



Hon Lily D'Ambrosio MP

Minister for Energy, Environment and Climate Change
Minister for Suburban Development

8 Nicholson Street
East Melbourne, Victoria 3002
Telephone: 03 9637 9504
DX210098

ALPINE RESORTS (MANAGEMENT) ACT 1997

ALPINE RESORTS CO-ORDINATING COUNCIL

MINISTERIAL DIRECTION

I, Lily D'Ambrosio, Minister for Energy, Environment and Climate Change, in accordance with section 16 of the [Alpine Resorts \(Management\) Act 1997](#), hereby direct the Alpine Resorts Co-ordinating Council (ARCC) as follows:

Government's Vision for the ARCC

Victoria's Alpine Resorts have a special place in the hearts of many Victorians, and we need to ensure they continue to maximise economic, environmental and social benefits for all Victorians. Climate change presents challenges for Victoria's alpine resorts, including an expected reduction in natural snow fall over the medium to long term and a reduced capacity for snow making as conditions warm. To ensure the continued success of Victoria's alpine resorts, the Government is looking to the ARCC to take a lead role in fostering better collaboration and improved stakeholder engagement, and to deliver effective climate change planning.

Roles and Responsibilities:

The roles and responsibilities of the ARCC are set out in Part 3 of the [Alpine Resorts Management Act 1997](#). Following the reform of the Alpine Sector announced by the Victorian Government in 2017, I committed to providing further guidance to the ARCC on the performance and reporting expectations of the Victorian Government, and role the ARCC will have in supporting the alpine sector more broadly.

Climate Change

The Victorian Government has committed to taking significant action on climate change, including setting ambitious emission reduction targets and protecting and empowering communities to respond to the impacts of climate change.

The [Climate Change Act 2017](#) establishes obligations on Victorian Government entities, including the ARCC, to have regard to the impact of climate change in decision making. Section 20 of the act describes the requirements for government entities to take climate change into consideration, based on the policy objectives (s22) and guiding principles (s23-28) of the Act.

It is my expectation that the ARCC complies with its obligations under the [Climate Change Act 2017](#), and assumes a leadership role in supporting its community to adapt to the impacts of climate change. I encourage the council to familiarise itself with the following Victorian Government climate

change legislation, policies and strategies and to demonstrate its leadership by signing up to the [Take2 Climate Change pledge program](#).

- [Climate Change Act 2017](#)
- [Victoria's Climate Change Framework](#)
- [Victoria's Climate Change Adaptation Plan 2017 – 2020](#)

The ARCC will review the Victorian Alpine Resorts Development Program to ensure projects are assessed for compliance with the [Climate Change Act 2017](#) and alpine resort climate adaptation objectives.

Collaboration and Stakeholder Engagement:

The need to improve collaboration in the alpine resort sector was identified in the [Alpine Resorts Governance Reform Discussion Paper \(2017\)](#) and reinforced by many of the stakeholder submissions to the consultation process.

The Victorian Auditor General's Office conducted a review of public participation by Victorian Government entities, resulting in the development of the "[Public Participation in Government Decision-Making: A Better Practice Guide](#)". I expect that all portfolio public entities will carry out stakeholder engagement in a manner consistent with the guide.

To support better collaboration and stakeholder engagement, the ARCC will:

- Provide advice to me on how the ARCC and alpine resort management boards can more effectively collaborate on initiatives that require a sector wide approach (e.g. climate change), by 31 March 2019.
- Provide advice to me on how the ARCC and alpine resort management boards can improve stakeholder engagement, including how the principles of the "[Public Participation in Government Decision-Making: A Better Practice Guide](#)" can be applied and how boards can ensure timely and role-appropriate engagement with Traditional Owners. The ARCC will consider whether the development of sector or resort "Stakeholder Engagement Plans" are necessary to ensure improved engagement outcomes, by 31 December 2018.
- Review the Alpine Resort Industry Advisory Group (ARIAG) "Terms of Reference" in consultation with represented entities; and provide advice to me on whether the ARIAG model should be replicated at each of Victoria's alpine resorts to support better stakeholder engagement, by 30 June 2018.

Review of resort operations and transparency of decision making:

Stakeholder submissions to the Alpine Resorts Governance Reform Discussion Paper identified stakeholders are concerned about the lack of transparency in alpine resort management board decision making, including the expenditure of board income derived from resort operations. Stakeholders also expressed concerns about the varying levels of service provision and cost across the Victorian resorts.

The ARCC will lead a review, in partnership with alpine resort management boards, of service provision at the northern resorts and will report to me by the end of 2018. The report will investigate (but not be limited to):

- The delivery of core (legislated) and non-core services at each of the resorts.
- Whether it is appropriate for the resorts to be providing any non-core services.
- Compare the cost of service provision across the resorts, and benchmark those costs with industry standards.
- Opportunities for operational efficiencies.

Sector Wide Strategic Planning and Leadership

The ARCC will lead the development of an updated Alpine Resorts Strategic Plan, consistent with the requirements of section 33 of the [Alpine Resorts Management Act 1997](#).

The ARCC will also be responsible for leading climate change adaptation planning for the alpine resort sector, informed by the Alpine Resorts Futures Vulnerability Assessment delivered by the Department in 2017.

The Executive Director Land Management Policy (or delegate) is to attend as an observer at all ARCC and subcommittee meetings that oversee the development of the strategic plan and climate adaptation planning. This will support better alignment between the strategic plan and government policy and to ensure the strategic plan meets the requirements of the [Climate Change Act 2017](#). The ARCC is to establish a Whole of Victorian Government reference group to provide advice to the ARCC as it is developing the strategic plan and delivering climate adaptation planning.

The ARCC will also support alpine resort management boards to develop corporate plans that align with, and support delivery of, the Alpine Resorts Strategic Plan. The ARCC will work with DELWP to review draft corporate plans to identify where amendments may be necessary.

Reporting

The ARCC will make a copy of this direction available on its website and will report on progress in meeting these directions through its annual report.