

# Victorian Alpine Resorts Strategic Plan 2026 - 2030

## Engagement Plan



### About this Engagement Plan

The Alpine Resorts Strategic Plan 2026-2030 marks a significant opportunity to unify the alpine sector to ensure it thrives well into the future. For the first time we have the benefit of a unified governance, bringing a sector-wide focus and the opportunity for a collaborative approach between government, private entities and community to plan for the sustainability and vibrancy of the alpine sector.

This document outlines the engagement approach to work together so that the final Plan provides direction for all.



### Context



#### Victoria's Alpine Resorts: Economic Contribution

The alpine resorts are critical economic drivers for Victoria, and central to the prosperity of the regions in which they are located. The sector contributes **\$2.14B** in total output to the Victorian economy annually, or **8%** of all tourism in the State. The resorts attract over **1.4M** visitors annually, which is equivalent to the total visitation to the Australian Open, Grand Prix, Melbourne Cup Carnival and the Penguin Parade combined. The sector sustains over 12,000 jobs in regional Victoria where there is often a lower level of employment and reduced job opportunities compared with metropolitan centres.



#### Navigating Challenges in a Rapidly Changing World

The alpine sector faces multifaceted challenges that require adaptive and forward-thinking strategies. Environmental factors, notably climate variability, require discussion and action around climate change adaptation and critical winter assets which support year-round viability. Economic pressures, including rising operational costs, and broader cost-of-living pressures, impact both businesses and visitors. Social dynamics, including shifting visitor demographics and narratives around snow reliability, further influence the sector's trajectory. Technological advancements, such as new snow making technologies and renewable energy infrastructure, present both opportunities and challenges in creating a resilient alpine sector.



#### Working with our Traditional Owners

Working in genuine partnership with Traditional Owners, guided by principles of self-determination, to ensure Country, culture and knowledge are central to the future of the alpine region. The sector has the opportunity to work with and support self-determination and recognise Traditional Owner interests.



#### Embracing Opportunities to create a Thriving Future

The alpine sector is poised for growth. The unique interplay between public and private stakeholders offers a platform for collaborative solutions that enhance visitor experiences while maintaining natural assets. By focusing on a shared vision that prioritises economic resilience and sustainability, the sector can maintain the resorts' strengths as safe, accessible places and seize emerging opportunities. This will ensure the alpine sector is supported to thrive and the alpine environment remains a cherished destination for years to come.



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### What we want to know

*What kind of alpine legacy do we as a sector want to leave for future generations and how bold are we prepared to be to make it happen?*

#### To think further about:

- What are the most important issues and opportunities we must focus on over the next five years to set the sector up for long-term success?
- What opportunities are there to strengthen the economic sustainability of the alpine sector and diversify to thrive year-round?
- How can the sector work together to build climate resilience and ensure the long-term sustainability of our alpine environment and operations?
- How can partnerships be strengthened across the sector to ensure the Strategic Plan reflects our shared goals and how can each of us contribute to making it happen?

## Success measures

### Success looks like...

<b>Refresh and align the sector vision</b>	<p>Revisit the existing sector vision to check how well it fits with today's challenges and future aspirations. This is about asking: what's still relevant, what needs to evolve, and how do we all ensure the vision reflects the environmental, economic, and cultural realities of the next five years?</p> <p>It's not about starting from scratch, it's about building on what's been done, with fresh eyes and a clear focus on the next five years.</p>
<b>Recognise the tough stuff and learn from it</b>	<p>Create space for honest conversations about the real issues the sector is facing. This includes surfacing tensions, trade-offs, and the shared dilemmas that don't always have simple answers.</p> <p>Let's understand the full picture to move forward with clear priorities.</p>
<b>Build a shared understanding of what is working well, current challenges and opportunities</b>	<p>Develop a sector-wide response that reflects the full scale and complexity of issues facing alpine resorts. Focus on collective insight, not binary choices, to foster collaboration and long-term alignment.</p> <p>The plan will remain "alive" through ongoing connection and shared commitment.</p>

### The experience we want to have together

<b>Stakeholders feel genuinely heard, respected and valued</b>	<p>Contributions are acknowledged meaningfully, and people feel their voices matter.</p>
<b>Engagement feels inclusive, transparent and worthwhile</b>	<p>People understand the purpose, see how it connects to their interests, and feel it's worth their time.</p>
<b>Engagement is a collective activity</b>	<p>The process fosters collaboration, not division—bridging differences across roles and perspectives.</p>
<b>Participants share a sense of ownership and purpose</b>	<p>Engagement cultivates commitment to a shared future and momentum for collective action.</p>





## Scope: The things that can be influenced



### These are things that can be influenced and will be part of the conversation

- Opportunities for economic sustainability of the sector and diversification.
- Collaboratively strengthen sustainable climate resilience.
- Critical strategic priorities for the alpine sector over the next five years.
- Partnership approaches across the sector including our collective needs and offers.



### These are things that can't be influenced and will not be part of the conversation

- ARV's statutory responsibilities and governance model.
- Existing legislative obligations (e.g. Alpine Resorts (Management) Act 1997).
- Timing and funding constraints already committed or allocated.
- Past decisions and historical infrastructure investments.
- Regulatory planning controls managed by other government bodies (e.g. DEECA and DTP).

## Level of influence and promise

Considering the engagement context, purpose, and the engagement scope, the highest level of influence being offered to participants (on the IAP2 Spectrum) is:

### Involve to Collaborate.

Key stakeholder groups such as **Stakeholder Consultative Committees**, will influence at a level of Collaborate meaning "ARV will look to you for advice and innovation in formulating solutions and incorporate your advice and recommendations into the decisions to the maximum extent possible."

**Government and private sector participants** will influence at a level of Involve meaning "ARV will work with you throughout the process to ensure that your concerns and aspirations are consistently understood and considered."

The **final decision maker** for the Strategic Plan is the Minister for Environment. The Minister must consider the plan and after consulting with the Minister for Planning, endorse the plan or seek amendments.

### The **promise** that Alpine Resorts Victoria is committed to is:

We actively communicate and engage in a way that shares our stories, listens to our stakeholders, informs our future and improves the outcomes for our unique alpine resorts.

We deliver relevant, timely and easy to understand information.

We're honest and transparent.

We're inclusive and encourage diversity of voices to be heard.

We listen, value and respect community and stakeholder input and feedback.

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### Roadmap for engagement

The following table outlines the key elements that will be part of the first phase of engagement.

