

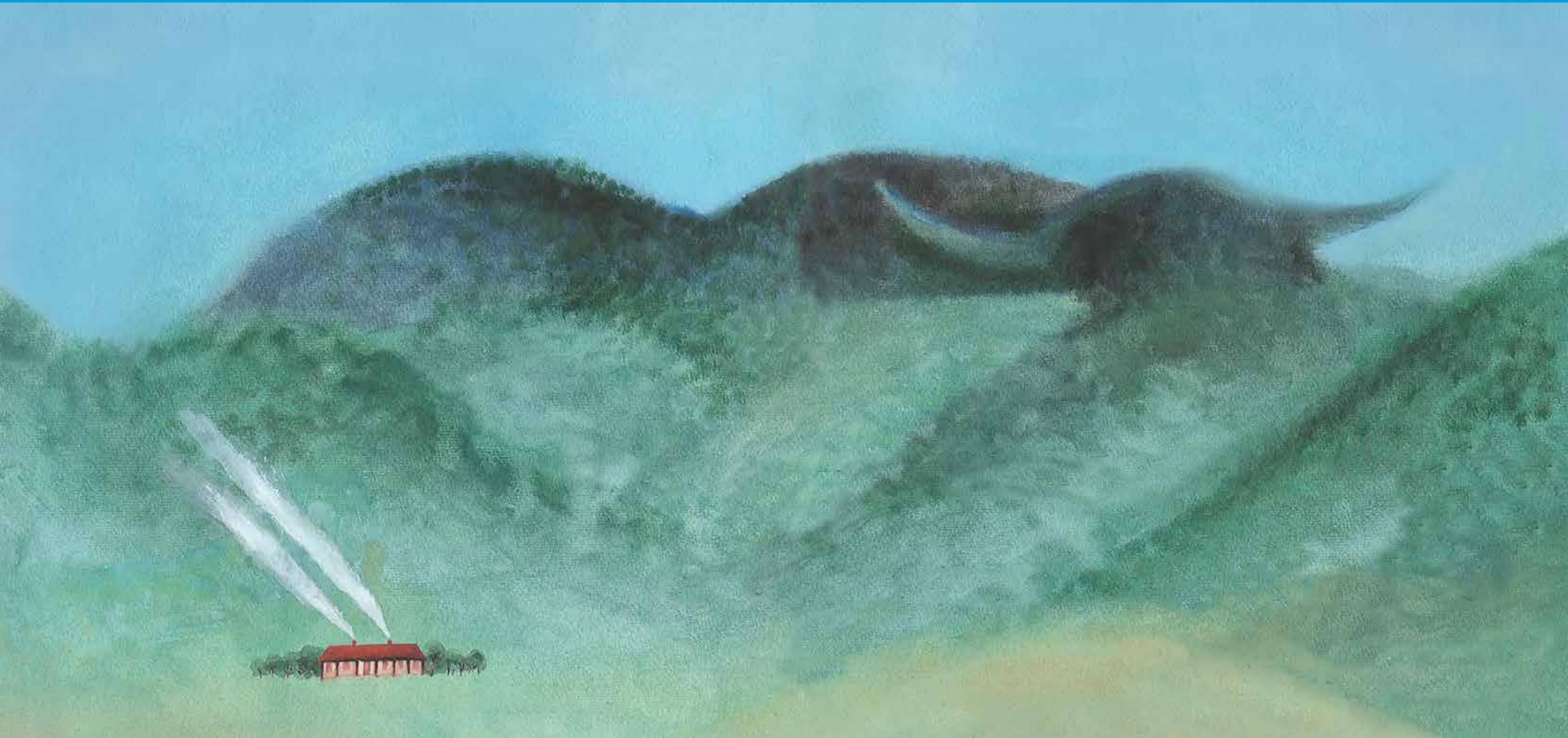


VISION FOR MOUNT BUFFALO

Mount Buffalo is waking...a community driven concept plan

MOUNT BUFFALO DESTINATION ADVISORY GROUP

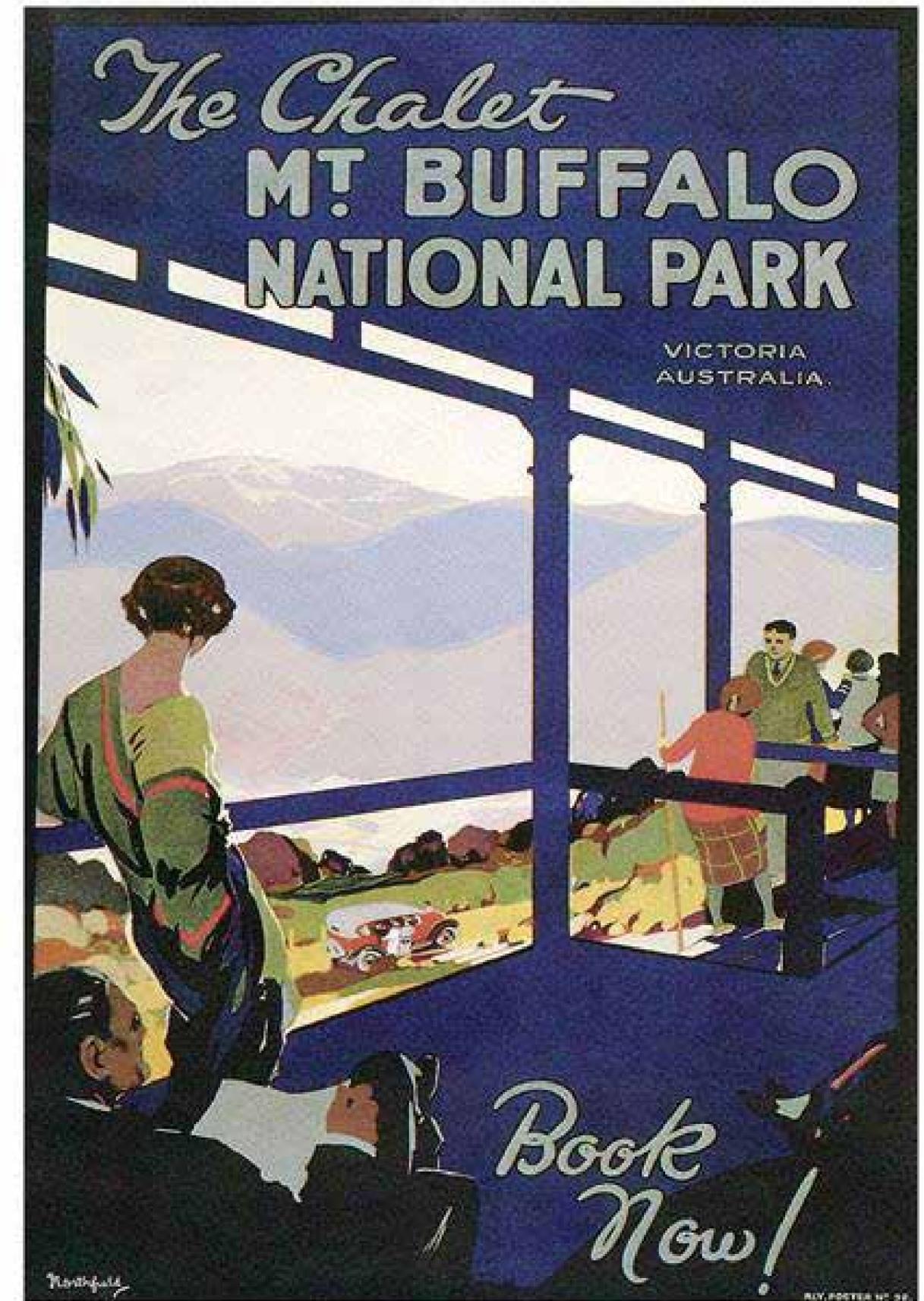
FEBRUARY 2017



*Mount Buffalo is waking...
the community, securing our future by preserving our heritage*

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Mount Buffalo a world apart



Foreword

"We can see the future...and it's exciting. We can't promise it will be easy, but many of our Nation's iconic achievements have taken courage, imagination and an entrepreneurial vision.

Having said that, on behalf of the Mount Buffalo Destination Advisory Group (MBDAG), we are delighted to present this 'Vision for Mount Buffalo' as a gift from the community; for a mountain that is as geologically and culturally significant as Uluru, with heritage values as old as Flinders Street Station, and High Country adventure activities as spectacular as anywhere in Australia.

As you read, we ask you to understand that this has been produced entirely by individuals who have donated their time with no funding support, to set the scene as a new way for community to drive sensational outcomes in partnership with government.

It is fresh 'blue sky' thinking that came about due to various unsuccessful attempts to find a solution for the Chalet. Over the past decade, a significant number of people have had a worthy vision but their plans were never coordinated as one whole-of-mountain vision. Our analogy is that plenty of people were playing instruments in their bedrooms, a few meeting up in the garage for a jam, but no one ever invited them to the auditorium to play music together. The MBDAG has been the conductor that tapped the lectern and this is what we have produced: A vision to make the whole of Mount Buffalo a thriving destination, incorporating sound economic strategies to ensure the security of the investment.

This vision has been produced by more than 200 active volunteer participants, along with the inclusion of vital documents and studies from the past decade; strategies and possibilities that were prepared at different times for different interest groups but never quite captivated the attention of the leaders of our successive governments.

So, what are we asking? We are asking that Government acts in its powerful position to provide leadership to this whole-of-mountain vision. The only concerns we have heard may be summarised as: "It's a Government-owned building and its responsibility, what can we do?" Well, we can provide the blueprint for Government to drive an 'all-of-mountain' vision, based on a Public Private Partnership, with a strong ethic of maintaining the significant cultural heritage and nature based assets while looking to inspire a key regional centre for entrepreneurial education, hospitality and nature based tourism.

Please read this as a commitment from our community to following the State Government's policies to listen to communities about what they want, and for us then to work together to deliver it."

Janelle Boynton, Chair, Mount Buffalo Destination Advisory Group



**Mount
Buffalo**
a world apart

1.0 Our Vision – a Whole of Mountain Approach

Our plan aims to establish Mount Buffalo as a reinvigorated, year-round alpine destination that leverages its cultural, heritage and natural assets to become a unique centre for entrepreneurship, education, hospitality and tourism. In doing this, it is envisaged that Mount Buffalo will become a destination icon, driving positive social, economic and environmental outcomes for the entire region. This will be delivered through a focus on:

- Business operations;
- Training and employment opportunities;
- Products;
- Services; and
- Reinvestment.

This plan looks to provide a framework through which this vision can be realised by community working with the Victorian Government. It identifies the various components required to activate, connect and grow the mountain offering and in doing so proposes a whole-of-mountain approach to the enhancement and development of the destination.

This approach recognises that there is no one individual initiative that will transform Mount Buffalo. Instead, a number of diverse and complementary solutions are required to change the future of this unique destination, leveraging opportunities across various user groups and sectors to deliver a vibrant and sustainable Mount Buffalo.

Section 4 of this document addresses the various components of the Mount Buffalo offering, providing concepts for each part of the mountain experience. These components geographically align with four key visitor hubs or nodes that are consistent with Parks Victoria's own current approach to the future of the destination. This includes the development of:

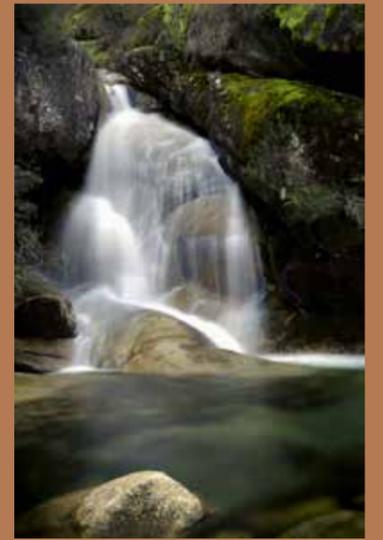
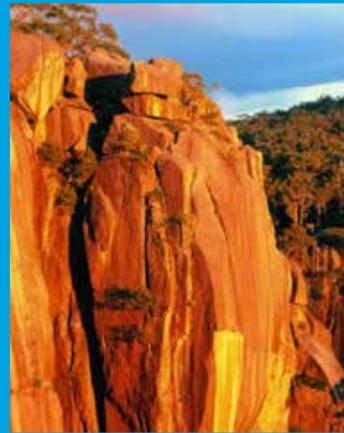
- The Gorge and Chalet Village precinct as the primary visitor area, containing a range of tourism experiences;
- Lake Catani as the area that allows visitors to immerse themselves in the natural surrounds byway of a range of standard and high-end camping options;
- Dingo Dell as the destination's new centre for outdoor education; and
- Cresta Valley as the mountain's day lodge and activity precinct.



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Gorge & Chalet Village Precinct

- Chalet Day Visitor Lodge & Cafe;
- Mount Buffalo Gorge & Glass Bottomed Sky-walk
- Parks Information Centre;
- Accommodation & Function facilities;
- Spa & Wellness Centre;
- Hospitality Education Centre;
- Ice & Roller Skating Rink;
- Restaurants & Bars;
- Retail & Activity Operators.



Mountain Gateway

- Parks Victoria Office;
- Visitor Information Centre;
- Virtual Reality Visitor Experience Cinema;
- Walking Trail Head

Transport Hub

- Resort Overnight Parking;
- Resort Pick-up/ Drop-off Terminal;
- Park Maintenance Facilities Depot & Offices.

Lake Catani Camping Ground

- Camping;
- 'Glamping';
- Fishing;
- Canoeing;
- Swimming;
- BBQ & Picnic Facilities;
- Walking & Biking Trail Heads.



Dingo Dell Outdoor Education Centre

- Outdoor Education Training Centre;
- Environmental Education Centre.



Cresta Valley Day Lodge & Alpine Centre

- Day Lodge & Visitor Information Centre;
- Cresta Cafe;
- Snow play & equipment hire;
- Nature-based activities;
- Walking Trail Head;
- Day Parking & Pick-up/ Drop-off.

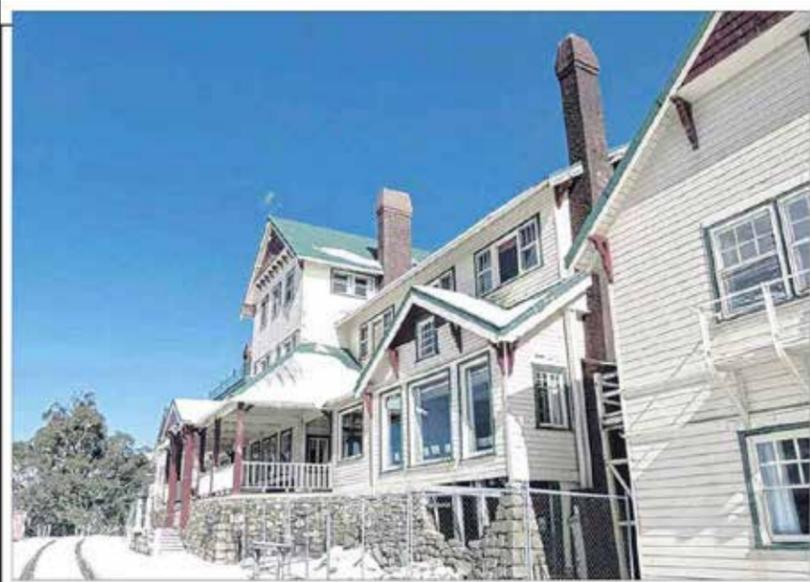


To Bright / Porepunkah

Map Key

- Existing Trails
- Future Linkages
- Roads
- Tourism / Activity Nodes

2.0 Introduction - MDAG



DETERIORATING: Members of the Community Action for the Chalet group are concerned the Mt Buffalo Chalet won't hold up against the mountain's harsh elements for much longer and are pushing for redevelopment works to start as soon as possible. PHOTO: David Jacobson

Group aiming to give Buffalo Chalet a voice

The Alpine Observer, 5th August 2015

The Mount Buffalo Destination Advisory Group (MBDAG) was established in November 2015 to work collaboratively with Parks Victoria to provide strategic recommendations about the future of Mount Buffalo. MBDAG acts as a conduit between Parks Victoria, other government entities and local business and community members with an interest in the revitalisation of the destination, particularly efforts associated with the iconic Mount Buffalo Chalet.

The Group was appointed by the Minister for Energy, Environment and Climate Change, and includes members from Alpine Shire Council, Community Action for the Chalet, Tourism North East, Taungurung Clans Aboriginal Corporation and an independent local heritage building specialist. This group works collectively to establish Mount Buffalo as a thriving and sustainable alpine destination with unique cross-sector appeal.

In order to realise this goal, MBDAG has adopted a 'blue sky' approach to Mount Buffalo, engaging a broad range of commercial, community and government representatives (outside of the Parks Victoria framework) who have the skills and experience required to develop innovative solutions for the enhancement of the destination.

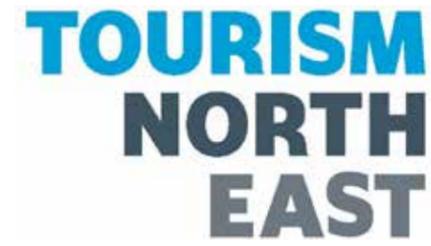
MBDAG has worked diligently with this network over the past six months to develop game-changing ideas that have the power to transform and reinvigorate Mount Buffalo. These efforts have culminated in the development of the *Vision for Mount Buffalo* concept – a holistic, solutions-based approach to the future of Mount Buffalo that considers all aspects of the destination and potential market opportunities. This concept is unique in that it adopts a whole-of-mountain approach, linking natural, heritage and man-made assets and considers cross-sector applicability. This differs from past efforts that focused exclusively on the development of the Mount Buffalo Chalet in isolation from the rest of the destination.

This concept has been produced on an entirely voluntary basis by more than 200 proactive and committed stakeholders who are looking to establish a new dynamic between community and government. Mount Buffalo represents a world class platform for the development and delivery of a sustainable, community-led economic and social transformation.

This proposal describes a series of interlocking opportunities which could combine to deliver a range of powerfully positive outcomes throughout the region. Importantly, it presents a case for government to support a new and sustainable vision for Mount Buffalo National Park.

WITH ADDITIONAL INFRASTRUCTURE ON MOUNTAIN IT IS CONSERVATIVELY ANTICIPATED THAT CURRENT VISITOR EXPENDITURE WILL DOUBLE TO \$2.4M PA

Our Partners sharing the vision...



Mount Buffalo
a world apart



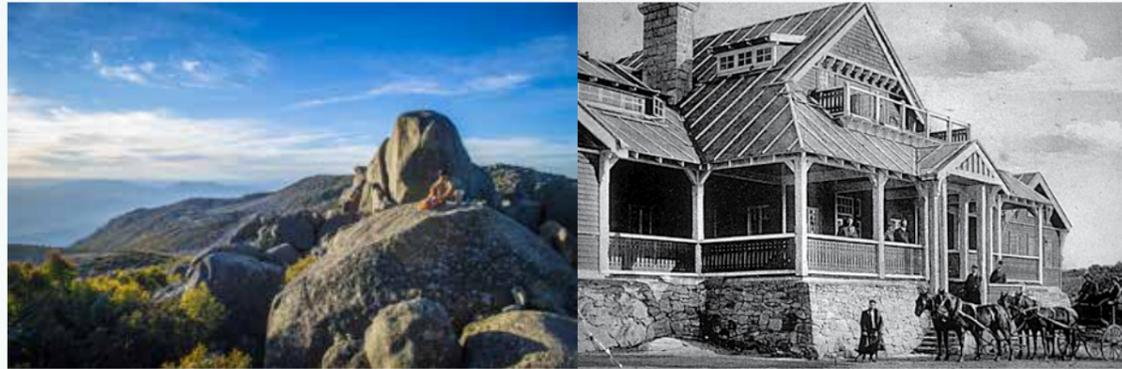
3.0 Mount Buffalo - an overview

3.1 Natural Attractions – A World Apart

Mount Buffalo is a tall mountain plateau located 325 kilometres northeast of Melbourne, situated within the Mount Buffalo National Park in the Australian Alps. Managed by Parks Victoria, Mount Buffalo National Park covers 31,000ha, representing a significant component of the State’s park system that contains outstanding natural values.

The mountain features giant granite boulders, deep gorges, tumbling waterfalls, snow gum woodlands and masses of wildflowers, which combine with views of the nearby Alps to provide an unforgettable experience for visitors.

During summer, visitors enjoy bushwalking, canoeing, swimming, picnicking, sightseeing and mountain biking, along with adventure activities like rock climbing, abseiling and hang gliding. In winter, snow blankets most of the plateau and attracts families for back country touring, tobogganing, snow play and cross-country skiing.



3.2 Mount Buffalo Chalet – an Undisputed Icon

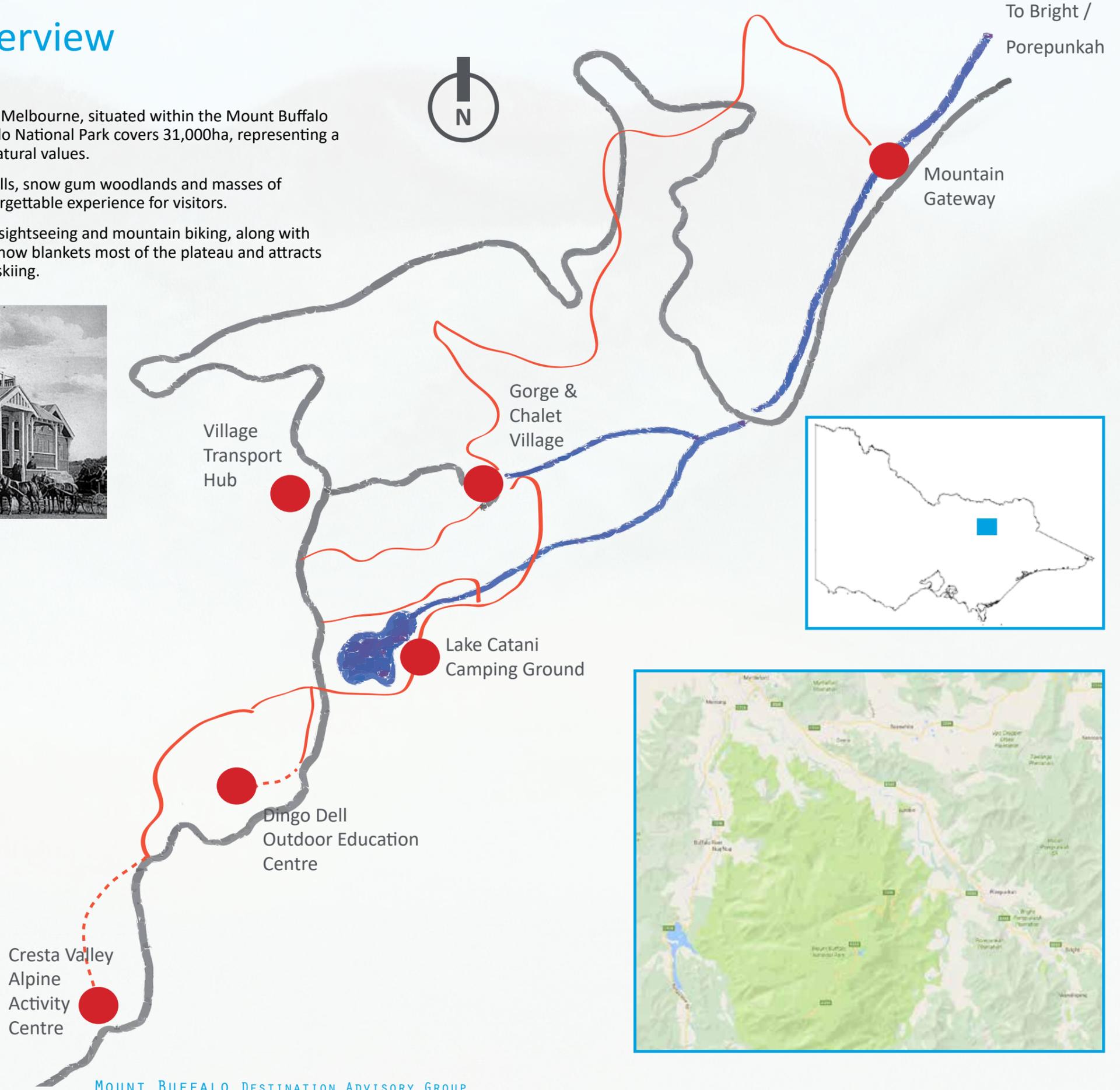
Mount Buffalo’s striking natural landscape provides an idyllic backdrop to the destination’s most renowned man-made asset – the magnificent Mount Buffalo Chalet.

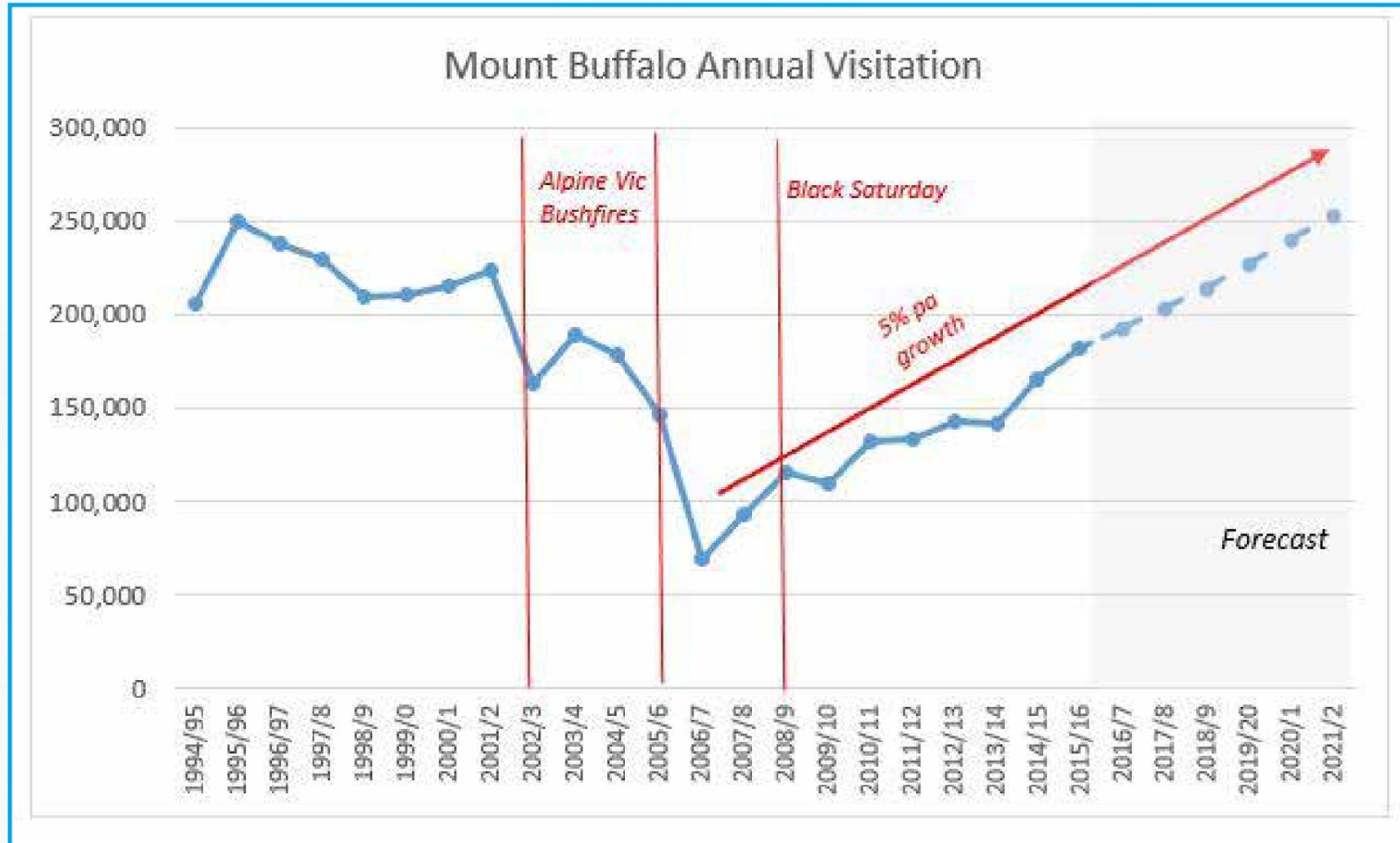
The Mount Buffalo Chalet was built on the Mount Buffalo plateau in 1910 after the first road opened to the summit. With uninterrupted views across the valley from the Gorge, the Chalet has a spectacular and unique outlook that has attracted visitors for over 100 years, which has contributed to its status as a true Victorian heritage icon.

The Chalet was government-owned and managed by various private lessees between 1910 and 1924 before being transferred to the Railways Department, which managed the building until 1985, when it was passed back to the government under the auspices of the Tourism Commission. In 1993 it was leased privately once again.

The Mount Buffalo Chalet closed in 2007 following the bushfire event and what became an increasingly challenging business environment. After a failed attempt to secure a new lessee, management of the Chalet was handed back to the Victorian State Government in 2009 and Parks Victoria has managed it ever since.

While it is currently closed, the Mount Buffalo Chalet still attracts crowds of visitors who are intrigued by the building – one of the largest Chalet complexes in Australia – and its exceptional heritage attributes.





3.3 Growing Visitation

Mount Buffalo attracts 181,000 visitors per year despite offering limited facilities and amenities, or yield-generating tourism experiences. Importantly, this visitation continues to grow at an impressive rate of 5% per annum, presenting unique leverage opportunities for government, commercial and community operations.

The most recent peak visitation to Mount Buffalo was in 1995/96, when some 250,000 people visited the mountain. However, after the Victorian Alpine fires of January 2003 and 2006, and the loss of Cresta Lodge, the mountain experienced a steep decline in visitation that contributed to the closure of the Mount Buffalo Chalet in 2007.

Whilst visitor numbers remain lower than those of pre-2003, visitation continues to consistently increase, demonstrating the strong appeal of the destination amongst current visitor markets. If an annual growth rate of 5% is maintained, it is expected that visitation levels of 250,000 could well be reached again, delivering a significant boost to the regional economy provided that appropriate infrastructure is put in place to nurture and capture it.

3.4 Destination Development – Opportunities Missed

For over 100 years, development at Mount Buffalo National Park, while extensive, has not been well planned or coordinated. Various proposals for investment, while passionate and articulate, have not delivered an operating model which would deliver and sustain the stream of benefits that the mountain promises. There has never been a coordinated master plan that links all of the natural and man-made assets, including the Chalet. As a consequence, the vital interconnection between these assets has been missing, negatively impacting the destination’s tourism potential.

Over the last ten years, various private and government-driven projects have been launched and have unfortunately failed. It is a widely-held view that many opportunities have been lost because the business models have never been appropriate. There has been an absence of coordination, cooperation, goodwill and trust between community and governments, which has led to a regrettable loss of regional development in this jewel of Victoria.



4.0 The Concept - Hubs and Precincts

4.1 Tourism Attraction – the Gorge Skywalk

Overview

While Mount Buffalo currently attracts 181,00 visitors annually, they generate little to no yield for the destination. Without a viable revenue stream, investment in broader destination development is difficult to justify and/or sustain. With this in mind, the development of a major tourism attraction is proposed for Mount Buffalo that can drive significant visitation and yield outcomes for the mountain, and sustain future destination growth.

The development of a large-scale tourism attraction would provide a valid revenue stream for Mount Buffalo, and drive the level of visitation volume required to support investment in other destination facilities and services. In this way, the development of an attraction is seen as the lynch-pin for activation of the entire destination.

A high-profile attraction developed in accordance with sustainable eco-tourism management practices would establish Mount Buffalo as a vibrant nature-based hub that acts as an iconic tourism drawcard for the entire region.

Concept

In 2012, Tourism North East commissioned research¹ into the tourism product gaps that existed in the High Country. This research identified ‘facilitated nature-based activities’ as a priority product gap and tested a range of tourism concepts that had potential to address this void.

Of the concepts tested, the Mount Buffalo Gorge Walk – a glass bottomed walkway allowing visitors to traverse 50 metres across the granite rock gorge of Mount Buffalo (similar to the Grand Canyon Skywalk adjacent to right) generated the highest levels of potential regional visitation, with 63% of respondents claiming they would travel specifically to the region to experience the attraction. The appeal of this concept was driven by its celebration of the region’s natural beauty and its uniqueness. Mount Buffalo is an iconic nature-based destination and a cantilevered walkway strongly appealed to the audience’s desire for an easily arranged/facilitated activity that was invigorating and exhilarating.

As various glass-bottomed attractions can be found globally, there must be consideration for what can be incorporated into the Mount Buffalo offering to distinguish it from competitors, and even take the lead in this space. Options include attachments to the skywalk that offer adrenaline fuelled experiences – like a bungee experience or a giant swing, or even an ‘in-air’ dining option that capitalises on the uninterrupted views – all of which could further enhance the profile of the offering, broaden its market appeal, and create additional revenue opportunities.

Market testing indicates that a major tourism attraction like the Mount Buffalo Gorge Walk would become a ‘must do’ activity for visitors to the High Country. It is expected to become an iconic product that acts as a true regional drawcard that would deliver a significant uplift to the visitor economy. It has the potential to act as a lynch-pin to the ongoing development of Mount Buffalo as a leading nature-based tourism destination, as well as advancing the activation of the entire north-east of Victoria, drawing visitors from across the State and beyond.



BY 2021, THE MOUNTAIN IS ON TRACK TO RECEIVE 250K DAY VISITORS PA. WITHOUT INVESTMENT, THIS WILL EQUATE TO \$0 IMPACT ON MOUNTAIN VISITOR ECONOMY



The impressive visual impact and associated experience that such an attraction would offer would ensure high levels of media attention, social media exposure and word-of-mouth promotion. This would drive sustained interest and participation in Mount Buffalo NP and would also raise awareness of the greater High Country tourism offering – a current impediment for potential visitors to travelling outside of Melbourne.

As such, investment in a high-profile tourism experience is likely to deliver significant and ongoing returns to regional Victoria. It would also align with State strategy associated with achieving a leading position in the nature-based tourism market, through the development of sustainable tourism offerings that are supported by public and private efforts and deliver experiences that ensure high levels of visitor engagement.

In order to progress this opportunity, the scoping of the concept is recommended with consideration given to:

- Analysis of world’s best practice cantilevered tourism products detailing key success factors, planning design and construction, visitation, tourism spending and economic benefits. This includes consideration of capital and operational costs, management and marketing strategies;
- Concept design including an assessment of site suitability/viability;
- Full design and construction costing estimates, along with ongoing maintenance costs;
- Associated amenity planning, design and costing – like toilets, parking, walkways and signage;
- Economic Impact Assessment – price point assessment, revenue projections, cost-benefit ratio and return on investment calculations; and
- Risk analysis.



Vision for Mount Buffalo

4.2 Mount Buffalo Chalet and Village

Overview

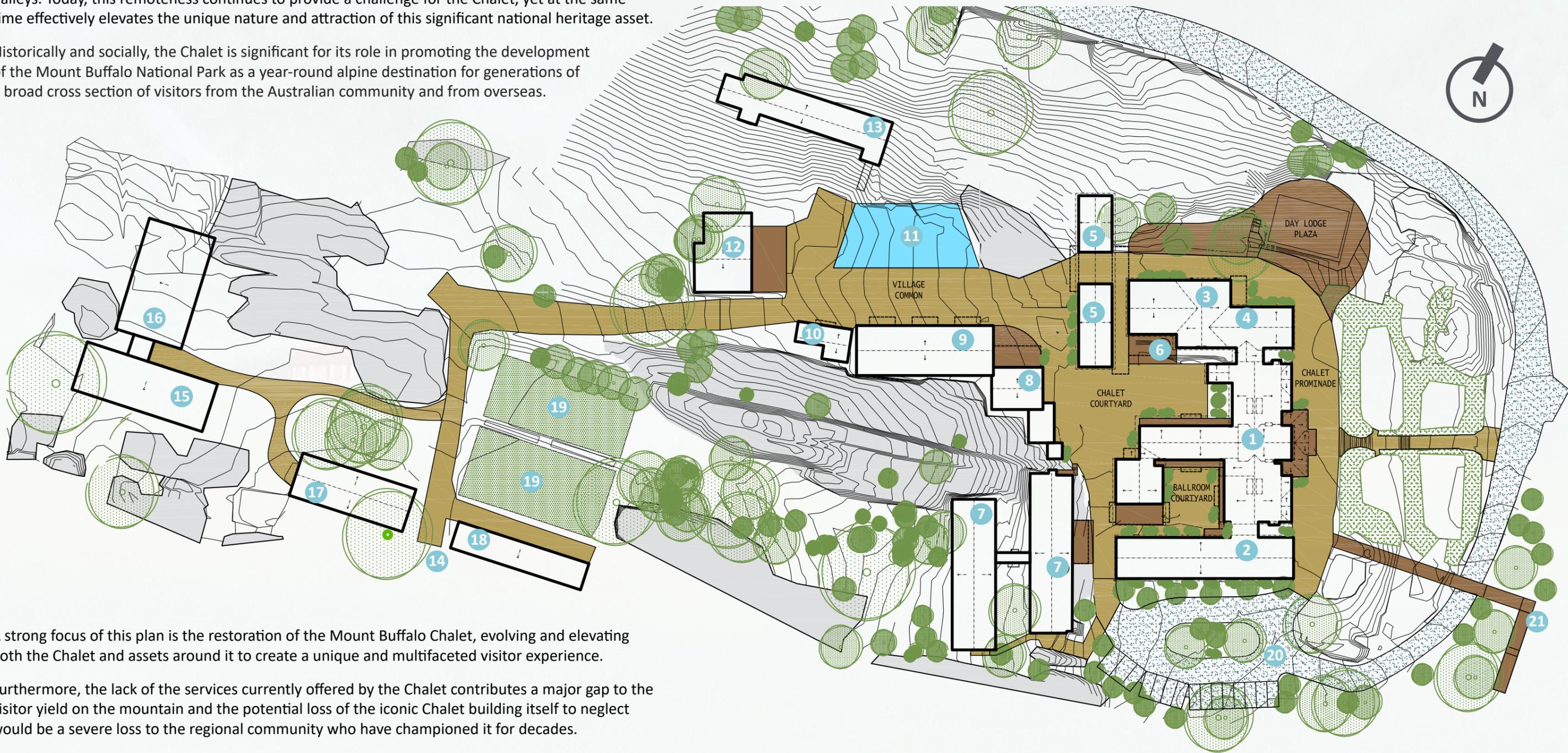
The Mount Buffalo Chalet provides a unique natural and cultural experience with breathtaking views and a sense of history that is unmatched by any other site in Australia. The setting of the historic building and its manicured terraced garden, which sit amongst granite outcrops, provides a unique experience that is unsurpassed in the region.

The remote location of the site is extraordinary, perched on an immense shear granite cliff face of The Gorge, with exceptional views of the Great Dividing Range and the Buckland and Ovens Valleys. Today, this remoteness continues to provide a challenge for the Chalet, yet at the same time effectively elevates the unique nature and attraction of this significant national heritage asset.

Historically and socially, the Chalet is significant for its role in promoting the development of the Mount Buffalo National Park as a year-round alpine destination for generations of a broad cross section of visitors from the Australian community and from overseas.

Plan Legend

- | | | |
|-------------------------------|------------------------------------|--|
| 1 Mt Buffalo Chalet | 8 Pump House Bar & Cafe | 15 Day Spa & Pool |
| 2 Chalet Suites | 9 Retail & Activity Centre | 16 Mt Buffalo Spa Hotel |
| 3 Day Lodge | 10 Chalet Ice Skating | 17 Stables Chapel & Function Room |
| 4 Park Office | 11 Skating Rink | 18 Storage Sheds |
| 5 Mt Buffalo Training Centre | 12 Mechanics Bar & Function Centre | 19 Tennis Courts |
| 6 Courtyard Performance Space | 13 Staff Accommodation | 20 Staff Accommodation Drop-off & Short Term Parking |
| 7 Mt Buffalo Hostel | 14 Village Trail Tead | 21 Gorge Pedestrian Overpass & Universal Ramp |



A strong focus of this plan is the restoration of the Mount Buffalo Chalet, evolving and elevating both the Chalet and assets around it to create a unique and multifaceted visitor experience.

Furthermore, the lack of the services currently offered by the Chalet contributes a major gap to the visitor yield on the mountain and the potential loss of the iconic Chalet building itself to neglect would be a severe loss to the regional community who have championed it for decades.



Artists Impression
Day Lodge Plaza
by DE atelier Architects



Artists Impression
Chalet Courtyard
by DE atelier Architects

Concept

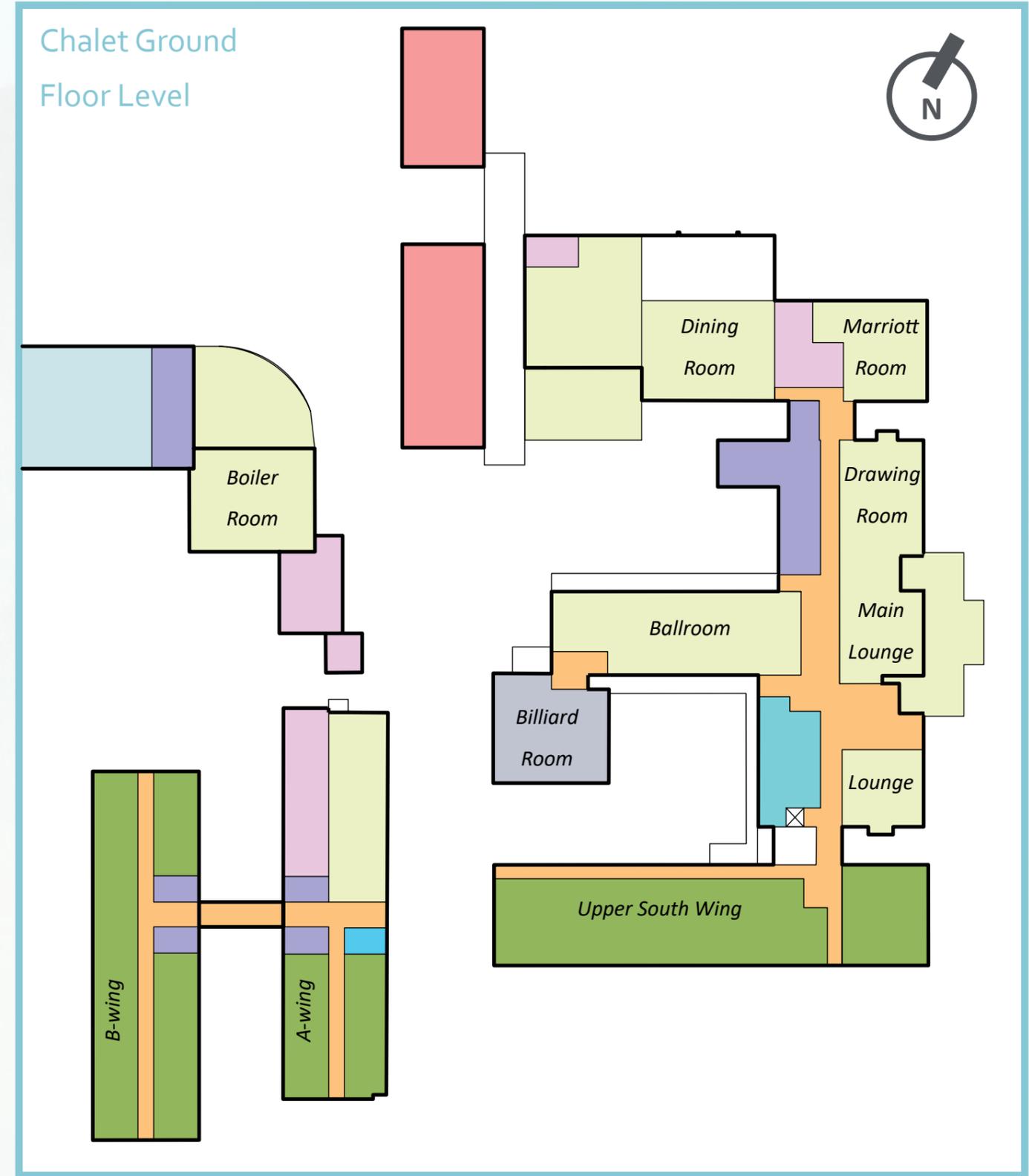
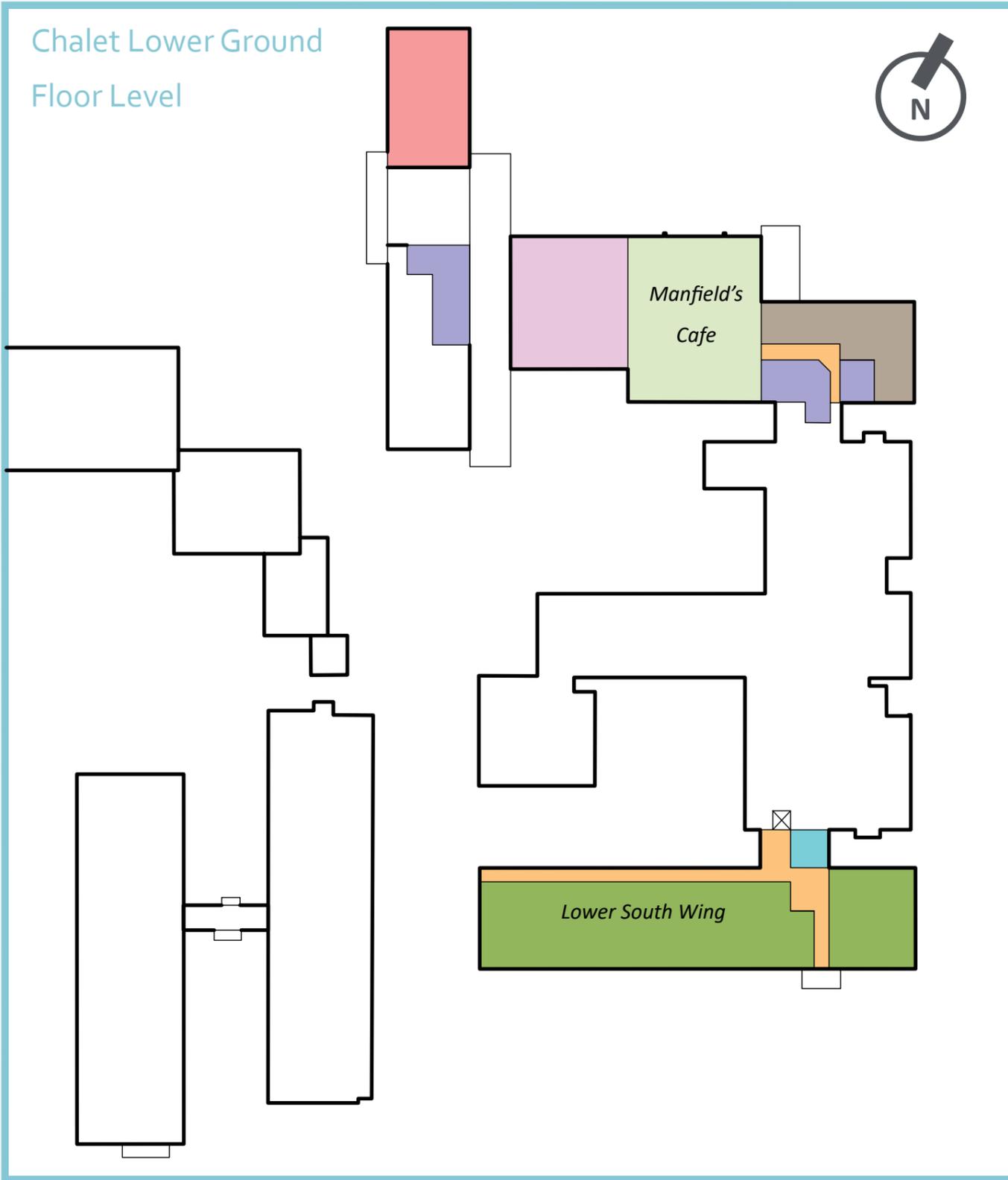
Mount Buffalo Chalet

The Mount Buffalo Chalet acts as a significant tourism drawcard in its own right. Properly activated, it has the potential to make a viable contribution to the visitor experience and mountain economy. Furthermore, the implementation of a large-scale tourism attraction like the Gorge Walk would necessitate the development of supporting amenities and services for both day and overnight visitors, which would be ideally placed within the Mount Buffalo Chalet.

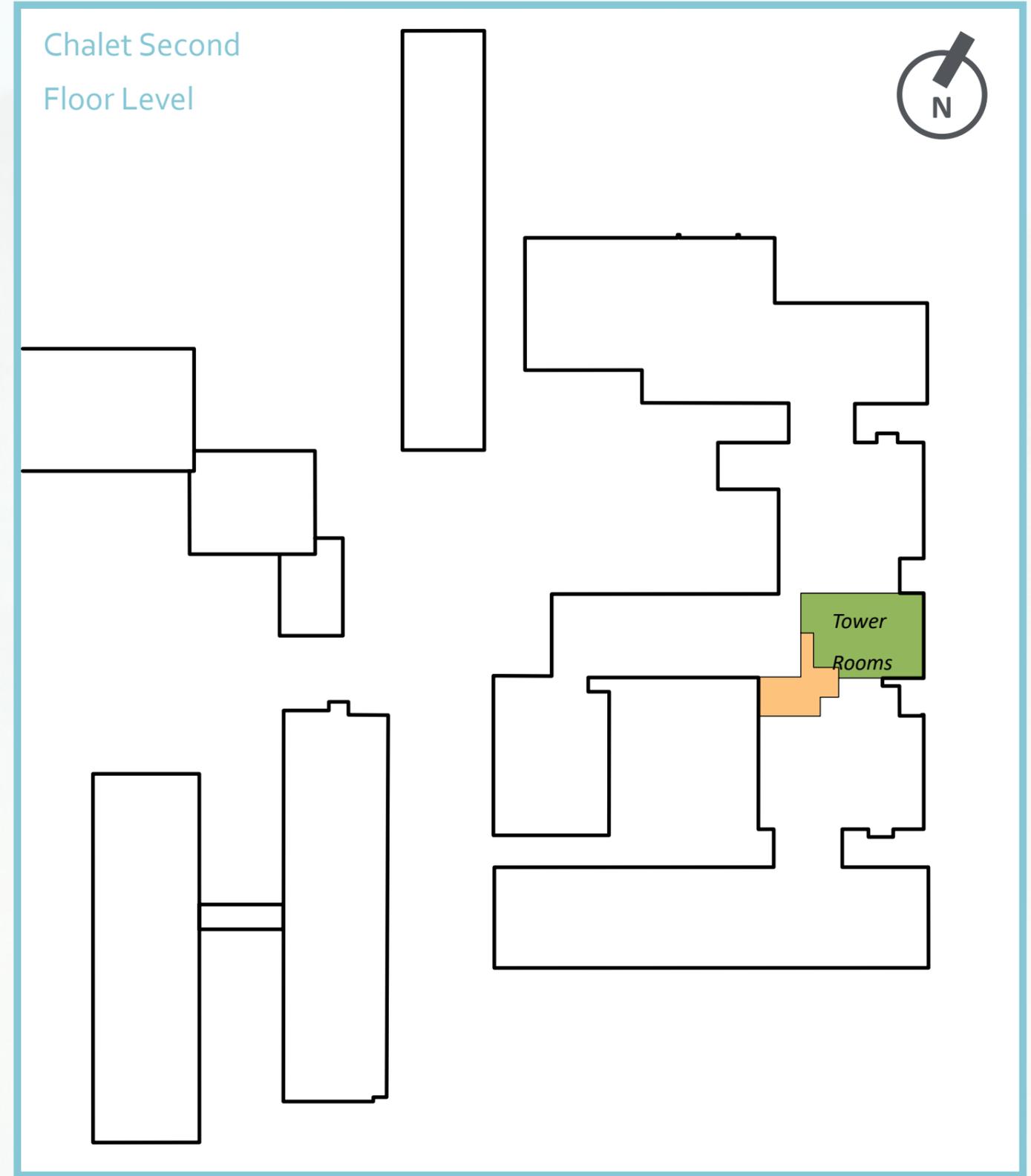
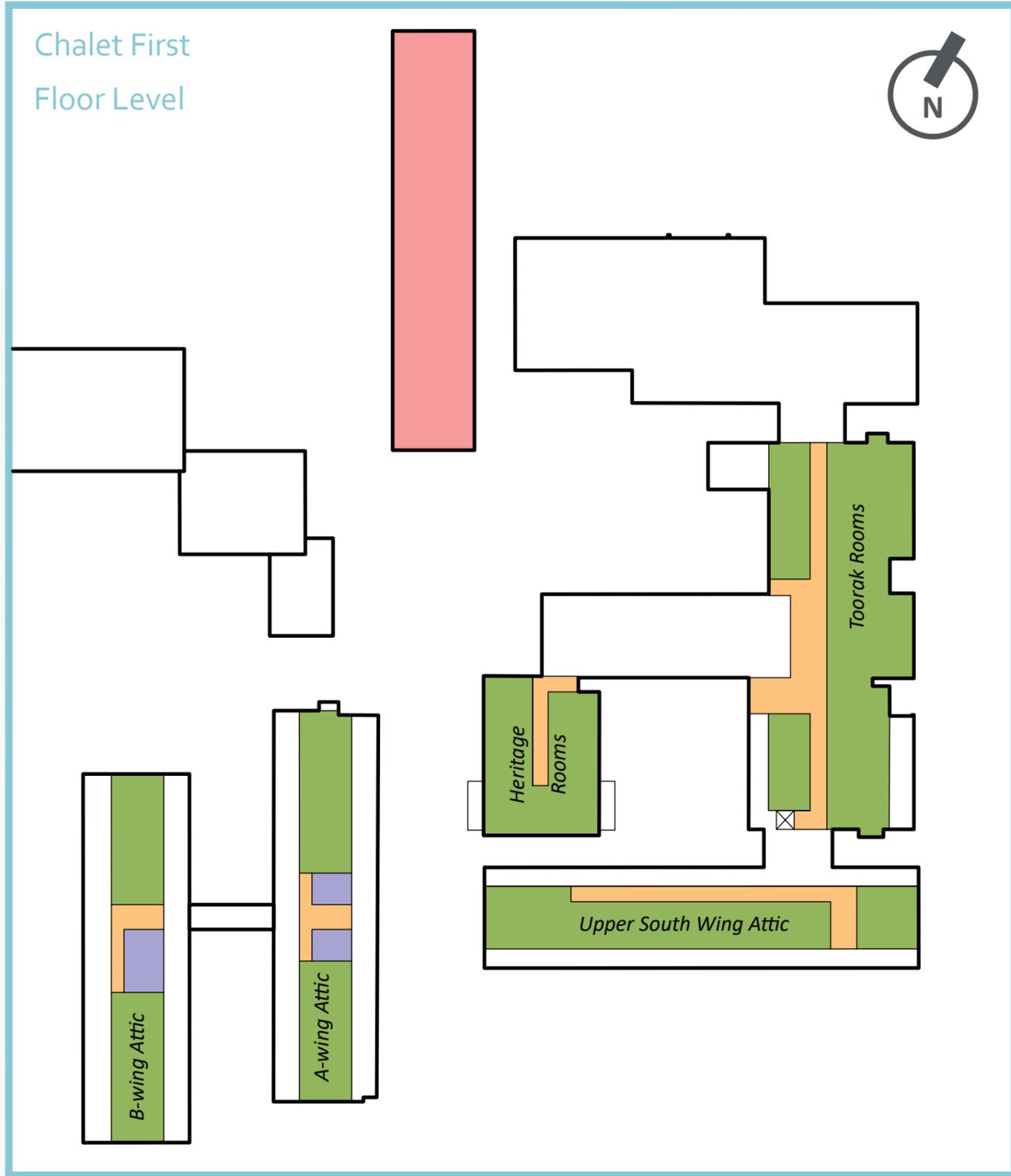
As such, this concept calls for a repurposing of up to 95% of the Chalet's existing building infrastructure, reactivating it as an accommodation and day lodge facility. This includes:

- Redeveloping the South Wing of the Chalet to offer high-end suites, including utilisation of the significant attic space in this area to create an additional level. This would create 42 full-size, well-appointed rooms with ensuites, all enjoying a coveted external view;
- Separating and transforming A and B Blocks ('Siberia') into the Mount Buffalo Hostel, utilising the original design of compact rooms and communal bathrooms to offer economical school and group accommodation. Comprising 32 rooms and its own kitchen and living space, this self-contained redevelopment also incorporates an extra level, as a roof attic;
- Offering a day lodge in the former Manfield's Café, with an external north-facing alfresco terrace. This would provide amenities and improved day visitor experience in the form of food and beverage, relaxation, shelter and information;
- Developing a Parks Victoria office in proximity of the Day Lodge that provides the organisation with an effective on-mountain presence and the ideal location for visitor interaction; and
- Converting the north-western former staff accommodation building into open learning and collaborative space – a versatile training centre to support a broad range of training programs, seminars and conferences offered across government, private enterprise, educational institutes and special interest groups. This would effectively complement the proposed accommodation offering.

Vision for Mount Buffalo



- Accommodation
- Circulation / Store
- Administration
- Amenity
- Day Lodge
- Parks Administration
- Hospitality (Front of House)
- Hospitality (Back of House)
- Activity / Retail
- Training



- 
 Accommodation
- 
 Circulation /
 Store
- 
 Administration
- 
 Amenity
- 
 Day Lodge
- 
 Parks
 Administration
- 
 Hospitality
 (Front of House)
- 
 Hospitality
 (Back of House)
- 
 Activity /
 Retail
- 
 Training

Vision for Mount Buffalo

Mount Buffalo Village Activation – Existing Buildings

Rather than redevelop this ‘grand old lady’ in isolation, the renewal and repurposing of existing buildings located on the Chalet site is recommended, fully utilising land than has already been disturbed and developed.

Existing ancillary buildings are proposed to be adapted to accommodate new visitor services, creating an integrated pedestrian focused mountain experience that would essentially form a Mount Buffalo Village. The activation of existing buildings would create a frame for new public areas that allow the Mount Buffalo Chalet to be experienced and appreciated from a new perspective.

The development of a Village offering would also ensure the more effective servicing of existing and potential visitors, as well as stimulating a new range of commercial opportunities.

Key to this concept is the development of a Village centre to the rear of the Chalet that would maximise the use of existing ancillary buildings, including (but not limited to):

- Transforming the existing mechanics workshop into a barn-style bar and function centre that offers a unique point of difference;
- Developing the existing stable site into an events space, possibly including a chapel to support hosting on-site weddings;
- Creating boutique commercial opportunities within garages, sheds and other site features and small scale intimate retail experiences at the village centre – ideal for tourism operators, food and beverage, arts and culture and retail outlets;
- Creating a performance stage in the original courtyard garden setting that could be used to support live entertainment or other functions;
- Providing expanded recreational facilities around the tennis courts and surrounding areas; and
- Utilising the former ‘Treetops’ staff facility for staff accommodation.

Additional activation in support of the Village centre could include upgrading the existing tennis courts, developing an outdoor, year-round ice skating/roller blading rink and establishing limited-use parking for accommodation guests.

While previous plans for the Chalet site looked to demolish up to 70% of the surrounding buildings, this plan looks to utilise 90-95% of the entire Chalet complex footprint. The cost of delivering this concept component would vary according to scale, functionality, extent and quality of the construction.

INTERNAL BUILDING AREAS											
	Accomm.	Common/ Circulation	Admin.	Amenities	Hospitality FOH	Hospitality BOH	Activity/ Retail	Training Spaces	Parks Admin.	Day Lodge Café (FOH)	TOTAL
CHALET											
Lower Ground	333	94	13	44		140			84	197	905
Ground	333	263	64	89	834	58	107				1748
First	699	176									875
Second	87	33									120
TOTAL	1452	566	77	133	834	198	107	0	84	197	3648
EDUCATION CENTRE*											
Ground				40				103			143
First				42				270			312
Second (in existing. roof space)								156			
TOTAL	0	0	0	82	0	0	0	529	0	0	455
SCHOOL ACCOMM/HOSTEL											
Ground (existing)	387	132	10	44	101	69					743
First (in existing. roof space)	278	38		46							362
TOTAL	665	170	10	90	101	69	0	0	0	0	1105
OTHER BUILDINGS											
Service Sheds Retail				47			404				451
Pump House Bar/Cafe					117	64					181
Mechanics Garage Restaurant				35	135	62					232
Stables Chapel/Function Rm					287						287
Art Deco Garages			180	26							206
Horse Paddocks Spa & Hotel (NEW)	1750	300	50	75	225	50	550				3000
Staff Accommodation Building											680
AW Keown Lodge (Dingo Dell)			56	56		32		310			454
Gateway Building (NEW)				50	50	35	290		75		500
Cresta Day Lodge (NEW)		50	50	100	300		125	90	35		750
Transport Hub (NEW)			200	50					150		400
Lake Catani Cabins	250			60							310

OTHER	Area (sq.m)	Length (m)
Village Pedestrian Paved Areas	4985	
Village Day Plaza Deck	805	72
Pedestrian Bridge to Gorge	210	
Tennis Courts	105	
Ice Rink	45	

* Village Education Centre not yet planned.
Anticipated spaces will include various size flexible teaching spaces, circulation & office

Chalet Accommodation Summary	
Lower Ground	9
Ground	9
First	22
Second	2
Chalet Rooms - TOTAL	42
Spa Hotel Accommodation	
Estimate room average (sq.m)	37
Estimate no. rooms in existing GF area	47
Chalet & Hotel Rooms - TOTAL	89
Hostel/Student Accommodation A-B Wings	
Estimate room average (sq.m)	12
First Floor Dorm Rooms (avg size sq.m)	69.5
Estimate no. rooms in existing GF area	32
Accommodation - TOTAL ROOMS	121



New Village Development – Mount Buffalo Spa Retreat and Hotel

While the redevelopment of existing buildings ensures full utilisation of existing mountain assets, the development of new infrastructure – in the form of a Spa Retreat and Hotel – would complete the visitor experience.

Located about the old Horse Paddocks above the Mount Buffalo Chalet Village, the Mount Buffalo Spa Retreat Hotel would provide a wellness and health sanctuary, with stunning views, in a private and peaceful setting. This location is considered as pre-existing disturbed land, sitting at the Western end of the existing lease perimeter and does not, therefore, interfere with the heritage significance of the original Chalet complex.

This facility would complement the Chalet offering through the provision of an all-season visitor and activity venue that includes an indoor swimming pool, wet and dry saunas and relevant support services and classes (like yoga and pilates). The additional 47 hotel rooms included within the facility would ensure that the Mount Buffalo Village would have sufficient luxury accommodation to provide the critical mass for ongoing successful operation -a total of 89 premium rooms and 32 group/hostel rooms within the Mount Buffalo Village.

The Spa & Hotel offering is envisaged as a modern facility, providing a contrasting but complementary experience to the historic Mount Buffalo Chalet.

Building Lease

Historically, the Mount Buffalo Chalet operated under a lease whereby the lessee rented the space for a predetermined usage for an extended period. While such leases have traditionally been for a period no longer than 21 years, in 2010 Parliament implemented a new Act (the National Parks Act) that allowed for the Chalet lease to be extended to 50 years and then 99 years, all with special Ministerial approval. This was amended in 2015 to a maximum lease term of 50 years, through the *National Parks Amendment (No 99 Year Leases) Act 2015*.

While the extensions were welcomed, this type of lease is poorly suited to the operation of the Mount Buffalo Chalet, providing a level of uncertainty that poses too much of a risk for operators and potential financiers, particularly considering ongoing building maintenance and running costs. As such, a fit for purpose leasing arrangement that is more in line with the Alpine Resort’s Leasing Policy is recommended.

In 2002 the Victorian State Government implemented the Alpine Resorts Leasing Policy which was, in part, to provide consistent framework for the leasing of Crown Land in Victoria’s Alpine Resorts of Falls Creek, Mount Hotham, Lake Mountain, Mount Baw Baw, Mount Buller and Mount Stirling. While called a ‘lease’ it differs from the Mount Buffalo option in that it allows investors to own the improvements on their land. A lessee’s interest in the land is then on the title held at the titles office.

This type of lease would provide greater certainty for potential Mount Buffalo Chalet lessees, enabling them to buy, maintain, expand and ultimately sell their property should they so choose. It would also place a lessee in a position to sublease part of their building to another party, in effect giving ownership of a building or part thereof to operate, live in or rent out (for example, Manfield’s Café could be a sublease under the Chalet’s head-lease).

If the parcel of land that contains the Mount Buffalo Chalet was excised out of the National Park and made available to lease under this Policy, ‘ownership’ of the asset could be created. With ownership comes certainty, which paves the way for investment.



*Artists Impression
Mount Buffalo Spa Retreat & Hotel
by DE atelier Architects*

4.3 Food and Beverage Economy Reactivation

Overview

An attractive tourism destination, particularly a remote one like Mount Buffalo, requires an appropriate food and beverage offering to properly service visitors. At present, Mount Buffalo’s offering in this space is very limited comprising a café at Dingo Dell that only operates in peak times (predominantly in winter), and a year-round coffee cart at the Gorge car park serving drinks and basic snacks. Neither of these food and beverage offers adequately meet the needs of the region’s target visitor market.

To address this product gap, this concept proposes the development of a vibrant food offering and associated economy at Mount Buffalo that not only enriches the visitor experience but acts as an attraction in its own right.

Concept

In order to establish a vibrant food economy on Mount Buffalo, a diverse visitor offering including mobile food vans, cafes and a restaurant/bar is required to ensure broad market appeal. A priority in this space is the revitalisation of The Gorge and Mount Buffalo Chalet hub to become a flagship food and beverage attraction.

Short-term

The short-term view is to replace the coffee cart that currently operates at the Gorge with a food van that offers a cafe-style lunch menu, serviced by a collective of local food and beverage producers offering a range of quality regional produce. This would be set-up in close proximity to the Chalet with (temporary) outdoor tables and seating offered in its garden area, providing a relaxed and ambient atmosphere that celebrates the surrounding environment and heritage.

Medium-term

Completion of current repair and maintenance works to the Chalet present a unique opportunity, in the medium term, to accommodate food and beverage options in the Chalet itself (while maintaining an outdoor element), maximising its appeal to visitors.

Plan Legend

- 1 Chalet Portico Outdoor Dining Area
- 2 Mount Buffalo Resort Redevelopment Information Area
- 3 Cafe Entry & Waiting Area
- 4 Cafe Dining Room
- 5 Cafe Lounge
- 6 Cafe Serving Area
- 7 Cafe Preparation Area
- 8 Female Washroom
- 9 Male Washroom
- 10 Universal Washroom / Baby Change Area
- 11 Staff Changeroom & Washroom
- 12 Store Room & Office
- 13 Wheelchair Lift (Indicative option)



Such an activation could be readily located in suitable areas within the Chalet and would provide visitors to the mountain with the opportunity to engage and re-engage with this historic building, while broader building plans are explored. Investment of funds in this area may also provide additional impetus and benefit to the overall restoration and activation of the Chalet.

Re-engagement will provide an ability to actively demonstrate the value and nature of restoration/preservation works already undertaken and provide a valuable marketing/publicity stage (in both senses) for the ongoing Mount Buffalo Chalet re-development.

There is a clearly identified desire within the broader vision to 'de-intensify' development in and around key natural assets, such as the Gorge. A stand-alone and permanent food and beverage option at the Gorge could result in the unintended outcome of separating the Chalet & Gorge attractions. An outcome where visitors view the Chalet & Gorge as separate and distinct attractions would be counterproductive to the concept of a Gorge and Chalet Village precinct. Working towards the centralisation of public facilities within the Chalet and the proposed Mount Buffalo Village area is consistent with the conceptual direction of this Plan.

It is anticipated that this impetus would lead to a broader activation of the Chalet and lead onto the Chalet Day Lodge re-development, earmarked for Manfield's Café.

Long-term

The long-term food and beverage outlook incorporates a hatted restaurant and bar into a restored Mount Buffalo Chalet, operating alongside an accommodation offering to enable the overnight market to provide a revenue base for this type of operation.

Supporting this activation is the redevelopment of the Dingo Dell Café, so that it provides a more ambient and amenable experience to visitors and the potential for food vans servicing other hub areas like Lake Catani or Cresta.

This concept ensures that no matter what mountain visitors are looking for – drinks/snacks, a relaxed café-style meal or a fine dining experience – their needs are catered for.



Vision for Mount Buffalo



4.4 Lake Catani Camping, Glamping and Wilderness Huts

Overview

Research commissioned by Tourism North East identified demand for accommodation that was unique and located within natural surrounds – a current gap in the regional product offering. This accommodation might take the form of remote yet luxurious treehouse accommodation, glamping facilities set in forest or mountain locations, or forest huts or suspended tents, however it must enable the visitor to feel immersed with the natural environment.

Looking to fill this gap, a range of glamping and wilderness hut options could be developed at picturesque Lake Catani, which is already a popular camping ground at Mount Buffalo, currently generating 15,000 visitor nights – a figure that continues to grow consistently year-on-year.

Such an offering provides the opportunity to leverage existing market interest in camping at this site and also appeal to new demographics.

Concept

Glamping

Luxury camping is a growing segment of the \$1.3billion Victorian camping and caravan sector and has a market sweet spot at the intersection of a high standard of service and comfort with an impressive natural setting. There is strong opportunity for Mount Buffalo to investigate this light-footprint option as part of a suite of actions to raise yield and engagement with the mountain.

The potential yield from a high quality site such as Lake Catani or others across Mount Buffalo is illustrated by the rates which are achieved by ‘luxury camping’ or ‘glamping’ companies which have emerged over the past few years. Two market leaders are Cosy Tents^{2[8]} which charges between \$225 and \$295 per night for their accommodation at Yandoit, north of Daylesford and Happy Glamper^{3[9]}, which offers 5M bell tents for \$400 for two nights, or \$460 for a 6M Bell tent.

The luxury glamping experience would provide an additional and compatible use within this area, allowing a full appreciation of the natural setting at Mount Buffalo and exposure to a broader tourism market.

Wilderness Huts

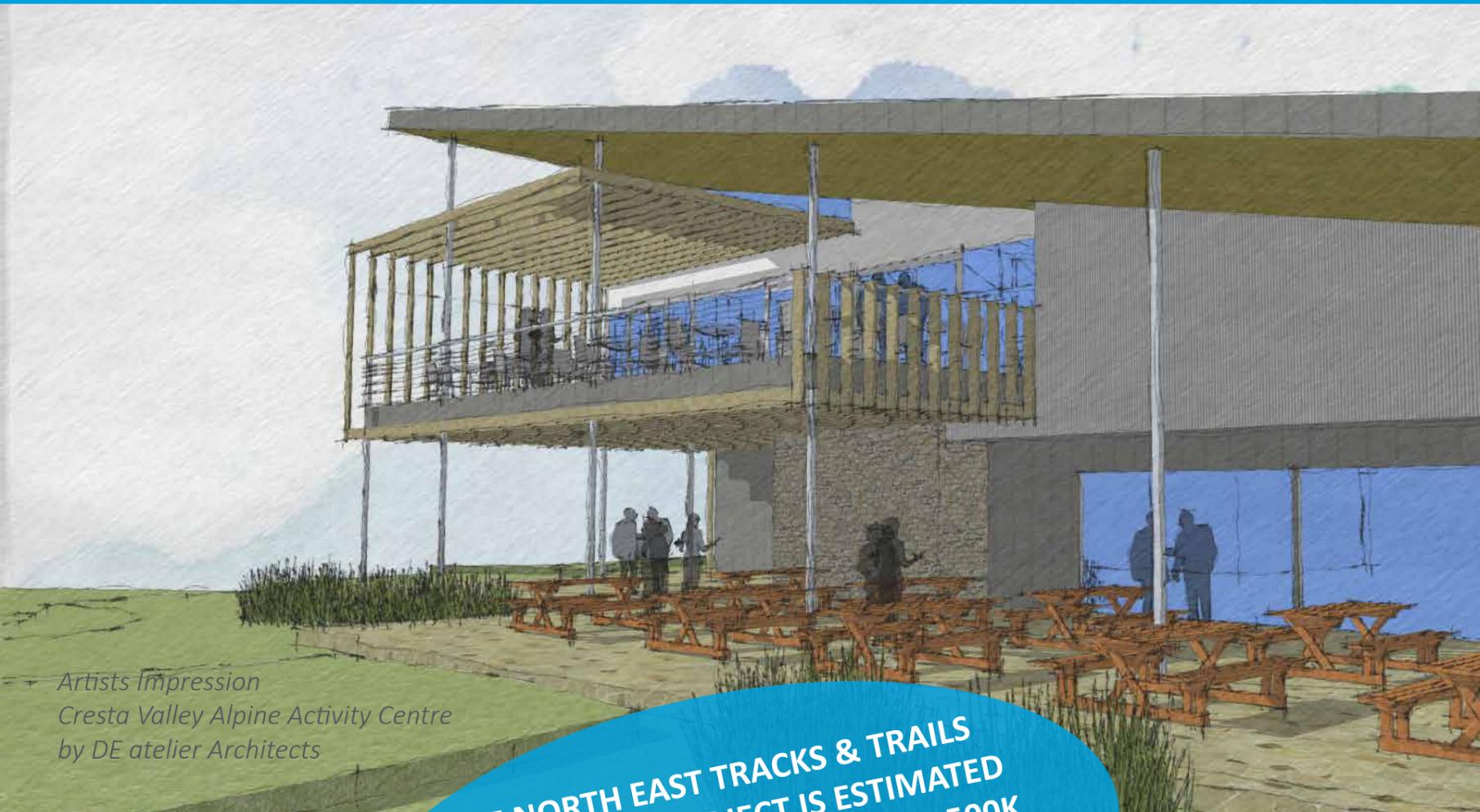
Lake Catani also has capacity to support the development of wilderness huts. These huts would be eco-friendly and based on a similar design to other similar structures found throughout the Alpine National Park.

The Department of Justice is interested in piloting a program at Mount Buffalo that would see prisoners construct these huts on behalf of the destination. This program would provide prisoners with practical opportunities to apply their learnings in this space, as well as provide a tourism drawcard for people wishing to try something different and embark on a socially responsible camping experience. Other such projects may be possible.

See www.cosytents.com.au ^[8] 2

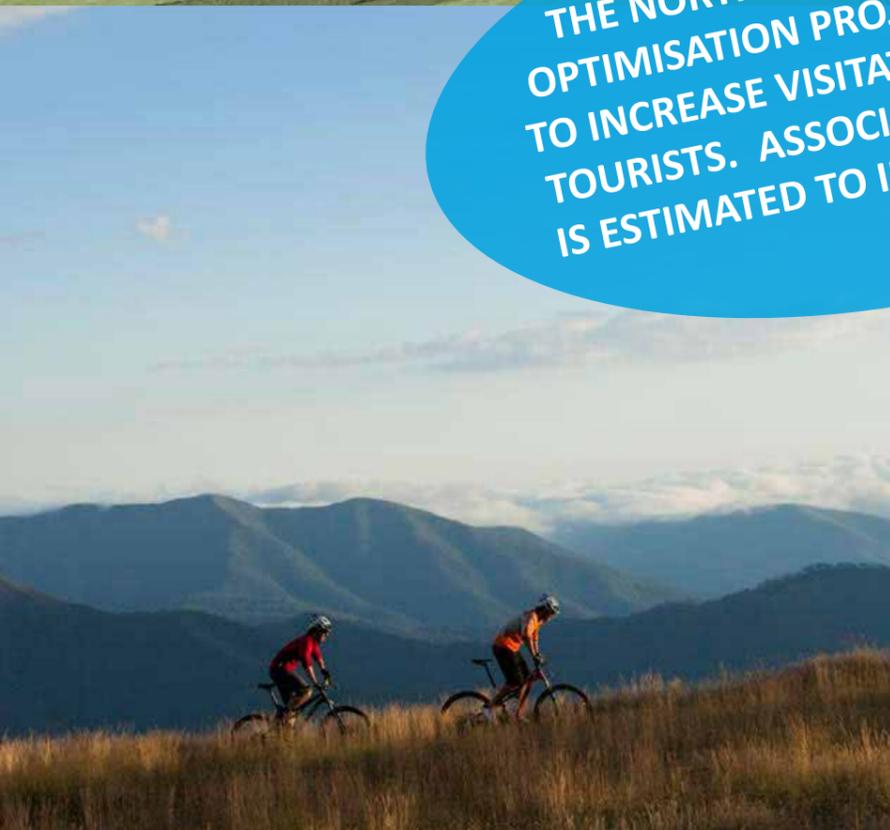
See www.happyglamper.com.au ^[9] 3





Artists Impression
Cresta Valley Alpine Activity Centre
by DE atelier Architects

THE NORTH EAST TRACKS & TRAILS OPTIMISATION PROJECT IS ESTIMATED TO INCREASE VISITATION BY OVER 500K TOURISTS. ASSOCIATED EXPENDITURE IS ESTIMATED TO INCREASE BY \$5M PA



4.5 Activities and Events

Overview

The vast natural assets of Mount Buffalo ensure it is the ideal location for outdoor enthusiasts. In summer, the primary activities undertaken at the destination are bushwalking, sightseeing and bike riding, while in winter it is snowplay, tobogganing and cross country skiing.

To cater for the needs of current visitors as well as enhance future visitation potential, it is essential to both enhance and diversify Mount Buffalo’s activity and event offering. Activation in this space would generate positive economic outcomes and contribute to meeting current Government targets associated with wellness, not to mention Parks Victoria’s own commitment to ‘healthy parks, healthy people.’

Concept

Activities

The provision of premium adventure experiences to the high-end market is rightly placed at Mount Buffalo, which is an exemplar of a world-class setting for this type of products. For instance, one of the current key activity attractions is the portaledge picnic, where participants enjoy a gourmet picnic while suspended 300m above the valley floor, along with portaledge camping – the world’s highest cliff camping experience and the first activity of its kind in Australia.

Infrastructure development would allow for the provision of other attractive, high-calibre products in this space including:

Cresta Valley Alpine Activity Centre

The redevelopment of Cresta into a day lodge and alpine activity centre would see this site become the mountain’s primary recreational hub. It would offer a range of day-visitor facilities including shelter, food and beverage, amenities and mountain information. It would also offer recreational services and equipment hire, acting as base for walking and bike riding in summer, and a high-quality snow experience in winter. Furthermore, it could offer new interpretive opportunities and would also assist in addressing some of the day-visitor capacity issues experienced at the Gorge in peak season, providing an improved and enhanced experience for visitors.

Expanded Hero Walks

The creation of a hero walking product that leverages existing visitation from bush walkers/hikers has obvious potential. This could include a ‘Great Granite Plateau Walk’ that links key mountain sites, achieved by re-opening the 2km track linking Macs Point Track to Cresta, which then opens up a bush-walking track from The Entrance to The Horn via The Gorge. A short link into Dingo Dell from Long Plain would also incorporate that site into the walk network.

Mountain Bike Trail Development

There is potential to develop purpose-built mountain bike trails that leverage regional product strengths in this space. The uniqueness of the Mount Buffalo site, the views and availability of engaging, rocky terrain would act as a real point-of-difference for mountain bike trail development.

Vision for Mount Buffalo

7 Peaks Run



7 Peaks Ride



TOBOGGANING & SNOW PLAY

NIGHT-TIME WALKING TOURS

HIKING & NATURE DISCOVERY WALKS

CROSS COUNTRY SKIING

Integrated Cultural Tourism Experiences

Working with the Taungurung Clan, there are strong opportunities to create cultural tourism products and activities that recognise the intertwined histories of both indigenous and European cultures on the mountain. This type of offering could also have the potential to generate further ongoing training and employment opportunities.

Events

Mount Buffalo's unique landscape also ensures that it can support a broad range of events. Events have the power to drive visitation and yield opportunities for the mountain, as well as generate exposure and awareness for the broader mountain offering.

Ongoing destination development places Mount Buffalo in an ideal position to attract new events associated with wellness, bike riding, orienteering, multi-disciplinary and food/wine, as well as leverage existing valley events (like the Tour of Bright).

Currently five events are hosted on Mount Buffalo annually, generating over \$1.2million in visitor spend for the region – a figure that would be bolstered by securing new events. Importantly, a new range of facilities and services on mountain would ensure that yield is generated on Mount Buffalo, creating important revenue opportunities for the destination.

Buffalo Stampede



MOUNTAIN BIKING

VIA FERRATA

4.6 Dingo Dell Outdoor Education Centre of Excellence

Overview

While the potential of Mount Buffalo has largely been considered within a tourism context thus far, the destination also holds strong cross sector appeal, with significant opportunities presenting within the education space.

Currently, there is a chronic under supply of residential outdoor schooling across Victoria. In 2016 alone, there were some 1,500 public schools in Victoria with combined enrolments of almost 600,000 students and yet there were only 68,200 bed nights available across the state from seven public outdoor schools. Publicly-funded outdoor education facilities have had no spare capacity for over 10 years, with the degree of excess demand increasing year on year. Mount Buffalo is well positioned to meet this demand.

In addition, Mount Buffalo has a rich Aboriginal heritage inherently connected to the Taungurung Clan, the Traditional Owners of the land on which Mount Buffalo National Park is located. Working with the Taungurung Clan Aboriginal Corporation presents strong opportunities for cultural heritage education and ongoing Aboriginal employment.

Concept

Mount Buffalo is perfectly positioned to become an outdoor education centre of excellence that is of a world-class standard. This includes becoming a base for short term outdoor school education (consistent with the Victorian School Camp model) as well as vocational training with an emphasis on hospitality and outdoor education to address regional skill gaps and help to raise the retention of students regionally post year 12.

Dingo Dell, nestled in the heart of the alpine environment, would provide the ideal location for such an offering. The existing building and its surrounds could be repurposed to meet the needs of the education sector, as well as offer a complementary interpretive offering that would be ideal for both students and destination visitors alike.

The concept of a multi-purpose educational institution of this form was developed as part of the 'Zero3' model in 2007, which was to be delivered as an option for renewal of the Bogong Outdoor Education Centre (although never implemented). Zero3 was designed to offer a market-leading, specialist residential school (for primary through to tertiary and vocational) that utilised the natural surrounds for fieldwork and complementary program activities. The name of the program stemmed from its design principles – of using zero fossil fuel energy, generating zero waster and having zero adverse environmental impact.

A facility like this would introduce new markets to the mountain, drive year-round visitation opportunities and generate awareness of the broader destination offering. Any accommodation vacancies outside of the schooling schedule could also service other resort visitors, like corporate and tour group bookings, presenting additional commercial opportunities for Buffalo.

The centre could also support other activities on the mountain as it would have a 24/7 presence with Mount Buffalo personnel potentially staying in residence.

The following actions are recommended in regards to this concept:

- Review and revitalise the Zero3 model with a view to assessing applicability to Mount Buffalo;
- To engage with the Victorian Department of Education and Training to determine the scope and timing for the development of a short stay outdoor school campus on the mountain, utilising existing infrastructure where possible;
- To determine the infrastructure requirements for the establishment of a VET / TAFE vocational training presence on the mountain, suited to address vocational needs of the local region.



CURRENTLY THE STATE NATIONAL PARKS CAN ACCOMMODATE LESS THAN 6000 STUDENT VISITS PER ANNUM. THIS SITE WOULD ACCOMMODATE OVER 8000 STUDENTS PER ANNUM ALONE.

Vision for Mount Buffalo

Primary Schools	Secondary Schools	TAFE	Tertiary
<p>School camps – Zero 3 model</p> <p>The Vision for Mount Buffalo includes the potential development of a Victorian School Camp on Mount Buffalo, providing access for an overnight experience on the mountain.</p> <p>Using the existing model of outdoor recreation camps across Victoria there is a potential to establish a centre on the mountain at one of the existing facilities.</p> <p>A study has previously been commissioned along these lines and it could be revisited in this project.</p>	<p>School camps – Zero 3 model</p> <p>Programs including personal and social learning will be key pillars of the experience at Zero3. This is a particularly important focus during the middle years, levels 5 to 9</p> <ul style="list-style-type: none"> • Flexible, ICT enabled classrooms and science labs for 60 students; • Small meeting and workshop rooms; • Accommodation for 60 students, Zero 3 staff and guest teachers; • A strikingly designed, interactive, interpretive centre – focused on sustainable living and technologies; • ‘Timbertop’ experience model. 	<p>VET – site based apprenticeships</p> <ul style="list-style-type: none"> • Potential to build on existing research for a ‘school camp’ based on the mountain; • Employment opportunities are envisaged in the tourism, hospitality and camps sectors; • Full-year operation hosting schools, community groups, tourists, researchers, and families; • The concept would include an investment in a school camp akin to the Bogong or 15 Mile Creek facilities; • High demand is experienced for similar operations in the region to the point of oversubscription; • A full business plan and model of operation would be developed; • The opportunity is for a networked facility working in conjunction with other operators across Victoria. 	<p>Centre of Excellence</p> <p><i>Outdoor Education</i> <i>Hospitality</i> <i>Language</i></p> <p><u>Areas of study:</u> State Emergency Services</p> <ul style="list-style-type: none"> • Hospitality; • Ecology; • Environment; • Business studies.
Partners (but not limited to)			
Public & Private Schools	Public & Private Schools	Wodonga TAFE	LaTrobe University – Marketing RMIT – Communications and PR Deakin – Architecture
		Refer: Industry engagement framework	Victorian Skills Commission

Educational Opportunities Summary



WITH OVER 600K VICTORIAN STUDENTS, CURRENT OUTDOOR EDUCATION CAMPS ONLY HAVE A CAPACITY & FUNDING FOR 68K BED-NIGHTS PA, WITH CAPACITY EXCEEDED OVER 10 YEARS AGO

4.7 Servicing the Mountain

Overview

The creation of new or revitalised mountain assets leads to a need for matched services, with consideration required for power, water, energy and heating supply. However, there are currently minimal operational services on the mountain and those that do exist are patched together, old, inefficient, non-compliant, or not ideally located. Furthermore, Mount Buffalo is a remote site with no existing off-mountain services connections, meaning that it must be self-reliant.

With this in mind, embracing the existing 'off-the-grid' approach to service design is proposed, optimising existing services, as well as creating new, highly efficient and modular systems to allow flexibility for future growth and staged development. This approach balances capital expenditure with staged demand and maximises operational flexibility and efficiency.

The required services for each hub on the mountain would be delivered under a single model utilising similar technical solutions to keep engineering systems as simple as possible; reducing capital operational and maintenance costs.

Infrastructure and engineering services must be designed to provide appropriate levels of comfort for the user. All these elements must be finely balanced to ensure appropriate environmental outcomes as well as not imposing undue financial burden on the success of Mount Buffalo operating as a thriving destination.

Concept

With four visitor hubs proposed for the mountain – at the Chalet, Lake Catani, Dingo Dell and Cresta Valley – the same number of separate (albeit similar) standalone service solutions are required that can be implemented and scaled, based on the proposed development. This concept aims to provide highly efficient, renewably powered services matched to each location's requirements, which generate minimal waste or greenhouse gas emissions.

Power

Provision of electrical power for each hub would be via suitably sized installations, using a combination of solar energy with battery storage, plus gas fired cogeneration systems (as required). These systems are modular and can be planned in a manner to allow future expansion. Smart controls can be used to optimise the renewable energy inputs into the system. End user education would be critical for success.

Heating

Efficiency of a building fabric is critical to minimising heating energy demand and especially important in an off-grid location where energy provision is expensive regardless of approach. Any new permanent buildings on Mount Buffalo should meet Best Practice thermal energy efficiency levels (Passive House Standard – MBCE 2011), particularly those operational during winter season. For existing buildings, high efficiency LPG boilers would allow for site heating. In the case of the Chalet, the boiler would be of modular design to allow for staged expansion.



INNOVATIVE WIND GENERATION



SOLAR POWERED TRANSPORTATION



SOLAR POWER GENERATION



MICRO-HYDRO GENERATION

Vision for Mount Buffalo



ON MOUNTAIN
WATER
RECYCLING



ON MOUNTAIN
WASTE
TREATMENT

Waste Water

The Chalet has an existing waste water treatment plant and EPA license that could be replaced with a new modular, staged treatment system. Utilisation of the existing EPA license agreement minimises capital costs and potential difficulties with environmental approvals for additional waste water disposal on the mountain. Storage facilities would only be needed at other locations, with waste water transported to the nearby Chalet for treatment either via a truck or via the construction of a new pipeline that follows existing walking tracks or roads.

Water Supply and Efficiency

Non-potable water is provided at Lake Catani, Dingo Dell and The Gorge toilets, however there are currently no potable water supplies on the mountain.

The existing, intact Reservoir – 7km upstream on Crystal Brook – supplied potable water to the Chalet for decades. Its dam wall was refurbished about 12 years ago and could possibly be re-commissioned. The water supply line from Crystal Brook to the Chalet is included in the current \$2.8m maintenance works.

Alternatively, each hub could be supplied with potable water through raw water storage and micro treatment plants delivering potable water, which would be modular in design to allow for future expansion.

In terms of water efficiency, existing buildings would need to be retrofitted to achieve best practice levels of water efficiency to minimise demand, waste water generated and associated energy required for treatment and disposal.

- The following immediate actions are recommended in regards to delivering a viable solution to the supply of mountain services:
- Understand the likely initial type and level of development and where it is to occur;
- Confirm the servicing strategy for this initial stage plus allowance for future expansion. This would involve integrating the servicing strategy into the overall strategy for the mountain;
- Confirm costs of proposed servicing solutions; and
- Conduct any required on-site investigations to confirm suitability of siting for plant rooms, PV arrays and key infrastructure.



4.8 Transport Solutions – Hub and Spokes

Overview

The realisation of the various components associated with the Mount Buffalo Vision would lead to a marked increase in the number of people on-mountain and subsequent vehicular traffic.

While the road network is largely sound, it currently experiences capacity issues during peak season. This necessitates the exploration of a public transport system for Mount Buffalo that operates between the valley and the mountain and among the various destination hubs. Particular parking and transport options would need to be explored if a tourism attraction was implemented at the Gorge.

Concept

This concept proposes the development of a Village transport hub, centred around a remote and secure car parking area and associated transfer service. This approach is required to support the pedestrian-focused Mount Buffalo village explored in item 3.3.

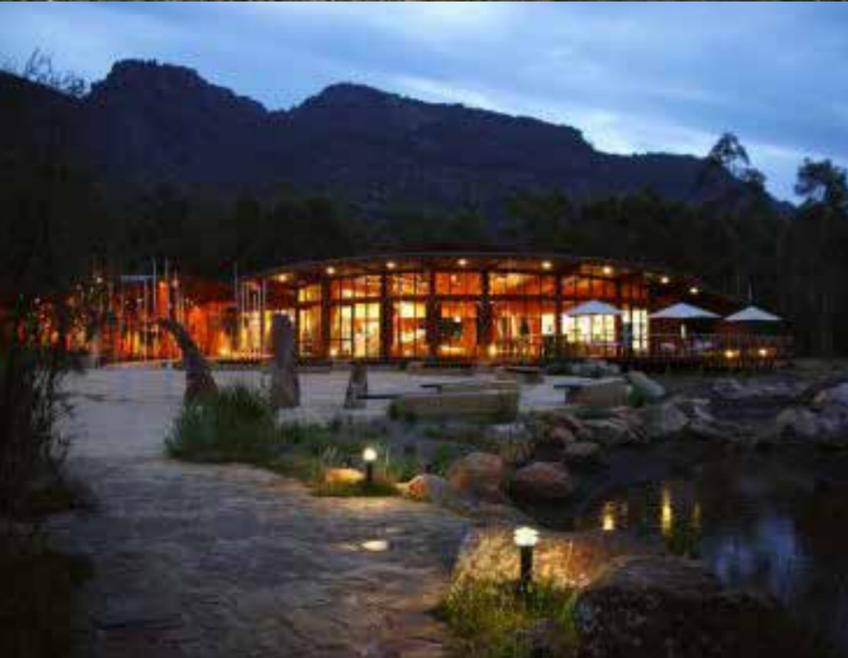
The development of a key logistics hub near the VicRoads and Parks Victoria depots would provide a centralised car parking and logistical point for visitors. The hub would include:

- A centralised and managed transport hub to minimise the impact of traffic and congestion at key points of interest around the mountain;
- Establishment of a village transport solution to transfer visitors from the hub to their accommodation and points of interest;
- Solar-based charging stations catering for visitors and village electric cars/vehicles; and
- Longer term consideration of a driverless village transport system allowing for a 24/7 village transfer system.

The long-term aim is to develop the Gorge and Chalet precinct as a pedestrian-orientated village by reclaiming The Gorge car parking area to provide an improved visitor experience. This would also minimise the scope of further disruption, by obviating the need to provide additional visitor car parking to other areas within the Mount Buffalo National Park.



Vision for Mount Buffalo



4.9 Mountain Gateway – a Preview

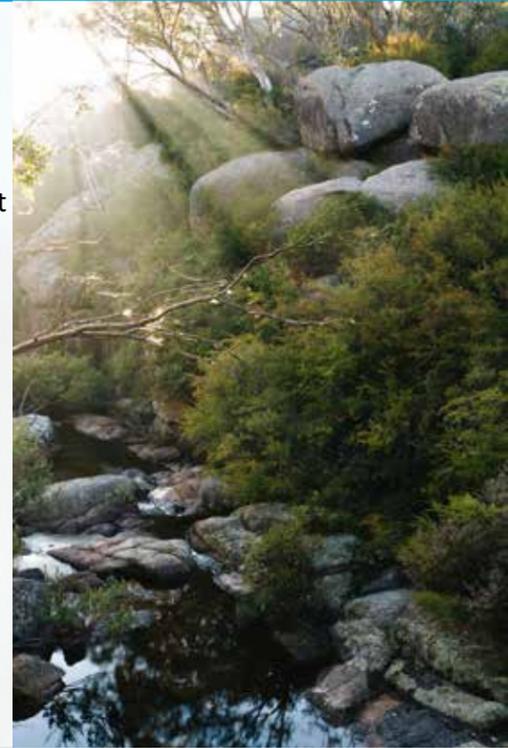
Overview

While the focus of this plan is the development of the on-mountain experience, the arrival point for visitors and the start of their mountain journey commences at the base of the mountain. Therefore, consideration must be given to offering more at the Mount Buffalo gate.

Concept

This concept advocates the development of a mountain gateway at the base of Mount Buffalo, identified by a landmark building. This building would effectively announce the visitor's arrival at the Mount Buffalo National Park, providing both a welcome and useful information about the various aspects of the mountain experience. This centre would:

- Create a welcoming visitor experience;
- Introduce and orientate visitors to all opportunities available on the mountain;
- Provide a gateway experience, including opportunities for short walks to local landmarks;
- Offer shelter, information, retail and amenities; and
- Educate visitors about the environmental, cultural and historical importance of the mountain.



*Artists Impression
Mount Buffalo
Gateway Building
by DE atelier Architects*

5.0 Strategic Policy Alignment - Ticking all the Boxes

There are numerous State Government policies which are aligned with this plan in terms of activating Mount Buffalo to capture its natural values and deliver a sustainable tourism yield that can be applied to a range of socially and economically beneficial outcomes.

A selection of recent, relevant government policies is as follows:

Policy	Linkage with the current project
<p>Parks Victoria, Strengthening our Parks Strategy (2016)</p> <p>Strengthening Parks Victoria is a project about celebrating the spectacular landscapes, habitats and places we have managed for nearly 20 years, and understanding how we must change to deliver the best outcomes for Victorians, visitors, our economies, and the Country we care for.</p>	<p>The current project proposes to deliver a connected set of sustainable solutions which will enhance Victorian’s understanding of and access to the Mount Buffalo NP, Victoria’s oldest.</p> <p>The solutions will increase the yield from visitation to the NP, which will be reinvested towards social, economic and environmental improvements to benefit current & future generations.</p>
<p>Victorian Regional Statement (2016)</p> <p>The Statement is about creating jobs, providing a better start for young people, and supporting a brighter future for families and communities. It signals our understanding that some regions are experiencing significant population growth, while others are facing population adjustment and decline. That regional communities have their own character, their own aspirations, and their own common sense understanding of the challenges and opportunities that they face.</p>	<p>Mount Buffalo NP is an asset of enormous potential economic and social significance to the Alpine and wider regions of Victoria.</p> <p>This proposal will capture and celebrate this value to address long term population and productivity decline throughout the Alpine Shire and act as a beacon to develop similar opportunities throughout the state.</p>
<p>Victorian Government Social Enterprise Strategy (2016)</p> <p>Victoria’s inclusive growth is supported by thriving and sustainable social enterprises.</p> <p>The Future of Social Enterprise in Victoria - Our Vision “Victoria’s inclusive growth is supported by thriving and sustainable social enterprises.”</p> <p>Aims and Outcomes:</p> <ul style="list-style-type: none"> • Raise the profile of social enterprises; • Build social enterprise business capacity; • Enable better market access. 	<p>The key delivery and ownership platform envisaged for Mount Buffalo is a social enterprise, where net revenues are carefully reinvested to optimise social, economic and environmental outcomes for the benefit of current and future generations, rather than returned to investors as a dividend payment. The Mount Buffalo Vision will directly increase Social Enterprise business capacity within the region and act as an example for other communities and regions to follow.</p>
<p>Regional Partnerships (2010)</p> <p>Nine new Regional Partnerships have been established by the Victorian Government across the State to give regional communities greater say about what matters to them and ensure their voices reach the heart of government.</p> <p>Partnerships will significantly increase collaboration between communities, industry, businesses and government to address the most important challenges and opportunities in each region.</p>	<p>The Mount Buffalo development proposal is the product of a coalition of partners across business, local government, state government and not for profit organisations. It is a strong example of what is able to be achieved through constructive, collaborative participation toward a long standing goal/challenge.</p>

Policy	Linkage with the current project
<p>Victoria’s Climate Change Adaptation Plan (2017- 2020) (2016 Directions Paper pending final)</p> <p>Adaptation policy responses build on and learn from the diverse experience of regions, sectors, communities and industry in climate change adaptation, to ensure Victorian Government efforts complement existing and planned adaptation work.</p> <p>Strategies that reduce vulnerability to climate risk should contribute to and be compatible with the state’s efforts to reduce greenhouse gas emissions and other local, national and international efforts.</p> <p>Decision-makers consider the costs of climate change, including externalities and long-term costs, in developing business cases and budget planning.</p>	<p>The Mount Buffalo Vision is for a resilient, adaptable and diverse range of products and services to become established which will reduce the region’s otherwise high vulnerability to climate change.</p> <p>The initiatives being considered are themselves measured by their own environmental footprint, as well as the degree to which they would remain viable and prosperous in an era of more advanced climate change.</p>
<p>Hume Regional Strategy (RDV, 2010)</p> <p>The Hume Region will be resilient, diverse and thriving. It will capitalise on the strengths and competitive advantages of the four sub regions, to harness growth for the benefit of the region and to develop liveable and sustainable communities.</p> <p>The landscapes of the Central Hume sub region are major tourist drawcards, including the Australian Alps National Parks - a National Landscape and National Heritage listed area that includes both the Alpine and Mount Buffalo National Parks.</p> <p>The National Landscapes Initiative, a partnership program of Tourism Australia and Parks Australia, also presents opportunities to preserve mountain landscapes that are crucial to a sustainable nature based tourism industry and to future generations of Victorians.</p>	<p>This proposal directly taps into the Hume Regional Strategy by directly addressing the need for programs to enhance employment and workforce participation, as well as increase the productivity and size of the local economy through diversification and ‘playing to its strengths’.</p> <p>Mount Buffalo is a natural asset of national significance, and this proposal is intended to propel it also to becoming an asset of state-wide if not national social and economic significance as well.</p>
<p>Hume Region Significant Tracks and Trails Strategy (2014-2023)</p> <p>The purpose of the Strategy is to improve existing regionally significant tracks and trails, identify any new significant tracks and trails or extensions required, and identify ways to encourage greater use and awareness of the tracks and trails.</p> <p>The Strategy identifies new or upgraded tracks and trails likely to produce the most benefits within the Hume region. Each of the priority tracks and trails identified is likely to bring increased revenue into in the region, either by providing a completely new experience, or by providing additional experiences or improvements to existing tracks and trails to encourage walkers, cyclists, horse riders and canoeists to stay in the region longer.</p>	<p>The whole of mountain development strategy which is envisaged will enhance the visitor experience by linking existing attractions and add to them both geographically and qualitatively.</p>

Policy *Linkage with the current project*

Hume RDA Workforce Development Plan (2015 – 2018)

There is a clear need to undertake workforce planning and development within the Hume Region that will:

- build the skills, capacity and capability of current industry participants; and
- attract new entrants across the supply chain.

This proposal directly supports the Workforce Development Plan by directly addressing the need for programs to enhance employment and workforce participation, as well as increase the productivity and size of the local economy through targeted investment.

Victoria’s Future Industries Food and Fibre Sector Strategy (2016)

We will support the implementation of local collaborative approaches that will contribute to the growth of existing and new food and beverage manufacturing businesses and create jobs.

This proposal will provide an additional platform for marketing and promotion of the food and beverage produced in the Alpine regions through tourism and other allied channels, year round.

Provision of hospitality training, which is currently a missing link in many respects in the region, will also support the food sector at the retail part of the supply chain, catering to local, interstate and international visitors.

Victoria’s High Country Destination Management Plan 2013-2023 (March 2016 update)

This strategy includes priority actions to:

- Develop a long-term vision for Mount Buffalo as an attractive and engaging tourism destination including planning for the future of the Mount Buffalo Chalet and business case development for the Gorge;
- Increase quality accommodation options to fill the identified gap in unique accommodation in sympathy with nature;
- Reinvent cultural heritage experiences to meet visitor expectations.

This proposal will directly address this declared need by restoring the destination status of the Mount Buffalo National Park, potentially incorporating various forms of short-stay accommodation which will both capture vital tourism yield and contribute to the brand of the area.

The opportunity to complement the natural grandeur of the mountain with quality accommodation is well recognised at Mount Buffalo.

Tourism Victoria (2008): Victoria’s Nature-based Tourism Strategy 2008-12

The strategy aims to stimulate and grow nature-based tourism by:

- addressing barriers to growth to attract public and private investment;
- increasing the sustainability and viability of the nature-based tourism industry;
- encouraging the industry to limit its carbon footprint;
- raising visitor expenditure and tourism yield for provincial Victoria; and
- heightening nature-based tourism consumer awareness of Victoria.

This proposal would directly enhance the nature based tourism offering on Mount Buffalo, eventually raising it to becoming one of the premier nature based tourism destinations in Victoria, in line with the uniqueness and grandeur of its physical setting.

Policy *Linkage with the current project*

Department of Education and Training (2015) Education State

Ten school targets have been developed as part of the Education State vision to focus our efforts on the range of factors that support students to develop and be their best. These targets are organised under four themes:

- Learning for Life;
- Happy, healthy, resilient kids;
- Breaking the link; and
- Pride and Confidence in our Schools.

The Vision for the whole of mountain includes a deliberate focus on school, vocational and further education, and the enduring socioeconomic benefits that would be shared between students and the local region from well-placed education resources. The High Country is already well known for its outdoor education resources and this proposal would enable these to reach more students at different levels of their education and also address key vocational shortages.

National Public Private Partnerships Policy Framework (2016)

The Partnerships Victoria framework provides an overarching framework for developing contractual relationships between the State and private sector for the delivery of public infrastructure and related services. Value for money and the public interest test are key elements of this framework and must be satisfied in order for private sector delivery to occur.

The proposal for development within Mount Buffalo National Park will consider the opportunity to be delivered as a PPP where this option delivers an appropriate application of delivery and operating risk to both the State and the proponent.



6.0 Funding

6.1 Funding Model – Multiple Sources

This concept for Mount Buffalo advocates the establishment of a sustainable funding model that supports the restoration and ongoing maintenance requirements of the Chalet and the proposed Village, as well as expanding and enhancing new capacity and capability on the mountain to increase yield and socioeconomic impact.

This approach involves development of an innovative model that incorporates philanthropic, community and business partnerships so that the cost to government is significantly reduced and ‘leakage’ of profits are off the mountain are replaced with a reinvestment flow. The overall funding model to be scoped and explored in detail includes:

- Short-term high-impact financial injection models;
- Models that leverage resources by partnering with community, corporate and philanthropic organisations;
- Investment strategies to deliver long-term sustainable support; and
- Blue-sky partnerships with government entities to develop growth in the region.

In this way, this plan acknowledges that no single funding source will be able to fund its vision; rather, a combination of funding options is required to share in efforts of bringing this concept to fruition and ensuring ongoing operational investment. Options to this effect include a combination of the following:

Funding Type	Detail
Social enterprise/ ongoing recurrent funding	Development of a series of viable businesses that: <ul style="list-style-type: none"> • Trade to fulfil their mission and generate an income, with most of that income coming from trade associated with Mount Buffalo; • Have a clear mission to achieve a social, cultural, community and/or environmental benefit through tackling one or more problems or issues; • Create systems changing solutions – tackling problems/ needs in new and creative ways.
Crowd/group funding	The inclusion of crowd funding to support specific elements of the project rollout will: <ul style="list-style-type: none"> • Significantly reduce cost to government via the inclusion of philanthropic, community and business partnerships; • Enable a passionate community to financially support mountain growth; • Build a sustainable pool of funds to support the ongoing restoration and reopening of the Mount Buffalo Chalet and Village precinct; • Deliver an inclusive approach to concept funding; • Engage with all who have passionately been involved with championing Mount Buffalo.

Funding Type	Detail
Shareholder vacation ownership model	Development of a ‘heritage custodian’ vacation ownership model to: <ul style="list-style-type: none"> • Advance the delivery of a community ownership model built on social enterprise principles and based on large scale business ownership; • Support collaboration between the community, industry, business and government; • Create positive social, community and environmental outcomes; • Reinvigorate and revitalise Buffalo’s heritage buildings; • Engage a range of key stakeholders including State and local government agencies, company directors and community owners.
National Trust/pledge funding	Establishment of partnerships to deliver on specific appeals and fund specific components of the restoration of Mount Buffalo Chalet and /or other projects as identified. For example, establishing a weatherboard appeal in partnership with organisations such as National Trust to acquire additional weatherboards that are critical to weather proofing the Chalet prior to Winter 2017.
Government Sector Specific Funding	Partnerships with government departments such as: <ul style="list-style-type: none"> • The Department of Education and Training and Regional Development Victoria to provide industry-led skills training and career progression opportunities; • Department of Sport and Recreation supporting the important role it plays in the lives of individual Victorians to help shape community identity and provide settings for social interaction, sharing common interests and enhancing a sense of community.
Private Sector investment	Private sector engagement is key to the realisation of this concept plan. This vision provides a clear framework through which to explore private sector opportunities, particularly with entities with experience in the accommodation space.
Philanthropic/bequests	Drawing on the strong emotional connection that many of the general public have with the Mount Buffalo Village, the Vision for Mount Buffalo will extend the community based funding model to include partner organisations such as: <ul style="list-style-type: none"> • Philanthropy Australia - whose mission is to represent, grow and inspire an effective and robust philanthropic sector for the community; • Into Our Hands Foundation, a local project funder and facilitator already committed to the Mount Buffalo vision.
Passive superannuation lending	Depending upon the final ownership structure, a potential additional funding source could be via passive superannuation investment. While ‘actively’ managed funds aim to better the returns of a given investment market, ‘passively’ managed funds are designed to match the returns of a specific market as measured by a particular index.

6.2 Social Enterprise – Community Sharing Responsibility

While various funding contributions are required to realise the Vision for Mount Buffalo, a social enterprise approach is expected play a significant role in concept implementation. Social enterprise provides a powerful mechanism for the reinvestment of community effort and success in a sustainable and self-reinforcing manner.

Under this model, net revenues from viable businesses on the mountain and in surrounding towns are reinvested in regional projects which have a net social, cultural or community benefit, rather than taken as dividends.

The Mount Buffalo activation project, which is seeking to simultaneously address several regional socioeconomic and other challenges, is looking to embrace the social enterprise model as a means of generating and protecting the gains that it makes and to demonstrate the power of the model to other communities and regions across Victoria.

This intervention would see the establishment and agreement on of a set of social enterprise principles which would apply to a range of proposed operations within the National Park, to complement them and enhance their likelihood of sustainable, enduring impact. Other benefits include:

- Alignment with Victorian Government social enterprise strategic framework and other strategies;
- An increase in the success rate of enterprises through shared planning, design, operation and evaluation of social enterprises by community, business and education providers;
- The ability to repurpose existing funds into new models of enterprise delivery;
- Positive outcomes associated with significantly contributing to community and economic development;
- The opportunity to leverage value from existing, new and future assets;
- The opportunity to leverage the trend in people wanting to make a positive impact while earning an income.

The relationship of Mount Buffalo to surrounding townships is very different from the relationship of the same townships to other alpine resorts. Mount Buffalo provides an accessible experience to not only visitors from the immediate townships of Bright and Myrtleford but is easily accessible to townships further afield such as Beechworth and Wangaratta. The Chalet is highly valued by the local community, as is evidenced by the many advocates who have raised their voices in support of the building's future.

It is worth noting that a social enterprise model has recently been deployed in-region when a group of local and Melbourne-based residents purchased the historic Beechworth Gaol. Their aim is to restore it as a community-based cultural hub, with proceeds from viable businesses on the 3.5 hectare site supporting other community activities, demonstrating that the social enterprise model works.



7.0 Unlimited Benefits

Resolving the challenges associated with Mount Buffalo National Park and its wider environs will result in the delivery of a series of interconnected and self-reinforcing benefits. Primary benefits generated for the region (and the state) include:

Economic diversification and resilience

The economy of Alpine Shire is highly centralised both geographically and at an industry level. The development of additional, community-led sustainable tourism and non-tourism businesses which complement the natural year-round attractions of the mountain would contribute to diversification and growth of the regional economy.

It is acknowledged that workforce sustainability is an issue in some parts of the region. The impending retirement of many existing workers and the difficulty of finding appropriate replacements is a challenge for some skill areas, particularly in smaller towns and settlements. The construction, accommodation, cafe and restaurant sectors have the highest proportion of unfilled jobs in Central Hume and developing initiatives that attract, retain and grow the sub region's workforce will provide for the current and future needs of these industries.

A program that enhances vocational training on the mountain, in concert with regional providers such as Wodonga TAFE and others, would help to address key gaps in the local labour supply, including those in the hospitality sector which have held numerous vacancies at least since 2010. For the sector to grow and realise its enormous potential for growth from tourism associated with nature and food and beverage, the labour market linkage – in the form of hospitality training and placement, needs to grow in response or the yield will never be realised.

Increased employment

Summertime activities at Falls Creek and Mount Hotham account for some 378 full time employment positions in Alpine Shire, or 15% of total LGA employment. Despite current visitation of some 181,000 people per annum, Mount Buffalo is currently directly supporting virtually no employment on an ongoing basis, with all positions related to businesses which are not exclusively or permanently located on the mountain.

Based on typical expenditure multipliers developed for the Alpine Resorts during summertime¹, conservative expenditure of \$50 per person, or \$9.05m would translate to direct employment of some 90 people. Average expenditure of \$88 per visitor, which was the average spend across the High Country among all visitors in 2015/16² would result in employment of 160 people and with compound growth in visitor numbers over 6 years, the total regional employment impact would be some 220 positions. This average per-visitor expenditure would be strongly influenced by the addition of a major attraction (as described below) or significant accommodation options.

Address excess demand for outdoor education

The provision of additional outdoor education resources at Mount Buffalo would help to address the longstanding under-provision of outdoor learning. In 2016, there were some 1,500 public schools in Victoria with combined enrolments of almost 600,000 students, with some 200,000 students in the year 7-10 levels which are the key years for short stay outdoor education.³ The degree of excess demand for places in outdoor education is very significant. In 2012, the Bogong Outdoor Education Centre (BOEC) in Alpine Shire near Falls Creek, booked some 45 schools and received requests from an additional 30 that it couldn't accommodate. In 2016, it also booked 45 schools, and received more than 80 additional requests that it couldn't accommodate, an effective demand of 177% of available supply.⁴

(NIEIR (2013	1
(TNE (2016	2
.(DET (2016	3
	4

.Source: A Keeble, Principal Bogong Outdoor Education Centre, personal communication



The supply of outdoor education resources is reliant on both ‘per bed night’ funding from the Department of Education and Training, and available infrastructure (accommodation, meals facilities, ablutions and classroom facilities).

A holistic, community-led programme of works to strengthen and activate the National Park should involve plans to address tourism accommodation infrastructure and outdoor educational infrastructure *simultaneously*. Such an approach would serve the multiple aims of delivering additional, badly sought after outdoor education space, as well as providing a foundation of demand (and therefore reliable revenue) for a mixed use, mix-purpose facility on the Mountain which would in essence de-risk other parts of a proposed development.

Improved protection of built heritage

The Mount Buffalo Chalet is of historical significance for its association with the history of leisure in Victoria and the development of the Mount Buffalo National Park, and for its provision of an environment that has remained relatively unchanged since its construction in 1910. Its continual operation as a government-run tourist destination for over ninety years, and its association with the Victorian Railways from 1924, with its unique way of operating such a facility, is of historical importance.

The Chalet is of architectural significance as one of the largest chalet complexes in Victoria. Its isolated location has prevented the intrusion of later developments usually associated with alpine resorts. The consistency of the style in the development of the main building, particularly over the first 30 years, the domestic scale and character imparted by the bungalow style, and the retention of pre-1940 outbuildings, add to the Chalet’s importance.

It is listed on the Victorian Heritage Register (Heritage Register Number H0901) and is also classified by the National Trust and included on the Register of the National Estate.

Addressing the challenges at Mount Buffalo would involve direct and indirect measures to rectify and protect existing heritage structures which exist within the National Park, notably the Mount Buffalo Chalet. Restoration and safeguarding the Chalet from the seasonal effects of weathering and bushfire, would deliver benefits to a wide array of Victorians who have visited the Chalet and connect new generations of visitors to Mount Buffalo.

Visitor Economy Growth

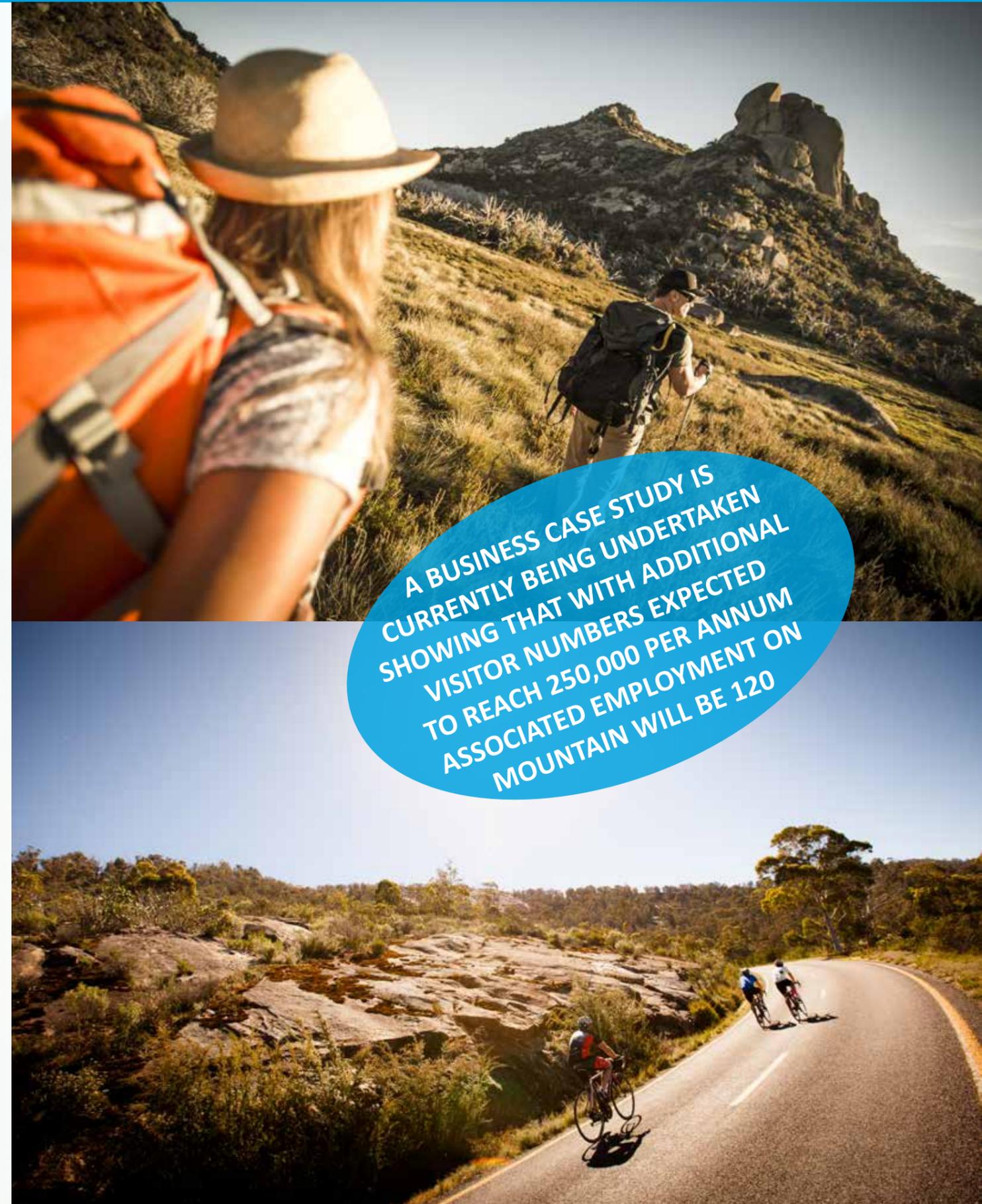
Over the past five years, Mount Buffalo has attracted three times as many visitors through the summer season⁵ as in winter season, making it unique within the Victorian alpine region where the reverse is more typical.

In the absence of any other action, the restoration and reactivation of the iconic Mount Buffalo Chalet would no doubt increase visitor numbers. It would provide opportunities for private operators at the Chalet and through the Park, increase length of visitor stay in the region, provide increase to the local economy as well as create various employment opportunities in hospitality, retail and related fields.

The potential tourism yield for Mount Buffalo will depend on the capacity and type of attractions and accommodation which is provided to meet market needs. A survey of visitor expenditure across the Victorian Alpine Resorts in summer 2011 (NIEIR, 2013) found that on average, visitors spent \$254 per visitor-day in the region, across all expenditure areas of general spending, lift passes, travel (to reach the Alpine region) and accommodation.

The total summer season expenditure was roughly 15% of the corresponding wintertime spend (some \$636.2M for the same year). This summer time expenditure and the indirect flow-on spending employed an estimated 956 residents across the region, (compared with estimated 9,754 people employed across the winter season).

Given the lack of downhill skiing infrastructure on Mount Buffalo, and its popularity during summer, typical regional summer season expenditure is more informative of potential tourism yield for the mountain than the winter season equivalent.



A BUSINESS CASE STUDY IS CURRENTLY BEING UNDERTAKEN SHOWING THAT WITH ADDITIONAL VISITOR NUMBERS EXPECTED TO REACH 250,000 PER ANNUM ASSOCIATED EMPLOYMENT ON MOUNTAIN WILL BE 120

⁵. Defined as running October – April, with the winter season representing the balance of the year

8.0 Critical Next Steps

This documents provides Government with a concept plan for the future of Mount Buffalo. While developed free-of-charge, the skills and experience behind much of its development is considerable. However, in order to take this concept to the next level, dedicated project resource is required to finesse, scope, cost and coordinate the various initiatives contained in this body of work, and supporting concept documentation.

MBDAG requests that Government finance and commit the required resource to this endeavour, advocating a cross-departmental approach to maximise opportunities associated with this concept and Mount Buffalo as a destination.

We are asking our Government to listen to our community, as it has promised faithfully to do.



Current Rectification works

Works currently underway to preserve the Mount Buffalo Chalet and repair critical areas to provide protection from the weather are fully consistent with the proposed vision for Mount Buffalo Village presented as part of this report.



Acknowledgments & Appendices

The Content:

This brand-new Vision has been produced by more than 200 active volunteer participants, along with the inclusion of vital documents and studies from the past decade, worthy strategies and possibilities that were prepared for different interest groups, by many people, all searching for an elusive long-term solution for Mount Buffalo and the Chalet.

The Mount Buffalo Destination Advisory Group wishes to acknowledge the great work done by each and every person who has indeed contributed to this exciting Vision for Mount Buffalo. We extend our sincere appreciation to them all.

Special Thanks:

We wish to gratefully acknowledge the generosity of the artist, Mr Jiri Tibor Novak, for his very kind permission to display his watercolour image, originally published in the book, 'When the Buffalo Wakes' (by Penelope Johnson, Roland Harvey Books, 2000; ISBN: 0949714704).

The Mount Buffalo Destination Advisory Group extends its sincere thanks, for enabling us to match this beautiful image to our catch-phrase, The Buffalo is Waking.

Appendix A

Mount Buffalo Activation Strategic Assessment
January 2017 – AALTO

(See Separate Document)

Appendix B

Mount Buffalo Tourism Attraction,
13/10/16; Amber Gardner, CEO Tourism North East

(See Separate Document)

Appendix C

TNE Product Gap Analysis Report
August 2012; Tourism North East

(See Separate Document)



Image References

Page	Description	Source, URL, etc.
	Watermark	Jiri Tibor Novak
1	Front Cover Image	Mount Buffalo Branding Toolkit (TNE & Parks Victoria)
2	The Buffalo is Waking	Jiri Tibor Novak
3	Historic Mt Buffalo Poster	www.visionsofvictoria.com
4	Branding Image	Mount Buffalo Branding Toolkit (TNE & Parks Victoria)
5	Branding Image	Mount Buffalo Branding Toolkit (TNE & Parks Victoria)
6	Branding Image	Mount Buffalo Branding Toolkit (TNE & Parks Victoria)
7	Key Images	Mount Buffalo Branding Toolkit (TNE & Parks Victoria) www.visionsofvictoria.com
8	Newspaper clipping	North East Media Photographer: David Jacobson
	Base Image	www.visionsofvictoria.com
9	Branding Image	Mount Buffalo Branding Toolkit (TNE & Parks Victoria)
10	Park Image	www.visionsofvictoria.com
	Historic Chalet Image	www.visionsofvictoria.com
11	Graphs	Parks Victoria & AALTO
	Theme Image	Mount Buffalo Branding Toolkit (TNE & Parks Victoria)
12	Grand Canyon Skywalk	www.grandcanyon-nationalpark.org
	Glacier Skywalk, Jasper National Park, Alberta, Canada	www.canadianarchitect.com/features/governor-generals-glacier-skywalk (Photograph: Robert Lemermeyer)
13	Portaledge Image	Mount Buffalo Branding Toolkit (TNE & Parks Victoria)
	Giant Swing Elm Mountain Sport Resort, Switzerland	www.sportbahnenelm.ch
14	Chalet Village Plan	DE atelier Architects
15	Mount Buffalo Chalet	DE atelier Architects
16	Chalet Plans	DE atelier Architects
17	Chalet Plans	DE atelier Architects
18	Ancillary Building Image	Photograph: Parks Victoria
19	Spa Images	www.visionsofvictoria.com
	Mt Buffalo Spa Hotel Impression	DE atelier Architects
20	Chalet Plan	DE atelier Architects
21	Theme Images	Mount Buffalo Branding Toolkit (TNE & Parks Victoria) www.visionsofvictoria.com
22	Theme Images	Mount Buffalo Branding Toolkit (TNE & Parks Victoria) www.visionsofvictoria.com
	Rolling Huts designed by Tom Kundig of Olson Kundig Architects	www.archdaily.com/24959/rolling-huts-oska-architects
	Glamping Garden Village; Bled, Slovenia	www.gardenvillagebled.com
	Nightfall, Lamington National Park Queensland	www.nightfall.com.au
	Wild Retreat; Tofino, British Columbia, Canada	www.wildretreat.com

Page	Description	Source, URL, etc.
23	Cresta Valley Alpine Activity Centre	DE atelier Architects
	Mountain Biking High Country	www.australiangeographic.com.au/outdoor/adventure
	Via Ferrata Cumbria	http://www.leeabbamonte.com (Photograph: Lee Abbamonte)
24	Event Images	Mount Buffalo Branding Toolkit (TNE & Parks Victoria) www.visionsofvictoria.com
25	Dingo Dell	www.film.vic.gov.au
	Theme Images	(Mount Buffalo Branding Toolkit (TNE & Parks Victoria) www.visionsofvictoria.com
26	Theme Images	Mount Buffalo Branding Toolkit (TNE & Parks Victoria) www.visionsofvictoria.com
27	Wind Turbine Tree	www.all-that-is-interesting.com/wind-turbine
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30	Belair National Park Entry Building, SA by Shannon Architects	http://shannonarchitects.com.au/project/view/1/19
	Bowali Visitors Information Centre, Kakadu National Park, NT by Glen Murcutt & Troppo Architects	http://www.elcroquis.es/Shop/Issue/Details/74?ptID=1&shPg=4&artID=2236
	Mount Buffalo Gateway Building	DE atelier Architects
32	Theming Image	Mount Buffalo Branding Toolkit (TNE & Parks Victoria)
34	Branding Image	Mount Buffalo Branding Toolkit (TNE & Parks Victoria)
35	Branding Images	Mount Buffalo Branding Toolkit (TNE & Parks Victoria)
36	Theming Image	Mount Buffalo Branding Toolkit (TNE & Parks Victoria)
37	Chalet Rectification Works	Photographs: Parks Victoria
38	Theming Image	Mount Buffalo Branding Toolkit (TNE & Parks Victoria)
40	Rear Cover Image	Mount Buffalo Branding Toolkit (TNE & Parks Victoria)



Mount Buffalo is waking...the community, securing our future by preserving our heritage

MOUNT BUFFALO DESTINATION ADVISORY GROUP

FEBRUARY 2017