




SNOWY MONARO
REGIONAL COUNCIL
Stronger together Better together

Snowy Monaro Destination Management Plan 2019

FINAL DRAFT | 25 January 2019





SMRC	Snowy Monaro Regional Council
DNSW	Destination New South Wales
DSNSW	Destination Southern New South Wales
TSM	Tourism Snowy Mountains
DMP	Destination Management Plan
LGA	Local Government Area
TRA	Tourism Research Australia
KNP	Kosciuszko National Park
VIC	Visitor Information Centre

Photo Credits

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Acknowledgements

We would like to acknowledge the traditional owners of the land that the geographic scope of this Plan covers and elders past and present.

Disclaimer

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Introduction



Destination management is an ongoing process in which tourism, industry, Government and community leaders plan and manage a destination.

Tourism is an economic driver, generating jobs and contributing lifestyle benefits to communities. Equally, tourism needs to be managed to ensure that it leaves a positive legacy for current and future generations. This destination management approach identifies the products or experiences available, understands the visitor and engages broadly with community and other industry sectors and then markets the offering. The tourism sector needs to ensure that it is considered in the broader context of regional development and that it is recognised for its overall contribution and economic value to the region.¹

The Snowy Monaro Regional Council (SMRC), in partnership with the NSW Department of Premier and Cabinet commissioned a Destination Management Plan (DMP) for the newly formed Snowy Monaro Local Government Area. The plan has a local focus, though aligns with the Destination Southern NSW DMP and Destination NSW tourism objectives. The process of destination management doesn't happen in isolation. It involves a range of sectors, stakeholder groups and delivery partners — such as Government agencies, communities and business groups — working collaboratively to deliver their part of the tourism picture². This plan draws on the comprehensive foundation of strategic and statutory reports and documents that have guided tourism in the Snowy Monaro region in recent years:



¹ Tourism 2020 www.austrade.gov.au

² Tourism 2020 Best Practice Destination Management



SMRC sought to build on this foundation to create one inclusive tourism Destination Management Plan for the region. The Snowy Monaro DMP is built on effective consultation including workshops sessions, in-person interviews, submissions and additional forms of community feedback — crystallising the priority actions, initiatives, precincts and experiences that will enable the region to achieve its and the State’s tourism and community goals for 2020, and beyond.

This plan provides an inspiring and effective approach to grow the visitor economy of the Snowy Monaro region and create meaningful connections between place, community and businesses, with the visitors to the region.

Great experiences don’t have to be complicated to deliver or sell, but they make all the difference to visitors. This DMP looks at ways of encouraging tourism, both from a demand perspective – how the region is marketed, and supply perspective – what infrastructure, what new products and what new experiences does the region have to develop to entice the visiting public.

Most of the products and experiences articulated in this DMP have common components based around the themes:



These themes link to the DSNSW DMP and Destination NSW planning. The visitor experiences on offer in the Snowy Monaro region bring to life the destination positioning. They are heavily nature oriented (walking tracks, outdoor active, wilderness and national parks) and are strengthened by the towns and villages, local produce and cultural heritage. The more quality experiences a visitor has, the better their overall impression of the destination will be. They will also be more likely to return and recommend the destination to friends.

This DMP aims to build on the recent successes and current initiatives in place across the Snowy Monaro region. The intention is to enhance and build on existing partnerships, initiatives and event calendars to continue the region’s success in tourism planning and development.



The Region



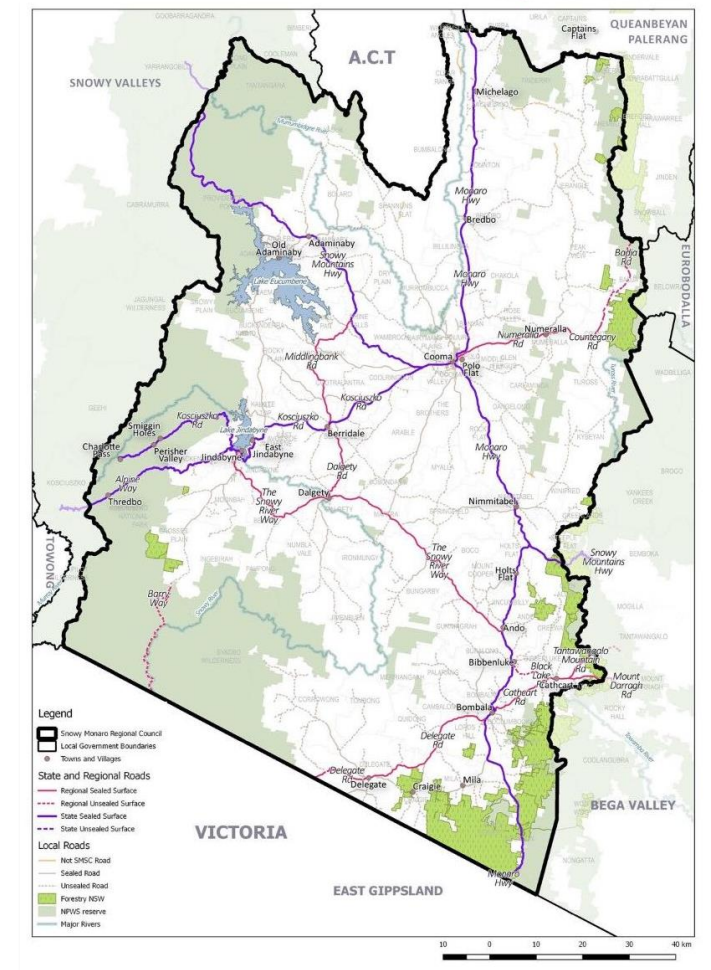
The Snowy Monaro Regional Council was formed in 2016 and encompasses the former Bombala, Cooma-Monaro and Snowy River LGAs.

The region is in south-eastern New South Wales, about 100 kilometres south of the Canberra CBD and 400 kilometres south-west of the Sydney CBD. It is on land traditionally home to the Ngarigo, Walgalu, Bidawal and Southern Ngunnawal people and covers a diverse geographic area with a varied social and economic profile. The Snowy Monaro Regional Council Local Government Area covers 15,158 square kilometres and has an approximate population of 20,713.³

The Snowy Monaro region is a significant tourism destination that attracts large numbers of visitors each year for recreation and relaxation activities and to explore the rich history and diverse landscapes. The region is most well known as a snow holiday destination although its other tourism assets have the most capacity for growth and can have the largest impact on regional communities.

Tourism is the most important sector of the regional economy. In 2016/17, the total tourism and hospitality sales in Snowy Monaro Regional Council area were \$740.0m. It is the largest source of employment in the region.⁴

The visitor economy assets for the region range from the sweeping Monaro Plains, the iconic Snowy River, pristine lakes and waterways, Kosciuszko National Park, ski resorts, events and festivals, the Snowy Hydro scheme, country shows, quaint villages and regional centres, to outdoor active adventures such as bushwalking, mountain bike riding and horseback trail rides.



³ www.economy.id.com.au/snowy-monaro

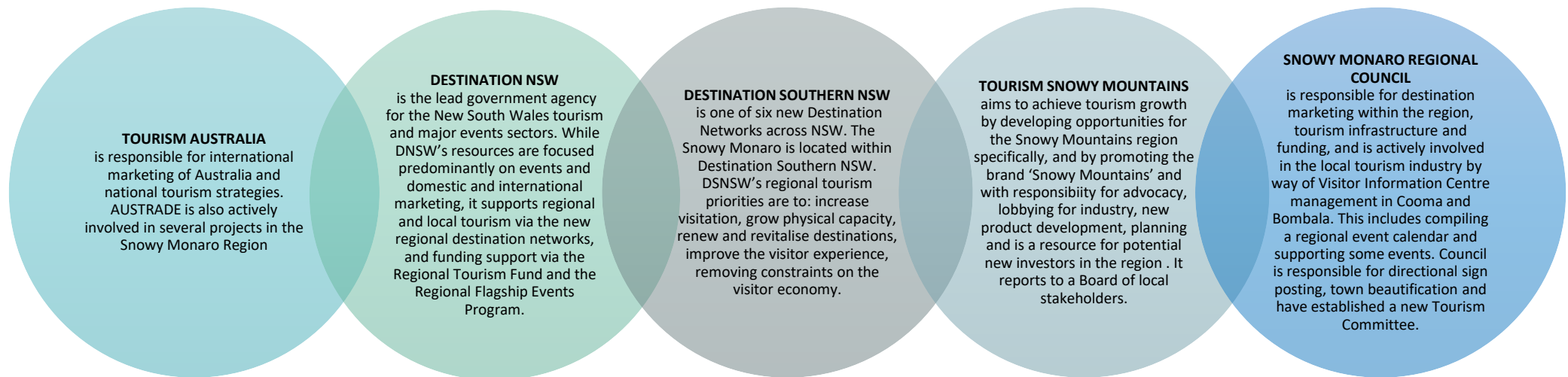
⁴ www.economy.id.com.au/snowy-monaro/tourism-value



Partnerships,
Governance
and Support



Implementation and success of the Snowy Monaro DMP will be achieved through strong partnerships with the tourism industry, community, TSM, DNSW, DSNSW and SMRC.



Working at a local level to lobby for improved tourism assets are several local Chambers of Commerce and Progress Associations. There is a strong need for a coordinated approach between all tourism bodies and a single body with responsibility for leading tourism marketing, planning and advocacy in the Snowy Mountains to enable the effective delivery of the actions contained within this DMP.



The Visitor Economy



The Visitor Economy

The term visitor economy refers to overall demand and supply in all the sectors within which visitor activity and its direct and indirect consequences upon the economy take place. The term visitor economy is wider than the definition of tourism industries, which it includes, and it encompasses all staying and non-staying visitors. The term embraces the activities and expenditure involved in supplying products and services for visitors by both the private and public sectors. It also includes the primarily public sector activities and substantial expenditure on the creation, maintenance and development of the public realm and the infrastructure within which, and through which, visitor activities take place. Tourism industries are a sub-set of the visitor economy⁵.

Developing a Visitor Economy Strategy for the Snowy Mountains is one of three actions of Direction 3 (Develop the Snowy Mountains into Australia's premier year-round alpine destination) of the NSW Government 2036 South East and Tablelands Regional Plan. This DMP fundamentally meets this need.

Destination NSW is driving visitor economy growth to NSW by tracking emerging markets, investing in innovation with a focus on nature based tourism, investing in critical infrastructure and improved way-finding, and digital access to information to ensure visitors have a great experience. Their focus on nature-based tourism perfectly positions the region to be a key player in State tourism initiatives and marketing.

Efforts to attract investment to the region are underway or planned, including the identification of the Snowy Mountains as one of the eight iconic locations that are being promoted by Austrade and Tourism Australia under the Regional Tourism Infrastructure Investment Attraction Strategy. This commitment continues until 2021.

Tourism is a key contributor to the Snowy Mountains region, with visitors drawn to the region for snow sports during the winter and for activities such as bushwalking, fishing, mountain biking and events during the non-snow season months. Visitation across the year is varied with visitor levels peaking in the snow season (mid-July and August) and dropping off significantly in the non-snow season months. The seasonal nature of visitation to the Snowy Mountains has several challenges that currently prevent the achievement of a sustainable and economically viable year round tourism industry. They include maintaining a permanent labour force in the region, attracting investment in new tourism products / experiences and infrastructure and resourcing the operational maintenance of an improvements to existing infrastructure, given the impacts of weather and the remoteness of many attractions and pieces of visitor infrastructure.

All members of the community are affected by the positive and negative impacts of tourism as an intrinsic part of both the local culture and the offer of hospitality. Community tourism products and services are generally comprised of small businesses, with some larger operators, which survive alone, but when seen as a whole create the destination. The sum of these small and larger businesses is the essence of the tourism experience for guests.

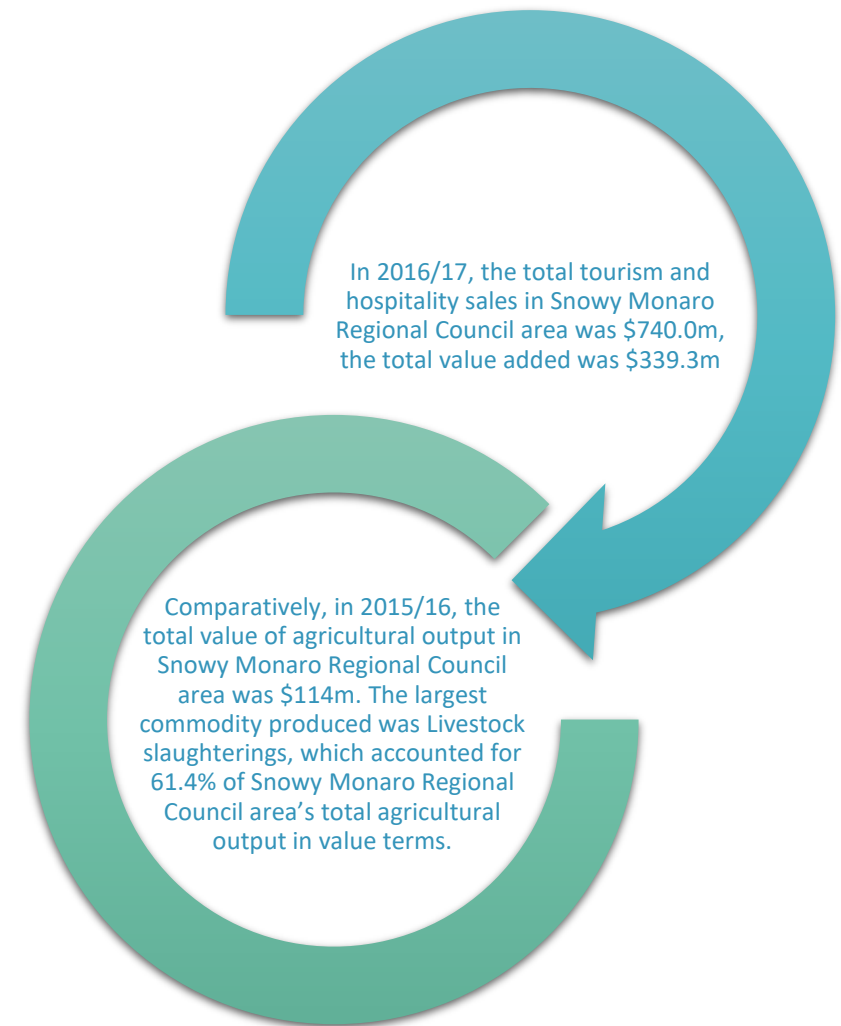
⁵ www.tourismsociety.org



The Value of Tourism

SMRC recognises the value of tourism to the region and commits to ensuring the region is prosperous with diverse industry and opportunities, and that the residents and visitors connect with the region's welcoming and iconic attractions. The regional Council will:

- Ensure the Snowy Monaro Region is a destination that offers a variety of experiences, attractions and events year-round
- Encourage and promote vibrant towns and villages, acknowledging and celebrating the unique heritage and character of each town
- Further promote and develop the region's visitor accommodation, products and recreational infrastructure.⁶



Source: www.economy.id.com.au/snowy-monaro/tourism-value

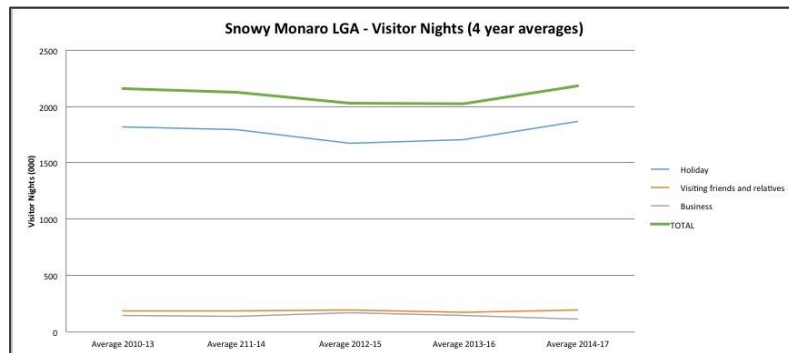
⁶ SMRC Community Strategic Plan 2040



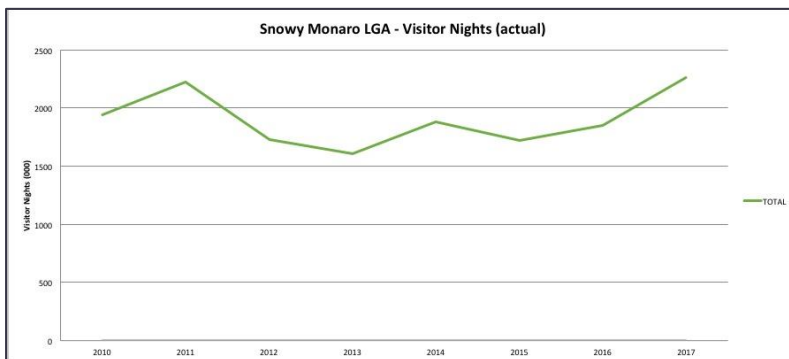
Destination Performance

Local Government Area profiles (produced by Tourism Research Australia – TRA) assist industry and Government in tourism decision-making. As part of the research component of the DMP, TRA has revisited the statistics for the new Council area. The following newly produced statistics include only the area within the new council boundaries for 2017.

Visitor nights over a 5-year period, using 4-year averages:

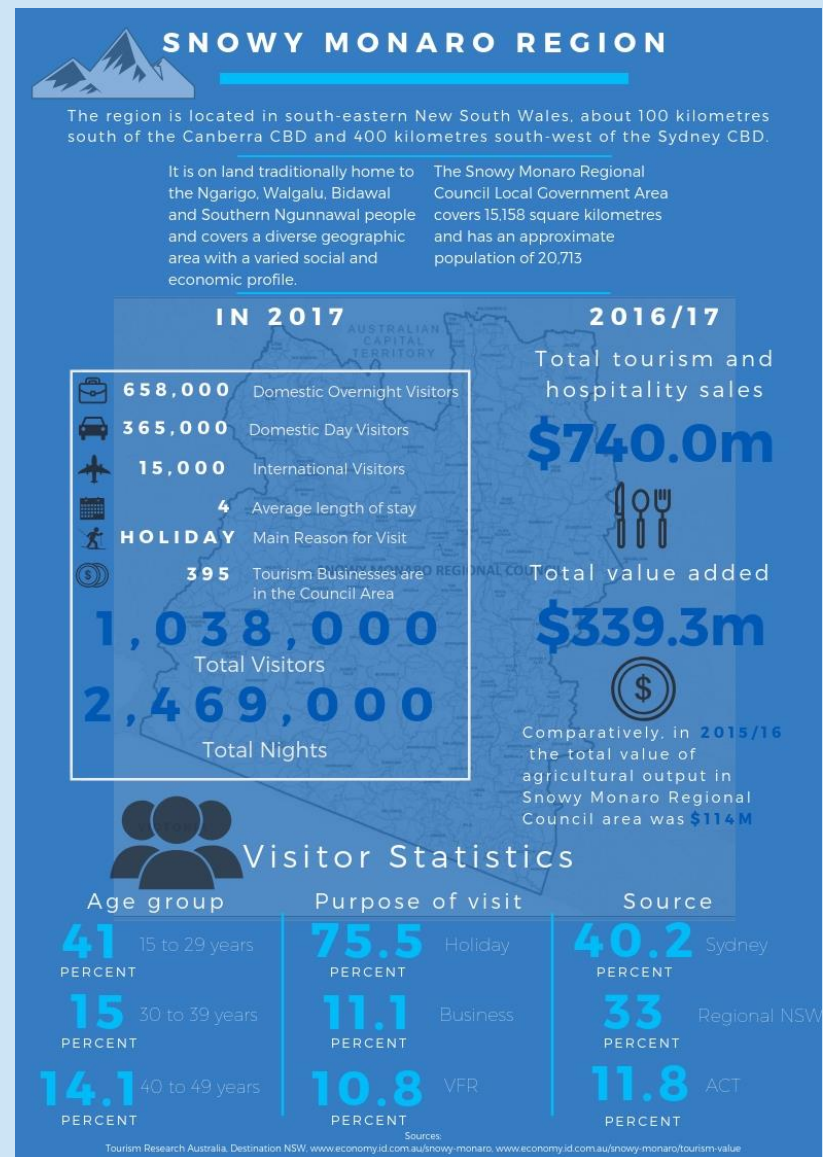


Actual visitor nights to the region over the last 8 years:



Snowy Monaro

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Future Performance

In the future, the region can rightly claim to be Australia's premier nature-based visitor destination. Offering a unique blend of snow sports, a broad range of nature and water-based summer recreational activities, outstanding heritage educational interpretive experiences - all supported by improved accommodation standards and infrastructure across the region's network of towns and villages.

Based on the new figures provided by TRA, the accompanying new performance goals for the region have been set (refer to infographic).

With these goals in mind, tourism needs to be managed to ensure that it leaves a positive legacy for current and future generations. As such these goals should be reviewed regularly to ensure sustainability and community support. Assisting the region to reach these goals will require adequate investment in product development and experiences, in marketing initiatives to move market demand from high awareness to high actual visitation, and in implementing a suitable tourism governance structure.

Growth will clearly have implications both positive and negative in relation to urban and residential development, transport and traffic and labour availability with positive economic and potentially positive and negative social impacts. Many of the recommendations of this plan will contribute to addressing these impacts. Other regional planning by SMRC and state and federal governments will also need to take account of the likely growth and plan for this.



SNOWY MONARO REGION

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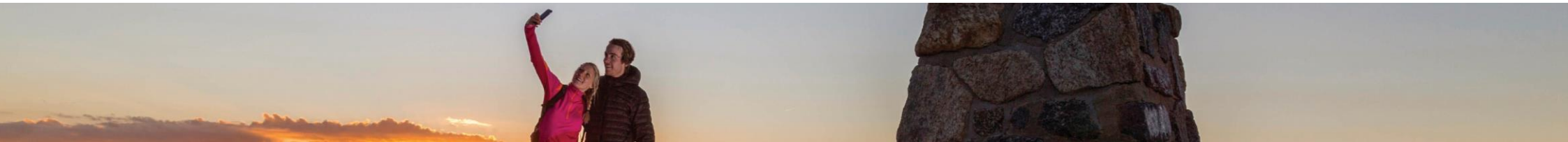


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Sources:
Tourism Research Australia, Destination NSW, www.economy.id.com.au/snowy-monaro, www.economy.id.com.au/snowy-monaro/tourism-value



Target Markets



Getting away from the crowds is more important than ever before. Across the Australian travel marketplace in 2017, regional NSW tops the Australian places to visit (39%) followed by Sydney (38%), Melbourne (35%), Regional Victoria (28%) and Gold Coast (26%). Regional NSW holds the highest level of repeat visitation. Regional destinations are key draw-cards for what Australians are seeking from their holidays – the focus should be on the experience. ⁷

- 15 to 29 years (41.0%) was the largest age group of visitors to the region, followed by 40 to 49 years (15.0%) and 30 to 39 years (14.1%).
- Holiday (75.7%) was the largest purpose of visit for visitors to the region, followed by business (11.1%) and visiting friends and relatives (VFR) (10.8%).
- Sydney (40.2%) was the largest source of visitors to the region, followed by regional NSW (33.0%) and the ACT (11.8%)⁸

Existing Markets

- Nature Tourism
- NSW Family Market

New Markets

- Road Trippers
- International Backpackers

Existing Markets

The region is well placed to grow market share in the existing segments of Nature Based tourism and the NSW Family markets with an injection of new products and experiences on offer.

Nature tourism is a market segment based around outdoor and nature experiences. Of the 28.3 million nature-based visitors to NSW, 12.1% were from overseas, 40.8% were from the domestic overnight market and 47.2% were domestic daytrip visitors. Nature based visitors accounted for 83.7% of international visitors to NSW, 37.2% of domestic overnight visitors and 22.9% of daytrip visitors to NSW.⁹

NSW Family domestic travel fulfils a key role in busy family lives by offering a chance for families to reconnect, recharge and have a break from normal routine. A domestic holiday is often a weekend break or a short break (2 to 4 days) providing an opportunity for families to relax and to open lines of communication between adults and children without time pressures.

⁷ Domesticate 2018

⁸ Travel to the Snowy Mountains Snapshot – Destination NSW These statistics are per annum, ending March 2018.

⁹ www.destinationnsw.com.au/tourism/facts-and-figures/market-segments



New Markets

Looking ahead, the market segments of Road Trippers and International Backpackers are where the region could most easily grow market share by investing in infrastructure and marketing.

NSW road trippers are defined as fully independent overnight holiday visitors to NSW who had at least 2 stopovers on their trip. They travel by private vehicle, company car, rental car, self-drive motorhome or campervan. Domestic road trippers contributed 5.2% of visitors and 9.3% of nights in NSW. Nearly half (46.0%) of road trippers to NSW came from interstate. Domestic road trippers stayed an average of 5.7 nights in the State. This was longer than the average for all domestic visitors in NSW (3.2 nights).

This market is attracted to a destination by strong positioning for drive tourism supported by planned itineraries and high quality experiences. Other destinations are doing this much better than the Snowy Mountains and with limited time, drive tourists are choosing other options. Creating and promoting a small number of high quality drive routes with good experiences, will support growth in this market.

The international backpacker market accounts for a significant proportion of visitors to NSW. According to the International Visitor Survey, there were 611,900 international backpacker visitors to Australia in 2015/16, NSW attracted the most backpacker visitors in Australia, with 75% market share in 2015/16. Backpacker visitors stayed on average 31.7 nights in NSW with a median length of stay of 8 nights.

This market is seeking a diversity of experiences often with an active and adventure focus. An increase in adventure product, especially in summer and better transport to and within the region will underpin growth for this market.





Domestic Trends

The appeal of holidaying in Australia to Australians continues to grow:

- Escapism and short breaks have become the norm as Australians look to escape the busy pace of everyday life
- Domestic holidays provide a perceived 'safety net' to Australians with easy and affordable trips at home that offer fun and relaxed holiday experiences – for younger Australians, this includes carefree and spontaneous experiences
- Domestic holidays are more about the value of the experience, with Visiting Friends and Relatives (VFR), mid-range hotels, motels, and serviced apartments
- Indulgence is on the rise in relation to products and experiences
- Reconnection with family or friends remains central to the Australian holiday experience
- Camping and caravanning continue to increase in popularity - 30 to 54 year olds make up 47% of the market, visitors aged 55 years and over (30%) and 20 to 29 years (16%)¹⁰

¹⁰ www.destinationnsw.com.au/wp-content/uploads/2012/04/





Global Trends

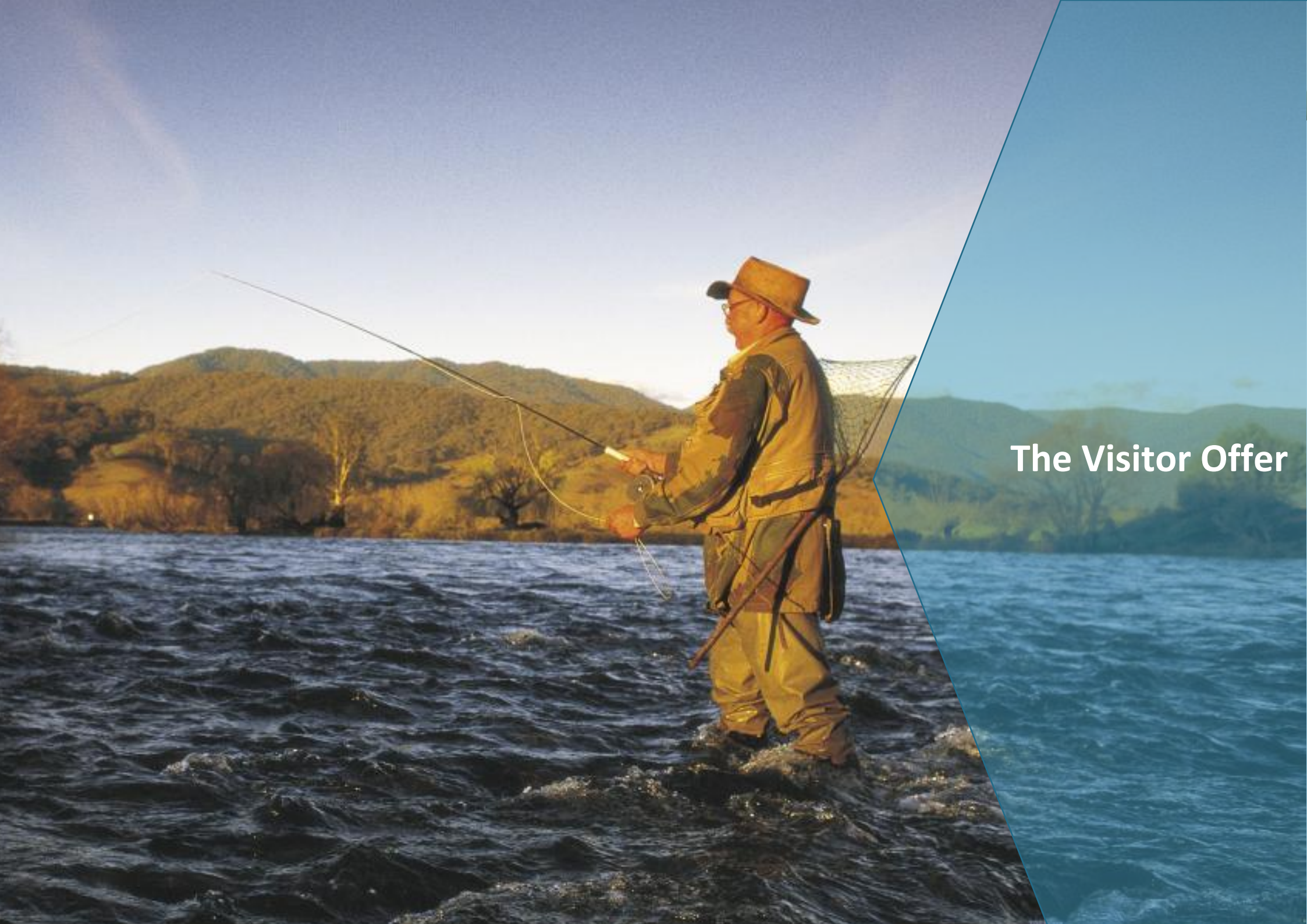
Growth market segments globally

- There is a continuing rise in the numbers of contemporary female travellers, who are more likely to have a higher disposable income and to travel either on their own or in small groups of friends.
- The fifties are the new demographic for travel brands – more people are choosing to travel earlier than retirement to enjoy the more active or immersive experiences that destinations have to offer.
- Across the tourism industry, there is an increase in multigenerational travel, where three generations of family travel together - is a significant opportunity considering the potential size of the travel party.
- The growing millennials market (those following Generation X) means that holiday destinations and tourism businesses now need to consider the needs of the youth market. Already accounting for 20% of the world's tourists, this group are looking for unique and authentic experiences and opportunities to learn something new and are guided by recommendations from friends.

New experiences

- The focus is on small-scale, immersive and locally curated activities. This is particularly important in relation to Indigenous and nature-based tourism.
- E-bike sales are on the rise worldwide, opening trails to potential new markets.
- New luxury is defined by small brands with big stories. This is driven largely by the opportunity for genuine engagement and interaction with local people, nature, heritage, arts and culture. The story of the place and its people are increasingly critical to the success of the experience.
- The 'festivalisation' of meetings and events – festivals add to the excitement of a destination and increasingly appeal to those organising major conferences and events.
- Dining out as the main event – this trend is no longer just about the 'super-star' (or multiple-hatted) restaurants but is now about 'local heroes' offering local fresh produce who create immersive, curated and/or unique experiences rather than standard, expected service.¹¹

¹¹ www.skift.com/2017/01/12/the-megatrends-defining-travel-in-2017/.



The Visitor Offer



The stunning landscape is the region's most outstanding feature.

The Snowy Monaro region has unique beauty and stark contrasts. There is a real passion for this wonderful part of the country, with its distinct seasons of crisp summer air and winter snow across mountain landscapes. It's a land of spiritual connection for indigenous culture with many declared Aboriginal Places. The region holds many historic and heritage listed buildings dating back to the European graziers in the mid-19th century. Its land and communities can deliver many stories and journeys.

- Flanked by lakes and rushing streams, Snowy Mountains is the source of the country's great rivers – Murray, Snowy and Murrumbidgee. The waters of Lakes Eucumbene and Jindabyne are a freshwater angler's paradise and perfect for water sports and recreation.
- Mt Kosciuszko, hiking, camping, mountain biking, cycling, horse riding, fishing, water sports, four-wheel driving, motor biking, sightseeing and touring are popular year-round pursuits.
- The area's communities are rich in history, heritage, arts, crafts, festivals and events. The Snowy Mountains region is also gaining a reputation for quality primary produce, fine cuisine, award-winning cool climate wines, crisp local brews, tasty schnapps and pure mineral waters.

The focus on the winter market is currently justified, given the high yields it generates for many operators and the important overall economic stimulus it has for the whole region. Businesses and the community in the SMRC area significantly benefit from the winter tourism market.

The challenge for the region is that there is currently insufficient compelling product and experiences to attract a stronger summer visitor market.

In the Supporting Documentation file TRC Tourism has included a newly prepared Snowy Monaro Tourism Product Audit. By categorising the existing product and examining the existing strengths and gaps in tourism product in the region, a clear vision for the regional tourism industry was developed. Nature products featured highly in the product audit and all consultation. Actions around nature based tourism, from improving what products are currently available within the region, to visioning new and exciting outdoor active adventures that will bring new and repeat tourists outside of winter and encourage current visitors to stay longer are an important element of this plan.

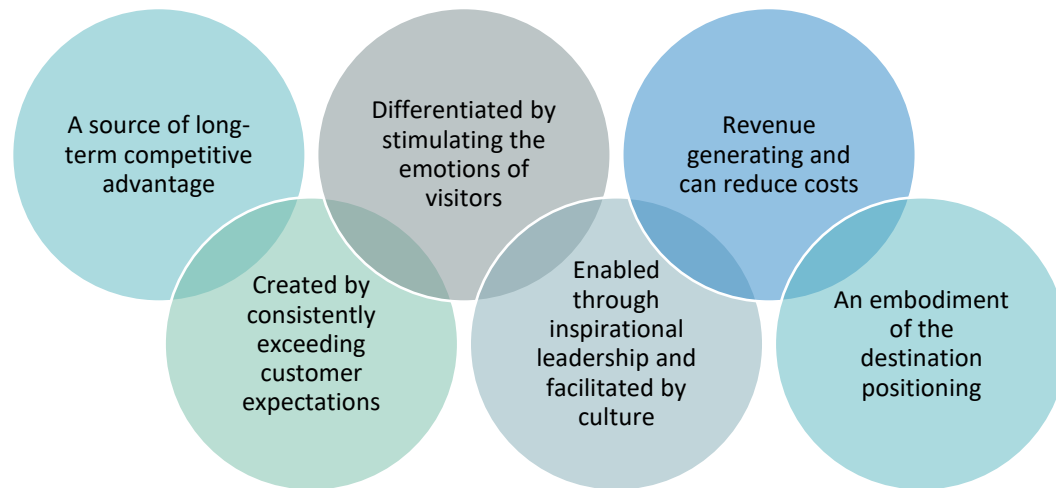
Nature-based tourism is significant:

- It can drive regional economies and job creation
- Nature-based visitors generate higher yield on average, spending more and staying longer
- It is an important motivator for international visitors to travel to Australia
- Nature-based tourism is growing
- Nature-based tourism provides the most memorable experience.



Experience-based approach

Great visitor experiences are vital to success in a competitive tourism marketplace. They are:



A scenic landscape featuring a field of white daisies in the foreground and middle ground. In the background, four hikers are walking across a grassy area. The sky is clear and blue. A large, semi-transparent blue triangle is overlaid on the right side of the image, containing the text "Vision for the Region".

Vision for the Region



Vision

Stakeholder consultation engaged the tourism industry and community in discussions about their vision for tourism in the region. A strong vision needs to be inspiring and aspirational. The following vision reflects the strengths of the region identified in consultation and other research for this plan.

The Snowy Mountains is the best nature adventure destination in Australia

Brand

Snowy Mountains

Brands are about the way a destination connects to its visitors with a unique identity appealing specifically to individuals who might be inspired to visit a destination. It is how a destination is placed in the market, how it 'shows up' at every customer touch point.

The brand Snowy Mountains is an asset to the region. Successful tourism businesses will leverage off this brand (even if they are not located in the foothills of the mountains) because of its high recognition in the marketplace.

As well as being a brand, the Snowy Mountains is a destination magnet – something that tourists can visit and explore. Promote the magnet, and everyone else will benefit



A night landscape photograph featuring a glowing yellow tent in the foreground, a dead tree in the middle ground, and a starry sky with the Milky Way in the background. A blue triangular overlay is on the right side.

Strategic Priorities and Projects



With an increasingly unpredictable global landscape, more than ever there is a need for the tourism industry to embrace a disciplined, structured and continuous approach to identifying and monitoring future trends and issues to inform policymaking and strategic tourism planning. **Seven areas of focus** have been identified for the Snowy Monaro region (see 1-7 in below diagram). On top of these strategic challenges, the region will also need to respond to market shifts, caused by either changing travel trends, economic downturns influencing the propensity to travel or changes due to environmental factors such as such as earthquakes and bushfires.

The seventh area of focus, **Positioning the region for growth** includes experience development aligned with the four experience themes from the DSNSW DMP.

Under this Strategic Priorities section there are several projects that have been identified as **game changers**. It will be critical that these are addressed.



1. Governance and Marketing

The Snowy Monaro region is in transition from the earlier broader Snowy Mountains region, three Council jurisdictions with separate approaches to tourism management, and integrating with the Destination Southern Network and Destination NSW changed approach to governance and funding.

Game Changer One: Effective governance, funding and marketing are critical to successful destination development

Successful destinations are measured by their authenticity and uniqueness – they seek high yield visitors and they have a coordinated approach to tourism leadership, communication and coordination. To achieve the vision and year-round visitor economy growth for the Snowy Monaro region it will require these elements to be considered and an effective tourism governance model implemented.

Throughout every consultation, stakeholders and community members acknowledged the need for improved governance of tourism in the region.

It is critical that Snowy Monaro Regional Council finalise the governance model for tourism including clear roles and responsibilities for those involved and commit to pursuing a sustainable funding model consistent with the magnitude and profile of the Snowy Mountains as a destination.

Tourism Snowy Mountains (TSM) has been formally recognised by SMRC as the organisation charged with effective marketing of the region under the brand Snowy Mountains. Their role includes all aspects of marketing and working with stakeholders to grow awareness of, and conversion to visit, the region year-round. Successful destination marketing organisations are well funded and resourced with sufficient staff to undertake roles associated with marketing (in all its forms),

product development, industry development, and event attraction and management. Significant additional funding is required to resource TSM to perform these functions to enable the Snowy Mountains to compete with other successful destinations.

Snowy Monaro Regional Council has established a Tourism Coordinating Committee with Council staff, councillors and representatives from across the region. Critically, this committee must include a representative of TSM, ideally the Chair, to ensure effective communication, coordination and delivery of services.

Funding for tourism across the region is, at the present time, limited and under resourced. It comprises of:

TSM receives a grant of \$60,000 from Council for three years

Cooperative campaigns with DNSW on a dollar for dollar basis with requirements to be managed through the state agency

Council funding focused on visitor servicing and event support

Additional funding through specific application for individual projects



Marketing

A sustainable funding mechanism is required that allows for investment in all aspects of destination marketing. The optimal model would see TSM established as an effective and well-resourced Destination Marketing Organisation (DMO) with a team working across all aspects of marketing - people, place, product, promotion and partnerships.

Technology has changed the way people research, book and interpret their holiday experience, and will continue to evolve over the life of this plan. The digital space is a rapidly changing environment, requiring up to date technology understanding, constant investment in technology enhancements and the resource to generate and distribute great content. Handled correctly the digital space has a significant part to play in the way tourism operators grow their businesses and maintain clients, and for destinations and regions to attract new visitors.

Continuous brand promotion and marketing will be critical to increasing the awareness of all there is to see and do in the region. This includes all types of marketing: digital (e.g. Instagram, website, Snowy Guide app), relationship (regional and state tourism agencies), inbound, database, community, public relations (famils and advocacy) and branding. Importantly, all marketing, should be accessible by non-English speaking visitors.

ACTION

- Finalise the establishment of the regional governance model with clarity of roles for TSM and the Tourism Coordinating Committee and shared destination performance outcomes. Critically, the Chair of TSM needs to be on the SMRC Tourism Coordinating Committee.
- Investigate future tourism funding options that include tourism levies – whether accommodation or business based and realistic regional and state government investment.
- Ensure effective engagement with the tourism industry across the region and appropriate strong relationships and collaboration with neighbouring regions – Canberra, Coast and Snowy Valleys Way Council.
- Hold an annual tourism forum to understand the trends, issues and opportunities in the tourism sector.

CASE STUDY: NOOSA TOURISM AND ECONOMIC LEVY

www.noosa.qld.gov.au

The Noosa Tourism and Economic Levy was introduced to fund the Noosa Local Economic Plan, including the promotion of tourism, through the levying of a special rate. Council's Revenue Statement states that the levy shall apply to all land that receives a benefit from tourism, either directly or indirectly.

Tourism is a major economic driver of the Noosa economy and Noosa Council is committed to its ongoing sustainability and appropriate promotion and marketing via Tourism Noosa.

This implementation includes the ongoing funding of the promotion of tourism and related activities and the implementation of other projects that will assist in delivering the strategies identified in the Noosa Local Economic Plan.

The special rate applies to all rateable land with council imposing a minimum amount of \$31.00 per half year. (Refer table)

Category	Description	Rate cents per \$/RV (annual)	Minimum per 1/2 year
A	Transitory accommodation – Urban (Not PPR)	\$0.2224	\$31.00
B	Transitory accommodation – Urban (PPR)	\$0.0741	\$31.00
C	Transitory accommodation – Rural (Not PPR)	\$0.1668	\$31.00
D	Transitory accommodation – Rural (PPR)	\$0.0555	\$31.00
E	Commercial and Industrial – Urban	0.1112	\$31.00
F	Commercial and Industrial – Rural	0.0834	\$31.00





2. Access and Circulation

Sustainable access and successful visitor circulation are critical factors in a region's growth. Whilst primarily a drive destination, the Snowy Mountains is also serviced by some bus routes, the Snowy Mountains airport (Cooma) and Canberra airport.

Game Changer Two: Developing a regional transport and access strategy to enable continued growth is critical

The impacts of growth in population in the region and new and growing markets coming to visit the ski fields are generating significant traffic and parking issues on roads and in towns from Canberra to the resorts. Better roads in Jindabyne, whilst alleviating some issues there, increase the issues closer to resorts. Parking is insufficient in local towns and resorts. Traffic is banked up through Cooma at peak times. Accidents are regular on the highway between Canberra and the snowfields.

The issues are not going to improve with significant population growth occurring in the region, and the attraction of the snow driving growth in several new markets.

Critical issues for the region in terms of access and circulation include:

- Addressing issues of winter congestion and traffic management from Canberra through Cooma, Jindabyne and to the ski resorts
- Encouraging transport services that link with airports to provide both transport and guided tourism experiences
- Supporting growth in the viability of Snowy Mountains airport to continue to provide year-round services
- Ensuring development and promotion of drive itineraries that encourage visitors to explore the region

A strategic approach is required to address access, circulation and parking on the access corridor and in resorts. It needs to consider both infrastructure and service responses including road conditions, availability of parking in different parts of the region, the availability of shuttle services, public transport and alternative solutions. Improved access from the south and west of the region would also better attract the Western NSW and Victorian markets. Summer access issues are not as critical but planning needs to provide for parking at peak times and safe bicycle routes in non-winter periods.

ACTION

- Pursue government investment and advocate for major upgrading of the Monaro Highway from Canberra to Jindabyne – ideally to dual carriageway standard and improvements to access to the region from the south and west.
- Jindabyne and ski fields access and parking strategy as part of Jindabyne master plan.
- Support transport linkages and any necessary upgrades to Snowy Mountains airport to underpin sustainability of year-round services.
- Limited investment in the Jindabyne airstrip to support charter flights and emergency services only in order to complement Snowy Mountains Airport.
- Advocate for any re-opening of the railway line between Canberra and Eden to include tourism services.



Transport, private and public, provided for visitors are standard in successful tourist destinations

3. Accommodation

Accommodation across the region is varied in terms of standard and diversity, and in some parts of the region there are insufficient guest beds in peak periods. In Jindabyne and the ski fields there is a shortage of worker accommodation with the situation being exacerbated as private homes previously available for rent are brought into the holiday market via the share economy.

Game Changer Three: There is a need to understand the accommodation needs of the target market by conducting an accommodation demand analysis

The quality of tourist accommodation establishments is a recurring theme in public strategies for planning and managing tourist destinations. Hotels and other forms of accommodation facilities play a vital role in attracting tourists to the destination.

Much of the existing accommodation supply in the region needs refurbishment in order to make it more appealing and marketable, but lower annual occupancy levels and room yield outside of the ski season and peak summer and shorter breaks make re-investment challenging.

Overcoming limitations of existing tourism occupancy data and meeting the challenge of measuring the impact of the share economy on accommodation supply could benefit the region to ensure its market share doesn't decrease as other regions invest in improved accommodation offerings.

This includes understanding not only current market needs, but also the needs of key growth markets, the level of accommodation supply required to meet future demand including the goals of this plan, and limitations to accommodation development. This can be achieved by conducting an accommodation demand analysis and investment prospectus.

ACTION

To ensure visitor economy growth, and that the region is meeting the accommodation needs of current and potential markets, the following actions are required:

- Undertake an accommodation supply and demand analysis to determine the appropriateness of the current accommodation supply in terms of quality, price and value and the need for additional beds across the region and the appropriate style / and standards for development in different parts of the region
- Use the accommodation analysis as the basis for seeking investment in new accommodation including some unique offerings suited to the regional positioning



The accommodation currently on offer in the region will need improvement to encourage repeat visitation and new markets.



4. Planning

Land use planning controls regulate land and development and require a balance by Local Government between competing needs and a range of economic, social and environmental issues. Planning impacts the provision of a wide range of facilities and services that affect both visitors and the community such as accommodation, food and hospitality providers, retail, recreational activities and facilities.¹²

Australia's incredible natural assets are the major motivator driving international visitors to Australia and a key reason Australians travel. In the Snowy Mountains Kosciuszko National Park, managed by NSW National Parks and Wildlife Service, is a major drawcard.

Growing the range of visitor experiences, attractions, events, accommodation and food and beverage will increase the yield and contribution to the regional economy from more visitors. Planning at local and state government levels as well as Snowy Hydro needs to create an enabling environment for tourism development to underpin the potential of future investment. This requires consideration of how current planning controls influence tourism development and how these can be improved.

Where appropriate SMRC should advocate for review and introduce greater flexibility for tourism related land uses. Additionally, NPWS needs to consider opportunities for enabling new tourism experiences and allow for growth in infrastructure through the plan of management amendment and review process.

According to the NSW Department of Planning a Council's planning for tourism should consider opportunities and constraints as a result of existing land use and options for additional facilities, including:

- Existing and potential tourism sites, centres, features or places of interest as well as events/functions in the area or region and associated accommodation

- Opportunities for businesses or educational facilities to expand tourism opportunities and to hold events
- Considering opportunities and constraints as a result of existing tourist accommodation and options for additional supply
- Current supply and demand for transport and the ability to provide new or upgraded infrastructure and services for tourism development
- Consider opportunities and constraints as a result of conservation and natural resource strategies in the areas and options for additional synergies, including opportunities for linkages between tourism and natural resource assets.¹³

ACTION

- Jindabyne Master plan to identify those issues and changes that are required in planning to enable growth and diversification in tourism development and to provide a lead for planning reform across the region
- SMRC to review the current and potential use of the Alpine Way KNP access corridor and Smiths Road to ensure that land use planning controls are appropriate to allow tourism activity.

¹² Victoria Local government guide for engaging with the visitor economy

¹³ www.planning.nsw.gov.au



5. Labour / Skills

With growth in visitation to the region, more accommodation and experiences, there is a commensurate need for labour including skilled and unskilled staff all with exceptional customer service standards. The seasonal nature of the visitor economy creates a challenge in keeping staff year-round although this will change over time as the destination appeal grows beyond the existing peak periods as well as continued population growth.

Resolution of the issues requires both effective workforce planning and training/upskilling of local people.

The NSW Department of Premier and Cabinet can assist the region with workforce planning through their Career Pathways project. In region training and seasonal work force could be facilitated through an appropriate tourism and hospitality training institution in the region.

Australia's tourism industry employed 924 600 people directly and indirectly in 2016-17. This accounts for 8 per cent of Australia's total employment at that time. However, tourism businesses are facing substantial recruitment and retention difficulties and skills deficiencies. In 2015, Deloitte Access Economics estimated 38,000 unfilled vacancies at that time, representing a vacancy rate of 7 per cent. Under Tourism 2020, the Australian Government has identified four key actions to address these challenges:

- Improving recruitment and retention for the industry
- Enhancing regional workforce planning and development
- Identifying education and training gaps and potential mechanisms to address them
- Facilitating workforce mobility and expanding the traditional workforce¹⁴

ACTION

- Work with the NSW Government to undertake workforce planning for the region
- Investigate the feasibility of establishing a tourism and hospitality training institution in the region that provides staff in peak periods and trains students outside of peak seasonal times

¹⁴ www.austrade.gov.au/Australian/Tourism/Policy-and-Strategy/labour-and-skills

CASE STUDY: The Blue Mountains International Hotel Management School (BMIHMS)

www.bluemountains.edu.au

BMIHMS at Torrens University, provides internationally recognised hospitality and business degree courses that are highly respected within the global hospitality, hotel and event management industries. It has been providing hospitality education since 1991. The school was the first of its kind in Australia when it opened and has grown to be recognised as a leading provider of Hospitality Degree Courses. Over 23 years the Leura campus has developed hospitality degree courses where students live and study in a simulated hotel environment. This reflects the famous Swiss hotel school model of teaching and learning. In 2013, they were ranked the number 1 hospitality management school in Asia Pacific and Australia.

(TNS Survey 2017)





6. Visitor Servicing

Across Australia 35 cents in every Local Government dollar spent on tourism goes to Visitor Information Centres (VICs). VICs showcase a region's unique offerings and experiences. The VIC network encourages visitors to spend time in a region, often leading to longer stays and greater expenditure.¹⁵

Game Changer Four: Improve Visitor Services

Research recently released by Tourism Research Australia¹⁶ indicates that VICs continue to be the leading information source for visitors during their visit to NSW (42%) and interestingly 23% of visitors talk to locals for advice.

During their stay, the visitor focus is largely related to on-the-ground activities, with more than half interested in things to see and do (55%), followed by information on local maps (34%), restaurants (32%), and local events (21%) and around a third of visitors are influenced to participate in more activities after visiting a VIC leading to increased yield.

Over the last decade extensive work creating new business models around visitor servicing has occurred. Research has indicated that visitor needs are evolving and therefore visitor servicing is changing. Customers are seeking travel inspiration and assistance at all stages of the trip cycle. This blended engagement comprises face to face and online channels. Bricks and mortar VICs still play a role but visitor needs are increasingly being viewed holistically at both the regional to local level and across a variety of options such as pop-ups, mobile delivery and roving ambassadors. It is increasingly common for VICs to be co-located with other services for example library or arts services, business ventures (such as cafe and retail) or combined with other

Council tasks such as community information services and Council regulatory functions. Local Governments have supported the transitions to new ways of working, helping analyse the overall performance including visitor and community benefits.¹⁷

Many of these changes are already upon us transforming the way we operate and how we engage with our customers. The challenge going forward is to continue to engage in a way that speaks to the values and unique perspectives of each and every visitor and fulfils or exceeds their expectations. This means rethinking and strengthening the approach, so the region offers visitors the most exceptional experience while they are in the Snowy Mountains.

Visitor Information Centres (VICs) will continue to play a role for a proportion of visitors seeking face to face validation and word of mouth recommendations around their journey, whether pre planned or not. It is recognised that the closer a visitor is to their destination, the more localised are their information needs as they become specific to the experiences available at the destination. The fundamental need is however the information, not the Centre (unless for human fundamentals such as toilets).

¹⁵ www.regionaltourism.com.au/tecset/wp-content/uploads/2018/07/ARTN-Local-Government-Spend-on-Tourism-Report.pdf

¹⁶ Tourism Research Australia Visitor Information Servicing in NSW June 2016

¹⁷ Victoria Local government guide for engaging with the visitor economy



Elsewhere in the world VICs are being closed, reinvented and entering into partnerships for management and delivery of services. Staff and ambassadors are taking the information to the visitors. VICs are being located strategically and planned as experiences that can showcase a destination through stories, digital technology, booking support and offering an experience to the visitor. Often, they will be co-located with an attraction or as a visitor hub with opportunities for revenue generation in support of the business.

Across Snowy Monaro region there are three accredited VICs – Cooma, Jindabyne (Snowy Region VIC operated by NPWS) and Bombala – as well as the Snowy Hydro Discovery Centre that provides information about the hydro-electric assets and experiences in the region.

Cooma is the gateway to the region and where many visitors make decisions about the experiences they are seeking. SMRC has committed to spend a significant sum of money upgrading the Cooma Visitor Centre in the next 12 months, re-orienting the centre towards the park and potentially including a café in the external courtyard. While the location of the centre has been debated in the past, this investment means that re-locating the centre or co-locating with another tourism business is not an option for consideration at the present time.

Jindabyne is a central hub for visitors gaining more detailed information and planning their national parks and core mountain experiences. Bombala is important for visitors travelling to the region from the coast.

A more contemporary approach to visitor servicing for the region would see:

- The Cooma VIC evolve to become an innovative Visitor Experience Centre including a tourism experience offered on site. A café development should be included which is focussed around local produce and part of the park used to provide an outdoor interactive experience incorporating stories of Cooma's past.
- The Snowy Region (Jindabyne) Centre refurbished to contemporary standards and with options for commercial operators selling experiences in the centre
- A review of the role and function of the Bombala Visitor Centre and its relevance to contemporary markets. Consider broadening its activities to become a purveyor of local produce and a hub for experiences such as the Monaro Rail Trail, walking trails, platypus viewing etc.



Customers are seeking travel inspiration and assistance at all stages of their journey and Visitor Information Centres need to embrace digital technology and offer an experience

Mobile or "pop-up" visitor services are growing in popularity, like these examples from Sweden and Denmark



Each Centre needs to be:

- Aligned with the regional positioning but with its own unique and authentic flavour, supported by knowledgeable locals who know where to get the best deals, best food, best produce – speaking to the core appeals and brand
- Operating under business plans that support commercial viability through a range of services, commissions and revenue opportunities
- Adopting a visitor centric approach that offers a great place to visit, to learn, to book, to buy, to download, to recharge, to talk with an informative local ambassador
- Providing personalised and best practice service delivery
- Adaptable to changing needs of visitors over time
- Offering a region-wide approach to information availability and booking services
- Staffed by ambassadors with strong knowledge about their own destination/area and access to information about the region as a whole
- Linked to digital and mobile information and support including mobile phone recharging and technology assistance
- An anchor for drive journeys and experiences

Transform Visitor Information Centres into Visitor Experience Centres using an Apple Store model with 'geniuses' or ambassadors in every shop / VIC that can tell you their **expertise** (adventure, nature, food, wine and history). VICs will need to be redesigned as retail outlets (both for tourism product and for local produce) and high-quality fit outs encouraging local experts to use them as a base (e.g. knowledge hubs or co-working spaces) for commercial operators, volunteer groups, environment and arts.

ACTION

- The region requires a comprehensive new visitor servicing strategy to look at the customer journey and changing visitor behaviours to ensure the region is effectively matching visitor services with visitor needs. This would cover researching and analysing visitor behaviour, local perceptions and current visitor centre performance to identify opportunities to provide a better experience.



The Galway Discover Ireland Centre is a great example of anchoring a drive journey – the Wild Atlantic Way

7. Positioning the Region for Growth

Positioning Statement: Be invigorated by alpine challenges, summer adventures and inspirational stories. Feel the source of powerful energy, where legends are still made.

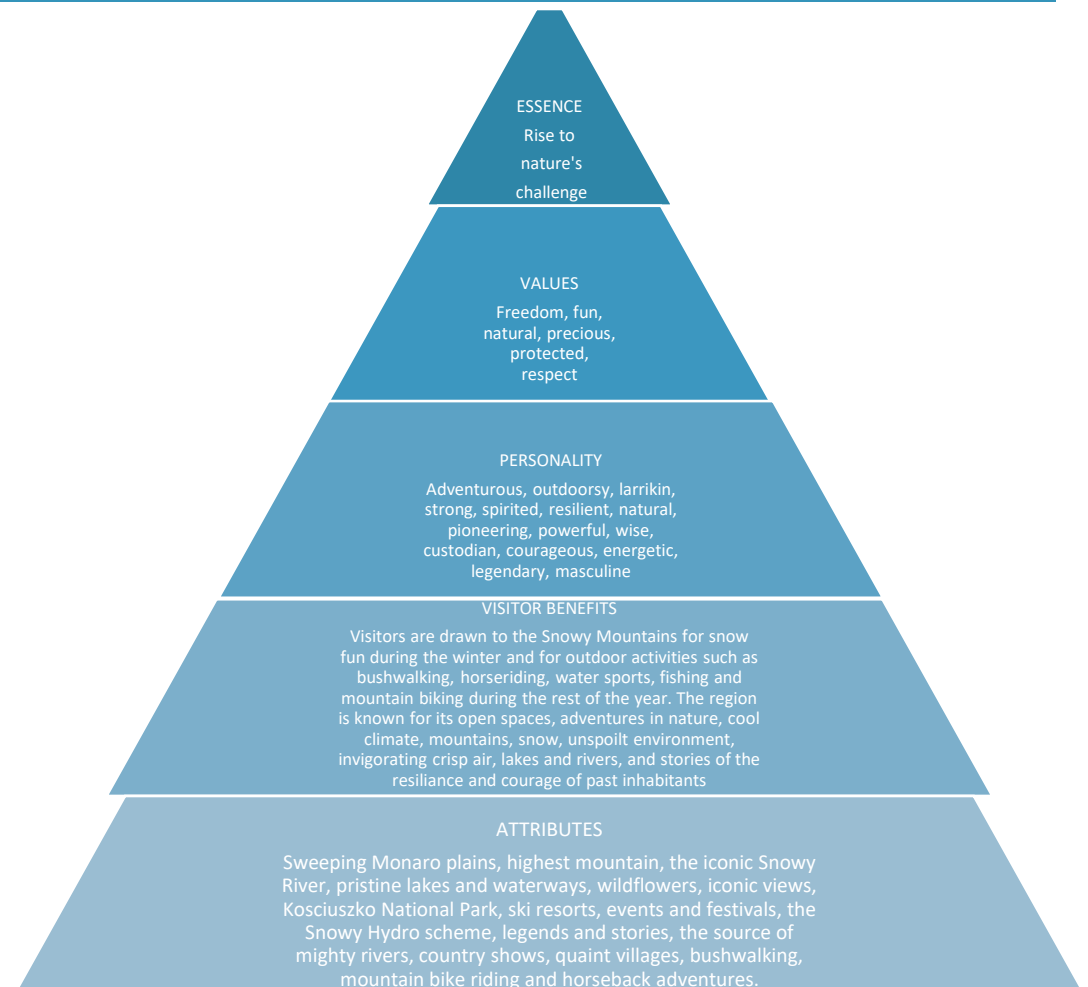
Game Changer Five: Embrace and use the positioning

A positioning statement helps inform all aspects of the visitor experience from pre-trip information to the experience while there and post trip follow up. It reflects what is special about the region and how it can differentiate itself from other destinations in the tourism marketplace. A positioning statement is not advertised – it is an internal tool. The statement is then used to underpin the brand, and subsequently guide the destination's experiences through **product** development.

To attract visitors, it is important for the Snowy Monaro region to differentiate itself from other parts of the state and country. When a new product is developed, or marketing campaign envisaged, it must be checked against this positioning, to ensure it is delivering on the region's values and personality.

Delivering on the positioning

Rise to nature's challenge and be invigorated by alpine adventures, summer challenges and inspirational stories. Feel the freedom on sweeping plains and the highest peaks; the source of powerful rivers and energy, where legends are still made.



Towns and Tourism Focus

Each town and village in the Snowy Monaro LGA has its own unique qualities and attributes.

Town / Community	Population ¹⁸	Town Entry Taglines	Current Product including any hero experience	Tourism Focus - Future	Key DMP Projects
Adaminaby (inc Old Adaminaby)	332	Big Trout Country	Fishing, heritage (Snowy Museum)	Fishing, Heritage, Car/Bike Touring, Outdoor Active,	Lake Eucumbene Trail (, heritage interpretation, drive touring, beautification and streetscaping, fishing industry support
Berridale	1197	Heart of the Snowies	Food and wine (Shut the Gate), art (Pauline Coxon and Lucy Rose), retail	Art, Retail, Food	Heritage interpretation, beautification and streetscaping, drive touring
Bredbo	352	Village of Poplars	Food, Retail (Christmas Barn)	Food, brand aligned events	Monaro Rail Trail, Christmas and Wind Festival, streetscaping and beautification
Bombala	1387	Australia's Platypus Country	Nature (Platypus), heritage (Burnima Homestead, machinery shed)	Heritage, Outdoor Active, Car/bike/motorbike Touring, Food	Monaro Rail Trail, anchor tenant, drive touring, heritage interpretation
Cooma	6681	Capital of the Snowy Mountains	Services, heritage (Gaol and Railway, Snowy Hydro Discovery Centre), retail (Birds Nest),	Service, Heritage, Accommodation, Outdoor Active, Car Touring	Night time economy, Experience Centre, Monaro Rail Trail, heritage interpretation, streetscaping and beautification, brand aligned events
Dalgety	205	On the banks of the Snowy River	Heritage, nature (Snowy River)	Heritage, Outdoor Active, Food, Car Touring	Snowy River activation (standing wave), drive touring, streetscaping and beautification

¹⁸ 2016 Census Quick Stats – SSC (State / Suburb)



Town / Community	Population ¹⁹	Town Entry Taglines	Current Product including any hero experience	Tourism Focus - Future	Key DMP Projects
Delegate	352	Experience History	Art (Bundian Way Gallery), heritage (Early Settlers Hut, School of Arts Museum)	Heritage, Art, Car Touring	Drive touring, streetscaping and beautification, heritage interpretation
Jindabyne (inc East Jindabyne, Crackenback)	3523	Australia's Alpine Playground	Outdoor Active (Mountain Biking, skiing, walking)	Outdoor Active, Accommodation, Car/Bike Touring	Lake Jindabyne Activation, access strategy, brand aligned events, streetscaping and beautification,
Michelago	562	Gateway to the Monaro	Heritage (Railway station)	Heritage, bike touring (rail trail)	Monaro Rail Trail, heritage interpretation, streetscaping and beautification
Nimmitabel	320	Dividing of the Waters	Food Service, heritage	Food Service, heritage	Local trail, drive touring, heritage interpretation, Monaro Rail Trail
Numeralla	258	Where the Waters Meet	Folk Festival	Events	

¹⁹ 2016 Census Quick Stats – SSC (State / Suburb)



**Game Changer
Experience
Development**

Welcome!
Special of the day
free tasting!!
Coffee and Cake
7.0
Hot chocolate
Ice Chocolate
Energy!
4



Game Changer and Supporting Projects align with the four experience themes for Destination Southern NSW.



- Theme: Challenge Yourself in Nature



- Theme: Remarkable Journeys



- Theme: Our Heritage Past



- Theme: Savour the Snowies

Experience Development Themes



Challenge Yourself in Nature

Personal Challenge | Inspiring | Active | Exceptional Landscapes

Game Changer Six: Boost nature based and adventure experiences

There is a need to create a network of high value and high-yield products to meet and exceed the expectations of target markets.

Nature based tourism forms a significant component of Australia's visitor economy, ranking among top travel motivators for domestic and international visitors. In the year ending September 2017 nature-based visitors accounted for 84 per cent of international visitors to NSW and 28 per cent of domestic visitors, with China, the USA and UK making up the key international source markets.²⁰

The United Nations World Tourism Organisation's previous Secretary General stated *adventure tourism is what tourism should be today, and definitely what tourism will be tomorrow*²¹. Delivering on the positioning for the Snowy Mountains and the themes for Southern NSW, the region will require growth in the range of nature and adventure experiences to diversify what is currently on offer. Whilst planned investment in walks and mountain biking will contribute, there is a need for additional types of activities and more commercial businesses offering products like a world-class **Great Walk** in the alpine region. An important part of experiencing a destination, is the lookout and **viewing opportunities**, a safe place to take photos and capture memories. Lookouts located a) between East Jindabyne and Jindabyne would offer exceptional mountain and lake vistas and b) on the Monaro Highway viewing the Monaro plains and mountain vistas.

²⁰ Destination NSW Annual Report 2016-2017



Exceed market expectations by offering high value and high-yield products like assisted hiking tours in New Zealand and snow backcountry tours

²¹ www.youtube.com/watch?v=Zg511keslb4



The **Charlotte Pass** turning circle needs improvement to become the start point of a world class walking or riding experience. The entire precinct needs a review and improvement to parking, **interpretive signage** and assisted walk **itineraries**.

Leveraging off the success of the L'Etape cycling event, the region could become known as an **iconic cycling** destination linking Canberra / Queanbeyan and the mountains through mountain bike hubs in Thredbo, Jindabyne and Cooma.

The Snowy River has the potential to support several white **water-based activities** at different locations along its journey. At its higher points below Guthega dam there is potential for small, niche and well managed events when water is released. The middle and lower Snowy River are well suited to easy to medium and some difficult white-water experiences. The weir at Dalgety could be developed as a white-water wave area where visitors could learn and play in a controlled white water setting that could underpin growth in this activity for the region. Enhancing opportunities for visitation and recreation on the Snowy River needs consideration of improving access and signage around waterways.

Promoting active experiences in nature and specialty producers of the region will diversify the visitor experience and encourage longer stays outside of winter.

ACTION

- Undertake a precinct masterplan on lands managed by NPWS, Charlotte Pass and RMS to create a high-quality visitor experience consistent with the lookout point for Australia's highest mountain at the road head at Charlotte Pass.
- Offer incentives to encourage a broader range of commercial operators delivering nature based and adventure experiences in the region. This should range from small drive tours, tag along tours, walking, riding, white water and others. Incentives might include reduced or suspended fees for the initial three years of operation, access into closed areas (e.g. national parks).
- Identify sites suitable for adventure experiences (e.g. ziplines, rafting, climbing etc) and undertaking necessary land clearances to encourage investment.
- Implement a program of experience development for current and emerging operators to develop more commercialised experiences and packages, including working with adjoining regions and Canberra
- Plan lookouts at appropriate locations along popular drive and walking routes



It is important to plan viewing lookouts along drive and walking routes, like this spectacular one at Katoomba NSW.

Offer a more diverse range of adrenaline pumping activities



Challenge Yourself in Nature

Game Changer Seven: Revitalise Lake Jindabyne and regional waterways

Create new tourism opportunities for Lake Jindabyne and the region's waterways - one of the region's most spectacular summer tourism products.

Despite the beautiful vista and attraction of Lake Jindabyne and Lake Eucumbene opportunities to enjoy the lakes from good quality recreational settings with activities of interest to visitors are very limited. Creating a high-quality visitor precinct that offers activities, areas for relaxing, accessing the water safely for swimming and small boats plus outdoor eating areas/café space would be very attractive for visitors.

Preliminary concept plans have been drawn for Lake Jindabyne, on the lakeshore between the caravan park and Rydges Horizons hotel. The development proposes outdoor recreational setting plus infrastructure to house a restaurant/café plus opportunities for a range of commercial activities for visitors.

Progressing this project would require:

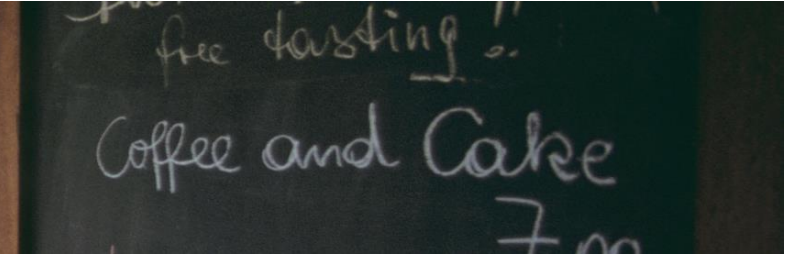
- Comprehensive planning and approvals
- Expression of interest for a lessee for the restaurant plus licensees for water-based activities
- Government investment and collaboration of Government agencies in public areas
- Appropriate management arrangements
- Private sector investment in adventure products and experiences
- Other waterways in the region could be better utilised either by changing approvals for use or the construction of new infrastructure. Linking to Game Changer Six, there is an opportunity at the Snowy River at Dalgety, where the existing weir is not coping with increase flows from required releases from Lake Jindabyne, to include in any upgrade of the weir a mechanism to create a standing wave. The standing wave can be adjusted to provide greater or lower flows to provide either fun white water suitable for children to play on, or a more challenging wave around which events could be based.

ACTION

- Work with Planning NSW and Snowy Hydro on the Jindabyne Master Plan project
- Review signage and safe entry points around lakes and rivers
- Investigate the construction of a standing wave at the Snowy River weir at Dalgety
- SMRC work with NSW Fisheries and Snowy Hydro to ensure a sustainable fishing industry in Lakes Eucumbene and Jindabyne, and further investigate opportunities elsewhere in the region for recreational fishing
- Improve kayak/canoe/SUP access to major local rivers eg Snowy River at Dalgety, along the Murrumbidgee River and the Bombala and Delegate Rivers.



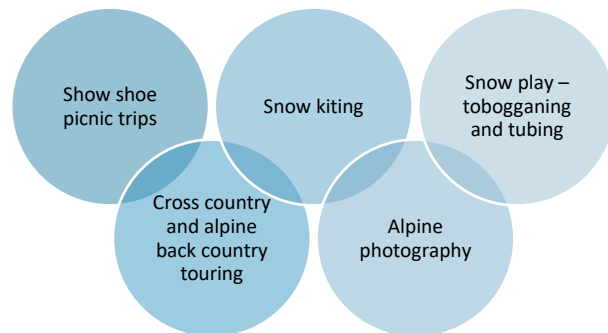
There is potential for Lake Jindabyne to offer increased recreational facilities like this aqua park at the Sunshine Coast (QLD)



Challenge Yourself in Nature

Supporting Project: Continual improvement in the snow product

The Snowy Mountains are a winter wonderland, offering all kinds of activities including downhill skiing, cross-country skiing, snowboarding and night skiing. The product offering at Thredbo, Selwyn, Perisher and Charlotte Pass offer a consistent high standard snow experience. To complement these existing products, there is an opportunity to market and develop other snow experiences such as:



ACTION

- Additional areas for snow play need to be investigated, as access to resorts is congested. The family market and intergenerational travellers that are not intending to ski or board, seek a snow adventure that encompasses natural or man-made snow, easy access, facilities and safe tobogganing areas.



The region needs additional areas dedicated to snow play



Challenge Yourself in Nature

Supporting Project: Investigate agritourism and farm stays

Traditionally thought of as being simply farm stays and winery visits, the term agritourism now encompasses a wide variety of activities where agriculture and tourism intersect. Agritourism is the act of going to a region to visit a farm or food-related business (including restaurants, markets/events, produce outlets and natural attractions) for enjoyment, education, or to participate in activities and events.²² Potentially in the Snowy Monaro region, the product is available to have truffle festivals, visits to trout farm with cooking lessons, farm-stay accommodation and schnapps/gin distillery tastings.

Providing education and mentoring for agriculture businesses to invest in tourism opportunities would expand the region's experiences for visitors

ACTION

- Partner with bodies such as Australian Regional Tourism to leverage off their strategy in developing a national agritourism strategy. This would look at: the direction needed to sustainably grow the sector; define the barriers constraining farmers and regions from developing agritourism; identify and share practical solutions where barriers have been overcome and define the product gaps in the market
- Develop an Agritourism Strategy for the region in cooperation with adjoining Councils within the Destination Southern NSW Destination Network.



²² <https://regionaltourism.com.au/projects/agritourism>



Remarkable Journeys

Ride | Cycle | Walk | Paddle | Drive

Game Changer Eight: Develop a trails master plan for the region

Cycling and mountain biking continues to grow in popularity amongst travellers looking for outdoor adventure.

There has been a 22% increase in the number of domestic overnight visitors including a cycling experience in their itinerary over the last five years.²³

The region's reputation for trail-based experiences is growing including walking in the national park and mountain biking in Thredbo, Cooma and Jindabyne trails. There are many other proposals for trails across the region that community groups have raised as having potential. These range from short trails (eg Bombala to the Platypus Reserve, from Nimmitabel around Lake Williams, linking the Early Settlers Hut and the caravan park along the river in Delegate) through to longer and multi day experiences (Lake Eucumbene and Lake Jindabyne Round the Lake).

There is a critical need to undertake strategic planning for trails across the region to determine those that have the greatest potential to create benefits for the community and the economy. There will not be enough resources to see all trails either constructed or, more importantly, maintained.

²³ Destination NSW Media





A regional Trails Master Plan would consider:

- Community needs
- Target markets for the region
- Those trails that can best deliver these needs
- The trail experiences that should be prioritised
- Sustainable Governance and funding of these trails

A Trails Master Plan would prioritise investment in those trails that will best position the region as a world-class destination. It would identify trails for different markets such as short, easy rides suitable for the whole family, to half-day and full-day, or multi-day rides with challenging terrain for more experienced riders/ and walkers.

It would also need to address the experience that each trail would provide including, for example, the proposed Round lake Jindabyne Trail.

ACTION

- Invest in a comprehensive trails master plan for the region





Remarkable Journeys

Game Changer Nine: Revitalise drive tourism around the region

Encouraging the promotion of the region through the development of a drive tourism strategy, will contribute to the goal of increasing overnight visitors and dispersing visitors around the region. Many of the regions towns and villages rely on the drive market to support their economies. A strategy to revitalise drive tourism has the potential to:

- Enhance drive travel experiences to visitors travelling in and around the region and encourage visitors to travel beyond major tourism attractions
- Encourage longer stays in regional towns, creating greater spend within the region
- Link new tourism experiences to the new travel experiences

Touring routes are used extensively around the world. The key to all of these great drives and touring routes is the experience, engagement of people in the journey and the supporting information e.g. successful routes offer accommodation booking services through key portals and on route signage.





CASE STUDY: GOING TO THE SUN ROAD

www.nps.gov/glac/planyourvisit/goingtothesunroad.htm

The Going-to-the-Sun Road was completed in 1932 and is a spectacular 80km, paved two-lane highway. It spans the width of Glacier National Park, in north western Montana, crossing the Continental Divide at 2,025 metre high Logan Pass. It passes through almost every type of terrain, from large glacial lakes and cedar forests in the lower valleys to windswept alpine tundra atop the pass. Scenic viewpoints and pull-outs line the road, so motorists can stop for extended views and photo opportunities. The road is well worth traveling in either direction, as the view from one side of the road is much different than from the other. In 1983 Going-To-The-Sun Road was included in the National Register of Historic Places and in 1985 was made a National Historic Civil Engineering Landmark in the USA.

The success of this route is in part due to the provision of outstanding supported information for visitors including audio tours, e-books, visitor centres, signs and interpretation programs – giving a full experience suit to visitors providing engagement at many levels on site.





CASE STUDY: GREAT EASTERN DRIVE

www.greateasterndrive.com.au

One of Australia's greatest road trips is the Great Eastern Drive. This journey leads the traveller from the white beaches of Tasmania's east coast, to luscious food and wine, award-winning walks, and views that will take your breath away. Whatever you're looking for, you'll find it when you just stop...and wander, along the Great Eastern Drive.

Signage: The Great Eastern Drive signage system worked with national and local highway regulations to develop a collaborative framework between State and local government and the East Coast RTO to deliver a comprehensive network of new signage delivering on the Great Eastern Drive Brand.

The Great Eastern Drive logo was incorporated into the existing state system of large green signage at intersections and decision points as well as town entry signage.

The plan also provides for Welcome signage and sculptural details at attractions and lookouts to further promote local attributes, iconic experiences and provide welcome points and photograph opportunities for visitors.

An audit was undertaken, and redundant signage removed ensuring a clean, concise signage system. The new signage also has capacity for attachment of event signage, aimed at preventing the plethora of home-made signage traditionally used for local events and activities.

Ongoing maintenance remains the responsibility of the local councils and is supported by service agreements and MOUs.





CASE STUDY: Wild Atlantic Way

www.wildatlanticway.com

The Wild Atlantic Way is an iconic internationally renowned touring route that opened in 2014. It is the first long-distance Irish touring route, stretching along the Atlantic Coast from Donegal to West Cork. The stated objective was to provide greater visibility for the west coast of Ireland to overseas tourist markets.

An important part of the concept was the provision of resources to assist industry develop products and experiences along the route aimed at international markets. Resources include tool kits, operational programs, guidelines for businesses to be a part of the Wild Atlantic Way and trade manuals for group organisers.

The six stages of the touring route development were: the progress of the brand position and identity, and target market segments; identification of the route: a way-finding strategy including directional signage; delivery of 'discovery points'; selling Wild Atlantic Way experiences; and marketing and communications.

The Wild Atlantic Way was designed to be an iconic touring route and is not dedicated to one region. It links 6 regions and divides its discovery points into 'Signature' points and discovery points. Signature Experience Plans are being developed to provide geographic or thematic approaches and tangible actions to be carried out within 2 to 3 years. Each Signature Experience will contain a 'hero' tourism product at the centre of the area or theme and will be supported by a Supporting Visitor Experience.





The Kosciuszko Alpine Way touring route from Canberra to Albury was a member of the Sydney-Melbourne Touring International Marketing Program between 2000 and 2010. This program targets the international travel trade with visitor itineraries featured in over 60 key trade wholesale programs worldwide, with the UK, Europe, South East Asia, New Zealand and North America being the strongest self-drive markets.

Because the Kosciuszko Alpine Way is no longer a member of the program, the current Melbourne to Sydney via Canberra touring route sends drivers down the Hume highway from Canberra bypassing the Snowy Mountains completely. The increased appeal of Canberra as a tourism destination and the strength of product in the Snowy Mountains, if marketed effectively through a program such as Sydney Melbourne Touring, will be enough to encourage visitors away from the coastal route between Sydney and Melbourne. www.sydneymelbournetouring.com

ACTION

- Undertake strategic planning and experience development for two strong drive journeys.
 - Canberra to the coast and Snowy Mountains via Bombala
 - Alpine Way, Cabramurra Road, Kiandra, Adaminaby and return
- Seek reinstatement of the Kosciuszko Alpine Way touring route as a member of Sydney-Melbourne Touring.





Remarkable Journeys

Supporting Projects: Create remarkable touring memories

Combining experiences

Day trippers are a significant part of the overall drive market and represent an important portion of visitors.

Be enticed across the region by landscapes and experiences. Drive tourism is vital in facilitating regional dispersal and access to the region's many and varied visitor experiences. Dispersal is the extent to which growth in visitor numbers and expenditure are shared across the region. Businesses in rural and regional communities rely on income from drive visitors (who stop), as they often buy local tourism products and services, as well as basic travel necessities like fuel, food and other supplies. Driving is also the only or main way to get to many Snowy Monaro experience.

The concept of linking touring and experiences isn't new and touring relates to more than just drive tourism – it's cycling, horse riding, paddling, mountain biking on the Thredbo Valley Track, wildlife watching (e.g. bird watching routes, platypus viewing), Bundian Way opportunities, heritage, alpine walks, food experiences and visiting events.

Promoting regional dispersal through drive tourism means identifying experience development opportunities like town beautification, signage, lookouts and lighting. It also covers product development like establishing a Snowy River Fishing Trail and corresponding marketing and product initiatives.

Ensure digital development of visitor experience information

To enhance journeys, and truly make them remarkable, the region should investigate all forms of digital information to assist with product marketing, interpretation and learning. Visiting big city tourism products can mean putting on the augmented reality googles to truly appreciate and learn – imagine this being used during a Snowy Monaro heritage drive tourism route.

ACTION

- Advocate to encourage development of signature short walks and creating content for self-guided experiences
- Identify several signature events that drive visitation and can link to journeys
- Identify potential customer journeys and map where improvements need to be made
- Ensure beautification and streetscapes are continually improved



Our Heritage Past

Ride | Cycle | Walk | Paddle | Drive

Game Changer Ten: The Monaro rail trail

Rail trails appeal to a broad range of markets including families with children. Cycle tourism is a growing market within the Australian tourism sector, particularly within the nature-based tourism segment. It includes both domestic and international visitors, mostly staying overnight but can include day trippers.

Rail trails present opportunities for businesses to develop products and services to meet the needs of visiting cyclists and walkers. This includes transport, merchandise, accommodation or provisioning and guiding services. Cyclists do more while on holiday when compared with other tourists, making them a stronger source of income for regional economies.

The proposed Monaro Rail Trail follows the disused rail line from Queanbeyan to Bombala, a distance of 208 km. This is a good distance for a cycle tourism experience enabling a 3-5 day journey by the family and leisure market who might ride up to 50 kms /day. The alignment travels through typical Monaro and country with broad expanses of open space and rural landscape. There are many interesting rail features including heritage listed bridges, sidings, sheds and stations all of which add to the experience and the story that can be told.

A well-planned and constructed trail along the alignment of the redundant rail way line supported by the right product would offer a great cycle tourism opportunity. Whilst there are many strong aspects of the potential experience, there are also several issues that will need to be resolved if the product is to be successful.

ACTION

- Undertake a Monaro Rail Trail feasibility study to investigate the potential of the trail to boost summer tourism product development.



CASE STUDY: Otago Central Rail Trail

<https://www.nzcycletrail.com/trails/otago-central-rail-trail/>

Steeped in history, this pioneering cycle trail offers a 152km scenic journey into the Central Otago heartland in NZ.

Named after the old railway line, built between 1891 and 1907, the Otago Central Rail Trail is New Zealand's original 'Great Ride'.

It travels through big-sky country where cyclists traverse ever-changing dry and rocky landscapes, high-country sheep stations, spectacular river gorges, tunnels and viaducts.

There are over 20 townships located on and off the trail. Side trips include going to places such as an old abandoned gold diggings left over from the gold rush and the country's only international curling rink.

The Central Otago climate is characterised by hot summers, cold winters and low rainfall. The autumn landscape is renowned in these parts for the kaleidoscope of browns, golds and reds.

Tourists allow at least four full days to bike the trail – more if they want to do some exploring off the trail. If they are after a shorter ride, there are numerous townships located along the trail where they can start or end their ride. As a well-established cycle trail, there are plenty of places to stop for refreshments and accommodation.





Our Heritage Past

Supporting Projects: Cluster historic villages and improve experience

Heritage tourism has the potential to improve the economic vitality of Snowy Monaro communities, broaden the region's tourism base and improve awareness, appreciation and conservation of the region's physical and intangible heritage.

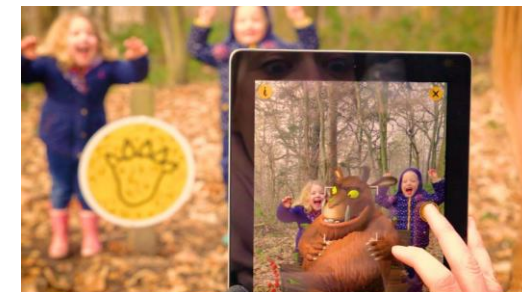
Importantly it provides considerable non-economic benefits: promoting, protecting and sustaining the heritage base; addressing traditions and values that define nations and communities; recognising multicultural legacies linking nations; engaging local and regional governments; and furthering important educational functions.²⁴

Opportunities for heritage tourism in the region are:

- Clustering the region's historic villages and marketing them as a single product. This would involve branding, developing routes and ensuring the product along the route was accessible and sign posted. Working with neighbouring regions to include other great heritage assets such as Kiandra, Yarrangobilly Caves, Khancoban, Corryong, Tumbarumba will strengthen the offer.
- Revisiting the Cooma heritage precinct and improving walking route information, interpretative signage, lighting, digital development and storytelling. This could involve augmented reality stories of immigration, cemeteries, journeys, migration, Aboriginal stories, farmers and the Snowy River
- This could also link to shared pathway product development e.g. Lake Jindabyne or Lake Eucumbene shared pathway, stories of Snowy Hydro and immigration at intervals along the walking or cycling journey
- Finding a respectful way to tell the **Aboriginal stories** of the region is an important aspect of regional product development. This experience could be linked to a nature-based product e.g. rafting or walking.

ACTION

- Seek funding to develop a heritage interpretation strategy which includes interpretative signage in the heritage villages of Delegate, Bombala, Nimmitabel, Adaminaby and Cooma telling the stories of the towns and augmented and virtual reality elements to bring the history to life.



Example of an augmented reality game where children search for characters in the woods – a game could be developed where you search for the characters who are part of the history of each town.

²⁴ www.stateheritage.wa.gov.au



Savour the Snowies

Fresh Produce | Connect with Characters

Game Changer Eleven: Bombala commercial activation

An anchor tenant serves as a magnet for other tourism related industries to develop.

Having one successful anchor tenant can improve the standards and practices across the whole tourism sector and increase exposure of the town to potential visitors.

Bombala has been challenged to increase the businesses in its commercial centre and create a strong proposition for visitors to stop and to stay. Whilst the Monaro Rail Trail could have a significant impact on the town, other experiences could also leverage growth.

Bombala is well placed geographically both on a significant travel route and well positioned between Canberra, the coast and Jindabyne. Attracting one strong new experience that is a destination in its own right would be the optimal solution for the town rather than endeavouring to re activate multiple small businesses. Adopting a model such as the Royal Mail Hotel at Dunkeld (VIC); the Sir George Hotel or Long Track Pantry at Jugiong (NSW); or the Prairie Hotel at Parachilna (SA) could work well for Bombala. Investing in rejuvenation of one of the old hotels to attract an 'anchor tenant' that creates a destination hotel (with excellent food, wine and accommodation) could underpin the growth in other small businesses to service the destination.

ACTION

- Work with the Bombala Chamber of Commerce to seek an investor that can revitalise one of the hotels or properties to create a destination through high quality restaurant offering local produce, accommodation and experiences that will attract the Canberra market as well as regional Victoria and NSW



IMAGE CREDIT: VISIT NSW



CASE STUDY: Royal Mail Hotel at Dunkeld VIC

www.royalmail.com.au

Article by Suzanne Morphet, The West Australian Aug 2018, titled:

Gourmet experience fit for royalty in Victoria's Royal Mail Hotel.

It's unlikely a town as tiny and off-the-beaten-track as Dunkeld, population 678, would harbour a hotel as devoted to food and wine as the Royal Mail.

It's a three-hour drive from Melbourne and sheep vastly outnumber people here. Yet, gourmands routinely rank the Royal Mail as one of the country's greatest dining destinations, in part because its wine cellar holds the largest stash of Burgundy and Bordeaux in the Southern Hemisphere.

It doesn't hurt that the scenery rivals the food and wine. Beyond my balcony (and within easy walking distance) Mt Sturgeon beckons, and beyond that Mt Abrupt, two sandstone peaks that mark the southern edge of Grampians National Park. But neither the hotel nor the village would be on any traveller's map if it weren't for one man.

Allan Myers grew up in Dunkeld, named by early Scottish settlers for a town back home. The son of the village butcher, Myers studied law at Oxford where he "got introduced to wine by French wine sellers who came to the school looking for lifelong customers", according to Kylie Schurmann, the hotel's marketing manager.

Back home, Myers began practising law in Melbourne, but he never forgot where he grew up. A fire in 1944 had destroyed most of Dunkeld, but the Royal Mail Hotel survived. When Myers bought it in 1995, it was a run-down pub with just a few rooms.

The bluestone cottages, where shearers once lived, have been converted to guest cottages, part of the Royal Mail's accommodation.

Last autumn, the Royal Mail upped its offerings again, this time with the opening of its new standalone restaurant Wickens, named for chef Robin Wickens, the British expat who honed his craft in some of London's top restaurants before moving to Melbourne.

Wickens offers five- and eight-course tasting menus based in large part on what's available from their impressive garden on any given day, supplemented with lamb, beef and snails, all raised on the extensive holdings, as well as regionally sourced protein such as wild kangaroo.





Savour the Snowies

Game Changer Twelve: Strengthen the food offering across the region

Food and wine experiences have become key drivers of destination choice amongst many domestic and international visitors.

Tourism Research Australia and DNSW commissioned a report into Food and Wine Tourism in NSW (2015). Some of the key findings included:

- People are becoming increasingly knowledgeable about and engaged in food and wine. They are seeking 'authentic' experiences and products.
- Having the ability to buy local produce and to take short drives to places of interest nearby to the main destination being visited were also important for a 'good' food and wine experience.
- Apart from distance from home, the top three factors influencing destination choice were the quality of customer service, the range of accommodation options and the ease of organising the food and wine trip.

The Snowy Mountains region has a growing, yet under developed food and wine tourist offer. This market segment would benefit from focussing on not only producing, but also offering that produce locally. There is a need to encourage more producers and suppliers into the market, and to encourage new clusters and experiences e.g. breweries/distilleries.

Development and mentoring opportunities

Holding tourism business Master Classes can assist in helping those produce businesses who are interested in diversifying into the tourism industry by offering assistance, information and mentoring opportunities.

ACTION

- Assist and encourage new produce operators into the tourism industry by helping with mentoring opportunities and grant funding applications
- Run a program of Master Classes for restaurant and café owners to strengthen delivery of regional produce



Successful masterclasses held in Bega, NSW with local operators looking at new and improved tourism experiences and products in the region.



CASE STUDY: Nature and Nosh Showcasing Local Nature and Food in New Zealand

www.natureandnosh.co.nz

Nature and Nosh offers the ultimate experience for the adventure and food-loving tourist with their ingenious fusion of tramping some of the most scenic and diverse day tracks the North Island has to offer, matched with an array of local food and wine.

Their tours are truly unique in the diversity of food that's offered. They include a Maori visit to sample traditional Maori delicacies, wine tasting at an award-winning Waikato winery and tasting gelato in Waharoa made from full-cream, grass-fed jersey cow milk. Visitors can also learn about honey manufacturing in Katikati and indulge in paddock-to-plate experiences with local chefs in Waihi.

Owners, Kylie and Steve had a clear target market in mind when they set up the business, aiming for overseas customers who are hikers and who fall into the 40+ category with a disposable income to spend on highly curated activities such as this. "Thousands of travellers flock to New Zealand every year for hiking, and we want to show them another part of the New Zealand experience, bringing food to the forefront."

Storytelling is also a part of the food experience and engenders an interest and an appreciation for small, family-run businesses amongst travellers, making people really think about where their food is coming from.

The great outdoors & great food. A match made in heaven? Nature and Nosh think so.

Source: NZ FOOD AND AGRI TOURISM INDUSTRY INSIGHTS EDITION 1, 2018





NIGHT TIME ECONOMY

Game Changer Thirteen: Invest in the night-time economy

The night-time economy is a key driver of growth and a significant contributor to the economy. The various towns in the foothills of the Snowy Mountains provide a range of important services including accommodation, retail and fuel. Visitors in both summer and winter stay in these centres. The potential to create greater attraction and increased economic benefits exists. Growing the night-time economy is one area that could be pursued.

There is a range of areas of improvements that could deliver results including ideas such as:

- The visual amenity of different towns through lighting for both safety and attraction. (Cooma has some in place but could be significantly expanded)
- Heating of streets with outdoor gas heaters and, where appropriate, fire pits
- Creating more vibrant café and restaurant culture in the towns
- Night-time events that underpin what each centre is recognised for (eg night markets in Cooma, year round lakeside sculpture in Jindabyne, Christmas in July in Bredbo)
- A new food and wine precinct with brewery/distillery or similar in SMEC precinct in Cooma
- A 'field of lights' product in an appropriate setting similar to that of the Albany Field of Lights spectacular www.fieldoflightalbany.com.au
- A night light show (Vivid style) or night movies.

Local government plays an important role in supporting and managing the development of local NTEs. It is essential NSW Councils be equipped to advance this important part of the 24-hour economy so that it is vibrant, safe and sustainable at a local level. Many NSW councils take a proactive approach to the development and management of their NTEs through: economic development and partnerships; place making and urban design; strategy, policy and research; planning and regulation; culture and creativity and services; infrastructure and safety.

ACTION

- Include consideration of night time impacts and benefits in town beautification projects
- Work with Chambers of Commerce to encourage adequate and consistent night time opening hours and customer service across the region year round.
- Develop a night time economy strategy for Snowy Monaro region



The night lights in Cooma in 2017 were a great start to encouraging a night time economy.

The Christmas Markets in Edinburgh are an iconic night time economy success



CASE STUDY: BATHURST WINTER FESTIVAL

www.bathurstwinterfestival.com.au

Staged over two weeks each year in the NSW July school holidays, the Bathurst Winter Festival celebrates all that is creative, vibrant and unique to the Bathurst region.

Historic buildings will come alive through static and interactive illuminations, breathing life into old buildings every night from sundown. Wander through the Enchanted Forest or rug up in the Winter Playground with the open air ice rink, giant Ferris wheel and enjoy regional food, produce and entertainment.

The Festival celebrates cultural heritage, its seasonality and incorporates illuminated heritage buildings, night markets showcasing live music, local food stalls, craft beer and artisan distillery, an outdoor ice rink, a giant ferris wheel and interactive kids' activities all staged in the historic and beautiful Bathurst Town Square – the site of Australia's oldest European settlement.

Outcomes:

- 24,500 attendees at Brew & Bite and Ignite the Night, surpassing the goal of 20,000.
- Video views exceeding 20,000 on Facebook alone.
- Increased social engagement.
- Increased use of the event hashtag #bathurstwinterfestival

Source: www.adloyalty.com.au/case-studies/bathurst-winter-festival-2017





ALIGNING EVENTS TO POSITIONING

Game Changer Fourteen: Aligning events to the region's positioning

Events are important for the destination to highlight the region's positioning, create interest in the region and grow visitation throughout the year. The Snowy Monaro is home to several existing, successful events which underpin the "rise to nature's challenge" positioning of the region such as the Cannonball Run, L'Etape, the Snowy Ride, the Snowies Mountain Bike Festival, and the Snowy Mountains Trout Festival. Events in many of the smaller towns align with the inspirational stories and legends aspects of the positioning such as heritage days and fairs (e.g. Delegate and Nimmitabel) country shows and rodeos. These will continue to evolve and grow in importance and will be complemented by other local events that are run and supported by local businesses and community groups

Events can bring a broad range of economic, promotional and community benefits to a destination - which is why the events sector is such a major priority for Destination NSW. When considering new events, attention should be given to the following:

- Visitation
- Expenditure
- Seasonal hotel occupancy
- Potential to encourage local skills development
- Economic flow on to the local business community
- How the event contributes to the region's brand appeal and positioning
- Community pride

Develop new events and market current ones

A review of the way current events are developed, managed and marketed should occur to ensure maximum reach across the community and into target markets. Developing new events and ideas will be critical in presenting a healthy and vibrant annual program of events that delivers positive results to the region's visitor economy. For example:

- Field of lights in Uluru and Albany have brought significant positive tourism impacts into these communities
- Should the Lake Light Sculpture event be year-round and surround towns get involved
- Investing in the night time economy, and running Christmas or night markets
- Insure regional events / shows are clustered
- Investigate the business events market

ACTION

- Develop an events strategy for the region
- Council should consider financial investment in 2-3 signature large-scale regional events per year identified in the strategy
- Pursue additional nature based events e.g. trail running



The L'Etape Cycling and Thredbo Cannonball downhill are great examples of events that align to the region's positioning



Actions



The Action Plan aims to build on the recent successes and current initiatives in place across the Snowy Monaro region. The intention is to enhance and build on existing partnerships, initiatives and event calendars to continue the region's success in tourism planning and development in line with DSNSW DMP. Responsibility for delivery and estimated costings each of the actions will be agreed with the region's primary tourism stakeholders.

High Priority **Achieve within the year**

Medium Priority **Achieve within 2-3 years**

Low Priority **Achieve within 5 years**

Ongoing **An activity that should occur across the life of the DMP**

Projects (not in order)	Priority	Estimated Investment	Action Leader
1. Governance & Marketing			
<ul style="list-style-type: none"> Finalise the establishment of the regional governance model with clarity of roles for TSM and the Tourism Coordinating Committee and shared destination performance outcomes. Include the Chair of TSM on the SMRC Tourism Coordinating Committee. 	High		
<ul style="list-style-type: none"> Investigate future tourism funding options that include tourism levies – whether accommodation or business based and realistic regional and state government investment. 	High		
<ul style="list-style-type: none"> Ensure effective engagement with the tourism industry across the region and appropriate strong relationships and collaboration with neighbouring regions – Canberra, Coast and Snowy Valleys Way Council 	Ongoing		
<ul style="list-style-type: none"> Hold an annual tourism forum to understand the trends, issues and opportunities in the tourism sector 	Medium		
2. Access & Circulation			
<ul style="list-style-type: none"> Pursue government investment and advocate for major upgrading of the Monaro Highway from Canberra to Jindabyne – ideally to dual carriageway standard 	High		
<ul style="list-style-type: none"> Jindabyne and ski fields access and parking strategy as part of Jindabyne master plan 	High		
<ul style="list-style-type: none"> Support transport linkages and any necessary upgrades to Snowy Mountains airport to underpin sustainability of year-round services 	Medium		
<ul style="list-style-type: none"> Limited investment in the Jindabyne airstrip to support charter flights and emergency services only 	Low		
<ul style="list-style-type: none"> Advocate for any re-opening of the railway line between Canberra and Eden to include tourism services. 	Medium		

Projects (not in order)	Priority	Estimated investment	Action leader
3. Accommodation			
<ul style="list-style-type: none"> Undertake an accommodation supply and demand analysis to determine the need for additional beds across the region and the appropriate style /standards for development in different parts of the region 	Medium		
<ul style="list-style-type: none"> Use the accommodation analysis as the basis for seeking investment in new accommodation including some unique offerings suited to the regional positioning 	Medium		
4. Planning			
<ul style="list-style-type: none"> Jindabyne Master plan to identify those issues and changes that are required in planning to enable growth and diversification in tourism development and to provide a lead for planning reform across the region. 	High		
<ul style="list-style-type: none"> SMRC to review the current and potential use of the Alpine Way KNP access corridor and Smiths Road to ensure that land use planning controls are appropriate to allow tourism activity. 	Medium		
5. Labour / Skills			
<ul style="list-style-type: none"> Work with the NSW Department of Premier and Cabinet to undertake workforce planning for the region 	Medium		
<ul style="list-style-type: none"> Investigate the feasibility of establishing a tourism and hospitality training institution in the region that provides staff in peak periods and trains students outside of peak seasonal times 	Medium		
6. Visitor Servicing			
<ul style="list-style-type: none"> The region requires a comprehensive new visitor servicing strategy to look at the customer journey and changing visitor behaviours to ensure we are effectively matching visitor services with visitor needs. This would cover researching and analysing visitor behaviour, local perceptions and current visitor centre performance to identify opportunities to provide a better experience. 	Medium		
7 Positioning the Region for Growth			
Boost nature based and adventure experiences			
<ul style="list-style-type: none"> Offer incentives to encourage a broader range of commercial operators delivering nature based and adventure experiences in the region. This should range from small drive tours, tag along tours, walking, riding, white water and others. Incentives might include reduced or suspended fees for the initial three years of operation, access into closed areas (e.g. national parks). 	Medium		
<ul style="list-style-type: none"> Identify sites suitable for adventure experiences (e.g. ziplines, rafting, climbing etc) and undertaking necessary land clearances to encourage investment 	Medium		

Projects (not in order)	Priority	Estimated investment	Action leader
<ul style="list-style-type: none"> Implement a program of experience development for current and emerging operators to develop more commercialised experiences and packages, including working with adjoining regions and Canberra 	High		
<ul style="list-style-type: none"> Undertake a precinct masterplan on lands managed by NPWS, Charlotte Pass and RMS to create a high quality visitor experience consistent with the lookout point for Australia's highest mountain at the road head at Charlotte Pass. 	High		
<ul style="list-style-type: none"> Plan lookouts as appropriate locations along popular drive and walking routes 	High		
Revitalise Lake Jindabyne and regional waterways			
<ul style="list-style-type: none"> Work with Planning NSW on the Jindabyne Master Plan project 	Ongoing		
<ul style="list-style-type: none"> Review signage and safe entry points around lakes and rivers 	Low		
<ul style="list-style-type: none"> Investigate the construction of a standing wave at the Snowy River weir at Dalgety 	Low		
<ul style="list-style-type: none"> SMRC work with NSW Fisheries and Snowy Hydro to ensure a sustainable fishing industry in Lakes Eucumbene and Jindabyne, and further investigate opportunities elsewhere in the region for recreational fishing 	Medium		
<ul style="list-style-type: none"> Improve kayak/canoe/SUP access to major local rivers eg Snowy River at Dalgety, along the Murrumbidgee River and the Bombala and Delegate Rivers. 	High		
Continual Improvement in Snow Product			
<ul style="list-style-type: none"> Additional areas for snow play need to be investigated, as access to resorts is congested. The family market and intergenerational travellers that are not intending to ski or board, seek a snow adventure that encompasses natural or man-made snow, easy access, facilities and safe tobogganing areas. 	Low		
Investigate Agritourism and Farm Stays			
<ul style="list-style-type: none"> Partner with bodies such as Australian Regional Tourism to leverage off their strategy in developing a national agritourism strategy. This would look at: the direction needed to sustainably grow the sector; define the barriers constraining farmers and regions from developing agritourism; identify and share practical solutions where barriers have been overcome and define the product gaps in the market 	Low		
<ul style="list-style-type: none"> Develop an Agritourism Strategy for the region in cooperation with adjoining Councils within the Destination Southern NSW Network 	Low		
Develop a trails master plan for the region			
<ul style="list-style-type: none"> Invest in a comprehensive trails master plan for the region 	High		
Revitalise drive tourism around the region			

Projects (not in order)	Priority	Estimated investment	Action leader
<ul style="list-style-type: none"> Undertake strategic planning and experience development for two strong drive journeys 	Medium		
<ul style="list-style-type: none"> Seek reinstatement of the Kosciuszko Alpine Way touring route as a member of Sydney-Melbourne Touring. 	Medium		
Create remarkable touring experiences			
<ul style="list-style-type: none"> Advocate to encourage development of signature short walks and creating content for self-guided experiences 	Medium		
<ul style="list-style-type: none"> Identify several signature events that drive visitation and can link to journeys 	Medium		
<ul style="list-style-type: none"> Identify potential customer journeys and map where improvements need to be made 	Medium		
<ul style="list-style-type: none"> Ensure beautification and streetscapes are continually improved 	High		
Support the Monaro Rail Trail			
<ul style="list-style-type: none"> Undertake a Monaro Rail Trail feasibility study to boost summer tourism product development 	Medium		
Cluster historic villages and improve experience			
<ul style="list-style-type: none"> Seek funding to develop a heritage interpretation strategy which includes interpretative signage in the heritage villages of Delegate, Bombala, Nimmitabel, Adaminaby and Cooma telling the stories of the towns and augmented and virtual reality elements to bring the history to life. 	Medium		
Bombala Commercial Activation			
<ul style="list-style-type: none"> Work with the Bombala Chamber of Commerce to seek an investor that can revitalise one of the hotels or properties to create a destination through high quality restaurant, accommodation and experiences that will attract the Canberra market as well as regional Victoria and NSW 	Medium		
Strengthen the food offering across the region			
<ul style="list-style-type: none"> Assist and encourage new produce operators into the tourism industry by helping with mentoring opportunities and grant funding applications. 	Medium		
<ul style="list-style-type: none"> Run a program of Master Classes for restaurant and café owners to strengthen delivery of regional produce 	Medium		
Invest in the night-time economy			
<ul style="list-style-type: none"> Include consideration of night time impacts and benefits in town beautification projects 	Ongoing		
<ul style="list-style-type: none"> Work with Chambers of Commerce to encourage adequate and consistent night time opening hours and customer service across the region year round. 	Medium		
<ul style="list-style-type: none"> Develop a night time economy strategy for Snowy Monaro region. 	Medium		



Projects (not in order)	Priority	Estimated investment	Action leader
Aligning events to the region's positioning			
• Develop an events strategy for the region	High		
• Council should consider financial investment in 2-3 signature large-scale regional events per year identified in the strategy	High		
• Pursue additional nature based events e.g. trail running	Medium		

A person wearing a blue jacket and a blue hat stands in the center of a cave, looking out through a large opening. The cave walls are made of rough, brownish rock. Outside the cave, a bright, snowy mountain landscape is visible under a clear sky. The sun is shining brightly from the top center, creating a lens flare effect. The overall scene is a mix of natural rock formations and a winter landscape.

Supporting Documentation

Refer to the companion document **Snowy Monaro Destination Analysis** for the following supporting information:

- Who is involved in Snowy Monaro Tourism?
- Previous Destination Management Planning
- SWOT
- Local Government Area profiles for 2017 and 2016
- Snowy Monaro Product Audit
- Competitors
- Snowy Monaro Social Media Scan and Online Profile



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