

Alpine Resorts Coordinating Council

Sensemaking workshop

Wednesday 10 April 2019

Strategic Priority 1 - Year-round activities

<p>Heading (short and clear title 5-7 words)</p>	<p>Year-round activities</p>
<p>Description of the strategic intent of this priority</p>	<p>Provide for fun and inclusive year-round recreational activities and events in alpine resorts.</p>
<p>Rationale for this priority</p>	<p>Utilise lazy assets (e.g. physical assets, human capital, regional investment).</p> <p>Invest in new assets to boost sustainability of green season without impacting continued investment in the snow season.</p>
<p>Five-year desired outcomes</p>	<p>Secured external funding to underpin the development of a broad range of tourism and recreation activities, supporting a thriving year-round community and region.</p>
<p>Who is responsible for this strategic priority? Who else should be involved?</p>	<p>State and federal governments, in particular areas responsible for sport, tourism and regional infrastructure, supported by regional councils.</p> <p>RMBs and businesses involved in developing business cases, however funding should be external to minimise on-costs to green season visitors.</p>
<p>How does this priority help us respond to climate change?</p>	<p>Secures alpine and surrounding regional tourism growth year-round.</p>
<p>Other advice...Multiple comments = without external/outside funding this will not be possible. Summer visitation isn't financially self-sustainable. Take a look at Thredbo model.</p>	

Strategic Priority 2 - Partnerships, collaboration and connectivity

<p>Heading (short and clear title 5-7 words)</p>	<p>Foster and improve partnerships, collaboration and connectivity</p>
<p>Description of the strategic intent of this priority</p>	<p>Collaborative, long term and mutually beneficial relationships between the resorts, government, private sector businesses and the public.</p>
<p>Rationale for this priority</p>	<p>To provide for better informed decision making and the delivery of mutually beneficial outcomes.</p>
<p>Five-year desired outcomes</p>	<p>An integrated approach resulting in the improved delivery of services, infrastructure and amenities.</p> <p>Greater accountability for decision makers.</p>
<p>Who is responsible for this strategic priority? Who else should be involved?</p>	<p>Led by the ARMBs.</p>
<p>How does this priority help us respond to climate change?</p>	<p>Aligned goals.</p> <p>Constructive partnerships and collaboration will build the capacity to respond.</p> <p>Shared responsibility to achieve outcomes.</p>

<p>Other advice...</p> <p>A number of stakeholders indicated that the Traditional Owner Partnerships Strategic Direction be included in this direction.</p>	

Strategic Priority 3 - Protect and enhance the environment

<p>Heading (short and clear title 5-7 words)</p>	<p>Ensure the sustainability of our alpine environment</p>
<p>Description of the strategic intent of this priority</p>	<p>Provide evidence based decisions on environmental issues involving the community and mitigating our impact on the environment</p>
<p>Rationale for this priority</p>	<p>Protection of the environment, compliance with legal and legislative obligations, meeting community expectations</p>
<p>Five-year desired outcomes</p>	<p>Achieving set, measurable environmental target, sustain / maintain the current protected areas and build on these to enhance them.</p>
<p>Who is responsible for this strategic priority? Who else should be involved?</p>	<p>Broad range of organisations, groups and individuals - needs to be clearly defined - State Government organisations, ARMB's, private companies and individuals. Need to capture /determine who is accountable for this strategic priority.</p>
<p>How does this priority help us respond to climate change?</p>	<p>Protecting, Maintaining and enhancing our environment is critical in helping to mitigate and adapt to the effects of climate change. Helps to educate the community about the importance of the alpine environment, the potential effects of climate change and mitigation measures.</p>
<p>Other advice... This is a stand alone objective - may be one of the hardest to come to grips with data dependent, shared responsibility, need to determine accountability.</p>	

Strategic Priority 4 - Climate change adaptation

<p>Heading (short and clear title 5-7 words)</p>	<p>Alternative wording: “Year Round Climate Change Response”</p>
<p>Description of the strategic intent of this priority</p>	<p>To continually adapt and mitigate impacts of climate change to ensure long term economic, social and environmental sustainability of Alpine resorts and their neighboring regional communities.</p>
<p>Rationale for this priority</p>	<p>Proactively responding to climate change is key to preserving the natural environment and the significant economic contribution made by Alpine Resorts to the state</p>
<p>Five-year desired outcomes</p>	<p>Increased investment in modern snow-making technologies & expansion of viable snow-making terrain. Improved wildfire mitigation Expanded green-season activities and facilities Set targets for waste and emission reduction by resort users Greater collaboration with regional communities to align on localised RMB strategic plans</p>
<p>Who is responsible for this strategic priority? Who else should be involved?</p>	<p>Relevant government agency(s) - to collaborate, agree and reduce red tape, provide financial incentive for adaptation initiatives in resort RMB’s accountable for implementing & reporting against strategy KPIs Stakeholders for leveraging opportunities which support the strategy</p>
<p>How does this priority help us respond to climate change?</p>	<p>Directly linked - provides clear intent and direction</p>

Other advice...	

- 1) Sustaining & growing Winter economic viability are critical to the future of resorts
- 2) Feel this theme is undercooked & could do with further attention & work-shopping as it's core to the overall Alpine Resorts Strategy in response to government Climate Change Paper/report.

Strategic Priority 5 - Enhance visitor experience

<p>Heading (short and clear title 5-7 words)</p>	<p>No change</p>
<p>Description of the strategic intent of this priority</p>	<p>Enhance the visitor experience through investment in major game changing infrastructure, facilities and services that optimise resort visitation and yield opportunities year round.</p>
<p>Rationale for this priority</p>	<p>Engaging and diverse visitor experiences will deliver strong and repeat visitor opportunities that sustain the State visitor economy and accomodate the needs of all visitors</p>
<p>Five-year desired outcomes</p>	<p>Increased regional jobs Increased private and public sector investment Enhanced visitor experience Increased visitor spend Diversification of resorts' offerings Engagement with new markets Better meeting visitors' needs</p>
<p>Who is responsible for this strategic priority? Who else should be involved?</p>	<p>ARMBs Lift companies and commercial opportunities Visit Victoria/TEVE TNE</p>
<p>How does this priority help us respond to climate change?</p>	<p>Developing year round tourism experience A more robust and flexible tourism offering</p>
<p>Other advice</p>	

Consider potential linkages between infrastructure and year round activities and financial viability

Strategic Priority 6 - Visitor cultural awareness

<p>Heading (short and clear title 5-7 words)</p>	<p>Providing facilities for visitors which are culturally oriented.</p>
<p>Description of the strategic intent of this priority</p>	<p>Catering for different visitor cultural behaviours, attitudes and backgrounds</p>
<p>Rationale for this priority</p>	<p>Enhancing inclusiveness, multi-culturalism, and safety.</p>
<p>Five-year desired outcomes</p>	<p>Increasing visitation and awareness</p>
<p>Who is responsible for this strategic priority? Who else should be involved?</p>	<p>Tourism Vic, Alpine Resort Boards, Council, Vic Roads etc</p>
<p>How does this priority help us respond to climate change?</p>	<p>Unrelated, not relevant.</p>
<p>Other advice...Overwhelming comments were that it is “Not a strategy by itself”, should be part of visitor experience or year round activities/partnerships Greater focus on domestic tourism, overseas visitors. Core and emerging markets, commonalities of these. Include in indigenous culture, partnerships recognizing other values of the land. Cultural knowledge - place names, plant and animal names and stories.</p>	

Strategic Priority 7 - Traditional Owner partnerships

(not worked on)

Heading (short and clear title 5-7 words)	
Description of the strategic intent of this priority	
Rationale for this priority	
Five-year desired outcomes	
Who is responsible for this strategic priority? Who else should be involved?	
How does this priority help us respond to climate change?	
Other advice...	

Strategic Priority 8 - Financial Sustainability

<p>Heading (short and clear title 5-7 words)</p>	<p>Financial sustainability within Regional Prosperity.</p>
<p>Description of the strategic intent of this priority</p>	<p>Viable yearly operations Maintain Asset Capacity to meet consumer demands Value proposition meets consumer experiences Government financial commitment is clearly defined</p>
<p>Rationale for this priority</p>	<p>Resort, operators and stakeholders remain viable to support other strategic objectives (capacity to invest in future objectives, projects and climate change)</p>
<p>Five-year desired outcomes</p>	<p>Contribution to the regions and the state continues to grow by x% providing employment and investment in social and environmental outcomes.</p>
<p>Who is responsible for this strategic priority? Who else should be involved?</p>	<p>Government - Department of Environment - defining the economic framework of the resorts. ARMB and Lift companies for Infrastructure investment and operational expenditure. Private sector investment.</p>
<p>How does this priority help us respond to climate change?</p>	<p>Without financial capacity generated by successful resort operations the alpine resorts ability to support climate change adaptation is severely limited.</p>
<p>Other advice... 1.Provides a clear framework for the finance industry to support businesses and investors into the alpine resorts.</p>	

Strategic Priority 9 - Planning and infrastructure

<p>Heading (short and clear title 5-7 words)</p>	<p>Strategy statement is Efficient planning to support sustainable resort infrastructure needs</p>
<p>Description of the strategic intent of this priority</p>	<p>Planning Timely planning processes to facilitate infrastructure projects Provide powers to RMB's to approve minor planning applications as per powers vested in local government Eg connection to a sewer Projects that impact on previously disturbed lands should be straight forward but are not Reform leasing policy to encourage rather than inhibit development</p>
<p>Rationale for this priority</p>	<p>Reduce blockages to enable allow timely shift from planning to implementation Local RMB's have local knowledge and expertise to allow proper and timely assessment and approvals Giving confidence for private sector investment eg it currently can take 2 years for a planning permit approval Allows quick decision making</p>
<p>Five-year desired outcomes</p>	<p>Timely turn-around for planning approval Goal Simple planning applications can be approved within 3 months This would free up central planning for Large scale significant planning applications Eg Major planning processes needed for Falls to Hotham crossing</p>
<p>Who is responsible for this strategic priority? Who else should be involved?</p>	<p>DELWP and the Government and RMB's le All resorts would agree with this priority and advocate with the support of the Department to the Minister for this regulatory change. Would get the support of all key stakeholders. Cannot imagine any stakeholder not supporting streamlining planning processes</p>
<p>How does this priority help us respond to climate change?</p>	<p>Snow making uses for managing bush fire risk Snow farming and gathering -To facilitate longer season with natural and man made snow Providing alternative options for activation year round eg tracks and trails development</p>

	<p>Protecting local species Planning approvals for better water management initiatives Renewable energy project approvals</p>
<p>Other advice...If Planning is improved it will enable the delivery of vital infrastructure to support resort sustainability Resort differentiation is a good thing . Be brave and back hero experiences</p>	

Strategic Priority 10 - Communication

<p>Heading (short and clear title 5-7 words)</p>	<p>Communication is vital</p>
<p>Description of the strategic intent of this priority</p>	<p>Communication is a key part of effective “Partnerships, Collaboration and Connectivity”</p>
<p>Rationale for this priority</p>	<p>Without communication, there cannot be effective partnerships, collaboration and connectivity</p>
<p>Five-year desired outcomes</p>	<p>Communication is seen as a strength - transparent, clear, accountable.</p>
<p>Who is responsible for this strategic priority? Who else should be involved?</p>	<p>All Stakeholders involved in Alpine Resorts - ie it's two-way</p>
<p>How does this priority help us respond to climate change?</p>	<p>Not specifically related to climate change but provides an excellent platform to educate people about climate change, it's potential effects and mitigation strategies.</p>
<p>Other advice... This is not a strategic priority on its own - could fit with collaboration, participation etc</p>	

Strategic Priority 11 - Governance and regulatory reform

<p>Heading (short and clear title 5-7 words)</p>	<p>Governance and Regulatory Reform</p>
<p>Description of the strategic intent of this priority</p>	<p>Streamline bureaucratic processes to create a smoother process for investment Reduction of red tape associated with development Reduce costs Expedite process timelines Clearer focus on industry and local strategies</p>
<p>Rationale for this priority</p>	<p>Create a more enabling commercial and bureaucratic environment that will encourage activation of the resorts. Increased private sector confidence.</p>
<p>Five-year desired outcomes</p>	<p>Reduced timeframe for approvals Increased number of approvals Increased public investment in facilities and utilities Increased private sector investment in existing and new market initiatives Clear view of process</p>
<p>Who is responsible for this strategic priority? Who else should be involved?</p>	<p>ARCC DELWP ARMB's Minister Stakeholders need to be part of this process</p>
<p>How does this priority help us respond to climate change?</p>	<p>Enable investment to strengthen existing markets, activate new markets and implement innovative technologies.</p>
<p>Other advice...let's stop industry reviews and provide a level of stability within the industry.</p>	

Strategic Priority 12 - Improve public safety

<p>Heading (short and clear title 5-7 words)</p>	<p>This is not a strategic priority. We think this should sit under infrastructure, communication, visitor experience and partnerships - it should have a place in all. Community safety underpins many of the other strategic priorities and should be present and have a focus in multiple.</p>
<p>Description of the strategic intent of this priority</p>	<ul style="list-style-type: none"> - To provide a coordinated approach to safety and management of visitation.
<p>Rationale for this priority</p>	<ul style="list-style-type: none"> - To ensure visitors are safe while visiting the alpine region. - It's an extreme environment when things go wrong they can go very wrong - There will be an increased number of extreme weather events, as these occur safety will be paramount. - Due to the remote location quick response to the areas can be difficult so having a strong safety plan is extremely important.
<p>Five-year desired outcomes</p>	<ul style="list-style-type: none"> - Technology being integrated / upgraded to ensure no black spots so that people can receive any messages on bushfires and extreme weather events. - No one to have lost their life in an alpine region in Victoria. - Positive stakeholder feedback to response to emergency (links to better mechanisms for communication) - Wider and clear communication and education in place for people to understand what safety measures they might need to put in place.

	<ul style="list-style-type: none"> - One clear platform so consumers know where to go to get the information.
<p>Who is responsible for this strategic priority? Who else should be involved?</p>	<ul style="list-style-type: none"> - The Resort Boards, EMV, VicPOI, Vic Roads, Local government, support agencies CFA. - Each resort has an emergency committee, it is this committee who should be responsible to ensure safety is upheld in each alpine region. - Each operator also needs emergency plans and awareness and responsibilities.
<p>How does this priority help us respond to climate change?</p>	<ul style="list-style-type: none"> - With increasing extreme weather there is a greater need to ensure public safety is a high priority. - There is also an extended summer season, therefore more people in the region for longer periods of time. Therefore we need great technology solutions to reduce black spots so that bushfire alerts can be sent to any visitor who might be in the region to avoid any incidences.
<p>Other advice... we don't think this should be a stand alone strategic priority. This should sit under another priority as a key pillar. Safety should be a the core of everything we do so should be represented in many pillars. We particularly think it should be in the Infrastructure, visitor experience and partnership strategies.</p>	