



Alpine Resorts
Victoria

OFFICIAL

Traditional Owner Engagement and Self-Determination Strategy

September 2025



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Acknowledgement of Country

We acknowledge and pay our respects to the Gunaikurnai, Taungurung, Wurundjeri Woi-wurrung, Bidwell, Dhudhuroa/Waywurru, and Jaithmathang peoples as the First People and original custodians of much of the alpine land and water on which we rely and operate, their unique ability to know, read and care for Country and their deep spiritual, social and cultural connection to it. We honour Elders past and present whose knowledge and wisdom have ensured the continuation of culture and traditional practices.

We are committed to genuinely partner, and meaningfully engage, with 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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Glossary

Term	Definition
Aboriginal / Aboriginal people	Relating to the Indigenous peoples of Australia who existed/inhabited the land before the arrival of European colonists and their descendants. In Victoria, the term 'Aboriginal' is inclusive of Torres Strait Islanders, as it reflects cultural protocols that have been adopted by the Victorian Government.
Aboriginal community	Inclusive of Aboriginal individuals, Elders, families, groups, organisations and Traditional Owners.
Aunty / Uncle	<i>Aunty</i> and <i>Uncle</i> are used as terms of respect and can be used by non-Indigenous people. These terms are often used for those who are older than you or people that have cultural authority. <i>Uncle</i> is sometimes shortened to <i>Unc</i> . If an Aboriginal and/or Torres Strait Islander person introduces themselves to you as such, you may refer to them by " <i>Aunt</i> [name]" or " <i>Uncle</i> [name]" as a show of respect. Otherwise, it is considered best practice to obtain an individual's permission before referring to them by these terms.
Country (capital 'C')	'Country' is a term sourced from traditional lore and customs used to describe a traditional connection to a defined area of land associated with a particular culturally/spiritually/linguistically distinct group of Aboriginal people.
Clan	A clan is a kinship-based social group that makes up Indigenous nations, which cover wide geographical areas and have distinct borders. Clans are typically composed of families who share a common ancestry, language, and cultural heritage. A clan can also be referred to as a language group.
Elder (capital 'E')	A senior, respected person of status in an Aboriginal community, especially one who holds knowledge of traditional language and culture. They are expected to provide advice and support to community members. Age alone does not necessarily distinguish an Elder. Many Aboriginal people acknowledge Elders as ' <i>Aunty</i> ' or ' <i>Uncle</i> ' as a sign of respect, even if they are not related.
Indigenous	Inclusive of all Aboriginal and Torres Strait Islander people.



First Nations people /First Peoples	Refers to peoples or nations of people connected to an area prior to colonisation. These terms have some general acceptance but may not be the term preferred by individuals or specific groups of Aboriginal and/or Torres Strait Islander peoples.
Registered Aboriginal Party (RAP)	Legally recognised Aboriginal groups under the <i>Aboriginal Heritage Act 2006</i> , with responsibilities for managing and protecting Aboriginal Cultural Heritage.
Self-Determination	The <i>United Nations Declaration on the Rights of Indigenous Peoples</i> describes self-determination as the ability for Indigenous people to freely determine their political status and pursue their economic, social and cultural equity, based on their own values and way of life. That means Traditional Owners have the right to make choices that best reflect them on their journey to self-determination and self-governance.
Traditional Owners	A general term to describe groups that are the Aboriginal custodians of an area.
Traditional Owner Corporation (TOC)	An incorporated group that represents the interests of Traditional Owners in a particular area. A TOC may hold rights and have other formal agreements in place under the <i>Native Title Act 1993 (Cth)</i> , <i>the Aboriginal Heritage Act 2006</i> and/or <i>the Traditional Owner Settlement Act 2010</i> on behalf of the represented Traditional Owners it represents.
Treaty	A negotiated political agreement between a group and government that recognises the group as a distinct political community. The Victorian Government and Aboriginal Victorians are working to advance Treaty following the passing of the <i>Advancing the Treaty Process with Aboriginal Victorians Act 2018</i> . The purposes of a Treaty or Treaties in Victoria may include: the acknowledgement of rights, the initiation of a process of reconciliation between Aboriginal groups and government, reparation of historical grievances, and the establishment of certain forms of self- determination for Aboriginal groups.



About Alpine Resorts Victoria

Alpine Resorts Victoria (ARV) was established on 1 October 2022 to provide strategic leadership to the management of the six alpine resorts; Falls Creek, Mt Buller, Mt Hotham, Mt Baw Baw, Mt Stirling and Lake Mountain. These resorts play a major role in Victoria's visitor economy and nature-based and outdoor recreation activities, attracting over one million visitors each year.

ARV's core priorities are strategic planning, economic growth, environmental management and service delivery, including water, waste, sewerage, energy, and roads.

As a Public Non-Financial Corporation (PNFC), ARV aims to be fully self-funded through the provision of legislated functions and services to consumers. In recent decades, some resorts have experienced challenges achieving this for a variety of reasons. These include the impact of climate change, population growth, rising cost of living, the Covid 19 pandemic, and visitor economy recovery. ARV's responsibilities extend to building the economic resilience of the sector, streamlining operations across the resorts, and supporting coordination.

ARV acknowledges and respects the profound cultural significance of the region to Traditional Owners. Alongside delivering on its own responsibilities, it is committed to working in genuine partnership with Traditional Owners to provide meaningful and tangible opportunities to implement their Country Plans and to heal country in accordance with the ***Advancing the Treaty Process with Aboriginal Victorian Act 2018***.

It is important to note that the predecessors of ARV, individual Resort Management Boards, worked with Traditional Owners of the alpine region. Activities are predominantly focused on working with Traditional Owners to heal and care for Country through government funded activities. The formation of the ARV provides the opportunity to formalise and further develop these partnerships and embed a strategic approach to the working with Traditional Owners to manage alpine country within the current legislative environment.

Statutory context

ARV desires to meet the statutory obligation under the ***Alpine Resorts (Management) Act 1997*** (ARM Act) 'to protect the unique environmental, social, cultural and economic characteristics of each alpine resort'. To do this, ARV will build respectful, meaningful and mutually beneficial relationships with Traditional Owners and the broader Aboriginal community, to support their rights and interests over alpine country within the existing and any future legislative contexts.

ARV understands that meaningful and effective engagement with Traditional Owners and the broader Aboriginal community is critical to enabling self-determination, defined by the *United Nations Declaration on the Rights of Indigenous Peoples* as the ability for Aboriginal people to "freely determine their political status and pursue their economic, social, and cultural development".



ARV is committed to working in partnership with the Traditional Owners of alpine country as they determine their own destiny. ARV will operate in accordance with the principles of *Pupangarli Marmarnepu* – DEECA’s Aboriginal Self-Determination Reform Strategy to recognise and support Aboriginal cultural values and economic inclusion in the alpine sector. Notwithstanding that alpine resorts are excluded from the definition of ‘public land’ under the **Traditional Owner Settlement Agreement 2006 (Vic) Act** and are therefore not subject to Indigenous Land Use Agreements (ILUAs) under that legislation, ARV has legal responsibilities to uphold Traditional Owner’s rights and interests under other legislation (see page 12).

This strategy focuses on actions within ARV’s current legislative responsibilities:



Figure 1: ARV’s core functions Source: Section 21 of the *Alpine Resorts (Management) Act 1997* (and 2022 amendments)



ARV Organisational structure

ARV was established on 1 October 2022 via the *Alpine Resorts Legislation Amendment Act 2022*, consolidating management of the Victorian Alpine Resorts, replacing the Alpine Resorts Coordinating Council and individual Resort Management Boards. The governance structure includes an ARV Board, which consists of nine members, each appointed for a four-year term. To ensure continuity and stability, the terms are staggered such that approximately half of the board members conclude every two years. The Board’s goal is to ensure that ARV fulfils its obligations under the ARM Act and delivers its outcomes, whilst acting ethically, wisely and remaining within the law.

This is a skills-based Board, with appointments made by the Department of Energy, Environment and Climate Action (DEECA) on behalf of the Minister. ARV does not manage these appointments within the current legislative context.

ARV is structured to enable the resorts to focus on delivering in-resort operations and services. Each resort has a suite of operational staff with the addition of two central teams delivering enabling functions and services for the organisation.

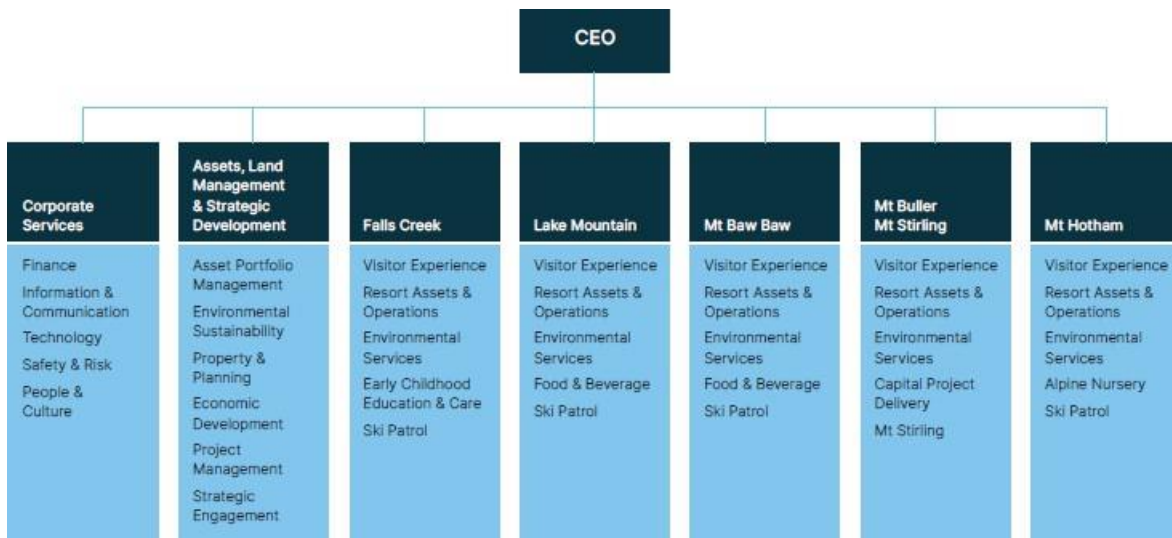


Figure 2: ARV’s organisational structure

Established in legislation, ARV has Stakeholder Consultative Committees (SCCs) for each alpine resort, to provide a conduit for information and advice between ARV, key stakeholders and rights holders, recognising the importance of partnerships to the resorts and the alpine sector more broadly. The role of the SCCs is to provide ARV with the community’s feedback and perspectives for each resort about:

- matters relating to the promotion, operation, management, development, and use of the resorts.
- strategic matters affecting alpine resorts and surrounding communities (including



Aboriginal people).

- the development of the alpine resorts strategic plan; and
- matters relating to fees and contributions for the provision of services by ARV.

As integral partners and rights holders of alpine country, Traditional Owners are allocated a reserved seat on each of the SCCs and are encouraged to participate in these committees, which meet at least six times per year. While this is desired, it is acknowledged that the ability of TOs to participate can be impacted by funding and other constraints. Consistent with best practice, matters affecting Traditional Owners should be raised directly with them or through other agreed channels.

Scope of the Strategy

This five-year Strategy aims to support ARV and resort staff to establish and nurture genuine and mutually beneficial partnerships with Traditional Owners, grounded in the principle of self-determination.

This Strategy underscores a firm commitment to promoting Aboriginal self-determination in the management of alpine country, ensuring Aboriginal voices, rights and interests are central to all decision-making processes.

It recognises the sovereignty of Traditional Owners and aims to provide them with meaningful and tangible opportunities to implement their Country Plans and achieve their overall goals and objectives.

This Strategy is designed to complement ongoing efforts to advance Treaty in Victoria by preparing ARV for negotiations and addressing potential impacts on its operations and the alpine region. It neither constrains nor presumes the influence or role that future Treaties may have on ARV's initiatives to support self-determination. The Strategy comprises of the following sections:

- **Alpine landscape** – provides context to the Traditional Owners of Country across the alpine region.
- **Strategy on a page** - provides a one-page summary of the key elements of the Strategy.
- **Principles underpinning ARV's engagement approach** - guidelines to support ARV in adopting effective engagement practices.
- **Key focus areas** – outlines the three focus areas to guide ARV's actions.
- **Key actions** – provides practical and tangible actions for ARV to implement to support the rights and interests of Traditional Owner groups.



The Alpine Landscape

The Victorian alpine country is a unique and culturally significant landscape that is known for its stunning natural landscapes, including the state's highest peaks and the Alpine National Park. The region is characterised by its rugged terrain, snowfields, high alpine meadows and diverse ecosystems, hosting a unique array of flora and fauna adapted to the cooler climate.

Traditional Owners maintained stewardship over these profoundly significant landscapes for tens of thousands of years, developing intricate knowledge of the land's resources and biodiversity. These lands are interwoven with rich and vibrant Aboriginal history, as they were once a meeting place where various clans would converge, exchange goods, share knowledge, perform cultural practices, and conduct important cultural ceremonies.

The arrival of European settlers in the 19th century caused significant changes for the Traditional Owners of alpine country. During this time, Aboriginal people experienced displacement from their ancestral lands due to colonial laws and policies that did not recognise existing Aboriginal land use and ownership.

This historical context has had a lasting impact on Aboriginal people and communities, affecting their cultural practices, social structures and deep spiritual connection to the land, which is a vital aspect of their cultural identity and heritage.

The loss of access to traditional lands hindered Aboriginal people from performing cultural rituals and passing down knowledge across generations, with sacred sites, hunting grounds and ceremonial areas destroyed or rendered inaccessible. This displacement fragmented Aboriginal communities, dispersing kinship networks and undermining traditional leadership and community cohesion through the imposition of European social norms and governance systems.

Acknowledging there has been some efforts to address these historical and ongoing challenges at a legislative and program level, significant and substantial work remains to reinstate the rights and interests of Traditional Owners over alpine country, and to uphold their self-determination.

Continued commitment to genuine partnerships, inclusive decision-making, and sustained support for economic and cultural empowerment is essential to achieve meaningful and lasting progress in upholding the rights and self-determination of Aboriginal communities.



Traditional Custodians of the Alpine Region

The **Victorian Aboriginal Heritage Act 2006** recognises Aboriginal people as the “*primary guardians, keepers and knowledge holders of Aboriginal cultural heritage*”. At a local level, Registered Aboriginal Parties (RAPs) are the voice of Aboriginal people in the management and protection of Aboriginal cultural heritage in Victoria.

As of June 2025, there are three RAPs within the alpine region:

- Gunaikurnai Land and Waters Aboriginal Corporation (GLaWAC)
- Taungurung Land and Waters Council (TLaWC)
- Wurundjeri Woi-wurrung Cultural Heritage Aboriginal Corporation (WWCHAC)

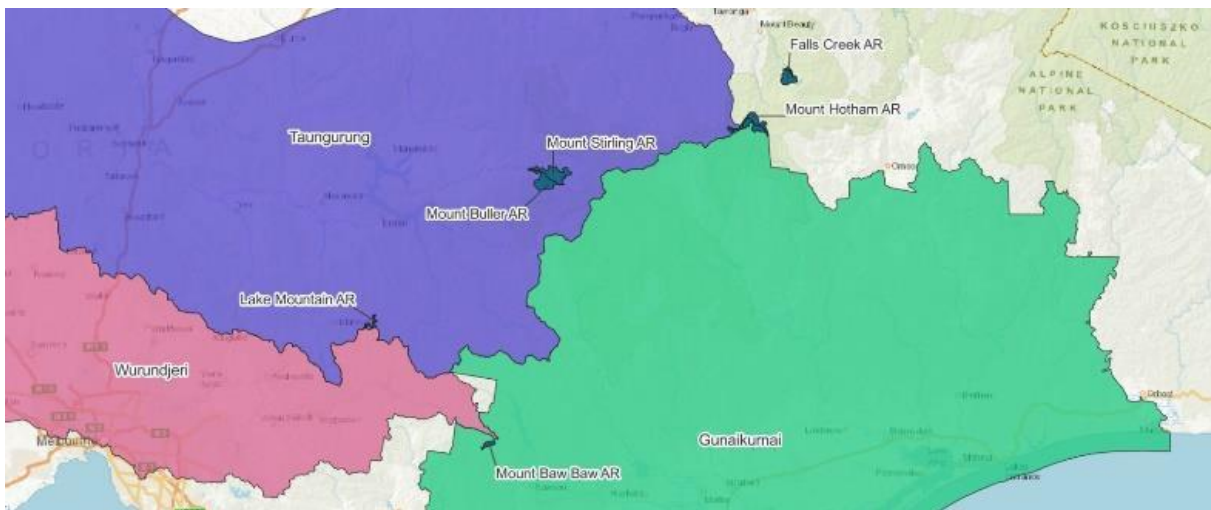


Figure 3: Alpine resort locations and RAP boundaries (for individual resort maps, refer Appendix 1)

Like many parts of Victoria, there are contested boundaries within the alpine country between Traditional Owner groups. The sensitive and complex nature of landownership and recognition need to be understood when contemplating Traditional Owner engagement in these areas. In addition to the three RAPs, there are three other Traditional Owner groups with cultural ties to the alpine region, being:

- Bidwell
- Dhudhuroa/Waywurru, and
- Jaithmathang.

ARV acknowledges and respects the rights and interests of all Traditional Owner groups with ties to alpine country, irrespective of their level of formal recognition by the state or federal government as Native Title holders, having a Traditional Owner Settlement Agreement, or being a Registered Aboriginal Party. Whilst ARV staff are encouraged to engage with all Traditional Owner groups with an interest in alpine



country, it is critical that ARV staff understand and comply with ARV's legal obligations regarding consultation and engagement with Traditional Owner Corporations when delivering services, developing policies and undertaking projects and activities on any land, skies or waterways within the alpine resorts. Careful consideration must be given to legislative requirements, when engagements take place, what level of engagement is required based on the type of project and/or activity, and where engagement occurs.

ARV is obliged to uphold the rights and interests of Traditional Owner groups under several pieces of legislation including the:

- > [Aboriginal Heritage Act 2006 \(Vic\)](#)
- > [Aboriginal & Torres Strait Islander Heritage Protection Act 1984 \(Cth\)](#)
- > [Alpine Resorts \(Management\) Act 1997](#)
- > [Charter of Human Rights and Responsibilities Act 2006 \(Vic\)](#)
- > [Native Title Act 1993 \(Cth\)](#)

While this reflects the status in June 2025, it is imperative that ARV staff stay informed about the evolving Traditional Owner landscape through various legislative and regulatory developments.



Strategy on a page

OUR VISION	<p>To champion Aboriginal self-determination through genuine partnerships with Traditional Owners, ensuring their rights and interest in alpine country are understood, supported and upheld</p>			
OUR ENGAGEMENT PRINCIPLES	<p>Self-determination</p> <p>We acknowledge that self-determination is a human right. Our engagements will seek to empower Aboriginal people to define and pursue their economic, social and cultural development in ways that they decide.</p>	<p>Partnership</p> <p>Traditional Owners are our partners within the Alpine region. We can learn from each other as we integrate Traditional Owner perspectives into our planning and policy making.</p>	<p>Respect and recognition</p> <p>We respect and recognise Aboriginal culture, sovereignty, knowledge, history, and heritage. We will always engage in respectful environments.</p>	<p>Early Engagement</p> <p>We will involve Traditional Owners as early as possible. Collaboration from the outset will enable Traditional Owners' insights and values to be integrated into our planning and policy making.</p>
OUR KEY FOCUS AREAS	<p>Governance and Accountability</p> <p>We will put in place strong governance and accountability mechanisms to facilitate informed, culturally sensitive decisions that respect and preserve Indigenous heritage and reinforce the autonomy and self-governance of Traditional Owners.</p>		<p>Culture and Country</p> <p>We will find opportunities to enhance Traditional Owners' connection to Country and culture and ensure that our organisation continues to build its awareness of Aboriginal cultures and history.</p>	<p>Economic Opportunities</p> <p>We will support the economic aspirations of Traditional Owners within the Alpine region, directly and indirectly. This includes supporting Traditional Owner Corporations, privately owned businesses and individuals.</p>
OUR KEY ACTIONS	<ul style="list-style-type: none"> • Strategic planning days with RAPs and non-RAPs • Formalised partnership agreements with RAPs • Sharing information for ARV Board opportunities • Review and revision of this Strategy 		<ul style="list-style-type: none"> • Cultural mapping activities • Cultural awareness training for ARV and resort staff • Cultural immersion programs for the ARV board and staff • Establishment of cultural gathering space/s • Involve Traditional Owners in key program areas, where desired • Incorporate Aboriginal symbolism, acknowledgements and storytelling 	<ul style="list-style-type: none"> • Comply with ARV Procurement Policy, Clause 11 – Social Procurement Framework and Sustainability • Traineeship program for Traditional Owners • Employment opportunities for Traditional Owners • Traditional Owner led tourism opportunities • Seeking external funding streams to support the implementation of this Strategy



Principles underpinning ARV's engagement approach

ARV staff will adhere to the following four fundamental principles when engaging with Traditional Owners and the broader Aboriginal community: Self-determination, partnership, respect and recognition, and early engagement.

These four underpinning principles were determined through consultation with Traditional Owners, including Elders, non-RAP representatives and Traditional Owner Corporations. They build on each other and if faithfully adopted, will ensure a strong foundation for enduring relationships between ARV and each of the Traditional Owner groups.

1. Self-determination

Integrating Aboriginal self-determination and traditional ways into ARV's operations requires a deep commitment to respecting and valuing Aboriginal culture, knowledge, and autonomy. Self-determination is recognised as a fundamental human right, essential for Aboriginal people to control their lives, communities, and Country. It empowers them to define and pursue their economic, social, and cultural development according to their values and needs. Embedding the principle of self-determination into all ARV's Traditional Owner engagements enhances well-being by fostering environments where Aboriginal communities can thrive.

2. Partnership

Traditional Owners are to be viewed and treated as critical partners within the Alpine region. ARV recognises that establishing formal partnerships is crucial for integrating Traditional Owner perspectives into ARV's planning and policy development, thereby enhancing sustainable practices and deepening cultural understanding. Adopting a partnership approach offers significant benefits in cultural preservation, environmental stewardship, and relationship building. ARV will strategically invest in strong and sustainable partnerships, to support shared decision-making and uphold self-determination.

3. Respect and recognition

Respecting and recognising Aboriginal culture, sovereignty, knowledge, history and heritage is essential to fostering equitable partnerships based on trust and mutual respect. This enhances cultural sensitivity by fostering an environment where Aboriginal voices are integral to decision-making and guide ARV's work. By respecting and recognising the Traditional Owners' distinct identities and rights, these principles will help build strong, positive relationships that are crucial for effective collaboration. When Traditional Owners feel respected and valued, they are more likely to actively participate and share their knowledge, leading to more successful and culturally sensitive project outcomes. Engagements that occur within a respectful environment honour the perspectives and rights of Traditional Owners, promoting



enduring and mutually beneficial partnerships.

4. Early engagement

Engaging Traditional Owners early – before decisions are made and plans or policies are fully formed - establishes a foundation for mutual understanding, trust-building, and successful project outcomes. By initiating collaboration from the outset, organisations ensure that Traditional Owners' insights and values are integrated into planning, fostering alignment on objectives and expectations. This early involvement demonstrates respect for, and recognition of, their sovereignty, which is essential for building trust and ensuring ongoing cooperation. Moreover, incorporating Indigenous perspectives early helps develop culturally appropriate and sustainable solutions, reducing conflicts and misunderstandings, and leading to more effective and harmonious project outcomes.



Key focus areas

The Strategy has three key focus areas to guide ARV's commitments and actions to enabling Aboriginal self-determination: establishing strong governance and accountability mechanisms, connecting to culture and Country, and facilitating more economic opportunities.

1. Governance and accountability

Strong governance and accountability mechanisms are key enablers to empowering Aboriginal communities as they reinforce robust leadership structures and ensure transparent management of cultural heritage and natural resources. Accountability mechanisms ensure that actions and decisions are transparent and evaluated against established goals, fostering trust and confidence between Traditional Owners and ARV. These elements collectively contribute to sustainable development by facilitating informed and culturally sensitive decisions that respect and preserve Indigenous heritage, while reinforcing the autonomy and self-governance of Traditional Owners.

2. Culture and Country

Connection to culture and Country is vital for Aboriginal people as it forms the basis of their self-identity, grounding individuals in a rich tapestry of traditions, stories, and practices that define their sense of self. This spiritual connection empowers communities by fostering unity and resilience, enabling them to draw strength from shared cultural heritage and values. Connection plays a critical role in cultural preservation, ensuring that knowledge and customs are passed down through generations, maintaining the continuity of their cultural identity.

This spiritual bond with the land also significantly enhances Aboriginal people's ability to manage their land and resources effectively. Traditional ecological knowledge, developed over millennia, offers insights into sustainable practices that align with the natural environment's rhythms and needs. This expertise supports sustainable development by promoting resource management strategies that prioritise ecological health and community well-being. Thus, the connection to culture and Country not only empowers and preserves but also facilitates informed and sustainable decision-making, reinforcing the autonomy and sovereignty of Aboriginal communities in managing Country.



3. *Economic opportunities*

Economic opportunities – and the realisation of them - are a key enabler for self-determination as they provide the foundation for financial independence at a community and individual level. This, in turn, enables self-sufficient Aboriginal communities by reducing reliance on external support. Unlike other government entities, ARV is a public non-financial corporation, working towards financial sustainability post Covid 19. Working together, ARV, RAPs and Traditional Owner groups can directly and indirectly support mutually beneficial opportunities for economic growth. This will support long-term sustainability while also preserving cultural identity and autonomy.

By engaging in culturally relevant economic activities, such as traditional arts or eco-tourism, Aboriginal communities can generate income while maintaining and promoting their cultural heritage. Increasingly, these communities are also establishing other commercial activities that align with the needs of the broader alpine region's needs. This balance ensures that economic development strengthens rather than diminishes cultural identity, enabling Aboriginal communities to thrive autonomously within the broader socio-economic landscape.

As an employer of staff working on alpine country, ARV has a role to play in proactively and directly sharing employment and training opportunities for Traditional Owners who want to work on Country.



Actions

The actions detailed below will be strategically planned and executed through ARV's standard annual corporate planning and budgeting processes. This involves the development of central and/or resort specific action plans and projects, where necessary.

Governance and Accountability

Action		Measure	Timeframe
1.1	Conduct an annual Strategy planning day with each RAP, ARV Board Committee and / or representatives and the ARV Executive team	Annual meeting with each RAP is conducted, resulting in a forward looking 12-month work plan	Yearly
1.2	Conduct planning days with non-RAP Traditional Owner Groups with an interest in alpine country	An annual meeting with interested non-RAP Traditional Owner Groups is conducted, resulting in a forward-looking 12-month work plan	Yearly
1.3	Develop a formalised partnership agreement with each RAP to define common objectives, guide relationship-building and establish a framework for collaboration. These agreements will also provide ARV with clarity and confidence on meeting its obligations under law and policy to engage and negotiate with RAPs and will help mitigate against delays or uncertainty	Partnership agreements developed and executed	2027
1.4	ARV to share DEECA's advertisement of vacant board positions with all Traditional Owner groups with an interest in alpine country	ARV Board position advertisements are directly shared with RAPs and other Traditional Owner groups with an interest in alpine country	From 2025 onwards
1.5	Review this Strategy and revise, as required	The Strategy is reviewed and updated as required, in consultation with RAPs and non-RAP Traditional Owner groups with an interest in alpine country	2027



Culture and Country

Action		Measure	Timeframe
2.1	Support Traditional Owners to undertake cultural mapping to identify places and artefacts of cultural significance	Cultural mapping is completed across all resorts	2030
2.2	Collaborate with Traditional Owners to support culturally informed land management decisions	Land management decisions are made in collaboration with Traditional Owners	On completion of cultural mapping
2.3	All ARV staff undertake cultural awareness training, delivered by the relevant RAP and/or Traditional Owner groups whose Country the resort resides on	All staff have undertaken an Aboriginal cultural awareness training program	Ongoing
2.4	ARV Board and staff to undertake cultural immersion programs on Country, led by Traditional Owners	Each Traditional Owner group leads a cultural immersion	2028
2.5	Work with Traditional Owners to identify cultural spaces to gather within available resources (land, infrastructure, budget)	A cultural meeting space is identified and established at each resort	2028
2.6	All resorts have a welcome and farewell sign for visitors, acknowledging the Traditional Owners of that Country	Signs welcoming visitors to the Traditional Country are present at every resort	2026
2.7	Embed Traditional Owner led techniques into land and natural resources management	Policies and strategies are developed that reflect Traditional Owner-led processes for the sustainable management of land and natural resources	Over the life of this Strategy
2.8	Include Traditional Owners in emergency prevention and recovery activities	Traditional Owners are embedded within emergency prevention and recovery activities	From 2025
2.9	Biodiversity, threatened species and biocultural research programs to be co-developed with Traditional Owners in support of self-determined research pathways and methods	Biodiversity, threatened species and biocultural research programs are co-developed with Traditional Owners	Ongoing
2.10	Integrate Aboriginal storytelling throughout alpine country	Signage and audio voice overs of Traditional Owners displayed and incorporated at each resort	2027



2.11	Advocate for Traditional Owner rights and interests when providing referrals to the Department of Transport and Planning on planning permits, as appropriate	Include relevant information relating to Traditional Owner rights and interests via planning permit referral responses, as appropriate	Ongoing
2.12	Attend Aboriginal community days, meetings and events to promote ARV's profile and upcoming opportunities. Support these activities to occur within resorts, if desired.	ARV attends relevant events (where invited), builds stronger relationships and attracts Traditional Owner interest in its areas of work; activities held in resorts	Ongoing
2.13	Integrate Traditional Owners into the annual winter opening ceremonies of each resort (where Country is not shared)	Traditional Owners will be invited to contribute to each Annual Opening Ceremony at each resort.	Annually



Economic opportunities

Action		Measure	Timeframe
3.1	Procure Aboriginal goods and services (including directly from RAP and non-RAP groups)	Compliance with ARV's Procurement Policy – Clause 11 Social Procurement Framework and Sustainability. Aim for 10% annual procurement budget to be spent on Aboriginal goods and services.	Annually
3.2	Develop a traineeship program for young Aboriginal people to work in the resorts and the necessary precursor actions to support the success of the program	Traineeship program is developed and launched	By 2030
3.3	Work with relevant government agencies to identify available funding to support the implementation of this Strategy	External funding is acquired to support the implementation of this Strategy	Ongoing
3.4	Explore opportunities with DEECA joint management funded positions within Traditional Owner groups and other employment opportunities for Traditional Owners on Country	Employment and collaborative opportunities are scoped and made available where funding is secured	Ongoing
3.5	Support Traditional Owner led tourism opportunities (including cultural tours) to attract, improve awareness and enrich visitors' experiences in the resorts year-round	Traditional Owner led tourism opportunities, and cultural ventures are supported and established at each resort	2030
3.6	Work with relevant Traditional Owners to encourage and enable Aboriginal artwork to be displayed and purchased (as appropriate) in all resorts	All resorts display Aboriginal artwork; number of pieces sold	2028
3.7	Support Traditional Owners' rights and interests with other key stakeholders in the region (DEECA, DTP), as appropriate	ARV advocates in support of Traditional Owner interests and rights to other key stakeholders	Ongoing



Strategy Implementation, monitoring, and reporting

This Strategy will be implemented via ARV’s standard annual corporate plan and budgeting processes. Progress against the measures of success will be monitored annually and reported in ARV’s annual report using the traffic light template shown below. In partnership with Traditional Owners of alpine country, ARV will aim to undertake a review of the Strategy in 2029 - 2030 with an updated Strategy developed for implementation from 2031.

ARV Traditional Owner Engagement and Self-determination Strategy

Traffic Light Report

Status column labels: 

Governance and Accountability

Action	Description	Measure	Timeframe	Action (s)	Status
1.1	Conduct an annual Strategy planning day with each RAP, ARV Board Committee and/or representatives and the ARV Executive team	Annual meeting with each RAP is conducted, resulting in a forward looking 12-month work plan	Yearly		
1.2	Conduct planning days with non-RAP Traditional Owner Groups with an interest in alpine country	An annual meeting with interested non-RAP Traditional Owner Groups is conducted, resulting in a forward-looking 12-month work plan	Yearly		
1.3	Develop a formalised partnership agreement with each RAP to define common objectives, guide relationship-building and establish a framework for collaboration	Partnership agreements developed and executed	2027		
1.4	ARV to share DEECA’s advertisement of vacant board positions with all Traditional Owner groups with an interest in alpine country	ARV Board position advertisements are directly shared with RAPs and other Traditional Owner groups with an interest in alpine country	From 2025 onwards		
1.5	Review this Strategy and revise, as required	The Strategy is reviewed and updated as required, in consultation with RAPs and non-RAP Traditional Owner groups with an interest in alpine country	2027		





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