



ALPINE RESORTS STRATEGIC PLAN

STAKEHOLDER WORKSHOPS

Hosted by Alpine Resorts Coordinating Council

SUMMARY NOTES

Melbourne 14th 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.
12.40pm	LUNCH
1.10pm	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
1.40pm	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.
3.45pm	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
4.00pm	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. Ideas. Voice. Collaboration. Open-minded. Accountability.

Action. And talk clarity. Understanding. Off season. Validity.

Strategic. Needed. Successful. Priorities for future.

Get fair dinkum with the green season barriers and enablers.

Understanding (all perspectives). Shared views. Making sense. Direction. Influence. Debate.

New ideas. Clarity. Vision. Practical outcomes. Diversity of views. Perspectives.

Better understanding of strategy and direction. Priorities. Vision and strategy. Making connections. Relationships / consistent with climate change act and obligations under act.

Long term security for biodiversity. S/P reflects community needs. S/P which reflects future sustainability. Achieve a report for future sustainability and investment. Security for Alpine nature in face of climate change and changing use. Plan 5 years reflects climate change in perspective.

Facility - improvement infrastructure. Parking (Buller Falls). Universal access - awareness. Environmental care. Green season. Tourism focus - economic.



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?
Next generation' (grandchild) #1.	Admire the beauty and amenities of the environment and the alpine resort. Affordable and inclusive resorts.
A family.	This is a great place for our family to connect with each other and with nature and have fun together.
Existing and regular visitors.	Sustainable - economically and environmentally year round. Community support. Natural asset better understood. Cool respite from dryer / hotter environment. Accessible for all Victorians.
Visitors - ski lifts - DELWP - DWA -RMB.	Future proofed - sustainable / viable ; climate / Susan RMB. Inclusive - Rick DWA - aware re customer. Urgency - Chris ARCC - clock ticking. Accessible - David Buller - no gate charge - more accommodation.
Retiree.	Health and well being retreat for revitalising and / or living.
Family - 2 adults / 2 kids.	Affordability - not paying gate entry - got money's worth. Accessibility - ice slides / snow tubing / indoor skiing / climate controlled / kids ski lessons year round. Destination - casual / flexible visit to apartment rather than lodge.
Overseas tourist - empty nester.	The community has a happy relaxed and vibrant feeling. Is a destination for all people regardless of age ability or means. It's like a place to connect to nature in an active way. Quiet a few retirees, seems like a great place for healthy lifestyle.
Surrounding town business owners.	Commitment to summer for services to want to open (vibrant calendar). Collaboration with the valley and communities. Families. Reason to go! (good selection of activities - outside the snow season season). Inclusive for diverse groups i.e. set up for disability access etc. Visitors - sustainable! Attractive (environmentally R/C) Inclusive e.g. water storage. Note: Summer is a time for development of winter accommodation so may not be environmentally attractive.
New Australian 10 year old.	This environment is so pristine. I have lots of choices from seeing snow on the road, down low to swimming in the river up high.
City living visitor - green season.	I felt like any development on the mountain was sympathetic / better integrated to the natural environment. I had a great escape from day to day life. I feel rejuvenated and calm. I had a unique experience . This view is stunning! Wow!.
A foodie - discerning / conscious of where food is grown and prepared / enjoys fine foods / values new experiences and discovery.	Alpine resorts offer: an authentic food experience show casing the best of the regions unique produce brought to life and celebrated through regional events.

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.

Sustainability managing our presence in the Alpine environment

PRIORITY DESCRIPTION

Sustainable management of the Alpine environment. Evidence based. Supported in partnership by community. Incorporate recognised best practice. Traditional owners are actively involved in caring for Alpine community.

RATIONALE/REASONING

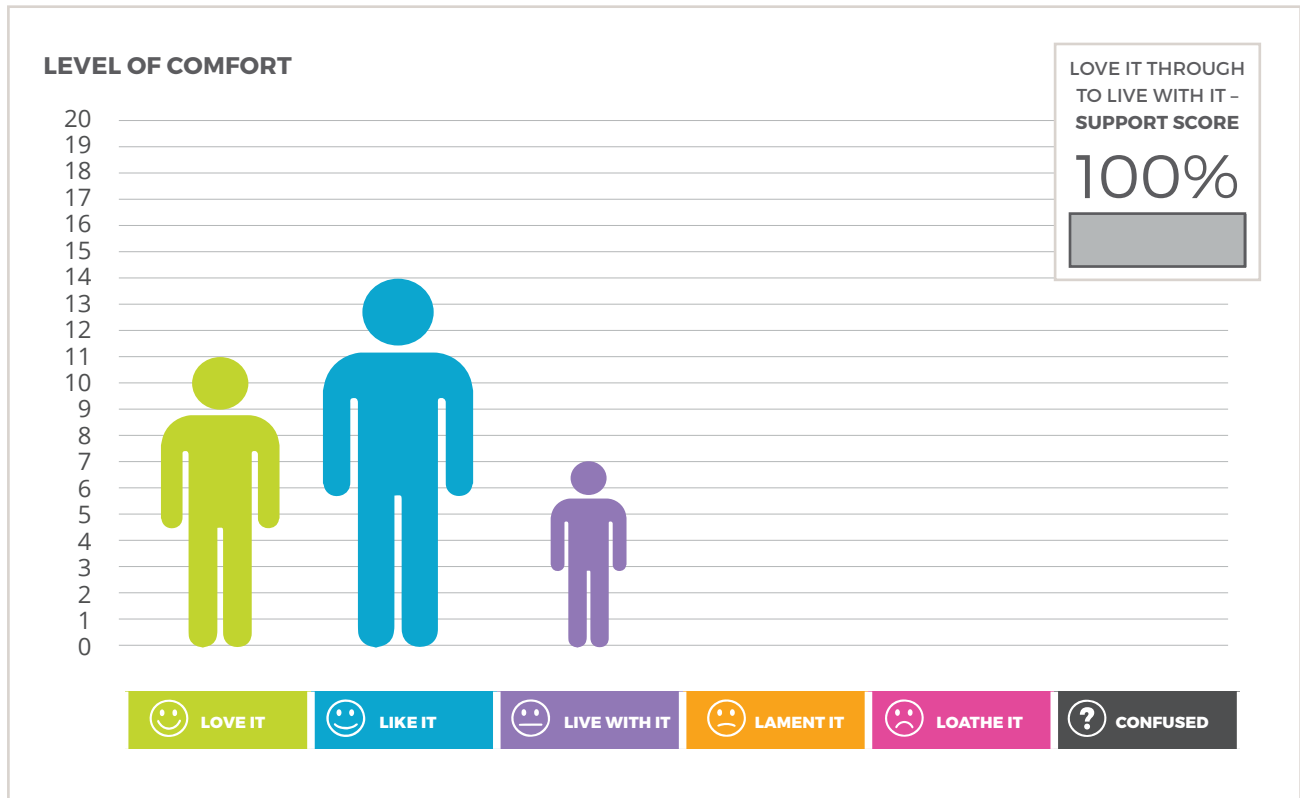
Climate change. Community expectation. Legislation. Traditional knowledge. Social responsibility (CSO's).

FIVE YEAR DESIRED OUTCOME

Healthy environment. Stable species diversity and richness. Healthy flora and fauna. Reduced environmental footprint. Implementing innovative solutions to reduce our environmental footprint.

WHO IS RESPONSIBLE FOR THIS PRIORITY

ARMB's / Lift companies / On mountain businesses / Traditional owners / Parks Vic.



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

Too general.

Add citizen science projects / involvement.

Sustainable Alpine environment

PRIORITY DESCRIPTION

Matching carrying capacity with visitation.

RATIONALE/REASONING

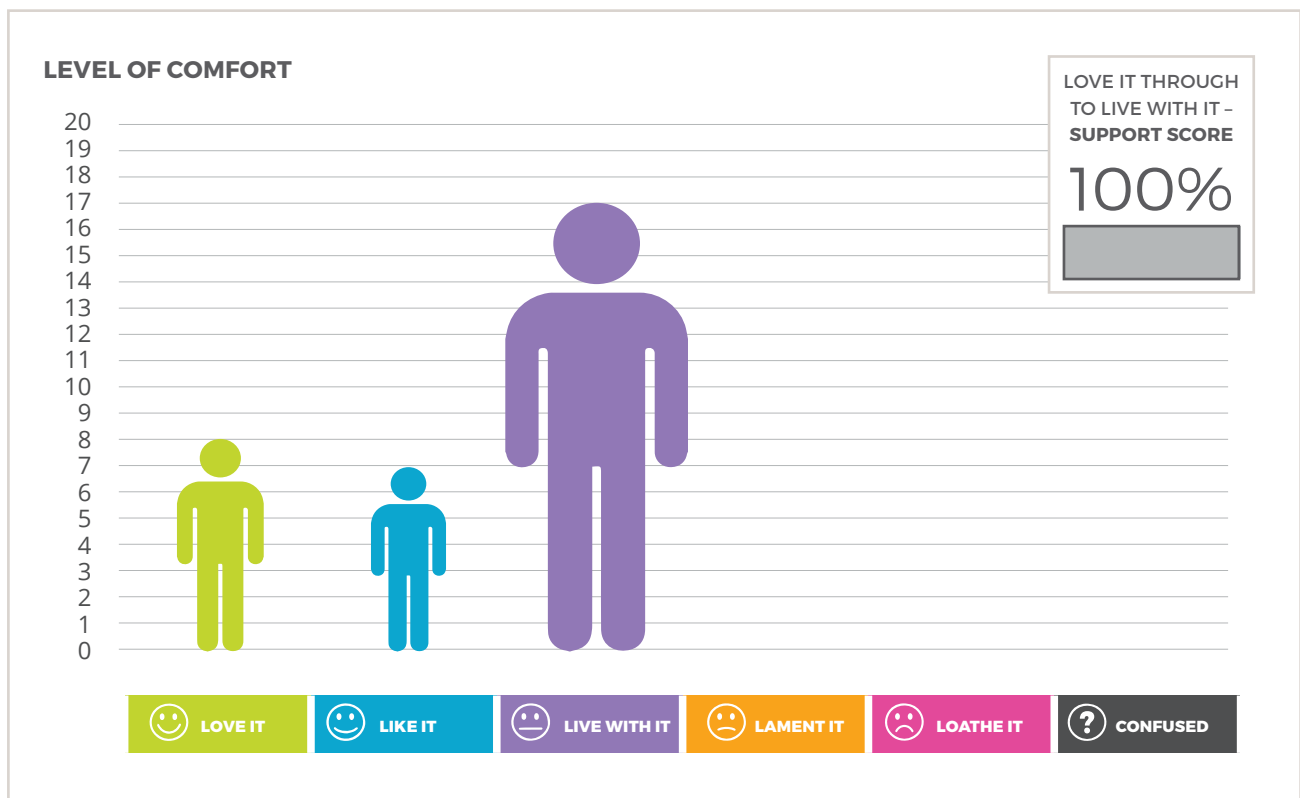
Not destroying the appeal of the resorts.

FIVE YEAR DESIRED OUTCOME

Infrastructure and natural environment to meet peak capacity.

WHO IS RESPONSIBLE FOR THIS PRIORITY

Collaboration between government agencies with lease holders - minister.



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

Carrying capacity is significant gap in our understanding.

More specific - same same - doesn't match minister's 'direction of accessibility' leading to more visitors.

Increase visitation by enhancing guest experience

PRIORITY DESCRIPTION

Make Victorian Alpine resorts the #1 tourism destination for the leisure\$.

RATIONALE/REASONING

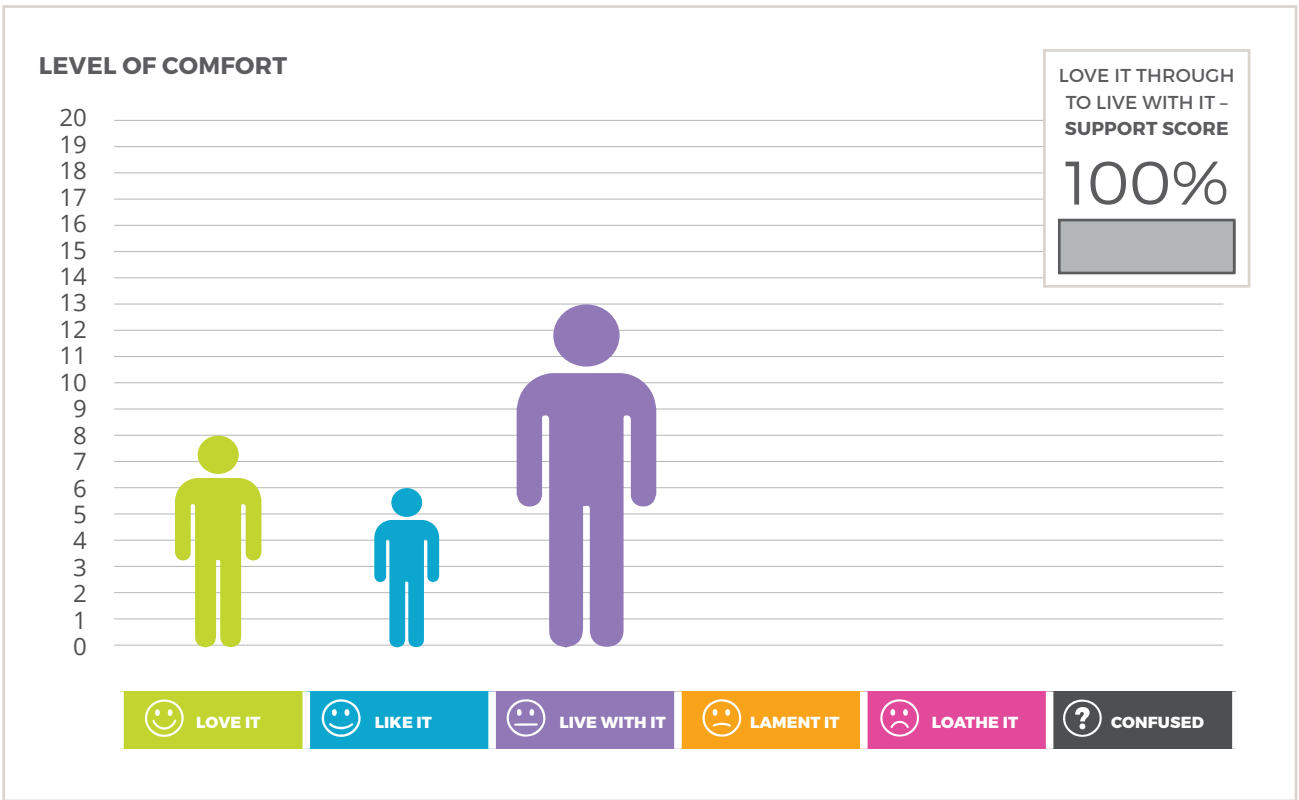
Increased visitation unlocks financial sustainability which in turn can generate investment for greater accessibility and increased benefit to wider community.

FIVE YEAR DESIRED OUTCOME

More jobs. More contribution \$ to Vic economy. Greater utilisation of land. Increased visitor #'s by days. Increased repeat visitors.

WHO IS RESPONSIBLE FOR THIS PRIORITY

Collaboration between: Resort stakeholders lead tourism bodies ARMB's, wider regional communities (valleys), visitor ambassadors.



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

Needs to consider carrying capacity current / future in order to up visitation.

Engaging vision but perhaps not practical give sustainable limits of visitation.

How would you achieve this priority?

Planning infrastructure for increasing visitor numbers

PRIORITY DESCRIPTION

Recognition that visitor numbers can grow rapidly. Maintaining natural values. Improving visitor experience.

RATIONALE/REASONING

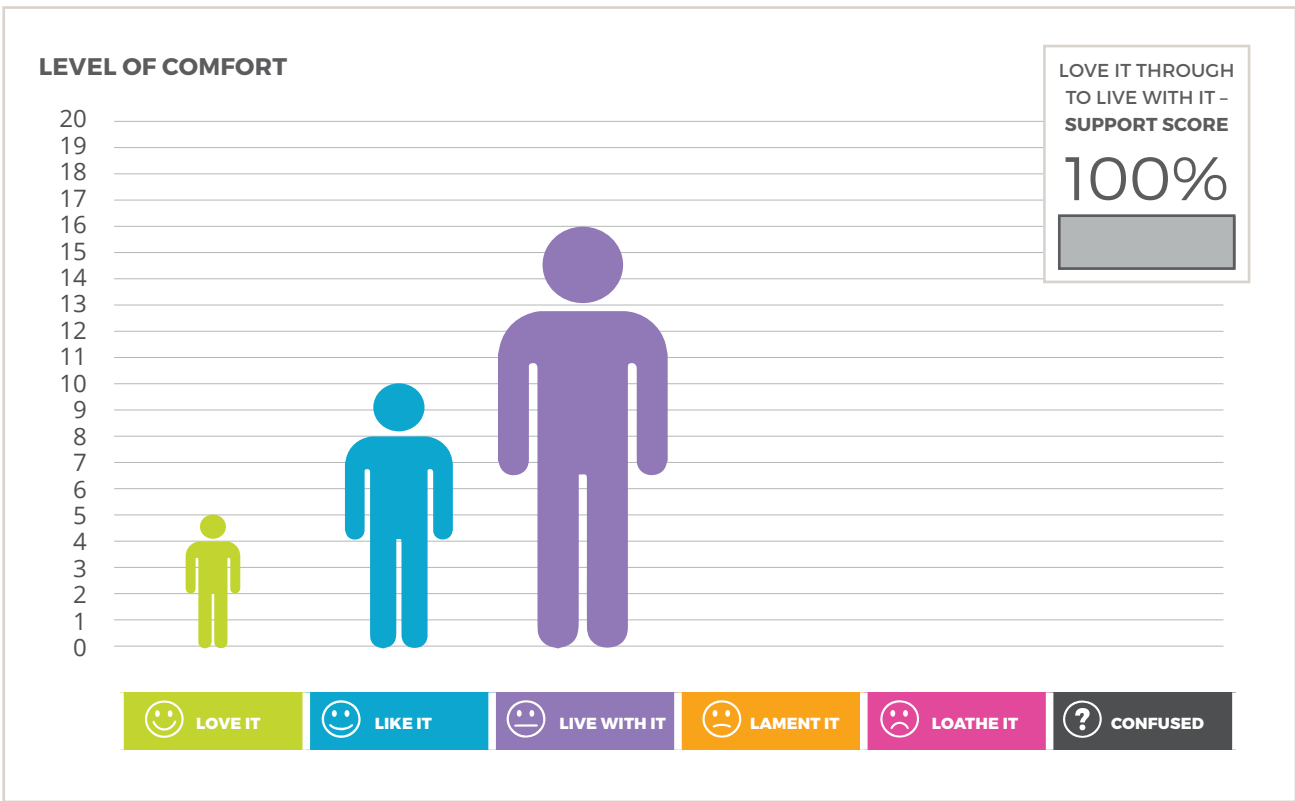
Evidence from all over the world shows rapid increases in visitor numbers can challenge infrastructure and the natural environment. Environment very vulnerable. Water availability can be a big issue. Climate must be taken into account.

FIVE YEAR DESIRED OUTCOME

Plans for infrastructure are established. Resources are omitted.

WHO IS RESPONSIBLE FOR THIS PRIORITY

ARCC. Private enterprise. DELWP (oversees planning). Local community. Traditional owners.



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

What about risk of over investment?

Maybe constraints to type of infrastructure i.e. accommodation, villages, recreation...

Improved visitor experience

PRIORITY DESCRIPTION

Ensure infrastructure, products, services meet anticipated needs of the visitor (s).

RATIONALE/REASONING

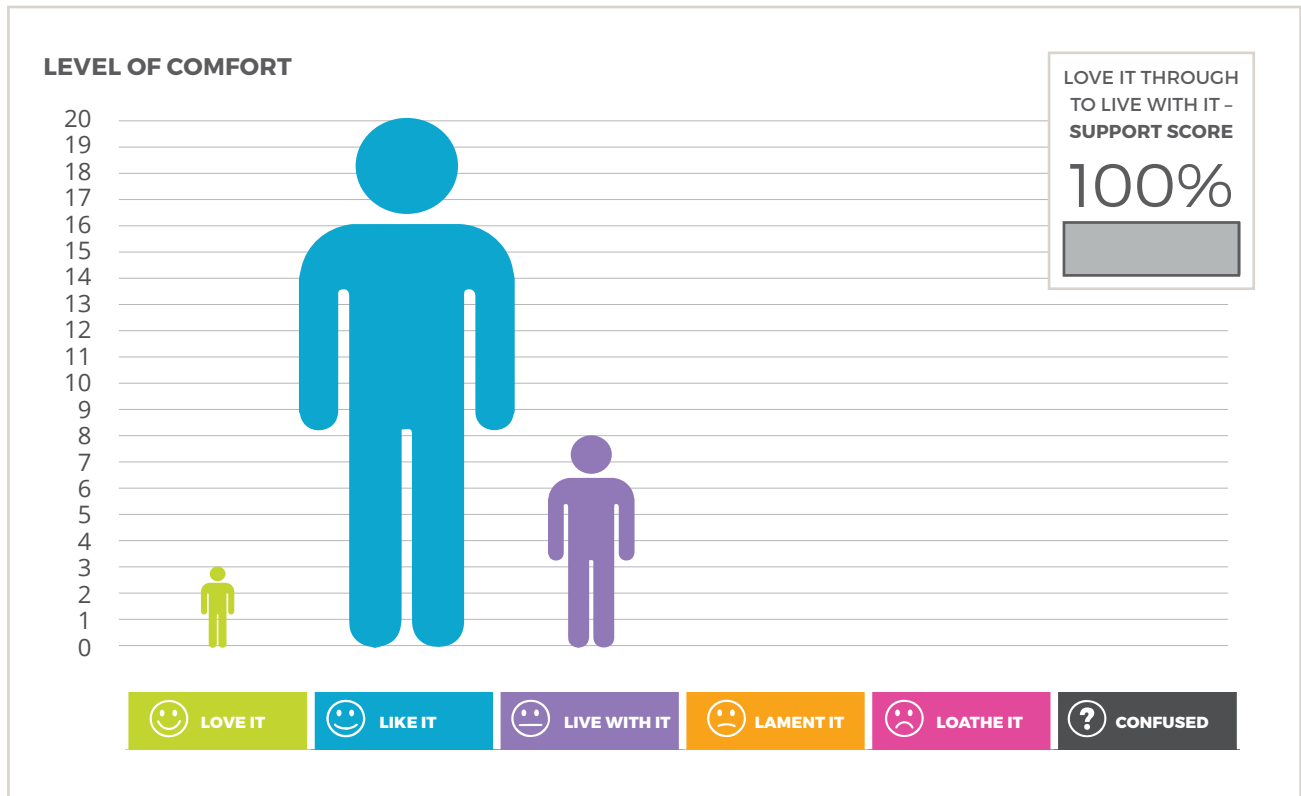
Increase longevity of resorts. Increase of visitors by age, culture etc.

FIVE YEAR DESIRED OUTCOME

Increase visitor numbers. Increase profit at resort. Increase repeat visitors.

WHO IS RESPONSIBLE FOR THIS PRIORITY

Primary: RMB's and on mountain commercial operators. Secondary: Other government agencies, RTB's, Lease holders, RDV and RDA, local government, state government, DELWP, Minister, Parks Vic, Vic Roads, emergency services etc. Reporting : RMB annual report against KPI's and 5year outcomes.



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

Needs to be more specific.

What does 'anticipated' mean?

Need to clearly articulate limits to visitor numbers and talk to the idea of carrying capacity.

Needs to better reflect as a strategy priority.

Enhancing the visitor experience

PRIORITY DESCRIPTION

Providing diverse activities that compliment natural assets and the heritage of the resorts.

RATIONALE/REASONING

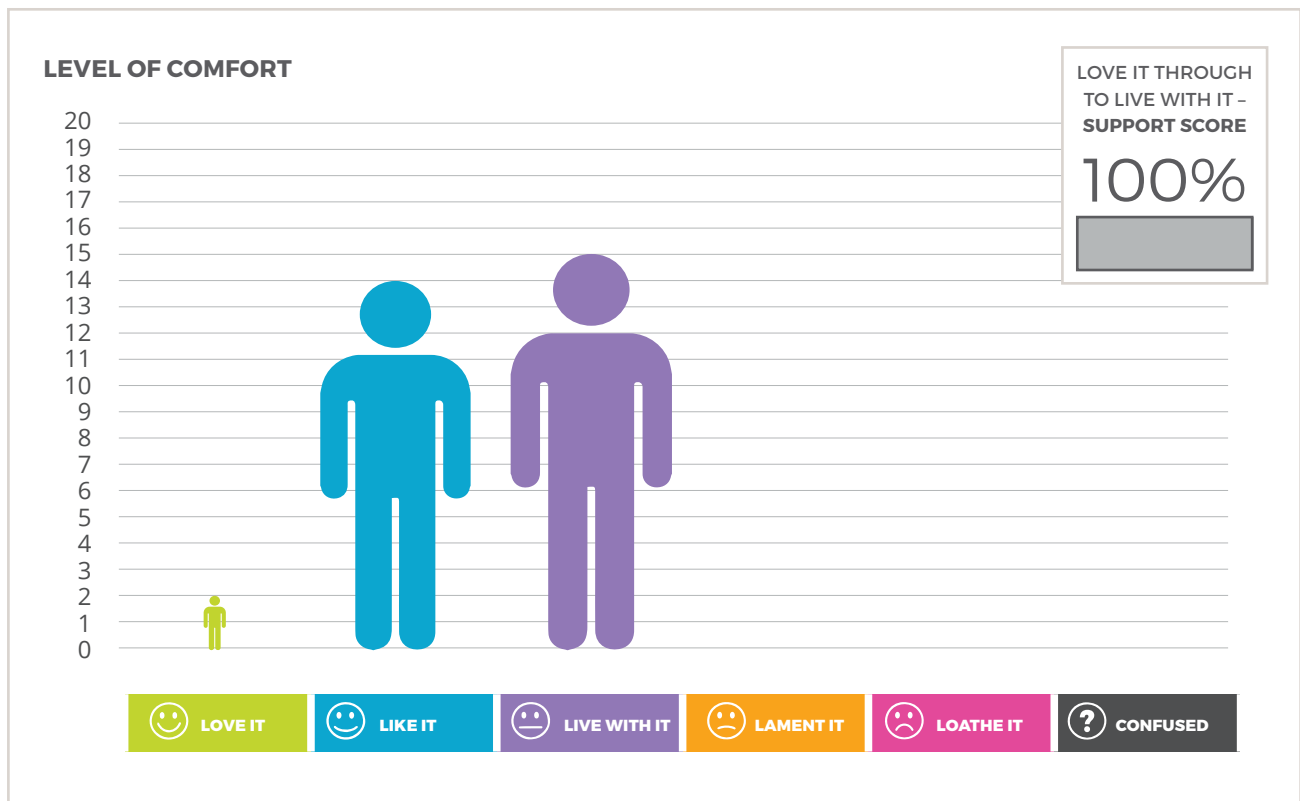
Visitors help keep the region alive through spending. Visitors should have an understanding of the land and environment they spend time in, to enhance their experience and ensure they can respect the environment.

FIVE YEAR DESIRED OUTCOME

Diverse for all consumers that compliment the natural regional environment.

WHO IS RESPONSIBLE FOR THIS PRIORITY

Collaboration in RMB's and village stakeholders. Regional tourism boards.



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

Opportunities to promote traditional owners / aboriginal heritage / cultural experiences.

Diversify visitor experience opportunities

PRIORITY DESCRIPTION

Broaden visitor experience synergies and linkages with partners.

RATIONALE/REASONING

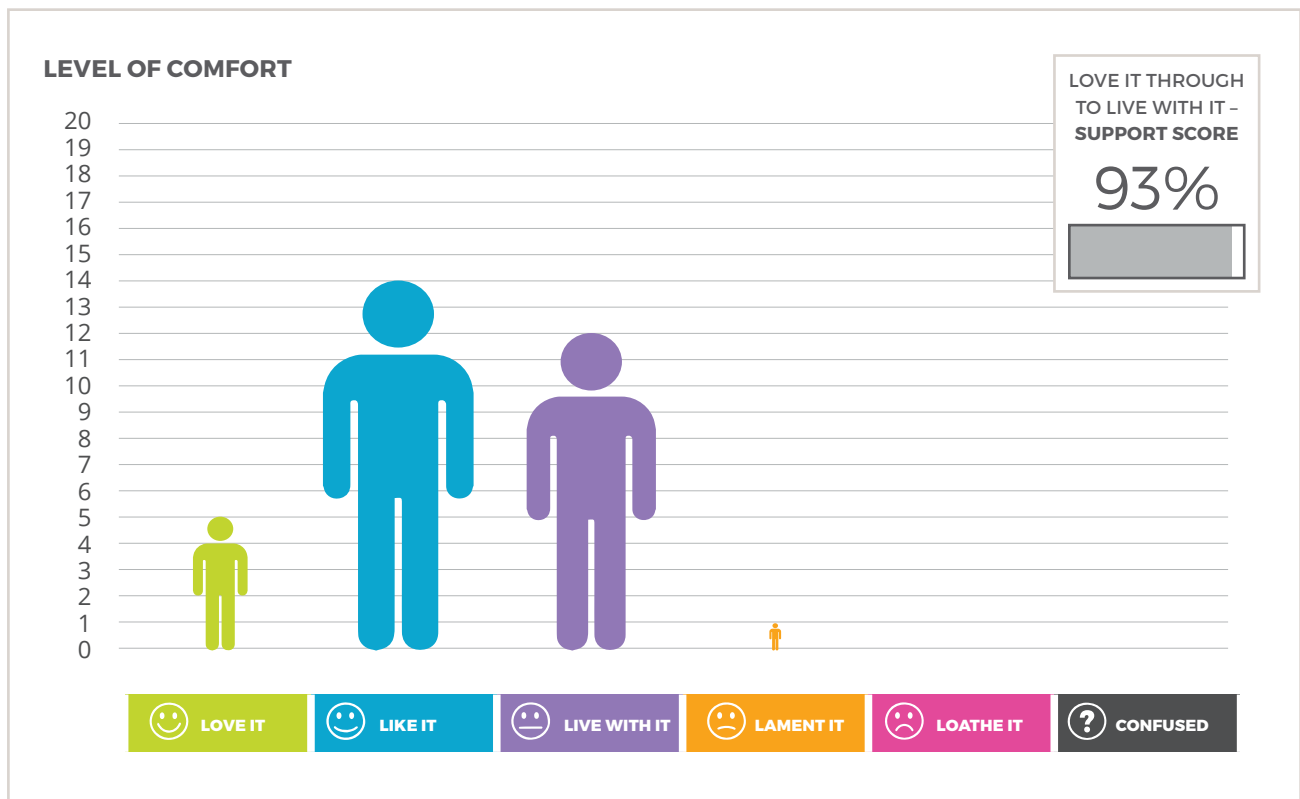
Need to increase opportunities to broaden visitor market segments.

FIVE YEAR DESIRED OUTCOME

Increased day stays of visitors. Increased economic returns. Improved partnerships with traditional owners enabling on country inteps. Increase diversification of types of recreational and event activities.

WHO IS RESPONSIBLE FOR THIS PRIORITY

The resort board, corporations and local business.



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

Ability to measure needs clarity as difficult to promote.

Headline is good but not clear on the broader description.

Needs more specifics.

Identify and plan for emerging customer markets - disabled, Indian etc.

Needs more government support availability.

Build a year round community

PRIORITY DESCRIPTION

Ensure basic infrastructure and services are provided to support growth in green season visitation.

RATIONALE/REASONING

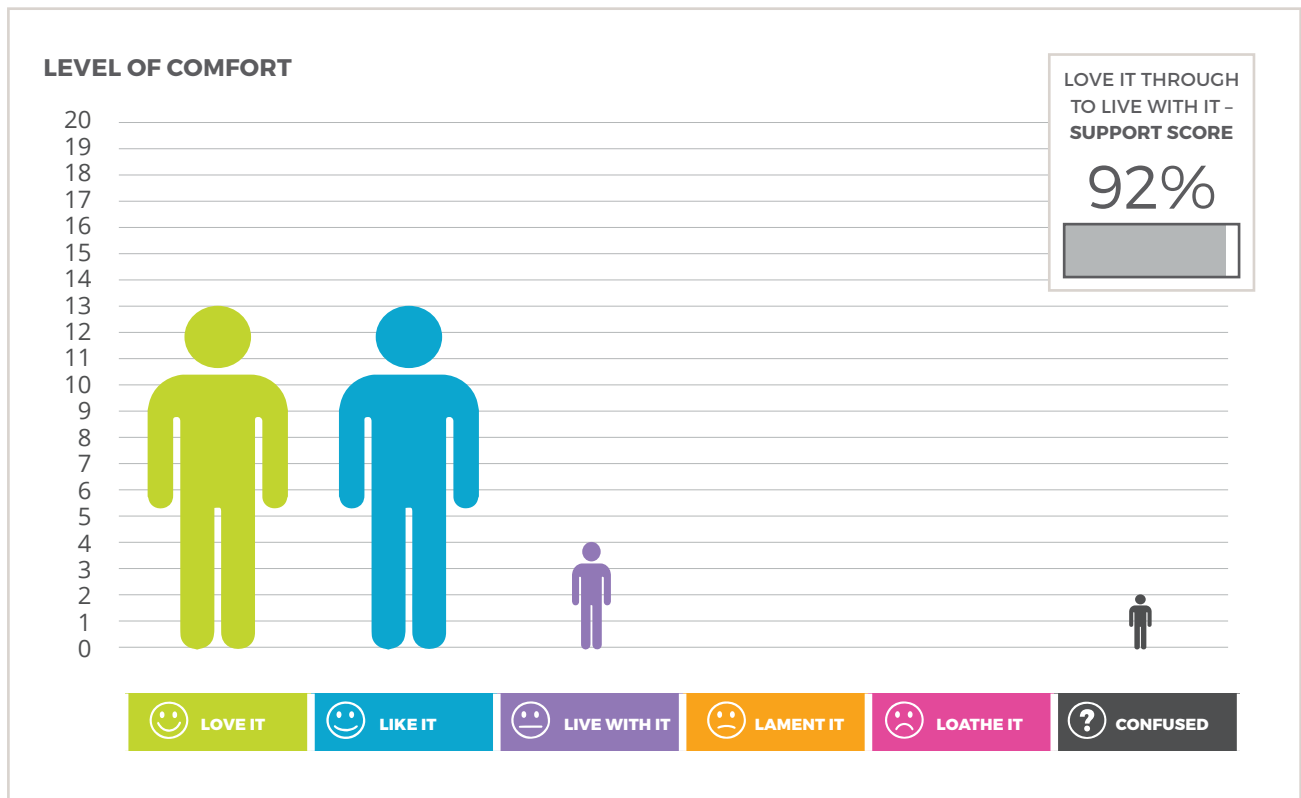
Limited existing awareness and supporting infrastructure.

FIVE YEAR DESIRED OUTCOME

Year round accommodation and hospitality options available. Program of structured activities / attractions. Joint on / off mountain activities between businesses (on/off mountain)

WHO IS RESPONSIBLE FOR THIS PRIORITY

Everyone especially business community, government / sector promotion. ARCC lead measurement / reporting. Report to whom?



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

Funding form state / government / grants for services like other LGA's.

Understanding and responding to a more diverse customer base

PRIORITY DESCRIPTION

Recognise the changing visitor base and determining different visitor profiles. Offer range of experience - responding to shorter average days / visits.

RATIONALE/REASONING

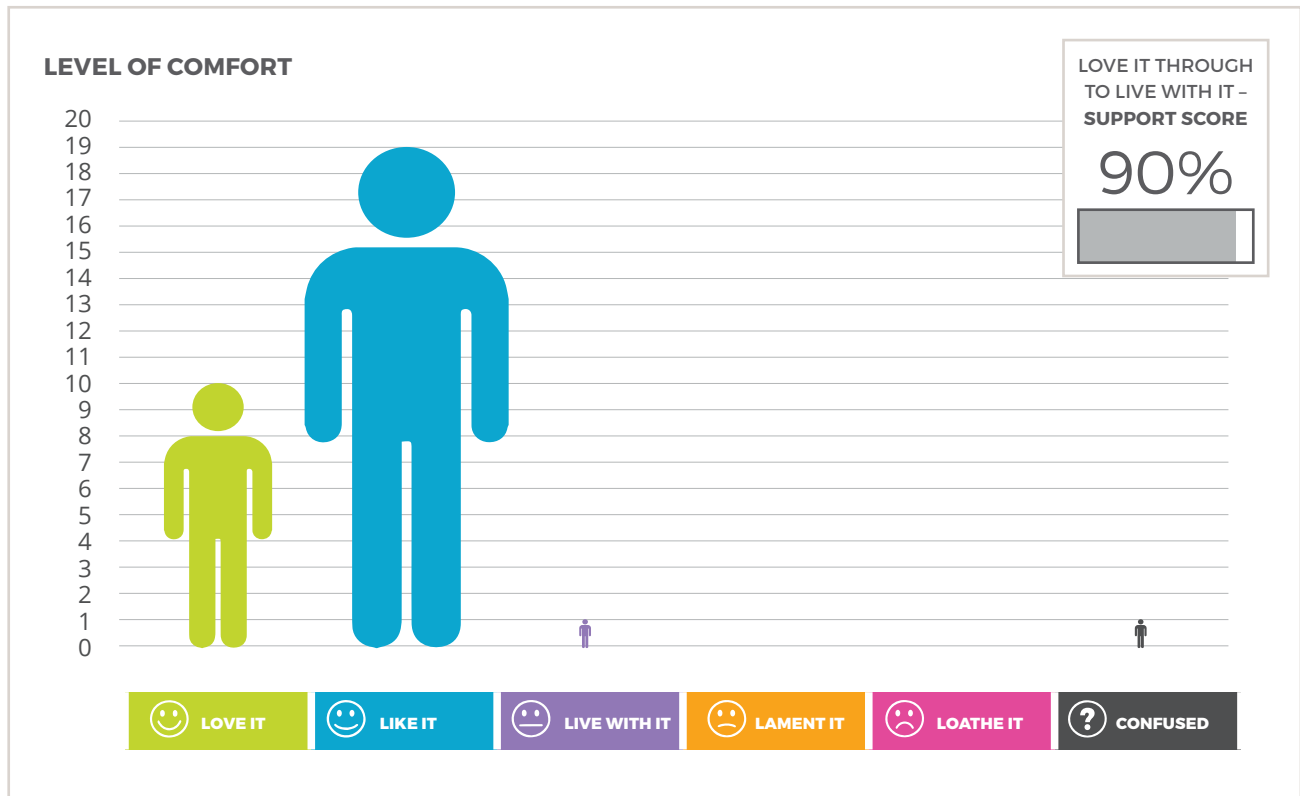
Delivering an experience that meets expectations. Visitor profiles has changed - Offering stayed the same - has not responded to visitor needs.

FIVE YEAR DESIRED OUTCOME

Want visitors to feel part of community they visit - rather than day visitation. Converting day visitors to overnight or multiple nights.

WHO IS RESPONSIBLE FOR THIS PRIORITY

Visit Victoria / ARCC / RMD's ? Government / Local business / 'First time visitor' / Melbourne bases tourism operators - try all resorts.



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

Disabled and NDIS = \$

Develop climate change adaptation strategies

PRIORITY DESCRIPTION

To enable innovative approach to technology that addresses the challenges of the extreme weather patterns.

RATIONALE/REASONING

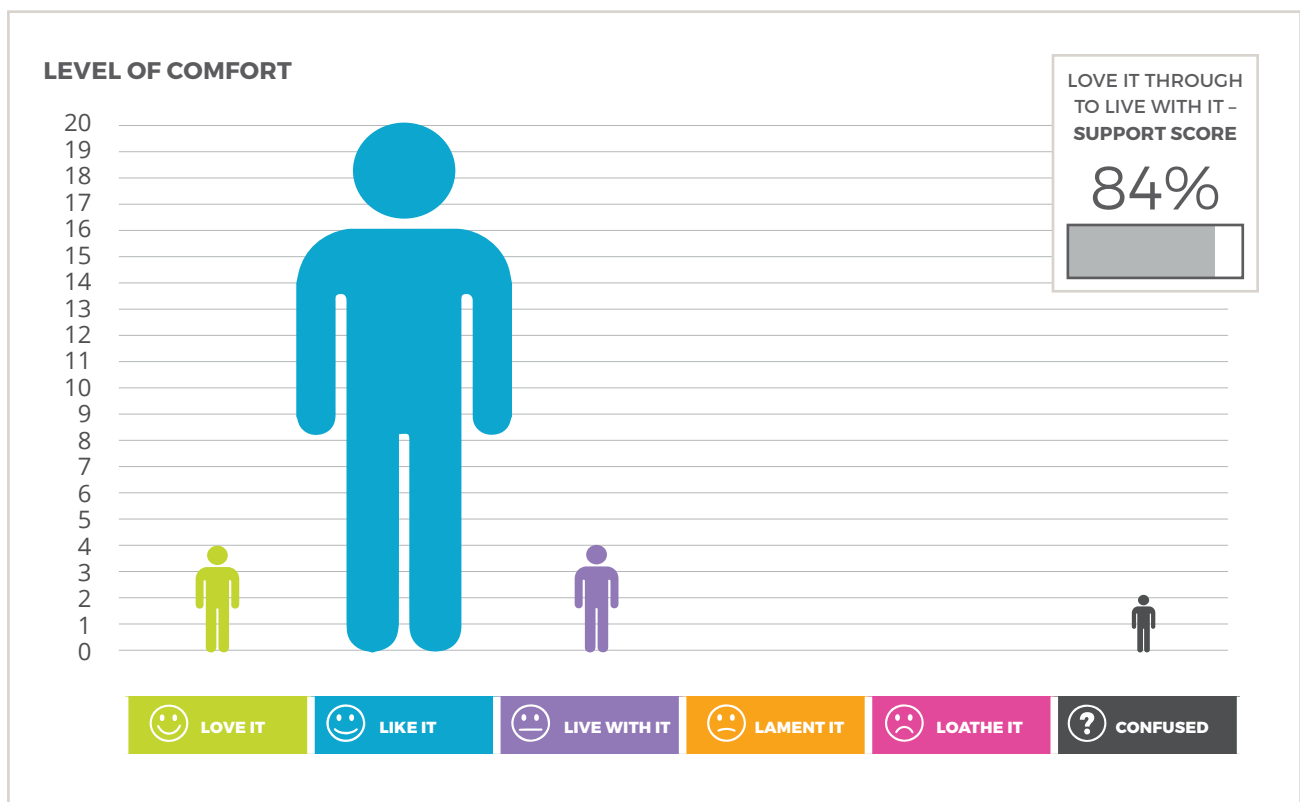
The reality of climate change and extreme either event. Need to support inter dependencies of the environmental sustainability of implementing new technologies.

FIVE YEAR DESIRED OUTCOME

Proactive monitoring and data collection both inside and outside resort boundary to support adaptation strategies.

WHO IS RESPONSIBLE FOR THIS PRIORITY

DELWP.



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

Technology.

Not sure what / how technology can assist here at a strategic level.

I think the entire strategy is about adaption.

Explore renewable energy / micro grids / bulk purchasing / incentives.

Grow a sustainable, year round community of permanent residents

PRIORITY DESCRIPTION

Resorts to achieve year round sustainability. Incentivise and nurture a community to live, work and create opportunities to become cycle of growth.

RATIONALE/REASONING

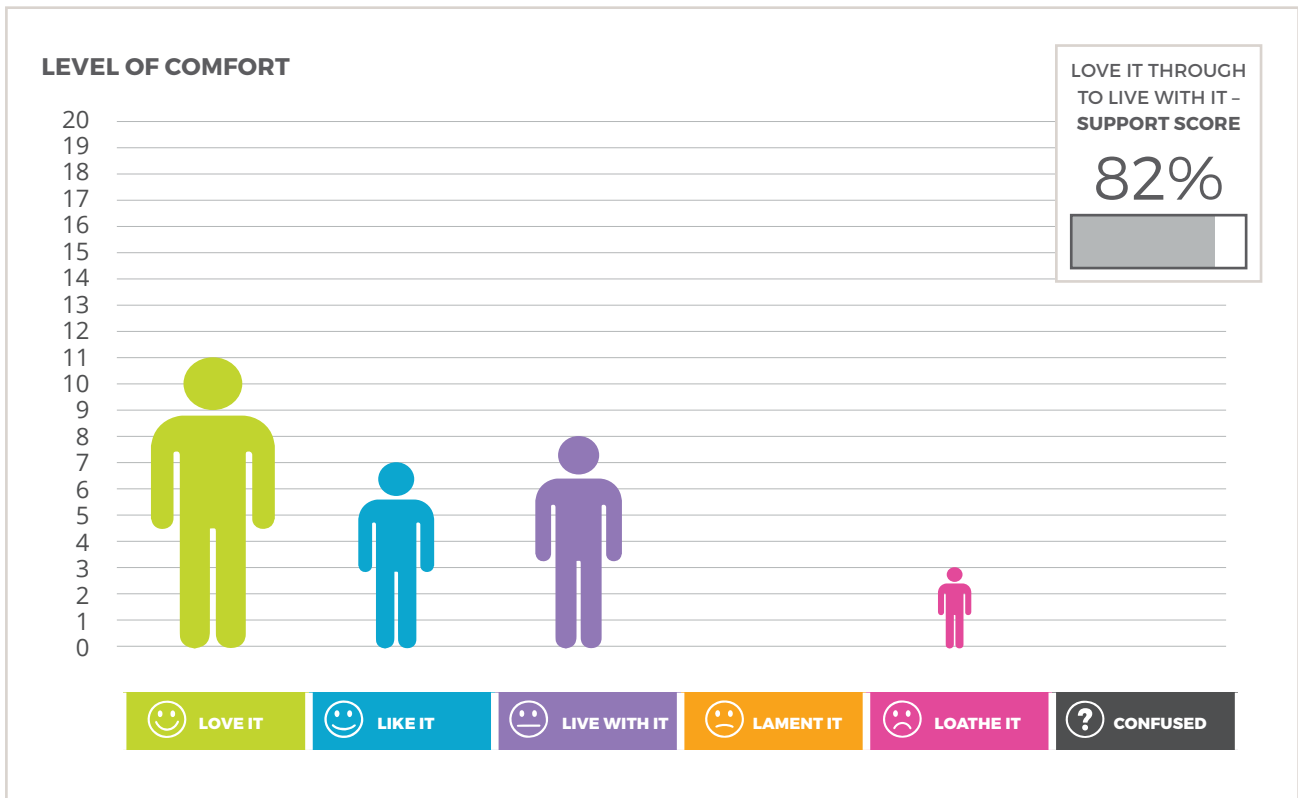
Affects peripheral services grow. Attracts visitation. Provide year round labour pool.

FIVE YEAR DESIRED OUTCOME

Core community reaches 200 minimum - sustainable! Provides sustainable affordable housing.

WHO IS RESPONSIBLE FOR THIS PRIORITY

ARMB established pilot project - provide affordable housing - financial benefit. Ratepayer / Chamber of Commerce - assist to drive. State government to foster and incentivise project as regional development project.



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

Make sure have government funding.

Concrete strategies required.

Needs to clarify how to do this re accommodation holiday vs residential - not achievable.

Probably needs a technical college or school or some industry.

Employment

PRIORITY DESCRIPTION

Providing year round job security.

RATIONALE/REASONING

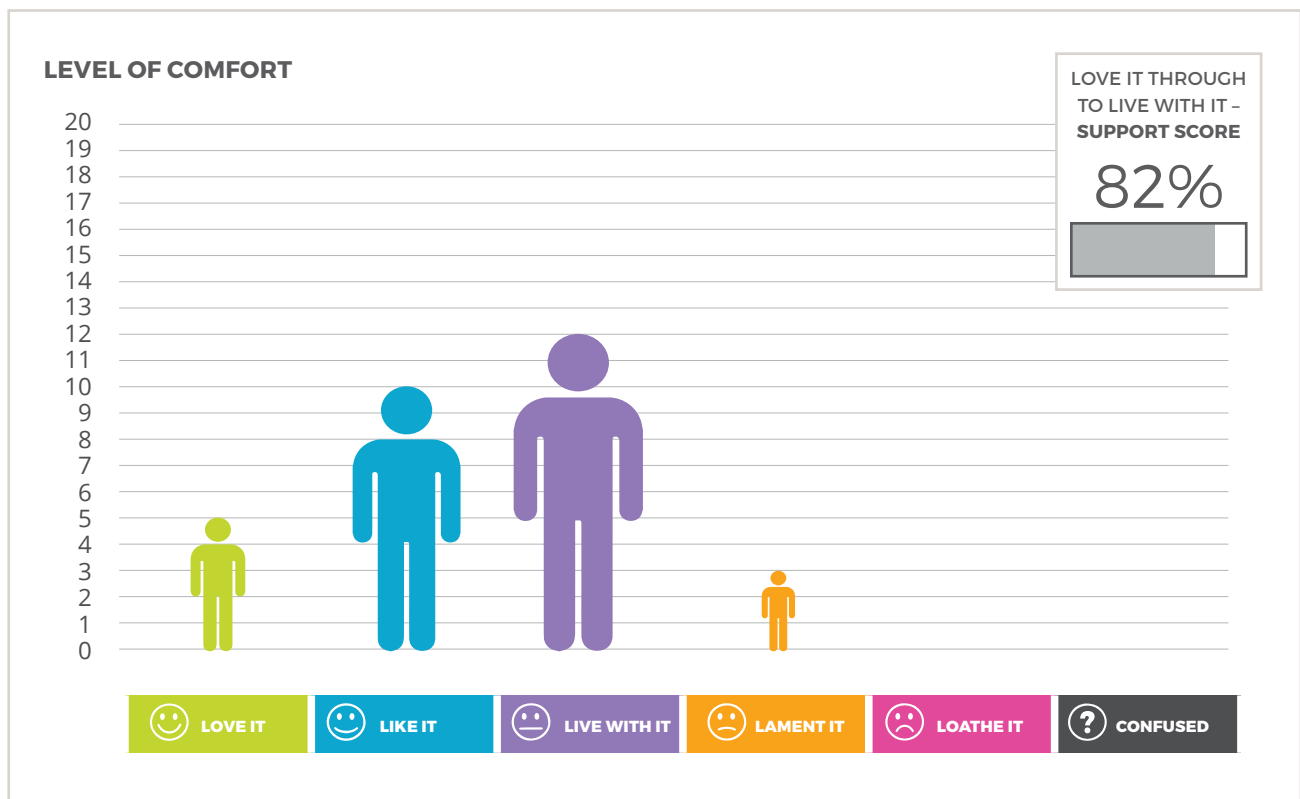
Local government, local business, RDV.

FIVE YEAR DESIRED OUTCOME

Increase FTE's by 20%.

WHO IS RESPONSIBLE FOR THIS PRIORITY

No data



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

State government involvement / commitment.

Ditto.

Should seen from other e.g. visitation.

Too specific - why this target?

As long as it brings jobs to local community and 7% in with rev targets.

A higher FTE growth target.

Traineeships for aboriginal employment.

Needs to factor in staff accommodation availability and affordability.

Enhancing the visitor experience

PRIORITY DESCRIPTION

The resorts are beneficiaries of adequate investment in infrastructure and services that allow them to stage and engage with visitors seeking diverse experiences with winter as the economic driver for the resorts - access, parking recreational spaces and services that may be facilitated by government but delivered by 3rd parties.

RATIONALE/REASONING

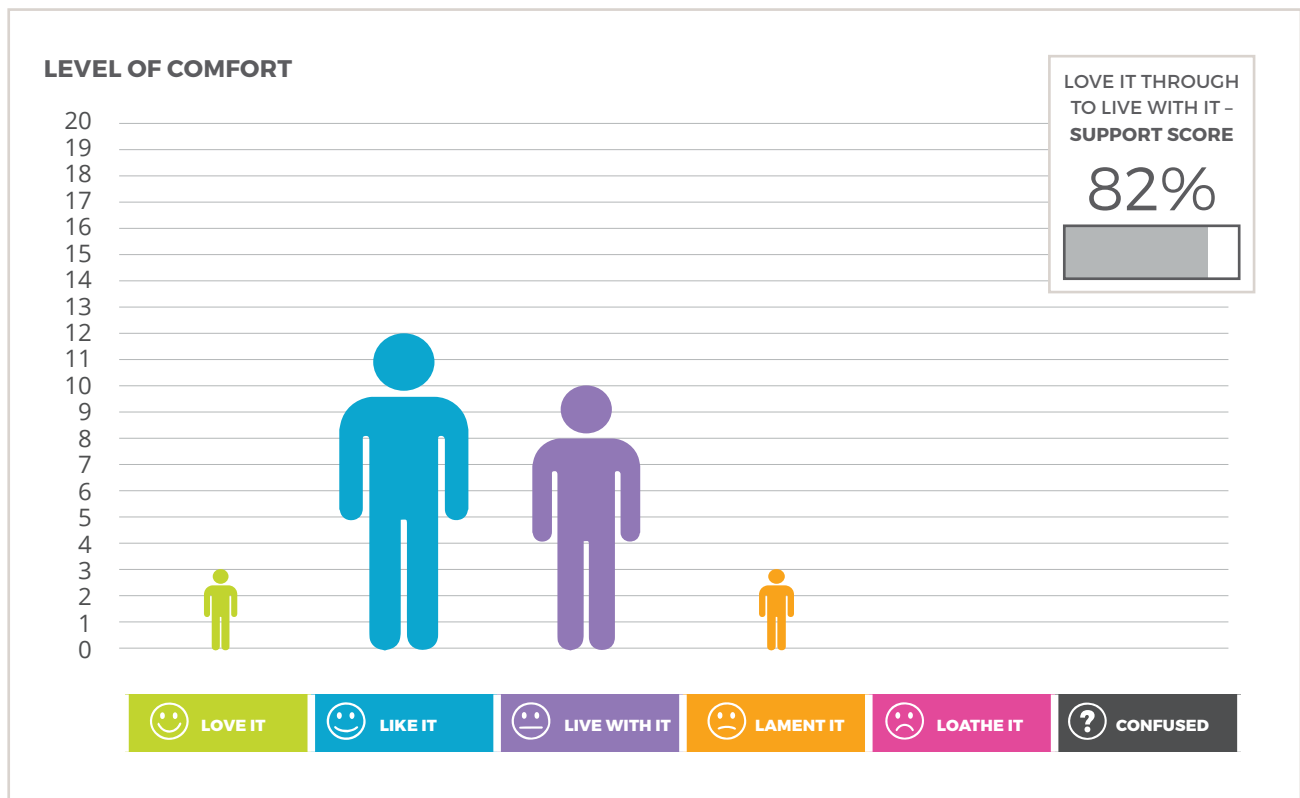
Resorts are not meeting the needs of new visitors and indeed existing guests with a lack of investment in infrastructure to facilitate the growing numbers of snow play and first time skiers.

FIVE YEAR DESIRED OUTCOME

Resorts through private / public partnerships are able to cater for guest looking for snow experiences with adequate base area staying as a platform for deriving economic benefit for the state.

WHO IS RESPONSIBLE FOR THIS PRIORITY

ARMB's with close collaboration with industry.



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

Prefer this committed new infrastructure to brown fill sites to limit environmental footprint.

Too focused on winter.

Government investment has a role in this strategy.

Building partnership with traditional owners

PRIORITY DESCRIPTION

Provide opportunities for traditional owners to be involved in setting priorities for resorts within their country.

RATIONALE/REASONING

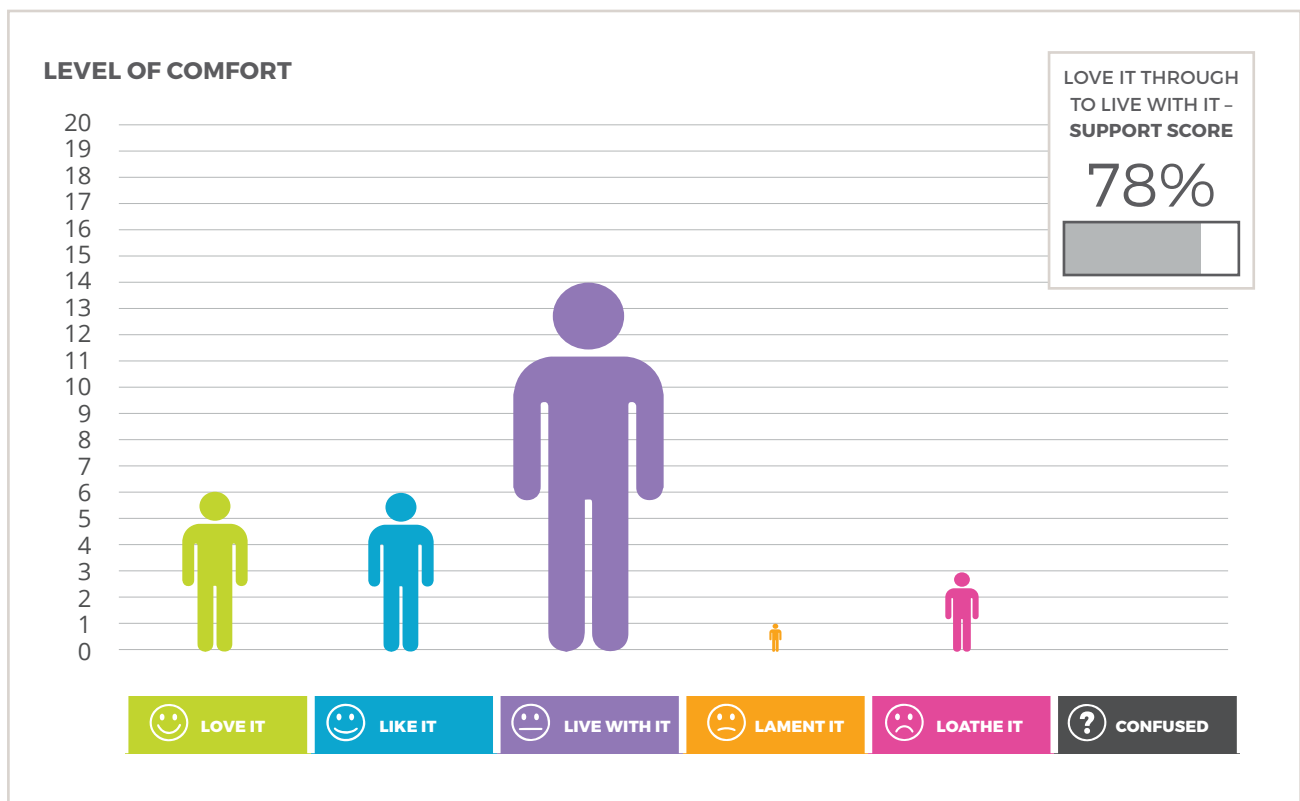
Traditional owners have not been considered partners for planning the future for the resorts.

FIVE YEAR DESIRED OUTCOME

Satisfaction surveys. To representation on the resort board. Renaming places to have traditional names. To events incorporated with the events. Employment of TO within the resort.

WHO IS RESPONSIBLE FOR THIS PRIORITY

Resorts / TO corporations / DELWP.



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

I think this would be an inherent way we do business rather than a separate priority.

Would need to follow correct governance procedure and conform with joint management plan objectives and outcomes.

Begong Moth festival / Alpine ??????

Opportunities for cultural attraction to be part of Alpine experience.

Link to heritage - traditional owners need to be part of solution.

Continued regulatory and governance reform and review

PRIORITY DESCRIPTION

Recognise A.R and regions . Individuals needs (characteristics etc) by developing S.P's and MP's include environmental / economic and social.

RATIONALE/REASONING

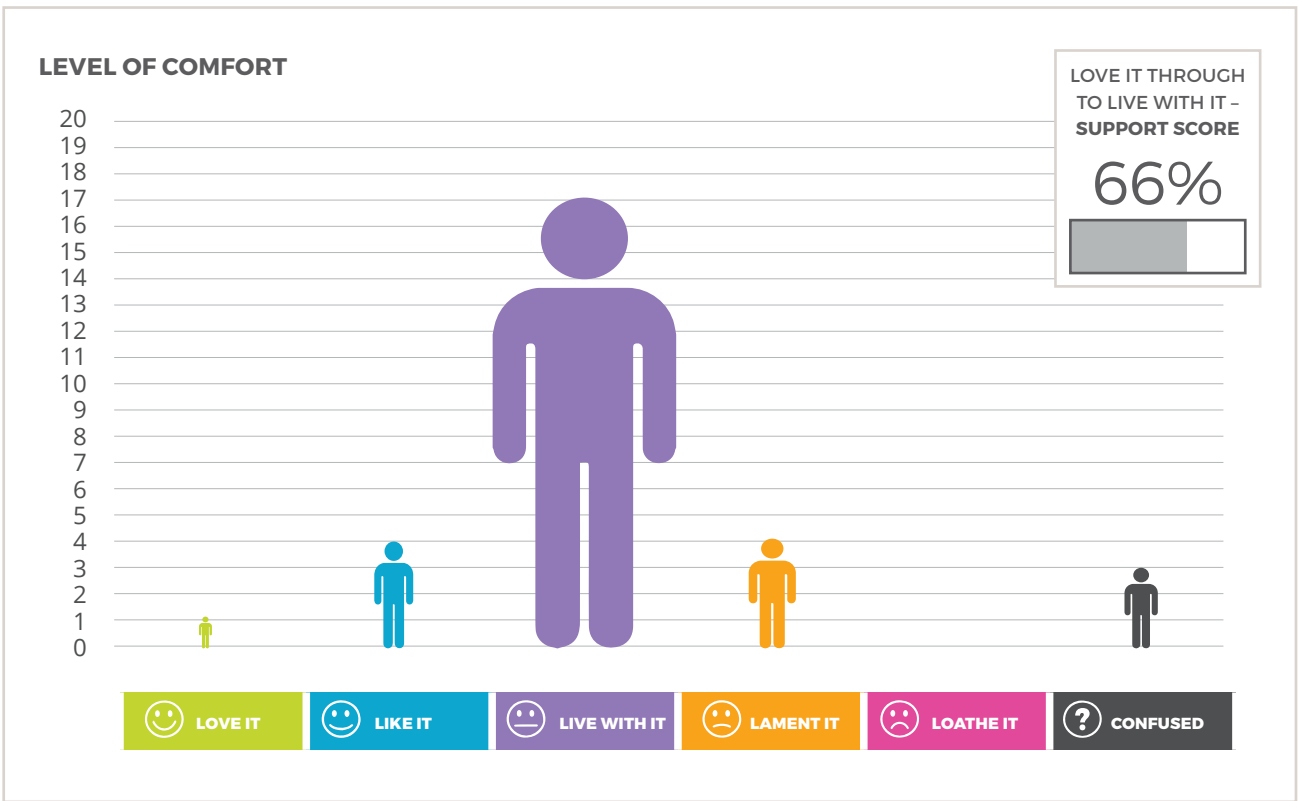
Constant improvement / assessment / nimble / flexible to meet changes - E, Ec.s. Be real.

FIVE YEAR DESIRED OUTCOME

Evolved model. Sustainable - E, Ec.S. Master plans. Visitation, Economic (growth), EMR.

WHO IS RESPONSIBLE FOR THIS PRIORITY

Government in partnership with RMB / Lift company / stakeholders.



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

No data

Green season management needs to be on a regional basis

PRIORITY DESCRIPTION

Set up formal structure with local councils and regional bodies - needs teeth. Appropriate activity in appropriate place. Planning for complementary activities.

RATIONALE/REASONING

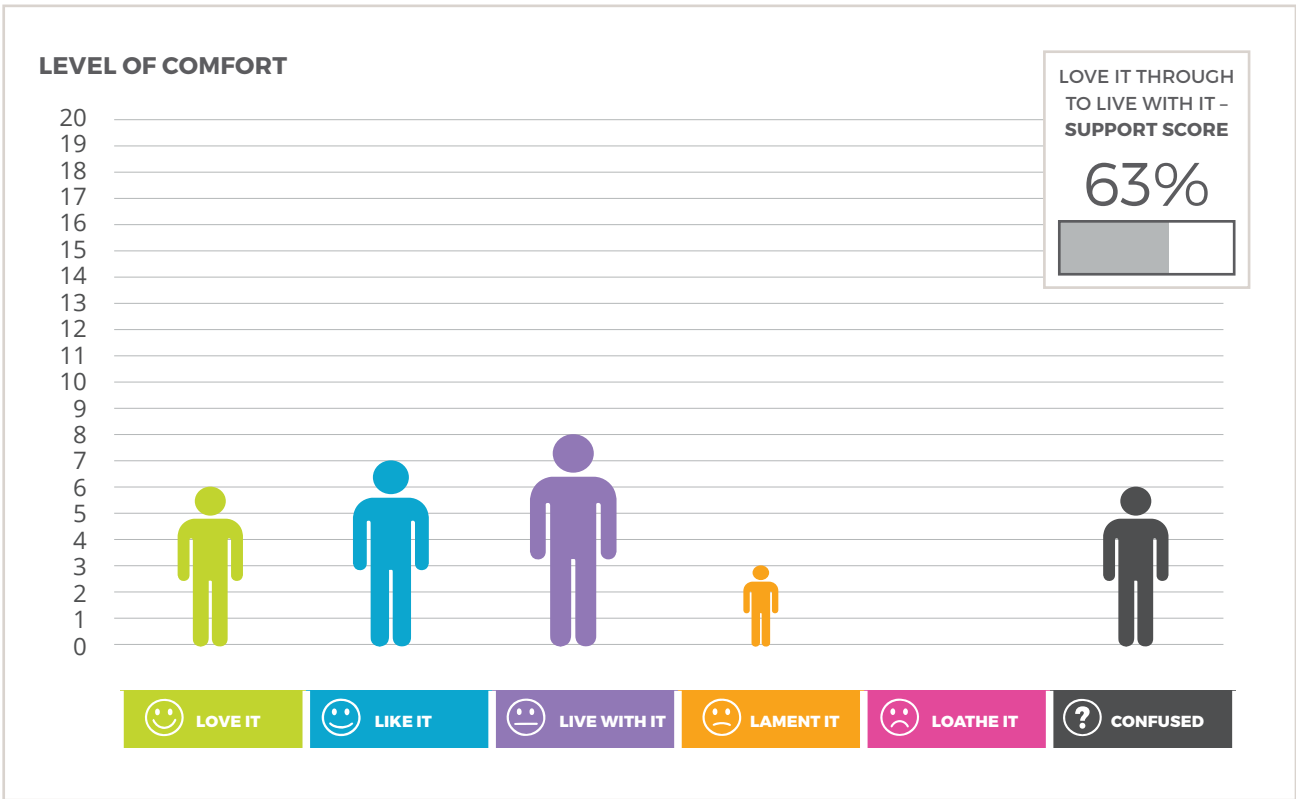
The only way it can work - local people care.

FIVE YEAR DESIRED OUTCOME

The formal structure is set up.

WHO IS RESPONSIBLE FOR THIS PRIORITY

ARCC initiative with: Parks Vic. / Councils / DELWP / Federal government etc.



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

Consider if this is doable - great concept but limited examples of those models working.

Needs stronger scope and other specifics.

Resort leasing model needs to be reviewed to support it.

Do we really need another formal structure?

Room for back office functions to be centrally managed.

Local / regional partnerships to include white and green season.

Include adaptive.

Building partnerships

PRIORITY DESCRIPTION

Create true collaboration to rally behind a common goal to make the region thrive - without red tape or individual agenda's

RATIONALE/REASONING

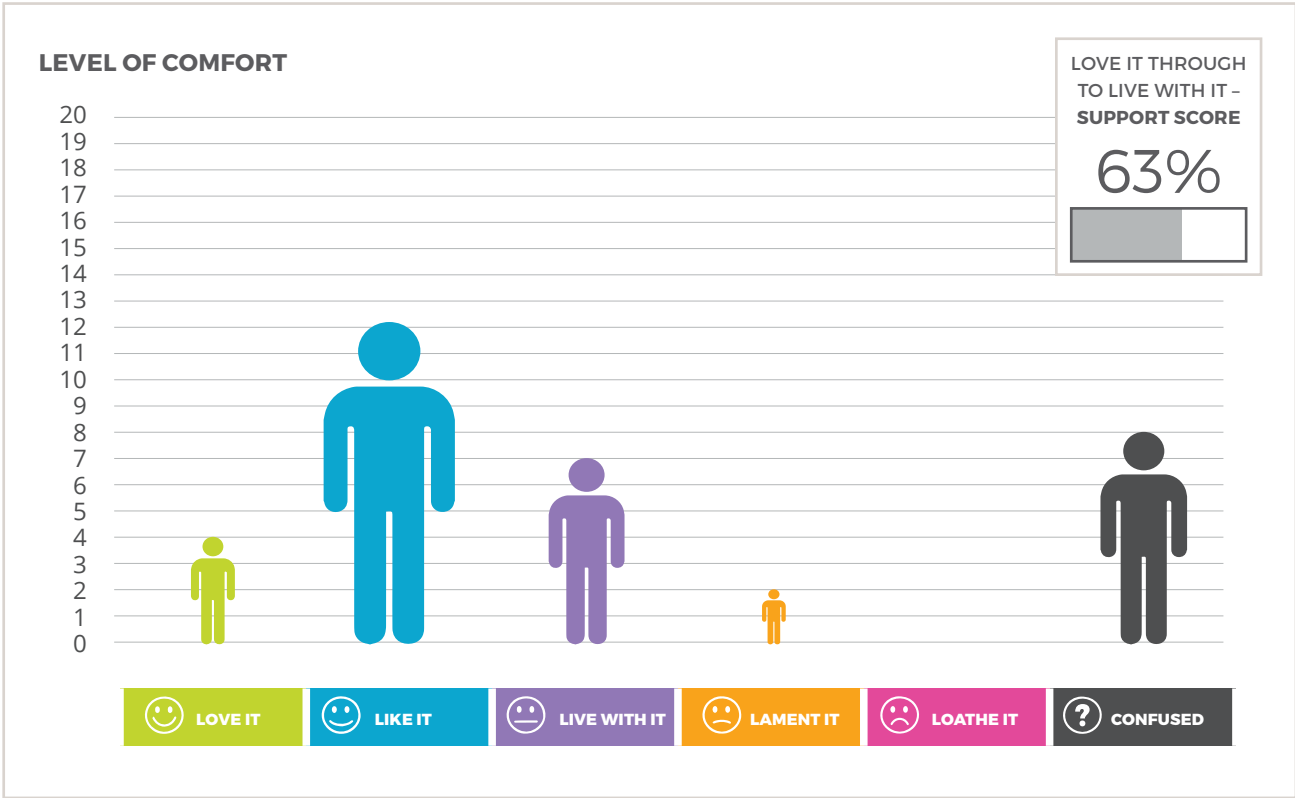
Greater alignments to deliver faster / greater outcomes. Streamlined process to enhance guest experience.

FIVE YEAR DESIRED OUTCOME

All agencies for success of common achievements. Everyone hold each other and themselves accountable. Robust communications plan / ways of working - regular agenda of meetings.

WHO IS RESPONSIBLE FOR THIS PRIORITY

All parties - clear roles, responsibilities , accountabilities with specific KPI's . Whole of government reference group / Tourism bodies - key imperative - Alpine.



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

Would also include planning agencies - Pie in the sky!

Resort service delivery and infrastructure efficiency and accountability

PRIORITY DESCRIPTION

To reduce the costs and duplication. To promote a shift to provision of resort services that are guest facing to private enterprise or third party specialist providers. Prioritisation of infrastructure investment to protect the winter engine and activity costs.

RATIONALE/REASONING

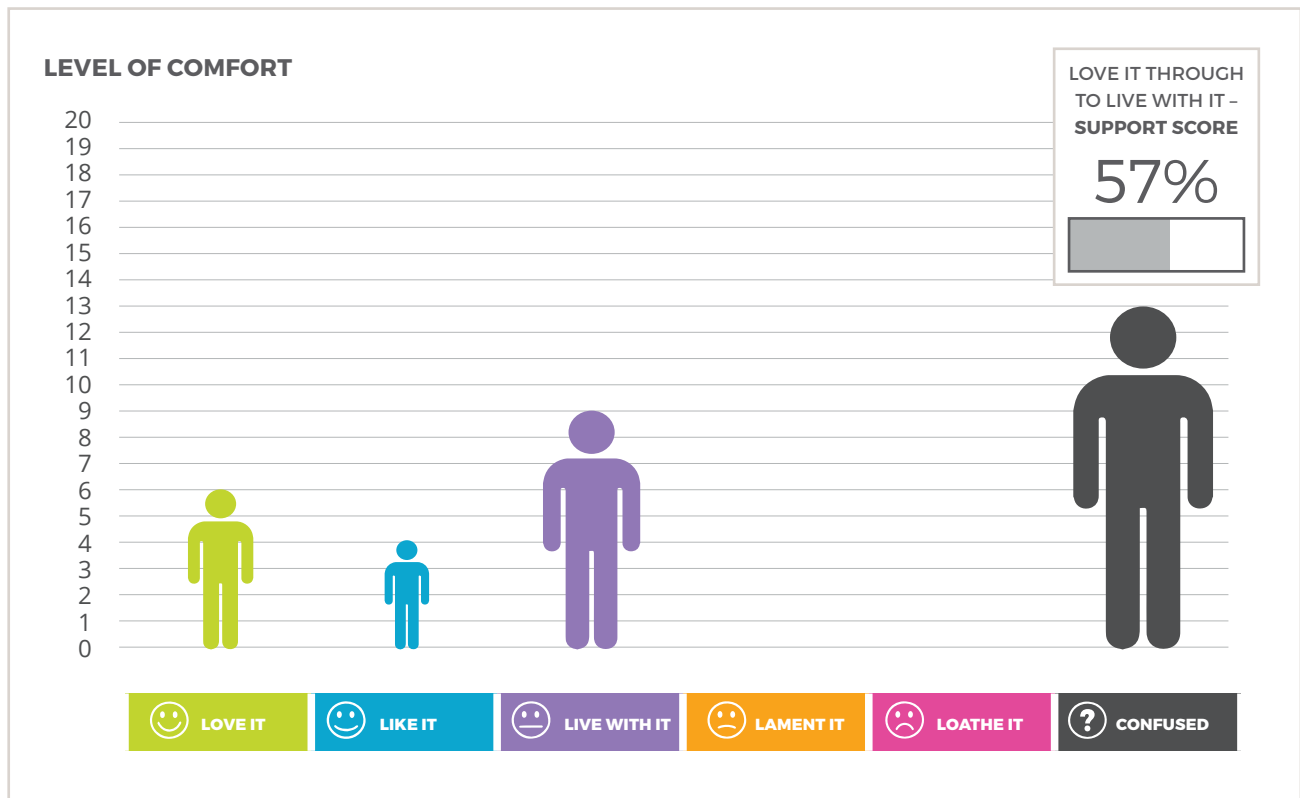
Reduce costs to the customer. Improve economic accessibility. Current model not sustainable. Infrastructure investment to meet needs of winter visitors - snowmaking, roads, parking, designated recreation areas.

FIVE YEAR DESIRED OUTCOME

Resorts operating costs are reduced through streamlining service provision to core services such as water, utilities, waste management, with vibrant private partnerships to efficiently deliver guest facing services.

WHO IS RESPONSIBLE FOR THIS PRIORITY

Industry and government. Government must continue to engage and explore / implement the most efficient operating model for the resorts to reduce costs and maximise the impact of capital investment.



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

Heading needs work / refining.

Needs development.

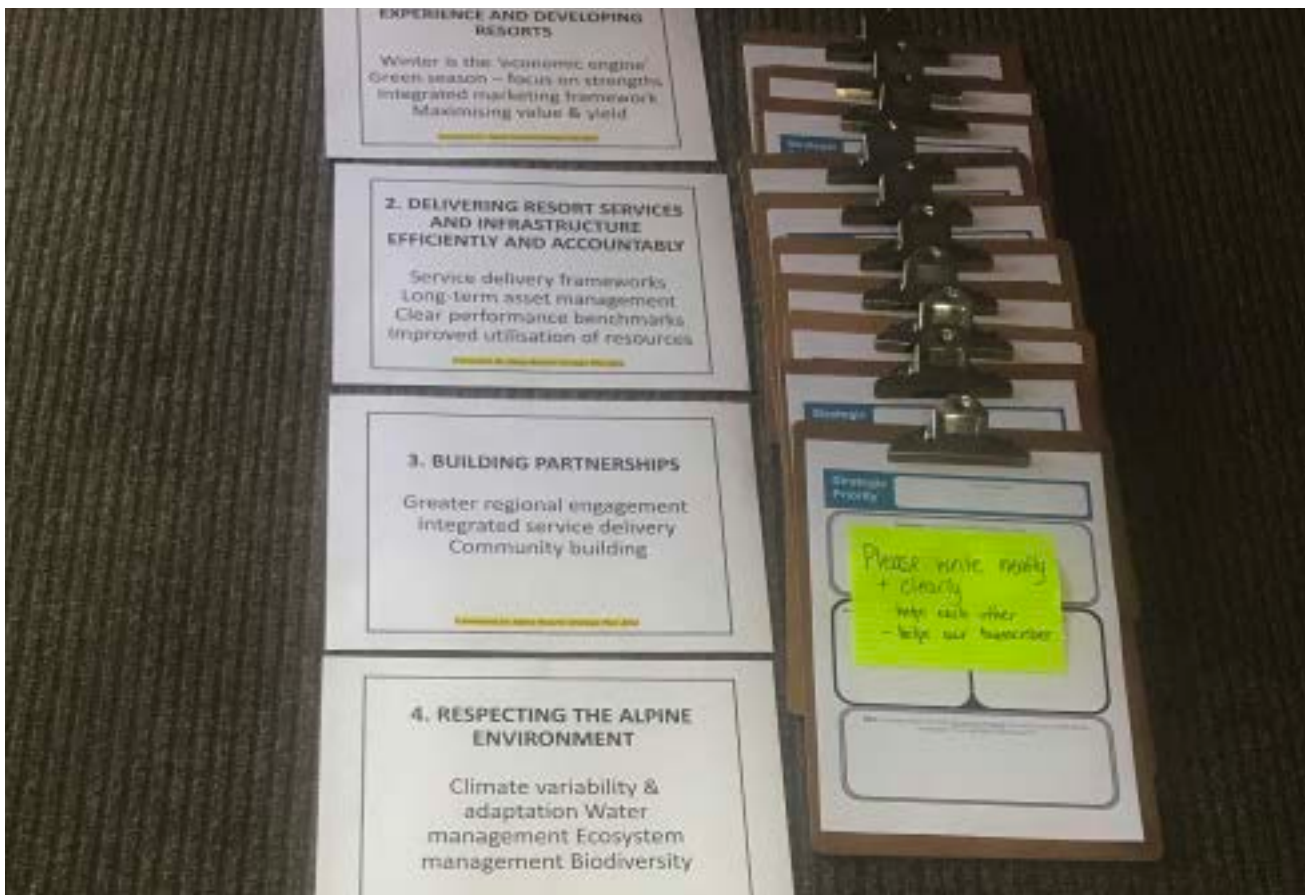
Concept needs to be simplified.

Perhaps too much covered in this one priority.

Good idea / concept we know?


Doesn't support regional job growth 3rd parties require a margin - focus should be on efficiencies and technologies - increase demand for greater or more contemporary services to come at a cost due to ???, freight and environmental aspects.

Funding opportunities for capital infrastructure.



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.



LOW EFFORT/HIGH IMPACT	
THEME/STRATEGY NUMBER	I/MY GROUP ARE INTERESTED IN THE FOLLOWING ACTION
Climate risk disclosure.	Develop climate change risk disclosure reporting.
Quick Wb	PPPs for infrastructure development.
Collaboration.	Shared resources between resorts (all of them).
	managing visitor impacts on nature, noting that most resorts are adjacent to or within parks i.e. good environment impact plans.
Level car park.	Provide easier access to parking long term and day visitor, specific to high season snow.
	Recycle water for snow making by pumping more from local waterways (increasing volume).
Lease / property.	Review lease term, conditions and environmental requirement.
	More visitors on buses / carpools through incentivised pricing.
	Governance reform to promote collaboration.
Length of lease.	Review length of lease terms given climate change outlooks - 75 years leases seem untenable.
Increase visitor experience getting up the mountain.	Better public transport connectivity (takes a long time!).
Community driven governance.	Improving engagement on involvement in governance / RMB planning and development by stakeholders and community. Low effort / high impact = quick win!
Governance.	Better co- ordination and alignment between government, ARCC, ARMTS strategic plans and corporate plans to remove inconsistencies and duplication.

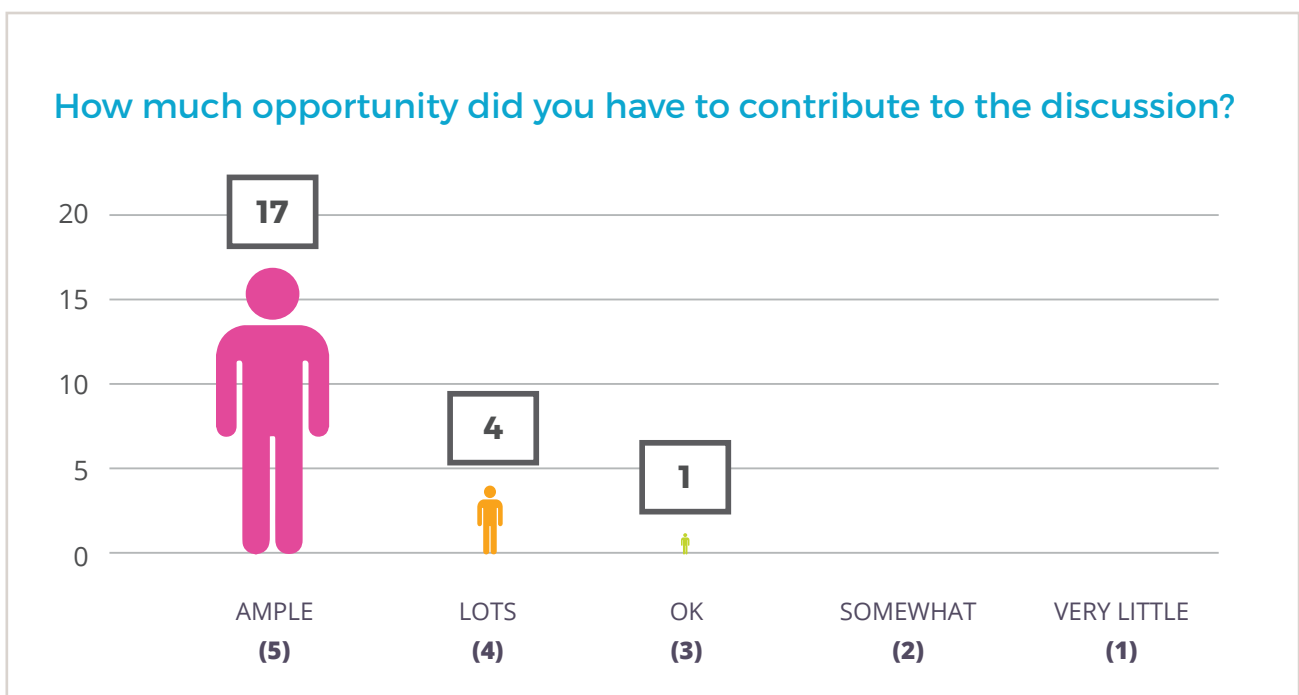
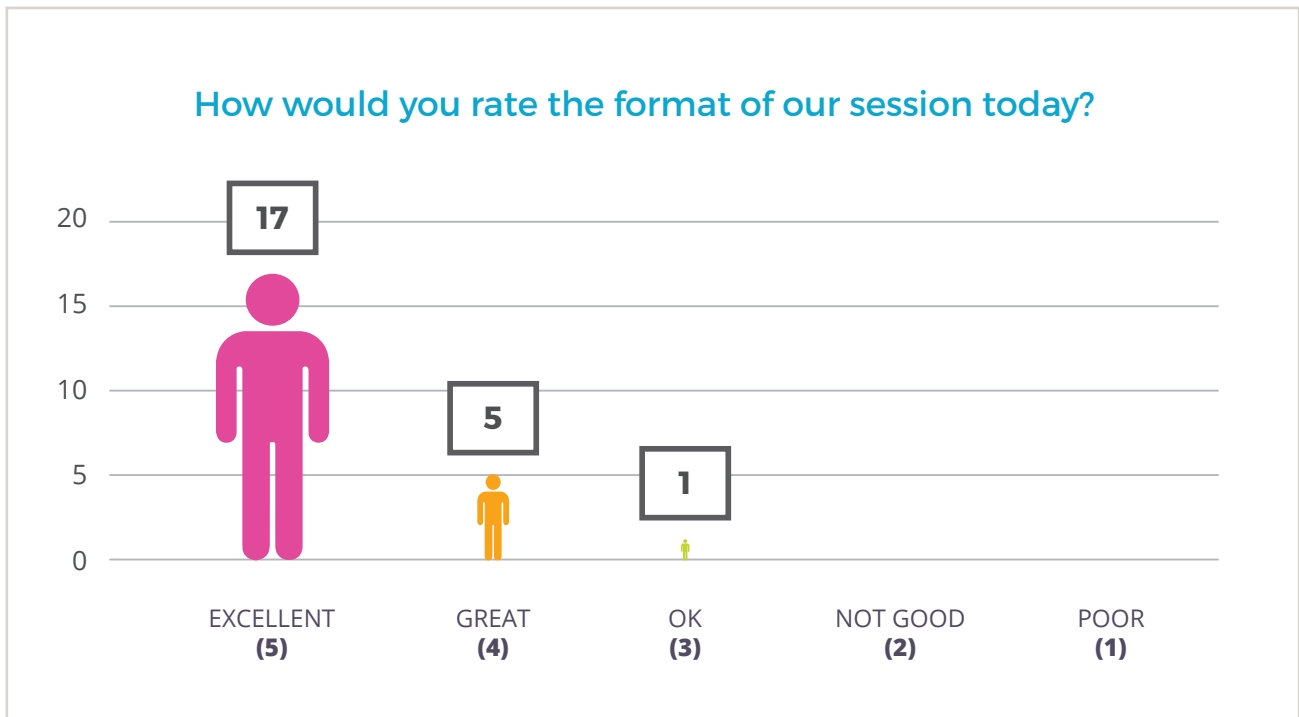
HIGH EFFORT / HIGH IMPACT



THEME/STRATEGY NUMBER	I/MY GROUP ARE INTERESTED IN THE FOLLOWING ACTION
	Car parking / day centre investment.
Affordability.	Strategies to make skiing across affordable for all!
	Increased regional co operation. Increased regional access for diverse groups.
Community development.	Participating in group to drive this initiative. Major project. John Aird. jaird@ozemail.com.au
	Managing nature under climate change. Best summary of good strategies: www.vicnature2050.org.au
Alpine ecology.	Prepare with Parks Victoria and DELWP as key partners, a 'state of the Alpine environment report' to benchmark and monitor alpine ecosystems.
IT	R + D on data collection to enable growth in snow farming and snow making and facilitate how the environment will benefit as well as tourism.
Climate change.	Regenerate energy options to power the reports and the lifts.
Develop climate change adaptation strategies.	Developing an on line data capturing tool for data feed in i.e. camera technology that feeds directly into a database from the ARMB all year round.
Adaptation.	Transitioning power generation of Mount Baw Baw (currently off grid) to sustainable renewable power would make resort more sustainable - demonstrate renewable in alpine area. Demonstrate willingness to walk the talk.
	Balancing infrastructure investment with the growth in winter visitors to protect and drive it through snow making, investment incentives.
Visitor experience.	More food and bev. Options on ??????
	Clear energy projects connected to snow making.
	Major projects - building infrastructure to bring the Victorian resorts to a competitive level with NSW and international resorts, thus keeping the dedicated skiers and snowboarders here.
Visitation - new.	Making it easier for new visitors by having one co ordinated booking experience linking roads , journeys , accommodation, lift, activities etc. Remove barriers!
	Clear planning and leasing processes.
Climate change	Infrastructure i.e.. Water recycling. Incentive to create energy efficiency i.e. solar. Police recycling on mountain. Low impact summer bush / rubbish reduction.

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?

Advance schedule in detail for preparation.

It always worries me that a single very good idea can get lost in processes that rely a lot on consensus. Have to be careful not to celebrate the status quo above a good left of field idea.

None that come to mind. I've participated in many of these sorts of strategic plan development session - as good as any I've attended.

Better coffee.

Reduce length.

None it was well run and a great way to get a wide range of views together. A very efficient use of time.

Group discussions were difficult to hear due to too much noise! Too much 'talkfest'.

Great format and collaboration. Thank you.

Maybe more pre reading but your approach to get everyone up to speed was great.

Overall good structure.

Really great process, loved how integrated it was, lots of participation and mixing up people to get more diverse groups for good healthy debate.

I felt the day was run very well overall. It seemed as though the session worked well to obtain a lot of information from the group. Well-done.

It was a well facilitated day.

All good.

Great session.

I don't know how, but feel results were a bit similar. How to broaden the topics towards the conclusion.

Nothing springs to mind. I think it was well designed and executed. You brought out some rich content from a diverse audience.

None.





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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.