



Alpine Resorts
Victoria

Alpine Resorts Leasing Policy - Consultation Summary

April 2026



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Acknowledgement of Country

We acknowledge and respect Victorian Traditional Owners as the original custodians of Victoria's land, waters and mountains, their unique ability to care for Country and deep spiritual connection to it. We honour Elders past and present whose wisdom has ensured the continuation of culture and traditional practices.

We acknowledge the profound impacts of climate change on Country and recognise the power of Traditional Owner knowledge in responding to and adapting to change. We are committed to genuinely partner, and meaningfully engage, with Victoria's Traditional Owners and Aboriginal communities to support the protection of Country, the maintenance of spiritual and cultural practices and their broader aspirations in the 21st century and beyond.



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Introduction

Victoria has six alpine resorts: Falls Creek, Mt Hotham, Mt Buller, Mt Stirling, Lake Mountain and Mt Baw Baw. The resorts are unique places that attract 1.45 million visitors a year seeking to enjoy the alpine environment and experience snow activities in winter and a range of other nature-based activities, including bushwalking, mountain-biking and cycling, from spring through autumn. The resorts are major contributors to the Victorian visitor economy, contributing nearly \$1.4 billion annually, and sustain more than twelve thousand full-time equivalent jobs.

Most facilities within the resorts occupy Crown land under leasehold, such as club lodges, apartments, hotels, retail operations, medical centres, telecommunication towers and ski lifts. These leases, which give the tenant the exclusive right to occupy the land for a specific term, play a critical role in facilitating the full range of experiences and services required to support visitors to the resorts.

Alpine Resorts Victoria (ARV) is developing a new Alpine Resorts Leasing Policy for the leasing of Crown land within Victoria's alpine resorts. The current policy was introduced in 2002 and no longer reflects the challenges and opportunities facing the alpine sector in Victoria.

The aim is to develop a contemporary policy that provides prudent and flexible options for alpine leases. The new policy will also help protect the environmental, social and economic values of Victoria's resorts while acknowledging the likely impacts of climate change in the medium to long term.

The new policy is being developed in partnership with the Department of Energy, Environment and Climate Change (DEECA), and informed by a review of the current policy that was started in 2019 by the former Alpine Resorts Coordinating Council, including a survey of around 400 stakeholders that identified valuable insights into the issues and opportunities relating to leasing within the resorts.

Development of the new policy has also been done in close consultation with a Stakeholder Reference Group (SRG) established for the project. This group comprised representatives from the Stakeholder Consultative Committees (SCC) of Mt Baw Baw, Mt Buller, Falls Creek and Mt Hotham, the Alpine Industry Advisory Group and the alpine real estate and financial sectors.

About this report

The purpose of this report is to summarise the findings from the stakeholder and community consultation processes that were used to inform the development of the Alpine Resorts Leasing Policy and associated Procedures.



Consultation involved the following streams of engagement:

- Consultation with the SRG over an extensive period
- Targeted consultation with alpine sector industry stakeholders in January 2025
- Broader community consultation using the Engage Victoria platform, including an online survey that was open during November 2025 to January 2026, seeking feedback on the draft policy and procedures

Consultation was also undertaken with Gunaikurnai Land and Waters Aboriginal Corporation and Taungurung Land and Waters Council. The nature of this consultation and any outcomes from it have not been recorded in this report.

The report also outlines how ARV has already or will respond to the feedback from the SRG, targeted industry stakeholders and the online survey.

Report limitations

As with all consultation processes and subsequent analysis, some factors should be considered when reading this report. There were only 17 responses to the Engage Victoria online survey. This is towards the low end of a statistically valid sample size. Furthermore, the depth and representativeness of the respondents is somewhat limited. The graphs and figures in this report should therefore be read with this in mind.

The representative nature of the SRG, and the extensive consultation its members were involved in, may offset the limitations of the online survey to some degree.



Consultation approach

A Stakeholder Engagement Plan was prepared for the project to guide communication and engagement activities. The SRG had the opportunity to review and comment on a draft version of this plan prior to it being finalised.

The primary purpose of the planned engagement was to consult with affected stakeholders over the course of the project to seek their input to and support for changes to the proposed alpine resort leasing policy.

Opportunities for participation

The following engagement tools were utilised during the project:

- Policy discussion sessions with the SRG
- ARV hosted engagement sessions with SCCs
- Project page on ARV website
- ARV stakeholder newsletters
- ARV direct email
- Project page on the Engage Victoria platform, including online survey

Promotion

Promotion of the project and regular updates were made through the regular ARV Stakeholder Update newsletters, maintenance of a project page on the ARV website and direct communications with targeted stakeholders, including individual resort SCCs.

Participation

There was a high level of stakeholder participation in seven meetings of the SRG over the period April 2024 to February 2025. Three meetings were held with targeted alpine industries, with a total of 6 representatives participating. Participation in the Engage Victoria online survey was low, with 17 responses. Some stakeholders provided written feedback via email directly to ARV during the project.

Stakeholder Reference Group

Members of the SRG were nominated to participate in this group due to their experience and/or proximity to the elements associated with the project.



The SRG was responsible for ensuring that industry feedback on draft policy positions was provided, and that stakeholders were heard and understood.

The key functions of the SRG were to:

- Provide industry feedback and perspectives on draft policy positions.
- Understand and consider views, information and data relating to the policy.
- Respectfully listen and seek to understand.
- Endeavour to agree and support draft policy positions put to the Group.
- Report back to their representative bodies, where relevant.

The SRG was not a decision-making forum and ceased at the conclusion of the project.

Membership of the SRG comprised two representatives from each of the Mt Baw Baw, Mt Hotham, Mt Buller and Falls Creek SCCs, plus a representative from the Alpine Resorts Industry Advisory Group (ARIAG), the alpine property/real estate sector and the alpine finance sector.

Targeted industry consultation

During January 2025 ARV held individual meetings with representatives of the following alpine sector industries:

- Ski lift operators
- Legal
- Tourism

The meetings involved a presentation on the project from ARV followed by an opportunity for the stakeholders to ask questions and to share their views on matters of importance for them.

Engage Victoria online survey

A project page was established on the Engage Victoria platform in November 2025 and included draft versions of the policy and two procedures. An online survey was conducted to seek feedback on the policy and procedures and was open from 13 November 2025 to 18 January 2026.

SRG members were notified of the survey directly by ARV.

A broader notification was also made as part of a regular ARV Stakeholder Update newsletter in December 2025.

The online survey had a relatively low level of participation, with only seventeen responses submitted.



Data from the 17 survey respondents showed:

- Falls Creek was relevant for 11 respondents
- Lake Mountain was relevant for 3 respondents
- Mt Baw Baw was relevant for 5 respondents
- Mt Buller was relevant for 9 respondents
- Mt Hotham was relevant for 8 respondents
- Mt Stirling was relevant for 3 respondents
- All six resorts were relevant for 3 respondents

Of the respondents who indicated they were representing an organisation or venue:

- Five respondents represented a ski club
- Two respondents represented a lodge
- Two respondents represented apartments
- Two respondents represented a resort specific association
- One respondent represented a sector-wide association
- One respondent represented a law firm
- One respondent represented a Victorian Government agency



Summary of findings

Stakeholder Reference Group

The SRG met seven times between April 2024 and February 2025. During the meetings, SRG members were provided the opportunity to raise and discuss key issues and to provide feedback in response to matters raised during the meetings or in response to documents tabled by ARV. This was the first stage of the SRG engagement process.

The second stage of engagement involved ARV providing draft versions of the policy and procedures to the SRG for written feedback during 2025.

The following table summarises the feedback provided by the SRG during the first stage of engagement and outlines how ARV has or will respond:

What We Heard	What We Are Doing
First right to negotiate Members supported this being retained as a principle. Members wanted to be able to surrender a lease at any time during the lease term.	To be retained as a principle in the policy. Lessees will be able to surrender an existing lease at any time during the term of that lease, rather than having to wait until at least 50% of the term has expired.
Direct negotiation Members supported this being retained as the preferred approach to leasing.	To be retained.
Lease rental methodology There should be greater transparency around the lease rental methodology and process. Some members do not support the current methodology.	The valuation process and methodology was discussed with the SRG. No change is to be made to the methodology used by the Valuer General Victoria.
Leasing process The process for approving leases needs to be streamlined	Standard leases processes and templates to be used across all resorts. ARV to seek delegation to approve leases up to 21 years.



Environmental sustainability Members supported the inclusion of a principle regarding environmental sustainability but want the requirements for this principle clearly articulated, appropriate to alpine leases and not duplicating other mechanisms such as planning schemes	Environmental sustainability expressed as a clear lease category criterion and as a matter to be addressed in business plans (where required). New procedure sets out environmental requirements. ARV will develop a template and/or guidance for preparing Landscape Management Plans
Business cases Members acknowledged that the requirement to submit a business case when seeking a lease might be suited to leases for commercial activities but is less appropriate in the case of leases for not-for-profit groups. Where information is justifiably required, templates can help ensure the requirements are consistent.	Business cases no longer required for all leases. New Statement of Operational Intent introduced for non-commercial applicants, with simpler information requirements than full business case. Information required in business plan/statement of operational intent outlined in new leasing procedure.
Lease terms Longer lease terms are required as this is a major factor when seeking finance. Clear criteria need to be set out for each of the lease categories. Members questioned some of the criteria proposed for existing lessees seeking a new lease, such as certain standards of occupancy. Members agree that satisfactory rent payment history should be a criterion for assessing lease renewal requests, but not solvency. Information is required on how the proposed lease category criteria will be used when assessing a lease proposal.	Minimum lease term of 15 years introduced. Criteria established for each lease term category. Leasing procedure developed which outlines how lease proposals will be assessed. Lease term matrix objectives developed with SRG to document what is intended to be achieved by applying the matrix. New category of 41 year lease introduced in later draft of the lease term matrix.
Bushfire Attack Level Some members expressed concern about the proposal that lease renewals for not-for-profit groups would require the building to meet a specified Bushfire Attack Level.	The requirement to achieve a BAL standard removed from the draft lease term matrix - other than if already required under the Alpine Resort Planning Scheme.



Green season activation The use of green season activation as a lease criterion should be replaced by "all year" activation, given the challenges experienced with green season activation to date.	"All year" activation included as a lease criterion in lieu of "green season" activation.
Remaining building life The remaining life of a building - informed by a registered building surveyor engaged by the lessee - should be considered when determining the appropriate term for a lease renewal. Where a building has less than 15 years of remaining life, members expressed general support for the option of ARV issuing a fifteen-year lease with no option to seek renewal if no action is taken to improve the building condition.	Building life considered as a criterion for lease categories in early version of draft policy but subsequently removed given absence of standards and difficulty with verification.
Staff accommodation The provision of staff accommodation in the resorts is important, and therefore the policy should incentivise the inclusion of staff accommodation within developments.	Provision of staff accommodation included as a lease category criterion.
Agreements to lease It was suggested that agreements to lease are a more effective instrument than development leases in the alpine context.	Agreements to Lease to be used across all resorts in lieu of development leases.
Existing lessees seeking a new lease Members wanted to know if there is anything to prevent a lessee from seeking a new lease with a term that is longer than their current lease if they believe they can meet the criteria for that lease term.	Existing lessees will be able to seek a new lease term commensurate with their ability to satisfy the relevant category criteria.
Certainty Members wanted to have certainty about the procedures that will support the implementation of the new leasing policy.	Draft alpine leasing procedure developed and provided to SRG to review.



Statutory planning Planning permit processes and leasing processes should be better aligned. For instance, where a planning permit is granted an extension, the corresponding Agreement to Lease (ATL) should also be extended.	ARV supports the intent and will consider how best to address this.
Building standards for ARV facilities Members noted the fact that some ARV buildings may not meet the standards that are being proposed in the new policy.	ARV is preparing an asset management strategy that is considering this matter. ARV will ensure all its buildings are reviewed by a Municipal Building Surveyor and meet the applicable statutory building requirements.
Notification of lease term expiry The procedure should be updated to reflect the current practice whereby ARV notifies tenants of the end of the lease term at 10, 5 and 3 years prior to the lease expiring.	Draft procedure revised to reflect this.
Agreements to Lease The procedure should be updated to more accurately reflect how a lease attached to an ATL is issued once the conditions of the ATL are met.	Draft procedure revised to reflect this.
Lease registration It was agreed that ARV should be responsible for registering the lease.	Draft procedure revised to reflect this.
Bank guarantees The draft procedure about bank guarantees should be rewritten to be more specific, such as by including an upper limit on the amount that can be required.	Draft procedure revised to reflect this. Procedure updated to reflect that bank guarantees or security deposits will generally only apply to new tenants and not existing tenants seeking to renew a lease.
Not-for-profit organisations Some members expressed concern that the draft lease term matrix is unreasonable for not-for-profit organisations and that they	SRG provided further opportunities to discuss the lease term matrix and understand its intended objectives.



would be unlikely to obtain anything longer than a 15-year lease.	
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The following table summarises the feedback provided by the SRG during the second stage of engagement and outlines how ARV has or will respond:

What We Heard	What We Are Doing
Procedures The procedure is valued but it is too complex and might be better split into two separate procedures.	Procedure split into two separate procedures: one for managing lease applications from existing tenants and one for applications from prospective new tenants.
Staff accommodation The staff accommodation criterion for leases is not supported.	Criterion removed
All-year activation The all-year activation criterion for leases is not supported.	Criterion removed
Lease term categories There would be benefit in including a new lease term category between 31 years and 51+ years, particularly given the GST implications for 50 year or longer leases.	New 49 year lease category included. 51+ years category changed to 50+ years.
50+ year lease term category The criteria for the 50+ year category needed to better reflect the significant and unique nature of the investment involved.	Criteria rewritten.
Energy efficiency Having energy efficiency improvement as a lease term criterion for existing buildings is problematic.	ARV acknowledges the concerns but notes evidence indicates it is possible to make substantial improvements in the energy efficiency of existing buildings in the alpine environment with a modest investment.
Directors' guarantees	Requirement removed.



The requirement for Directors' guarantees should not apply to new tenants who are companies limited by guarantee or not for profit ski lodges.	
Business cases The procedures should be clearer about when a business case is required in support of a lease application.	Relevant section of the procedures revised to make this clearer.
First right to negotiate The reasons for an existing tenant being disqualified from the first right to negotiate are unreasonably onerous.	Changes made to the wording of relevant section in procedures to be consistent with equivalent provision of the <i>Retail Leases Act 2003</i> .
Future reviews of the policy and procedures Any reviews of the policy and procedures should be done in consultation with all Stakeholder Consultative Committees.	Policy revised to include statement that the procedures will be reviewed and updated periodically by ARV in consultation with all Alpine Resort Stakeholder Consultative Committees.

Targeted industry consultation

In January 2025, ARV held consultation meetings with relevant alpine sector industry representatives. The following table summarises the feedback provided during these meetings and outlines how ARV has or will respond:

What We Heard	What We Are Doing
Design and Siting Guidelines Some stakeholders sought clarification on how Design and Siting Guidelines will be applied at each resort.	Draft procedure revised to make clear that a DSG will only apply if it is a statutory requirement (ie. it is an incorporated document in the Alpine planning scheme).
Complexity of procedure Some stakeholders suggested that the draft procedure was too complex and should be separated into two documents; one for new tenants and one for existing tenants.	Procedure split into two documents as suggested.



National Construction Code Some stakeholders questioned the retrospective application of the National Construction Code (NCC) to existing buildings.	Procedure revised to remove retrospective application of NCC.
Staff Accommodation Some stakeholders questioned the focus on encouraging on-mountain accommodation for staff when off-mountain accommodation may be available.	Increased on-mountain staff accommodation to remain a desired outcome given scale of demand.
Sub-leases Some stakeholders suggested that the policy should include stronger controls over the relationship between head-lessees and sub-lessees.	No change to draft policy given ARV is not seeking to interfere in legitimate business structures or practices.
Longer lease terms Some stakeholders were concerned that the draft policy does not support longer lease terms.	ARV acknowledges the desire of tenants to maximise lease terms but notes that the policy is aiming to achieve multiple objectives as agreed by the SRG.

Engage Victoria online survey

Survey participants were asked to review the draft policy and procedures and provide their level of agreement that the policy and procedures achieved the five principles set out in the policy:

- Principle 1 - Provide benefits to the public through leasing
- Principle 2 - Consistency and transparency in leasing
- Principle 3 - First right to negotiate
- Principle 4 - Environmentally sustainable lease management
- Principle 5 - Appropriate lease terms and conditions

Survey participants were also asked to provide feedback on each of the main sections of the two draft procedures by saying what works well, what doesn't work and what is missing from it.

Key themes

Participants told us that they:

- Didn't like the lease categories and/or the criteria for them



- Valued the first right to negotiate for existing tenants
- Appreciated the process improvements such as documented procedures, the introduction of standard leases templates and removal of some previous steps
- Feel the process is still too complicated
- Are concerned about the lease-related costs borne by tenants
- Appreciated the certainty provided by the policy and procedures
- Were concerned that the new Community Use Lease would not apply to club lodges

Principle 1 - Provide benefits to the public through leasing

There was a moderate level of agreement that the policy and procedures achieved Principle 1, with 47 per cent of participants strongly agreeing or agreeing.

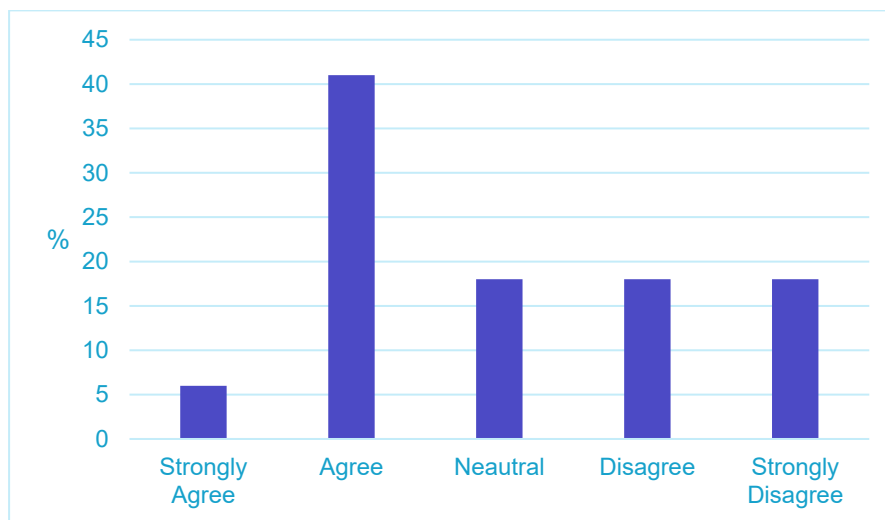


Figure 1: Participants' level of agreement that the policy and procedures achieved Principle 1

Comments from survey participants included:

- *The capital spend required to obtain longer leases is way above current standard private building costs and should be dramatically reduced.*
- *The policy and procedures are clearly articulated.*
- *I disagree, not strongly, because the structure of the leasing policy with its sliding scale of years offered makes sense and encourages greater investment but the years offered are seriously stingy.*

Principle 2 - Consistency and transparency in leasing

There was a low level of agreement that the policy and procedures achieved Principle 2, with 36 per cent of participants strongly agreeing or agreeing.



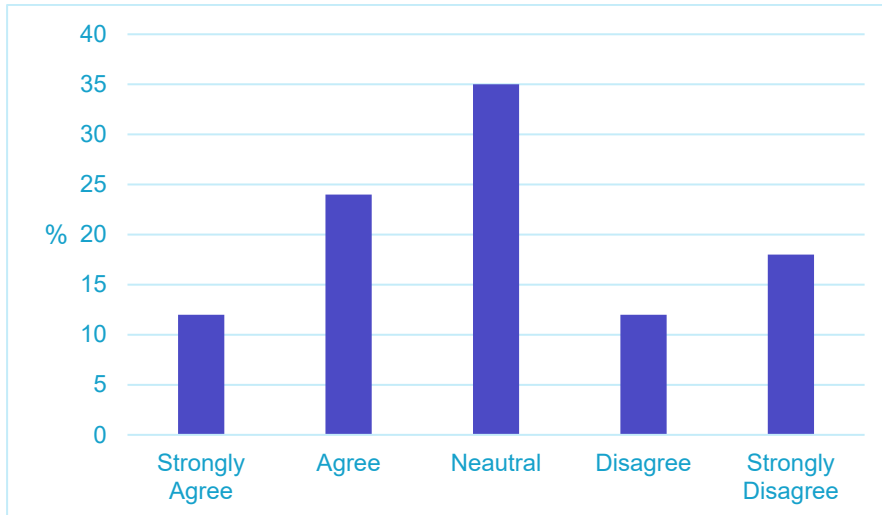


Figure 2: Participants' level of agreement that the policy and procedures achieved Principle 2

Comments from survey participants included:

- *The process of 'direct allocation' of leases does not appear to be transparent to the public and therefore open to the perception of conflict of interest or malpractice.*
- *Knowing that the rule base is clear and transparent is helpful to all.*
- *We strongly support the two stage process and it needs to be implemented in a fair and honest manner.*

Principle 3 - First right to negotiate

There was a good level of agreement that the policy and procedures achieved Principle 3, with 59 per cent of participants strongly agreeing or agreeing.

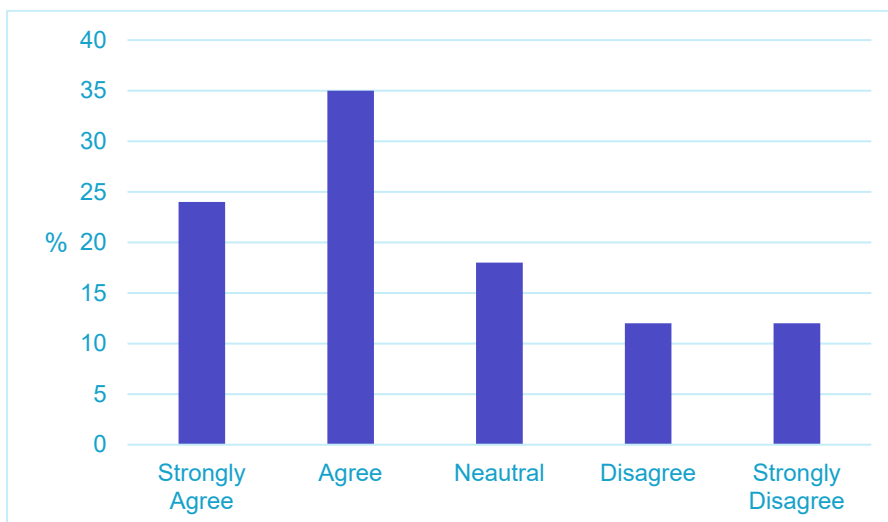


Figure 3: Participants' level of agreement that the policy and procedures achieved Principle 3



Comments from survey participants included:

- *The approach ensures that all current lessees can perform minor improvements in the property that are quality as there is a high likelihood of being able to achieve a return post the current lease term.*
- *First right of renewal is fundamental to ongoing security of existing club tenant existence.*
- *Too many benchmarks are being placed in front of this principle.*

Principle 4 - Environmentally sustainable lease management

There was a low to moderate level of agreement that the policy and procedures achieved Principle 4, with 41 per cent of participants strongly agreeing or agreeing.

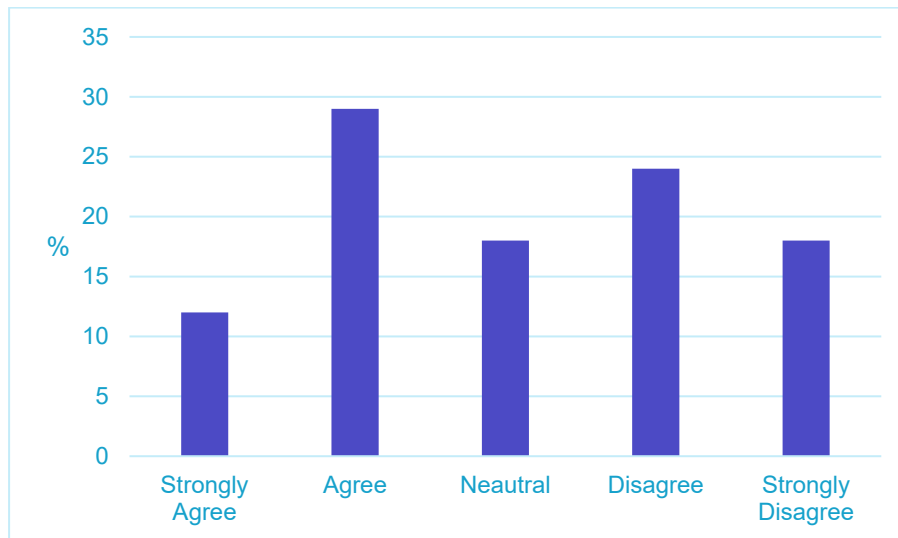


Figure 4: Participants' level of agreement that the policy and procedures achieved Principle 4

Comments from survey participants included:

- *A Landscape Management Plan does not provide adequate protection for the environment.*
- *Improvements to reduce energy usage is in everyone's commercial interest.*
- *The Policy reflects recent lessee treatments and arrangements that seem to work well.*
- *We support energy efficiency, however the 50% energy efficiency improvement mandate is technically and financially unfeasible for most 60-year-old alpine structures.*

Principle 5 - Appropriate lease terms and conditions

There was a low level of agreement that the policy and procedures achieved Principle 5, with 24 per cent of participants strongly agreeing or agreeing.



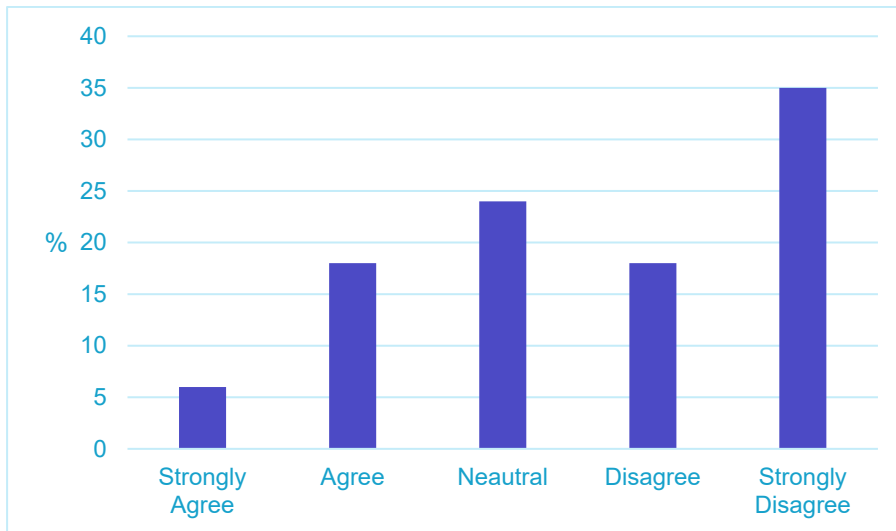


Figure 5: Participants' level of agreement that the policy and procedures achieved Principle 5

Comments from survey participants included:

- *The leasing policy and required spend for the amount of years does not provide benefit to those investing in Falls Creek*
- *The graduated lease arrangements are appropriate.*
- *The linking of term of lease to a minimum capital works spend is not logical*
- *A massive improvement in position, we now have more opportunity to look at the use of the leased site.*

Proposed lease allocation process for existing tenants

Respondents provided a range of views on the lease allocation process, ranging from support for the introduction of standard templates and formal notice periods, to concerns about elements such as the requirement for Landscape Management Plans or the timing of the Approval-in-principle stage.

Comments from survey participants included:

- *Good that the process seems to be more simplified, but remains to be seen if this will transfer in day to day operation.*
- *Clearly indicating that a new lease request can be made and negotiated and then the existing lease is surrendered as part of the new lease conditions precedent would provide better negotiation in the context of standard lease documentation.*
- *First right to renewal and negotiate works well.*

Proposed lease administration for existing tenants

Respondents who provided feedback on this subject were mostly supportive or were seeking clarification on certain matters. Some respondents were concerned about the lease administration costs borne by tenants.



Comments from survey participants included:

- *Existing tenant leases should be approved by in-house ARV - ministerial approval should be for new tenants only*
- *Use of standard templates reduces the need for expensive bespoke legal drafting.*
- *Making non-profits pay for ARV's legal advice, site surveys, and market valuations is a "hidden tax" that undermines affordability.*

Proposed Community Use Leases for existing tenants

Feedback on Community Use Leases was mixed, with some respondents supportive on the proviso that the policy was changed to enable not-for-profit club lodges to be eligible for this type of lease.

Comments from survey participants included:

- *Appears to be suitable*
- *Doesn't work: The eligibility rule that Community Use tenants should "not provide accommodation... except in agreed circumstances". This is existential for ski clubs. Accommodation is our community service.*
- *While the policy outlines eligibility criteria for Community Use Leases, the absence of a clear definition leaves scope for interpretation.*

Proposed lease allocation process for new tenants

Few survey participants commented on the proposed lease allocation for new tenants. Feedback was provided on the challenge for prospective tenants of committing resources to the various reports required to support an application as well as the need to provide a guarantee or security deposit.

Comments from survey participants included:

- *It is important to always consider how inviting the resort is for diversity and innovation investment. Overly complicated and expensive processes will disincentivize this.*
- *The lease term model needs to take more aspects into consideration as the value of land at Mt Baw Baw is lower than the other resorts and therefore the ROI/investment needed to get a substantial lease will make things harder rather than easier.*
- *Caution should be exercised in reference to bank guarantee/security deposits and personal guarantees. These should be limited to circumstances that apply to ATL's. Once the lease is granted, it is unrealistic to require long term personal guarantees for 40 or 50 year leases.*



Proposed lease administration for new tenants

Very few survey participants provided feedback on the proposed lease administration for new tenants. Some comments suggested the process involved too many steps, or that it remained to be seen if the changes would achieve improved outcomes.

Comments from survey participants included:

- *Too many steps in the process. It still needs to be simplified.*
- *Good that the process seems to be more simplified, but remains to be seen if this will transfer in day to day operation.*

Proposed competitive lease allocation process for new tenants

Very few survey participants provided feedback on the proposed competitive lease allocation process for new tenants. One comment raised a concern that the capital investment criteria for greenfield site leases would favour the development of expensive, private accommodation and lead to an imbalance in the type of accommodation available in the resorts.

Comments from survey participants included:

- *This appears to be satisfactory.*
- *Access to Alpine Resorts for a wider segment of the community should be a key policy objective. As things are proposed this will not be achieved.*

Proposed community use leases for new tenants

Very few survey participants provided feedback on the proposed Community Use Lease for new tenants. Comments from survey participants included:

No comment, other than I do not understand why so much time has been dedicated to this type of lease.

The following table summarises the feedback provided through the online survey and outlines how ARV has or will respond:

What We Heard	What We Are Doing
Transparency The process of direct allocation of leases lacks transparency.	The Procedure for new tenants already includes the requirement for ARV to publish a public notice of the intent to negotiate a direct lease. However, to further improve transparency, ARV will now maintain a list of all leases on the ARV website, with details of new leases added immediately after the lease is granted.



Transparency Tenants should be informed when any changes are made to the policy.	The policy has been amended to include a statement that tenants and stakeholders will be notified of any changes to the policy.
Landscape management plans Landscape management plans will not provide adequate protection for the environment, or, they are unnecessary red tape.	No change. ARV consider the landscape management plan to be an appropriate environmental management tool.
Capital investment requirements The capital investment requirements for leases are too high.	ARV acknowledges the concerns and has adjusted down the level of capital investment required for some lease term categories. Furthermore, the procedures have been amended to enable ARV, in certain circumstances, to consider capital investment made during the previous lease. Note also that a 15 year lease - which has been set as the minimum lease term possible - does not have any capital investment requirement. There was no such minimum provided under the old policy.
Surrendering a lease The process for surrendering a lease could be made clearer to provide tenants greater certainty prior to a new lease being granted.	The procedure for existing tenants has been amended to make clear that tenants will have security of tenure when surrendering a lease.
Energy efficiency requirements The energy efficiency improvement requirements for leases involving existing buildings will be difficult to achieve.	No change. ARV considers the energy efficiency requirements to be appropriate. Furthermore, experience at some resorts has shown that substantial improvements in energy efficiency can be achieved in alpine settings with modest investments.
Agreements to lease There should be some flexibility to extend the end date of an ATL when there are circumstances beyond the control of the tenant that delay completion of the required works.	The procedures have been amended to include clear direction that ARV can consider extensions to an ATL up to a maximum total of ten years in extenuating circumstance.



Community Use Leases There is some confusion as to whether club lodges will be eligible for a Community Use Lease.	The policy has been amended to include a clear statement that club lodges are not eligible for Community Use Leases. This category of lease is intended to provide tenure for not-for-profit organisations that provide essential services to the community, such as medical centres or emergency services.
Leasing costs The costs associated with seeking a lease are too high and/or should be capped.	No change. The requirement that a tenant be responsible for all costs associated with a lease is standard across all forms of Crown land and remains appropriate.
Consistency across resorts The goal of achieving consistent leasing across the resorts ignores the challenges faced by tenants at Mt Baw Baw.	No change. ARV acknowledges that there are differences between each of the resorts, however, there is a clear need to provide transparency and certainty for tenants, which in part requires consistent processes.
Process improvements The Approval in Principle (AIP) stage in the lease application process involves substantial work and commitment on the part of the applicant and comes too late in the process.	ARV acknowledges the significance of the AIP stage and has amended the procedures to bring it forward in the process ahead of the preparation of a draft lease.



Next steps

ARV has read and considered all feedback provided by the SRG, targeted industry stakeholders and participants in the EV consultation process.

ARV thanks everyone who provided feedback and particularly thanks the members of the SRG who participated generously throughout numerous meetings and follow-up discussions.

As outlined in the previous sections, ARV has made a range of changes to the policy and procedures in response to the feedback.

Once endorsed by the ARV Board, the policy will be submitted to the Minister for Environment for approval. Subject to approval, the final policy and procedures will be available on the ARV website.





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