



**MASTERPLAN**

**ACTIVATION**

**STRATEGY**

**HOTHAM**

2022-2026

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# EXECUTIVE SUMMARY

The Mt Hotham Alpine Resort Management Board (RMB) developed the *Mt Hotham Masterplan* to guide the long-term strategic growth of the resort in association with five key precincts. The RMB has now created the *Mt Hotham Masterplan Activation Strategy* to define and prioritize the works identified in the Masterplan, translating high-level precinct concepts into deliverable projects that can be implemented in accordance with need and impact.

In developing this Activation Strategy, the RMB has considered the current challenges facing Mt Hotham, including: issues with access to and around the resort; limited commercial accommodation and year-round offering; the lack of signature green season experiences and limited diversity in the winter product suite; and poor public amenity and infrastructure throughout the resort. These factors are inhibiting growth – as evidenced through static winter market share and a small summer visitor market – and provide focus for the RMB's strategic efforts in this space.

Within this context, the RMB has considered the precincts defined in the Masterplan, and the infrastructure projects required to deliver on the concepts for each of these areas:

## **HOTHAM CENTRAL PRECINCT**

The Hotham Central Precinct is envisaged to be the commercial, leisure and administrative hub of the resort. Projects that have been identified for progression and/or implementation through the life of this plan include: Alpine Gateway, Hotham Central Precinct Development (as driven by the private sector), Hotham Business, Visitor and Community Centre and precinct placemaking.

## **OVER SNOW LINK PRECINCT**

The Link Precinct is a transition zone that is envisaged to offer improved links between Hotham Central with the Davenport area. In this precinct the RMB will focus on scoping the Mt Higgi Gondola and on a package of works to improve access under the Great Alpine Road Enhancement project.

## **DAVENPORT PRECINCT**

The Davenport Precinct is primarily an accommodation focused destination. The private sector will lead development in this precinct, which the RMB will complement through the appropriate placemaking and amenity upgrades. The RMB will also look to increase private investment in the precinct through a land release program.

## WIRE PLAIN PRECINCT

The Masterplan positions the Wire Plain Precinct as the low-intensity recreational hub of the resort. The RMB will realise this vision primarily through delivery of the Snowplay and Activity Hub and supporting initiatives including the Hub Transport Interchange and Pedestrian Access and Snow Play Activity Zone. Site access and amenity will also be improved by the Ski Hut Relocation and Upgrade and Dargo Lookout Loop and Possum Flat Trail Upgrades.

## WHISKEY FLAT PRECINCT

The Whiskey Flat Precinct has been identified as the alpine training precinct that will support elite athletes. It is therefore distinct from Wire Plain in that it focuses on high-intensity activity pursuits. Over the life of this plan, the RMB will focus on finessing the site's biathlon offering in alignment with current key usage in the area. This includes the implementation of the Whiskey Flat Multipurpose Recreational Facility, supported by further Biathlon Precinct Works and placemaking.

## CROSS PRECINCT INITIATIVES

There are a number of projects that the RMB must deliver across all of the precincts to ensure a seamless and interconnected resort experience. This includes: the Alpine Arts Installation Series, Bus Stop Upgrade, Signage Upgrade, Resort-wide Verge Sealing and Resort Entry Upgrades.

To complement these precinct developments, the RMB has also considered the types of tourism attractions and activities required to drive increased year-round demand. In the green season, this includes establishing signature green season experiences associated with walking tourism, like investment in the Hotham Heaven Walk and Walking Trail Network Development. In Winter, the RMB will largely leverage its investment in the Snow Play and Activity Hub at Wire Plain, however will also consider how it can better facilitate boutique experiences delivered by the private sector. In terms of products that can available year-round, the RMB will explore feature lighting throughout the resort and a covered skate park, along with the Higgi Gondola earmarked for the Over Snow Link Precinct.

It will also be important to ensure that Hotham's essential infrastructure continues to expand to meet growing resort development and growth. Of particular focus over the life of this plan will be: enhanced water supply and storage capacity; upgrades to the sewerage treatment plant and sewer reticulation system; increased gas capacity; and a strategy increased car parking to accommodate growing winter demand. When Telstra releases further details on its High Country Community Transmission Upgrade, the RMB will also look at opportunities to drive increased digital improvements across the resort.

It will cost an anticipated \$130m to deliver all the projects identified in this strategy, of which \$14m has already been secured either via grant funding or the RMB's own capital works program. The RMB will explore how it can work collaboratively with others to realise project investment and implementation, such as via further grant funding, commercial partnerships and loans.

While significant investment is required to realise the priority projects outlined in this plan, they are collectively anticipated to deliver transformative economic uplift for the resort. This includes:

- + **\$688m in total economic output and 1,623 FTE jobs during construction**
- + **An additional \$87m in visitor expenditure per annum**
- + **On an ongoing basis, \$219m in total economic output and maintaining 1,037 jobs**



# 1. INTRODUCTION

Mt Hotham's unique location along a ridgeline at the very top of the mountain means that it is surrounded by some of the most stunning natural assets in the High Country, and enjoys the best natural snow falls of any alpine resort.

However, these natural assets are misaligned with the built form in the resort, which includes infrastructure and public amenity that is old, dated and inadequate to meet resort demand and visitor expectations.

If Hotham is to realise its potential as a lead regional tourism destination and a world-class alpine resort, then significant investment is required to revitalise current assets and develop new infrastructure that can act as distinct sources of competitive advantage.

The Mt Hotham Masterplan was developed as a blueprint to guide this development, defining a long-term vision for the strategic growth of the resort. Created by the Mt Hotham Alpine Resort Management Board (RMB) in conjunction with stakeholders, the Masterplan identifies five key precincts for development. These precincts and their associated development opportunities look to ensure that the resort:

- + Builds on its position as a premier winter tourist destination through the enhancement and diversification of associated activities and experiences.
- + Focuses on expanding opportunities for green season (non-winter) activities and experiences.
- + Encourages new commercial development opportunities that build upon Mt Hotham's substantial asset investment.
- + Facilitates a new 'village heart' to accommodate a commercial, leisure and recreational hub of the resort.
- + Ensure visitors are seamlessly directed to their intended destination to reduce travel time, thereby increasing the recreational enjoyment of the resort.

The Mt Hotham Masterplan Activation Strategy has been developed to better define and prioritize the works identified in the Masterplan, translating high-level precinct concepts into deliverable projects that can be implemented in accordance with need and impact.

The Masterplan Activation Strategy has adopted a 5-year view, so will not look to cover all Masterplan recommendations but rather the implementation of priorities to accelerate post-COVID recovery and growth. Importantly, this Strategy looks to leverage the significant Government infrastructure investment that the RMB has secured throughout COVID to optimize outcomes for the resort and generate new momentum behind the Masterplan.



## 2. RESORT VISION

### 2.1 RMB VISION

The RMB's vision and mission points to a focus on resort growth and revitalisation to accelerate post-COVID recovery:

#### **Vision**

To establish Mt Hotham as a lead regional tourism destination with a thriving year-round economy, delivered within an environmentally sustainable framework.

#### **Mission**

The RMB will build Mt Hotham's competitive advantage via new and rejuvenated infrastructure, services and experiences. This will be achieved through collaborating with public, private and community entities, and actively planning for and seeking investment in future resort growth.

This vision and mission are consistent with the aim of the Masterplan, which is to use development and public form upgrades to drive strategic growth across the resort over a 20-year period.

### 2.2 CRITICAL SUCCESS FACTORS

In alignment with the vision, Mt Hotham is looking to establish itself as a lead regional tourism destination. If the RMB is to achieve this goal, then it must first understand the critical factors associated with any destination looking to assume a category ownership position in this space, and assess how Hotham is currently performing against these areas.

These Critical Success Factors must be considered through a consumer lens, identifying the fundamental expectations a destination must meet to attract significant visitation, and for visitors to then recommend their experience to others and/or to return to the destination.

Within the tourism destination space, these Critical Success Factors are often recognised as follows:

- a) Access**  
How easily visitors can get to and navigate the destination.
- b) Accommodation**  
Diversity of accommodation to ensure visitor needs are met.
- c) Attractions**  
A signature experience or landscape that provides motivation to visit.
- d) Activities**  
Other experiences and activities that enable people to spend meaningful time at the destination.
- e) Amenities**  
Appealing infrastructure, facilities and services to complement and enhance the destination experience.

## 2. RESORT VISION

How Mt Hotham rates against these Critical Success Factors provides some context for the prioritisation of resort works in this plan:

CRITICAL SUCCESS FACTOR	HOTHAM ASSESSMENT
Access	<ul style="list-style-type: none"> <li>+ The drive to the resort is considered challenging, particularly the Great Alpine Road ascent in winter.</li> <li>+ Positioned along a ridgeline, the Hotham Village is stretched over a 3km distance that means the destination experience is disjointed and hard to navigate.</li> </ul>
Accommodation	<ul style="list-style-type: none"> <li>+ Hotham lacks signature accommodation, boutique hotels and commercial options.</li> <li>+ In summer, a very limited pool of accommodation is available of any type.</li> </ul>
Attraction	<ul style="list-style-type: none"> <li>+ Hotham has the best snow and skiing/snowboarding in Victoria, which acts as a major tourism drawcard.</li> <li>+ Hotham has no signature green season product.</li> </ul>
Activities	<ul style="list-style-type: none"> <li>+ In winter, there are limited activities in support of the skiing/snowboarding attraction product.</li> <li>+ In summer, there are some great walks and 4WDing but a limited commercial offering.</li> </ul>
Amenities	<ul style="list-style-type: none"> <li>+ Public amenity is poor and tired, which is exacerbated further when the snow melts.</li> <li>+ Public infrastructure is old and not fit for purpose.</li> <li>+ Food and beverage options are limited, not capable of meeting demand in either summer or winter.</li> <li>+ Located on a through-road, the resort is not an end destination, and the amenity reflects that.</li> </ul>

The RMB's scope of influence and role in pursuing development against these areas will vary. For instance, it is not the RMB's role to develop accommodation but it can go to market and drive private interest in filling known gaps.

### 2.3 CURRENT RESORT CHALLENGES

Mt Hotham is currently failing to meet the Critical Success Factors, which is impeding strategic resort growth. It also creates a number of challenges for the resort that investment in the Masterplan Activation Strategy is looking to overcome:

- + In the green season, the lack of Village amenity, activities and attractions fail to attract sufficient visitor numbers to support year-round viability. Indeed, 176k people pass through the resort each summer but only 43k stop, accounting for 6% of total annual visitor spend. Addressing any of these factors would better position Hotham to capture this significant through-traffic by providing them with a compelling reason to dwell in-resort, and attract new markets to the mountain in support of growth.
- + In winter, the lack of activities, poor public facilities and challenging resort access prevent the resort from having broad market appeal. The resort engages with an experienced skier/boarder market but lacks enough diversity to encourage low-intensity markets – seen as the biggest growth opportunity across the resorts – or drive further yield opportunities from existing visitors. As a result, Hotham’s alpine resort visitor market share for winter has remained static for a decade. Addressing these issues will enable Hotham to optimize its mature winter market and activate latent capacity available throughout the resort, even in peak season.
- + While significant funds have been invested in the development of essential services and associated infrastructure, there has been limited investment in enhancing and beautifying the resort. When compared to local and international counterparts, the resort is tired and lacks charm, which negatively impacts investment and development opportunities. Lifting the visual appeal of the resort and the diversity its offering is seen as a key opportunity to provide the private sector with the confidence to invest in Hotham and be a part of its new phase of growth, as well as attract greater visitor numbers.
- + As a result of COVID-19, the RMB is currently operating in a financially constrained environment. Driving increased visitation and private investment generates a range of revenue opportunities for the RMB that both strengthen it as an organization but also place it in a better position to continue to reinvest in the Hotham offering in support of sustainable growth.
- + The significant supply side issues faced by the resort are also matched with demand problems – lack of awareness. The resort has a disjointed brand, poor digital platforms and has traditionally lacked the ability to invest in marketing (particularly in summer) in a meaningful way. As such, customer engagement and brand associations are poor, which means the resort sits outside of the consumer consideration set. Investment in new consumer-centric infrastructure and experiences will provide a focus for ‘new news’ amongst emerging markets and also reinvigorate existing markets to drive positive visitor economy uplift.



# 3. ACTIVATION

## STRATEGY APPROACH

### 3.1 MASTERPLAN PRECINCTS

The Masterplan divides Hotham into five key areas referred to as precincts, each with its own unique purpose and positioning.

Each precinct unique – each precinct offering 'something special'.



- Hotham Central**  
*Commercial, leisure and administrative hub*
- Over Snow Link**  
*Transition zone*
- Davenport**  
*Accommodation precinct*
- Wire Plain**  
*Recreation hub supporting trail users and first timers*
- Whiskey Flat**  
*Altitude training particularly biathlon*

These precincts will each be explored in the following section of this document with consideration given to the Masterplan precinct concept, and the projects identified within that concept that will be pursued as part of this Strategy.

The projects explored in this Strategy are those that are to be delivered by the RMB. Masterplan projects led by other stakeholders are not captured in this document.

#### 3.2 PROJECT PRIORITISATION

Within the Precincts, the RMB has assessed and prioritised projects for delivery in the short to medium term. However, it also acknowledges that some projects may advance ahead of others as opportunistic funding (like government grants and budget allocations) arises.

The following factors have been considered when prioritising projects:

##### a) Precinct

The RMB has considered the need to fully complete precincts to ensure the associated offering is unified and is able to holistically lift the resort offering. The RMB recognises that developing an attractive or iconic piece of infrastructure that is surrounded by poor supporting facilities and amenity will hamper its success.

It is also acknowledged that the precincts need to be complemented by attractions and activities that may occur within or external to them but are necessary to stimulate demand. Developing new infrastructure and lifting the visual appeal of Hotham is pointless if customers are not provided with a range of scaled experiences that motivate them to visit.

Furthermore, some of the Masterplan precincts are strategically more important than others, and have works currently being delivered on-site that require further investment to drive optimal site outcomes. Within this context, the priority development precincts for the RMB over the life of this strategy are Hotham Central, Wire Plain and Whiskey Flat.

Opportunities around the Over Snow Link and Davenport will still be progressed but not as actively pursued at this stage.

##### b) Impact

Projects within and complementary to the precincts have been prioritized in terms of the potential impact they may have. This includes their ability to fulfill Critical Success Factors throughout the resort – so that Hotham can realise its potential as a lead year-round tourism destination – along with other strategic and financial outcomes.

##### c) Existing Commitment

A project has been prioritised if it has already commenced, received funding or must be completed within the term of this Strategy in alignment with a funding agreement.

##### d) Ability to Realise

Understanding the funding and planning context in which projects must be delivered, the ability to bring the project to fruition.

Within this framework, all of the projects in the Masterplan Activation Strategy have been prioritized for delivery, with initiatives rated as a 1 considered the top priority and those noted as a 4 as being for later delivery.

#### 3.3 PROJECT STATUS

The status of each project featured in this Strategy is noted in alignment with the following guide:

- + **Concept** – idea only with no formal work undertaken
- + **Scoping** – project undertaking preliminary design and engineering work, plus other scoping, feasibility and business case efforts to develop the concept into a tangible project
- + **Planning** – a phase that may occur before or after funding is secured to progress the project to shovel-ready stage, including detailed design and applying for planning permits and other relevant approvals
- + **Funding** – project at a phase where it is seeking funding in order to progress
- + **Implementation** – project at active build phase



### 3.4 CLIMATE CHANGE CONSIDERATIONS

Long-term climate change adaptation and risk mitigation is a core focus of the RMB, in line with its obligations under the Climate Change Act. As such, it is important that the RMB considers the role that any new infrastructure project may have in improving climate related outcomes for the resort and sustaining the longevity of its offering against a changing environment.

Within this context, the RMB has assessed all projects noted within this strategy in terms of their ability to drive climate change related outcomes for the resort. Key outcomes in this regard includes year-round viability, perseveration of natural resources, reduction in environmental impact of resort operations, and the building of industry resilience.

All projects have been given a climate change adaptation (CCA) ranking in accordance with the following table:

RANKING	CRITERIA
A	The project is transformational in addressing climate change adaptation and mitigating climate related vulnerabilities faced by the resort. The project may also influence strategic or system-level planning and provides important foundations for future investments.
B	The project delivers significant improvements to climate change adaptation efforts and builds resort resilience to environmental vulnerabilities and climate related events.
C	The project incorporates resilience and climate change mitigation considerations into its design and enhances adaptation efforts. It will help build momentum for climate change adaptation but will not lead these efforts or trigger structural change.
D	The project will have no identifiable impact on climate change adaptation efforts.



## 4. MASTERPLAN

# PRECINCTS & PROJECTS

### 4.1 HOTHAM CENTRAL PRECINCT

The Hotham Central Precinct is envisaged to be the commercial, leisure and administrative hub of the resort, leveraging existing strengths in this space. The Masterplan identifies the following key projects for this precinct:

- + Potential realignment of Great Alpine Road
- + Creation of a pedestrian mall
- + Dedicated bus/transport interchange terminal
- + Facilitate investment for new infill development to create a 'village heart'
- + Improve the streetscape of the village south to east
- + Create gateways to the Village along the Great Alpine Road
- + Identify key public open space

The following plan realizes the full vision for the Hotham Central Precinct, seeing this as a key resort area for development.

The only exception to this is the potential realignment of the Great Alpine Road (GAR), which the RMB no longer plans to pursue either within or outside of this Strategy. While there is some benefit in realigning the GAR, positive outcomes generally relate to improved skier and pedestrian movements on the eastern side of the GAR, adjacent to the Village Chairlift unload. There is undoubtable benefit in undertaking this work, however early estimates on the cost of realignment exceed \$5m. This cost would be borne entirely by the RMB and arguably has a subpar cost-benefit.



#### 4. MASTERPLAN PRECINCTS & PROJECTS

HOTHAM CENTRAL PRECINCT ACTIVATION PLAN								
Project	Description	Status	Contingencies	Considerations	Priority Ranking	CCA Ranking	CSF Realised	Build Cost
<b>Alpine Gateway</b>	Developing a new carpark and visitor facility at Loch Dam to shift vehicles out of Corral Car Park to enable private development on the Corral site. This will also act as the new trail head for the Falls to Hotham Alpine Crossing and a launch site for winter activities.	<b>Implementation:</b> Currently in development and anticipated to be completed by early 2023.	None.	The RMB will need to ensure the car park is linked with the intra-Village bus services to enable visitors to travel between this site and the broader resort.  This project may also enable development of a visitor offering at Heavenly Valley led by Vail Resorts, which the RMB can help facilitate.	1	C	Access	\$6.7m
<b>Hotham Central Precinct Development (Corral Car Park)</b>	Creating a new commercial precinct delivered by the private sector that encompasses new retail, F&B, activities and accommodation, and effectively creates a Village centre for the resort.	<b>Scoping:</b> EOI for private investment to go to market early 2022 with development potentially from summer 2022/23 onwards.	Completion of Alpine Gateway is required to off-set Corral parking spaces.  Contingent on securing private investment to deliver on precinct vision.	Funding will be required by the RMB to create the public space, transport interchange and Village Square associated with this precinct development.  Private development will generate revenue for the RMB via capital ingoings, the development premium and ongoing rent/service charges to reinvest in this Strategy.	1	B	Accom. Activities Amenity	\$100m private \$3m public

#### 4. MASTERPLAN PRECINCTS & PROJECTS

HOTHAM CENTRAL PRECINCT ACTIVATION PLAN								
<i>Project</i>	<i>Description</i>	<i>Status</i>	<i>Contingencies</i>	<i>Considerations</i>	<i>Priority Ranking</i>	<i>CCA Ranking</i>	<i>CSF Realised</i>	<i>Build Cost</i>
<b>Hotham Business, Visitor and Community Centre</b>	Adjacent to the Corral Car Park development, the RMB will centralise public and administrative facilities in one building including a visitor facility/bus lounge, RMB and commercial office space, retail, gym and activity areas.	<b>Scoping:</b> Funding secured for scoping and design with work to be completed by September 2022. Implementation funding will subsequently be required to realise the development.	Subject to implementation funding being secured as the RMB does not have capacity to fund the build independently.	Potential for Hotham clubs and some stakeholders to coinvest in the development if required.	1	B	Activities Amenity	\$15m public led
<b>Placemaking – Hotham Central Precinct</b>	Lifting the visual amenity of the precinct through investment in placemaking initiatives like lighting, landscaping, rock work, walkways and sculptural elements.	<b>Implementation:</b> Phase one – Hull’s Skier Bridge and Zirky’s funded (\$1.6m) and will be implemented 2022/2023.  <b>Funding:</b> Rest of precinct work still required.	None.	None.	1	C	Amenity	\$3m

### 4.2 OVER SNOW LINK PRECINCT

The Link Precinct is a transition zone that is envisaged to offer improved links between Hotham Central with the Davenport area. The precinct is positioned as being functional with limited development, that is well vegetated including bio-links (like the Mountain Pygmy Possum 'love tunnel').

The Masterplan identifies several key projects to deliver on the Precinct vision:

- + Upload ski-lift between Hotham Central and Mt Higginbotham
- + Replace/upgrade Mt Higgi water storage facilities
- + Streetscape and public realm upgrades particularly along GAR
- + Mid-precinct GAR skier overpass

The RMB is looking to progress the first three of these key projects, however the Higgi water storage will be covered in section 6 due to its primary essential infrastructure role.

The upload ski-lift concept is explored in the following table as the Mt Higgi Gondola. It is acknowledged that this would not be an exclusive RMB project, as per all of the other initiatives noted in this strategy. However, it will still be explored by the RMB in tandem with other resort partners (notably Vail Resorts) due to its ability to provide a summer tourism offering and a key transport connection piece between the Hotham Central and Davenport precincts – project drivers likely to sit outside of the scope of the lift company but are key deliverables of the RMB.

The project that will not be progressed under this Strategy is the skier overpass, which will be considered in future years in conjunction with Vail Resorts.



#### 4. MASTERPLAN PRECINCTS & PROJECTS

OVER SNOW LINK PRECINCT ACTIVATION STRATEGY								
Project	Description	Status	Contingencies	Considerations	Priority Ranking	CCA Ranking	CSF Realised	Build Cost
<b>Mt Higgi Gondola</b>	The installation of a new 1,050 metre gondola between Hotham Central, over Mt Higgi and down to the Big D. This will effectively link the Hotham Central and Big D precincts, moving people away from walking on the GAR. It will also create a new scenic tourism attraction for the low-intensity market (further information on this attraction is noted in item 5.4).	<b>Scoping:</b> Preliminary scoping and costing delivered but further work is required to support funding or implementation efforts.	Project is subject to support from Vail, who would likely operate the product.  Implementation contingent on grant funding.	To fully optimize this significant investment, consideration needs to be given to potentially installing a F&B experience at the top of Higgi as a mid-way point, how to use this product to open more ski terrain and/or how to link it with the Hotham Heaven Walk.	3	A	Attraction Access	\$15m public led
<b>Great Alpine Road Enhancement</b>	The Great Alpine Road through Hotham has the ability to become an icon touring route but requires major work to improve the visitor experience and safety, particularly in and around the Hotham Village (which this project pertains to). This includes verge sealing, landscaping, gateway improvements, lookout bays, interpretation, signage and amenity improvements.	<b>Concept:</b> This project was identified as part of the Alpine Resort Visitor Economy Development Plan but has not formally been pursued by the RMB.	Subject to support from Regional Roads Victoria who owns the road.	The RMB is unlikely to be able to realise this project within the life of this Strategy, however does have the ability to plan for mass precinct upgrades that will improve safe access, visitor experience and operations.	4	C	Access Amenity Activity	\$10m





### 4.3 DAVENPORT PRECINCT

The Davenport Precinct is positioned primarily as an accommodation focused destination, which is reflective of how this area is already used within the resort. However, the Masterplan also notes the need to enhance the commercial and residential offering in this precinct.

The key projects that the Masterplan has identified for this precinct are as follows:

- + Redevelopment of the Big D/General precinct and adjacent sites as an integrated commercial/residential node
- + Pedestrian focused node extending from Big D to Kalyna
- + Establish a communal meeting space/town square adjacent to the Big D and Jack Frost
- + New development consolidation downslopes of the northern side of the Great Alpine Road
- + Implement streetscape improvements along the GAR

While the RMB will take an active role in the delivery of major projects in the other precincts, developments in the Davenport Precinct will largely be driven by the private sector. The RMB will look to facilitate this type of investment and development projects between different entities.

Once these developments are on the ground, the RMB will also consider where it can invest in complementary initiatives within the Precinct. For example, The General is looking to upgrade and expand the front of its property, the Asgaard development is still progressing, and Jack Frost may be expanded under new ownership. When these projects proceed to implementation, the RMB will review the public space within the associated vicinities, and the works required to leverage this investment to lift the visual appeal and public amenity of the area.

In the meantime, the RMB will focus on placemaking and site upgrades that are not contingent on other developments and taking greenfield sites to market to increase private investment in this space, as captured in the following plan.

#### 4. MASTERPLAN PRECINCTS & PROJECTS

DAVENPORT PRECINCT ACTIVATION PLAN								
<i>Project</i>	<i>Description</i>	<i>Status</i>	<i>Contingencies</i>	<i>Considerations</i>	<i>Priority Ranking</i>	<i>CCA Ranking</i>	<i>CSF Realised</i>	<i>Build Cost</i>
<b>Placemaking – Davenport</b>	Creating new public nodes and lifting the visual amenity of the precinct through investment in placemaking initiatives like lighting, landscaping, rock work, walkways and sculptural elements.	<b>Scoping:</b> While high-level concepts are noted in the Masterplan, further scoping and planning work is required to bring these ideas to life.	None.	Improved amenity in this area may enhance land release take-up. It may also encourage head lessees to similarly re-invest in their own properties.	3	C	Amenity	\$2m
<b>Hotham land release</b>	The RMB will take vacant land to market to stimulate private sector awareness and interest in investing in precinct development.	<b>Planning:</b> The RMB has identified suitable sites and is ready to take them to market, however will first finalise the Hotham Central Precinct Development EOI so that the market is not flooded.	Release is contingent on Corral Car Park first being taken to market.	None.	3	C	Accommodation	No cost to RMB

### 4.4 WIRE PLAIN PRECINCT

The Masterplan positions the Wire Plain Precinct as the low-intensity recreational hub of the resort. In winter, it will provide the dual role of being the main destination for first time day tripper/ young families who are new to the snow environment and not focused on learning to ski, as well as the base hub for cross country skiing. In summer, the precinct will provide a launch site for walking and alpine recreation.

Several key projects are identified in the Masterplan in association with this Precinct:

- + Public square and commercial building with retail, heated visitor space and dedicated bus interchange
- + Man-made slope with tobogganing, tubes and beginner ski run with access to possible magic carpet lift

- + Relocate existing cross country shelter and establish an improved cross country trekking hub north GAR
- + Provide pedestrian crossing from car parks to access cross country trails
- + Corner, Slatey's and Whitey's carparks public amenity/ urban design upgrade
- + Decked parking structure at Whitey's

The current plan for the Wire Plain Precinct delivers on the vision of the Masterplan in its entirety, ensuring optimal outcomes for the site.

Please note that car park upgrades will be addressed in item 6 (Essential Infrastructure) of this Activation Strategy.





#### 4. MASTERPLAN PRECINCTS & PROJECTS

##### WIRE PLAIN PRECINCT ACTIVATION PLAN

<i>Project</i>	<i>Description</i>	<i>Status</i>	<i>Contingencies</i>	<i>Considerations</i>	<i>Priority Ranking</i>	<i>CCA Ranking</i>	<i>CSF Realised</i>	<i>Cost</i>
<b>Hotham Snow Play and Activity Hub</b>	Implementation of a visitor facility that will incorporate: a day centre with full public amenities; commercial food and beverage offering; year-round retail hire offering; commercial activity counter; and space for year-round functions and events.	<b>Implementation:</b> Partial project funding secured for the hub build (\$2.5m) for Phase One.  <b>Funding:</b> Seeking funding to deliver Phase Two concurrently with One.	Phase One implementation is contingent on planning permit approval (lodged with DELWP April 2021).  Full project realization is contingent on additional funding being secured for Phase 2.	If Phase 2 funding is not confirmed by mid-2022, then the project will need to be rescaled to suit available budget.	1	A	Attraction Activity Amenity	\$7m public
<b>Hub Transport Interchange &amp; Pedestrian Access</b>	Civil works around the Hub building to facilitate a public bus transport turnaround, deliveries to the Hub, and appropriate access between the Hub and the trail network located across the GAR.	<b>Scoping:</b> Work on the transport interchange requirements are currently underway as part of the broader Hub and activity design.	Project work cannot commence until scale of the Hub is finalized.	None.	2	C	Amenity Access	\$500k
<b>Snow Play Activity Zone</b>	Development of a winter activity zone that complements the hub including an expanded toboggan slope, snow tubing park, magic carpet (to access the tubing/tobogganing), snow play area and dedicated snow making.	<b>Planning:</b> \$200k secured towards project deliver as part of the Hotham Visitor Economy and Resilience project.  Likely delivery in 2023 on completion of the Hub.	Planning permit yet to be lodged but will follow approval of Hub permit.	Vail Resorts will need to be formally approached regarding magic carpet operation in accordance with the ski area lease.  The RMB must also determine its appetite for running this zone versus outsourcing it to a private operator.	1	B	Activity	\$700K



#### 4. MASTERPLAN PRECINCTS & PROJECTS

WIRE PLAIN PRECINCT ACTIVATION PLAN								
<i>Project</i>	<i>Description</i>	<i>Status</i>	<i>Contingencies</i>	<i>Considerations</i>	<i>Priority Ranking</i>	<i>CCA Ranking</i>	<i>CSF Realised</i>	<i>Cost</i>
<b>Ski Hut Relocation and Upgrade</b>	Once the Hub has been implemented, the RMB will relocate the visitor hut currently on-site to the other side of the road and giving it a facelift to improve amenity for use by cross country skiers.	<b>Concept:</b> While this is currently only noted in the Masterplan, it could swiftly progress to planning/ implementation.	This project is contingent on the Activity Hub being developed, negating the need for the Hut in support of the toboggan site.	The RMB will need to consider usage requirements of cross country skiers prior to implementing any upgrades.	2	C	Amenity	\$50K
<b>Dargo Lookout Loop and Possum Flat Trail Upgrades</b>	Implementation of drainage and surface improvements to better retain snow in winter and offer a better user experience in summer.	<b>Implementation:</b> Project funding secured via Alpine Nature Experience with the RMB as auspice. Project to be implemented in 2022 subject to associated planning requirements.	Subject to a planning permit.	The proposed upgrade will need to be factored into the trail audit of the Walking Tourism Masterplan.	1	B	Activity Access	\$185K



### 4.5 WHISKEY FLAT PRECINCT

The Whiskey Flat Precinct has been identified as the alpine training precinct that will support elite athletes, including biathlon in winter and altitude training in summer. The Masterplan notes that it will also act as a launch point for activities (like walks, 4WDing and cross country skiing) and a key site for the staging of events. Opportunities for camping and overnight summer parking for motorhomes near Brandy Creek are also flagged.

The major projects identified for this precinct in the Masterplan are as follows:

- + High performance training facilities including training complex, sports oval, 400m running track and amenities sports oval and associated amenities
- + Camping with associated amenities (power, toilets, shower blocks etc.)
- + Implement adventure playground
- + Whiskey Flat Carpark public realm and urban design upgrades
- + Improved and dedicated pedestrian links between carparks 1 and 2

As there is potential overlap between the purpose of the Wire Plain and Whiskey Flat Precincts, the RMB will define each of these areas relative to the intensity of the activities that they will support. That is, Wire Plain will be the focus of the low intensity activities with broad market appeal, while Whiskey Flat will be designated as the high intensity site primarily associated with elite training.

Within this context, the focus for Whiskey Flat Precinct over the life of this plan will be the establishment of the site's facilities and services that support the biathlon sector. This will leverage the investment being made in the Whiskey Flat Recreational Facility on-site, and also support Hotham's objective of owning this sport within Australia - an aspiration deemed feasible due to the fact that the resort hosts the only live shooting site for biathlon in the Southern Hemisphere. This work will consist of delivering the facility and complementary public amenity uplifts around the site, along with support the Australian Biathlon Association (ABA) with its aspirations to upgrade and extend the shoot zone and create a penalty loop between the facility and shooting area. No further works will be delivered on this site until these components are realized.

#### 4. MASTERPLAN PRECINCTS & PROJECTS

WHISKEY FLAT PRECINCT ACTIVATION PLAN								
<i>Project</i>	<i>Description</i>	<i>Status</i>	<i>Contingencies</i>	<i>Considerations</i>	<i>Priority Ranking</i>	<i>CCA Ranking</i>	<i>CSF Realised</i>	<i>Build Cost</i>
<b>Whiskey Flat Multipurpose Recreational Facility</b>	The development of a visitor facility that will include a: day visitor facility; toilets and change facilities; kitchen and events space; and storage.	<b>Implementation:</b> Project funded and currently being implemented with an anticipated winter 2022 launch.	Launch contingent on finalization of services trench.	The existing hut and drop toilet on site will be decommissioned in support of the new development.	1	B	Amenity	\$2m
<b>Biathlon Precinct Works</b>	Lifting the entire offering in and around the shooting zone and the facility to ensure Hotham can offer a world-class biathlon offering. This includes civil works, fencing, landscaping and new spectator area.	<b>Funding:</b> RMB has a current grant funding application submitted for implementation.	None.	Funding will be required to enable effective site planning and implementation.	1	C	Amenity	\$500K
<b>Placemaking – Whiskey Flat Precinct</b>	In addition to the new Biathlon Precinct Works, implementing additional sealing (between the adjacent car park and the Facility), lighting, landscaping and signage to complete the precinct.	<b>Funding:</b> Much of the planning work has been done in association with current precinct works. Funding is now required to enable implementation.	This work should follow any grant funded initiatives to make best use of RMB funds.	None.	2	C	Amenity	\$200K



## 4. MASTERPLAN PRECINCTS & PROJECTS

### 4.6 CROSS PRECINCT INITIATIVES

There are a number of projects that the RMB must deliver across all of the precincts to ensure a seamless and interconnected resort experience. These initiatives are particularly important due to the Hotham Village being stretched along a 3km ridgeline that is often difficult to navigate, and hard to understand where the resort starts and finishes. Common identifiers and infrastructure considerations will be important in overcoming these barriers and creating a unified resort offering.

The Masterplan also supports some of these projects specifically, pointing to the need for signage and resort gateway identification.





#### 4. MASTERPLAN PRECINCTS & PROJECTS

CROSS PRECINCT INITIATIVES ACTIVATION PLAN								
Project	Description	Status	Contingencies	Considerations	Priority Ranking	CCA Ranking	CSF Realised	Build Cost
<b>Alpine Arts Installation Series</b>	This project involves the installation of large, high-impact, permanent sculptural pieces across the resort's Masterplan precincts, which draw from the natural environment, traditional owner heritage and ski field history. These works will be bold and likely polarize people, however will give them reason to dwell in the resort and drive word of mouth promotion.	<b>Funding:</b> The RMB is currently seeking funding for implementation.	None.	This project has budgeted \$300k per installation, however the budget could be increased for sculptures of scale if appropriate funding is available.  These sculptures will also assist in both identifying and connecting the precincts, and offer an arts walking activity.	2	D	Activity Amenity Access	\$1.5m
<b>Bus Stop Upgrade</b>	The resort's bus stops are hard to locate (marked only with a pole) and very exposed offering a poor visitor experience. This project will implement bus shelters and associated civil works like pavements, drainage and landscaping to lift this essential offering.	<b>Funding:</b> High-level works identified. Further planning and implementation subject to funding.	None.	The RMB will consider how any bus stops works can be delivered in conjunction with Regional Roads Victoria initiatives.	1	C	Access Amenity	\$1.3m
<b>Signage Upgrade</b>	The RMB is currently developing a wayfinding and signage strategy that supports visitors in their journey around the resort, including a standardised approach to signage that addresses both winter and green season requirements. This plan will then be used to guide the upgrade of existing signage and the implementation of new signage throughout the resort.	<b>Scoping:</b> Strategy and Phase One implementation funded via the Hotham Visitor Economy and Resilience Project.  Phase One signage upgrade to occur in 2022.	Final project budget will be determined when Strategy is finalized in early 2022.	None.	2	D	Access Amenity	\$250K Phase One  \$300K Phase Two

#### 4. MASTERPLAN PRECINCTS & PROJECTS

CROSS PRECINCT INITIATIVES ACTIVATION PLAN								
<i>Project</i>	<i>Description</i>	<i>Status</i>	<i>Contingencies</i>	<i>Considerations</i>	<i>Priority Ranking</i>	<i>CCA Ranking</i>	<i>CSF Realised</i>	<i>Build Cost</i>
<b>Resort-wide Verge Sealing</b>	In winter, vehicles are parked throughout the Hotham Village along the verge of the Great Alpine Road. These verges are unsealed, offering a poor experience for visitors who must exit/enter their vehicles into mud, despite paying a premium to enter the resort. This project will seal the verges throughout the resort to lift the resort offering and visitor experience.	<b>Funding:</b> Verge sealing has been partially funded by RRV as part of its Geotech program however further funding is required to finish the project.	None.	None.	1	B	Access Amenity	\$1.2m
<b>Resort Entry Upgrades</b>	The entry points to the resort are each marked by one small roadside sign that is easy to miss. This project looks to implement significant entry points the denote the resort boundary to provide a real sense of arrival for visitors and the start of the Hotham experience.	<b>Concept:</b> No work done to date although supporting recommendations are likely to be captured as part of the signage strategy.	Design and implementation contingent on RRV approval.	Cost of implementation will be dependent on the scale of the entry upgrades.	3	D	Access Amenity	\$600K

# 5. TOURISM ATTRACTIONS AND EXPERIENCES

Investment in the Masterplan's precincts will be central in lifting the entire quality of Hotham's destination offering.

## 5.1 TOURISM EXPERIENCES

However, it is also key that the resort has diversity of tourism experiences available to provide visitors with motivation to travel to and spend time in the resort.

As per the Critical Success Factors, this points to a need for investment in activities and attractions – both tourism drivers and value adds – to offer a diverse and engaging resort experience.

In summer, Hotham requires investment in hero tourism attractions – high-profile, signature experiences that provide people with a compelling reason to visit the resort. While Hotham currently offers stunning green season views and some good quality walks and 4WD trails, that is the extent of the resort experience. In order to support the type of transformative change that the Masterplan envisages, the RMB must first target big investment in attractions that are gamechangers, and then support smaller attractions, activities and experiences in support of these icon pieces. Investing in initiatives of smaller scale ahead of the attraction will only deliver marginal visitation uplift.

In winter, the resort is working with a mature snow offering that constitutes a significant attraction that is unique in the Australian landscape. While there is a hero ski and snowboard product, greater product diversity is required to appeal to mixed travel groups and emerging markets to enable the resort to attract new visitors, extend length of stay and generate yield opportunities for the resort and its visitors.

When considering new tourism experiences, it is important to look to infrastructure that supports a year-round offering, optimizing investment and maximizing potential visitor economy uplift.

Within this context, the RMB will pursue the following strategic approach over the life of this Strategy.

### 5.2 GREEN SEASON

The green season attraction that the RMB will focus on from an infrastructure perspective is the development of its walking tourism experiences. Indeed, the RMB aspires for Mt Hotham to be the premier walking destination in the State and thus own the Victoria walking tourism market. There are several key drivers behind this aspiration:

- + Hotham already features a strong walking trail network, so can build on an existing and recognised product base.
- + Both Mt Buller and Falls Creek, the other major alpine resorts, have invested significantly in mountain biking, so walking can act as a competitive differentiator for Hotham within that context.
- + The High Country tourism region that Mt Hotham is located within, is committed to growing the region's presence in this space through product development and demand driving activities targeting walking markets. As such, Hotham can leverage this regional strength and the current collaborative effort to grow this market for the High Country.
- + Walking tourism market research commissioned by Tourism North East, the regional tourism board for the High Country, indicates that the lead walking product for the region is the iconic walks offered in the alpine environment.
- + Parks Victoria is currently developing the \$34mil Falls to Hotham Alpine Crossing (FHAC), a multi-day walk offering that will be one of four 'Walk Icons' for the State. Finishing at Mt Hotham, the walk will be promoted nationally and internationally, creating a strong visitor base for the resort to leverage if it has an appealing walk product.
- + The most iconic walk in the region, and the hero leg of the FHAC, is the Razorback Walk to Feathertop. The key access point for this trail is located at Hotham, enabling it to essentially own the 'jewel in the crown' of the High Country's walk product.
- + The resort is already organically enjoying growing numbers of walking tourists, indicating that the resort has something to offer this market, particularly post-COVID when consumers are looking to undertake relatively isolated outdoor experiences.

So, over the next five-years the RMB will look at how it can develop a signature product in this space to really activate the mountain. This includes the development of a signature attraction known as the Hotham Heaven Walk – a high-profile walk with distinctive architectural features that can be accessed by users of all abilities as a walking and sightseeing offering – along with walking trail network upgrades and associated commercial activation.

Once these walk experiences are realized, the RMB will then turn its focus to how it can develop other complementary tourism attractions and activities to offer a robust and holistic destination offering.

### 5.3 WHITE SEASON

While the RMB will look to support Vail in any endeavors it may have to enhance and grow the hero ski/snowboard offering, its primary focus will be on complementary attractions outside of this space. Central to this work will be the realization of the Hotham Snow Play and Activity Hub and the supporting experiences this facility will offer.

The RMB will also consider unique tourism experiences that offer depth and breadth of offering, even if they only target niche audiences. The success of this approach has been seen in the establishment of the Alpine Nature Experience snow glamping and igloo stays. While this offering can only cater for a limited amount of people, the unique nature of the product means that it significantly adds to the profile of the resort, opening Hotham up to new visitors and generating awareness for the resort.

As such, the RMB will work to scope these types of products (including identifying potential areas suitable for land use and activation) and then look to work with the private sector to realise them. This will ensure there is a diversity of product to support the hero ski/snowboard offering.

While the RMB will lead this work with a winter season focus, it will consider how it can be replicated across the summer offering after the summer hero products are realized.



### 5.4 YEAR-ROUND

The development of year-round tourism experiences optimizes potential return on investment. Some key opportunities that the RMB will pursue over the life of this Strategy are as follows:

#### a) Feature Lighting

The RMB has the ability to both highlight built and natural features, and create a tourism attraction in its own right, through the installation of feature lighting throughout the resort. This lighting has the potential to create patterns, images and points of interest, along with simply offering resort vibrancy. This feature lighting is distinct from the more functional urban lighting that is largely captured in the placemaking projects previously noted for each Masterplan precinct.

As part of this strategy, the RMB will explore what options are available for the alpine environment (including consideration for the impact of any green season lighting on Bogong Moths) and develop a scope for implementation.

#### b) Mt Higgi Gondola

The Mt Higgi Gondola noted in the Over Snow Link Precinct in item 4.2 has the potential to activate a new year-round tourism offering for Hotham:

- + In winter, it can open up more skiable terrain with the installation of a mid-station, particularly in the beginner space where the resort offering is limited. As such it would support the resort in further diversifying its skier market.
- + It could also replace some aging lift infrastructure in the Big D, improving the current experience for visitors, particularly novice skiers/boarders who frequent this site and may find the use of the current quad-lift daunting.
- + It could be complemented by a commercial venue at the mid-station that acts as a half-way point for visitors who are using it as a scenic ride. A food and beverage venue on this site would offer uninterrupted views across the alps, and fill the resort's current gap in diverse café/restaurants, possibly even developed into a signature dining experience 'on top of the world'.
- + The gondola could link in with the Hotham Heaven Walk offering as an attractive scenic package, enabling visitors to undertake an appealing loop of this area of the resort (subject to the final location of the Hotham Heaven Walk).

Hotham would be the only alpine resort in Victoria with a dedicated gondola product, and a great low intensity product for year-round users that has the potential to effectively capture through-traffic.

In addition to this it also meets Masterplan objectives of improving access in and around the resort, and offering better linkages between the Hotham Central and Davenport Precincts.

This \$20m project will only be realized with investment from State and/or Federal Government, so over the life of this Strategy the RMB will work with Government agencies as well as Vail Resorts to understand opportunities in this space.

#### c) Covered Skate Park

At present, Hotham has limited public facilities to offer children of a range of ages. While there is a playground in the Davenport area, it is very limited and not readily accessible to general resort guests. This compares to the Dinner Plain offering that includes a large playground, tennis/basketball courts and a pump track (summer only). In poor conditions, none of these facilities represent a viable option for families.

The RMB could look to develop an enclosed park with features that can be used by skateboards, bikes and scooters, akin to a skatepark available in most municipalities. However, to ensure it can truly be used year-round, it would need to be under cover to protect users.

It is envisaged that it would be used by a diverse age group – from children to young adults – as a value-add activity to complement the broader resort product. It is anticipated to be public infrastructure, not a commercial product that is managed and operated by either the RMB or a private entity.

## 5. TOURISM ATTRACTIONS & EXPERIENCES

TOURISM EXPERIENCES ACTIVATION PLAN								
<i>Project</i>	<i>Description</i>	<i>Status</i>	<i>Contingencies</i>	<i>Considerations</i>	<i>Priority Ranking</i>	<i>CCA Ranking</i>	<i>CSF Realised</i>	<i>Build Cost</i>
<b>Hotham Heaven Walk</b>	Implementation of an iconic attraction that features a signature walk with architectural and sculptural components. While this would be a lead green season experience, it would ideally be available on a year-round basis. This attraction must be based in/around the Hotham village to draw visitors directly into the resort and in contact with commercial opportunities.	<b>Scoping:</b> Attraction currently being scoped as part of the Walking Tourism Masterplan.	Finding a suitable location and managing environmental impact.	The RMB needs to consider how to link this product with the finish point of the FHAC to optimize sense of arrival.  It is anticipated that this product may feature in the Hotham Central Precinct, further activating that area.	2	A	Attraction	\$20m
<b>Walking Trail Network Development</b>	Upgrading existing trails and develop new trails to fill known gaps to meet current and future market demand.	<b>Scoping:</b> Upgrades and new developments to be scoped as part of the Walking Tourism Masterplan.	None.	Any new trail developments are likely to trigger significant native vegetation off-set requirements.	2	A	Attraction	\$5m
<b>Boutique Winter Experiences</b>	RMB to work with the private sector to develop unique and innovative winter experiences for the resort.	<b>Concept:</b> Potential products to be identified and scoped.	This initiative is contingent on private sector appetite and capacity.	The RMB is investing in a product development program for resort operators that may support these efforts.	2	C	Activities	NA – led by private sector

## 5. TOURISM ATTRACTIONS & EXPERIENCES

TOURISM EXPERIENCES ACTIVATION PLAN								
<i>Project</i>	<i>Description</i>	<i>Status</i>	<i>Contingencies</i>	<i>Considerations</i>	<i>Priority Ranking</i>	<i>CCA Ranking</i>	<i>CSF Realised</i>	<i>Build Cost</i>
<b>Village Feature Lighting</b>	The implementation of specialized lighting throughout the resort that can highlight key resort features and showcase special displays that can act as both a tourism driver and value add experience.	<b>Concept:</b> The RMB must develop a plan that identifies potential lighting solutions and applicable locations.	None.	Lighting that will survive and be effective in the harsh alpine landscape will be key. The RMB may also consider how it partners with certain stakeholders to deliver site-specific activations.	3	D	Activity Amenity	\$500K
<b>Covered Skate Park</b>	Develop a covered skate park that is suitable for skateboards, scooters and bikes with park features, ramps and jumps. If trampolines are integrated, this would also support skier/snowboarder athlete and club training. This will provide a protected year-round offering for the resort that can be accessed regardless of weather or time of year.	<b>Concept:</b> Preliminary high-level funding discussion had with Government, with interest displayed from a sports and recreation perspective.	Contingent on finding an appropriate location.	Sport and Recreation Victoria has expressed an interest in the development seeing it as an opportunity to promote active recreation.	3	B	Activity	\$800K



## 6. ESSENTIAL SERVICES INFRASTRUCTURE

### 6.1 10-YEAR CAPITAL WORKS PROGRAM

The RMB recognizes that the implementation of new infrastructure and the resulting uplift in visitation will necessitate growth in the resort's essential services network. The RMB has already identified a range of renewal and upgrade works for its key assets as part of its 10-year Capital Works Program, many of which are required as infrastructure reaches end of life or needs to be expanded to meet current resort needs.

However, if all the priority projects in this Activation Strategy are realized, additional works over and above the 10-year plan may need to be considered to ensure the resort and its services can meet future demand. The RMB will look to undertake demand scenario modelling to validate the priorities noted in this Strategy, which will complement work currently being undertaken as part of the development of the RMB's asset category plans.

### 6.2 MAJOR SERVICES INFRASTRUCTURE

The RMB has determined that key pieces of its services infrastructure will need to be planned for and/or addressed over the life of this Strategy. Priority services in this space are as follows:

#### a) Water

The Hotham Village is based at the very top of the mountain, with water supply pumped into the resort from catchments in the valley. It is essential that the RMB appropriately expand and maintain both the pipeline that travels up the mountain and Hotham's on-mountain storage capacity to keep the resort open and operating.

As per this Strategy, the RMB is pursuing an aggressive year-round resort growth agenda, driving both public and private investment in new resort infrastructure. As such, there is need to increase the resort's water supply and storage capacity to support this development, ensuring that increased investment is matched with appropriate water supply.

Storing greater volumes of water in resort, particularly ahead of the dry summer season, will enhance the resort's fire fighting capacity. Outside of summer, expanded water supply will benefit Hotham's winter operations through its ability to support increased snowmaking.



### b) Sewerage

The RMB provides essential services to the resort which, located at the top of a mountain, must be self sufficient and adequate to meet the current and future needs of Mt Hotham. Effective and efficient sewerage treatment, including the recycling of effluent into Class A Water, is central to this operation. Key upgrades identified include a new aerobic digester tank, membranes to the ultra filtration plant and works to the inlet gravity main and inlet works.

Another consideration is that the sewer reticulation system at Mt Hotham is nearly 50 years old, so is at end of life. Renewal works are therefore required to ensure that it continues to function optimally, can meet resort demand and is fit for purpose.

Inspections of the reticulation network have identified several areas requiring repairs or renewal works which the RMB implements as part of its ongoing programs. The RMB has also undertaken hydraulic modelling that identified the current demand is met, however the reticulation network is near flow capacity.

Further work is required that considers various levels of demand for the village growth at low, medium and high scenarios and suggested staged upgrades to meet future growth.

### c) Gas

The RMB is a gas company, providing LPG to stakeholders across the resort. The RMB acknowledges that other energy sources could deliver better environmental outcomes for the resort and will therefore explore alternate options for the resort to potentially transition away from gas in the future.

In the meantime, the RMB must continue to ensure adequate supply to meet resort demand. As the resort continues to grow and LPG demand increases, there is a need to enhance storage capacity and deliver system upgrades to ensure optimal performance and service longevity. The provision of gas is also a valuable revenue stream for the RMB, traditionally generating \$300k pa for the organization. As such, investment in this infrastructure generates a direct return.

Generally, the RMB's two gas LPG storage tanks have the capacity for 5 to 6 days' supply during a peak demand during August. The gas system also contains significant safety supporting infrastructure for the fire deluge system. The RMB has recently undertaken repairs to the water storage tank which is aging and nearing end of life.

The gas reticulation mains have been previously modelled and it is understood they have some surplus capacity to support growth of the Hotham village. For intensive growth of the Hotham Central area some duplication works of mains will be required.

### d) Car Parks

At present, Hotham only receives mass visitation spikes in winter, and in peak times can have challenges parking vehicles. The resort can accommodate up to 2,000 vehicles at any given time, however this necessitates cars being parked along the entirety of the Hotham village, which creates considerable conflict between skiers, pedestrians and vehicles. At these times, the resort itself appears to be overrun by vehicles, presenting more as a carpark than an attractive alpine village. This is particularly true of the resort arrival experience, which is centred around the Corral Car Park.

The proposed development of the Hotham Central Precinct (as noted in 4.1) will see a high proportion of vehicles moved out of this area to the new Alpine Gateway site. Limited parking will be found on-site, complemented by underground parking located within key developments, which will significantly improve the flow and aesthetics of the precinct and enable the creation of a true Village Hub.

However, at present, the Corral Car Park fits approximately 140 vehicles and the Loch Car Park can accommodate 90 vehicles. The new Alpine Gateway facility and surrounding site will feature 140 parking spots, so there is a net loss of 90 parking spaces. While some of these lost spaces will be off-set by underground parking at Corral, further planning for increased parking is required.

To ensure that the resort continues to be able to grow parking in alignment with increased visitation, the RMB will develop a Car Park Strategy that explores new parking options. This could include the development of multi-level car parks on existing car park sites (primarily at Whiteys and Slateys car parks) as noted in the Masterplan, co-development opportunities for parking facilities, and/or new car park sites and roadside parking outside of the Davenport/Corral areas.

### e) Telecommunications

Telstra has secured \$5.9m in State and Federal funding to deliver its High Country Community Transmission Project. This project will enable Telstra to build redundancy into the telco system through the installation of 42km of fibre optic cable between Tambo Crossing and Swifts Creek via Ensay; and the installation of new transmission systems at exchanges at Dinner Plain and the Hotham Village (among others). The mobile augmentation associated with this project will include two 5G sites at Hotham, which will significantly enhance associated services in-resort. When Telstra has confirmed the full roll-out details of the project, including associated timelines, the RMB will determine how it can best leverage this network for resort benefit.

## 6.3 STAFF ACCOMMODATION

There is a significant need for appropriate and affordable workforce housing across Mt Hotham, which is seen as a form of essential or enabling infrastructure that underpins the effective operation of the resort. Furthermore, a growth in workforce numbers will be required to service the increased product offering and visitation demand anticipated under this strategy.

The RMB has explored several options for staff accommodation, which range from refurbishing its existing lodges to solve the problem for its own staff, through to developing purpose-built housing to meet the needs of multiple resort businesses. Solutions to the worker housing crisis are currently being explored at both a regional and State level, which the RMB should look to leverage over the life of this plan.

Against this backdrop, the following projects have been identified as being critical to the success of this Activation Strategy.

## 6. ESSENTIAL SERVICES INFRASTRUCTURE

ESSENTIAL SERVICES INFRASTRUCTURE ACTIVATION PLAN						
<i>Project</i>	<i>Description</i>	<i>Status</i>	<i>Considerations</i>	<i>Priority Ranking</i>	<i>CCA Ranking</i>	<i>Cost</i>
<b>Hotham Water Storage Capacity Expansion</b>	Mt Hotham currently stores its potable water in several tanks at Mt Higginbotham, which hosts five tanks, 3 of which are currently in use and 2 that have been decommissioned but remain on-site. This project will involve the removal of the decommissioned tanks and one active (but end of life) tank, and replace it with a new 2.8meg tank that will double the storage capacity of the site.	<b>Funding:</b> Preliminary planning completed including design work, civil engineering and a geotechnical assessment. Further design and a planning permit required to progress further.  Current submission lodged for implementation funding.	This will enable greater water supply to the Big D in support of current Vail plans for this area, as well as support snow making for the Snow Play Hub.	1	A	\$1.6m
<b>Rising Main Stage 3</b>	Completing the final phase in the rising main replacement project through the implementation of stage three from Sun Run to the storage tanks at Mt Higgi.	<b>Scoping:</b> Concept designs completed, however an alignment needs to be finalised given the environmental constraints.	Final stage very challenging due to location in threatened species habit, which will likely trigger an Environment Protection and Biodiversity Conservation (EPBC) referral.	1	A	\$1.5m
<b>Sewerage Treatment Plant Upgrade &amp; Expansion</b>	This project will upgrade and expand Hotham's sewerage treatment plant to increase the capacity and flow of the system, and replace some existing critical infrastructure approaching end of life. This includes civil, engineering and concrete works to construct new inlet works, bioreactor tanks and a digester.	<b>Scoping:</b> The RMB has worked with a specialist consultant to develop the Wastewater Treatment Plant Upgrade Planning Report, which outlines scenarios and options for future upgrade works based on increasing demand. Detailed design work is now required to support project implementation.	Implementation is subject to EPA approval.	3	B	\$2.8m

## 6. ESSENTIAL SERVICES INFRASTRUCTURE

### ESSENTIAL SERVICES INFRASTRUCTURE ACTIVATION PLAN

<i>Project</i>	<i>Description</i>	<i>Status</i>	<i>Considerations</i>	<i>Priority Ranking</i>	<i>CCA Ranking</i>	<i>Cost</i>
<b>Sewer Reticulation Resort wide Network Upgrade &amp; Expansion</b>	This project will upgrade the resort-wide network, renewing sections of the sewer, delivering work on manholes and implementing works to enable capacity increases.	<b>Scoping:</b> Inspections via video investigation have been completed to identify key issues within the reticulation network. This condition assessment along with capacity considerations now need to feed into an upgrade plan.	None.	2	B	\$1.8m
<b>Gas Capacity and System Upgrade</b>	The project will upgrade Hotham's LPG system through: the design and installation of a new 36 tonne gas bullet and associated civil, mechanical and electrical work; the installation of additional gas reticulation network control valve and access pits; upgrading and replacing the electric vaporizer; and constructing a utility building to house a hot water vaporizer.	<b>Funding:</b> The RMB has previous undertaken system analysis of the Gas storage and reticulation to document various future demand scenarios and proposed staged upgrades. Design work has been completed so implementation is subject to funding.	No permit required for implementation.	3	D	\$1m
<b>Increased Car Parking Capacity</b>	The RMB will develop a car park strategy that looks to identify options to increase parking capacity and improve Village amenity and access.	<b>Scoping:</b> A car park strategy was developed by the RMB many years ago. This will be reviewed and reconsidered within the context of the current resort operating environment and future growth ambitions.	The RMB will consider opportunities to co-develop sites so that they can meet the high-demand for parking in winter but be used for alternate purposes in summer	4	C	Up to \$20m depending on the option pursued



## 6. ESSENTIAL SERVICES INFRASTRUCTURE

### ESSENTIAL SERVICES INFRASTRUCTURE ACTIVATION PLAN

<i>Project</i>	<i>Description</i>	<i>Status</i>	<i>Considerations</i>	<i>Priority Ranking</i>	<i>CCA Ranking</i>	<i>Cost</i>
<b>Enhanced Resort Telco Initiatives</b>	Once Telstra has implemented its High Country Community Transmission Upgrade, consider how both the RMB and broader resort operations can be improved by leveraging this network.	<b>Concept:</b> Work cannot proceed until Telstra has finalized its planning.	None at present until further project details are determined.	3	C	TBC
<b>Hotham Staff Accommodation Development</b>	Develop purpose built staff accommodation to cater for seasonal staffing influxes. The provision of appropriate housing is seen as a key strategy to attract and retain a high-quality workforce to deliver tourism services across the resort.	<b>Concept:</b> While the RMB has explored a range of staff accommodation options further scoping and feasibility work is required to progress the project.	The availability of sites for development and ability to secure external implementation funds will impact the scale of the offering.	2	C	\$15m

## 7. NATIVE VEGETATION

### REQUIREMENTS

A major consideration for any resort development is the requirement for native vegetation offsets, which are generally triggered when an approval or permit to remove native vegetation is granted.

To enable development at Hotham, the RMB has established its own native vegetation offset site at the Mt Hotham Summit, outside the ski field area. The model for the offset site requires the RMB to actively foster native vegetation at the location over the coming decade, which it can then nominate to use as credits against future permitted development.

The RMB has developed a Board approved policy which notes that:

- + Native vegetation credits have primarily been established to facilitate resort projects led by the RMB; and
- + It will only make credits available for sale if they do not compromise forecast RMB development needs.

To date, the RMB has already used native vegetation offset credits on this site in association with projects like the rising main and GAR turning lane improvements at Loch Car Park, and has also entered into third party trade agreements with resort partners.

To ensure that it has adequate credits within this site to support the developments noted in this Strategy, the RMB has commissioned Biosis to provide a high-level assessment of proposed infrastructure and likely off-set need. This work has determined that 9 native off-set credits are required to realise the Strategy's priority projects, with the Summit site currently having 11 units available. While this calculation has been based on a number of assumptions that will need to be tested against specific projects as they progress, the RMB will isolate 9 credits within its off-set site in support of proposed developments.

## 8. FUNDING RMB

# INFRASTRUCTURE

### 8.1 PROJECT COSTING SUMMARY

Throughout this document, the RMB has prioritized projects according to the parameters noted under 3.2. These projects are now summarized in the following table to provide an insight into total implementation costings:

Priority	Project	Cost \$	Funding Still Required \$	Phase Funding Required \$
1	Alpine Gateway	6,700,000	-	30,200,000
	Corral Car Park Development	3,000,000	3,000,000	
	Hotham Business, Visitor and Community Centre	15,000,000	15,000,000	
	Placemaking - Hotham Central Precinct	3,000,000	3,000,000	
	Hotham Snow Play and Activity Hub	7,000,000	4,500,000	
	Snow Play Activity Zone	700,000	500,000	
	Dargo Lookout Loop and Possum Flat Trail Upgrades	185,000	-	
	Whiskey Flat Multipurpose Recreational Facility	2,000,000	-	
	Biathlon Precinct Works	500,000	500,000	
	Bus Stop Upgrade	1,300,000	1,200,000	
	Resort-wide Verge Sealing	1,200,000	1,000,000	
	Hotham Water Storage Capacity Expansion	1,600,000	-	
	Rising Main Stage 3	1,500,000	1,500,000	
2	Hub Transport Interchange and Pedestrian Access	500,000	500,000	44,350,000
	Ski Hut Relocation and Upgrade	50,000	50,000	
	Hotham Staff Accommodation Development	15,000,000	15,000,000	
	Placemaking - Whiskey Flat Precinct	200,000	200,000	
	Alpine Arts Installation Series	1,500,000	1,500,000	
	Hotham Heaven Walk	20,000,000	20,000,000	
	Walking Trail Network Development	5,000,000	5,000,000	
	Signage Strategy and Upgrade Phase 1	250,000	-	
	Signage Upgrade Phase 2	300,000	300,000	
Sewer Reticulation Resort wide Network Upgrade & Expansion	1,800,000	1,800,000		
3	Village Feature Lighting	300,000	300,000	26,500,000
	Covered Skate Park	800,000	800,000	
	Resort Entry Upgrades	600,000	600,000	
	Sewerage Treatment Plant Upgrade and Expansion	2,800,000	2,800,000	
	Gas Capacity and System Upgrade	1,000,000	1,000,000	
	Mt Higgi Gondola	19,000,000	19,000,000	
	Placemaking - Davenport	2,000,000	2,000,000	
Hotham Land Release	-	-		
4	Increased Car Parking Capacity	20,000,000	20,000,000	30,000,000
	Great Alpine Road Enhancement	10,000,000	10,000,000	
	<b>Total</b>	<b>144,785,000</b>	<b>131,050,000</b>	

### 8.2 DEVELOPMENT FUNDING

The RMB acknowledges that it is not in a position to independently fund many of the projects noted in this Strategy. As reflected in the RMB's mission statement, the organization must work collaboratively with other entities to realise strategic projects in a timely manner. Associated funding opportunities are as follows:

#### a) Government Funding

The RMB can align core projects with the strategic objectives of both State and Federal Government. In doing so, it is then able to leverage Government grants as they become available.

Traditionally, the statutory authority status of the RMB has prohibited it from accessing Government grants that have been made available to LGAs and other tourism attractions. However, bushfires followed by COVID has raised the profile of the resorts and this issue, resulting in the RMBs being increasingly eligible for these programs.

Over the past two-years, grants have offered generous funding ratios, where Government has either funded projects in their entirety or offered 1:6 ratios across applicant and Government entities respectively. Post-COVID, this is unlikely to continue, with grants returning to dollar-for-dollar ratios requiring a far higher investment from the RMB, or the need to balance State and Federal investment.

The RMB also has the ability to have projects included in budget bids led by DELWP as its parent agency. This has not yet resulted in any meaningful funding for the RMB but may change with the development of Alpine Resorts Victoria.

#### b) Commercial Partnerships

There are several commercial partnership models that the RMB could pursue to support it to realise strategic resort projects.

One such option is a Public Private Partnership (PPPs) that can enable the RMB to develop large-scale public assets in conjunction with the private sector, thereby sharing the cost and the risk associated with the development. PPPs can be used to finance, build, and operate projects, and can make certain projects viable and/or allow infrastructure to be completed sooner than the RMB could realise independently.

Generally, in these partnerships the private sector partner undertakes design, construction and ongoing operation of a public service on behalf of the government for a specified period. Conversely, the government entity is considered to control the public asset if it regulates the services provided by the private sector partner and takes possession of the asset at the end of the term of the arrangement. The nature of PPPs means that the RMB will need to consider which projects this approach may be most relevant.

The RMB could also adopt a Joint Venture approach to development, whereby it establishes a business arrangement with another party and pools resources to realise a specific project. A Joint Venture has the potential to reduce total project costs and spread the risk and liabilities inherent to the task.

#### c) Loans

The RMB can borrow funds from the Treasury Corporation of Victoria (TCV). This provides the RMB with access to low-cost loans with flexible terms and repayment arrangements, and low interest (2.01% for a current 10-year TCV bond rate) and fees.

The RMB has secured TCV loans in the past and, pre-COVID, met with TCV about pursuing further loans to fund infrastructure developments. However, it will not be in a position to secure such loans again until its operations are no longer dependent on State Government financial support, which will foreseeably occur over the lifetime of this Strategy.





### 8.3 OPERATION AND MAINTENANCE

When the RMB develops new infrastructure, it must consider its ongoing impact on the organisation's recurrent budget. Key costs associated with the operation and maintenance of resort infrastructure are as follows:

- + Building maintenance and asset renewal: 3 - 5% pa against total build costs.
- + Depreciation: 1.67% pa of build costs over a 40-year period.
- + Running costs: electricity, gas and water
- + Cleaning: varies according to facility size but generally calculated at \$50 per person per hour
- + Misc – other considerations associated with specific projects including (but not limited to) the maintenance of key access points like roads and trails, landscaping and surrounding village amenity.

These costs can be offset by:

- + Increased resort entry revenue, when infrastructure attracts additional winter visitors or extends their length of stay.
- + Commercial leases, associated with the private sector occupying RMB facilities.
- + Direct visitor revenue, when a fee is charged to access or use the facility or attraction.
- + Venue rental, when RMB infrastructure is used to host functions, conferences or events.
- + Sponsorships, when infrastructure enables strategic relationships that have a cash component.
- + A percentage of revenue or an operation fee associated with a private entity operating an attraction that the RMB (with Government assistance) has developed.
- + Capital ingoings and development premiums associated with new private developments.

Increased resort services can also be charged back to head lessees by way of increased service charges, however the RMB acknowledges that this option is challenging in the current financial landscape.

# 9. OUTCOMES

## 9.1 REALISATION OF CRITICAL SUCCESS FACTORS

If the projects in this Strategy are progressed and realized, then the resort will be in a position to establish itself as a lead regional tourism destination, delivering on the Critical Success Factors as follows:

CRITICAL SUCCESS FACTOR	FORECAST HOTHAM ASSESSMENT
Access	<ul style="list-style-type: none"><li>+ Access to and around the resort will be improved by intuitive signage that assists with navigation and information search.</li><li>+ Resort entry markers will assist people in understanding when they are accessing and leaving the resort.</li><li>+ The various precincts of the resort will be linked by visual identifiers and art installations that clearly define the length and breadth of the Hotham experience.</li><li>+ Improvements to the roadway into and around the resort, along with the sealing of verges and car parks, will make resort access easier and more seamless.</li><li>+ The implementation of a new gondola linking Davenport and Hotham Central will offer a unique way to travel between the resort's key visitor hubs, offering a better and safer visitor experience.</li></ul>
Accommodation	<ul style="list-style-type: none"><li>+ The Hotham Central Precinct Development will enable the private sector to develop a new range of commercial and signature accommodation for the resort, centrally located in the heart of the new resort precinct.</li><li>+ In the Davenport Precinct, land release efforts and working with existing stakeholders in this area will further enhance and diversify resort accommodation.</li><li>+ A greater level of year-round attractions and activities will stimulate a level of demand that will enable accommodation providers to increasingly operate year-round, delivering a more consistent resort offering.</li></ul>

CRITICAL SUCCESS FACTOR	FORECAST HOTHAM ASSESSMENT
Attraction	<ul style="list-style-type: none"> <li>+ The resort will have a new and exciting suite of tourism attractions that will provide visitors with the motivation to travel to the resort for a holiday.</li> <li>+ In summer, the resort will have its first hero attractions in the form of a world-class walking trail network, the Hotham Heaven Walk and the FHAC.</li> <li>+ In winter, Hotham will support its hero winter ski/snowboard offering through increased water for snow making, and also through the development of a complementary snow play experience including premium facilities.</li> <li>+ A new gondola will underpin the resort's year-round tourism potential.</li> </ul>
Activities	<ul style="list-style-type: none"> <li>+ Hotham will feature a new range of activities that will ensure that once people are in-resort, there will be plenty to see and do.</li> <li>+ They can wander through the village and view arts installations or light shows, have meal at a signature café/restaurant at Higgi or Heavenly Valley, expend energy at the indoor park, or sample one of the resort's boutique alpine experiences delivered by authentic operators.</li> </ul>
Amenities	<ul style="list-style-type: none"> <li>+ A broad placemaking and precinct development program throughout the resort will ensure Hotham is visually appealing and distinctly Hotham. It will feel welcoming and engaging, encouraging people to stop and dwell in-resort.</li> <li>+ Visitors will enjoy new and contemporary public spaces and facilities throughout Hotham – whether they are parking their car, grabbing a bite to eat, waiting for a bus, or just taking in the views.</li> <li>+ The development of the precincts will allow for new commercial offerings that fill food/beverage, retail and services gaps.</li> </ul>

## 9.2 BENEFITS AND OUTCOMES

The implementation of the priority projects identified in this Strategy are expected to deliver a number of key benefits:

- + Experience diversification and hero product creation
- + Village amenity uplift
- + Enhanced resort facilities and services
- + Improved resort navigation and access
- + Robust essential service infrastructure with capacity for resort growth
- + Year-round resort activation and vibrancy
- + Improved climate change adaptation and environmental benefits
- + More attractive community offering
- + Improved resort livability
- + Jobs and skills development
- + Population attraction and retention
- + Property value uplift
- + Increased resort investment

Importantly, realisation of the projects identified in this strategy are anticipated to deliver significant economic outcomes for Mt Hotham:



### CONSTRUCTION IMPACTS

The construction of proposed masterplan projects will result in short term benefits to the local economy, in the form of increased economic output and job creation, including:

**\$731 million**

Economic Output

\$247 million direct output  
\$484 million indirect output

**1,722 Jobs (FTE)**

490 Jobs (Direct)  
1,232 Jobs (Indirect)



### VISITOR IMPACTS

The proposed masterplan projects are expected to drive the attraction of new visitor markets and increase visitor expenditure in the Mt Hotham region (including reducing escape expenditure).

**+\$88 million**

Visitor expenditure p.a.



### ONGOING IMPACTS

The proposed tourism projects are expected to increase economic output and generate new employment opportunities within the region, including through operations and increased expenditure.

**\$223 million**

Economic output

\$88 million direct output  
\$135 million indirect output

**1,058 Jobs (FTE)**

696 Jobs (Direct)  
362 Jobs (Indirect)



## 9. OUTCOMES

The contribution that individual projects and the Precincts as a whole will make towards achieving these economic outcomes are as follows:

Precinct	Project	Direct Construction Impact		Direct Ongoing Impact		ROI
		Output \$M	Jobs	Output \$M	Jobs	BCR
Hotham Central	Alpine Gateway	6.7	13	1.7	14	2.7
	Hotham Central Precinct Development (Corral Car Park)	103.0	205	30.2	260	4
	Hotham Business, Visitor and Community Centre	15.0	30	4.8	41	2.7
	Placemaking -Hotham Central Precinct	3.0	6	1.6	11	2.5
	<b>Total</b>	<b>127.7</b>	<b>254</b>	<b>38.3</b>	<b>326</b>	
Over Snow Link	Mt Higgi Gondola	19.0	38	3.1	22	3.1
	Great Alpine Road Enhancement	10.0	20	5.3	46	3.8
	<b>Total</b>	<b>29.0</b>	<b>58</b>	<b>8.4</b>	<b>68</b>	
Davenport	Placemaking - Davenport	2.0	4	1.1	8	2.5
	Hotham land release	NA	NA	24.8	178	3.5
	<b>Total</b>	<b>2.0</b>	<b>4</b>	<b>25.9</b>	<b>186</b>	
Wire Plain	Hotham Snow Play and Activity Hub	7.0	14	1.0	7	2.5
	Hub Transport Interchange and Pedestrian Access	0.5	1	0.3	2	1.5
	Snow Play Activity Zone	0.7	1	1.0	7	3.2
	Ski Hut Relocation and Upgrade	0.1	0	NA	NA	NA
	Dargo Loop Upgrade	0.2	0	0.1	1	1.5
	<b>Total</b>	<b>8.4</b>	<b>16</b>	<b>2.4</b>	<b>17</b>	
Whiskey Flat	Whiskey Flat Multipurpose Recreational Facility	2.0	4	0.8	7	1.2
	Biathlon Precinct Works	0.5	1	0.2	1	1.5
	Placemaking - Whiskey Flat Precinct	2.0	4	1.1	8	2.5
	<b>Total</b>	<b>2.7</b>	<b>9</b>	<b>1.1</b>	<b>16</b>	
Cross Precinct	Alpine Arts Installation Series	1.5	3	0.6	4	2.2
	Bus Stop Upgrade	1.3	3	0.7	5	2
	Signage Upgrade	0.6	1	0.3	2	1.5
	Resort-wide Verge Sealing	1.2	2	0.6	5	1.5
	Resort Entry Upgrades	0.6	1	0.3	2	1.5
	<b>Total</b>	<b>5.2</b>	<b>10</b>	<b>2.6</b>	<b>18</b>	
Tourism Experiences	Hotham Heaven Walk	20.0	40	5.8	42	4.3
	Walking Trail Network Development	5.0	10	0.8	5	3
	Feature Lighting	0.5	1	0.3	2	1.5
	Indoor Park	0.8	2	0.2	2	1.2
	<b>Total</b>	<b>26.3</b>	<b>53</b>	<b>7.1</b>	<b>51</b>	
Essential Services	Hotham Water Storage Capacity Expansion	1.6	3	NA	NA	NA
	Rising Main Stage 3	1.5	3	NA	NA	NA
	Sewerage Treatment Plant Upgrade and Expansion	2.8	6	NA	NA	NA
	Sewer Reticulation Resort wide Network Upgrade and Expansion	1.8	4	NA	NA	NA
	Gas Capacity and System Upgrade	1.0	2	NA	NA	NA
	Increased Car Parking Capacity	20.0	40	NA	NA	NA
	Hotham Staff Accommodation Development	15.0	28	1.6	14	2.1
	<b>Total</b>	<b>43.7</b>	<b>86</b>	<b>1.6</b>	<b>14</b>	<b>NA</b>
<b>Total</b>		<b>246.8</b>	<b>490</b>	<b>88.3</b>	<b>696</b>	<b>NA</b>