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 about 400,000 visitors or over 40% of visitation to Victorian alpine resorts. Mt Buller has been growing its summer visitation through investment in mountain bike riding, walking, events and meetings. Mt Stirling is relatively undeveloped and attracts higher visitor numbers over summer months than in winter. The summer activities include four wheel driving, mountain bike riding, walking, horse riding and camping.

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, which sets the framework for the management of Alpine Resorts in Victoria.

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

The SMP has been prepared with the input of Resort staff, the Resort Management Board and a wide range of stakeholders with an interest, investment or involvement in the Resorts.

**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 and management of the Mt Buller and Mt Stirling Resorts.

<table>
<thead>
<tr>
<th>Key Focus Areas</th>
<th>Intent</th>
</tr>
</thead>
<tbody>
<tr>
<td>OUR SERVICES</td>
<td>To provide cost-effective, quality facilities and services that meet our community’s needs and support the viable development of the Resorts.</td>
</tr>
<tr>
<td>OUR ENVIRONMENT</td>
<td>To protect and enhance our biodiversity within our natural and modified environments and to strive for healthy and resilient ecosystems and promote sustainable practices.</td>
</tr>
<tr>
<td>OUR TOURISM</td>
<td>To facilitate the development of all destinations to attract visitation and provide a range of high quality visitor activities, facilities and experiences that will contribute to the viability of the Resorts.</td>
</tr>
<tr>
<td>OUR COMMUNITY</td>
<td>To build and facilitate a vibrant and prosperous community and be a valued community member.</td>
</tr>
<tr>
<td>OUR PEOPLE</td>
<td>To be an employer of choice that values and is valued by all employees.</td>
</tr>
<tr>
<td>OUR CORPORATE GOVERNANCE</td>
<td>To maintain the integrity and value of our organisation through sound governance and financial management.</td>
</tr>
</tbody>
</table>
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 continues to identify, monitor and make decisions that help sustain these place values.

Stands together with others

The SMP 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.

Leading the way

The SMP 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 recognises the need for sound financial management and constantly improving stakeholder relationships as being crucial to successfully managing the Resorts. The SMP has been prepared so as to be a relevant, succinct and realistic management tool for the next 5 years.
To provide cost-effective, quality facilities and services that meet our community’s needs and support the viable development of the Resorts.

<table>
<thead>
<tr>
<th>Objective</th>
<th>Our Five-Year Commitment</th>
</tr>
</thead>
</table>
| 1. Provide safe and reliable water and wastewater, and waste removal facilities and services. | • Continue reduction of waste to landfill.  
• Continue investment in upgrade and modernisation in plant and systems to improve assets management and resilience of systems.  
• Implement water supply demand strategy to facilitate appropriate and sustainable supply of water. |
| 2. Develop initiatives to further snow-making capabilities. | • Provide ongoing commitment to support infrastructure and best practice in snow making technology. |
| 3. Manage and improving access to and movement around resorts. | • Review and improve Resort Vehicle Access Plan and related systems, and policies.  
• Implement and invest in relevant access components of the Resort Master Plan with specific focus on creating an all seasons link from Spurs to Arlberg precincts and progress development of Horse Hill – Village gondola.  
• Complete the Buller-Stirling Link Road. |
| 4. Facilitate the leasing and licensing process to support appropriate resort development and provide necessary community services. | • Move Mt Stirling to license-based activities/service provision to expand the offer and increase visitation.  
• 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. | • Develop and maintain long-term asset management and investment plan. (ARSP -13)  
• Manage contemporary standards as part of the lease renewal process. |
**Intent:**

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

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| 1. Manage the endemic alpine flora and fauna communities within the Resorts. | • Enhance habitat and protection of Mountain Pygmy possum to improve the sustainability of the population.  
• Implement habitat restoration and revegetation works annually to improve and enhance connectivity and resilience.  
• Monitor and manage threats to listed flora and fauna species and communities. |
| 2. Manage pest plant and animal species to limit impacts on key indigenous species. | • Achieve reductions in pest animal activity via adaptive management.  
• Further develop and maintain partnerships for improved weed management, including priority focus on Orange Hawk weed |
| 3. Improve the Resorts’ environmental footprint by developing and promoting sustainable practices and programs. | • Increase green purchasing levels within the organisation.  
• Develop and implement an Energy Use and Efficiency Plan, and where possible seek funding for renewable energy initiatives (ARSP – 22)  
• Implement programs and projects to improve resort resources and efficiencies. |
| 4. Enhance ecological awareness within the community.                      | • Complete suite of environmental collateral available, annual review and update of website pages.  
• Increase participation in Community Days.  
• Implement new ways of engagement with the community including audio and podcast products. |
**Intent:**

To strengthen the Resorts as key visitor destinations by facilitating the deliver of a range of high quality visitor activities, facilities and experiences that will contribute to the viability of the Resorts.

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</table>
| **1. Influence and/or facilitate products and facilities to satisfy customer expectations.** | • Facilitate investment in new products and facilities that enhance the mountain offering.  
• 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.  
• Utilise market research to continue to understand evolving consumer perceptions. |
| **2. Enable activities and events that appeal to various target markets.** | • Secure and/or facilitate consumer and business events that drive resort visitation and yield.  
• Target new visitor activities and event opportunities, particularly those that support key hero products.  
• Source new activities and experiences that enhance the resorts’ consumer offering and broaden appeal to a number of target markets. |
| **3. Develop the tourism strengths of the Resorts.** | • Invest in the continual enhancement and evolution of existing nature-based assets, particularly those associated with mountain biking, horse riding, walking and snow play, to ensure products remain relevant and appealing to the market.  
• Source new product opportunities that leverage the resorts’ assets.  
• Attract operators that offer a high-quality tourism experience. |
### 4. Generate cross-resort tourism opportunities between Mt Stirling and Mt Buller.

- Complete the EPIC mountain bike trail.
- Complete the Buller-Stirling Link Road.
- Explore additional product opportunities.

### 5. Drive awareness of the Resorts’ visitor offerings.

- Market the resorts and their offering to key customer segments.
- Develop strong trade partnerships that assist with the promotion of the resorts.
- Continue to enhance the resorts’ online, mobile and digital assets to maximise communication, promotion and interaction with customers.
- Work with industry and regional tourism partners and bodies to secure new avenues for promotion for the resorts and the experiences they offer.
- Develop strong, recognisable and complimentary brands and sub brands for the resorts.
**Intent:**
To build and facilitate a vibrant and prosperous community and be a valued community member.

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<td>1. Develop and enhance village and community centres.</td>
<td>• Continue with the implementation and investment in both the Mt Buller Resort Master Plan and Stirling Resort Plan (when completed).&lt;br&gt;• Create community hubs that are unique to each of the resorts and cater for the needs of stakeholders and consumers alike.</td>
</tr>
<tr>
<td>2. Build strong and responsive relationships with and amongst the community.</td>
<td>• Ensure a clear understanding and response to stakeholder needs.&lt;br&gt;• Further develop and customise processes to engage and communicate with stakeholders.&lt;br&gt;• Nurture strong and positive relationships with new stakeholders.</td>
</tr>
<tr>
<td>3. Acknowledge the cultural heritage of our region and celebrating our community’s history.</td>
<td>• Continue to work with local arts, culture and heritage based groups to promote the related resort and regional offering.</td>
</tr>
<tr>
<td>4. Support new and local business to improve our community.</td>
<td>• Work with stakeholders to allow for temporary facilities/businesses to increase offer and fill gaps in product.&lt;br&gt;• Assist new and existing commercial operators to complete and enhance aspects of the mountain offering.</td>
</tr>
<tr>
<td>4. Facilitate essential and emergency services required by the community.</td>
<td>• Facilitate high quality ski patrol services across the resorts.&lt;br&gt;• Continue to ensure that the RMB is skilled and capable of managing and responding to emergency situations, including bushfires.&lt;br&gt;• Assist stakeholders to improve community emergency response capabilities.&lt;br&gt;• Develop an Integrated Fire Management Plan with CFA. (ARSP – 30, 41)&lt;br&gt;• Ensure all emergency management plans are current.</td>
</tr>
</tbody>
</table>
**Intent:**

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

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<thead>
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| 1. Invest in the safety, well-being and development of our people. | • Ensure and enhance the safety and wellbeing of employees via OH&S audits and systems.  
• Create training and capacity building programs that supports the professional development of staff.  
• Develop a culture of safety for staff. |
| 2. Embed a culture where productivity, adaptability and progress is embraced, responsibility accepted and accountability delivered. | • Promote and uphold the organisations core values. |
| 3. Provide an environment that will attract and retain high quality staff. | • Improve staff amenities and facilities*, with a particular focus on Mt Stirling.  
• Produce 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, Work Life Balance pursuits.  
• Retain staff through recognition and a commitment to ongoing review of staff scope and responsibilities.  
• Continue to acknowledge and reward individuals and groups of employees who achieve high standards of performance in the workplace. |
| 4. Engage with our people to promote, understand and improve organisational performance. | • Interact with employees via staff forums and other gatherings to develop avenues for feedback and improve processes for the organisation.  
• Implement regular, thorough, and independent organisational surveys.  
• Foster active participation in team building and resort familiarisation activities. |
**Intent:**

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

<table>
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| 1. Build strong and positive relationships with key stakeholders. | • Understand our evolving stakeholder groups.  
• Ensure a clear understanding and response to stakeholder needs.  
• Develop and customise processes to engage and communicate with our stakeholders.  
• Nurture strong and positive relationships with new stakeholders. |
| 2. Plan for our future through robust strategic, business and resort master planning. | • Develop and commence implementation of Mt Stirling Resort Plan. (ARSP - 35)  
• Continue the implementation and investment in the Mt Buller Resort Master Plan. (ARSP – 35)  
• 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. | • Develop appropriate business systems to grow revenue and reduce costs to enable a surplus generation model with sustainable capital investment.  
• Review service delivery models to ensure they are efficient, effective, and reflect our core role. |
| 4. Meet our regulatory requirements. | • Monitor and respond to government regulatory requirements. |
| 5. Identify and manage risks impacting on the Resorts. | • Maintain a robust risk register and risk minimisation program. |
| 6. Provide constructive feedback to government. | • Implement and improve policies, programs and practices in collaboration with government. |
### Implementation

#### Policy Direction

- **Government**
- **Resort Management Board and Executive Team**

#### Operational方向

- **External Strategic Direction**
  - ARM Act & Regulations
  - Alpine Resorts Strategic Plan 2012
  - Ministerial Directions
  - Other legislation

- **Internal Strategic Direction**
  - Vision & Key Focus Areas
  - Mt Buller & Mt Stirling SMP
  - Mt Buller Resort Master Plan
  - Other Plans & Policies

- **Operational Implementation**
  - 3 year corporate plan
  - Annual business plan & budget

#### Stakeholders Input

- **Operating Expenditures**
- **Capital Expenditures**