

Edelweiss Ski Club of Victoria (inc)
38 Emperor Drive
OCEAN GROVE VIC 3226
Reg No: A0017955S

Edelweiss Ski Club of Victoria Business Plan

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Executive Summary

Edelweiss Ski Club (Edelweiss) is seeking to renew it's long term lease of a site it has occupied for over 60 years.

Edelweiss was formed in 1934 and has occupied its current site continuously for the last 60 years, and is one of the original three private ski clubs granted leases at Mt Hotham between 1945-1947. The existing membership of Edelweiss includes 3rd generation families descended from the founding members, demonstrating a long and deep attachment to Mt Hotham and the Club itself. The site that the Club occupies is a key component of this attachment.

In recent times, the membership of Edelweiss has stagnated, with no recent new members since, minimal capital improvements undertaken and declining usage. A number of factors have contributed to this including:

- The looming lease expiry;
- A disparate membership with different financial priorities;
- The shortening length of ski season due to climate change impacts; and
- Ever increasing competition from local and overseas ski resorts.

This application and the accompanying business plan seek to address the above issues that the Edelweiss membership has had in recent times through:

- Securing a long term lease of at least 15-20 years based on expenditure on Capital improvement of the site to achieve a Strategically Identified Site Potential (SISP) of 20-25%;
- A capital improvement plan to upgrade the Club facilities to a modern standard while still maintaining the unique nature of the existing building and it's site;
- A marketing plan that will seek to increase usage and bed nights through new membership, expanding access for non-member guests and targeting specific user groups particularly outside of the winter season.

Over the past 20 years, the Club leadership and sub committees have worked on number of different development schemes in order to grow the Club and better utilise the Strategically Identified Site Potential (SISP) of the site. This has included investigating larger scale architectural designs (Peter Parry Fielder), and also more modest re-developments with the potential use of modular building systems. The majority of these schemes have never progressed past a feasibility stage due to lack of funding. A small membership base (with which it has proven difficult to achieve a high capital outlay), changes in market conditions over the years and an aging membership have also contributed to the lack of development of the site and existing building.

In response to this, a new younger leadership group has stepped forward from within the membership base. This group is made up of young professionals who have grown up skiing at Mt Hotham and who feel a strong sense of attachment to both the club and to the mountain as a whole. Under the leadership of this group, Edelweiss Ski Club of Australia is seeking to re-build it's brand and status on the mountain and re-engage with the Hotham community. With a growing number of younger families in the membership, the interest in redevelopment has been renewed. In a fast-paced world, our members are seeking simple accommodation to allow access to the alpine outdoor activities offered on the mountain year round, in a natural bush setting.

The previous lack of vision for the club's future has created some uncertainty both within the Club and the MHRMB. This business plan intends to address and remove this

uncertainty, and clearly outlines the key capital investment works (including connecting to the mains reticulated sewerage system) as well as revisiting the SISP calculation for the site in order to better meet DELWP lease-term conditions - key issues required to ensure the longevity & success of the Club.

The business plan is robust, deliverable and results in a long-term future for Edelweiss to successfully reach its centennial anniversary at the current location. The business plan delivers on the requirements of the MHRMB by ensuring a meaningful investment in the building and a plan to increase usage and grow visitation to Mt Hotham. The worst-case alternative is that Edelweiss ceases to exist, the existing beds and any future usage is lost in addition to a long, established and historical association with the mountain.

The Future

Vision statement:

Edelweiss Ski Club provides affordable accommodation to families year-round, so that they can enjoy all the wonders that Mt Hotham has to offer.

The history of Edelweiss is closely linked with the development of skiing within Australia, and the Club is looking to secure its long-term future and reach its centennial anniversary at the site.

Goals/objectives:

- Obtain long term lease from MHRMB of at least 20 years, a timeframe which will allow for reasonable investment and planning for the site
- Increase membership base to enable ongoing affordable accommodation
- Upgrade building in order to retain existing members, and attract new members
- Commence sharing the site with like-minded groups as part-members, to help increase utilisation particularly in Summer.
- Consolidate the Club to secure long-term future and reach centenary anniversary on current site.

The Market

Target market:

- Families and friends associated with existing members
- Like minded groups (such as bushwalking / trail running / mountain biking / yoga groups) looking to enjoy what Mt Hotham has to offer year-round, who will value the unique location and history of the lodge and site.

Marketing strategy:

- Update the Club's web presence with a Facebook page
- Update current website to be more interactive
- Join Hotham Ski Association to reengage with Hotham community and connect with other lodges and accommodation providers on the mountain.
- Become a part of the Mt Hotham "True Alpine Spirit" advertising campaign. Contact has been made with MHARMB Marketing Specialist Nicole Hayes

- Form a relationship with the Industry Development Team from the Regional Tourism Board (Tourism North East), with a focus on advertising within the Cultural Heritage pillar.
- Utilise the work being undertaken by MHARMB Communications Officer to collate the history of Mt Hotham, which the Club's story is well-suited to feature in.
- Target new members and commence non-member guests staying at the lodge without members present - focusing primarily on friends, families and like-minded groups connected with the existing membership base.
- Promote all year-round use, with an emphasis on building relationships with well established outdoor groups.
- Create affiliations with ski hire / over snow tow services

The Finances

Edelweiss's forecast Cash flow for the next 20 years is strong:

- A commitment of \$950k of capital works over the 20 year lease.
- A commitment to spend \$240k on building upgrades in the next 2 years in order to address environmental goals and attract new members. This includes connecting the mains reticulate sewerage system. In light of the large capital expenditure required to make this connection, the Club requests consideration of favourable payment terms for any work undertaken by the MHRMB.
- Realistic assumptions have been made, which include:
 - realising additional funds from introducing new members and converting children of members to full members every 5 years,
 - capital improvement works scheduled every 5 years to cover building upgrades and staged expansion of the lodge (ranging from \$95 - \$240k),
 - a commitment to regular ongoing building upkeep expenditure which has been lacking in recent years.
- A minimum surplus cash position of \$10k to cater for emergency situations is always maintained, as well as accumulation of a surplus for final site restoration at the end of the lease.
- Accommodation rates have been revised based on Market and Competitor analysis.
- An additional sewer charge will be levied to all members for a five year period in order to cover the near term capital investment required

The Club

Historical Context

Edelweiss Ski Club of Victoria was formed in 1934 with the aim of perpetuating friendship through the practice and accomplishment of skiing. Mt Hotham was often the destination of the club's early ski trips, continuing through the early years of the development of the Victorian ski fields. Following the granting of a lease to the Alpine Club of Victoria to construct a lodge on the mountain in 1945, the University Ski Club and Edelweiss Ski Club were granted leases, resulting in 3 private lodges on the mountain in addition to the Hotham Heights Chalet in 1947.

A sergeant's hut was purchased by members, using personal savings, from the Darley Military camp near Bacchus Marsh, and this hut forms the base of the lodge that still stands on the site to this day. The Club, originally formed by an eclectic group of ski enthusiasts, maintains the "can do" attitude that helped create the ski industry on Mt Hotham and continues to operate as a diverse group of families committed to continuing the club's original goal of bringing likeminded ski enthusiasts together in a family-friendly, affordable setting.

Since 1934 the club membership has been passed down through 3 generations, with new families coming onboard along the way. The membership is varied both in age and background, and is no longer just a handful of dare devil friends, but a love of Hotham and a love of the site binds the membership together.



Packing up the sergeant's hut at the Darley Barracks (1947)



Reconstructing the hut at the Mt Hotham lease site (1947)

Further detail regarding the foundation of the Club and pioneering skiing on Mt Hotham can be found in Appendix 1

Club Details

Business name: Edelweiss Ski Club of Australia Inc

Business structure: Incorporated Association

Registration Number: A0017955S

Business location: Mt Hotham

Date established: Incorporated on 16th July 1976 (originally formed in 1934)

Edelweiss Ski Club of Victoria is an Incorporated Association operating under the Model Rules, under Section 46 of the Associations Incorporations Reform Act 2012.

Organisation structure

The Club structure consists of a President, Secretary, Treasurer and Cabin Manager.

There is also a working strategic sub-committee (consisting of 6 members) formed to manage the club's ongoing development.

There are currently 26 Full Club Members.

- In addition to full members, both spouses and children of members are recognized.
- Four of our full members are also recognized as Life Members, as they have reached 70 years of age, and have each made significant contributions to the club (~40 years each).
- Members that come of age (18 yrs) are offered full membership, continuing the strong generational foundation of the Club.

New members are invited into the Club by existing members, and are voted into the Club during an AGM.

Key personnel

Current Committee:

Title	Name	Skills or strengths
President	Peri MacDonald	Executive General Manager, Retail with Frasers Property Australia. Has held senior property roles at Coles Myer, Macquarie Bank and Ray White Invest
Secretary	Joanna Smith	Senior town planner with SJB Planning with almost 20 years' experience in major town planning projects in Victoria.
Treasurer	Georgina McCowan	Subsurface Engineering Advisor with almost 20 years' experience managing oil and gas projects for a large multinational company in various countries around the world.
Cabin Manager	Chris Mitton	Engineering Manager at the Citadines Apart'hotel - managed by The Ascott Limited, a member of CapitaLand, one of the leading international serviced residence owner-operators with more than 500 properties across the Americas, Asia Pacific, Europe and the Middle East.
Strategic Sub Committee Member	Francina MacDonald	Co-ordinator Western Alliance for Greenhouse Action Environmental scientist working with the Western Alliance for Greenhouse Action with local government (Moorabool, Melton, Brimbank, Moonee Valley, Maribyrnong, Hobson's Bay, Wyndham, Greater Geelong) to facilitate responses to climate change. Freelance editor and writer specialising in environmental science, waste management and recycling.
Strategic Sub Committee Member	John Guise	Director of regional Victorian Planning, Surveying and Engineering firm with offices across the state; has designed and managed civil engineering projects across Victoria and overseas in an almost 20-year career.

The working committee is committed to securing the long term success of the Club at the current site. Their skills include Business Development, Engineering, Project Management, Town planning, and Environmental Science knowledge (including water management & recycling expertise). Other resources available within the Club include Architects and surveyors, who are also available to assist in realising the Club's plans.

The working committee is tasked with having to close out some legacy items from the Club's previous leadership teams (such as the sewer connection). A key driver for the current team is to ensure that their children will not be facing similar challenges when it is their turn to take over the Club's leadership in 10+ years time.

Accommodation at Edelweiss

The Club offers affordable accommodation year-round to its members and their guests.

The following items help ensure that the lodge is well utilized and that each visit is hassle free:

- The club uses an online booking system, which helps members plan their trips. The online system opens on the 1st of January each year.
- In addition to the online booking system there is a member restricted website, containing relevant information (such as Emergency Contact List, Operating Procedures, Mailing List, Meeting Minutes etc) in case a problem occurs during a visit.
- Members are encouraged to visit year-round, as reflected in the Peak / Low Winter and Summer accommodation rates.
- In 2017 a local cabin Manager was engaged to help open and close the lodge during the Winter season. This proved to be very successful, with Members enjoying late arrivals and / or skiing for longer on their last day. The use of this service will be implemented on an ongoing basis through the winter season, and is being currently being investigated as an all year round service.

The increased use of the lodge by non-members is currently being considered by the Club. This would take the form of allowing non-members to utilise the lodge and club facilities unaccompanied, increasing both peak season and year-round utilization.

Market position:

Edelweiss offers affordable family style accommodation, which would be in the lower end of the accommodation rate range presently available on the mountain. There are currently a small number of other clubs offering similar style accommodation on the mountain. An analysis of how Edelweiss compares to these potential competitors and additional market research is detailed later in this document.

Unique selling position:

- Uninterrupted spectacular views
- Unique quiet location
- Safe / private outdoor kids play area
- Outside deck & BBQ area
- Low accommodation rates
- Family style accommodation, maintaining the original historical building and atmosphere established by the founding members
- Club's 70-year historical connection with the development of skiing in Australia (including memorabilia exhibited in the lodge).
- Strong generational club membership (with continuous line of children reaching full membership).
- Great access to both ski runs (Davenport access) and walking tracks (Cobungra Ditch).
- Active, energetic, successful working committee
- Local cabin manager to help open / close the lodge

Anticipated demand:

- 1000 winter beds (up from current 300 winter beds)
- 20% guest beds
- 200 summer beds (up from current 50 beds)
- On demand Summer utilisation by like-minded groups (walking / yoga etc) hiring out whole lodge on a per week basis for group activities.

Pricing strategy:

- Low cost family style accommodation with Peak / Low Winter rates and Summer rates
- Increased accommodation fees for non-members staying unaccompanied
- Scaled fees based on demand
- "sale" when utilisation low

Credit policy /Warranties & refunds:

- The Club is looking to implement a Snow Guarantee similar to other accommodation providers at Mt Hotham, and ensure that cancellations be in line with current practices on the mountain.

Memberships & affiliations:

- The Club is looking to strengthen its affiliations with ski hire and over snow tow services, in order to offer members and guests discounted / priority services.
- The Club will join both the Mt Hotham ski association, and the Australian Alpine & Snowsport History Association (AASHA) to ensure our members are well informed on general Mt Hotham business items and other topics relevant to being a member of a Club with significant cultural & historical background.
- In order to promote all round usage of the lodge, the Club is looking to establish relationships with well established outdoors groups (such as bush walking, trail running and mountain biking) within Australia. For further details, please refer to the Marketing Plan section of the document.



View from the lodge's deck

Risk management

Risk	Likelihood	Impact	Strategy
Climate change (less snow, shorter ski season)	Likely	Medium	Diversify product offering and promote all year-round use.
Loss of current members due to uncertainty around Lease	Likely	Medium	Create certainty by ensuring Lease renewal application is for the longest available Lease.
Visitor Safety	Unlikely	High	Near term building improvements required and ongoing compliance to annual BSA.
Underinvestment in building leading to dwindling membership and inability to reach target market	Likely	High	Spend money and upgrade building as a matter of urgency
Bushfire	Unlikely	High	Comply with Bushfire regulations & upgrade building as required.
Ability to secure a long lease term due to impact of the size of the site on the SISP calculation	Likely	Medium	Ongoing discussions with the MHRMB to decrease the size of the site (by removing areas that can not be developed on). This will increase the site's SISP which has the potential to increase Lease term.

Strategically Identified Site Potential (SISP)

In line with current DELWP policy, the lease term for alpine leases are commensurate with proposed use and investment. This is based on the "Strategically Identified Site Potential" (SISP) – defined as the maximum level of development able to be erected on the site as specified in the relevant provisions of the Alpine Resorts Planning Scheme.

The Club is concerned that the SISP is calculated using maximum site coverage and height limits to determine a theoretical development area, and that it does not take into account other constraints which render a portion of the site undevelopable. For Edelweiss these constraints include but are not limited to: geological constraints (being below the road); a natural spring and watercourse that cannot be developed; a large amount of uncleared vegetation that cannot be removed; as well as the topography (steepness) of the site.

The lease area of the Edelweiss site plays an important role in determining the SISP for the site, as well as dictating potential Lease terms. The current site area (1,616m² – FECA 151.54m²), as established back in 1930s, is large when compared to sites that were developed in the late 1990s / early 2000s such as those in the Davenport area that have

buildings of similar footprints to Edelweiss (eg Dargo Chalet site area is 570m² with a FECA 87m²).

We are seeking to ensure that site development criteria for Edelweiss are relevant to the site and not for a much smaller site within the existing development area on the mountain.

Based on advice given by the MHRMB (during meeting held Wednesday 7th March, with Jon Hutchins & Adam Galvin) the Club will not pursue trying to get the SISP calculation amended for the site, based on inflexibility within the current policy for such an amendment. Instead the Club will continue to work with the MHRMB to look at ways the site size can be reduced, without impacting the management of the land or creating a title that will prove problematic down the track. Current estimates done by the MHRMB show that the site could be reduced by 846m², by removing:

- 4x40m frontage impinging on the Great Alpine Road
- 8x40m from the valley frontage
- 11m from the SW boundary

This reduction would see an increase of SISP from 9% to at least 18.04%. This will be subject to site survey to be conducted by the club utilising licensed surveying resources available to the Club through Tomkinson Group in Wangaratta. Once this work has been finalised, an update will issued to the MHRMB – with an aim of reducing the site area and increasing the FECA to meet the 20year lease term criteria.

Insurance

Public liability & Business insurance:

Edelweiss is insured for Property Damage (\$416,800), Burglary (\$11,000), and Broadform Liability (\$40,250,000) with Marsh Advantage Insurance.

Success Factors

Historical Success:

- A key success has been keeping rates low, so that families can minimize accommodation costs in an otherwise very expensive cost environment.
- The uniqueness of the site has played a large role in Edelweiss's success and is valued for it's:
 - Uninterrupted spectacular views
 - Unique quiet location
 - Safe / private outdoor kids play area
 - Great access to both ski runs (Davenport Access) and walking tracks (Cobungra Ditch)
- The long history of the club at the site is unique and contributes to the success of the club. We are proud to be associated with the original members, who played a significant role in establishing the skiing culture that exists at Hotham today.
- The current working sub-committee also plays a key role in ensuring that Edelweiss reaches its centenary. It is made up of vibrant, energetic, successful and diverse individuals, who are committed to grooming the next generation of Mt Hotham lovers, and cementing the Club's future.



Original Founding members: Les Buzaglo, Doctor Claude Farrow, Alma Coleman, Lawrence (Jesse) Diggins, (unknown) Charles Coleman, Vic Wraith. s



Edelweiss 1965



Edelweiss 1962

Future Success:

To secure the long-term success of the club the following KPIs will be used:

- Obtaining long term lease to secure the Club's future
- Club successfully reaches centenary anniversary
- 100% of child members becoming full members
- 3-5 new full members every 5 years
- Increase winter beds from 300 to 1000
- Increase summer beds to 50 to 200



Almost the entire resort's runs from Blue Ribbon around to the Orchard are visible from the lodge's deck

Sustainability plan

The Edelweiss Ski Club Environment Management Plan (EMP) is included in Appendix 2. This plan discusses on site energy use, waste production and disposal as well as site landscaping and weed control. Energy conservation & recycling initiatives will be review and implemented on an ongoing basis.

In addition to this the Club has identified the need for rectification of onsite hazards (asbestos), and wastewater treatment.

- **Asbestos:**

Anecdotal evidence from members suggests that roof sheets possibly containing asbestos may be present in the lodge. The Club intends to identify this material during the proposed upcoming building audit and confirm the nature and extent of the issue and prepare a programme for removal. Estimated costs for this have been included in the Club's cash flow projections described later in this Plan.

- **Wastewater treatment / disposal:**

The Club is committed to connecting to the mains reticulated sewerage system.

This would involve significant capital investment as this proposal would involve the construction of 480m of pressure sewer and an underground pump station in order to reach the existing sewerage infrastructure (Refer Appendix 3 for details). The cost of these works has been estimated at \$180,000. The estimated costs have been included in the Club's cash flow projections described later in this Plan.

In order for the Club to be able to withstand the significant capital investment required to complete the connection, the Club requests that the MHRMB consider favourable payment terms for any work undertaken by the MHRMB on behalf of the club such as civil works, sewer rising main construction etc. (as discussed with the technical services Department when developing the sewer pump station costings). This will help ensure that the Club is able to manage the critical balance of performing tangible upgrades on the lodge required to attract new members and outdoor activity groups in the near term, whilst meeting all Building Standards as required by the MHRMB.

Key components of the Edelweiss Ski Club Environment Management Plan:

- The Club has an annual Working Party, which includes weed management to ensure native flora and fauna flourish at the site.
- Investigate closed loop septic system
- Asbestos roof sheets – remove & replace
- Improve Recycling

Action plan:

Sustainability milestone	Target	Target date
Asbestos removal	100% reduction	TBD (10 years)
Connection to main reticulate sewerage	Completion	2019
Increase Recycling	60% reduction	2018
Weed management	60% reduction	ongoing

Marketing Plan

Market research & analysis

The Club has done some competitor analysis to better understand what other similar style lodges exist on the mountain, and what their rates are for both members and guests.

The Club is clear that we do not want to become a large commercial venture. It has been recognized that a similar style lodge currently on the mountain (see competitor analysis below) would be at the lower end of the accommodation rate range. As such, the Club does not currently anticipate joining the 'accommodation pool' to attract large groups looking for cheap rates that wouldn't value/respect/look after the uniqueness of the lodge and / or site. This would include School Groups, Towies, Summer builders etc. Instead, the club intends to focus on attracting membership of existing off-mountain clubs and societies with interests in outdoor activities such as bushwalking, hiking, mountain biking and trail running, as well as those interested in the history of the Australian ski fields.

Having done some additional Market Analysis, the Club is pleased to see the strong continued visitation performance at Mt Hotham, as seen in MHRMB annual report 2015-2016 below.

Key Performance Indicators

MHARMB's overall performance has continued to be strong.

Customer service	2011/12	2012/13	2013/14	2014/15	2015/16
	12 Months	12 Months	12 Months	12 Months	14 Months
Total visitor days (Winter)	411,495	264,527	332,281	313,341	328,602
Market share (Victorian majors visitor days)	32.39%	25.07%	28.52%	26.95%	26.85%
Accident rate/'000 visitor days (Hotham Historical average)	1.06	0.95	1.51	1.77	1.54
Operations					
Property revenue/FECA*	\$64.14	\$63.81	\$66.62	\$68.08	\$79.56
Infrastructure and admin costs/FECA*	\$80.50	\$79.10	\$78.33	\$77.05	\$89.37
Village, visitor and marketing costs/visitor day	\$7.19	\$10.07	\$9.03	\$11.15	\$11.42
Environmental management					
Potable water quality (compliance with Australian Drinking Water Guidelines as reported to DHHS)	96%	100%	100%	100%	100%
Wastewater quality (compliance with Licence Limits as reported to EPA)	75%	100%	62.5%	89%	100%
Solid waste – kilograms (winter period) per visitor day	0.62	0.68	0.54	0.5	0.50
Resort investment					
Total village size (FECA)*	84,068	84,228	84,270	84,941	85,013
Total CAPEX ('000) (includes Geotech and WIP)	\$0.62m	\$1.02m	\$3.34m	\$5.19m	\$6.572m
Financial					
Outstanding debtors as % of revenue	9.35%	7.51%	8.29%	6.47%	0.00%
Closing cash ('000) (including term deposits)	3,021	3,665	9,657	6,338	0,000
Operating cash flow/total assets	2.21%	2.17%	2.70%	2.12%	0.00%
Current assets/current liabilities	2.49	3.16	3.47	3.40	0.00

*FECA - fully enclosed covered area (m2)

MHRMB annual report 2015-2016

Market targets

The Club is planning to increase membership & lodge utilization. This will be done by:

1. Increasing number of full members
 - Ensuring children of members sign up for full membership
 - Targeting families and friends associated with existing members. The aim is to get 3-5 new full members, every 5 years.
2. Introducing non-member usage, targeting like-minded groups (such as bush walking / yoga groups / outdoor activities / historical societies) that are looking to enjoy what Mt Hotham has to offer year-round. The aim will be to focus this use on off-season activities with at least 200 beds per Summer.
3. Forming partnerships with local walking tour guides, allowing for guests who are seeking a private natural setting on the mountain.

Customer analysis

Customer demographics:

- Family groups looking for affordable accommodation
- Like minded groups who will value the unique location and history of the lodge and site.

Key customers:

- Current children of Members
- Families with young children looking to introduce their families to downhill and x-country skiing, snowboarding, hiking and other adventures that Mt Hotham has to offer.
- Yoga groups, bushwalking groups, mountain biking groups, orienteering groups, trail running and fishing enthusiasts etc
- Not school groups, university groups, towies, summer builders etc
- The Club is looking to develop long term relationships with already well established outdoor activity groups and private tour operators within Australia. After completing some initial research, we are excited by the prospect of making connections with these groups and providing accommodation to Yoga groups, bushwalking groups, mountain biking groups, orienteering groups, trail running and fishing enthusiasts.. We see this as providing valuable income year round, whilst furthering the accommodation offering to allow for the Summer Activities promoted by the MHRMB.

The table below includes some of the Outdoor Activity groups we are targeting:

Activity	Group Type	Group Name	Group Details
Bushwalking / hiking	Clubs	Walking Club of Victoria	100 members
		Victorian Mountain Tramping Club	240 members
		Women's walking Club	145 members
		Geelong Bushwalking Club	280 members
		Bayside Bushwalking Club	497 members
		Benalla Bushwalking Club	66 members
		Diamond Valley Bushwalking Club	206 members
	Governing Body	Bushwalking Victoria	Bushwalking Victoria represents all bushwalkers and bushwalking clubs in Victoria, Australia. They consist of 60 bushwalking clubs, 8 associated organisations and approximately 240 individual members, advocating on bushwalking and conservation issues in Victoria. Collectively, they represent 8,000 members and 250,000 bushwalkers actively engaged in outdoor recreation. www.bushwalkingvictoria.org.au
	Private tour operators - who arrange multi day walks	Surfcoast Walks	Licensed Tour Operator with Parks Victoria - http://www.surfcoastwalks.com.au/
		AusWalk	https://auswalk.com.au/
		ParkTrek	http://www.parktrek.com.au/
Trail Running / Cross Country	Clubs	Peninsula Trail Runners	50+ members
		Melbourne Trail Runners	100+ members
		Surfcoast Trail runners	100+ members
		Dandenongs Trail runners	50+ members
	Events in and around Hotham	Alpine Running Festival:	www.runningwild.net.au
		Dinner Plain Mile High Trail Run	
		Alpine Challenge 60km, 100km or 160km	www.runningwild.net.au
		Razorback Run 22km, 40km or 64km	www.runningwild.net.au
		7 peaks Run	https://www.7peaksrun.com.au/mt-hotham/
		Bogong 2 Hotham	http://www.trailsplus.com.au/b2h/
		4 peaks Bright Alpine Club	http://www.4peaks.com.au/
		Walking Club of Victoria	100 members
		Victorian Mountain Tramping Club	240 members
		Women's walking Club	145 members

		Geelong Bushwalking Club	280 members
Cycling / Mountain Biking	Clubs	Dinner Plain Riders	http://www.dpriders.com.au/index.php
		Geelong Mountain Biking Club	http://gmbs.com.au/
		Bendigo Mountain Biking Club	http://www.mtbbendigo.com/
		Mountain Bike Australia	https://www.mtba.asn.au/
	Events in and around Hotham	7 Peaks Ride	https://www.ridehighcountry.com.au/7-peaks/
		Dinner Plain Alpine Enduro	
Historical Societies		Alpine Classic	https://www.alpineclassic.com.au/
	Australian Alpine & Snowsport History Association (AASHA)		https://aasha.org.au/
	KOSCIUSZKO HUTS ASSOCIATION		https://khuts.org/index.php/the-huts/vic-huts
	The Bright and District Historical Society Inc.		http://www.bdhs.org.au/

Customer management

A local cabin manager will be used to open / close the lodge, to ensure that both members and guest have a hassle-free stay. This was introduced in Winter 2017, and proved to be very successful, with Members enjoying late arrivals and / or skiing for longer on their last day.



S.W.O.T. analysis

Strengths	Weaknesses
<ul style="list-style-type: none"> • <i>Uninterrupted spectacular view</i> • <i>Unique quiet location with natural vegetated setting</i> • <i>Safe / private outdoor kids play area</i> • <i>Outside deck & BBQ area</i> • <i>Low rates for the modest accommodation</i> • <i>Family style accommodation, maintaining the original historical building and atmosphere established by the founding members.</i> • <i>Club's 70-year historical connection with the development of skiing with Australia.</i> • <i>Strong generational club membership (with continuous line of children reaching full membership).</i> • <i>Great access to both ski runs and walking tracks</i> • <i>Active, energetic, successful working committee</i> • <i>Introduction of local Cabin Manager to help open / close the lodge</i> 	<ul style="list-style-type: none"> • <i>Underutilised by current members, in both summer & winter</i> • <i>Current members not actively maintaining the building (only a handful of active members)</i> • <i>The building's age</i> • <i>Lodge Access and proximity to the winter bus stop</i> • <i>Lack of parking</i> • <i>Over-snow tow not currently available</i>
Opportunities	Threats
<ul style="list-style-type: none"> • <i>Make immediate building improvements to increase lodge comfort in order to</i> <ol style="list-style-type: none"> 1. <i>re-engage current members</i> 2. <i>attract new members</i> 3. <i>engage other like-minded non-members / groups</i> • <i>Obtain long term Lease to secure the Edelweiss's future</i> • <i>Engage MHRMB re access / parking</i> • <i>Promote year-round use with an emphasis on building relationships with well established outdoor activity groups for summer and shoulder usage</i> 	<ul style="list-style-type: none"> • <i>Uncertainty about Lease extension</i> • <i>Climate change and the unpredictability of snow cover in decades to come</i> • <i>Losing current members due to significant cash demands for connecting to reticulated mains sewerage system.</i> • <i>Members skiing at competing local and overseas resorts</i> • <i>Competition from year-round activities at other local and overseas resorts</i>

Competitor analysis

Competitor details:

Competitor	Established date	Size	Rates	Strengths	Weaknesses
Eiger http://www.eigerski.com/	1980	75 members 25 guest beds	Shoulder: <ul style="list-style-type: none"> Adult: \$67.00 / \$96.00 Under 15: \$54.00 / \$77.00 Peak: <ul style="list-style-type: none"> Adult: \$78.00 / \$112.00 Under 15: \$63.00 / \$90.00 Other: <ul style="list-style-type: none"> Adult: \$38.00 / \$54.00 Under 15: \$30.00/\$43.00 	Live in manager; multiple living areas with open fireplace and a dining area provides accommodation for over 2,900 bed nights during the snow season (a period of 16 weeks) with total occupancy averaging 89% (peak season only) over the past five years	Members might not get preferred dates during peak season. No private/ safe outdoor area for kids to play.
Langitaan https://www.langitaan.com.au/	Not Known	52 members accommodation up to 42 people in 13 rooms	Winter - High Season Rates (non-member) High Season: 9 July 2017 - 30 August 2017 Standard rate \$95 Share Room* \$65 Child Rate** \$65	3 types of membership Close to bus stop	No private/ safe outdoor area for kids to play. Very large lodge. Expensive peak rates.

Competitor	Established date	Size	Rates	Strengths	Weaknesses																								
Aadvark http://www.aadvark-mthotham.org.au/	1980	45 members 31 beds in 8 bedrooms on 3 levels.	LOW (VALUE) \$40 adult / \$30 child MID (SHOULDER) midweek \$55 adult / \$40 child MID (SHOULDER) weekend \$70adult / \$50 child HIGH midweek \$75 adult / \$65 child HIGH weekend \$90 adult / \$80 child	Extended in 2008 (2 additional bedrooms) Ski-in Ski-out This is a great location for skiing families. Excellent access to the Big D slopes makes supervising children very easy. Close to the General Store and Ski School Highest private lodge at Mt Hotham	No private/ safe outdoor area for kids to play Expensive peak rates.																								
Austen Alpine club http://www.skiausten.com.au/home2.html	1971	22 members 7 bedrooms, which can accommodate up to 4 or 5 in each	Season 2017 <table><tr><th rowspan="2"></th><th colspan="2">Weekday</th><th colspan="2">Weekend</th></tr><tr><th>Adult</th><th>Child</th><th>Adult</th><th>Child</th></tr><tr><td>LOW</td><td>\$58</td><td>\$30</td><td>\$67</td><td>\$32</td></tr><tr><td>HIGH</td><td>\$80</td><td>\$37</td><td>\$85</td><td>\$42</td></tr><tr><td>LOW</td><td>\$58</td><td>\$30</td><td>\$67</td><td>\$32</td></tr></table>		Weekday		Weekend		Adult	Child	Adult	Child	LOW	\$58	\$30	\$67	\$32	HIGH	\$80	\$37	\$85	\$42	LOW	\$58	\$30	\$67	\$32	Davenport Village Weekday Deals with Boys Ski Hire (>3 < 15 years) Snow guarantee refunds Free wifi	Large lodge Weekend Shared bathrooms (>3 < 15 years) No private/ safe outdoor area for kids to play
	Weekday		Weekend																										
	Adult	Child	Adult	Child																									
LOW	\$58	\$30	\$67	\$32																									
HIGH	\$80	\$37	\$85	\$42																									
LOW	\$58	\$30	\$67	\$32																									

Competitor	Established date	Size	Rates	Strengths	Weaknesses
Kongoola Ski Club https://www.kongoola.com/index.html	1975	30 people in 6 bedrooms	Type of Room Bunk shared facilities Guest Weekend: \$50 Midweek: \$40 Guest child < 5 \$0 Guest child 5 - 15 Weekend: \$45 Midweek: \$39	Located in Davenport Village area and within easy walking distance of the General Store	Distance to road Manual opening and closing procedures

Advertising & sales

Advertising & promotional strategy:

Planned promotion /advertising type	Expected business improvement	Cost (\$)	Target date
"True Alpine Spirit" campaign	<ul style="list-style-type: none"> Increased knowledge of Club's historical significance with helping develop the ski industry that exists at Mt Hotham today, with potential for reaching like minded clubs and individuals to increase future Club membership base Discussions already underway with Nicole Hayes to ensure we get onboard for the 2018 advertising campaign. 	TBA	2018
Form a relationship with the Industry Development Team from the Regional Tourism Board (Tourism North East)	<ul style="list-style-type: none"> Tourism North East have offered their services to help the Club work through any business challenges the Club are facing including product development, business model evolution, marketing, collaboration, digital training, strategic development, succession planning or even deliver a future trends briefing. Contact has been made with Jade Miles - Industry and Product Development Specialist Promote advertising to target audience to attract outdoor activity group connections 	TBA	2018
Form a relationship Mt Hotham Ski Association	<ul style="list-style-type: none"> actively engage in bringing the concerns and interests of our members to the attention of the appropriate bodies to ensure appreciation and resolution. to promote the interests of leaseholders and snow sport participants at Mt Hotham. to assist in the development of the Mt Hotham area as a tourist destination for all seasons. to encourage snow sports and the provision of snow sport facilities at Mt Hotham . 	\$120 pa	2018

Planned promotion /advertising type	Expected business improvement	Cost (\$)	Target date
Upgrade existing website	<ul style="list-style-type: none"> Increased lodge utilisation Provide clear Club rules for both members, guests and non-members Provide instructions for lodge operating procedures Details of accommodation / facilities / photos to attract guests and new members Details of year-round available activities available Provide links to ski hire and other affiliated service. 	\$1000*	2018
Facebook page	<ul style="list-style-type: none"> Increased exposure beyond existing club members Allows for instant updates / snow reports / sales specials Promote advertising to potential walking groups 	\$500*	2018
Word of mouth membership drive	<ul style="list-style-type: none"> Ensures potential new members and non-members are like minded and will value the unique location and history of the lodge and site. 	\$0	Ongoing

* Note: Skill sets required to produce end product is contained within the Club membership – the costs shown reflects that much of this work will be done in house, and is merely a thank you payment to the Club member.

Unique selling position:

- Uninterrupted spectacular view
- Unique quiet location in an alpine bush setting
- Safe / private outdoor kids play area
- Outside deck & BBQ area
- Low accommodation rates
- Family style accommodation, maintaining the original historical building and atmosphere established by the founding members
- Club's 70-year historical connection with the development of skiing with Australia.
- Strong generational club membership (with continuous line of children reaching full membership).
- Great access to both ski runs and walking tracks
- Introduction of local Cabin Manager to help open / close the lodge

Proposed accommodation rates:

Membership Category	Fee Per Night
Member	\$30
Child of member	\$15
Guest	\$50 (High Peak) \$30 (Low Peak)
Child of Guest	\$20 (High Peak) \$10 (Low Peak)
Non-member	\$50
Outdoor Activity Groups (full lodge – off peak)	\$200/night; \$1000/week

There will also be a \$100 cleaning fee for each stay (members can choose to waive this fee if they do the cleaning themselves).

In Summer, a Member can book the whole lodge for \$100 a night.



The Future

Vision statement

Edelweiss Ski Club provides affordable accommodation to families year-round, so that they can enjoy all the wonders that Mt Hotham has to offer.

Goals/objectives

- Obtain long term lease from MHRMB to secure the Club's long-term future and reach centenary anniversary
- Increase existing membership base to enable ongoing affordable accommodation
- Introduce non-member usage, with a focus on like-minded groups that will value the unique location and history of the lodge and site.
- Improve the current condition of the building to ensure:
 - that the Club is able to attract new members and guests
 - that the original building will have sound structural integrity /comfort at the Club's centenary anniversary
- Increase year-round usage
- Implement Environmental Risk Mitigation measured as identified:
 - Asbestos removal
 - Upgrade of wastewater treatment facility

Action plan

Building improvements to be implemented:

- Respond to structural Engineering report to ensure building is up to code (\$40k 2018).
- Deck replacement / extension - the outlook from the deck is one of the Club's greatest assets, and we believe an upgrade will add significant value to the current and prospective Members (\$10k - 2018).
- Bedroom Upgrade (Bunk / room configuration) (\$10k – 2018).
- Asbestos – roof / Re-cladding as required (\$100k – 2028).
- Compliance with Bushfire Regulations as required.
- Sewer upgrade (\$180k – 2019). Due to the high capital costs associated with connecting to reticulated sewerage, the Club requests that MHRMB consider a favourable payment plan for any works undertaken by the MHRMB on behalf of the club (ie Civil works, rising main construction etc).
- **Building upgrades and lodge staged expansion (to be funded by operating surplus / capex surplus):**
 - Expand and reconfigure toilet / showers to form ensuite to each bedroom

Commented [JG1]: I think we should revisit the previous plan to do a staged building upgrade (peri's wife)

- Increase accommodation area
- Kitchen Upgrade – split kitchen for dual occupancy
- Remove lockers and increase change area
- Alternate ski storage location

Site access improvements to be investigated:

- Build a staircase to the lodge from the road to improve accessibility and safety of getting to the lodge from the road. (2020)
- Build a raised off-street car park, to allow for easier /safer unloading / loading. Permanent off-road parking. (2020)
- Repurposing of existing on road car parks (at the top of the driveway) to long term car Club parks. (2020)
- Possibility of year-round vehicle access to the lodge (ongoing)

Please note: This list does not include sustainability milestones as they are listed in the sustainability section above.

Standards of Occupancy

Edelweiss has always had a strong commitment to keep the lodge at the highest standard as possible. There is an annual working party that takes place (usually over a long weekend at the start of every year) and has afforded the lodge many upgrades over the years through the commitment of the members. These work parties bring the members together in the off season to not only keep the lodge in top condition for the pending winter season, but to also enjoy The Alpine national park during the Summer period.

Edelweiss has always taken on recommendations / requirements resulting from inspections by the local building surveyor appointed by the Resorts board (refer Appendix 4), and employs local trades for the annual inspections for fire life safety elements of the AESMR (refer Appendix 5). These include:

- Mount Hotham Electrical: Emergency Lighting / Smoke Alarms / Exit Signs
- Alpine Fire extinguishers: Fire extinguishers & Hose reels

Annual inspections by the indigo shire always result in a report of a “clean and well-maintained premises”.

A structural inspection of the lodge building is proposed to be undertaken in the coming weeks following the end of the current ski season.

The Finances

Key objectives & financial review

Financial objectives:

Edelweiss is not a commercial venture, and does not seek to make a profit or become the next "Hilton". The aim is to keep both Membership Subs and accommodation rates as low as possible. There is a requirement to retain a minimum of ~\$10k in the bank at all times for emergency situations, as well as having ~\$100k at the end of lease for site rehabilitation.

Due to the high capital costs associated with connecting to the reticulated sewerage (\$180k), the Club requests that MHRMB consider a favourable payment plan for any works undertaken by the MHRMB on behalf of the club such as civil works, sewer rising main construction etc. (as discussed with the technical services Department when developing the sewer pump station costings). This will help ensure the Club is able to manage the critical balance of performing tangible upgrades on the lodge required to attract new members & outdoor activity groups in the near term, whilst meeting all Building Standards as required by the MHRMB. As per the assumptions listed below, we are proposing a payment schedule over 5 years to cover the works undertaken by the MHRMB.



Assumptions

The financial table on the subsequent page is based on the assumptions listed below:

- A commitment of \$950k of capital works over the 20 year lease.
- A commitment to spend \$240k on building upgrades in the next 2 years in order to address environmental goals and attract new members. This includes:
 - \$60k will be spent on building upgrades in 2018 to ensure near term building inspection requirements are met, and that the forecast increases in membership and occupancy are possible.
 - Connection to the reticulated sewer system will be completed in 2019. The works undertaken by MHRMB to do this scope of work are estimated to be \$87k (as detailed in Appendix 3). The Club is suggesting a 5 year payment schedule for these works.
- Capital improvement works being scheduled every 5 years to cover building upgrades and staged expansion of lodge (ranging from \$95k – \$240k).
- \$10k being spent every 5 years on building upkeep (to ensure building standards of occupancy are met on an ongoing basis).
- A minimum surplus cash position of \$10k to cater for emergency situations is always maintained, as well as accumulation of a surplus for final site restoration at the end of the lease.
- No cabin usage during the 2018 season:
 - This results in no 2018 accommodation revenue
 - A significant reduction of site rental & service charges for 2018 is assumed
- An additional sewer charge will be levied to all members for a five year period in order to cover the near term capital investment required.
- An annual increase of 2% on the current \$21k annual operating.
- Accrued interest on Club bank account estimated at 2% pa.
- Accommodation rates have been revised based on Market and Competitor analysis.
- There will be a 10% increase in annual membership subs and accommodation rates every 5 years.
- An increase from 300 to 1000 beds over winter, with 20% guest beds assumed.
- An increase from 50 to 200 beds over summer.
- There will be 3-5 new members (\$30k) every 5 years, including children members becoming full members.
- Cost of survey required to reduce site size for SISP calculation - \$15k to be donated by owner of survey company (Tomkinson Group - Club Member).

Expected cash flow

Revenue		2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	2037	2038	
	Guest Accommodation		\$3,200	\$3,200	\$3,200	\$3,200	\$3,200	\$5,120	\$5,632	\$5,632	\$5,632	\$5,632	\$6,400	\$7,040	\$7,040	\$7,040	\$7,040	\$7,744	\$7,744	\$7,744	\$7,744		
	Member Accomodation		\$10,500	\$11,550	\$11,550	\$11,550	\$11,550	\$16,800	\$18,480	\$18,480	\$18,480	\$18,480	\$21,000	\$23,100	\$23,100	\$23,100	\$23,100	\$25,410	\$25,410	\$25,410	\$25,410		
	Interest		\$1,980	\$1,980	\$1,414	\$972	\$1,455	\$1,916	\$2,358	\$207	\$1,107	\$1,738	\$2,314	\$2,897	\$282	\$1,832	\$2,710	\$3,524	\$4,357	\$295	\$2,197	\$3,304	
	Subscriptions																						
	Membership Dues	\$21,600	\$27,000	\$27,000	\$27,000	\$27,000	\$27,000	\$34,650	\$34,650	\$34,650	\$34,650	\$34,650	\$43,560	\$43,560	\$43,560	\$43,560	\$43,560	\$53,906	\$53,906	\$53,906	\$53,906	\$53,906	
	New Memberships		\$30,000					\$33,000					\$36,300					\$39,930					
	Sewer Levy		\$24,600	\$24,600	\$24,600	\$24,600	\$24,600																
	Totals		\$46,200	\$97,280	\$68,330	\$67,764	\$67,322	\$43,205	\$91,486	\$61,120	\$58,969	\$59,869	\$60,500	\$109,574	\$76,597	\$73,982	\$75,532	\$76,410	\$130,514	\$91,416	\$87,354	\$89,256	\$90,363
	No. of members		24	30	30	30	30	35	35	35	35	35	40	40	40	40	40	45	45	45	45	45	
Expenditure																							
	Annual Service Charges		\$4,335	\$8,670	\$8,843	\$9,020	\$9,201	\$9,385	\$9,572	\$9,764	\$9,959	\$10,158	\$10,361	\$10,569	\$10,780	\$10,996	\$11,216	\$11,440	\$11,669	\$11,902	\$12,140	\$12,383	\$12,631
	Annual Site Rental		\$1,785	\$3,570	\$3,641	\$3,714	\$3,789	\$3,864	\$3,942	\$4,020	\$4,101	\$4,183	\$4,266	\$4,352	\$4,439	\$4,528	\$4,618	\$4,711	\$4,805	\$4,901	\$4,999	\$5,099	\$5,201
	Audit Fees																						
	Advertising		\$2,000	\$2,200	\$2,200	\$2,200	\$2,200	\$2,200	\$2,420	\$2,420	\$2,420	\$2,420	\$2,420	\$2,662	\$2,662	\$2,662	\$2,662	\$2,662	\$2,928	\$2,928	\$2,928	\$2,928	\$2,928
	Bank Charges																						
	Capital Works		\$50,000	\$180,000				\$95,000					\$150,000					\$235,000				\$240,000	
	MH-ARMB payments			-\$87,000	\$17,400	\$17,400	\$17,400	\$17,400	\$17,400														
	Cleaning																						
	Electricity		\$500	\$800	\$816	\$832	\$849	\$866	\$883	\$901	\$919	\$937	\$956	\$975	\$995	\$1,015	\$1,035	\$1,056	\$1,077	\$1,098	\$1,120	\$1,143	\$1,165
	Food and Supplies																						
	Freight																						
	Gas		\$400	\$1,000	\$1,020	\$1,040	\$1,061	\$1,082	\$1,104	\$1,126	\$1,149	\$1,172	\$1,195	\$1,219	\$1,243	\$1,268	\$1,294	\$1,319	\$1,346	\$1,373	\$1,400	\$1,428	\$1,457
	Insurance		\$5,000	\$5,100	\$5,202	\$5,306	\$5,412	\$5,520	\$5,631	\$5,743	\$5,858	\$5,975	\$6,095	\$6,217	\$6,341	\$6,468	\$6,597	\$6,729	\$6,864	\$7,001	\$7,141	\$7,284	\$7,430
	Interest																						
	Miscellaneous		\$500	\$500	\$510	\$520	\$531	\$541	\$552	\$563	\$574	\$586	\$598	\$609	\$622	\$634	\$647	\$660	\$673	\$686	\$700	\$714	\$728
	Postage																						
	Refurbishment		\$10,000					\$10,000					\$10,000					\$10,000					
	Repairs/Maintenance			\$2,000	\$2,040	\$2,081	\$2,122	\$2,165	\$2,208	\$2,252	\$2,297	\$2,343	\$2,390	\$2,438	\$2,487	\$2,536	\$2,587	\$2,639	\$2,692	\$2,746	\$2,800	\$2,856	\$2,914
	Stationary																						
	Subscriptions																						
	Telephone																						
	Wages																						
	cabin manager			\$2,500	\$2,550	\$2,601	\$2,653	\$2,706	\$2,760	\$2,815	\$2,872	\$2,929	\$2,988	\$3,047	\$3,108	\$3,171	\$3,234	\$3,299	\$3,365	\$3,432	\$3,501	\$3,571	\$3,642
	Totals		\$74,520	\$119,340	\$44,223	\$44,715	\$45,218	\$150,730	\$46,473	\$29,606	\$30,149	\$30,704	\$191,270	\$32,089	\$32,677	\$33,277	\$33,890	\$279,514	\$35,417	\$36,067	\$36,730	\$277,406	\$38,096
	Surplus/Defecit		-\$28,320	-\$22,060	\$24,107	\$23,048	\$22,105	-\$107,525	\$45,013	\$31,514	\$28,820	\$29,166	-\$130,770	\$77,486	\$43,920	\$40,705	\$41,642	-\$203,104	\$95,096	\$55,349	\$50,624	-\$188,150	\$52,268
	Opening Bank Account	\$99,000	\$99,000	\$70,680	\$48,620	\$72,727	\$95,776	\$117,880	\$10,355	\$55,368	\$86,882	\$115,702	\$144,867	\$14,097	\$91,583	\$135,503	\$176,208	\$217,850	\$14,746	\$109,842	\$165,191	\$215,816	\$27,666
	Add Surplus		-\$28,320	-\$22,060	\$24,107	\$23,048	\$22,105	-\$107,525	\$45,013	\$31,514	\$28,820	\$29,166	-\$130,770	\$77,486	\$43,920	\$40,705	\$41,642	-\$203,104	\$95,096	\$55,349	\$50,624	-\$188,150	\$52,268
	Closing Bank Account		\$70,680	\$48,620	\$72,727	\$95,776	\$117,880	\$10,355	\$55,368	\$86,882	\$115,702	\$144,867	\$14,097	\$91,583	\$135,503	\$176,208	\$217,850	\$14,746	\$109,842	\$165,191	\$215,816	\$27,666	\$79,934

Appendices

Attached is supporting documentation in relation to this business plan. The attached documents include:

1. Jackson, K "Hotham Highs: the development of Skiing between the wars and the establishment of a skiing culture" (1990)
2. Edelweiss Ski Club EMP
3. Reticulated sewer connection cost estimate
4. Building standards audit (December 2016)
5. Annual Essential safety measures report (July 2017)

Addition information regarding the history of the club can be found in the book "Mountain Memories: 60 years of skiing 1990" (Mick Hull, 1990)

