

FallsCreek

All Season Alpine Resort

“A Pathway to the Future”

July 2013



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1 Introduction

The Alpine Resorts (Management) Act 1997 (the Act) required the Falls Creek Alpine Resort Management Board (the Board) to prepare a Strategic Management Plan for Falls Creek Alpine Resort and to review this strategy after five years.

The Falls Creek Strategic Management Plan 2006 was released in 2006 to meet this requirement.

In December 2012, the Victorian Government released its new framework for the development, promotion, management and use of Victorian alpine resorts. The Alpine Resorts Strategic Plan 2012 (the Plan) provides a five year planning and management framework to deliver on the Victorian Government's vision:

“Victoria’s alpine resorts will be vibrant, growing and sustainable places, delivering alpine recreational and tourism experiences that are available to all.”

The Board and an active group of stakeholders participated in numerous workshops during the development phase of this strategy. During this process Falls Creek was called upon to consider its points of difference with reference to the future viability of the resort. This input now underpins the aspirations and strategic direction for Falls Creek.



This “Pathway to the Future” was released as part of an extensive public consultation process. Copies of the document were provided to more than 250 stakeholders and stakeholder groups. Additionally the Board hosted a number of individual and group workshops. It also advertised the release through its website, and promoted the document over the 2013 Opening Weekend. A dedicated email address was set up to monitor feedback.

The ‘Pathway to the Future’ will provide the foundation for the Board’s annual Corporate Plan, a three year delivery plan and budget, as well as Falls Creek’s impending Master Plan.

2 Review of 2006 Strategic Management Plan

The Falls Creek Alpine Resort Management Board (the Board) released its first Strategic Management Plan for Falls Creek Alpine Resort in 2006. This 2006 Strategic Management Plan was based on the Alpine Resorts 2020 Strategy (2020 strategy) which set out a vision for four season, vibrant, sustainable alpine resorts.

Falls Creek achieved many strategic outcomes as a result of these strategic plans including:

- ▶ Delivery of a Biodiversity Management Strategy
- ▶ Promotion of summer season visitation through the
 - review of the summer events program
 - pursuit of the altitude training athlete and aspirational athlete market
- ▶ Completion of the All Seasons Gateway village entry project (grant funded)
- ▶ Commencement of the staged Mountain Bike Trail project (grant funded)
- ▶ Review of affordable housing options for permanent and seasonal workers
- ▶ Improved delivery of transport services within the village
- ▶ Plan for improved pedestrian and skier access routes, including Fast Track stairways.
- ▶ Establishing a performance based organisation
- ▶ Commence operation of an all year round accredited child care centre
- ▶ Promotion of opportunities resulting from the sealing of the Bogong High Plains Road
- ▶ Development and implementation of a Fire Management Plan.

The delivery of resort strategic initiatives has been influenced by a range of factors including availability of funding. Resort financial capacity has been acknowledged in the Government's Alpine Resorts Strategic Plan 2012, where there is now recognition of winter being the engine that drives the resorts and the need for an appropriate framework for the investment in infrastructure.

The *Pathway to the Future* seeks to recognise Falls Creek's core economic foundation and provide a prioritised plan for delivering on Government strategic objectives.

3 Falls Creek

3.1 Falls Creek Alpine Resort

Falls Creek is Victoria's largest alpine resort and a major tourist destination in North East Victoria. The Resort is set on the edge of the Bogong High Plains at altitude ranging from 1,210 to 1,850 metres and is surrounded by the Alpine National Park. The Resort covers an area of 1,535 hectares.

Facilities at Falls Creek include an intimate 'European style' 5,100 bed village at an altitude of greater than 1,500 metres plus associated infrastructure.

Winter is the engine that drives Falls Creek with the largest skiable terrain in Victoria. In addition to primary activities of skiing and snowboarding, Falls Creek offers Australia's largest cross country ski trail network and is home to the Australian Nordic Team. With the recent inclusion of passive snow play activities, including dedicated snow shoe trails, Falls Creek offers a wide range of winter activities.

In the green season Falls Creek provides a diverse variety of activities including altitude training, road cycling, mountain biking, water sports, road touring, walking and eco-tourism. The platform of non winter activities provides considerable potential for growth.

Falls Creek attracts approximately 500,000 plus visitor days each year on an all seasons basis. Visitation is currently underpinned by alpine snow sports, as well as nordic sports and snow play. Consequently the economic contribution of the snow season is considered vital to the future viability of the village.

At the same time non winter visitation is steadily growing as a result of continued development of the Resort's activity base, event promotion and marketing.

The natural terrain, range of activities and Rocky Valley Lake provides Falls Creek with the potential to become a vibrant all seasons destination. The Board is pursuing initiatives to achieve this objective.

Falls Creek contributes significantly to the economy of the region. The operation of the resort significantly contributes to regional employment, business returns, investment attraction and property returns. The resort generates significant seasonal employment, particularly in the nearby towns, and provides recreational opportunities to both the local and wider communities.

The report on the Economic Significance of the Australian Alpine Resorts updated by the National Institute of Economic and Industry Research in December 2012 indicated that the Victorian Alpine resorts contribute \$647 million of additional gross state product and approximately 6,000 additional equivalent employment opportunities.

3.2 Falls Creek Community

Most importantly, Falls Creek is a community – passionate, committed and invested. Our community is our future.

We are:

- ▶ Families wanting to experience the natural environment of Falls Creek, in both the snow season and the green season
- ▶ Intermediate skiers who want to ski St Elmo's run under the Ruined Castle Chair
- ▶ Snowboarders wanting to test their prowess in the Drover's Terrain Park
- ▶ Experienced skiers and snowboarders patiently waiting for International Poma to open
- ▶ Local commercial operators who have chosen to invest their future in providing for Falls Creek visitors
- ▶ Clubs who introduce and promote access for a broad range of members, creating the heritage of our visitor base; sometimes three generations strong
- ▶ Bushwalkers arriving back for a refreshing drink after walking from Hotham to Falls Creek
- ▶ Schools and special interest groups committed to providing an alpine experience to its students or charges
- ▶ Regional Tourism bodies that promote Falls Creek as a destination to enjoy an alpine experience
- ▶ Government departments and agencies who provide support to deliver on government objectives or neighbouring local shires with the ability to leverage off Falls Creek's regional economic contribution
- ▶ Middle aged couples who have made Falls Creek their home
- ▶ Employees who have relocated to Falls Creek to access seasonal employment
- ▶ Tourists or holiday makers seeking a short stay escape from the hustle and bustle to a cool summer climate
- ▶ The Chambers of Commerce in Falls Creek and Mount Beauty and their membership
- ▶ Emergency services officers and invariably passionate local volunteers
- ▶ Permanent staff who live and / or work in Falls Creek
- ▶ People who over thousands of years or simply over the last few decades, have tended, cared for or developed our land.

This is our community.

3.3 Stakeholder Engagement and Village Unification

The "*Pathway to the Future*" represents much more than a new way forward for Falls Creek.

This document provides an essential link between a number of strategic documents and Government policies guiding the Resort, including the former 2006 SMP.

This document establishes a framework by which Falls Creek is able to link with the Alpine Resorts Strategic Plan 2012 ("ARSP"). The ARSP represents a new vision 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 their ongoing sustainability and viability.

First and foremost, the "*Pathway to the Future*" creates a nexus between the ARSP and the core objectives for Falls Creek over the next 5 years.

For Falls Creek, this document goes even further.

Falls Creek Resort Management ("FCRM") has used the "*Pathway to the Future*" as an essential tool to bring Falls Creek together with one voice. It is considered critical that all stakeholders in the village tackle the future with a unified vision, focus and purpose.

For this reason, FCRM has committed to the most comprehensive consultation process it has ever undertaken in completing this strategic management document.

With the release of more than 250 copies, the "*Pathway to the Future*" has been distributed to a diverse range of stakeholders from Falls Creek Ski Lifts, Falls Creek business operators, and club lodges, neighbouring shires, key support agencies, government departments, essential services organisations and the general public. In addition, FCRM conducted twelve workshop presentations, established a web site presence and a dedicated email address for feedback.

This final version of the document now represents a collective and unified strategic vision for Falls Creek; a vision that not only integrates with the core objectives of the ARSP but operates as a single voice for our distinct and vibrant village.

3.4 Falls Creek – Unique Features

In developing the Alpine Resorts Strategic Plan 2012, the Government challenged the alpine resorts to clearly define their respective points of difference as a means, inter alia, of establishing the basis for future viability. Falls Creek offers several distinct points of difference principally supported by its location and natural terrain.

In summary, Falls Creek uniquely offers:

- ▶ Australia's only true ski-in/ski-out alpine experience when village streets are under snow
- ▶ A key tourism destination in Victoria's North East Region that principally attracts winter tourists seeking quality downhill skiing and snowboarding experiences
- ▶ Diversity of terrain to support a wide range of snowsports and abilities, as well as Australia's largest cross country ski trail network
- ▶ The largest substantial body of water at altitude in Australia – Rocky Valley Lake
- ▶ Australia's most reliable snow conditions supported by natural altitude and underpinned by snow making sourced from the Rocky Valley Lake
- ▶ The highest point accessible by road in Australia to the general public – Mount McKay
- ▶ The largest number of fully catered accommodation lodges in the Victorian Alps – most of which remain run by families
- ▶ A diverse range of restaurants, cafes, bars and street stalls in a unique alpine environment, capable of being a destination attraction in its own right
- ▶ A unique suite of easily accessible activities supporting altitude training including running, road cycling, mountain biking and water sports
- ▶ A network of 65kms of aqueduct trails (the legacy of Falls Creek's hydro electricity heritage) supporting cross country skiing in winter; altitude training, walking and nature based tourism in the green season
- ▶ The 'heartland' of the Victorian High Plains as a base for a wide range of alpine experiences, including the neighbouring Alpine National Park and historic cattlemen's huts.

These points of difference provide the canvas that supports Falls Creek's strategic direction.

There are additional opportunities available for Falls Creek to embrace, including expanded snow play activities, wellness and lifestyle facilities, the promotion of Falls Creek as a 'food and wine' mountain and development of nature based tourism activities (such as the Falls Creek to Hotham Alpine Crossing).

3.5 Falls Creek Alpine Resort Management Board

The Falls Creek Alpine Resort Management Board (the Board) was established under Section 34 of the Alpine Resorts (Management) Act 1997. The Board is responsible for the efficient and effective management and delivery of services within Falls Creek Alpine Resort. The Board operates under the registered business name 'Falls Creek Resort Management' (FCRM).

The Board is a public sector organisation with assets comprising Crown land, public utilities, and infrastructure assets, collectively valued at over \$90 million. Annual revenues are over \$10 million. Expenditure is primarily directed to visitor services, infrastructure services including road, water, sewerage, waste management, resort promotion and winter transport.

The Board administers over 100 Crown land leases to a range of siteholders including commercial operators, apartment body corporates, clubs and a range of supporting utility service providers. Falls Creek Ski Lifts Pty Ltd, a subsidiary of Merlin Entertainments Group Ltd, holds a Crown lease on the Falls Creek ski area as well as several village sites.



3.6 Regulatory and Policy Framework

Alpine Resorts (Management) Act 1997

The Act sets the regulatory framework for management of alpine resorts in Victoria. The object of the Act is to make provision in respect of alpine resorts:

- for the development, promotion, management and use of the resorts on a sustainable basis and in a manner that is compatible with the alpine environment, having regard to:
 - environmental and ecological considerations, in particular, climate change
 - economic considerations
 - cultural heritage consideration, in particular, indigenous cultural heritage considerations
- for the use of the resorts:
 - primarily for alpine recreation and tourism
 - in all seasons of the year
 - by persons from varied cultural and economic groups.

Alpine Resorts Strategic Plan 2012

As previously noted, in December 2012, the Victorian Government released its new framework for the development, promotion, management and use of Victorian alpine resorts. The vision for the Alpine Resorts is:

“Victoria’s alpine resorts will be vibrant, growing and sustainable places, delivering alpine recreational and tourism experiences that are available to all”.

The plan outlines six strategic objectives:

Strategic Objective 1:	Enhancing the visitor experience and developing resorts
Strategic Objective 2:	Delivering resort services and infrastructure efficiently and accountably
Strategic Objective 3:	Building partnerships
Strategic Objective 4:	Respecting the alpine environment
Strategic Objective 5:	Broadening access opportunities
Strategic Objective 6:	Regulatory reform

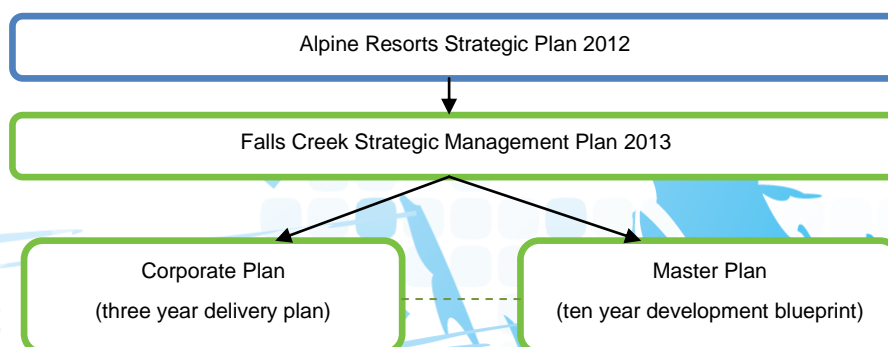
The Plan also provides specific actions to be undertaken to deliver on the above Strategic Objectives.

Delivery of Government Strategic Objectives

“The Pathway to the Future” outlines the strategic vision for Falls Creek supported by the overarching Alpine Resorts Strategic Plan 2012. It also details initiatives to be implemented to deliver on the Government’s vision and strategic objectives (Appendix A).

The Board’s annual Corporate Plan will detail three years of key initiatives and actions flowing from both the Alpine Resorts Strategic Plan 2012 and this Strategic Management Plan, and the resources required to deliver thereon.

The Falls Creek Master Plan (a critical piece of work required by the Government to be completed within 18 months), will be supported by this Strategic Management Plan. It will include a ten year vision and associated asset management/renewal plan.




4 Strategic Vision and Mission

As a consequence of the Alpine Resorts Strategic Planning process, the Board has critically evaluated its strategic vision and mission in the context of defining future direction. The strategic vision and mission for Falls Creek are set out below:

4.1 Strategic Vision

Within the context of the Alpine Resorts Strategic Plan 2012, the Board has defined the shared vision for Falls Creek as:



**A vibrant and distinctive
village offering Australia's
most memorable alpine
experiences**

Our Vision promotes Falls Creek as:

- ▶ an intimate alpine village community
- ▶ a community of invested stakeholders – generally small business operators
- ▶ a destination offering experiences focused on repeat visitation
- ▶ an escape, an adventure or simply a place to relax.

4.2 Mission

Falls Creek will collectively strive to exceed the expectations of the community in promoting visitation, by using, managing and developing the village and surrounds, as a vibrant sustainable alpine destination, whilst respecting our environment and cultural heritage.

Falls Creek is a unique alpine village located in the Victorian High Country with several distinct points of difference including but not limited to its ski-in-ski out conditions when snow bound, the intimacy of its built form surrounded by snow gums and the benefits of proximity to the Rocky Valley Lake.

As a guiding principle, Falls Creek will identify and monitor the needs of its visitors.

Falls Creek will support its community of residents, business operators, clubs and associations, visitors and partners with a viable and sustainable alpine village that encourages broad access and equity of visitation with a range of all seasons experiences underpinned by its winter operations and activities. The primary objective will be to improve the viability and amenity of our existing village with expansion of bed numbers supported on a needs basis.

Falls Creek respects its role as the heartland of the High Plains offering a base for wide range of leisure, sporting and adventure experiences within its boundaries and into the Alpine National Park.

Whilst our viability is essentially underpinned by skiing and snowboarding in winter, we shall continue to develop every facet of our points of difference including cross country skiing, snow play, road cycling, mountain biking, altitude training and nature based tourism.

Falls Creek will seek to ensure an appropriate balance is achieved in maximizing the village's economic potential as a key tourism destination in the North East of Victoria while respecting the alpine environment, the cultural heritage of the land and an overriding obligation to appropriately manage, plan and protect the community.



5 Strategic Pillars

5.1 Introducing the Four Pillars

The Board has determined four key pillars that anchor the strategic direction of Falls Creek.

These pillars have been comprehensively evaluated as a consequence of the Alpine Resorts Strategic Planning process and determined most applicable for the needs of our alpine resort.

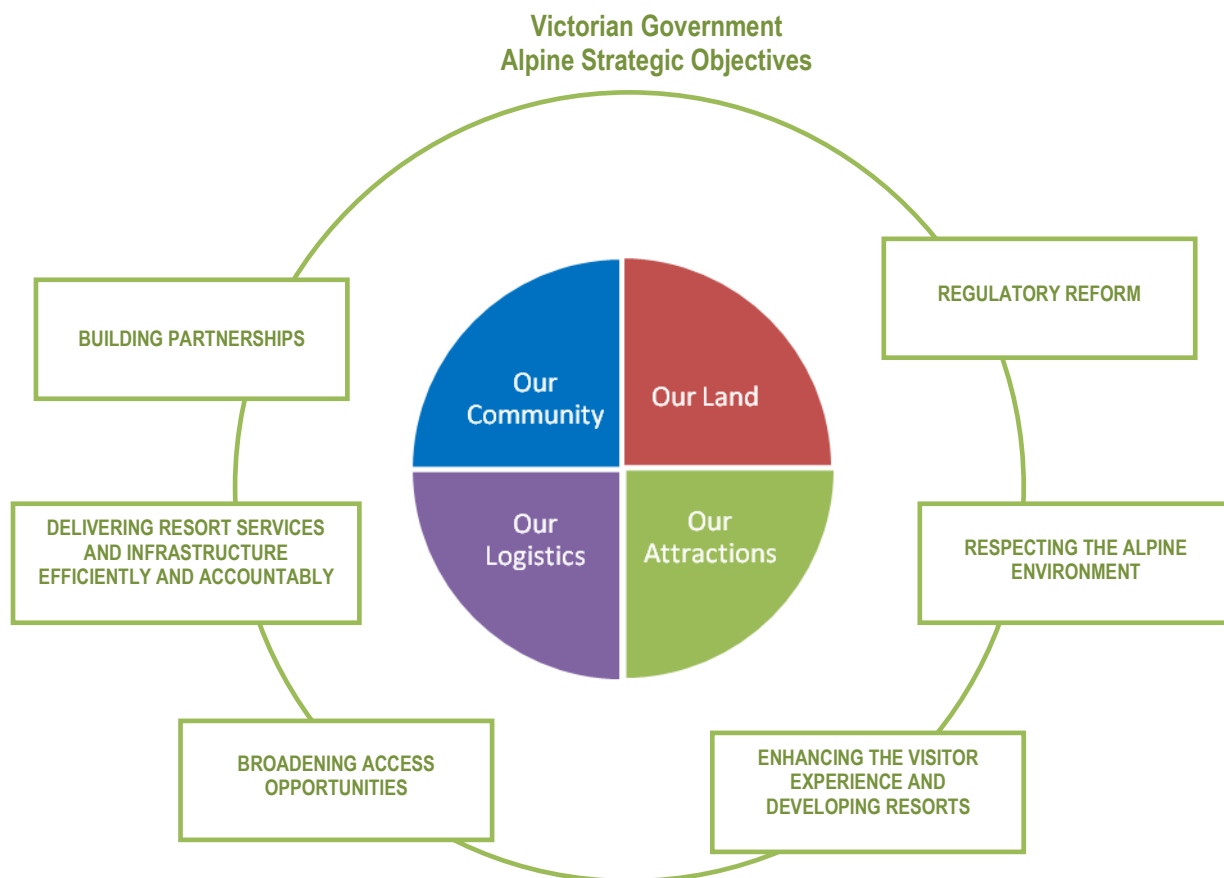
The strategic direction of Falls Creek relies on these four key pillars. Each pillar has its own distinct characteristics and role in delivering the strategic direction and future viability of Falls Creek.



Additionally, it is to be recognised that these pillars are intimately connected and must work in harmony in order to fulfil Falls Creek's potential.

The key characteristics that bind the pillars are effective communication and proper governance. By implementing appropriate and measured communications and governance strategies, Falls Creek is confident it has the capacity and tools to ensure its long term viability.

The relationship between these pillars and the strategic objectives of the Alpine Resorts Strategic Plan are set out in the following diagram:



5.2 Our Land

Defined as the land within the physical boundaries of Falls Creek encompassing the core relationship between the natural environment and the built form.

Strategic Statement

Falls Creek will:

- Enhance the visitor experience by providing an **attractive, ecologically sustainable alpine village** that has local character and a distinct sense of place in the landscape
- Undertake future development and management within an environmentally **sustainable framework**
- Manage the natural and built environments in a way that **promotes safety** of human life and the environment
- Provide a land management framework that both **facilitates investment and enhances the unique character** of the village and surrounds
- Plan for and **manage our assets** to a sustainable contemporary standard
- Provide appropriate measures to manage the **impact of a changing climate** on our land.

Strategic Approach

The encouragement and facilitation of investment in Falls Creek requires the availability of a detailed Master Plan that considers environmental requirements and identifies potential private development areas and public infrastructure needs within the village and resort boundary.

Village infrastructure needs to support current and future visitor and community demands through an understanding of their requirements, current infrastructure capacities, and through demand forecasting.

The Master Plan is dependent on inputs requiring specialised expertise, such as conceptual/architectural design, town planning, economic assessment, environmental planning, cultural input, geotechnical input, services evaluation, logistics management, universal design, transport design and community overlay.

Falls Creek is committed to the delivery of a comprehensive Master Plan to provide an appropriate planning framework around future development within the village surrounds.

The retention and evolution of the character of Falls Creek as a contemporary alpine village will require the progressive modernisation and upgrading of facilities, infrastructure and associated visual communications. This will also be necessary to meet heightened regulatory and statutory requirements. A clear vision of the future Falls Creek alpine village will enable long term infrastructure planning for private and public investment purposes.

In assessing the future strategic needs of Our Land, Falls Creek intends to consistently benchmark key environmental requirements and the impacts of variable climate conditions. With the support of its Biodiversity Management System, the Board intends to complete a comprehensive vegetation management offset plan to assist in the planning, development and investment attraction of Falls Creek over the next decade. Similarly the continued support of snow making will continue to be explored.

The Board will undertake to review and refresh on a regular basis, necessary emergency management planning, particularly as regards fire protection, geotechnical integrity and water management.

Utilisation of the planning scheme, government leasing policy and master planning for Falls Creek will ensure all development within the Resort meets strategic objectives and responds to environmental, climatic, cultural heritage, ecological, economic, social, aesthetic, and safety considerations.

5.3 Our Attractions

Defined as natural and built form assets providing alpine experiences that enhance the destinational impact of Falls Creek and in doing so, underpins its point of difference as well as its future viability.

Strategic Statement

Falls Creek will:

- Provide access to a **high quality alpine experience** for all visitors to our region
- Remain committed to our **ski in – ski out** village experience
- Endeavour to maximise the potential of alpine skiing and snowboarding that **underpins the viability** of the village, whilst constantly exploring the potential expansion of winter and green season activities
- Foster partnerships to provide **contemporary facilities and services** to our community
- Strive to be recognised for providing a **high level of customer service** and an extensive range of product offering and experiences
- Facilitate **year round visitation** by supporting activities and events and encouraging businesses and service providers to operate outside the snow season
- Accentuate its **natural assets** and the neighbouring Alpine National Park in the delivery of its attractions.



Strategic Approach

Providing a high quality snow experience requires mutual commitment by all business operators and service providers. Falls Creek will enhance existing relationships and foster new partnerships to collectively improve the experience of visitors who visit Falls Creek alpine village. Falls Creek will actively seek opportunities to expand the availability of a snow experience and expand both the range of alternative snow activities and alternative non snow winter activities to strengthen the viability of our village.

Whilst we will continue to focus on alpine sports as the primary engine that supports our community, we will strive to improve our destination impact by exploring a wide range of winter activities (such as nordic skiing and snow play) and a diverse range of green season activities.

In order to achieve this strategic goal, the Board intends to undertake a 'ground up' needs analysis as a key component of master plan development. This review will include critical 'gap analysis' to determine visitor requirements. In particular, this analysis will reference access and equity targets and focus on expanding the visitation base of Falls Creek.

Falls Creek intimately respects its significant relationship with the neighbouring Alpine National Park, and the value and variety of its assets. We will continue to engage and actively work with Parks Victoria and other agencies to improve and capitalise on linkages to the adjoining Alpine National Park and Rocky Valley Lake. This will enable the benefits of these assets to be accessible to all Victorians and all visitors in a safe and environmentally sensitive manner, whilst respecting the local cultural heritage values.

Falls Creek enjoys an abundance of natural assets and has an increasing range and quality of visitor activities that provide the basis for high quality year round experiences. For visitors to have the best possible experience during their time in Falls Creek, every touch point needs to be positive: from trip research and booking through to arrival, visitation and departure.

Falls Creek will leverage its existing market reputation in sports and training to facilitate investment in altitude training facilities and to promote Falls Creek to athletes, sporting franchises, a wide range of sporting enthusiasts and spectators.

Additionally, Falls Creek will continue to build a credible reputation in road cycling, mountain biking, alpine water sports, walking and nature based tourism. This will include the exploration of new activities and events that maximise the benefits of Our Land. This strategic direction will build on our existing strong events calendar which includes the Kangaroo Hoppet (international cross country ski race) and 3 Peaks Challenge (road cycling).

5.4 Our Logistics

Defined as the macro and micro relationships that support the many ways in which people, vehicles, goods and information travel to, within, and from Falls Creek.

Strategic Statement

Falls Creek will:

- Assist in the **facilitation of transport** taking into consideration the needs of the community, our visitors, our regional partners and the resources available to us
- Provide support to **improve the journey** to the destination
- Provide an environment whereby the **movement of people** throughout our village and boundaries is safe, coordinated and meets the expectations of our community and visitors
- **Balance the needs** of our stakeholders with the expectations of our guests
- **Aspire to be accessible** to all people
- Provide an effective communication framework that **promotes cooperation** and enables an exchange of information and knowledge.



Strategic Approach

The availability of diverse, reliable, and efficient transport options to and from Falls Creek is key to our future growth, viability and success.

Our community requires efficient and safe access to Falls Creek. This requires working in partnership with other key stakeholders such as VicRoads, airlines, freight companies and local transport services.

Critical input will be provided to Tourism North East, Tourism Victoria and other regional partners to ensure continual validation of our destination proposition.

Our community requires smooth and effective movement around and within the village and surrounds. Within the village, the Master Plan will provide for the integration of pedestrian and snow sports links, accommodation transfer and shuttle services, freight services and other commercial transport movements.



The Master Plan will focus on current transport needs including but not limited to improved transport facilitation between key activity nodes, determination of the most appropriate and efficient arrival experience, streamlining freight and deliveries as well as creating an improved journey to the village from its neighbouring town of Mount Beauty.

Falls Creek will actively participate in regional tourism forums and promotional opportunities and in doing so, will play our part in strengthening local tourism in the region and broadening its market exposure.

Our Community will work collaboratively to improve the delivery of relevant information to our visitors. We will use our five-year Tourism and Marketing Strategic Plan and a wide range of communication tools to provide a considered and collaborative approach to promotion of the Falls Creek alpine experience.

5.5 Our Community

Defined as the inter-relationships between the many individuals, groups and partners who engage with Falls Creek. These relationships transcend physical visitation by visitors to include residents, employees and suppliers. Community also extends intangibly to a wide range of existing and potential users including but not limited to: future markets, business partnerships, government agencies, other alpine resorts and the broader tourism sector – encompassing the wider interpretation of “access and equity”.

Strategic Statement

Falls Creek will:

- Proactively engage with our community to develop **strong productive partnerships** and a clear understanding of service expectations and delivery
- Facilitate a **high standard of service delivery** based on responding to community needs and expectations
- Create a **collaborative environment** where the ease of doing business is a priority
- Foster partnerships to **broaden access opportunities** to Falls Creek
- Seek to **support its community** with a range of facilities, activities and services that reflect the needs of its permanent resident base, its visitors and service providers
- Make **affordable community housing** for permanent and seasonal residents a priority project.

Strategic Approach

A vibrant and engaged community requires clear and effective communication with all stakeholders. Robust communication and relationship development plans provide the base tools to effectively engage all stakeholders. A collaborative approach further enables stakeholders to provide feedback and input into decision making processes, thereby creating a cycle of continuous improvement. Falls Creek is committed to actively improving its relationships and partnerships with its community through the development of a stakeholder and partnership communications strategy.

Falls Creek acknowledges the strong connection that indigenous people have to our region. To this extent we will seek opportunities to strengthen this relationship.

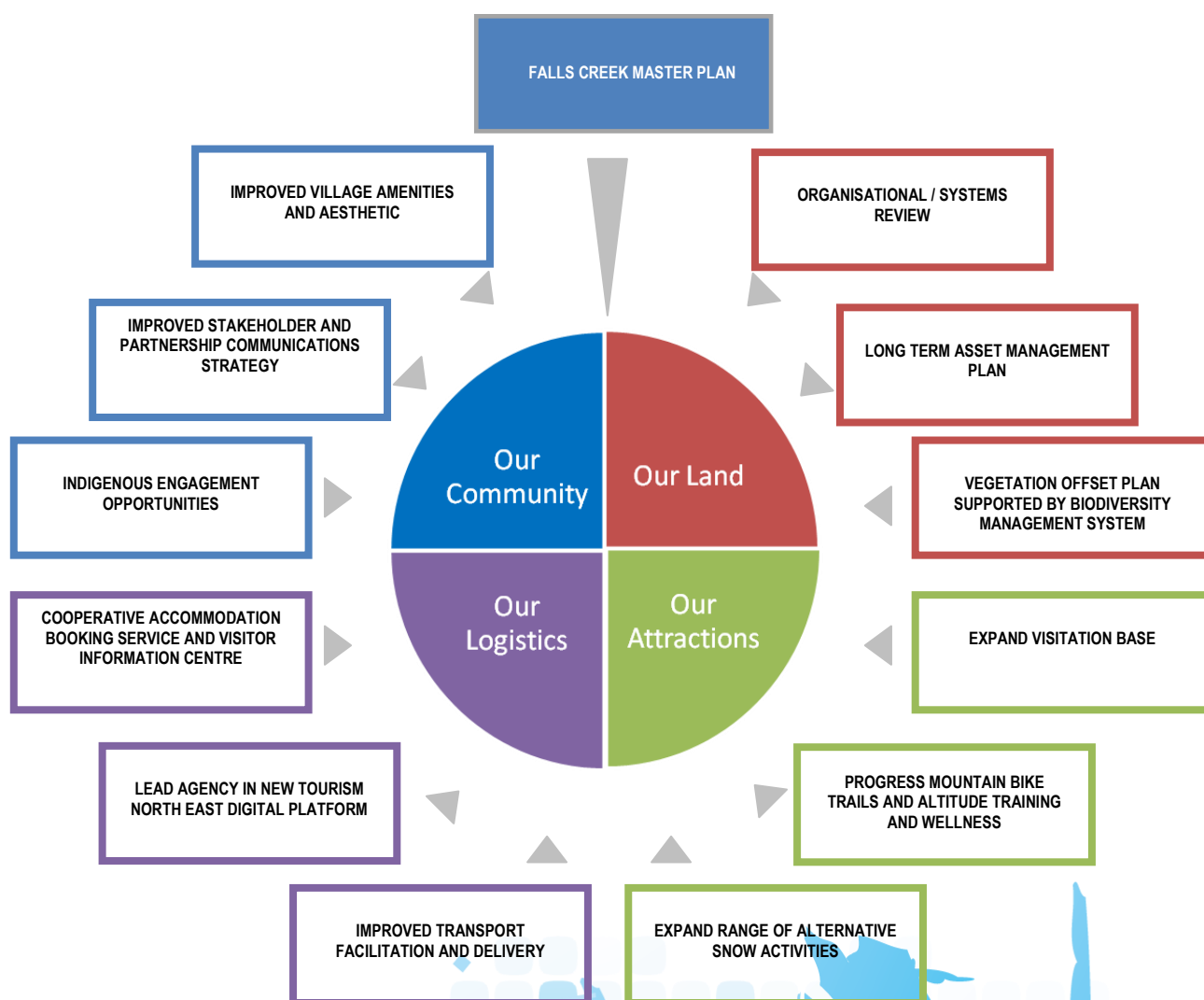
Our community is an invaluable multi-layered resource that underpins the viability of Falls Creek. The strategic approach of Falls Creek will encompass nurturing these layers and maximising their potential. In order to do so, the Board will review critical needs and determine solutions with a 'decade vision'. The initial response to this objective will be provided in the new Falls Creek Master Plan. Examples of community planning will include:

- Strengthening the existing services base such as education (early childhood, primary and secondary facilities), the heritage of Falls Creek (museum and potential indigenous keeping place) and our emergency services (Vic Police, Ambulance Victoria, SES, CFA, Medical Centre, Ski Patrol)
- Delivering a variety of affordable housing options for permanent residents and seasonal employees
- Improved visitor services, arrival experience and information
- Community art, useable public spaces and civic needs that accentuate key points of difference and natural terrain
- Historic and cultural recognitions of indigenous background, European land use, post-war migration, the history of local skiing and community
- Updating services infrastructure such as water, gas, sewerage treatment, electricity, telecommunications and data: ensure the most contemporary solutions as possible are available
- Continue to contribute as an effective partner with all key agencies and boards, including Parks Victoria, Tourism North East, Tourism Victoria, Department of Environment and Primary Industries, Department of Planning and Community Development, VicRoads, Ambulance Victoria, neighbouring shires, sister alpine resorts and Snow Australia.

6 Outcomes from the Four Pillars

The Alpine Resorts Strategic Plan 2012 sets the new framework for the development, promotion, management and use of Victorian alpine resorts. The Board has collaboratively developed this "Pathway to the Future" to establish the platform by which Falls Creek can develop into a vibrant, growing and sustainable place. In doing so, Falls Creek can deliver on the six strategic objectives contained within the new Government framework for Victorian alpine resorts.

The following diagram outlines a range of broad strategic objectives that validate the four key pillars in compliance with the Government's policy framework.



7 Implementation

“A Pathway to the Future” sets the strategic direction for the future of Falls Creek.

The Board’s annual Corporate Plan will provide the detailed initiatives that will be undertaken by the Board over a three year period to deliver on the Alpine Resorts Strategic Plan 2012 and this strategy. This corporate planning process will include the review and update of Key Performance Indicators (KPIs) for internal management purposes and external reporting to Government.

The Board’s Annual Report will detail progress against these initiatives and agreed KPIs using the Victorian Government’s Uniform Reporting Framework.



Appendix A

This schedule details FCARMB Strategic Management Plan linkages to the Alpine Resorts Strategic Plan 2012 (ARSP) strategic objectives, its statutory responsibilities and the framework for monitoring progress. The following legend provides additional information on the nature of each of the fields in the schedule. The Board will also partner with other lead agencies in a range of additional initiatives as provided for in the ARSP.

Legend

ARSP Strategic Objective	Victorian Government's Strategic Objectives contained in the Alpine Resorts Strategic Plan 2012 (ARSP)
ARSP Action	Victorian Government's Actions contained in the ARSP
ARSP Timing	Victorian Government's expectations of when actions are to be completed
Falls Creek Response	Falls Creek Alpine Resort Management Board (FCARMB)'s planned action to deliver on the Victorian Government's Strategic Objectives
Statutory Purpose	Identification of the Board statutory function pursuant to the Alpine Resorts (Management) Act 1997 - develop, promote, manage and use Falls Creek Alpine Resort
Falls Creek Pillar	Identification of the FCARMB strategic pillar which relates to the response
Falls Creek Response No	FCARMB response identification number
Performance Measure	Output or outcome from delivering on the FCARMB response
Time Frame	FCARMB's expectations of when the response will be completed