

Alpine Resorts 2020 Strategy Implementation Report April 2009



Alpine Resorts 2020 Strategy Implementation Report April 2009

Published in electronic form on <www.arcc.vic.gov.au> by the Alpine Resorts Co-ordinating Council, June 2009.

© The State of Victoria, Alpine Resorts Co-ordinating Council 2009. This publication is copyright. No part may be reproduced by any process except in accordance with the provisions of the *Copyright Act 1968*.

Authorised by Victorian Government, Melbourne.

ISBN 978-1-74242-109-4

Photo Acknowledgement: Falls Creek Alpine Resort Management Board

Disclaimer: This publication may be of assistance to you but the State of Victoria and the Alpine Resorts Co-ordinating Council do not guarantee that the publication is without flaw of any kind or is wholly appropriate for your particular purposes and therefore disclaims all liability for any error, loss or other consequence which may arise from you relying on any information in this publication.



ALPINE RESORTS 2020 STRATEGY IMPLEMENTATION REPORT APRIL 2009

Alpine Resorts Co-ordinating Council

ABN 87 537 598 625

Level 2, 8 Nicholson Street (PO Box 500) East Melbourne Vic 3002

Phone: (03) 9637 9642 Fax: (03) 9637 8592 E-mail: enquiries@arcc.vic.gov.au

Website: www.arcc.vic.gov.au



PREFACE

The Victorian Alpine Resorts 2020 Strategy was prepared by the Government to guide “the sustainable long term planning and management and to assist in investment attraction in Victoria’s six alpine resorts: Falls Creek, Lake Mountain, Mount Baw Baw, Mount Buller, Mount Hotham and Mount Stirling”.

The Strategy was released in June 2004.

The Strategy set out a vision of the future: “Four season, vibrant, sustainable resorts”, and defined a series of ‘actions’ grouped under six strategic directions.

The strategic directions are:

- Climate change: “Resorts will remain committed to a snow tourism industry and proactively plan for the impacts of climate change”.
- Resort use and visitation: “Alpine resorts will provide high quality experiences, facilitating safe access to Victoria’s alpine environment for recreational use through both the winter and non winter seasons”.
- Development of the resorts: “The resorts will enhance the visitor experience by providing attractive, ecologically sustainable mountain villages that have local character and a distinct sense of place in the landscape”.
- Vibrant resorts: “The resorts will be vibrant economic entities making a strong contribution to Victoria and their local regions”.
- Environmental management: “The future management and development of the resorts will be undertaken within an ecologically sustainable framework”.
- Stewardship of public land: “Resort management will embrace the stewardship role they have across each resort, working co-operatively with their communities”.

A ‘lead agent’ and ‘partner/s’ were listed for each of the ‘actions’ listed under these six strategic directions. It is a requirement of the *Alpine Resorts (Management) Act 1997* that:

“in carrying out a function involving land management or land use planning – (a) on behalf of the crown; or (b) under an Act – a Board, Minister, public authority, committee of management of reserved Crown land or municipal council must take all reasonable steps to give effect to the Alpine Resorts Strategic Plan”.

The *Alpine Resorts (Management) Act 1997* also requires the Alpine Resorts Co-ordinating Council (ARCC) “to review and co-ordinate the implementation of the Alpine Resorts Strategic Plan”. The implementation, review and reporting requirements outlined in the Alpine Resorts 2020 Strategy, state that each agency identified as being accountable for particular ‘actions’ is to report on their progress and state that the ARCC is to collate this information.

All relevant agencies were surveyed in April 2009. This report is a collation of the information provided by the ‘lead agents’ to form a report on the implementation of the whole Strategy.

ALPINE RESORTS 2020 STRATEGY - IMPLEMENTATION PROGRESS REPORT - APRIL 2009

2020 Strategy Action #	2020 ACTION (with Alpine Resorts 2020 Strategy page reference)	LEAD AGENT	PROGRESS (as at April 2009)	DESCRIPTION OF SPECIFIC ACTIVITIES UNDERTAKEN
6.1	CLIMATE CHANGE			
6.1.7.1	The large higher altitude resorts of Mount H, FC and Mount Buller will make further investment in snow making infrastructure to enhance natural snow cover. (page 21)	ARMB (FC)	Ongoing	Falls Creek Ski Lifts has invested heavily on an ongoing basis in snowmaking infrastructure and equipment at Falls Creek. This includes investment in water and air lines plus automated equipment with improved safety, reduced cost of operation, and improved snow making efficiency. Recent investment in snowmaking has included the installation of snow making on Wombat's Ramble, the home trail and longest green run in the Southern Hemisphere.
		ARMB (BS)	On going	Water re-use plant now pumping water for use to the snow making dam. Are monitoring energy use of the plant. Subsidy for BSL snowmaking investment continues. Investigating additional on mountain water storage facility to provide additional water for potable supply and for snowmaking.
		ARMB (H)	Completed.	Completed waste water project. MHSC invested an additional 3.6M to construct the Heavenly Valley snow making extension.
6.1.7.2	The lower altitude resorts will make smaller investment in snow making infrastructure, focusing on snow play and maintenance of 'high wear' ski trail areas. (page 21)	ARMB (LM)	On-going	New technology snow making equipment installed as a result of previous equipment being destroyed in the Black Saturday bushfires. Further investment under consideration as part of development of bush fire recovery strategy for Lake Mountain, Marysville and surrounding area. Following the fires in February the Board purchased a state of the art snow making machine that is capable of making snow up to 25 degrees, utilising far less water than conventional snow making machines.
		ARMB (BB)	Ongoing	Mount Baw Baw Alpine Resort continues its research of temperatures. We monitor snow making with a view to determining further investment. Summer slashing has been delivered
6.1.7.3	All resorts will make the best use of local conditions such as frost hollows and cold air drainage areas to maximize snow making opportunities. (page 21)	ARMB (FC)	Commenced but not completed	In addition to installing automated equipment to maximise snow production, Falls Creek Ski Lifts are working in conjunction with Falls Creek Resort Management (FCRM) on a project to access the coldest water possible ex Rocky Valley Dam.
		ARMB (LM)	On-going	With the purchase of the new snow making machine, we are able to guarantee snow on the toboggan areas from the Queens Birthday Weekend until the completion of the snow season. We can also make snow for

2020 Strategy Action #	2020 ACTION (with Alpine Resorts 2020 Strategy page reference)	LEAD AGENT	PROGRESS (as at April 2009)	DESCRIPTION OF SPECIFIC ACTIVITIES UNDERTAKEN
				special occasions like extreme sports weekends, and so forth.
		ARMB (BB)	Ongoing	We have ensured that optimum conditions such as frost hollows, cold air drainage have been utilised. We have ensured that the alarm system auto advises staff of condition change. We continue to refine our snowmaking / grooming systems and to implement snow farming (where possible) optimum sites.
		ARMB (BS)	On-going	BSL is responsible for this and appear to make optimal use of snow resource. ARMB optimising snow usage for snow play areas.
		ARMB (H)	On-going	Snow making has been installed in key areas to enhance natural snow conditions to avoid and minimise impacts on vegetation.
6.1.7.4	Mount Stirling will continue to offer cross country skiing and year round nature based recreation, tourism and education. (page 21)	ARMB (BS)	On-going	Supporting enhancements to tented accommodation during snow season for use by groups, a project being initiated by private licensee Stirling Experience. Ideas for enhancement of Stirling being clarified ready for consultation with stakeholders.
6.1.7.5	Review climate change research as part of the 5 year review of the Strategy. (page 21)	ARCC	Completed, although a further review is being sought.	<p>In 2007 contact was made with the CSIRO, which undertook the original climate change study used as the basis of the Alpine Resorts 2020 Strategy. The CSIRO advised that the data used in its 2003 study, the models and scenarios, were all still quite robust.</p> <p>In 2008 further contact was made with CSIRO. In a brief report CSIRO provided updated estimated projections for Alpine Resorts. The report noted that results for the low impact scenario would be similar to those in the 2003, while the results for the high impact scenario would be larger. It also noted that that trends in carbon dioxide emissions and other indicators were tracking the upper end of the scenarios, which would mean some increase in the risk of the high impact scenario in 2020.</p> <p>Council continues to maintain contact with CSIRO. In conjunction with New Zealand scientists, CSIRO is currently scoping a further study which may be relevant to Australian Alpine Resorts. Ongoing review of key research and policy documents is undertaken and provided to Council members and Boards.</p>

2020 Strategy Action #	2020 ACTION (with Alpine Resorts 2020 Strategy page reference)	LEAD AGENT	PROGRESS (as at April 2009)	DESCRIPTION OF SPECIFIC ACTIVITIES UNDERTAKEN
6.2	RESORT USE AND VISITATION			
6.2.4.1	Explore opportunities to stimulate winter visitation through investigation of new markets and converting new winter visitors into regular winter visitors. (page 23)	BART	On-going	<p>Further tapping into International markets, including Singapore, Malaysia, India and the Gulf, by attending more international trade events with motivational collateral with general information and packages. Additional activities include building new international relationships and maintaining existing relationships.</p> <p>Identifying key attributes to Victoria's Snowfields and implementing messages within brand and tactical activities.</p> <p>Developing the Grade 5 Ski Free Pass to help grow the new skier marketing, in conjunction with working co-operatively with 'Go for your Life', another Government initiative, which encourages healthy eating and physical activity.</p> <p>Developing a more in-depth PR strategy, aiming at targeting a wider audience, both within Melbourne, interstate and intrastate.</p>
6.2.4.2	Grow the winter market for the overall benefit of Victoria's alpine industry by targeting market segments with the highest growth potential. (page 23)	BART	On-going	Identifying primary and secondary high yielding markets that are regular skiers. Primary interstate markets include Brisbane and Perth. Secondary interstate markets include Sydney and Adelaide.
6.2.4.3	Provide a marketable product for a maturing population. (page 23)	ARMB (FC)	Ongoing	<p>FCRM is structured and resourced on a "fit for purpose" basis to deliver against the objectives and strategies detailed in the Alpine Resorts Management Act and the Alpine Resorts 2020 strategy.</p> <p>With a demonstrated capacity to provide good skiing and boarding, even in seasons with low natural snow fall, Falls Creek has displayed a resilience that has and will continue to provide confidence in a winter holiday for current and potential guests. In addition to downhill skiing and boarding opportunities, Falls Creek is recognised as Australia's premier cross country skiing destination. FCRM strongly promotes cross country skiing and is a sponsor of the national cross country ski team plus the Kangaroo Hoppet. The Hoppet is the largest annual international snow sports event in the southern hemisphere.</p> <p>While continuing to provide genuine winter sports opportunities, Falls Creek has positioned itself to offer not just a skiing holiday but a holiday in the snow. This is being progressed through the development and promotion of a range of products that include spas, quality cafes and restaurants, day and night entertainment in the village and on the snow fields, extended snow activities (snowmobiling, snow shoeing), and eco tourism activities.</p>

2020 Strategy Action #	2020 ACTION (with Alpine Resorts 2020 Strategy page reference)	LEAD AGENT	PROGRESS (as at April 2009)	DESCRIPTION OF SPECIFIC ACTIVITIES UNDERTAKEN
				<p>The St Falls development is nearing completion and agreement has been reached for the Mirvac Group to operate the accommodation and some facilities as the Quay West Resort and Spa Falls Creek. This will provide a 5 star trans seasonal apartment hotel that will provide accommodation and a vibrant retail mix to Falls Creek 365 days a year. In addition to the imminent completion of the St Falls development, work is also well advanced on the All Seasons Gateway project. This project will deliver arrival and gateway infrastructure, a landscaped plaza area, and visitor and community facilities.</p> <p>In addition to winter sports, Falls Creek is developing and promoting a suite of products, activities, and events to build non winter visitation. Activities include altitude training (Falls Creek is recognised among elite athletes as one of the world's best altitude training locations), walking, cycling, water based recreation on Rocky Valley dam, trout fishing, wellness programs, arts and culture (Falls Creek continues to build on its reputation as the Arts Mountain with the annual Artists' Camp and filmfest@falls), plus indigenous and non indigenous culture and heritage. Falls Creek has continued to develop its calendar of established non winter events such as the Taste of Falls Creek, the Mile High Tennis tournament, Dragon Boat Races and the Falls Creek Easter Festival. New events in the summer of 2008/09 included a Boxing Day Cricket Match, the "Big Fella" indigenous festival, Billy Cart Derby, and bush dance. Each of these events attracted significant increased visitation to the resort over the equivalent period in previous years.</p> <p>Falls Creek is working to develop increased walking trails within and near to the resort. A 'Packhorse Heritage' trail is scheduled to be constructed during the spring of 2009 with further plans to develop a 'Frying Pan Spur Vista' trail. In addition to these intra resort trails, Falls Creek is working with others to develop an iconic Alpine Wild Walk across the Bogong High Plains between Falls Creek and Mt Hotham. This project is noted for consideration as a priority project for Victoria's High Country in the recently published Regional Tourism Action Plan. Falls Creek has engaged the consulting organisation World Trail to prepare a feasibility study for the development of a network on mountain bike trails within the resort. It is hoped to develop these trails over the next 3 -5 years.</p> <p>The project to seal the Bogong High Plains Road between Falls Creek and the Omeo Highway was completed ahead of schedule in April 2009. The sealed road will provide an outstanding touring loop and it is anticipated that the sealed road will deliver significant increases in traffic. It has already also attracted the attention of the road cycling community who see the sealed road across the Bogong High Plains as providing world class racing, training, and touring opportunities.</p>
		ARMB (LM)	On-going	<p>A revised marketing strategy, in response to the Black Saturday bushfires, is being developed with 'Inspiring Place'. This will take advantage of the new snow technology. The Board is also proposing non snow season works like board walks, mountain bike trails, new walking trails, treetop walks and a luge run, to name a few. These will all be outdoor education, recreation based.</p>

2020 Strategy Action #	2020 ACTION (with Alpine Resorts 2020 Strategy page reference)	LEAD AGENT	PROGRESS (as at April 2009)	DESCRIPTION OF SPECIFIC ACTIVITIES UNDERTAKEN
		ARMB (BB)	Ongoing	Mount Baw Baw Alpine Resort has invested significantly in the development of relationships with other tourism providers such as Walhalla and Mountain Rivers Tourism Association and Outdoor Recreation Groups. Several sponsors have been engaged and have sponsored the development of all year products, such as 'Bungy Tramp' and the 'Big Air Bag'. A formal memorandum with Destination Gippsland has resulted in the direct sponsorship of a feasibility study for mountain bike trails and the development of High and Low Rope courses.
		ARMB (BS)	On-going	Second year of three year marketing plan being implemented, as is the roll out of the new brand for Mt Buller.
		ARMB (H)	On-going	Beyond Hotham, a 4WD Alpine Senior Rangers Summer festival event – summer event, is targeted at the maturing population.
6.2.4.4	Increase market share of interstate visitors. (page 23)	BART	On-going	An interstate brand campaign is undertaken to raise awareness of the Victorian Snowfields and highlights the unique benefits of visiting the Victorian snowfields. In 2009, a tactical component was developed for the first time under Victoria's Snowfields branding. The aim of these activities is to encourage interstate visitors to choose Victoria's snowfields for their next snow holiday, by offering sophisticated products and unique winter experiences.
6.2.4.5	Continue to grow the Melbourne market. (page 23)	BART	On-going	A PR ambush 'Scratch n Win' campaign will be implemented by placing promotional staff at major train stations, on city tram lines and in the CBD during peak times. Scratchies are handed out to commuters and the activity aims to drive traffic to www.skivic.com , with the incentive to win lift tickets at each of the resorts. This promotion is targeted at the Melbourne market. Promoting the Grade 5 Ski Free pass throughout Melbourne in typical Melbourne media mediums, including print ads and radio bursts.
6.2.4.6	Continue to improve the quality of the winter experience offered to visitors by adding variety and quality of product for all ages. (page 23)	ARCC	On-going	The ARMBs have all increased the range of on-mountain product offerings. Initiatives have included sled rides (Lake Mountain), heli-skiing (Falls Creek), comprehensive programs of non-skiing events (Mount Baw Baw and more recently Mount Buller), spa developments (at Falls Creek, Mount Buller, and Mount Hotham as well as at Dinner Plain), night skiing (Falls Creek and Mount Buller), snow bikes (Falls Creek), half pipes (Mount Hotham, Mount Buller and Falls Creek), tube parks (most Resorts) and terrain parks (most Resorts). A number of Resorts also offer specialised activity and learn to ski programs for young children. All of resort activities include Grade 5 passes, a program co-ordinated by BART involving allocating free lift tickets for all grade 5 students.

2020 Strategy Action #	2020 ACTION (with Alpine Resorts 2020 Strategy page reference)	LEAD AGENT	PROGRESS (as at April 2009)	DESCRIPTION OF SPECIFIC ACTIVITIES UNDERTAKEN
6.2.4.7	Develop and implement benchmarking processes that measure customer satisfaction. (page 23)	ARCC	Completed.	A visitor satisfaction survey has been compiled to meet the needs of ARMBs and BART. Possible synergy with ASAA survey work is being explored; either way it is intended to roll out the survey in the 2009 winter season. Social Key Performance Indicators have been prepared and include two KPIs addressing 'visitor fulfilment' (S6 Equitable access for Victorians, and S7 Availability of a range of accommodation).
6.2.4.8	Undertake key research initiatives to assist in appraising product development, delivery and the effectiveness of marketing initiatives. (page 23)	ARCC	Ongoing	Each Resort undertakes its own appraisal of product and marketing initiatives. Joint marketing initiatives undertaken through BART are monitored, with effectiveness measured through specifically targeted research using measures such as number of media mentions, inquiries and/or bookings. Through BART a nature-based tourism strategy has been undertaken which undertook research into potential key products. A follow up research report has been commissioned to investigate the feasibility of a Mount Hotham to Falls Creek Wild Walk and a Mount Buller Razorback Spur Epic Mountain Bike Ride.
6.2.5.1	Develop an integrated marketing approach to attract visitation in the non winter period. (page 24)	BART	On-going	In 2008, a Non-Winter Destination Development Study for the Alpine Resorts was undertaken to identify unique market ready product, and potential key NBT experiences. In 2009, a feasibility study will be undertaken to further identify 2 NBT development projects, including: a Mount Hotham-Falls Creek Wild Walk and a Mt Buller-Razorback Spur Epic Mountain Bike Ride. A 'Summer in the High Country' campaign is developed and is coordinated by North East Victoria Tourism Inc. Marketing activities help promote products including the Great Walhalla Alpine Trail (GWAT), the Alpine Ascents Challenge and other summer events such as music festivals. The Alpine Ascents Challenge is a marketing activity. 2009 showed a major increase in participants in comparison to 2008, with over 1000 passports ordered over the summer period. The activity aims to attract cyclists to climb the seven peaks in Victoria. A brilliant prize (trip to the Tour de France) is also offered to a cyclist who climbs five of the seven peaks. Cyclists must have their passport stamped and signed by each resort management board in order to enter the competition.
6.2.5.2	Undertake market research into visitor needs, expectations and barriers to visitation. (page 24)	ARCC	Ongoing	Market research is largely undertaken co-operatively through BART and includes specific research projects undertaken by Tourism Victoria such as Snow Segmentation Studies and Regional Awareness and Perceptions Studies, as well as the Council led Economic Significance Study. Extensive use is also made of tourism research undertaken by Tourism Australia and a number of specialised research bodies. Much of this sharing of research and product has been undertaken within the Ski Victoria brand.
6.2.5.3	Undertake a product inventory to enhance year round use and inform product development. (page 24)	ARCC	Completed	An initial product inventory was prepared in March 2005, with an updated inventory prepared in February 2007. These have been made available to Boards and BART to inform their product development.

2020 Strategy Action #	2020 ACTION (with Alpine Resorts 2020 Strategy page reference)	LEAD AGENT	PROGRESS (as at April 2009)	DESCRIPTION OF SPECIFIC ACTIVITIES UNDERTAKEN
6.2.5.4	Identify and strengthen local assets, attractions and environmental features likely to attract sustainable non winter visitation. (page 24)	ARMB (FC)	Ongoing	Identified local assets include the Bogong High Plains, natural altitude training location (aqueducts that provide running trails and rowing suitable lake proximate to high altitude accommodation), local indigenous and non indigenous history and heritage, Rocky Valley and Pretty Valley dams (water based recreation, including premier wild trout fishery), walking, cycling, and running trails, quality village infrastructure, and overall pristine alpine environment. Plans are either underway or being developed to leverage assets to attract sustainable non winter visitation.
		ARMB (LM)	On-going	A new master plan and strategic management plan is under development following the Black Saturday bushfires. This plan will include product development and market positioning and 'Inspired Place', consultants, have been engaged to undertake this task and market research. These developments will complement the Marysville recovery efforts and provide unique recreational opportunities for the region.
		ARMB (BB)	Ongoing	Mount Baw Baw Alpine Resort has successfully negotiated with Parks and is now a Licensed Tour Operator. We have engaged appropriately qualified staff who can act as tour guides on nature walks. We have been successful in application for funding for signage of our walking trails. The Great Walhalla Alpine Trail has now been recognised as an International product, and has been accepted as one of the Trio of Treks. The Resort has now entered into an agreement to undertake a feasibility study relating to establishment of zip lines, rock climbing walls and artificial slopes. The Villager, now known as Snowgum, has been adapted to be a commercial building (retail services). The concept of 'Wellness' had now been amended to 'Health and fitness'. A gymnasium has been established, therapy services have been recruited, and it is intended to have a Jacuzzi in the Rocks (Hinterland Project).
		ARMB (BS)	On-going	This is on going and will be taken up, as a key element of the Resort Master Plan project, which is designed to enable development to proceed that, will position the Mt Buller resort into the future.
		ARMB (H)	On-going	Silver Brumby Hut restoration completed. Dinner Plain Trail is 25% complete with AAU approval. 3 Huts Walk planning permit is awaiting AAU signoff.
6.2.5.5	Develop resort specific strategies to attract non winter visitation. (page 24)	ARMB (FC)	Ongoing	In addition to the strategies to attract non-winter visitation incorporated in the 2006 Strategic Management Plan, FCRM has developed, and is progressively implementing, a Tourism & Marketing Strategy.
		ARMB (LM)	On-going	This was addressed further with the completion of the Board's Strategic Management Plan. Successful environmental development and sensitive operational activities will continue following the fires, with extra effort required to enable Leadbeaters possum numbers to return to their pre fire population.

2020 Strategy Action #	2020 ACTION (with Alpine Resorts 2020 Strategy page reference)	LEAD AGENT	PROGRESS (as at April 2009)	DESCRIPTION OF SPECIFIC ACTIVITIES UNDERTAKEN
				A new Master Plan and Strategic Management Plan is under development following the Black Saturday bushfires. This plan will include product development and market positioning and 'Inspired Place', consultants, have been engaged to undertake this task and market research.
		ARMB (BB)	Ongoing	A full Green Season Product Strength analysis been conducted and strategy developed. Excitement and adventure activities have been established as all season products (eg Big Air Bag and Bungy Trampoline). Application has been made for a giant swing, low ropes and dry slope toboggans. Executive staff are members of the Gippsland West RTA (Board of Management WRNTA) and Gippsland Gourmet Association. Mount Baw Baw Alpine Resort has commenced the development of an LTA called 'Baw Baw Alpine', which will cover Mount Baw Baw Alpine Resort and its stakeholders. Senior Staff are also members of the Gippsland West RTA and Destination Gippsland Marketing Committee.
		ARMB (BS)	On-going	We have a comprehensive summer program of events and activities built around the 'Bike Buller' brand. We will be reviewing our year round strategy in coming months.
		ARMB (H)	On-going	Two additional festivals – Cool Summer Music Festival and Beyond Hotham 4WD event.
6.2.5.6	Work with Parks Victoria and other land managers to improve and capitalise on linkages to adjoining National Parks. (page 24)	ARMB (FC)	Ongoing	In addition to working collaboratively with PV on numerous development and conservation projects, FCRM will be seeking to make a major contribution to the revised Alpine National Park Plan of Management. FCRM has noted the genuine opportunity to work with PV to leverage the resort infrastructure that is currently significantly underutilised outside the snow season. While already well known and under consideration by PV, FCRM has reinforced its interest in the development of all season facilities on the shores of Rocky Valley Lake, the 'Round the Lake' trail and the Alpine Wild Walk to be developed between Falls Creek and Hotham. FCRM is also working with PV to achieve: greater linkage between Falls Creek Alpine Resort and the Alpine National Park through increased activities in the Park and with the Resort acting as a gateway/trail head; development of new/expanded products and activities, including either support provided by PV staff or commercial operators; collaborative management of invasive species; leveraging of the European, hydro, cattlemen and other heritage values of the region; increased soft adventure tourism; educating the likely increased volume of road users as to the attributes and features of the Park; and collaborative branding and leveraging existing brands and opportunities including National Landscapes and National Heritage Listing.
		ARMB (LM)	On-going	This was addressed further with the completion of the Board's Strategic Management Plan. Successful environmental development and sensitive operational activities has already resulted in a significant increase in

2020 Strategy Action #	2020 ACTION (with Alpine Resorts 2020 Strategy page reference)	LEAD AGENT	PROGRESS (as at April 2009)	DESCRIPTION OF SPECIFIC ACTIVITIES UNDERTAKEN
				<p>numbers of the endangered Leadbeaters Possum within the Resort. Further works have been initiated with the Board and other land managers to develop a scenic drive which will incorporate the Resorts assets, as well as the natural highlights of the area.</p> <p>A new master plan and strategic management plan is under development following the Black Saturday bushfires. This plan will include product development and market positioning and 'Inspired Place', consultants, have been engaged to undertake this task and market research and work with surrounding land managers.</p>
		ARMB (BB)	Ongoing	<p>Mount Baw Baw Alpine Resort staff and Parks Victoria staff meet on a regular basis to manage common issues such as vermin and weed control. The Resort attends Parks Victoria seminars relating to Licensed Tour Operations. Parks Victoria staff actively work with resort staff to develop tourism products such as the tent platforms placed at Mushroom Rocks and a possible replica cattlemen's hut. The Resort and Parks are also having active discussions about mountain bike trails and signage on walking trails from the Resort into the national park.</p>
		ARMB (BS)	On-going	<p>Irregular meetings are held with staff from other agencies to ensure co-ordinated approaches are made to environmental management, product development and regional promotion.</p>
		ARMB (H)	On-going	<p>Liaison on the Hotham - Dinner Plain Trail, fox control and weed control.</p>

2020 Strategy Action #	2020 ACTION (with Alpine Resorts 2020 Strategy page reference)	LEAD AGENT	PROGRESS (as at April 2009)	DESCRIPTION OF SPECIFIC ACTIVITIES UNDERTAKEN
6.3	DEVELOPMENT OF THE RESORTS			
6.3.1.1	Strengthen the Alpine Resorts Planning Scheme's design guidelines for each resort to identify and promote individual resort character and landscape values. (page 26)	ARMB (FC)	Ongoing	FCRM has developed 'Design and Siting Guidelines' to preserve and enhance the reputation of Falls Creek as a unique alpine village set among the snowgums. In addition to these Guidelines, FCRM has further developed BCA and CFA Bushfire Code policies that are enabling the progressive redevelopment of the Resort while delivering contemporary safety, functionality, and aesthetic standards for guests and the Resort.
		ARMB (LM)	On-going	Included on completion of SMP. The new day centre will obviously be centre of resort character, as part of the sense of "village atmosphere. A new master plan and strategic management plan is under development following the Black Saturday bushfires. This plan will include product development and market positioning and Inspired Place, Consultants have been engaged to undertake this task and market research and work with surrounding land managers. A new entry development is also required to give visitors a sense of arrival.
		ARMB (BB)	Ongoing	The Resort has drafted a Master Plan and this is now being used as a consultative document with the stakeholders and to enable good decision making. The Resort has developed a tender for the construction of four, environmentally responsive, new Lodges (Peter Macintyre design) which promotes the intimate Village setting and blend into our environmental beauty.
		ARMB (BS)	On-going	No further action on this matter, aside from working with DPCD to try to ensure that developers comply with the Planning Scheme.
		ARMB (H)	Completed	Submission made to the Planning authority on streamlining the approval process. Adopted urban design framework.
6.3.2.1	Encourage the provision of a diverse range of quality accommodation in a variety of styles, responding to changes in market demand. (page 26)	ARMB (FC)	Ongoing	FCRM has developed a draft master plan that will provide the framework for the development of the resort into the future. In addition to this plan, FCRM has also convened a key worker housing working group who are developing recommendations and policies relating to key worker accommodation and affordable housing. In addition to this work, FCRM is actively engaged with investors, developers, and other stakeholder groups such as the Falls Creek Chamber of Commerce and the Falls Creek Alpine Association. These engagements enable FCRM to understand and respond to market demand.

2020 Strategy Action #	2020 ACTION (with Alpine Resorts 2020 Strategy page reference)	LEAD AGENT	PROGRESS (as at April 2009)	DESCRIPTION OF SPECIFIC ACTIVITIES UNDERTAKEN
		ARMB (LM)	N/a	N/a (no accommodation at Lake Mountain).
		ARMB (BB)	Ongoing	The refurbished hotel and cabins continue to be in high demand. Lodges have responded to Resort request to improve the quality of their accommodation with several developing business plans to improve their lodge in the next two years. The Resort's Accommodation Booking Service has grown from an income base of \$300,000 in 2004 to \$675,000 in 2008. The Resort now provides an open and closing service to support club lodges.
		ARMB (BS)	On-going	No further initiatives.
		ARMB (H)	Completed	Ongoing development with stakeholders.
6.3.2.2	Investigate models of affordable accommodation to attract permanent residents. (page 26)	ARMB (FC)	Commenced but not completed	As per above, FCRM has convened a key worker housing working group who are developing recommendations and policies relating to key worker accommodation and affordable housing.
		ARMB (LM)	N/a	N/a (No accommodation at Lake Mountain).
		ARMB (BB)	Ongoing	A tender has been let for the construction of four lodges on Sites 4 and 5. Wombat Cabin was successfully sold. Woollybutt Cabin was registered for sale, a buyer was attracted at the high end price, but the Board withdrew the property due to a re-evaluation of its resource requirements. There is significant interest by several parties for lodge purchase for permanent residents.
		ARMB (BS)	Commenced but not completed.	No further progress, but are waiting on outcomes and follow up from the Affordable Housing workshop conducted by the ARCC.
		ARMB (H)	N/a	Promoting to add core function of Dinner Plain reinforces the strategic focus as per 2007.
6.3.3.1	Ensure that the most effective and efficient management arrangements are in place for safe operation and maintenance of access roads through their declaration as Arterial Roads. (page	VicRoads	Commenced but not completed	A proposal to declare the main access roads at Falls Creek, Mt Stirling, Mt Buller, Lake Mountain and Baw Baw as arterial roads for which VicRoads would then become the relevant road authority in accordance with the <i>Road Management Act 2004</i> has been agreed by the relevant Ministers. VicRoads and the Department of Sustainability and Environment are currently negotiating the details of the management arrangements. It is anticipated that this Action will be completed by 30 June 2009.

2020 Strategy Action #	2020 ACTION (with Alpine Resorts 2020 Strategy page reference)	LEAD AGENT	PROGRESS (as at April 2009)	DESCRIPTION OF SPECIFIC ACTIVITIES UNDERTAKEN
	27)			
6.3.3.2	Optimise effective and efficient snowclearing and de-icing operations to provide safe and reliable access that minimises traffic delays. (page 27)	VicRoads	Ongoing	Snow clearing and de-icing operations are shared between VicRoads and the respective Alpine Resort Management Boards. The proposed arterial road declarations of the main access roads to Falls Creek, Mt Stirling, Mt Buller, Lake Mountain and Baw Baw will establish clear consistent management responsibilities and ensure effective and efficient operations and provide safe resort access.
6.3.3.3	Ensure that road infrastructure is maintained in a fully serviceable condition to enable provision of uninterrupted and safe access to the resorts. (page 27)	VicRoads	Ongoing	The implementation of the VicRoads 'Road Management Plan' under <i>Road Management Act 2004</i> sets out clear and accountable responsibilities for the inspection, maintenance and repair of all of the main alpine resort access roads (to be declared as arterial roads) for which VicRoads is the relevant road authority.
6.3.3.4	Facilitate the improvement of entry, road, air services and coach links. (page 27)	ARCC	Ongoing	In addition to supporting Boards for road projects, Council has held discussions with Bus Association Victoria seeking to encourage the use of bus travel for Resort access. New entry and bridge over the Delatite River to access Mount Stirling (with funding of \$900k from the State Government). An upgraded entry and village square works has been constructed at Mount Baw Baw (with funding of \$100,000 from State Government). Assistance was also provided in obtaining funding for the upgrading of public entry areas at FC as part of the larger redevelopment by the ARMB and a private developer.
6.3.3.5	Introduce regulatory changes to allow ARMBs to equitably determine daily visitor wheel chain hire requirements and the ability to charge resort entry fees on a per person basis. (page 27).	DSE	Completed	Regulation 54A was introduced into the <i>Alpine Resorts (Management) Regulations 1998</i> to vary wheel chain requirements at Mt Baw Baw, Mt Buller/Mt Stirling and at Lake Mountain. The Boards at Mt Hotham and Falls Creek decided against being included in this provision.
6.3.3.6	Pursue the upgrading of roads to facilitate the promotion of touring routes through the Alps. (page 27).	ARCC	Largely completed.	Council has supported a range of Board funding proposals by way of preparing submissions, meeting with relevant politicians and general encouragement. Boards have obtained funding for the Corn Hill Road Link between Mount Stirling and Mount Buller (\$1.55m from the State Government), the sealing of the Bogong High Plains Road beyond Falls Creek (\$4.2m from the Federal Government, \$2m from State Government and \$3.75m from the local community), and intersection works on the South Face Road at Mount Baw Baw (\$250k from the State Government and \$250k from local Government).
6.3.3.7	Strengthen the 'sense of arrival' and improve visitor circulation, car parking and vehicle access within each resort.	ARMB (FC)	Commenced but not	The development of St Falls and the 'All Seasons Gateway' will significantly enhance the 'sense of arrival' at Falls Creek.

2020 Strategy Action #	2020 ACTION (with Alpine Resorts 2020 Strategy page reference)	LEAD AGENT	PROGRESS (as at April 2009)	DESCRIPTION OF SPECIFIC ACTIVITIES UNDERTAKEN
	(page 26)		completed.	A Village Access and Transport Study was undertaken during 2008 and the recommendations of that study will be used to improve especially guest arrival and departure to and from the resort, especially when the village is under snow. A recent upgrade to the village shuttle service has significantly improved visitor circulation.
		ARMB (LM)	On-going	This has been acknowledged, and placed in the Corporate Plan. Emphasis on developing the Resort as a "sense of destination" is high on the Boards priority list. A new master plan and strategic management plan is under development following the Black Saturday bushfires. This plan will include product development and market positioning and 'Inspired Place', consultants, have been engaged to undertake this task and market research and work with surrounding land managers.
		ARMB (BB)	Ongoing/Completed	The gate entry for the Resort is in place, but there is still a poor sense of arrival. The Resort intends to create a new Visitor Centre Point of arrival for 'all season' use - extending the existing visitors centre at the main day car park. There are still 'empty car parks' as people arrive in the Green Season - beautification will occur in 2009.
		ARMB (BS)	Commenced but not completed.	The ARMB has developed a brief for the creation of a comprehensive Resort Master Plan in conjunction with BSL.
		ARMB (H)	Completed	As per 2007. In addition, a comprehensive strategic review of car parking and access has been completed and forwarded to the Planning Authority.
6.3.4.1	Ensure statutory obligations to provide access to people with disabilities are met for all public facilities. (page 27)	ARMB (FC)	Ongoing	All new developments comply with DDA. FCRM has developed a close working relationship with Disabled Wintersports Australia (DWA) that enables people with disabilities to actively participate in winter alpine sports.
		ARMB (LM)	On-going	With the planned new developments required to replace the buildings and infrastructure destroyed in the fires, a complete disabled friendly Resort is planned, including all access boardwalks, treetop walks, as well as access to new buildings. A new master plan and strategic management plan is under development following the Black Saturday bushfires. This plan will include product development and market positioning and 'Inspired Place', consultants, have been engaged to undertake this task and market research and work with surrounding land managers. All abilities access is a key element of the brief.
		ARMB (BB)	Ongoing	Resort staff have been trained about the needs of people with disabilities. One of the new accommodation units is designed specifically for people with disabilities.

2020 Strategy Action #	2020 ACTION (with Alpine Resorts 2020 Strategy page reference)	LEAD AGENT	PROGRESS (as at April 2009)	DESCRIPTION OF SPECIFIC ACTIVITIES UNDERTAKEN
		ARMB (BS)	On-going	Access issues are addressed when decisions in respect to ARMB buildings are being made. Building code obligations are being implemented for new development works.
		ARMB (H)	On-going	Disabled 'taxi' vehicles offered free to all disabled patrons as part of Hotham Village transport system.
6.3.4.2	Encourage private site holders to make provision for disability access. (page 27)	ARMB (FC)	Ongoing	Discussions have been held at Stakeholder Committee meetings to encourage disability access across the resort. DWA have formed supportive relationships with stakeholders across the resort.
		ARMB (LM)	N/a	N/a (No private site holders at Lake Mountain).
		ARMB (BB)	Ongoing	Discussions have continued with RVIB Lodge, however, there has been little achieved due to the age of the infrastructure of the building. In the current real estate tender, one of the Buildings is specifically designed to meet the needs of people with disabilities.
		ARMB (BS)	On-going	Handled by enforcement of State's Building Code.
		ARMB (H)	On-going	Obligations are met with redevelopment – disabled access to public facilities in the RMB day centre are in place.
6.3.4.3	Undertake audits of the buildings and facilities at the resorts to determine which are available for access by people with disabilities (page 27)	ARMB (FC)	Commenced but not complete	Audit of public facilities undertaken.
		ARMB (LM)	On-going	A new master plan and strategic management plan is under development following the Black Saturday bushfires. This plan will include product development and market positioning and 'Inspired Place', consultants, have been engaged to undertake this task and market research and work with surrounding land managers. All abilities access is a key element of the brief.
		ARMB (BB)	Ongoing	All buildings will be assessed during 2008/09 for disability access. Special holiday packages have been developed for people with disabilities.
		ARMB (BS)	Not	No further enhancements to process from last year, although the Board has determined that an audit of its

2020 Strategy Action #	2020 ACTION (with Alpine Resorts 2020 Strategy page reference)	LEAD AGENT	PROGRESS (as at April 2009)	DESCRIPTION OF SPECIFIC ACTIVITIES UNDERTAKEN
			commenced	facilities should be undertaken to report on public access for those with disabilities.
		ARMB (H)	On-going	No comment offered.
6.3.4.4	Ensure accommodation booking services are aware of those accommodation providers with high quality access for visitors with disabilities. (page 27)	ARMB (FC)	Completed for key accommodation booking services	Accommodation booking services have made themselves aware of those accommodation providers with high quality access for visitors with disabilities.
		ARMB (LM)	N/a	Although there is no accommodation at Lake Mountain, the Board encourages surrounding providers to make it clear about wheelchair access and suitability.
		ARMB (BB)	Ongoing	Staff in the Central Booking Service have been trained to be aware of the special needs resources which may be required by people with a disability – so that they could provide such information. Staff are aware of special packages and resort support systems.
		ARMB (BS)	On-going	High Country Reservations, a joint initiative of ARMB, Mansfield Shire and commercial operators, have a comprehensive knowledge of accommodation offerings including access for those with disabilities.
		ARMB (H)	On-going	No comment offered.
6.3.5.1	Ensure public education on safe alpine practises	ARMB (FC)	Ongoing	Falls within the scope of the SnowSafe program and FCRM actively participates in this forum. Ski patrol also educate visitors on safe alpine practices, visitor guides provide information on safe alpine practices. Alpine Responsibility Code prominently displayed throughout village.
		ARMB (LM)	On-going	As a member of SnowSafe, it is vital that we keep up the educational process for all groups, particularly schools in maintaining a safe Alpine environment. The Board are serious on continuing to maintain Lake Mountain as the safest Alpine Resort in Australia.
		ARMB (BB)	Ongoing	An 'in-house' training program has been developed and implemented, to assist staff to be safety conscious. Customer Risk Management was promoted at weekly staff meetings. SnowSafe promotion materials are used through out the Resort. Trip Intentions forms were offered from several venues in the Resort (Village Central, Kelly's and Administration). Occupational Health and Safety Awareness is a major part of staff induction.

2020 Strategy Action #	2020 ACTION (with Alpine Resorts 2020 Strategy page reference)	LEAD AGENT	PROGRESS (as at April 2009)	DESCRIPTION OF SPECIFIC ACTIVITIES UNDERTAKEN
		ARMB (BS)	On-going	Relationship with SnowSafe continues. Ski patrol audits will continue to be scheduled in 2009 snow season. Safety signage and other safety practices are in place at Mt Stirling.
		ARMB (H)	On-going	SnowSafe collateral is provided at the gates with talks offered to schools by the ski patrol. Steep, icy slopes campaign continued.
6.3.5.2	Advocate further support for the Snow Safe program. (page 28)	ARCC	Completed	The Australian Ski Patrol Association has taken on the secretariat function of SnowSafe Inc. Federal Government funding has been procured by the Association to further develop snow safety programs. Council continues as a member and makes an annual contribution towards the budget of SnowSafe.
6.3.5.3	Encourage year round presence of police, emergency and medical services at the large resorts. (page 28)	ARMB (FC)	Ongoing	CFA and SES have year round volunteer presence. FCRM provides funding support for SES operations within the resort. Police and medical services are present during the winter season. Specific accommodation and facilities are provided to support each service (eg Falls Creek Fire Station, medical centre, police station & SES headquarters).
		ARMB (LM)	N/a	No comment offered.
		ARMB (BB)	Ongoing	Meetings are regularly conducted with emergency services several times a year. A protocol has been established between the Police and Mt Baw Baw ARMB to manage disorderly people. Mt Baw Baw ARMB attends the Baw Baw Municipal Liquor Accord. All permanent staff now have First Aid training, with three permanent staff now been trained in First Aid Level 3 (Bush Fire and Remote Location Standard).
		ARMB (BS)	On-going	Year round health service established. Contract for operation of medical centre in ski season in place. Ambulance Victoria has a presence in Resort during the snow season. Working with local police for year-round police presence at Mt Buller and to develop a new policing facility within the Mt Buller village.
		ARMB (H)	Not commenced	No comment offered.
6.3.5.4	Update and maintain Emergency Management Plans in consultation with key stakeholders for each resort as required. (page 28)	ARMB (FC)	Ongoing	Emergency Management Plan updated in place and regularly audited.

2020 Strategy Action #	2020 ACTION (with Alpine Resorts 2020 Strategy page reference)	LEAD AGENT	PROGRESS (as at April 2009)	DESCRIPTION OF SPECIFIC ACTIVITIES UNDERTAKEN
		ARMB (LM)	On-going	As a matter of policy, the Board upgrades the 'Emergency Management Plan'. As part of its strategy, the Board works with other stakeholders and emergency managers in maintaining best practise, and determining which agency is best suited for specific emergencies, and contacts, facilities and assets available, for any foreseen emergency.
		ARMB (BB)	Ongoing	We are part of both a local and a sub regional Emergency Services Plan which involves medical, police and emergency services. Desktop training for a major emergency was conducted with lodges in 2008. Mount Baw Baw Alpine Resort has entered into arrangements with Baw Baw Shire to be part of the Municipal Emergency Response Plan.
		ARMB (BS)	On-going	Emergency Management Plan in place and has been audited. Police report they are satisfied with our practices.
		ARMB (H)	Completed and on-going	No comment offered.
6.3.6.1	Encourage and explore how best practice in energy efficient design and construction might be included in the Alpine Resorts Planning Scheme. (page 28).	DSE	Ongoing	DPCD and DSE joint lead agents for the action and SV as a significant contributor. DSE are developing a project brief to develop energy efficient guidelines. DPCD will be responsible for including any amendments into the Alpine Resorts Planning Scheme.
6.3.6.2	Investigate opportunities to reduce reliance on fossil fuels and explore options to access sources of sustainable energy within broader environmental constraints. (page 28)	ARMB (FC)	Ongoing	Falls Creek is Green Globe benchmarked and will be seeking Green Globe Certification in 2009. Following the appointment of an environmental resource, greater attention is being applied to FCRM energy usage and energy efficiency opportunities. FCRM is also engaged in discussions with an energy supplier and Sustainability Victoria to undertake energy audits across the resort, to investigate universal access to green energy, and to potentially trial one or more sustainable energy generation options within the resort.
		ARMB (LM)	On-going	This has been on the forefront of the design and construction plans of the new Day Visitor Centre. The Resort has waste heating, available from the generator system, which significantly saves on both expense and emissions. A new master plan and strategic management plan is under development following the Black Saturday bushfires. This plan will include product development and market positioning and 'Inspired Place', consultants, have been engaged to undertake this task and market research and work with surrounding land managers. As part of the Recovery process renewable energy projects are under active consideration as part of any rebuilding or development.

2020 Strategy Action #	2020 ACTION (with Alpine Resorts 2020 Strategy page reference)	LEAD AGENT	PROGRESS (as at April 2009)	DESCRIPTION OF SPECIFIC ACTIVITIES UNDERTAKEN
		ARMB (BB)	On going	The Resort has implemented the national 'Keep Winter Cool Campaign' which strongly promotes methods of minimising global warming. Energy use audits have been conducted in most ARMB buildings, with Energy Efficiency Plans now enabling a Resort- wide approach to this issue. Vehicles have been changed to diesel, within a Resort-wide transition plan. Alternative forms of power provision are being researched (wind /solar/ mini hydro / geo thermal power). The Resort implemented the Green Visitor Program which measures visitor emissions getting to the Resort. The Resort is also developing a base line data base of energy used by the Resort activities.
		ARMB (BS)	On-going	Investigating options to reduce energy usage and costs, and trying to establish carbon footprint measures to establish base point for measure of initiatives to reduce usage of energy within Resorts
		ARMB (H)	On-going	Discussion papers on 'becoming carbon neutral' developed with research into existing RMB carbon footprint and options for carbon reduction and sustainable energy production being evaluated.
6.3.6.3	Promote energy efficient practices by example, with commitment documented in Environmental Management Plans and the Alpine Resorts Planning Scheme. (page 28)	ARMB (FC)	Commenced but not complete	In addition to above mentioned activities, FCRM will be reviewing and finalising its draft Environmental Management Plan in 2009.
		ARMB (LM)	On-going	As part of the Bush Fire Recovery process and master plan/strategic management plan process, energy efficiency will be a key element. We are already providing waste heat transfer systems to the Day Visitor Centre.
		ARMB (BB)	Ongoing	The ARMB Environmental Plan has been published and implemented. The Resort has now allocated resources for the employment of an Environmental Officer.
		ARMB (BS)	Commenced	Being addressed in Environmental Management Plan and through Building Code. Work on lease conditions for new developments to be considered.
		ARMB (H)	On-going	Reviewed energy use for operations. Installed new more efficient potable water pumps and starters with 28% improvement in efficiency.
6.3.8.1	Coordinate access to funding sources for infrastructure on an equitable basis with	ARCC	On-going	Council has supported a range of Board funding proposals by way of preparing submissions, meeting with relevant politicians and general encouragement. ARMBs have been successful in receiving funding on a

2020 Strategy Action #	2020 ACTION (with Alpine Resorts 2020 Strategy page reference)	LEAD AGENT	PROGRESS (as at April 2009)	DESCRIPTION OF SPECIFIC ACTIVITIES UNDERTAKEN
	local government, water authorities and similar agencies. (page 29)			similar basis to local Government from Bushfire Recovery Programs and from the Victorian Government's Regional Infrastructure Development Fund (3 projects totalling approximately \$9m), Water Trust (2 projects totalling approximately \$5.5m) and Community Development Fund. Special funding was also unsuccessfully sought for upgrading water supplies to better implement clean water regulations. Council engaged an independent consultant to, amongst other things, compare the success in Alpine Resorts attracting Government funding in comparison to municipal Councils. It found that grant funding comprised a lower percentage of Resort income than Council income. The Council has also taken out a membership with the Transport and Tourism Forum (TTF) principally to facilitate access to expertise and input into Federal policy and funding processes.
6.3.9.1	Reference the <i>Alpine Resorts 2020 Strategy</i> in the State section of the Alpine Resorts Planning Scheme as the overarching strategic direction to guide planning decisions in the resorts.	DSE	Completed	DPCD lead agent. Action completed.
6.3.9.2	Strengthen the Alpine Resorts Planning Scheme provisions to ensure that both policy statements and detail are consistent with, and support the implementation of the Alpine Resorts 2020 Strategy. (page 29).	DSE	Commenced but not completed	DPCD lead agent. Advice from DPCD is that there a review is to be undertaken.

2020 Strategy Action #	2020 ACTION (with Alpine Resorts 2020 Strategy page reference)	LEAD AGENT	PROGRESS (as at April 2009)	DESCRIPTION OF SPECIFIC ACTIVITIES UNDERTAKEN
6.4	VIBRANT RESORTS			
6.4.2.1	Reinforce relationships and linkages between the resorts, surrounding land, including National Parks, and the sub alpine regions to maximise mutual economic benefit. (page 30)	ARMB (FC)	Ongoing	Relationships developed with other Resorts (formally via BART and Cooperation Committee), Parks Victoria as noted above, Alpine Shire, and tourism operators in region. Close involvement with NEVTi, GARMi, and Australian Alps National Landscapes Committee.
		ARMB (LM)	On-going	The Board are members and contributors to both local and regional tourism associations, and have developed joint marketing strategies and packaged experiences with the local chamber of commerce and Region. The Board have a combined Emergency Management Plan with the Shire as well as other initiatives cooperatively managed. The Board have a very close association with surrounding land managers, particularly Parks Victoria with environmental management for endangered species, walking track design, co-operative signage, membership on the Management Board and other initiatives. As part of the Bush Fire Recovery process for Marysville and surrounding area the Board is working closely with all stakeholders including local council, VBRRR, DSE, Parks and the business community.
		ARMB (BB)	Ongoing	The excellent relationship between Baw Baw Shire and Mount Baw Baw Alpine Resort continues in relation to the lobbying of sealing of the South Face Road which was completed in June 2008. Discussions are occurring with Vic Roads regarding Vic Roads undertaking full responsibility of the road right up to the Village Portal. Baw Baw Shire's Draft Economic Plan has identified that Mount Baw Baw Alpine Resort is its key attribute, in terms of attracting regional economic benefit. Community meetings have been expanded to other nearby towns. Resort Management attended several community meetings to reinforce BB commitment to the developing relationships and linkages enabling mutual economic benefit. Parks Vic has partnered Baw Baw and Walhalla in the development of the Great Walhalla Alpine Trail.
		ARMB (BS)	On-going	Good co-operation exists with neighbouring Shire Council, other local land authorities and with the other Alpine Resort Management Boards.
		ARMB (H)	On-going	As per 2007 report.
6.4.3.1	Broaden cooperation as a single industry to market the alpine experience. (page	BART	On-going	BART continues to implement the 2006-2009 Strategic Plan, which outlines the objectives and strategies of BART in order to cooperatively promote the Alpine Resorts. BART, in conjunction with Tourism Victoria is in the process of developing a new three year Strategic Plan. BART is looking to further develop key

2020 Strategy Action #	2020 ACTION (with Alpine Resorts 2020 Strategy page reference)	LEAD AGENT	PROGRESS (as at April 2009)	DESCRIPTION OF SPECIFIC ACTIVITIES UNDERTAKEN
	30)			relationships with the 'Snow Australia' and 'National Landscapes' initiatives.
6.4.3.2	Ensure that resort specific strategies are developed to maintain and maximise winter visitation which focus on improving the variety and quality of the visitor experience. (page 30)	ARMB (FC)	Ongoing	See above comments re focus on promoting holiday in the snow that is intended to attract guest groups and to extend stay of such groups. See also above comments on diversity of offering to attract new and retain return guests.
		ARMB (LM)	On-going	<p>The Board is increasing activities and engaging in increased awareness of the Resort and surrounds, by employing staff to maximise visitor awareness of activities available at Lake Mountain. The Board are increasing the range of activities by the implementation of complementary snow based sports and family oriented objectives, tube parks, snowman competitions, freddo frog, learn to ski for kids, sled rides. The Board is mindful of our demographic, and acknowledge the requirement to be affordable for all snow users. The Board have collated all information regarding commercial operations, visitor numbers for adult and children, and bus and car visitation, daily snow conditions, daily revenue for each business and commercial operation. These have been collected for the past five years, and the Board can assess how each business and operation is performing at any time, with any vagaries noted, like school holidays, snow conditions, poor weather and days that required chains. Post codes have been collected from each car during the winter period, to give the Board an accurate evaluation on our geographic, and if and how it spreading given increased construction of the new freeways and Melbourne's growth corridors. The Board have a large data base of customers from commercial operations, which is utilised as part of the Marketing Strategy.</p> <p>The Board and staff, together with many bush fire survivors, have worked to re-open Lake Mountain this winter as part of the recovery process and providing the visitor with an excellent product. This included rehabilitating and readying over 30 kms of Cross Country trails, putting in place temporary public facilities and medical facilities destroyed in the fires. The Board is confident that a safe memorable experience will be offered and delivered with little or no diminution of the quality of their experience last year.</p>
		ARMB (BB)	Ongoing	<p>A new toboggan park (Frantic Frog Run) has been implemented following discussions with the Department of Planning and Development and will be in use in the 2009 Season. Several new features are now available in the Resort, those being the Big Air Bag, a Bungy Trampoline (both all season products). Freestyle Camps have been introduced and the Burton Learn to Ride Program has been introduced. There now five terrain parks and Mt Baw Baw is now widely recognised as the Freestyle Resort in Australia.</p> <p>The Board of Management has successfully re engaged with Cactus Black, 3CS, RPS and Forum as major sponsors for the development of products. A small second hand groomer has been purchased in a Lease Arrangement to ensure that lift lines are safe and that there is validity in the charging for cross country runs.</p>

2020 Strategy Action #	2020 ACTION (with Alpine Resorts 2020 Strategy page reference)	LEAD AGENT	PROGRESS (as at April 2009)	DESCRIPTION OF SPECIFIC ACTIVITIES UNDERTAKEN
				<p>The Board raised \$34,000 through its 2008 Toboggan Levy.</p> <p>A highlight of the White Season in 2008 was the 'Camp Quality' whereby 66 children (accompanied by their family) a total entourage of 102 stayed at the Mountain for a weekend. Our aggressive marketing campaign, including radio and TV, ensured that we maximised visitation. This was lead primarily through a marketing thrust of dramatically reducing the tickets and ensuring that the Mountain was affordable. There were further developments of children activities during school holidays (snow or no snow). The majority of lodges are now available to be booked online, which has made a significant difference in terms of better information and ease of access.</p>
		ARMB (BS)	On-going	Continuing from last year's initiatives.
		ARMB (H)	Commenced but not completed	Enhanced snowmaking provides better ski conditions for a longer period.
6.4.4.1	Develop appropriate alpine non winter product to enhance the visitor experience in conjunction with the sub alpine regions. (page 31)	ARMB (FC)	Ongoing	See above range of current and planned non winter activities.
		ARMB (LM)	On-going	<p>The Board are keenly aware of the environmental impacts on Alpine Resorts, in particular lower altitude Resorts, and are developing, as part of their strategic plan, an all seasons viability synopsis that will maximise out of winter visitation. To that end, the Board are keen to develop a return loop between Marysville and Lake Mountain, utilising the natural features of the area, and maximising the potential of the Commercial businesses on Lake Mountain. The Board are also keen to maximise the assets within the Resort. This can be done by working with the Local businesses for conferences, special functions and various community groups. The Board have developed a relationship with race enthusiasts to hold car rallies within the Resort maximising the Resorts location to Melbourne and its opportunities.</p> <p>A new master plan and strategic management plan is under development following the Black Saturday bushfires. This plan will include product development and market positioning and 'Inspired Place', consultants, have been engaged to undertake this task and market research and work with surrounding land managers.</p>
		ARMB (BB)	Ongoing	A number of events occurred in Green Season 08, commencing with New Years Eve celebration and finishing with the Mothers Day pampering packages. A calendar of events was established and sent to all clubs so they could promote those activities to their members. The website and local tourist regional publication advertised

2020 Strategy Action #	2020 ACTION (with Alpine Resorts 2020 Strategy page reference)	LEAD AGENT	PROGRESS (as at April 2009)	DESCRIPTION OF SPECIFIC ACTIVITIES UNDERTAKEN
				Green Season activities. Ski hire had 6 bikes for mountain use and hire and these proved to be very popular. Picnic hampers were promoted for romance packages. Green season trail maps were developed and widely used (resulting in visitor statements of satisfaction and approval). These were made available as various points around the Resort. Brochure promotion of the conference/functions options were redeveloped and distributed. Several corporate entities utilised the conference centre, and several weddings occurred. Village Central was open from 364/365. It is perceived to be a 'loss-leader' situation. Picnic tables were increased (x 6). Various artists and photographers willingly cooperated along with local cheese makers and wineries which proved to be popular with the visitors. The Great Walhalla Alpine Trail has been brochured for 2008 and 2009, with many bookings occurring. The domestic market is also booming. A particular highlight of this year was the 'Earth and Culture Festival', which was highly successful in terms of a Gippsland celebration of our diversity in terms of cultural backgrounds and a celebration of environmental awareness and engagement.
		ARMB (BS)	On-going	The array of events and activities continues to grow, as does the network of high quality mountain bike paths.
		ARMB (H)	On-going	New events – Cool Summer Festival and Beyond Hotham. Work in progress on walking trails - 3 Huts Walk, Hotham Dinner Plain Trail and the Aqueduct Trail.
6.4.4.2	Develop a database of customer information for non winter visitation to guide future planning and marketing. (page 31)	ARMB (FC)	Commenced but not completed	FCRM has traffic counters in the road leading to the resort. This provides detailed information of vehicles travelling to the resort from Mt Beauty. FCRM has also surveyed guests attending non winter events to obtain feedback on events and to build a guest data base.
		ARMB (LM)	On-going	A new master plan and strategic management plan is under development following the Black Saturday bushfires. This plan will include product development and market positioning and 'Inspired Place', consultants, have been engaged to undertake this task and market research and work with surrounding land managers.
		ARMB (BB)	Ongoing	Unfortunately the database was lost during a transition of websites. This database is now being rapidly replaced, with now over 200 names on the database in three weeks.
		ARMB (BS)	Commenced but not completed.	Feedback from events being filed and taken into account when planning future events and activities.
		ARMB (H)	On-going	No comment offered.

2020 Strategy Action #	2020 ACTION (with Alpine Resorts 2020 Strategy page reference)	LEAD AGENT	PROGRESS (as at April 2009)	DESCRIPTION OF SPECIFIC ACTIVITIES UNDERTAKEN
6.4.4.3	Develop a business case for non winter visitation at each resort. (page 31)	ARMB (FC)	Completed	As per above, FCRM has developed, and is progressively implementing, a tourism & marketing strategy.
		ARMB (LM)	On-going	A new master plan and strategic management plan is under development following the Black Saturday bushfires. This plan will include product development and market positioning and 'Inspired Place', consultants, have been engaged to undertake this task and market research and work with surrounding land managers.
		ARMB (BB)	Ongoing	A corporate plan, which includes a detailed business plan describing proposed projects and tasks, is prepared each year and presented to the Minister for endorsement. These plans are based on the Alpine Resorts 2020 Strategy / all season visitation vision.
		ARMB (BS)	Commenced but not completed.	The review of our summer strategy needs to be undertaken to clarify opportunities to build upon our 'Bike Buller' offer and to identify other opportunities for year round development. This work may be complementary to the work to be undertaken as part of the Resort master planning process.
		ARMB (H)	Completed	Implementation ongoing as outlined elsewhere in this report.
6.4.4.4	Encourage research into the demand for non winter visitation, product development and marketing strategies. (page 31)	ARCC	On-going	A number of workshops have been held with key ARMB personnel and a major review of relevant literature undertaken and made available to the ARMBs. Through BART, a partnership has been established with North East Victoria Tourism Inc, which has led a number of product development and operator training activities. An all-seasons strategy was developed and has been used to foster and encourage the development of an all season brand, partnerships, and all season products involving all ARMBs. Strong links have also been developed with Parks Victoria's Visitor Research & Development Unit, including working collaboratively on a study of visitors to the Alpine National Park and nearby areas. A non-winter visitor counting project has been developed, but implementation was delayed because of the 2006/07 bushfires. It was rolled out in 2007/08 and again in 2008/09. All Resorts are now actively pursuing an 'open in all seasons' approach.
6.4.4.5	Encourage the development of ecotourism, heritage, interpretation and educational products as part of year round viability. (page 31)	ARMB (FC)	Ongoing	FCRM is actively pursuing the development of ecotourism, heritage, interpretation and educational products.
		ARMB (LM)	On-going	The Board are developing a relationship with the Taungurung people to establish a significant heritage interest within the Resort. This will lead to signage, history, data point display, display Boards, and other cooperative arrangements that may become available. The Board is continuing a strong relationship with Parks Victoria, to

2020 Strategy Action #	2020 ACTION (with Alpine Resorts 2020 Strategy page reference)	LEAD AGENT	PROGRESS (as at April 2009)	DESCRIPTION OF SPECIFIC ACTIVITIES UNDERTAKEN
				develop interpretive walking tracks and signage. This is all part of our Head of Agreement with Parks Victoria. A new Master Plan and Strategic Management Plan is under development following the Black Saturday bushfires. This plan will include product development and market positioning and 'Inspired Place', consultants have been engaged to undertake this task and market research and work with surrounding land managers and traditional owners of the land.
		ARMB (BB)	Ongoing	Several products have been developed which deliver ecotourism, heritage, interpretation and educational offerings. The Resort is reviewing the use of one building as an internet/ museum/ interpretative centre. These products are in planning stage and the resort is seeking funding to enable implementation.
		ARMB (BS)	Commenced but not completed.	National Alpine Museum continues to be primarily funded by the ARMB. Guided environmental interpretative walks offered by the ARMB.
		ARMB (H)	On-going	Heritage in the High Country Strategy to be developed in 2009. Cultural Heritage function created and allocated to core staff member – research, data collection, interpretation and product development now a key focus.
6.4.5.1	Develop an investment strategy for each resort to attract further private sector interest. (page 31)	ARMB (FC)	Commenced but not completed	As noted above, the draft Falls Creek Master Plan provides the framework for the future development of the resort. In addition to this plan, FCRM is actively promoting the Resort, has developed a range of transparent policies and procedures relating to property development, and actively seeks to engage with current and potential future investors.
		ARMB (LM)	Not commenced.	No comment offered.
		ARMB (BB)	Ongoing	The ARMB corporate plan includes a detailed business plan including investment to attract further private sector interest. The ARMB Real Estate Revitalisation Project should achieve investor interest (\$1.2M in the next 12 months). The Resort has now established an Asset Replacement Fund.
		ARMB (BS)	Not commenced	Apparent reduction in investment impetus primarily, it seems due to down turn in global economic situation.

2020 Strategy Action #	2020 ACTION (with Alpine Resorts 2020 Strategy page reference)	LEAD AGENT	PROGRESS (as at April 2009)	DESCRIPTION OF SPECIFIC ACTIVITIES UNDERTAKEN
		ARMB (H)	Commenced but not completed	Global economic position has significantly dampened private sector investment – however the Hotham Central redevelopment MOU is still on foot.
6.4.5.2	Investigate incentives for businesses that operate throughout the year. (page 31)	ARMB (FC)	Complete but ongoing	FCRM actively supports stakeholders who operate their business throughout the year and again actively encourages all other businesses in the resort to change their business model to all-seasons operation. Leasing policies provide encouragement for year round businesses through the lease matrix that can deliver extended lease terms for year round operators.
		ARMB (LM)	N/a	No comment offered.
		ARMB (BB)	Ongoing	Resort intends to purchase the Ski Hire and open it all year, with an 'Activities, Health and Fitness' focus. The Boards Central Booking Service now enables accommodation, of all types, to be open all year.
		ARMB (BS)	Not commenced	To be addressed in review of summer strategy.
		ARMB (H)	Commenced but not completed	Forms part of key events strategy – Individual lessees invited to target key events and become specialised service providers for these events – conversation with HSA ongoing.
6.4.6.1	Maximise the return on Investment in public infrastructure and visitor facilities at Lake Mountain and Mount Baw Baw to broaden opportunities for four season experiences and improve financial viability. (page 31)	ARMB (LM)	On-going	<p>Following the construction of the Day Visitor Centre, the Board have put in place strategies to maximise potential of the Centre. These include maintaining the bistro operation throughout the year, with retail stock available for purchase. Endeavoured to utilise the conference room, with different organisations approached for its use. Have inserted a car ticket machine to assist in revenue for infrastructure outside the snow season. The Board have opened the ski patrol base as a commercial flat which is proving successful. The Board are looking at ways to increase numbers in the Bistro by offering package deals with Marysville businesses. Being a new building, the Day Visitor Centre has taken time to show its potential without the luxury of heavy advertising. But, with the gradual increase of visitation and attractions offered, there is a huge potential to capitalise on the visitation apparent throughout the Region.</p> <p>Lake Mountain reports against the 'Economic Sustainability Indicators' outlined in the Ministerial Direction of 2004. Lake Mountain has consistently not been able to move beyond the first stage of these sustainability indicators - being 'Cash Flow Positive without Government Support'. The Board have adopted policies this year to partially fund long term liabilities and provide for asset replacement thereby improving the transparency of the level of on-going operational support required. The Board have a broad plan to address this issue in the</p>

2020 Strategy Action #	2020 ACTION (with Alpine Resorts 2020 Strategy page reference)	LEAD AGENT	PROGRESS (as at April 2009)	DESCRIPTION OF SPECIFIC ACTIVITIES UNDERTAKEN
				medium term and have recently raised the issue of medium term funding with the Minister in the context of the 2009 Corporate Plans Objectives and Financial targets and more recently the Black Saturday Bush Fire recovery for Marysville and surrounding areas. The objective remains to become financially self sufficient. Until these discussions are finalised in terms of both on-going support, bush fire recovery strategy and additional contributions by Government it is not possible to execute on this or any revised strategy.
		ARMB (BB)	Ongoing	The Resort has continued its positive yield increase on all products. We now have Big Air Bag and trampolining this year. Also the Resort will be making several mountain bikes available during the Green Season and an Outdoor Recreation Officer will be on duty at weekends. The walks have been maintained and good maps and information is available. Asset maintenance, which ensures our customer wellbeing and satisfaction, has been addressed with a full time worker being appointed. Existing infrastructure, has been utilised to its maximum - Village Central; Snowgum Lodge; Alpine Hotel; Mountain Sports Centre; car parks / roadways / lighting.
6.4.6.2	Review management and financial arrangements, including the establishment of a Capital Improvement Fund and a Snow Drought Fund, to provide for the long term financial viability of all resorts. (page 31)	ARMB (FC)	Completed	Capital Investment Fund and Snow Drought Fund established.
		ARMB (LM)	On-going	<p>The Board in conjunction with the Department of Sustainability have developed a strategy towards self sufficiency on the resort. The Board are fully aware that there will be below average seasons that additional funding will need to be sort. To this end the Board have reduced all but the basic expenditure to maintain the Resort as operational, and have ceased any Capital Works. The Board also understand the need for a depreciation schedule that will fund future requirements for Capital replacement of assets.</p> <p>Lake Mountain reports against the 'Economic Sustainability Indicators' outlined in the Ministerial Direction of 2004. Lake Mountain has consistently not been able to move beyond the first stage of these sustainability indicators - being 'Cash Flow Positive without Government Support'.</p> <p>The Board have adopted policies this year to partially fund long term liabilities and provide for asset replacement thereby improving the transparency of the level of on-going operational support required. The Board have a broad plan to address this issue in the medium term and have recently raised the issue of medium term funding with the Minister in the context of the 2009 Corporate Plan's 'Objectives and Financial Targets' and more recently the Black Saturday Bush Fire recovery for Marysville and surrounding areas. The objective remains to become financially self sufficient. Until these discussions are finalised in terms of both on-going support, bush fire recovery strategy and additional contributions by Government it is not possible to</p>

2020 Strategy Action #	2020 ACTION (with Alpine Resorts 2020 Strategy page reference)	LEAD AGENT	PROGRESS (as at April 2009)	DESCRIPTION OF SPECIFIC ACTIVITIES UNDERTAKEN
				execute on this or any revised strategy.
		ARMB (BB)	Ongoing	<p>The Resort has continued to review its economic viability even after reasonably good snowfall years. The Toboggan Infrastructure Levy resulted in income of \$34,000. A Green Season Infrastructure and Parking Levy Ticket Dispenser was been installed and raised \$7K in the 08/09 green season. Cross country fees raised approximately \$17k in 2008. Even though clubs have been requested to pay according to the instalment, most clubs left their payment until the very end of the financial year (which does create some cash flow issues for the Resort). Resort Management, Ski Hire, Cascade Apartments and Kelly's were the significant members of the Marketing Campaign. Levies for Lodges were raised by another 3.1% in 2008 and will be raised by another 3.1% in 2009.</p> <p>Sponsorship arrangements were re-established between the Resort and the Cactus Black Group, as well as 3 CS Forum and Burton, to support the development of a new terrain parks, Bungy Tramp and the Big Air Bag. The Resort Real Estate Revitalisation Project was continued and is on track. Hotel Accommodation has continued public use and delivers excellent profitability.</p> <p>White Season yield has improved. Green Season yield is now being benchmarked across a number of business units (accommodation, food and beverage). New food and beverage prices were set which will increase yield without alienating our customer base. Some of our package (green and white season) targets high spending customers, such as romance packages.</p> <p>Contributions have been made to both the Capital Improvement Fund & the Snow Drought Fund to provide for the long term financial viability.</p>
		ARMB (BS)	Completed	Snow Drought Fund and Capital Investment Fund have been implemented and being monitored regularly. Both Funds have year-end balances at the level prescribed.
		ARMB (H)	On-going	No comment offered.

2020 Strategy Action #	2020 ACTION (with Alpine Resorts 2020 Strategy page reference)	LEAD AGENT	PROGRESS (as at April 2009)	DESCRIPTION OF SPECIFIC ACTIVITIES UNDERTAKEN
6.5	ENVIRONMENTAL MANAGEMENT			
6.5.2.1	Each resort will maintain and periodically review their Environmental Management Plan. (page 32)	ARMB (FC)	Commenced but not completed	As noted above, FCRM will be reviewing and finalising its draft Environmental Management plan in 2009.
		ARMB (LM)	On-going	The review of the Environmental Management Plan will be reviewed with assistance of surrounding land managers, to affect a plan that will need to be monitored, reviewed and jointly acted upon to maintain correct environmental management throughout the Resort and surrounding area.
		ARMB (BB)	Ongoing	The Environmental Plan was implemented in June 2008. This will be reviewed in mid 2009.
		ARMB (BS)	On-going	Year 3 of Plan being implemented with Plan being monitored and reviewed regularly.
		ARMB (H)	On-going	Currently working with a consultant firm, Biosis, to finalise updated Emergency Management Plan.
6.5.2.2	Each resorts' Environmental Management Plan will provide for monitoring together with pest and weed management programs to minimise their impact on endemic species. (page 32)	ARMB (FC)	Ongoing	Programs established and implemented on an ongoing basis. Support and encouragement provided to professional and volunteer organisations to eradicate as possible and otherwise minimise pests and weeds. FCRM works closely with PV in this area.
		ARMB (LM)	On-going	The review of the Environmental Management Plan will be reviewed with assistance of surrounding land managers, to affect a plan that will need to be monitored, reviewed and jointly acted upon to maintain correct environmental management throughout the Resort and surrounding area.
		ARMB (BB)	Ongoing	Activities relating to the monitoring of pest and weed management have been established in conjunction with Parks Victoria (within Resort limitation). This is monitored by our Environmental Officer.
		ARMB (BS)	On-going	EMP contains action plans to address these issues. Successful eradication programs being implemented.
		ARMB (H)	On-going	Annual programs in place both internal and in partnership with Parks Victoria.

2020 Strategy Action #	2020 ACTION (with Alpine Resorts 2020 Strategy page reference)	LEAD AGENT	PROGRESS (as at April 2009)	DESCRIPTION OF SPECIFIC ACTIVITIES UNDERTAKEN
6.5.2.3	Improve management of ski field areas to protect, enhance and restore vegetation communities. (page 32)	ARMB (FC)	Ongoing	FCRM has embarked on the development of a Biodiversity Management Strategy for the resort. This strategy, in association with other initiatives, will assist in the protection, enhancement and restoration of vegetation communities throughout the resort. Falls Creek Ski Lifts have taken a proactive stance in enhancement and restoration of vegetation communities.
		ARMB (LM)	On-going	This is done under direction from reports on capital programmes required by environmental engineers, flora and faunal officers, prior to any earthworks or capital programmes planned.
		ARMB (BB)	Ongoing	Resort has an annual plan for the management of its ski fields. These are always the subject of discussion with relevant authorities (e.g. DSE Planning and DSE).
		ARMB (BS)	On-going	Long-term strategy leading to a long-term ski area vegetation management plan submission for a Planning Permit is being undertaken by the lift company, with assistance from the ARMB whilst consulting with DSE and DPCD.
		ARMB (H)	On-going	On going annual revegetation program in conjunction with weed control and ongoing management of Alpine Nursery at Ovens.
6.5.2.4	Degraded areas will be rehabilitated to achieve a net gain. (page 32)	ARMB (FC)	Commenced but not completed	As noted above, FCRM has embarked on the development of a Biodiversity Management Strategy for the Resort. This strategy, in association with other initiatives, will assist in the protection, enhancement and restoration of vegetation communities throughout the Resort.
		ARMB (LM)	On-going	The review of the Environmental Management Plan will be reviewed with assistance of surrounding land managers, to affect a plan that will need to be monitored, reviewed and jointly acted upon to maintain correct environmental management throughout the Resort and surrounding area.
		ARMB (BB)	Ongoing	Mt Baw Baw ARMB has a Net Gain Register and a plan in place and strictly implements same. The Register is monitored by DSE relevant staff. Staff have attended relevant training and have implemented new learning.
		ARMB (BS)	On-going	Works outlined in the Environment Management Plan and the Pygmy Possum Recovery Plan are being implemented on a timely and cost effective basis in accordance with the actions outlined in the Plans.
		ARMB (H)	On-going	On going annual revegetation program in conjunction with weed control.

2020 Strategy Action #	2020 ACTION (with Alpine Resorts 2020 Strategy page reference)	LEAD AGENT	PROGRESS (as at April 2009)	DESCRIPTION OF SPECIFIC ACTIVITIES UNDERTAKEN
6.5.2.5	Undertake further research into species ecology and monitoring of flora and fauna communities. (page 32)	ARMB (FC)	Ongoing	Falls Creek is the base for a number of scientists, including the Australian participant in the International Tundra Experiment (ITEX). Falls Creek also actively supports research into the local mountain pygmy possum habitat and population.
		ARMB (LM)	On-going	The Board are heavily involved in the restoration of the Leadbeaters Possum. The Board are also heavily involved in regeneration works, and erosion control following the fires. This has resulted in a huge increase of numbers within the Resort area, with a very healthy adult/juvenile number of colonies in nest boxes placed throughout the resort. With the breeding programmes for this endangered species being increasingly unsuccessful, it becomes more important for the Board to maintain this involvement. As a result of the recent fires and loss of flora and fauna, programs are being restabilised as a matter of urgency.
		ARMB (BB)	Ongoing	Both DSE Frog Study Group and Monash University Students of Environmental Management Graduate course visit Baw Baw on a regular basis / make reports to and conduct discussions with staff, who also have a similar passion for sustainability of the natural environment.
		ARMB (BS)	On-going	Actions included in the EMP and Pygmy Possum Recovery Plan.
		ARMB (H)	On-going	Alpine Nursery has on going research which is producing an extensive variety of Alpine plants for all resorts and Parks Victoria.
6.5.3.1	Protect sensitive areas to allow natural regeneration to take place. (page 33)	ARMB (FC)	Ongoing	FCRM has been and continues to be active in the ongoing removal of exotic species within the resort and replacement with natives. There is a special focus on sensitive areas such as alpine bogs where restoration works have been underway for some time.
		ARMB (LM)	On-going	It was not possible to protect sensitive areas during the Black Saturday bush fires.
		ARMB (BB)	Ongoing	The Mt Baw Baw ARMB Corporate Plan, includes a detailed Business Plan enabling the allocation of resources to ensure the protection of sensitive areas to allow natural regeneration to take place. The Environment Management Plan identifies the sensitive areas which require protection for natural regeneration to take place.
		ARMB (BS)	On-going	Actions outlined in above Plans.
		ARMB (H)	On-going	Following 2003 bushfires when the water catchment was significantly burnt the Board undertook a 3 year

2020 Strategy Action #	2020 ACTION (with Alpine Resorts 2020 Strategy page reference)	LEAD AGENT	PROGRESS (as at April 2009)	DESCRIPTION OF SPECIFIC ACTIVITIES UNDERTAKEN
				monitoring program to gauge the recovery of the vegetation in a sensitive area.
6.5.3.2	Undertake revegetation and planting programs where required to replace the vegetation lost in the fire and provide for slope stability. (page 33)	ARMB (FC)	Ongoing	FCRM has been and continues to be active in revegetation and planting programs. FCRM has developed a "green team" who spend the non winter period focused on vegetation management. This includes the operation of an alpine nursery.
		ARMB (LM)	On-going	[The 2020 Strategy action refers to the 2003 fires, but, of course, now applies equally to the 2009 fires].
		ARMB (BB)	Ongoing	Baw Baw commenced revegetation /tree planting programs several years ago, with the commencement of the RIDF Project and is committed to continuing that program. This was strongly adhered to with the redevelopment of the South Face Road and Tourist Road realignment.
		ARMB (BS)	On-going	Work being undertaken.
		ARMB (H)	On-going	As above, plus natural recruitment has proved to be highly effective in bushfire effected areas.
6.5.3.3	Monitor and control ingress of exotic species of fauna and flora in fire affected areas. (page 33)	ARMB (FC)	Ongoing	Mapping programs have been in place for a number of years and FCRM has been working with Parks Victoria on a number of eradication programs, especially for Hawkweed and to a lesser extent broom.
		ARMB (LM)	On-going	No comment offered.
		ARMB (BB)	Ongoing	No fires occurred at Baw Baw, however the Resort was extremely ember affected. Exotic species of flora and fauna a regularly monitored. The monitoring of such species is a stated KPI in the Mt Baw Baw Environment Management Plan.
		ARMB (BS)	On-going	Actions outlined in above plans, but our work appears to be ahead of those of our neighbours, which limits the effectiveness of our actions.
		ARMB (H)	On-going	As above plus 3 years of monitoring by a consultant firm, Biosis, following bushfires.
6.5.3.4	Monitor sedimentation of storages and ensure high water quality. (page 33)	ARMB (FC)	N/A	Water storages are outside the resort boundary. Any issues relevant to resort are discussed with AGL and/or Parks Victoria as relevant.

2020 Strategy Action #	2020 ACTION (with Alpine Resorts 2020 Strategy page reference)	LEAD AGENT	PROGRESS (as at April 2009)	DESCRIPTION OF SPECIFIC ACTIVITIES UNDERTAKEN
		ARMB (LM)	On-going	Potable water projects are part of a package of projects under consideration.
		ARMB (BB)	Ongoing	An alliance has been form with Gippsland Water to assist the Resort in water matters. Monitoring now occurs on a monthly basis (sedimentation) monitoring of water quality occurs weekly and is assessed independently off the Mountain. Management proactively implements water boiling notices, based on these assessments.
		ARMB (BS)	On-going	Regular water testing and stream flow monitoring occurs. Water quality risk management program is being administered in conjunction with DHS Water Regulators.
		ARMB (H)	On-going	Following the bushfires in 2003 sedimentation in the water catchment was an issue. This problem has now been abated following the regrowth of native vegetation.
6.5.3.5	Budget for a short term reduction in water availability and long term water storage and diversion. (page 33)	ARMB (FC)	N/A	Falls Creek has direct access to a secure water supply from Rocky Valley Dam.
		ARMB (LM)	On-going	Being re-examined in the context of Resort rebuilding following the bush fires.
		ARMB (BB)	Ongoing	The Project is now analysing village water requirements both short and long term in line with planned village / resort / snowmaking development.
		ARMB (BS)	Commenced but not completed.	Additional water storage feasibility study being undertaken. Water saving initiatives being promoted within the village.
		ARMB (H)	On-going	Water Trust Project and regular de-silting of the potable water supply weir completed.
6.5.3.6	Prepare comprehensive fire management plans for each resort in accordance with the <i>Report of the Inquiry into the 2002-2003 Victorian Bushfires</i> . (page 33)	ARMB (FC)	Commenced but not completed	Natural resource manager has developed a draft Fire Management Plan for resort in conjunction with CFA and DSE.
		ARMB (LM)	On-going	Completed and reviewed in conjunction with Parks Victoria.

2020 Strategy Action #	2020 ACTION (with Alpine Resorts 2020 Strategy page reference)	LEAD AGENT	PROGRESS (as at April 2009)	DESCRIPTION OF SPECIFIC ACTIVITIES UNDERTAKEN
		ARMB (BB)	Ongoing	Work has commenced with relevant authorities. See earlier comments.
		ARMB (BS)	On going	On-going review of wildfire management plans continues in conjunction with DSE and CFA.
		ARMB (H)	Commenced but not completed	Fire Control Officer function created and allocated to appropriate core staff member.
6.5.3.7	Train tour operators to provide interpretation programs to assist visitors in understanding the effect that fire has on the alpine environment (page 33)	PV	On-going	<p>An interpretive resource kit, including CD Rom 'Fire in the Cycle of Life' was distributed to all Licensed Tour Operators ('LTOs') affected by 2003 fires. Annual LTO workshops have been held for the past 4 years. During recent 2006-2007 fires, LTOs were provided with constant (daily) communications regarding impacts of the fires, which was vital to them in messaging to the broader community and customers.</p> <p>Following the major fires of 2009, Parks Victoria will again hold a meeting of all LTOs in May of this year with the aim for working with the LTOs and Tourism Alliance to provide information both to support operators in their business, and to support the provisions of fire and fire recovery education to clients. Additionally, Parks Victoria will be providing employment opportunities with fire recovery projects, dependant on fire recovery funding, to assist those operators most affected.</p>
6.5.3.8	Assess fire management issues relating to human habitation and development in alpine areas and incorporate into design processes. (page 33)	ARMB (FC)	Commenced but not completed	As noted above, FCRM has developed a policy relevant to the CFA Bushfire code. In conjunction with the draft Fire Management Plan, the resort will be well placed to assess and manage fire management issues relating to human habitation and development in alpine areas.
		ARMB (LM)	On-going	No comment offered.
		ARMB (BB)	Ongoing	This has been part of the Resort's Emergency Management Plan which was reviewed in 2008 and is now being updated.
		ARMB (BS)	Commenced but not completed.	No further action.
		ARMB (H)	Completed	Annual program to minimise fine fuel within the urban environment where the Board organises several weekends where stakeholders participate in a fire prevention program around the buildings. Fire Control Officer

2020 Strategy Action #	2020 ACTION (with Alpine Resorts 2020 Strategy page reference)	LEAD AGENT	PROGRESS (as at April 2009)	DESCRIPTION OF SPECIFIC ACTIVITIES UNDERTAKEN
				coordinates lessee efforts.
6.5.4.1	Each resorts' Environmental Management Plan will include appropriate actions to monitor and maintain water quality. (page 33)	ARMB (FC)	Ongoing	Water quality for potable water entering resort is already monitored and measured. Falls Creek operates an EPA licensed sewerage treatment plant that currently discharges into a natural waterway leading to Rocky Valley Creek.
		ARMB (LM)	On-going	Potable water and maintenance of water quality projects are part of a package of projects under consideration.
		ARMB (BB)	Ongoing	The Environment Management Plan addresses this issue.
		ARMB (BS)	On-going	This issue is addressed in the Environment Management Plan and in the DHS Water Regulatory Risk Management Plan that is to be subjected to audit program.
		ARMB (H)	On-going	The Board has developed a storm water management plan for the Resort and has ongoing works program to manage storm water impacts. The Board also has key performance indicators for potable water that are reported against pursuant to its role as a Water Authority.
6.5.4.2	Invest in waste water treatment recycling technology and associated infrastructure to maximise productive uses. (page 33)	ARMB (FC)	Ongoing	As noted above, Falls Creek has direct access to an abundant and high quality water supply. It is not currently either cost efficient or a priority to invest in waste water treatment recycling technology and associated infrastructure to maximise productive uses. FCRM has, however, unsuccessfully sought grant funding to recycle treated wastewater back into Rocky Valley dam to take advantage of the power generation potential of this water.
		ARMB (LM)	On-going	Investments in waste water treatment are part of a package of projects under consideration.
		ARMB (BB)	Ongoing	The Resort has identified the need for the development of a water treatment plant / system. Discussions have been conducted with EPA and a working party has been given the responsibility to establish the parameters or outcomes of the project / cost of such a system.
		ARMB (BS)	Completed and now being actioned.	Water reuse plant now commissioned.

2020 Strategy Action #	2020 ACTION (with Alpine Resorts 2020 Strategy page reference)	LEAD AGENT	PROGRESS (as at April 2009)	DESCRIPTION OF SPECIFIC ACTIVITIES UNDERTAKEN
		ARMB (H)	Completed	The Board recycled 25M litres of water in 2008 and should complete final commissioning in 2009. The level of recycled water is expected to increase significantly as fine tuning of the plant is completed.
6.5.4.3	Monitor the quality of available water resources both in the resort and downstream. (page 33)	ARMB (FC)	Ongoing	See above. FCRM already monitors and manages the quality of water in the resort and leaving the resort from the sewerage treatment plant.
		ARMB (LM)	On-going	Water testing has been completed for monitoring over the past 4 years, and will continue.
		ARMB (BB)	Ongoing	Discussions have continued with the Department of Human Services and the Environmental Protection Authority in relation to the water quality. Water testing occurs weekly in relation to the <i>E.coli</i> count. Stakeholders have been advised of water quality when ever change occurs. Discussions have continued with the Gippsland Water and West Gippsland Catchment Authority in relation to the water quality both within the Resort and downstream.
		ARMB (BS)	On-going	Subject to regular and frequent monitoring and review.
		ARMB (H)	On-going	The Board engaged John Lennard who provided a comprehensive hydrological report which evaluated all the water recourses available in the Resort.
6.5.4.4	Locate catchment and storage infrastructure to minimise impact on catchment hydrology. (page 33)	ARMB (FC)	N/A	As per above, Falls Creek draws its water from the existing Rocky Valley dam.
		ARMB (LM)	On-going	Completed following construction of Day Visitor Centre but will be re-examined as part of asset replacement following the bush fires.
		ARMB (BB)	Ongoing	These are stated in the Mt Baw Baw ARMB Environment Management Plan. The Resort is entering into discussions with the West Gippsland Catchment Authority in relation to the establishment of another water catchment within the Resort.
		ARMB (BS)	On-going	Feasibility study for additional water storage facility for snowmaking and village use being undertaken.

2020 Strategy Action #	2020 ACTION (with Alpine Resorts 2020 Strategy page reference)	LEAD AGENT	PROGRESS (as at April 2009)	DESCRIPTION OF SPECIFIC ACTIVITIES UNDERTAKEN
		ARMB (H)	Completed	The current infrastructure does not appear to be having any impact on the catchment. Monash University water study centre has completed a comprehensive study on physical and chemical water quality for the catchment.
6.5.5.1	Each resort will coordinate and continue to manage their land stability programs. (page 33)	ARMB (FC)	Ongoing	Falls Creek operate an active and dynamic land stability program. This program is coordinated with and through DSE.
		ARMB (LM)	On-going	As a result of the bush fires, an examination of risks and strategies will need to be completed.
		ARMB (BB)	Ongoing	The Resort received \$79,000 (2008) and \$73,000 (2009) of government Geo-tech funding to manage land stability matters. While only some of the Geo-tech projects were able to be implemented (due to early snow falls in April and May 2009), the Resort monitored land stability during the year. Further risks have been identified and application has been made for additional funding.
		ARMB (BS)	On-going	Working with DSE and the grant monies received to survey most likely problem areas
		ARMB (H)	On-going	The land stability program is ongoing and the Board has expended approx \$3.5m dollars over the past 10 years to mitigate the risks identified in the 1998 SMEC report.
6.5.5.2	Ensure appropriate mitigation strategies are in place to minimise risk. (page 33)	ARMB (FC)	Ongoing	See above.
		ARMB (LM)	On-going	As a result of the bush fires an examination of risks and strategies will need to be completed.
		ARMB (BB)	Ongoing	Mt Baw Baw ARMB has now implemented the VMIA risk Management database. The Board has a Risk Management Policy which has been implemented. JSA's responding to risk analysis have been implemented across the Resort. The Risk Management Committee (which is a subcommittee of the Board) monitors the Risk Register (including strategic risk). Risks in relation to land stabilisation are documented, prioritised and acted upon.
		ARMB (BS)	On-going	Land stability assessments undertaken for each development and material redevelopment within the Mt Buller and Mt Stirling Resorts.

2020 Strategy Action #	2020 ACTION (with Alpine Resorts 2020 Strategy page reference)	LEAD AGENT	PROGRESS (as at April 2009)	DESCRIPTION OF SPECIFIC ACTIVITIES UNDERTAKEN
		ARMB (H)	On-going	A comprehensive review of the risk profile is undertaken annually and a specific risk management program is incorporated into the annual operating budget to manage risk within available resources, on a priority action basis.
6.5.5.3	Maintain database information to ensure that the preparation of development proposals pays due regard to stability considerations. (page 33)	ARMB (FC)	Ongoing	See above. The work completed on the land stability program over the past years is providing increased and better information. This enables and ensures that the preparation of development proposals pays due regard to stability considerations.
		ARMB (LM)	On-going	As a result of the bush fires, an examination of risks and strategies will need to be completed.
		ARMB (BB)	Ongoing	All development proposals are required to include geo tech analysis and consideration. Any application to DSE Planning includes land stability consideration. The Board has a database of land stability sites as part of resort development planning.
		ARMB (BS)	On-going	Regular monitoring and reporting of land stability measurements, and geotech surveys required when submitting planning permit applications.
		ARMB (H)	On-going	The planning scheme amendment C7 ensures that all developing proposals are referred to the Board as the referral authority under Section 55 of the P & E Act for geotechnical issues prior to a planning permit being issued.
6.5.5.4	Amend the Alpine Resorts Planning Scheme to ensure that an appropriate level of geotechnical investigation is undertaken to address risks associated with developments in the resorts. (page 33).	DSE	Completed	DPCD is lead agent. The action is complete.
6.5.5.5	Ensure the stability of access roads to the resorts, and through the resorts where appropriate. (page 33)	VicRoads	Ongoing	VicRoads undertakes regular access road stability surveillance and inspections and monitors on an on-going basis sites identified as being potential geotechnical hazards. Stability treatments are determined through a risk assessment process, and considered and prioritised on a region-wide and state-wide basis.

2020 Strategy Action #	2020 ACTION (with Alpine Resorts 2020 Strategy page reference)	LEAD AGENT	PROGRESS (as at April 2009)	DESCRIPTION OF SPECIFIC ACTIVITIES UNDERTAKEN
6.6	STEWARDSHIP OF PUBLIC LAND			
6.6.2.1	Provide input into the resolution of native title claims and ensure compliance with the future act provisions of the <i>Native Title Act 1993</i> . (page 34)	ARMB (FC)	Ongoing	Native title extinguished within the Resort.
		ARMB (LM)	On-going	No comment offered.
		ARMB (BB)	Ongoing	The Resort has engaged with the traditional owners of the Baw Baw Plateau (Gunai Kurnai) in relation to proposed real estate development. There is an interim Native Title Claim on the Resort; this is being managed by DSE. The CEO is a member of the Australia Ski Indigenous Affairs Committee. The Board is committed to the review and updating of the Cultural Heritage Study and Plan, conducted in 2004.
		ARMB (BS)	On-going	Incorporated in APU's planning permit approval process.
		ARMB (H)	On-going	No comment offered.
6.6.2.2	Ensure that planning processes identify, record and assess sites of Indigenous significance and that consideration is given to them in decision making. (page 34)	ARMB (FC)	Ongoing	Aboriginal Heritage Study completed in 2000. Ongoing consideration of issues as part of planning permit process. This includes, for any significant development under the Aboriginal Heritage Act, for the preparation of a cultural heritage management plan.
		ARMB (LM)	On-going	No comment offered.
		ARMB (BS)	On-going	Incorporated in APU's planning permit approval process.
		ARMB (BB)	Ongoing	The ARMB always includes the assessment of impact of proposed development in terms of sites with Indigenous significance and gives consideration within the planning process. It also always consults with relevant Indigenous groups about planned development and gains their response to such proposals, and submits such responses to DSE Planning as part of the Planning Application.

2020 Strategy Action #	2020 ACTION (with Alpine Resorts 2020 Strategy page reference)	LEAD AGENT	PROGRESS (as at April 2009)	DESCRIPTION OF SPECIFIC ACTIVITIES UNDERTAKEN
		ARMB (H)	On-going	The MHRMB has responsibilities under the Aboriginal Heritage Act 2006; to meet the objectives of the Act the Board undertakes a full assessment of all our capital works projects in conjunction with the traditional land owners, Gunai Kurnai. If further cultural heritage assessment is required, the Board engages a qualified archaeologist to complete a full assessment in accordance with the Act, to avoid disturbance of Aboriginal sites.
6.6.2.3	Develop interpretation of Indigenous Australian cultural heritage for resort visitors, in consultation with Indigenous groups. (page 34)	ARMB (FC)	Ongoing	FCRM has engaged with the Indigenous Reference Group established by PV. This has led to the engagement and inclusion of indigenous groups with events and activities in Falls Creek and including the "Big Fella" indigenous festival referenced above.
		ARMB (LM)	On-going	Attention has been made by the Board to prioritise interpretive works that can be jointly utilised. Joint signage throughout the Resort has been identified by the Board as an ideal way of creating a very visual interpretive device. The setting up of our theatre with indigenous data point displays, as well as static displays are another very important part of the Boards commitment to develop awareness of indigenous culture. A new master plan and strategic management plan is under development following the Black Saturday bushfires. This plan will include product development and market positioning and 'Inspired Place', consultants, have been engaged to undertake this task and market research and work with surrounding land managers. Where opportunities emerge in this process they will be included in forward capital programs.
		ARMB (BB)	Ongoing	A working relationship has already been established with the Gunai Kurnai. No such sites of significance have been found at Mt Baw Baw ARMB. There has been some discussion with the Gunai Kurnai about how Mt Baw Baw can offer some interpretation of Indigenous Australian cultural heritage for resort visitors. Some documentation is in draft form, responding to this objective.
		ARMB (BS)	On-going	No further action at this time.
		ARMB (H)	Not commenced	Heritage in the High Country Strategy to develop in 2009, including interpretation of trails, etc.
6.6.2.4	Provide cultural awareness and sensitivity training for resort management and investigate opportunities to increase consultation with, and involvement of, Indigenous groups in the management of	DSE	Completed	In May 2005 workshops were held for each of the Alpine Resorts in conjunction with traditional landholders to facilitate improved awareness of indigenous cultural heritage and aspirations.

2020 Strategy Action #	2020 ACTION (with Alpine Resorts 2020 Strategy page reference)	LEAD AGENT	PROGRESS (as at April 2009)	DESCRIPTION OF SPECIFIC ACTIVITIES UNDERTAKEN
	resorts. (page 34).			
6.6.3.1	Identify, record and assess significant historic places and protect these from damaging human activity. (page 34)	ARMB (FC)	Complete	Assessment completed in 2000. Most significant historic places are outside resort. FCRM works closely with PV to protect and celebrate assets (eg FCRM organised with support from Parks Victoria for local SES to construct and then later repair fire breaks around Wallace's and Cope Huts during 2006 fires).
		ARMB (LM)	On-going	A new master plan and strategic management plan is under development following the Black Saturday bushfires. This plan will include product development and market positioning and Inspired Place, Consultants have been engaged to undertake this task and market research and work with surrounding land managers. Following the fires, historically significant sites were discovered, and have been marked and identified for future assessment.
		ARMB (BS)	On-going	This activity is continuing with additional interpretative signage being planned.
		ARMB (BB)	Ongoing	The Board is responding to the Cultural Heritage Study and Plan, conducted in 2004, which has identified the need to protect some sites (Baw Baw Cairn) and the way that can be achieved, while still making the site available for visitors. This will be addressed by the Hinterland Trail Project.
		ARMB (H)	On-going	Cultural Heritage function allocated to a member of Board's core staff.
6.6.3.2	Promote opportunities to enhance public appreciation of the history and heritage of Victoria's alpine areas. (page 34).	ARMB (FC)	Ongoing	FCRM is including activities as part of its non winter program to enhance public appreciation of the history and heritage of the region. This includes, for example, guided tours to Wallace's Hut. The planned construction of the 'Packhorse Heritage Trail' will add to this appreciation.
		ARMB (LM)	On-going	A new master plan and strategic management plan is under development following the Black Saturday bushfires. This plan will include product development and market positioning and 'Inspired Place', consultants, have been engaged to undertake this task and market research and work with surrounding land managers.
		ARMB (BB)	Ongoing	There has been the development of walks and talks to promote public appreciation of the history and heritage of Baw Baw. A 'Power Point' presentation is now placed onto tactically placed LCD screens throughout the resort in 2008 and the history of Baw Baw is available from the website. The Hinterland project will also promote the Mueller Cairn.
		ARMB (BS)	On-going	This is expressed through the work of the National Alpine Museum Committee whose work is partly funded by the ARMB, also considered through Events Strategy (Back to Buller recognition) and through the Arts Culture

2020 Strategy Action #	2020 ACTION (with Alpine Resorts 2020 Strategy page reference)	LEAD AGENT	PROGRESS (as at April 2009)	DESCRIPTION OF SPECIFIC ACTIVITIES UNDERTAKEN
				and Heritage Strategy.
		ARMB (H)	On-going	Heritage in the High Country strategy to develop in 2009, including interpretation of trails, etc.
6.6.3.3	Promote the Alpine Museum as an educational tourist attraction. (page 34)	ARMB (FC)	Not started	There is interest in the Falls Creek community in the development of a museum. The key to progressing same is the availability of a suitable public space. Pending the development of a museum, FCRM will be including a regional showcase in the public facilities in the St Falls development. FCRM has also engaged in discussion with PV regarding the potential development of a Visitor Information Centre in the area adjacent to Rocky Valley dam.
		ARMB (LM)	On-going	Considered a Mt Buller ARMB responsibility.
		ARMB (BB)	N/a	No comment offered.
		ARMB (BS)	On-going	This relationship continues, with the Museum being provided with an annual subsidy by the ARMB for 'provision of space' to assist in funding of staff member.
		ARMB (H)	N/a	No comment offered.
6.6.4.1	Appointments to Alpine Resort Management Boards will be skills based.	DSE	Completed	Board appointments are skills based and DSE is currently on track to appoint new board members by the end of April 2009, when current appointments expire.
6.6.4.2	Continuity of membership will be considered to ensure a commitment to long term planning. (page 34).	DSE	Completed	It is desirable to maintain a portion of the Board membership to ensure retention of corporate knowledge bases and key relationships.
6.6.4.3	Boards will regularly consult with and be responsive to their stakeholder communities. (page 34)	ARMB (FC)	Ongoing	FCRM has an established Stakeholder Committee that meets regularly to discuss, and seek resolution to, stakeholder issues. Minutes of meetings are distributed to all stakeholders via committee members. In addition to the Stakeholder committee, Stakeholder Information sessions are held bi-annually. FCRM management also attends and addresses monthly Chamber of Commerce meetings. FCRM also operates a village email system, E newsletter, and an informative website.
		ARMB (LM)	On-going	The Board have membership on all relevant stakeholder committees, and hold executive positions on most. Consultation is done as a matter of course through these memberships, and if the Board do not have this medium available to consult with stakeholders, then regular meetings is held to keep abreast of concerns and opportunities. The Board also maintains regular contact with key stakeholders involved in the rebuilding

2020 Strategy Action #	2020 ACTION (with Alpine Resorts 2020 Strategy page reference)	LEAD AGENT	PROGRESS (as at April 2009)	DESCRIPTION OF SPECIFIC ACTIVITIES UNDERTAKEN
				process.
		ARMB (BB)	Ongoing	The Board has consulted with key stakeholders within a planned and considered timetable - two conducted in 2008 and are planned for 2009-10. A solid partnership continues with the Baw Baw Shire Council, especially relating to the sealing of the new South Face Road. Highlights of the year were the visits by the whole of the La Trobe Shire Council and the Alpine Resorts Coordinating Council to the Resort in 2008. Both groups were impressed by the Resort's development and its importance to regional tourism. The CEO and Board Chairman have attended all Baw Baw Ski Association meetings, and there is mutual respect displayed at those meeting. Executive staff continue to participate at Regional Tourism Associations. The CEO and Members of the Board attend industry bodies such as the ARCC, ASAA on regular basis. Networks have been established with overseas Resorts to assist in recruitment of staff. CEO and senior staff visited community forums in neighbouring towns. The ARMB is part of wider Emergency Planning network.
		ARMB (BS)	On-going	The ARMB meets regularly with the Chamber of Commerce and Ratepayer members and executive committee, engages in a series of community forums and has open dialogue with BSL, Mt Stirling commercial operators, ARCC and DSE.
		ARMB (H)	On-going	Board has comprehensive consultation program. Refer to Annual Report and Corporate Plan for details.
6.6.5.1	Maintain an overarching body with responsibility for coordinating industry wide issues impacting on the resorts and providing advice to the relevant Minister. (page 35)	ARCC	On-going	The Council has continued to meet bi-monthly and undertakes a wide range of projects of resort-wide relevance. It has four standing committees – All Seasons, Audit and Benchmarking, Research, and Sustainability Committees. Projects have included a Bed Utilisation Study, an Economic Significance Study, Property and User Charge research, the Registration of Alpine Leases, Summer Vehicle Counting surveys, Winter Visitor Counting and a Winter End of Season Report, and the development of Environmental and Social Key Performance Indicators ('KPIs'). The Council has also taken lead in fostering sustainability through the running of an annual Sustainability Forum with international speakers that draws industry representatives from across Australia. Council has also been at the forefront of climate change issues, notably through its industry-wide climate change awareness program known as Keep Winter Cool (<keepwintercool.com.au>). It has fostered debate and discussion of other contemporary issues such as key worker housing. Council maintains a high quality website (<www.arcc.vic.gov.au>) that provides ready access to information on its activities and projects. Council hosts tri-annual meetings of ARMB Chairs and CEOs, known as the Co-operation Committee, which further facilitate inter-Resort co-operation. Advice has been provided to the Minister both formally, on matters such as water quality regulations and the ARC-VSA Agreement Rental Review, and informally, through regular briefings by the Council Chairperson.

2020 Strategy Action #	2020 ACTION (with Alpine Resorts 2020 Strategy page reference)	LEAD AGENT	PROGRESS (as at April 2009)	DESCRIPTION OF SPECIFIC ACTIVITIES UNDERTAKEN
6.6.5.2	Develop a strategic plan to guide the work of the ARCC. (page 35)	ARCC	On-going	A Corporate Plan, which includes a detailed Business Plan describing proposed projects and tasks, is prepared each year and presented to the Minister for endorsement. These plans are based on the Alpine Resorts 2020 Strategy. Council has also worked with DSE to undertake an independent assessment of the first set of Strategic Management Plans prepared by the ARMBs. An annual report of Council's activities is prepared each year and presented to the Minister for tabling in Parliament.
6.6.5.3	Enhance communication between stakeholders and increase awareness of cooperative product development and marketing initiatives. (page 35)	BART	On-going	BART is continuing with its annual stakeholder social dinner and planning day. This is a chance for BART to communicate and broaden stakeholders' knowledge of resort activities and initiatives. An Administrators Report is circulated monthly to key stakeholders on current BART activities and initiatives.
6.6.6.1	Implement the Alpine Resorts Leasing Policy. (page 35)	ARMB (FC)	Ongoing	FCRM has been active in the recent past in conducting a number of Property & Leasing workshops to inform stakeholders as to planning and leasing processes, timeframes, costs, and administrative requirements. In addition to this work, FCRM has proactively engaged all site-holders with remnant lease terms less than 10 years to facilitate the granting of new leases.
		ARMB (LM)		No comment offered.
		ARMB (BB)	Ongoing	The Board continues to review Lease Strategy documents. The Board has developed a Head Lease arrangement for the prospective tender - backed by a Development Agreement and subleases (which have been approved in principle by the Minister for Environment and Climate Change). This ensures that all beds are 'hot beds'.
		ARMB (BS)	On-going	The ARMB devotes significant resources to the management and administration of the Alpine Leasing Policy and associated transactions.
		ARMB (H)	On-going	As per 2007.
6.6.6.2	Conduct regular reviews of the Leasing Policy to ensure it remains relevant to market conditions.	ARCC	Commenced but not completed	Council led a project investigating the potential registration of leases and strata titles for leases. A technical 'background paper' was prepared, as was a 'discussion paper', both of which were released for public comment. Recommendations were presented to the Government in July 2005. In response, the Government introduced amending legislation (in 2006) that facilitates the registration of leases. Council worked with DSE on the production of guidelines to assist the ARMBs implement the new arrangements. These were launched at a workshop in July 2008. The Council will monitor the introduction of registration as a precursor to consideration of strata titles for leases. No formal review has been undertaken to date, but is planned for

2020 Strategy Action #	2020 ACTION (with Alpine Resorts 2020 Strategy page reference)	LEAD AGENT	PROGRESS (as at April 2009)	DESCRIPTION OF SPECIFIC ACTIVITIES UNDERTAKEN
				2009/10.
6.6.6.3	Pursue capacity to register and strata title leases. (page 35).	DSE	Completed	Alpine Leaseholders have been advised to register their leases. Section 7A of the <i>Alpine Resorts (Management) Act 1997</i> was inserted in 2006 to allow for strata title leases to be granted.
6.6.7.1	Engage with Parks Victoria on Park Management Plans and their relationship to the resorts and the <i>Alpine Resorts 2020 Strategy</i> . (page 35)	ARMB (FC)	Ongoing	As per above, FCRM has a close and cooperative working relationship with PV. This has extended across all common areas. As also noted above, FCRM is seeking to make a major contribution to the revised Alpine National Park Plan of Management.
		ARMB (LM)	On-going	Done, have a greater communication with Parks Victoria, with membership on the Board. Also the Board will respond to the Revised Park Management Plans when they are available.
		ARMB (BB)	Ongoing	ARMB continues to consult with Parks re Great Walhalla Alpine Trail. The Resort has implemented cross country trail product from Mt Baw Baw to St Gwinear, and the Resort, Parks Victoria and WRMTA has developed the 'One Natural Plateau – 2 Cool Resorts' product. The Board will be undertaking higher level of consultation with Parks in 2009 – particularly in relation to walking products.
		ARMB (BS)	On-going	Regular meetings are held to discuss joint management issues; however, there is further scope for further communication and co-operation.
		ARMB (H)	On-going	No comment offered.
6.6.7.2	Ensure consistency in the management and licensing of tour operators between resorts and adjoining public land. (page 35).	DSE	Ongoing	DSE is facilitating a consistent and cooperative approach to the processing and granting of licences to tour operators.
6.6.7.3	Plan for and provide complementary infrastructure, services and access from the resorts to adjoining public land. (page 35)	ARMB (FC)	Ongoing	FCRM has identified the very significant opportunity to leverage the underutilised resort infrastructure outside the snow season to provide outstanding and direct access to the Alpine National Park from the Resort. Allied to this is the linking of the Park to the Resort through existing walking trails and from the newly sealed Bogong High Plains Road.
		ARMB (LM)	On-going	The Board are continuing to work closely with Parks Victoria on all infrastructural opportunities, and are working with the local community and adjoining land managers to provide a 40 kilometre loop which will showcase the natural features and assets within the Marysville, Lake Mountain, Yarra Ranges National Park

2020 Strategy Action #	2020 ACTION (with Alpine Resorts 2020 Strategy page reference)	LEAD AGENT	PROGRESS (as at April 2009)	DESCRIPTION OF SPECIFIC ACTIVITIES UNDERTAKEN
				<p>area. This will benefit the Board by providing commercial opportunities within the Resort.</p> <p>A new master plan and strategic management plan is under development following the Black Saturday bushfires. This plan will include product development and market positioning and 'Inspired Place', consultants, have been engaged to undertake this task and market research and work with surrounding land managers.</p>
		ARMB (BB)	Ongoing	Discussion is now occurring re the development of complementary infrastructure, services and access from the resorts to adjoining public land (GWAT and Replica Cattleman's Hut).
		ARMB (BS)	On-going	Work continuing on gaining a planning permit and Commonwealth Government funding for the Buller-Stirling Touring Link Road. Working with local DSE and Parks Vic officers to facilitate multipurpose tracks and trail linkages into/from neighbouring public land.
		ARMB (H)	On-going	Ongoing as opportunities permit, such as the Wild Walk from Hotham to Falls Creek which is currently under investigation.
	2020 STRATEGY IMPLEMENTATION			
	While not a defined 2020 Strategy Action, the <i>Alpine Resorts (Management) Act 1997</i> requires the ARCC "to review and co-ordinate the implementation of the Alpine Resorts Strategic Plan". The implementation, review and reporting requirements outlined in the Alpine Resorts 2020 Strategy, state that each agency identified as being accountable for particular 'actions' is to report on their progress and state that the ARCC is to collate this information (p 43).	ARCC	On-going	All relevant agencies were surveyed in March 2007, with a collation of the information provided by the 'lead agents' web-published to form a report on the implementation of the whole Strategy. An update survey was commenced in April 2009.

www.arcc.vic.gov.au