



Cooma Monaro Railway Inc.

HERITAGE RAILWAY MUSEUM

Operational Business Plan | 2022-2030

Version 2.3.2 | August 2022



New timber sleepers being installed in the Cooma railway yard by CMR volunteers. (CMR Photo 2022)

1	Overview	6
2	Vision.....	7
3	Cooma Monaro Railway Museum	8
3.1	Museum Concept Plan.....	8
3.2	Living History.....	13
3.3	Project Timeline	14
3.4	Project Costing.....	16
4	Tourist Train Operations	20
4.1	Staged and Sustainable	20
4.2	Sustainable Materials	21
4.2.1	Sleepers for a Greener Future.....	21
4.3	Diverse Product Offering	23
4.4	Precinct Development	24
4.4.1	Snowy Junction.....	24
4.4.2	Rock Flat	25
4.4.3	Coonerang.....	25
4.4.4	Bobingah	26
4.4.5	Nimmitabel.....	26
4.4.6	MacLaughlin	27
4.4.7	Holts Flat	27
4.4.8	Jincumbilly	28
4.4.9	Bukalong.....	28
4.4.10	Bombala	29
4.5	Showcasing Local History.....	30
4.6	New Facilities	31
4.6.1	Lake Williams Platform	31
4.6.2	MacLaughlin Platform	31
4.6.3	Mount Cooper Platform	32
4.6.4	Bukalong Premium Camping Experience.....	33
4.7	Project Timeline	35
4.7.1	Alternative Approaches.....	38
4.8	Project Costing.....	39
4.8.1	Funding Sources	39
4.8.2	Project Estimates.....	39
4.8.3	Ongoing Costs – Cooma Railway Precinct	41
4.8.4	Ongoing Costs – Railway Corridor	41
5	Market Analysis.....	42
5.1	Visitor Market Profile.....	42
5.2	Heritage Rail Market.....	42

5.3	Strategic Alignment	43
5.3.1	Snowy Monaro Destination Management Plan 2019.....	43
5.3.2	NSW State Infrastructure Strategy 2022-2042	44
5.3.3	NSW Tourism and Transport Plan	45
5.4	Visitor Attraction Summary	45
6	Opportunities – Current and Future	47
6.1	Visitor Growth Potential	47
6.1.1	School Excursions	47
6.1.2	Railway Enthusiasts	47
6.1.3	Structured Tours.....	48
6.1.4	Corporate and Function Destination	48
6.1.5	Year-Round Tourism Growth.....	48
6.2	Creation of Community Assets	48
6.3	Strategic Partnerships.....	49
6.4	Education	49
6.4.1	Curriculum-based school experiences.....	49
6.4.2	Vocational Education.....	49
6.4.3	Local School Partnerships.....	50
7	Project Forecasts.....	52
7.1	Museum Only.....	54
7.1.1	Visitation Forecast.....	54
7.1.2	Operational Budget Forecast	55
7.1.3	Economic Development	56
7.2	Train Operations – Stage 1	57
7.2.1	Visitation Forecast.....	57
7.2.2	Operational Budget Forecast	58
7.2.3	Economic Development	59
7.3	Train Operations – Stage 2	60
7.3.1	Visitation Forecast.....	60
7.3.2	Operational Budget Forecast	62
7.3.3	Economic Development	63
7.4	Train Operations – Stage 3	64
7.4.1	Visitation Forecast.....	64
7.4.2	Operational Budget Forecast	66
7.4.3	Economic Development	67
7.5	Train Operations – Stage 4	68
7.5.1	Visitation Forecast.....	68
7.5.2	Operational Budget Forecast	70
7.5.3	Economic Development	71
8	Issues, Problems and Threats	73
8.1	Overall.....	73

8.2	Museum	74
8.3	Train Operations	75

1 Overview

The Queanbeyan to Bombala railway line is a standard gauge NSW Railways branch line in Southern NSW, extending from Queanbeyan south to the terminus at Bombala. Originally opened in 1889, the line extended south to the regional centre of Cooma in 1889. In 1921, a southern extension to the town of Bombala was opened.

Originally servicing the rich sheep farming areas of south-east NSW, patronage on the line slowly declined with the increased popularity and economic viability of road transport. In 1986, services were withdrawn from the section between Cooma and Bombala and 3 years later, after flood damage to bridges at Chakola, services were suspended from the remainder of the line.

For over 30 years, the Cooma Monaro Railway Inc. (CMR) have been custodians of the Cooma Railway Station, associated railway precincts and 20km of rail corridor. Up until 2014, CMR operated a successful heritage railway museum including the popular tourist train rides between Cooma and the small village of Chakola to the north using a fleet of heritage CPH Railmotors.

In 2014, due to the deteriorating condition of the railway infrastructure, CMR suspended its railway and museum operations and commenced an internal restructure to strengthen both its corporate and operational governance, allowing the organisation to recommence operations in a more planned and sustainable manner and improve its heritage railway product offering.

This document outlines the vision and operational plan for the establishment of the Cooma Monaro Railway Museum at Cooma and the restoration of the railway corridor to operational condition between Snowy Junction and Bombala, allowing for the re-commencement of tourist heritage railway operations.

2 Vision

The vision of the Cooma Monaro Railway is to develop a nationally recognised, year-round, destination attraction for the Monaro region, providing visitors with a total heritage railway experience for all ages while promoting and showcasing local business.

Financial Sustainability

Develop an operation that is completely financially self-sustainable with a self-funding business model that supports the ongoing operation of the museum and tourist train operations as well as the ongoing maintenance of railway infrastructure.

Economic Development

Strengthen the local economy through the exclusive use and promotion of local products and services while establishing long-term partnerships with local businesses and service providers.

History and Heritage

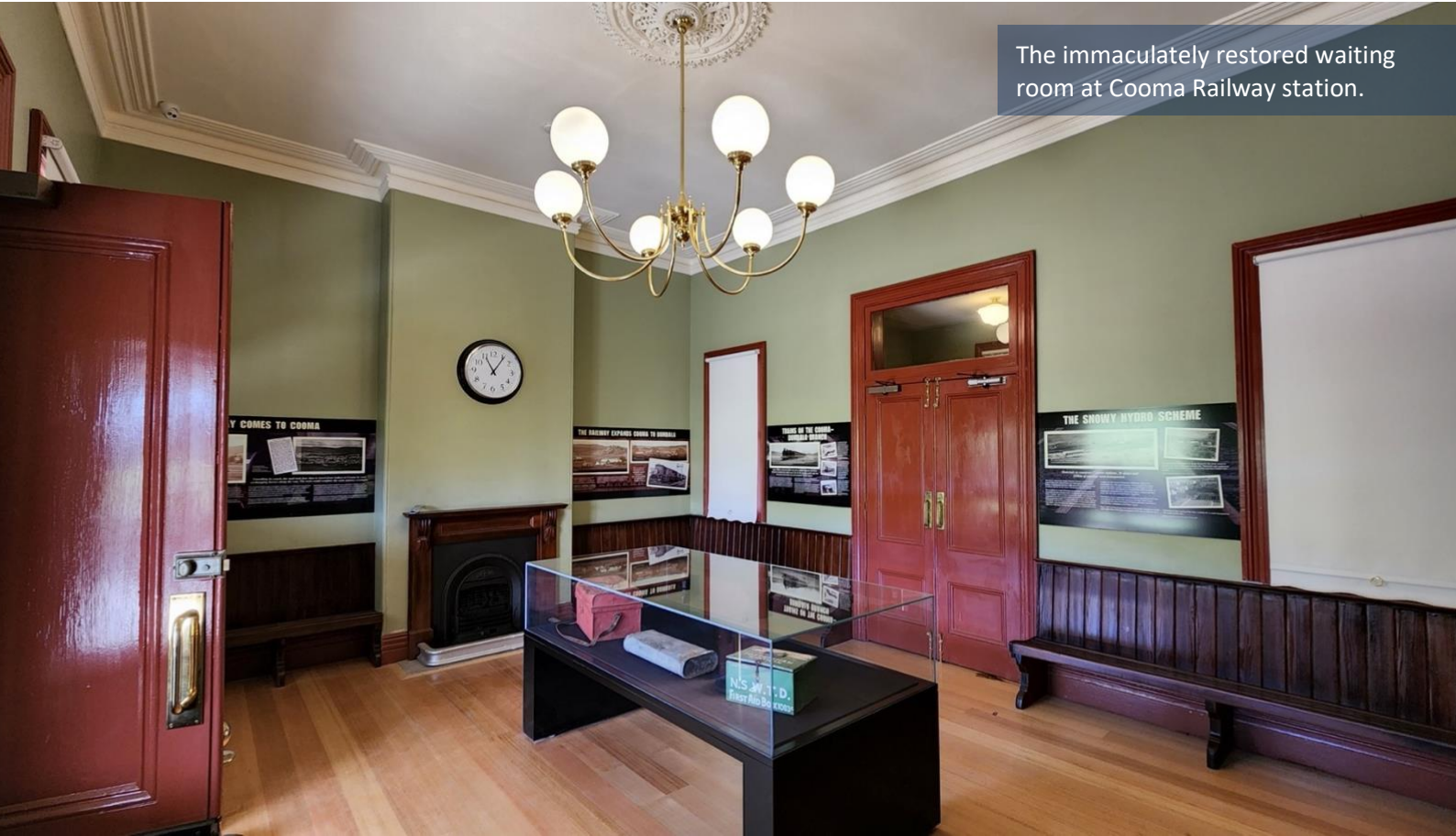
Proactively work on the restoration of historically significant infrastructure across the length of the corridor, including restoration of station and industrial infrastructure, while establishing additional, supportive uses of these spaces to promote local history, enhance the visitor experience and contribute to the economic sustainability of the operation.

Community Assets

Continue to develop quality community assets that benefit the wider community while promoting economic, cultural and social development.

Future

Support the next generation through the development of strategic partnerships that create real-world education and training opportunities for all ages including school age, tertiary and mature age learners.



3 Cooma Monaro Railway Museum

The Cooma Railway precinct is one of the last remaining intact, original examples of a major NSW railway centre with much of its infrastructure still in place.

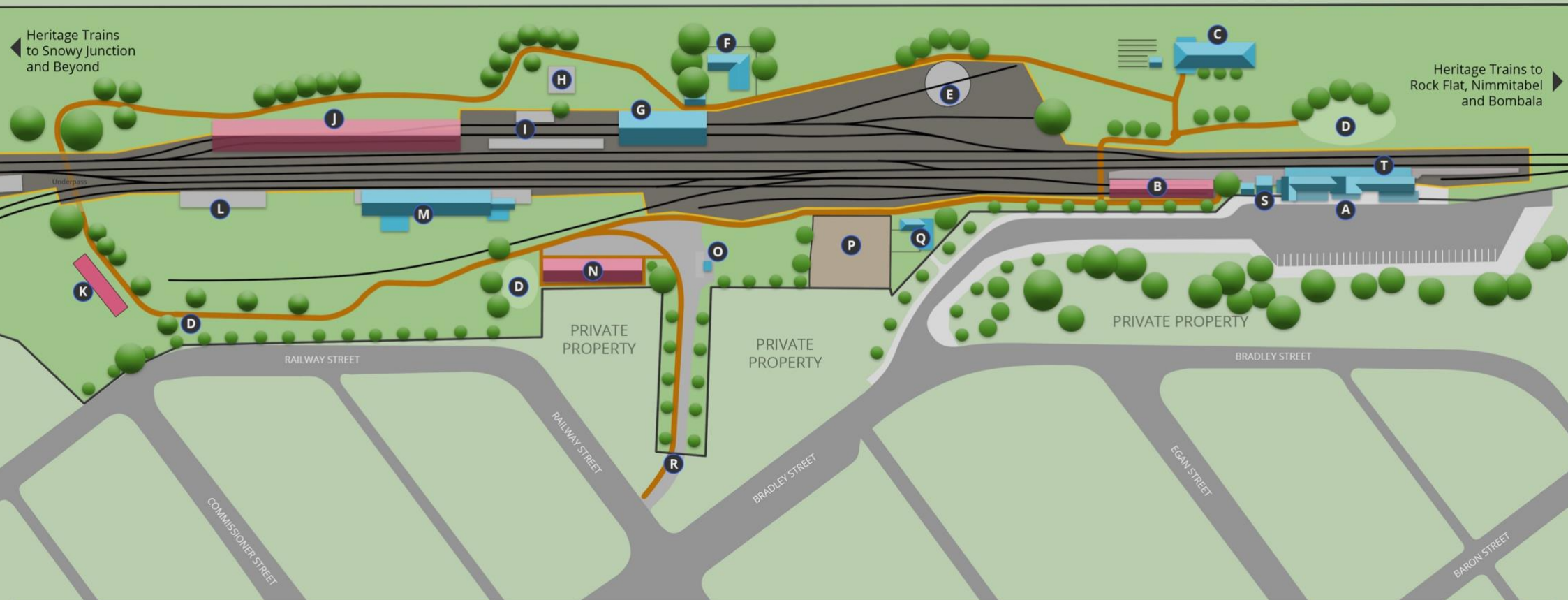
3.1 Museum Concept Plan

With the support of Transport Heritage NSW and the NSW State Government, development of the Cooma Railway Precinct Concept Plan was completed in 2021.

This plan outlines the planned development of the Cooma Railway Station precinct including the restoration of existing railway infrastructure, construction of new infrastructure and the transformation of the entire precinct into a nationally recognised tourist destination.

The Cooma Monaro Railway Museum will provide visitors with a family-friendly atmosphere where they will be able to spend the day exploring the most complete, restored railway precinct in NSW, see examples of historical industrial infrastructure, learn about the history of the railways in NSW, enjoy the many exhibits tailored to all ages, and take a look behind the scenes to see how our beautiful state railway heritage is being brought back to life in our restoration workshop.

When they are done exploring, visitors can relax in one of the many landscaped garden and picnic areas, enjoy lunch in the Refreshment Room or enjoy with excitement of railway travel by taking a ride on one of our heritage trains.



- A** Cooma Station Building, Refreshment Room and "Travel for Pleasure" Museum
- B** **[New]** Rolling Stock Display Shed
- C** Restored Railway Barracks Public Accommodation
- D** **[New]** Picnic and BBQ Area
- E** Turntable
- F** District Locomotive Engineers building and headquarters of the Cooma Monaro Railway
- G** Engine Shed and Public Loco Viewing)

- H** Water Tank
- I** Restored Operational Coal Stages
- J** **[New]** Carriage Storage Shed, Restoration Workshop and Local History Display
- K** **[New]** Balast Storage and Perway
- L** Loading Bank
- M** Goods Shed **Function Centre**
- N** **[New]** Railway Workshop

- O** Weighbridge
- P** Restored Tennis Courts for Hire
- Q** Railway Institute Building
- R** Function & Maintenance Entrance
- S** Signal Box
- T** Heritage Train Ride Departure

Concept Plan

Cooma Monaro Railway museum and heritage railway precinct.
www.cmrailway.org.au



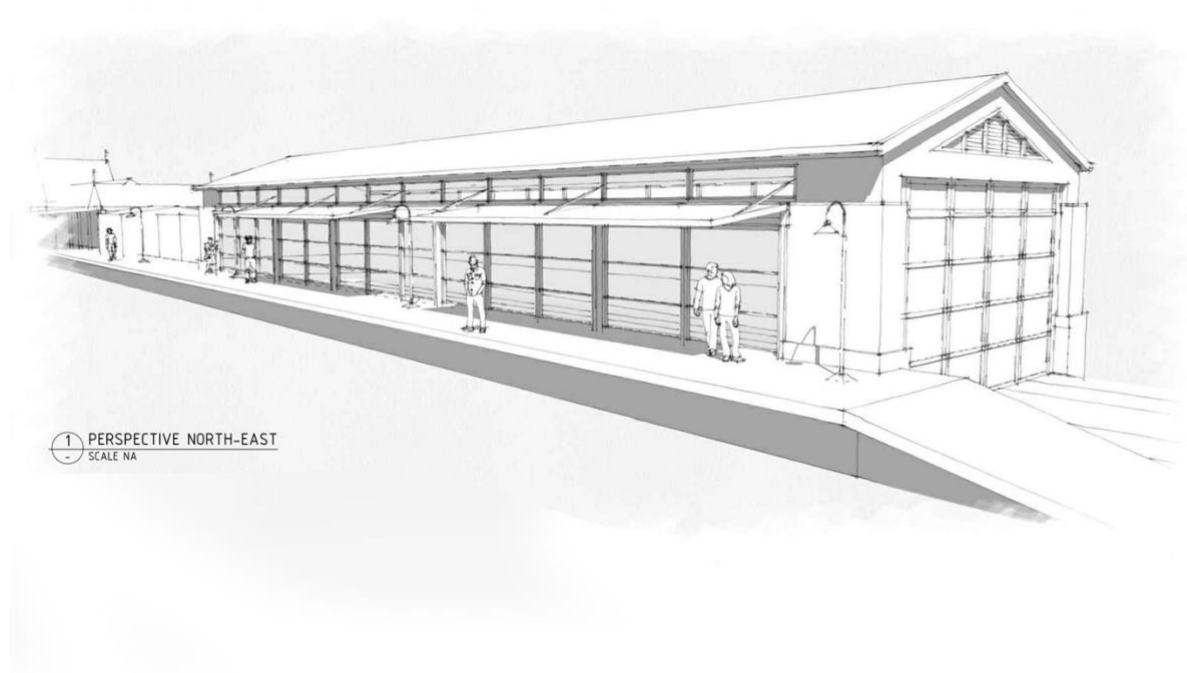
- Perimeter Fence
- Demarcation Fence
- Visitor Walking Path

Highlights of the museum concept plan include:

A) Cooma Station Building, Refreshment Room & Museum – The Cooma Station Building is the main entry to the museum complex and will house the “Travel for Pleasure” exhibit which showcases the history and romance of travel on the railways in NSW. [This project is nearing completion.](#)

The original, restored Railway Refreshment Room will provide visitors with a full dining experience from light snacks through to full main meals, showcasing products and produce from our local region.

B) Rolling Stock Display Shed [\[New\]](#) – New two-road display building to house and showcase our beautifully restored NSW Railways heritage rolling stock.



Architectural rendering of the rolling stock display building to be located on the northern end of the Cooma Station platform

C) Railway Barracks & Public Accommodation – The restored railway barracks building will be available for visitors to book for overnight stays, adding to their heritage railway experience. [This project is currently in progress.](#)

D) Picnic & BBQ Areas [\[New\]](#) – Landscaped picnic and BBQ areas will be developed throughout the precinct, allowing visitors to bring their own lunch, purchase hampers made with locally produced products from the Refreshments Room or enjoy morning tea amongst the gardens. [This project is currently in progress.](#)

F) District Locomotive Engineers building – The restored DLE building is the headquarters of the Cooma Monaro Railway, providing our team of volunteers with secure storage, amenities, kitchen and meeting facilities. [This project is nearing completion.](#)

J) Carriage Storage and Restoration Shed [New] – A new three-road shed designed to house heritage rolling stock when not in use while also housing the restoration workshop where newly received items of rolling stock can be restored back to operational condition.



Architectural rendering of the three-road carriage storage shed with the visitor viewing windows from mezzanine level

J) Display Hall [New] – Housed on the mezzanine level of the Carriage Storage and Restoration Shed, the Display Hall will be a showcase of local history and provide visitors with a birds-eye view of the work being conducted in the shed below.



Architectural rendering of the visitor viewing windows from the local history display hall on the mezzanine level of the shed

The display shed will also house a number of displays including a model railway and a local history exhibition showcasing the rich history of the Monaro region.

M) Goods Shed Function Centre [New] – The existing goods shed buildings will be fully renovated and transformed into a unique, modern function and conference centre with full commercial kitchen and direct train access. While retaining its rustic appeal, the new function centre will provide a unique experience for weddings, parties or corporate events.

N) Railway Workshops [New] – New dedicated railway workshop building to support the maintenance and restoration of the railway precinct and rolling stock.

P) Tennis Courts – Restored to their original condition, the railway tennis courts will be fully restored to original condition and will be available for public hire. [This project is currently in progress.](#)

Q) Railway Institute Building – The fully restored Railway Institute building available for the local community to hire for events. [This project is currently in progress.](#)

T) Heritage Train Rides – Visitors will be able to select from a variety of heritage train rides from short shuttles to Snowy Junction on our CPH Rail Motors, historic rides in our restored Pay Bus, diesel hauled tours south to Nimmitabel and Bombala and eventually steam hauled trains behind our P Class steam locomotive, 3203.



Steam Locomotive 3203 undergoing cosmetic restoration in Broadmeadow in preparation for transportation to Cooma Monaro Railway Museum

3.2 Living History

The railway precinct at Cooma Railway Station is the most complete, original railway precinct remaining in NSW which provides visitors with a unique experience that they can't see anywhere else in the state.

Tourist operations will continue to use all the original, mechanical infrastructure in daily tourist train operations.

Industrial infrastructure around the yard will be restored to showcase the important role that railways played in the economy of regional locations and protect the history of NSW railways for generations to come.

Having the only remaining original, fully operational mechanical Signal and Interlocking system in the state, visitors will be able to experience this amazing piece of engineering first-hand as they throw the lever to unlock the points, lower our beautifully restored semaphore signals and send our heritage trains on their way.



Top: Interior of the Signal Cabin on Cooma Railway Station platform with yard diagram and levers to control the Signal and Interlocking system.



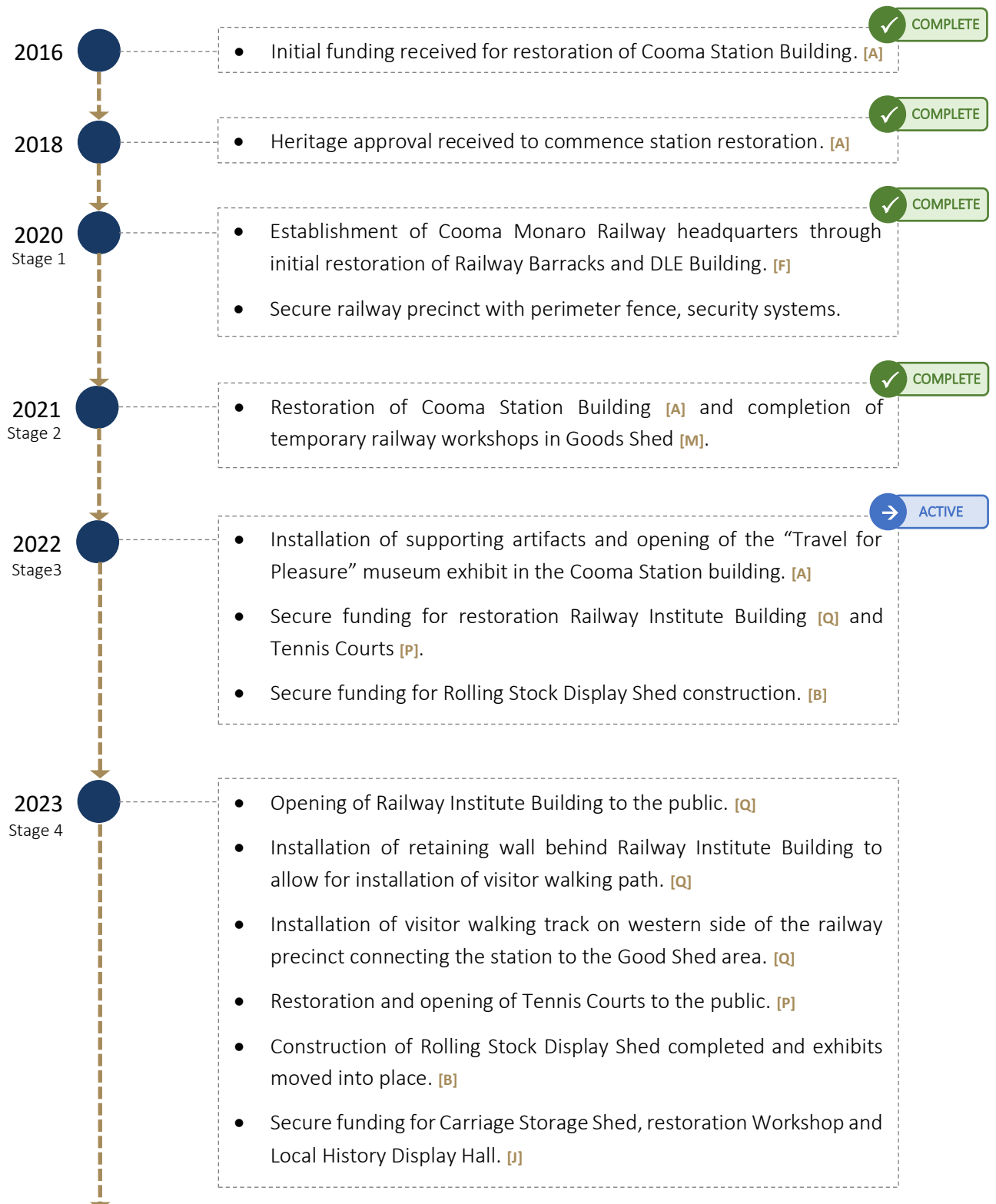
Middle: Restored semaphore signal on the southbound through-road in Cooma yard.



Bottom: Completed restoration work on a section of the interlocking system on the platform road.

3.3 Project Timeline

The Cooma Monaro Railway Museum will be developed across a number of phases to allow each stage of the museum to become operational, providing a **revenue stream for ongoing maintenance** and allowing for skill development across personnel to support each phase.





3.4 Project Costing

Funding for the design, development and implementation of the Cooma Monaro Railway Museum is being provided by the NSW State Government through Transport Heritage NSW operational funding streams and capital grants.

Future development of the Cooma Railway Museum will be planned in conjunction with Transport Heritage NSW and funding capital works will continue to be funded through a combination of Transport Heritage NSW operational funding, NSW Government grants, Australian Federal Government grants and operational revenue generated by the museum's operations.

To date, over \$2 Million dollars has been invested in the development of the Cooma Railway Museum in addition to ongoing maintenance.

	Est. Project Cost	Currently Funded
Stage 1		
• Internal power supply repair/upgrade	\$126,500	Fully Funded
• Master Planning	\$12,100	Fully Funded
• Restoration of Loco Shed Store	\$5,863	Fully Funded
• Entrance Footpath Repair	\$31,431	Fully Funded
• Communication/Security Upgrades	\$36,300	Fully Funded
• Precinct Security Fencing Upgrades	\$825,000	Fully Funded
• Miscellaneous Capital Works	\$33,190	Fully Funded
Stage 2		
• Restoration of Station Building & District Locomotive Engineer's Building	\$493,141	Fully Funded
• Temporary Railway Workshops	\$22,000	Fully Funded
• Miscellaneous Capital Works	\$41,169	Fully Funded
Stage 3		
• Installation of Museum Exhibit	\$47,245	Fully Funded
• Architectural/Engineering Services	\$25,300	Fully Funded
• Tree Planting	7,040	Fully Funded
• Miscellaneous Capital Works	\$24,081	Fully Funded
Stage 4		
• Restoration of Railway Institute Building & Tennis Courts	\$341,000	Fully Funded
• Construction of Rolling Stock Display Shed	\$1,090,928	[In Progress]
• Western Visitor Walking Path	\$120,000	[Future Application]
• Miscellaneous Landscaping and Gardens	\$8,000	[Future Application]

• Miscellaneous Capital Works	\$16,500	Fully Funded
Stage 5		
• Construction of Carriage Storage Shed	[Design Pending]	[Future Application]
• Fit-out of Display Hall	[Design Pending]	[Future Application]
• Station entrance and parking facilities	[Design Pending]	[Future Application]
• Visitor Walking Track	TBD	TBD
• Loco Shed Static Display	TBD	TBD
• Restoration of Loco Servicing Facilities	TBD	TBD
• Miscellaneous Landscaping and Gardens	TBD	TBD
• Miscellaneous Capital Works	16,500	Fully Funded
Stage 6		
• Construction of Railway Workshops	[Design Pending]	[Future Application]
• Re-development of function centre entrance	[Design Pending]	TBD
• Landscaping and paths around workshops	TBD	TBD
• Completion of picnic areas around workshop	TBD	TBD
• Restoration of industrial facilities	TBD	TBD
• Miscellaneous Capital Works	\$16,500	Fully Funded
Stage 7		
• Function and Conference Centre	[Design Pending]	[Future Application]
• Miscellaneous Landscaping and Gardens	TBD	TBD
• Miscellaneous Capital Works	TBD	TBD
Future		
• Additional Rolling Stock Storage	TBD	[Future Application]
• Function and Conference Centre Improvements	TBD	[Future Application]
• Additional Parking Capacity	TBD	TBD

Please Note:

- [\[Application Pending\]](#) denotes that an application for funding is currently being processed.
- [\[Future Application\]](#) denotes that a grant application to fund the initiative will be submitted in the future once costing has been determined.
- [\[In Progress\]](#) denotes that a grant application to fund the initiative is currently in progress.
- [\[Design Pending\]](#) denotes that a detailed design is planned or currently in progress and a costing cannot be produced until the detailed design, including heritage approval, has been completed.

- These costings are directly related to the establishment and construction of the railway museum and do not include funding required for train operations or railway infrastructure such as track repair and/or restoration.
- Being part of the NSW Government Heritage Portfolio, annual funding streams are currently available for design and construction of items defined in the concept plan.

Map of proposed train operations and additional platform locations

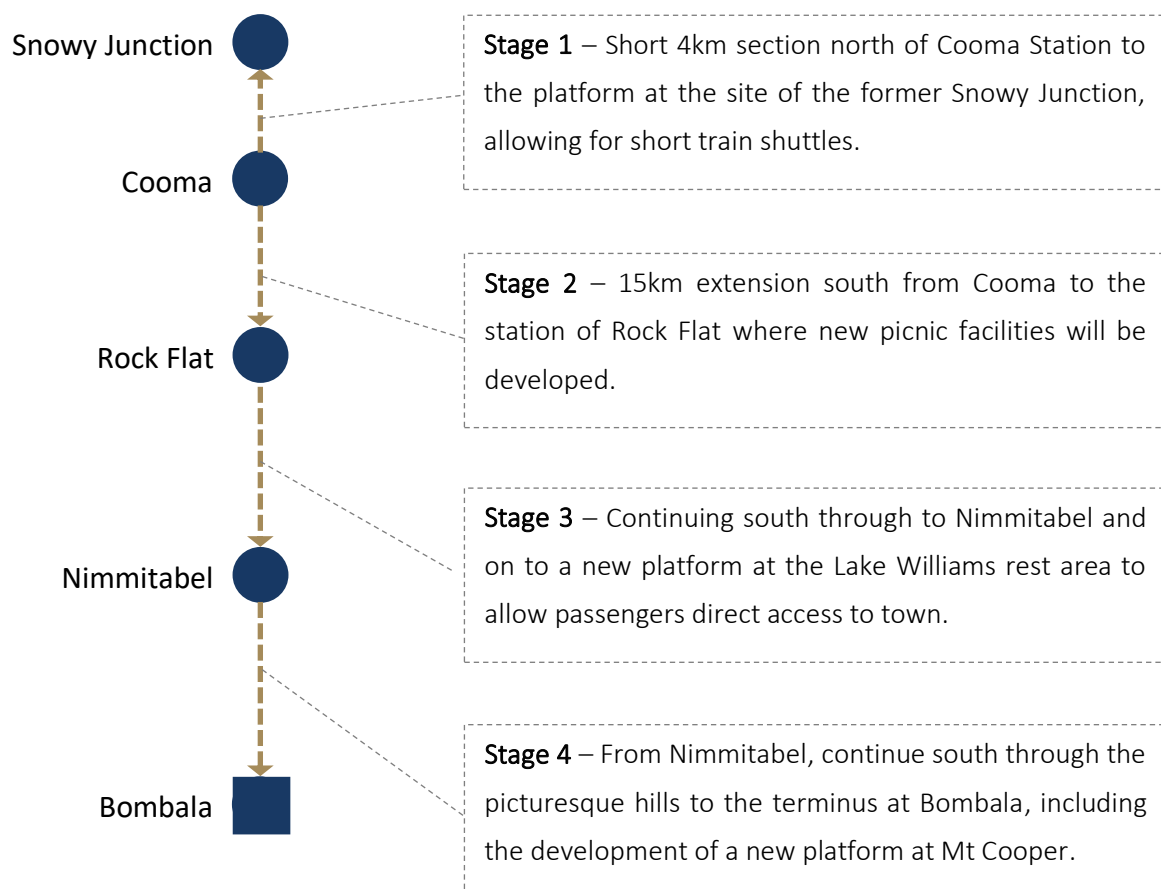
4 Tourist Train Operations

The most popular activity of any railway museum is the opportunity to ride a on a train. With its stunning scenery, historic industrial infrastructure and villages of Nimmitabel and Bombala, the Snowy Junction to Bombala section of the Queanbeyan to Bombala railway provides a variety of diverse heritage tourist train options to meet the needs of our diverse visitor market.

4.1 Staged and Sustainable

After the initial restoration of the track and associated infrastructure, the ongoing maintenance and repair of the railway infrastructure will be entirely managed and funded by the Cooma Monaro Railway through its museum and tourist train operational revenue.

To ensure that this can be managed in a sustainable manner and to allow the required operational revenue to be generated in advance, the project will be completed in four (4) stages:



4.2 Sustainable Materials

Restoring and maintaining railway infrastructure is a huge task, especially for a volunteer-based workforce. With an average life-span of 10-15 years, the ongoing maintenance of track infrastructure using timber sleepers becomes even more difficult the further down the line you go. By the time you install new sleepers for a whole section, it's time to go back to the start and replace them all over again (not to mention the recurring cost of new sleepers).

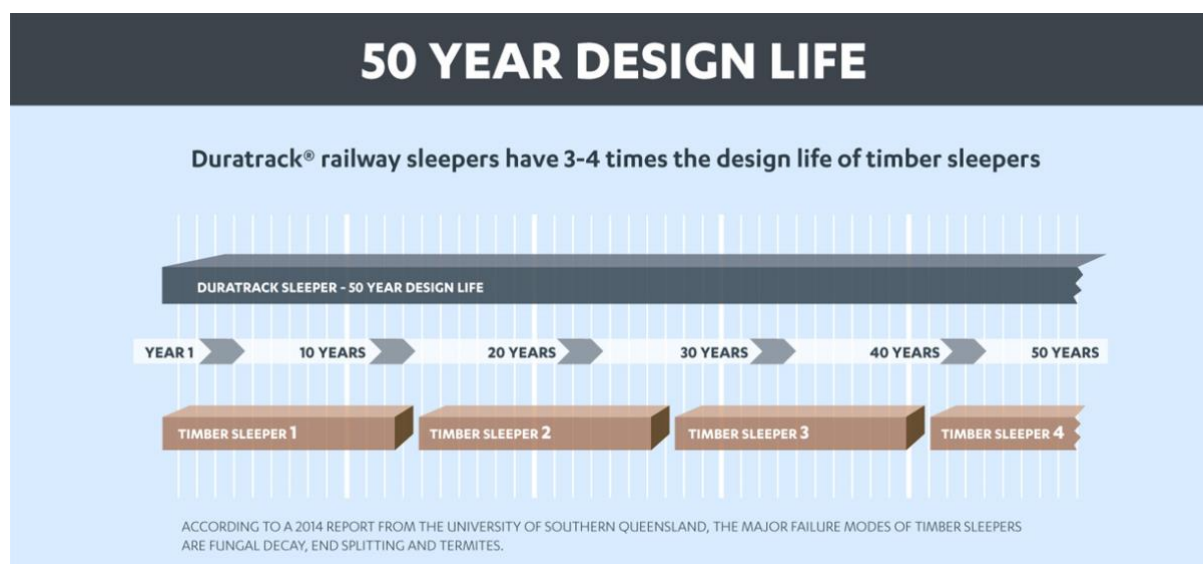
While the initial investment is greater (\$150 per sleeper compared to \$110 for timber), the use of materials that have a long life-span is crucial to the ongoing financial viability of tourist train operations.

Duratrack Recycled Plastic sleepers have been identified as the preferred product due to their minimum life-span of 50 years which will dramatically reduce both the physical maintenance requirements and the ongoing costs associated with sleeper replacement.

4.2.1 Sleepers for a Greener Future

Duratrack, an engineered recycled plastic railway sleeper, has been developed by Integrated Recycling from Mildura and is manufactured in Australia from Australian waste plastic.

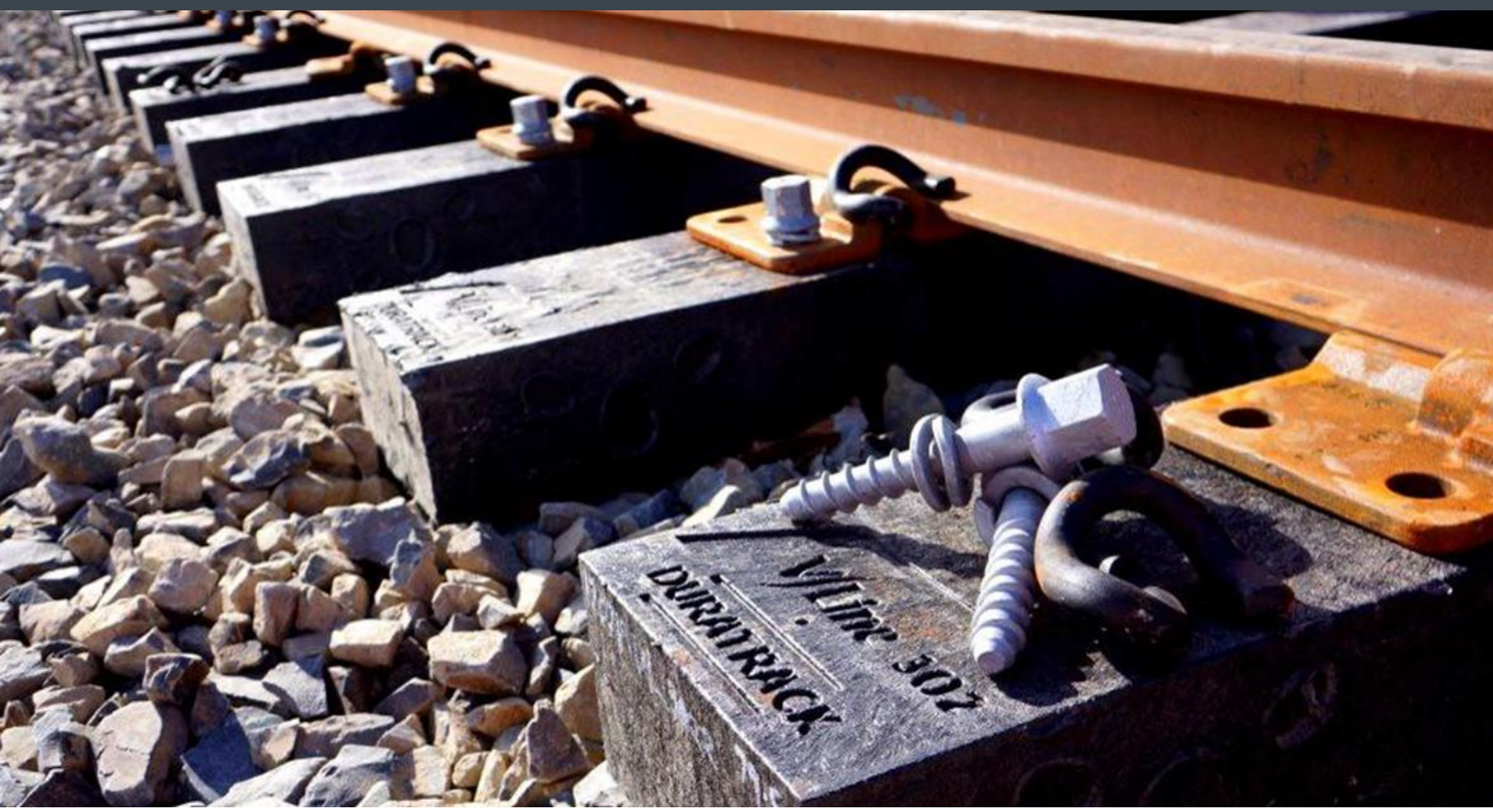
While the reduction in maintenance costs is important, having a product that is environmentally friendly and helps reduce waste ensures that Cooma Monaro Railway is playing it's part in helping to protect the amazing alpine environment that we operate in and ensure that it is here for generations to come.



TOUGH. DURABLE. FIT FOR PURPOSE.



“ 1 kilometre of Duratrack railway sleepers will use 54 tonnes of waste plastic, 10 tonnes of polystyrene and save about 150 trees.



4.3 Diverse Product Offering

Operating a successful museum requires a product offering that appeals to a wide and diverse visitor market.

The selection of the Snowy Junction to Bombala section of line, coupled with the diverse collection of heritage rolling stock available in the NSW State collection, in addition to the rolling stock already on hand will provide Cooma Monaro Railway Museum with the ability to run frequent and varied tourist train options that appeal to all visitor types.

These include:

Short Shuttles	<ul style="list-style-type: none"> • Shuttles to Snowy Junction on our CPH Railmotors (30 minutes) • Cab rides in our 48 Class diesel or 32 Class steam locomotive • Heritage trips in our restored Railway Pay Bus
Journeys	<ul style="list-style-type: none"> • Morning or afternoon picnic trips to Rock Flat • Twilight charters to Rock Flat • Shuttles from Bombala to Bukalong and return • Shuttles from Bombala to the Mt Cooper viewing platform
Full Day and Overnight	<ul style="list-style-type: none"> • Half day trips to Nimmitabel (Lake Williams) and return • Full day lunch and village explorer trips to Nimmitabel (Lake Williams) from both Cooma and Bombala aboard restored heritage carriages and hauled by our diesel or steam locomotive • Full day trips from Cooma to Bombala return • Overnight trips from Cooma to Bombala and return on a diesel or steam hauled train • Stop-by-stop exploration of the individual offerings of each railway precinct along the line.
Experiences	<ul style="list-style-type: none"> • Short driver experiences where you get to take control of a real, operational train to Snowy Junction and return on our Railway Pay Bus or CPH Railmotors. • Full driver experience where you get to shunt a short consist goods train using our diesel or steam locomotive before travelling to Rock Flat, shunting around the train and returning to Cooma.

25km north of Bombala, Jincumbilly station served the many local farms

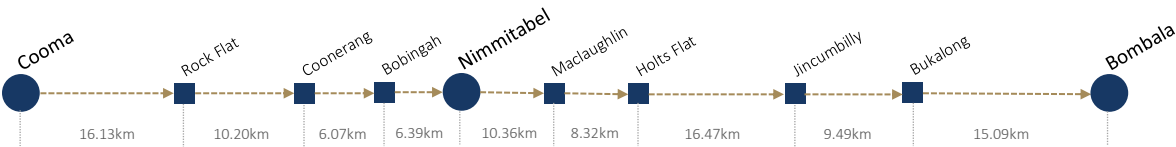


4.4 Precinct Development

The railway played a pivotal role in the economy of the Cooma to Bombala region of the Monaro for over 65 years and was responsible for the transportation of the region’s timber and livestock to markets around the state.

While many of these industries have either died off or transitioned to alternative methods of transportation, it is important that we continue to showcase the rich agricultural and industrial history of the region for future generations.

While the Cooma to Bombala section of the railway only contains the one major town of Nimmitabel, 39km south of Cooma and 61km north of Bombala, there are seven other railway precincts along the section that can be developed not only showcase the important history of the region but expand the tourism opportunities of the railway and local communities.



Development of intermediate precincts will allow for the establishment of diverse tourism options outside of the traditional point-to-point train journey where visitors can choose to explore the history of the region, stop-by-stop on a shuttle service across a whole day or visit a particular precinct to explore a specific attraction.

4.4.1 Snowy Junction

Snowy Junction was originally a siding that left the line 4km north of Cooma Railway Station and extended into the Polo Flat area to service the industrial needs of the Snowy Hydro project. The siding

has since been lifted but the location, opposite the Cooma Race Club, will become the northern-most stop on the Cooma Monaro Railway and the first stage of railway operations.

Facilities:

- Composting Toilets

Restoration Activities:

- Upgrade existing station platform
- Install shelter on station platform
- Provide disabled access to station platform

4.4.2 Rock Flat

The Rock Flat railway precinct will be developed into a Picnic and BBQ location where visitors can be transported by train to the station where they will be greeted with their lunch supplies comprising of locally sourced produce and products. The grounds will be landscaped and developed to create a variety of intimate and group picnic locations.

Facilities:

- Community Hall
- Composting Toilets
- Tank Water
- Wireless Internet
- Mobile Phone Reception (through booster)
- Development of community industry (TBD)

Restoration Activities:

- Reconstruct passenger platform
- Repair goods loading platform
- Construct new timber station building
- Landscaping and fencing
- Install interpretation panels to explain the history of the station

4.4.3 Coonerang

Facilities:

- Composting Toilets
- Tank Water

- Wireless Internet
- Mobile Phone Reception (through booster)
- Development of community industry (TBD)

Restoration Activities:

- Repair platform and restore name board
- Construct station shelter
- Landscaping and fencing
- Install interpretation panels to explain the history of the station

4.4.4 Bobingah

Facilities:

- Composting Toilets
- Tank Water
- Wireless Internet
- Mobile Phone Reception (through booster)
- Development of community industry (TBD)

Restoration Activities:

- Repair platform and restore name board
- Construct station shelter
- Install interpretation panels to explain the history of the station

4.4.5 Nimmitabel

An opportunity exists to develop the Nimmitabel railway precinct into a showcase of local history through the restoration and re-installation of industrial structures to showcase the industrial history of Nimmitabel.

Facilities:

- Upgrade Existing Toilets
- Wireless Internet
- Mobile Phone Reception (through booster)

Restoration Activities:

- Restoration of platform & goods facilities

- Restore station name board
- Re-install turntable and water tank (for steam train operations between Cooma and Bombala to Nimmitabel)
- Re-install Signal Box and Signalling Equipment
- Reconstruct Barracks Facilities
- Reconstruct Weigh Station
- Reconstruct Fettler's Shed
- Install interpretation panels explain the history of the station and it's the industry that supported it

4.4.6 Maclaughlin

Perched on the hill overlooking the picturesque Maclaughlin River, a new platform with visitor amenities will be installed on the southern side of the former Meat Works site. The Maclaughlin platform will provide an integration point between the railway and potential future walking and cycling trails.

Facilities:

- Composting Toilets
- Tank Water
- Wireless Internet
- Mobile Phone Reception (through booster)

Restoration Activities:

- Restoration of former Meat Works platform (TBD)

4.4.7 Holts Flat

With its large, relatively flat precinct, Holts Flat is the perfect location for the development of community-based industry such as an orchard, olive grove or large-scale community produce garden.

Facilities:

- Composting Toilets
- Tank Water
- Wireless Internet
- Mobile Phone Reception (through booster)
- Development of community industry (TBD)

Restoration Activities:

- Restoration of platform
- Restoration of station building
- Restoration and rebuild of industrial infrastructure with static displays
- Install interpretation panels to explain the history of the station

4.4.8 Jincumbilly

Facilities:

- Composting Toilets
- Tank Water
- Wireless Internet
- Mobile Phone Reception (through booster)
- Development of community industry (TBD)

Restoration Activities:

- Restoration of platform
- Restoration station building
- Restoration of stock loading facilities
- Landscaping and installation of fencing

4.4.9 Bukalong

With its uninterrupted views across the valley and relative isolation, Bukalong will be developed into a premium camping or “glamping” experience. Visitors will be transported to the precinct via train where they will be greeted with their own intimate, fully catered campsite where they will be able to experience one of the best views of the night sky in the region.

Facilities:

- Composting Toilets
- Tank Water
- Wireless Internet
- Mobile Phone Reception (through booster)
- Emergency Contact Phone

Restoration Activities:

- Restoration of platform
- Restoration of station building
- Restoration of stock loading facilities

- Development of premium camping (glamping) facilities
- Landscaping and installation of fencing

4.4.10 Bombala

The railway precinct at Bombala already has the foundations of a stand-alone tourist attraction with potential to develop the precinct further to create an attraction that incorporates existing activities with the addition of dedicated railway operations, originating from Bombala.

In addition to day and overnight tourist trains from Cooma, the re-installation of the Loco Shed will allow rolling stock such as CPH Railmotors to be permanently based at Bombala, providing regular tourist train operations without the need to source trains from Cooma on a daily basis. Operations could include:

- Short shuttles to Bukalong
- Premium camping transfers to Bukalong
- Night time photography trips to Bukalong and Jincumbilly
- Lunch trains to Nimmitabel
- Transfers to stations along the line to allow visitors to explore the various restored railway precincts

This would augment other railway activities such as Railway Pedal Car experiences which would allow visitors to explore the line north of Bombala on a modern pedal car in between train operations.

Facilities:

- Wireless Internet
- Installation of walking paths and visitor facilities

Restoration Activities:

- Restoration of turntable to operational condition
- Rebuild loco shed for storage of rolling stock
- Re-install signalling equipment
- Repair Goods Shed
- Re-install Out Building
- Refurbish Toilet Facilities



4.5 Showcasing Local History

The Monaro region has a rich agricultural and industrial history, and the railway played a significant role in that story. To showcase our local history and further enhance the visitor experience, a restoration program will be initiated after the completion of each phase.

Historically significant infrastructure will be restored or rebuilt with static displays to tell the story of how industry helped to build the Monaro region.

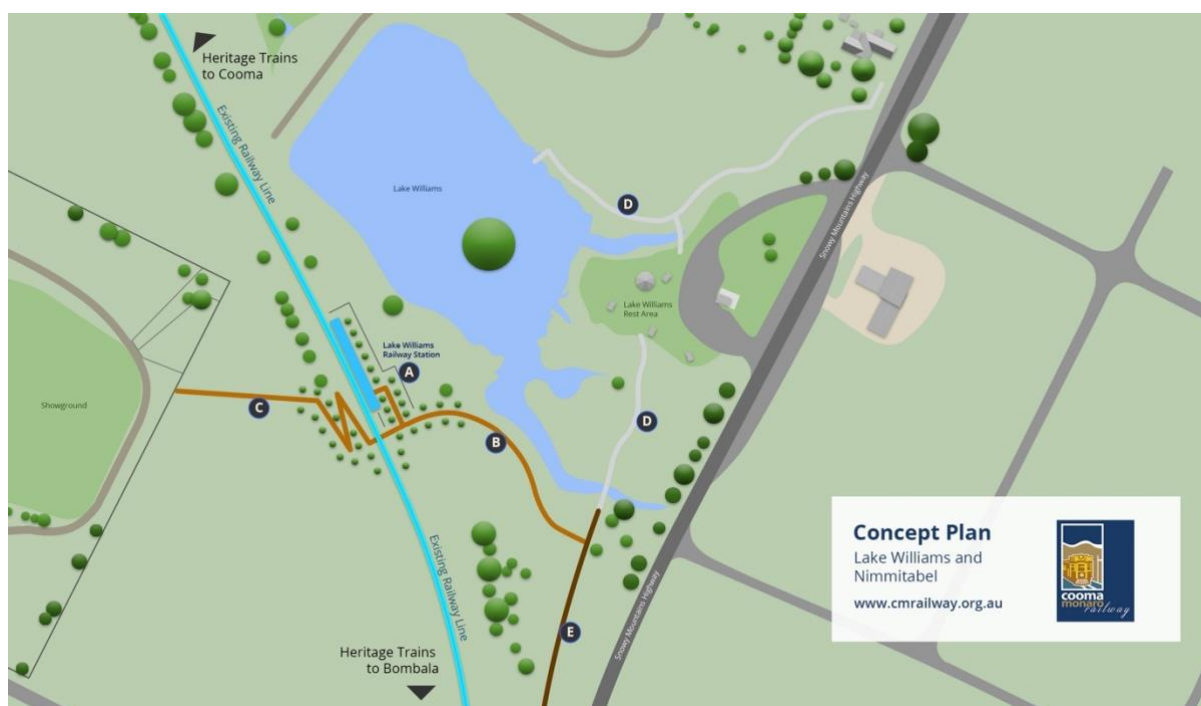
Visitors will be able to travel from precinct to precinct, learning the role that each played in the local economy, the people who serviced it and how it got to where it is today.

4.6 New Facilities

In addition to the existing stations, a number of new platforms and facilities will be introduced to enhance and expand the visitor experience.

4.6.1 Lake Williams Platform

To allow direct access for railway passengers to Nimmitabel township, a new platform will be installed at Lake Williams. Lake Williams platform will also provide access to the Nimmitabel Showground while also linking up with existing and future pathways.

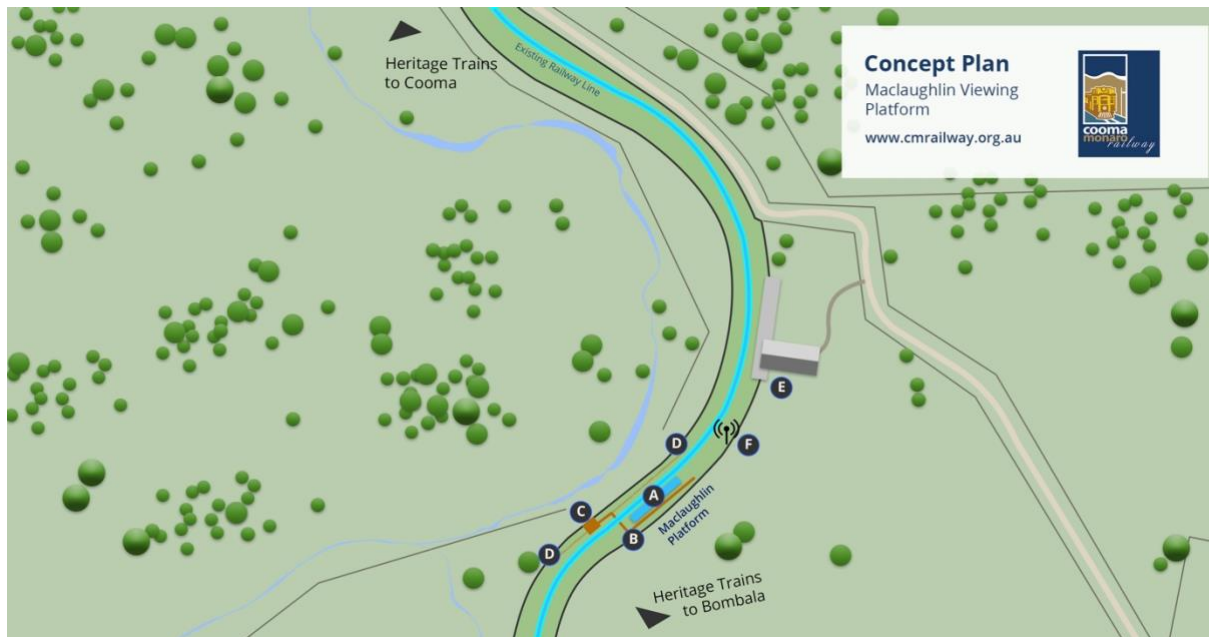


These facilities include:

- A. New steel platform installed in railway corridor adjacent to the Lake Williams rest area.
- B. New pathway, connecting to the existing pathways at Lake Williams, providing railway passengers with direct access to Nimmitabel township.
- C. New pathway providing passengers with direct access to Nimmitabel Showground.
- D. Existing pathways.
- E. Connection with potential future walking and cycling path.

4.6.2 MacLaughlin Platform

A new platform overlooking the MacLaughlin River, providing railway passengers with access to a scenic viewing platform and linking up with potential future pathways.

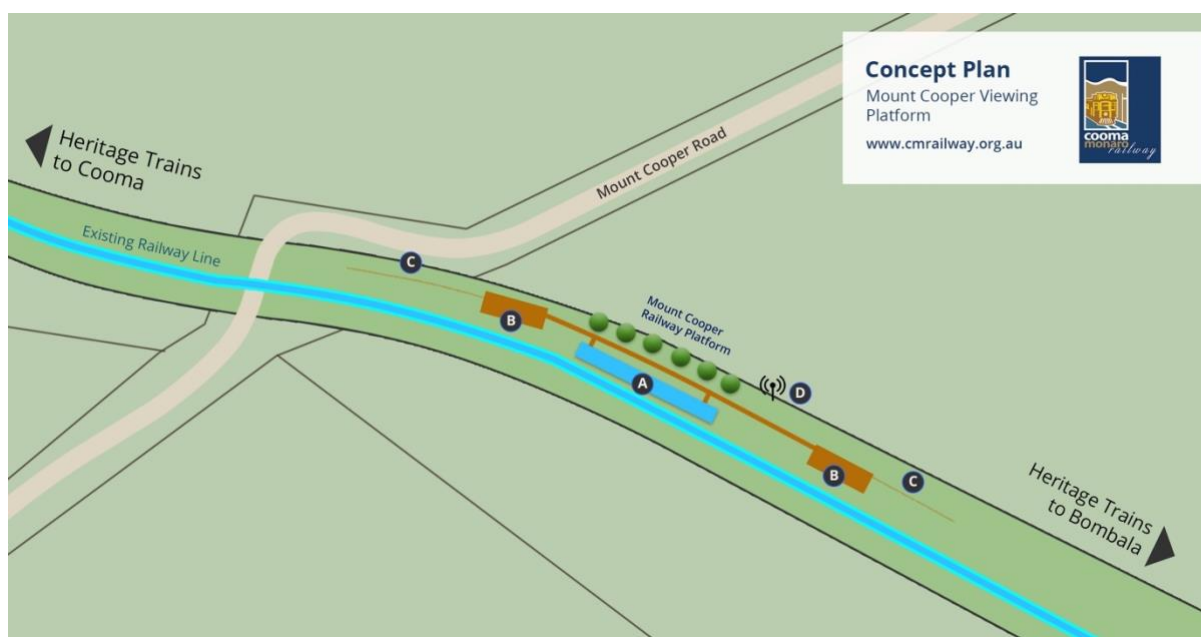


These facilities include:

- A. New steel platform to allow passengers to alight from heritage trains.
- B. Paths from the new platform leading to a raised viewing platform with views across the Maclaughlin River.
- C. Raised viewing platform with water tank and composting toilets for visitors.
- D. Potential connection to future walking and cycling trails.
- E. Former Meat Works building and original Maclaughlin railway platform.
- F. Installation of communications infrastructure providing wireless internet and mobile phone network boosters.

4.6.3 Mount Cooper Platform

A new platform will be installed on the existing railway alignment off Mount Cooper Road providing railway passengers with access to scenic viewing platforms with spectacular views across the valley toward the main range.



These facilities include:

- A. New steel platform to allow passengers to alight from heritage trains.
- B. Paths from the new platform leading to multiple raised viewing platforms with views across the valley to the main range.
- C. Potential connection to future walking and cycling trails.
- D. Installation of communications infrastructure providing wireless internet and mobile phone network boosters.

4.6.4 Bukalong Premium Camping Experience

Development of a boutique camping experience in the Bukalong railway precinct which allows visitors to travel by train to Bukalong and sleep under the stars.

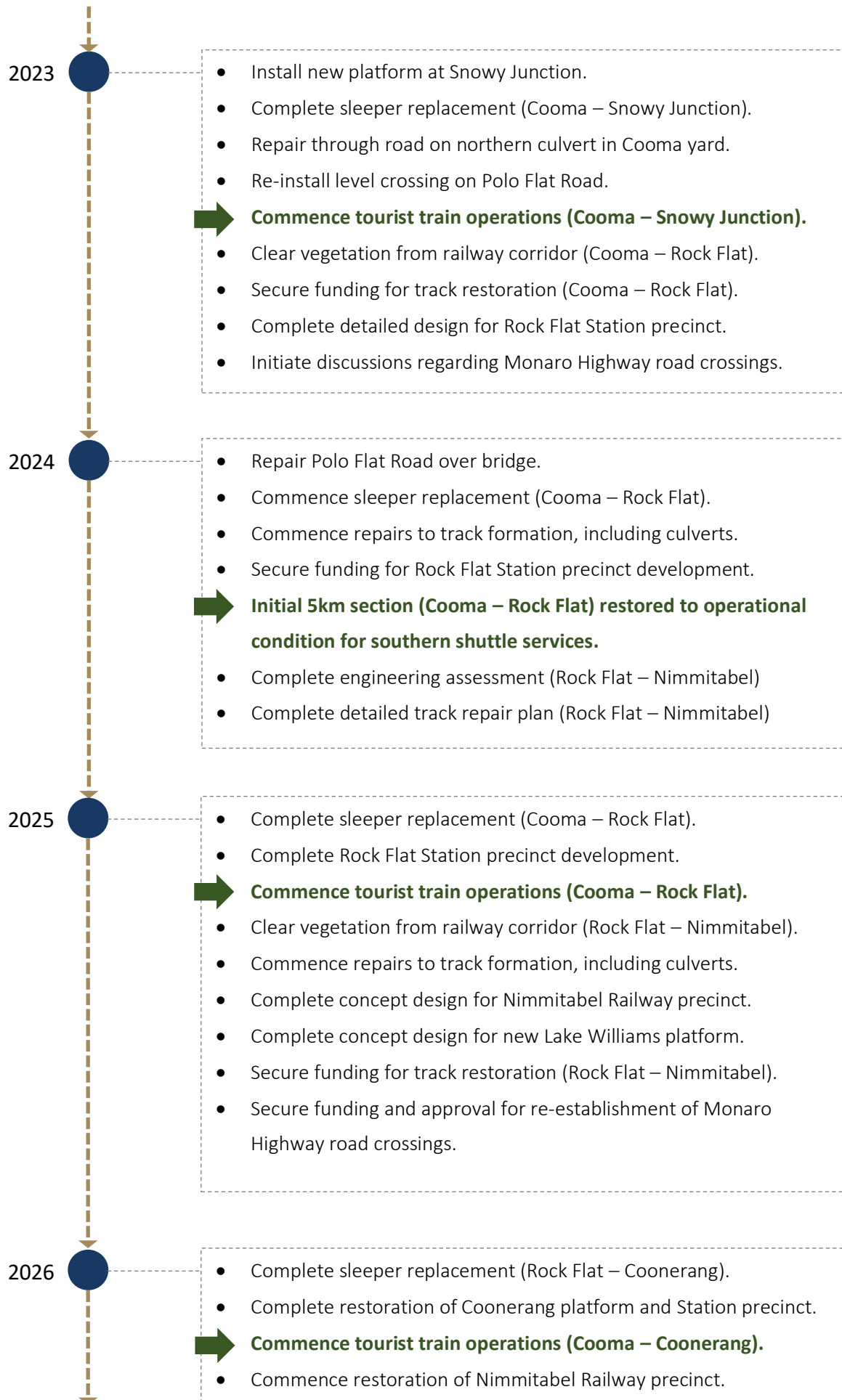
Development of premium camping of “Glamping” experiences in the Bukalong Station precinct would offer visitors a rare view of the Monaro night sky.

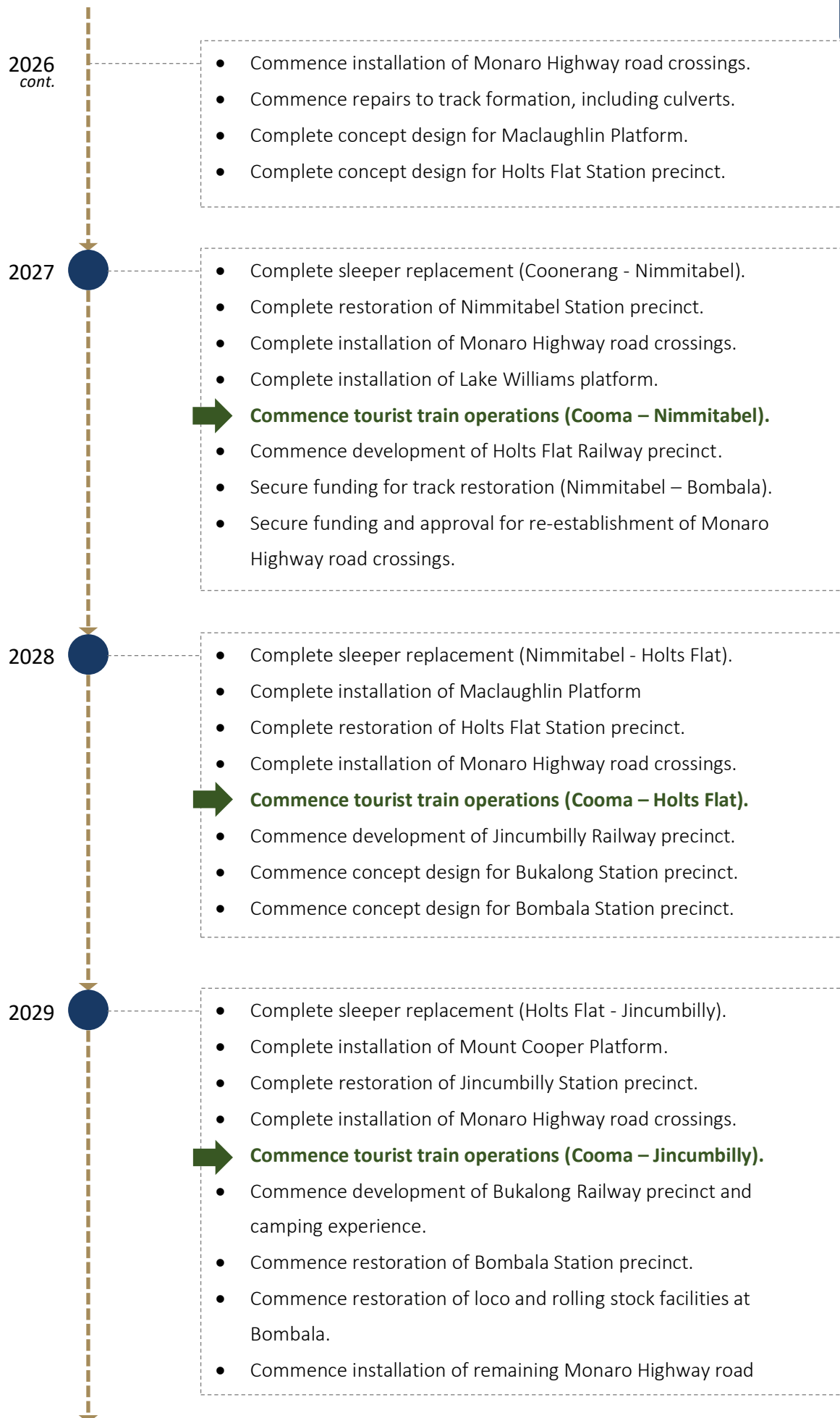


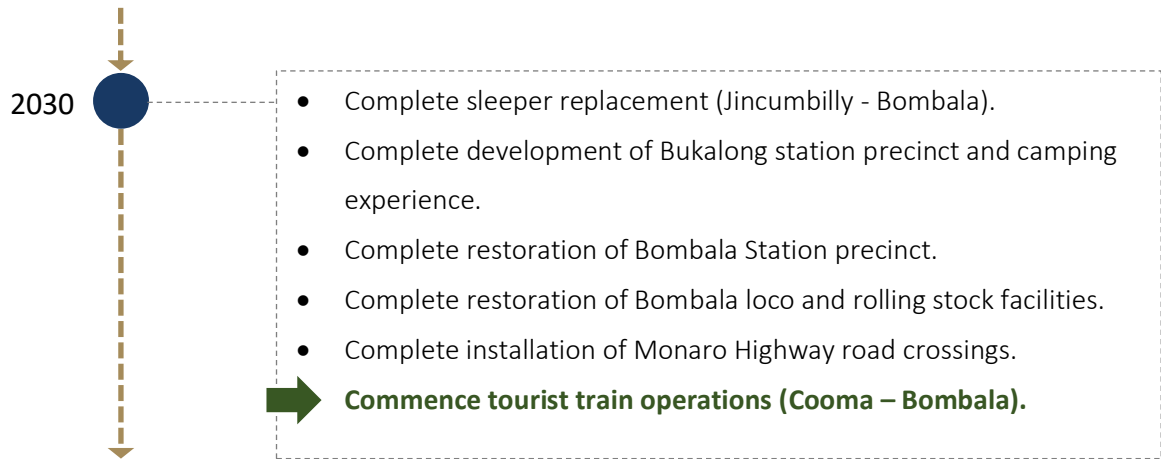
4.7 Project Timeline

Operational and maintenance requirements for an active rail corridor are significant. To ensure that sufficient, reliable operational income can be established to fully cover the ongoing maintenance of the railway infrastructure while also allowing for future development requirements, the project has been split into distinct phases to be delivered over a period of 8 years, with restoration work on the railway corridor commencing in 2023:









4.7.1 Alternative Approaches

The project timeline described above has been identified as the most cost effective, as work can be completed using a sequential, progressive approach that minimises labour requirements. Alternative approaches have been identified that would allow tourist train operations to commence on the southern section of the line earlier than described above. These include:

Single Phase Restoration

By engaging third-party contractors, the full section of line between Cooma and Bombala could be restored in a single project which would reduce the time needed to bring tourist trains back to southern locations. This approach would significantly increase the funding required and would not allow for a safe and stable revenue stream to be developed quickly enough to safely support the maintenance requirements of the infrastructure.

Concurrent Restoration

By commencing restoration of railway infrastructure from both Cooma heading south and Bombala heading north, it would be possible for tourist train operations to commence from both ends of the line at a relatively early stage in the project. This would open up tourism opportunities in the southern region earlier than the planned approach above but would increase initial capital investment and would increase the time required to connect both sections thus delaying the full economic benefit to the region that a connected tourist railway operation would generate.

4.8 Project Costing

Project costing for the development of stages one (1) and two (2) have been developed using detailed infrastructure assessments conducted by Pidgeon Civil Engineering Pty Ltd in association with David Christie, Geotechnical Engineer.

The estimated costing presented in this plan are based on the following principles:

- Track remediation works will be completed by CMR volunteer track maintenance teams.
- Where appropriate and without increasing future maintenance costs, existing timber infrastructure will be repaired rather than replaced to maintain heritage appeal.
- Where applicable, existing timber culverts will be replaced with pipe and fill to reduce restoration costs.
- Sleeper replacement will be a combination of “lift and replace” in sections where full replacement is required and selective, individual replacement where appropriate.
- All replacement sleepers will be made of a durable material with a long life-span (i.e. concrete, steel or plastic composite) to reduce future maintenance costs.

4.8.1 Funding Sources

Funding of the initial capital investment required to restore the railway infrastructure to operational condition will be sourced from a combination of State and Federal Governments grants in conjunction with CMR through revenue generated by museum and tourist train operations.

After initial capital investment, all future maintenance costs will be funded through the revenue generated by museum and tourist train operations.

4.8.2 Project Estimates

	Est. Project Cost	Currently Funded
Stage 1 (Cooma – Snowy Junction)		
• Cooma Yard to Snowy Junction Sleeper Renewal	\$223,392	[In Progress]
• Culvert Replacement (Through Road)	\$380,007	[In Progress]
• Track Repair	\$11,000	TBD
• Snowy Junction Platform & Precinct	\$30,000	TBD
• All Weather Access Pathway (Cooma – Snowy Junction platform ¹)	\$483,6000	TBD
• Miscellaneous Capital Works	\$26,000	TBD

Stage 2 (Cooma – Rock Flat)		
• Cooma Yard Sleeper Renewal	\$778,338	TBD
• Cooma – Rock Flat Sleeper Renewal	\$3,782,725	TBD
• Polo Flat Road Bridge Repairs	\$1,718,400	TBD
• Track Repair	\$3,540,978	TBD
• Miscellaneous Bridge & Culvert Repair	\$1,963,272	TBD
• Rock Flat Precinct Development	[Design Pending]	TBD
• Communication Infrastructure	\$15,000	TBD
• Miscellaneous Capital Works	\$16,000	TBD
Stage 3 (Rock Flat – Nimmitabel)		
• Track Repair	[Design Pending]	TBD
• Bridge Repair	[Design Pending]	TBD
• Miscellaneous Bridge & Culvert Repair	[Design Pending]	TBD
• Highway Crossing Installation	[Design Pending]	TBD
• Nimmitabel Precinct Development	[Design Pending]	TBD
• Lake Williams Precinct Development	[Design Pending]	TBD
• MacLaughlin Platform Development	[Design Pending]	TBD
• Communication Infrastructure	[Design Pending]	TBD
• Miscellaneous Capital Works	[Design Pending]	TBD
Stage 4 (Nimmitabel – Bombala)		
• Track Repair	[Design Pending]	TBD
• Bridge Repair	[Design Pending]	TBD
• Miscellaneous Bridge & Culvert Repair	[Design Pending]	TBD
• Highway Crossing Installation	[Design Pending]	TBD
• Miscellaneous Capital Works	[Design Pending]	TBD
• Bombala Precinct Development	[Design Pending]	TBD
• Communication Infrastructure	[Design Pending]	TBD
• Miscellaneous Capital Works	[Design Pending]	TBD
Future		
• Coonerang Precinct Development	[Design Pending]	TBD
• Bobingah Precinct Development	[Design Pending]	TBD
• Holts Flat Precinct Development	[Design Pending]	TBD
• Jincumbilly Precinct Development	[Design Pending]	TBD
• Bombala Museum Development	[Design Pending]	TBD

Please Note:

- ¹ Not mandatory for the commencement of tourist train operations.

- [\[Application Pending\]](#) denotes that an application for funding is currently being processed.
- [Future Application] denotes that a grant application to fund the initiative will be submitted in the future once costing has been determined.
- [In Progress] denotes that a grant application to fund the initiative is currently in progress.
- [Design Pending] denotes that a detailed design is planned or currently in progress and a costing cannot be produced until the detailed design, including heritage approval, has been completed.
- These costings are directly related to the restoration of the railway infrastructure and not the Cooma Railway precinct.

4.8.3 Ongoing Costs – Cooma Railway Precinct

Being part of the NSW Government Heritage Portfolio, the ongoing maintenance of the Cooma Railway precinct including grounds and buildings but excluding the track infrastructure is funded through a recurring revenue stream and facilitated by Cooma Monaro Railway volunteers.

Ongoing maintenance of operational railway infrastructure within the Cooma Railway precinct (after initial restoration) including sleeper replacement, bridge/culvert maintenance and other railway related infrastructure will be funded by revenue generated through museum and tourist train operations.

4.8.4 Ongoing Costs – Railway Corridor

Ongoing maintenance of operational railway infrastructure across the rail corridor (after initial restoration) including sleeper replacement, bridge/culvert maintenance and other railway related infrastructure will be funded by revenue generated through museum and tourist train operations.

5 Market Analysis

The Snowy Mountains region has continued to experience strong tourism growth over the last ten years and despite the challenges presented by the global COVID-19 pandemic, the Snowy Mountains region maintained healthy tourism numbers compared other markets.

In the period between 2012 and 2019, combined domestic overnight and day trip visitors grew at an average of **4.4%** year on year which resulted in a total year-round growth of **34.4%** over this period.

Due to the impact of COVID-19 on tourism and travel, visitor data for 2020 and 2021 is not representative of this historical trend. Projecting the same growth through the last 2 years to the end of 2021 could have seen year-round growth reach **46.5%** from 2012.

[Source: Destination NSW Regional Tourism Statistics – Snowy Mountains]

5.1 Visitor Market Profile

The existing tourism market is a diverse demographic with a relatively even breakdown between family groups (**19%**), friends and/or relatives (**30%**), adult couples (**26%**) and individuals (**22%**). Visitors are primarily from NSW (**70%**) with **28%** from greater Sydney **42%** from regional NSW. 57% of visitors are male with 43% female.

[Source: Destination NSW Regional Tourism Statistics – Snowy Mountains]

5.2 Heritage Rail Market

Heritage rail operations have continued to show strong and sustained growth with the strongest growth occurring in tourist rail travel.

NSW currently has a strong mainline heritage tourist railway industry with a diverse selection of operators offering regular heritage rail travel across the state utilising the current mainline railway network.

Mainline operators rely on access to the NSW Railway Network to operate their services. As commercial rail operations continue to grow, the demands on the mainline network are increasing which is already impacting the ability of mainline heritage operators to access the network and will eventually prevent these operators from accessing the network.

While there are a number of short distance tourist railway operations in NSW that don't rely on the mainline network, the short nature of their railway infrastructure prevents them from offering extended railway experience such as whole day or overnight regional train travel.

At close to 100kms in length and separated from the mainline network, the scenic branch line between Cooma and Bombala offers visitors with the opportunity of experiencing the joy of long-distance railway journeys through the scenic countryside for years to come without the restrictions of mainline operations.

5.3 Strategic Alignment

Analysis of recent tourism trends across the state has identified a shift in visitor trends from high-value activities to more experience or culture-based activities. Visitors are willing to spend more on an activity that provides a unique experience.

The Cooma Railway Museum with its Tourist Train operations will provide visitors with a rich, unique experience to showcase the best that the Monaro has to offer, aligning strongly with the demands of the current tourism market.

[Source: Destination NSW tourism trend analysis]

5.3.1 Snowy Monaro Destination Management Plan 2019

The Snowy Monaro DMP provides a framework and process for the ongoing development of the tourism economy in the Monaro region. Identified in this plan are new and existing target markets:

Existing Markets	Nature Tourism	Stretching for 100kms between Cooma and Bombala, winding through the rolling hills of the Monaro to the backdrop of the spectacular Snowy Mountains, rail journeys not only allow a broad range of visitors to experience the distinctive countryside, visitors can alight at many locations to link up with walking trails, villages or to explore the natural landscape.
	NSW Family Market	Rail journeys provide visitors with an activity that accessible to people of all ages, backgrounds and ability which is attractive to families who are looking for activities that will engage the whole family.
New Markets	Road Trippers	The diverse offerings of the Cooma Monaro Railway Museum allow visitors to engage in a way that suits them and their

		travel plans. Shorter rail journeys will entice road trippers to increase the time they spend in the region or attract them to the region as they travel across the state while longer rail journeys can directly attract visitors to the region.
	International Backpackers	Authentic heritage rail journeys through the picturesque Australian countryside are an attractive year-round opportunity for international tourists to experience this beautiful part of the country.

The plan identifies the shifting trends of the tourism market with visitors looking for inclusive activities that provide an experience with an increased focus on indulgence. Visitors are focusing on “*small-scale, immersive and locally curated activities*” where “*luxury is defined by small brands with big stories and is driven largely by the opportunity for genuine engagement and interaction with local people, nature, heritage, arts and culture*”. Visitors are looking to engage locally and “*dining 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*”.

Through the development of strategic partnerships with local businesses and producers, visitors to the Cooma Monaro Railway will experience the best that the Monaro has to offer from premium camping under the crystal-clear night sky to cruising through the countryside while sampling the amazing food and beverages from our local producers.

[Source: Snowy Monaro Regional Council – Key Strategies and Reports]

<https://www.snowymonaro.nsw.gov.au/Business/Key-Strategies-and-Reports>

5.3.2 NSW State Infrastructure Strategy 2022-2042

The NSW State Infrastructure Strategy 2022-2042, prepared by Infrastructure NSW, recommends that the NSW State Government implement a strategy to “*Preserve and strategically manage protected corridors for future use*” to “*Ensure corridor preservation needs for NSW are considered in the sequencing and prioritisation of infrastructure delivery and land use decisions*” and “*Effectively manage preserved corridors with appropriate and staged ‘meanwhile use’*”.

The restoration of the railway corridor and its associated station precincts for tourist train operations will ensure that the corridor is maintained and preserved as an appropriate ‘meanwhile use’ of the asset.

[Source: Infrastructure NSW]

<https://www.infrastructure.nsw.gov.au/expert-advice/state-infrastructure-strategy/>

5.3.3 NSW Tourism and Transport Plan

The NSW Tourism and Transport Plan “provides a framework of customer outcomes for our visitors and initiatives to guide the work of the NSW Transport cluster over the next 10 years”. Customer Outcome 3, “Making transport the attraction”, identifies “growing transport as tourism” by “supporting tourist and heritage trains”. This aligns with the vision of Cooma Monaro Railway to develop a significant destination attraction based around the operation of heritage railway services.

The report supports the development of “Great rail journeys” including the increasing popularity of overnight sleeper services which will be available between Cooma and Bombala.

[Source: Transport for NSW]

<https://future.transport.nsw.gov.au/plans/tourism-and-transport-plan>

5.4 Visitor Attraction Summary

The Monaro region attracts a diverse range of visitors and it’s important that the product offerings are varied and appeal to all visitors. The table below provides a summary of the major activities available and their appeal to the various target demographics that have been identified.

	Single Adults	Adult Couples	Adult Groups	Families	School Groups	Tour Groups	Corporate Groups
Travel for Pleasure Museum	●	●	●	●	●	●	
Local History Display	●	●	●	●	●	●	
Hands-on Station Tour	●			●	●	●	
Railway Workshops	●			●	●		
Short Train Shuttles		●		●	●	●	
Train Driver Experiences	●						●
Short Train Trips	●			●	●	●	●
Picnic Trains to Rock Flat		●	●	●			●
Twilight Wine & Cheese Trains	●	●	●				●

Charter Trains			●		●	●	●
Village Visitor Trains (Nimmitabel or Bombala)	●	●	●	●		●	
Full-Day Train Trips	●	●	●	●			
Overnight Train Trips	●	●	●				●
Ride and Hike Train Trips to various locations	●	●	●	●			
Special/Theme Events				●	●		
Function Centre			●	●	●		●
Lunch and Dinner in the Refreshment Room	●	●	●	●			●
Glamping under the stars at Bukalong		●	●				●

6 Opportunities – Current and Future

6.1 Visitor Growth Potential

Existing tourism growth in the region is putting strain on current resources and facilities. To ensure that any tourism growth as a result of the Cooma Railway Museum does not compound these issues, a number of strategies have been implemented to maximise the potential economic growth that can be achieved, including:

- Development of activities to help grow the year-round tourism market in off-peak periods through special events and unique special event train operations designed to bring new visitors to the region where capacity is available.
- Develop offerings that help to distribute new visitors to the regional locations of Nimmitabel and Bombala help develop the economy of those locations and reduce the pressure on facilities in popular locations such as Cooma.
- Establish an additional satellite museum operation out of the Bombala Railway Station precinct to provide visitors with alternative tourism opportunities and assist with capturing transient tourists travelling through the region that would not normally stop or stay in those areas.
- Develop unique experiences such as the Bukalong Premium Camping experience that attract high-value visitors to areas of the Monaro region that they wouldn't normally travel to.
- Strategic timetabling of tourist train services to deliver visitors to businesses along the length of the railway corridor between Cooma and Bombala.
- Collaborate with local events and attractions to augment their offerings.

6.1.1 School Excursions

With a rich agricultural history, coupled with the spectacular natural beauty of the Kosciuszko National Park and industrial history of the mighty Snowy Hydro scheme, the Monaro region is already a destination for educational activities and the hands-on, living history of the Cooma Railway Museum and Cooma to Bombala railway operations is an attractive option for schools to participate in structure education programs.

Proximity to Canberra and surrounding regional areas, coupled with the existing educational opportunities in the region provide schools with options for both single day and overnight trips.

6.1.2 Railway Enthusiasts

Railway enthusiasts will travel distances for the right attraction and are willing to spend on unique or value-added experiences. Unlike the majority of the existing tourism market, enthusiasts will travel specifically for the attraction and are not bound by the peak travel dates.

6.1.3 Structured Tours

Structured tours where predominately seniors or concession holders are transported by road coach to one or more attractions in a region are a popular service in southern NSW and contributed significantly to the operating revenue during previous operations at Cooma Monaro Railway.

Through partnerships with tour providers, regular bus tours can be scheduled in off-peak times that will bring additional tourism revenue to the region at times when normal tourism activities are not active.

6.1.4 Corporate and Function Destination

Through the development of the multi-purpose function centre in the old Goods Shed at Cooma Railway Station, the Monaro region will have a unique, large-capacity function venue that will cater for a variety of corporate events, business expo's as well as functions such as weddings and parties.

6.1.5 Year-Round Tourism Growth

As a year-round attraction with a diverse range of activities that cater to a broad range of visitors with short visit experiences of a couple of hours through to multi-day trips, the Cooma Railway Museum has the ability to grow the existing tourism market by:

- attracting new visitors that wouldn't normally participate in the region's current tourism offerings,
- distributing visitors to areas of the region that don't currently have a strong tourism market such as Nimmitabel and Bombala,
- providing an attraction that is not dependant on seasons or weather, increasing visitation during off-peak periods.

6.2 Creation of Community Assets

The primary goal of the proposed development plans is the creation of a diverse range of community assets that provide the community with much-needed facilities that help to build the local economy without burdening the local community with the ongoing maintenance and operational costs. These facilities include:

- Multi-Purpose Function Centre – Cooma
- Railway Institute Building & Tennis Courts – Cooma
- Creation of cottage industry in railway precincts along the corridor including vineyard, community fresh produce gardens, orchards, olive groves, etc.
- Installation of communication infrastructure along the railway corridor that provides wireless internet at each railway precinct and onboard trains as well as mobile phone boosters to provide mobile phone reception at key areas along the corridor.

6.3 Strategic Partnerships

To achieve the strategic goals outlined in this document, a number of strategic partnerships need to be established or expanded. These include:

- Transport for NSW
- Transport Heritage NSW
- TAFE NSW
- NSW Department of Education
- Railway industry service providers
- Tourism Snowy Mountains and local tourism promoters
- Regional tour operators
- Local producers and service providers (to be determined before the commencement of each stage)
- Other heritage railway operators

6.4 Education

As a living history museum and operational heritage railway, there are a number of strong opportunities to partner with the education sector and develop programs that will benefit a wide variety of students.

6.4.1 Curriculum-based school experiences

By partnering with education professionals, a series of structured primary and secondary school age programs will be developed, aligned with outcomes defined in the NSW Education Curriculum. These programs will provide schools with a cost-effective learning experience that is both fun and educational.

Program duration and content will be varied to appeal to school groups travelling specifically for the railway experience as well as groups that need to incorporate the program into an existing trip.

Initial analysis has identified a wide variety of suitable subject areas and outcomes from Stage 3 through to Stage 6.

6.4.2 Vocational Education

Ongoing restoration, maintenance and repair of railway assets, including rolling stock, railway corridor and station precincts as well as the ongoing operation of the museum requires a wide variety of skills and trades such as:

- Carpentry and Cabinet Making
- Metal Working
- Plumbing

- Electrical
- Mechanical
- Horticulture
- Hospitality
- Retail.

This presents an opportunity to partner with a local vocational education provider to create practical training opportunities to support local students with their studies.

With the ongoing growth of the Cooma Monaro Railway, opportunities have been identified to develop traineeships and apprenticeships through partnerships with education providers and local businesses which would provide more employment opportunities for youth in the region.

After completion of Stage 3 of Tourist Train Operations, it is envisioned that Cooma Railway Museum would employ at least two (2) full-time apprentices.

6.4.3 Local School Partnerships

Developing partnerships with local schools will provide students with the opportunity to gain hands-on trade experience in a variety of fields that will complement their studies.

In addition to trade opportunities, economic development within the Monaro region is a core focus of the Cooma Monaro Railway which is demonstrated through our ongoing support of local business and cottage industries in the region.

Development of an entrepreneurial pathway program with local schools would provide students with the opportunity to foster and develop their own business opportunities in a collaborative and supportive environment while providing them with access to a wide variety of mentoring opportunities through our network of local business partnerships.



7 Project Forecasts

Forecasts for the project have been prepared for each phase of development and include analysis of estimated operational expenses and forecasted revenue based on estimated tourist visitation and utilisation of facilities.

Estimates of operational expenses have been produced using a combination of current operating expenses, historical CMR operating expenses for tourist train operations and data provided by other members of the heritage railway sector.

Visitation forecasts are aligned with current tourism statistics for the Snowy Mountains region (*who is currently travelling and what are they spending*) in combination with industry specific tourism data (*how are visitors engaging and what are they spending their money on*) from similar attractions in NSW.

The following metrics have been derived from an average of the reported tourism statistics (*Destination NSW – Tourism Facts and Figures Research, Regional Tourism Statistics*) for the Snowy Mountains region and are used to calculate the total, potential economic benefit that each phase could generate for the region.

Day Tripper Domestic visitor travelling to the region for a single day without staying overnight within the region.	Average Spend The average amount that a day trip visitor would typically spend within the region during their trip.	\$106.14
Overnight Visitor – Per Night Domestic visitor that travels to the region and stays one or more nights within the region.	Average Spend The average amount that a visitor staying overnight would typically spend within the region during a single night stay.	\$229.86
Overnight Visitor – Per Visitor Domestic visitor that travels to the region and stays one or more nights within the region.	Average Spend The average amount that a visitor staying overnight would typically spend within the region for the duration of their stay.	\$740.43
	Average Total Nights The average number of total nights that an overnight visitor would typically stay.	3.3
	Average Additional Nights The average number of additional nights that an overnight visitor would typically stay if they extended their trip to visit this attraction.	1
School Group Day Trip A school group visiting the region for a single day without staying overnight.	Average Spend The average amount that would typically be spent within the region for each school visitor (includes services).	\$25.00
School Group Overnight – Per Night A school group visiting the region and stays one or more nights within the region.	Average Spend The average amount would typically be spent within the region per night for each school visitor (includes services).	\$100.00

Seniors Coach Tour Day Trip An organised seniors/concession tour group visiting the region for a single day without staying overnight.	Average Spend The average amount that would typically be spent within the region for each tour visitor (includes services).	\$35.00
Other Coach Tour Day Trip An organised adult tour group visiting the region for a single day without staying overnight.	Average Spend The average amount that would typically be spent within the region for each tour visitor (includes services).	\$50.00









Potential economic benefit to the region is calculated using the metrics above in addition to revenue generation activities directly related to the museum and tourist train operations. These figures do not allow for inflation and it is likely, based on current statistical trends, that later stages of the project will result in larger figures than are quoted in this document.

Operational surplus generated by each phase is invested back into the project in two key areas:

- **Capital Works Fund** – Funds that will be used to contribute towards the capital investment required to complete the next phase of development or in the case of Phase 4, continued development and improvement of facilities.
- **Emergency Repair Fund** – Funds that will contribute to an emergency fund that can be used to repair infrastructure and maintain business continuity in the case of damage to critical infrastructure caused by natural disaster, wilful damage or other significant event that impacts ongoing revenue generation.

7.1 Museum Only

The following figures are a forecast of the expected visitation to the “Travel for Pleasure” exhibit as a stand-alone museum without operational tourist train services.

	\$680,880 Additional benefit per annum to the local economy.		\$277,828 Annual Revenue
	13,800 Visitors Annually		\$130,020 Annual Expenses
	0.10% Visitor Growth		\$110,000 Capital Investment
			\$25,000 Emergency Repair Fund
			\$12,808 Annual Surplus

Forecasts are based on the following operating model:

- **Peak Weeks** (school holidays) – Seven days per week.
- **Off-Peak Weeks** – Five days per week made up of Saturday, Sunday and three weekdays.

7.1.1 Visitation Forecast

This phase of the project is forecast to attract over **13,800** visitors annually of which **89.6%** are existing tourists to the region, representing approximately **0.84%** of the estimated tourism market for the 2021 calendar year.

10.4% of these visitors are new visitors which represents a year-round tourism growth of **0.10%**.

84.3% of these visitors are direct tourists consisting of:

Domestic Day Tripper (per annum)	Existing Visitor Already travelling to the region	20.0%	2,340
	New Visitor Travelling to the region for this attraction	10.0%	1,170
Domestic Overnight (per annum)	Existing Visitor Already travelling to the region for an overnight stay	59.5%	6,960

	Existing Visitor Extending Already travelling to the region for an overnight stay and extending for a night for this attraction	5.0%	585
	New Visitor Travelling to the region for this attraction	0.5%	58
	Converted Day Tripper Already travelling to the region and decided to stay overnight for this attraction	5.0%	585

15.7% of these visitors are sourced through structured/guided tours (e.g. organised coach tours) consisting of:

Seniors (per annum)	New Visitor Travelling to the region for this attraction	10.0%	133
	Existing Visitor Tour already travelling to the region	90.0%	1,197
School Groups (per annum)	New Visitor Travelling to the region for this attraction	10.0%	86
	Existing Visitor Tour already travelling to the region	90.0%	770
Adult Tours (per annum)	New Visitor Travelling to the region for this attraction	0.0%	0
	Existing Visitor Tour already travelling to the region	0.0%	0

7.1.2 Operational Budget Forecast

Estimated Annual Revenue	\$277,828
Museum	
Admission	\$98,603
Food & Beverage	\$61,525
Merchandise	\$76,745
Membership	\$1,600
Markets & Events	\$12,700
Venue & Facilities Hire	\$5,400
Transport Heritage Maintenance Funding	\$15,000
Other Income	\$6,255
Estimated Annual Expenses	\$130,020
Museum	
Administration	\$10,810

Marketing & Advertising	\$1,400
Food, Beverage & Merchandise Stock	\$41,000
Professional Services ¹	\$3,700
Insurance	\$3,250
Membership & Association Fees	\$700
Services & Utilities ¹	\$24,460
Cleaning & Waste	\$2,400
Grounds & Building Maintenance ¹	\$30,200
Wages & Staff Costs	-
Rolling Stock	
Fuel & Consumables	\$1,600
Professional Services	-
Repair & Maintenance ¹	-
Projects, Restoration & Upgrades ²	-
Railway Infrastructure	
Fuel & Consumables	-
Waste Disposal	\$5,000
Transport	-
Repair & Maintenance	\$5,500
Track Hardware	-
Precincts	
Fuel & Consumables	-
Services & Utilities	-
Cleaning & Waste	-
Grounds & Building Maintenance	-
Capital Works Fund (<i>contribution to future capital works</i>)	\$110,000
Emergency Repair Fund (<i>contribution to emergency management & repair fund</i>)	\$25,000
Operational Surplus	\$12,808

¹ Selected professional services and maintenance costs for the Cooma Railway Precinct and items identified in the Cooma Precinct Asset Management Plan are funded through Stream 2 funding provided by Transport Heritage NSW.





² Only includes expenses for CMR owned rolling stock. Restoration and major maintenance of rolling stock items from the NSW state collection are funded through Stream 2 funding provided by Transport Heritage NSW and are not included in annual expenses.

7.1.3 Economic Development

Based on visitation forecasts and financial analysis of this phase, it is estimated that this phase of the project will generate an additional **\$680,880** per annum for the local economy.

7.2 Train Operations – Stage 1

The following figures are a forecast of the expected visitation to the “Travel for Pleasure” exhibit with tourist train operations between Snowy Junction and Cooma.

	\$2,108,955 Additional benefit per annum to the local economy.		\$684,175 Annual Revenue
	21,081 Visitors Annually		\$382,500 Annual Expenses
	0.33% Tourism Growth		\$240,000 Capital Investment
			\$50,000 Emergency Repair Fund
			\$11,675 Annual Surplus

Forecasts are based on the following operating model:

- **Peak Weeks** (school holidays) – Seven days per week.
- **Off-Peak Weeks** – Five days per week made up of Saturday, Sunday and three weekdays.

7.2.1 Visitation Forecast

This phase of the project is forecast to attract over **21,081** visitors annually of which **82.8%** are existing tourists to the region, representing approximately **1.62%** of the estimated tourism market for the 2021 calendar year.

16.7% of these visitors are new visitors which represents a year-round tourism growth of **0.33%**.

84.5% of these visitors are direct tourists consisting of:

Domestic Day Tripper (per annum)	Existing Visitor Already travelling to the region	20.0%	4,914
	New Visitor Travelling to the region for this attraction	16.0%	3,931
Domestic Overnight (per annum)	Existing Visitor Already travelling to the region for an overnight stay	50.0%	12,286

	Existing Visitor Extending Already travelling to the region for an overnight stay and extending for a night for this attraction	7.0%	1,720
	New Visitor Travelling to the region for this attraction	2.0%	491
	Converted Day Tripper Already travelling to the region and decided to stay overnight for this attraction	5.0%	1,229

15.4% of these visitors are sourced through structured/guided tours (e.g. organised coach tours) consisting of:

Seniors (per annum)	New Visitor Travelling to the region for this attraction	10.0%	266
	Existing Visitor Tour already travelling to the region	90.0%	2,394
School Groups (per annum)	New Visitor Travelling to the region for this attraction	10.0%	171
	Existing Visitor Tour already travelling to the region	90.0%	1,539
Adult Tours (per annum)	New Visitor Travelling to the region for this attraction	0.0%	0
	Existing Visitor Tour already travelling to the region	0.0%	0

7.2.2 Operational Budget Forecast

Estimated Annual Revenue	\$684,175
Museum	
Admission	\$200,298
Food & Beverage	\$120,350
Merchandise	\$148,870
Membership	\$2,200
Markets & Events	\$15,500
Venue & Facilities Hire	\$8,500
Transport Heritage Maintenance Funding	\$15,000
Other Income	\$8,200
Tourist Train Operations	
Snowy Junction Shuttles	\$131,257
CPH Driver Experience (Cooma - Snowy Junction)	\$34,000

Estimated Annual Expenses	\$382,500
Museum	
Administration	\$22,010
Marketing & Advertising	\$11,700
Food, Beverage & Merchandise Stock	\$112,000
Professional Services ¹	\$4,500
Insurance	\$26,750
Membership & Association Fees	\$1,080
Services & Utilities ¹	\$26,260
Cleaning & Waste	\$6,600
Grounds & Building Maintenance ¹	\$53,600
Wages & Staff Costs	-
Rolling Stock	
Fuel & Consumables	\$29,600
Professional Services	\$5,000
Repair & Maintenance ¹	\$16,000
Projects, Restoration & Upgrades ²	\$10,000
Railway Infrastructure	
Fuel & Consumables	\$2,400
Waste Disposal	\$7,000
Transport	-
Repair & Maintenance	\$13,000
Track Hardware	\$35,000
Precincts	
Fuel & Consumables	-
Services & Utilities	-
Cleaning & Waste	-
Grounds & Building Maintenance	-
Capital Works Fund (contribution to future capital works)	\$240,000
Emergency Repair Fund (contribution to emergency management & repair fund)	\$50,000
Operational Surplus	\$11,675

¹ Selected professional services and maintenance costs for the Cooma Railway Precinct and items identified in the Cooma Precinct Asset Management Plan are funded through Stream 2 funding provided by Transport Heritage NSW.

² Only includes expenses for CMR owned rolling stock. Restoration and major maintenance of rolling stock items from the NSW state collection are funded through Stream 2 funding provided by Transport Heritage NSW and are not included in annual expenses.

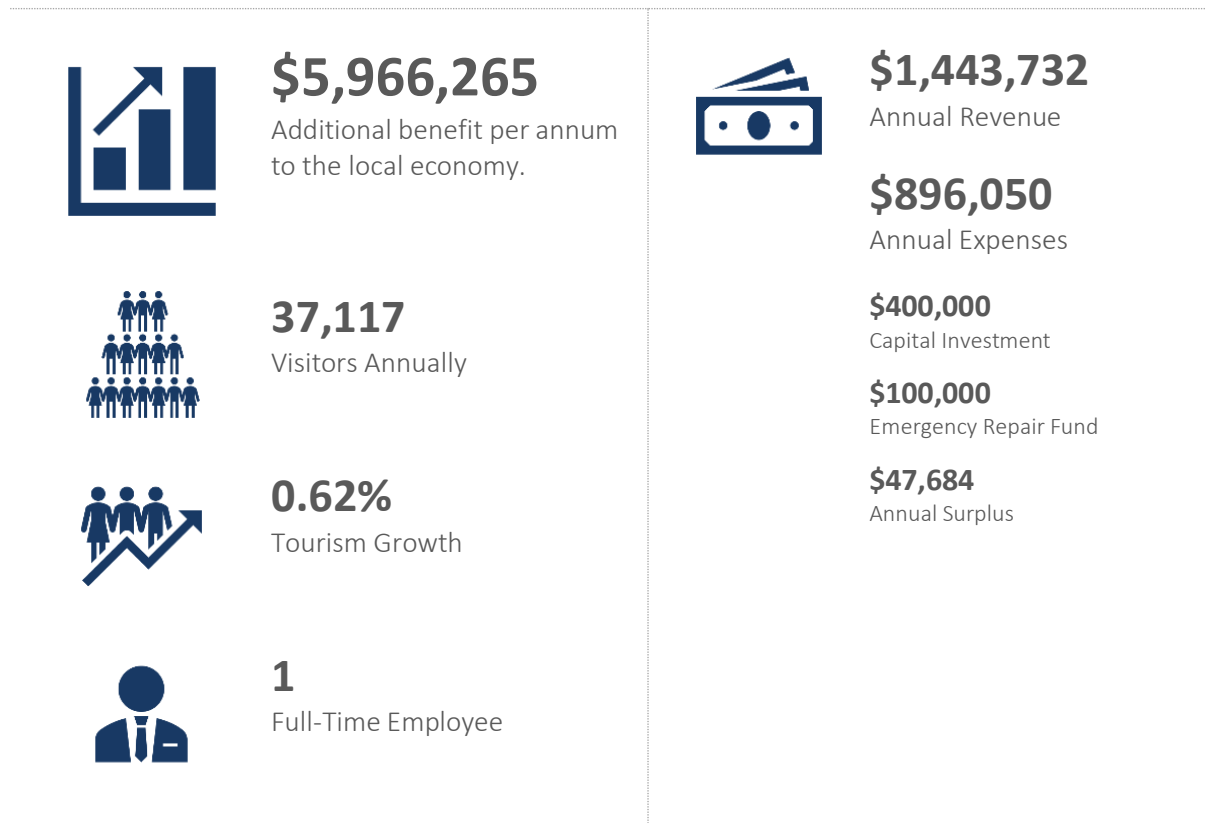
7.2.3 Economic Development

Based on visitation forecasts and financial analysis of this phase, it is estimated that this phase of the project will generate an additional **\$2,108,955** per annum for the local economy.

7.3 Train Operations – Stage 2

The following figures are a forecast of the expected visitation to the Cooma Railway Museum complex with multiple tourist train operations between:

- Snowy Junction and Cooma
- Cooma and Rock Flat



Forecasts are based on the following operating model:

- **Peak Weeks** (school holidays) – Seven days per week.
- **Off-Peak Weeks** – Five days per week made up of Saturday, Sunday and three weekdays.

7.3.1 Visitation Forecast

This phase of the project is forecast to attract over **37,117** visitors annually of which **65.4%** are existing tourists to the region, representing approximately **1.64%** of the estimated tourism market for the 2021 calendar year.

24.7% of these visitors are new visitors which represents a year-round tourism growth of **0.62%**.

87.9% of these visitors are direct tourists consisting of:

Domestic Day Tripper (per annum)	Existing Visitor Already travelling to the region	15.0%	4,893
	New Visitor Travelling to the region for this attraction	21.0%	6,851
Domestic Overnight (per annum)	Existing Visitor Already travelling to the region for an overnight stay	29.0%	9,460
	Existing Visitor Extending Already travelling to the region for an overnight stay and extending for a night for this attraction	15.0%	4,893
	New Visitor Travelling to the region for this attraction	6.0%	1,957
	Converted Day Tripper Already travelling to the region and decided to stay overnight for this attraction	14.0%	4,567

10.4% of these visitors are sourced through structured/guided tours (e.g. organised coach tours) consisting of:

Seniors (per annum)	New Visitor Travelling to the region for this attraction	10.0%	200
	Existing Visitor Tour already travelling to the region	90.0%	1,796
School Groups (per annum)	New Visitor Travelling to the region for this attraction	10.0%	171
	Existing Visitor Tour already travelling to the region	90.0%	1,539
Adult Tours (per annum)	New Visitor Travelling to the region for this attraction	0.0%	0
	Existing Visitor Tour already travelling to the region	100.0%	140

The remaining **1.8%** of these visitors are visiting specifically for a special train event only (no museum visit) and consist of:

Special Trains (per annum)	Existing Day Trip Visitor Already travelling to the region	10.0%	65
	New Day Trip Visitor Travelling to the region for this attraction	15.0%	98

	Existing Visitor Extending Already travelling to the region for an overnight stay and extending for a night for this attraction	22.0%	143
	New Overnight Visitor Travelling to the region for this attraction	28.0%	182
	Converted Day Tripper Already travelling to the region and decided to stay overnight for this attraction	25.0%	163

7.3.2 Operational Budget Forecast

Estimated Annual Revenue	\$1,443,732
Museum Admission \$297,939 Food & Beverage \$342,295 Merchandise \$228,376 Membership \$3,500 Markets & Events \$18,000 Venue & Facilities Hire \$10,000 Transport Heritage Maintenance Funding \$15,000 Other Income \$10,200	
Tourist Train Operations Snowy Junction Shuttles \$98,047 CPH Driver Experience (Cooma - Snowy Junction) \$34,000 CPH Driver Experience (Cooma – Rock Flat) \$80,750 Picnic Train (Cooma – Rock Flat) \$227,625 Cocktail Train (Cooma – Rock Flat) \$78,000	
Estimated Annual Expenses	\$896,050
Museum Administration \$34,410 Marketing & Advertising \$21,400 Food, Beverage & Merchandise Stock \$310,000 Professional Services ¹ \$10,000 Insurance \$26,750 Membership & Association Fees \$1,080 Services & Utilities ¹ \$33,960 Cleaning & Waste \$9,950 Grounds & Building Maintenance ¹ \$50,400 Wages & Staff Costs \$75,000	
Rolling Stock Fuel & Consumables \$65,500 Professional Services \$5,000 Repair & Maintenance ¹ \$21,000 Projects, Restoration & Upgrades ² \$35,000	
Railway Infrastructure	

Fuel & Consumables	\$4,800
Waste Disposal	\$10,000
Transport	-
Repair & Maintenance	\$75,200
Track Hardware	\$71,500
Precincts	
Fuel & Consumables	\$1,800
Services & Utilities	\$5,000
Cleaning & Waste	\$6,600
Grounds & Building Maintenance	\$21,700
Capital Works Fund <i>(contribution to future capital works)</i>	\$400,000
Emergency Repair Fund <i>(contribution to emergency management & repair fund)</i>	\$100,000
Operational Surplus	\$47,684

¹ Selected professional services and maintenance costs for the Cooma Railway Precinct and items identified in the Cooma Precinct Asset Management Plan are funded through Stream 2 funding provided by Transport Heritage NSW.

² Only includes expenses for CMR owned rolling stock. Restoration and major maintenance of rolling stock items from the NSW state collection are funded through Stream 2 funding provided by Transport Heritage NSW and are not included in annual expenses.

7.3.3 Economic Development

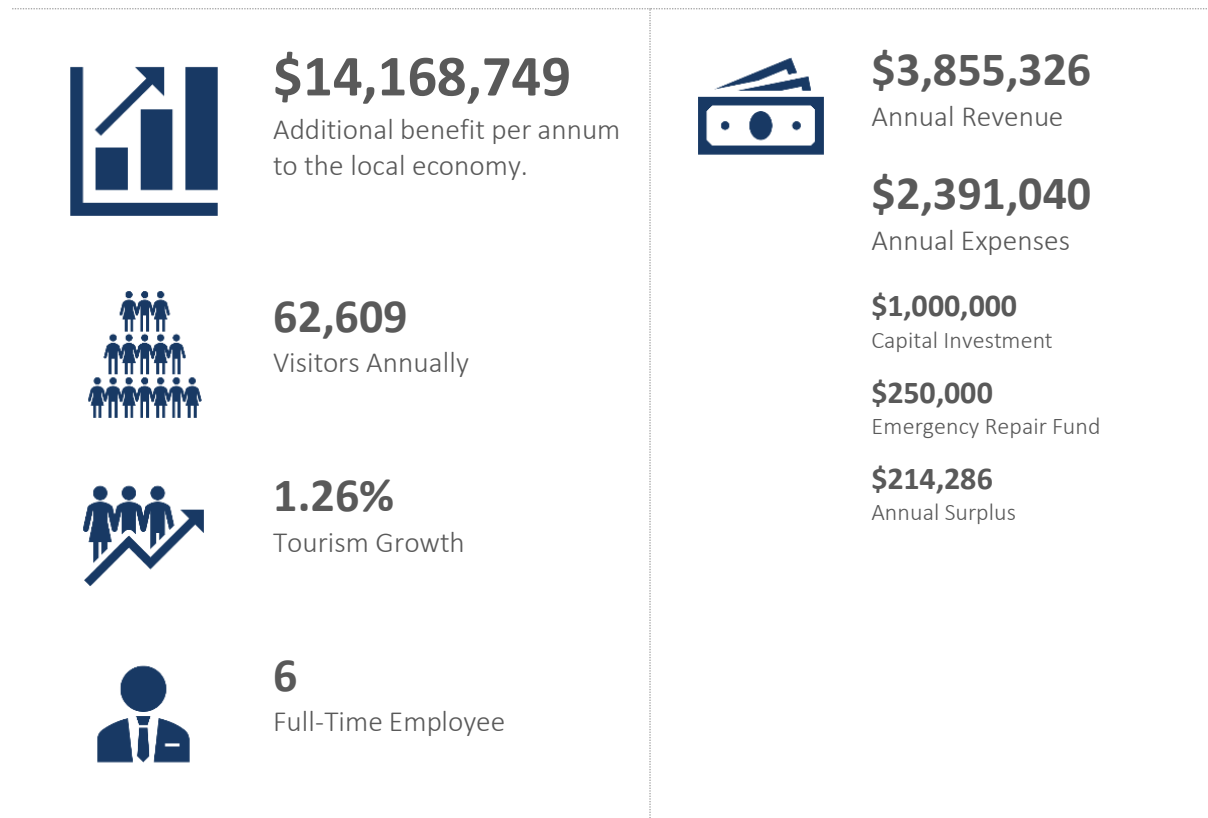
Based on visitation forecasts and financial analysis of this phase, it is estimated that this phase of the project will generate an additional **\$5,966,265** per annum for the local economy.

In addition to tourism revenue, this phase will introduce **one (1) additional local employment opportunity**.

7.4 Train Operations – Stage 3

The following figures are a forecast of the expected visitation to Cooma Railway Museum complex with multiple tourist train operations between:

- Snowy Junction and Cooma
- Cooma and Rock Flat
- Cooma and Nimmitabel



Forecasts are based on the following operating model:

- **Peak Weeks** (school holidays) – Seven days per week.
- **Off-Peak Weeks** – Six days per week made up of Saturday, Sunday and four weekdays.

7.4.1 Visitation Forecast

This phase of the project is forecast to attract over **62,609** visitors annually of which **64.6%** are existing tourists to the region, representing approximately **2.72%** of the estimated tourism market for the 2021 calendar year.

29.8% of these visitors are new visitors which represents a year-round tourism growth of **1.26%**.

86.6% of these visitors are direct tourists consisting of:

Domestic Day Tripper (per annum)	Existing Visitor Already travelling to the region	13.0%	7,052
	New Visitor Travelling to the region for this attraction	21.0%	11,391
Domestic Overnight (per annum)	Existing Visitor Already travelling to the region for an overnight stay	22.0%	11,934
	Existing Visitor Extending Already travelling to the region for an overnight stay and extending for a night for this attraction	20.0%	10,849
	New Visitor Travelling to the region for this attraction	10.0%	5,424
	Converted Day Tripper Already travelling to the region and decided to stay overnight for this attraction	14.0%	7,594

8.3% of these visitors are sourced through structured/guided tours (e.g. organised coach tours) consisting of:

Seniors (per annum)	New Visitor Travelling to the region for this attraction	50.0%	1,663
	Existing Visitor Tour already travelling to the region	50.0%	1,663
School Groups (per annum)	New Visitor Travelling to the region for this attraction	50.0%	855
	Existing Visitor Tour already travelling to the region	50.0%	855
Adult Tours (per annum)	New Visitor Travelling to the region for this attraction	0.0%	0
	Existing Visitor Tour already travelling to the region	100.0%	140

The remaining **5.1%** of these visitors are visiting specifically for a special train event only (no museum visit) and consist of:

Special Trains (per annum)	Existing Day Trip Visitor Already travelling to the region	5.0%	160
	New Day Trip Visitor Travelling to the region for this attraction	12.0%	383

	Existing Visitor Extending Already travelling to the region for an overnight stay and extending for a night for this attraction	25.0%	798
	New Overnight Visitor Travelling to the region for this attraction	30.0%	957
	Converted Day Tripper Already travelling to the region and decided to stay overnight for this attraction	28.0%	893

7.4.2 Operational Budget Forecast

Estimated Annual Revenue	\$3,855,326
Museum	
Admission	\$658,212
Food & Beverage	\$935,617
Merchandise	\$470,697
Membership	\$5,500
Markets & Events	\$20,000
Venue & Facilities Hire	\$14,000
Transport Heritage Maintenance Funding	\$15,000
Other Income	\$15,000
Tourist Train Operations	
Snowy Junction Shuttles	\$110,920
CPH Driver Experience (Cooma - Snowy Junction)	\$47,200
CPH Driver Experience (Cooma – Rock Flat)	\$74,100
Diesel Driver Experience (Cooma – Rock Flat)	\$72,800
Picnic Train (Cooma – Rock Flat)	\$568,909
Cocktail Train (Cooma – Rock Flat)	\$156,000
Nimmitabel Lunch Train (Cooma – Nimmitabel)	\$407,871
Nimmitabel Dinner Train (Cooma – Nimmitabel)	\$283,500
Estimated Annual Expenses	\$2,391,040
Museum	
Administration	\$82,400
Marketing & Advertising	\$48,000
Food, Beverage & Merchandise Stock	\$705,000
Professional Services ¹	\$50,000
Insurance	\$46,750
Membership & Association Fees	\$11,080
Services & Utilities ¹	\$40,610
Cleaning & Waste	\$14,400
Grounds & Building Maintenance ¹	\$85,200
Wages & Staff Costs	\$395,000
Rolling Stock	
Fuel & Consumables	\$235,000
Professional Services	\$35,000
Repair & Maintenance ¹	\$95,000

Projects, Restoration & Upgrades ²	\$50,000
Railway Infrastructure	
Fuel & Consumables	\$12,000
Waste Disposal	\$20,000
Transport	\$5,000
Repair & Maintenance	\$95,000
Track Hardware	\$216,000
Precincts	
Fuel & Consumables	\$3,500
Services & Utilities	\$30,000
Cleaning & Waste	\$14,400
Grounds & Building Maintenance	\$101,700
Capital Works Fund (<i>contribution to future capital works</i>)	\$1,000,000
Emergency Repair Fund (<i>contribution to emergency management & repair fund</i>)	\$250,000
Operational Surplus	\$214,286

¹ Selected professional services and maintenance costs for the Cooma Railway Precinct and items identified in the Cooma Precinct Asset Management Plan are funded through Stream 2 funding provided by Transport Heritage NSW.

² Only includes expenses for CMR owned rolling stock. Restoration and major maintenance of rolling stock items from the NSW state collection are funded through Stream 2 funding provided by Transport Heritage NSW and are not included in annual expenses.

7.4.3 Economic Development

Based on visitation forecasts and financial analysis of this phase, it is estimated that this phase of the project will generate an additional **\$14,168,749** per annum for the local economy.

In addition to tourism revenue, this phase will introduce an **additional five (5) local employment opportunities**, including two (2) apprentices, bringing the total staff roster to **six (6) locally employed people**.

7.5 Train Operations – Stage 4

The following figures are a forecast of the expected visitation to Cooma Railway Museum complex with multiple tourist train operations between:

- Snowy Junction and Cooma
- Cooma and Rock Flat
- Cooma and Nimmitabel
- Cooma and Bombala
- Bombala and Bukalong
- Bombala and Nimmitabel



\$21,692,276

Additional benefit per annum to the local economy.



78,034

Visitors Annually



1.80%

Tourism Growth



13

Full-Time Employee



\$7,256,827

Annual Revenue

\$5,904,530

Annual Expenses

\$1,000,000

Capital Investment

\$250,000

Emergency Repair Fund

\$102,297

Annual Surplus

Forecasts are based on the following operating model:

- **Peak Weeks** (school holidays) – Seven days per week.
- **Off-Peak Weeks** – Six days per week made up of Saturday, Sunday and four weekdays.

7.5.1 Visitation Forecast

This phase of the project is forecast to attract over **78,034** visitors annually of which **60.0%** are existing tourists to the region, representing approximately **3.16%** of the estimated tourism market for the 2021 calendar year.

34.3% of these visitors are new visitors which represents a year-round tourism growth of **1.80%**.

81.5% of these visitors are direct tourists consisting of:

Domestic Day Tripper (per annum)	Existing Visitor Already travelling to the region	11.0%	6,999
	New Visitor Travelling to the region for this attraction	23.0%	14,634
Domestic Overnight (per annum)	Existing Visitor Already travelling to the region for an overnight stay	19.0%	12,089
	Existing Visitor Extending Already travelling to the region for an overnight stay and extending for a night for this attraction	23.0%	14,634
	New Visitor Travelling to the region for this attraction	12.0%	7,635
	Converted Day Tripper Already travelling to the region and decided to stay overnight for this attraction	12.0%	7,635

7.6% of these visitors are sourced through structured/guided tours (e.g. organised coach tours) consisting of:

Seniors (per annum)	New Visitor Travelling to the region for this attraction	50.0%	1,663
	Existing Visitor Tour already travelling to the region	50.0%	1,663
School Groups (per annum)	New Visitor Travelling to the region for this attraction	50.0%	1013
	Existing Visitor Tour already travelling to the region	50.0%	1013
Adult Tours (per annum)	New Visitor Travelling to the region for this attraction	50.0%	280
	Existing Visitor Tour already travelling to the region	50.0%	280

The remaining **10.9%** of these visitors are visiting specifically for a special train event only (no museum visit) and consist of:

Special Trains (per annum)	Existing Day Trip Visitor Already travelling to the region	3.5%	297
	New Day Trip Visitor Travelling to the region for this attraction	10.0%	850
	Existing Visitor Extending Already travelling to the region for an overnight stay and extending for a night for this attraction	21.5%	1827
	New Overnight Visitor Travelling to the region for this attraction	35.0%	2974
	Converted Day Tripper Already travelling to the region and decided to stay overnight for this attraction	28.0%	2379

7.5.2 Operational Budget Forecast

Estimated Annual Revenue	\$7,256,827
Museum	
Admission	\$836,057
Food & Beverage	\$1,685,098
Merchandise	\$553,098
Membership	\$8,400
Markets & Events	\$44,000
Venue & Facilities Hire	\$220,000
Transport Heritage Maintenance Funding	\$15,000
Other Income	\$22,000
Tourist Train Operations	
Snowy Junction Shuttles	\$108,788
CPH Driver Experience (Cooma - Snowy Junction)	\$47,200
CPH Driver Experience (Cooma – Rock Flat)	\$74,100
Diesel Driver Experience (Cooma – Rock Flat)	\$72,800
Steam Driver Experience (Cooma – Rock Flat)	\$98,800
Picnic Train (Cooma – Rock Flat)	\$528,707
Cocktail Train (Cooma – Rock Flat)	\$156,000
Nimmitabel Lunch Train (Cooma – Nimmitabel)	\$586,403
Nimmitabel Dinner Train (Cooma – Nimmitabel)	\$283,500
Day Train (Cooma – Bombala)	\$1,120,812
CPH Shuttles (Bombala – Bukalong)	\$224,250
Nimmitabel Transfer (Bombala – Nimmitabel)	\$77,750
Bombala Sleeper Train (Cooma – Bombala)	\$360,150
Night Photography Special	\$133,875
Estimated Annual Expenses	\$5,904,530
Museum	
Administration	\$227,900
Marketing & Advertising	\$118,600
Food, Beverage & Merchandise Stock	\$1,285,000

Professional Services ¹	\$66,000
Insurance	\$63,750
Membership & Association Fees	\$63,750
Services & Utilities ¹	\$73,300
Cleaning & Waste	\$39,600
Grounds & Building Maintenance ¹	\$428,800
Wages & Staff Costs	\$980,000
Rolling Stock	
Fuel & Consumables	\$393,000
Professional Services	\$75,000
Repair & Maintenance ¹	\$407,000
Projects, Restoration & Upgrades ²	\$80,000
Railway Infrastructure	
Fuel & Consumables	\$38,400
Waste Disposal	\$34,000
Transport	\$61,000
Repair & Maintenance	\$418,200
Track Hardware	\$490,000
Precincts	
Fuel & Consumables	\$25,000
Services & Utilities	\$110,000
Cleaning & Waste	\$25,200
Grounds & Building Maintenance	\$453,700
Capital Works Fund (<i>contribution to future capital works</i>)	\$1,000,000
Emergency Repair Fund (<i>contribution to emergency management & repair fund</i>)	\$250,000
Operational Surplus	\$102,297

¹ Selected professional services and maintenance costs for the Cooma Railway Precinct and items identified in the Cooma Precinct Asset Management Plan are funded through Stream 2 funding provided by Transport Heritage NSW.

² Only includes expenses for CMR owned rolling stock. Restoration and major maintenance of rolling stock items from the NSW state collection are funded through Stream 2 funding provided by Transport Heritage NSW and are not included in annual expenses.

7.5.3 Economic Development

Based on visitation forecasts and financial analysis of this phase, it is estimated that this phase of the project will generate an additional **\$21,692,276** per annum for the local economy.

In addition to tourism revenue, this phase will introduce an **additional seven (7) local employment opportunities** bringing the total staff roster to **thirteen (13) locally employed people**.



8 Issues, Problems and Threats

Throughout the development of this report, a number of items have been identified that could impact the feasibility of the project or the ability to execute the project. These have been classified as follows:

Issue	No immediate or direct impediment but a topic that requires further discussion.
Problem	Immediate or direct impediment that needs to be overcome for the project to succeed.
Threat	Factors that could negatively impact the successful completion of the project.

8.1 Overall

The following items have been identified as potentially impacting the overall success of the project:

	Item	Potential Mitigation
I	Canberra to Eden railway development and return of main line freight operations on the line.	Development of the Canberra to Eden Railway would not prevent the operation of heritage railway services but would change the nature of operations and require CMR to seek accreditation as a main line operator.
I	Degraded national economic position, increased inflation, increased cost of living, possible recession.	Maximise value for money with all product offerings and ensure that products are continuously evolved to match market needs and economic capacity.
I	Lack of support from local government.	Continue to maintain dialogue with local government representatives to develop a collaborative approach to delivering the project for the community.
I	Aging workforce of volunteers that will be unable to support ongoing maintenance and operations.	Develop a fun, varied and inclusive work environment that appeals to members of all ages and interests with a focus on engaging volunteers outside of railway enthusiasts and youth.
I	Inability to find suitable accommodation for out-of-area volunteers during peak tourist season resulting in staff shortages that impact daily operations of the museum.	Ensure the existing Railway Barracks are retained and prioritised for use by volunteers.

P	Monaro Rail Trail Project.	Engage with representatives from the Monaro Rail Trail group to collaborate on shared use of the rail corridor to ensure that both projects achieve their full potential.
T	Monaro Rail Trail Project – Successfully gaining approval to proceed with removing rail from corridor.	No mitigation identified.
T	Deliberate damage and/or destruction of railway infrastructure.	Where possible, implement security measures such as fencing and cameras around important or significant infrastructure. Regular maintenance of the railway corridor. Develop community awareness.
T	Natural disasters or damage to railway infrastructure that would prevent operations from continuing.	Through solid business planning, develop a revenue model to create an emergency fund that will assist with critical repairs to infrastructure to ensure business continuity is maintained.

8.2 Museum

The following items have been identified as potentially impacting the success of the Cooma Monaro Railway Museum at Cooma Railway Station, excluding train operations.

	Item	Potential Mitigation
I	Inability to gain access to the Refreshment Room section of Cooma Railway Station.	Continue discussions with Transport for NSW to assist with relocation of current tenant to a new suitable location.
I		Identify alternate locations for kitchen and catering facilities within the precinct.
I	Lack of future interest in the museum impacting the ability to reach forecasted visitation due to static exhibit.	Conduct regular reviews of the museum content and artifacts. Create a regular rotation schedule of artifacts from the current NSW Heritage Collection to ensure that the museum offering does not stagnate and will continue to attract returning visitors.
T	Existing NSW Government funding streams for maintenance and development of the Cooma Railway precinct are not renewed at the completion of the current term.	Implement a financial model that allows for the generation of sufficient recurring revenue by 2025 that would allow CMR to

	absorb maintenance and development costs currently funded by the NSW Government.
--	--

8.3 Train Operations

The following items have been identified as potentially impacting the success train operations.

	Item	Potential Mitigation
I	Polo Flat Road crossing removed for Snowy 2.0 project.	Agreement includes re-installation of road crossing at completion of Snowy 2.0 project. Dialog to be commenced about bringing forward re-instatement. Not seen as a limiting factor due to its proximity to the end of the planned operating zone.
I	Inability to meet ongoing maintenance costs of railway infrastructure.	Ensure that initial capital investment in restoration works include the use of products and materials that minimise the need to replace and/or repair infrastructure (e.g. use of products such as plastic composite sleepers that have a 50+ year life span compared to 10-15 years for timber).
I	Inability to meet ongoing maintenance work requirements.	Ensure that initial capital investment in restoration works include the use of products and materials that minimise the need to replace and/or repair infrastructure (e.g. use of products such as plastic composite sleepers that have a 50+ year life span compared to 10-15 years for timber).
I	Insufficient volunteer workforce to meet ongoing maintenance requirements.	Ensure provisions are included in all maintenance budgets for assistance by third-party contractors. Continue to resource augmentation programs such as Work for the Dole and Prisoner Work Release.
I	Actual revenue doesn't meet forecasted figures.	Conduct regular reviews of train operating timetables to adjust train schedules to match the current market conditions and ensure that costs remain below actual revenue levels.

P	Re-installation of Monaro Highway road crossings.	Early engagement with relevant parties including Transport for NSW, State Government, Transport Heritage NSW and Office of the National Rail Safety Regulator to negotiate acceptable and financially viable road crossings.
P	A number of operating costs are currently subsidised by the NSW State Government, including Public Liability Insurance, due to the railway corridor falling under their management. Transition of corridor management/ownership to local government would result in these subsidies being removed and an increase in operational costs for CMR.	Continue discussions with local government to develop a shared leasing approach that will allow the railway formation to remain in State Government control while allowing other sections to be leased separately to local government.
T	Inability to attract suitable grant funding to complete any or all stages of the proposed restoration of the railway corridor.	Develop a sustainable business model that allows revenue generated through museum and/or tourist train operations to be directed toward capital projects and adjust project timelines to support the new elongated funding model.

1210 leads 5910 as they depart Cooma on 28th May 1989 with a heritage tour train. (Paul Hogan photo)



