



ALPINE RESORTS STRATEGIC PLAN

STAKEHOLDER WORKSHOPS

Hosted by Alpine Resorts Coordinating Council

SUMMARY NOTES

Mt Beauty 12th 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
11.45am	ARRIVALS (tea and coffee) and sign in
12.00pm	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.
12.40pm	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.
1.00pm	LUNCH
1.20pm	WHAT DATA EXISTS TO HELP INFORM OUR STRATEGIC PLAN (PART 2)
	<ul style="list-style-type: none"> • Groups will discuss and share key insights from the data and their own experience
1.45pm	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
2.10pm	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.

Agree, understanding, diversity, high-level, strategic, holistic.

Climate change strategies. Strategies to increase government contribution to resorts. Recognition of issues.

Common understanding of goals. Common understanding of challenges. Direction for Falls Creek Village. Long term vision both green and white season. Local business goals and objectives? Strategies to deal with climate change.



More viable summer. More stakeholder input and consideration. Combined voice with government. Better safer access roads in region. Identify interest groups and their needs vs input.

Understanding of issues. Generate ideas and solutions. Resources. Partnership opportunities and connections / collaborations. Good lunch. Targets for improvements. Sustainability opportunities at resorts.

Sustainability, tourism recognition, seasonal balance, clear goals, shared issues, workforce / resources.

Clear understanding of everyone's needs. Stakeholders are heard. Recognise tourism. Winter to primary focus. Better networking and cooperation. Local job.

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	Victoria's Alpine region has so much to do all year round. It's attractive, inspiring and has so many different experiences including awesome ski and snow activities.
Visitor	Our family visits the alpine resorts in summer as well as winter. The facilities exist for us all to do the things we enjoy year round.
Resident	Thriving year round community.
Visitor	A safe, pristine and sustainable resort which has no impact on the environment (a positive). People impressed by our wind powered resort that is feeding excess power into the grid. An alternative access to the resort other than the main road.
State government	The alpine resorts are recognised and celebrated as a critical component of Australia's tourism landscape. The industry is flexible and sustainable that has adapted and continues to adapt to a dynamic tourism sector.
State government	Very significant to state - environmental, unique, economic. Where is the snow?
Visitor	Alpine region - something for everybody! You can choose your own adventure all year round. Easy to access! Everyone can get to it, afford it, experience it. Stress-free re-charge.
Melbourne holiday maker	A place to visit and enjoy no matter what the time of the year. Economically and environmentally sustainable - viable.
Local business	The alpine region is still a sought after, affordable and thriving destination in all seasons.
John, 48, bricklayer. 1st time visitor	I am amazed at finding such a vibrant, thriving community here. With so much to explore and discover, there is something for everyone.

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.

A new funding framework

PRIORITY DESCRIPTION

Recognition of the social and environmental contribution and the need for associated funding streams.

RATIONALE/REASONING

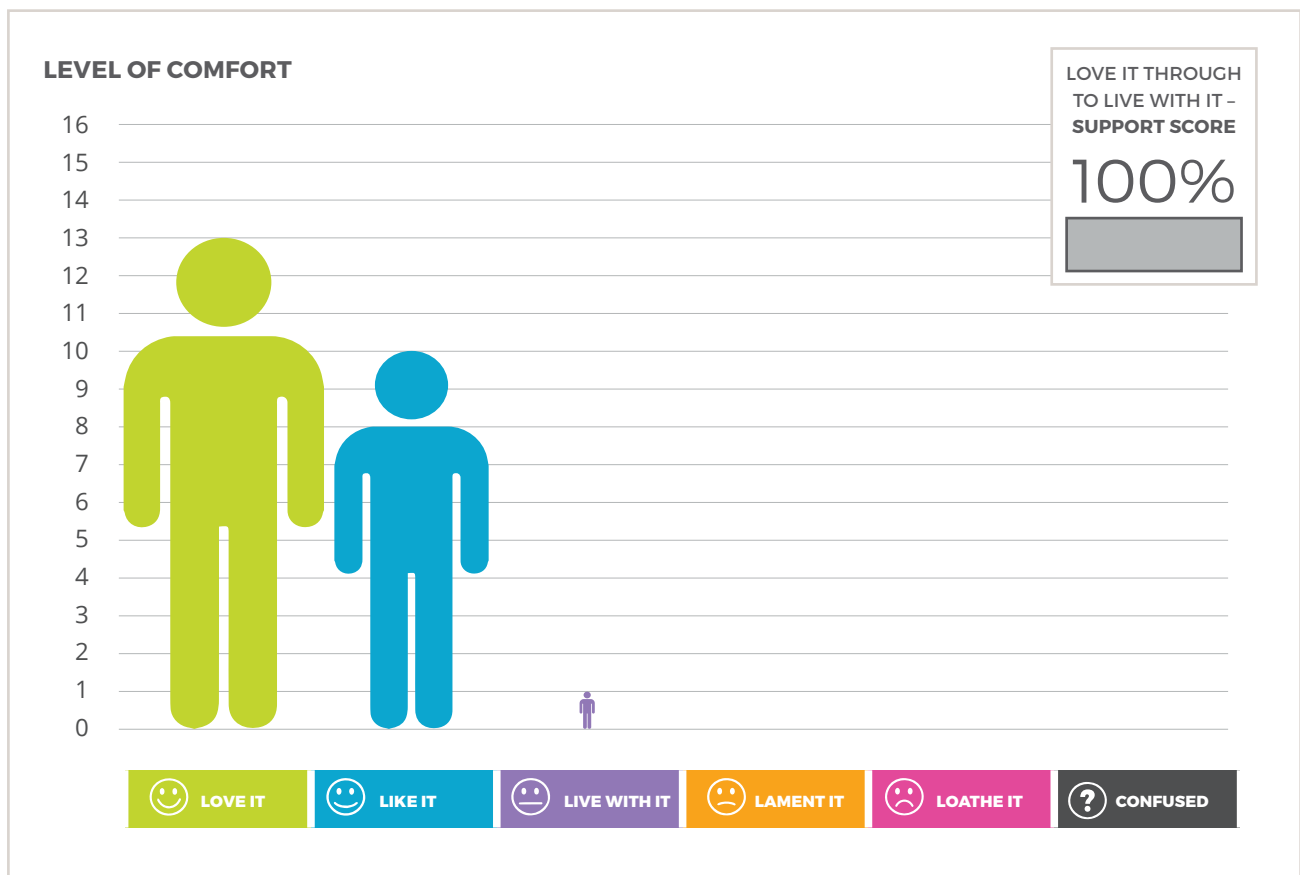
Equity for state agencies. Current model cannot generate enough funds for the investment required.

FIVE YEAR DESIRED OUTCOME

Access to recurrent state government funding.

WHO IS RESPONSIBLE FOR THIS PRIORITY

Industry advocate - within / outside parliament.



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

Current funding model seems unclear.

Yes, fix it.

Maintain and develop resort services and infrastructure to meet forecast growth areas (future needs)

PRIORITY DESCRIPTION

To attract / leverage public sector infrastructure and investment. To support existing and future private sector investment.

RATIONALE/REASONING

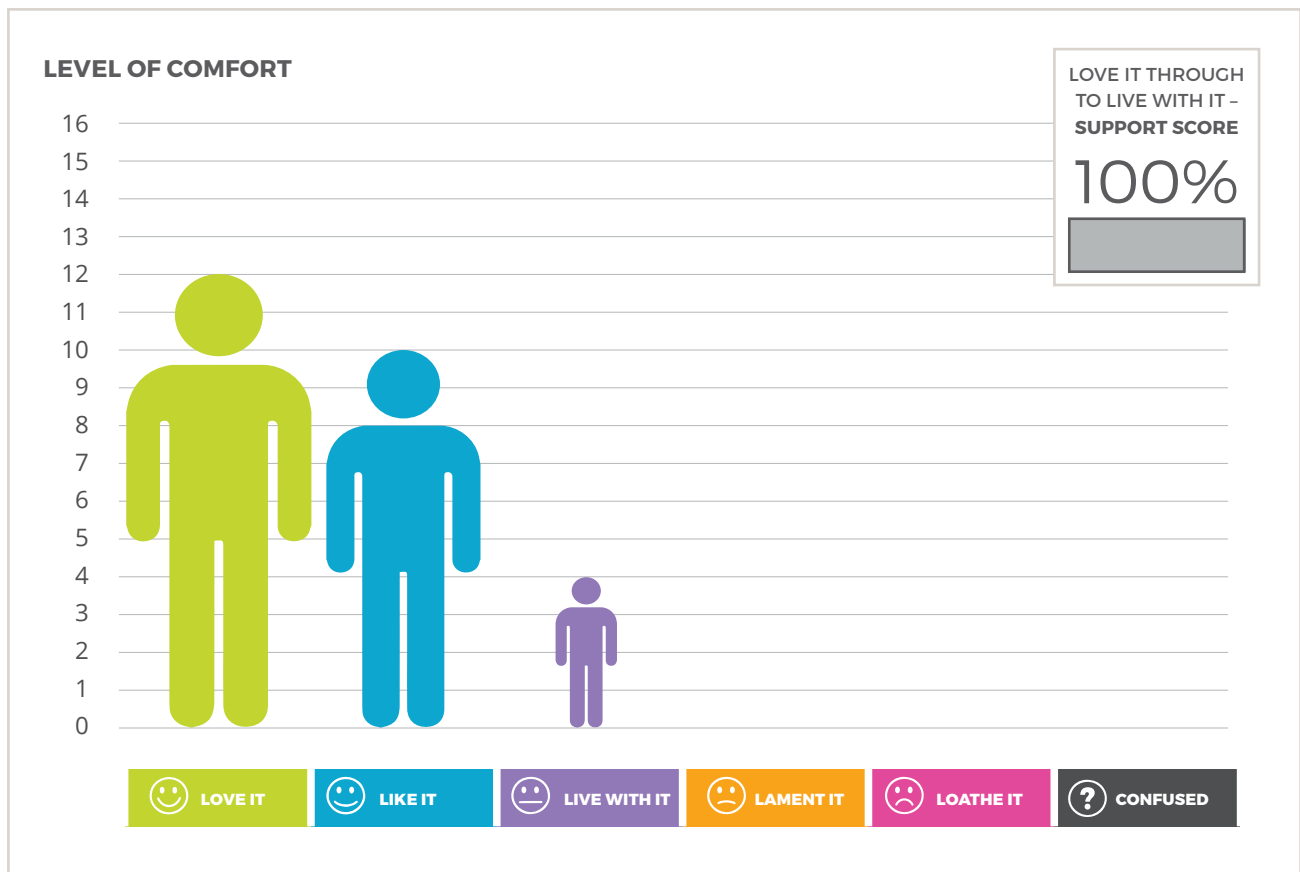
2012 strategy failure - VARDP failed to adequately support infrastructure maintenance and development. To support funding sustainability in the alpine sector. To ensure the sector thrives, not survives.

FIVE YEAR DESIRED OUTCOME

State and federal funding into resorts to support infrastructure. To grow year round tourism. To support the development of year round offerings.

WHO IS RESPONSIBLE FOR THIS PRIORITY

ARCC - CEO responsible for driving it. RMBs - CEOs collaborating. State government - provide adequate funds to resource growth within the 2019 strategy plan.



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

No data

Visitor experience

PRIORITY DESCRIPTION

Broaden the winter offering by providing a viable winter platform for operators to deliver activities in summer and winter.

RATIONALE/REASONING

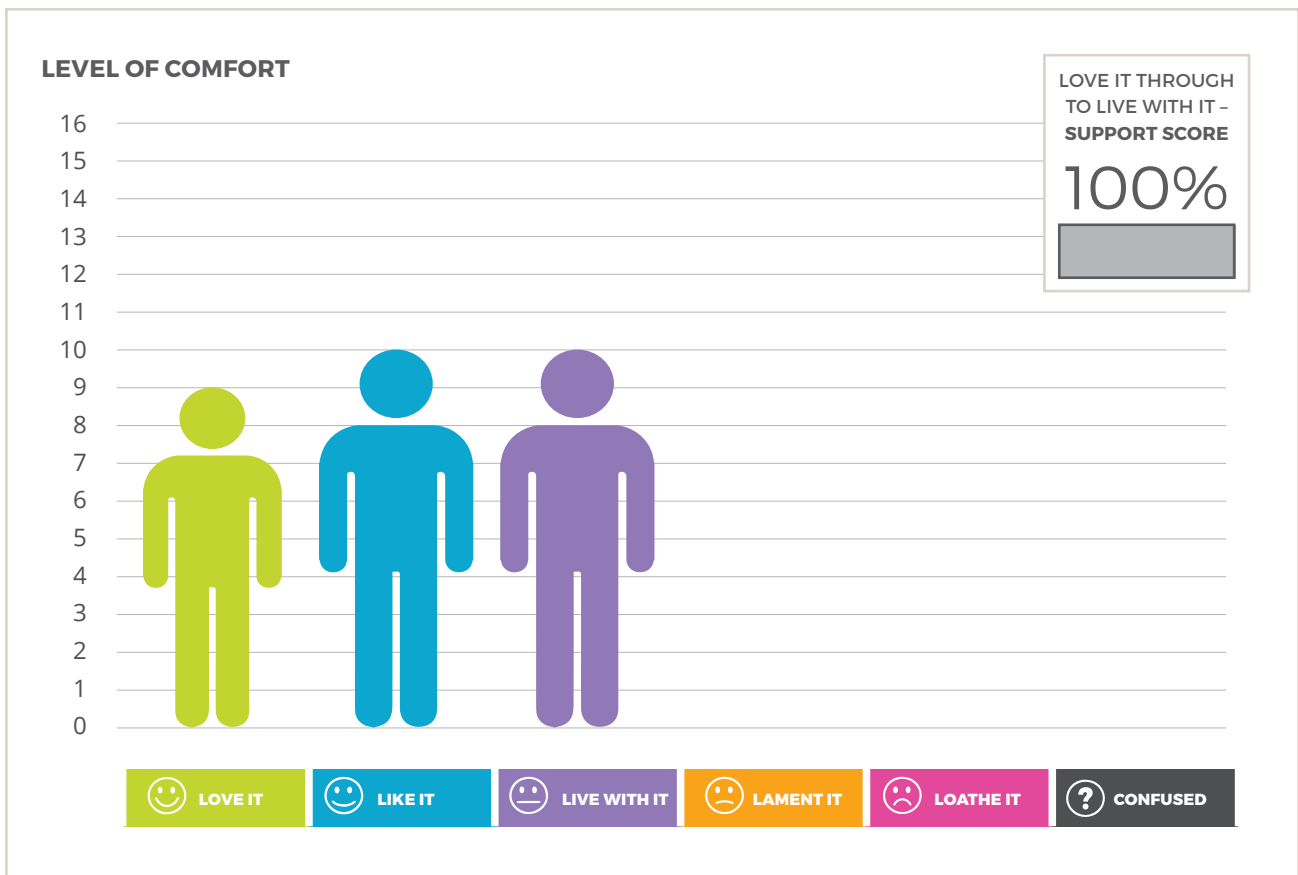
ARSP 2012. Winter is the economic engine which will lead to investment in summer opportunities.

FIVE YEAR DESIRED OUTCOME

Winter - the next level of activities. Summer - boating, zip lines, lake walk, sports facilities, community centre, arts.

WHO IS RESPONSIBLE FOR THIS PRIORITY

The government department to incentivise private investment in public / private developments.



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

Insure projects are sustainable.

 This needs to be wrapped in governance change.

 Clarity?

More specific detail.

 Needs to diversify / grow tourism product offering - there is a lot business could do i.e. - not always need to be government led / funded.

Infrastructure

PRIORITY DESCRIPTION

Investment in the infrastructure to provide the facilities that provides the opportunity for people to experience the alpine areas all year round.

RATIONALE/REASONING

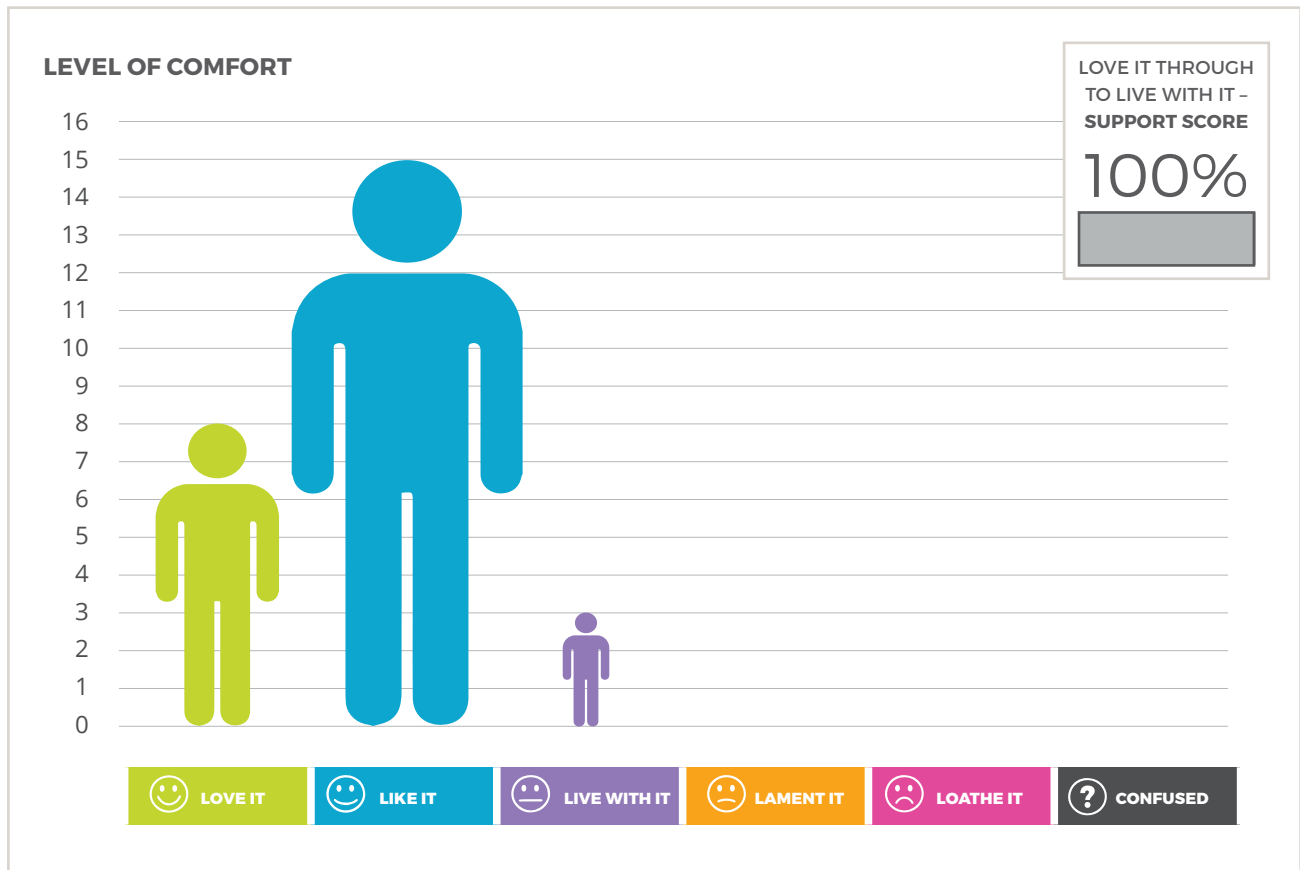
Infrastructure underpins the access and ability to provide services in a sustainable manner.

FIVE YEAR DESIRED OUTCOME

Infrastructure projects identified, fully funded and in progress.

WHO IS RESPONSIBLE FOR THIS PRIORITY

The responsible government department to facilitate the ability of the RMBs to fund infrastructure and incentivise private operators to invest and enhance the visitor experience.



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

Needs to be attached to regulatory / governance reforms.

Must be sustainable (self-funding in x years).

Supporting infrastructure development

PRIORITY DESCRIPTION

Level playing field for investment across different resorts e.g. snow making. Red tape reduction for development. Use fee and charges reduction to enable development / investment in adaptation.

RATIONALE/REASONING

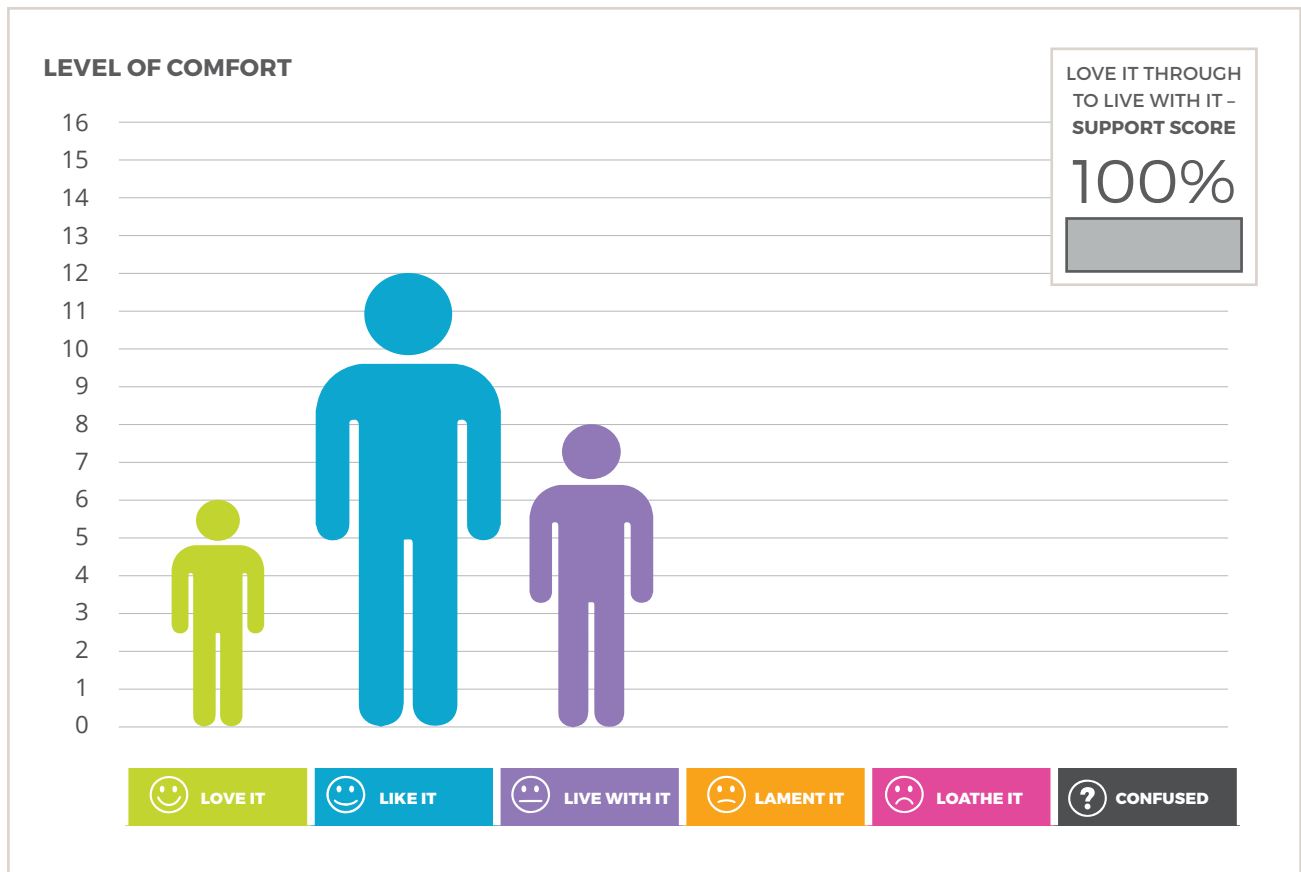
Different financial support for different resorts - not comparable for infrastructure development.

FIVE YEAR DESIRED OUTCOME

Improved / streamlined approval processes. Reduced fees and charges leading to increased investment. Drive greater year round visitation.

WHO IS RESPONSIBLE FOR THIS PRIORITY

Government - fee reduction and processes. Private - invest in adaptation (with packaged support to incentivise).



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

Explain rationale?

Needs to have associated regulatory / governance reforms.

Equitable asset depreciation processes needed.

Help people navigate system (regulatory) - clarify process.

Enhance visitor experience

PRIORITY DESCRIPTION

Driving year round visitation. Support private sector to market test new tourism offerings in the green season. Expand the diversity of experiencing. Provide access to deeper cultural engagement with alpine areas.

RATIONALE/REASONING

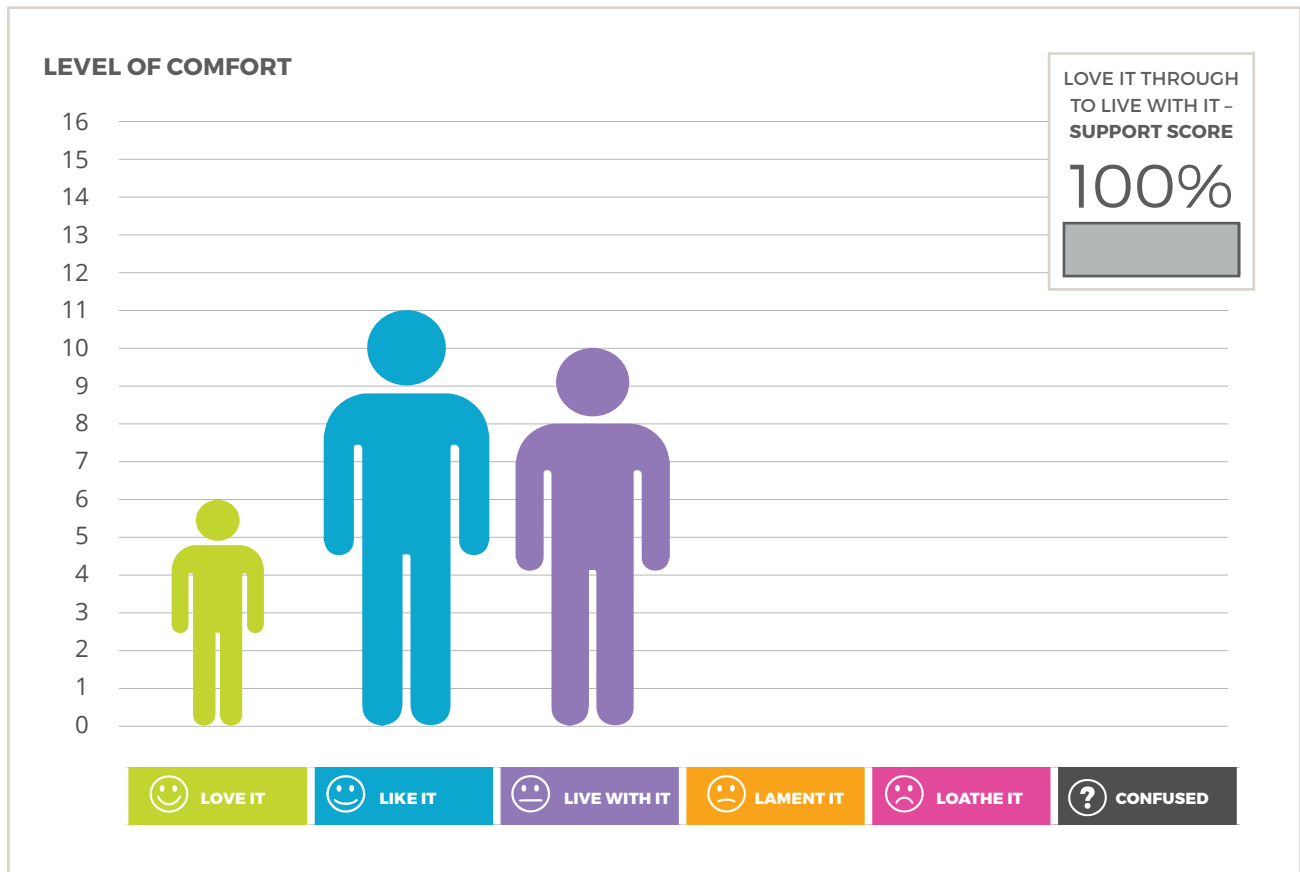
Supporting stronger regional and local collaboration. Profiling diverse cultural / history / heritage experience including indigenous. Identifying, interpreting and preserving all the above.

FIVE YEAR DESIRED OUTCOME

Greater diversity of experiences. Greater funding viability for alpine businesses.

WHO IS RESPONSIBLE FOR THIS PRIORITY

ARCC CEO. RMBs working with business community. State / federal government for funding.



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

Yes - diversify the tourism product offering and geographical footprint i.e. off mountain experiences too!

Need governance reform to achieve this outcome.

Regulatory reform - planning and development

PRIORITY DESCRIPTION

Streamline process. Allow RMBs to be more involved and issue planning and development approval. Increase development.

RATIONALE/REASONING

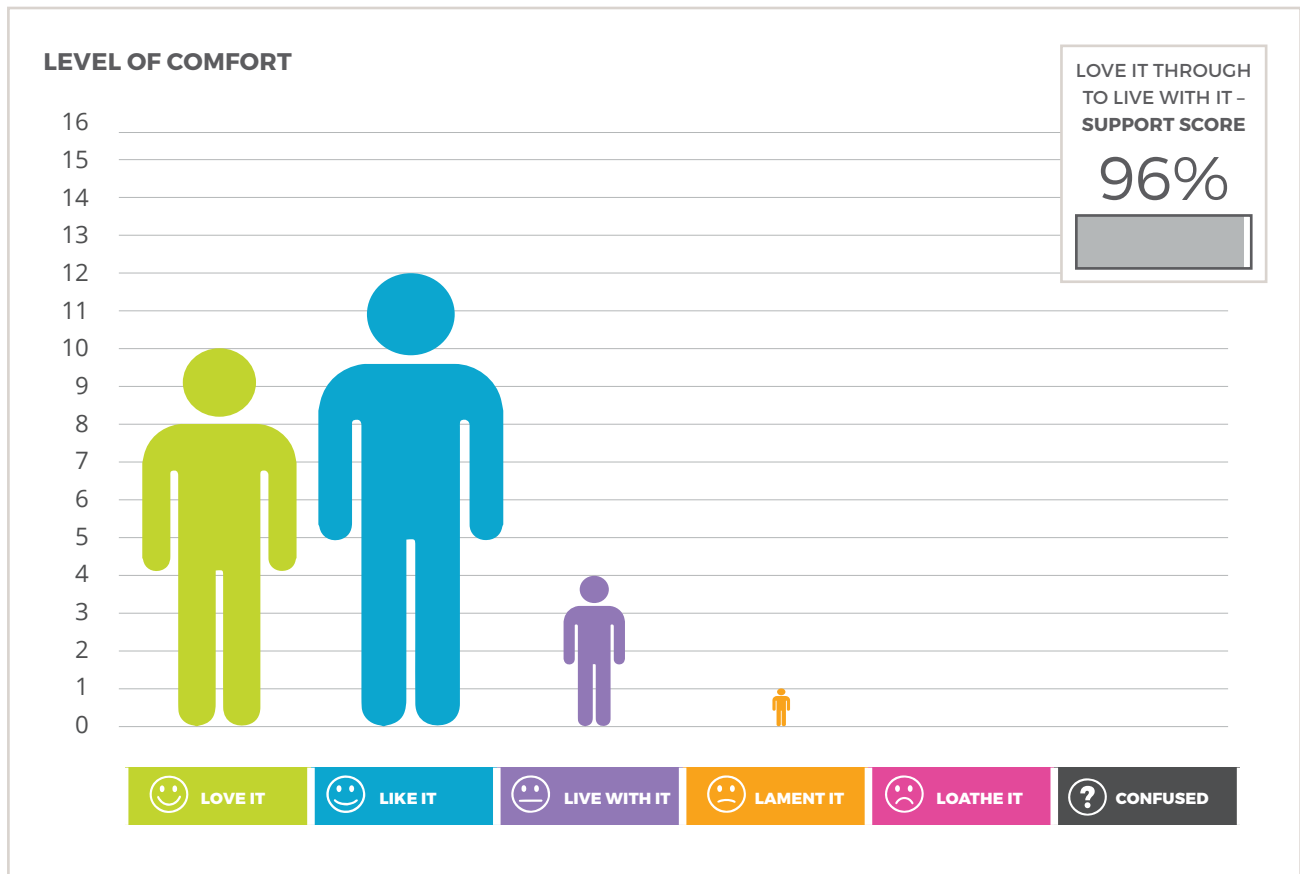
Expedite the process. Align with relevant resort master plan.

FIVE YEAR DESIRED OUTCOME

Increased investment, visitation, employment and return to location, region and state.

WHO IS RESPONSIBLE FOR THIS PRIORITY

DEWLP - recognition from DELWP is needed first acknowledging that changes internally are required to execute and support the above changes.



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

Regional based governance rather than a system based on disparate ski resorts.

Needs to be wrapped around governance change.

Requires ministerial recognition in order for DELWP to act.

Ouch! Biggest hurdle in meeting objectives.

Regulatory reform

PRIORITY DESCRIPTION

Remove obstacles and unnecessarily onerous regulatory and planning / permit requirements.

RATIONALE/REASONING

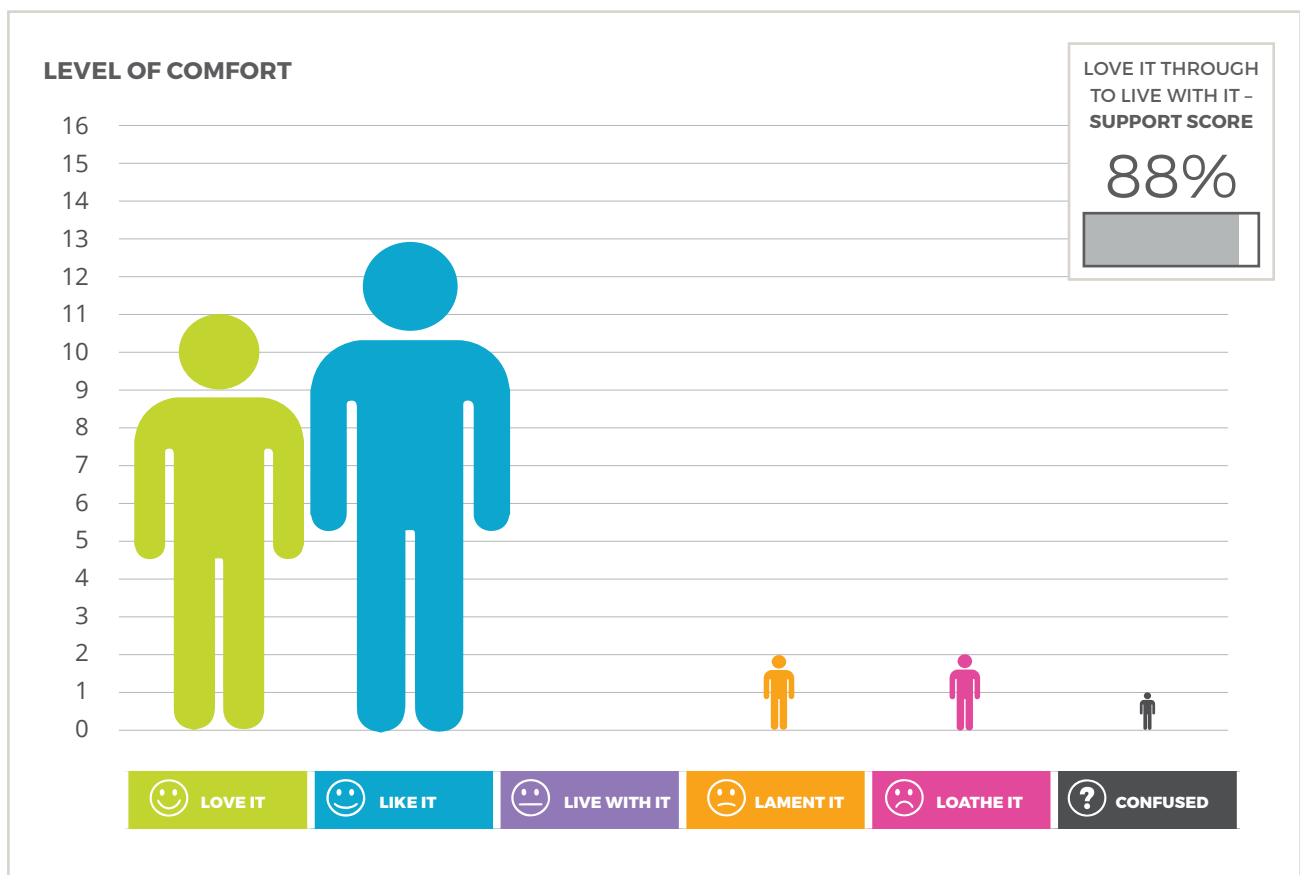
Needed improvements to support visitation and growth are delayed or cancelled due to excessive costs and red tape.

FIVE YEAR DESIRED OUTCOME

Approvals should be with local administration i.e. RMB, within overall environmental etc. framework.

WHO IS RESPONSIBLE FOR THIS PRIORITY

State government - DELWP, RMBs, local stakeholders.



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

The concept is good but it should be focused on providing an appropriate regulatory framework rather than stating the removal of obstacles.

Not remove planning permits (want to protect) but shorter turnaround times for processing.

Move RMBs into tourism.

Secure sustainability (stakeholders)

PRIORITY DESCRIPTION

Addressing long term viability of the alpine region by having flexible regulatory regime to encourage long term investment and business profitability.

RATIONALE/REASONING

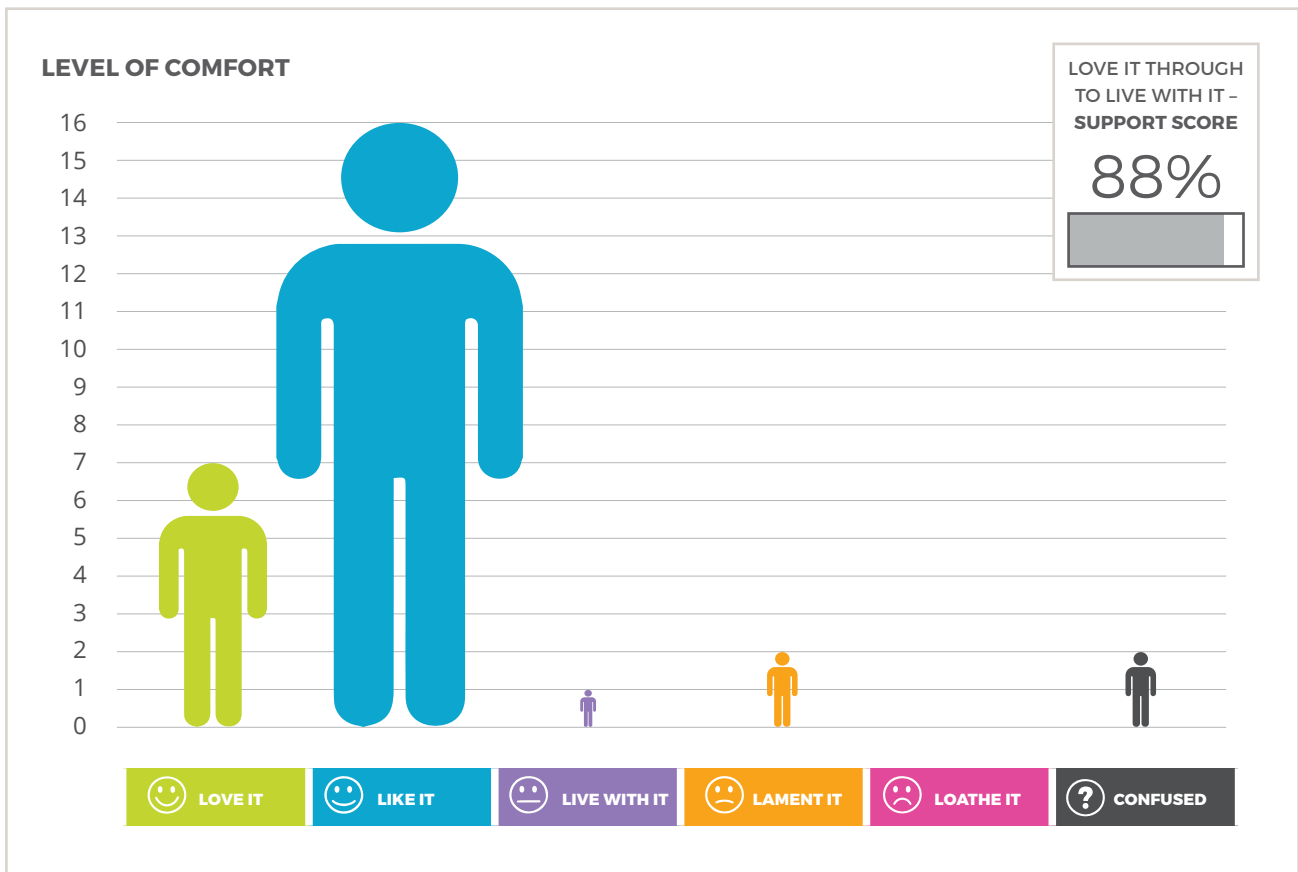
Currently there is too much short term focus. Majority government objectives. Lack of accountability. No incentive for making long term change or investment. Current business / long term owners do not have enough say or incentive.

FIVE YEAR DESIRED OUTCOME

The initial 50% of the plan is completed and the remaining 50% is underway as a long term goal. Insuring continuity of long term objectives.

WHO IS RESPONSIBLE FOR THIS PRIORITY

Government collaborating with stakeholders. Open and robust communication.



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

Change governance to make this at a higher level.

Needs more clarity.

Collaboration is now occurring - commitment from all

stakeholders and businesses too - it can't always be just government led.

How do you encourage long term planning from short term government?

Open and accessible all-hours

PRIORITY DESCRIPTION

Utilise current potential assets to maximise economic growth 12 months of the year.

RATIONALE/REASONING

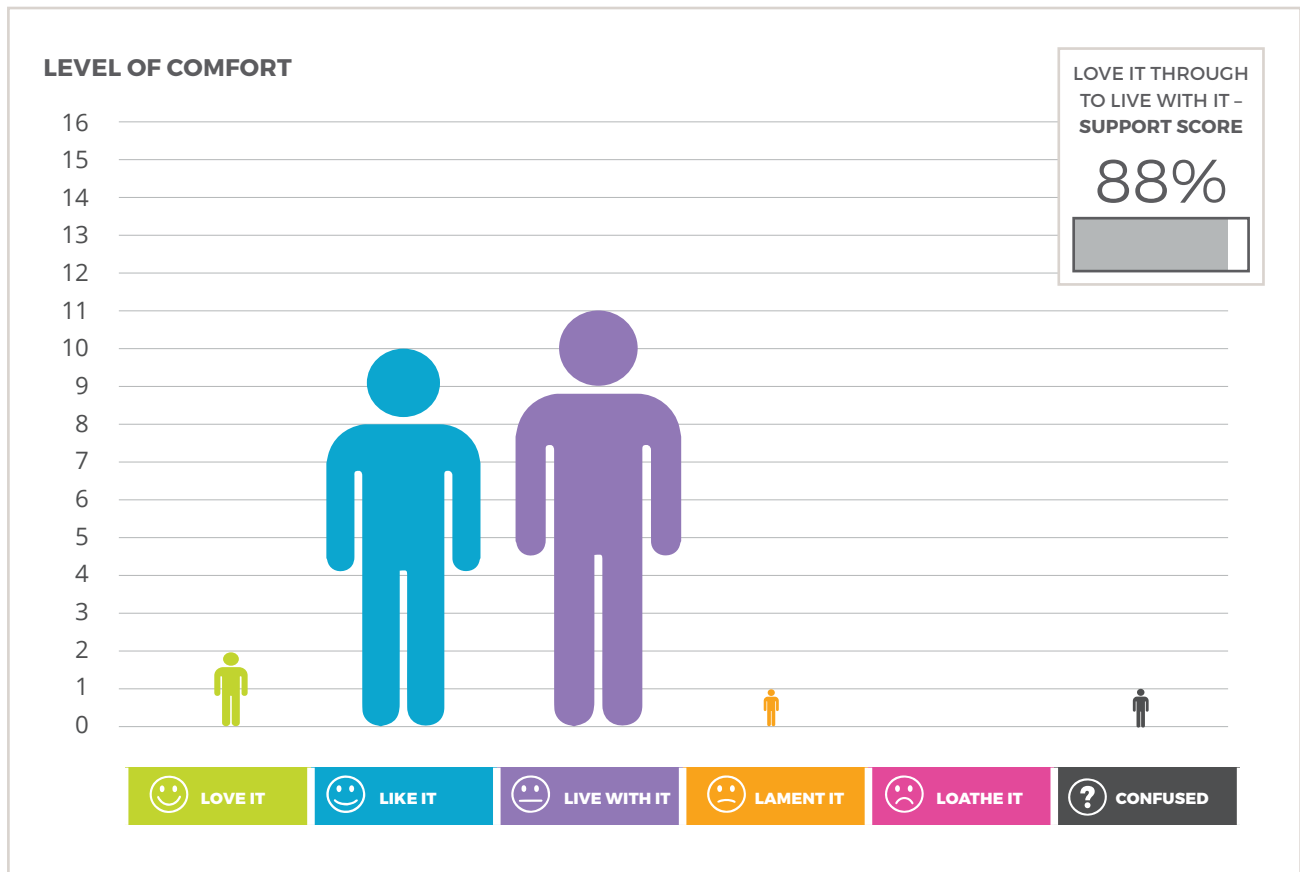
Vibrant community and business sustainability. Adapting to changing environment - opportunities of change. Repositioning winter product in alpine region.

FIVE YEAR DESIRED OUTCOME

Investment in product and experiences to be market-ready. Market new hero products. Demand is there for wider range of businesses to be open throughout the seasons.

WHO IS RESPONSIBLE FOR THIS PRIORITY

Government and private sector to invest. RMBs, ARCC, tourism boards and support from Visit Victoria to collaborate on marketing. Businesses develop and promote their product (aligned to marketing campaigns).



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

Concepts are good - needs more clarity - is it about supporting innovation?

Allowing for failure of new ideas?

This is more of an outcome.

Mechanisms must exist for stakeholders to be viable if operating all year.

This is more of a vision statement than a SP.

Increased offering for visitors and community

PRIORITY DESCRIPTION

To move governance of ARB's from DELWP to Tourism as it is better aligned with the nature of the resorts. To recognise ARB's as local government when it comes to access to services and funding.

RATIONALE/REASONING

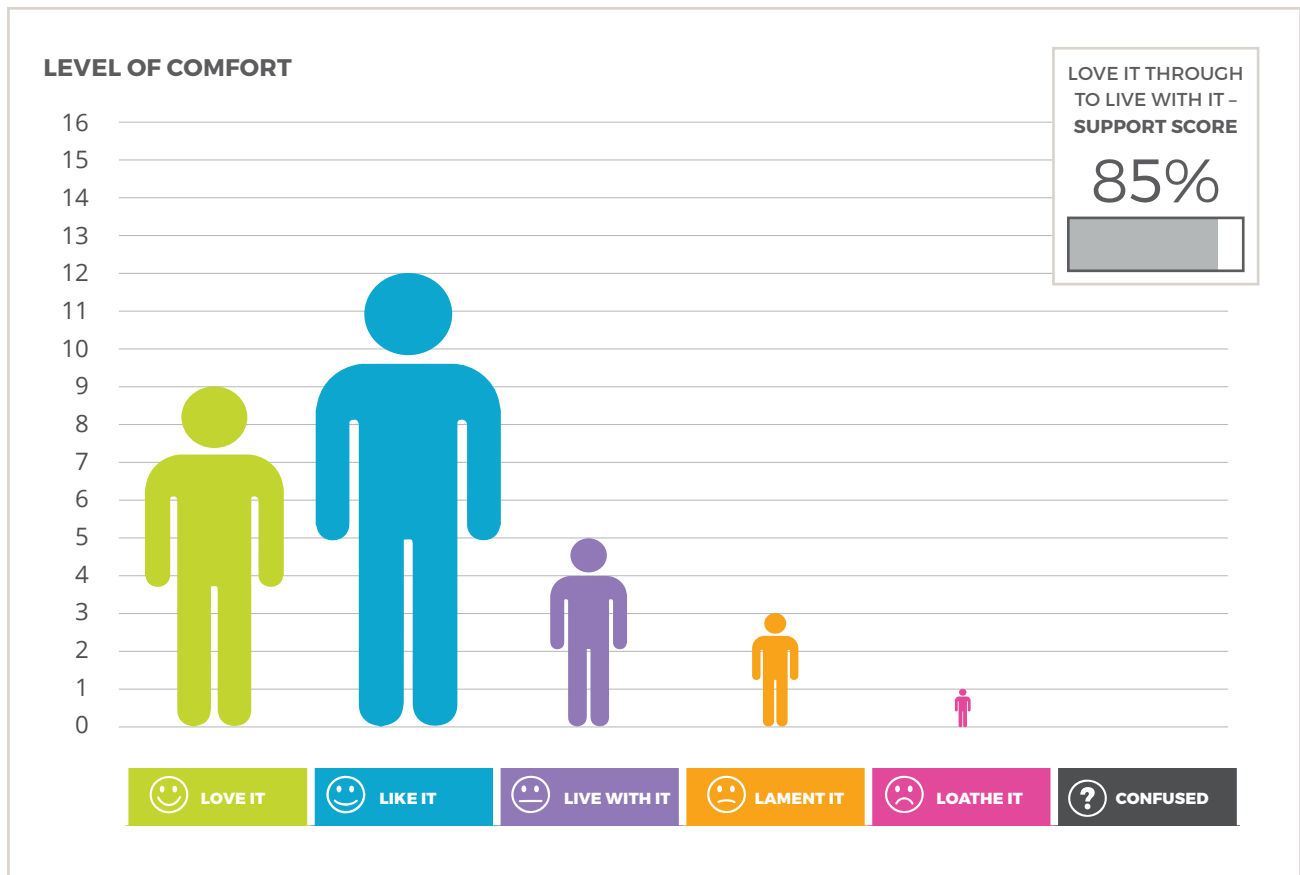
To gain support for growth and development / investment with less red tape hindrance at the initial concept stages.

FIVE YEAR DESIRED OUTCOME

Investment into resort's economic growth. Innovative solutions to goods and services offerings. Easier growth and greater support and access to funding and grants.

WHO IS RESPONSIBLE FOR THIS PRIORITY

State parliament needs to move who governs ARB's from DELWP to Tourism.



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

Include state government taking greater responsibility for assisting the sector to access federal funding.

ARB's need to work with local region - not necessarily with each other.

RMBs need to have more powers - similar to local government.

The strategy doesn't match the description.

The description is good.

Improved partnerships

PRIORITY DESCRIPTION

To enable stakeholders to have more influence and input into decisions that impact the community, business and development of the resort.

RATIONALE/REASONING

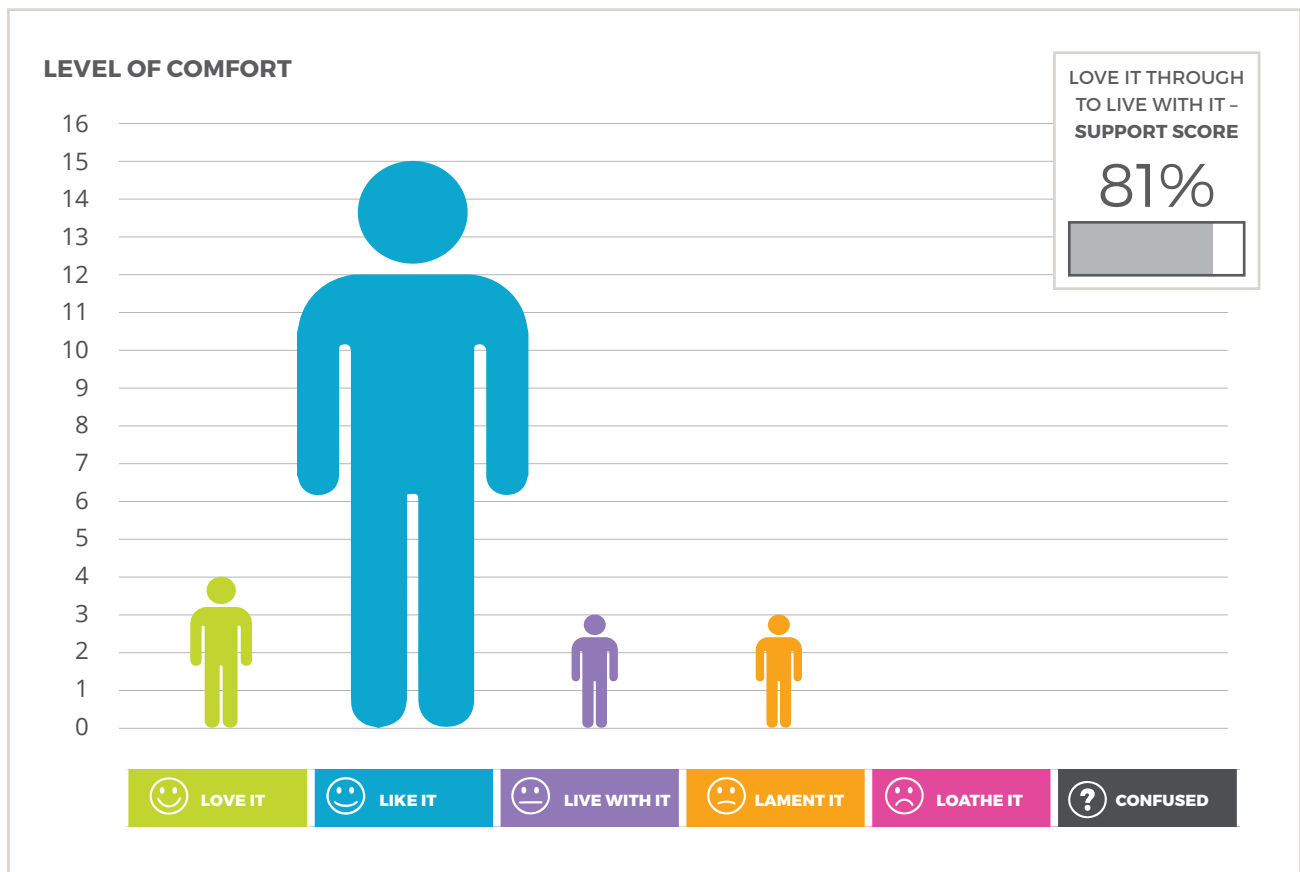
Better informed decisions. Empowerment for these impacted as they have contributed to the decisions.

FIVE YEAR DESIRED OUTCOME

More cohesive and united stakeholders, businesses and residents. More resilient community who problem solve together with ARBs.

WHO IS RESPONSIBLE FOR THIS PRIORITY

All stakeholders, community, business, investors, chamber lift operators, ARBs, residents and neighbouring councils and agencies.



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

I would like this more specific.

Partnerships have continually improved over the past 2 decades.

What needs improving?

Need to identify a person / role to drive the opportunity.

I like it, but it is really talking about a different model that needs to be worked through.

Important - needs someone to drive it and take accountability for it.

Enhancing the visitor experience

PRIORITY DESCRIPTION

Infrastructure and services in place to support a year round positive experience that is unique to each resort. Match infrastructure to unique marketing approach e.g. Falls Creek Family Mountain - needs summer and winter.

RATIONALE/REASONING

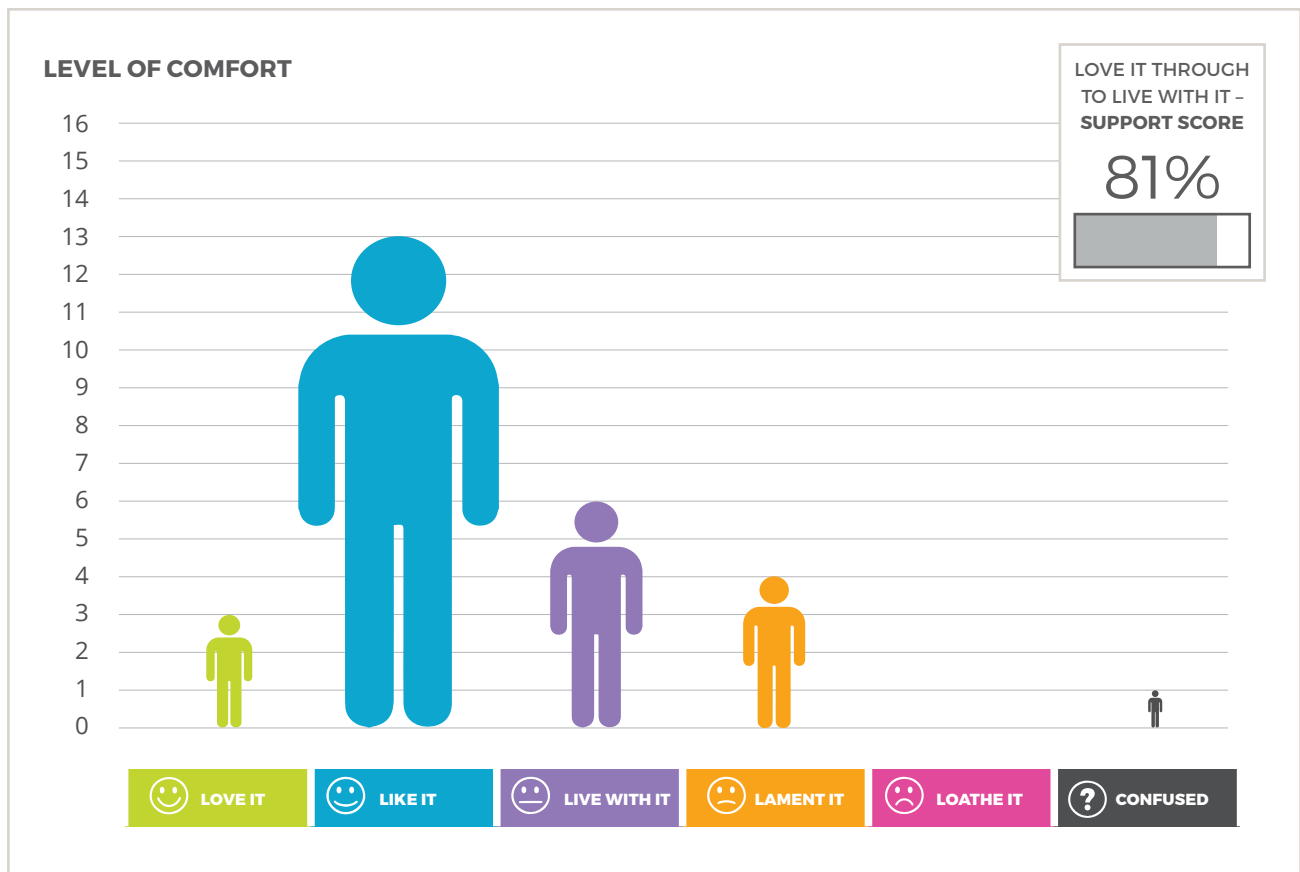
Need summer infrastructure and services to support visitation e.g. zip lines, playgrounds, camping areas, family food, theatre, adventure playground etc. Falls - Day centre, kayak hire.

FIVE YEAR DESIRED OUTCOME

Facilities developed that support summer use and maximise each resort's unique assets. Safe walking areas in winter.

WHO IS RESPONSIBLE FOR THIS PRIORITY

Public / private partnerships.



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

Ensure quality long term investment in new infrastructure, as well as profitability and sustainability of the projects.

Needs legislative reform to be applicable.

This is more of an outcome that would be the result of achieving other reforms.

Build something people want and they will come.

A lot of the diversification could also be businesses introducing new products / services - could start small and make a big impact.

Governance reform

PRIORITY DESCRIPTION

To make the structural and regulatory changes to enable adaptation to future opportunities. The right structure will create the right environment for public and private investment.

RATIONALE/REASONING

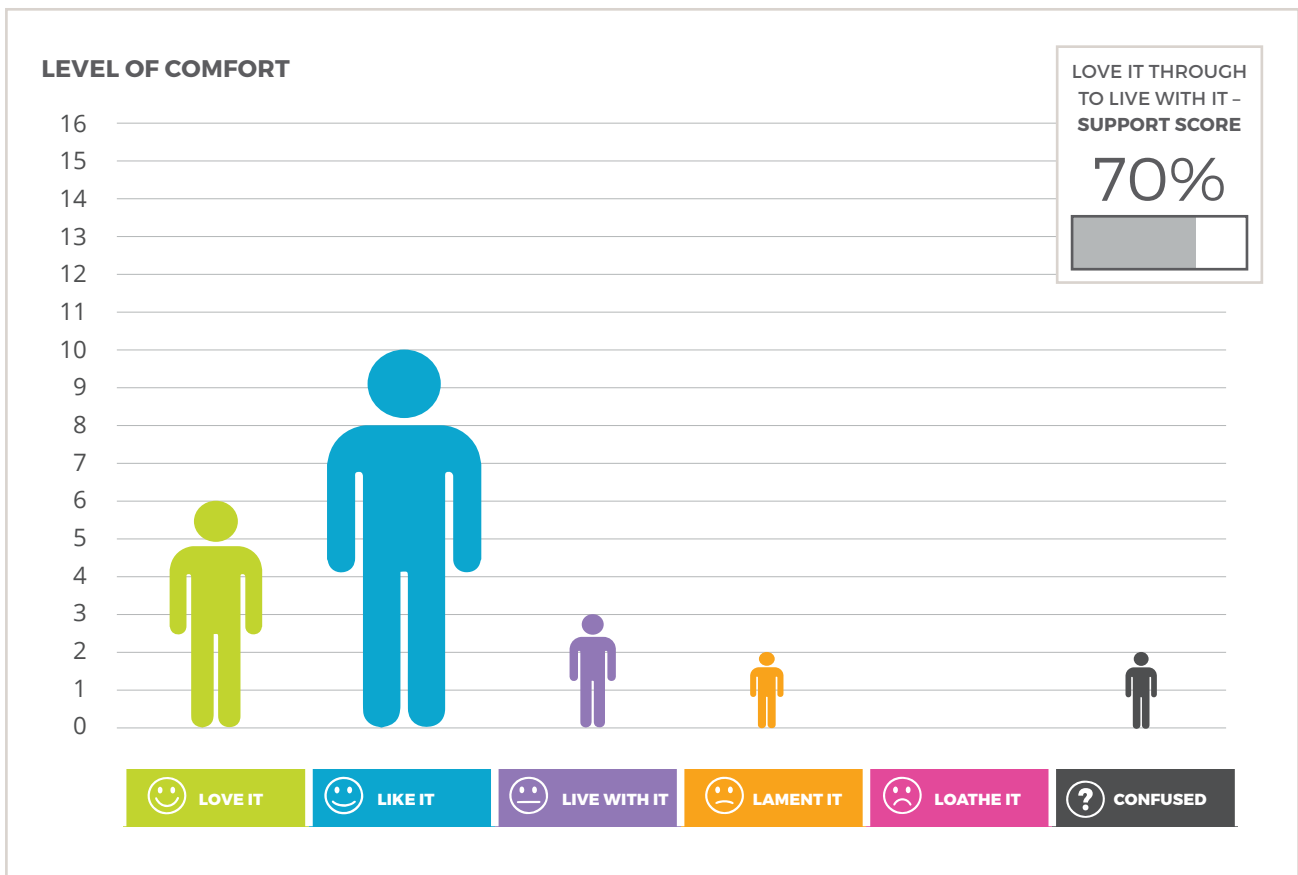
The right structure will create the right environment for public and private investment.

FIVE YEAR DESIRED OUTCOME

A different governance model.

WHO IS RESPONSIBLE FOR THIS PRIORITY

A strong and vocal industry advocate.



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

Possible more specifics - how / who - like the general direction.

Needs more detail about how this will happen.

Broadening access opportunities

PRIORITY DESCRIPTION

All visitors to make an appropriate economic contribution to the alpine resort.

RATIONALE/REASONING

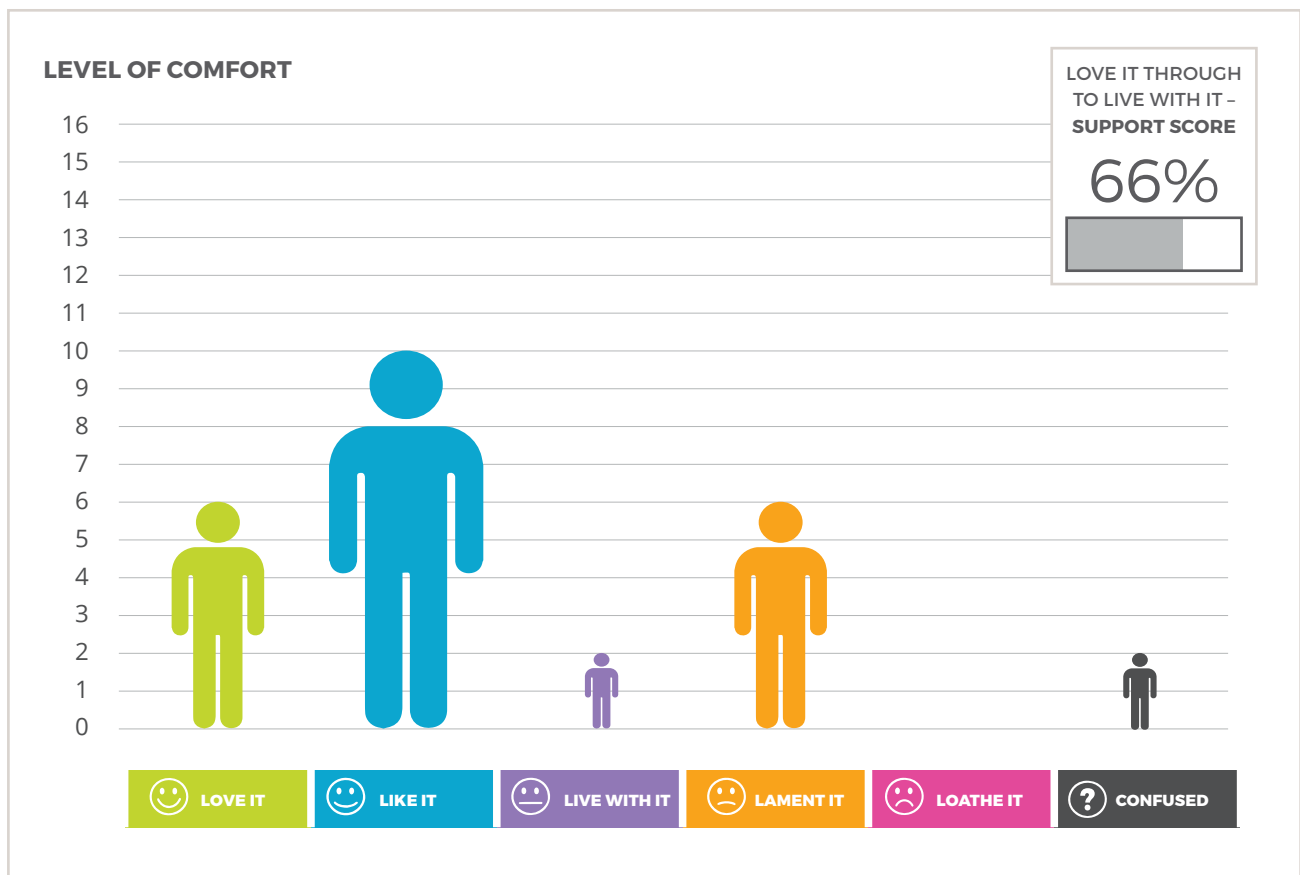
To spread the contribution across all visitors commensurate with how they use the resort, including transport of goods.

FIVE YEAR DESIRED OUTCOME

Broader / normalised costs for visitors.

WHO IS RESPONSIBLE FOR THIS PRIORITY

State government, DELWP, RMB.



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

This is a very complex proposition.

Be mindful of access to all as resorts sit inside a NP and demographics of users is variable.

Needs to be tied to a different funding model.

Need more specific detail to understand what is intended. User pays - perhaps also diversifying the off-mountain activity options.

Secure sustainability (environment)

PRIORITY DESCRIPTION

Mitigating and offsetting impact on the environment. Ensuring that what we have now is maintained and expected to have in the future. Meeting current and future community environmental expectations.

RATIONALE/REASONING

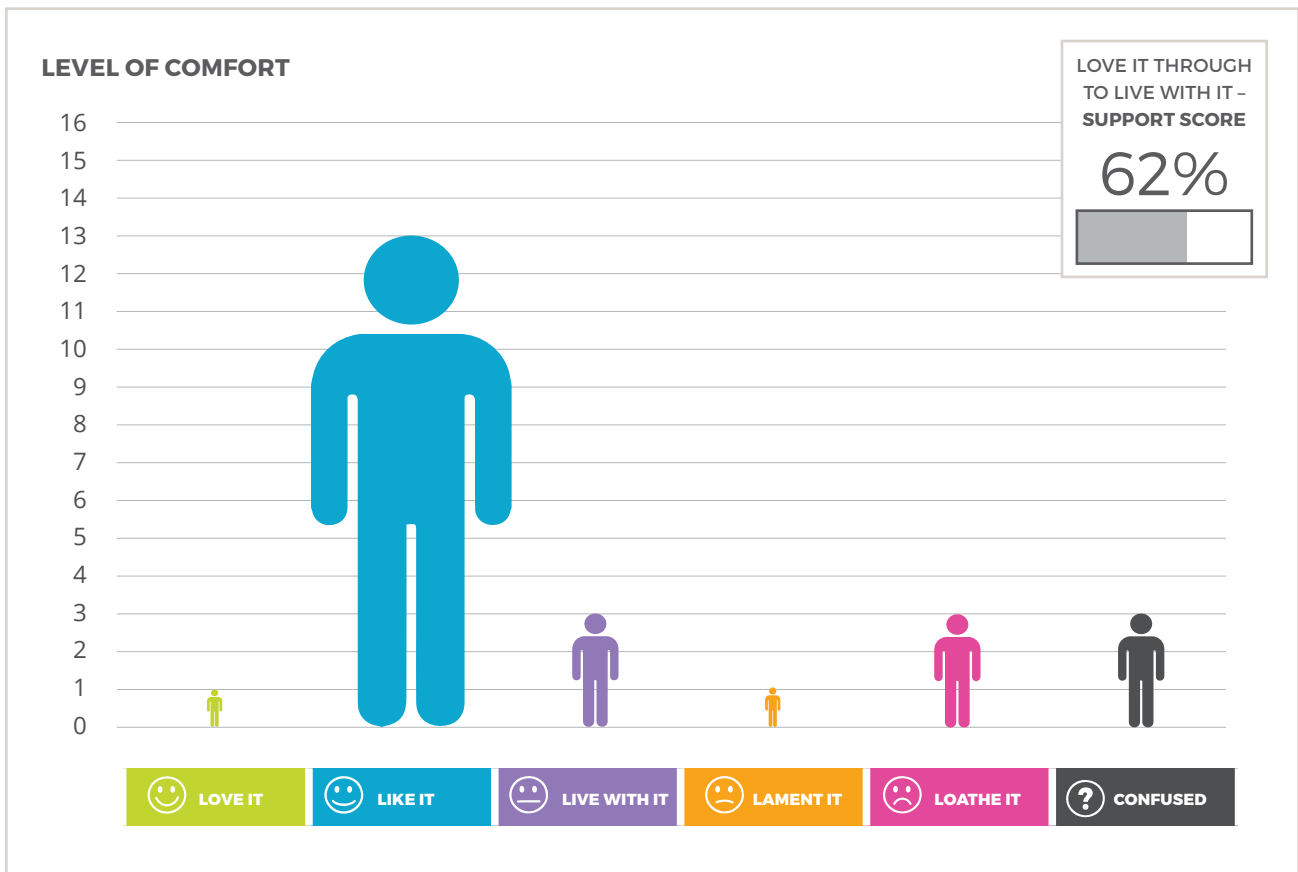
It is essential for our existence. Ownership is driven by those most affected by it, and it comes back to long term profitability and investment.

FIVE YEAR DESIRED OUTCOME

We can recognise progress and that we are moving towards achieving our environmental sustainability objectives.

WHO IS RESPONSIBLE FOR THIS PRIORITY

On ground, primary stakeholders, supported by government.



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

With balance - areas appropriately zoned to allow sustainable development.

This needs to be wrapped in governance change to make full impact.

Good intent perhaps build in community partnerships here - e.g. traditional custodians, environmental focused city groups.

This is an alpine resort - conservation is in the national park.

Respecting the environment.

PRIORITY DESCRIPTION

Support the winter adaptation to climate change.

RATIONALE/REASONING

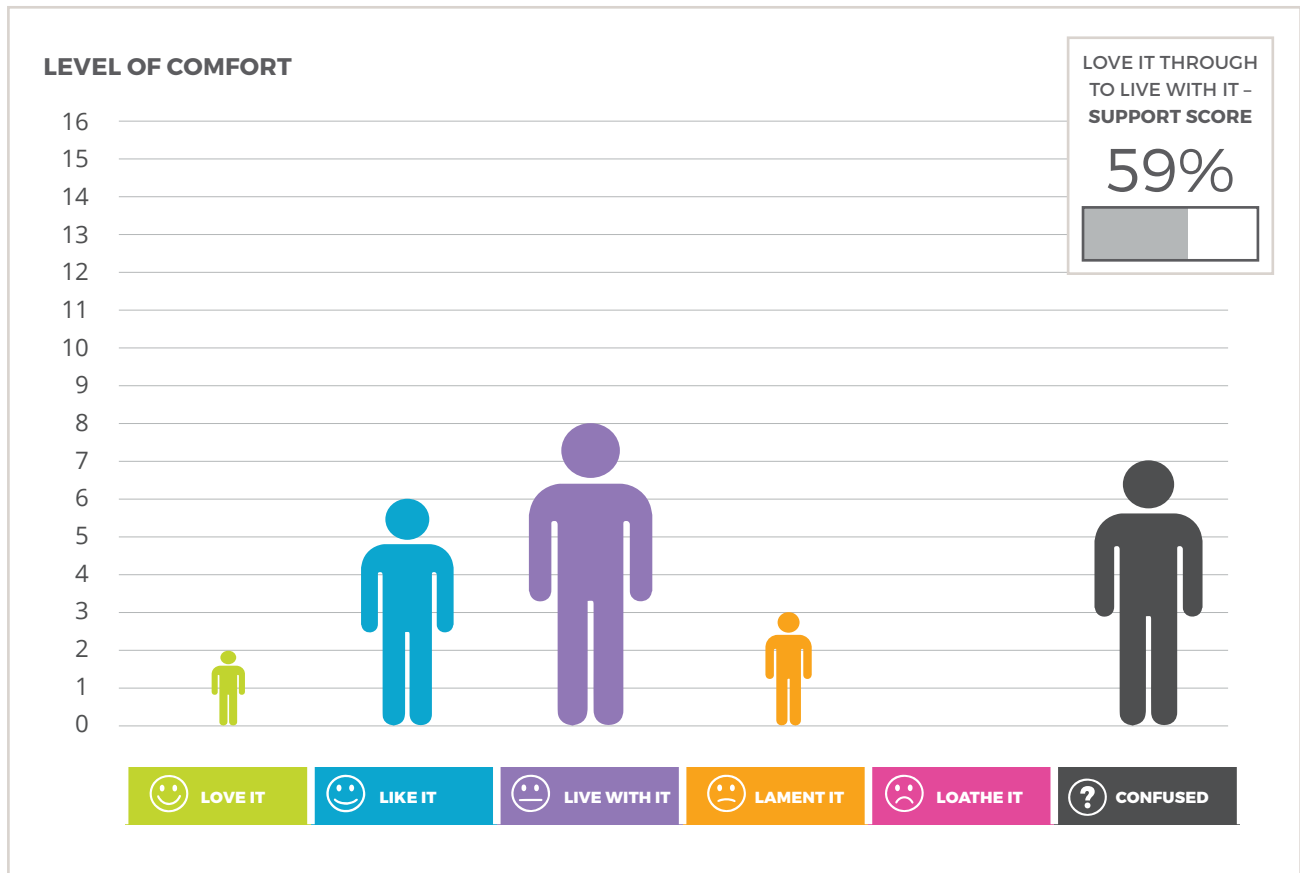
Cost for increased snow making is on individual companies while benefit is state wide.

FIVE YEAR DESIRED OUTCOME

Support given to improve snow making.

WHO IS RESPONSIBLE FOR THIS PRIORITY

Government and ski lifts.



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

Possibly at the wrong level?

Wrong title.

Not clear on the particular angle.

This is about adaptation, not environment.

Adaptation partnerships.

Snow making and climate change adaptation - seek low energy, water efficient technology to lower footprint.

Intent not clear - dissonance.

Maintain alpine environment

PRIORITY DESCRIPTION

Protect values. Biodiversity.

RATIONALE/REASONING

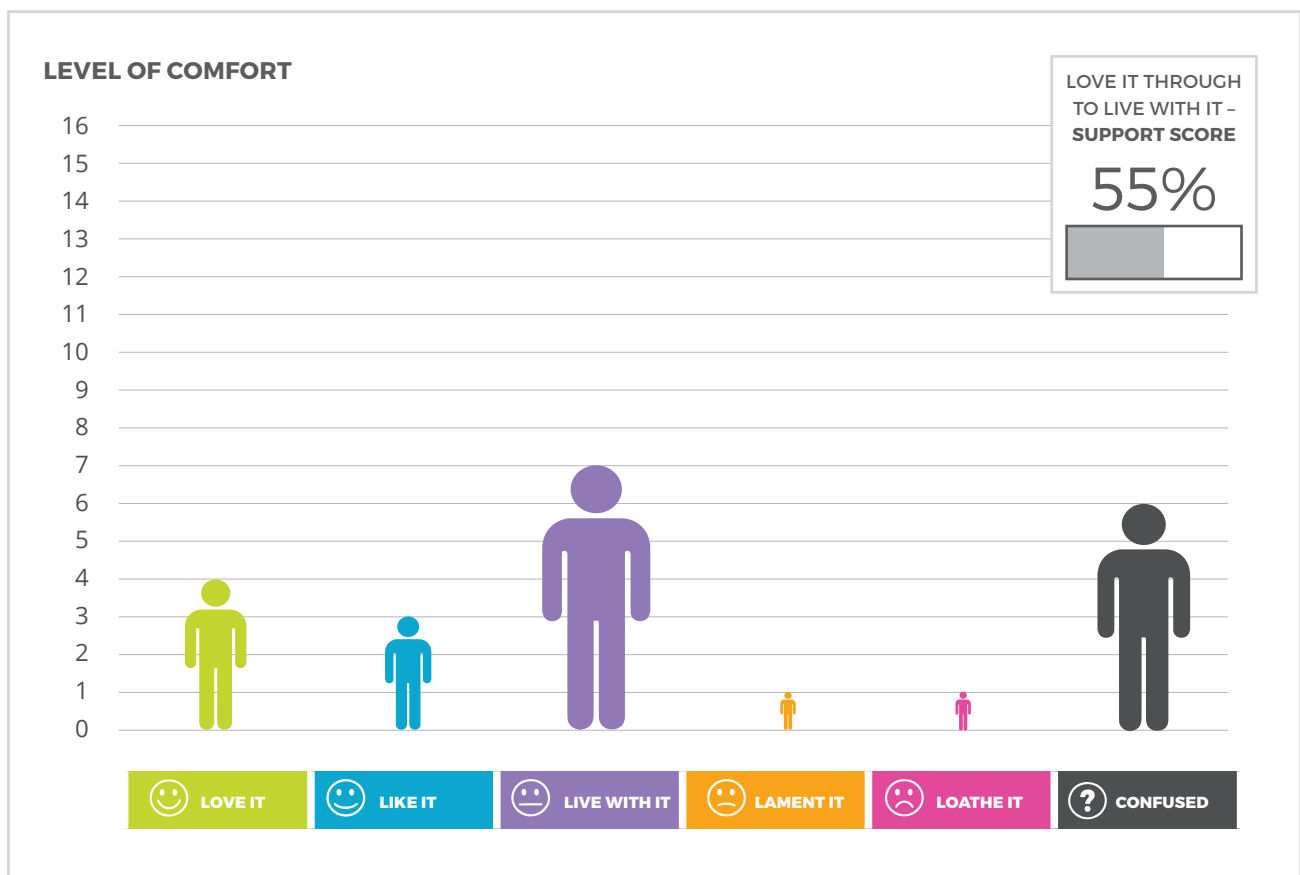
Alpine resorts gaps in planning schemes for biodiversity. Promote offset thinking.

FIVE YEAR DESIRED OUTCOME

Revised planning controls - integrated. Greater certainty.

WHO IS RESPONSIBLE FOR THIS PRIORITY

ARB, ARI, DELWP.



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

To be a bit more specific and advise how it ties in with sustainable growth to develop sector.

Need to change governance model for this to work.

Continue growth and protect environment, not one or other.

This will restrict adaptive market development.

Improved governance

PRIORITY DESCRIPTION

Give clarity / support master planning for region. One single regional body / peak body to avoid competing priorities. Utilisation of quantifiable information, conflicting legislation. Reduce red tape. Less ad hoc decision making. Align with other plans and strategies.

RATIONALE/REASONING

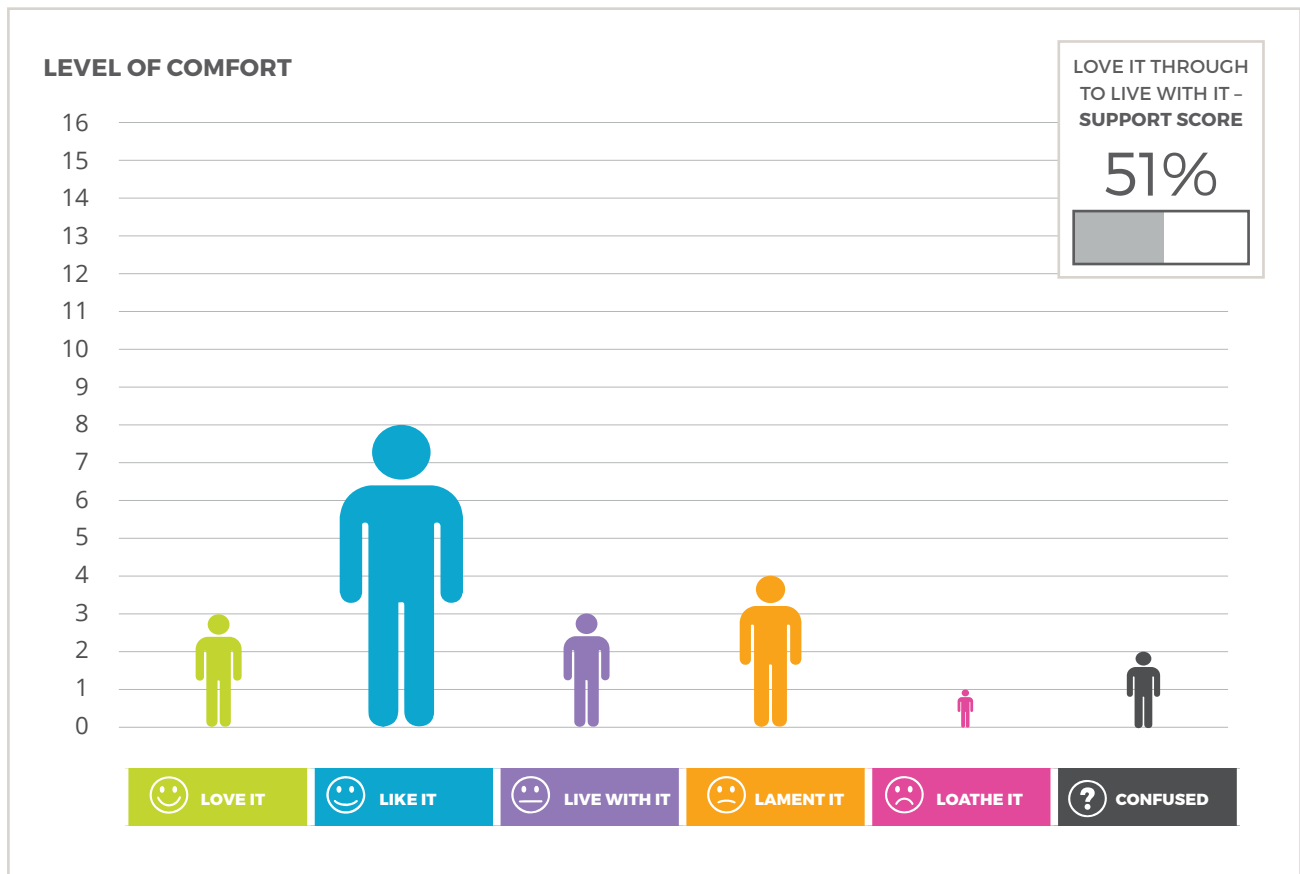
Under current model RMB's are limited under governance, legislation.

FIVE YEAR DESIRED OUTCOME

Improved governance and regional outcomes.

WHO IS RESPONSIBLE FOR THIS PRIORITY

State government.



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

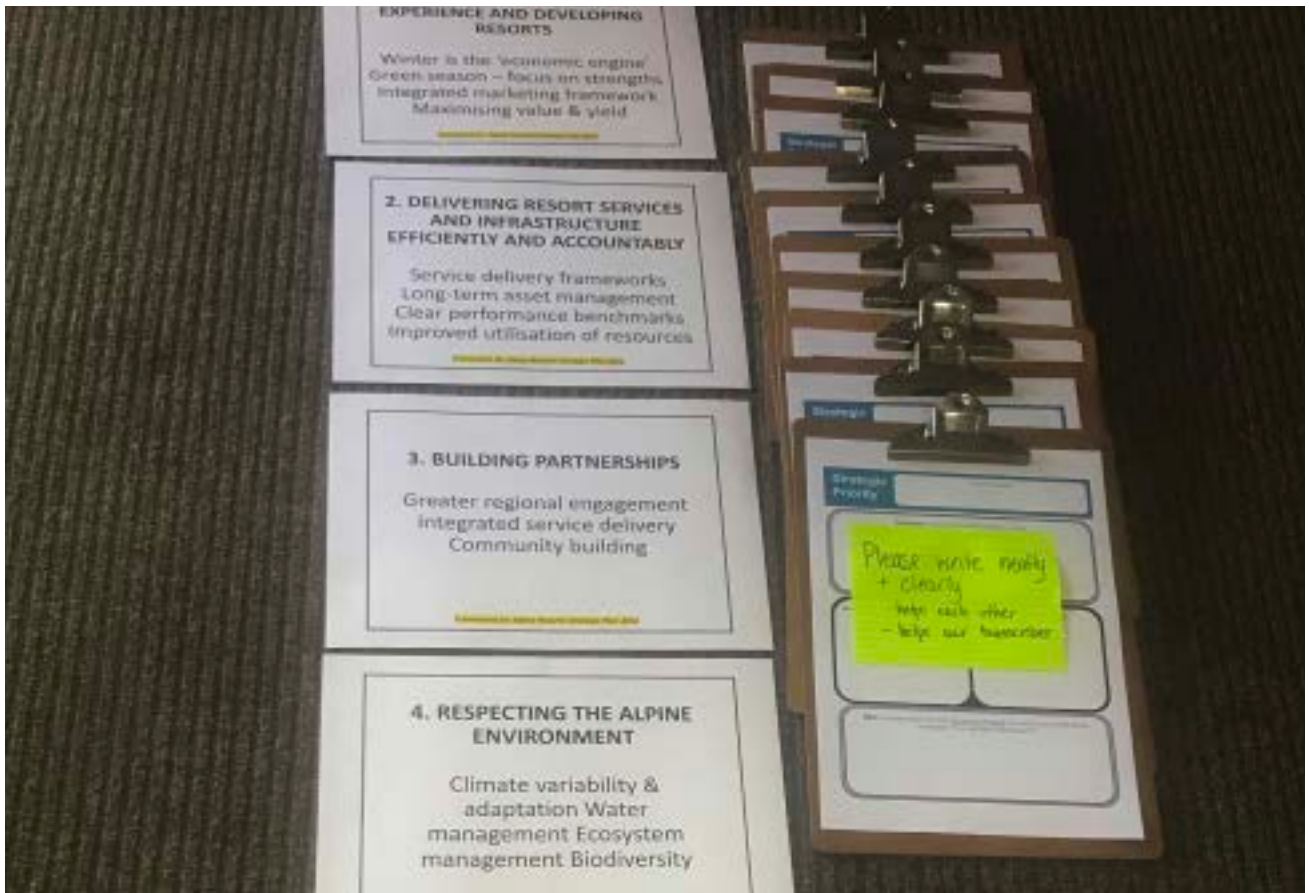
Yes, clarity is critical to any way forward. DEWLP / ROV align visions.

Land management compliance vs tourism / economic growth and sustainability.

Allow RMB's to be treated as individual entities through collaboration where practical.

Move RMB's into tourism.

One single body wont work.



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
Accessibility	Public amenities in centre of resorts to cater for all rather than only commercial.
Regulatory reform	Allow developments / improvements to be implemented with an easier approval process.
Diversifying tourism product offering.	Help business feel more empowered to take initiatives to lead (don't always wait for government) i.e. if each business thought of a proactive action towards growing the tourism offering, it could make a big difference.
Snow retention	To make the natural snow that does fall last longer. Summer grooming - grass ski trails and cut short before winter. Better drainage - so melting snow does not wash over trails. Snow fencing - to capture the snow on the trails. To close trails that are subject to high snow and develop trails that help snow retention.
Attracting visitors	Push the hell out of existing summer products.
Maintain alpine environment	Address biodiversity related gaps in alpine resorts planning schemes.
Improving visitor experience outside peak season	Supporting alpine region with developing hero products and experiences outside winter. Game changers to draw in visitors in seasons outside winter - marketing.
Governance	Develop strategy by relevant region - not by resort.
Gain visitation	Spoke and wheel trail network rather than linear. Falls to Hotham crossing. More visitors and use of resorts.
Regulatory reform	Enable small investments to be delivered more easily.
Accessibility	Access for different socio economic levels. Avoid only developing for wealthy groups. Access for lower cost activities, walking, skiing.
Public sector funding	Access to industry specific government funding to develop contemporary infrastructure.
Investment in infrastructure	The strategy provides direction about government investment in the context of climate change - what is the tipping point where we wouldn't invest in snow any longer? What are other jurisdictions doing (e.g. Canada, US, NZ) successfully to develop year-round product, visitor growth?
Climate change adaptation	Assessing green energy from hydro system on our doorstep to contribute to carbon reduction targets.
	Create family focused products and experiences to compliment natural environment for year round use.



HIGH EFFORT/LOW IMPACT



THEME/STRATEGY NUMBER	ACTION
Environment.	Reduce own carbon footprint.
	Snow making technology investment for winter recreation and bushfire mitigation.
Attracting customers.	Keep the roads open and safe.

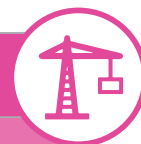
LOW EFFORT/LOW IMPACT



THEME/STRATEGY NUMBER	ACTION
Attracting customers.	Decide what each resort is famous for - winter and summer.
Attracting guests.	Decide the type of guest you want. Budget, old / young.
Environment.	Develop a clear picture of what looks good. Data driven targets.
Marketing.	Some of the best and safest back country sleighing in the world on doorstep of Falls and Hotham resorts. Trail network over summer.



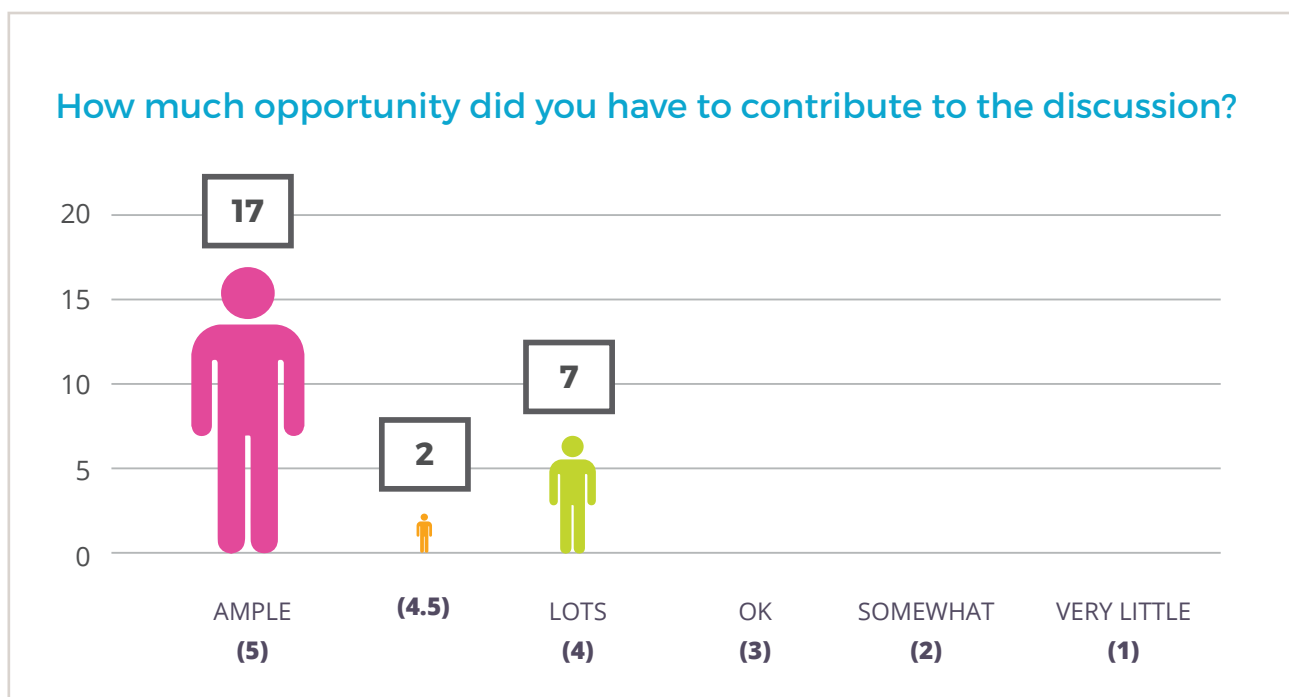
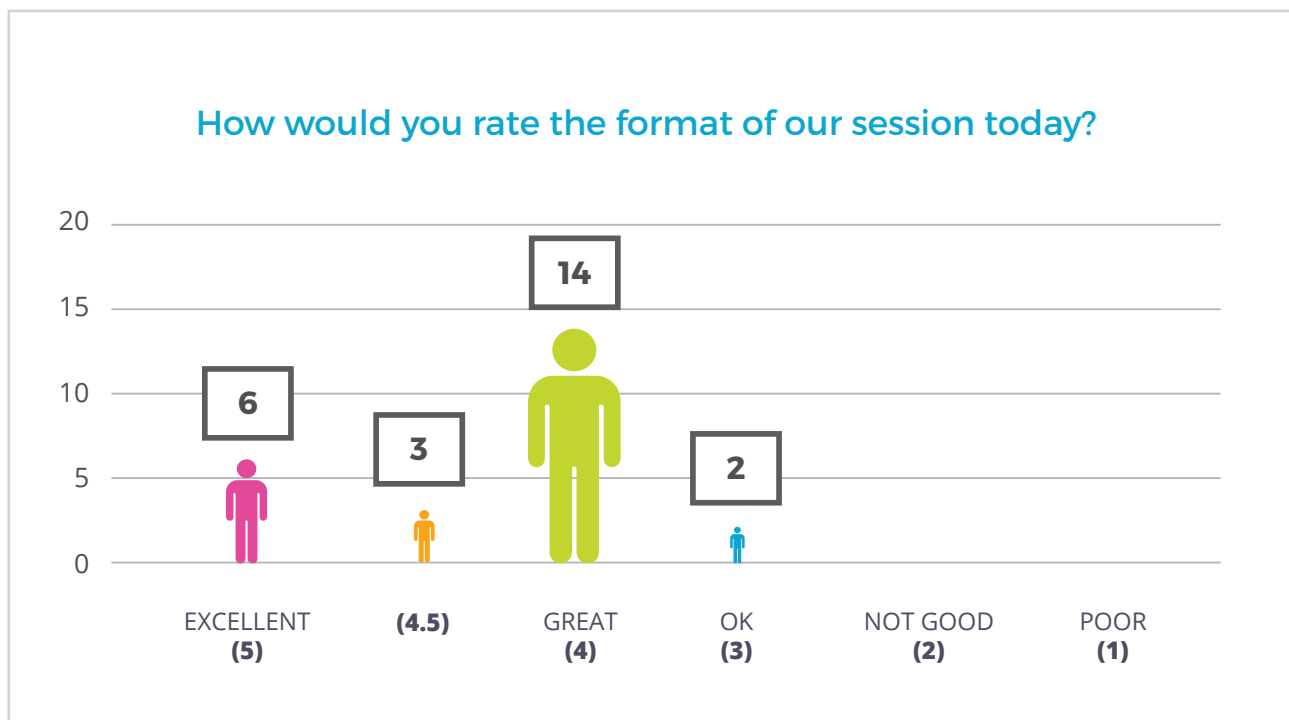
HIGH EFFORT / HIGH IMPACT



THEME/STRATEGY NUMBER	ACTION
Power	Nuclear power plants to provide a zero emission base load power to support snow making, lifts and economic development.
Secure sustainability	Info and arts centre to put a visible front to the commitment to environment and sustainability. Education programs.
	Funding for green season as valleys become hotter.
Summer viability.	Need to see more fire prevention measures implemented. Fire fuel reduction, burning off, strategic clearing. Improved fire trail maintenance that enables better access both for fire services and visitors and locals.
Regulatory reform	Major projects. Think big - long term investments that need to be supported by all departments for the benefit of the alpine industry.
Climate change	Investment in risk mitigation (actions and planning) and emergency preparedness - this links closely with community resilience planning (councils undertake these activities through funded program).
Visitor experience	Invest in ensuring snow activities can continue - e.g. snow making. Invest in support infrastructure for green season activities.
Climate change adaptation	Accelerate snow making investment for long-term winter season security and on-going contribution to GDP. Must maintain focus on winter product or watch the regions suffer.
Environment	Solar hydro power.
Governance reform	Recognition that resorts are in the tourism industry, not environmental protection and the challenge of managing growth and change required under adaptation is not able to be funded by current revenue model.
19	Government support for developing and delivering a greater diversity of green season offerings - including sports, arts, environment, history, heritage (all of which should encompass indigenous perspectives). Support is needed to trial new ideas. Failure should be allowed. In seeking to provide a greater diversity of activities in alpine areas, it is critical to ensure they don't conflict with each other physically or timing, or cannibalizing other markets - so funding and thorough planning are the priorities.
Climate change	Provide incentives for private investment into technology that will drive mitigation target and kick start change. Provide pathways and accountable outcomes to address reluctance or lack of credible belief in policy decisions that impact peoples' livelihood.
Regulatory reform / governance	Move alpine sector RMBs into tourism as alpine areas / activities are a tourism activity and hence require that type of understanding within government.
Get on a new bus	Changing the governance and funding structures that allow for a flexible approach to the needs of climate change.
Regulatory reform	Creating the right governance and regulatory framework so the industry can adapt to a changing environment and changing tourism landscape.
Infrastructure and access	Improved access and infrastructure for users across the spectrum of visitors to alpine areas (Falls Creek). Specifically toilets, day facilities, athletes facilities.
Infrastructure	Development of Nordic facilities at Falls Creek. Planning has been done. All it needs is funding from state / federal government.

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?

There was a lot to get done in one afternoon. More time would have been better but it was a great workshop. Well done!

Great session, well facilitated and inclusive - well done.

Covered too much ground. Depth quality of the debate was very limited.

I would have liked to work in our categories for some of the activities. Room layout. Actively get some youth along to future session.

Defining issues specifically for discussions. Breadth of issues problematic. Context of government policy for parks / resorts.

Parks Victoria, local management.

Session and group work went well. Question - more focus on visitor growth protections. Not all about climate change. How will we cope with massive numbers?

The sessions of working in 3's needed facilitator support - we struggled to get the ideas into the pro forma - so many of the outputs - the 20 strategic priorities, lacked clarity.

Good opportunity to be involved.

Thank you, workshop facilitation was excellent. Venue worked well also. Need mechanism to capture thoughts which may not have fitted with themes which emerged e.g. what's left unsaid.

Maybe a bit more time. Well done - a very prepared session.

Guarantee it will make a difference.

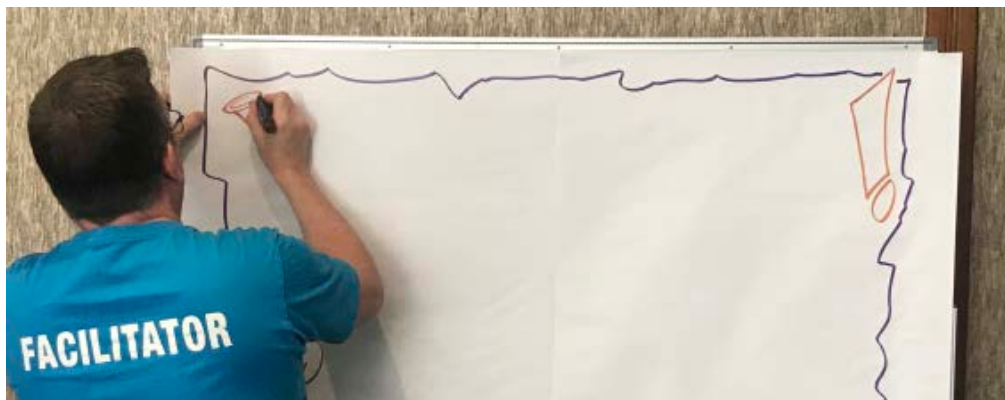
Super well structured. Provided an excellent opportunity to hear others view points.

A little more time on the strategic priorities exercise.

I thought it was great! On some occasions more clarity on the task being asked - but overall very good.

Slightly larger venue. Presentation of some data / facts - maybe a background / context session before workshop sessions.

The room was a bit small. More time for discussion - idea development in small groups before lunch.





REPORT PREPARED BY:

mosaicLAB

www.mosaiclab.com.au

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