



ALPINE RESORTS STRATEGIC PLAN

STAKEHOLDER WORKSHOPS

Hosted by Alpine Resorts Coordinating Council

SUMMARY NOTES

Warragul 18th 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.

Priorities. Connections. Strategy. Major projects. Accountabilities. Connection with mountains committees
- priorities - understanding of major projects - strategic approach for future (changed) - accountability.

Clarity. Longevity.
Easy. Consistency.
Regional approach.
Year round.



Vision. Future
direction. Clarity.
New ideas.
Sustainability.
Community.

Concrete outcomes. Engagement. Transparency. Clarity. Long term commitment. Private investment.

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?
Visitor region 2hour drive.	Unique experience somewhere to visit again. They want to stay and enjoy multiple attractions / environment and views. I like the view. Bridal parties for view and photos.
Family tourists.	Beautiful nature destination. Fantastic infrastructure and facilities that preserves and complements the environment. Respectful and planned socio / economic development of the destination.
Jaded tourist (well travelled and been around).	The alps are an antidote to over - tourism'.
Adult with family.	I am so glad this hasn't been overdeveloped and it isn't a concrete jungle'. This is a great balance between our creature comforts and our natural environment.
A child (10).	It's a safe place to go. Loads to do - all year - outdoor wilderness, beautiful. Getaway, holiday, family. Sustainable - natural. Accessible - digital, physical, cost.
Children.	Wow...look at that beautiful flower'. 'This is a great place to explore. Can we do that walk?'
A mother from Melbourne East SB.	It is an easy drive from Melbourne to Mountain Baw Baw - there are places to stop with young children in the Baw Baw shire on the way to the mountain. The snow was suitable for children and range of g=family activities in green season over a few days. Including family friendly bike and walking trails.

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.

Building partnerships

PRIORITY DESCRIPTION

Greater collaboration and engagement with all stakeholders for delivery of infrastructure that preserves the environment for the benefit and use of current and future generations.

RATIONALE/REASONING

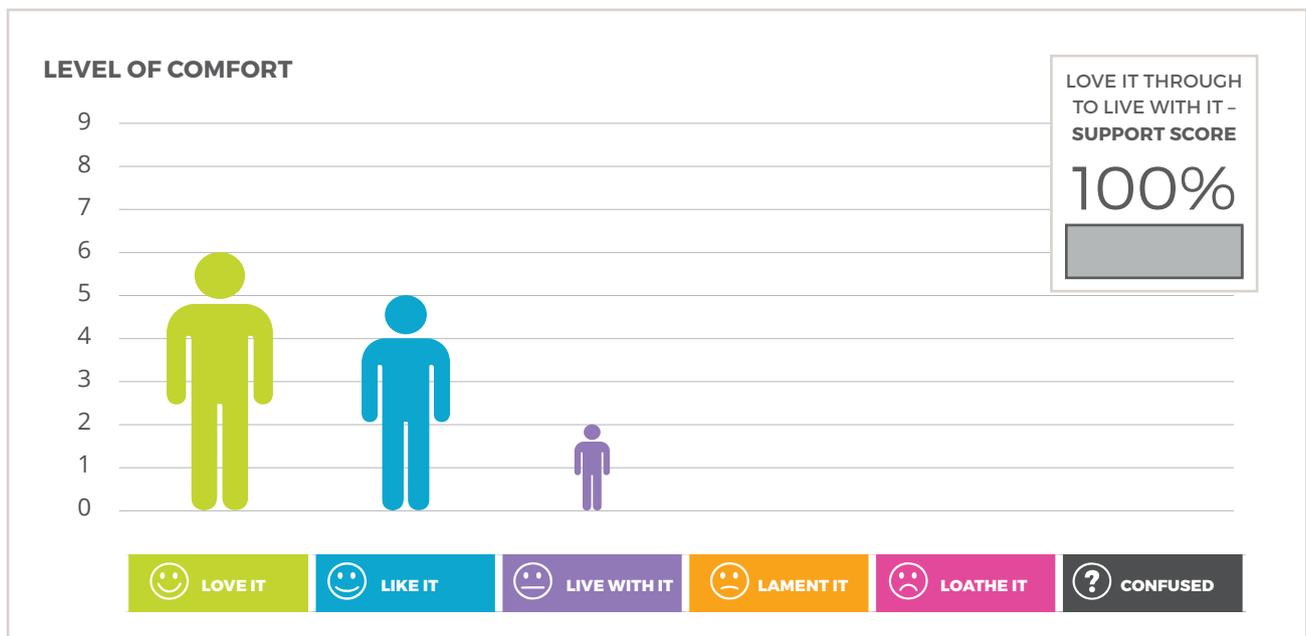
There are multiple stakeholders and user groups therefore there needs to be a co ordinated and collaborative approach that engages with all stakeholders.

FIVE YEAR DESIRED OUTCOME

Greater accountability and desire form all stakeholders to deliver the strategic vision. Improves delivery and co ordinated of services and facilities.

WHO IS RESPONSIBLE FOR THIS PRIORITY

ARCC / DELWP - stakeholder groups (e.g. MBBSA). Local council. Traditional owners. Local businesses. Parks. Local community groups.



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

Good but maybe responsible organisation (primary) should be ARMB.

Should consider tourism partnerships.

Tourism industry?

Could also leverage regional partnership forums!

Local councils.

Foundation legislation to important - it fast flows the mind-set of public sector business Boards.

So the single most powerful thing we can so is to amend the AR Management Act, followed by a supporting ministerial director to the AR Boards.

Partnerships

PRIORITY DESCRIPTION

Consistent, long term and workable relationships between government, private sector businesses and the public. Ability for A.R to work collaboratively in their region and form businesses and community relationships.

RATIONALE/REASONING

Constant change of A.R management works against and partnering outside Alpine Resorts. A.R as businesses will grow and be strengthened. Region can leverage AR as a key driver.

FIVE YEAR DESIRED OUTCOME

Encourage consistent business directions for A.R's. Amend the A.R Boards to do business outside AR's. Strategic direction to ARB's to form collaborative alliances (e.g. marketing, cross promo, packaging, management).

WHO IS RESPONSIBLE FOR THIS PRIORITY

ARCC - action and advocacy (lead). DELWP - land management policy (legislation). Local government (advocacy). Local and regional tourism boards. Stakeholders - community and businesses. Department of JPR and RDV. Alpine Resort Management Boards.



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

Collaborative relationships are a key behaviour in the 21st century, and on Act of Parliament that prevents this out of step with contemporary values.

There should be an integrated approach to delivery of services and infrastructure and community / stakeholder involvement.

Ensure our traditional owners are 'partners' not just stakeholders - needs to factor in legislative responsibilities - TOSA / Native Title Act.

Could possibly use this strategy to leverage funding (through renewable energy / climate change, biodiversity response planning / regional partnerships).

Good, as Alpine resorts are not just on their own bring people with them.

Love it but might need a more descriptive heading.

Needs to include other environmental agencies e.g. CMA's, working in Alpine requires.

Infrastructure

PRIORITY DESCRIPTION

Secure funding for infrastructure development - Accommodation / road (South Face Road) / Snow making machines / electricity infrastructure.

RATIONALE/REASONING

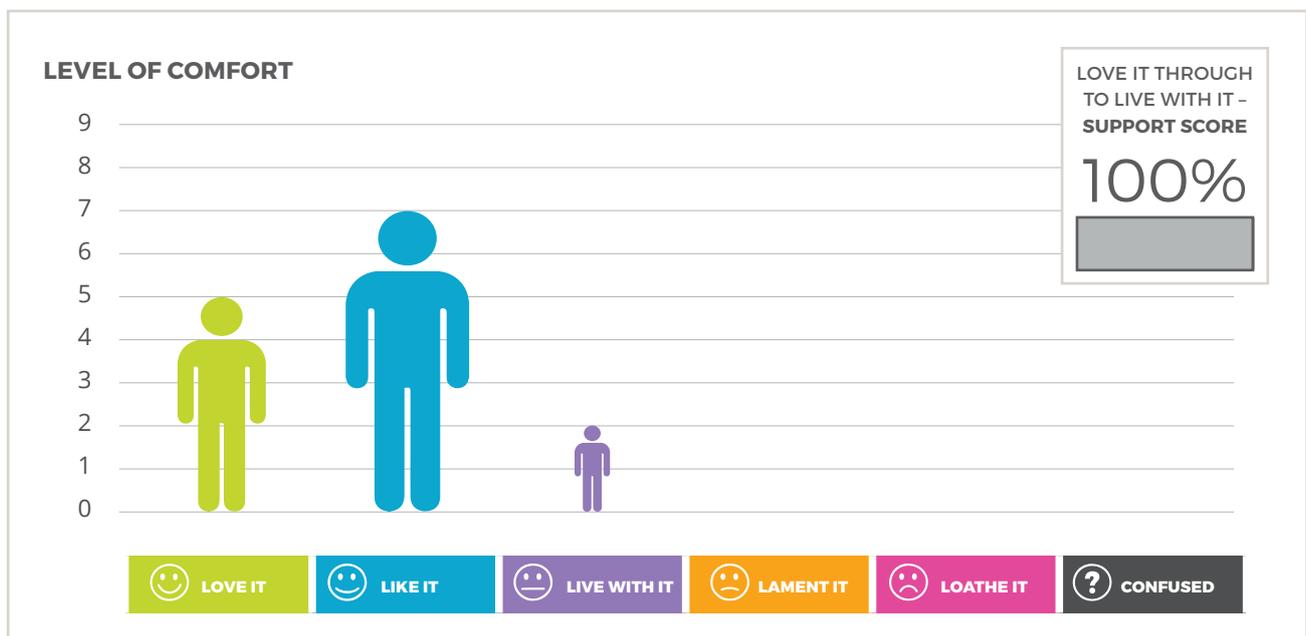
Increase O/N stays (both green and white seasons). Facilities fit for target market. Viable café / restaurant.

FIVE YEAR DESIRED OUTCOME

South Face Road sealed. Upgraded accommodation. Restaurant (year round). Connected to grid or renewable energy.

WHO IS RESPONSIBLE FOR THIS PRIORITY

State government / Local government / Alpine management / Federal / private investors.



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

Very Baw Baw but hey!

Good but only covers Mt. Baw Baw.

Needs to be appropriate for all resorts x 2 - could possibly look at incorporating renewable energy components (climate change mitigation / adaptation).

Need to look at all resorts but recognise that there are differences.

Good example of outcome measures - although only for Baw Baw - need similar for all mountains.

Baw Baw is it's own 'niche' - broaden to all resorts.

Invest in regional infrastructure, not just AR's e.g. invest in wetlands as well as Mt. Baw Baw.

Funding is important, need to ensure that all these 'new' infrastructures are genuinely installed and don't add to the climate burden.

Enhancing visitor experience and developing resorts. Maximum value yield

PRIORITY DESCRIPTION

Think beyond the resort and work with other businesses around the AR. Develop the infrastructure on and around the AR's. Improve viability of AR's and their contribution to the state or their regions.

RATIONALE/REASONING

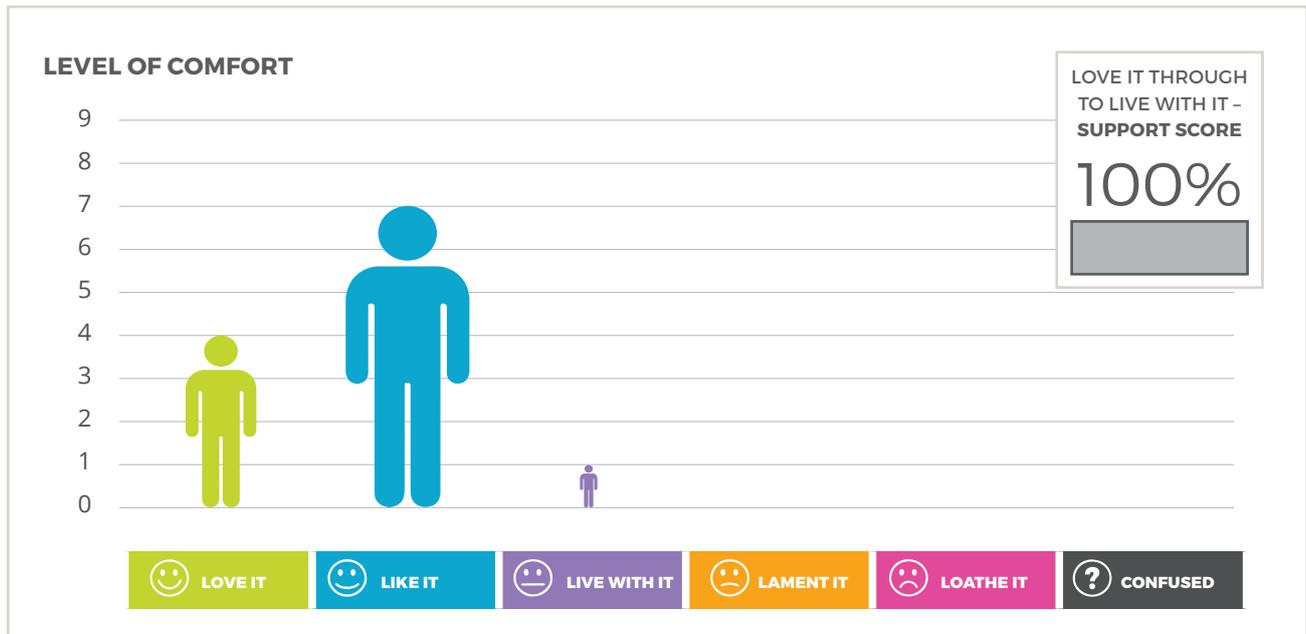
Remaining relevant and competitive. Market shift - 1980's product no longer relevant. 'White season' no longer enough. Cultural shifts, behavioural changes. People don't want 'hard to do'.

FIVE YEAR DESIRED OUTCOME

Infrastructure investment. Basic long-term infrastructure issues resolved. AR Boards empowered and encouraged to collaborate. Seamless visitor experience from your house to the AR.

WHO IS RESPONSIBLE FOR THIS PRIORITY

ARC, DELWP, LMP division. AR Boards. Regional and local tourism boards. Department of JPR and RDV. Private sector businesses. Local government.



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

Make it more concise perhaps split into two?

Good to see off mountain included.

Good - look at heading of strategy.

Good multiple options around resort - whole of visitor experience - range of options.

Economic and regional development

PRIORITY DESCRIPTION

Growth of the sustainability - financial and environmental for both resorts and their regions.

RATIONALE/REASONING

Environmental - protect natural environment. Respond to climate change. Financial: Improve viability of resorts. Improve economic outcome for region and state.

FIVE YEAR DESIRED OUTCOME

Environment: Improve sustainability by maintaining and reducing impact. Financial: Improve financial performance for resorts and surrounding regions.

WHO IS RESPONSIBLE FOR THIS PRIORITY

Primary: ARMB, ARCC, State Government - Minister / departments. Secondary: Local government, RDA /RDV, RTB. Stakeholders: leaseholders, local business, local community. Reporting: Improve community and stakeholder engagement. Report via annual report and regular community newsletter.



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

I like the sentiment and outcomes but the description is a bit confusing.

Like but description need some work.

Doesn't include socio apart - consider?

Very broad.

Could possibly include Victorians valuing nature(new biodiversity strategy) to build line of sight to environmental outcomes.

Description doesn't make seen - rationale and outcomes - tighten up a bit.

Need to amend the Alpine Resorts Management Act to bring it into line with the Crown Land Act, which does allow committees of management to manage assets and undertake activities outtake their resources.

Resort services and infrastructure

PRIORITY DESCRIPTION

To insure resort services and infrastructure. To respond to resort specific requirements.

RATIONALE/REASONING

Resorts have site specific needs.

FIVE YEAR DESIRED OUTCOME

Services and infrastructure are adequate, compliant, efficient and effective.

WHO IS RESPONSIBLE FOR THIS PRIORITY

State government - ARMB - Stakeholders - KPI's measured third party. 30% - 70% - final review 100%.



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

Infrastructure both on and around Alpine Resorts must be developed consistently.

Bit too broad - between motherhood - needs work.

Could incorporate how resorts are looking to adapt to climate change - good idea , needs more detail - what and how will it change lives?

Needs to be a bit more specific - bit too broad.

It's possible to achieve 'KPI's' and still be poor at management.

Too broad incorporate other infrastructure priorities and needs to reflect climate change mitigation actions.

Enhancing visitor experience and developing resorts

PRIORITY DESCRIPTION

Encourage new and return visitors. Improve road access. Electricity. Accommodation - private apartment / visitor centre.

RATIONALE/REASONING

Enable people to feel safe to travel. Cost effective and reliable. Improve comfort experience for visitors by providing warm shelter.

FIVE YEAR DESIRED OUTCOME

Sealing the South Face Road. Connection to grid or alternative. More wider choice of accommodation.

WHO IS RESPONSIBLE FOR THIS PRIORITY

State government finance? SARMB - implementation.



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

I think strategy is quite specific to Baw Baw - probably needs to be broadened out - some roads have good access to places like Hotham?

Develop separate strategies into 2 - developing resources / enhancing visitor experience.

Lots of infrastructure but what about people and structures that run it?

Private investment needs to be included!

Like the title - needs to be broader and specific cap works included as actions / out working.

Sentiment is right - look at wording.

Need to cover all resorts but certainly relevant to Baw Baw.

A bit specific - need to broaden.

Too specific to Mt. Baw Baw but the idea is good.

Need to advocate for investment on a regional as well as state wide basis.

Understand and integrate strategies (legislation) and plans that are relevant to the Alpine region

PRIORITY DESCRIPTION

To ensure that the document is current and moves with the relevant legislation and plans (need). To be flexible and connected and adaptable to other activities and strategies and legislations.

RATIONALE/REASONING

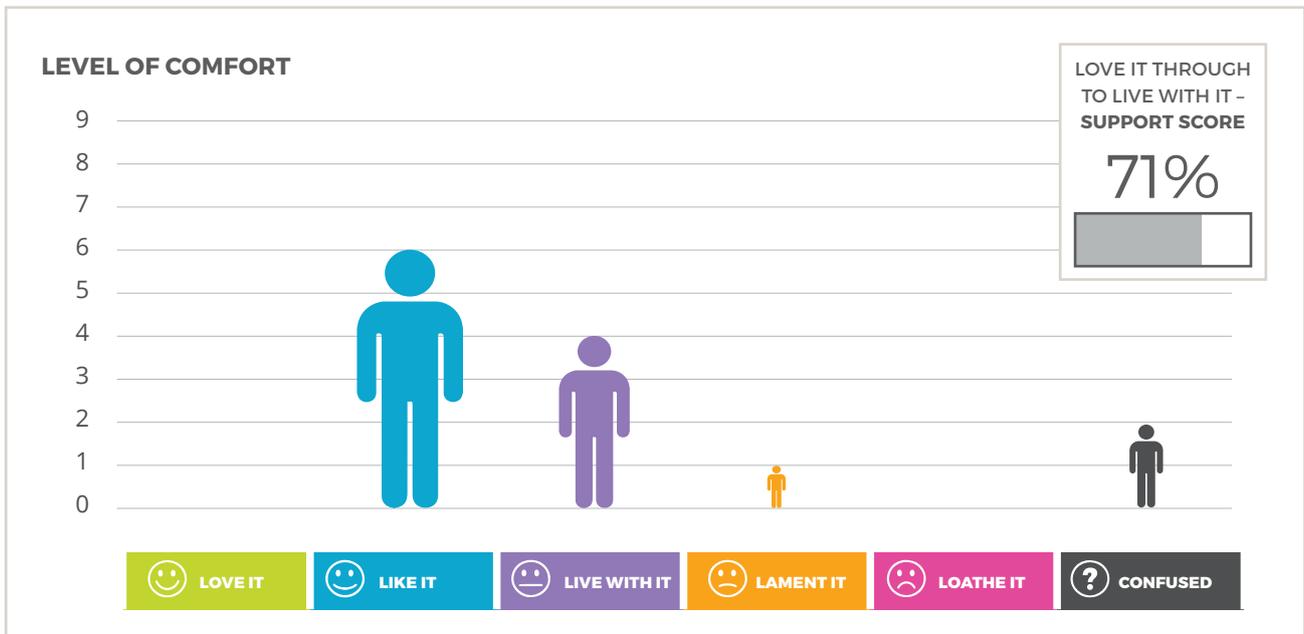
To ensure coordination between industry, agencies, government and moves flexibility with what is needed to manage Alpine resorts and doesn't re invent the wheel. Needs to consider local, state, international and national policy / plans - no reinventing the wheel - less work on now stuff!

FIVE YEAR DESIRED OUTCOME

Decisions makings relevant and informed.

WHO IS RESPONSIBLE FOR THIS PRIORITY

Alpine Resorts Board / councils / Minister / reports back through strategic plan mechanism.



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

Motherhood statements - what does it mean on the ground.

Looks like feedback about strategy, not an actual strategy itself.

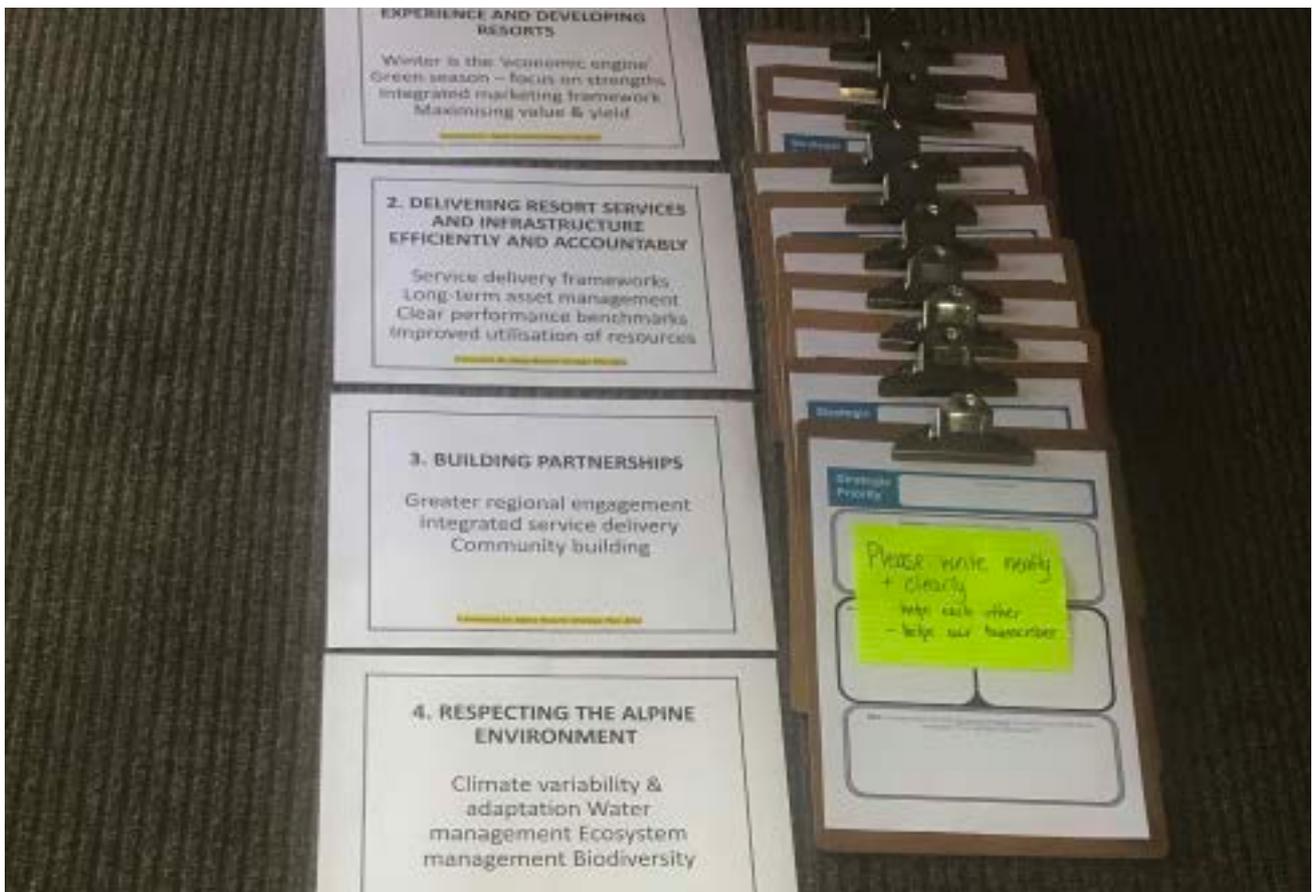
Should include 'policies' in title of priority.

Is this about liking relevant plans / strategies? - yes - back to reporting in this strategy, see silos comment below.

Important but needs more work.

Great objective but need drivers and mechanisms to make it happen and extract the benefits e.g. ARs are 'dark territory' for DELWP and local government.

Tend to be silos and not integrated into their communities.



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	ACTION
	Better leasing policy to support investment.
	Need to consider a range of options for utilising environment - more than bile parks - activities for the family.
Quick win.	Promoting health and wellbeing.
Quick win.	Amend the Alpine Resorts Management Act to permit AR Boards to manage reserves outside their AR with the permission of the Minister bringing this act into line with the Crown Land Reserves Act, DELWP has legal advice that includes AR M act prevents AR Boards from doing things outside AR's precinct. Not much good taking them to collaborate when the Act says they can't! This would be a very simple amendment and could happen quite quickly.
Quick win.	Emphasising the links between health and wellbeing and visiting the Alpine region for both physical and mental health.
Quick win.	Join local tourism association. Attend meeting, work with off mountain operators.



HIGH EFFORT/LOW IMPACT	
THEME/STRATEGY NUMBER	ACTION
	Does the governance need to stay the same? Can this change?
Think about.	Consider involving councils early and often. Virtually every strategy today mentioned the sector but often the roles, responsibilities and relationships are unclear.

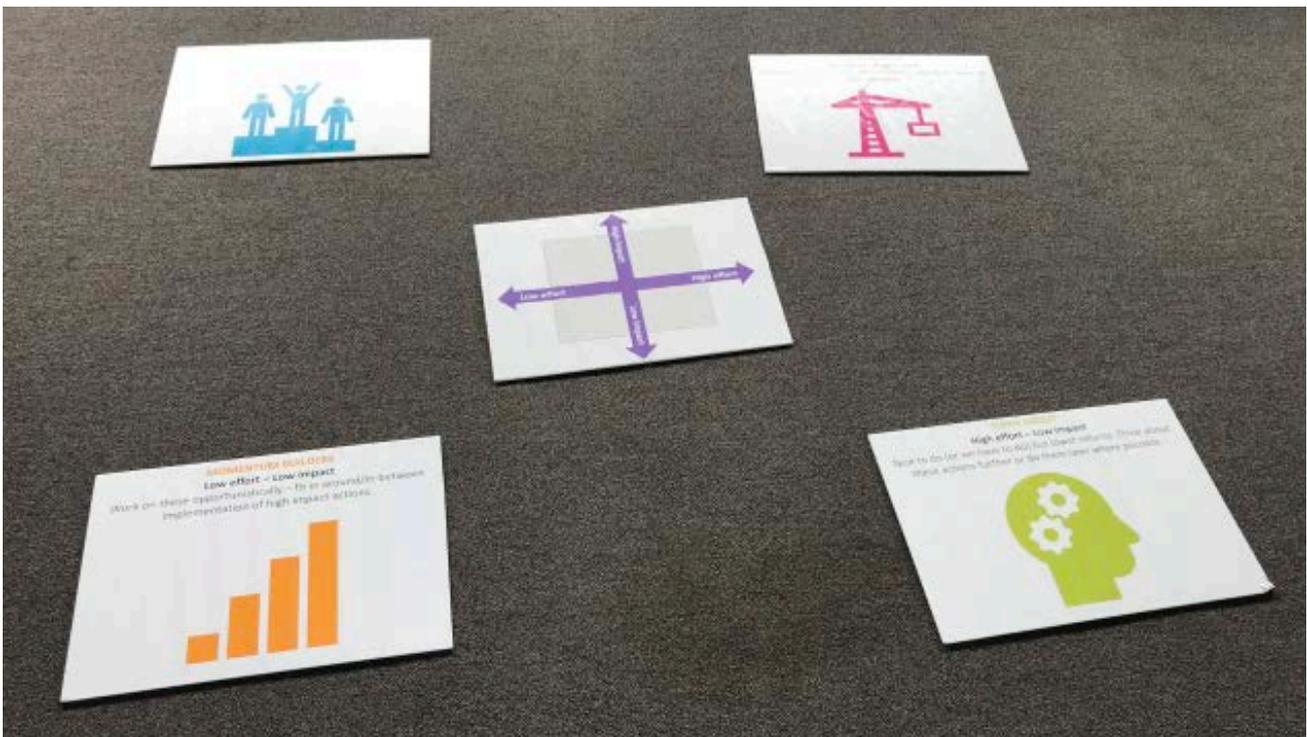


LOW EFFORT/LOW IMPACT	
THEME/STRATEGY NUMBER	ACTION
	Understand social drivers that bring people to the Alps - what does 'visitor experience' mean? Adapt strategies, action planning as needed.
Momentum.	Maintain tracks beyond Alpine resorts and promote.

HIGH EFFORT / HIGH IMPACT

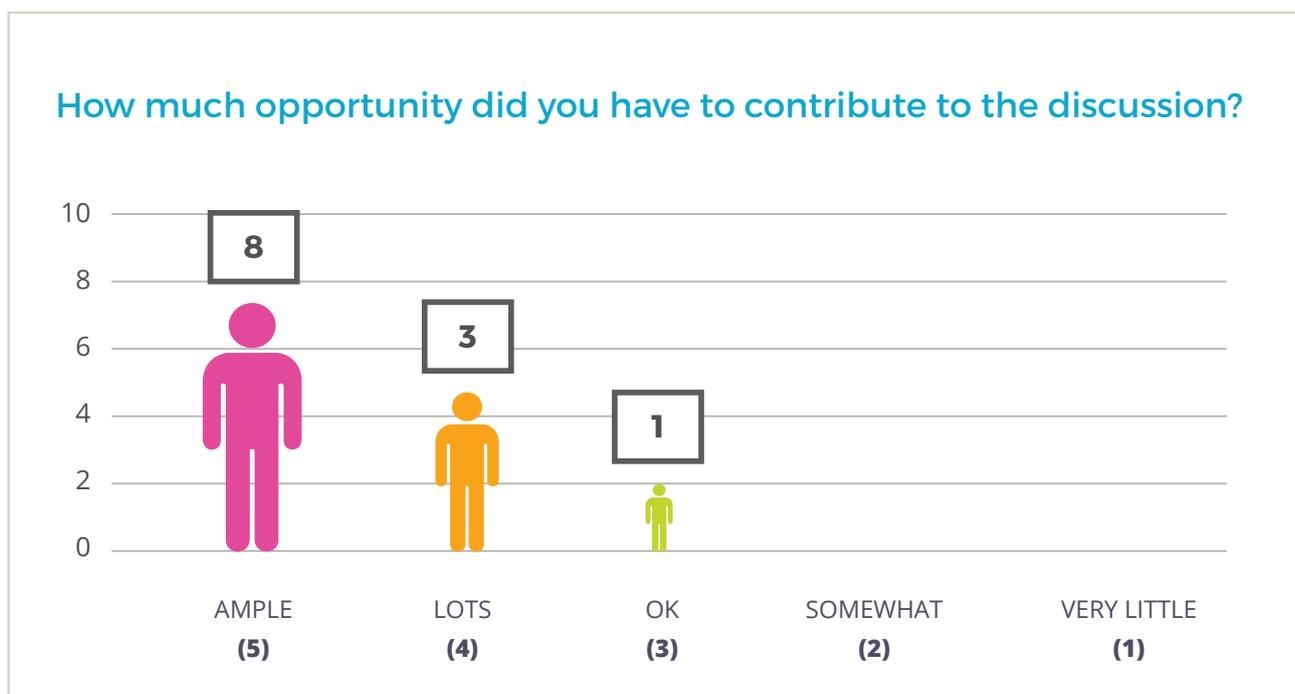
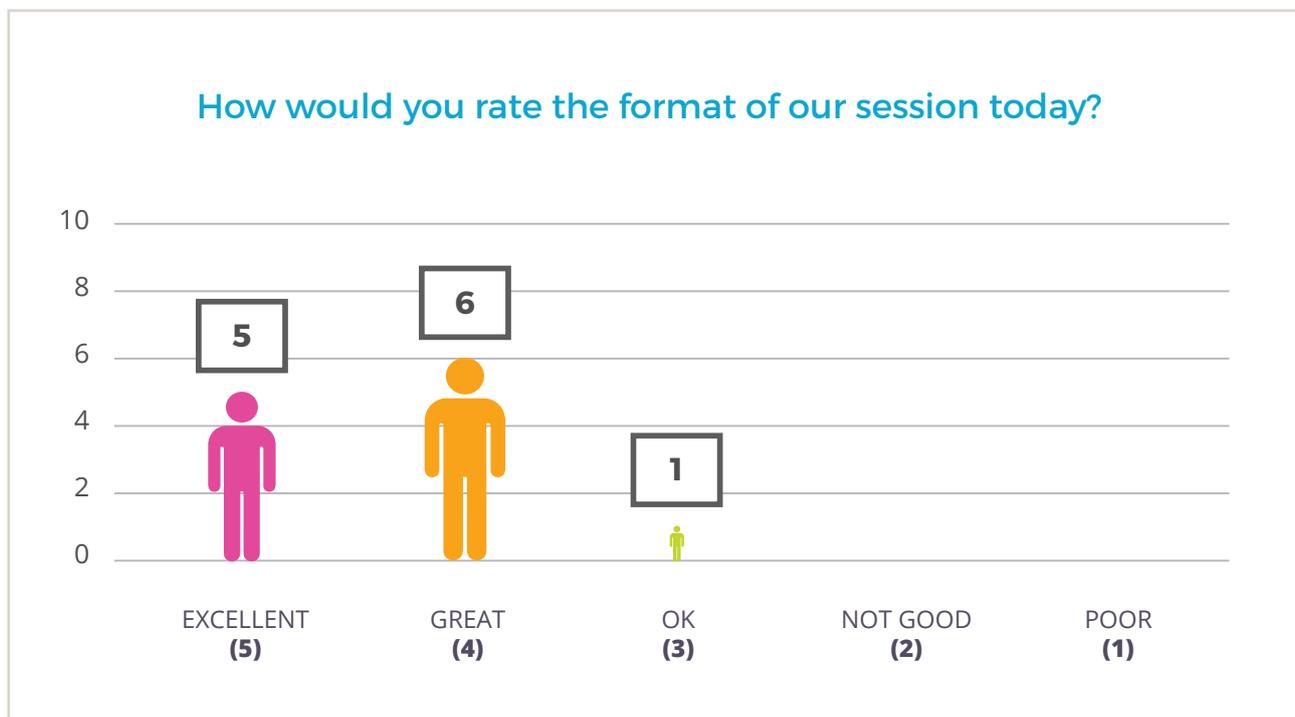


THEME/STRATEGY NUMBER	ACTION
	More snow factor. Better lift system. Seal South Face Road. Adapt / power / supply.
Major projects.	Sealing South Face Road.
Major projects.	Roads, power and general infrastructure.
Vegetation change / fire climate.	Understand and take into account potential of permanent vegetation change or loss of impact on the Alpine environment.
Major projects.	Electricity to make it affordable.
Major projects.	Establish board walks on plateau (BB)>
Major projects.	At MT Baw Baw - sealing South Face Road. Improving accommodation options.
Major projects.	Chair lift to replace surface lifts at Mt. Baw Baw.
Investment.	Major state investment in infrastructure via Central Gippsland public land strategy (or similar) to move Mt. Baw Baw and surrounds to a profitable year round tourism destination.
Major projects.	Sealing South Face Road. Economic electricity supply for Mt. Baw Baw.
Major projects.	Provision of a chair lift at Mt. Baw Baw. It is a year round service that will enhance / attract a greater number of year round visitors i.e. snowsports, mountain biking.



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?

These days are not really me but hey!

Good format / presenters.

Happy with format of facilitation - thank you!

The follow up today will need to be an improvement on the past two workshops I have been involved in.

A bit more opportunity to develop individual feedback whilst maintaining group based feedback

Loved the visual displays , really helps if you need to check in on the process. Good also to see the engagement process documented and to hear that government is honouring contributions by keeping access open.

Loved the format - really engaging and lots of hard work!

The day flowed really well. Well done!

Maybe provide a couple if examples for filling out the forms.





REPORT PREPARED BY:

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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.