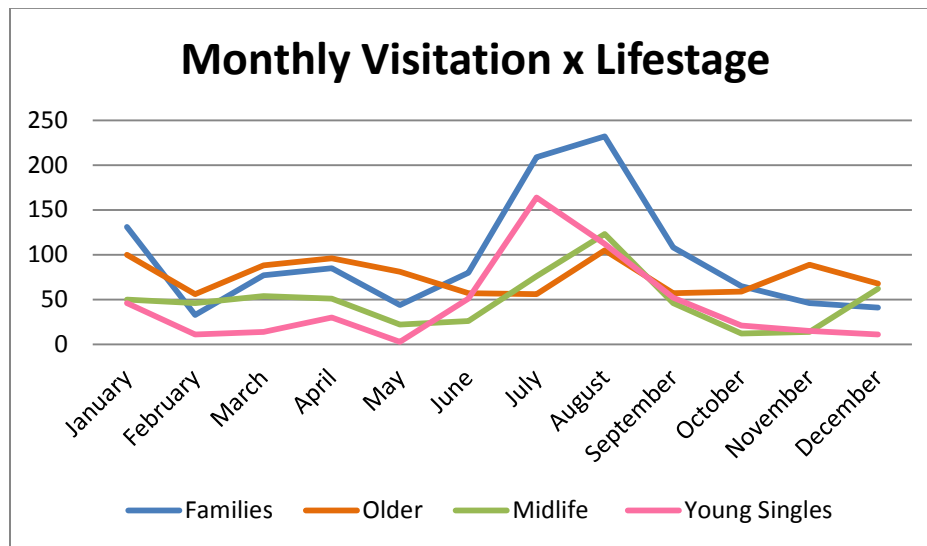
Source: TRA: National Visitors Survey

Adults travelling alone are the largest market for Cooma-Monaro, accounting for 38% of the market. Those travelling with Children account for 29% of the market.



Source: TRA: National Visitors Survey

Cooma-Monaro’s key markets do vary in significance according to the seasons, as the following graph illustrates.



**Source:** TRA: National Visitors Survey

As can be seen, the “Older” market dominates in the quieter months of February through to May and again in October through to December. The “Family” market dominates in January (school holiday period) and again in winter ski season (and also school holiday period). There is also a significant increase in visitation from the “Young Singles” and the “Midlife” market during the winter months.

While in the area, visitors will do many things:

- ❖ Eat out at restaurants – 40%; Visit friends and relatives – 36%; Sightseeing - 22%; Go to the pubs or clubs – 30% and Shopping – 13%

### **Challenges and Opportunities**

*Increase visitation during the low months of February, May, October, November and December*

*Increase visitation from the midlife and singles, particularly in the low season*

*Recognise the importance of our local residents, catering for the “visiting friends and relatives” market*

## 6. OUR TOURISM PRODUCTS AND EXPERIENCES

The Cooma-Monaro Shire has well-established tourism infrastructure. As would be expected, most tourism businesses and assets are located in Cooma. There are tourism products and services throughout the Shire to cater for the needs of our visitors.

Many of the tourism drawcards, such as the Snowy Mountains and Snowy Hydro Scheme are located outside the shire.

### 6.1 ACCOMMODATION SECTOR

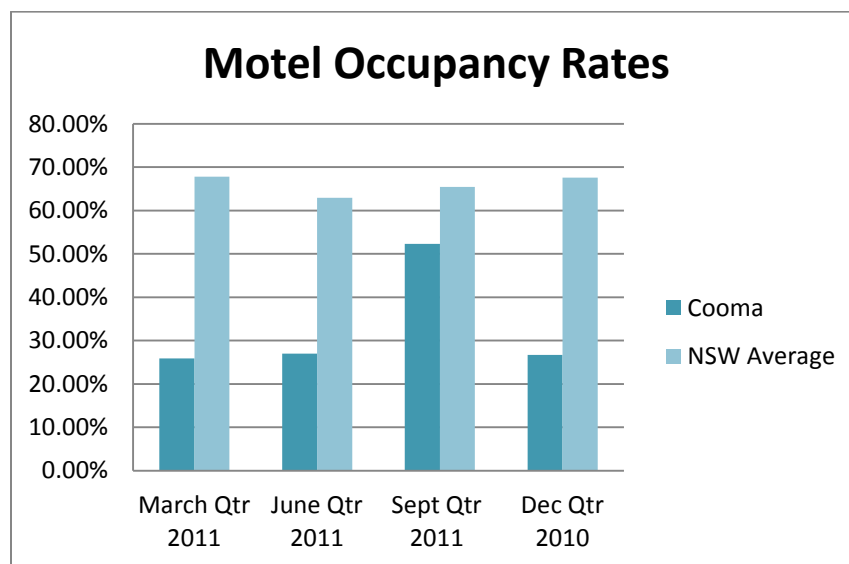
According to the Australian Bureau of Statistics (ABS) Tourist Accommodation Survey, there are eight motels in the Cooma-Monaro Shire. Six have a 3.5 star AAA Tourism rating and one a 2.5 star rating. These motels provide 276 rooms and 813 beds. In addition, there are three bed & breakfast establishments, one farm stay and 6 self-contained holiday cottage/houses. The Cooma Visitors Centre listings show 14 motels in Cooma, with a total 400 rooms and 1200 beds.

There is one caravan park with 88 sites, 58 of which are powered. It also has 12, 3 star rated cabins and 10, 2 star rated holiday units.

Nimmitabel has one 10 room motel with a 2.5 star rating and Michelago has the Village Inn motel, with six rooms.

While there is sufficient accommodation stock in the Shire to meet visitor needs, the bed and breakfast and guest house establishments have been identified as a gap in the marketplace. In addition, there is no four star plus accommodation establishment in the Shire.

According to the ABS data, the motels in the Shire are running at very low occupancy rates – 33% over a 12 months period, compared with State averages.



**Source:** Australian Bureau of Statistics (ABS) Tourist Accommodation Survey

## 6.1 ATTRACTIONS SECTOR

Cooma-Monaro has a number of year-round attractions, both built and natural. These include:

- ❖ Snowy Hydro Discovery Centre
- ❖ The Raglan Gallery & Cultural Centre
- ❖ Cooma-Monaro Railway
- ❖ Correctional Services Gaol Museum
- ❖ Aviation Pioneers Memorial
- ❖ Historic Town Walk
- ❖ The Little Gallery
- ❖ Centennial Park
- ❖ Mt Gladstone & Bush Reserves.

Several of these attractions are operated as 'Not for Profit' and volunteer run organisations. Although there is potential to further grow and develop these attractions, the lack of funds and paid resources is extremely limiting.

Many of the area's key attractions are located outside the shire. These include the Snowy Hydro Scheme, Snowy Mountains and ski fields, lakes, dams and rivers and the many historic towns and villages. It is important to work with Snowy Hydro, Tourism Snowy Mountains (TSM) and our neighbouring areas to ensure we are marketing and promoting these assets to attract visitors into and through our region.

## 6.2 EVENTS

Cooma hosts a number of events throughout the year, some of which attract large visitor numbers. The key events are:

- ❖ The Snowy Mountains Show Jumping Festival
- ❖ Numeralla Folk Festival
- ❖ Cooma Rodeo
- ❖ Cooma Show
- ❖ Cooma's Multi-Cultural Festival
- ❖ Snowy Ride
- ❖ Motorfest
- ❖ Australian National Busking Championships
- ❖ Cooma Sundowners Cup Race Day

While these events attract large numbers of visitors from outside the region there is still room to grow the events and improve the yield and benefits Cooma derives from them. The Cooma Visitors Centre also works closely with community organisations assisting them to host and grow their local events. The Cooma Visitors Centre also looks to identify new targeted events that help expand our visitation.

### 6.3 HOSPITALITY SECTOR

Cooma-Monaro boasts a diverse selection of hospitality and dining options. Offering everything from a-la-carte restaurants to coffee houses/bakeries and cafes, log cabin tea houses, traditional hotel bistros, providores and many multi-cultural eateries.

The shire currently has 18 restaurants and 31 Cafe/Takeaway/Bakery establishments. Of these three are award winning restaurants – Rose’s Lebanese Restaurant, The Lott Café and The Alpine Hotel. These establishments have become attractions in their own right.

Within the region there are wineries and distilleries offering a wide range of cold climate wines, beer and schnapps.

### 6.4 RETAIL SECTOR

Cooma has a range of retail outlets, including three supermarkets, various clothing stores, giftware, craft shops, outdoor and camping suppliers, hardware and auto retailers, plus many other specialty shops to keep any retail enthusiast happy. Tourist shopping in the form of local arts, crafts and produce (provedore style) are emerging and are a valuable addition to the retail sector.

Although weekend trading has improved across the Shire, there is still demand for increased activity on Sunday.

### 6.5 OUR NATURAL ENVIRONMENT

Cooma-Monaro is the gateway to the Snowy Mountains, incorporating Kosciuszko National Park, its ski fields and dams, lakes, rivers and historic towns and villages. It is one of the State’s major tourism regions. The Shire is also bordered by several other National Parks. Together, these natural attractions provide numerous recreational and sporting opportunities for our visitors, year-round.

The treeless Monaro Plains provide a distinctive backdrop to the Shire. The giant boulder fields are another distinctive feature of the Monaro. These attributes provide visitors with a different “rural experience” to those offered in other parts of the country.

The area’s landscapes can be bundled with its historic towns and villages to present interesting drives and rides for visitors coming into and through the region. They provide many opportunities for both rest and relaxation or for activities to meet all fitness levels.

While man made, the dams and lakes created as part of the Snowy Hydro development, provide a range of opportunities for recreational boating, fishing, swimming and picnicking. The rivers of the Snowy Mountains enable the region to rightfully claim it as a leading trout fishing destination of Australia.

### ***Challenges and Opportunities***

*Improve the quality and range of accommodation*

*Encourage the professional development of our attractions sector to meet visitor needs*

*Develop a year-round calendar of events that attract visitors to the area*

*Encourage our retail and hospitality sectors to trade seven days a week*

*Leverage off our special natural assets in marketing and promoting our area*

## 7. SITUATION ANALYSIS

### 7.1 MATCHING OUR TARGET MARKETS TO OUR PRODUCTS

Section Five identified the family market and the older couples market as the key market segments visiting Cooma-Monaro. The tourism products and experiences identified in Section Six are suitable for both these segments. They like the country drives, the historic towns and villages and attractions such as the Snowy Hydro Scheme, the Snowy Hydro Discovery Centre, the Corrective Services Gaol Museum, Raglan Gallery; Snowy Mountains, Lake Jindabyne and Lake Eucumbene all hold their own as significant visitor attractions.

There is spare capacity to enable us to grow these market segments, particularly during the low season periods. As mentioned earlier there is also a need to grow the “young singles” market and “midlife” market, outside of the winter season.

While Cooma-Monaro does not have the nightlife and shopping that usually attracts these market segments, it does have a wide variety of natural attractions and adventure activities that can appeal to both these market segments. The lakes and rivers offer a range of recreational activities from fishing to boating; the mountains are wonderful for summer hikes.

Many of the Shire’s key events are capable of being used to attract even more visitors into the area. The key will be to build a year-round calendar of events that attract visitors to the area.

### 7.2 STRENGTHS AND WEAKNESSES

During a strategic planning session held in June, 2011 a SWOT analysis was undertaken as a means of identifying the key issues impacting on tourism and its future for the Cooma-Monaro Shire. The area’s key strengths and opportunities were identified as were its weaknesses and threats. The following table summarises the key issues.

The key is to capitalise on these strengths and opportunities and to look at ways to minimise or address the weaknesses and threats. The following Section – The Way Forward – does this.

Strengths	Weaknesses
<ul style="list-style-type: none"> <li>• Cooma is the gateway and commercial hub of the region</li> <li>• The region is a prime tourism destination in NSW and has a high recognition as a year-round holiday destination</li> <li>• The treeless Monaro Plains are distinguishing</li> <li>• The surrounding villages add to the attraction base</li> <li>• The Correctional Services Gaol Museum, heritage train and historic Lambie Street help celebrate Cooma's rich heritage</li> <li>• The Snowy Hydro Discovery Centre is a significant attraction</li> <li>• There are a range of annual events that attract visitors</li> <li>• The rural events, such as Horse Show, Dog Show, Rodeo and Cooma Cup strengthens Cooma's rural image</li> <li>• The area is well regarded for its great motor bike rides</li> <li>• Thousands of bikers participate in the Snowy Ride or on their way to and from Philip Island</li> <li>• Cooma is in close proximity to Canberra</li> <li>• Snowy Mountains Airport provides direct air access to Sydney</li> <li>• The Cooma Visitors Centre is a major tourism asset for the Shire</li> </ul>	<ul style="list-style-type: none"> <li>• More could be done to optimise the industry's potential</li> <li>• There is a lack of appreciation of the importance of tourism to the district</li> <li>• Lack of conference facilities</li> <li>• Lack of higher rated accommodation</li> <li>• Need to improve the town entry and exit points</li> <li>• Need improvements to the main streets of Cooma's CBD</li> <li>• Limited Sunday trading</li> <li>• Poor signage and caravan parking</li> <li>• No public transport link between Jindabyne, Cooma and Canberra, which limits day tripping</li> <li>• Airline services only operate during the winter months</li> <li>• Many attractions are 'not for profit' and volunteer run</li> <li>• Lack of farm stays, rural guest houses, bed and breakfast and backpacker accommodation</li> </ul>
Opportunities	Threats
<ul style="list-style-type: none"> <li>• Utilise trenches for fibre optic cabling to provide a boost for attracting new businesses</li> <li>• Capitalise on the region's strong multicultural heritage</li> <li>• Interpret Cooma's Aboriginal heritage in conjunction with its natural environment</li> <li>• The villages surrounding Cooma, from Bredbo to Thredbo, all have a rich and varied history. They provide ideal day trip destinations</li> <li>• Develop self-guided drive and bike itineraries</li> <li>• Build on award winning restaurants and retail outlets</li> <li>• Leverage off the Canberra events market</li> <li>• Leverage off Canberra school excursions market</li> <li>• Work with TSM and neighbouring tourism organisations to attract visitors into and through the region</li> </ul>	<ul style="list-style-type: none"> <li>• Cooma is not readily recognised as a "tourism town"</li> <li>• There is no strong tourism industry association</li> <li>• While its proximity to Canberra can be a plus, it can also mean that Cooma can be bypassed as a stopping place in favour of the bigger towns of Canberra and Goulburn</li> <li>• Current political climate in Canberra. Change in government could impact Canberra and the region</li> </ul>

# PART TWO – THE WAY FORWARD

## 8. INTRODUCTION

Part Two – The Way Forward - looks at strategies that can be employed to ensure Cooma-Monaro’s tourism sector continues to grow in a sustainable manner so that it can bring real and tangible benefits to the wider community.

The Strategies relate to both demand (marketing) and capacity building and are focused in three key areas:

- ❖ Marketing
- ❖ Product Enhancement and Opportunities
- ❖ Coordination, Communication and Management

Many of the strategies are interrelated and interdependent. The Action Plan is outlined in Part Three – Making it Happen.

The strategies recognise the region’s natural and built attributes and current markets. The aim is to build on these as well as to develop new products and experiences so that new markets can be targeted to ensure growth in the industry.

It is recognised that Cooma-Monaro Shire Council’s tourism budget is limited. In ensuring that funds are spent wisely, this strategy looks to optimise spending by:

- ❖ Looking for cooperative marketing opportunities, wherever possible
- ❖ Making use of technology (web presence, mobile apps etc) to reach customers and prospective customers, in cost effective ways
- ❖ Recognising that “tourism is everybody’s business” and utilising broader community assets to develop our industry
- ❖ Ensuring there is a “whole-of-council” approach to fostering the development of tourism

## 9. MARKETING

This section briefly outlines the key marketing principles to be adopted in targeting both existing markets and new and emerging markets. The marketing activities outlined recognise the limited resources available and ensure that the Shire’s branding is consistent.

### 9.1 MARKETING PRINCIPLES

In targeting existing and new and emerging markets the following principles have been adopted:

- ❖ The key is to grow the tourism sector so that the benefits can be spread across as broad a section of the community as possible
- ❖ The focus will be on yield, not just volume
- ❖ The branding will be honest and reflect the area’s strengths and product offerings

- ❖ Marketing activities will reflect the area’s products and services
- ❖ A key aim is to increase visitation during the peak and shoulder seasons
- ❖ Marketing activities need to be cost effective and capable of being delivered within (and our partners) existing resources
- ❖ Cooperative marketing activities will be undertaken wherever possible, in order to maximise and optimise market exposure

## 9.2 BRANDING

Cooma has recently undertaken a branding development exercise that has been put on public exhibition and been widely accepted by the community.

The branding reflects the values and attributes of the Cooma-Monaro Shire including its:

- ❖ diversity
- ❖ town and country aspects
- ❖ rich Australian and multicultural heritage
- ❖ scenic surprise
- ❖ gateway and crossroads position to the Snowy Mountains, coast, Canberra and Riverina
- ❖ food and refreshing environments
- ❖ events and festivals
- ❖ magnificent high plains
- ❖ seasonal colour contrasts

In developing the branding the following criteria were seen as being fundamental to:

- ❖ reflect the values of the community
- ❖ capture essence of the Shire
- ❖ be able to be communicated emotionally
- ❖ be versatile in its application and use
- ❖ be able to have wide application
- ❖ be contemporary
- ❖ translate truth & vision
- ❖ be campaign-able (marketing collateral, advertisements, banners, logos)
- ❖ be iconic
- ❖ have streetscape application

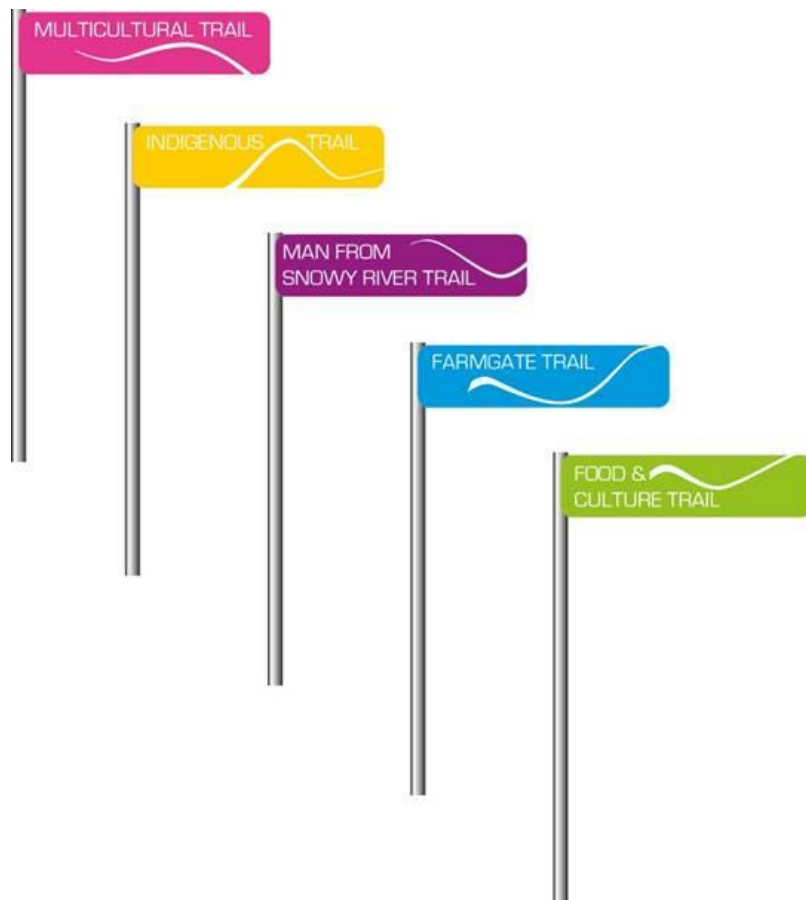
The branding developed adopts all the above principles. For the tourism sector it readily translates into brochures, banners, street flags and display materials. It can be used to depict various tourism trails – “arts trail”; “heritage trail” or “cultural trail”, for example.

Importantly, the branding has the ability to be used by the wider community – business and retail sectors, cultural sector and community organisations. It can be used in shop displays and in promotional materials. Council has adopted the new branding as its corporate logo. It can be used in all its publications and promotional activities and in the implementation of many of its street scaping and beautifications works.



# COOMA

Capital Of The Snowy Mountains



### 9.3 TARGET MARKETS

It is important to continue to service our existing markets and to encourage their growth, particularly during the low and shoulder seasons. These markets include the:

- ❖ family market
- ❖ visiting friends and relatives market
- ❖ older market

It should be recognised that there are linkages and synergies between the visiting friends and relatives market and the family and older markets. In growing the family market, it needs to be recognised that this market tends to be constrained to school holiday periods. Segments of the older market (those no longer working) are more flexible in their ability to travel and provide the opportunity to target them during the low seasons.

Given the importance of the visiting friends and relatives market, and the homes of friends and relatives as a place to stay when visiting Cooma-Monaro, it is important to keep the community informed of all there is to see and do in the area. Tourism awareness programs and activities will play an important role in this respect.

Opportunities exist to encourage local residents to invite their friends and relatives to Cooma-Monaro. Many possibilities exist such as:

- ❖ Back to Cooma-Monaro Days
- ❖ School reunions
- ❖ Family reunions
- ❖ Inviting “city cousins” to holiday in Cooma-Monaro

Cooma-Monaro and the wider region host a number of events throughout the year. Many of these are tourism generators and draw visitors to the area. These include:

- ❖ Cooma Show
- ❖ Amcross
- ❖ Cooma Sundowners Cup Race Day
- ❖ Snowy Ride
- ❖ Thredbo music events
- ❖ Super Bikes and Phillip Island Grand Prix

The aim is to work with local organisers so that tourism opportunities can be leveraged. The Cooma Visitors Centre will work with local groups, organisations and businesses to ensure this market is well served and that visitors have an enjoyable and memorable visit to the area and leave with a desire to return.

To ensure marketing activities are as cost effective as possible it is important to work with State and regional partners wherever practicable. Destination NSW and TSM offer a number of cooperative marketing opportunities throughout the year. Participation in programs that meet the area’s needs will help spread limited marketing funds further.

## 9.4 NEW MARKETS

In addition to protecting and growing our traditional markets, there are opportunities to grow existing smaller markets and to target new markets which are suited to the area's existing product base and can utilise our services and facilities. These markets have been identified as:

- ❖ School excursion market
- ❖ Seniors and Probus Clubs
- ❖ School (and older) sports and outdoor activity market
- ❖ Canberra exhibition market for pre and post touring
- ❖ Canberra residents for weekend getaways
- ❖ Car clubs and motor bike clubs

Cooma's proximity to Canberra, affords the area many opportunities to piggy-back off a number of the capital's key markets. Canberra receives some 300,000 school students on excursions each year. The Cooma-Monaro area has a range of product offerings that make it eminently suitable for the school excursion market. They include:

- Snowy Hydro Headquarters and Discovery Centre
- Snowy Hydro Scheme
- Distinctive Monaro Plains
- Sheep and cattle stations
- The Snowy Mountains, its rivers, dams and lakes, towns and villages

These products and experiences are also suitable for the older (Senior and Probus Clubs) markets. As with the School excursion market, relevant activities, attractions and experiences need to be packaged and marketed to the respective groups.

Cooma and its surrounding area have a range of quality sporting and outdoor facilities that are suitable to attract groups from outside the area. In recent times the area has successfully hosted orienteering events, show jumping and rodeo events. We need to build on these successes and promote the area to a wider range of sporting and outdoor activity organisations.

Canberra, in recent years, has gained the reputation of being one of Australia's leading event cities. The National Gallery, in particular, has and will continue to host internationally renowned exhibitions. These exhibitions are drawing huge crowds from around Australia. Cooma-Monaro, being so close to Canberra, has the opportunity to target visitors to these events for pre or post touring activities. Working with Canberra Tourism, other regional partners and being savvy with internet marketing and new technologies will be key to capitalising on these opportunities. As mentioned earlier, Cooma-Monaro's proximity to Canberra affords it many opportunities to capitalise on this large market. The residents of Canberra are a key target market as well as visitors to Canberra.

Cooma-Monaro and the broader Snowy Mountains region are highly recognised as a prime motor bike touring area. The Snowy Ride attracts thousands of competitors and supporters each year. Similarly, Cooma is a major stopover point for those on their way to or from Phillip Island for the Motor Cycle Grand Prix.

During the year a number of car clubs are attracted to Cooma. The surrounding countryside, with its villages and towns ensure enthusiasts have an enjoyable experience in the region. Given the established reputation the area has for bike and car enthusiasts more will be done to attract similar groups and organisations to the area.

Cooma and its surrounding area have already developed a sound reputation for interesting bike riding opportunities. The Snowy Mountains ride attracts thousands of participants and supporters each year. Throughout the year the region attracts many riders travelling as couples or in small groups.

The opportunity exists to “promote” the various rides possible throughout the area. Tourism Snowy Mountains had previously produced a “Snowy Mountains Motor Cycle Guide” and more recently Bombala Council partnered with East Gippsland Council to produce an “Ultimate Rides” Guide for the region.

There is an opportunity to develop a new ride and touring route guide for the region. This could be developed in both an online and printed guide to reach a larger audience.

## 9.5 MARKETING STRATEGIES

In order to protect and grow our current markets and to target new markets identified above, the following strategies (supported by the Action Plan in the following section) have been identified:

- ❖ Ensure the new branding is widely promoted through the community
- ❖ Develop a three year costed Marketing Plan
- ❖ Develop a detailed Year One, costed Marketing Plan
- ❖ Develop a targeted major Tourism Events Plan
- ❖ Ensure “Visit Cooma” web site remains up-to-date and is contemporary
- ❖ Support a regional approach to marketing
- ❖ Capitalise on Cooma-Monaro’s proximity to Canberra
- ❖ Bike and self-drive car collateral materials

## 10. PRODUCT ENHANCEMENT & DEVELOPMENT OPPORTUNITIES

This section briefly outlines the initiatives that need to be taken to ensure the area’s tourism products and services are of a standard to meet visitor expectations. It looks at both improvements to existing products and services and identifies new opportunities to meet market demands.

### 10.1 PRODUCT ENHANCEMENT AND DEVELOPMENT PRINCIPLES

In developing the Shire’s tourism sector, the following principles have been adopted:

- ❖ To ensure the area’s tourism assets are of a standard and quality to meet or exceed visitor expectations
- ❖ To continue to enhance existing tourism products and services to meet market demands
- ❖ To encourage the development of new tourism products and services to enable the Shire to target new markets

- ❖ To ensure community infrastructure supports the tourism sector
- ❖ To ensure Cooma and the Shire presents a welcoming image to visitors and local community

## 10.2 PRODUCT ENHANCEMENT

In order for the tourism industry to remain viable and sustainable its products and services need to constantly change and adapt to meet market and visitor expectations.

The SWOT analysis undertaken as part of the development of this strategy (and outlined in Section 7.2) identified a number of issues that needed to be addressed. These included:

- ❖ Welcoming approaches and main street improvements, consistent with the tourism branding
- ❖ Ensuring standards of service and facilities meet/exceed customer expectations
- ❖ Improving signage and parking for caravans
- ❖ Need to improve weekend trading hours

There have been a number of comments made that Cooma does not present a “welcoming” image on its approaches to town. Similarly, it is felt that the main street(s) of Cooma are in need of beautification. The age old saying – “first impressions are lasting impressions” is often mentioned. Presenting a welcoming image was important to encourage people to stop and look around, spend some money and perhaps stay a night. The new branding will be incorporated into the new plans Council has for upgrading of the CBD areas of Cooma. It will give the town centre a sense of vibrancy and present a welcoming image to locals and visitors.

One of the area’s growth markets is the “grey nomads”. Cooma is seeing more and more people travelling through the area with caravans. In order to cater for this market there is a need to improve parking signage and develop suitable parking places for those towing caravans or driving big vans. The installation of pump out facilities will also help support and encourage this important market segment.

It is recognised that such infrastructure projects fall outside the domain of Council’s tourism area. They are, however, important for the growth and development of the tourism sector. As such, the Tourism Manager will work with Council and the Chamber of Commerce to develop a works program for the delivery of supporting tourism infrastructure.

Tourism is a seven day a week industry. For any town and region to optimise the benefits the industry can bring, its service sector must be conscious of the role it plays in the development of the tourism industry. At present the retail and hospitality sector in Cooma do not recognise that they too form a very important role in the Shire’s tourism industry. Many retailers and cafes are closed Saturday afternoons and Sundays, leaving a less than welcoming presence for visitors. Comments such as “there is nowhere to get a coffee”, “there are no shops open” are often made. Interestingly, the few shops and cafes that do open on the weekends do well. The Tourism Manager needs to work with the Chamber of Commerce, local retailers and cafes help promote the benefits of weekend trading.

### 10.3 PRODUCT DEVELOPMENT OPPORTUNITIES

In addition to the above, a number of product development opportunities have been identified that would, if realised, assist in the growth and development of Cooma-Monaro's tourism industry. These include:

- ❖ Capitalise on the region's multi-cultural heritage
- ❖ Development of Indigenous tourism products and experiences
- ❖ Developing major events to attract visitors to Cooma and surrounding areas
- ❖ Bed and breakfast, farm stays, guest house and backpacker accommodation
- ❖ Public transport links between Jindabyne, Cooma and Canberra
- ❖ Ensuring continued operation of Snowy Mountains Airport

A multi-cultural festival has been held for the past few years in mid-March. It has been held in conjunction with the Rotary Markets held on the third Sunday of the month in Centennial Park. The festival focuses on food, music, dance, singing and entertainment and is attracting larger crowds each year. Given Cooma's strong multicultural heritage, the Cooma Visitors Centre should work with the festival organisers to examine ways the festival can grow and become a tourism generator in its own right.

Under the NSW Government's \$5 million Regional Tourism Product Development Funding Program the Lambie Gorge Cultural Enhancement Project recently received a \$20,000 grant. Their aim is to develop an indigenous cultural heritage interpretative project based on the Walgalu and Ngarigo cultural skills and practices.

Cooma-Monaro hosts a number of events throughout the year. Many are local events and do not draw visitors into the area. Events can be an important mechanism for attracting visitors during the low and shoulder seasons and at the same time provide an opportunity for celebrating an area's history and culture. The opportunity exists to identify those events that are capable of being tourism generators in their own right and to work with organisers to grow and develop those events.

One of the issues identified in the SWOT analysis was the lack of a range of accommodation options. The Monaro is one of Australia's leading rural areas and has a natural ability to be able to offer accommodation such as rural guest houses and farm stays as another means of showcasing its heritage. The addition of more bed and breakfast and backpacker accommodation would also add to Cooma's appeal by broadening its accommodation base. Council can make a positive contribution by ensuring its planning and development control instruments to encourage these types of development.

There is no public transport linking Jindabyne, Cooma and Canberra. This is seen as limiting day tripping through the region. Visitors to Cooma who arrive by bus are also restricted from exploring the region and this potentially limits the time they spend in the area.

While the majority of people visiting Cooma-Monaro come by car, Snowy Mountains Airport is an important asset for the area. At present flights only operate during the winter months. It is important that Councils continue to lobby to ensure the continued operation of flights to and from Snowy Mountains Airport.

## 10.4 PRODUCT DEVELOPMENT AND OPPORTUNITIES STRATEGIES

In order for our tourism industry to remain viable, the following strategies (supported by the Action Plan in the following section) have been identified:

- ❖ Develop a comprehensive inventory of the Shire's tourism assets
- ❖ Match products to target markets and marketing opportunities
- ❖ Develop a costed coordinated beautification plan for the town and entrances (consistent with the Shire's branding)
- ❖ Develop a uniform and consistent signage strategy, reflecting the Shire's branding
- ❖ Identify multi-cultural opportunities in the region
- ❖ Develop sustainable Indigenous tourism products
- ❖ Identifying events that are capable of attracting visitors to the area
- ❖ Encourage the development of bed and breakfast, guest house, farm stay and backpacker accommodation
- ❖ Investigate options for providing public transport between Jindabyne, Cooma and Canberra

## 11. COORDINATION, COMMUNICATIONS AND MANAGEMENT

This section recognises that the impacts of tourism reach right throughout the community and into neighbouring regions. Its development and growth needs to be managed and coordinated. The benefits it affords to the local community need to be communicated.

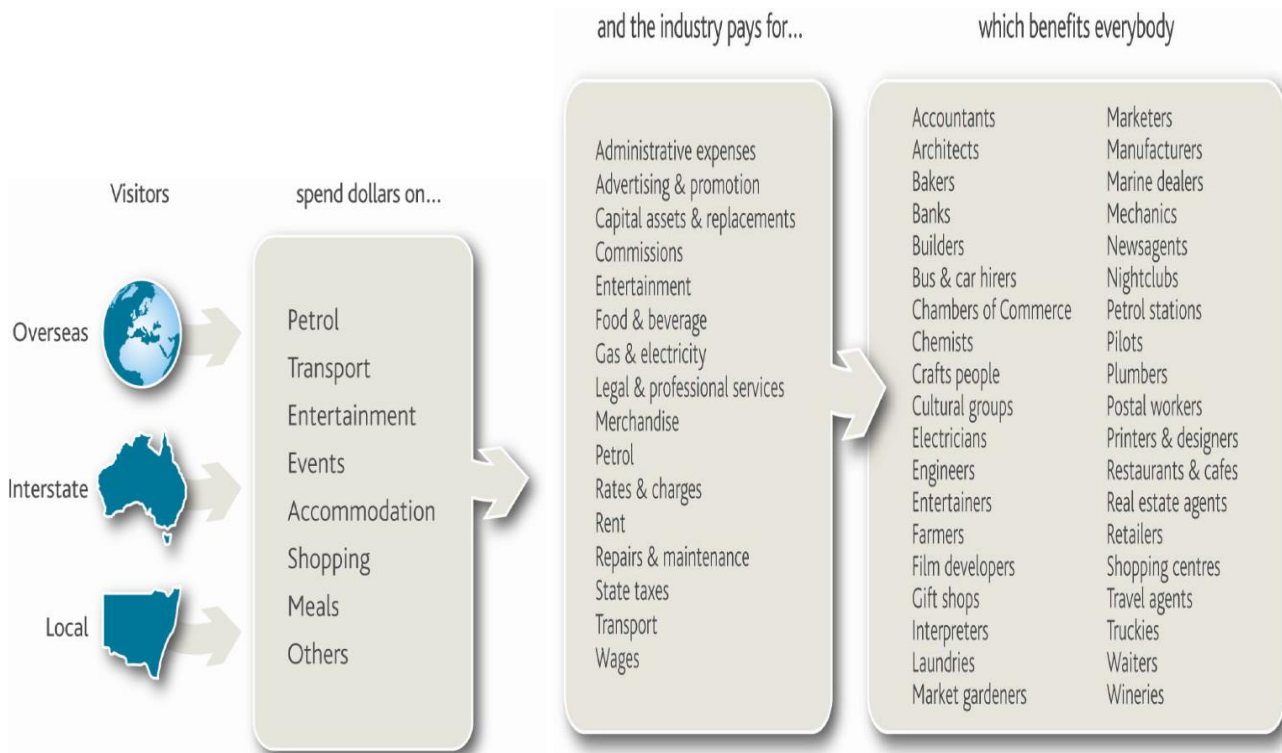
### 11.1 COORDINATION, COMMUNICATION AND MANAGEMENT PRINCIPLES

The following principles have been adopted to guide the coordination and management of Cooma-Monaro's tourism sector:

- ❖ Ensure tourism (through this Destination Management Plan) is integrated into the Community Strategic Plan
- ❖ Continually promote the importance of tourism throughout the community
- ❖ Develop strong relationships with regional and other local tourism organisations
- ❖ Continue to recognise the important role of the CVC in promoting tourism to and within the region
- ❖ Recognise the valuable contribution made by the CVC in supporting and assisting the local community

### 11.2 INTEGRATING TOURISM

Tourism is everybody's business yet its significance is often not fully appreciated. A healthy and vibrant tourism industry can have far reaching impacts on a local community. Cooma-Monaro is no different. The following diagram shows just how far the benefits of tourism are spread throughout a local community.



Because of its importance to the whole community, it is imperative that there be a “whole-of-council” approach to the marketing and development of tourism. As the previous sections highlighted other sectors of council have responsibility for programs and activities, such as parking and signage that impact on the tourism sector.

In NSW, the Integrated Planning and Reporting Framework for Local Government requires all councils to prepare community strategic plans for their local areas. Councils are encouraged to consider tourism in the development of their community strategic plan. Cooma-Monaro is in the process of preparing its community strategic plan. This Tourism Plan provides the basis for integrating tourism into council’s integrated planning and reporting framework.

### 11.3 PROMOTING TOURISM AT THE LOCAL LEVEL

In addition to ensuring tourism is integrated into council’s planning framework, it is important to keep the local community informed of the benefits tourism is bringing to the local community.

There are many opportunities to keep the community informed. These can range from:

- ❖ regular tourism updates in the local media
- ❖ making regular presentations to council on the importance of tourism
- ❖ making presentations to the Chamber of Commerce meetings and keeping them informed of new tourism statistics and relevant research and upcoming events.
- ❖ organising a “Tourism Week” program aimed at showcasing the local industry to the local and business community.

Given the significance of the “visiting friends and relatives” market and the use of friends and relatives homes for accommodation, keeping locals informed of tourism activities also supports marketing activities.

It is also important to ensure that local tourism operators, local businesses and shop keepers are kept informed of upcoming events, particularly major events. The aim is to get as many businesses as possible to leverage off events so the benefits can be spread and a broader section of the community can participate in the event's delivery.

#### 11.4 DEVELOPING RELATIONSHIPS

Visitors to Cooma-Monaro do not see borders. They come to see and experience what the area has to offer. As mentioned earlier in this plan, the key attraction for the area – the Snowy Mountains and all they offer – lies outside Cooma-Monaro's shire boundary. Many visitors come via Canberra, or are on their way to Canberra. It is a major tourism draw card that can be piggy-backed off. It is also an important tourism generating market in its own right. There are opportunities to develop marketing alliances with Canberra Tourism and Canberra Airport to further promote all there is to see and do in the Monaro and Snowy Mountains.

The Canberra's tourism market presents significant opportunities for Cooma-Monaro. These include:

- ❖ Pre and post major events and exhibition touring
- ❖ General tourism market
- ❖ School excursion market
- ❖ Probus clubs
- ❖ Canberra weekend leisure market

Developing strong relationships with Canberra Tourism will assist Cooma-Monaro Tourism to gain maximum benefit from these market segments.

Cooma-Monaro Tourism will always have limited funds. Working cooperatively can ensure that scarce resources are used to maximum benefit for growth and development of tourism. It is imperative that Cooma-Monaro Tourism work with the neighbouring councils of Snowy River, Tumut, Tumbarumba, Bega and Bombala. Working cooperatively, sharing resources and information undertaking as many marketing and product development projects together can only help strengthen the region's tourism sector.

TSM plays an important role in fostering cooperative partnerships. It will be to Cooma-Monaro's advantage to work closely with TSM to identify those programs and activities that meet the needs of this strategy and to participate in them.

#### 11.5 COOMA VISITORS CENTRE

The management of tourism in Cooma-Monaro falls under the responsibility of the Tourism Manager and Cooma Visitors Centre (CVC). The Cooma Visitors Centre is a major tourism asset for the Shire. It is well regarded by local operators and local businesses as well as visitors to Cooma. The majority of Cooma-Monaro's tourism budget goes to supporting the staff and activities of the Cooma Visitors Centre.

The Cooma Visitors Centre also plays an important role in servicing the local community. The Tourism Manager has estimated that approximately 50% of their time is spent on servicing local community activities, such as selling tickets, taking bookings for the Multifunction Centre and answering local enquiries.

Council is undertaking a review of its spending on tourism, which includes examining the role and functions of the Cooma Visitors Centre to ensure it meets contemporary best practice. Technologies are changing so fast and the internet is fast changing the provision of information services. To be a “must see and must do” destination a highly professional and contemporary web presence is essential.

Social media is becoming more and more important as a communication tool, as are mobile apps. Council needs to consider the recommendations of the review and ensure the Cooma Visitors Centre is utilising the limited resources available to it in the most efficient manner possible. It will require a shift to be more “tech savvy”.

## 11.6 COORDINATION, COMMUNICATIONS AND MANAGEMENT STRATEGIES

In order to ensure that the management of Cooma-Monaro’s tourism sector takes place in a coordinated manner, the following strategies (supported by the Action Plan in the following section) have been identified:

- ❖ Integrate this Destination Management Plan into Council’s planning processes
- ❖ Promote the Importance of Tourism
- ❖ Develop close relationships with the Chamber of Commerce
- ❖ Develop close relationships with regional and local tourism organisations
- ❖ Develop a three year business plan for the Cooma Visitors Centre
- ❖ Develop an Annual Business Plan and budget for the Cooma Visitors Centre

# PART THREE – MAKING IT HAPPEN

## 12. INTRODUCTION

The previous section – The Way Forward - sets out the key principles and strategies for growing and developing Cooma-Monaro’s tourism industry in the three key areas of:

- ❖ Marketing
- ❖ Product Enhancement
- ❖ Coordination, Communications and Management

This section identifies the actions and responsibilities necessary to implement those strategies.

### 12.1 MARKETING STRATEGIES AND ACTIONS

Marketing				
Strategy	Actions	KPI	Responsibility	Timing
<b>Ensure the new branding is promoted widely through the community</b>	Develop a style manual for the use of branding	Style Manual developed	Tourism Manager, CVC	By Dec 2013
		Examples of uses included	Tourism Manager, CVC	By Dec 2013
	Promote Branding to the Chamber of Commerce, business community and community groups	Meetings held with Chamber of Commerce (CofC)	Tourism Manager and CMTAC members	Ongoing
		Meetings held with Community Groups	Tourism Manager and CMTAC members	By Dec 2013
		Meetings held with cultural organisations	Tourism Manager and CMTAC members	By Dec 2013

## Marketing

Strategy	Actions	KPI	Responsibility	Timing	
<b>Ensure the new branding is promoted widely through the community</b>	Develop an implementation program for the roll-out of the new branding	Plan prepared	Tourism Manager, CMTAC, Council, CofC	By Dec 2013	
		Plan accepted	Tourism Manager	Dec 2013	
		New branding implemented	Tourism Manager, Council, CofC	Ongoing	
<b>Develop a four year costed marketing plan</b>	Outline key marketing activities to be progressively implemented during the four year period	Key activities (collateral materials, web site, trade shows, events etc) and timing outlined	Tourism Manager	By Dec 2013	
		Identify key stakeholders in delivering the strategic marketing plan	Tourism Manager	By Dec 2013	
		Prepare budget for delivery of the four year marketing plan	Indicative budgets identified for each key activity in the marketing plan	CVC, Council	By Dec 2013
			Marketing Plan accepted by CMTAC and Council		By Dec 2013
Promote Marketing Plan to operators and local businesses to garner support		Meetings held	Tourism Manager	Dec 2013	
		Marketing Plan supported		Jan 2014 and ongoing	

## Marketing

Strategy	Actions	KPI	Responsibility	Timing
<b>Develop a detailed Year One, costed Marketing Plan</b>	Based on the four year plan, develop a 2013/14 marketing plan	Marketing Plan endorsed by CMTAC and Council	Tourism Manager	By June 2013
	Prepare feasible budget strategy, including cooperative and grant funds, to implement the Marketing Plan	Tourism budget approved by Council	Council	June 2013
<b>Develop a targeted major Tourism Events Plan</b>	Develop a major events calendar for the Shire and region	Major events and organisers identified by month	Tourism Manager, CVC, TSM	Nov 2013
		Target audiences and visitor numbers documented	Tourism Manager	Nov 2013
	Identify gaps, and synergies for enhancing events	Gaps identified	Tourism Manager & CVC	Nov 2013
		Related activities and opportunities identified	Tourism Manager, CVC, CMTAC, CofC	Dec 2013

Marketing				
Strategy	Actions	KPI	Responsibility	Timing
<b>Develop a targeted major Tourism Events Plan</b>	Identify gaps, and synergies for enhancing events	Discussions held with organisers	Tourism Manager	Dec 2013
	Ensure collateral materials target specific markets	Collateral materials evaluated	Collateral materials evaluated	Jan 2014
		Additional promotional materials & activities identified	CVC, TSM and event organisers	Jan 2014
		Budgets allocated	Tourism Manager	Jan 2014
<b>Ensure “Visit Cooma” website remains up-to-date and contemporary</b>	Engage professional web designer to redesign and update “Visit Cooma” website (consistent with branding)	Review of current website undertaken	Tourism Manager	Sept 2013
		Designer engaged and update commenced	Tourism Manager	Dec 2013
		Update complete	Tourism Manager	Mar 2014
	Ensure site is linked to Get Connected, Visit NSW, TSM, KAW, Snowy Hydro and other relevant sites	Links completed	Tourism Manager	Dec 2013
	Update site on a regular basis	Updates undertaken on weekly basis	CVC	Ongoing

Marketing				
Strategy	Actions	KPI	Responsibility	Timing
<b>Ensure “Visit Cooma” website remains up-to-date and contemporary</b>	Update site on a regular basis	Annual review undertaken	CVC, Tourism Manager	Each Nov Ongoing
<b>Support a regional approach to marketing</b>	Continue to support the regional tourism organisation	Membership paid	Council	Annually
		Meetings attended	General Manager	Ongoing
		Participation in programs and activities	Tourism Manager	Ongoing
	Identify cooperative marketing opportunities with DNSW, TSM and neighbouring shires	Meetings held to identify opportunities	CVC, TSM	Ongoing
		Opportunities selected and budgets allocated	Tourism Manager, CMTAC	Ongoing
Establish a program of regular communications with TSM and neighbouring shires	Regular communications	Tourism Manager	Monthly	
<b>Capitalise on the Shire’s proximity to Canberra</b>	Meet with Canberra Tourism to identify relevant events on which to piggy-back	Regular contact demonstrated	Tourism Manager	Ongoing
	Discuss packaging and promotion opportunities with TSM	Packages and promotional opportunities identified	Tourism Manager	Oct 2013 and ongoing

## Marketing

Strategy	Actions	KPI	Responsibility	Timing
<b>Capitalise on the Shire's proximity to Canberra</b>	Discuss packaging and promotion opportunities with TSM	Opportunities incorporated into Marketing Plan	Tourism Manager	Dec 2013
	Explore packaging opportunity with coach companies	Coach Companies identified	CVC, Tourism Manager, TSM	March 2014
		Pre and post (Canberra tour) packages identified and developed	Tourism Manager, CMTAC, TSM	May 2014
	Develop marketing strategies targeted at Canberrans	Low and shoulder season strategies developed	Tourism Manager with TSM	June 2014
		Strategies incorporated into marketing plan	Tourism Manager	June 2014
	Explore opportunities to attract the education excursion market to Canberra to continue on to Cooma-Monaro and the region	Opportunities identified	CVC, TSM, Snowy Hydro, Indigenous Community, NPWS	Jun 2014
Prospectus developed and distributed to schools		Tourism Manager, CVC, TSM, Snowy Hydro, Indigenous Community, NPWS	Jun 2014	
<b>Produce bike and self-drive collateral materials</b>	Review current materials	Review completed	CVC and Tourism Manager	March 2014
	Update materials and reprint	New materials produced	CVC and Tourism Manager	March 2014

## 12.2 PRODUCT ENHANCEMENT AND DEVELOPMENT OPPORTUNITIES STRATEGIES AND ACTIONS

### Product Enhancement and Opportunities

Strategy	Actions	KPI	Responsibility	Timing
<b>Develop a comprehensive inventory of the Shire's tourism assets</b>	Develop inventory of the Shire's tourism assets by category and location	Inventory prepared	CVC, Council	June 2013
	Identify product gaps and areas where products could be enhanced	Gaps identified	CVC, CMTAC	July 2013
		Enhancements identified	CVC, CMTAC	July 2013
<b>Match products to target markets and marketing opportunities</b>	Match products to target markets	Product/market matrix prepared	CVC	July 2013
	Identify seasonality of products and attractions	Seasonality matrix prepared	CVC	July 2013
	Identify opportunities and liaise with operators to develop a range of marketable packages to target visitors to the area	Packages/promotional opportunities identified	Tourism Manager, CMTAC	Jul 2014 and ongoing
		Annual Report presented to CMTAC	Tourism Manager	Annually in Aug
	Concentrate packages for the low and shoulder seasons	Promotional activities/seasonality matrix prepared	Tourism Manager, CVC	Jul 2014 and ongoing

## Product Enhancement and Opportunities

Strategy	Actions	KPI	Responsibility	Timing
<b>Develop a costed and coordinated beautification plan for town and entrances (consistent with branding)</b>	Investigate possibility of consistency in landscaping style and signage on all approaches to Town	Evaluation report completed	Council	Immediate
	Implement landscaping plan. Priority to Monaro Hwy at Polo Flat and Snowy Mountains Hwy south side of Town	Program of works commenced	Council	Immediate
	Develop and cost a Main Streets beautification program for the main streets of Cooma's CBD	Beautification plan prepared	Council	Immediate
		Plan accepted by Council, CofC and business and retailers	Council	Immediate
	Develop an implementation schedule for works	Works program prepared	Council	June 2013
		Works program accepted	Council	June 2013
	Present plans to property owners and businesses for their support and buy-in	Community meetings held	Council, CofC	June 2013
		Feedback incorporated into plans	Council	June 2013

## Product Enhancement and Opportunities

Strategy	Actions	KPI	Responsibility	Timing
<b>Develop a uniform and consistent signage strategy, consistent with the Shire's branding</b>	Undertake an audit of current visitor signage in the Shire	Inventory prepared	Council, CVC	June 2013
		Evaluation completed	CVC, Council	June 2013
	Identify areas for new or upgraded signage	Program of works prepared	Council, CVC, Tourism Manager	July 2013
	Develop designs that will enhance the Shire's branding	Designs prepared	Council	Completed
		Public consultation of design	Council, Tourism Manager	Completed
		Feedback incorporated into plans	Council	Completed
	Implement signage program	Program of works completed	Council	Dec 2013
Works completed		Council	Ongoing	
<b>Identify multicultural opportunities in the region</b>	Develop a calendar of events that celebrate the region's ethnic diversity	Multicultural events and activities identified	CVC, TSM, local communities	November 2013
		Calendar developed	CVC	December 2013
	Identify products and events in the region that promote the area's multiculturalism	Gap analysis completed	CVC, TSM, local communities	February 2014

## Product Enhancement and Opportunities

Strategy	Actions	KPI	Responsibility	Timing	
<b>Identify multicultural opportunities in the region</b>	Develop marketing and promotional program consistent with marketing plan	Program completed	Tourism Manager, CVC, TSM	March 2014	
		Program accepted	Tourism Manager, CMTAC	April, 2014	
		Program implemented	Tourism Manager	May 2014 and ongoing	
<b>Develop sustainable indigenous tourism products</b>	Work with local indigenous groups to identify suitable products and resources that could be promoted to visitors and the local community	Indigenous products and experiences identified	Local Indigenous community, National Parks and Wildlife Service (NPWS)	Dec 2013	
		Identify product development requirements	Product development plan prepared	Local Indigenous community, NPWS, Council	October 2013
			Plan implemented	Local Indigenous community, NPWS, Council	December 2013 and ongoing
		Develop suitable collateral materials to promote the attractions	Collateral material and marketing activities prepared	Local Indigenous community, NPWS, Council, CVC	March 2014 and ongoing

Product Enhancement and Opportunities				
Strategy	Actions	KPI	Responsibility	Timing
<b>Identify events that are capable of becoming major events that can attract visitors to the Shire</b>	Identify those events that are capable of developing into major events	Calendar of major events prepared	CVC, TSM, CMTAC	Feb 2014
	Discuss options for growing and leveraging events with organisers	Options identified	Tourism Manager	March 2014
	Agree a program for growing and developing events	Program developed	Tourism Manager, CMTAC	March 2014
	Develop collateral materials targeted to specific markets	Collateral Material needs documented	CVC, TSM and event organisers	July 2014
<b>Encourage the development of bed and breakfast, guest house, farm stay and backpacker accommodation</b>	Review Council's policies, procedures and planning instruments	Review completed	Council	February 2014
	Develop appropriate planning instruments to encourage development	New policies developed	Council	March 2014
		New planning instruments developed	Council	April 2014
<b>Investigate options for providing public transport between Jindabyne, Cooma and Canberra</b>	Develop options with Snowy River Shire, local chambers of commerce and bus and coach companies	Options developed	Council	June 2014
		Public meetings held and feedback sought	Council	July 2014
	Community informed of final outcomes	Options for future widely promoted	Council	October 2014
<b>Optimise the operation of Snowy Mountains Airport</b>	Council continues to lobby for continued air services	Meetings and discussions held	Council	Ongoing

## 12.3 COORDINATION, COMMUNICATION & MANAGEMENT STRATEGIES AND ACTIONS

### Coordination, Communication & Management

Strategy	Actions	KPI	Responsibility	Timing
<b>Integrate this Destination Management Plan into Council's planning processes</b>	Incorporate tourism into the Community Strategic Plan	Tourism identified as a major industry in CSP	Council	June 2013
	Incorporate tourism into DCPs and LEPs	DCP and LEP reflect tourism strategy actions	Council	June 2013 and ongoing
<b>Promote the Importance of Tourism</b>	Produce and distribute a regular "Tourism E-Newsletter" to all businesses and interested individuals	Newsletter produced and distributed	Tourism Manager	Ongoing
	Have a "Tourism News" column in local newspapers	Articles in both local papers monthly	Tourism Manager	Ongoing
	Develop a Tourism Awareness Week program to showcase the importance of tourism to the Shire.	Local business support tourism week activities	Tourism Manager, CVC, CofC Local businesses	September 2014 and annually
		Talks at schools; Rotary and Lions Clubs, CofC	Tourism Manager, CVC, CofC Local businesses	September 2014 and annually
		Operators showcase their products	Tourism Operators	September 2014 and annually

## Coordination, Communication & Management

Strategy	Actions	KPI	Responsibility	Timing
<b>Develop close relationships with Chamber of Commerce</b>	Attend meetings on a regular basis	Every meeting attended	Tourism Manager	Immediate and ongoing
	Provide tourism update at meetings	Quarterly updates presented to meetings	Tourism Manager	Immediate and ongoing
	Identify areas where CofC can support and assist tourism activities	CofC supports tourism week activities	Tourism Manager, CofC	Ongoing
		CofC assists Tourism Manager and CVC with major events	Tourism Manager, CofC	Ongoing
	CofC assists Tourism Manager with marketing and promotional activities	Tourism Manager, CofC	Ongoing	
	TSM meetings attended	Tourism Manager	Immediate	
	KAW meetings attended	Tourism Manager	Immediate	

## Coordination, Communication & Management

Strategy	Actions	KPI	Responsibility	Timing
<b>Develop close relationships with regional and local tourism organisations</b>	Host product familiarisation programs for TSM, Snowy Hydro and Canberra Tourism staff and members	Four product famils held each year	Tourism Manager, CVC	Ongoing
	Link Cooma Tourism website to TSM, Snowy Hydro, Canberra Tourism websites	Web site linked	Tourism Manager, Council	Ongoing
<b>Develop a four year business plan for the VIC</b>	Plan to address key roles and functions, staffing, community activities etc	Brief prepared	Council, CMTAC	Immediate
		Review undertaken	Council	Immediate
		Business plan developed	Council	June 2013
	Four year budget to be agreed	Budget prepared	Tourism Manager, Council, CMTAC	Feb 2014
		Council accepts budget	Tourism Manager, Council, CMTAC	Jun 2014
	Promote business plan overview to the local community	Community meetings held	CVC, Council	May 2014
		Article prepared for local papers	CMTAC	

**Coordination, Communication & Management**

<b>Strategy</b>	<b>Actions</b>	<b>KPI</b>	<b>Responsibility</b>	<b>Timing</b>
<b>Develop an Annual Business Plan for the CVC</b>	Detailed implementation plan of the three year business plan prepared	Plan prepared	CVC, Council, CMTAC	Sept 2013
		Priorities identified	CVC, Council, CMTAC	Sept 2013
	Annual budget agreed	Budget allocated	CVC, Council, CMTAC	Sept 2013

## 13. APPENDIX A – MEMBERS OF THE COOMA-MONARO TOURISM ADVISORY COMMITTEE

### 13.1 ORIGINAL COMMITTEE MEMBERS

Councillor Dean Lynch – Mayor and Chair  
Councillor Martin Hughes – Deputy Chair  
Mr Alan Cairney – Director of Corporate Services, Cooma-Monaro Shire Council (replaced by Mr Stephen Molloy)  
Mrs Donna Smith, Tourism Manager, Cooma Visitors Centre  
Mr Matt Dowdney – Community Representative  
Mrs Kate Roberts – Community Representative  
Mr Chandra Singh – Community Representative  
Mr Neville Locker – Community Representative  
Mrs Jenny Calkin – Community Representative  
Ms Sandra McEwan – Secretariat, Cooma-Monaro Shire Council

### 13.2 CURRENT COMMITTEE MEMBERS (AS OF APRIL 2013)

Councillor Dean Lynch – Mayor and Chair  
Councillor Martin Hughes – Deputy Chair  
Councillor Rogan Corbett  
Mr Stephen Molloy – Director Corporate Services, Cooma-Monaro Shire Council  
Mrs Donna Smith, Tourism Manager, Cooma-Monaro Shire Council  
Mr Chandra Singh – Community Representative  
Mrs Jenny Calkin – Community Representative  
Ms Paula Smith - Community Representative  
Mr Steve Allen - Community Representative  
Mr John Perkins - Community Representative  
Ms Gail Eastaway - Community Representative  
Ms Sandra McEwan – Secretariat, Cooma-Monaro Shire Council

## 14. APPENDIX B – ACRONYM GUIDE

DCP	Development Control Plan
DNSW	Destination NSW
DMP	Destination Management Plan
CMTAC	Cooma-Monaro Tourism Advisory Committee
CofC	Chamber of Commerce
CSP	Community Strategic Plan
CVC	Cooma Visitors Centre
KAW	Kosciuszko Alpine Way
LEP	Local Environmental Plan
NPWS	National Parks & Wildlife Service
SWOT	Strengths, Weaknesses, Opportunities & Threats
TSM	Tourism Snowy Mountains