



Mt Buller & Mt Stirling
Alpine Resort Management Board

Strategic Management Plan 2013-2018

October 2013
Final

Context

The Mt Buller and Mt Stirling Resorts are located some 230kms from Melbourne and cover an area of 5,000 ha.

Mt Buller Village is a thriving resort village with the largest lift capacity in Victoria, attracting more than 400,000 visitors or over 40% of visitation to Victorian alpine resorts. Mt Buller is home to outstanding skiing, snowboarding and snowplay throughout the winter season, and it is these attractions that continue to drive winter as the economic engine of the resort. Mt Buller is committed to continuing to develop and grow the competitive strengths of its winter offer and further cement its market leading position. Mt Buller has been growing its summer visitation through investment in key products such as mountain bike trails and biking events which have been identified as the mountains key areas of competitive strength in its summer offering.

Mt Stirling is relatively undeveloped resort, which draws visitors who are attracted to its natural beauty and rustic environment. Mt Stirling has outstanding cross-country skiing and snowshoeing in the winter and summer activities include four wheel driving, mountain bike riding, bush walking, horse riding and camping . Mt Stirling is unique in that it attracts higher visitor numbers over summer period than in winter.

The Mt Buller Alpine Resort and the Mt Stirling Alpine Resort are both managed by the Mt Buller and Mt Stirling Alpine Resort Management Board. A Strategic Management Plan (SMP) is required to be prepared under the Alpine Resorts (Management) Act 1997 (The Act), which sets the framework for the management of Alpine Resorts in Victoria.

Development of the Strategic Management Plan

The Act requires that the Strategic Management Plan must identify strategic objectives and directions for the promotion, management, use and development of the resort(s), and in doing so, it must be consistent with the Alpine Resorts Strategic Plan 2012 (ARSP).

The Mt Buller & Mt Stirling Strategic Management Plan 2013-18 (SMP 2013-18) provides an essential link between a number of strategic documents and Government policies guiding the resorts, including the former Mt Buller Mt Stirling Resort Management Strategic Management Plan 2007 (SMP 2007).

The SMP 2013-18 establishes a framework by which Mt Buller Mt Stirling Resort Management are able to link with the ARSP. The ARSP represents a new vision and policy settings for all Victorian alpine resorts, incorporating key objectives to be completed over a five year horizon. The ARSP is additionally an essential monitoring tool, providing resorts with benchmark criteria to support thier ongoing sustainable prosperity. The successful implementation of the SMP 2013-18 will contribute to achieving the industry level KPI's contained within the ARSP.

The SMP 2013-18 has been developed through a comprehensive consultation process involving input of Resort staff, the Resort Management Board and a wide range of stakeholders all with an interest, investment or involvement in the Resorts.

The consultation process involved Resort Management conducting a series of consultation workshops with a diverse range of stakeholders including representatives from key stakeholder groups, individual business operators, community leaders, key support agencies, Government departments and essential services organisations. In addition, Resort Management placed the draft SMP 2013-18 out for public view and comment for a 4 week period of time and established a web site presence and dedicated email address for receiving feedback on the draft SMP 2013-18.

Review of the Previous Strategic Management Plan

As part of the creation of this Strategic Management Plan, Resort Management reviewed its previous Strategic Management Plans for both Mt Buller and Mt Stirling. These plans were based upon the Alpine Resorts 2020 Strategy (2020 Strategy) which set out a vision for the four seasons, vibrant, sustainable alpine resorts. In the Government’s Alpine Resorts Strategic Plan 2012 (ARSP), there is now a stronger recognition of winter being the engine that drives the resorts and the need for an appropriate framework for the investment in infrastructure within Alpine Resorts.

In reviewing these previous SMP’s, Resort Management noted the many strategic outcomes achieved but also the influence of a range of factors including sustainable investment and funding upon the delivery of the Resorts strategic initiatives.

The SMP 2013-18 recognises the Resorts core economic foundation and provides a prioritised vision for delivering on Government strategic objectives.

Vision

The vision for the Mt Buller and Mt Stirling Resorts is:

More than a mountain. Mt Buller and Mt Stirling are welcoming and accessible Australian alpine resorts. Their unique environments, histories and their sense of community create great mountain adventures and experiences all year round.



Key Focus Areas

There are six Key Focus Areas to guide the future planning, development, use, promotion, and management of the Mt Buller and Mt Stirling Resorts.

Key Focus Areas	Intent
OUR SERVICES	To provide cost-effective, quality facilities and services that meet our community's needs and support the viable development of the Resorts.
OUR ENVIRONMENT	To protect and enhance biodiversity within our natural and modified environments and to strive for healthy and resilient ecosystems and promote sustainable practices.
OUR TOURISM	To develop the Resorts as viable tourism destinations that attract visitors by offering a range of high quality activities, facilities and experiences.
OUR COMMUNITY	To build and facilitate a vibrant and prosperous community and be a valued community member.
OUR PEOPLE	To be an employer of choice that values and is valued by all employees.
OUR CORPORATE GOVERNANCE	To maintain the integrity and value of our organisation through sound governance and financial management.

Two resorts in one place

Whilst Mt Buller and Mt Stirling are two distinctive resorts with different features, they are managed as one place.

Respect for place values

The significance of the region's environment and cultural values has recently been recognised by its inclusion on the National Heritage Register. The SMP 2013-18 continues to identify, monitor and make decisions that help sustain these place values.

Stands together with others

The SMP 2013-18 is just one element within the overall management framework that supports decision making for the two resorts. It provides the interface between the long term vision and guiding what actions need to be taken within the next 1-5 years. The SMP 2013-18 supports and is supported by a range of Federal, State, Regional and Local, legislation, regulations, policies and plans, as well as a series of internal management plans, policies and frameworks.

Leading the way

The SMP 2013-18 is more about planning for the future than responding to the past. It outlines the direction to be taken over the next 5 years with the detail about implementation to be delivered by the three year Corporate Plan, annual business and budget plans.

Top of the world but down to earth

The SMP 2013-18 recognises the need for sound financial management and constantly improving stakeholder relationships as being crucial to successfully managing the Resorts. The SMP 2013-18 has been prepared so as to be a relevant, succinct and realistic management tool for the next 5 years.



✦ Key Commitments

Within the SMP 2013-18, there are several commitments that are key to the sustainable prosperity of the resorts and upon which Mt Buller Mt Stirling Resort Management is focused.

- ✦ Facilitate and source investment and funding for the continued implementation of the Mt Buller Resort Master Plan.
- ✦ Develop an additional Water Storage Facility for snowmaking and potable water supply, as detailed within the Resort's Water Supply Demand Strategy.
- ✦ Develop the Mt Buller - Mt Stirling Link Road.
- ✦ Develop the Horsehill to Village Gondola.
- ✦ Assist in balancing external regulatory obligations with commercial requirements of industry stakeholders.



Intent:

To provide cost-effective, quality facilities and services that meet our community's needs and support the viable development of the Resorts.

Objective	Our Five-Year Commitment
1. Provide safe and reliable water and wastewater, and waste removal facilities and services.	<ul style="list-style-type: none"> 1.1 Continue reduction of waste to landfill. 1.2 Continue investment in upgrade and modernisation of plant and systems to improve assets management and resilience of systems. 1.3 Implement the Water Supply Demand Strategy to facilitate appropriate and sustainable supply of water.
2. Develop initiatives to further snow-making capabilities.	<ul style="list-style-type: none"> 2.1 Provide ongoing support for snowmaking infrastructure and related best practice technology.
3. Manage and improve access to and movement around resorts.	<ul style="list-style-type: none"> 3.1 Review and improve Resort Vehicle Access Plan and related systems, and policies. 3.2 Implement and invest in relevant access components of the Resort Master Plan. A specific focus will be on creating an all seasons link from Spurs to Arlberg precincts, and to progress development of the Horse Hill – Village gondola. 3.3 Investigate provision of a transport service at Mt Stirling in low snow conditions. 3.4 Complete the Buller-Stirling Link Road.
4. Progress the leasing and licensing process to support appropriate resort development and provide necessary community services.	<ul style="list-style-type: none"> 4.1 Move Mt Stirling to license-based activities/ service provision to expand the offer and increase visitation. 4.2 Continue to work proactively with stakeholders to balance regulatory requirements with appropriate resort development and site holder objectives, including a transition to market based rent.
5. Maximize asset performance by striving for best use, and improving asset efficiency through strong preventative maintenance.	<ul style="list-style-type: none"> 5.1 Develop and maintain long-term asset management and investment plan. 5.2 Manage contemporary standards as part of the lease renewal process.

 Intent:

To protect and enhance biodiversity within our natural and modified environments and to strive for healthy and resilient ecosystems and promote sustainable practices.

Objective	Our Five-Year Commitment
<p>1. Manage the endemic alpine flora and fauna communities within the Resorts.</p>	<p>1.1 Enhance habitat and protection of the Mountain Pygmy-possum to improve the sustainability of the population.</p> <p>1.2 Implement habitat restoration and revegetation works annually to improve and enhance connectivity and resilience.</p> <p>1.3 Monitor and manage threats to listed flora and fauna species and communities.</p>
<p>2. Manage pest plant and animal species to limit impacts on indigenous species.</p>	<p>2.1 Achieve reductions in pest animal activity via adaptive management.</p> <p>2.2 Further develop and maintain partnerships for improved weed management, including priority focus on Orange Hawkweed.</p>
<p>3. Reduce the Resorts' environmental footprint by developing and promoting sustainable practices and programs.</p>	<p>3.1 Increase green purchasing levels within the organisation.</p> <p>3.2 Develop and implement an Energy Use and Efficiency Plan, and where possible seek funding for renewable energy initiatives.</p> <p>3.3 Implement programs and projects to improve resort resources and efficiencies.</p>
<p>4. Enhance ecological awareness within the community.</p>	<p>4.1 Continue to develop a range of environmental education materials, annual review report and update of website pages.</p> <p>4.2 Increase participation in Community Days.</p> <p>4.3 Implement new ways of engagement with the community including audio and podcast products.</p>

Intent:

To develop the Resorts as viable tourism destinations that attract visitors by offering a range of high quality activities, facilities and experiences.

Objective	Our Five-Year Commitment
<p>1. Facilitate and/or influence the delivery of mountain products and facilities that satisfy customer expectations.</p>	<p>1.1 Facilitate investment in new products and facilities that enhance the mountain offering and are aligned with the winter & summer hero products.</p> <p>1.2 Look to directly fill gaps in the resorts' product, service and facility portfolio that operators are unable/unwilling to fulfil but are crucial to meeting consumer expectations.</p> <p>1.3 Utilise market research to continue to understand evolving consumer perceptions.</p>
<p>2. Enable activities and events that appeal to various target markets.</p>	<p>2.1 Source and/or facilitate consumer and business events that drive resort visitation and yield.</p> <p>2.2 Source new activities and experiences that enhance the resorts' consumer offering and broaden appeal to a number of target markets.</p>
<p>3. Develop the tourism strengths of the Resorts.</p>	<p>3.1 Invest in the continual enhancement and evolution of existing nature-based assets, particularly those associated with skiing, snowboarding, snow play, mountain biking, horse riding and walking to ensure products remain relevant and appealing to the market.</p> <p>3.2 Source new product opportunities that leverage the resorts' assets.</p> <p>3.3 Attract operators that offer a high-quality tourism experience.</p>

<p>4. Generate cross-resort tourism opportunities between Mt Stirling and Mt Buller.</p>	<p>4.1 Complete the EPIC mountain bike trail. 4.2 Complete the Buller-Stirling Link Road. 4.3 Explore additional product opportunities.</p>
<p>5. Drive awareness of the Resorts' visitor offerings.</p>	<p>5.1 Market the resorts and their offering to key customer segments. 5.2 Develop strong trade partnerships that assist with the promotion of the resorts. 5.3 Continue to enhance the resorts' online, mobile and digital assets to maximise communication, promotion and interaction with customers. 5.4 Work with industry and regional tourism partners and bodies to secure new avenues for promotion for the resorts and the experiences they offer. 5.5 Develop strong, recognisable and complementary brands and sub brands for the resorts.</p>



To build and facilitate a vibrant and prosperous community and be a valued community member.

Objective	Our Five-Year Commitment
<p>1. Develop and enhance village and community centres.</p>	<p>1.1 Continue with the implementation and investment in both the Mt Buller Resort Master Plan and the Mt Stirling Resort Plan (when completed).</p> <p>1.2 Create community hubs that are unique to each of the resorts and cater for the needs of stakeholders and consumers alike.</p> <p>1.3 Continue to balance the needs of the community with medical and other essential community services.</p>
<p>2. Build strong and responsive relationships with and amongst the community.</p>	<p>2.1 Ensure a clear understanding and response to stakeholder needs.</p> <p>2.2 Further develop and customise processes to engage and communicate with stakeholders.</p> <p>2.3 Nurture strong and positive relationships with new stakeholders.</p>
<p>3. Acknowledge the cultural heritage of our region and celebrating our community's history.</p>	<p>3.1 Continue to work with local arts, culture and heritage based groups to promote the related resort and regional offering.</p>
<p>4. Support and coordinate new and local business to improve our community.</p>	<p>4.1 Work with stakeholders to allow for temporary facilities/ businesses to increase the mountain offer and fill product gaps</p> <p>4.2 Assist new and existing commercial operators to complete and enhance aspects of the mountain offering.</p>
<p>5. Facilitate essential and emergency services required by the community.</p>	<p>5.1 Continue to provide and facilitate high quality ski patrol services across the resorts.</p> <p>5.2 Continue to ensure that the RMB is skilled and capable of managing and coordinating our response to emergency situations, including bushfires and structural fires.</p> <p>5.3 Assist stakeholders to improve community emergency response capabilities.</p> <p>5.4 Develop, with the appropriate Emergency Services, an all year round Mountain Emergency Management Plan, including an integrated Fire Management Plan.</p> <p>5.5 Ensure all emergency management plans are fully integrated.</p>

 Intent:

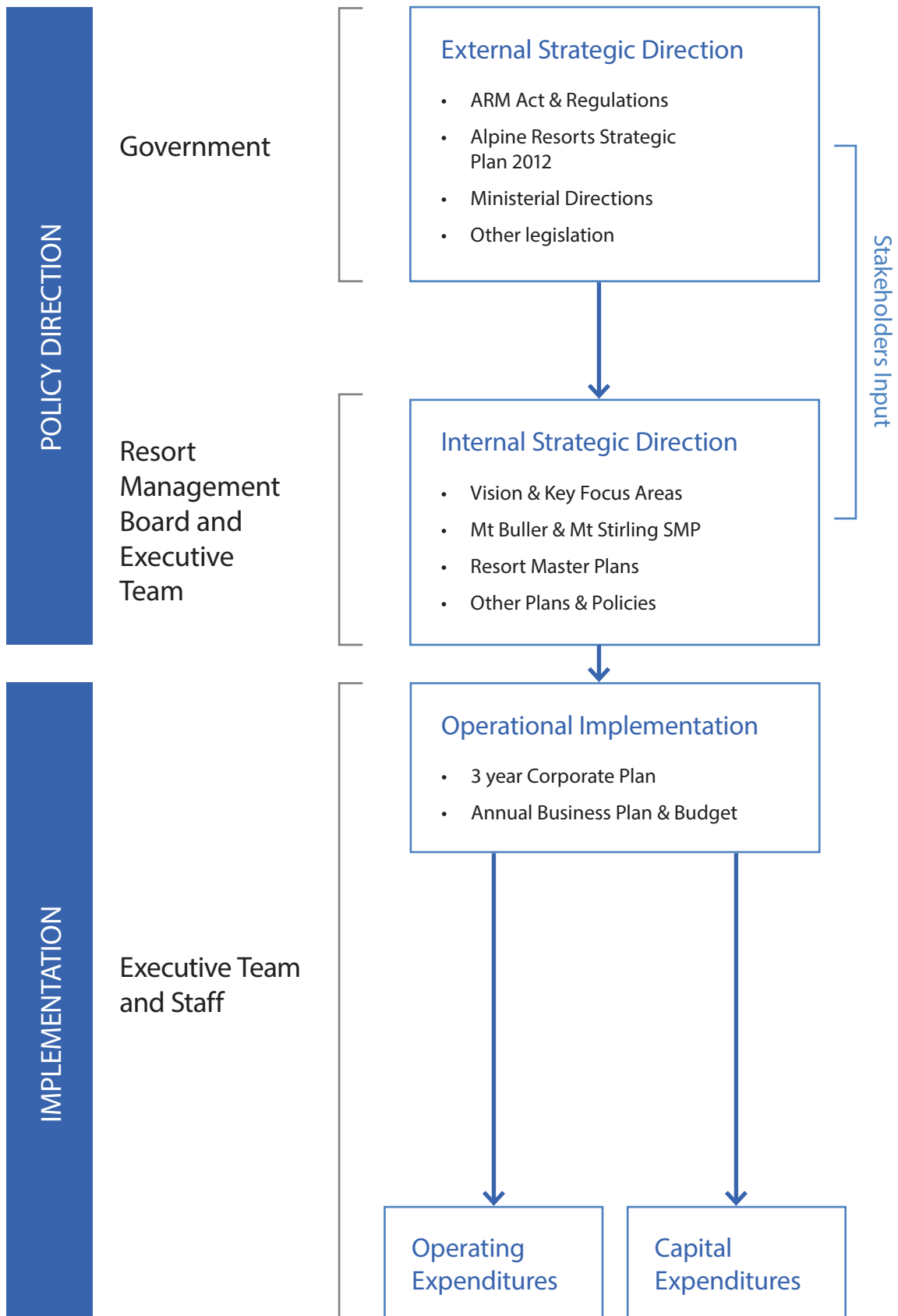
To be an employer of choice that values and is valued by all employees.

Objective	Our Five-Year Commitment
<p>1. Invest in the safety, well-being and development of our people.</p>	<p>1.1 Develop a culture of safety for staff.</p> <p>1.2 Ensure and enhance the safety and wellbeing of employees via OH&S audits and systems.</p> <p>1.3 Create training and capacity building programs that support the professional development of staff.</p>
<p>2. Embed a culture where productivity, adaptability and progress is embraced, responsibility accepted and accountability delivered.</p>	<p>2.1 Promote and uphold the organisation core values.</p>
<p>3. Provide an environment that will attract and retain high quality staff.</p>	<p>3.1 Improve staff amenities and facilities with a particular focus on Mt Stirling.</p> <p>3.2 Implement a recruitment program, which actively markets the attributes of the organisation as an employer of choice and our commitment to: Staff Recognition, Training and Capacity Building, OH&S and Work Life Balance pursuits.</p> <p>3.3 Retain staff through recognition and a commitment to ongoing review of staff scope and responsibilities.</p> <p>3.4 Continue to acknowledge and reward individuals and groups of employees who achieve high standards of performance in the workplace.</p>
<p>4. Engage with our people to promote, understand and improve organisational performance.</p>	<p>4.1 Interact with employees via staff forums and other gatherings to develop avenues for feedback and improve processes for the organisation.</p> <p>4.2 Implement regular, thorough, and independent organisational surveys.</p> <p>4.3 Foster active participation in team building and resort familiarisation activities.</p>

Intent:

To maintain the integrity and value of our organisation through sound governance and financial management.

Objective	Our Five-Year Commitment
1. Build strong and positive relationships with key stakeholders.	<ul style="list-style-type: none"> 1.1 Understand our evolving stakeholder groups. 1.2 Ensure a clear understanding of, and response to stakeholder needs. 1.3 Develop and customise processes to engage and communicate with our stakeholders. 1.4 Nurture strong and positive relationships with new stakeholders.
2. Plan for our future through robust strategic, business and resort master planning.	<ul style="list-style-type: none"> 2.1 Develop and commence implementation of the Mt Stirling Resort Plan. 2.2 Continue the implementation and investment in the Mt Buller Resort Master Plan. 2.3 Develop strategic business plans that are reflective of the agreed goals and direction of the organisation.
3. Drive fiscal responsibility throughout our business and finding ways to become more efficient.	<ul style="list-style-type: none"> 3.1 Develop appropriate business systems to grow revenue and reduce costs to enable a surplus generation model with sustainable capital investment. 3.2 Review service delivery models to ensure they are efficient, effective, and reflect our core role.
4. Meet our regulatory requirements.	<ul style="list-style-type: none"> 4.1 Monitor and respond to government regulatory requirements.
5. Identify and manage risks impacting on the Resorts.	<ul style="list-style-type: none"> 5.1 Maintain a robust risk register and risk minimisation program.
6. Provide constructive feedback to government.	<ul style="list-style-type: none"> 6.1 Implement and improve policies, programs and practices in collaboration with government.



Linkages

The following schedule details the Mt Buller Mt Stirling Resort Management's Strategic Management Plan 2013-18 (SMP 2013-18) linkages to the Alpine Resorts Strategic Plan 2012 (ARSP) strategic objectives, actions and the framework for monitoring progress. The following legend provides additional information on the nature of each of the fields of the schedule.

Legend	
ARSP Strategic Objective	Victorian Government's Strategic Objective contained in the Alpine Resorts Strategic Plan 2012 (ARSP)
ARSP Action	Victorian Government's Actions contained in the ARSP
Mt Buller & Mt Stirling Key Focus Area	Identification of the Mt Buller and Mt Stirling Resort Management Key Focus area which relates to the ARSP Action
Mt Buller & Mt Stirling Commitment Reference Number	SMP 2013-18 Commitment Reference Identification Number
Time Frame	Expectations of when the actions and commitments will be completed.

ARSP Strategic Objective	ARSP Action		Mt Buller Mt Stirling Key Focus Area	SMP 2013-18 Commitment Reference Number	Timing
1. Enhancing the visitor experience and developing resorts	1	Identify, create and promote a broader range of packages, products and new experiences that strengthen the vibrancy of the alpine resorts and link with surrounding regional towns. <i>Lead: ARMBs, lift companies, private sector.</i> <i>Partners: LG, RDV, TV, PV, RTBs</i>	Our Tourism	3.1.1, 3.1.2, 3.2.1, 3.2.2, 3.3.2, 3.4.3, 3.5.4	Short term (0–2 years)
	2	Review current industry research to ensure it is contemporary, robust and meets the needs of the alpine industry. <i>Lead: ARCC</i> <i>Partners: ARMBs, ASAA, TV, RTBs.</i>	Our Tourism	3.1.3	Short term (0–2 years)
	3	Undertake research to better understand the changing visitor markets and preferences. <i>Lead: ARCC</i> <i>Partners: ARMBs, ASAA, TV, RTBs, DWA, DPCD, ethnic communities</i>	Our Tourism	3.1.4	Short term (0–2 years)
	4	Encourage visitors from non-traditional markets to experience skiing and snowboarding. <i>Lead: Lift companies.</i> <i>Partners: ARMBs</i>	Our Tourism	3.2.2, 3.3.1	Ongoing
	5	Grow the green season market, through selected, market– and season-driven strategies that capitalise on individual alpine resort strengths. <i>Lead: ARMBs.</i> <i>Partners: PV, DSE, RDV, RTBs, LG, lift companies, private sector.</i>	Our Tourism	Refer to Context Statement - Page 2 3.3.1, 3.4.1, 3.4.2	Medium term (3–5 years)
	6	Encourage and assist on-mountain businesses to operate outside the snow season. <i>Lead: ARMBs</i> <i>Partners: lift companies, private sector</i>	Our Community	3.1.1, 4.4.1, 4.4.2	Ongoing
	7	Develop an integrated model for the overall promotion of Victoria’s alpine resorts, including a five-year Victorian alpine resort strategic marketing plan that co-ordinates and improves promotion at alpine resort, regional, state and national levels. <i>Lead: ARCC, TV.</i> <i>Partners: ARMBs, lift companies, private sector, RTBs, ASAA</i>	Our Tourism	3.5.4	Short term (0–2 years)
	8	Develop and maintain an alpine resort-specific tourism and marketing strategic plan that is aligned to the Victorian alpine resorts five-year marketing plan. <i>Lead: Lift companies, ARMBs.</i> <i>Partners: private sector.</i>	Our Tourism	Complete. Refer to 3 Year Strategic Marketing Plan	Medium term (3–5 years)
	9	Investigate developing or expanding a reservations system for all alpine resorts. <i>Lead: ARMBs, RTBs, LG.</i> <i>Partners: TV, lift companies, ARCC, private sector.</i>	Our Tourism	Complete. Refer to high Country Reservations and Tourism North East Digital Platform	Medium term (3–5 years)
	10	Investigate the establishment of an alpine interpretive centre that could include a permanent venue for the Alpine Museum collection and Indigenous alpine history. <i>Lead: ARMBs, NAMA.</i> <i>Partners: DSE, LG, TOs, RTBs</i>	Our Tourism / Our Community	Complete. Alpine Central and Reception and Interpretive Centre	Medium term (3–5 years)
	11	Foster partnerships with relevant groups to assist in the identification, assessment, and management of sites of significant natural, historic and cultural heritage. <i>Lead: ARMBs.</i> <i>Partners: HV, AAV, RAPs, DSE, historical societies</i>	Our Community	4.3.1	Ongoing

ARSP Strategic Objective	ARSP Action		Mt Buller & Mt Stirling Key Focus Area	SMP 2013-18 Commitment Reference Number	Timing
2. Delivering resort services and infrastructure efficiently and accountably	12	Review service delivery models to ensure they are efficient, effective, reflect the core role as a land manager, do not compete against the private sector unless there is market failure and are in accordance with government guidelines. <i>Lead: ARMBs.</i> <i>Partners: ARCC, LG, DSE, ASAA, private sector</i>	Our Corporate Governance	Within Corporate Planning 6.3.1, 6.3.2	Ongoing
	13	Develop and maintain long-term asset management and investment plan to an agreed framework. <i>Lead: ARMBs.</i> <i>Partners: DSE, DTF, ARCC</i>	Our Services	1.1.2, 1.3.2, 1.5.1, 4.1.1	Medium term (3–5 years)
	14	Review and update performance KPIs for key ARMB economic, environmental and social outcome areas, as part of the corporate planning process. <i>Lead: ARCC, ARMBs.</i> <i>Partners: DSE, DTF</i>			Short term (0–2 years)
	15	Ensure performance against cost benchmarks is part of the corporate planning process and is measured, delivered and reported annually. <i>Lead: ARMBs.</i> <i>Partners: DSE, ARCC</i>	Our Corporate Governance	6.3.1	Ongoing

ARSP Strategic Objective	ARSP Action		Mt Buller & Mt Stirling Key Focus Area	SMP 2013-18 Commitment Reference Number	Timing
3. Building partnerships	16	Develop and report on alpine resort-specific stakeholder engagement plans as part of the corporate planning process, including annual reporting back to stakeholders. <i>Lead: ARMBs.</i> <i>Partners: DSE, LG, DPCD, alpine resort communities, PV</i>	Our Community / Our Corporate Governance	Complete. Delivered via Community Forums and Stakeholder Presentations.	Short term (0–2 years)
	17	Build partnerships between ARMBs, lift companies and on-mountain businesses to develop a seamless visitor experience and formally integrate into strategic management plans and corporate plans. <i>Lead: ARMBs.</i> <i>Partners: Lift companies, private sector</i>	Our Tourism / Our Corporate Governance	3.1.1, 3.2.2, 3.5.1, 3.5.2, 4.2.3	Ongoing
	18	Improve partnerships with other land managers and communities to develop cross tenure products and services. <i>Lead: ARMBs.</i> <i>Partners: ARCC, PV, DSE, RTBs, LG</i>	Our Tourism	3.4.1	Ongoing
	19	Develop resort-specific Traditional Owner engagement plans and provide cultural awareness and sensitivity training. <i>Lead: ARMBs, DSE.</i> <i>Partners: Traditional Owners, DSE, AAV, Koori Business Network, ARCC, PV</i>	Our Community	4.3.1. Also delivered via Community Forums and Stakeholder Presentations	Medium term (3–5 years)
	20	Amend the Act to better recognise the alpine resorts' role in regional development. <i>Lead: DSE.</i>			Medium term (3–5 years)

ARSP Strategic Objective	ARSP Action		Mt Buller & Mt Stirling Key Focus Area	SMP 2013-18 Commitment Reference Number	Timing
4. Respecting the alpine environment	21	Develop and implement industry and resort-specific climate adaptation plans. <i>Lead: ARCC, ARMBs.</i> <i>Partners: Lift companies, private sector, energy suppliers</i>	Our Environment	2.3.2	Medium term (3–5 years)
	22	Seek Federal funding support for renewable energy initiatives. <i>Lead: ARMBs, lift companies.</i> <i>Partners: ARCC, CG</i>	Our Environment	2.3.2	Ongoing
	23	Review and implement ARMB environmental management plans that are consistent with this plan and other relevant government policies, including threatened species, waste management and pest plants and animals. <i>Lead: ARMBs.</i> <i>Partners: DSE, PV, leaseholders, lift companies, relevant research institutes, RWMG, SV.</i>	Our Environment	2.3.2	Short term (0–2 years)
	24	Develop alpine ecosystems management guidelines and performance measures. <i>Lead: DSE.</i> <i>Partners: CG, research institutes, ARMBs, ARCC</i>			Ongoing
	25	Provide reliable and safe drinking water year-round, including linking to long-term capital planning. <i>Lead: ARMBs.</i> <i>Partners: DoH</i>	Our Services	1.1.2, 1.1.3, 1.5.1	Ongoing
	26	Implement water conservation and management programs to minimise impact on catchment values, water quality and human health, which is linked to long-term capital planning. <i>Lead: ARMBs.</i> <i>Partners: DoH, DSE, CMAs, EPA, RDV, private sector, water corporations.</i>	Our Environment / Our Services	1.1.2, 1.5.1, 2.3.3, 2.4.1, 1.1.3	Ongoing
	27	Expand public transport options within alpine resorts and to/from adjacent communities. <i>Lead: ARMBs.</i> <i>Partners: ARCC, DSE, private sector, LG.</i>	Our Services	1.3.3, 1.3.2	Short term (0–2 years)

ARSP Strategic Objective	ARSP Action		Mt Buller & Mt Stirling Key Focus Area	SMP 2013-18 Commitment Reference Number	Timing
5. Broadening access opportunities	28	Develop an industry access and equity plan, including measures to ensure provision of affordable accommodation. <i>Lead: ARCC.</i> <i>Partners: ARMBs, DPCD, LG, DSE</i>			Medium term (3–5 years)
	29	Incorporate ‘universal design principles’ into all developments. <i>Lead: ARMBs.</i> <i>Partners: DPCD</i>	Our Services / Our Tourism	1.4.2, 1.5.2	Ongoing
	30	Update fire and emergency management plans, including clarifying fire roles and responsibilities and the management of people on high fire risk days. <i>Lead: ARMBs.</i> <i>Partners: DSE, CFA, TV, RTBs, PV, FSC</i>	Our Community	4.5.4, 4.5.5	Short term (0–2 years)
	31	Research and manage road safety risks and opportunities to ensure safe access to alpine resorts. <i>Lead: VicRoads.</i> <i>Partners: ARMBs, VP, PV, DSE, DPCD</i>			Short term (0–2 years)
	32	Actively engage with the broader regional community to ensure alpine resorts are included in investment related decision making. <i>Lead: ARMBs.</i> <i>Partners: LG, RDV, regional forum</i>	Our Corporate Governance / Our Services	6.2.2, 6.3.1, 1.5.1	Ongoing
	33	Investigate mechanisms and establish a criteria whereby any site holders meeting agreed access and equity criteria could receive a suitable discount. <i>Lead: ARCC, DSE.</i> <i>Partners: ARMBs, DTF, VSA.</i>			Short term (0–2 years)
	34	Assist relevant site holders with transition to market based rents including workshops and specialist advice. <i>Lead: ARMBs.</i> <i>Partners: VSA, private sector</i>	Our Services	1.4.2	Short term (0–2 years)

ARSP Strategic Objective	ARSP Action		Mt Buller & Mt Stirling Key Focus Area	SMP 2013-18 Commitment Reference Number	Timing
6. Regulatory reform	35	Prepare a master plan for each alpine resort, including a vision, capital and asset management plans, precinct development plans, fire and emergency management plans and native vegetation provisions, including a rolling 10–20 year timeframe for key assets (e.g. water and roads). <i>Lead: ARMBs.</i> <i>Partners: DPCD, ARCC, DSE, lift companies, other private sector</i>	Our Community	4.1.1	Short term (0–2 years)
	36	Monitor the <i>Alpine Resorts Leasing Policy 2002 – Implementation Details</i> to ensure consistent application across all alpine resorts. <i>Lead: DSE.</i> <i>Partners: ARMBs, ARCC</i>			Ongoing
	37	Ensure design principles within the Alpine Resorts Planning Scheme responds to the special character and competitive strengths of each alpine resort. <i>Lead: DPCD.</i> <i>Partners: ARMBs, DSE</i>			Medium term (3–5 years)
	38	Identify and implement the most appropriate option for streamlining the application of the BMO. <i>Lead: DPCD.</i> <i>Partners: ARCC, CFA, DSE, ARMBs, FSC</i>			Short term (0–2 years)
	39	Identify and implement the most appropriate option for streamlining native vegetation management within the alpine resorts. <i>Lead: DSE.</i> <i>Partners: ARCC, DPCD, ARMBs</i>			Short term (0–2 years)
	40	Prepare a strategic fire management plan for each ARMB, reconciling fire management and native vegetation objectives. <i>Lead: FSC.</i> <i>Partners: ARMBs, DPCD, DSE, ARCC, CFA</i>			Short term (0–2 years)
	41	Update individual resort strategic fire management plan for each ARMB. <i>Lead: ARMBs.</i> <i>Partners: FSC, DPCD, DSE, ARCC, CFA</i>	Our Community	4.5.4	Ongoing

ARSP Strategic Objective	ARSP Action		Mt Buller & Mt Stirling Key Focus Area	SMP 2013-18 Commitment Reference Number	Timing
7. Financial Framework	42	Implement an agreed alpine resorts financial management framework, including consideration of the tabling of a consolidated financial report for all ARMBs. <i>Lead: DSE. Partners: DTF, ARMBs, ARCC</i>			Short term (0–2 years)
	43	Establish an integrated Victorian Alpine Resorts Development Program of infrastructure priorities for the industry. <i>Lead: ARCC. Partners: DSE, ARMBs, RDV, TV DTF, lift companies, private sector</i>			Short term (0–2 years)
	44	Implement the integrated Victorian Alpine Resorts Development Program of infrastructure priorities for the industry, as a rolling five-year program. <i>Lead: ARCC. Partners: DSE, DTF, CG, ARMBs, RDV, TV, lift companies, private sector</i>			Medium term (3–5 years)
	45	Clearly identify and define CSOs, including their calculation, and seek government agreement to the level and nature of future CSO provision that is required. <i>Lead: DSE. Partners: DTF, ARCC</i>			Short term (0–2 years)
	46	Measure and incorporate relevant CSO costs in corporate plans. <i>Lead: ARMBs. Partners: ARCC, DSE</i>	Our Corporate Governance	6.3.2, 6.4.1	Short term (0–2 years)
	47	Actively participate in regional economic development forums. <i>Lead: ARMBs. Partners: ARCC, RDV, LG, RTBs, State and Commonwealth agencies.</i>	Our Tourism	3.5.2, 3.5.4. Ongoing membership on regional tourism boards.	Ongoing

ARSP Strategic Objective	ARSP Action		Mt Buller & Mt Stirling Key Focus Area	SMP 2013-18 Commitment Reference Number	Timing
8. Governance Framework	48	Minister to provide annual Statements of Expectations to ARMBs and ARCC. <i>Lead: DSE.</i>			Short term (0–2 years)
	49	Industry level (tactical) functions will be agreed and implemented. <i>Lead: DSE.</i>			Short term (0–2 years)
	50	Provide financial reports to DSE, including quarterly financial reports in accordance with legislative and Ministerial requirements. <i>Lead: ARMBs.</i> <i>Partners: DSE</i>	Our Corporate Governance	6.4.1, 6.6.1	Short term (0–2 years)
	51	Ensure governance framework within which the ARMBs operate provides rigour and accountability. <i>Lead: DSE.</i> <i>Partners: DTF, ARCC</i>			Short term (0–2 years)
	52	ARMB corporate plan templates to incorporate KPIs in accordance with currently active Ministerial approvals and the current Ministerial Statement of Expectations. <i>Lead: ARMBs.</i> <i>Partners: ARCC, DSE</i>	Our Corporate Governance	6.4.1, 6.6.1	Short term (0–2 years)
	53	Industry performance to be assessed against KPIs. <i>Lead: ARCC.</i> <i>Partners: ARMBs, DSE</i>			Ongoing
	54	ARCC to establish a peak industry group to provide an on-going mechanism for discussion of industry-driven issues. <i>Lead: ARCC.</i> <i>Partners: DSE, ARMBs, lift companies, peak alpine resort and industry bodies, TV, RTBs, RDV</i>			Short term (0–2 years)
	55	Establish an Alpine Resorts inter-departmental committee. <i>Lead: DSE.</i> <i>Partners: ARCC</i>			Short term (0–2 years)
	56	Monitor and report on implementation of the Alpine Resorts Strategic Plan 2012. <i>Lead: ARCC.</i>			Ongoing
	57	Introduce half-yearly reviews of ARMBs to improve portfolio management. <i>Lead: DSE.</i>			Ongoing
58	ARMBs to review their activities which compete with the private sector to ensure consistency with government policy. <i>Lead: ARMB.</i>	Our Corporate Governance	6.3.2, 6.4.1	Short term (0–2 years)	

