



ALPINE RESORTS STRATEGIC PLAN

STAKEHOLDER WORKSHOPS

Hosted by Alpine Resorts Coordinating Council

SUMMARY NOTES

Marysville 13th March 2019



OUR WORKSHOP PURPOSE

To contribute to the development of a new Alpine Resorts Strategic Plan

This report has been compiled from the participant contributions recorded on workshop templates.



AGENDA

TIME	ACTIVITY
10.45am	ARRIVALS (tea and coffee) and sign in
11.00am	WELCOME AND INTRODUCTIONS:
	<ul style="list-style-type: none"> • Our agenda and purpose for the workshop • Overview of the process to develop the new Alpine Resorts Strategic Plan, roles and responsibilities as well as essential components of the plan.
11.40am	WHAT DATA EXISTS TO HELP INFORM OUR STRATEGIC PLAN (PART 1)
	<ul style="list-style-type: none"> • We will provide information for groups to explore background information about previous 2012 Strategic Plan, key outcomes from the Review of this plan and fact sheets about the alpine resorts.
12.20pm	WHAT IS OUR VISION FOR THE FUTURE OF THE ALPINE REGION:
	<ul style="list-style-type: none"> • Groups will work on their vision for the future of the alpine resorts
12.40pm	LUNCH
1.00pm	STRATEGIC PRIORITIES AND CLIMATE CHANGE ADAPTATION:
	<ul style="list-style-type: none"> • Groups will propose and work on strategic priorities that should guide the next 5 years, as well as actions that should underpin them • Climate Change Adaptation – what actions need to be undertaken now, or in medium to long term • Participants will provide their level of comfort with the ideas generated in the workshop and be given the opportunity to suggest refinements and/or improvements.
2.45pm	WE CHECK OUT – HOW DID WE GO TODAY?
	<ul style="list-style-type: none"> • What will happen with today's outputs and project next steps
3.00pm	WORKSHOP CLOSE

*This workshop will be hosted by Alpine Resorts Coordinating Council, Scientell and MosaicLab.

HOPES

At the start of our session, participants set out their hopes for the workshop through a six-word story.

Clarity, opportunities, future vision, diversity, pathways, themes

Forward plan for future. Direct path to facilitate events.



What is the commitment to deliver?

Future for snow industry.

Build relationships with stakeholders. Identify future directions for Alpine Resorts. Promote good use of alpine areas.

OUR VISION (THROUGH THE EYES OF MULTIPLE PERSPECTIVES)






Participants were asked what people would be saying about the alpine region in Victoria?

A PERSPECTIVE FROM...	WHAT WOULD PEOPLE BE SAYING ABOUT THE ALPINE REGION IN VICTORIA?
International traveller	The alpine experience connects with other tourism destinations - promote a complete Australian natural experience. More to Australia than Sydney, Barrier Reef, Great Ocean Road and sporting events.
Tourism - Victoria	An escape to the mountains. Experience summer and winter as it is in 2040. Activities on mountain - day and longer term chair lift? Groups - champion downhill mountain bikes. Events - fishing trips, competitions, tarmac rally, futuristic activities / games / play, indigenous experiences. Social / altruistic approach by organisations coordinating opportunities / experiences. Coordinating opportunities / experiences with key stakeholders.
Inner city, latte sipping, vegan greenie	Environmentally friendly. Alpine / sub alpine retreat, reconnect to nature. Traditional owner recognition. Tangible to understand / appreciate compared to city life. Preserve natural fauna / flora and resources. Sustainable recreation opportunities to access alpine / sub alpine area - carbon neutral. renewable energy sources e.g. solar, wind, waste. Recycling opportunities. Access for all - cost, transport, ambulant / non ambulant.
Business owner	Four season destination. Catering for a variety of activities. Maximizing use of amenities across the alpine region.
Profit-focused entrepreneur	Why can't we have more ski runs? More trees down to achieve this. There are too many rules stopping development. Why are my taxes / government subsidising these areas / resorts. Why should I go to alpine resorts in Australia - compared cost to NZ, Alps. Lack of local community spirit / support engagement.
Tourist from Melbourne	We love the look and feel of the alpine environment.
Children	I'm glad you made the right decisions to look after our environment.
Local residents	An engaging natural experience catering to a diverse range of people. The alpine resorts showcase how to develop sustainable biodiverse models of sound practice i.e. Eden Project.

STRATEGIC PRIORITIES

Participants looked at the previous six Alpine Resorts Strategic Plan priorities and were asked to make recommendations about what strategic priorities should guide the new plan. Once these recommendations were recorded on templates, all participants were asked to rate their level of comfort with each one (including comments to support or improve on each one).

COMFORT LEVELS

 I LOVE IT	I am 80-100% comfortable with this option. Only minor tweaks, if any, are required. I am very happy.
 I LIKE IT	I am 60-80% comfortable with this option. Some small changes required but I am mostly happy.
 I CAN LIVE WITH IT	I am 40-60% comfortable with this option. Some changes are required but I can accept it as it is.
 I WILL LAMENT IT	I am 20-40% comfortable with this option. There are lots of changes required.
 I LOATHE IT	I am 0-20% comfortable with this option. It needs an overhaul, I can't see it working at all.

Evolving visitor opportunities to support year round alpine environment experiences

PRIORITY DESCRIPTION

Provide dynamic and engaging educational and adventure opportunities within the natural alpine environment, year round.

RATIONALE/REASONING

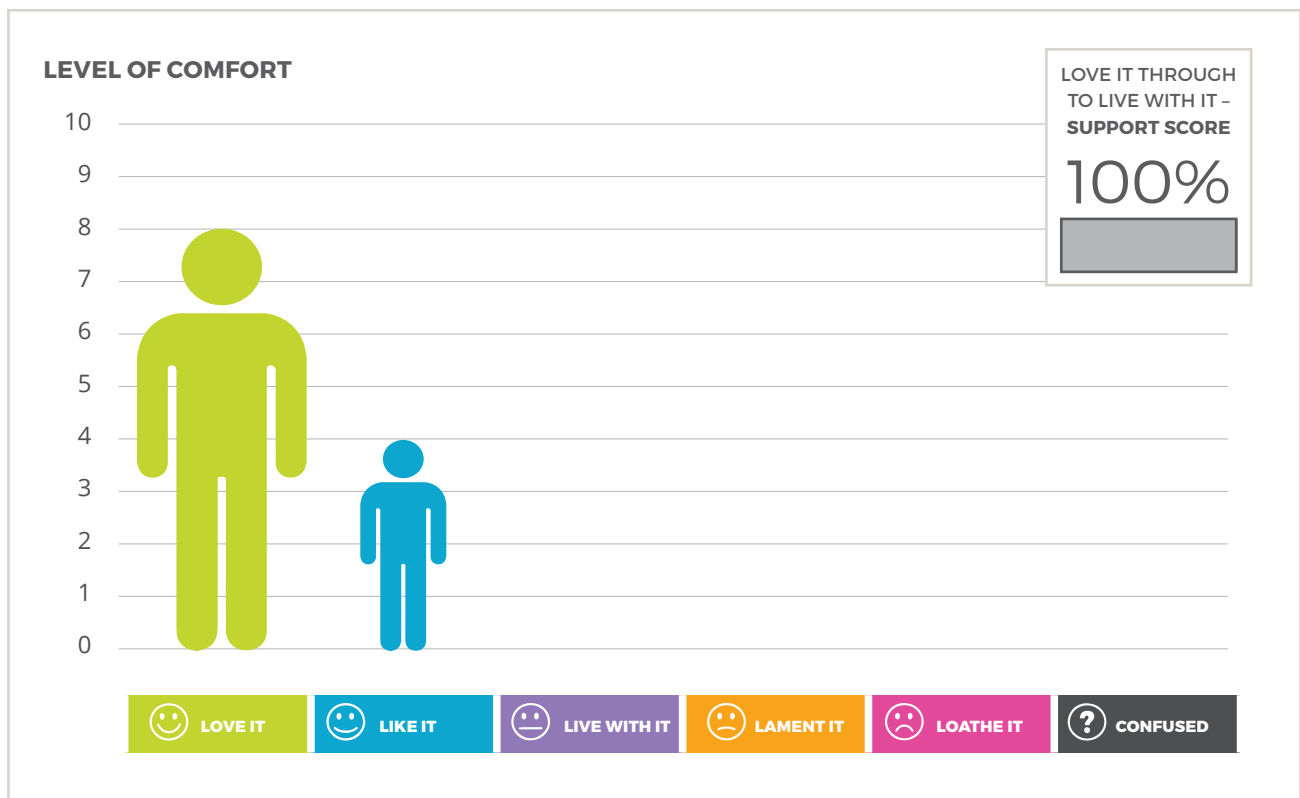
Recognition of changing / evolution of customer demand, preferences and expectations. Sustainability of the natural alpine environment through embedded educational experiences. Need for year round visitation to contribute to more financially sustainable alpine resorts.

FIVE YEAR DESIRED OUTCOME

Significant increase in visitor numbers outside the snow season, which should lead to increase in spend per head outside snow season. More diverse range of well-supported opportunities and events, attracting a broader range of visitors e.g. local and further afield.

WHO IS RESPONSIBLE FOR THIS PRIORITY

Alpine resort, local stakeholders, combined marketing platforms, identified KPIs, website hits / traffic / links.



WHAT WOULD NEED TO CHANGE TO MAKE YOU MORE COMFORTABLE OR LESS CONFUSED?

Include operators.

Essential.

Should be #1 strategy!

Building partnerships

PRIORITY DESCRIPTION

Two way partnership, resort adds value to partners, partner adds value to resort. Take into account economic, social, cultural and environmental aspects. The alpine resort carry out business in a spirit of respect and mutual benefit of the partners they work with.

RATIONALE/REASONING

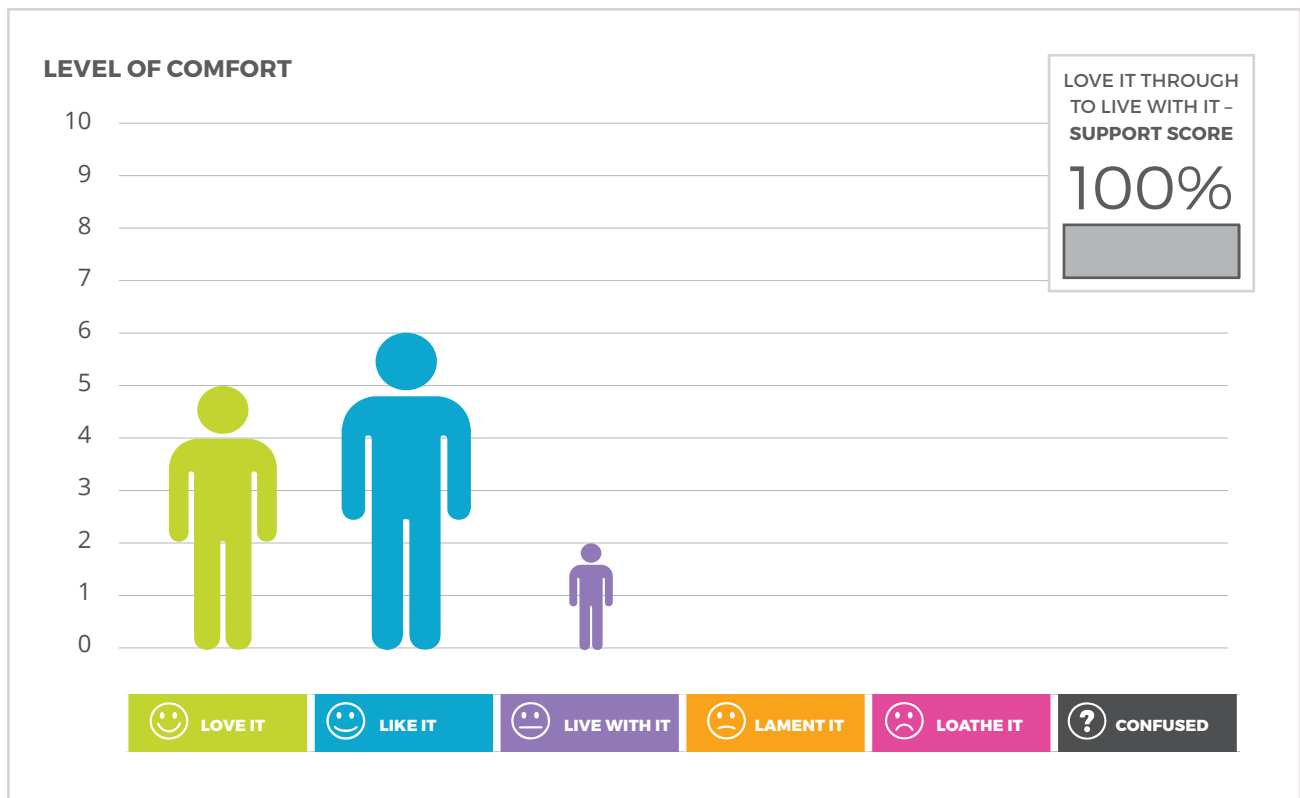
Mutually beneficial to alpine resort / economy / community and visitor. Better outcomes by working together. Mutual obligations.

FIVE YEAR DESIRED OUTCOME

Events / activities / attractions all year. Don't destroy unique environment - be sustainable.

WHO IS RESPONSIBLE FOR THIS PRIORITY

Driven by alpine resort with good outcome measures. Visitors to resorts, event organisers, business partners, whoever else alpine resort chooses to do business with.



WHAT WOULD NEED TO CHANGE TO MAKE YOU MORE COMFORTABLE OR LESS CONFUSED?

Clearer rationale.

How?

Bit vague.

What's the definition of success for a partnership?

Well thought through but could continue further.

All working on same page for greatest success.

Enhancing cultural awareness

PRIORITY DESCRIPTION

Understanding and catering for different cultural behaviours and attitudes.

RATIONALE/REASONING

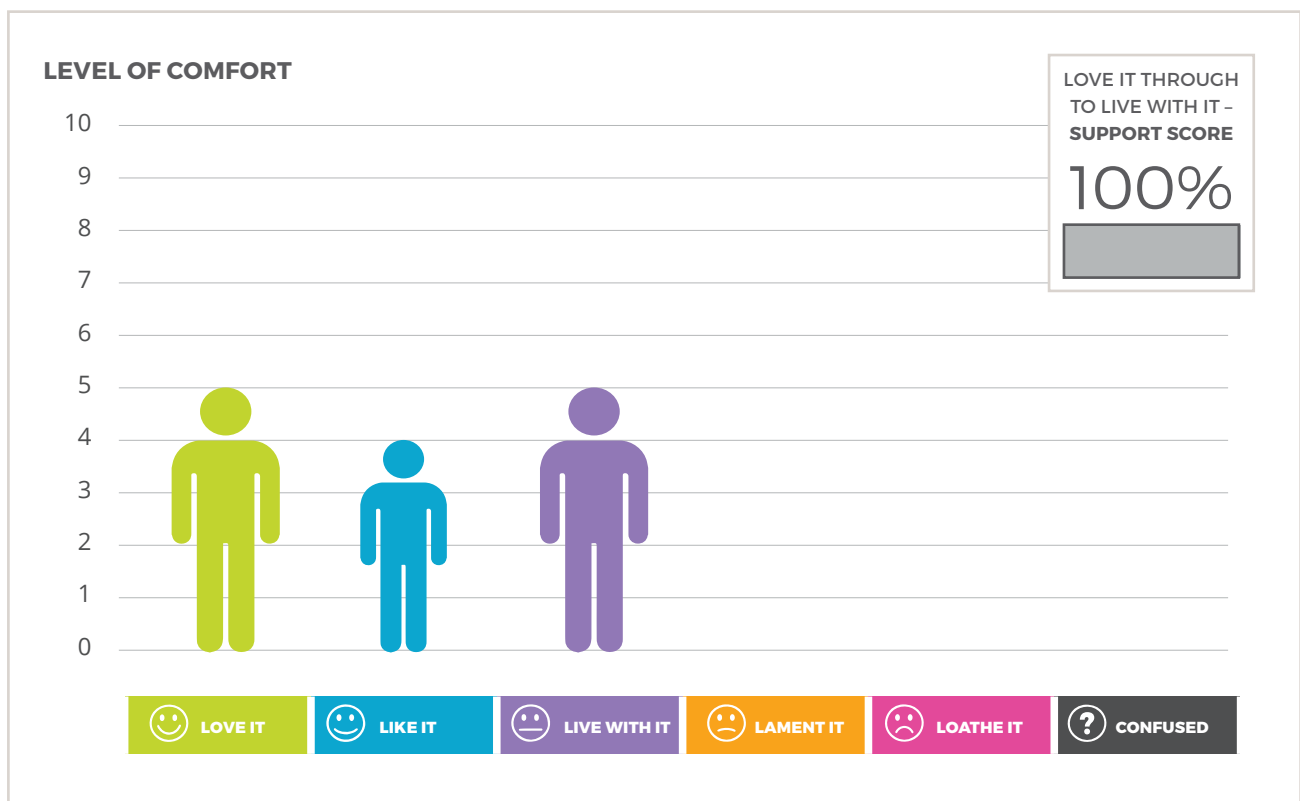
Inclusive, recognising multi-culturalism, safety.

FIVE YEAR DESIRED OUTCOME

Increased visitation and awareness.

WHO IS RESPONSIBLE FOR THIS PRIORITY

Tourism Victoria. Alpine RC. Council / Shire. Community / business.



WHAT WOULD NEED TO CHANGE TO MAKE YOU MORE COMFORTABLE OR LESS CONFUSED?

Needs to include alpine resorts in who is responsible.

Would like more detail to gain a greater understanding.

Will appeal to political and social interests.

Be more specific - which cultures?

Why?

Cultural dollar hard to extract.

Partnerships

PRIORITY DESCRIPTION

Develop meaningful supportive relationship with all partners in resort usage.

RATIONALE/REASONING

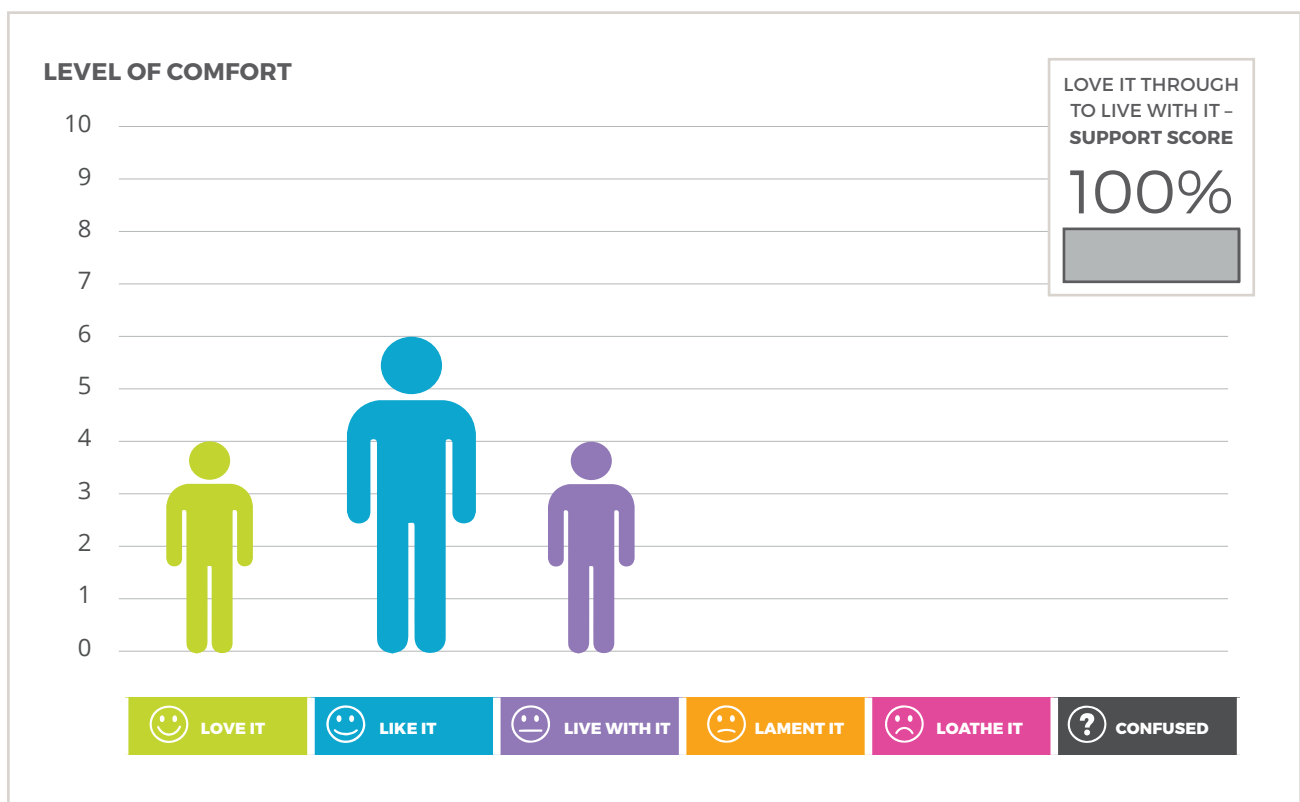
Drive. Small businesses are isolated, lack meaningful information / ability to understand what this means and connect to a local experience.

FIVE YEAR DESIRED OUTCOME

Flow of accurate information, social interaction.

WHO IS RESPONSIBLE FOR THIS PRIORITY

Each board of ARC. Through user groups i.e. Q&A.



WHAT WOULD NEED TO CHANGE TO MAKE YOU MORE COMFORTABLE OR LESS CONFUSED?

Needs more meaning, more specific description.

Strengthening partnerships is great, needs to be more descriptive.

ARMB partner outside the resort broadens their benefit.

Good to include small business after the backbone.

Critical aspect to succeed.

What does success look like - KPIs, objectives?

What do current partnerships look like?

Increased green season visitation

PRIORITY DESCRIPTION

To increase accessibility to the resorts during the green season.

RATIONALE/REASONING

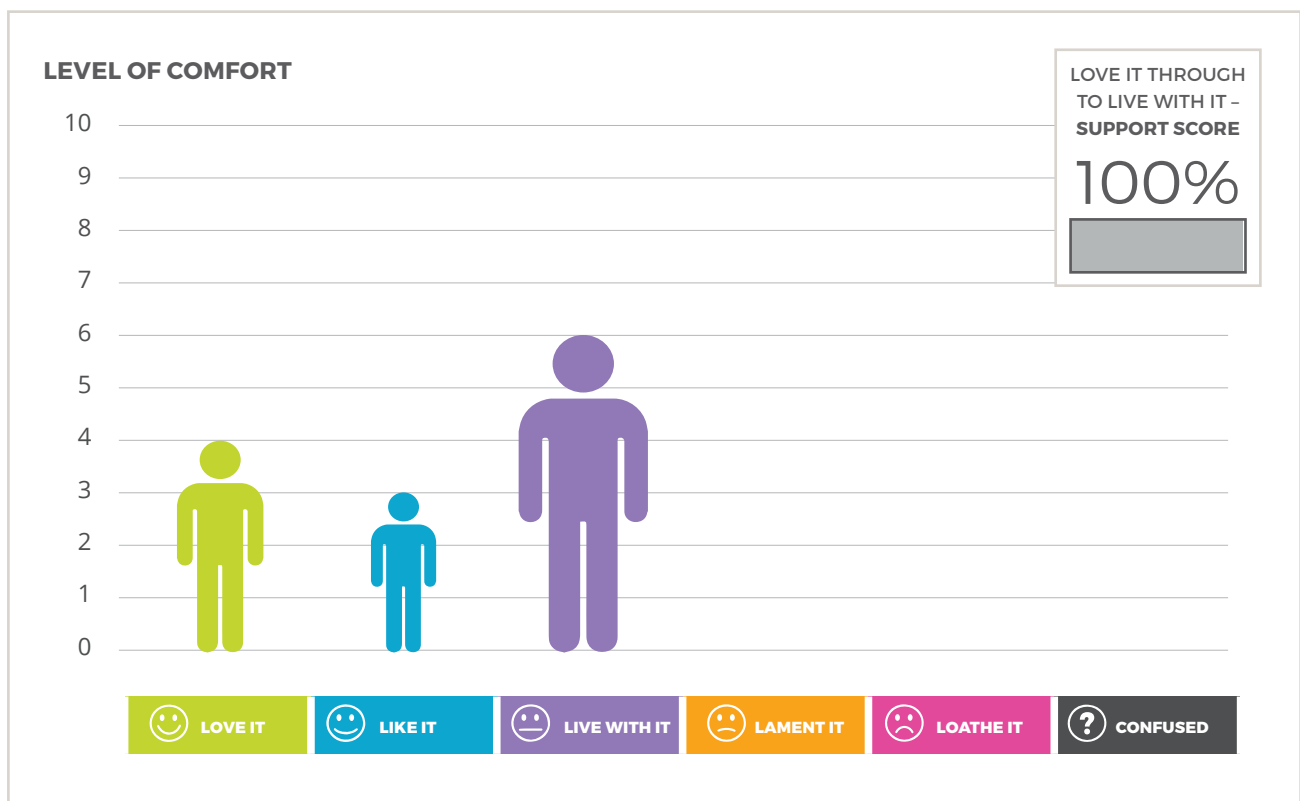
To experience the alpine environment. Greater options of diverse experiences - active/passive.

FIVE YEAR DESIRED OUTCOME

Vibrant feel and look of resort during green season.

WHO IS RESPONSIBLE FOR THIS PRIORITY

Boards, government agencies - driven by government policy, private operators, tourism boards.



WHAT WOULD NEED TO CHANGE TO MAKE YOU MORE COMFORTABLE OR LESS CONFUSED?

Needs to be more specific.

What other green season activities do we compete with?

What would you offer?

Stronger outcomes.

What other options?

Clarity.

More details.

Too specific - narrow.

Love concept - details need to be worked on.

More creative activities that attract masses.

Maximising visitor experience

PRIORITY DESCRIPTION

Create 4 season environment through year round events / activities, supported by business and commercial operations.

RATIONALE/REASONING

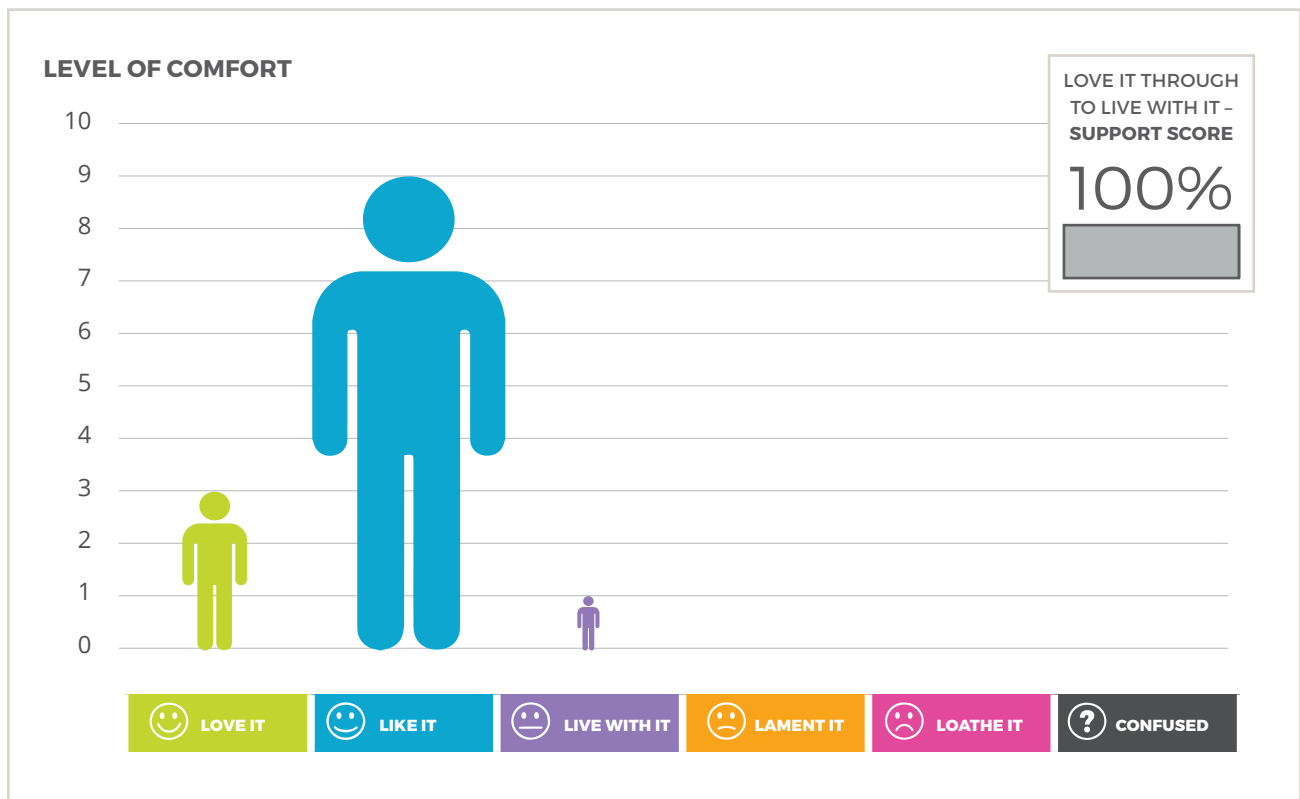
Alpine region underutilised. Promote tourism Victoria. Support local communities.

FIVE YEAR DESIRED OUTCOME

Constant tourism flow. Destination of choice. Family choice. Sustainable economic benefits.

WHO IS RESPONSIBLE FOR THIS PRIORITY

Government - ARCC - Shires / council. Vic Tourism - community.



WHAT WOULD NEED TO CHANGE TO MAKE YOU MORE COMFORTABLE OR LESS CONFUSED?

How does it fit in with other visitor experiences,
Victoria-wide, especially in green season?
Build on it.
More detail. Limiting.

Needs to be included in the wider regional tourism masterplans.
All strategies need to be inter-linked.

Communication

PRIORITY DESCRIPTION

Disseminate accurate information into communities across industry, tourism, all levels of government, user groups, local communities.

RATIONALE/REASONING

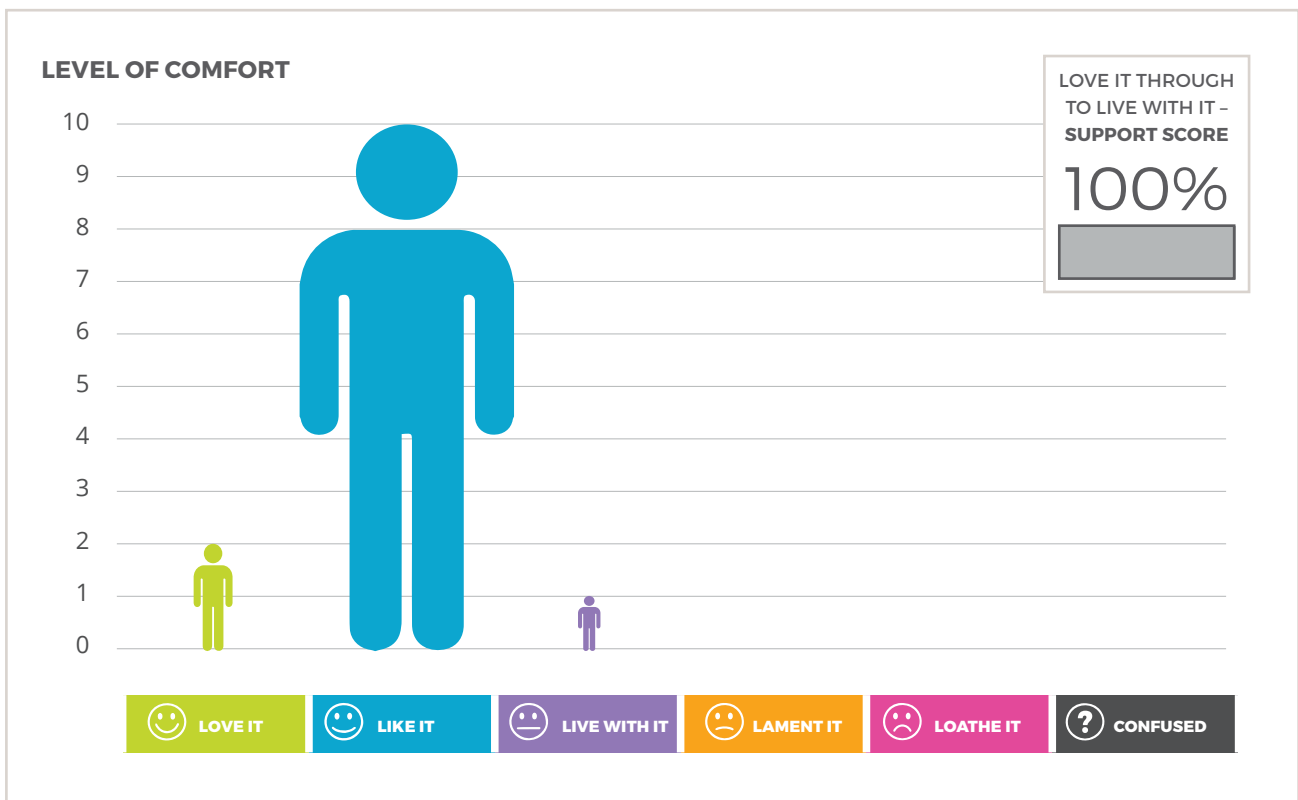
Promotion, information, usage i.e. events, accessibility of information.

FIVE YEAR DESIRED OUTCOME

Regular reporting of activities and events. Transparent delivery of activity. Local regular announcements.

WHO IS RESPONSIBLE FOR THIS PRIORITY

ARC, SARC, RMB, CEOs, federal government, state, local government, media, communities.



WHAT WOULD NEED TO CHANGE TO MAKE YOU MORE COMFORTABLE OR LESS CONFUSED?

Clarity / focus purpose and outcome.

Marketing to increase visitation in green season.

Clarity required in description.

Need better access to mobile comms.

What problem is this solving?

Who has primary responsibility?

Effective communication, not a message for the sake of it.

Protecting and enhancing the alpine environment

PRIORITY DESCRIPTION

Minimise negative impacts. Consider micro impacts (from climate change). Manage for long term sustainability.

RATIONALE/REASONING

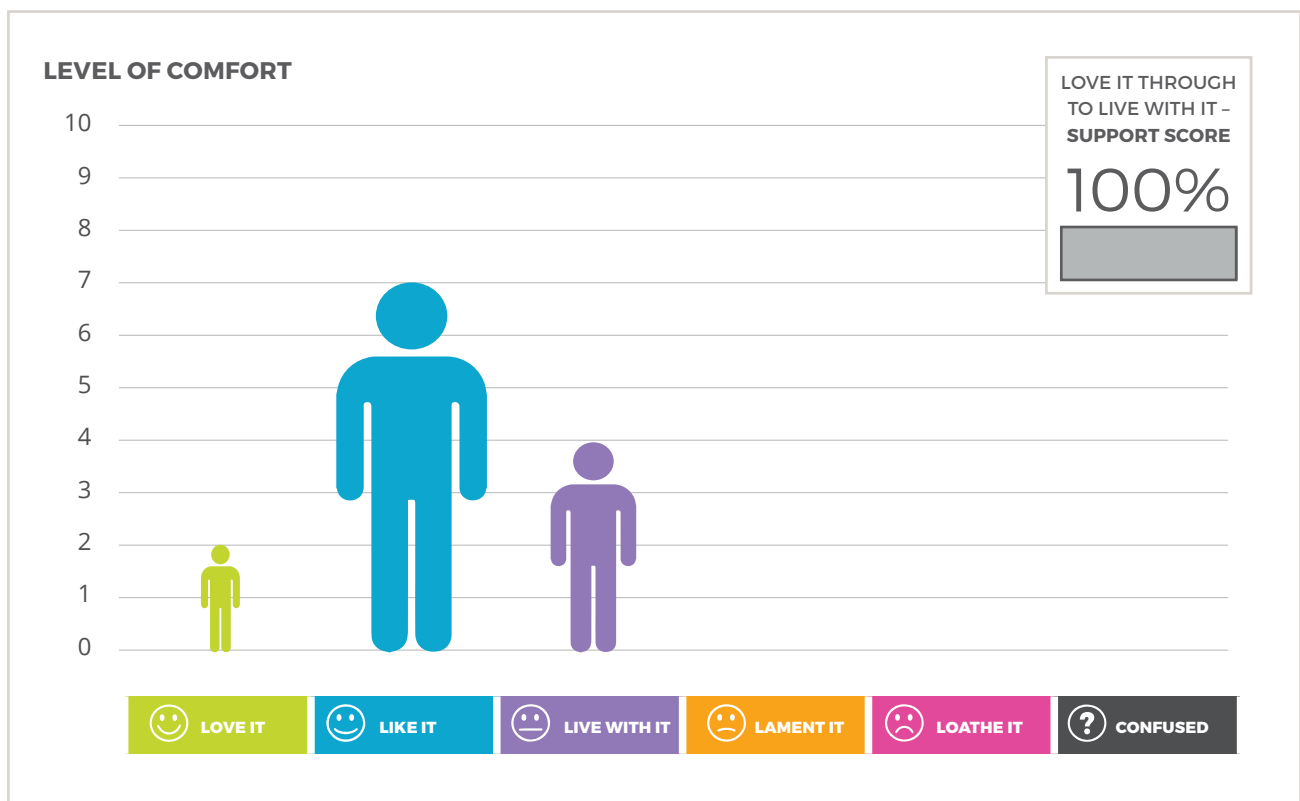
All other strategies rely on environment being preserved.

FIVE YEAR DESIRED OUTCOME

Environmental KPIs maintained or improved on.

WHO IS RESPONSIBLE FOR THIS PRIORITY

Primary: ARMB - perhaps report on KPIs via annual report. Involved: DELWP, minister and office, Parks Victoria, commercial operators, local council (surrounding areas), department of environment and energy.



WHAT WOULD NEED TO CHANGE TO MAKE YOU MORE COMFORTABLE OR LESS CONFUSED?

Everyone needs to row in the same direction.

Environment impact excellent - more details needed.

Increased connectivity

PRIORITY DESCRIPTION

To develop increased connectivity through investment in digital connectivity, road infrastructure, energy supply, education and health, social engagement.

RATIONALE/REASONING

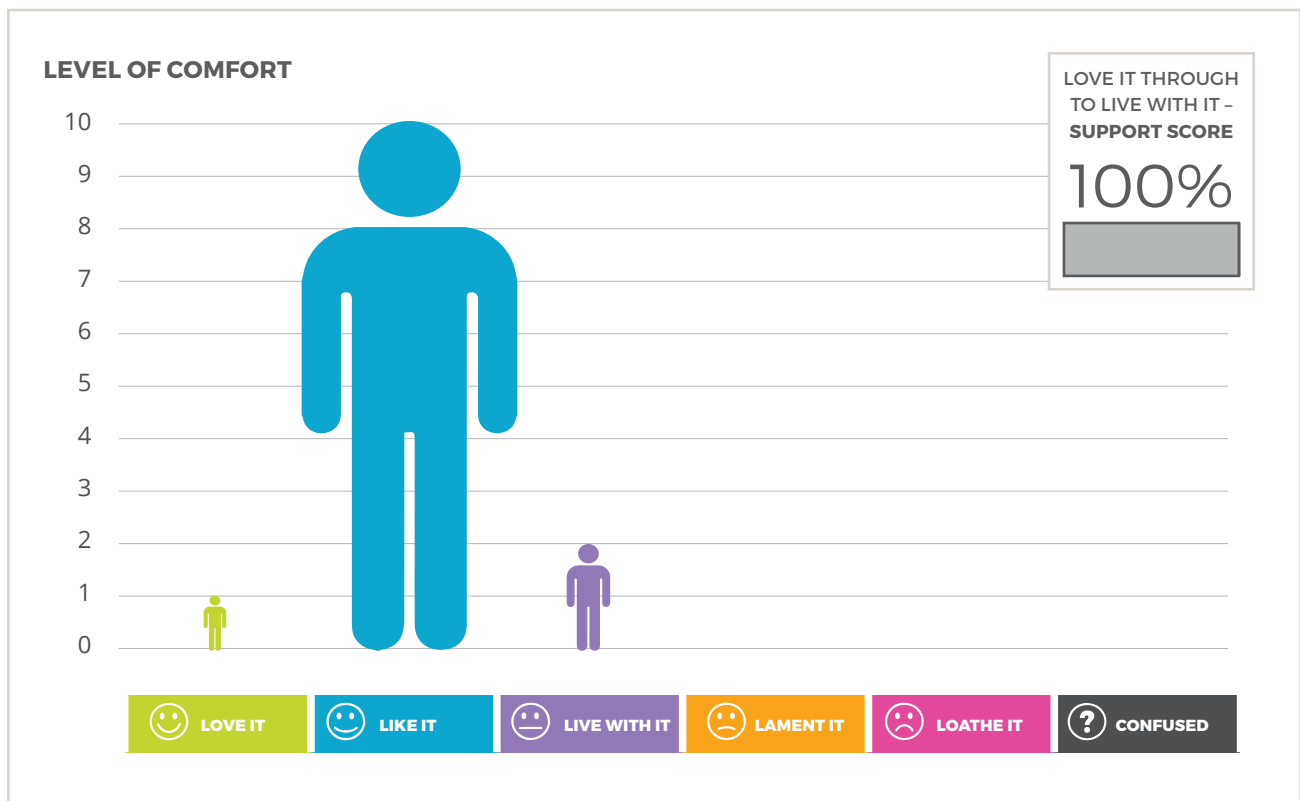
Lack of connectivity between regional partnerships and resort priorities.

FIVE YEAR DESIRED OUTCOME

Alpine resorts are represented actively in regional priority projects for state and federal investment opportunities.

WHO IS RESPONSIBLE FOR THIS PRIORITY

State government, regional partnerships, alpine boards, regional tourism boards, mountain operators.



WHAT WOULD NEED TO CHANGE TO MAKE YOU MORE COMFORTABLE OR LESS CONFUSED?

Who has primary responsibility and accountability?

Outcome not clear.

Partnerships

PRIORITY DESCRIPTION

To develop stronger and result driven tangible partnerships between resorts. Standardised governance across all resorts.

RATIONALE/REASONING

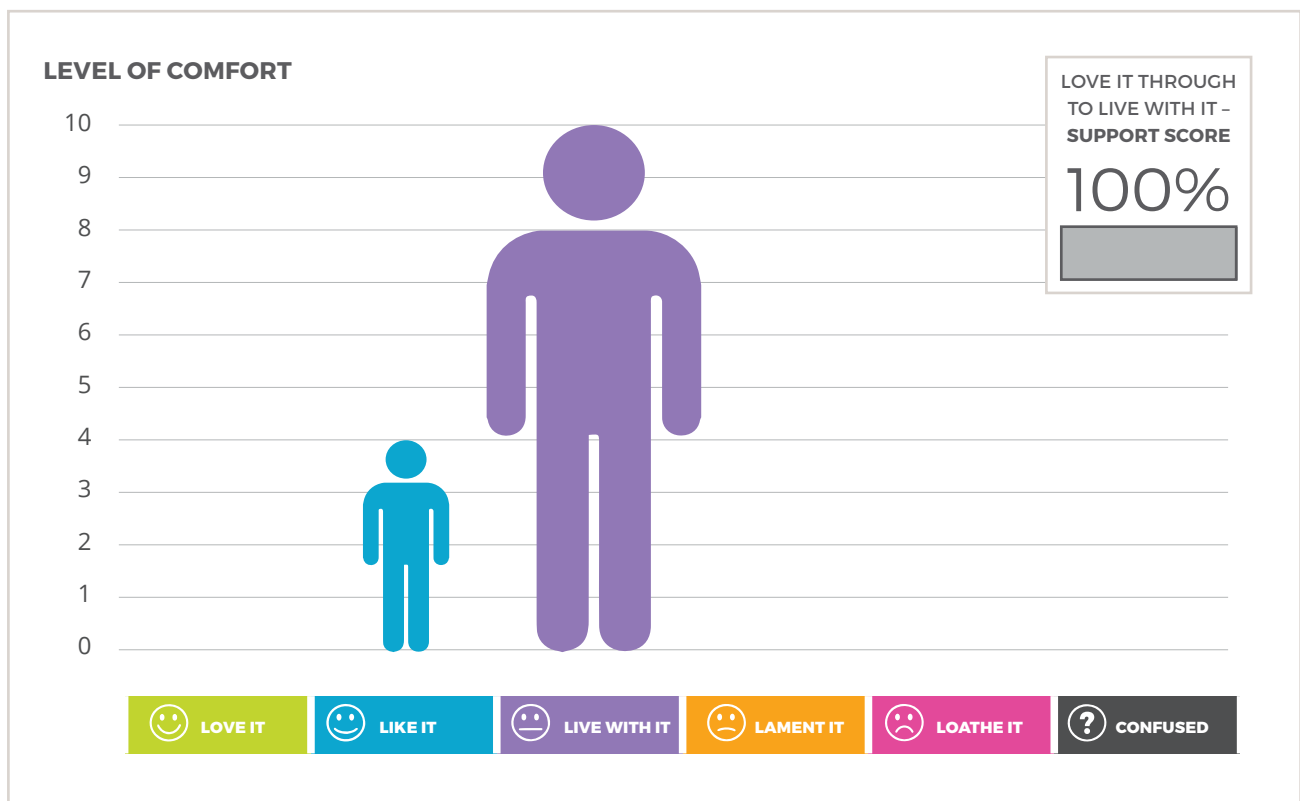
To deliver standardised pricing across resorts to ensure fairness and accessibility.

FIVE YEAR DESIRED OUTCOME

Affordable, equitable access.

WHO IS RESPONSIBLE FOR THIS PRIORITY

Vic Government, minister, boards, operators.



WHAT WOULD NEED TO CHANGE TO MAKE YOU MORE COMFORTABLE OR LESS CONFUSED?

How would you standardise pricing - different areas may have different costs?

Like to improve on it.

Why is standardised pricing necessary?

What if the service is different?

Acknowledge differences.

Add more local partners.

Lessens the confusion for visitor experience.

Governance and private enterprise - difficult to standardise.

Challenges.

Needs more clarity. Is this relevant?

Need more meat on statements.

Maintain financial sustainability

PRIORITY DESCRIPTION

To be self sufficient and not rely on government for operational costs.

RATIONALE/REASONING

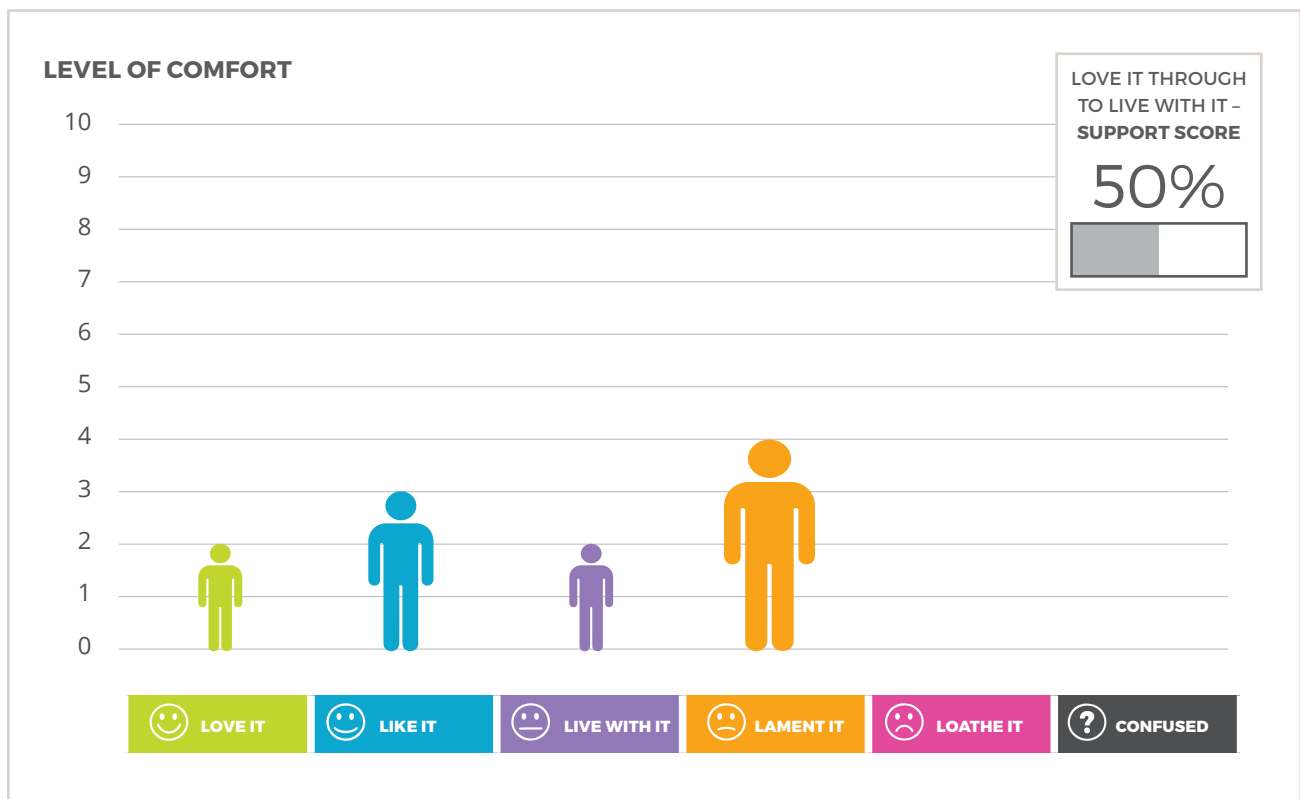
To maintain longevity and self sufficiency, financial independence.

FIVE YEAR DESIRED OUTCOME

All Vic resorts are cost neutral to government for operations.

WHO IS RESPONSIBLE FOR THIS PRIORITY

Government, alpine boards, alpine management, regional partnerships, regional tourism boards.



WHAT WOULD NEED TO CHANGE TO MAKE YOU MORE COMFORTABLE OR LESS CONFUSED?

Will rely on other strategies e.g. all seasons approach.

Alpine resorts to be financially sustainable and don't focus on government assistance - where they can, with what they have.

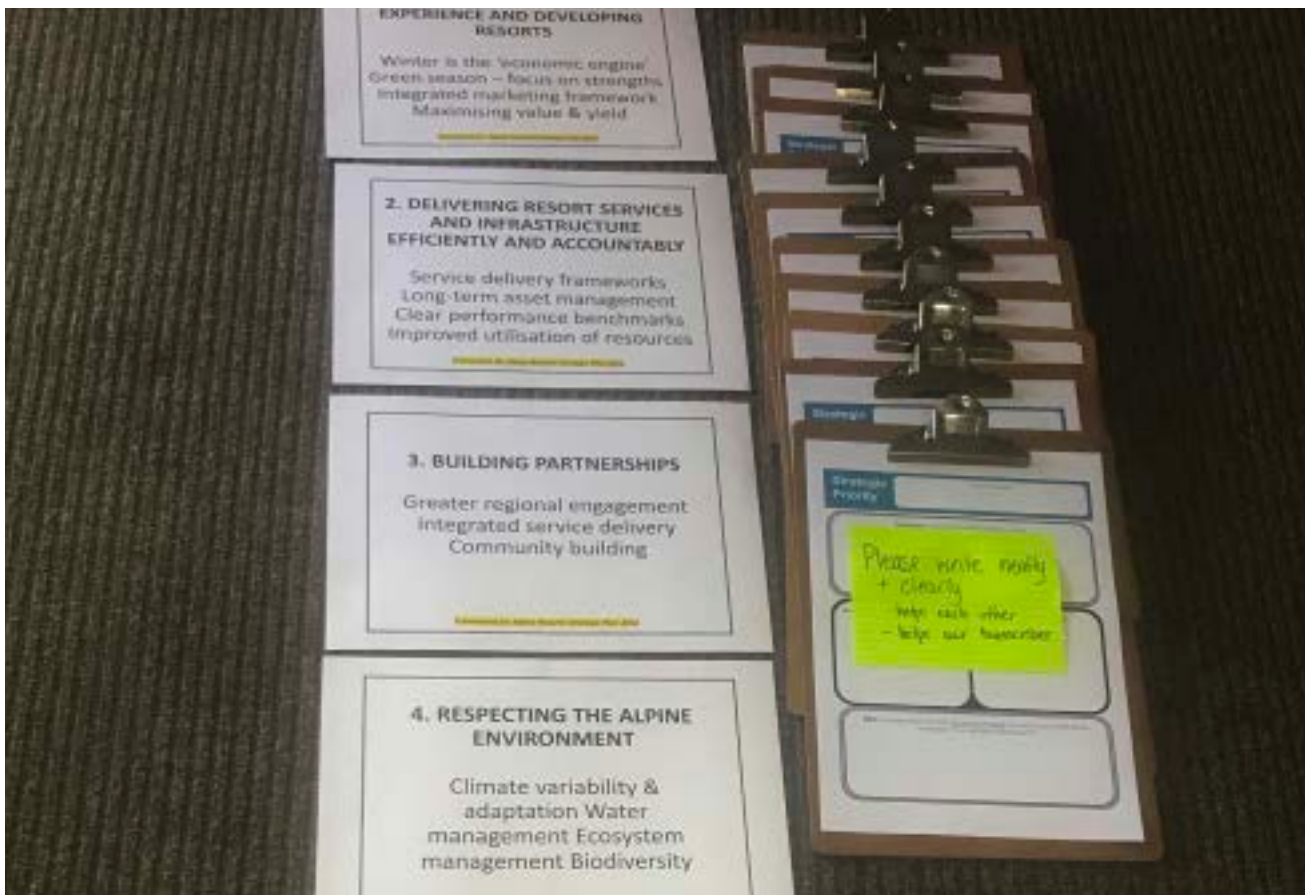
What about broader (outside of ARMB) economic impacts: shouldn't that be the KPI?

Should be led by government.

Needs a lot of thought and be direct with accurate financials.

Aspirational, unlikely to be self-sufficient - and that's ok.

Is this a realistic strategic priority?



STRATEGIC ACTIONS

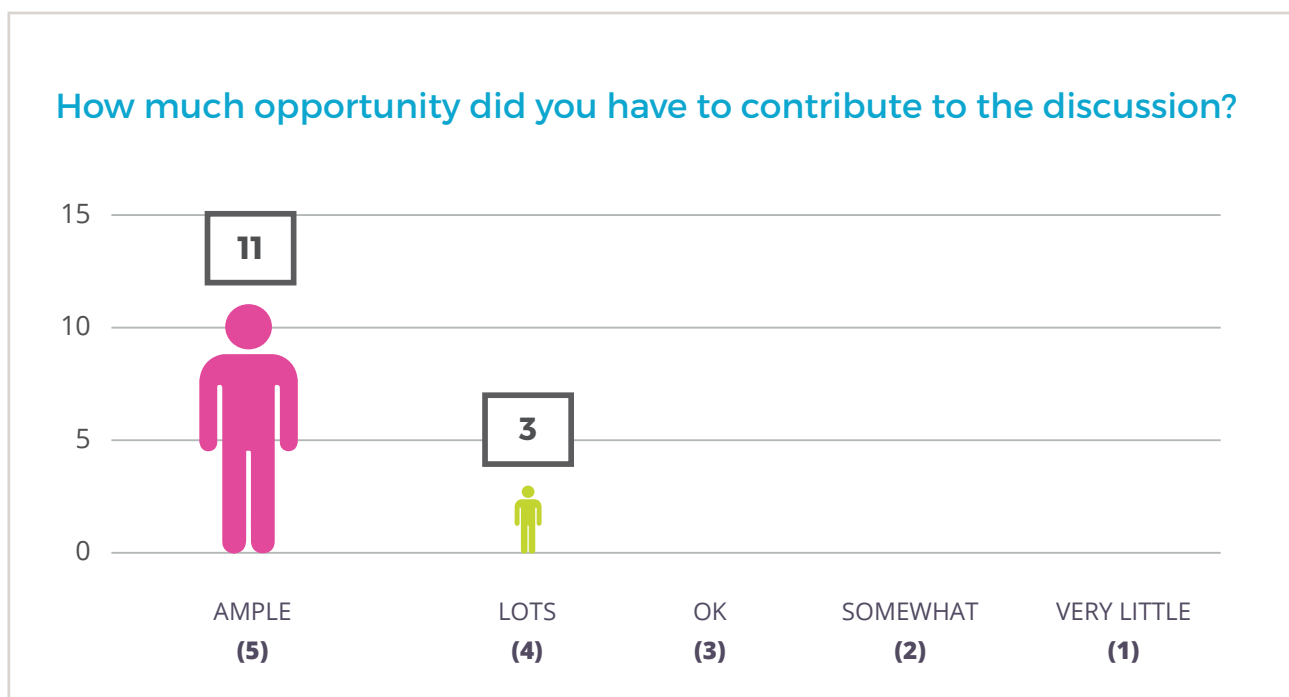
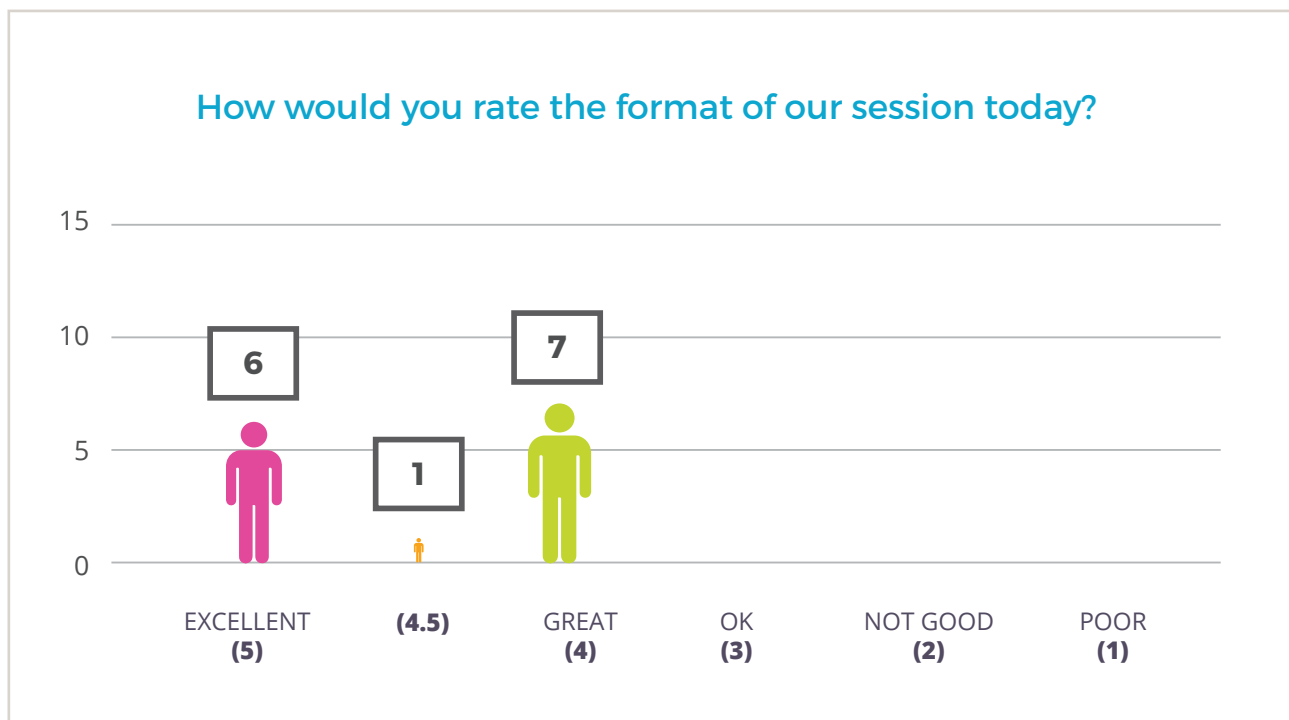
Participants had the opportunity to hear about a model to look at various responses to climate change (PARA model) as well as add any other ideas/actions that could be considered as part of this strategic plan development. These actions were grouped according to a scale of effort and impact.



HIGH EFFORT / HIGH IMPACT	
THEME/STRATEGY NUMBER	ACTION
Investment	Developing appropriate frameworks, governance, funding arrangements to enable appropriate investment in infrastructure to allow resorts to continue to grow and provide ongoing benefits (economic, social, health).
Invest in major activity	Chair lift / gondola. Draw card in summer. Transport issue, potential solution winter.
	How does L/M, Maryville work together to achieve its 4 season visitation, for the benefit of each other?
	Have commercial operators / resorts open facilities all year, not only in the winter months. If there are activities available then visitation will follow. E.g. commercial operators must be open 48 weeks - events, functions, activities drive big green season visitation (lifts, toboggan run, pool, fishing, music events etc.).
	Accommodation on resort opportunities.
High effort/High impact	Mining water through creating water dams. Electricity LM alternative sources.
	Have a big dome and have snow / tourists all year round at LM.
Road safety	Appropriate access / egress routes, especially for buses. Specific licencing / vehicles for alpine conditions.
Community safety	Strategies that address effective communication in alpine regions i.e. mobile black spots, educating the public re dangers, GPS routes that are inaccurate, safety messaging - will promote positive reputation management.

WORKSHOP FEEDBACK

Participants were asked to provide feedback on the workshop format and experience and any improvements that could be made.



What improvements, if any, could be made to how we worked together today?

Enjoyed the day. Great networking opportunity. Good work facilitation.

A little bit more clarity for final task. Enjoyed the day. Thank you.

It's what happens going forward. One size will not fit all regions e.g. Lake Mountain / Mount Baw Baw. Please pass this on to alpine regions.

None.

No, excellent day. Thank you.

Loved the different way of presenting for this sort of process (no sticky notes!!). All very inclusive.

None really. Liked the opportunity to share thoughts / ideas with the group. Explore shared ownership, responsibility and resources?

Clearer explanation on the last activity of low effort / low impact etc.

My first stakeholder workshop, was very impressed with facilitation - well done Keith and Kate! Looking forward to seeing the analysis. Matt, DELWP.

Good diverse range of engagement.





REPORT PREPARED BY:

mosaicLAB

www.mosaiclab.com.au

PLEASE NOTE: While every effort has been made to transcribe participants comments accurately a small number have not been included in this summary due to the legibility of the content. Please contact Keith Greaves at Keith@mosaiclab.com.au for any suggested additions.