



HOTHAM
Mount Hotham Resort Management Board

**CONSIDERATIONS PAPER FROM CONSULTATION ON STRATEGIC
MANAGEMENT PLAN 2013 - 2018**

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SUMMARY

Consultation Sessions and Written Submissions Included in this Considerations Paper:

- All Written Submissions
- Melbourne Consultation 29th July 7pm
- Hotham Consultation 9th August 2pm
- Hotham Consultation 9th August 5pm
- Hotham Consultation 10th August 10am
- Hotham Consultation 10th August 1pm

Note: Where there are no comments under some consultation sessions in Part Two, it means there were no specific comments under the particular Program Area

Questions for each session:

1. What are the five best things about the Hotham Resort?
2. What are the five biggest problems associated with the Hotham Resort?
3. What do you want Hotham to be?
4. What are the highest priority actions you would like to see implemented in the next 5 years?

Part One of Considerations Paper

Summary of each consultation session on:

“What are the highest priority actions you would like to see implemented in the next 5 years”

Part Two of Considerations Paper

Summary of responses to each question under Program Areas from each consultation session

Where to from here

All submissions are now being evaluated by the Board to determine the actions to be included in the Strategic Management Plan 2013 – 2018, with the final draft submitted to the Minister on the 11th September 2013 for approval

PART ONE

HIGHEST PRIORITY ACTION ITEMS

Melbourne Consultation 29th July 7pm

- skifield expansion white/red/green seasons
- investment attraction - no incentive to make a buck
- certainty of tenure and strata leasing
- all year round use - non winter focus
- better egress solution out of HV
- cut the red tape for development
- face of Hotham - sense of arrival
- move road so pedestrians and vehicles are separate
- consultation with younger generation
- more ski terrain - better blend (green, easier blue, blue, black)
- more snow making
- high speed lifts
- closer working relationship with DP
- upgrade medical centre
- create village atmosphere and improved services
- capture and retain 1st timers - enhance the 1st time user experience in winter and summer
- day visitor centre
- provide a weekend circuit experience (Melbourne-Bright-Hotham-Omeo-Melbourne)
- variety of activities - including activities for non-skiers
- license for experience activities
- conventions/hospitality
- fuel

Hotham Consultation 9th August 2pm

- expand terrain
- reducing costs of offering to consumer
- improve consumer experience in all services
- recognise DP as a partner
- improved medical facility
- broader experience/younger boarders
- expand ski area - better reliability, open more runs
- infrastructure
- older buildings are they in the right place/village design
- snowbird -avalanche gully access
- development light - rethink about aging purpose of buildings
- ice rink
- streamline Alpine Shire/DP/Hotham - shared services
- more welcoming resort
- improved amenity of transport - bus stops and shelters

- improve snow making
- add lifts and terrain on the summit
- after ski events/activities - more theatres
- occasional/temporary bus stop at medical centre for public on village buses
- BMO not enough detail - would like to see general vegetation in Management plan

Hotham Consultation 9th August 5pm

- all year resort
- create events/activities to encourage visitors to stay overnight in summer
- improved intra village skiing access
- service level from some of the businesses
- better commercial customer service
- accountability for marketing and reverse marketing - parking fines
- positive newbie experience and education
- better marketing
- maximise snow making
- summer activity
- snow bridges
- coordinate marketing in summer
- use My Visit Victoria digital platform

Hotham Consultation 10th August 10am

- snow based activities other than skiing and boarding
- community/commercial contribution
- encourage developers perhaps discounted service charges - look at financial incentives to commercial operators
- resort entry year round - reduced rate
- applying for grants - other funding opportunities - community infrastructure
- reduction of red tape
- dedicated resource from RMB/government to assist private operators re: grants
- recreation centre/eatery/accommodation
- accommodation operators to open through summer/more eateries
- gantry - welcome to Hotham
- increased flexibility of packaging - lifts/resort entry/accommodation
- combined marketing effort to solve Tuesday to Thursday empty beds syndrome - mid week (food, accommodation, gate entry, lift pass etc discounted)

Hotham Consultation 10th August 1pm

- free resort wide Wi-Fi access
- filling existing accommodation focus vs. more accommodation
- seamless process for the guest one port of call to book everything
- snowmaking
- address cost

- connectivity - more in skifield and less impact on transport
- community centre/movies/indoor sports/staff retention
- being more rounded - ID what we have and what can we still do
- road realignment and village hub
- GAR access - ease and comfort in accessing resort
- complete snowmaking
- improve information and communications (use to be the gate)
- expand accommodation on unused leased land - no sprawl
- day lodge
- expansion of ski lifts and terrain - upgrading

PART TWO

OUR CUSTOMER AND COMMUNITY FOCUS

To be the best in every dimension of customer service through highly trained and competent staff

Written Submissions

- pedestrian centre linking Summit to Hotham Central
- link Big D access to Hotham Central Link
- more power to ski patrollers - take away lift pass for bad behaviour - returned at end of day
- alpine police random breath and drug testing at the top of HV chair
- new financial model for resort entry pricing off mountain vs. DP
- promote east and west access route
- SENSE OF ARRIVAL AT BUCKLAND AND MOTHER J'S/GANTRY ETC
- improve information and communications (used to be the gate)
- one stop shop - resort entry/accommodation/lift tickets/lift hire/everything visitor needs in one transaction - seamless purchasing experience
- clear concise message/what activities are on backed up with online maps and trail maps showing location
- cost of experience vs. value perception
- change perception of hard to get to
- cheaper costs in September
- SINGLE TRANSPORT SYSTEM BETWEEN HOTHAM AND DP
- seamless transport link between Hotham/DP/Omeo/Harrietville
- bus system that runs consistently of an evening to DP
- improve guest experience when entering late at night/access/parking/how and where

Melbourne Consultation 29th July 7pm

- traffic movement/parking within the village
- lighting on GAR
- fighting at night
- improve pedestrian/car mix - Hotham to Davenport Drive
- reduce congestion on buses during busy times

Hotham Consultation 9th August 2pm

- signage on road/Harrietville through
- improve customer service at all levels/lower level than competitive resorts/commercial operators & board offered services
- more comprehensive information about condition and risks
- more on website for preparation of trip/weather conditions/1st time you come
- improve customer service/communications/information
- newbie pack/transfer/point of contact
- reduce costs
- more welcoming resort

- occasional/temporary bus stop at medical centre

Hotham Consultation 9th August 5pm

- improve service ethic with resort entry system customer interface/where do we park
- accountability for marketing and reverse marketing - Parking Fines
- welcome face to Hotham
- improve service levels for all businesses
- better commercial customer service
- fix the disconnect between Hotham buses and DP bus

Hotham Consultation 10th August 10am

- pedestrian access
- year round resort entry at reduced rate
- new resort entry has caused challenges for first stop information point

Hotham Consultation 10th August 1pm

- gate at Harrierville
- common customer service training for all resort staff
- hand holding guests on arrival
- less wallet fatigue/online
- better communication to guests from gate/RMB/MHSC

OUR YEAR ROUND RESORT

To identify and realise opportunities and experiences that attract visitors to Hotham and the associated private and public investments throughout the year

Written Submissions

White Season -Non ski/Board Activities

- snowplay meet demand of lower demographics/high wind days
- skidoo tours
- steeper fun park for snow bikes/tubes
- astronomy classes
- food/wine tasting/classes
- movie theatre
- ice hockey rink
- yoga
- early am photography
- trampoline centre
- rock climbing walls

Melbourne Consultation 29th July 7pm

- new skiing activities for kids/snow tubing etc
- ski company monopoly

Hotham Consultation 9th August 2pm

- after ski activities/events/more theatres

Hotham Consultation 9th August 5pm

Hotham Consultation 10th August 10am

Hotham Consultation 10th August 1pm

White Season - Ski/Board activities

Written Submissions

- more easy blue/green runs
- more advanced runs
- open up Davenport area through Big D & Hotham Central links on snow
- more lifts
- more connecting trails and traverses
- extend Big D lift further up slope RHS and incorporate bowl near CFA - more lifting/runs/traverses
- skiers bridge Loch Car Park link Roadrunner and Summit lifts to access HV and Orchard
- extend summit lift further up slope
- new safe access options for xc skiers to access back country areas including safe parking of cars

- expand xc trails
- promote excellent xc trails
- permanent progressive park for beginners to intermediate freestylers
- permanent half pipe (built on avalanche Gully) with rope tow (can be used in summer by mountain bike riders)
- another lift on the other side of HV

Melbourne Consultation 29th July 7pm

- remove slalom gully congestion/fix slope grade/tilt for beginners
- more beginner terrain not subject to bad weather
- blue ribbon snowmaking
- better trail definition for back country
- ability to ski from summit to HV
- better egress solution out of HV
- further development of xc trails
- skifield expansion for white/green/red seasons

Hotham Consultation 9th August 2pm

- more snowmaking/summit
- lifting service and amenity levels
- expand ski area/better reliability/open more runs
- Snowbird/Avalanche Gully access
- add lifts/terrain to summit
- more competitive/ half pipe/keeping up with style
- move boarders from skiers
- broader experience/younger generation/boarders
- high speed lifts

Hotham Consultation 9th August 5pm

- provide ski access from village back to Davenport (home trail)
- improve intravillage skiing access

Hotham Consultation 10th August 10am

Hotham Consultation 10th August 1pm

- more connectivity in terrain
- antiquated lift system
- complete snowmaking

Green Season

Written Submissions

- Tennis/basketball/volleyball/netball court
- mini golf course
- gold mining museum/history
- MOUNTAIN BIKE TRAILS use xc trails and skifield/HV & Summit
- interpretive centre
- Hotham to Falls walk emphasise more strongly (one of Victoria's 4 walking icons)
- camping ground
- picnic areas - Loch Dam/HV Toilet area/Corral car park
- EOI for cycling/altitude training/fishing/horse riding/walk camp learn tours/survival courses
- boot fitness camp
- week end wedding venue
- artist retreats
- wellness weekly retreats

Melbourne Consultation 29th July 7pm

- hiking/walking
- ask cyclists what's missing
- area for camping RV's/caravans
- conventions

Hotham Consultation 9th August 2pm

- year round alternative product
- better summer links and communication between Hotham/DP

Hotham Consultation 9th August 5pm

- swings/playground
- create activities/events to encourage overnight stays

Hotham Consultation 10th August 10am

- summer anchor tenant
- RV/Grey Nomads/caravan park dump site

Hotham Consultation 10th August 1pm

- day lodge

Hotham Consultation 10th August 1pm

- better promotion across visitor demographics
- full winter potential realised (growth) to fund summer activities, growing accommodation, skifield, snowmaking

- filling existing accommodation instead of creating more
- HV centre
- NO distinction between Hotham and DP make use of all facilities at both
- increase packages/programs
- central database for bed usage numbers
- centralised marketing effort between RMB, MHSC , operators and accommodation providers
- allocate budget for joint marketing
- seed funding by RMB for events
- link with local tourism associations and local councils/alpine and east Gippsland
- better use of Facebook and twitter
- integrated marketing throughout the resort eg all operators include resort entry in packages
- integrated marketing with east and west sides of resort
- promote tracks and trails/bushwalking groups etc
- more marketing press/air/web/TV for winter and summer
- focus on & link into events at ASC and DP and Omeo
- Hero Pass to work as a debit card to top up and used in all shops/cafes/restaurants

Melbourne Consultation 29th July 7pm

- better use of photography
- enhance 1st time user experience in both winter and summer
- better utilisation and wider range of accommodation
- gain support of year round businesses

Hotham Consultation 9th August 2pm

- increase marketing exposure
- recognise DP as a partner
- achieve through engagement and involvement to create vision

Hotham Consultation 9th August 5pm

- more promotion of Hotham in summer
- promote airport/get more Melbourne/chartered flights
- better marketing of Summit
- better marketing of lodges for summer usage
- Infrastructure information kiosk in Harrietville/Omeo/Hotham
- better use of My Visit Victoria Platform

Hotham Consultation 10th August 10am

- increased flexibility of packaging - lifts/resort entry/accommodation/ski hire etc
- combined marketing effort to solve Tuesday to Thursday empty beds syndrome (food, accommodation, gate entry, lift pass all to be looked at for discounting)

New Markets

Written Submissions

- Indian/Asian/Muslim/Overseas
- Koori exchange program with NT and local Kooris
- Corporate Market - conferences/training
- school groups
- scout groups
- young generation/young end of market
- interclub competitions/Interschools particularly xc events
- expand the Alpine Leadership School program

Melbourne Consultation 29th July 7pm

- consult with younger generation/what do they want
- Alpine School plug into infrastructure on mountain school programs/visionary ideas
- change mindset/not just a ski resort

Hotham Consultation 9th August 2pm

- target low to medium markets

Hotham Consultation 9th August 5pm

- improved positive newbie experience and education

Hotham Consultation 10th August 10am

- Motorcycle clubs

Hotham Consultation 10th August 1pm

OUR SERVICES

We will provide our services at the lowest cost possible in a reliable and efficient matter which will support growth to 7500 beds and a positive customer experience

Written Submissions

- upgrade roads around Davenport Village for 2wd summer use
- SIGNAGE more uniform and user friendly - resort entry/parking/location of things/interpretive/electronic at chain bays/advisory
- DAY VISITOR/INTERPRETIVE/CONFERENCE/COMMUNITY CENTRE (CORRAL CAR PARK)
- NEW MEDICAL CENTRE
- new day shelter
- street lighting throughout village
- bus interchange shelter
- bus stops sealed
- bus shelters
- free wireless hotspots

Melbourne Consultation 29th July 7pm

- enhance the use of infrastructure
- fuel
- make Loch Car Park bigger
- improve parking at Diamantina Hut (start of Razorback)
- **improve parking/communicate better/improve day tripper parking**
- improve access to accommodation

Hotham Consultation 9th August 2pm

- improve road access/road conditions and management of it/too many incidences/road closures
- improve infrastructure
- tunnels to cross road
- separate pedestrians/vehicles
- move GAR
- car free village

Hotham Consultation 9th August 5pm

- better/safer road access to and through the village
- snow bridges

Hotham Consultation 10th August 10am

- increase length of tunnel from Loch car park to Skiers Hull Bridge
- petrol station

- provide walkway between Hotham Central and Davenport
- common signage look and feel - parks/snow/maps signage - in line with Andrew Swift's work
- recreation centre/eatery/accommodation
- fix up transit lounge

Hotham Consultation 10th August 1pm

- improve car parking/road realignment/central hub
- safer places to unload (commercial and visitors)
- upgrade GAR widen/chain fitting bays
- indoor sports centre

OUR DEVELOPER SERVICES

We will have the shortest planning and development cycle at lowest cost in the Alps

We will offer a planning and development service that is recognised throughout the Alps for its effectiveness and efficiency

Written Submissions

- better utilisation of large % fixed cost assets/accommodation
- strata leasing
- reduce development costs/gap of \$4k/sq m and market value of \$2.5k/sq m
- cheap food outlets/licenses throughout the resort
- more retail space/book shop/newsagent/pharmacy/4 star minimum restaurants

Melbourne Consultation 29th July 7pm

- facilitate certainty of tenure and leases/strata leasing
- access to funding for property upgrades
- no tender without certificate of ownership/leases etc/value diminishing
- more commercial variety and service levels/how they run/owner vs. operator vs. lodges
- difficulty in borrowing from bank et al to buy alpine properties
- cost sustainability/recover investment
- access to multiple eateries on the slopes
- licenses to create business and sell the mountain experience activities
- investment attraction/more incentive to make a buck
- cut the red tape for development
- create an exemplar village/permanence of community
- more interesting and attractive Hotham Central area
- more facilities

Hotham Consultation 9th August 2pm

- simplify complex ownership structure/strata leasing
- lack of capital for development
- develop real village feel/cosmetics/village atmosphere/walking access
- increase village amenity
- older buildings are they in the right place/village design
- development light -rethink aging purpose of buildings
- Review CDP, current not achievable
- develop real village feel day and night/Hotham Central & Davenport
- collectively work together to attract investors

Hotham Consultation 9th August 5pm

- winter overlay for town planning/winter overlay map which shows ski trails/Kat skiing etc
- clean up village/looks dirty and abandoned in summer

Hotham Consultation 10th August 10am

- cost of doing business/fees/permits/regulations/utilities more expensive
- permits/land management issues/red tape - trees
- attracting investment - cost of business and regular seasons
- encourage developers perhaps discounted service charges - look at financial incentives to commercial operators
- more food and beverage options

Hotham Consultation 10th August 1pm

- expand accommodation on unused land - no sprawl

OUR ENVIRONMENT ON THE RIDGE

We will set the standard and be recognised for our environmental excellence

Written Submissions

- environmentally aesthetic buildings
- environmentally sustainable

Melbourne Consultation 29th July 7pm

- solar program/carbon neutrality/neighbourhood system of heat distribution
- environmental health of mountain/fires/future plans from DSE/CFA

Hotham Consultation 9th August 2pm

- BMO needs more detail/general vegetation to be included in management plan

Hotham Consultation 9th August 5pm

Hotham Consultation 10th August 10am

Hotham Consultation 10th August 1pm

OUR STRATEGIC PARTNERSHIPS

We will enter strategic partnerships to access cost effective services and grow the resort in a sustainable manner

Written Submissions

- monthly meetings with RMB in winter
- share destiny of Hotham
- mechanism to engage grass roots representation (lodges)
- state in the plan who stakeholders are eg - commercial, MHSC, retail ops, accommodation, day/overnight visitors, employees of the mountain
- strengthen DP relationship
- strengthen relationships with ASC and EG
- more consultation with lodges
- ski and snowboard instructors identified by their levels with a number patch on their shoulder/motivation to keep their skills and training up
- MHRS and HSI coaches to have the word coach on the back of their jacket to identify them at events and during race meets and training

Melbourne Consultation 29th July 7pm

- need to work with stakeholders to make plan work
- closer working relationship with DP
- reduce red tape with other government agencies

Hotham Consultation 9th August 2pm

- consultation with business owners/investors ahead of decisions
- community involvements

Hotham Consultation 9th August 5pm

- encourage community friendly family resort

Hotham Consultation 10th August 10am

Hotham Consultation 10th August 1pm

OUR CORPORATE GOVERNANCE

To ensure that strategic management and planning is delivered through streamlined processes while meeting all statutory obligations

Shared Resources

Written Submissions

- DP/other resorts/MHSC/local governments
- National and Victorian championships - push to share with Hotham

Melbourne Consultation 29th July 7pm

Hotham Consultation 9th August 2pm

- streamline ASC/DP/Hotham shared services
- current economic climate/get on top of improvement of general economy
- be competitive and clear about cost structure
- simplify/more transparency

Hotham Consultation 9th August 5pm

- reduce fire risk in summer

Hotham Consultation 10th August 10am

- dedicated resource from RMB/government to assist private operators with grant applications/funding opportunities/community infrastructure

Hotham Consultation 10th August 1pm

- address costs/resort entry/food/accommodation/lifts et al