

HOTHAM

TOURISM NORTH EAST

Mount Hotham Lodge Destination Action Plan 2019 - 2021 DRAFT



Prepared by Tourism North East for the Hotham Ski Association

Destination Action Plan - What is it?

A SINGLE document which has been created and will be delivered by all relevant members of the operator community. It is:

- Broadly owned,
- Broadly delivered,
- Prioritised collaboratively,
- Mindful of the larger environment in which it operates
- Informed by broader tourism trends
- COLLABORATIVE by nature
- No more than 2 years of actions BUT sitting in the knowledge of a longer term legacy goal
- Sits in the shadow of the brand essence

Process:

Can work from blue sky thinking to detail or alternatively from detail to blue sky. Regardless of the direction it is critical to have done the foundation work as a group and this includes:

- Positioning - Brand essence
- Existing Product Audit
- Target Audience Segmentation - Profile Building
- Assessment of Tourism 'Gap', 'Sector' and 'Segmentation' Research
- SWOT Analysis

Only then can you create an ACTION PLAN.

Participants in this process included:

1. HSA members,
2. Resort Management Board,
3. Dinner Plain operators,
4. Commercial Operators,
5. Mount Hotham Skiing Company

BACKGROUND

Tourism North East has worked in partnership with the Mount Hotham Resort Management Board since its inception in 2011. It's key priorities for the shire has been its product and industry development role which was charged with the task of supporting existing operators in best practice tourism as well as identifying new opportunities for product development such as village enhancement, on-snow/off ski activities and collaborative efforts such as infrastructure funding and advocacy.

Following an introductory briefing by Tourism North East to a large cross section of operators HSA asked TNE to undertake a survey of all its members to gain clarity about where the challenges were and what opportunities were available for lodges. As a result of the survey, TNE developed a series of three workshops to bring a wide cross section of hotham lodges up to speed on much needed tourism insight. The workshops were: 1. Future Trends Briefing, 2. Power of Collaboration and 3. Snow Industry demystified (who's who in the game). As a result of the strong participation there was a desire to build on the unified, focussed energy of those in the room to create an action plan which all participants could be involved in so, TNE then facilitated a Destination Action Planning workshop in February 2019 which was attended by 29 people who represented 25 different entities.

The following notes are the result of that workshop. HSA will now be the custodian of this DAP draft and will undertake the process of creating working groups and timelines to complete the identified tasks in this action plan.

It is expected that the tasks outlined in this Action Plan will be delivered during the period 2019-2022 and will be driven by any stakeholders who wish to participate. The development of the document has been in consultation with the RMB and Tourism North East. These stakeholder groups will continue to play an engaged support role in the delivery of the Destination Action Plan.

Steps to activation:

- Actions** Ensure the listed actions are complete by circulating the draft document to those not in attendance on the day of the workshop
- Working Groups:** Ask those willing to participate in the delivery of the plan to identify the working groups they have capacity/desire to participate in themselves or influence a positive outcome for. Not only do they need to name their activities, they also need to make their timelines for starting and finishing each project. They need to meet quarterly and report back to the wider HSA group annually.
- Prioritisation** Once working groups are in place, the actions under each priority heading need to be reordered to reflect the resources available (those with more commitment sit highest and those with no resource simply sit at the bottom of the list as the actions to be completed once the more highly resourced ones are complete - the timing for this will be determined by the rate at which the tasks are completed)
- Quarterly Action Plan** updates are recommended so that the working groups under each heading can come together to share challenges and successes.
- Annual Assessment** Tourism North East are able to facilitate this workshop if required.

Key Plans influencing tourism at Mount Hotham

Plan	Influence
Alpine Resorts Strategic Marketing Plan	<ul style="list-style-type: none"> ▪ Identifies the competitive strengths of Mount Hotham as being: <ul style="list-style-type: none"> ▪ Known as the 'skiers' mountain' due its steep alpine slopes, advanced remote terrain and reliable snow cover with relatively good resilience to climate variability ▪ An airport which provides easy access to both domestic and international visitors ▪ Unique location (on top of the ridge) providing 360 degree panoramic views <ul style="list-style-type: none"> ▪ Door-to-door and dual village access ▪ An extensive and diverse range of iconic walks including the Falls to Hotham Alpine Crossing, which caters to all levels and highlights the rich history of the region; <ul style="list-style-type: none"> ▪ Four-wheel drive touring and the High Country Road to Great Alpine Road ▪ Identifies four key strategies for the Victorian Alpine Resorts as being: <ul style="list-style-type: none"> ▪ Sustain the winter market ▪ Grow the winter market ▪ Develop and promote the green season ▪ Collaborate to create a seamless visitor experience
Destination Management Planning Victoria's High Country	<ul style="list-style-type: none"> ▪ Identifies target markets for the Alpine areas as being Lifestyle Leaders and Habituals <ul style="list-style-type: none"> ▪ Conducts product lifecycle analysis across major product segments ▪ Recommends construction of additional luxury accommodation ▪ Recommends expansion of mountain bike trails, construction of a World-class 40km cross country mountain bike trail that includes Mount Buller and a Mountain Bike Park at Dinner Plain ▪ Recommends a re-orientation of the Great Alpine Road through Hotham Heights Village to free up further developable land, make passage through the village safer and improve the village amenity <ul style="list-style-type: none"> ▪ Recommends construction of a Bushfire Safer Place in the Civic Centre

- Identifies the competitive strengths of Mount Hotham
- Identifies a set of strategies, some relevant ones to this DAP being:
 - Expand skiable terrain
- Improve the ski experience through alternative snow activities, more snow play activities
 - Design Whiskey Flat Outdoor Recreation Activity Node
 - Develop a Multi-purpose Sport & Leisure Centre
 - Complete Design of a Visitor Information Centre
- Expand the summer offer through assisting develop the Hotham to Falls Alpine Crossing and the 4WD Beyond Hotham Event, proposing more walking trails in management plan
- Review the intra-village bus service and feasibility of single bus transport from Hotham to Dinner Plain

POSITIONING

Brand Positioning

The action of ‘positioning’ is about establishing ourselves in the consumer’s mindset in a certain way. The ‘brand’ will embody everything that the Hotham lodge experience will be. This will enable everyone to communicate more simply and effectively to the market, as much of what the product is, will already be intrinsically understood by them simply glancing at the branding associated with all marketing activity (images, content, logos, taglines).

It is generally understood and accepted that ski resorts offer an invigorating experience that connects you to the outdoors, give you a personal challenge and is a place of evocative memory making with open fires, red wine, snowmen and twinkling lights in the snow.

While continuing to ride on the coat-tails of this general understanding, it is imperative that Hotham lodges establish themselves with strong points of difference. They need to identify what they can offer that other resorts, holiday destinations (beach locations) and other parts of the hotham accommodation sector cannot offer.

The individual words chosen in the workshop were evocative of the true Hotham lodge experience. Those highlighted in blue were identified as the ‘primary’ messages as they are distinctive to hotham and speak most relevantly to the target audiences and the others listed underneath are ‘secondary’.

Hotham Lodges Brand Essence

Memory making

Inclusive/tribal/belonging

Connect with locals knowledge

Community

Spectacular Drive

Story telling

Top of mountain

Family based

Dual access

Freedom/safety

Homely

Affordable

Cosy

Side country

Camaraderie

Multi generational

Cost effective

Quintessential experience

History

Variety

Spectacular drive

Long village

Location

No oversnow

Real High Country

Deeper experience

Different to Buller

Novelty

Communal

Social

Meeting expectations

Friendly

Accessible

Good cooking

Adventure

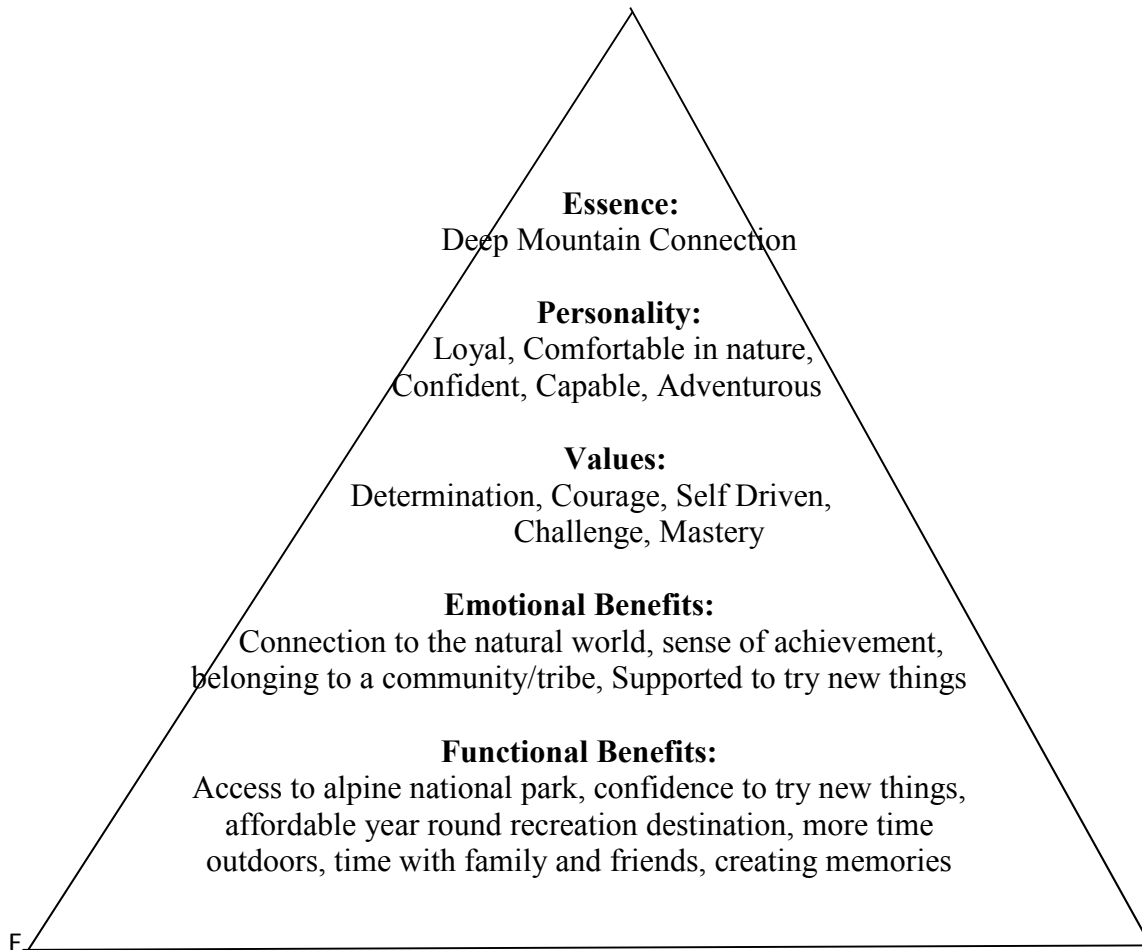
Great views at top of mountain

Parochial

HOTHAM POSITIONING - To capture the input from everyone in the workshop the below summary captured the spirit of the hotham lodge experience.

To	Nature loving Lifestyle Leaders
Who need	an adventurous natural world escape with family and friends with a bit of

	personal challenge and a touch of camaraderie and connection
HOTHAM	
Is a	Rugged alpine destination with a deep tradition of an engaged lodge culture
That	uniquely offers stunning layered mountain vistas and countless opportunities for cost effective and accessible serious nature based recreation (particularly in winter);
Which	leaves all who visit with a sense of having reached a place of personal achievement and invigoration. While belonging to a community who they trust and they can create memories with.
Because only Hotham offers:	<p>The destination of choice for serious skiers - 40% advanced and 40% intermediate snow terrain;</p> <p>The stunning, winding Great Alpine Road – Australia’s premiere alpine road trip, connecting the peaks to the seas;</p> <p>The destination of choice for serious high country walkers during summer – it is the hub for the Falls to Hotham Alpine Crossing and Mount Feathertop best of Victoria walks and has a plethora of cultural heritage day walks for before and after;</p> <ul style="list-style-type: none"> An extreme feel to it – in village and in the outdoors; Dramatic seasonal alpine landscapes and vistas; A world class alpine road riding ascent; Access to nearby Dinner Plain village experiences; A village based at the top of the mountain not at the bottom. <p>A village which runs 2kms along the top of a ridgeline with a dedicated lodge precinct which has potential to be turned into a safe, fun, hub for families and friends to connect and deepen their snow experience out of skiing/boarding time</p>

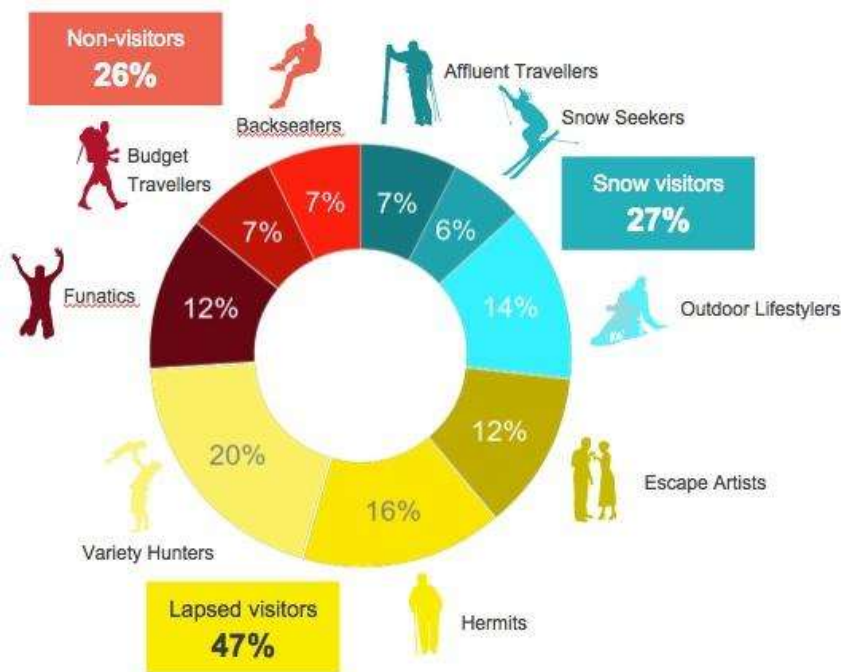


AUDIENCE SEGMENTATION

Snow Segmentation Research - Target markets

Visit Victoria is targeting the market segment known as Lifestyle Leaders, which cut across age, lifecycle and origin, but can be segmented into four broad categories: Creative Opinion Leaders; Food and Wine Lifestylers; Enriched Wellbeing; and Inspired by Nature. The Alpine Resorts Strategic Marketing Plan identified the following four target markets for Victoria's Alpine Resorts: Existing skiers and snowboarders; Lapsed skiers and snowboarders; Snow play visitors; and Green season visitors. These segments are a little broad to assist with product development and target marketing, so Visit Victoria commissioned new market research to build a market segmentation specific to Victoria's Alpine Resorts. The figure below presents the segmentation system and clarifies which segments fall into snow visitors, lapsed visitors and non-visitors.

Snow specific market segments for Victoria's Alpine Resorts



Rather than shoring up the maximum capture of the snow visitors market in the white season, the research identified potentially greater growth opportunities could come from converting some of these markets into green season visitors, and / or pursuing lapsed visitor segments.

This DAP proposes to grow visitation and yield at Mount Hotham by targeting,

- more Snow Seekers in the Winter;
- Outdoor Lifestylers in Winter and Summer
- and exploring the potential for Funatics to further build the winter market.

Snowseekers are frequent and regular visitors to the snow (in Australia). They are younger, less affluent than other visitors, active and social. They have a strong affinity for winter and snow sports – snow is often part of their upbringing. They seek more affordable and accessible snow experiences, on-site convenience, a village atmosphere and a variety of snow-related, purpose built facilities. The key issue in pursuing growth from this market is that while they are most likely to visit snow in Australia, they ultimately seek the best destination to participate in snow activities.

Outdoor Lifestylers seek physical activities, opportunities for children to learn, socialisation / group engagement, nature based activities and cultural enrichment.) They love the outdoors as a whole and are passionate about spending time in nature. The challenge is that they want new news and to be enticed to come here instead of other places as they are really seeking things to do and their list is long.

Funatics seek physical activities, learning experiences, socialisation / group engagement, food and wine, and a cool factor – bragging rights. They also seek surrounding attractions / activities. Generally the youth (Contiki) budget segment. They evolve into the snow seeker segment. They need a "recruiter" who will get them across the line (often the snow seeker) who enables them. We need to have easy ways to make it easy for the snow seeker to be the ambassador. Be mindful that their inclination to be budget conscious is not across the board...they will spend money on a rich experience i.e facilitated tour but perhaps save their money on accommodation.

Target Hotham Lodge Audience Personality Profiles

Young people - Zac, Bella, Matt and Sam - mid 20s, two couples. Metro urban up 'n' coming professionals, not high discretionary income, but prepared to spend medium \$. Familiar with other resorts. Driven by one leader, who is the opinion leader. Looking for short breaks. Interested/focussed on their career. Motivated by a sense of achievement. Led by leader who is an expert. Seek social experiences. Leader is spontaneous and driven by snow conditions. Will book for others when conditions are right. Driven by online images. Very clear direction and know what they want.

Jan/Dec Pre-booking - Shoulder season booking period, organised but not as condition oriented. Time oriented as they need a week - Monday to Friday. They are self-catering and want a theme for the week (fancy dress one night). Eat in, drink out. Price sensitive. Key leader - Mike, 28, previously had a season in Canada.

School Groups - Teachers are target audience and they are looking for the right price point. Come early, ski on arrival day. Highly organised, come by bus on packages, 30 plus children. Interstate, repeat visitors. Tribal category, loyal, return business. Not condition oriented. Require good facilities such as self catering and need different spaces to congregate/make games. Travel time not an issue, always want Lift Lesson and Hire, appreciate door to door access, seed sowing for the next generation of lodge members..

Life style leader and Habitual Definitions

There are two key audiences for Victoria's High Country. The Lifestyle Leader (Visit Victoria's key target market) and the Habitual audience.

Regional marketing targets the Lifestyle Leader. Regional product development targets both the Lifestyle Leader and Habitual audience.

LIFESTYLE LEADERS AUDIENCE PROFILE

40% of existing visitors to the High Country..

The group is predominantly couples, either pre children or with slightly older more independent children though it is a psychographic segment not demographic. At times they travel with other like-minded couples. They are travel opinion leaders within their social group. There is also a very real family market within the Lifestyle Leaders segment although they are quite often a habitual traveller when they travel with their wider family unit across peak holiday periods. Whether travelling as a couple or with their immediate family, their experience drive remains constant.

Roy Morgan Segments Correlates to "Early Adopters and Opinion Leaders" profile built from Roy Morgan. Socially aware and visible achievement strongest match among value segments.

Target Size

40% of visitors to the High Country fit this Early Adopter and Opinion Leaders segment (calculated from Roy Morgan Holiday Tracking Survey).

52% of visitors to the High Country are Visible Achievement or Socially Aware segments from Roy Morgan.

The segment takes 4.2 trips per year with 59% of them taking an intrastate break over the past 12 months.

Influences

They are highly researched and enjoy the planning aspect to their holidays. They are active not passive in their decision making and holidaying approach. They consume large amounts of online content, read the travel section of the newspapers and enjoy magazines related to their chosen areas of travel interest. They would have a "five spots we would like to go" list. They are influenced by what they see as independent or expert travel opinions – publicity, a local expert and social media content. Local experts advocating for destinations/activities in their area are likely to bring them back to the area to access the experiences that have been recommended.

Motivations

They are looking to connect with one another and their travel destination through the experiences along the journey. This audience values being first to try new things so new news and travel product is important. This audience is predominantly a free and independent market (FIT) car based traveller. They seek authentic engagement, look to find new and different activities and generally like to think they are getting some element of a behind the scenes look at their chosen location. Their travel decision is driven by the experience they want – be it culinary wonders, relaxation or adrenalin that motivates them. Cocooning weekends, babymoos and second honeymoons fall into this category.

Ability to Influence

Strong publicity coverage, clear and motivating online content and advertorial-style information rich advertising engage this audience. They are deciding between multiple destinations and researching these autonomously so awareness and intrigue must be created to allow for their information seeking to follow.

Accommodation

Self-contained accommodation, bed and breakfasts, motels and hotels. Attractions Less likely to take package tours, unless small and led by an expert, they often self-drive.

Yield and Growth

They may not always have high levels of disposable income but they prioritise their travel experiences and will chose to spend on activities they value. The experience driven travel options of culinary options such as cooking schools, walking, horse riding and water based guided experiences provide opportunities to generate high yield. New news in the snow market and alpine green season experiences are likely to attract this audience.

Seasonality

Either employed or semi-retired, short breaks are their most common experimental travel time. Longer breaks may be spent overseas.

Importance

This audience is the key marketing focus for the North East. Product development, marketing and on the ground delivery must align to deliver a seamless customer experience for this group. When it does they will become active advocates.

HABITUALS AUDIENCE PROFILE

28% of existing visitors to the High Country.

Highly family-driven, often multi- generational groups and frequently a number of families holidaying together.

Target Size

28% of existing visitors (calculated using the Holiday Tracking Survey and Roy Morgan Value Segments)

Influences

They are heavily influenced by family and friend recommendations; They research less online and consume little travel media.

Motivations

They are generally driven by familiarity and looking to have the comfort of a holiday similar to that of years gone by. They must be confident in the value for money offered by their holiday and are sensitive to price and economic factors (GFC, interest rates).

Ability to Influence

There is little a marketing campaign can do to influence the behaviour of this segment in terms of destination selection if they are satisfied with their holiday experience from year to year; They are aware of their destination of choice and predisposed to the overall area; This group has a tipping point linked to a perceived erosion of their historic experience which leaves them open to marketing messages from new destinations.

Accommodation

This group frequently stays at caravan parks or in a holiday home. Self-catering facilities are critical.

Attractions

They make strong use of local parks and free of charge town infrastructure and generally self-cater. This audience represent many traditional snow patrons who may purchase season passes and hold lodge membership or own apartments at the snow.

Yield and Growth

By and large this group is lower yield and is not a growth segment going into the future. They are already visiting the region. There is on-going decline in this sector when one considers the snow market. Increasingly low cost snow holiday options in New Zealand and Japan, combined with unpredictable snow levels in the North East's resorts have contributed.

Seasonality

They travel predominantly across school holiday and long weekend periods.

Importance

They are not a marketing focus but the group should not be ignored; strong product development initiatives, infrastructure investment and the maintenance of overall service standards will ensure the group's on-going satisfaction with North East destinations.

Previously identified success factors

In 2014 as part of a workshop to develop a previous DAP, local stakeholders were given a list of 10 Success Factors for effective destination management, and asked to rate how well they thought that their destination was performing at present. Tourism North East then averaged the scores. The following table lists the Success Factors and the average scores for each alpine peak destination. Stakeholders believed that Mount Hotham is currently doing a very good job in having supportive communities that understand and value tourism, and in having risk management plans. However, stakeholders believe that destination management is performing quite poorly in delivering a healthy breadth and depth of tourism products and events matched to market demand. They believe that there is an urgent need to diversify the Green Season product and that the needs of international markets are not being met.

Contrasting these results with stakeholder scores from other alpine resorts, it would appear that stakeholders at Mount Hotham rated the mountain:

- significantly higher in its coverage of risk management;
- higher in strategic planning and a perception of a strong, consistent and effective leadership by individuals and / or organisations;
- well below the other resorts in its breadth and depth of infrastructure, products and events matched to market demand.

Table 1.1 Stakeholders assessment of how the region performance against success factors Red shading are poor performers (scores below 4), yellow is average (4-7), green is very good (above 7)

Success factors	Lake Mountain		Mount Hotham		Falls Creek		Buller	
	Ranking	Average score	Ranking	Average score	Ranking	Average score	Ranking	Average Score
Strong local tourism organisations focused on their core role of visitor servicing	8	5.5	4	6.8	6	6.1	NA	NA
Strong regional tourism organisation focused on their core role of regional marketing and development	8	5.5	1	7.9	1	7.1	NA	NA
Local government support	6	5.8	7	6.5	4	6.4	NA	NA
Strong, consistent and effective leadership by individuals and / or organisations	3	6.7	6	6.6	3	6.5	NA	NA
Strategic planning for the region, with economic, social, environmental and cultural objectives supported by local destination plans	7	5.7	5	6.7	5	6.3	NA	NA
Consistent visitor services excellence	4	6.5	8	6.2	5	6.3	NA	NA
Research-driven cooperative marketing	7	5.7	9	5.3	7	5.3	NA	NA
A breadth and depth of tourism infrastructure, products and events matched to market demand	5	5.9	10	3.8	2	6.8	NA	NA
Risk management plans	9	4.2	2	7.6	8	2.8	NA	NA
Supportive communities which understand and value tourism	1	7.6	3	7.9	3	6.5	NA	NA
Good relationships, communications and engagement between key organisations	2	6.7		Not asked		Not asked	Not asked	Not asked

SWOT

A SWOT was not undertaken as part of the 2019 DAP workshop however it could be insightful and worth undertaking, even informally via email by seeking input from HSA members

STRENGTHS	WEAKNESSES	Solutions to weaknesses
<ul style="list-style-type: none"> ● Location ● Diversity ● Climate ● Hume Highway access ● Proximity to Melbourne/Canberra ● Food bowl ● Variety ● Accommodation 	<ul style="list-style-type: none"> ● Signage ● Transport ● Distance from Melbourne ● Digital presence ● Confusing location title ● Gateway perception ● Snow Road NOT GAR ● Lack of collaboration with broader entities 	<ul style="list-style-type: none"> ● New signage ● Regional Uber ● Packaged/marketed experience of ?? ● Clever marketing ● Brand renewal

<ul style="list-style-type: none"> ● Family businesses ● Home of national brands ● Access for aviation ● Nature ● Snow traffic ● Bicycles ● Cycle Tourism ● Wine ● Food ● geographically tight/compact ● Accessibility ● Diverse agriculture ● Central to region ● Accessible to north/south ● Genuine people ● Views ● Registered brand name ● Not corporate 	<ul style="list-style-type: none"> ● Infrastructure (roads, toilets, signage, lights) ● Brand equity 	
<p>OPPORTUNITIES</p> <ul style="list-style-type: none"> ● Gateway ● Old Mill ● Snow Road branding ● Snow Traffic ● Build relations with partners ● Collaborative brand development ● Enhancement of product offering ● Collaborate with broader region ● Building visitation through events ● Digital presence ● Collaborative marketing 	<p>THREATS</p> <ul style="list-style-type: none"> ● Yarra Valley ● Other regions ● Apathy ● Cohesion ● Broader global trends ● Lack of momentum/participation ● Weather events 	<p>Solutions to Threats</p> <ul style="list-style-type: none"> ● to be brainstormed

Introduction to strategies

Given that the focus of this Destination Action Plan is to grow additional visitation and yield in the short term for lodges, stakeholders agreed that prioritisation for this DAP would be on six key areas which have been prioritised according to their achievability.

1. Collaborative partnerships
2. Marketing and Communications - Enhancement of digital presence and on mountain communications
3. Winter experience and product diversification.
4. Event delivery
5. Diversification and development of the Summer offering
6. Infrastructure development/enhancement

These strategies are presented in this order as a recommended prioritisation following the group votes for level of importance as well as level of individual willingness to contribute. Consideration has also been given to the ease in which these actions can be achieved by volunteer committees which consist of people who live in various parts of the state and don't have prior working relationships. It is intended that each working group will use the below actions as a starting place only and will further develop the priority list and additional actions with realistic time frames allocated to them. It is also recommended that only 3-4 actions be tackled each year by the working groups.

Working groups to deliver priority activities

Working Group 1. Collaborative partnerships

ACTION	Responsibility	Working Period
Coordinated fire safety checks.		
Single online collaborative discussion group i.e facebook		
On mountain management of lodge compliance, adapted practical solutions - registered premises, ESM, summer fire management, CFA		
Cost effective lodge opening/closing services		
Cost effective cleaning and laundry service		
Collaborating lodges working together online - one portal, one site - HothamLodgesVic.com.au		
Enhance relationship with Visit Victoria to ensure they can support the awareness of a low cost option for a snow holiday (this would require a single booking site)		
Negotiate and coordinate a packaging discount - tickets, hire equipment offered to lodge members.		
Group voice - Chamber of Commerce, HSA rep, RMB rep, commercial rep, lodges rep, ratepayers rep		
Collaborate to deliver an enhanced davenport village experience.		
'Alpine Dollars' to cover things such as bus pass to DP and on mountain food and bev outlets .		
Better partnerships with transport (bus/car share)		
"Book a summer lodge accom stay - get a winter shoulder discount" - across all partner lodges		
Lodge partnerships with retail stores - to offer		
Collaborative holiday planner brochure - 2 to 4 nights at each - Gippsland Lakes, GA Road/Hotham, Bright. Would car hire companies be interested? List of accom, road map, suggested activities, hints on vehicle requirements		

Working group 2. Marketing and Communications - Digital and On Mountain

ACTION	Responsibility	Working Period
Better, seamless bookings online <u>not</u> via multiple websites - booking accomm, booking lift/lesson/hire/booking car parking - should be one step for whole booking		
All lodges to be listed on Australian Tourism Data Warehouse (ATDW) to ensure a strong online presence		
Information on road conditions (chains etc.) at Jack Frost area		
A lodge location map at Hotham Central - a lodge location map		
Daily email to lodges - weather, snow report, events, 'local tip'		
Create Digital Marketing Strategy to enhance Digital presence <ul style="list-style-type: none"> ● Website ● Social Media <ul style="list-style-type: none"> ○ Facebook ○ Instagram 		
360° tours - pro, drone, DIY via streetview - create bulk price with a service provider for all lodges to access		
All commit to using the same hashtags on social media #hothamlodges #hothamstays #familylodgeshotham #hothamholidays #seehighcountry #makingsnowmemories		
All committing to creating active lodge centric storytelling social media pages		
Offer a TNE digital training session every year and ensure that all lodges are encouraged to attend		
Creation of an image library to ensure high quality imagery of the lodge experience (partner with ski co and RMB for this)		
create and participate in the local 'whats on' so that all lodges are accessing the same information and sharing with each other		
Fringe season offer reduced car entry		
Legends of Hotham promotion - poster of current/previous lodge members with short bio and historical notes displayed on bus, ticket office, bus stop, print advertising		
Create a Blog page - 'Lets go to the snow. Family real life experiences. All lodges to supply one story and images and the working group curates 10 new blogs per season		
Things to see and do on the way - work with TNE on this as they have a strong understanding of the regional offering. This can become content for collaborative website, socials and included in the info pack sent after booking		

Working Group 3: Winter Experience and Product Development

ACTION	Responsibility	Working Period
Creation of Bus guest service ambassadors. They are the central cog for communications about everything that happens on the mountain and connect with the vast majority of visitors		
Snow ball throwing competition - every Saturday evening,		

coordinated by a different rostered lodge each week		
RMB or lodges - chestnut roasting kits to lodges for use in fire pits		
Lodges to actually light fire pits. Creates community sense - colour and movement		
Street fairy lights strung up in davenport areas		
Paper chains program in the afternoons on school holidays - lodges alternate coordination		
Which lodge can make the longest Christmas chain		
Snowman competition		
Gluhwein class at firepits run by interested lodges		
Communal space in Davenport Village		
Activities notices on buses and in bus shelters		
Local wildlife information - Parks vic have this information - it just needs to be accessed and distributed to lodges		
Supervised kids snow play area - lodges roster a supervisor		
Tag team lift pass for parents and kids (most young kids can't ski all day) Ski Co		
"Kids meltdown" ski ticket. You pay slightly more for it upfront but it can be refunded if kids melt down and the parent child both need to cancel their skiing that day. in form of credit (Needs ski co to drive)		
Ski Patrol 'Junior Patrol Day'		
Mountain ambassadors card - 'Hotham Tribe' - conditional discounts		
Historical Display Centre - The Hotham Story		
Toboggan (snowplay) areas around lodges		
Little Higgy climbs and toboggan run		
Run junior ski patrol more often, more reliably. A bit like Nippers/Junior CFA. The kids get to experience some aspects of ski patrolling		
Outdoor ice sculptures and snow lanterns - show people how to make a simple ice bubble using a balloon + water+time+ cold		
Snow geocaching for kids		
Biathlon 'come and try' session - a half day or couple of hours where people can come and have a go skiing XC and trying to hit a target		
End of season use of snow - (hike out, x-country/tele)		
Overnight sleep in Silver Brumby Hut - fee?, booking		
Skico night (twilight) 5-7pm sledge run (European) Davenport access to Blue Ribbon. Bus to Davenport drop off		
Igloo building workshops for kids/groups - Ask Jean Francois from Alpine Adventures to offer this?		
Night skiing with music on the lift towers. And a firepit en route down the Big D for parents		
Guided walks Snowshoe H/V (Loch) out to Mt Loch Snowcat return		
Botany/photography info/tours		

Working Group three: Events

While many of these events could be resort wide and be driven by Ski co or commercial operators, many of the ideas are simple enough to be delivered by a collaborative working group of lodges. They have been ordered according to their ease of delivery.

ACTION	Responsibility	Working Period
Wine and cheese evenings hosted by rostered lodges in the fire pit area		
Christmas in July event (davenport magic)		
Mountain theme days		
Hotham Lodges - open for inspection days		
School and family week		
Longest people chain of kids walking up and down DP road section		
Family weeks with programs for kids (lodge specific or coordinated with multiple lodges)		
Parkrun - www.parkrun.com.au - perhaps winter hiatus. Leads to Parkrun Tourism and sense of community		
Bring back 'Go for Gold'. Use the boarder cross course and infrastructure to record ski run times. Put it on a leaderboard that can be accessed online. Consider an honour board of annual results @ the Genny		
Fringe Season events		
Side/back country events		
Hut tour - cross country		
Intro to snow week (resort wide)		
Drones - see chinatown attracts hundreds of drones for spectacular photography		
Fireworks		

Working Group 5: Summer enhancement

Not all lodges have an appetite for Summer which is why this strategy has been downgraded to number 5. It will also require significant work with operators from Dinner Plain, Harrierville and the RMB as many of the ideas cannot be delivered by the working group only supported and influenced by.

ACTION	Responsibility	Working Period
More summer activities i.e. MTB. Looks closed for business in summer. All existing activities are 'extreme' walks and rides. No advertising of DP mountain bike tracks		
Hiking weekends - summer (Darren Edwards) explore@trailhiking.com.au		
Mountain bike trails		
Mountain bike trails/maps		
Summer mountain bike lift access		
Promote high altitude training - improve facilities		
Bicycle service set-up. Tools/wash @ Village, @ Genny, @ Davenport		
Astronomy - work with senior schools, unis - science and education		
Tourist zip line summer use		

Working Group 6: Infrastructure development

These ideas have all been captured but it is important to realise that virtually all of them will require significant input from the both the Ski Co and the RMB as the ability to enact change by the lodge working group alone is very low. Rather than creating a working group for this priority, it is recommended that you create a small advocacy group to define the primary actions and then work with the other on-mountain bodies to achieve one or two each year.

ACTION	Responsibility	Working Period
Energy and carbon neutral resort - community energy scheme		
Improved toboggan areas for kids		
Skiable path next to road for simple way back to lodges		
Commercial operators actually opening - if season extends, they should be obliged to as well		
More buses and more info of what is where		
More bus stops along the XC route to DP, so if you need to stop before the end you can still get home		
Better bus shelters included with information		
Easier parking - make multi story car park undercover. Charge more for parking there - at least better information		
Improved access to lodges above bus stop 8 - very slippery slope		
Improved pullover areas with signs on the road up and down - slower drivers pull over		
Bitumen road around lodges -(bikes for summer time)		
Open top village transport		
Ski lift access to Davernport Village		
Summer chairlifts - provide colour and movement		
Year round lifts		
22 years since last lift was installed - time for a new one		
Gondola from Harrietville to village and on to Dinner Plain		
Public Astronomy Observatory		

The actions listed under each of the priority headings have been taken from the complete list of actions that the community identified during the workshops. They are not final, complete or unable to be changed but rather are to be used as a guide for the working groups to form a prioritised plan.