



VICTORIA'S ALPINE RESORTS STRATEGIC PLAN 2026-30

Engagement summary report

June 2026



ACKNOWLEDGEMENTS

This report has been prepared by MosaicLab on behalf of and for the exclusive use of Alpine Resorts Victoria (ARV). The sole purpose of this report is to provide ARV with materials produced during the stakeholder engagement.

This report has been prepared in accordance with the scope of services set out by the ARV. In preparing this report, MosaicLab has relied upon the information provided by the participants at the stakeholder workshops. ARV can choose to share and distribute this report as they see fit. MosaicLab accepts no liability or responsibility whatsoever for or in respect of any use of or reliance upon this report by any third party.

MosaicLab is a Victorian-based consultancy that specialises in community and stakeholder engagement, facilitation, negotiation, strategic planning, and coaching.



ABORIGINAL ACKNOWLEDGEMENT

The Gunaikurnai, Taungurung and Wurundjeri are the First Peoples of much of Victoria's alpine resorts country. For generations they have owned and managed the land. The Victorian Government acknowledges all the Traditional Owners of Victoria's alpine resorts and pays its respects to their Elders past, present, and emerging. ARV and MosaicLab recognises and values the ongoing contribution of Aboriginal people and communities to Victorian life, and how this enriches all Victorians.

ARV recognises that Aboriginal cultures and communities are diverse, and in the importance of celebrating these cultures and communities. ARV acknowledges that the land is of spiritual, cultural and economic importance to Aboriginal people.

ARV also recognises the intrinsic connection of Traditional Owners to Country and acknowledge their contribution in the management of land, water, natural landscapes and built environments. ARV embraces the spirit of reconciliation, working towards the equality of outcomes and ensuring an equal voice. ARV has distinct legislative obligations to Traditional Owner groups that are paramount in its responsibilities managing Victoria's resources.

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ENGAGEMENT OVERVIEW

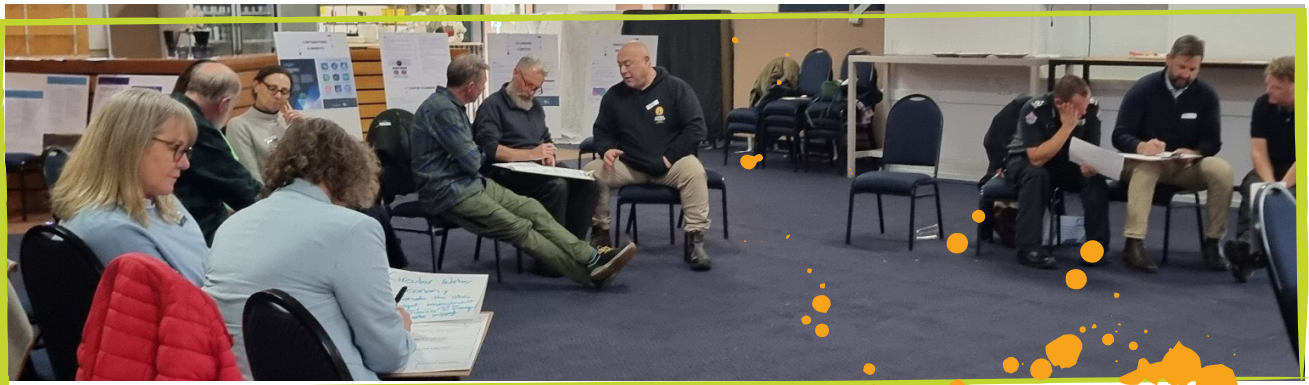
BACKGROUND

The Alpine Resorts Strategic Plan (the Plan) is the principal strategic framework guiding the long-term future of Victoria's alpine resort sector. The strategy establishes a shared vision for the sector, identifies strategic priorities, and provides direction for environmental sustainability, economic resilience, visitor experience, infrastructure, governance, and partnerships across Victoria's alpine resorts.

In 2025, Alpine Resorts Victoria (ARV), alongside industry and community stakeholders, commenced development of the Alpine Resorts Strategic Plan 2026–2030. This process was designed to ensure the next phase of the strategy reflected the aspirations, challenges, opportunities and priorities of the sector, while responding to changing environmental, economic and social conditions.



The engagement process occurred across multiple stages between June 2025 and March 2026 and included an online survey, webinar, multiple stakeholder workshops, a sensemaking workshop, and public feedback on the draft strategic plan. Across all stages of engagement, hundreds of stakeholders and community members contributed feedback and ideas to help shape the future direction of Victoria's alpine resorts. The outputs from this engagement process directly informed the development and refinement of the Plan.



PURPOSE

The purpose of the engagement process was to support the development of the Plan through a staged and collaborative approach involving stakeholders, businesses, community members, Traditional Owners, government representatives and sector partners. This process supported ARV's commitment to transparency and collaborative strategic planning by creating opportunities for stakeholders and community to contribute their expertise, perspectives and lived experience to the development of the strategy.

The engagement activities were designed to:

- ♦ review and test the long-term vision for Victoria's alpine resorts
- ♦ identify strategic opportunities and challenges facing the sector
- ♦ develop and refine strategic priorities and actions
- ♦ strengthen alignment across the sector around shared goals
- ♦ explore partnerships and shared delivery opportunities
- ♦ ensure the Plan reflected stakeholder and community input.



FAST FACTS

PROCESS - DRAFTING THE PLAN



124

workshop participants



26

organisations participating



1

webinar



4

stakeholder workshops



1

sensemaking workshop



20

participants from
3 Registered
Aboriginal Parties

ENGAGEMENT OUTPUTS



48

points of feedback
on the vision



41

opportunities help
us succeed



105

participants representing
SCCs, ARIAG, DEECA
and industry



49

challenges to
work with



74

initial ideas for
strategies



24

strategies, drafted by
participants

STRATEGIC REVIEW

DESIGN AND PARTICIPATION

ONLINE SURVEY & SUBMISSIONS

PURPOSE AND DESIGN

The engagement process commenced with an Engage Victoria online survey and submissions process between June and July 2025. This first stage was designed to capture broad community and stakeholder perspectives on the future of Victoria's alpine resorts, including opportunities, challenges, aspirations and strategic priorities for the sector. The survey established an evidence base that informed later workshop discussions and strategic refinement activities.

PARTICIPATION

286 survey responses and 4 written submissions were received from stakeholders, businesses, community members and alpine sector participants connected to Victoria's alpine resorts.

ONLINE WEBINAR

PURPOSE AND DESIGN

An online webinar held on 12 June 2025 introduced participants to the strategic planning process and established early discussion themes across the sector. The webinar created a shared understanding of the strategic context and invited participants to reflect on issues including sustainability, affordability, visitor experience, climate resilience and year-round activation.

PARTICIPATION

48 participants attended the webinar.

STAKEHOLDER WORKSHOPS

PURPOSE AND DESIGN

Four in-person stakeholder workshops were delivered across metropolitan Melbourne and regional Victoria during June 2025. Participants explored the long-term vision for the alpine sector, identified opportunities and challenges, and developed strategic priorities and ideas for the next five years. Outputs from each workshop were progressively synthesised and shared into subsequent sessions, enabling strategic thinking to build iteratively across the process.

PARTICIPATION

More than 120 participants attended workshops across Melbourne, Mount Beauty and Mansfield, representing tourism operators, businesses, government agencies, recreation groups, service providers, and regional stakeholders.

SENSEMAKING WORKSHOP

PURPOSE AND DESIGN

A sector-based sensemaking workshop was held on 24 July 2025 and moved from idea generation toward strategic refinement. Participants reviewed findings from previous engagement stages, tested emerging themes, refined draft strategies, and collaboratively revised the long-term vision for Victoria's alpine resorts. This workshop played an important role in consolidating and prioritising strategic directions that contributed to the preparation of the draft 2026-2030 Alpine Resorts Strategic Plan.

PARTICIPATION

27 participants representing 17 stakeholder organisations attended the sensemaking workshop.

TRADITIONAL OWNER ENGAGEMENT

PURPOSE AND DESIGN

Engagement with Traditional Owners ran across all stages of the process and was guided by ARV's Traditional Owner Engagement and Self-Determination Strategy and self-determination principles. Traditional Owners were advised of the project early and invited to participate and provide input from the outset, at any stage and through methods they determined. Engagement included preliminary briefings, presentations, emails and yarns, with copies of all drafts provided for review and access to the online survey and all other engagement opportunities. ARV checked in with Traditional Owners throughout the process, with feedback and validation received through a range of channels including tracked changes on electronic drafts, email, meetings and yarns.

PARTICIPATION

More than 20 representatives participated from three Registered Aboriginal Parties (Taungurung, Gunaikurnai and Wurundjeri).

STRATEGIC DIRECTION REVIEW

PURPOSE AND DESIGN

Following the sensemaking workshop and before the Draft Strategic Plan was released for public feedback, the following organisations and stakeholders were invited to review and provide feedback on the emerging strategic direction:

- ♦ Alpine resorts' Stakeholder Consultative Committees (SCCs)
- ♦ Alpine Resorts Industry Advisory Group (ARIAG)
- ♦ Department of Energy, Environment and Climate Action (DEECA)
- ♦ Alpine business and commercial operators

This step gave the sector a further opportunity to test the draft priorities and refine them ahead of public release. Feedback was gathered through an Industry Round Table, a session with DEECA staff, and a combination of written responses and circulated drafts, all coordinated by ARV.

PARTICIPATION

All resort SCCs and the ARIAG were given regular updates on the timing and engagement activities for the Plan, with written submission sought. Across the resorts over 50 SCC/ARIAG members were involved. 25 DEECA staff and more than 30 industry stakeholders attended the sessions delivered by ARV.

PUBLIC CONSULTATION ON THE DRAFT STRATEGIC PLAN

PURPOSE AND DESIGN

ARV developed the Draft Alpine Resorts Strategic Plan 2026–2030 and released it via the Engage Victoria website for public consultation during February and March 2026. Feedback received was reviewed, synthesised and used to inform revisions to the final Strategic Plan.

PARTICIPATION

58 responses were received through the public consultation period.



SUMMARY OF RESULTS

ONLINE SURVEY



Engage Victoria hosted an online consultation survey between June and July 2025 to gather early input from stakeholders and community members on the future direction of Victoria's alpine sector. The consultation received 286 survey responses and four written submissions, providing early insight into stakeholder priorities, aspirations, challenges and opportunities for the sector.

Key themes emerging are summarised below.



A strong future for snow and year-round recreation: Respondents consistently identified snow recreation, year-round tourism and nature-based experiences as core priorities for the future alpine sector.

Climate resilience and environmental stewardship: Stakeholders emphasised the importance of climate adaptation, environmental protection, renewable energy and sustainable alpine management to ensure long-term viability.

Infrastructure, access and affordability: Strong concern was raised regarding accommodation costs, transport, parking, road access and the affordability of alpine experiences for visitors, families and local communities.

Support for green season development: Participants expressed strong interest in green-season tourism, including mountain biking, hiking, cycling, cultural tourism and nature-based recreation opportunities.

Governance reform and reduced red tape: Many respondents called for simpler planning processes, clearer governance arrangements, stronger stakeholder engagement and reduced regulatory barriers.

Partnerships and community involvement: Respondents emphasised the importance of collaboration across government, local communities, Traditional Owners, tourism organisations, volunteers and alpine businesses.

Accessibility and inclusion: Feedback highlighted the need to make alpine experiences more affordable, inclusive and accessible to broader and more diverse visitor groups.

STAKEHOLDER WORKSHOPS



The stakeholder workshops brought together representatives from across the alpine sector to explore future priorities, test strategic ideas and identify the opportunities and challenges shaping the future of Victoria's alpine resorts.

REVIEWING THE SHARED VISION

The sector's 2050 vision that “the Victorian alpine resorts achieve their potential as thriving and sustainable destinations for mountain activities and nature-based tourism”, was reviewed across all workshops. While participants broadly supported the intent of the vision, they called for clearer, more inclusive and contemporary language.

Key refinements included:

- ♦ A stronger emphasis on economic sustainability
- ♦ Recognition of alpine resorts as communities, not just destinations
- ♦ Clearer references to snow, year-round activation, and recreation opportunities
- ♦ Expanded understanding of accessibility — including physical, financial, and cultural access.

There was strong agreement that the vision should be inspiring, relevant, and easy to communicate.

DEVELOPING STRATEGIC PRIORITIES FOR 2026–2030

Participants developed 24 strategy ideas, shaped through deep discussion and shared experience. These strategies sit within a common framework and reflect consistent priorities across workshops.

Key themes include:

1

Reform the financial model

Participants highlighted the need for systemic reform to enable investment, reduce operational strain across the sector, and make it easier with the regulatory system to ensure long-term viability. This includes working with the government and private sector to review funding sources, tenure models, and infrastructure cost sharing.

2

Grow year-round, inclusive visitation

Participants supported expanding green season offerings to attract a broader, more inclusive visitor base including CALD communities, families, and schools. There was strong appetite to activate resorts year-round, but also a clear message: the snow season must not be expected to financially support the green season operations. Green season growth should be purpose-built, well-resourced, and designed to complement, not compromise, the winter economy.

Developing Strategic Priorities for 2026-2030 cont'd...

3

Support sustainable, climate-ready operations

Participants emphasised the need to adapt proactively to a changing climate. Key ideas included protecting the viability of the snow season, investing in energy-efficient infrastructure, improving water and waste management, and building operational resilience. Sustainability was seen not only as an environmental priority, but as essential to the long-term future of the sector.

4

Elevate the sector's voice and value

Participants called for unified advocacy to ensure the alpine sector is recognised for its economic, social, and environmental value to Victoria. Strategies included shared messaging, government partnerships, and targeted storytelling to attract investment.

5

Strengthen partnerships and community outcomes

Many strategies focused on collaboration: with First Nations partners, across the multiple resorts, with local government and a range of communities. Building trusted, equitable partnerships was seen as essential to achieving impact and long-term sustainability.

6

Red tape reduction and the cost of doing business

There was widespread concern about regulatory inefficiencies, lease complexity, and investment barriers. Stakeholders proposed streamlined processes, shorter planning timeframes, and support for business viability, especially in the green season.

7

Optimising the visitor experience

Visitor experience was a top priority – spanning accessibility, value, service, and cultural relevance amongst other things. The alpine experience should remain affordable, inclusive, and accessible, not perceived as elite. The visitor journey should feel seamless end-to-end. Resorts must deliver memorable, high-value experiences that drive repeat visitation and open new markets while competing with other premium destinations.

SENSEMAKING WORKSHOP



REFINING THE STRATEGIC DIRECTION

The sensemaking workshop brought together representatives from across the sector to review the findings emerging from earlier engagement activities, including stakeholder workshops, survey responses and draft strategic themes. Participants worked collaboratively to test, refine and strengthen the strategy areas emerging from the stakeholder workshops, while identifying key considerations and tensions requiring further focus.

The workshop refined and consolidated the earlier workshop outputs into the following strategic areas:

1

Reform the financial model and reduce the cost of doing business

Earlier workshop discussions identified financial sustainability and investment barriers as major sector concerns. The sensemaking workshop sharpened the focus on equitable government funding, streamlined approvals and reducing regulatory burden across the sector.

2A

Grow year-round visitation

Participants continued earlier conversations around green season growth and broader visitor markets, while placing stronger emphasis on evidence-based, commercially viable and market-driven development that complements the winter economy.

2B

Optimise snow

While stakeholder workshops explored year-round activation opportunities, the sensemaking process brought stronger attention to protecting and investing in the winter product as the sector's core economic driver.

3

Support environmentally sustainable, climate-ready operations

Climate resilience and sustainability remained central themes throughout the engagement process. Discussions during the sensemaking workshop focused on balancing environmental priorities with operational and financial realities across the alpine sector.

4

Elevate the sector's voice and value

Discussions evolved from earlier calls for unified advocacy toward a stronger focus on government understanding, coordinated sector messaging and evidence-based advocacy to support investment and policy reform.

Refining the Strategic Direction cont'd...

5

Strengthen partnerships and community outcomes

Collaboration emerged consistently throughout the stakeholder workshops. The sensemaking workshop concentrated on strengthening partnerships across resorts, communities, Traditional Owners, businesses and government to support long-term sustainability and shared outcomes.

6

Reduce red tape and the cost of doing business

Concerns around lease complexity, planning processes and operational barriers carried through from the earlier workshops. Participants focused on reducing duplication and improving policy and funding settings for alpine businesses and operations.

7

Optimise the visitor experience

The earlier workshops identified accessibility, inclusion and affordability as important priorities. During the sensemaking workshop, participants explored opportunities to improve transport, parking, customer experience and the end-to-end visitor journey across the alpine sector.

The outputs from the sensemaking workshop directly informed development of the Draft Alpine Resorts Strategic Plan 2026–2030.



INTEGRATING SENSEMAKING FEEDBACK INTO THE DRAFT STRATEGIC PLAN



The table below demonstrates how the strategic areas developed through the sensemaking process were reflected in the Draft Strategic Plan, including where themes were directly incorporated, refined or elevated through the final strategic framework.

1

Reform the financial model & reduce red tape and the cost of doing business

HOW IT APPEARS IN THE DRAFT PLAN

Objective 3 – Reduce the Cost of Doing Business

COMMENTARY

Fully reflected. The draft plan merges financial reform and administrative efficiency, incorporating the need for equitable government funding and streamlined approvals.

2A

Grow year-round

HOW IT APPEARS IN THE DRAFT PLAN

Objective 6 – Identify Growth Barriers and Seek Investment to Develop the Green Season

COMMENTARY

Partially reflected. The draft plan supports green-season activation however places emphasis on future development being commercially viable and evidence-based. The activities support this approach in undertaking market demand research and identifying barriers and enablers to a green season. This reflects broader feedback on this strategy.

2B

Optimise snow

7

Optimise the visitor experience

HOW IT APPEARS IN THE DRAFT PLAN

Objective 1 – Enhance and Prioritise the Winter Tourism Economy

COMMENTARY

Fully reflected with greater emphasis. Strategies combined to reflect feedback that visitor experience and snow reliability are interdependent drivers of a thriving winter economy. The plan identifies winter as the core economic driver of alpine sustainability while embedding visitor-centric design and continuous improvement across resorts.

3

Support environmentally sustainable, climate-ready operations

HOW IT APPEARS IN THE DRAFT PLAN

Objective 2 – Protect the Environment and Build Our Climate Resilience

COMMENTARY

Fully reflected. The plan strengthens measurable environmental targets and highlights Traditional Owner partnerships due to their important role in caring for Country. Traditional Owner partnerships are also covered in Objective 5.

Integrating Sensemaking feedback into the Draft Strategic Plan cont'd...

4 Elevate the sector's voice and value

5 Strengthen partnerships and community outcomes

HOW IT APPEARS IN THE DRAFT PLAN

Objective 4 – Strengthen Partnerships and Amplify the Sector Voice

COMMENTARY

Fully reflected. Combined to reflect stakeholder feedback that stronger collaboration, within the industry, with government, and with local communities, is essential to amplify the alpine sector's voice and deliver shared outcomes.

This objective was not presented as a stand-alone strategy during the Sensemaking workshop; however, engagement feedback across all sessions emphasised the importance of Traditional Owner partnerships, cultural recognition, and shared decision-making.

HOW IT APPEARS IN THE DRAFT PLAN

Objective 5 – Advance partnerships and self-determination with Traditional Owners.

COMMENTARY

Reflected and elevated. ARV elevated these themes into a dedicated objective to align with the Victorian Government self-determination policy and ensure they are embedded as a foundation of alpine management.



REFINEMENTS THROUGH THE DRAFTING PROCESS

- ♦ The Draft Strategic Plan refined the concept of “year-round communities” toward a more adaptable, place-based approach that recognises the different capacities and operating contexts across Victoria's alpine resorts.
- ♦ Green-season development was positioned as complementary to - rather than equivalent with - winter operations, with greater emphasis placed on evidence-based investment, market demand and long-term commercial viability.
- ♦ Operational matters raised through engagement, including permit processes, public amenities and on-mountain services, were incorporated into broader strategic objectives and implementation actions rather than treated as stand-alone strategic priorities.
- ♦ The Draft Strategic Plan introduced more detailed implementation activities under each objective to strengthen accountability and provide clearer direction for delivery, partnerships and future investment priorities.

PUBLIC FEEDBACK ON THE DRAFT STRATEGIC PLAN



Following release of the Draft Alpine Resorts Strategic Plan 2026–2030 on Engage Victoria, stakeholders and community members were invited to provide feedback on the proposed objectives, priorities and implementation approach.

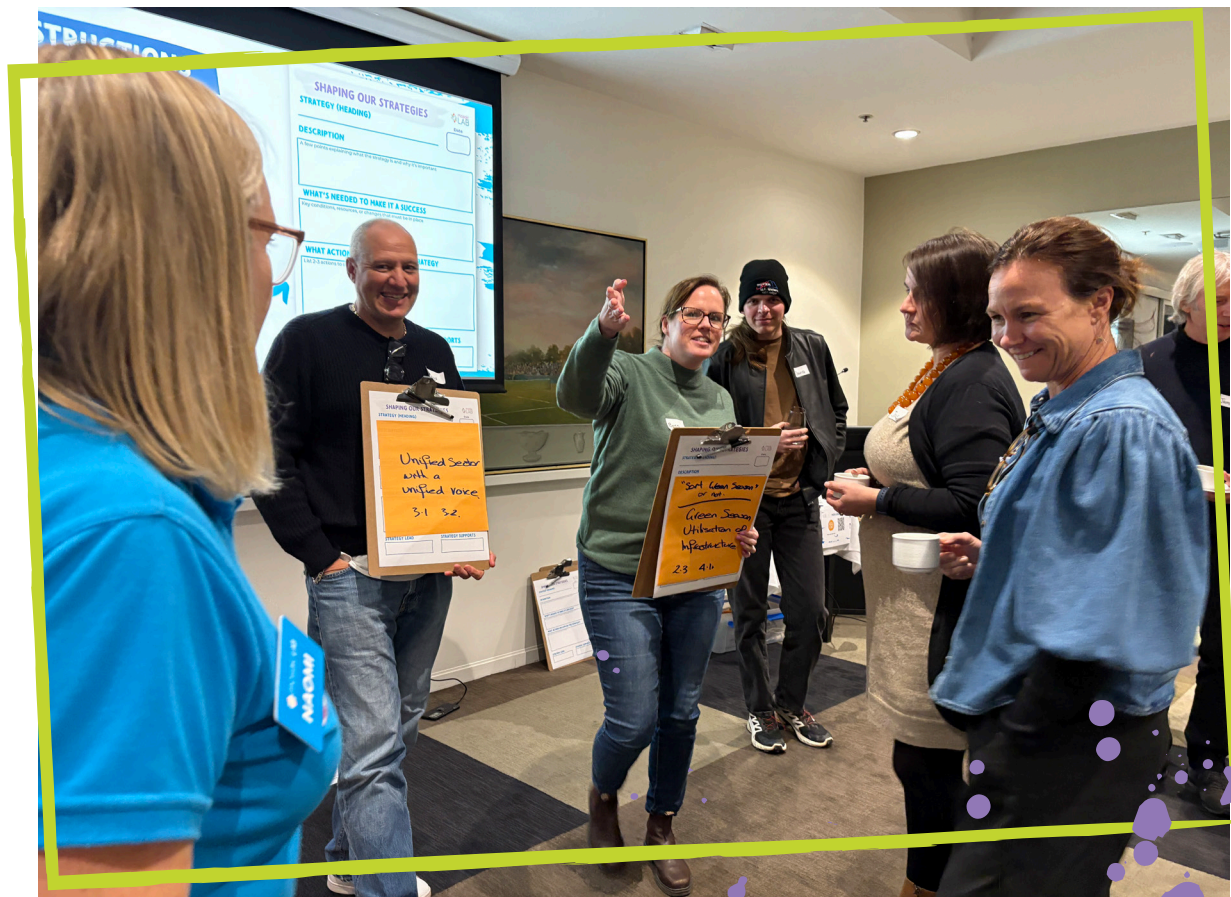
The table below summarises the key themes arising from the survey and how these informed refinement of the final Strategic Plan.

THEME 	WHAT WAS SAID 	HOW ARV RESPONDED 
Green-season development	Participants expressed strong support for mountain biking, cycling and nature-based tourism opportunities.	The Plan adopts a market-driven, evidence-based approach to green-season investment, with winter remaining the sector's core economic driver.
Infrastructure and access	Long-standing concerns were raised regarding parking, road access, accommodation availability and affordability.	The Plan strengthens its focus on advocacy, operational improvements, digital systems and facilitating future infrastructure and accommodation investment.
KPIs and accountability	Stakeholders sought clearer performance measures, economic targets and accountability mechanisms.	The Plan incorporates practical indicators, regular reporting processes and clearer implementation activities to support transparency and continuous improvement.
Traditional Owner partnerships	Participants sought greater clarity regarding Traditional Owner involvement, obligations and partnership arrangements.	The Plan clarifies the legislative and policy basis for Traditional Owner partnerships and strengthened commitments to self-determination, cultural stewardship and collaboration.
Digital modernisation	Stakeholders supported digital entry systems, smart parking and more consistent digital experiences.	The Plan supports gradual, practical and operationally realistic digital improvements across resorts and visitor systems.

NEXT STEPS

The engagement process for the Alpine Resorts Strategic Plan 2026–2030 provided stakeholders and community members with multiple opportunities to contribute to the future direction of Victoria's alpine resorts.

The development of the Alpine Resorts Strategic Plan 2026-2030 was a co-design process where stakeholders and TO Partners provided direct input to the priorities, aspirations and future direction of Victoria's alpine sector. ARV consolidated that input into a final draft of the Plan which was provided to the Minister in May 2026.



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This report has been prepared in accordance with the scope of services set out by the ARV. In preparing this report, MosaicLab has relied upon the information provided by the participants from all engagement forums, both those conducted externally by MosaicLab and those undertaken internally by ARV. A customised ChatGPT tool has also been used to help MosaicLab theme and summarise participant feedback and comments.

The final report has been reviewed to ensure it is true and accurate to the responses captured in the sessions. ARV can choose to share and distribute this report as they see fit. MosaicLab accepts no liability or responsibility whatsoever for or in respect of any use of or reliance upon this report by any third party.

MosaicLab is a consultancy specialising in community and stakeholder engagement, facilitation, negotiation, strategic planning and coaching. We acknowledge the Traditional Custodians of the lands on which we live, work and play and pay our respects to elders past and present.



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