

A Town  
for Four  
Seasons

Adaminaby ~ Lake Eucumbene



# *Adaminaby – Lake Eucumbene Economic Action Plan*

**Lake Eucumbene Chamber of  
Commerce**

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**Prepared by**

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# 1 Introduction

This document sets out the economic context for Adaminaby and the surrounding region and discusses potential issues for Adaminaby's continued economic development.

The Action Plan has been developed through a combination of research and interviews with community members and key business leaders. It has been prepared with funding assistance from the NSW Government, and with the active involvement of the Lake Eucumbene Chamber of Commerce. The Chamber thanks the many people who gave their time to contribute to the ideas and strategies in this Action Plan.

This Action Plan has been designed to provide an economic context for Adaminaby and Lake Eucumbene (including Old Adaminaby, Anglers Reach and surrounds), and a series of actions, owned by the community, designed to progress economic development in the area. The Action Plan has been written to be practical and useful rather than overly theoretical. The actions address priorities which emerge from the economic context analysis and have come from the consultations. The actions have an immediate to 5 year focus and have been designed to be readily implemented by the Adaminaby and Lake Eucumbene business community.

This document has four sections:

1. Economic Context
2. Review of Previous Economic Development Actions
3. Issues and Implications
4. Action Plan

## **2 Economic Context**

This section draws on Australian Bureau of Statistics data to assess the economic and demographic context in which Adaminaby and the Lake Eucumbene villages are situated.

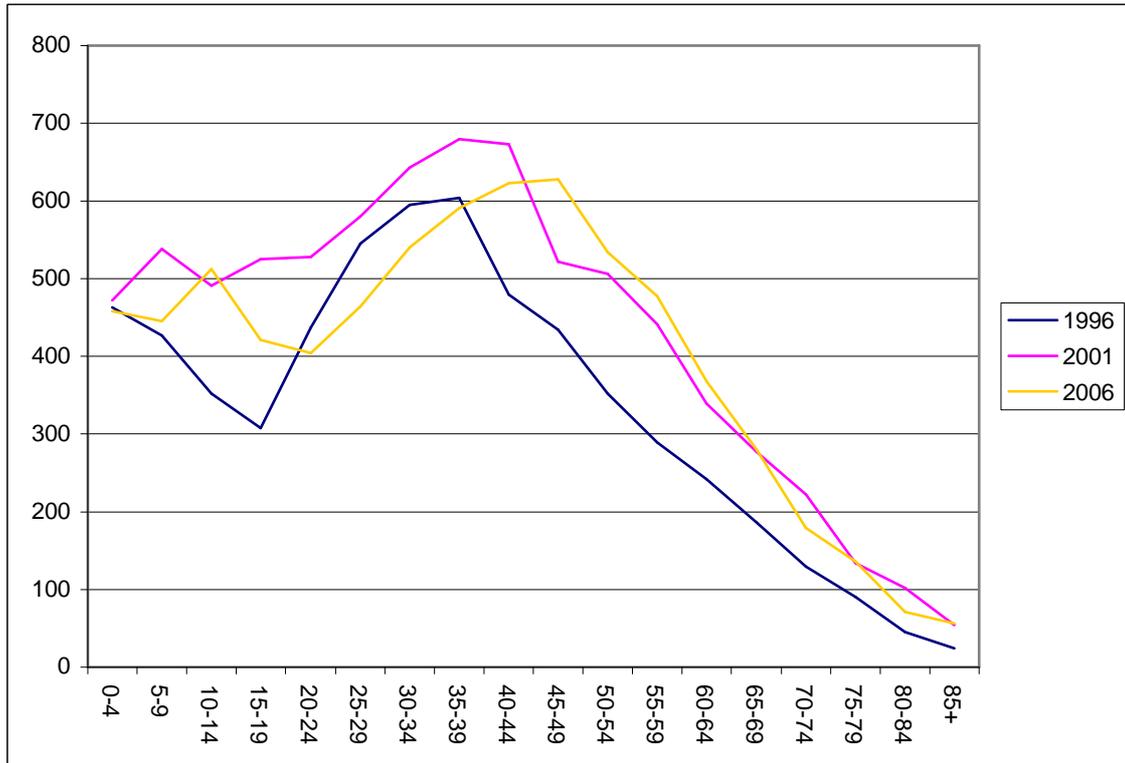
### **2.1 Population**

Most of the data in this profile has been drawn from the 2006 Census. It focuses on the people who nominated themselves as ‘usual residents’ of the area, rather than those who happened to be staying in the area on Census night. Some information on visitors has been included as they are an important part of the area’s economy.

The full set of useful Census statistics is not available for areas with very small populations – like Anglers Reach. However, there are useful aspects to the data in the ABS (Australian Bureau of Statistics) data for larger groupings that include these areas.

The richest set of relevant population data available covers the whole of Snowy River Shire. Figure 1 shows the population by age for the whole of Snowy River Shire.

**Figure 1 Population by age Snowy River Shire 1996 - 2006**



Source: ABS Census 2006

The population counts for the Alpine Shires at Census time are muddled by the large number of visitors during the winter tourist season. While the ABS tries to minimise this impact by releasing data based on Place of Usual Residence (rather than simply location on Census night), there are still gaps in the Census data.

Table 1 compares the Census count of residents in Snowy River Shire with the 'official' estimate of the Shire's population. The first row of data in the Table is from the 2006 Census. The second row of data is the Estimated Resident Population (ERP) series also produced by the ABS. This data is believed to be a more accurate measure of an area's resident population than the Census as various adjustments are made to correct for omissions in the Census data. The ERP data is the official population estimate used by State and Federal Governments in allocating funding (on a per capita basis) to regional areas.

**Table 1 Population counts for Snowy River Shire**

	1996	2001	2006p	Growth 1996 to 2006	Compound annual growth rate 1996 to 2006 pa
Census	6,001	7,446	7,187	20%	1.8%
ERP	6,272	7,207	7,554	20%	1.9%

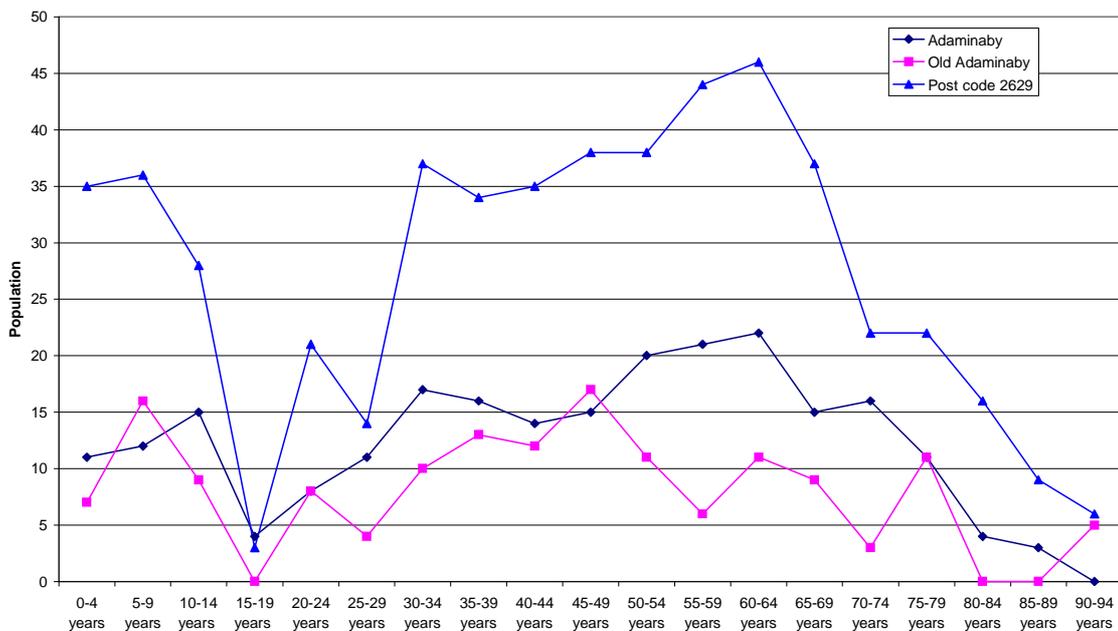
Source: 2006 Census and *Regional Population Growth Australia* 3218.0 (July 2007). 'p' is provisional and ERP is Estimated Resident Population.

Looking at data for regions within the Shire, there is some very useful information available for the localities of interest around Adaminaby, especially for postcode 2629 which includes Adaminaby, and Old Adaminaby. With a very low population, there is only higher level data available for Anglers Reach.

The mix of population by age for areas where data is available is shown in the following table and chart.

Figure 2, below, shows the population of age groups as a percentage of total population for NSW, Snowy River Shire and 'Postcode 2629'. When compared to Snowy River Shire and NSW, it can be seen that 'Postcode 2629' has significantly less 15 to 30 year olds and significantly more 60 to 69 year olds.

**Figure 2 Population by age from 2006 census, number of usual residents in each age group**



**Figure 3 Age Group Share of Population (% in each age group, 2006 Census)**

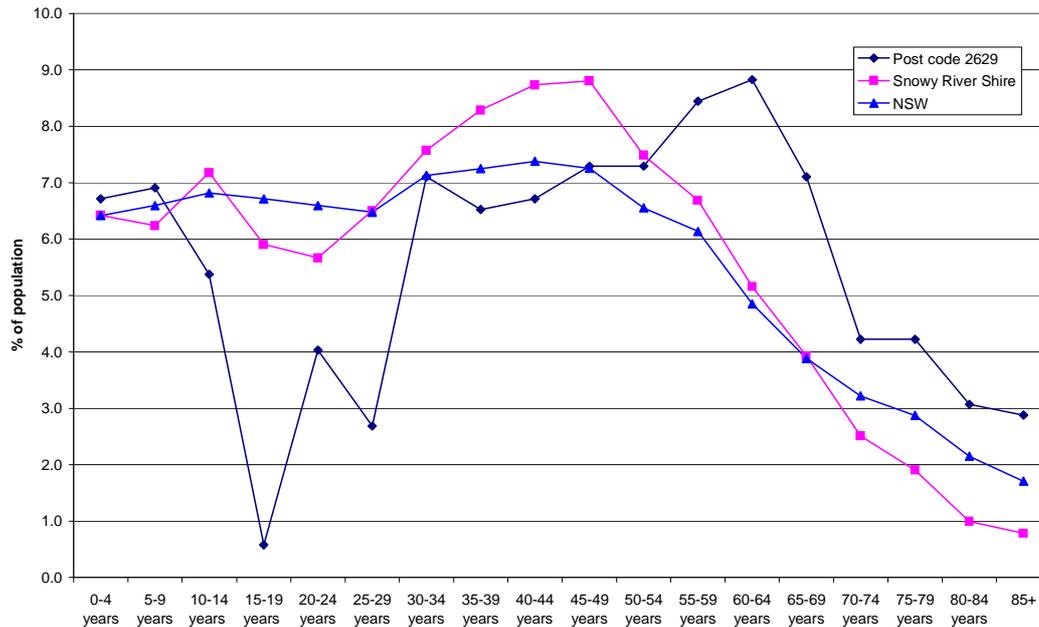


Table 2 shows the number of ‘usual residents’ in Adaminaby and surrounding areas, as well as the number of people counted on Census night. The Census night counts include visitors in the area, and exclude usual residents who were elsewhere on Census night. The Table shows that there was almost double the number of ‘usual residents’ in each of the areas on Census night – emphasising the scale of visitation.

**Table 2 Population counts including visitors, 2006**

	Adaminaby	Old Adaminaby	Post code 2629	Anglers Reach	Snowy River Shire	
Total 2006	235	152	521	69	7,187	Usually resident in area
Total 2001	212	na	na		7,446	
Total 2006	478	331	1,044	111	19,390	Present on census night
Total 2001	456	na	na			

Table 3, below, shows median income and rent figures for Adaminaby and surrounding areas. It can be seen that while Adaminaby is below the Australian average in every case, the Snowy River Shire as a whole is relatively wealthy.

**Table 3 Incomes, rent and housing repayments**

	Adaminaby	Old Adaminaby	Snowy River Shire	Aust
Median individual income (\$/week)	367	500	542	466
Median household income (\$/week)	612	875	1,051	1,027
Median family income (\$/week)	784	1,100	1,194	1,171
Median rent (\$/week)	100	90	160	190
Median housing loan repayment (\$/month)	823	1,000	1,235	1,300

## 2.2 Business and Industry

The Snowy River Shire Council has identified tourism as one of the most important industry sectors in its shire. The table below shows the industry of employment for those who are normally resident in the area (except Anglers Reach, which includes visitors). It can be seen that Accommodation and Food Services, Retail Trade and Construction are significant employing industries in the region. It is also worth noting that there is a significant seasonal workforce, associated with the ski fields, in Snowy River Shire.

**Table 4 Industry of employment**

	Adaminaby	Old Adaminaby	Anglers Reach*	Post code 2629	Snowy River Shire
Agriculture, forestry & fishing	6	24	0	32	300
Mining	0	0	0	0	6
Manufacturing	0	0	3*	0	87
Electricity, gas, water & waste services	8	4	0	26	78
Construction	8	0	0	13	328
Wholesale trade	3	0	3	6	45
Retail trade	6	7	3	19	325
Accommodation & food services	39	24	9	70	791
Transport, postal & warehousing	9	0	0	9	91
Information media & telecomms	0	3	0	4	30
Financial & insurance services	0	0	3*	0	45
Rental, hiring & real estate services	0	0	0	0	95
Professional, scientific & technical services	0	3	6**	6	122
Administrative & support services	0	3	0	7	123
Public administration & safety	13	0	0	15	226
Education & training	0	3	3***	4	193
Health care & social assistance	6	6	6	9	189
Arts & recreation services	0	3	0	9	302
Other services	0	0	0	0	89
Inadequately described/Not stated	3	3	0	6	74
<b>Total</b>	<b>101</b>	<b>83</b>	<b>36</b>	<b>235</b>	<b>3,539</b>

- \* On the basis of totals in postcode 2629 these are visitors
- \*\* On the basis of totals in postcode 2629 these may include 3 visitors
- \*\*\* On the basis of totals in postcode 2629 these may include a visitor

The figure below shows employment change in Snowy River Shire from 1996 to 2006. While most industries have grown, the accommodation and food services industry (despite this industry still being a large employer) showed significant decrease in the number of 'usual residents' employed in them. Arts and Recreation Services have shown a significant increase, alongside Construction and arrange of public sector occupations.

**Figure 4 Net Employment Growth by Industry in Snowy River Shire 1996-2006**

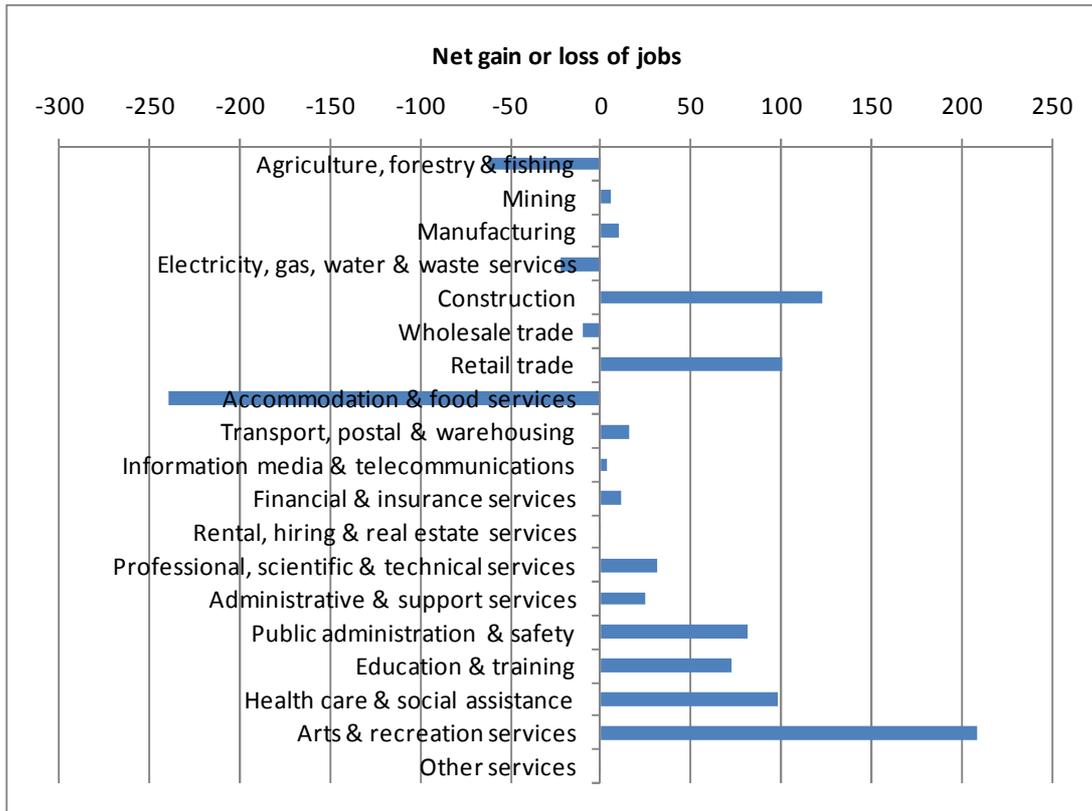


Table 5 shows business counts by industry for postcode 2629. It can be seen that Cafes and Restaurants are the main employing businesses in and around Adaminaby. However, the majority of businesses are in the Agriculture and Construction sectors.

**Table 5 Businesses by industry and employment, 2006 (postcode 2629)**

Industry	Non employing	Less than 10 employees	Total employing	Total
Agriculture				
Forestry and				
Fishing	6	0	0	6
Manufacturing	0	0	0	0
Construction	3	0	0	3
Accommodation				
Cafes and				
Restaurants	0	3	3	3
Transport and				
Storage	0	0	0	0
Property and				
Business				
Services	0	0	0	0
Total All				
Industries	9	3	3	12

## **Implications**

The economic profile shows that the Adaminaby area has a small population, with an older age profile than the rest of Snowy River Shire. Hospitality and public services are the largest employers, and incomes are below the average for the Shire.

The key issue for economic sustainability for the area is maintaining the population base, and in particular the working age population, and the associated number of locally-provided jobs. With the small local population, growth and diversity will need to focus on customers from outside the area alongside local residents.

Tourism and hospitality is the foundation of this market, alongside potential for niche producers/manufacturers able to leverage off the area's unique attributes and reputation. These possibilities are discussed in more detail in the Section 4 of this Action Plan.

# 3 Review of Previous Development Actions

In 1998 Adaminaby held community workshops that led to SWOT analysis of the town and the completion of a number of major projects. These included:

- The restoration of the memorial hall and racecourse grandstand.
- Two successful camp draught events
- A committee to re-establish the Adaminaby Golf Course
- The report from these workshops established a number of medium to long-term goals for the community's development.

In 2001 Adaminaby joined the Townlife Program and produced a strategic plan to further the community's economic development. Two workshops were held at this time: one for strategic review and one focusing on tourism. With regard to economic development, a number of strategies were identified at this time, including:

- Improving services to the town
- Establishing a local Chamber of Commerce
- Establishing stronger branding for Adaminaby
- Building on successful events including the Snowy 50th anniversary celebrations
- Developing the race course and associated events
- Improving the business area and amenities of the town

Significant developments following the Townlife Program have included:

- The establishment of the Lake Eucumbene Chamber of Commerce (LECC) in 2002.
- Since May 2006, Adaminaby has had a new water system that supplies the town with water from Lake Eucumbene.

Since 2002, the LECC has leveraged over \$300,000 in grant funding. Significant achievements of the LECC have included:

- Obtained funding to upgrade Memorial Hall (\$78,000)
- Lobbied for funding to upgrade the swimming pool and local playgrounds
- Developed, printed and distributed 20,000 glossy tourist brochures and developed a 'visit Adaminaby' website
- Adaminaby Beautification Plan.
- Upgraded boat launching ramps in Old Adaminaby and Anglers Reach

*Adaminaby – Lake Eucumbene Economic Action Plan*

- Installed a weather station and webcam at Old Adaminaby
- Restored the “Big Trout”

# 4 Issues and Implications

## 4.1 Economic Implications

The Adaminaby community has previously spent significant energy identifying its strength and weaknesses, and based on this work is now focused on continued development. The strengths of Adaminaby's economy are:

- Proximity to popular tourism destinations (Snow Fields, Lake Eucumbene etc.)
- An attractive town/business centre.
- Strong agricultural, retail and accommodation/food-services industries
- A strong base for further development created by the 'Community Futures Workshops' and associated actions described above.

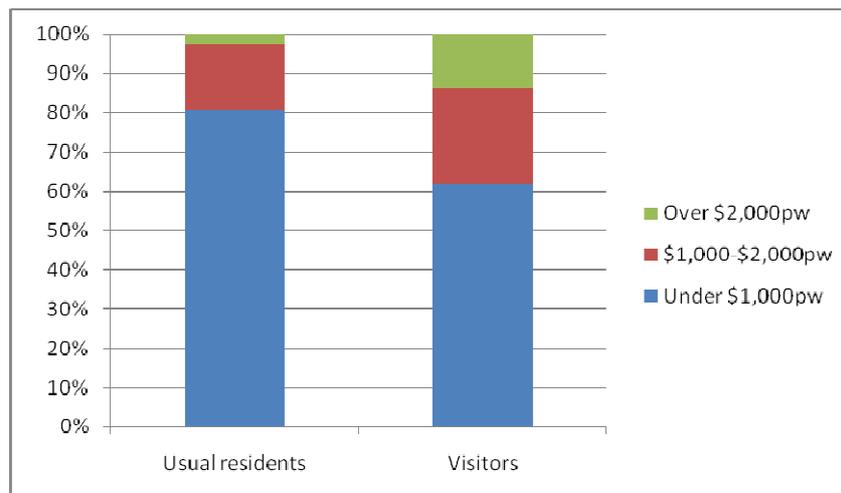
Some of the challenges for the community continue to be:

- Reversing population decline and maintaining a vital local community
- Attracting visitors and maximising tourism opportunities
- Keeping young people in the area and attracting new residents
- Supporting and building local businesses
- Building on local infrastructure

The strengths listed above indicate that Adaminaby is poised to take advantage of a relatively wealthy transient and visitor population (see Figure 5 below). The economic development of the township can now focus (among other things) on creating opportunities for 'experience seekers' and on maximising the tourist customer base. If Adaminaby can build on its own unique events and attractions, it may be able to better tie its marketing into surrounding regions, for example the South Coast and Riverina.

There seems to be considerable traffic from the Riverina to the South Coast which passes through Adaminaby, and building links with visitor information centres and tourism organisations in those two 'catchment' regions could be useful for promoting Adaminaby as a 'destination along the way'.

**Figure 5 Income Profiles of Residents and Visitors to Snowy River Shire**



## 4.2 Issues Identified by the Community

In interviews with community members (November 2009) some of the key themes identified were:

### 1 Town Amenity

- Many interviewees identified the importance of improving amenities in the town business centre. In particular, it was felt that the park in the middle of the town centre could be made more attractive and 'user-friendly' to attract people passing through the town. There was also acknowledgment of the need to link the Bowling Club and new Museum with the existing town centre.
- Some interviewees commented that the visual and aesthetic amenity of the town centre could be enhanced by developing a "common theme" for the shop/building fronts

### 2 Town Events and Tourism

- In general, community members felt there were a good number of events on the Adaminaby calendar, including the Easter Fair, Adaminaby Races, camp draught events, CWA Quilt Show, and one off events such as the Anniversary of the Snowy-Hydro Scheme. Communication between various volunteers and committees for these events was identified as needing improvement in order to maximise visitation and business opportunity.
- There was an identified opportunity to capitalise more on locally made products being sold at events and in existing businesses. These products will give the town an identifiable 'character' that attracts 'experience seekers' and tourists.

- Business owners felt it was important to improve trading in the summer months, and also to maximise on the peak period in winter. Business preparedness and lack of skilled staff were both important issues. It was mentioned that turnover rates depended on good snowfall in the winter and on water-levels in Lake Eucumbene during the trout season (summer).
- It was felt by some interviewees that the marketing of Adaminaby in the broader Snowy Tourism marketing can be improved. However, the development of the Adaminaby Lake Eucumbene Brochure and Visit Adaminaby website were seen as positive initiatives.
- Many interviewees felt that signage was an issue for the town. There is a lack of RTA signage, letting travellers know that they are approaching Adaminaby, on both sides of the town.

### 3 Population

- In terms of population turnover, a number of those interviewed identified that people moving into the area were generally retirees or city people looking for a 'tree change'. Very few young families moved to the area, due to a lack of work opportunities.
- Real estate prices in the region appear to be fairly erratic, with relatively little new land available. The town has a significant number of 'holiday' residents, who own property in the township but live in it for only part of the year – this was seen to have a mixed effect on the town. The town has a significant boost in population during the winter months, due to seasonal workers for Selwyn ski-fields living in the town.

### 4 Business and Commerce

- There was an identified opportunity to improve the participation of local businesses with the LECC. Some businesses did not renew their membership in the last membership round.
- There was an identified opportunity to improve the morale of the business community in Adaminaby.
- It was felt by some interviewees that the development and sale of Adaminaby merchandise in the businesses would help improve knowledge of the town in the larger population area.
- The development of the Airfield is an upcoming opportunity.
- The development of the Snowy Scheme Museum is seen as a positive.

#### **4.3 Themes for Action**

The issues identified by the community, through the interviews held as part of process of preparing this Action Plan, mirror the issues identified as priorities for securing a sustainable economic future for Adaminaby, Old Adaminaby and Anglers Reach.

Adaminaby is clearly a community with enormous energy for its size. It has a strong base of assets and events, and a huge record of achievement in the last several years. As in most small communities people wear many hats, and the priorities and action list in this Plan seek to match the community's capacity to the important issues

which need attention. The actions are based in reality, setting out a pathway built on small steps for next 2-5 years, linked in to a longer pathway for the area's sustainable economic development.

#### **Resident attraction and job creation**

The community recognises that its ability to attract and retain new residents (crucial to the ongoing viability of the small population) depends on the availability of employment.

Many of the area's economic assets are shared with other communities – affordable housing, multi-talented local labour force, and proximity to larger labour markets (in this case Cooma and Canberra). So it is the points of real difference for Adaminaby which need to be harnessed – proximity to Lake Eucumbene and Selwyn Snowfields, high country environment, links with the iconic Snowy Scheme and the history of being Australia's best known re-located town. The sense of proximity to Canberra would be better enhanced by sealing of the last section of the Bobeyan Rd (Adaminaby- Shannons Flat–Tharwa) through Namadgi National Park. Further land releases for residential development might help, but would need to be managed to ensure realistic pricing and sensible timing of release to market.

Anecdotal evidence has emerged that new business formation in rural areas is driven by people with pre-existing links to the area (family, property, friends) rather than 'footloose' and readily relocatable businesses. This means that any business attraction and business expansion initiatives should focus on businesses with strong links to the region, and on business owners with strong personal links as well. A major asset in this regard is the pool of non-resident ratepayers with property around the area. This pool of people greatly extends the depth of business initiatives that the community has to draw on.

Business formation and job creation is likely to be based on people who already know the area and its strengths and potential, and who have the ability to create work – for themselves and others. The area's small local economic catchment means that new enterprises will have to ensure they are servicing clients and customers in other locations as well as locals.

It would be useful to keep an up to date community log of who is moving in and out of the area, and who is buying into or selling out of it. This should be a simple collection of non-sensitive information about the family and age mix of people moving.

#### **Growing the visitor market**

Another important theme is growing the visitor market, as a key to increasing the amount of spending flowing into the area. While a full-blown Tourism Strategy for Adaminaby may not be required, it is very important that the area understands what aspects of the area are attracting visitors, from their perspective, rather than from the perspective of people trying to 'sell' the area. This is the best way to find the most effective realistic market message.

But it is just as important that the message reflects the experiences visitors get when they arrive – and that the area meets, or hopefully exceeds, their expectations. **This alignment of 'message' and 'experience' is more important than the catchphrase or branding per se.**

Current tourism research shows that visitors to rural and regional areas are looking for something unique, something different to experience and take home. Tourism Australia has useful guides providing useful insights into the main visitor types, including a 'Toolkit' for attracting and working with experience seekers.

Adaminaby's differences, and the experiences they embody, should be the heart of its destination appeal. The area will have three broad visitor types (in addition to those visiting friends and relatives):

- Passing through (see discussion of links to Riverina and South Coast)
- Special interest:
  - Special events (annual program and intra regional alerts)
  - Activities and attractions

Good marketing and good business positioning will be based on clear segmentation of needs, interests and marketing channels for each of the targeted visitor types. Adaminaby has a well-regarded resource in Tourism Snowy Mountains in identifying and reaching desired tourism market segments, with a full program of activities planned annually.

Further opportunities exist to further promote the various tourist drives in the Adaminaby area. These drives are currently included in the Adaminaby Lake Eucumbene and visit Adaminaby website.

An opportunity exists to better leverage the Lake Eucumbene webcam so that visit Adaminaby website remains the must visit portal for web visitors.

The unique and locally crafted stage curtain, which is located in the Memorial Hall is a local icon which has in the past been used a catalyst for attracting visitors. Developing a visitor itinerary which includes a visit to the Memorial Hall curtain followed by a tour of the soon to be opened Snowy Scheme Museum, is a way to offer visitors experiences with a distinctly "Adaminaby" flavour. This experience would be particularly attractive to coach companies.

Strong links with Kosciuszko National Park (and the Visitors Centre in particular) are important to enable Adaminaby to capitalise on events throughout the National Park, integrate the area into the Snowy Mountains tourism package, and promote itself as "something else to do" while people visit the Snowys or take part in a specific event. Forthcoming events include:

- Mountains to the beach bike race – passing near Adaminaby
- Country music festival
- Snowy Motorcycle Ride in November – Adaminaby a checkpoint
- Big charity events such as the Brumbies Rugby Coast to Summit
- Kosciuszko Festival run by the Polish community, which centres around Cooma and Tumbarumba.

#### **Getting most profitability and jobs out of the visitors**

One of the main challenges for businesses in the Adaminaby area is meeting the needs of two quite different sets of customers – locals and visitors. Figure 5 gave an idea of the difference in just one characteristic – household income. Visitor spending is crucial for many businesses in the area, and flows through the area's whole economy. A good visitor season brings good levels of profitability for all the businesses in the area.

But strong seasonality can undermine business viability. Three tactics need consideration:

1. Special events and attractors in shoulder and low seasons (collective and by individual businesses) to increase visitor numbers and spend;
2. Pro-active business strategies to ensure that peak season is fully capitalised on (ie is not constrained by restrictions which might be solvable – lack of staff or stock, for example); and
3. Packaging across businesses, activities and experiences so that visitors stay in the area longer and come back more often to try new things.

Some particular strengths that could be capitalised on further are the links with Selwyn Snowfields, and the potential to pool resources and transport high value international/interstate visitors from Canberra to region.

Some communities collaborate better in business than others, and the Chamber itself can promote collaboration by demonstrating good practice, by sharing case studies, and by creating opportunities for potential partners to meet, discuss and build trust. In many ways these activities are 'pre-cluster' activities which have been used successfully in many areas around the work to encourage businesses (in varying industries) to collaborate. One of the common factors in successful programs like this is a committed champion, a resident passionate about building links within the business community.

Collaboration across the community as a whole is another enormous asset for the Adaminaby area, with many of the current annual events succeeding through shared interests across different specialist areas. Two Australian communities who have taken this a step further are<sup>1</sup>:

1. Harrow, in Victoria, where to prevent the (only) pub closing, the tiny 90-resident town began staging regular 'sound and light shows' involving residents portraying colourful stories and characters from the town's past. The show is now an attractor in its own right.
2. Hyden (320km east of Perth) where lack of outside business and investment interest drove formation of the Hyden Business Development Company, capitalised by 23 initial contributions of \$10,000, to create a fund able to revitalise declining business assets for new owners, and seed fund a new light industrial precinct.

### **Town Square**

The look, feel and facilities of the Adaminaby town square is a vital asset in encouraging passing traffic to stop a while and find out what more there is to see and do. Many people interviewed mentioned the need to improve the facilities and design and facilities of the town square – especially in terms of landscaping, better street lighting and seating. A period-style rotunda has been suggested, along with a more themed and designed approach to the shop facades facing the square, and the verandah posts. Theming should reflect the characteristics most likely to best represent what the town sees itself as most famous for – this could be the 1950s or 1960s, or could even stretch further back to a heritage 'wild country' feel.

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<sup>1</sup> These examples are taken from the *Handbook for Small Town Renewal* written by Peter Kenyon and the Bank of Ideas for the Rural Industries Research and Development Commission in 2001 (RIRDC Pub 01/043).

### **Broadening involvement**

The other important theme mentioned in many interviews and reflecting the economic context of the area is that of the urgent need to broaden involvement in business and economic activities, and in particular across age groups. Adaminaby has two pools of residents who could play vital roles in business and economic development but who are currently not strongly involved. These are the younger business owners who are generally too busy to be involved, and older business owners who've 'seen it all before'.

It is vital for the community that people in both these groups are invited to be involved in some of the activities set out in this plan. The key to successful invitation is that the request should be specific, suitable, and in their areas of interest. It is unlikely, for example, that those currently disengaged would suddenly start turning up to general meetings. But on the other hand, it is clear that when the right requests are made, tailored for suitability and interest, most people in the area respond very well.

The Chamber itself could benefit by handpicking individuals to ask for advice and support on how to progress ideas and who to engage for support – as a kind of informal 'regional business resource group'. More active local involvement in the Snowy Scheme Museum is important in reviving the relationship between the town and the Museum.

In parallel, the Chamber could use the momentum from this Action Plan process to boost membership. Approaches should highlight the 'what's in it for me' aspects of the Chamber and membership, emphasising the successes of recent years and the strategic approach to activities planned for the next few years. It is sometimes hard to translate general support into membership as some business owners will expect to see the benefits of the Chamber's work flowing anyway, whether they join or not. But in a small community like Adaminaby it is important to remind all business owners that without broad-based support, the volunteers who deliver the Chamber's activities will not be able to continue.

# 5 Action Plan

The following recommended actions have been developed based on the information presented above.

## ACTION PLAN

Issue	Recommended Actions	Timeframe
<p><i>Improvement of the Town Centre/Town Square</i></p>	<p>1. The Lake Eucumbene Chamber of Commerce (LECC) has already made progress with reviewing the amenity of the town centre. Part 1 of the Adaminaby Beautification Plan has been funded by Council. Further detailed work can now develop in consultation with a landscape architect, local businesses and the Snowy Shire Council.</p> <ul style="list-style-type: none"> <li>- The addition of tables and chairs for visitors should be considered as part of this process.</li> <li>- The linkage of the town centre with the new museum should be considered as part of this process.</li> <li>- Some theming of shopfronts could be considered as part of this process.</li> </ul> <p>Once a design has been agreed to, it should be implemented with the support of the Snowy River Council.</p>	<p>ASAP</p>
<p><i>Town Events and Tourism</i></p>	<p>1. The LECC should develop an 'Events Calender' in a hard-copy, brochure style. This brochure should also incorporate a business directory and have tourism information.</p> <p>2. Once developed, the 'Events Calender' should be circulated as widely as possible and incorporated into the Adaminaby website.</p> <p>3. The LECC should consider convening a planning meeting between all event committees and volunteers at the start of each year. This will encourage the cross-fertilisation of ideas, community ownership and the maximisation of volunteer effort.</p> <p>4. The LECC should consider developing a communication strategy with the Snowy Scheme Museum. This strategy could outline how the community can best market the museum, alerting potential visitors to the new tourist attraction.</p> <p>5. The visit Adaminaby portal website can be further enhanced to increase its relevance. For example, the Lake webcam is a tool that can be better leveraged as it will attract a significant number of hits.</p>	<p>ASAP</p> <p>After development of the brochure</p> <p>Yearly</p> <p>ASAP</p> <p>ASAP</p>

*Adaminaby – Lake Eucumbene Economic Action Plan*

<p><i>Business and Commerce</i></p>	<p>1. Business profitability can be improved by          - Extending the 'shoulders' of events          - Maximising winter profits          - Improving summer visitation          The LECC should consider addressing these issues by offering seminars or workshops addressing business preparedness and other relevant skills to help business owners improve their annual profitability by concentrating on 'working smarter' in these three periods.</p> <p>2. The LECC, in conjunction with local businesses, should consider targeted marketing to attract employees for the winter season. The LECC could offer a 'package' deal with a job and somewhere to stay, emphasising the lifestyle opportunity close to the snow. This strategy would help to tackle winter staff shortages.</p> <p>3. Use momentum from the Action Plan process to broaden membership of LECC. Review the 'what's in it for me' aspects of membership, highlighting achievements to date alongside the realistic forward work program.</p> <p>4. LECC should investigate the possibility of linking Adaminaby's marketing with the Riverina and coastal shires. As Adaminaby is a thoroughfare between these areas, increased marketing may improve stop-over rates and visitation in the town.</p> <p>5. LECC should consider commissioning a 'mini-audit' of local products, for example 'Mary's Homemade Jams.' The audit should include a stocktake of product ranges and provide a strategy for increasing their prominence in the town and uptake in the town. Products such as this are an important aspect of attracting new visitors to the town.</p> <p>6. The LECC should consider lobbying the RTA to improve signage on the way to Adaminaby. The LECC could also consider installing a billboard on the highway before the town centre. This billboard could alert travellers to the facilities offered by Adaminaby, encouraging a stop, as well as point to the broader tourist opportunities in the area.</p> <p>7. Continue lobbying ACT and NSW Governments for sealing of the last section of the Bobeyan Road.</p> <p>8. The Old Adaminaby and Anglers Reach (OAR) Progress Association have recently advised of an initiative to produce a visitor guide to the Old Adaminaby cemetery. The guide will be themed to cater to visitor interest and will use particular graves or cemetery features used as an entry point to local social, economic and cultural history.</p>	<p>Before the next winter season</p> <p>Before the next winter season</p> <p>Immediate</p> <p>Long-term</p> <p>ASAP</p> <p>ASAP</p> <p>Ongoing</p>
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9. The OAAR Progress Association is also considering producing a family oriented recreational boaters guide to Lake Eucumbene comprising a GPS guided trip over the submerged roads to Jindabyne, Cooma and Kiandra. Accompanying commentary text would highlight submerged bridges and buildings, and historic references to points of interest such as the old Kyloe mine, the original site planned for the Lake Eucumbene dam wall, wildlife refuge islands, pastoral and colonial relics now submerged, and geographic features and landmarks.

#### **A Vision for a Viable Future**

Any economic development plan needs to be framed with sufficient vision to satisfy local and state agencies that the future is sustainable. Articulation of a vision is usually placed in a context of scenario planning, laying out a progression of steps towards a sustainable goal.

The vision here is that LECC would initially focus to complete the tasks referenced in the Actions Plan, with a plan to build upon success in building the 'Adaminaby experience'. The scenario would focus on a process of collaborative engagement to complete tasks would initiate a virtuous cycle of small achievements building project capability and attracting interest, talent, and renewal investment in buildings, infrastructure and amenities. A forward looking Adaminaby would promote a reputation as a town that fostered growth through collaboration, and rewarded investment especially in the Adaminaby experience through its target sectors of hospitality and tourism. Local institutions, such as local Progress Associations, would be encouraged and supported to execute complementary projects within their charter and capability.

In the medium to long term goal for this vision is that it would lead to resurgent interest in Adaminaby township and its satellite villages, and would likely call for a new local institution to coordinate and mobilise investment, and to ensure that existing residents and new entrants benefited equitably in the new wealth. Snowy River Shire Council could also be assured that its infrastructure investment in roads, water, amenity etc. was delivering a sustained long term.

