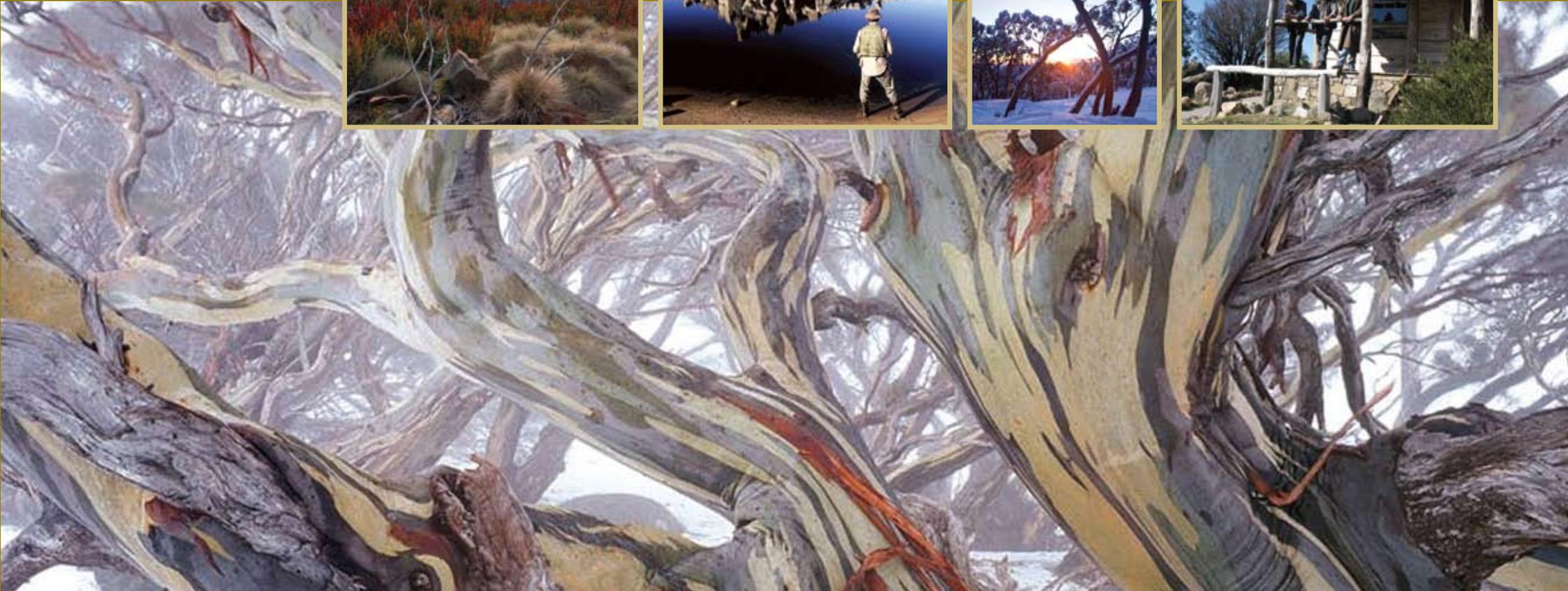


AUSTRALIAN ALPS NATIONAL LANDSCAPE

Tourism Strategy

for the international Experience Seeker market



prepared for: Australian Alps National Landscape Inc.

April 2010



the tourism strategy

the **AUSTRALIAN ALPS** NATIONAL LANDSCAPE

Tourism Strategy

for the international Experience Seeker market

was prepared for the Australian Alps National Landscape Inc. by:

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Department Environment, Climate Change and Water	Tourism New South Wales	Tourism Snowy Mountains	Alpine Shire	Rural City of Wangaratta
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Parks Victoria	Tourism Victoria	Destination Gippsland	Indigo Shire	Tumbarumba Shire
Department of Sustainability & Environment (Vic)	Alpine Resorts Co-ordinating Council (Vic)	Australian Ski Areas Association	Mansfield Shire	Tumut Shire

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the Australian Alps

The Australian Alps is one of potentially only 15 superb natural and cultural landscapes recognised and promoted by Tourism Australia to the international Experience Seeker market





purpose



PURPOSE OF THE TOURISM STRATEGY

The National Landscapes program is a partnership between Tourism Australia and Parks Australia, developed to identify and promote around 15 of Australia's best natural and cultural landscapes. The program aims to populate Brand Australia with world-class visitor experiences that draw on the landscape's nature and culture to appeal to the Experience Seeker. The Australian Alps is one of these National Landscapes.

The Australian Alps experience is original. It's authentic. And its strengths have appeal to the international Experience Seeker.

It offers a distinctive, inspiring experience of powerful nature seen in sweeping mountain ranges, and cultural heritage and lifestyle that reveal the legendary Australian spirit, played out on a vast stage yet delivered through intimate, personal encounters and moments.

It covers about five million hectares and cuts across three State boundaries and many land tenures and stakeholder interests. It has been identified as one of the nation's iconic National Landscapes that offer exceptional nature experiences, opening the door to the development and marketing of the Australian Alps as an integrated destination.

The Australian Alps National Landscape Tourism Strategy is geared to the needs of the Experience Seeker. Less than 10% of Australian Alps visitors are Experience Seekers yet they currently represent about 60% of Australia's inbound market. They stay longer, have a higher than average spend and represent a growth opportunity for the Australian Alps. Its focus is squarely on the international market segment.

Coming together with one united voice, the Australian Alps has the opportunity to reach Australia's preferred global tourism segment, the high yield Experience Seeker.

The key appeals of the Alps are well matched to this segment, which wants real, personal experiences; high levels of local engagement; adventure; and a holiday with a difference that is not necessarily about mass market tourism.

The Tourism Strategy is a high-level strategic document aimed at identifying tourism opportunities and potential for the international Experience Seeker market and therefore does not aim to address all tourism or recreation opportunities. However it acknowledges that if the Australian Alps gets it right for the discerning Experience Seeker target market, it will also have greater appeal to the domestic market.

EXPERIENCE SEEKERS AND WHAT THEY WANT

Tourism Australia has undertaken extensive research to identify the ideal visitor segment for Australia – the Global Experience Seeker. They can be found across all ages, income levels and origins but share a common attitude to travel, personal development and everyday life.

Experience Seekers are leaders within their peer groups. They are early adopters of products and services and their value as a market extends to the influence they have on the holiday purchasing behaviour of others. Travel is an important part of their lifestyle and they journey beyond major cities. They have higher than average household income and are well-educated and informed.

What do they desire in a holiday? They search for active engagement and participation and want to get involved with the day-to-day culture of local people and places. Therefore, the wider experience on offer at a destination is critical to its appeal for the Experience Seeker. The Australian Alps is the place where Experience Seekers can connect with the rooftop of Australia through engaging, inspiring and sustainable experiences delivered by a vibrant tourism industry.



experience

EXPERIENCE SEEKERS TO THE AUSTRALIAN ALPS WANT:	THE AUSTRALIAN ALPS OFFER EXPERIENCES INCLUDING:
authentic personal experiences	discovering the Australian culture with a 3rd generation horse master riding to Craig's Hut and the many cattlemen's huts in true Man from Snowy River country, or taking a chairlift ride to access Mt Kosciuszko Australia's highest mountain and see unique wildflowers and glacial lakes
social interaction – making friends and developing personal relationships, especially opportunities to meet with the locals	sitting on the top rail at the high country cattle sales, beside the mounting yard at the mountain village race meetings or at the bar in the country pub; immersing with local characters in quaint Australian Alps towns
experiences that are different to their normal day-to-day life	feeling the crisp, clear air that leaves your face tingling with excitement as you discover the spirit and challenge of the high peaks of Australia, or seeing native plants and animals in a truly Australian setting
understanding and learning about different lifestyles and cultures, preferring to participate rather than simply observe	walking with an Indigenous guide along Aboriginal pathways and seasonal migrations that mimic the flows of Nature in the mountains
challenge themselves – physically, emotionally and/or mentally	strapping on snowshoes , a set of skis or a snowboard and exploring winter snow and twisted snow-gums on the world's driest inhabited continent
genuine destinations that are not necessarily part of the tourist route	cycling headlong downhill or along old railway lines into mountain towns
exposure to unique and personally compelling experiences	standing on the highest points of a continent with mountain range-upon mountain range spread out before you

brand



BRAND TAKES THE LEAD

Brand Australia reaches out to the Experience Seeker through people, environment and lifestyle that offer opportunity for self-fulfilment, relationships, health and freedom based on seven content platforms: Aboriginal, cities, coastal, food and wine, journeys, nature and outback.

The brand is the key driver for development and marketing of Australian tourism and for the National Landscapes program. In the same way, the Australian Alps Brand sets the framework for development and marketing of the destination to the Experience Seeker.

It is critical that the Alps Brand be used as the primary filter for development and marketing decisions. The Alps can only compete with well-established international destinations worldwide through a Brand-led focus on its greatest strengths for the Experience Seeker.

The positioning statement describes the Australian Alps in terms of:

Mountain range upon mountain range and un-interrupted horizons;
a mystical place of ever-changing weather, of winter snow and summer wildflowers,
of gnarled snow gums and local characters;
spend time and learn from the people and their stories on the rooftop of Australia.
Journey through the high country where nature and culture will inspire
and challenge your spirit.

The Australian Alps Brand¹ has been developed to position the Alps as a destination in the minds of the Experience Seeker.

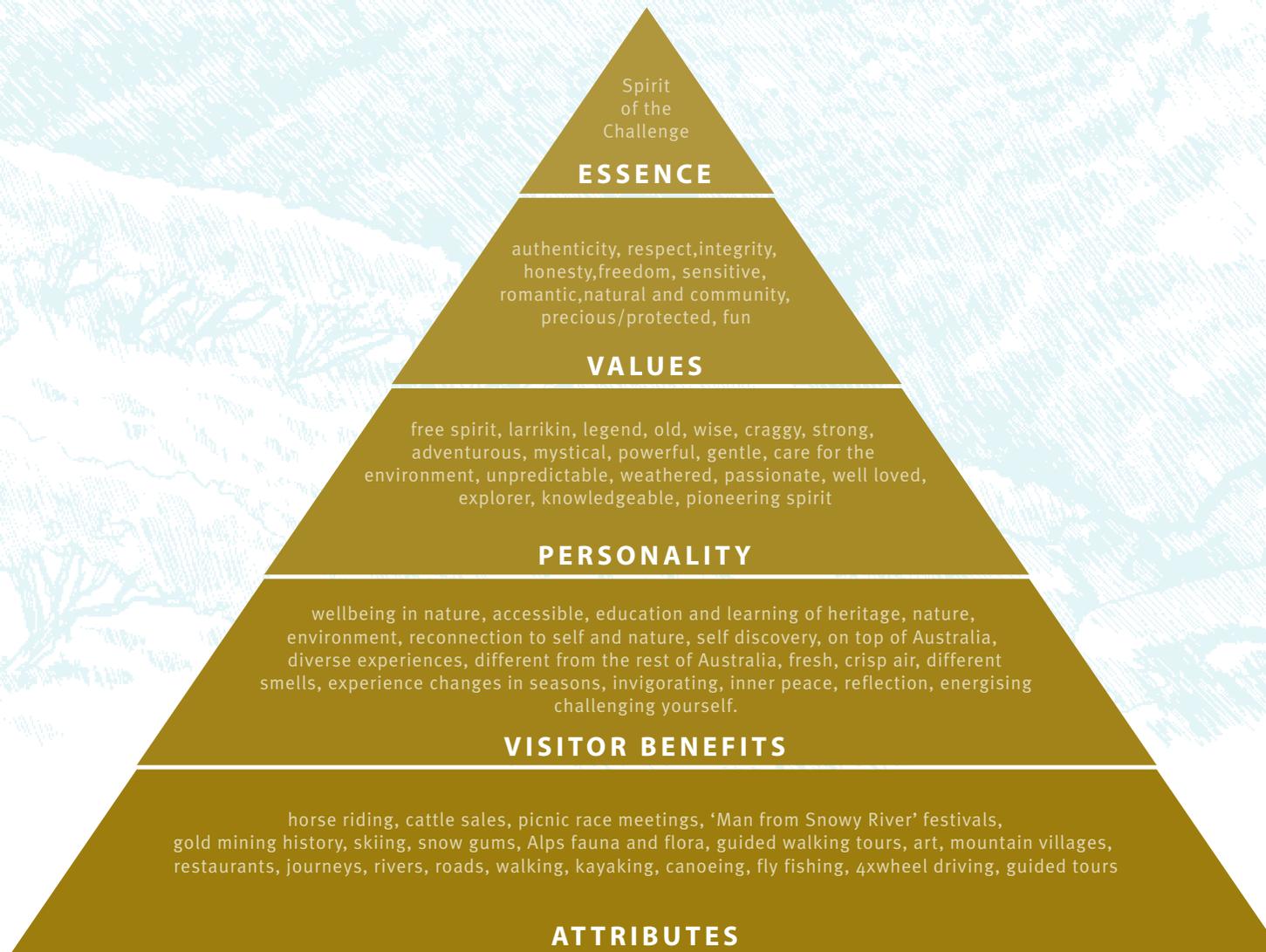
While the Brand for the Australian Alps reflects key points of difference for the destination, it requires further enhancement to capture the essential offer to the highly discerning Experience Seeker. The focus must be on critical triggers for emotional connection.

To illustrate, gold-mining adds depth to the regional experience once the visitor arrives, but is not part of the Brand edge that will persuade an Experience Seeker to purchase an Australian Alps holiday rather than a holiday to the Grand Canyon or Uluru.

The Australian Alps offer accessible adventure that connects people with nature. It's a destination that can be explored and allows one to escape the everyday.

¹ The Brand Coach 2008, Australian Alps Brand Strategy, Tourism Austr

Australian Alps brand model



the essence



THE AUSTRALIAN ALPS ESSENCE

The challenge of this spectacular Australian Alps landscape is in its unexpected contrasts, both physical and spiritual which are embodied in its people and their living stories;

place

The Australian Alps is a challenging environment with its:

ever changing weather,
distinct four seasons,
unique geological formations, flora and fauna, and snow

history

The Australian Alps region is rich with stories of

cattlemen of the high country and challenges they endured, Indigenous pathways of spirituality, survival and assistance to explorers, gold mining history and the evidence of its existence and disappearance, challenge and great engineering feat of the Snowy Hydro Scheme, and Australia's skiing and snow-sport heritage

activities

The Australian Alps offer many experiences:

bushwalking (guided and unguided for varying levels of difficulty), horse riding that takes you through the contrasting Alpine region, the challenge of being quiet and still while fly fishing, the challenge of 4 x 4 wheel driving lead or un lead, and the adventure challenges of mountain bike-riding, white water rafting, snow-based activities, abseiling, kayaking and canoeing etc.



big ideas

COMMUNICATING THE BRAND THROUGH BIG IDEAS

The themes – or big ideas – shape the way in which visitors relate to the destination. They provide a cohesive ‘story’ across interpretive and marketing communications, establishing doorways through which visitors can readily gain an understanding of the experience.

High-level interpretive themes have been identified in the Australian Alps Thematic Interpretation Strategy developed in conjunction with this Tourism Strategy; and they establish a direction for communication and presentation of the Australian Alps Brand to the Experience Seeker.

i. In the Australian Alps, you will find the true spirit of Australia, birthed in an unforgiving yet exhilarating landscape.

It is reflected in the Man from Snowy River genre, prose, film and festivals. Links to the mythological aspect of the Alps, and connection to country; Australian-ness of the mountains, snow gums, and wildlife; and the risk-taking and adventure of the mountain cattlemen.

ii. Dramatic landscapes shaped, and regularly impacted, by the forces of Nature through fire and ice.

Links to wildfires, snow and ice in winter, Australia’s highest mountain, snow gums, alpine waterways and the adaptations of flora and fauna, and challenges stereotypes of Australia as an ‘outback’ nation.

iii. In the vast, rugged rooftop of Australia, you will find the ancient pathways through the landscape that shaped the way both Traditional Owners and their modern-day followers interacted with the environment

Links the big migration stories of Indigenous spiritual wellbeing, trade and survival with the contemporary journeys that opened up the Alps and led to aspects such as making a living, building communities, and working and raising families in isolation and a harsh climate.

iv. Away from the deserts and beaches of the hot, dry continent of Australia, there’s a surprising place where you can have fun in the snow

Links to “the coldest part of the hottest, driest continent”; the start of the multi-million dollar snow sport and snow play industry – from Kiandra Snowshoe Club in 1861 to today’s significant ski slopes and resorts; fun aspect of being in the snow, regardless of skiing or sport interests.



the experience



THE ALPS EXPERIENCE

The Australian Alps brand has to make the offer or promise to the market and the experience then needs to deliver on that promise.

A visitor experience consists of five integrated layers:

- 1. place** including the physical characteristics and sense of the mountains;
- 2. infrastructure;**
- 3. services** that include visitor information as well as food and beverage,
- 4. tours, activities and attractions;** and
- 5. interpretation,** which facilitates and shapes connection, meaning and understanding.

Memorable visitor experiences meet the needs of the market across all levels, with the interpretation layer providing a particular opportunity for value-adding that exceeds visitor expectations.

Communication occurs across the experience cycle, from initial interest and conversion through to decision-making processes, the on-site delivery of the experience and beyond – even after the visitor returns home.

The Australian Alps Brand promises the Experience Seeker a distinctive holiday with immersion in a rooftop-of-Australia landscape and lifestyle that offers varying levels of emotional, physical and spiritual challenge – and one that illuminates the adventurous Australian spirit.

The Australian Alps experience must breathe life into this consumer offer at the destination level and at the level of commercial products and non-commercial activities and attractions across the Alps.

CURRENT ALPS EXPERIENCE

The Australian Alps visitor experience has significant landscape features – especially its dramatic topography, lakes and rivers, snow, and alpine flora and fauna. It has a well-developed infrastructure with mountain towns and resorts, and a developing range of tours and activities.

To meet the needs of the Experience Seeker, the overall Australian Alps visitor experience needs to be more consistent and collaboratively presented amongst the many operators and tourism interests. A strong focus is needed in terms of a Brand entity and routes that match visitor travel patterns, journey origins and point-to-point movements.

The clutter of tourism product makes it difficult for the Experience Seeker to identify the best-of-the-best and must-do experiences that will give them the sense of the landscape. Destination and product development, marketing and promotion should focus on a select number of key areas and signature products that offer iconic, sustainable tourism experiences within two to three hours of driving from major domestic and international airports (*The Taskforce on Tourism and National Parks in NSW Report 2008*).

Resorts rely very heavily on winter revenue to supplement summer activities and a wider range of non-winter activities and attractions will assist in making operations during the non-winter period more sustainable.

First impressions at resorts can be improved by a greater focus on presentation of businesses and car parks and signage, particularly replacing ski season information for non-winter visitor information.



Thredbo Village shows how this can be successfully done, with its ski lift operating throughout summer, providing walker access to Mt Kosciuszko and mountain bike access to the Thredbo downhill trails. Many other alpine resorts are now looking at ways to improve the visitor arrival experience, upgrade services and operate with a ‘user-friendly face’ year-round.

Skiing is promoted to the international market, however, the product and collateral is currently geared to the domestic market. Development of a Snow Australia brand is under way and will enhance the competitiveness of Australian Alps’ skiing and snow sport in the international skiing market, particularly in relation to New Zealand. The challenge is to create snow-based products attractive to the Experience Seeker market.

While the Experience Seeker is interested in a range of accommodation that enables immersion, the current range and type of accommodation is relatively homogenous, and the opportunity exists to expand this range, especially in wild nature settings.

Commercial products are generally activity-focused, though there are a number of exceptions (such as the strong walking experiences offered via the Great Walhalla Alpine Trail and the Kosciuszko Alpine Guided Walk) where product development intentionally integrates infrastructure, services and interpretation into the great sense of place.

Regional food is currently most strongly presented as an integral part of the experience in North East Victoria, however other areas of the Australian Alps (such as the Tumbarumba region) offer many opportunities with the current products and experiences on the ground; they are just not well coordinated and cooperatively promoted.

“You can do these activities in many places. What makes them different is the environment in which they’re happening and the local people and culture.”

workshop participant

the experience cont.

Table 1 Current Australian Alps Experience

<p>PLACE</p> <ul style="list-style-type: none">• Dramatic topography esp. mountains/National Parks• Alpine lakes & rivers• Snow• Alpine flora/fauna esp. snow gums• Mountain air• Big landscape that's part of the nation's spirit• Aboriginal cultural heritage (cryptic and emerging)• Settlement and development heritage	<p>INFRASTRUCTURE</p> <ul style="list-style-type: none">• A range of road journeys (but not well-aligned to the visitor decision-making process)• Alpine towns offering year-round accommodation• Snow season facilities and ski resorts – high to low quality• Heritage features (cattlemen's huts, indigenous, Snowy Mountains Scheme, heritage towns etc)• Limited range & type of accommodation• Poor sense of arrival (Alps gateways, resorts)
<p>INTERPRETATION</p> <ul style="list-style-type: none">• Wide range of opportunities to improve quality, consistency and collaboration of presentation<ul style="list-style-type: none">• Lack of a destinational focus and Brand to unite the Australian Alps• Some pre-visit interpretation but limited for the technologically savvy Experience Seeker	
<p>VISITOR SERVICES</p> <ul style="list-style-type: none">• Seasonally strong, focussed on the snow period• Gateway cities with international flight connections• Sound event-based service industry• Rail, coach and cycling networks with little co-ordination• Regional food and wine services emerging in all areas	<p>TOURS, ACTIVITIES & ATTRACTIONS</p> <ul style="list-style-type: none">• Short walks (20-30 mins) well-presented• 4WD/horse-riding tours, including to mountain huts; guided walks with personalised groups; mountain-biking and cycling activities; trout fishing and other adventure activities• Local events, festivals & races facilitating interaction with locals• Skiing and snow sports/snow play (primarily domestic market focus)

Table 1 summarises the current offer for the Experience Seeker and identifies areas for improvement.



future vision

THE FUTURE ALPS EXPERIENCE VISION

Experience Seekers in general have higher expectations than traditional Australian Alps tourism markets. They want a mix of quality accommodation, good food and wine, service and information that is well-organised and personal, and a choice of unique experiences geared to their needs.

Experience Seekers are environmentally-aware and expect to see evidence of well-managed natural areas where land managers have adequate resources to manage and maintain the natural and cultural values. While they want the opportunity for relaxation and indulgence, they also want the thrill of new challenges that enliven them and provide insights into what makes the local place 'tick'.

In making the transition to a destination that clearly signals it is geared to the Experience Seekers' needs, the Australian Alps must have a set of stand-out, signature-style products that are brand champions. These experiences will drive consumer perceptions externally and internally, and act as a catalyst for tourism industry culture change around standards and market-relevance of other products. These champion products will act as hooks that will entice the visitor who will then learn and experience more about the overall destination.

Products will go beyond the mere activity and will be personalised, designed and scaled to enable high levels of interaction and genuine experiences of local lifestyle and the unique local environment. They will value-add and optimise yield through combining strengths across the experience layers of place, infrastructure, service and interpretation.

Tourism operators will understand product development as a holistic process arising from a depth of understanding of the Experience Seeker's interests.

The Australian Alps will offer an integrated experience across the destination,
connected by service hubs and clusters;
linked to major gateway cities via a hierarchy of touring routes;
from one to the other through seamless visitor information
and a culture of cross-referrals matched to visitor interests; and
via transport that meets visitor needs.

future vision cont.

“International visitors are drawn to the horse-riding iconology. They don’t necessarily want to sit in a saddle. It’s not about getting on the horse but about getting into the lifestyle and the idea of it all.”

workshop participant

Ski resorts will offer a year-round experience with non-winter services and products that capitalise on their extensive infrastructure and prime locations and snow-based activities in winter. A hierarchy of well-presented and promoted walks will facilitate immersion in the landscape and local story.

Aboriginal cultural experiences and mountain-biking options will be strong components of the product offering. A range of events will entice visitors to engage with the diverse landscape and discover the richness of the local culture found across the Australian Alps. New infrastructure will reflect the strengths of the character of place, as well as a commitment to sustainability.

The resorts have invested heavily into snowmaking and winter based infrastructure to a world class product offering. Growth in the eastern hemisphere markets for snow based experiences will be strong in the future, but specific Experience Seeker offers need to be explored.

Marketing communications will be strategic, well-organised and geared to the market’s needs at each stage of the holiday decision-making process. Interpretation will be focused around themes that align with the Australian Alps Brand and the understanding of the Experience Seeker’s characteristics and needs. Themes are identified as part of an Australian Alps Thematic Interpretation Strategy, prepared in conjunction with the Strategy.



future vision



Table 2 Future Australian Alps Experience

PLACE

In addition to Place characteristics that exist now, the future will see a stronger focus on:

- Integration of low-impact/conservation practices into presentation and product development (“we conserve and treasure the place and you can, too”);
- Increasing cool climate appeal, as climate change leads to hotter temperatures elsewhere, and
- more guide and/or ranger engagement with the visitor

INFRASTRUCTURE

- High standard, relevant to market preferences & reflecting the sense of place
- Clear hierarchy of road journeys, walks and cycling trails
- Range of accommodation to suit backpacker-4+ star, esp. boutique environmentally-sensitive or heritage options with strong sense of place
- Infrastructure to comply with all the legislative, planning and environmental requirements and statutory processes

INTERPRETATION

- Targeted and focused through the use of themes (central messages)
 - Facilitates high levels of interaction
- Wide availability of quality interpretation geared to self-selection
- Personal – drawing through the characters and flavour of the people
 - Relevant use of technology
 - Centred on what is authentic
- Integration of the mythological & emotional journey
- Range of interpretive products (free & merchandise)
- Targeted pre-visit interpretation (in conjunction with marketing materials)

VISITOR SERVICES

- Quality visitor services & standards
- The ultimate in all-season, quality, accessible visitor information
- Quality, regional food & wine as stand-alone dining experiences and integrated into products
- Connectivity across the Alps experience (cross-referrals, recommendations that match visitor interests, availability of transport)
- Local art & artists

TOURS, ACTIVITIES & ATTRACTIONS

- Suite of signature/iconic experiences that deliver on brand and drive perceptions
- Ski and snow sports geared to Experience Seeker needs
- Strong Aboriginal product
- Well-presented, self-guided journeys linked to products
- Wide choice of activities on-mountain
- The premier mountain-biking destination with range of options
- Interaction with wildlife

Table 2 summarises the desirable future Australian Alps Experience

brand promise



DELIVERING THE BRAND PROMISE

For the Experience Seeker, the Australian Alps nature experience is about the grandeur of the Alps and sweeping mountain ranges. Some of the strongest locations that deliver this nature-based experience are Mt Kosciuszko, Charlotte Pass, the Razorback Ridge (Mt Hotham-Falls Creek), Crosscut Saw Range (Mt Buller – Mt Stirling), Tumbarumba – Khancoban - Corryong Drive, Geehi Valley on the Kosciuszko Alpine Way, and along the Australian Alps Walking Track.

The leading Australian Alps cultural heritage experience relates to the high country cattlemen and associated lifestyle, including local events, participation in living heritage including accommodation in culturally-rich places, immersion through walking, cycling, horse-riding etc. It is also about the Indigenous connection to country and the ways in which traditional inhabitants have survived for thousands of years in a remote, rugged and cold climate. Some of the areas that deliver most strongly on this cultural heritage experience are Mansfield, Bright and other towns along the Great Alpine Road, Kosciuszko National Park and Tumut-Tumbarumba.

SIGNATURE EXPERIENCES

These are lead experiences that deliver on the Australian Alps Brand for the Experience Seeker and are internationally market-ready or could be market-ready with some further development.

International market-ready products must be commissionable, geared to the needs of the target market, offer a distinctive, authentic experience; reflect the high levels of service expected by international visitors, including a booking system that is easy and quick to access; and have marketing collateral geared to the international market.

The current best prospect hero experiences are linked to:

Adventure Victoria's High Country Strategy	pilot Adventure Bus for access to adventure activities, natural attractions and food and wine between Melbourne-Yarra and King Valleys-Mansfield-Beechworth-Bright
Great Alpine Road	well developed range of product along a journey offering diverse scenery and the highest part of the Victorian Alps
Mt Kosciuszko summit experience	enhance by combining guided walk/culture/food/overnight camping with products like Kosciuszko Alpine Guided Walks
Tumut-based Indigenous cultural experiences	further development to meet market needs; establish cross-linkages with ancient trading routes connecting the Alps with the ocean
Yarrangobilly Caves	heritage site and accommodation
Great Walhalla Alpine Walk	needs the 'wow factor', such as an eco-lodge mountain immersion, as part of the wilderness accommodation offer
'Great' day walks	these need to be identified, upgraded and promoted
Local and regional events and festivals	promote via annual calendar



experience together

BRINGING THE AUSTRALIAN ALPS EXPERIENCE TOGETHER

The Australian Alps experience has the opportunity for great richness and depth, as demonstrated by current regional and local marketing. The development of the Australian Alps Brand and a strategy to take it to market, combined with the cluster-based tourism framework outlined in this strategy, provides the opportunity for regional differentiation that feeds into a dynamic Alps Brand while providing layering for the visitor experience.

The sheer physical scale of the Australian Alps makes it difficult for visitors to understand how to engage with it. The Tourism Strategy provides a framework that brings focus to concentrations of experiences and the journeys that connect them, at the levels of:

- destination clusters, with service hubs;
- touring journeys, with major gateways and experience loops.

Destination Clusters

Clusters offer a concentration of products, attractions and support services within a focussed geographical area. Some areas – or clusters – within the Australian Alps have sufficient concentration of brand-related products to attract the Experience Seeker, while providing a range of services to meet their needs.

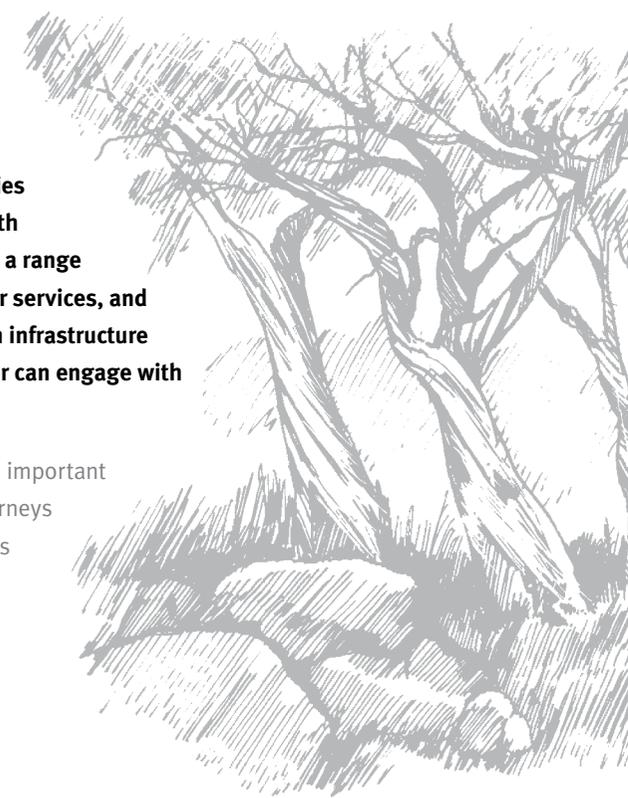
The four existing clusters and one emerging cluster show indicative strong products, but also offer differentiation and development priorities. While some clusters offer similar activities and experiences, their tone and style varies depending on landscape settings and facilities.

Other clusters may develop during and beyond the timeframe of this strategy. For example, the Lake Mountain Alpine Resort – Marysville area was devastated by the February 2009 Victorian bushfires and in time, depending on the development of future experiential product, should become another emerging cluster linked with the Yarra Ranges. In another instance, the remote Snowy River valley could evolve with sufficient wilderness-style products to form a Wild Experiences Cluster taking travellers from Jindabyne in the mountains to Marlo by the sea, and linking Experience Seekers to coastal wilderness experiences in *Australia's Coastal Wilderness* National Landscape.

Service Hubs

Service hubs are the well-developed, all-season visitor services and amenities locations within the clusters. Hubs, with transport links, staffed visitor centres, a range of accommodation choices, guided tour services, and banking and retail services, provide an infrastructure base from which the Experience Seeker can engage with experiences.

A range of other service centres play an important role within each cluster, supporting journeys and experience loops and in some cases providing a base for overnight stays.



opportunities



DESTINATION-WIDE OPPORTUNITIES

Across the Australian Alps, a range of development opportunities will support the destination to develop its competitive edge for the Experience Seeker.

Signature experiences – It is essential that strong ‘rooftop of Australia’ signature experiences be developed as Brand leaders, going beyond one-dimensional activities to provide integrated facets of immersion in outstanding Alps natural areas and cultural interaction.

Signature experiences can involve multi-modal access to natural features (e.g. kayaking/walking/cycling, helicopter/walking, horseriding/walking/4WD) and include cultural connections (meeting the ‘real deal’ or being guided by those steeped in the high country culture) and local food and wine.

Wild country accommodation – The destination requires high quality accommodation in remote natural settings as part of integrated experiences. The Australian Alps currently does not offer commercial nature-based tourism experiences in remote natural areas similar to those successfully developed in Tasmania, New Zealand and many other destinations. This will necessitate a review of current management policies to consider potential for allowing eco-retreat and eco-lodge accommodation associated with outdoor activities within the Australian Alps. The proposed Mt Hotham – Falls Creek Wild Walk is an example of a walk product with the capacity to become a leading hero experience for Australian Alps brand. The alpine resorts, towns, freehold land and State Forest within the Australian Alps also offer potential for the development of ecologically sustainable accommodation incorporating best practice design and infrastructure.

‘Great’ walks – Identify the ‘Great’ walks across the Australian Alps, those short walks, half-day and day experiences that give self-guided Experience Seekers the chance to engage with unique Alps nature and culture. These walks should introduce visitors to the Brand’s remarkable attributes. Some existing short walks, like the Wallace Hut Walk in the Bogong High Plains, provide exceptional experiences that are directly linked to the Australian Alps brand. However, many of the promoted short walks fall short in terms of the needs of the Experience Seeker and require enhancements such as track upgrading, thematic interpretation and facilities. Experiences offered by the very best short walks, half day walks and day walks within the Australian Alps need to be elevated to become enduring memories for the Experience Seeker.

Conservation Tourism – Experience Seekers are environmentally-conscious and motivated to seek out holiday destinations and products that contribute in a positive way to local, national and global environmental management. While sustainability practices and eco-accreditation will help existing and new products to appeal to the market, a dedicated conservation tourism program would give access to a unique, hands-on experience that makes a valid contribution to local conservation.

Infrastructure – Transport development is crucial for such a widely-dispersed destination, including services such as the Adventure Bus concept and support for regular air services to Cooma.



experience gaps

ADDRESSING THE EXPERIENCE GAPS

To address gaps in the current product offering, priority projects for development include:

Priority A projects that could be developed in the short-medium term

- Mt Hotham-Falls Creek Wild Walk – has potential to be the brand’s lead product: multi-day walk with standing camps and eco-lodge. Currently subject to feasibility assessment.
- Assess the feasibility of Kosciuszko rooftop of Australia walks; day and multi day walks linked with adjoining alpine resorts, local tourism providers and attractions
- Mt Buller-Razorback Spur Epic Mountain Bike Ride – should be Australia’s first ‘Epic’ Ride; currently subject to feasibility assessment
- Adventure Bus between Melbourne and north-east Victoria, linking adventure activities in the Yarra and King valleys, Buller and Bogong Clusters
- Australia’s highest ride – iconic mountain bike experience in Kosciuszko National Park and an integrated cycling system throughout the Snowy Mountains
- Additional Indigenous tourism product and the establishment of independent Indigenous tourism businesses.
- Mt Buffalo Chalet – re-negotiating the lease for the 1910 chalet and seeking a sustainable and viable commercial operation that will offer all season activities within the National Park

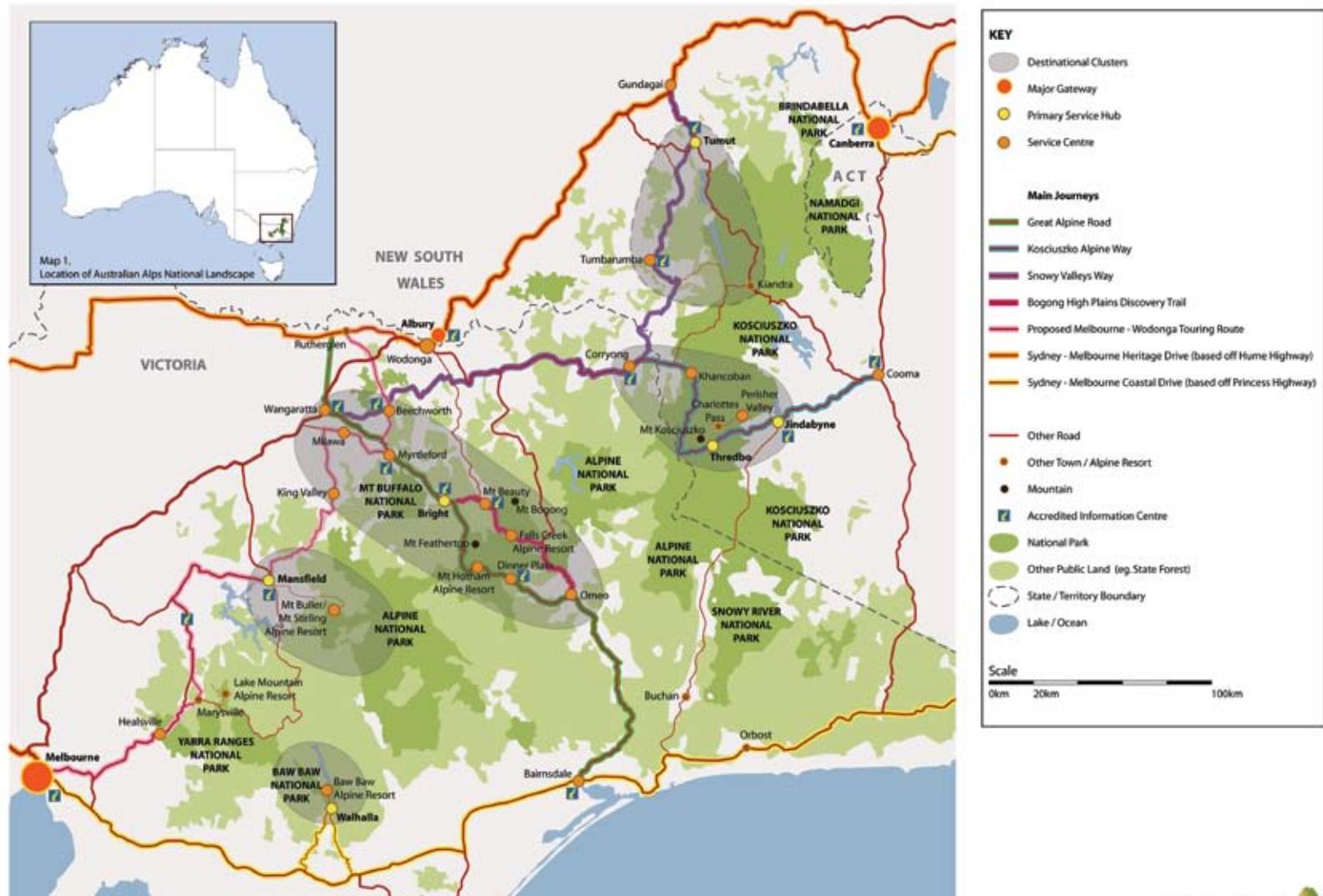
- Kosciuszko Alpine Way – journey would benefit from further development, including increased experiential product/packaging and marketing
- Signature heritage/nature/food & wine experience incorporating Craig’s Hut, in the Mansfield area– product development required
- Small-group, personalised cattleman/horsemanship heritage experiences – there is scope across the Alps for smaller, highly participative experiences in alpine settings. This style of product is best aligned to strengths of Omeo, Mansfield, and Corryong areas and builds on similar aspects of the high country cattlemen story presented for example at the Boggy Creek Show at Tumbarumba
- Snow-based activities for the Experience Seeker that incorporate activities such as food, cultural heritage and quality accommodation

Priority B projects requiring further assessment for long-term development

- Cross Cut Saw Range Walk – feasibility assessment required for the proposed development of a multi-day walk with quality accommodation outside wilderness and high impact areas
- Increased wine and food experiences in alpine environment and cultural setting, of mountain valleys and foothills
- Adventure Bus between Canberra and Albury, through the spine of the Alps and connecting operators within the Kosciuszko Cluster – building on outcomes of Victoria’s High Country pilot



frame work map



priority actions: Baw Baw Cluster



BAW BAW CLUSTER

(Mt Baw Baw – Rawson – Erica – Wallhalla Village area)

Distinctive features that contribute to the uniqueness of the Australian Alps:

Life amongst the snow-gums and the deep valleys of gold carved by fast-flowing mountain rivers

PRIORITY ACTIONS

- Promotion of the Australian Alps Walking Track through the enhancement of the facilities and experiences on the Great Walhalla Alpine Trail
- Investigate opportunities to provide Australian Alps snow-based experiences of greater appeal to the Experience Seeker at Mt Baw Baw Alpine Resort
- Assess the opportunities for integration of accommodation with Walhalla Goldfields Railway Tour, Long Tunnel Mine Tour, Walhalla Ghost Tours to better suit the needs of the Experience Seeker
- Select the 'Great' short, half day and day walks to be upgraded, promoted and marketed as part of an Alps-wide strategy
- Prepare an Interpretation Delivery Plan for the cluster



priority actions: **Buller Cluster**

BULLER CLUSTER

(Mansfield – Mt Buller – Mt Stirling area)

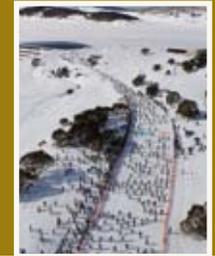
Distinctive features that contribute to the uniqueness of the Australian Alps:

Active adventures in dramatic mountain scenery during the day with night-time indulgences in a heritage town or alpine resort.

PRIORITY ACTIONS

- Develop a signature heritage/food and wine/nature immersion experience incorporating Craig's Hut
- Investigate opportunities to provide Australian Alps snow-based experiences of greater appeal to the Experience Seeker at Mt Buller Alpine Resort and Mt Stirling Alpine Resort including opportunities along the Buller-Stirling Link Road
- Develop the High Country Alpine Trail from Melbourne as a multi-activity and multi-day high country experience that incorporates adventure, heritage, food and wine
- Develop the Mt Buller-Razorback Spur Epic Mountain Bike Ride in accordance with the recommendations of the Feasibility report
- Support development of self-guided and guided 4WD tours
- Investigate a Cross Cut Saw Range Walk with potential for quality walker accommodation outside wilderness and high impact areas
- Select the great short, half day and day walks to be upgraded, promoted and marketed as part of an Alps-wide strategy
- Prepare cluster Interpretation Delivery Plan, and a separate plan for the proposed Melbourne – Wodonga Touring Route

priority actions: **Bogong Cluster**



BOGONG CLUSTER

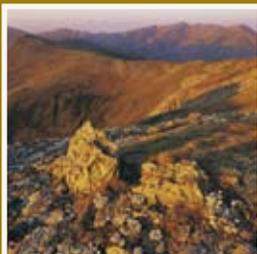
(including towns and alpine resorts from Wangaratta to Omeo along the Great Alpine Road, Bogong High Plains Road, and King Valley food/wine area)

Distinctive features that contribute to the uniqueness of the Australian Alps:

Fine wine and food experiences joined in a picnic lunch with range upon mountain range views.

PRIORITY ACTIONS

- Investigate potential for development of a Wild Walk from Mt Hotham Alpine Resort to Falls Creek Alpine Resort
- Investigate opportunities to provide Australian Alps snow-based experiences of greater appeal to the Experience Seeker at Mt Buffalo, Falls Creek, Mt Hotham and Dinner Plain snow areas
- Develop fully integrated heritage and indulgence experiences based on the place values, infrastructure, services and interpretation related to food, wine, culture, heritage and lifestyle within the cluster
- Continue to seek an operator for the Mt Buffalo Chalet to establish a sustainable, viable commercial operation
- Support linking the proposed Falls Creek sports, wellbeing and lifestyle centre with Experience Seeker relaxation and use of the extensive network of walking and mountain-bike trails in the alpine resort and adjacent Alpine National Park
- Upgrade the major Australian Alps lookouts at The Horn (Mt Buffalo), Razorback Range (near Hotham), Mt McKay (Falls Creek) and Mt Bogong Lookout (Tawonga Gap)
- Select the great short, half day and day walks to be upgraded, promoted and marketed as part of an Alps-wide strategy
- Prepare Interpretation Delivery Plans for the cluster, and separately for the Great Alpine Road and the Bogong High Plains Discovery Drive



priority actions: Kosciuszko Cluster

KOSCIUSZKO CLUSTER

(inc. towns and resorts along the Kosciuszko Alpine Way and associated drives between Jindabyne and Corryong)

Distinctive features that contribute to the uniqueness of the Australian Alps:

Alpine nature immersion and excitement on the rooftop of Australia, along with epic, inspiring stories of human endeavour.

PRIORITY ACTIONS

- Further develop the Mt Kosciuszko commercial summit signature experiences including guided walk products and interpretation
- Assess the feasibility for a variety of Kosciuszko 'rooftop of Australia' walks highlighting regional food and wine, with a wellbeing component delivered at established accommodation in the resorts of Thredbo, Charlotte's Pass, Perisher, Guthega and Lake Crackenback
- Encourage development of commercial product using track infrastructure and access to resort indulgences including the Thredbo Valley Track and possible connection to Charlotte Pass
- Investigate opportunities to provide Australian Alps snow-based experiences of greater appeal to the Experience Seeker at Thredbo, Perisher Valley and Charlotte's Pass snow areas
- Integrate all cycling opportunities to present and promote what's currently on offer and further develop better linkages to existing trails and explore new iconic trails.
- Select the great short, half day and day walks to be upgraded, promoted and marketed as part of Alps-wide strategy
- Prepare cluster Interpretation Delivery Plan and separately for the Kosciuszko Alpine Way

priority actions: Yarrangobilly Cluster



YARRANGOBILLY (EMERGING) CLUSTER

(inc. Tumut, Tumbarumba and towns along the Snowy Valley Way; Yarrangobilly Caves precinct)

Distinctive features that contribute to the uniqueness of the Australian Alps:

Engage with Indigenous guides to better understand how Traditional Owners connected spirituality and survival in an ancient, stunning landscape.

PRIORITY ACTIONS

- Develop immersive Indigenous cultural experiences from the existing base of Indigenous tours and bush tucker experiences
- Support the development of further Aboriginal guide-led experiences
- Further development of the Yarrangobilly Caves precinct caving tours and accommodation to meet the needs of the experience seeker market
- Support ongoing development of the emerging wine and food sector, which has potential to underpin interactive wine and food experiences (participation in harvesting/making/eating & drinking).
- Assess potential for the promotion of Indigenous linkages across the Australian Alps along traditional pathways
- Select the great short, half day and day walks to be upgraded, promoted and marketed as part of Alps-wide strategy
- Prepare cluster Interpretation Delivery Plan and separately for the Snowy Valleys Way



journeys

TOURING JOURNEYS

Touring journeys offer an experience in their own right while playing a primary role in linking clusters, attractions, experiences and activities to the major gateways. The Australian Alps has a multitude of touring routes and drives and the challenge is to present and promote the best touring routes more effectively rather than develop new ones.

The principal Australian Alps journeys connecting the gateways of Sydney and Melbourne are jointly marketed to the international traveller under the Sydney-Melbourne Touring banner and include:

Sydney – Melbourne Heritage Drive;

Sydney – Melbourne Coastal Drive; and

the Great Alpine Road.

The main journeys for the Experience Seeker within the Australian Alps are the Great Alpine Road and the Kosciuszko Alpine Way. The potential for integrating these two journeys into one drive experience is under investigation. However, the risk of diluting each of the two experiences should be taken into account.

The Snowy Valleys Way, Snowy Mountains Highway, and the Bogong High Plains Discovery Drive supplement the two main journeys, extending the experience of each.

MAJOR GATEWAYS AND EXPERIENCE LOOPS

The major gateways are Melbourne, Sydney and Canberra, with their key international airports for Experience Seekers to start or end their travel within the Australian Alps, or to take short Experience Loops to get a sense of what is on offer further into the Australian Alps.

Experience loops provide options for integrating Australian Alps commercial products and natural attractions into day or overnight journeys out of major gateways. Experience loops are not formal touring routes or drives, but involve bundling of products to create itineraries that appeal to Experience Seekers. Two examples help to illustrate the potential for Experience Loops out of major Gateways:

journeys



EXAMPLE 1 : HIGH COUNTRY STRATEGY

Adventure Victoria's High Country Strategy promotes an experience loop starting from the Yarra Valley through Alexandra, Mansfield, King Valley, Beechworth, and Bright. This links with Great Alpine Road and Hume Freeway. It brings together food and wine experiences and adventure products, linked with select internationally-ready accommodation. The product was presented to the Western Hemisphere market at the Australian Tourism Exchange in 2009, following success with inbound and wholesaler operators at the previous year's ATE.

This is an example of an experience loop that:

- will offer packaged or integrated high quality adventure experiences to attract Experience Seekers into the Australian Alps from Melbourne;
- provides a connection between the gateway of Melbourne and the Buller and Bogong clusters; and
- provides a connection to the Great Alpine Road, Snowy Valleys Way and Bogong High Plains Discovery Drive.

EXAMPLE : CANBERRA EXPERIENCE LOOPS

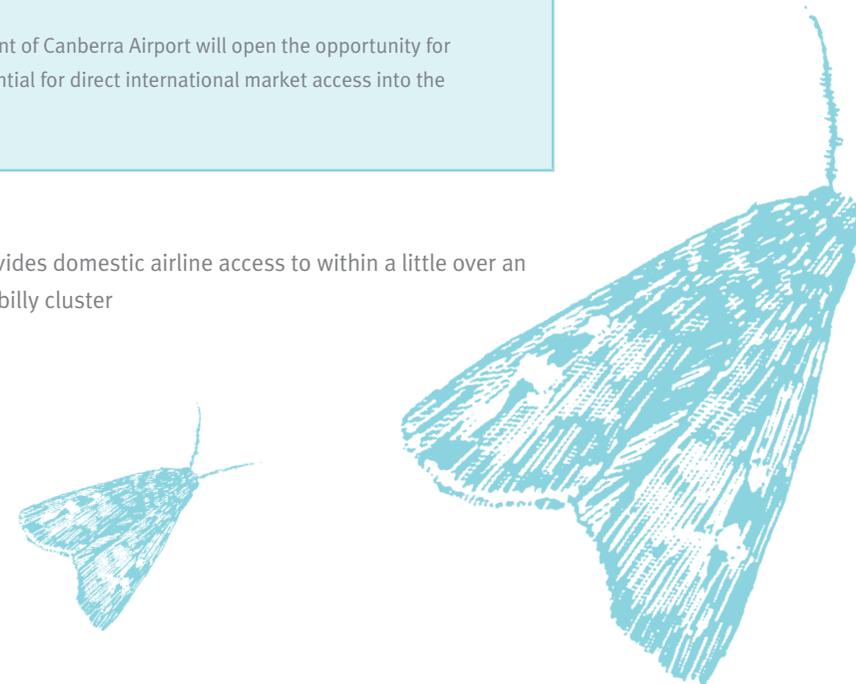
Canberra has the potential to be a major gateway to the Australian Alps for the international visitor. Canberra itself provides a strong cultural product, as well as all services and facilities associated with a capital city.

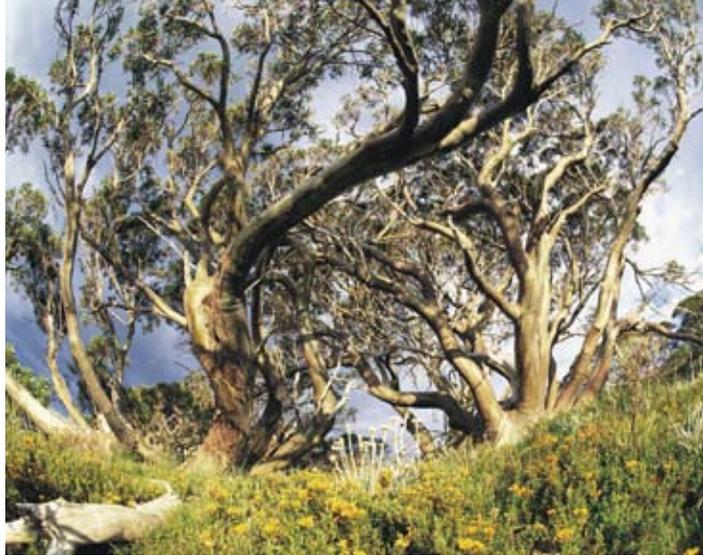
There is opportunity for the development of experience loops that combine Canberra's gateway experiences with Australian Alps experiences. This provides scope for commercial partnerships or product bundling geared to the international market. As examples, hot air ballooning offers an excellent overview of the landscape. Namadgi National Park, Brindabella National Park, Bimberi Nature Reserve all offer walks, wildlife viewing and indigenous site viewings. Tidbinbilla Nature Reserve has quality existing infrastructure and excellent potential to provide an interpretive nature / wildlife encounter of interest to the experience seeker.

Longer term, the redevelopment of Canberra Airport will open the opportunity for improved access and the potential for direct international market access into the Australian Alps.

Albury is also an important regional hub and two domestic airlines, Virgin Blue and Regional Express, have recently been assessing opportunities for promoting tour packages that use the attractions and products of the Australian Alps National Landscape, with Experience Loops to Falls Creek and Mt Hotham alpine resorts within the Bogong cluster.

Similarly Wagga Wagga provides domestic airline access to within a little over an hour's drive of the Yarrangobilly cluster







action plan



The Action Plan is a working tool for Tourism Strategy implementation.

The implementation process may vary over time in response to new opportunities to secure funding, the level of support and commitment from stakeholders, and relevant policy changes at all levels of government. The lead stakeholders identified in the Action Plan are therefore indicative only and the final list of stakeholders implementing a particular action may vary. The Action Plan is organised into four goals, each with strategies actions, tasks and priorities:

- GOAL 1.** POSITION AND MARKET THE DESTINATION – short term priority
- GOAL 2.** GET IT RIGHT ON THE GROUND – ongoing priority
- GOAL 3.** BUILD STRONG EXPERIENCES – short, medium and ongoing priority
- GOAL 4.** FOSTER SUPPORT AND INVOLVEMENT - medium and ongoing priority

GOAL 1: POSITION AND MARKET THE DESTINATION

STRATEGY 1 IMPLEMENT THE AUSTRALIAN ALPS BRAND	KEY TASKS	LEAD STAKEHOLDERS INDICATIVE	PRIORITY
ACTION 1.1 Develop Brand application	<ul style="list-style-type: none"> Review and refine the Australian Alps Brand model. Commission a creative execution of Brand identity and development of a style guide. Develop Brand Australia library of images and film footage. 	Australian Alps National Landscape Inc.	Short-term Action in Year 1 – Year 3
ACTION 1.2 Develop and implement the Brand strategy	<ul style="list-style-type: none"> Establish the Brand strategy including: <ul style="list-style-type: none"> leadership roles in adopting and supporting the Brand; internal communications to support take-up and culture change; determination of the level of market penetration; definition of roles and responsibilities; and identification of resources such as a media kit. Develop a Brand toolkit for the tourism industry to foster take-up. This would ideally be online and include 'how-to' templates. Action the Brand strategy, including rollout of operator workshops on how to use the Brand and communications that helps build a Brand community. Educate tourism operators to: <ul style="list-style-type: none"> lead with communication of experiences on-line or in collateral before communicating product benefits and features; and adopt the tone and style of Brand-aligned communications to help establish a consistent conversational style that engages, shows personality and reflects the destination's distinctiveness. Foster Brand champions who spread the brand vision and cultivate its values. A brand champion may also be an organisation or product that is a leader in managing and evolving a clear brand identity and positioning. Promote a culture of continuous improvement through industry recognition, awards etc. Identify and communicate the destination's Brand relationships (Australian Alps Brand, proposed Snow Australia Brand, regional and resort brands etc). 	Australian Alps National Landscape Inc., RTOs and tourism industry	Short-term Action in Year 1 – Year 3
ACTION 1.3 Prepare and implement a partnership marketing plan	<ul style="list-style-type: none"> Conduct an audit of relevant State/territory, regional and sub-regional marketing materials and identify duplication, gaps and opportunities to introduce Australian Alps Brand communication. Determine key communications tools for Experience Seekers, including state-of- the-art communications tools and build on the key Brand Australia communication methods. Identify key collateral across the Brand-tactical-fulfilment communications process and promote clusters and journeys, communicating cluster differentiation. Implement partnership marketing activities to deliver targeted messages across the experience cycle. 	Australian Alps National Landscape Inc.	Short-term Action in Year 1 – Year 3
ACTION 1.4 Develop a dedicated Australian Alps website	<ul style="list-style-type: none"> Develop website concept, parameters, content, and guidelines in relation to operator links/participation. Prepare website/content, including provision for pre-visit interpretive tools such as podcasts (as recommended in the Australian Alps Thematic Interpretation Strategy). Develop a strategy to drive traffic to the site, in conjunction with Tourism Australia. 	Australian Alps National Landscape Inc.	Short-term Action in Year 1 – Year 3
ACTION 1.5 Promote an Australian Alps events program	<ul style="list-style-type: none"> Develop and promote an annual Australian Alps-wide events program, drawing on the strengths of current gatherings, festivals and resort-based events and addressing gaps. 	RTOs	Short-term Action in Year 1 – Year 3
ACTION 1.6 Monitor and evaluate the establishment and awareness of the Australian Alps Brand	<ul style="list-style-type: none"> As part of the Marketing Plan, develop Key Performance Indicators and Targets for: <ul style="list-style-type: none"> level of international visitors and associated yield; brand awareness; market and trade exposure; and level of operator take-up of Brand. 	Australian Alps National Landscape Inc in conjunction with Tourism Australia, RTOs and STOs.	Short-term Action in Year 1 – Year 3

GOAL 2: GET IT RIGHT ON THE GROUND

STRATEGY 2 IMPLEMENT THE AUSTRALIAN ALPS TOURISM Strategy	KEY TASKS	LEAD STAKEHOLDERS INDICATIVE	PRIORITY
ACTION 2.1 Adopt the Australian Alps Tourism Strategy as the basis for future tourism planning within the Australian Alps	<ul style="list-style-type: none"> Promote consideration of the framework outlined in the Tourism Strategy to ensure that future tourism planning is assessed in relation to the framework. Consider opportunities for integration of Tourism Strategy recommendations into relevant statutory plans and strategic policies (e.g. regional and local strategic plans, management plans, planning schemes). Undertake an annual internal review of the implementation of the Tourism Strategy. Undertake a major, external review of the implementation of the Tourism Strategy within five years. 	Australian Alps National Landscape Inc. and State/Territory planning and tourism authorities	Ongoing Action
ACTION 2.2 Monitor and manage the implementation of the Tourism Strategy	<ul style="list-style-type: none"> Development of clusters and journeys opportunities. Experience loop product bundling with a target of 5 product bundling experience loops market-ready by 2014. Review of priorities for action. 	Australian Alps National Landscape Inc.	Ongoing Action
STRATEGY 3 PROMOTE ENVIRONMENTAL AND CULTURAL SUSTAINABILITY OF THE DESTINATION	KEY TASKS	LEAD STAKEHOLDERS INDICATIVE	PRIORITY
ACTION 3.1 Strengthen partnerships between tourism operators and land managers to enhance sustainability	<ul style="list-style-type: none"> Support operators to obtain eco-accreditation and implement best practice initiatives. Involve interested commercial operators in on-ground track or site management of protected areas, including monitoring programs (environmental and general park presence), direct assistance with physical works as volunteers, or as part of conservation tourism initiatives. Encourage a cross-tenure approach in the development of iconic walks supported by accommodation in appropriate locations. Promote a carbon-neutral tourism footprint. Investigate the potential for conservation tourism products within the Australian Alps. Explore opportunities to incorporate climate change research and monitoring into conservation tourism initiatives. 	Parks agencies, tourism bodies and industry	Ongoing Action
ACTION 3.2 Support cohesive management of the Australian Alps' principal protected areas	<ul style="list-style-type: none"> Recognise and support existing approaches of the Australian Alps National Parks Cooperative Program and other agencies to provide coordinated and consistent approaches to the: <ul style="list-style-type: none"> provision of visitor facilities and services associated with protected areas; approach to tourism operator leases and licences; policies relating to infrastructure and use restrictions within protected areas; and environmental impact and visitor satisfaction research. 	Parks agencies, tourism bodies and industry	Ongoing Action
ACTION 3.3 Minimise and mitigate potential impacts of tourism initiatives in the Tourism Strategy on the natural and cultural values of the Australian Alps	<ul style="list-style-type: none"> Identify potential adverse impacts and protect natural and cultural values, specifically those relating to the National Heritage Listing for the Australian Alps and ensure actions are consistent with existing statutory and management plans, for tourism projects and product development. Consult existing management plans, operational plans and other research/reports as a first step in determining the likely sensitivity of locations identified for upgrade or development. Undertake site surveys and liaise with existing commercial operators to determine the condition of heavily used areas and identify associated priority works. Document priority works and investigate opportunities for operator contributions to remediation works. Investigate external funding opportunities at Federal, State/Territory, regional and local levels, including grant programs relevant to tourism, cultural heritage and trail development. 	Land Managers and investors	Ongoing Action
ACTION 3.4 Continue to liaise with Indigenous organisations on the use and management of protected areas	<ul style="list-style-type: none"> Consider the inclusion of Indigenous representation on Australian Alps National Landscape Inc. Ensure that, where supported by Indigenous communities, Indigenous cultural sites and practices are incorporated into the planning, development and management of tourism across the destination. Develop partnerships with Indigenous groups in the development and operation of interpretation product in and around national parks. 	Australian Alps National Landscape Inc	Ongoing Action

GOAL 3: BUILD STRONG EXPERIENCES

STRATEGY 4 STRENGTHEN CLUSTERS, JOURNEYS AND EXPERIENCE LOOPS	KEY TASKS	LEAD STAKEHOLDERS INDICATIVE	PRIORITY
ACTION 4.1 Deliver the brand promise through the identified signature experiences that are market-ready or close to being market-ready for the Experience Seeker across the Australian Alps.	<ul style="list-style-type: none"> Review the list of signature experiences and determine the priority projects for stakeholder commitment in the next 2 years and 3-5 years. Identify the key stakeholders and lead roles for the priority projects. Use existing stakeholder group or establish a stakeholder group to actively pursue the implementation process for each of the priority projects in the short term (1-2 years). Identify possible Federal, State and private sector funding options for projects. 	Australian Alps National Landscape Inc., State/Territory and regional tourism organisations, land owners/managers, Local Councils and operators	Ongoing Action
ACTION 4.2 Address the gaps in current product offering through support for the development of the identified priority projects that have the potential to become signature experiences in future years	<ul style="list-style-type: none"> Support the project assessment process and seeking of funding for policy review and feasibility analysis of the identified priority projects. Review the progress being made and assess the capacity for a project to be listed as having potential to be a market-ready signature experience for implementation under Action 4.1. 	Australian Alps National Landscape Inc., State/Territory and regional tourism organisations, land owners/managers, Local Councils and operators	Medium-term Action in Year 3 – Year 5
ACTION 4.3 Further develop the four existing clusters and emerging cluster	<ul style="list-style-type: none"> Implement cluster priorities. Use the Australian Alps Thematic Interpretation Strategy as the basis for development of a cluster Interpretation Delivery Plan. 	RTOs, land managers and alpine resort, local government and tourism industry	Medium-term Action in Year 3 – Year 5
ACTION 4.4 Prioritise and develop the journeys	<ul style="list-style-type: none"> Focus on developing, bundling and marketing the experiential product associated with the two major journeys (Great Alpine Road, Kosciuszko Alpine Way) and supplementary journeys (Bogong High Plains Discovery Drive, Snowy Valleys Drive). Integrate the hierarchy of journeys into Australian Alps marketing collateral. Conduct market assessment and determine industry support for establishing a single, major journey through the Australian Alps that links clusters, the Kosciuszko Alpine Way and connects with the Great Alpine Road. 	Australian Alps National Landscape Inc., State/Territory and regional tourism organisations, land managers, Touring Route Committees, local government	Medium-term Action in Year 3 – Year 5
ACTION 4.5 Foster development of experience loops	<ul style="list-style-type: none"> Identify potential experience loops based on existing market-ready or emerging products and ease/length of travel from gateways and clusters. Facilitate partnership arrangements for delivery of experience loops, for example by linking the natural values and features of reserves near Canberra with the key cultural establishments of the capital and their promotional activities. 	State, regional and local tourism organisations, local government, alpine resorts, tourism operators	Medium-term Action in Year 3 – Year 5

GOAL 3: BUILD STRONG EXPERIENCES CONT.

STRATEGY 4 STRENGTHEN CLUSTERS, JOURNEYS AND EXPERIENCE LOOPS	KEY TASKS	LEAD STAKEHOLDERS INDICATIVE	PRIORITY
ACTION 4.6 Establish the Australian Alps as a key destination for 'Great' cycling experiences	<ul style="list-style-type: none"> Investigate the scope for integrated marketing of the Australian Alps as the hub for cycling and mountain bike riding in Australia. Identify key infrastructure priorities required to facilitate mountain bike experiences. 	State, regional and local tourism organisations, local government, alpine resorts, tourism operators	Medium-term Action in Year 3 – Year 5
ACTION 4.7 Identify and promote the 'Great' ² trails of the Australian Alps	<ul style="list-style-type: none"> Develop and adopt stringent trail selection criteria and a periodic review process to ensure that trails promoted as 'Great' walking experiences are of exceptional quality and showcase the best of the Australian Alps. Select a suite of high quality trail experiences based on selection criteria. Identify and implement any improvements required, including interpretation, promote trails, and ensure that adequate funding is allocated to their ongoing maintenance. 	Australian Alps National Parks Co-operative Program in partnership with Australian Alps Landscape Inc.	Medium-term Action in Year 3 – Year 5
ACTION 4.8 Support development of Indigenous tourism	<ul style="list-style-type: none"> Engage with the Indigenous community to identify potential experiences for the Experience Seeker. Foster training, accreditation, business skills, marketing and interpretation skills to deliver Indigenous experiences. Document and evaluation learning processes for sharing with other Indigenous communities. 	Australian Alps National Landscape Inc.	Medium-term Action in Year 3 – Year 5
ACTION 4.9 Monitor and evaluate success with product development	<ul style="list-style-type: none"> Report on the implementation of product development by: <ul style="list-style-type: none"> Increases in number of international-ready products (e.g. 25% increase on 2008 Experience Audit products by 2014); Progress (by 2014) of priority projects and non-priority projects; and Level of international customer satisfaction with the visitor experience (from baseline survey). 	Australian Alps National Landscape Inc	Medium-term Action in Year 3 – Year 5

² For instance 'Great' walking experiences should provide opportunities for participants to engage on a number of levels, and in a number of dimensions, with the surrounding natural and/or cultural landscape.

They may be gauged against the following statements:

- 'Great' walks should be remarkable examples of natural or cultural phenomena, providing opportunities to thematically interpret stories evident in the landscape that speak of the essence of the place called 'Australian Alps';
- 'Great' walks should be identified as being exceptional, established experiences within the Australian Alps context, and recognised as so by members of the community;
- 'Great' walks should engage the participant on a number of experiential levels, including the educational/ entertainment (thematic interpretation), the escapist (i.e. as juxtaposed against their everyday experiences) and the aesthetic (immersion in a landscape of unique beauty); and
- 'Great' walks should have well-defined links to the Australian Alps community, that is, they should have 'social value' to the community through long association by numbers of people, through significant historical events, or through their attainment of a significant place in the hearts of the State or nation.

GOAL 3: BUILD STRONG EXPERIENCES CONT.

STRATEGY 5 ENHANCE VISITOR EXPERIENCES AND SERVICES	KEY TASKS	LEAD STAKEHOLDERS INDICATIVE	PRIORITY
ACTION 5.1 Integrate interpretation into experience delivery and visitor services delivery across the destination	<ul style="list-style-type: none"> • Adopt recommendations in the Australian Alps Thematic Interpretation Strategy 2009- 2012 across the experience cycle – pre-visit to post-visit. • Ensure that Australian Alps 'big ideas' or themes are communicated as part of interpretation delivery across the destination. • Raise awareness of the value-adding benefits of integrating interpretation into tourism product development. • Raise awareness of the frontline visitor services staff interpretive role. • Improve cross-referrals across the Australian Alps and cross-selling of products 	Land managers, State/ Territory and regional tourism organisations, tourism operators	Ongoing Action
ACTION 5.2 Develop Interpretation Delivery Plans for clusters and key journeys	<ul style="list-style-type: none"> • Develop an Interpretation Delivery Plan for each of the clusters and main journeys to support delivery of experiences, taking into account the need for arrival and orientation information and interpretation at stopping points that already attract visitors. 	Australian Alps National Landscape Inc, in conjunction with RTOs	Short-term Action in Year 1 – Year 3
ACTION 5.3 Address gaps in visitor services provision in destination clusters and hubs	<ul style="list-style-type: none"> • Identify visitor services priorities for immediate upgrade/improvement within each cluster. • Continue to implement recommendations to improve non-winter visitors services as outlined in the Non-winter Nature-based Tourism Destination Development Study for Victorian Alpine Resorts, including: <ul style="list-style-type: none"> ▪ enhancement of on-mountain visitor information services at key locations (e.g. within the alpine resorts); ▪ opening outside the winter period; ▪ implementing the 'champion experiences' suitable for the non-winter period, to provide catalysts for non-winter based alpine tourism; and ▪ continue to implement and/or prepare landscape master plans to improve the appearance of resorts during the non-winter period. 	RTOs with assistance from State/ Territory tourism organisations Victorian alpine resorts	Medium-term Action in Year 3 – Year 5

GOAL 3: BUILD STRONG EXPERIENCES CONT.

STRATEGY 6 FOSTER INFRASTRUCTURE IMPROVEMENTS	KEY TASKS	LEAD STAKEHOLDERS INDICATIVE	PRIORITY
ACTION 6.1 Support improved transport links within the Australian Alps	<ul style="list-style-type: none"> • As a priority, investigate the introduction of a pilot Australian Alps Adventure Bus that will support the proposed High Country Strategy, linking Melbourne via the Yarra Valley, Alexandra, Mansfield, King Valley, Beechworth and Bright. • Investigate the potential to operate a similar service between Canberra and Albury, connecting with the clusters and Kosciuszko Alpine Way. • Work towards better awareness and packaging of taxi services into the destination clusters. • Support the packaging of alpine experiences between airlines and alpine resorts (e.g. as proposed by Virgin Blue and Falls Creek), making use of regional air facilities and focusing on the Experience Seeker market. • Investigate the potential to provide multi-modal transport linkages to and within the Australian Alps – focussing on transport to the destination clusters (e.g. integrating bus, train services and air services). • Support regular air services to Cooma. • Consult with rental car companies regarding hire car insurance policies covering access to non-sealed roads and to alpine areas during winter. 	Australian Alps National Landscape Inc., Tourism Transport Forum	Short-term Action in Year 1 – Year 3
ACTION 6.2 Develop design guidelines for nature-based tourism accommodation and related facilities	<ul style="list-style-type: none"> • Review guidelines being prepared for the Victorian Government³, outlined in the Design Guidelines for Environmentally Sustainable Nature-Based Tourism Accommodation and Associated Leisure and Recreation Facilities on Public and Private Land for proposed nature-based tourism accommodation in Victoria, which includes guidelines for the alpine landscape setting. • Develop similar guidelines for the design of nature-based tourism accommodation facilities in NSW and the ACT. 	Australian Alps National Landscape Inc., local government	Medium-term Action in Year 3 – Year 5
ACTION 6.3 Develop and implement a visitor monitoring program for the destination	<ul style="list-style-type: none"> • Collect baseline data for the destination to enable ongoing monitoring of international visitor numbers, overnight stays and spend. 	State/territory tourism organisations, RTOs	Ongoing action

³ Implementation of one of the key recommendations in Victoria's Nature-based Tourism Strategy 2008-2012. Inspiring Place and Greg Burgess Architects are undertaking the project.

GOAL 4: FOSTER SUPPORT AND INVOLVEMENT

STRATEGY 7 CONTINUE TO BUILD SUPPORTIVE PARTNERSHIPS	KEY TASKS	LEAD STAKEHOLDERS INDICATIVE	PRIORITY
ACTION 7.1 Promote the Tourism Strategy and encourage stakeholder support	<ul style="list-style-type: none"> Conduct a communications campaign to promote the Tourism Strategy and the active involvement of stakeholders, as well as they buy-in of the tourism industry. Continue to seek funding for implementation of projects aligned to the Tourism Strategy. 	Australian Alps National Landscape Inc.	Ongoing action
ACTION 7.2 Improve participation in international packaging and distribution	<ul style="list-style-type: none"> Increase the number of operators involved in packaging and distribution to the Experience Seeker. Ensure that clusters and journeys have sufficient packages of quality product to meet the needs of the Experience Seeker. 	RTOs in conjunction with State/Territory tourism organisations	Ongoing action
ACTION 7.3 Further develop the capacity of Australian Alps National Landscape Inc. to support its Tourism Strategy implementation role	<ul style="list-style-type: none"> Review the existing structure and resourcing mechanisms of the Australian Alps National Landscape Inc. to incorporate the emerging project management role. 	Australian Alps National Landscape Inc.	Medium-term Action in Year 3 – Year 5
ACTION 7.4 Support public-private partnerships in natural areas leading to tourism investment.	<ul style="list-style-type: none"> Promote public-private sector partnerships and investment where it is consistent with the Tourism Strategy, statutory plans and strategic policies. 	Australian Alps National Landscape Inc., all levels of government	Medium-term Action in Year 3 – Year 5
ACTION 7.5 Foster research partnerships relevant to the planning, development and management of tourism within the Australian Alps	<ul style="list-style-type: none"> Identify research priorities for the Australian Alps as a destination. Support funding applications by academic institutions for research work consistent with the Tourism Strategy, statutory plans and strategic policies. 	Australian Alps National Landscape Inc., Australian Alps National Parks Co-operative Program	Ongoing action
ACTION 7.6 Support the response to natural disasters within the destination	<ul style="list-style-type: none"> Identify Tourism Strategy priorities that respond best to the most affected areas in the event of a natural disaster, such as the recent Victorian bushfires. 	Australian Alps National Landscape Inc.	Medium-term Action in Year 3 – Year 5
ACTION 7.7 Monitor and manage industry and stakeholder involvement in the National Landscape program.	<ul style="list-style-type: none"> Report on industry participation and stakeholder support through: <ul style="list-style-type: none"> Level of industry participation in workshops and training conducted as part of Tourism Strategy implementation; Level of stakeholder/industry participation in AANL Inc activities; Level of stakeholder funding support for Tourism Strategy projects; 	Australian Alps National Landscape Inc.	Ongoing action