



Winter 2021 – End of Season Wrap



# Agenda



Welcome & Introduction – Stuart Smythe – FCARMB CEO

FCARMB – Post Season Update

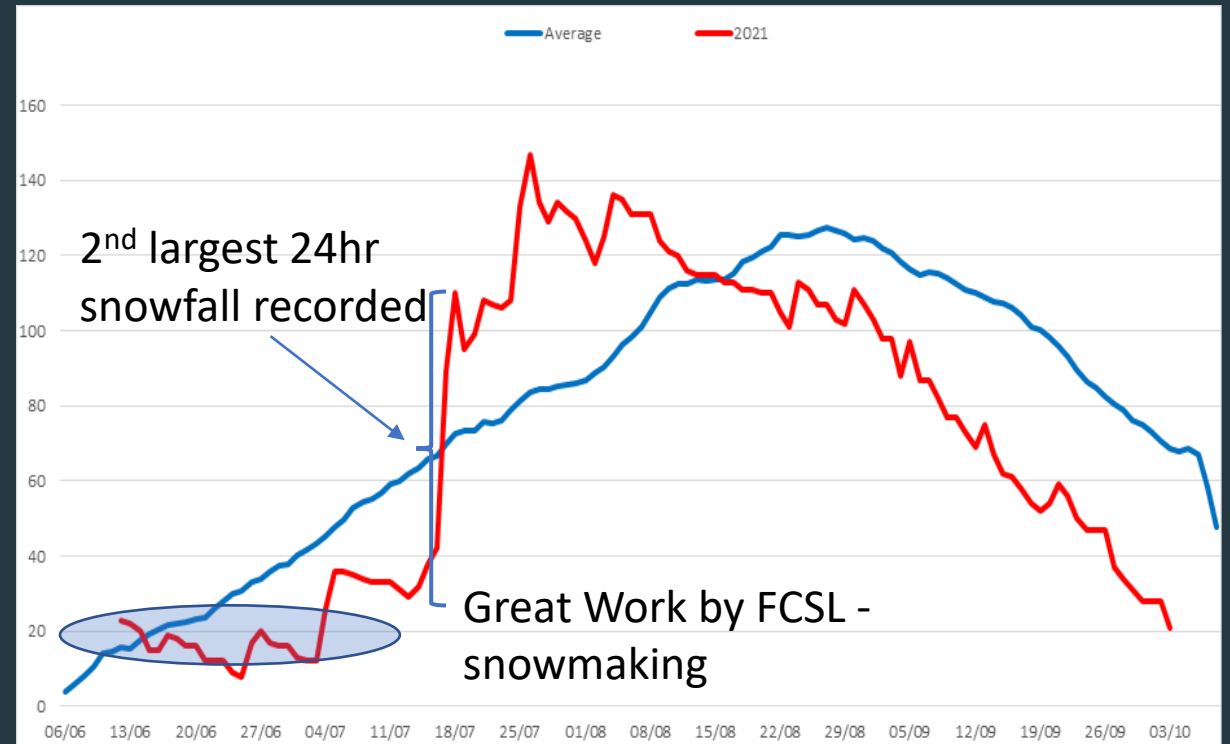
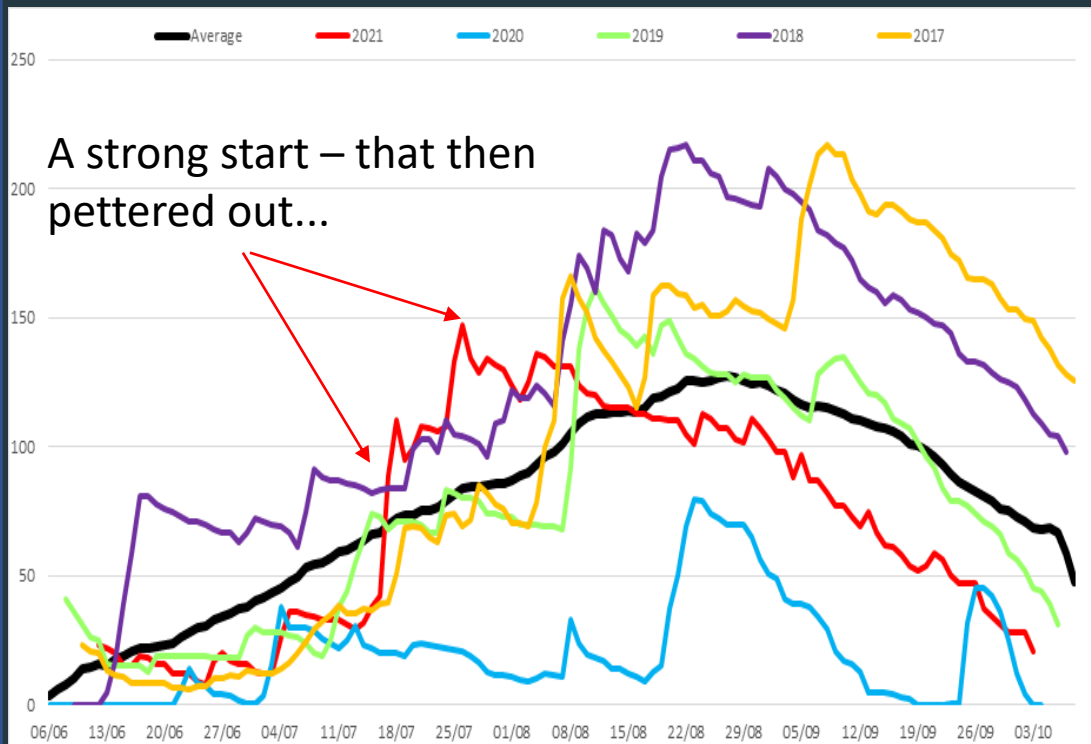
- CEO – Stuart Smythe
- DMC – Sarah Watt
- CFO – Samantha Salmon
- DEDLM – Elise Armitage
- DIMR – Callum Brown

Questions

# The 2021 Season(s)



- Promising start – cut short by COVID and never really recovered...a bit like the snowfall...



Best snowfalls during week 7 & 8...all but a few could enjoy the experience!

# The 2021 Season(s)



- Visitation in 2021 vs last 'real' season in 2019...

Visitors: 84,184

2019: 177,453 (-111%)

Visitor Days: 235,441

2019: 457,565 (-94%)

- Despite a very strong start - Weeks 1-5 visitation was 125% above historical data...but this quickly reversed following lockdowns 5,6 & 7...
- FCARMB's 2022 budget forecasts include three scenarios, in order to prepare for numerous outcomes. I.e. Visitation at 40%, 75% and 100%, where the underlying data assumption is based off a triple smoothing exponential forecast curve that removes the volatility for future trend prediction.

# Grant & Funding Programs



## Government Grants Program

- Alpine Business Support Program – tranches 1, 2 & 3 now closed. \$20.8m distributed.
- Best source of information for funding opportunities: <https://business.vic.gov.au/grants-and-programs>
- Accommodation Relief Support Package (to be confirmed)
- Commercial Tenancy Relief Scheme – head lessee turnover that has declined 30% or more are eligible for relief
- Community Sport & Infrastructure Fund – new round

<https://sport.vic.gov.au/grants-and-funding/our-grants/local-sports-infrastructure-fund>

# FCARMB Grant Status



## Government Grants Program - Funds Received

- Regional Economic Stimulus and Resilience Grants Fund - \$2.5m Lakeside & Trailhead Redevelopment – aligned with Falls to Hotham Alpine Crossing \$15m
- Stage 5 MTB Trail – \$500k - kicking off in November with 11kms of new trail being built
- DJPR - Alpine Package - \$2.8m – Grant provided to support *locally identified activities* that will stimulate the alpine economy and assist businesses *with extending yields* into the upcoming green season....and is looking to activities that will provide *positive and immediate impacts*.

## Government Grants Program - Applications currently under consideration

- RDV Fast Track Funding – final stages – feasibility study Australian Alpine Research Centre \$150k
- Black Summer Bushfire Fund - \$1.1m – Flower of the Alpine Sun
- Community Sport & Infrastructure Fund – new round open to all local groups

<https://sport.vic.gov.au/grants-and-funding/our-grants/local-sports-infrastructure-fund>

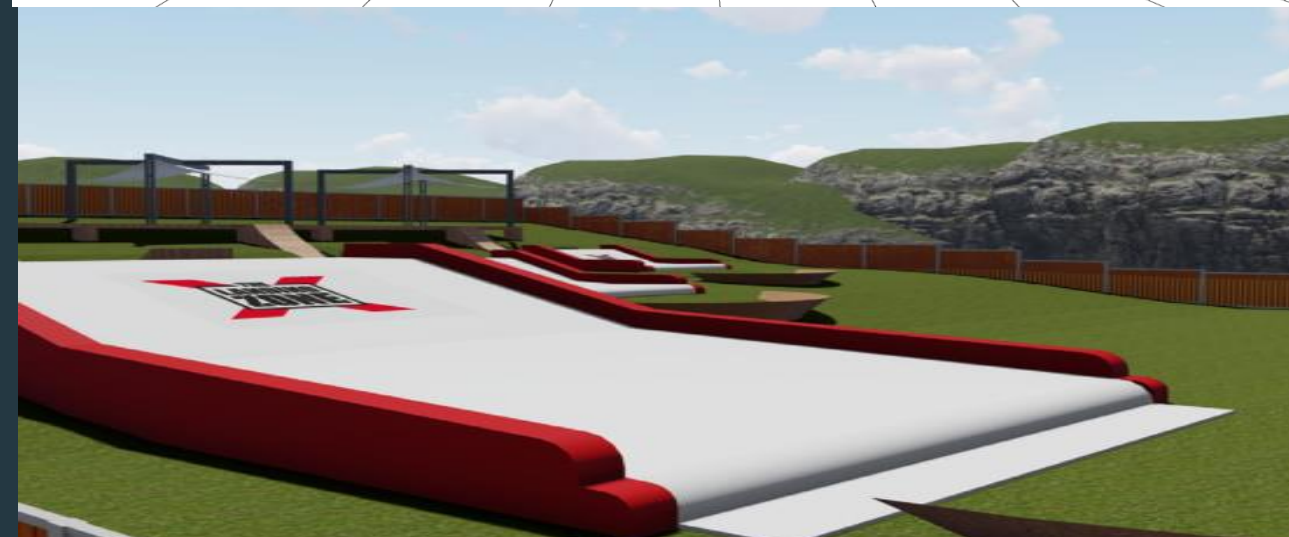
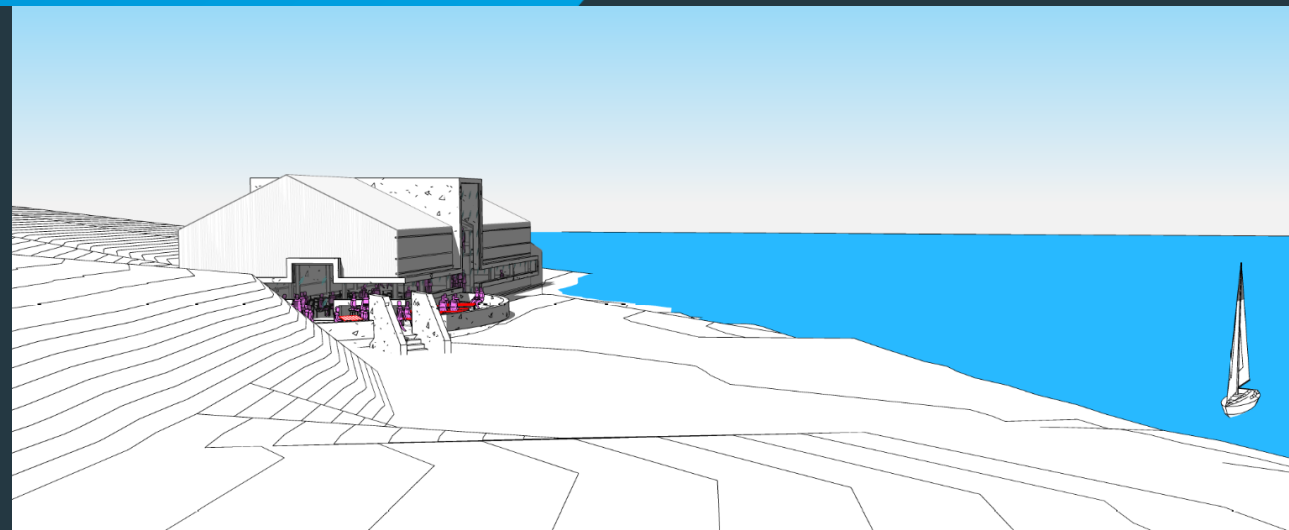
# FCARMB Tourism Grant Projects



## Government Grants Program

- Flower of the Alpine Sun & Iconic Historical Heritage Walking Trail
- Falls Creek Lakeside Development – boat ramp, pontoon & jetty plus public amenities
- Falls Creek Jumps Park – Windy Corner – the Landing Zone
- Falls Creek Events & Activation Seed Fund – 21 projects with grants of \$10k, \$15k and \$25k to support events, activations and new programs (similar to TNE Kickstart) EOI to Open mid November
- Falls Creek Festival of Light (nominations to be sought from buildings)
- Summer Feastival – February 19<sup>th</sup> & 20<sup>th</sup>
- Windy Corner Snowplay Upgrade – magic carpet installation & snow gun
- UCI Downhill MTB Trail Development

# FCARMB Tourism Grant Projects





# Alpine Resorts Victoria



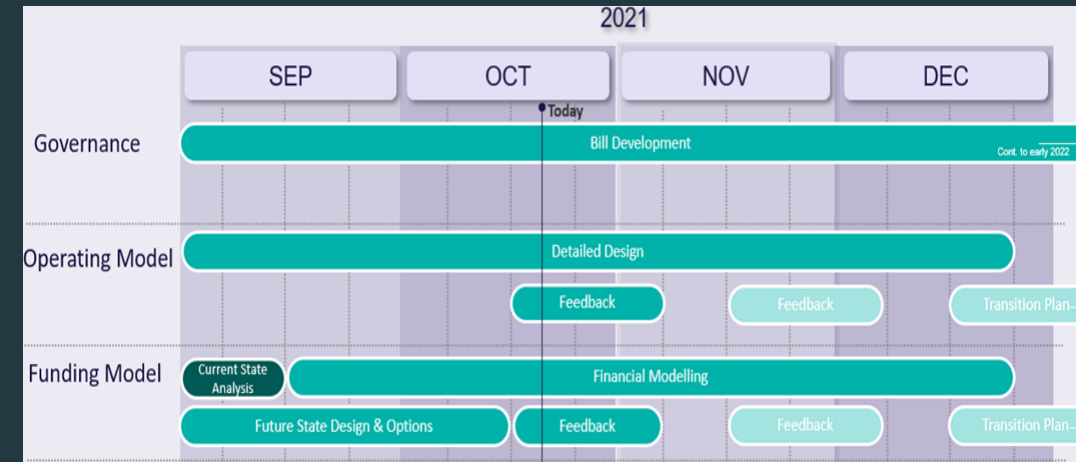
Current Status - [alpine@delwp.vic.gov.au](mailto:alpine@delwp.vic.gov.au)

The project steering group has met 18 times & is currently working through the operating & funding models.

Operating Model – Presently reviewing the services and functions at each resort are being analysed and categorised as either, services that are required to be delivered by Alpine Resorts Victoria in accordance with legislation, or services that might be delivered according to market and/or community demand.

The Funding Model - Analysis of the current revenue and funding sources for each alpine resort has taken place over the past few months. From this analysis, alternative avenues for revenue and funding are being explored, considering constraints and opportunities that apply to each option. These preliminary findings will now be used to identify and analyse key revenue raising and cost saving opportunities, and asset management requirements in line with the detailed operating model.

Work continues on the legislation in preparation to present the bill into parliament in early 2022.



# Funding Applications – Budget Bids



## State Budget Bids – Masterplan aligned projects

- \$6.5 **million Lakeside Visitor Precinct** - servicing both summer and winter needs is a unique opportunity to establish a new lakeside precinct which includes visitor accommodation, food and beverage, lakeside beach and water sports hub. The development of the precinct integrates into the Falls to Hotham Alpine Crossing, with the redevelopment of the ANARE shed to become the trailhead for this iconic walk. In addition, a new year round car park will provide for improved occupancy during peak seasons, providing direct access to the southern slopes of the ski field, improving yield and visitation growth, whilst also enabling green season amenities for the lakeside hub.
- \$7.1 million is required for the **enhancement of mountain biking trails – stages 5 & 6** of the Falls Creek Tracks and Trails strategy. The trail development including connections back to the Falls Creek village, will delivery in excess of 80kms of trail within the resort boundary. The development and expansion of trail will include universal design principles facilitating adaptive cycling options in the North East of the state.
- \$10.7 million **Multipurpose Community & Events Hub**. The construction of the multi-purpose community & event hub, will be the community's primary facility for staging meetings, events and with the provision of sporting facilities, will enable a wide range of sporting groups and clubs, from the local primary school, and regional sporting clubs to elite athletes with a high altitude training centre, able to be hired on a user pays basis, providing the community and the resort with an additional revenue stream across all seasons. Inclusive of lounge and function facilities a year round venue/destination will be leased out via an expression of interest, bringing further vibrancy to Falls Creek F&B reputation.
- \$3 million **Waste Transition Infrastructure and Freight Terminal** will be a purpose built facility to streamline the distribution of freight & goods to a back of house site, eliminate unnecessary OH&S risks with the general public. The terminal will furthermore improve waste handling, recycling and the removal of landfill waste, resulting in efficiencies in transport and waste offtake.
- \$3.5 million **Village Roads Emergency Access Upgrade** - Access throughout Falls Creek village is constrained by narrow roadways, egress issues and tight corners which impacts the smooth flow of oversnow traffic and inhibits the ability of emergency services vehicles to access all areas of the village precinct. The project is designed to link dead-end streets, enabling the establishment of a one-way linkage for the preservation of the ski in ski out product and greatly improved response times for emergency service vehicles, improving traffic flow and safety.

# COVID Safe Summer



- Compliance with all Directives & Procedures – enforcement will be in place in regional Victoria
- COVID Safe Plans must be up to date
- Where required ensure COVID Marshalls are in place
- QR code enforcement and compliance
- Authorised Officers will be out in force over Summer
- Lockdown lifts in Melbourne tonight...but regional travel is still barred
- All regional LPHU's bracing for COVID19 impacts as summer tourism ramps up and travel into regional Victoria grows



# COVID Safe Summer – current roadmap



Roadmap easing thresholds: In addition to reaching the vaccination threshold at each point in the roadmap, easing restrictions will depend on public health advice as to the current epidemiology.

METRO MELBOURNE

REGIONAL VICTORIA

	National Plan: Phase A	National Plan: Phase A	National Plan: Phase B	National Plan: Phase C	National Plan: Phase D
<b>80%</b> 🏠	<b>80%</b> 🏠	<b>School Reopens</b>	<b>70%</b> 🏠 🏠	<b>80% (16+yrs)</b> 🏠 🏠	<b>80% (12+yrs)</b> 🏠 🏠
<p><b>Victorians can get outside to catch-up with friends and do some of the outdoor activities we've gone without.</b></p> <p><b>Recreation:</b></p> <ul style="list-style-type: none"> <li>You can play basketball, golf, tennis, cricket and other outdoor recreation activities together - with the same limits as picnics. Accessing facility must be contactless.</li> <li>Personal training resumes for up to five fully vaccinated people outside.</li> </ul>	<p><b>Our next step is reopening schools - planned for October 5th.</b></p> <ul style="list-style-type: none"> <li>Students can return to sit the GAT if required on October 5th.</li> <li>From 6 October, on-site learning for VCE Units 3/4, and final year VCAL &amp; IB students.</li> <li>From 18 October, prep students return three days a week, years 1 &amp; 2 students return two days a week.</li> </ul>	<p><b>From 11.59pm 21 October 2021</b></p> <p><b>At 70% fully vaccinated lockdown will end in Melbourne.</b></p> <p><b>Social and Recreational:</b></p> <ul style="list-style-type: none"> <li>Reasons to leave home and curfew no longer in place.</li> <li>10 people including dependents can visit your home per day</li> <li>15 people can gather outdoors, community sport training returns for minimum required to hold training.</li> <li>Pubs and clubs can open to 20 fully vaccinated people indoors and 50 outdoors. Entertainment venues can open to 50 fully vaccinated people outdoors.</li> <li>Funerals and weddings allowed for 20 fully vaccinated indoors, 50 fully vaccinated outdoors</li> </ul> <p><b>Education:</b></p> <ul style="list-style-type: none"> <li>All school students return on-site at least part time.</li> </ul> <p><b>Hairstressing and personal care:</b></p> <ul style="list-style-type: none"> <li>Open for up to 5 fully vaccinated people.</li> </ul>	<p><b>Indicative date: 5 November 2021</b></p> <p><b>At 80% fully vaccinated, regional Victoria and Metro Melbourne come together under the same rules.</b></p> <p><b>Social &amp; Recreational:</b></p> <ul style="list-style-type: none"> <li>Up to 10 people (including dependants) are permitted at your home.</li> <li>Up to 150 fully vaccinated people can dine indoors, and up to 30 can gather in public outside.</li> <li>Indoor community sport open for minimum number required.</li> <li>Masks are only required inside.</li> <li>Pubs, restaurants and cafes can open for seated service only, up-to 150 fully vaccinated people inside and 500 outdoors.</li> </ul> <p><b>Work:</b></p> <ul style="list-style-type: none"> <li>Work from home if you can, but you can go to work if fully vaccinated.</li> </ul> <p><b>Hairstressing, beauty, personal care:</b></p> <ul style="list-style-type: none"> <li>Open for fully vaccinated people.</li> </ul> <p><b>Retail:</b></p> <ul style="list-style-type: none"> <li>All retail open.</li> </ul> <p><b>Education:</b></p> <ul style="list-style-type: none"> <li>Early childhood education and care is open.</li> <li>All students return to school with additional safety measures in-place.</li> <li>On-site adult education returns for fully vaccinated Victorians.</li> </ul> <p><b>Religious Ceremonies:</b></p> <ul style="list-style-type: none"> <li>Weddings, funerals, and religious services return for 150 fully vaccinated people indoors, and 500 outdoors.</li> </ul>	<p><b>Indicative date: 19 November 2021</b></p> <p><b>Once 80% of Victorians aged 12 and over are fully vaccinated restrictions will align with the National Plan to transition Australia's National COVID-19 Response, agreed to by National Cabinet.</b></p> <p><b>Social:</b></p> <ul style="list-style-type: none"> <li>By 25 Dec, 30 visitors to the home.</li> </ul>	
<b>80%</b> 🏠	<b>80%</b> 🏠	<b>School Reopens</b>	<b>70%</b> 🏠 🏠		
<p><b>Regional Victoria is out of lockdown, and at 80% first dose some further easing can go ahead.</b></p> <p><b>Beauty Services:</b></p> <ul style="list-style-type: none"> <li>Masks may be removed for the duration of the service.</li> </ul>	<p><b>Schools continue to be open in Regional Victoria for on-site learning for VCE Units 3/4, final year VCAL &amp; IB students, Prep and Year 1 and 2 students.</b></p> <ul style="list-style-type: none"> <li>Further advice on the return to onsite learning for remaining year levels will be provided by 30 September</li> </ul>	<p><b>From 11.59pm 21 October 2021</b></p> <p><b>More social and recreation activities open up for fully vaccinated Victorians.</b></p> <p><b>Social &amp; Recreational:</b></p> <ul style="list-style-type: none"> <li>10 people including dependents can visit your home per day</li> <li>20 people can gather outdoors, including dependents</li> <li>Community sport returns indoors for minimum number required.</li> <li>Pubs, clubs and entertainment venues are open indoors to 30 fully vaccinated people.</li> </ul> <p><b>Education:</b></p> <ul style="list-style-type: none"> <li>All school students return onsite fulltime</li> </ul> <p><b>Religious Ceremonies:</b></p> <ul style="list-style-type: none"> <li>Funerals and weddings are allowed for 30 fully vaccinated people indoors and 100 fully vaccinated outdoors.</li> </ul>			

The settings above are indicative only and are subject to change. They are indications based on the presently available public health evidence (including epidemiological evidence). All future directions will be made on the basis of public health evidence (including epidemiological evidence) as it exists at the time the directions are made. Based on the evidence at that point in time, the Chief Health Officer (or other authorised officer) must consider the directions to be reasonably necessary to protect public health, give proper consideration to human rights under the Charter for Human Rights and Responsibilities 2006 (Vic), and make decisions that are compatible with human rights under the Charter.



# Destination Marketing | Winter 2021

Sarah Watt – Director of Marketing & Communications



# Snow Easy Campaign



## Campaign Objective:

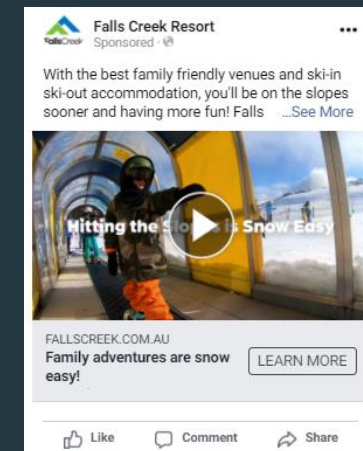
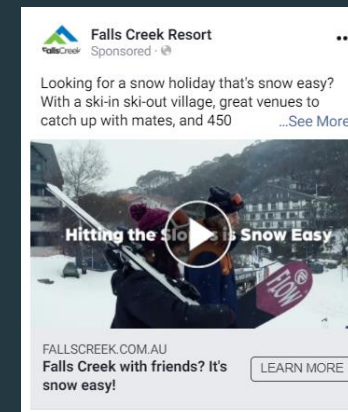
- Promote destination as an enjoyable and authentic snow holiday
- Accessible to a large range of target markets
- To communicate the best way to visit and experience Falls Creek

## Campaign Strategy:

- Focus on beautiful vision & images to engage
  - combining a mix of hero & approachable images
- Show our unique alpine environment

## Campaign Messages:

- Midweek trips
- Spring visitation
- Falls Creek is an easy snow holiday for family or friends, lots of family friendly activities and hospitality venues
- Plan ahead and book!



Campaign creative examples – videos and display ads

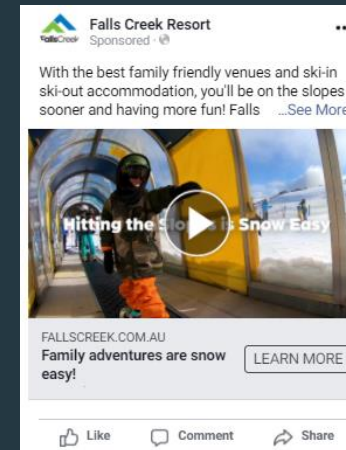
# Snow Easy Campaign Channels



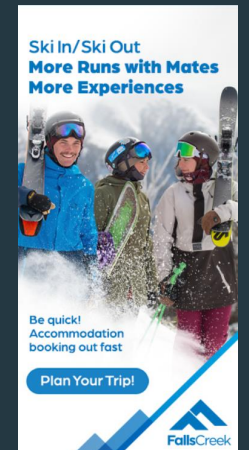
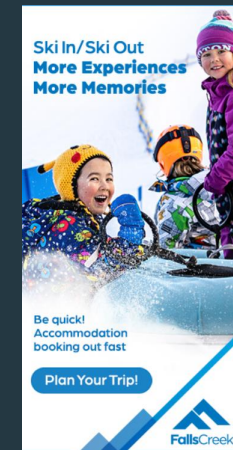
The Snow Easy Campaign was promoted across digital and traditional marketing channels including:

- **Digital marketing channels** – paid social media, Google Search and Display.
- **Television commercial** on WIN network and a **weekly snow report** from Falls Creek.
- **Radio advertising** on 2AY, 3 x **weekly weather reports**.
- Print advertising in Mt Hotham Falls Creek News.
- **PR activity** through media releases, interviews on media outlets and supplying vision to regional media outlets.

## *Snow Easy Campaign creative assets*



*Facebook video Display ads*



*Weather report for WIN News*

# Paid Social Media Results



## Method:

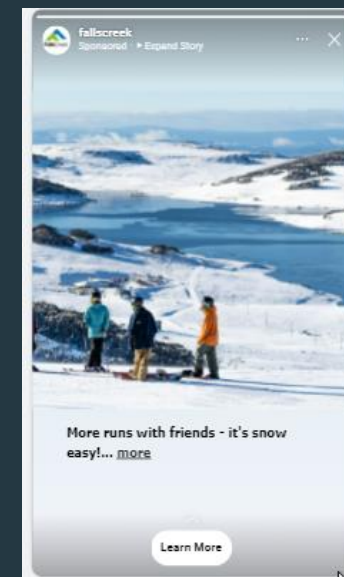
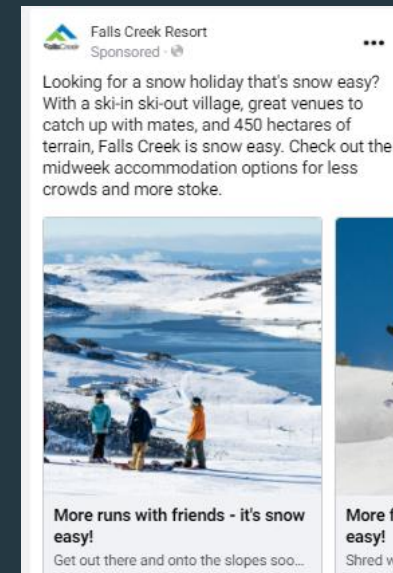
- Mixture of video and static image galleries
- Copy and headlines relevant to visuals

## Total campaign results (Facebook/Instagram):

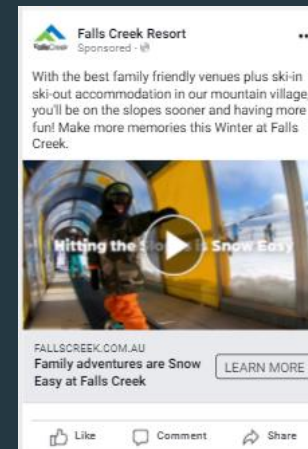
- Impressions (times the ad was viewed): **294,886**
- Reach (the total number of people who have seen the ads): **89,919**
- Results (link clicks): **3,321**
- CTR (click through rate): **1.2%**

## Worth noting:

- Campaign was tracking extremely well with high engagement
- Was highly affected by the multiple lockdowns during which the campaigns were paused.
- Changing the audience targeting to regional Victorians only and removing 2 major regional cities had further negative impact on the results.



Facebook video ads

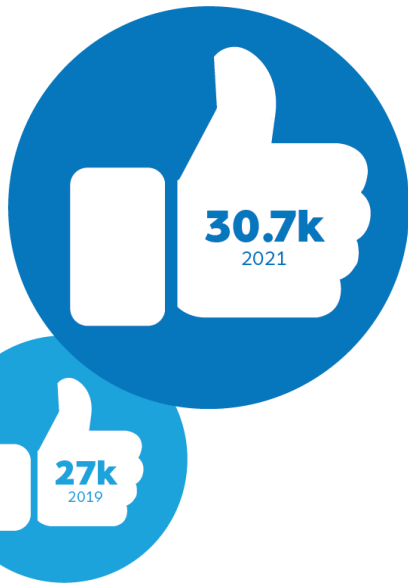




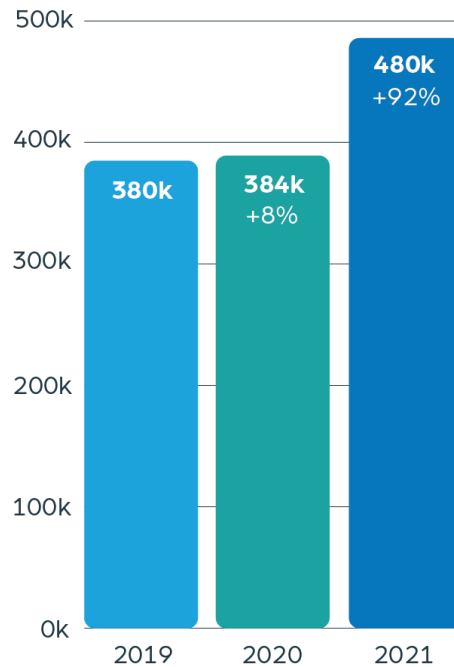
# Organic Social Media – Facebook



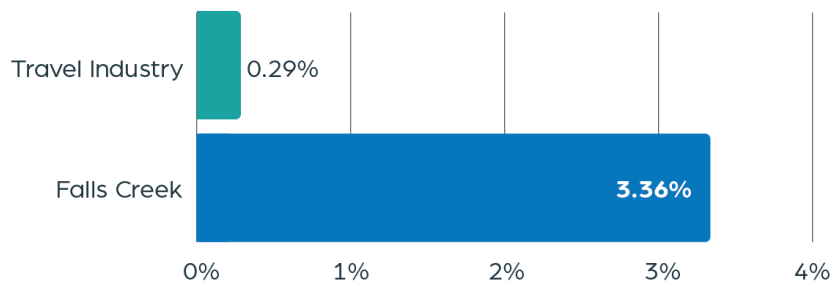
## LIKES



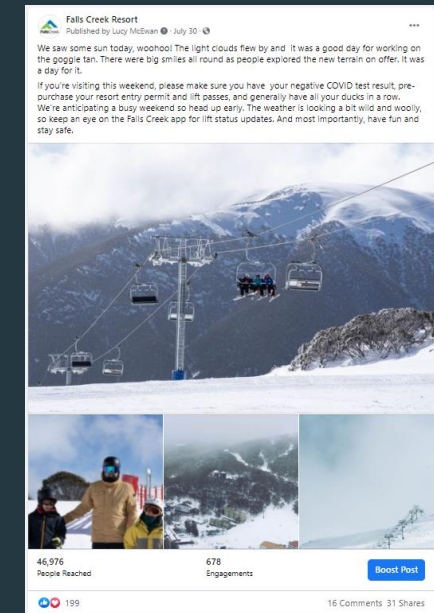
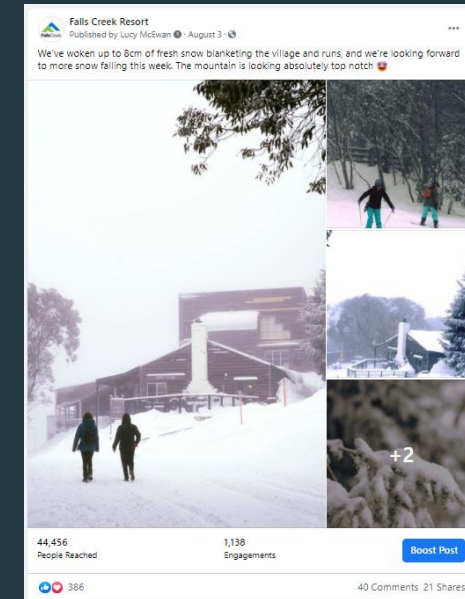
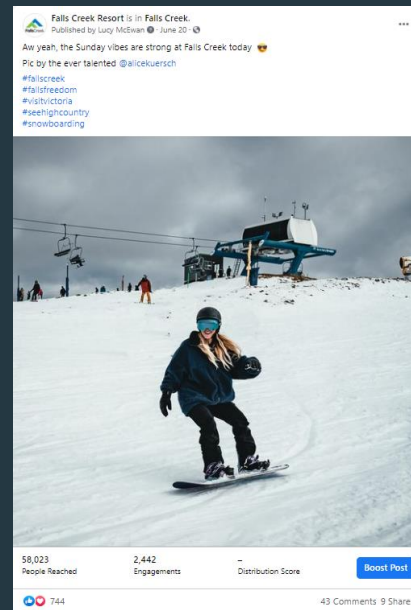
## ENGAGEMENT



## AVERAGE ENGAGEMENT ON WINTER POSTS

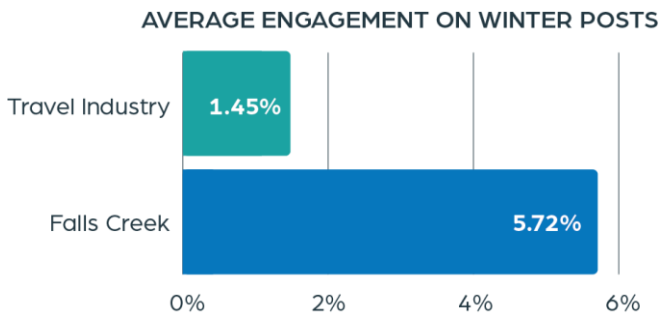
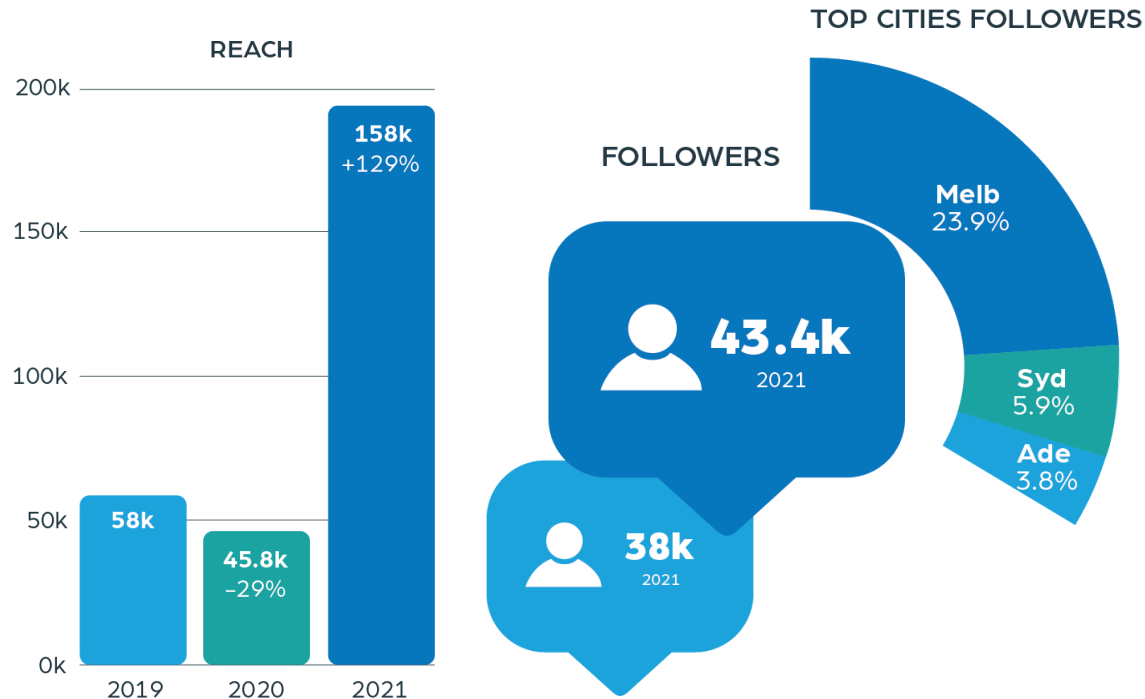


## Top performing posts

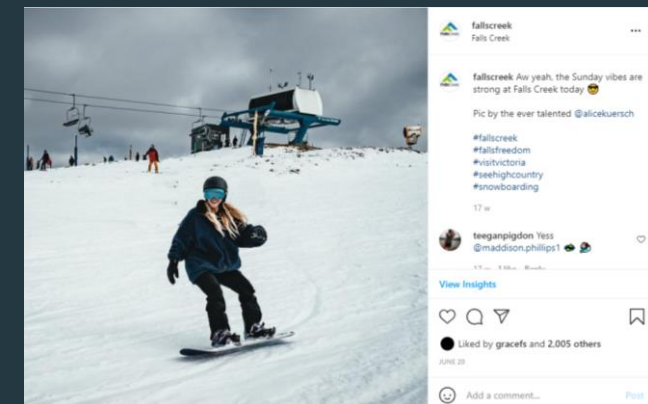
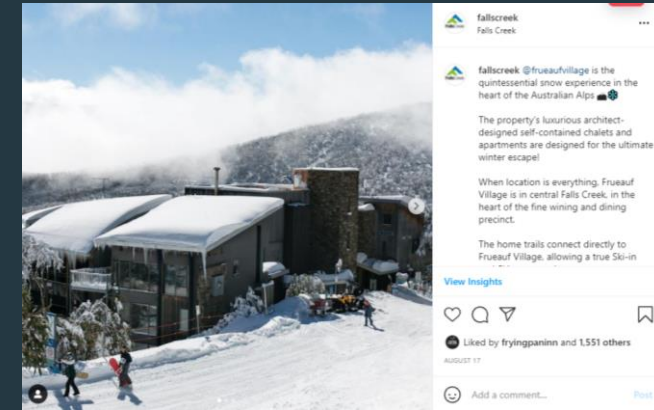
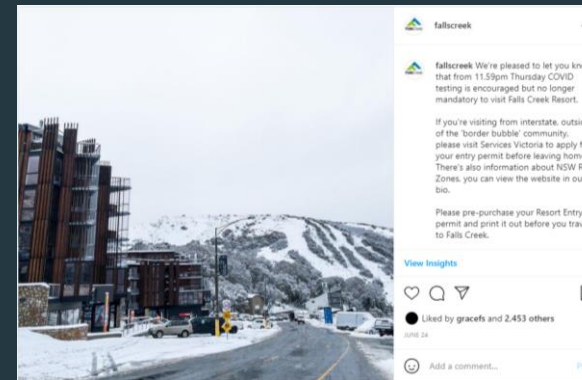


\* Data source: Socialinsider 2021 Social Media Industry Benchmarks Marketing Benchmarks, Industry – Travel, <https://www.socialinsider.io/blog/social-media-industry-benchmarks/#35>

# Organic Social Media – Instagram



## Top performing posts



\*Data source: Social Insider 2021 Social Media Industry Benchmarks Marketing Benchmarks, Industry – Travel, <https://www.socialinsider.io/blog/social-media-industry-benchmarks/#35>

# Google Search and Display



## Method:

- Campaigns setup targeting snow holidays searches in Australia (keywords)
- Display ads shown to people who have searched 'snow holidays' or similar

## The total campaign results on Search were:

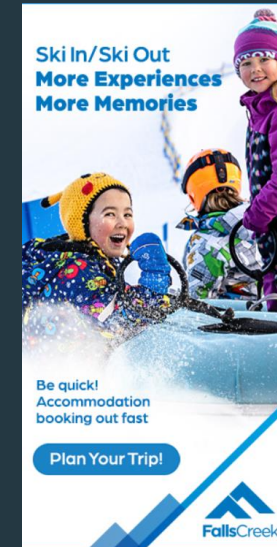
- Impressions (times the ad was viewed): **34,331**
- Results (link clicks): **7,071**
- Average CTR (click through rate): **20.6%**

## The total campaign results on Display were:

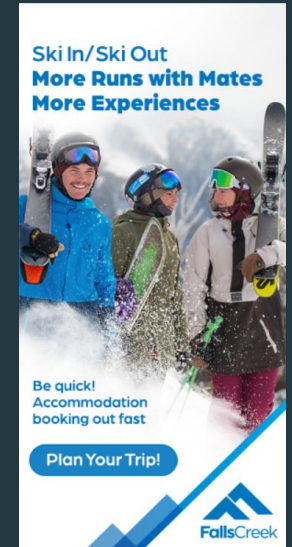
- Impressions (times the ad was viewed): **235,912**
- Results (link clicks): **370**
- Average CTR (click through rate): **.16%**

## Worth noting:

- Again, campaign was affected by the multiple lockdowns and border closures during which the campaigns were paused and the audience targeting was severely reduced.



Google Display creative



Search Keywords		
Aug 1, 2021		
Keyword status: All but removed ADD FILTER		
<input type="checkbox"/>	Keyword	Status
<input type="checkbox"/>	falls creek resort	Not eligible Campaign ended
<input type="checkbox"/>	falls creek snow	Not eligible Campaign ended
<input type="checkbox"/>	skiing in victoria	Not eligible Campaign ended
<input type="checkbox"/>	ski snow	Not eligible Campaign ended
<input type="checkbox"/>	skiing victoria	Not eligible Campaign ended
<input type="checkbox"/>	ski deals	Not eligible Campaign ended

Google Search Keywords

# Email Marketing



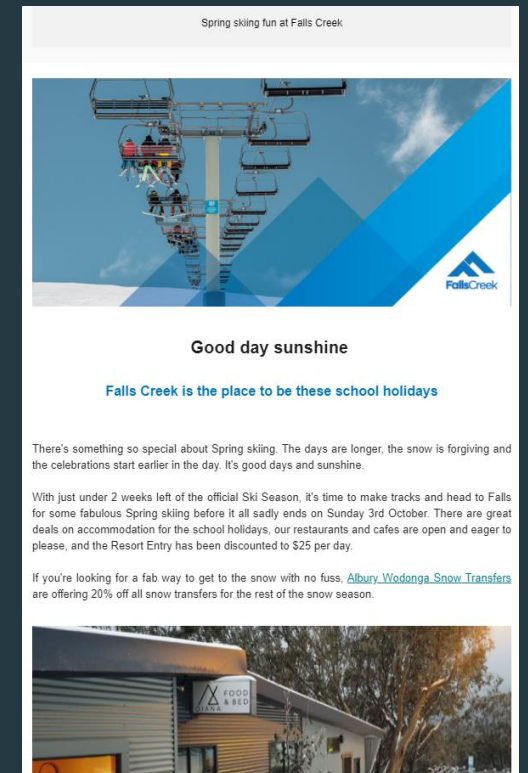
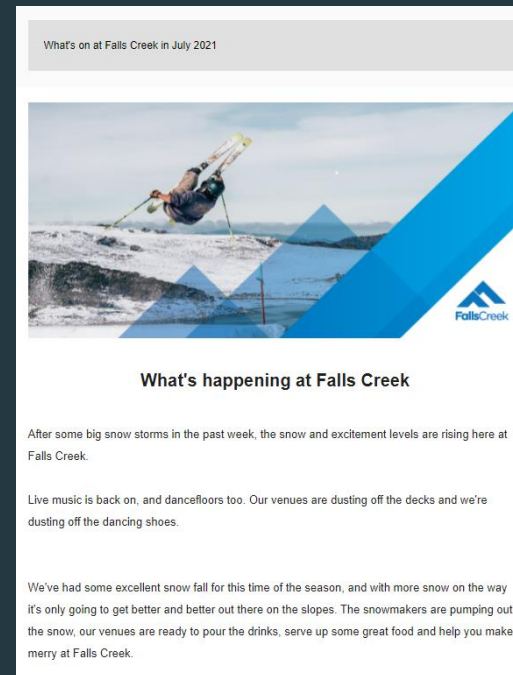
## eDMs to our database (20K+) included:

- **What's On** emails
- Updates on **resort operations**
- Welcome back, we're open

## Worth Noting:

- Very high open rates average of **50.56%\***
- High click through rates **6.4%\***
- Indication that our emails communications were timely, relevant and of interest to our database.

\*Data source: Mailchimp Email Marketing Benchmarks, Industry – Travel, average open rate 20.44%, average click through rate 2.25%



# Summer



- Welcome
  - New Events Supervisor James Eggleston
- Upcoming Marketing Emails:
  - Summer Insider's Guide
  - Summer Advertising Campaign
  - Summer Events Calendar
  - Refreshed Imagery
- What's On
  - Keep us informed via [marketing@fallscreek.com.au](mailto:marketing@fallscreek.com.au)
- Information Centre operations
- Accommodation for Peaks!





# Finance & Corporate Services | Winter 2021

Samantha Salmon – Chief Financial Officer



# Chief Financial Officer (CFO) - FCRM



- Team - Samantha Salmon (CFO), Claire Mackinlay (Corporate Services Manager), Bridie Glass (Accountant), Margy Jansen (Finance Officer), Chris Noye (IT Manager), Paul Mason (Supply & Risk Coordinator), Bianca Scott (Childcare Manager). Best email contact: [accounts@fallscreek.com.au](mailto:accounts@fallscreek.com.au) My email: [samanthasalmon@fallscreek.com.au](mailto:samanthasalmon@fallscreek.com.au)
- Site Rent & Service Charges – 2 timeline options, quarterly or 3 times per year (Feb, June & August due dates) known as the original timeline. Contact the team if you'd like to change your timeline. Budget is being finalised.
- Rent relief strictly for 28 July 2021 to 15 January 2022. Working through applications and processing credits / refunds for 28 July – 31 October 2021. 1 Nov – 15 Jan 2022 in instalment 1 2021/22 (sent out January 2022).
- Coronavirus Financial Hardship policy, work practice & application available on Corporate website. Applications go to the Board, applications by end of November for consideration in 2021.



# Economic Development & Land Management

Elise Armitage – Interim Director





# Economic Development and Land Management



- Economic Development and Land Management team – Millie Brown, Amy Robertson, Naomi Monk, Georgie Gavin, Nick Manson, Tan Tryhorn. Contractors - Phil Davern (MBS), Anton Maas (Public Health), Neil Tappe.
- Major focus again has been business support – funding, community recovery, economic development, future planning and resilience planning.
- Falls Creek Community Recovery Committee representatives: Dani Sheehan, Brett Williams, Sam Perry, Graham Irish, Lisa Logan, Lee Duggan, Rich Phillips, James Wruck.
- Worker Housing – TNE regional project
- Insurance – update
- Service Charges - transparency project

# Economic Development and Land Management



- Dog Policy – new on and off lead areas
- Communications – Economic Development Newsletter
- Environmental projects: Coffee Cups / Lights off for the Moth / Weed works and pest animal mgmt / Environment Management Plan review
- Arts and Culture: End of 5 year Strategy, major outcomes: Flower of the Alpine Sun / Artist in Residence Program





# Infrastructure & Mountain Response

Callum Brown - Director



FallsCreek

# Infrastructure & Mountain Response

## Winter In Review

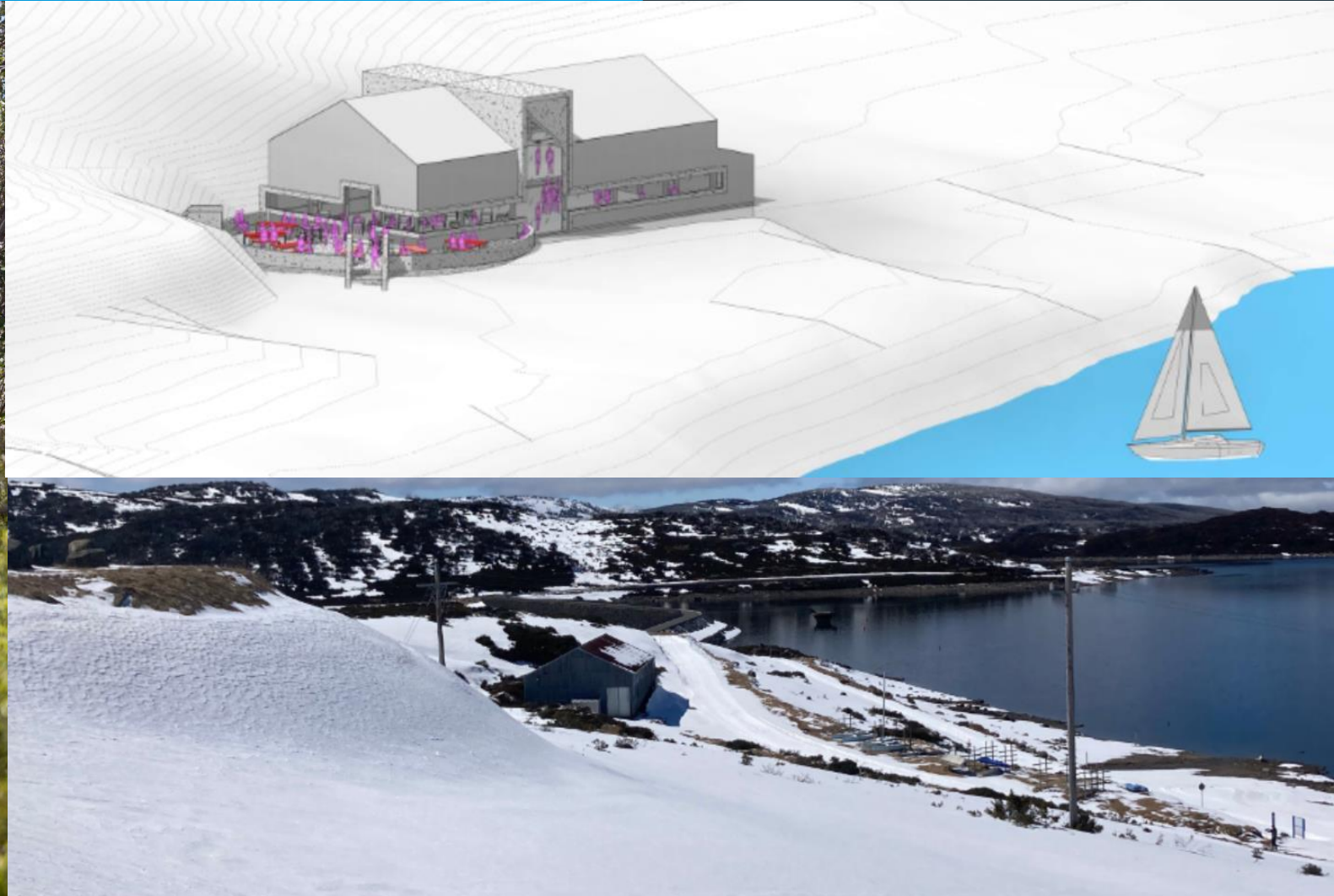


Item	2021	2019
Snowclearing Machine Hours	947	1,322
Grooming Machine Hours	853	816
Transport Machine Hours	1,164	3,248
ATS Tickets Sold	7,350	37,710
Freight Items Delivered	16,155	45,207
Waste Recovery %	48%	50%
Water Consumption	62.4ML	93.3ML
White Road Days	64	77
Ski Patrol Call Outs	562	1510
Average Snowdepth	72cm	78cm
Peak Snowdepth	147cm	162cm
Accumulated Snowfall	264cm	272cm

# Infrastructure & Mountain Response Winter In Review



# Infrastructure & Mountain Response Summer Works Program



# Infrastructure & Mountain Response Operational Matters




Service Requester

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**Select an option:**

- ▶ [Submit Service Request](#)
- ▶ [Customer Service](#)
- ▶ [Frequently Asked Questions](#)
- ▶ [Help](#)
- ▶ [Log-off](#)



**Submit Service Request**

Please fill out the form below. When you are finished, click the Submit button below.

Name:

Email:

Phone:

If possible, please specify the closest Location or Asset that relates to your request. [If you know the Location or Asset ID, click here.](#) (This is not required).

Location / Asset:  (Required)

Short Description:  (Required) [Clear](#)

Images:

<https://corporate.fallscreek.com.au/>

- Service Requests
- Operations Service Level Manual
- Municipal Emergency Management Plan 2021
- Falls Creek Village Bushfire Risk Assessment Report
- Hard Waste process at Howmans Gap

# Infrastructure & Mountain Response



“Stuart to Fred”

“Loader on way”





# Questions



FallsCreek