

ALPINE RESORTS STRATEGIC PLAN

STAKEHOLDER WORKSHOPS

Hosted by Alpine Resorts Coordinating Council

SUMMARY NOTES

Mansfield 1st April 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.

That we leave feeling positive and optimistic. Clarity of roles and responsibilities. How we can support development of strategy with agency strategies. Understand implications of climate change on ARMB's activities. Understanding the emerging risks and partnerships. Linkages with other government strategies e.g. safer together.

Collaborative. Focus. Strategic. Public vs private focus. Balance environmental and commercial. Balance year round - white and green.



Improve green season. Record inputs to ARSD 2019.

Concerns, hopes, desires - noted, acknowledged, understood.

Summer focus. Strategic clarity. Operational clarity. Support. Funding. Year round resort.

Direction. Shared understanding. Agreement. Alignment. Funding. Support and collaboration.

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?
European exchange student.	Boutique style alpine resort. Diverse alternative recreation offers available in surrounding areas.
Parks Victoria.	The alpine resorts and parks are managed seamlessly, and visitors enjoy the benefits of the natural environment. Visitors are respectful and understand the environment, and contribute to their management.
A 52 year old mother of two who hates snow.	I was dragged to the snowy mountain and surprisingly found I love the warm fires and sociable atmosphere, I loved my cooking and art experiences with local artists and chefs. I learned local stories and legends from indigenous people. My kids were happy and entertained with plenty of indoor and outdoor activities!
28 year old.	This is an active in-nature experience I want to share with my friends and future family.
Urban dwellers.	Admiring the beauty of the Victorian high country more than they do now.
A family of tourists, overnight stay, exploring the region, school-aged kids.	I escaped the heat of the city and enjoyed the cool mountain air, streams and rivers with the family. We loved the environment, plants and animals, local food and wine, where we stayed - it was a real getaway from the stress of the city! Private, quiet and stunning views.
Melbourne professional.	A reprieve from the worst effects of climate change - respite from the heat. A harmony of nature and technology.
Indian family of 6.	I can't believe how much there is to do compared to 2019 - in summer and winter!
Middle-aged couple travelling around Victoria.	Focus on experiences, views, photography, sights. Better than the photos. There's a charging point for my tesla. We saw so much wildlife.
Urban primary school student.	In awe of wildlife and species in their natural environment.

... continued overleaf

A PERSPECTIVE FROM...	WHAT WOULD PEOPLE BE SAYING ABOUT THE ALPINE REGION IN VICTORIA?
Urban city dweller.	Summer - natural attractions built with minimal environmental impact. Unique environment, slow movement, space and less tech.
Family / school student.	Appreciating what money can't buy. Get back to the real world.
Families.	Adventure playground - near RMB building. Rollercoaster, skating rink, broad number of activities that cater for me. A trip's worth of activities.
Not necessarily fit and active.	A mountain full of passionate service providers that deliver a consistent, reliable, unique experience.
Seasonal resort worker.	I love working here. There's such a great range of staff accommodation options at affordable rates right here on the mountain. I can walk everywhere and never have to use the car.
Jo Punter, 30, Melbourne resident.	The resorts offer a unique alpine experience that is fun, affordable and rewarding.
20s-30s, DINKs or mates. Outdoor enthusiasts - groups.	We escaped the city noise, pollution and traffic and had a fantastic base where we were able to enjoy the natural beauty of the regions; hikes to Timbertop through the forest, horse-riding, fishing, four-wheel driving, bike trails and tracks and tree top walk, bouldering and tight-rope cycling! Tower bungee jumping and secure cable car, great photos and great live music on the mountain at night, enjoying food and beverages!
Older visitor, past resident.	Still untouched environment. Still fish in the river.
Melbourne family bringing kids to the region for the first time, winter.	<p>Key concerns will be accommodation, ease of travel / transport etc., cost. Focus on getting out of city and into environment. Remember when the snow used to reach.... / come as low as.... It's so easy to get up the mountain for a day. There was so much accommodation for our budget. Clean mountain air. We'll have to come bac to see this in the summer.</p> <p>Utilise the infrastructure for education (campuses?) as well as recreation. A great place for hosting events - corporate, celebration..</p>
Our children.	It was a great place to grow up! Created great opportunities not available elsewhere.
Minister for the environment.	I wish I was the minister for tourism, responsible for Victoria's alpine resorts. They are such fun, happening, exciting places and so popular with the electorate - much more than penguins and puffing Billy!

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.

Improving public safety

PRIORITY DESCRIPTION

To provide a coordinated approach to safety and management of visitation.

RATIONALE/REASONING

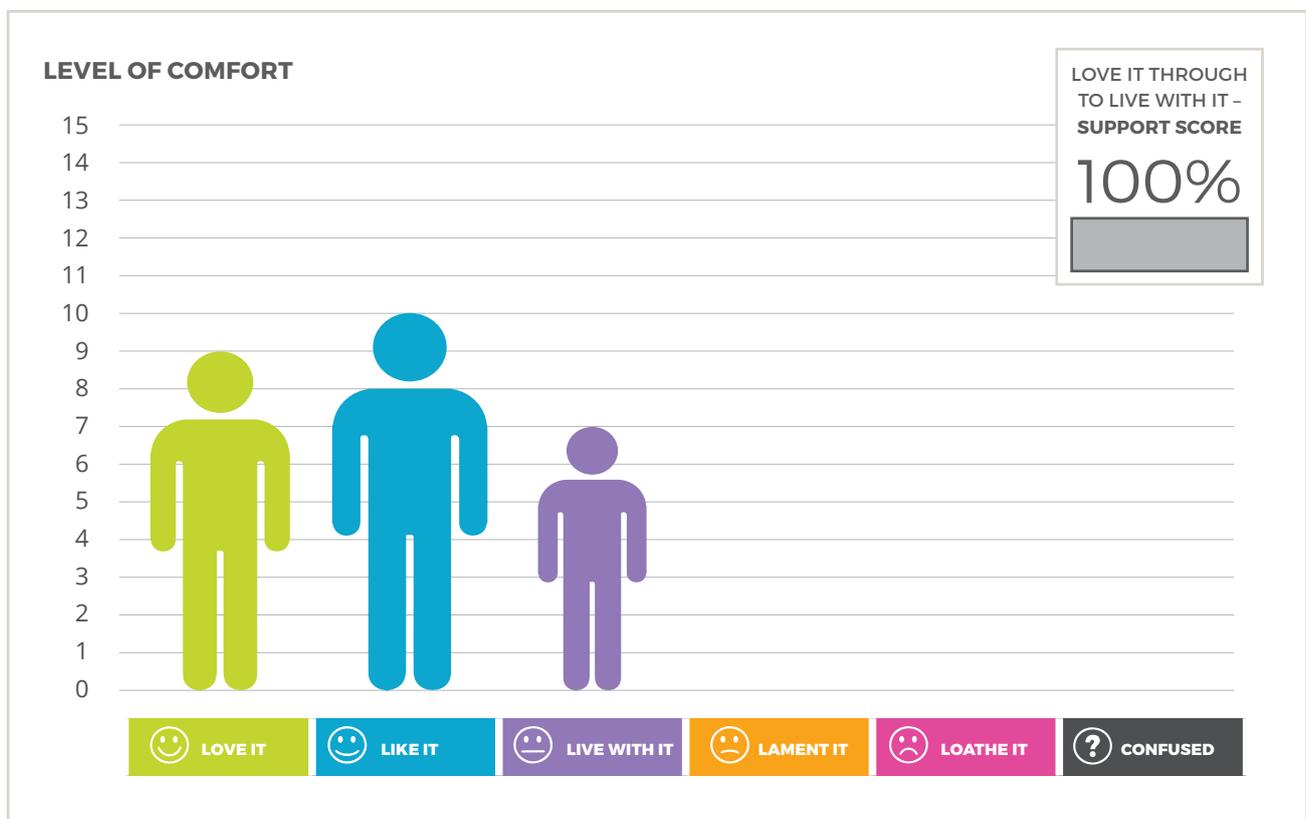
High risk environment in all seasons. Visitors are unfamiliar with the environment. Response agencies are limited.

FIVE YEAR DESIRED OUTCOME

Reduction of incidents (safety / criminal / occurrence). More effective coordination and response. Education and awareness of visitors and RMB.

WHO IS RESPONSIBLE FOR THIS PRIORITY

RMB, EMV, VicPol, local government, other support agencies, legislative requirement.



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

Very important and do-able with stronger coordination of resources.

Park and ride extended.

Upgrade of Mt Buller Road. A non-negotiable.

Diversification and evolution of the resort tourism experience

PRIORITY DESCRIPTION

Investment in major, game-changing tourism infrastructure that optimises resort visitation and yield opportunities year-round.

RATIONALE/REASONING

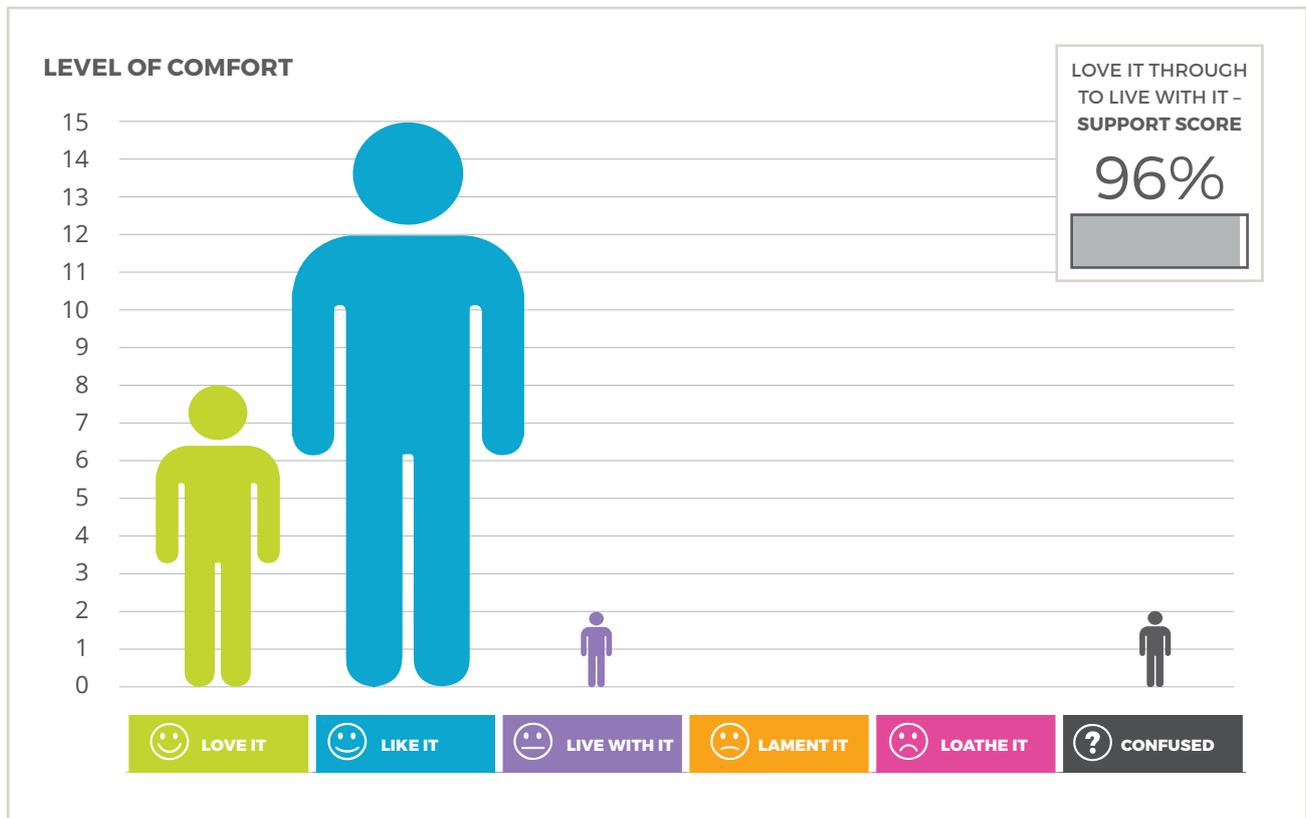
Mature product that requires high level of investment to grow and provide appealing visitor experience and harness high visitation (non-winter) regionally. Job creation and sustainability. High level of capacity even in peak winter.

FIVE YEAR DESIRED OUTCOME

Thriving year-round visitation. High level of private and public resort investment. Full utilisation of resort assets that can adapt to a changing environment. Thriving surround economy.

WHO IS RESPONSIBLE FOR THIS PRIORITY

Visit Victoria, TEVE, TNE, current / emerging investors / operators.



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

Who is responsible - needs business to also be a lead player?

Too vague, specifics required.

Need broadening - in consideration of water, climate change and environment.

Optimise the use of existing resources and infrastructure 365 days per year

PRIORITY DESCRIPTION

Maximum occupancy of accommodation spread over time. Communicate better to help set expectations.

RATIONALE/REASONING

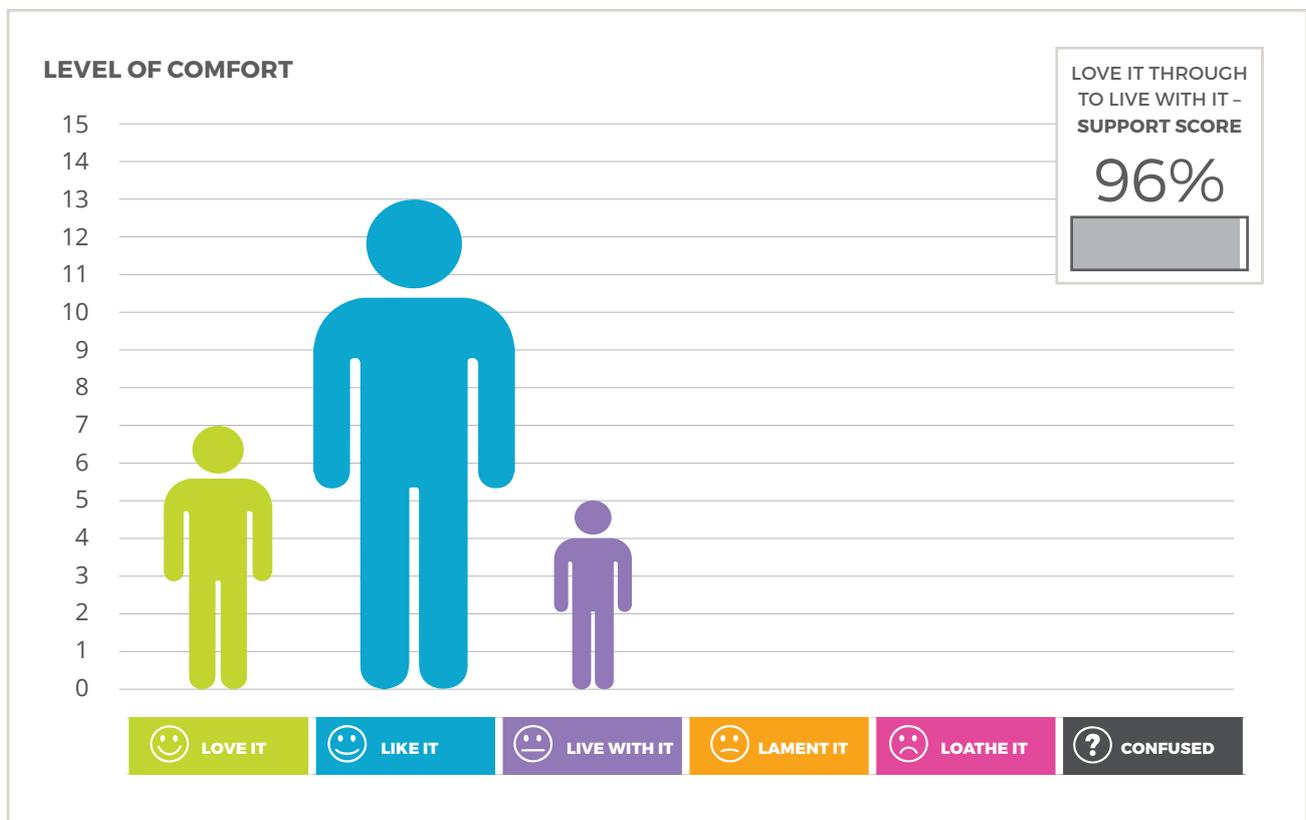
Minimise dissatisfaction by consumers and tourism operators.

FIVE YEAR DESIRED OUTCOME

Increase in occupancy rates mid-week, shoulder weekends and green season. Zero turn-always due to better management of expectations.

WHO IS RESPONSIBLE FOR THIS PRIORITY

DELWP - Management. Visit Victoria - setting expectations and marketing. Commercial operators.



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

I am unsure that the responsibility of this is complete.

Unclear on how this fits as alpine strategy is operator responsibility.

State government must play a more significant role financially to achieve this.

RMBSs etc. can't do it with current funding model.

Needs specific recommendations.

To build a sustainable year-round destination with a wider range of activities for all to enjoy

PRIORITY DESCRIPTION

Year-round use of assets / investment enables continuous employment and more sustainable business and resident community. Diverse range of activities / experiences catering for diverse visitors. Enhancing appreciation and conservation of the cultural, heritage and natural environment.

RATIONALE/REASONING

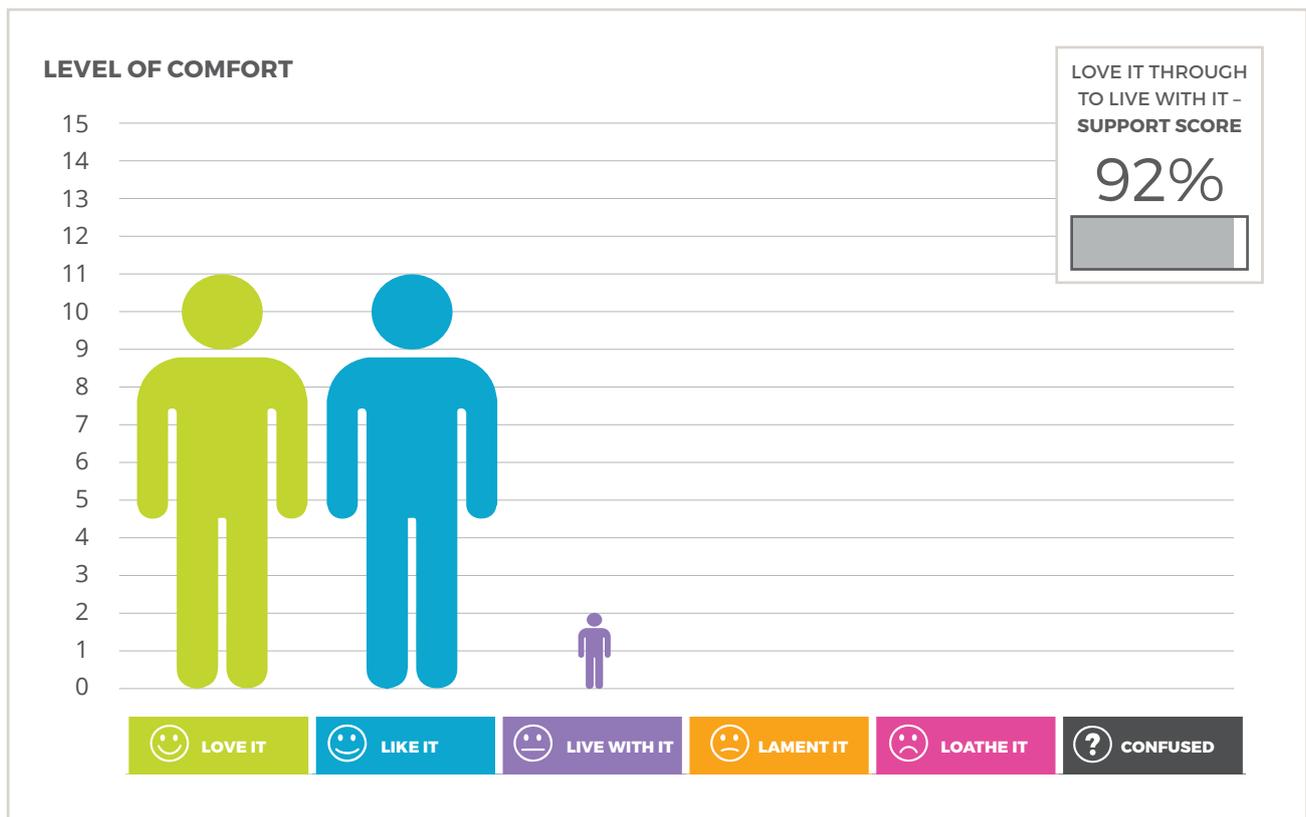
Improve, sustain business cash flow through year-round destination. Maximise return from existing and new infrastructure assets. Increase visitation in shoulder / off peak / summer to smooth out peak problems e.g. car parking, sewer etc.

FIVE YEAR DESIRED OUTCOME

Mt Buller and Mt Stirling to be seen as a year-round destination of choice, supporting a sustainable on-mountain community. Calendar of diverse events that are visibly promoted and attract repeated visitation.

WHO IS RESPONSIBLE FOR THIS PRIORITY

Local business, chamber of commerce, Shire tourism and visitor info centre, NE tourism, Tourism Victoria, RMB, DEWLP, police, CFA, SES.



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

Be sympathetic to enviro / climate change.
 Aspirational - "how to?"
 State government is ultimately responsible.

Too vague - specifics required.
 Consider interaction with parks and forests, plus bushfire risk.

Commit to green season and ensure recognition of under-utilised assets

PRIORITY DESCRIPTION

Articulate value and economic potential to government. Demonstrate the accessibility (demographics) and repeat visitor interest. Develop draw card infrastructure that is sympathetic to environment and climate. Identify and demonstrate unique experience and offerings to health / wellbeing modern world.

RATIONALE/REASONING

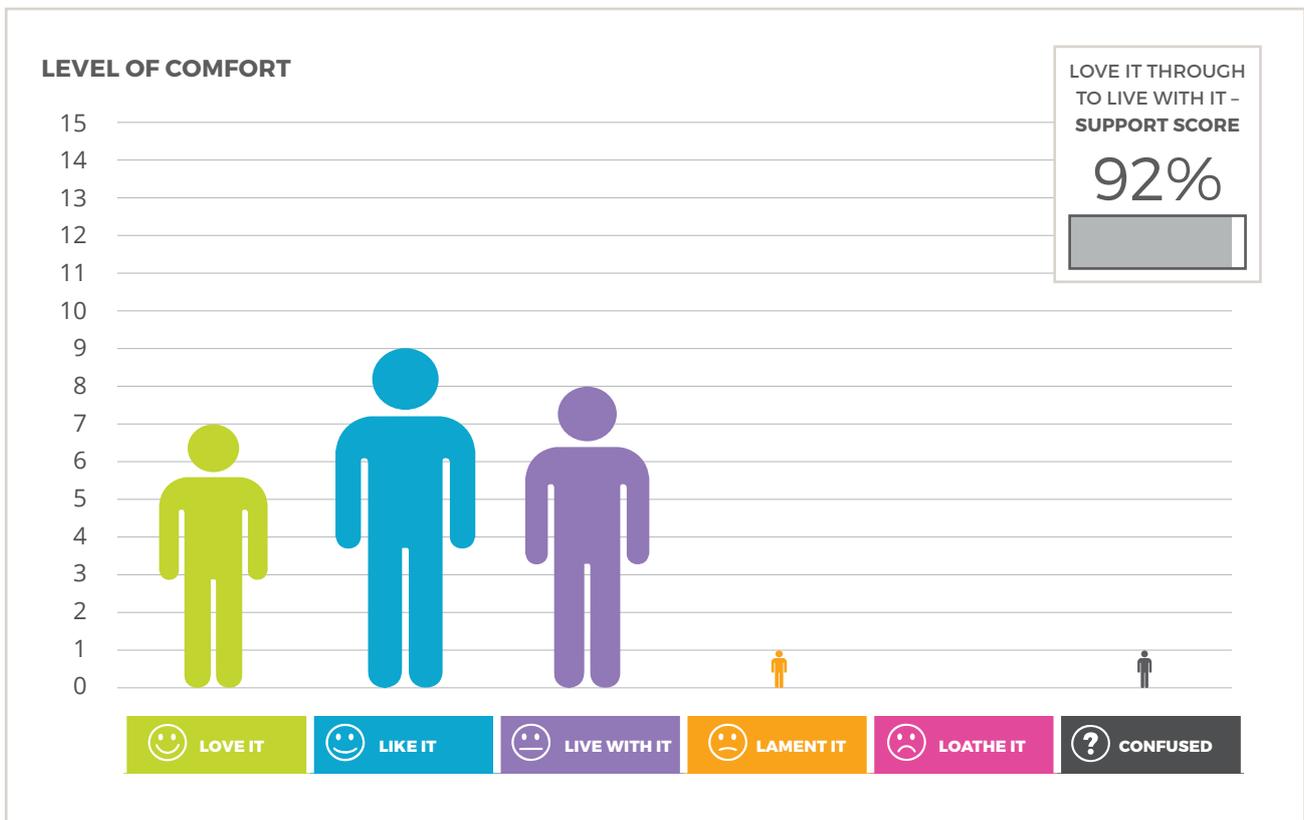
Under-utilised asset.

FIVE YEAR DESIRED OUTCOME

100-fold increase in summer visitation.

WHO IS RESPONSIBLE FOR THIS PRIORITY

Resort management board with interested parties. Government support / funding (promotion).



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

None of our alpine resorts can withstand a 100-fold increase in green season visitation.

Two-fold at most. Lacks detail.

Business needs to be listed as a "who".

RMB funding model needs revisiting to achieve this.

Commercial operators need to do strategic marketing planning and diversify offer also.

Needs funding from outside of the resorts.

Building and enhancing partnerships

PRIORITY DESCRIPTION

Build capacity through partnerships and alliances with regional providers, traditional owners and stakeholder groups. Enhance existing alliances to promote a collaborative approach to the growth and sustainability of alpine resorts.

RATIONALE/REASONING

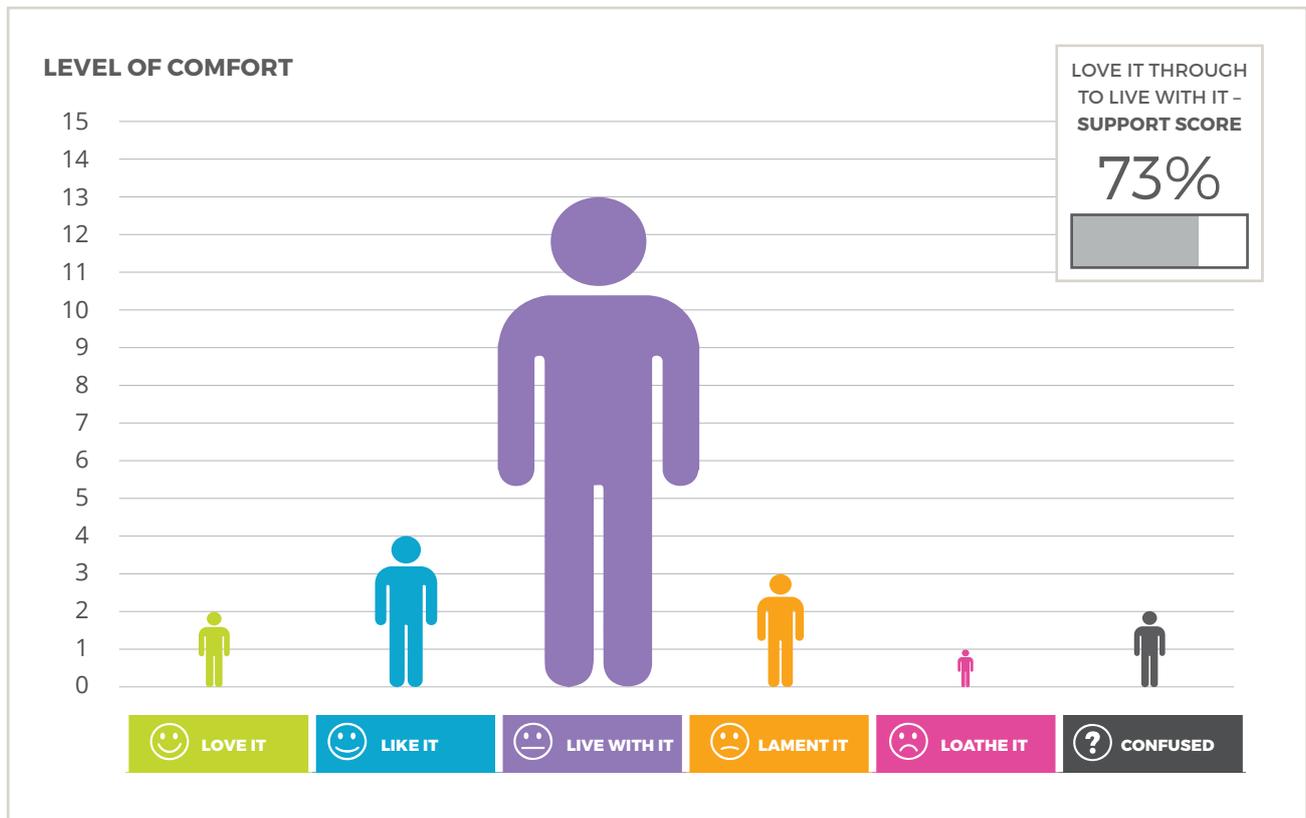
Assist with reducing risks / impacts of climate change. Resource security and management. Provide funding opportunities. Strengthening regional economies. To promote alpine heritage, traditional owner values and environmental awareness.

FIVE YEAR DESIRED OUTCOME

Identify key partners. Engage and build relationships. Development of shared vision and key milestones with partners.

WHO IS RESPONSIBLE FOR THIS PRIORITY

Ultimately ARCC. Mountain management. Partnerships / stakeholder groups.



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

A bit vague - not clear on deliverables.

Other mountains?

Business also needs to be a key player.

Too generic.

Essential for satisfying legislative requirements, with indigenous engagement.

Good to develop the cultural tourism arm being proposed by TNE to help area, drive green season tourism to area.

Harmony of skiing and non-skiing snow visitors during winter

PRIORITY DESCRIPTION

To integrate with efficiency summer and winter mountain activities whilst keeping the main revenue raising activities of winter functioning in a practical and appealing direction.

RATIONALE/REASONING

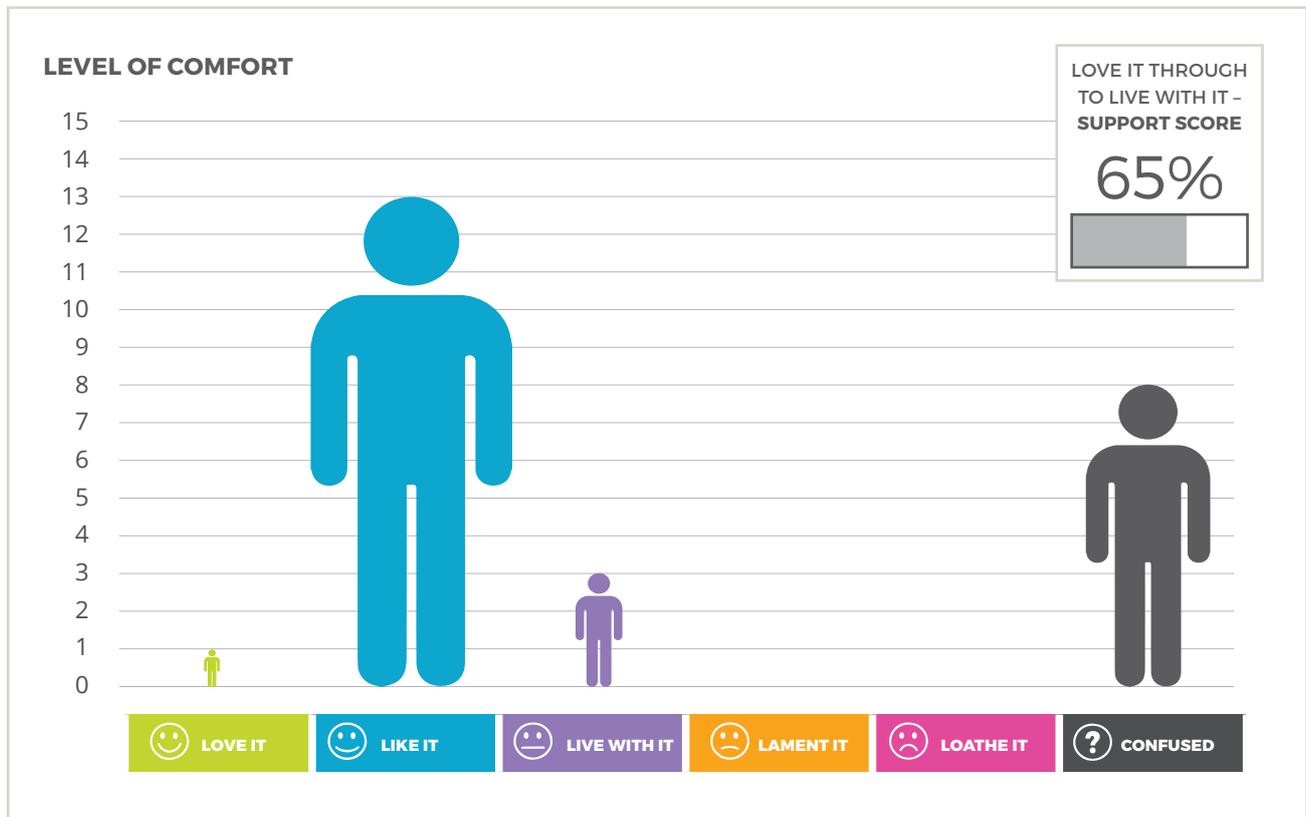
Not enough summer visitors for infrastructure currently in place. Road closures to Mount Buller last ski season due to ticket sales of cars of sightseeing that had a negative impact on skiing.

FIVE YEAR DESIRED OUTCOME

More summer activities. No winter road closures throughout a ski season.

WHO IS RESPONSIBLE FOR THIS PRIORITY

RMB, Victoria Police, Buller ski lifts, ARC, EMV. Bi-annual meetings of all involved parties.



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

Clarity around point about road closure (I didn't quite understand) - otherwise good idea.

Harmonised regulation to achieve vision

PRIORITY DESCRIPTION

Government to establish agreed vision for alpine resorts. Harmonise legislation - leadership in decision making. Develop agreed principles.

RATIONALE/REASONING

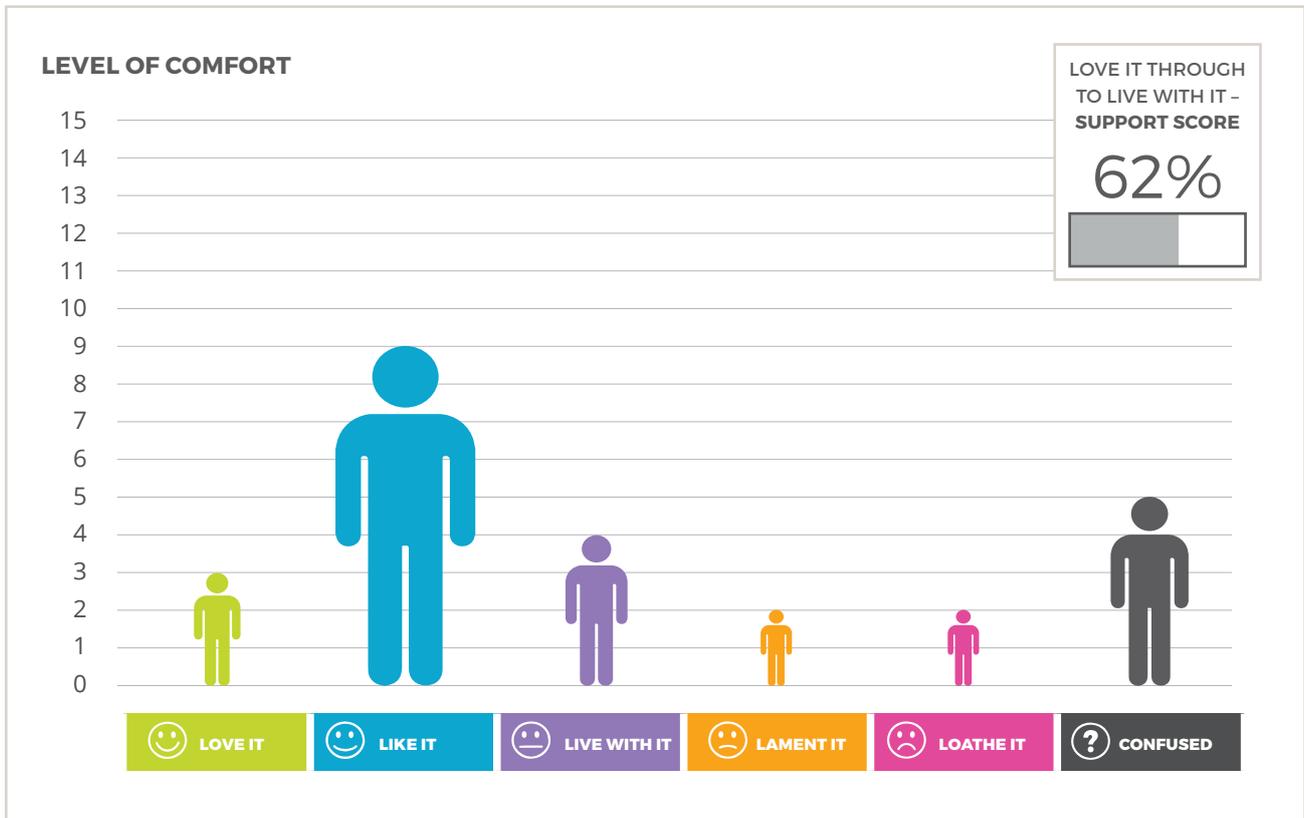
Clarity of direction. Alignment. Better coordination in government. Avoid time and resource wasting.

FIVE YEAR DESIRED OUTCOME

Really clear view for resorts, what is going to be developed and is protected. Legislation is harmonised / working effectively.

WHO IS RESPONSIBLE FOR THIS PRIORITY

State government - cabinet, Min Planning, Min EE-CC, Min Tourism.



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

Clear vision for alpine reports (short term 5 years, long term 10-40 years) essential for local business development and new infrastructure development.

This is the direction given for the development of the strategic plan.

Not delivering direction / outcome.

Not clear on specific intention or now realistic this is.

Is this really possible?

Be clear what needs to change.

Accountability

PRIORITY DESCRIPTION

Each and every alpine resort needs a stand-alone resort master plan (RMP) and a stand-alone strategic management plan (SMP). An ARMB that cannot, or will not plan should be sacked.

RATIONALE/REASONING

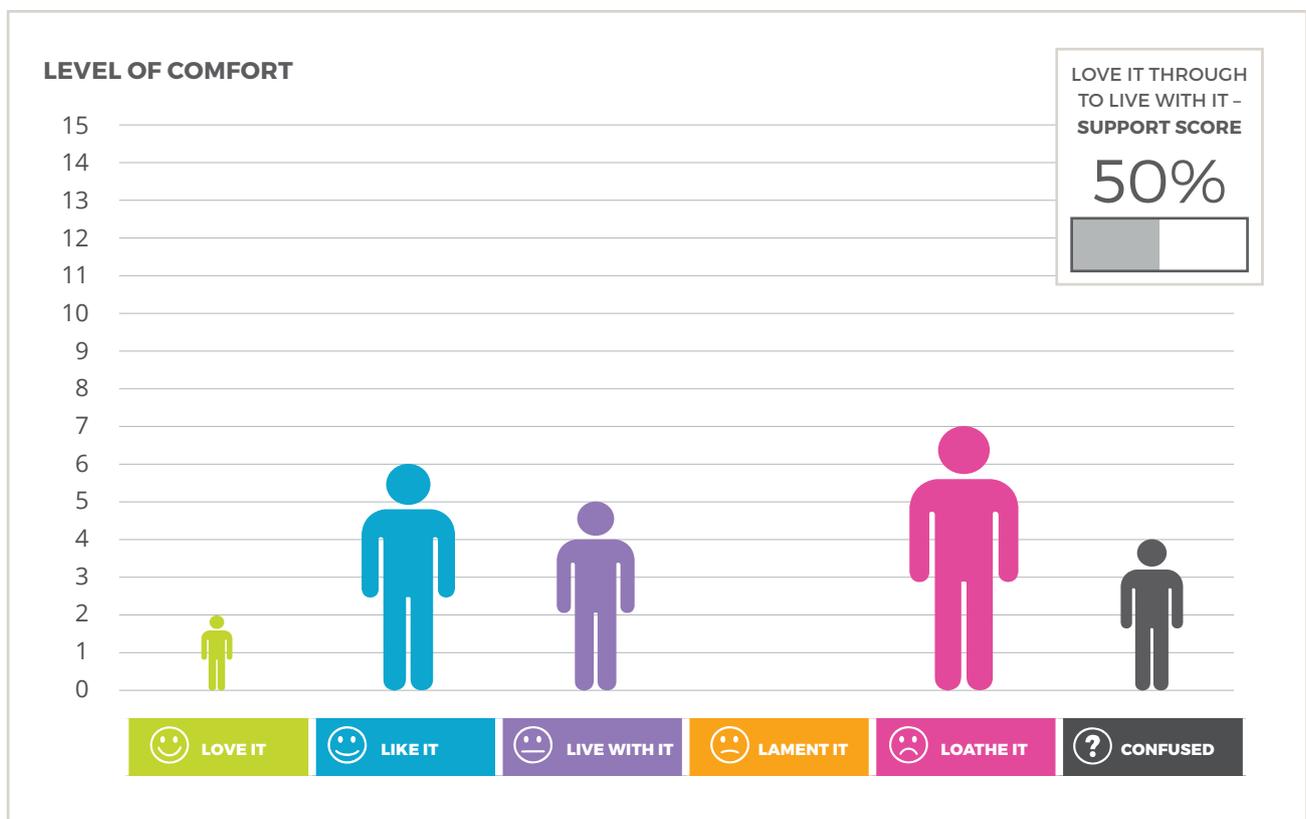
Failing to plan = planning to fail.

FIVE YEAR DESIRED OUTCOME

Each and every alpine resort has a stand-alone RMP and a stand-alone SMP by 2021.

WHO IS RESPONSIBLE FOR THIS PRIORITY

Each ARMB; under direction by the minister if necessary.



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

It's a good idea but not a strategic priority.

Too simplistic / idealistic.

Not strategic enough - no direction except for a plan SMP - good practice.

Would need to focus more on collaboration beyond boundaries to achieve more for the region.

I don't quite understand the connection directly to Min, maybe my lack of understanding?

Regulation reform

PRIORITY DESCRIPTION

Four priorities from 2012 plan and governance reform. Interactions between TOS Act and strategic planning.

RATIONALE/REASONING

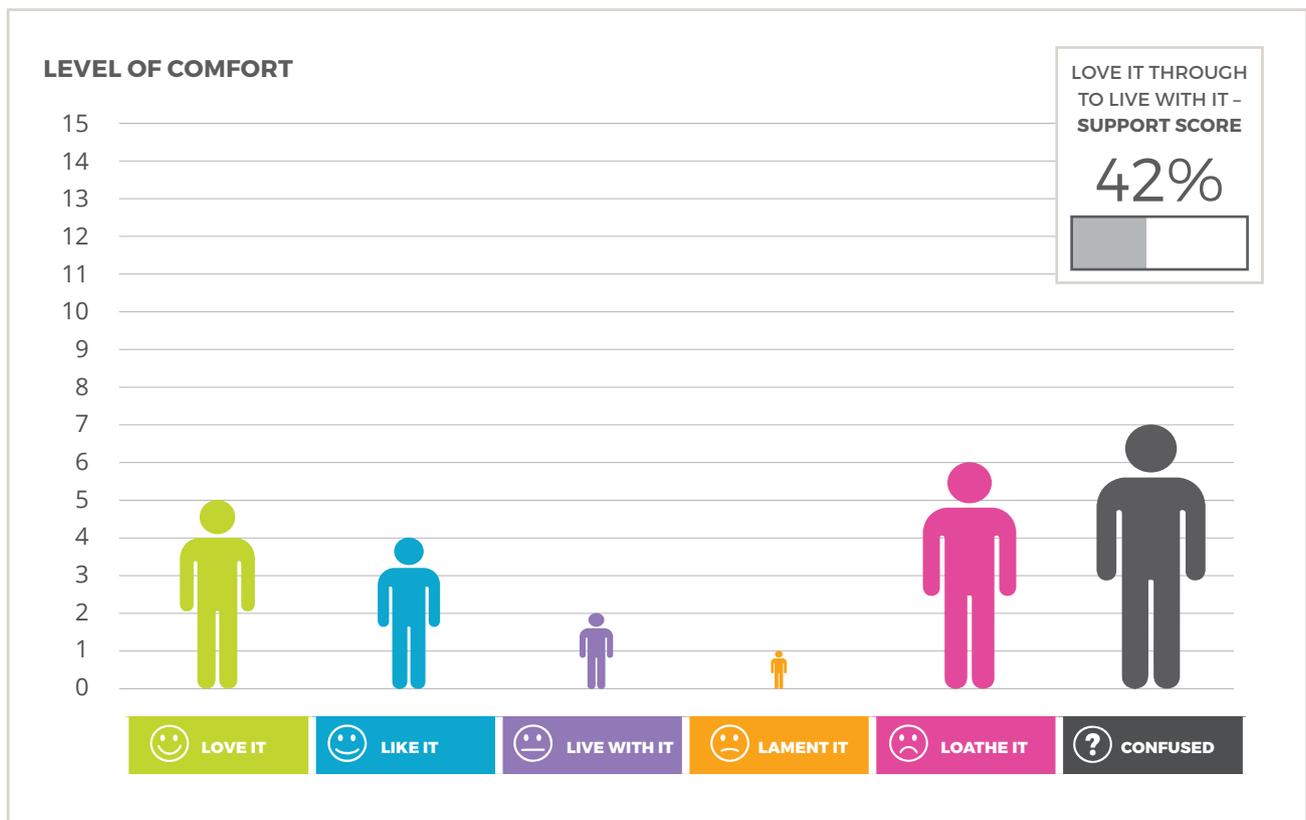
Clarity needed to underpin future investment.

FIVE YEAR DESIRED OUTCOME

Certainty about governance model so plan can be implemented.

WHO IS RESPONSIBLE FOR THIS PRIORITY

Minister and DELWP.



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

Each alpine resort needs a stand-alone RMP and stand-alone SMP.

Not clear.

Legislation is fairly new.

Wasn't really clear on specifics but agree clarity on R&R seems critical.

Focus to be on rules and responsibility clarity first and foremost.

Mount Stirling National Park

PRIORITY DESCRIPTION

Mt Stirling is a national park in all but name only. Mt Stirling should be managed by Parks Victoria to protect its natural values in perpetuity. If not, it should be managed as an alpine resort with all the planning and reporting requirements of all other alpine resorts.

RATIONALE/REASONING

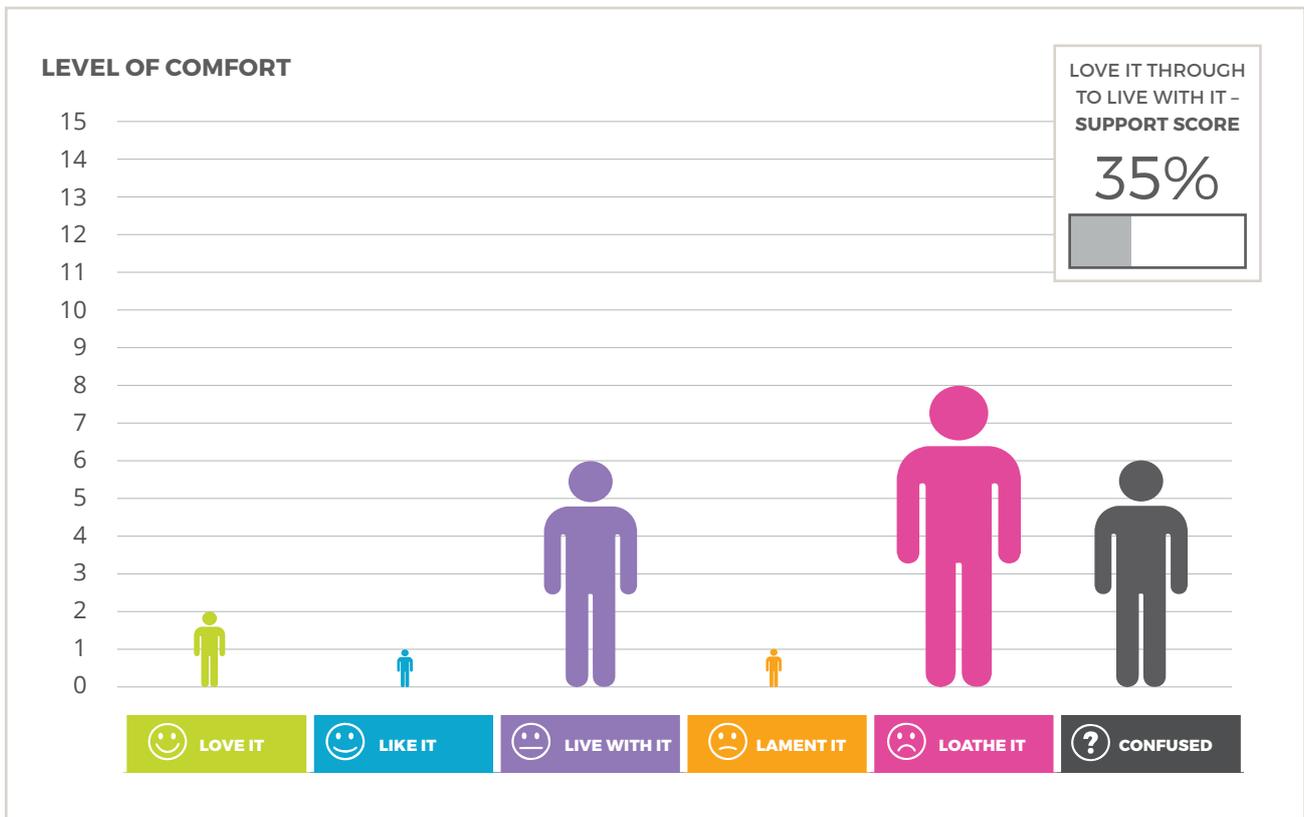
Mt Stirling does not have the economic model of an alpine resort. It has the economic model of a national park.

FIVE YEAR DESIRED OUTCOME

Mt Stirling annex to the alpine national park including all land west of the King River to Mount no. 3.

WHO IS RESPONSIBLE FOR THIS PRIORITY

Minister for environment - in charge of both alpine resorts and national parks.



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

Too specific for this alpine resort strategy.

 Could be broadened to a review of Mt Stirling management.

 Don't know enough about this to comment.

If not in alpine parks then not part of the strategy.

 I possibly don't know enough to comment.

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
	State government to investigate why places like Silverton and Tibocburra in NSW are defined as local governing bodies (eligible for food funding outsource) but the resort management boards are not.
Climate change / summer rains.	Planning for extreme water runoff as summer rain events bring rainfalls - roads cambers to quickly move water off road - drains - dams - runoff slowdown measures, trees, soaks.
Environment sustainability.	Increase use of - solar panel , wind power - recycling of water / sewage - composing of wastes - rubbish collection and sorting of rubbish into food waste for kibow compost garden composts - recycling and waste.
Environment sustainability heritage.	Catalogue existing flora and fauna - use as baseline to 1. Measure change as climate change progresses. 2. Develop strategies to protect species and diversity - work with indigenous communities catalogue - bush tucker and indigenous sites to ensure they are managed and protected as climate changes.

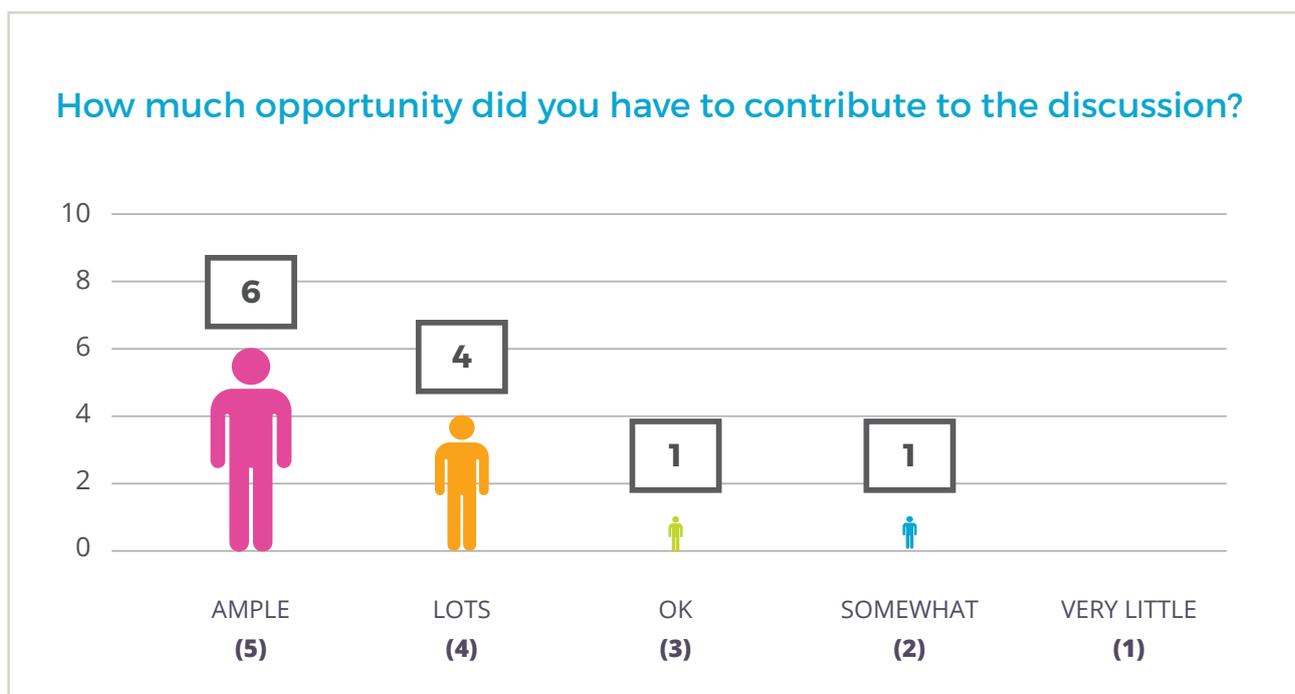
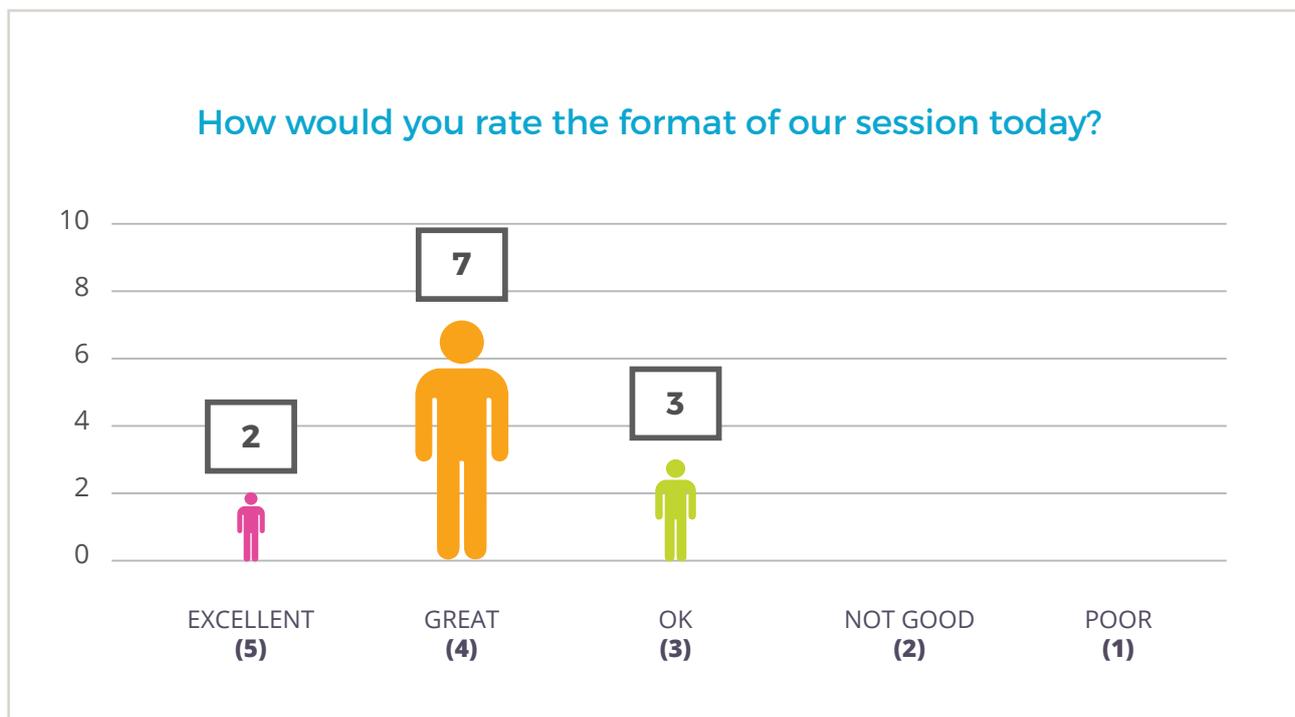


HIGH EFFORT / HIGH IMPACT	
THEME/STRATEGY NUMBER	I/MY GROUP ARE INTERESTED IN THE FOLLOWING ACTION
	Eliminating single use plastics in all Australian alpine areas. Not bringing single plastics in. Not being available to purchase. Not in use.
10	Events calendar to be coordinated by the resorts management board with - marketing group and diverse local interest groups e.g. artists, food / restaurants, health and wellbeing - having an allocated date / time for their events during green season.
10	"Use activities and events to drive green season tourism eg. Wild flower tourism & cultural heritage/indigenous tourism. Promote more widely and for longer periods. Existing events - mind/body, bike shimano, 7 peaks runs, buller group bike rides, horseriding, campgrounds, RV's use car parks in summer."
10	Year round alpine school & parks/environmental training school and/or university presence (indigenous studies, alpine ecology, environ management, ecotourism, hospitality) to help develop a viable year round community at Mt Buller & Mt Stirling.



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?

Perhaps more time?

At the end of this session each of the contributors should have been drained of ideas. My perception is that there would have been many more ideas and many details yet to come out. Perhaps contributors could write any unexpressed ideas as a supplementary submission.

Bit more direction with tasks, sometimes was not 100% sure what we were supposed to do.

Would have liked to hear results at the end i.e. what ranked and were generally supported.

The session on developing strategy was less clear - a bit disjointed from themes e.g. specific operational activities were suggested. How to better guide people to develop strategies when there is no one agreed vision?

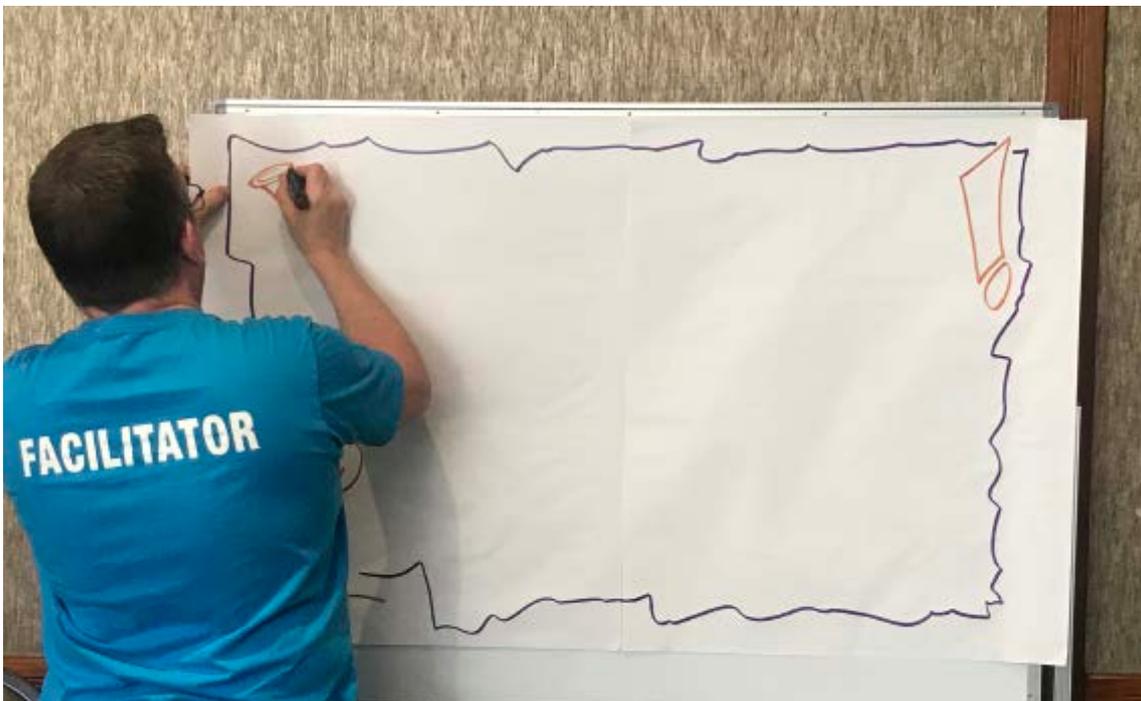
Some more guidance about types of things the start plan can progress e.g. what is best in a plan and other ways of dealing with issues.

Would like to see content / outputs.

Limitations to final session on objective setting resulting in number of very similar objectives being produced i.e. maximising utilisation in both green and white seasons.

Very well organised with given time allocated to sessions - day progressed well while maintaining to timelines.

Good flow. Much covered. Good venue - easy parking. Maybe PowerPoint rather than the vision boards so all can see what is being talked about.





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.