



Alpine Shire

ORDINARY COUNCIL MEETING

MINUTES

M8 - 5 JULY 2016

Bright Council Chambers

7:00pm



The next **Ordinary Meeting** of the **Alpine Shire Council** was held in the Council Chambers, Great Alpine Road, Bright on **5 July 2016** commenced at **7:00pm**.

PRESENT

COUNCILLORS

Cr Ron Janas – Mayor
Cr Tony Keeble – Deputy Mayor
Cr John Forsyth
Cr Kate Farrell
Cr Daryl Pearce
Cr Peter Roper
Cr Jan Vonarx

OFFICERS

Mr Dave Barry – Chief Executive Officer
Mr Trevor Britten – Director Corporate Performance
Ms Heather Green – Director Sustainable Development
Mr Charlie Bird – Director Assets

APOLOGIES

Cr John Forsyth



AGENDA

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1 RECORDING AND LIVESTREAMING OF COUNCIL MEETINGS

The CEO read the following statement:

All Council meetings are filmed, with both video and audio being recorded.

Video recording is focused on Councillors and staff, while audio from the entire room is captured.

By speaking during question time, or at any time, you consent to your voice and any comments you make being recorded.

In common with all narrative in a Council meeting, verbal responses to congratulations, obituaries and question time will not be recorded in the written minutes of Council meetings. This is to improve access and transparency of Council decision making to our community.

The full meeting and entire recording will be live-streamed to Alpine Shire Council's YouTube Channel and will be made available after the meeting.

2 ACKNOWLEDGEMENT OF TRADITIONAL CUSTODIANS, RECOGNITION OF ALL PEOPLE AND OPENING PRAYER

The CEO will read the following statement:

The Alpine Shire Council acknowledges the traditional owners of the land we are now on.

We also acknowledge those people who have contributed to the rich fabric of our community and strive to make wise decisions that will improve the quality of life for all.

3 CONFIRMATION OF MINUTES

3.1 ORDINARY COUNCIL MEETING – M5 – 1 JUNE 2016

Officer recommendation moved by Cr Farrell

No seconded. Motion lost.

Cr Vonarx moved an amendment to motion.

Cr Vonarx

Cr Peter Roper

That the minutes of Ordinary Council Meeting M5 (as amended to remove reference to a report by Councillor Farrell about the Bright Art Gallery)held on 1 June 2016 as circulated be confirmed

Carried



3.2 SPECIAL COUNCIL MEETING – SPM6

Cr Vonarx

Cr Roper

That the minutes of Special Council Meeting SPM6 held on 28 June 2016 as circulated be confirmed.

Carried

3.3 SPECIAL COUNCIL MEETING SPM7

Cr Vonarx

Cr Roper

That the minutes of Special Council Meeting SPM 7 held on 28 June 2016 as circulated be confirmed.

Carried

4 APOLOGIES

Cr John Forsyth

5 OBITUARIES / CONGRATULATIONS

Refer to Alpine Shire Council's website www.alpineshire.vic.gov.au; for its YouTube live-stream recording.

6 DECLARATIONS BY COUNCILLORS OF CONFLICT OF INTEREST

Nil

7 QUESTION TIME

Refer to Alpine Shire Council's website www.alpineshire.vic.gov.au; its YouTube live-stream recording.



8 PRESENTATION OF REPORTS BY OFFICERS

8.1 CHIEF EXECUTIVE OFFICER – DAVE BARRY

8.1.1 Local Law No.1: Council Administration (2016)

File Number: 1120.01

INTRODUCTION

This report provides for the release of the proposed Local Law No.1 Council Administration (2016) for public comment.

Cr Vonarx moved an amendment to recommendation 1 to amend clause 3.1.12 to not require a Councillor to stand to address the council during a meeting.

Cr Vonarx

Cr Roper

That Council:

- 1. Endorse the proposed Local Law No.1 Council Administration (2016) (as attached and amended by altering Clause 3.1.12 to not require Councillors to stand whilst speaking) for the purpose of seeking public submissions in accordance with section 119 of the Local Government Act 1989.*
- 2. Endorse the Community Impact Statement (as attached) to accompany the proposed Local Law No.1 Council Administration (2016), for the purposes of community consultation.*
- 3. Publish public notices of its intention to make Local Law No.1 Council Administration (2016) in the Victoria Government Gazette, the Alpine Observer / Myrtleford Times newspapers, and on Council's website, inviting public comment.*
- 4. Present a report to the September 2016 ordinary council meeting to adopt the local law.*

Carried

BACKGROUND

Council is required by section 91(1) of the *Local Government Act 1989* (the Act) to make laws governing the conduct of meetings of the Council and special committees. Except as is provided in the Act, the conduct of meetings of a council or its special committees is in the council's discretion.

Part 4, Division 2 of the Act provides for procedures that Councils must abide by, and includes specifications around the types of meetings, keeping of minutes, closure of meetings to the public, and voting. Many other sections of the Act specify processes to be undertaken such as election of Mayor.

A local law is a subordinate instrument, and must not be inconsistent with any Act or Regulation.



ISSUES

In order to comply with section 91(1) of the Act, Council needs to ensure that it has a valid local law in operation, governing its meeting procedures and the use of its common seal (section 5(3)(c) of the Act).

Amendments

The amendments made in the proposed local law are to: include provision for Council to make audio-visual recordings; amend the voting section to align with the Act; and to move offences from set dollar values to penalty units.

Community Impact Statement

As part of good practice for the making of local laws, a community impact statement has been developed to explain the changes to, and effect of, the local law.

POLICY IMPLICATIONS

The making of the local law is in accordance with the *Local Government Act 1989*. It is also in alignment with the Alpine Shire Council Plan 2013-2017 in the following way:

Performance Focused Organisation - *Strategic Objective 5.4: Ensure a high standard of governance; Strategy 5.4.1 Provide good governance.*

FINANCIAL AND RESOURCE IMPLICATIONS

There have been no budgeted costs against this local law. The law itself sets out offences and fines payable.

CONSULTATION

Section 119 of the Act sets out the procedure required when making a local law. This includes giving public notice in the locally circulating newspaper and in the Government Gazette. As part of this process, a section 223 public consultation process must be followed, giving the public 28 days to provide comment on the proposed local law.

Following the period of public consultation, and adoption by Council, a further public notice must be made to advise of the formal adoption of the local law, and its application.

A copy must also be sent to the Minister for Local Government.

CONCLUSION

While there have been only minor changes to the local law, it is a requirement that councils follow process to develop, publicly exhibit, and adopt local laws. It is also a requirement that council has current local laws in place that provide guidance for the use of the council's common seal, and for council and special committee meetings. In approving this local law for exhibition, Council is complying with the processes required.



DECLARATION OF CONFLICT OF INTEREST

Under Section 80C of the *Local Government Act 1989*, the following officers declare that they have no interests to disclose in providing this report.

- Chief Executive Officer
- Governance Officer

ATTACHMENT(S)

- 8.1.1 a Proposed Local Law No.1 Council Administration (2016)
- 8.1.1 b Community Impact Statement



8.2 DIRECTOR CORPORATE PERFORMANCE – TREVOR BRITTEN

8.2.1 Finance Committee Minutes

Documents Register:

INTRODUCTION

The purpose of this report is to present the minutes of the Finance Committee (the Committee) meeting which was held on Tuesday 7 June 2016 to Council. Key items presented to the Committee were:

- Finance Report - Quarter 3 Budget Review;
- Investment policy review and endorsement;
- Revenue and debtor management policy endorsement;
- Finance committee charter; and
- Councillor expenses report.

Cr Roper moved an amendment to the original motion to delete recommendation 3.

Cr Roper

Cr Pearce

That the minutes of the 7 June 2016 Finance Committee Meeting be received and noted and the following committee recommendations be adopted:

- 1. Council adopt the revised Investment Policy No 073.*
- 2. Council adopt the Finance Committee Charter.*

Carried

BACKGROUND

Investment policy

A review of Council's Investment Policy (the Policy) was undertaken due to the level of cash Council has available and existing investments exceeding the investment policy threshold. This was being highlighted in Council's Quarterly Finance Report.

Upon review of the Policy the following changes have been made:

- Combining two documents (Investment Strategy and Investment Policy) into one.
- Percentage based investment limit (instead of dollar based).
- Allow for investments to be made for greater than 12 months but not more than 36 months and not more than 20% of total funds.
- Increased detail provided on liquidity, authorised investments and risk management.



Finance Committee charter

It was identified that the Finance Committee did not have a Charter to provide guidance on its roles and responsibilities. A Charter is an essential document to ensure it operates within a framework and does not duplicate work being performed by Councils Audit Committee. The Charter has been prepared based on guidance from the CPA Australia Ltd Finance Committee Charter.

The Charter was endorsed by the Finance Committee prior to being presented Council for adoption.

Councillor expenses report

The Audit Committee at its February 2016 meeting raised questions around the reporting of Councillor Expenses and how this is presented in the quarterly finance report. The Audit Committee recommended that this be reviewed and presented to the Finance Committee for resolution.

A review was conducted by the Manager Corporate which recommended the Councillor Expenses Report be split by Councillor and summarise the expenditure within the following categories:

- Allowance;
- Travel expenses (excluding usage of a Council vehicle);
- IT expenses (i.e. reimbursement of data usage);
- Conferences and training expenses;
- Catering;
- Other expenditure will be split out separately showing specific transactions incurred; and
- IT equipment provided to Councillors on a per item basis, outlining any changeover and the reasons why.

The Finance Committee requested that use of Council vehicles be included in the travel expenditure category. Given the cost and use of Council pool cars is centralised the Committee requested this be reported on a cents per kilometre basis and each Councillor be responsible for recording and notifying Officers of the kilometres travelled.

It was also noted that Councillor's expenditure is significantly under budget YTD.

POLICY IMPLICATIONS

Legislative requirements

- Section 143 of the *Local Government Act 1989* sets out how Council is permitted to invest its funds. This has been reflected in the Policy.
- The *Local Government (Planning and Reporting) Regulations 2014* requires Council to report the 'Cost of governance' which is the direct cost of delivering Council's governance service per Councillor on an annual basis.



- The *Local Government Act 1989* requires Council to implement principles of sound financial management (section 136).

Council Plan and other key strategic plan links

2013-2017 Council Plan

Strategic Objective 5.2 *To manage resources well to ensure sustainability*

Strategy 5.2.1 *Deliver responsible and prudent financial management*

FINANCIAL AND RESOURCE IMPLICATIONS

Adoption of the Investment Policy, Finance Committee Charter and the Councillor Expenses Report strengthen the controls and framework of Councils governance and finance functions. Adoption of these documents does not commit Council to additional resources.

CONSULTATION

The Investment Policy, Finance Committee Charter and Councillor Expenses Report have been endorsed by the Finance Committee. Further, the Audit Committee have also engaged in discussions regarding the Councillor Expenses Report and recommended that it be reviewed and endorsed by the Finance Committee.

CONCLUSION

The Investment Policy, Finance Committee Charter and Councillor Expenses Report are key documents to ensuring strong controls and governance over Council's governance and finance functions. They have been reviewed and endorsed by the Finance Committee and it is recommended that they be adopted by Council.

DECLARATION OF CONFLICT OF INTEREST

Under Section 80C of the *Local Government Act 1989*, the following officers declare that they have no interests to disclose in providing this report.

- Director Corporate Performance
- Manager Corporate

ATTACHMENT(S)

- 8.2.1a Finance Committee Minutes - 7 June 2016
- 8.2.1b Investment Policy
- 8.2.1c Finance Committee Charter
- 8.2.1d Councillor Expenses Report



8.2.2 High Country Library Shared Service Agreement

File Number:

INTRODUCTION

The purpose of this report is to recommend that Council sign a Shared Service Agreement between Alpine Shire, Benalla Rural City, Mansfield Shire and the Rural City of Wangaratta that will allow for commencement of new library service arrangements from 1 August 2016.

Cr Vonarx

Cr Pearce

That Council:

- 1. Sign and seal the High Country Library Network Shared Service Agreement.*
- 2. That the Chief Executive Officer be authorised to sign the Supply Agreement between Municipal Association of Victoria and Alpine Shire Council which facilitates participation in the SWIFT Consortium.*

Carried

BACKGROUND

The High Country Library Corporation was established in 1996 to provide library services over an area of 14,760 square kilometres and serving a population of over 61,000 in the Alpine Shire, Benalla Rural City, Mansfield Shire and the Rural City of Wangaratta.

Established under the provisions of the Local Government Act, the Corporation was overseen by a Board with 2 representatives from each Council and managed by a Chief Executive Officer.

In January 2015, the Board resolved to conduct a full and comprehensive review of the service in order to:

- Improve the operational efficiency of the Corporation and its library sites,
- Minimise annual financial contributions from member Councils; whilst
- Maintain or improve library services.

The Consultant's report found that:

- The Service was highly valued by users;
- There were pressures to contain costs;
- There was a challenge in balancing strategic and operational issues;
- Concerns that the service was expensive were unfounded;
- Concerns that there was a cross subsidy from larger Councils was also unfounded;



- There was evidence of multiple handling and overwork of processes and room for improvement;
- Organisation tensions around delegation of responsibility and role clarity existed;
- There was some strain in working relationship between HCLC and Councils;
- Opportunities exist for strong partnering between Council services and library service;

The final report recommended a shared service model which involved dis-establishing the Corporation and replacing it with a new collaborative service where 'spoke' libraries share services from a 'hub'. Branch staff would be employed by, and report to, their respective Councils. Central services such SWIFT membership, book stock procurement, and collection management, would be shared from the 'hub' library.

The Board appointed a Chief Executive Officer to continue to run the service whilst at the same time overseeing a smooth transition to the new model. Over the past six months a number of things have occurred:

Process Review

Staff have been involved in a review of processes and as a result a number of changes have been agreed which are designed to improve the operation in areas such as collection management , logistics , devolution of some tasks to branch level , purchase of equipment to provide more better service to patrons.

Staffing

Councils will have responsibility for the operation of their branches and have reviewed how this may occur, and have taken slightly different approaches in regard to where the service sits in their organisation, which is a legitimate thing to do. There have also been some changes to the nature of some roles within this.

Staffing levels in the branch network will be the same as those existing before the change.

The Headquarters operation has been reviewed and there has been some reduction in this area, primarily due to the fact that there will no longer be a CEO role because overall responsibility for library services will be undertaken by the relevant Council Manager. In addition support for information technology previously provided by Headquarters will now be provided by each Councils staff.

Hub operation

To provide shared services across the region it has been agreed that a "hub" will be established in the former Myrtleford Council Chambers and will be operated by Alpine Shire under a Shared Service Agreement with the Member Councils. Services provided will include:

- Collection management;
- Licencing and support of the Library Management System;



- Managing collaboration between libraries in the Network;
- Financial Management; and
- Reporting on aspects of library performance.

Summary of outcomes of the change process

As a result of the change process the following has been achieved across the region:

- Staffing levels in branches will be the same to those previously existing;
- Opening hours of branches will be the same;
- Expenditure on library materials will be maintained in line with current levels; and
- Savings in the cost to the Councils of the central operation are in the order of 15% (no Corporation structure and CEO role, Councils will absorb information technology support, rental of premises and overhead costs reduced, no separate audit fee).

There will be improved opportunities for closer collaboration between libraries and other Council services.

Shared Service Agreement

With shared services to be provided by Alpine Shire, discussions have been held between the four Councils over recent months in order to develop a legal agreement which will govern how the new arrangements will operate.

Agreement has now been reached on the content of that document and it has been reviewed by legal advisers on behalf of the Councils.

The Agreement includes:

- Introduction;
- Membership;
- Structure of the Library Management Group which will be the key collaboration mechanism for the Councils;
- Information relating to how the Hub will operate and what services it will provide, how it will be staffed , what assets it will have;
- Term of the agreement which will initially be for 12 months, with provision of an option to enter into a further 3 year term;
- Provisions that would normally be expected in such an agreement relating to Entry and Exit of Members , Dispute Resolution , Review of agreement and Variation;
- Finances – Principles , Cost Attribution, Budget, Financial Reporting;
- Insurance;
- Service Delivery Principles and respective responsibilities of all members; and



- Principles of Collection Management which will be supported by more detailed operational documents.

The Hub and SWIFT

High Country Library Corporation is currently a member of SWIFT Consortium which is a cooperative network of public library services who share one Integrated Library Management System (LMS) and bibliographic databases, enabling the cost effective implementation of innovative technologies and the efficient sharing of resources.

The Municipal Association of Victoria acts as the licensing agent for and on behalf of the Consortium members, and holds the contract with the Integrated Library Management System (ILMS) vendor (SirsiDynix) for the provision of services, including the hosting of the ILMS. Each participating library enters into a Supply Agreement with the MAV for their individual requirements to be met.

Each participating library contributes a Management Fee that covers the cost of employing the Swift Business Manager on a part time basis, the Swift Systems Administrator on a full time basis, meetings and travel.

The current agreement is between MAV and High Country Library Corporation and the SWIFT Consortium have resolved to enter into a revised agreement with Alpine Shire as the new provider of central services to the High Country Library Network Councils. This is not expected to make any practical difference to operations.

ISSUES

- The Shared Service Agreement now waits signing by each Council prior to commencement of operations on 1 August.
- The former Myrtleford Chambers is currently being refurbished to accommodate the Hub. Works commenced on 22 June.
- Physical relocation of the Hub will take place the week commencing 25 August.
- Recruitment of Hub staff is currently underway and the Hub Coordinator has been appointed subject to each Council signing the Shared Service Agreement and will commence 1 August. The new Hub Coordinator is an existing HCLC employee and is assisting with the transition.
- A transition plan is in place to ensure a seamless transition for the Hub from Wangaratta to Myrtleford.

FINANCIAL AND RESOURCE IMPLICATIONS

Council adopted the Hub budget in its Annual Budget 2016/17 at its Special Meeting on 28 June. The Hub budget is also included in the Shared Service Agreement.

CONCLUSION

The transition of library services from the High Country Library Corporation to Alpine Shire Council has been underway for over 12 months. The Shared Service Agreement has been developed in partnership with each Member Council and reflects the



changes in operations and has been communicated to staff and library members over the last 3 months. On this basis it is recommended that Council adopt the Shared Service Agreement.

DECLARATION OF CONFLICT OF INTEREST

Under Section 80C of the *Local Government Act 1989*, the following officers declare that they have no interests to disclose in providing this report.

- Director Corporate Performance
- Manager Corporate

ATTACHMENT(S)

- 8.2.2 High Country Library Shared Service Agreement



8.2.3 Subdivision recreation reserve

File Number: 900.01

INTRODUCTION

The purpose of the report is to present Council with the capital projects completed in 2015/16 to which the subdivision recreation reserve can be applied. It is recommended that these projects be used to reduce the balance of the subdivision recreation reserve (disclosed in note 28 of Council's 2014/15 annual financial statements) as at 30 June 2015.

Cr Keeble

Cr Roper

That Council use the subdivision recreation reserve for its contribution to the following 2015/16 projects:

- 1. Mount Beauty Progressing Places Foreshore Upgrade \$13,450 from the Mount Beauty locality;*
- 2. Myrtleford McNamara Reserve Netball Court Upgrade \$15,500 from the Myrtleford locality;*
- 3. Harrietville Shared Trail Enhancements \$4,700 from the Harrietville locality;*
- 4. Playground equipment replacement:*
 - a. \$11,000 Porepunkah locality;*
 - b. \$2,000 Bright locality.*

Carried

BACKGROUND

Council maintains a subdivision recreation reserve in its general ledger. This is to provide a transparent overview of how contributions received under the *Subdivision Act 1988* (the Act) are allocated to recreational projects. Whilst not evident in the annual financial statements the reserve is further split between localities within the shire. The balance of the reserve at 30 June 2015 was as follows:

| Locality | Balance |
|----------------------|------------------|
| Bright | \$199,523 |
| Myrtleford | \$15,500 |
| Mount Beauty/Tawonga | \$13,450 |
| Harrietville | \$16,510 |
| Porepunkah | \$11,000 |
| Total | \$255,983 |



The funds spent on playground equipment during 2015/16 exceed those detailed in this report; however the reserve is limited by the balances of each locality. The funding of the additional playground equipment has come from Council's unrestricted cash.

The reserve must only be used for public recreation, public resort, as parklands or for similar purposes as stated in the Act. Review of Council's projects in 2015/16 highlighted that Council's contribution to the recommended projects can be from the subdivision recreation reserve (restricted) rather than from Council's unrestricted cash reserves. These projects meet the criteria/purpose of public recreation.

Delivery of significant recreation projects is planned in Bright, including Pioneer Park oval drainage improvements (2016/17), and the Alpine Events Park (2016/17 through to 2018/19). These projects satisfy the requirements for funding from the subdivision recreation reserve rather than from Council's unrestricted cash reserves, and will result in the balance of the reserve for the Bright locality being substantially reduced.

POLICY IMPLICATIONS

Section 18 (1AA) of the Act applies if a requirement for public open space is not specified in the planning scheme.

1. A Council acting as a responsible authority or a referral authority under the Planning and Environment Act 1987 may require the applicant who proposes to create any additional separately disposable parcel of land by a plan of subdivision to -
 - a. set aside on the plan, for public open space, in a location satisfactory to the Council, a percentage of all of the land in the subdivision intended to be used for residential, industrial or commercial purposes, being a percentage set by the Council not exceeding 5 per cent; or
 - b. pay or agree to pay to the Council a percentage of the site value of all of the land in the subdivision intended to be used for residential, industrial or commercial purposes, being a percentage set by the Council not exceeding 5 per cent; or
 - c. do a combination of (a) and (b) so that the total of the percentages required under (a) and (b) does not exceed 5 per cent of the site value of all the land in the subdivision.

Section 18 (1A) of the Act outlines that Council may only make a public open space requirement if it considers that, as a result of the subdivision, there will be a need for more open space, having regard to -

- a. the existing and proposed use or development of the land;
- b. any likelihood that existing open space will be more intensively used after than before the subdivision;
- c. any existing or likely population density in the area of the subdivision and the effect of the subdivision on this;



- d. whether there are existing places of public resort or recreation in the neighbourhood of the subdivision, and the adequacy of these;
- e. how much of the land in the subdivision is likely to be used for places of resort and recreation for lot owners;
- f. any policies of the Council concerning the provision of places of public resort and recreation.

Section 20 of the Act outlines what the Council must do with the public open space:

1. A Council must set aside for public open space any land which is vested in the Council for that purpose.
2. The Council must use any payment towards public open space it receives under this Act or has received under section 569B(8A) of the Local Government Act 1958 but has not applied under subsection (8C) of that section or the proceeds of any sale of public open space to:
 - a. buy land for use for public recreation or public resort, as parklands or for similar purposes; or
 - b. improve land already set aside, zoned or reserved (by the Council, the Crown, a planning scheme or otherwise) for use for public recreation or public resort, as parklands or for similar purposes; or
 - c. with the approval of the Minister administering the *Local Government Act 1989*, improve land (whether set aside on a plan or not) used for public recreation or public resort, as parklands or for similar purposes.

FINANCIAL AND RESOURCE IMPLICATIONS

This report has no effect on Council's total cash balance but rather aims to reduce Council's restricted cash (reserves), thus increasing unrestricted cash. Council's reserves need to be monitored on an ongoing basis to ensure that the restricted cash is being used for appropriate projects in a timely manner.

CONCLUSION

It is recommended that Council allocate its contributions to the Mount Beauty Foreshore Upgrade, McNamara Netball Court Upgrade, Harrierville Share Trail Enhancements, and the replacement of playground equipment in Porepunkah and Bright from the Subdivision Recreation Reserve for the year ended 30 June 2015. These projects meet the criteria of public recreation as stated under the Act and will also assist in avoiding restricted cash building up.



DECLARATION OF CONFLICT OF INTEREST

Under Section 80C of the *Local Government Act 1989*, the following officers declare that they have no interests to disclose in providing this report.

- Director Assets
- Manager Asset Development
- Manager Asset Maintenance
- Manager Corporate

ATTACHMENT(S)

- Nil



8.2.4 Plant Replacement Reserve

File Number:

INTRODUCTION

The purpose of this report is to recommend to Council that changes to the Plant Replacement Reserve and Landfill Rehabilitation Reserve be made as follows:

- Closure of the Plant Replacement Reserve and transfer the remaining balance of \$674,366.56 accumulated surplus as this reserve is no longer required; and
- Rename the Landfill Rehabilitation Reserve to Waste Reserve to be consistent with the adopted 2016/17 Annual Budget and Waste Services Charges Policy.

Cr Farrell

Cr Pearce

That Council:

- 1. Close the Plant Replacement Reserve and transfer the remaining balance to accumulated surplus; and*
- 2. Rename the Landfill Rehabilitation Reserve to Waste Reserve.*

Carried

BACKGROUND

Plant Replacement Reserve

Council has been operating a plant cost recovery process as a way of allocating and smoothing out the required investment in its plant fleet over a rolling 10 year period. This meant that plant was internally hired by and costed to projects based on direct costs such as fuel and maintenance, and indirect costs such as depreciation. If an 'internal profit' was derived in a year then this would be allocated to Council's Plant Replacement Reserve, essentially reserving funds to renew plant at a future point in time. The aim of this method was to ensure that Council had available cash to purchase new equipment as the plant fleet aged and to smooth out the budget allocation year on year.

At the time when this process was occurring, Council did not have a Long Term Financial Plan (LTFP). In July 2014 Council adopted its first LTFP and Council no longer uses the internal costing method for its plant fleet. Rather it recognises costs relating to the plant fleet centrally. On an annual basis, Council reviews what plant replacement is required and budgets for this accordingly. This is also factored into the LTFP to ensure that plant purchases are appropriate and affordable as they relate to future years in the LTFP.

The plant replacement reserve is no longer required as Council has a robust LTFP process to determine its renewal requirements. There is no requirement to 'reserve' funds to be spent on plant items and thus the current balance in the Plant



Replacement Reserve more appropriately should reside in the accumulated surplus (Council's non-reserved equity).

The amount in the reserve at 1 July 2015 was \$674,366.56 and no other transactions have been allocated to the reserve since that time.

Landfill Rehabilitation Reserve

Council maintains a Landfill Rehabilitation Reserve which has been to reserve unspent funds relating to landfill rehabilitation works that are expected to occur in future.

In the 2016/17 Budget, Council adopted a Waste Services Charges Policy which outlines how Council will spend waste services charges raised under section 162 of the *Local Government Act 1989*. This policy outlines that any unspent waste collection, recycling collection, waste management and Dinner Plain waste services charges will be transferred to a Waste reserve to be considered each year in determining future waste services charges with the aim of minimising increments being applied to ratepayers.

This report is requesting that Council amend the wording of the reserve to be consistent with that outlined in the 2016/17 Annual Budget and the adopted Waste Services Charges Policy.

POLICY IMPLICATIONS

The requested changes outlined in this report are to ensure consistency between Council's adopted 2016/17 Annual Budget, LTFP, adopted Waste Services Charges Policy and the Annual Financial Statements.

FINANCIAL AND RESOURCE IMPLICATIONS

Plant Replacement Reserve

The Plant Replacement Reserve currently has a balance of \$674,366.56 which is considered reserved funds that can only be spent on plant replacement items. This is no longer an appropriate method for the financial management of plant fleet purchases as outlined in this report. Rather all purchases are now considered on an as needs basis as part of the Annual Budget and LTFP development.

Landfill Rehabilitation Reserve

The Landfill Rehabilitation Reserve change does not have a financial impact. It is merely a change to the name to more accurately reflect its function.

CONCLUSION

The changes requested in this report are to improve consistency between key Council documents including the Annual Financial Statements and the Annual Budget and to ensure Council's funds are accounted for in the most appropriate manner. It is recommended that Council adopt the proposed changes to the Landfill Rehabilitation Reserve title and close the Plant Replacement Reserve.



DECLARATION OF CONFLICT OF INTEREST

Under Section 80C of the *Local Government Act 1989*, the following officers declare that they have no interests to disclose in providing this report.

- Director Corporate Performance
- Manager Corporate

ATTACHMENT(S)

- Nil



8.3 DIRECTOR ASSETS – CHARLIE BIRD

8.3.1 Dissolution of Murray to Mountains Rail Trail Committee of Management

File Number: 1766.01, 1766.07, 1767.00, 1766.51, 1767.08

INTRODUCTION

This report outlines the process to revoke and wind down the existing Murray to Mountains Rail Trail Special Committee of Council appointed under Section 86 of the *Local Government Act 1989* and reverting to the three partner Councils as individual Committees of Management under the *Crown Land (Reserves) Act 1978* for their respective local government areas.

Cr Vonarx

Cr Pearce

That Council:

- 1. Revoke the Instrument of Delegation for the Murray to Mountains Special Committee (2009) and revert to the Alpine Shire Council as the Committee of Management for the section of the Murray to Mountains Rail Trail located within the Alpine Shire municipality; and*
- 2. Advise the Department of Environment, Land, Water and Planning of its decision.*

Carried

BACKGROUND

In 1998 funding of almost \$2M was provided by the Victorian State Government, through the Community Support Fund to construct and develop Stage 1 of the Murray to Mountains Rail Trail which would connect the townships of Bright, Myrtleford, Beechworth and Wangaratta. This stage was completed and opened in September 2002.

Under Section 14 of the *Crown Land (Reserves) Act 1978*, the three Councils were appointed by the relevant Minister as the Committee of Management of the Murray to Mountains Rail Trail to manage and develop the reserve. A Memorandum of Understanding (MOU) was established in 1999 for the construction and maintenance of the trail. The *Crown Land Reserves (Murray to Mountains Rail Trail Reserve) Regulations 2003* were gazetted on 25 September 2003 to provide for the care, protection and management of the Murray to Mountains Rail Trail. The current Special Committee of Council operates under a Section 86 *Local Government Act 1989* appointment and is governed by the principles of agreement in this MOU as well as the above regulations and authorisations.

With the development and construction of the trail completed and the trail operational for a number of years, the three Councils agree it is time to consider a change to the operation and management of the Murray to Mountains Rail Trail. Discussions have been held between the three Councils and agreement reached on a



preferred way forward. This involves the revocation of the existing Special Committee of Council and the Committee of Management status reverting to the respective Councils for the section of trail that is located in their respective municipalities.

Council also has a Local Law that enables Council to manage the use and development of the trail. There is no immediate need to amend this Local Law but in 2019 when it is due for review consideration will be given to it remaining a standalone local law or incorporating it into an existing local law.

ISSUES

Future management of rail trail

A draft MOU has been prepared by the three councils in consultation with tourism North East, see Attachment 1. The MOU proposes the establishment of a technical reference group to provide advice to each council on matters such as maintenance and a strategic directions group to identify long term visions to sustain growth and development of the trail. The MOU further considers aspects of management and primary contacts within each council for correspondence and complaints, required public liability insurance, trail marketing and promotion.

Future management of rail trail

The three Councils and Tourism North East have decided that this is the most appropriate option for the future development and management of the Murray to Mountains Rail Trail.

POLICY IMPLICATIONS

Include relevant links to Council Plan, and other strategic documents.

This report relates to the following Strategic Objectives of the Council Plan:

- 1.1 - To effectively engage with stakeholders
- 2.3 - To improve the condition and management of Council's assets
- 3.1 - To support the health and wellbeing of communities.

This is the first formal step in a series of actions which will result in the changes to the way the Murray to Mountains Rail Trail is managed by the three Councils. Further steps include:

- Advising the Crown of the proposal to revoke the current Special Committee of Council and revert to the Alpine Shire Council as the Committee of Management for the Alpine Shire municipal area.
- Distribution of funds held in the existing Special Committee of Council account as agreed by the three Councils for ongoing promotion and maintenance of the trail.
- The existing Memorandum of Understanding between the three Councils be updated to reflect the new structure.



Under Section 14 of the *Crown Land (Reserves) Act 1978* the Alpine Shire Council will be the committee of management and manage and develop the Rail Trail reserve within its municipal area.

Section 17B(1) of the *Crown Land (Reserves) Act 1978* authorises the Council as Committee of Management to issue licences for the purpose of grazing for periods not exceeding three years.

FINANCIAL AND RESOURCE IMPLICATIONS

In recent years, Alpine Shire Council has allocated a budget \$10,000 p.a. to the Rail Trail Committee of Management and \$12,000 p.a. towards rail trail maintenance. It is proposed that this level of financial commitment be maintained and that a budget of \$22,000 be allocated rail trail maintenance.

Asset Maintenance will continue to have primary responsibility for activities such as: trail land licences, maintenance issues, illegal/improper use of the trail and administration duties. Other Council departments will be called upon for assistance as required

CONSULTATION

The Chief Executive Officers from the Alpine Shire Council, Indigo Shire Council, the Rural City of Wangaratta and Tourism North East have met and discussed the future management and promotion of the Murray to Mountains Rail Trail.

On the 27 May 2016 representatives from the three Councils and Tourism North East met with members of the existing Rail Trail Committee of Management (Special Committee of Council) and advised the three Councils' intention to revoke the instrument of delegation. This was supported by a letter to the Committee chairperson, signed by the three Council Chief Executive Officers.

Once Council has revoked the Instrument of Delegation for the Murray to Mountains Special Committee, Council will contact landowners that hold licences within the Murray to Mountains Rail Trail reserve and advise that Council is now the committee.

CONCLUSION

In consultation with Tourism North East representatives, officers from Alpine Shire Council, Indigo Shire Council and the Rural City of Wangaratta have collectively agreed that it is time to consider a change to the operation and management of the Murray to Mountains Rail Trail, and have communicated this with the existing Committee. Officers believe that appropriate consultation has occurred and the decision to formally revoke the instrument of delegation is now ready for Council consideration.

**DECLARATION OF CONFLICT OF INTEREST**

Under Section 80C of the *Local Government Act 1989*, the following officers declare that they have no interests to disclose in providing this report.

- Director Assets
- Governance Officer

ATTACHMENT(S)

- 8.3.1 Murray to Mountains Rail Trail Management Memorandum of Understanding between Alpine Shire Council, Indigo Shire Council, Rural City of Wangaratta and Tourism North East.



8.3.2 Mount Beauty Library Redevelopment

File Number: 660.03

INTRODUCTION

This report relates to the award of a Contract for the redevelopment of the Mount Beauty library.

Cr Vonarx moved the motion with an amendment to include – subject to the insurance settlement.

Cr Vonarx

Cr Farrell

That Council:

- 1. Award Contract Number CT16022 - Mount Beauty Library Redevelopment to Premier Building & Construction Pty Ltd for the lump sum price of \$347,795.00 (Excl. GST) subject to the insurance settlement.*

Carried

BACKGROUND

In June 2014, Council was awarded grant funding from the Department of Transport, Planning and Local Infrastructure (DTPLI) for the Mount Beauty Library Redevelopment. The project aim is to deliver an inspiring learning and participatory hub for the local community through better utilisation of the available space within the building to align with the key functions provided by the library.

During the 2014/15 financial year, concept and detailed designs were completed, and a tender was issued for the construction works. Submissions received in late June 2015 exceeded the available budget, which necessitated a review of the proposed design.

The library redevelopment was placed on hold whilst a strategic review of library services was carried out, prompted by the decision announced in July 2015 to disband the High Countries Library Corporation and move to a shared services model, under which Mount Beauty library will be operated by Council.

In late January 2016, the Mount Beauty library suffered significant storm damage to the upper roof and the library internals. The library was relocated and has subsequently operated from temporary premises.

Design work recommenced in February 2016 and was completed in May 2016, including a two week public consultation period.

EVALUATION

The key selection criteria listed in the invitation to tender are:

- Price
- Qualifications and previous performance



- Delivery
- Social

The evaluation panel consisted of the Director Assets, Manager Asset Development and the Project Manager.

ISSUES

The original DTPLI funding agreement activity schedule required project completion by November 2015. A variation to project completion has been successfully negotiated to March 2017. The library redevelopment is scheduled to be complete by end January 2017.

During the original construction tender, the lowest priced submission significantly exceeded the available budget. Whilst elements of the initial design had merit, commencing a new design process with a proven design consultant was considered the best option for obtaining an achievable design in a timely manner. The re-design has resulted in a net saving of over \$160,000. The current tenders also include the cost to strengthen the lower roof, which is detailed below and was not included in the scope of the previous submissions.

The draft 2016/17 capital works budget includes income from the insurance claim for repairing the damage to the library interior incurred during the storm. The claim is expected to be settled by 30 June 2016.

The project scope includes strengthening the library lower roof. Whilst the lower roof was not damaged during the storm, subsequent inspection by Council's building surveyor and a structural engineer has identified this strengthening work as being essential to mitigate potential future damage. The cost of this work is \$23,000 (Excl. GST) and it is included in the lump sum price of this contract. The insurer has confirmed that this pre-emptive work cannot be claimed under the insurance policy.

POLICY IMPLICATIONS

The tender was advertised and evaluated according to the Procurement Policy.

The invitation to tender was advertised in the Herald Sun and the Border Mail on 11 May 2016, and on the Tenders.Net and Alpine Shire Council websites.

The tender documents were downloaded by 18 prospective tenderers and 7 submissions were received.

This recommendation is in accordance with the following Strategic Objectives of the Council Plan:

- 2.3 - To improve the condition and management of Council's assets;
- 3.1 – To improve the health and wellbeing of communities;
- 4.1 - To effectively plan and deliver strategic and major projects.



FINANCIAL AND RESOURCE IMPLICATIONS

Grant funding of \$280,000 was received during the 2014/15 financial year from DTPLI. The funding was based on a total project budget of \$420,000 with the remaining \$140,000 provided from Council funds.

The Mount Beauty Library Redevelopment will be funded from Alpine Shire Council's 2016/17 capital works budget. The carry-forward into 2016/17 is \$347,200. The budget will be supplemented by income received from the insurance claim to repair storm damage to the library interior. There is sufficient budget to award the contract providing Council's insurance claim has been settled.

CONSULTATION

Community consultation was carried out during the initial project scoping period including information boards displayed in the library and Visitor Information Centre, and community forums held in Mount Beauty.

In March 2016, the concept design was put on exhibition for public consultation for a two week period. The public consultation was advertised in local newspapers, on Facebook, and the concept design was displayed at the Mount Beauty library and in the Council offices in Bright.

Mount Beauty library staff have been engaged throughout the project scoping and design phases, and their feedback has been incorporated into the design.

CONCLUSION

Following a comprehensive evaluation assessment, interviews and reference checks, the tender from Premier Building & Construction is considered to present the best value option for Council.

DECLARATION OF CONFLICT OF INTEREST

Under Section 80C of the *Local Government Act 1989*, the following officers declare that they have no interests to disclose in providing this report:

- Director Assets
- Manager Asset Development
- Project Manager

ATTACHMENT(S)

- Nil



8.4 DIRECTOR SUSTAINABLE DEVELOPMENT – HEATHER GREEN

8.4.1 Tourism North East Memorandum of Understanding

File Number: 1615.18

INTRODUCTION

The purpose of this report is to provide background information and to seek Council endorsement for the signing of the Memorandum of Understanding with Tourism North East for 2017-2020.

Cr Pearce

Cr Farrell

That the:

- 1. Memorandum of Understanding between Alpine Shire Council, partnering Councils and Resort Management Boards to facilitate the operations of Tourism North East be endorsed by Council;*
- 2. Chief Executive Officer be authorised to sign the Memorandum of Understanding; and*
- 3. Financial commitment detailed in the MoU of \$35,810 per annum with CPI increases in years two and three be allocated in Council's future budgets.*

Carried

BACKGROUND

In 2011 Tourism North East (TNE) was established to replace the former marketing campaign committee called North East Victoria Tourism Inc. to drive the growth and development of the tourism industry across North East Victoria. The partnering Councils and Resort Management Boards formalised the arrangements in a Memorandum of Understanding that was signed by all partner CEO's. The Memorandum of Understanding has been in existence since, providing a commitment of recurrent funding to underwrite the core functions of the organisation.

Since its inception TNE has delivered significant results across a broad range of focus areas and successfully attracted additional financial resources from State and Federal government as well as substantial 'buy in' from tourism industry operators.

TNE has a focus on the following activities:

- Industry Development
- Product Development
- Regional Marketing
- Strong Advocacy and United Voice for the Region
- Effective Coordination and Communication



- Skills Training
- Leadership and Mentoring
- Networking

TNE has a highly skilled workforce with specialist skills around marketing, project management, communication and digital marketing which has resulted in ongoing high value outputs and a very engaged tourism industry.

TNE has a board structure which meets quarterly and is composed of nine stakeholder representatives (CEO's) and six skills based directors. Parks Victoria sit on the TNE board in a non-voting capacity. The board has an independent Chairman.

As a result of the quality of work and the broad range of focus areas of TNE, the Alpine Shire Council has been able to realise efficiency and cost savings in the delivery of destination marketing for the Alpine Shire, particularly around staff costs and marketing expenditure. The partnership between TNE and Alpine Shire Council continues to strengthen and the Shire's industry operators view TNE as a genuine partner in developing and growing the tourism industry.

The MoU is a succinct document that defines the roles and responsibilities of both TNE and the partner stakeholders.

ISSUES

Partner Organisations

The strength and success of TNE is as a result of the commitment from each of the partner stakeholders. Resourcing of the core functions of TNE is shared equally with the 9 stakeholders. This is significant in that Council's such as Alpine Shire have much greater number of operators and a much greater call on the resources of TNE.

This MoU is a continuation of the commitment from all partner stakeholders.

Term

The MoU has a three year term effective from 1 July 2017. This term provides an adequate period of time for TNE to focus on the delivery of a range of multi-year initiatives and to build confidence with state and federal governments as TNE regularly takes on the project management function for regionally significant projects that are funded through state and federal programs.

Annual Review

The board will undertake an annual review of the organisation including the performance of the board, the strategic direction of the organisation and the performance of the CEO and staff.

FINANCIAL AND RESOURCE IMPLICATIONS

The MoU will commit Council to three years of core funding of \$35,810 per annum with CPI increases in years two and three. Historically additional activity funding is paid to TNE for regional marketing initiatives, industry and product development programs as well as research projects. This financial commitment allows TNE to focus



on program delivery and not spend valuable time seeking funding to remain operational.

CONSULTATION

Ongoing consultation with Council and tourism industry operators and tourism partner organisations is an ongoing process. TNE has significantly improved the level of integration with industry, Council and other stakeholders since the organisations inception.

CONCLUSION

Council's involvement in TNE since its inception has been of great benefit to the shire and the tourism industry. It is clear that this commitment should continue for another three years.

DECLARATION OF CONFLICT OF INTEREST

Under Section 80C of the Local Government Act 1989, the following officers declare that they have no interests to disclose in providing this report.

- Director Sustainable Development
- Manager Economic and Community Development

ATTACHMENT(S)

- 8.4.1Memorandum of Understanding (Tourism North East)



9 ASSEMBLY OF COUNCILLORS

INTRODUCTION

Section 80A of the *Local Government Act 1989* requires a written record of Assemblies of Councillors to be reported at an ordinary meeting of the Council and to be incorporated in the minutes of the Council meeting.

Cr Pearce

Cr Keeble

That the summary of the Assemblies of Councillor for June 2016 be received.

Carried

BACKGROUND

The written records of the assemblies held during the previous month are summarised below. Detailed assembly records can be found in Attachment 9.0 to this report.

| Date | Meeting |
|---------|------------------|
| 7 June | Briefing Session |
| 21 June | Briefing Session |
| 28 June | Briefing Session |
| | |
| | |

ATTACHMENT(S)

- 9.0 Assemblies of Councillors – June 2016



10 PRESENTATION OF REPORTS BY DELEGATES

INTRODUCTION

Councillor representation on various committees occurs where Council has an interest. Delegate reports contain information about meetings attended, and the outcomes of those meetings that affect Council.

Cr Keeble

Cr Farrell

That the summary of the presentation of reports by delegates for June 2016 be received.

Carried

BACKGROUND

The written records of the delegates reports held during the previous month are summarised below. Detailed delegates reports can be found in Attachment 10.0 to this report.

| Date | Meeting | Councillor |
|--------|---|---------------|
| 8 June | Municipal Emergency Management Planning Committee | Cr Ron Janas |
| 8 June | Community Resilience Committee | Cr Ron Janas |
| 9 June | Rural Councils Victoria | Cr Jan Vonarx |
| 9 June | Timber Towns | Cr Jan Vonarx |
| | | |

ATTACHMENT(S)

- 10.0 Presentation of Reports by Delegates – June 2016



11 GENERAL BUSINESS

Cr Keeble – Reminded the gallery to attend the opening of the foreshore in Mount Beauty to be held on Wednesday 6 July

12 MOTIONS FOR WHICH NOTICE HAS PREVIOUSLY BEEN GIVEN

Nil

13 RECEPTION AND READING OF PETITIONS

Nil



14 DOCUMENTS FOR SEALING

Cr Roper

Cr Keeble

That the following documents be signed and sealed.

- 1. Revised Investment Policy No 73 be signed and sealed.*
- 2. Finance Committee Charter No 002 be signed by Cr Keeble and Cr Roper as Councillors on its Finance Committee.*
- 3. Section 173 Agreement – Mario Silvano Rossaro*

Lot 1 on Title Plan 518640M. Volume 8591 Folio 698

Condition 3 of Planning Permit 2013.46.1 for a 2 lot subdivision and creation of easements at 147A Kiewa Valley Highway, Tawonga South.

The Agreement states that an overall development plan is required before subdivision and development occurs. The land must not be further subdivided for the purpose of further development.

Carried

There being no further business the Chairperson declared the meeting closed at 8:20 pm.

.....
Chairperson

LOCAL GOVERNMENT COMMUNITY SATISFACTION SURVEY ALPINE SHIRE COUNCIL

2016 RESEARCH REPORT

**COORDINATED BY THE DEPARTMENT OF ENVIRONMENT, LAND, WATER AND
PLANNING ON BEHALF OF VICTORIAN COUNCILS**

CONTENTS

- [Background and objectives](#)
- [Survey methodology and sampling](#)
- [Further information](#)
- [Key findings & recommendations](#)
- [Summary of findings](#)
- [Detailed findings](#)
 - [Key core measure: Overall performance](#)
 - [Key core measure: Customer service](#)
 - [Key core measure: Council direction indicators](#)
 - [Individual service areas](#)
 - [Detailed demographics](#)
- [Appendix A: Detailed survey tabulations](#)
- [Appendix B: Further project information](#)

BACKGROUND AND OBJECTIVES

Welcome to the report of results and recommendations for the 2016 State-wide Local Government Community Satisfaction Survey for Alpine Shire Council.

Each year Local Government Victoria (LGV) coordinates and auspices this State-wide Local Government Community Satisfaction Survey throughout Victorian local government areas. This coordinated approach allows for far more cost effective surveying than would be possible if councils commissioned surveys individually.

Participation in the State-wide Local Government Community Satisfaction Survey is optional and participating councils have a range of choices as to the content of the questionnaire and the sample size to be surveyed, depending on their individual strategic, financial and other considerations.

The main objectives of the survey are to assess the performance of Alpine Shire Council across a range of measures and to seek insight into ways to provide improved or more effective service delivery. The survey also provides councils with a means to fulfil some of their statutory reporting requirements as well as acting as a feedback mechanism to LGV.

SURVEY METHODOLOGY AND SAMPLING

This survey was conducted by Computer Assisted Telephone Interviewing (CATI) as a representative random probability survey of residents aged 18+ years in Alpine Shire Council.

Survey sample matched to the demographic profile of Alpine Shire Council as determined by the most recent ABS population estimates was purchased from an accredited supplier of publicly available phone records, including up to 10% mobile phone numbers to cater to the diversity of residents within Alpine Shire Council, particularly younger people.

A total of n=403 completed interviews were achieved in Alpine Shire Council. Survey fieldwork was conducted in the period of 1st February – 30th March, 2016.

The 2016 results are compared with previous years, as detailed below:

- 2015, n=400 completed interviews, conducted in the period of 1st February – 30th March.
- 2013, n=400 completed interviews, conducted in the period of 1st February – 24th March.
- 2012, n=400 completed interviews, conducted in the period of 18th May – 30th June.

Minimum quotas of gender within age groups were applied during the fieldwork phase. Post-survey weighting was then conducted to ensure accurate representation of the age and gender profile of the Alpine Shire Council area.

Any variation of +/-1% between individual results and net scores in this report or the detailed survey tabulations is due to rounding. In reporting, '—' denotes not mentioned and '0%' denotes mentioned by less than 1% of respondents. 'Net' scores refer to two or more response categories being combined into one category for simplicity of reporting.

SURVEY METHODOLOGY AND SAMPLING

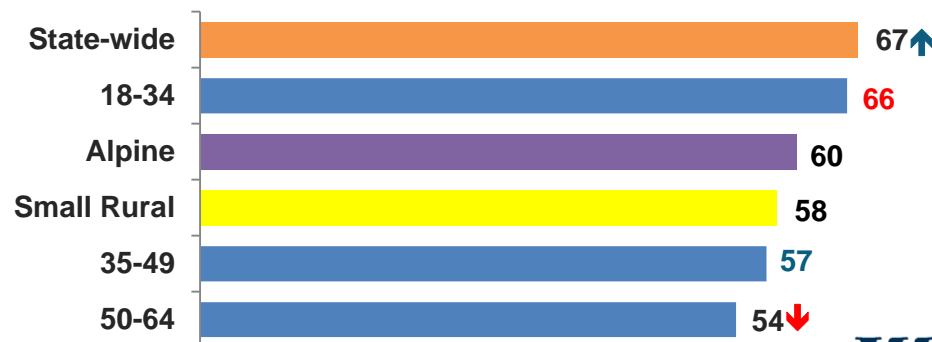
Within tables and index score charts throughout this report, statistically significant differences at the 95% confidence level are represented by upward directing blue and downward directing red arrows. Significance when noted indicates a significantly higher or lower result for the analysis group in comparison to the 'Total' result for the council for that survey question for that year. Therefore in the example below:

- The state-wide result is significantly higher than the overall result for the council.
- The result among 50-64 year olds is significantly lower than for the overall result for the council.

Further, results shown in blue and red indicate significantly higher or lower results than in 2015. Therefore in the example below:

- The result among 35-49 year olds in the council is significantly higher than the result achieved among this group in 2015.
- The result among 18-34 year olds in the council is significantly lower than the result achieved among this group in 2015.

Overall Performance – Index Scores (example extract only)



Note: For details on the calculations used to determine statistically significant differences, please refer to Appendix B.

FURTHER INFORMATION

Further Information

Further information about the report and explanations about the State-wide Local Government Community Satisfaction Survey can be found in [Appendix B](#), including:

- [Background and objectives](#)
- [Margins of error](#)
- [Analysis and reporting](#)
- [Glossary of terms](#)

Contacts

For further queries about the conduct and reporting of the 2016 State-wide Local Government Community Satisfaction Survey, please contact JWS Research on (03) 8685 8555.

KEY FINDINGS & RECOMMENDATIONS

A satellite night map of South Australia, showing the state's coastline and internal road network. Major cities like Adelaide, Perth, and Melbourne are brightly lit, with their light reflecting on the surrounding water. The text 'KEY FINDINGS & RECOMMENDATIONS' is overlaid in large white capital letters across the center of the map.

KEY FINDINGS AND RECOMMENDATIONS

- Alpine Shire Council's performance **improved across all core measures** compared to 2015 results. Increases in performance between 2015 and 2016 range from one to four index points. Alpine Shire **outperforms** the average ratings for other Small Rural councils, as well as State-wide averages on **all** measures.
 - Alpine Shire's performance on **Overall Council Direction, Sealed Local Roads, Community Consultation** and **Making Community Decisions** is *significantly higher* than both the Small Rural council and State-wide averages on these measures.
- The **Overall Performance** index score of 60 represents a **one point increase** on the 2015 result. While overall performance scores have not yet returned to 2012 levels (63), perceptions are still strong. A plurality (45%) rate Alpine Shire Council's performance as 'very good' or 'good' compared to only 11% who rate it as 'very poor' or 'poor' and 39% as average.

KEY FINDINGS AND RECOMMENDATIONS

- **Community Consultation** (index score of 60) ratings saw the largest increase of all core measures, increasing by four points since 2015 – a statistically significant increase. Ratings on this measure are now higher than the previous high of 57 in 2013. Similar to its performance on other core measures, Alpine Shire outpaces the Small Rural council average (55) by five and the State-wide average (54) by six index points.
 - Perceptions of Community Consultation increased most among 35 to 49 year old residents (+9) and Kiewa Valley residents (+8) in the past year.
- Perceptions of **Customer Service** interactions similarly increased by three points in 2016 to a high of 71, reflecting a trend increase of six points from 2012 levels (65). **Customer Service** is the area where Alpine Shire has historically **performed most strongly**. A third (34%) rate Council's Customer Service as 'very good', with a further 31% rating Customer Service as 'good'.
- **Customer Service interactions** increased in frequency over the past year – 58% of residents had contact with Council in 2015 compared to 65% this past year.

KEY FINDINGS AND RECOMMENDATIONS

- More modest gains of one to two points were made in the past year on the measures of **Advocacy**, **Making Community Decisions**, **Sealed Local Roads** and **Council Direction**. **Advocacy**, however, in addition to **Overall Performance**, was one of the few areas to experience a *slight* dip in ratings between 2012 and 2015. Advocacy ratings are one point down since 2012 (57 in 2012 and 56 now) compared to a three point attrition on Overall Performance. All other measures have **increased** over the past five years.
- Alpine Shire Council tends to **perform best** on most measures among the youngest (**18 to 34 year old**) and oldest (**65+ year old**) cohorts of residents, as well as **men**.
- Conversely, residents aged 50 to 64 tend to rate Alpine Shire Council lowest on core measures, though impressions among this group have improved or stayed the same on most measures since 2015 with the exception of **Advocacy** and the quality of **Customer Service** interactions.

KEY FINDINGS AND RECOMMENDATIONS

- An approach we recommend is to further mine the survey data to better understand the profile of over and under-performing demographic groups. This can be achieved via additional consultation and data interrogation, or self-mining the SPSS data provided or via the dashboard portal available to the council.
- **A complimentary personal briefing by senior JWS Research representatives is also available to assist in providing both explanation and interpretation of the results. Please contact JWS Research on 03 8685 8555.**

KEY FINDINGS AND RECOMMENDATIONS

Higher results in 2016

- All measures tested
- Highest increase = Community Consultation

Lower results in 2016

- None

Most favourably disposed towards Council

- Men
- 18-34 year olds
- 65+ year olds

Least favourably disposed towards Council

- 50-64 year olds

SUMMARY OF FINDINGS

A satellite night map of South Australia, showing the state's coastline and internal road network. Major cities like Adelaide, Perth, and Melbourne are brightly lit, with their light reflecting on the surrounding water. The interior of the state is darker, with smaller towns and villages appearing as clusters of lights. The map is centered on the state, with the surrounding ocean visible in the background.

ORDINARY COUNCIL MEETING M9 - 2 AUGUST 2016

8.1.2 COMMUNITY SATISFACTION SURVEY

2016 SUMMARY OF CORE MEASURES

INDEX SCORE RESULTS

| Performance Measures | Alpine 2012 | Alpine 2013 | Alpine 2014 | Alpine 2015 | Alpine 2016 | Small Rural 2016 | State- wide 2016 |
|---|----------------|----------------|----------------|----------------|----------------|------------------------|------------------------|
| OVERALL PERFORMANCE | 63 | 61 | n/a | 59 | 60 | 57 | 59 |
| COMMUNITY CONSULTATION (Community consultation and engagement) | 56 | 57 | n/a | 56 | 60 | 55 | 54 |
| ADVOCACY (Lobbying on behalf of the community) | 57 | 56 | n/a | 55 | 56 | 54 | 53 |
| MAKING COMMUNITY DECISIONS (Decisions made in the interest of the community) | n/a | n/a | n/a | 58 | 60 | 53 | 54 |
| SEALED LOCAL ROADS (Condition of sealed local roads) | n/a | n/a | n/a | 59 | 60 | 52 | 54 |
| CUSTOMER SERVICE | 65 | 68 | n/a | 68 | 71 | 69 | 69 |
| OVERALL COUNCIL DIRECTION | 55 | 55 | n/a | 57 | 59 | 50 | 51 |

ORDINARY COUNCIL MEETING M9 - 2 AUGUST 2016

8.1.2 COMMUNITY SATISFACTION SURVEY

2016 SUMMARY OF CORE MEASURES

DETAILED ANALYSIS

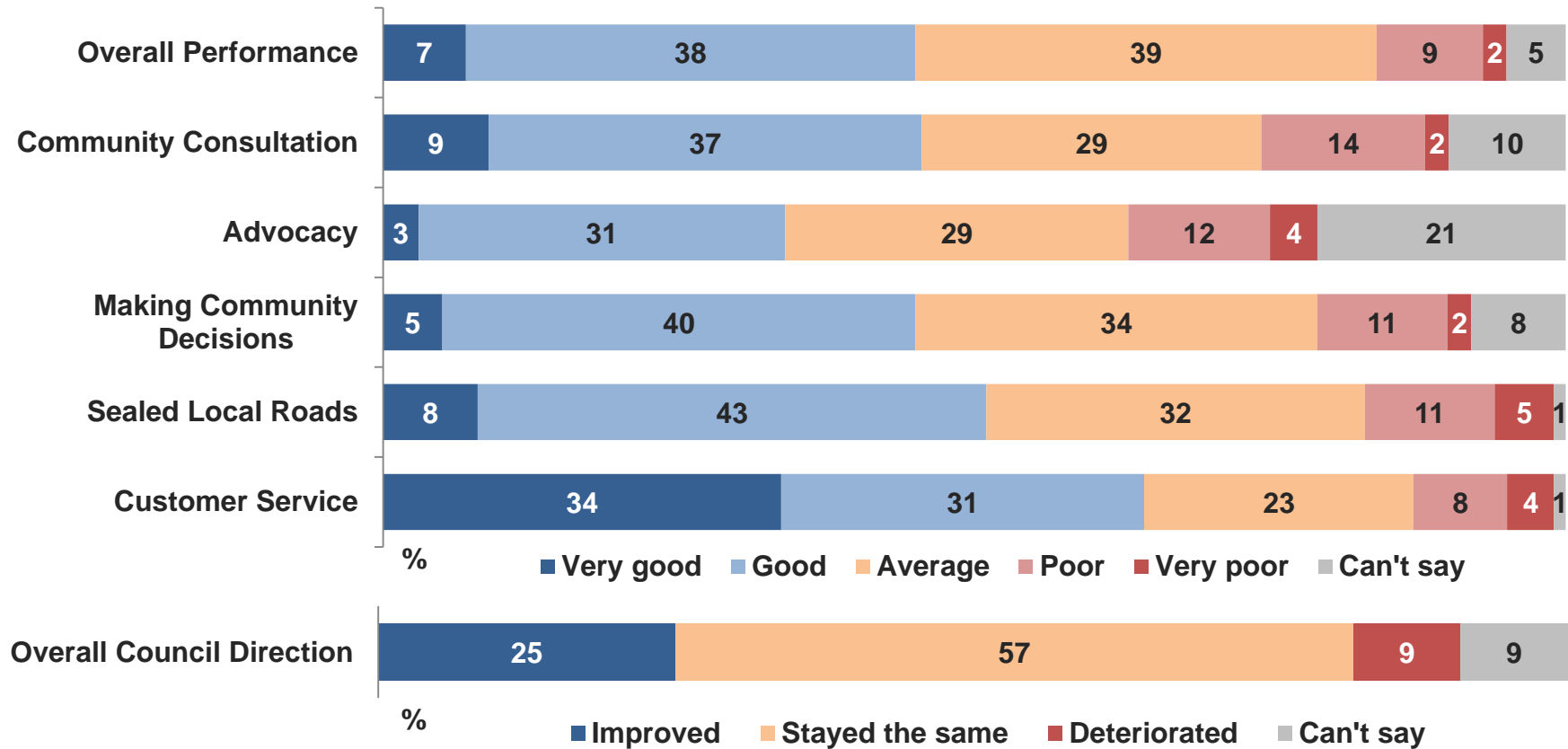
| Performance Measures | Alpine 2016 | vs Alpine 2015 | vs Small Rural 2016 | vs State-wide 2016 | Highest score | Lowest score |
|---|-------------|-----------------|---------------------|--------------------|--|------------------------|
| OVERALL PERFORMANCE | 60 | 1 point higher | 3 points higher | 1 point higher | 18-34 year olds | 35-49 year olds |
| COMMUNITY CONSULTATION (Community consultation and engagement) | 60 | 4 points higher | 5 points higher | 6 points higher | 18-34 year olds | 50-64 year olds |
| ADVOCACY (Lobbying on behalf of the community) | 56 | 1 point higher | 2 points higher | 3 points higher | 18-34 year olds | 50-64 year olds |
| MAKING COMMUNITY DECISIONS (Decisions made in the interest of the community) | 60 | 2 points higher | 7 points higher | 6 points higher | 18-34 year olds | 50-64 year olds |
| SEALED LOCAL ROADS (Condition of sealed local roads) | 60 | 1 point higher | 8 points higher | 6 points higher | 18-34 year olds | 35-49 year olds |
| CUSTOMER SERVICE | 71 | 3 points higher | 2 points higher | 2 points higher | 18-34 year olds | 50-64 year olds |
| OVERALL COUNCIL DIRECTION | 59 | 2 points higher | 9 points higher | 8 points higher | Upper Ovens, Men, 18-34 year olds, 65+ year olds | Women, 50-64 year olds |

ORDINARY COUNCIL MEETING M9 - 2 AUGUST 2016

8.1.2 COMMUNITY SATISFACTION SURVEY

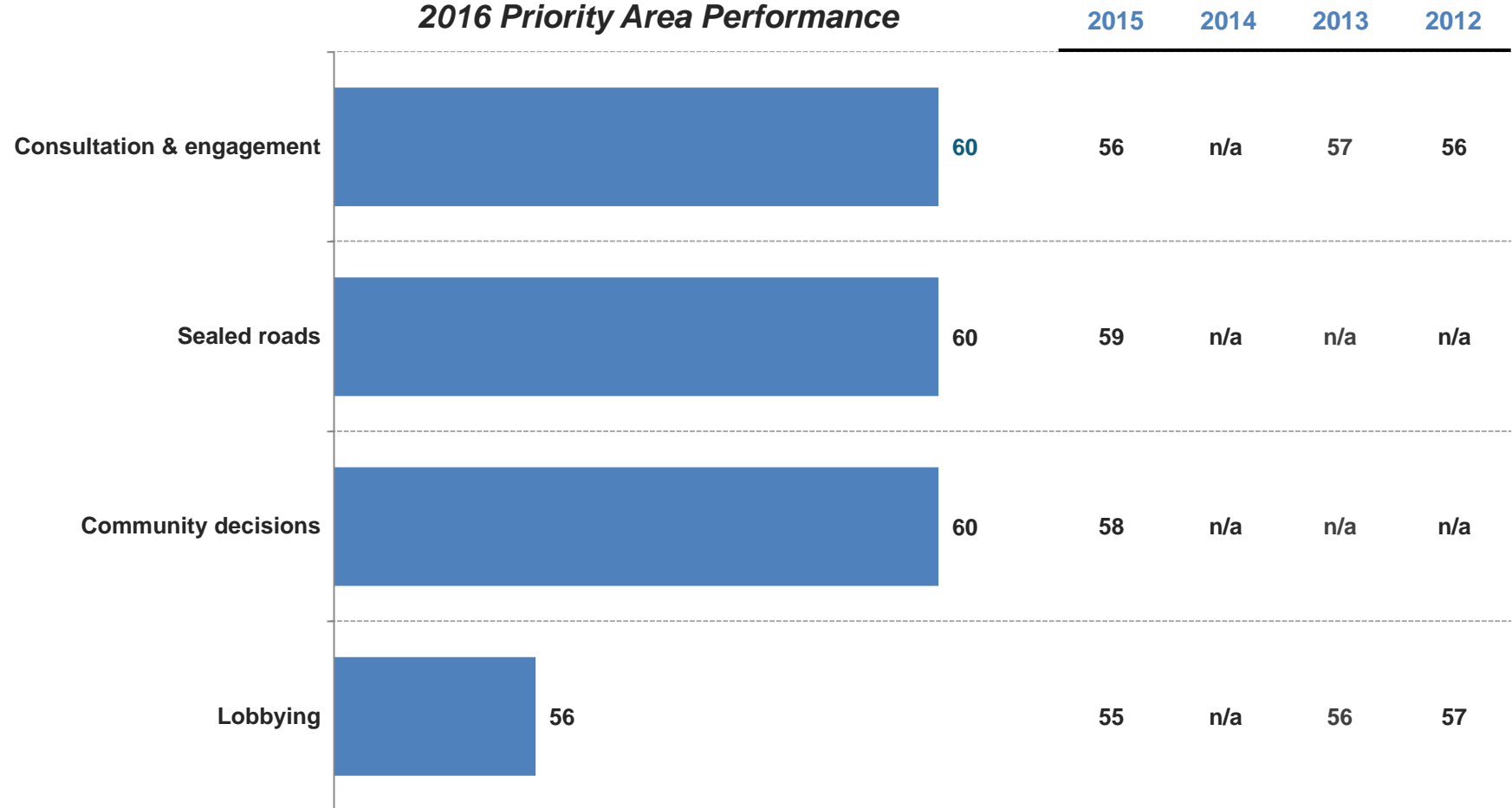
2016 SUMMARY OF KEY COMMUNITY SATISFACTION PERCENTAGE RESULTS

Key Measures Summary Results



2016 PERFORMANCE SUMMARY

2016 Priority Area Performance

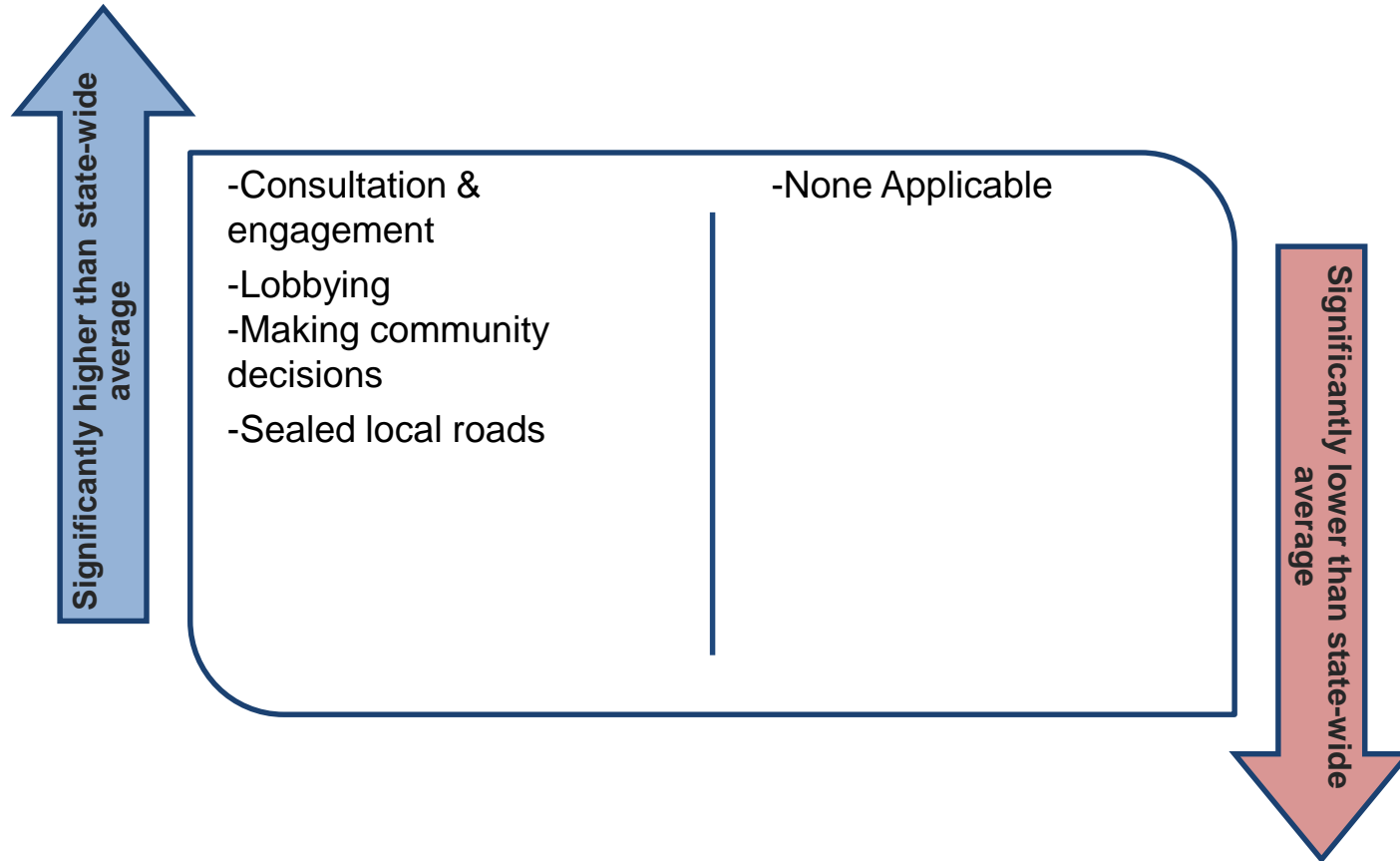


Base: All respondents. Councils asked state-wide: 69

Note: Please see page 5 for explanation of significant differences

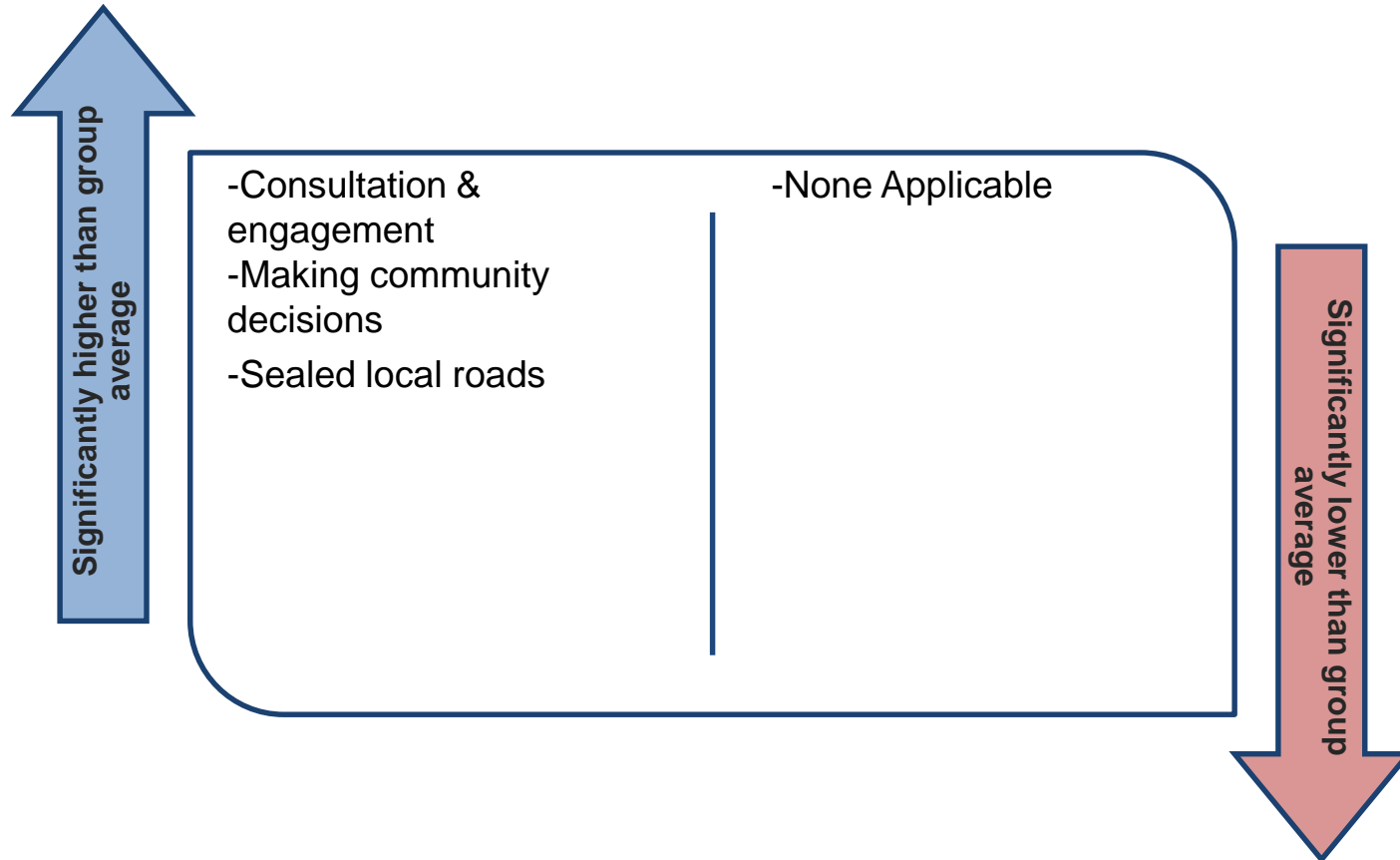
INDIVIDUAL SERVICE AREAS SUMMARY

COUNCIL'S PERFORMANCE VS STATE-WIDE AVERAGE



INDIVIDUAL SERVICE AREAS SUMMARY

COUNCIL'S PERFORMANCE VS GROUP AVERAGE



DETAILED FINDINGS



KEY CORE MEASURE OVERALL PERFORMANCE

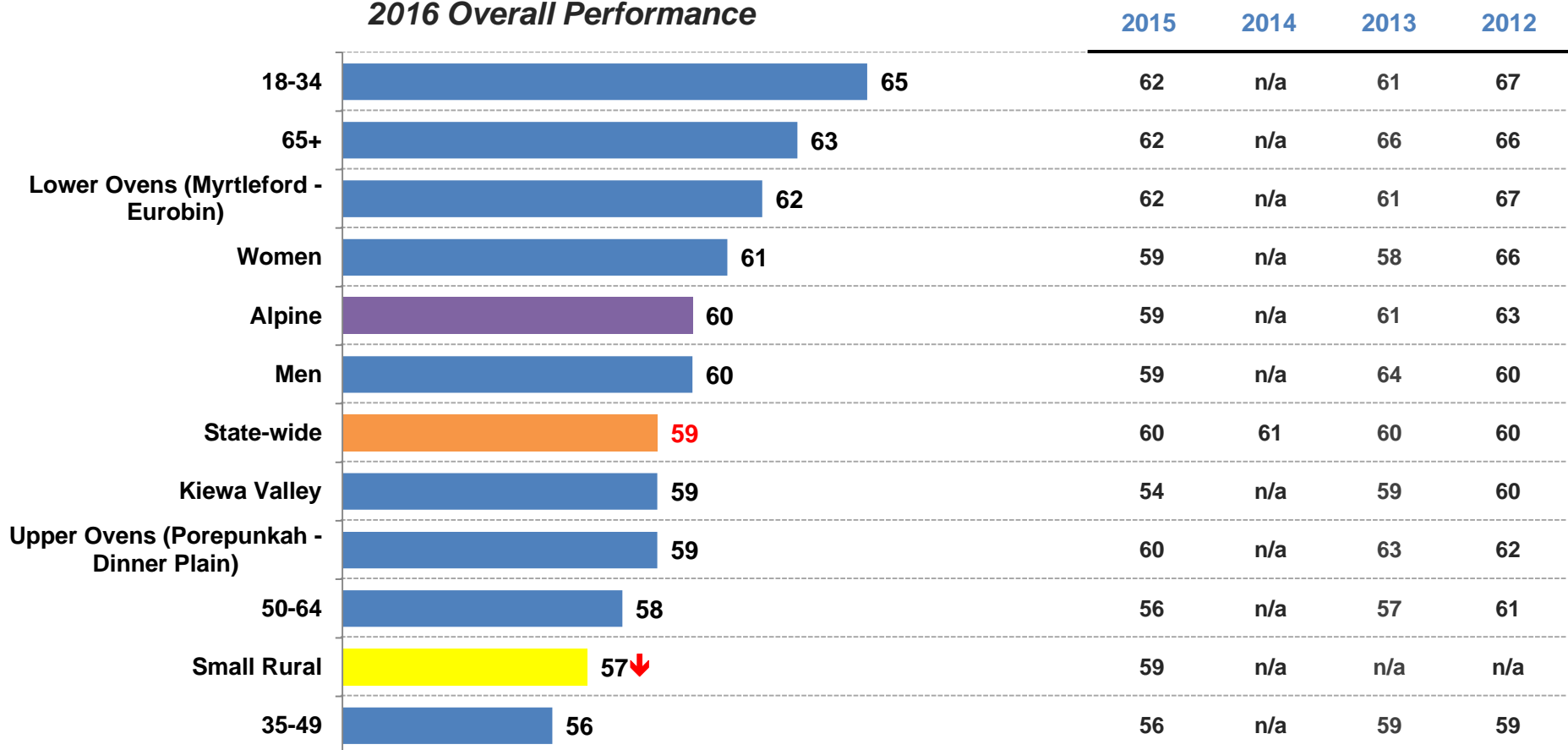
A satellite night map of South Australia, showing the state's coastline and internal road network. Major cities like Adelaide, Mount Gambier, and Port Adelaide are brightly lit, with their light reflecting on the surrounding water. The map is used as a background for the title text.

ORDINARY COUNCIL MEETING M9 - 2 AUGUST 2016

8.1.2 COMMUNITY SATISFACTION SURVEY

OVERALL PERFORMANCE INDEX SCORES

2016 Overall Performance



Q3. ON BALANCE, for the last twelve months, how do you feel about the performance of Alpine Shire Council, not just on one or two issues, BUT OVERALL across all responsibility areas? Has it been very good, good, average, poor or very poor?

Base: All respondents. Councils asked state-wide: 69 Councils asked group: 17

Note: Please see page 5 for explanation about significant differences



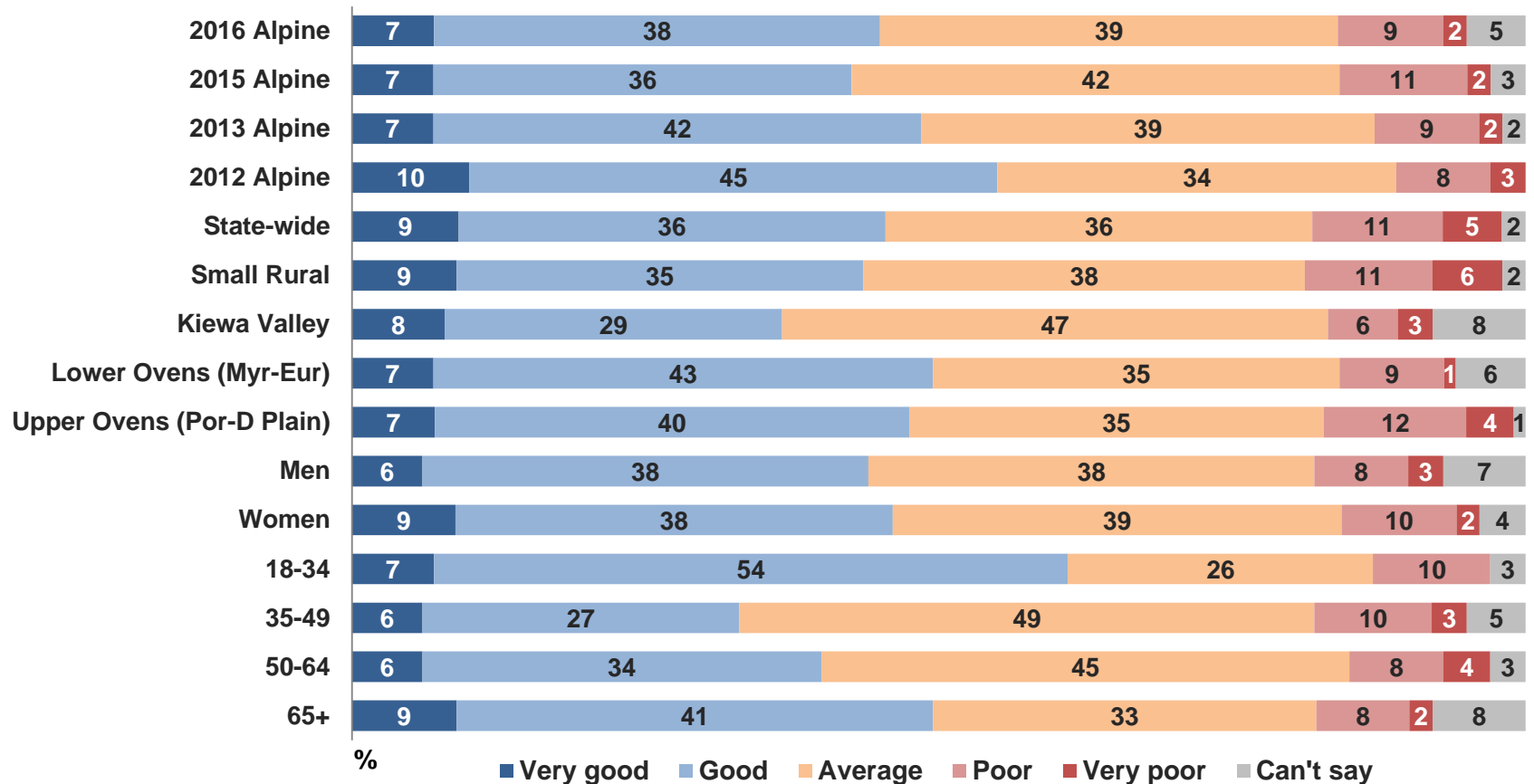
ORDINARY COUNCIL MEETING M9 - 2 AUGUST 2016

8.1.2 COMMUNITY SATISFACTION SURVEY

OVERALL PERFORMANCE

DETAILED PERCENTAGES

2016 Overall Performance



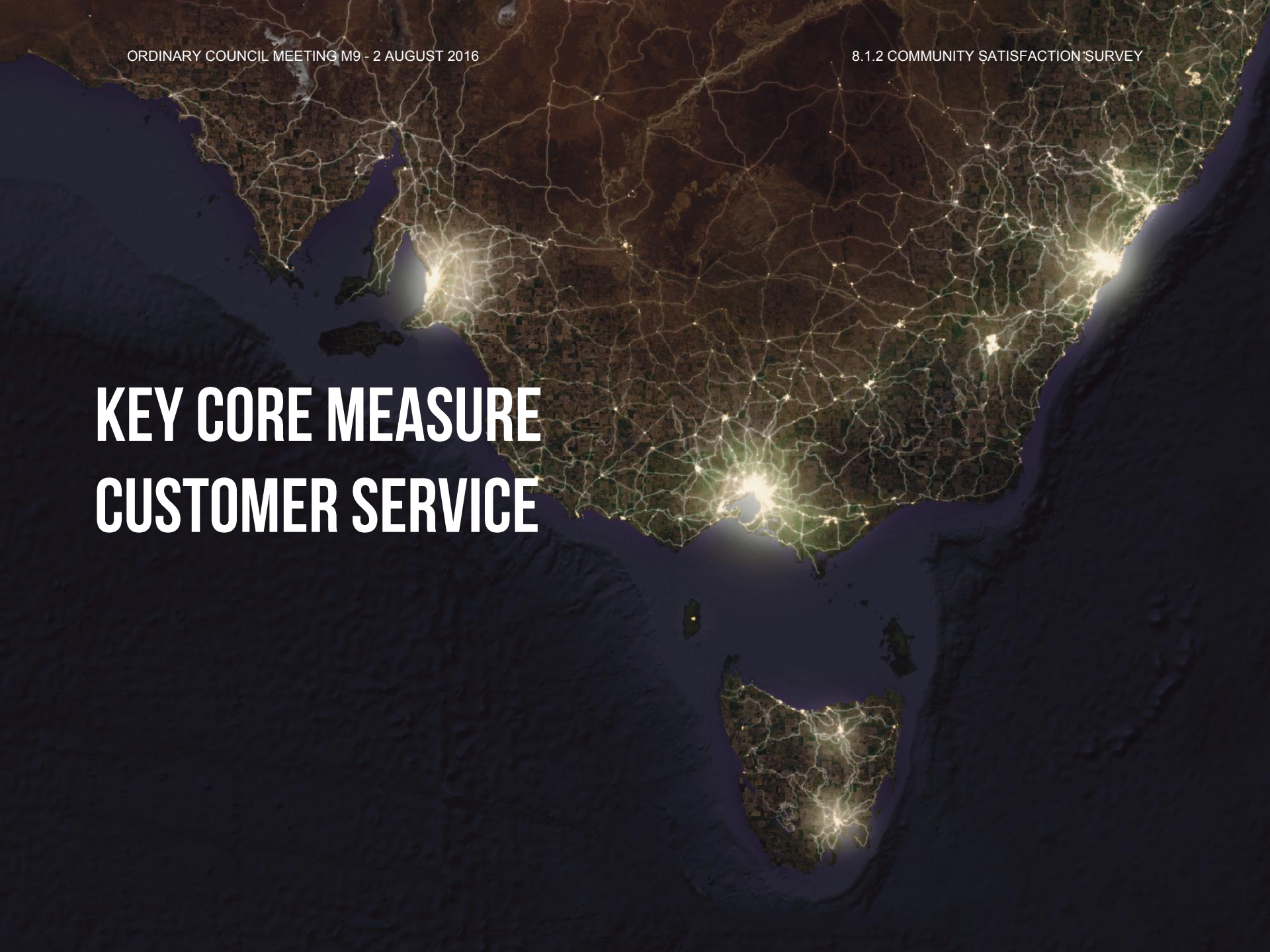
Q3. ON BALANCE, for the last twelve months, how do you feel about the performance of Alpine Shire Council, not just on one or two issues, BUT OVERALL across all responsibility areas? Has it been very good, good, average, poor or very poor?

Base: All respondents. Councils asked state-wide: 69 Councils asked group: 17



JWS RESEARCH

KEY CORE MEASURE CUSTOMER SERVICE



ORDINARY COUNCIL MEETING M9 - 2 AUGUST 2016

8.1.2 COMMUNITY SATISFACTION SURVEY

CONTACT LAST 12 MONTHS SUMMARY

Overall contact with Alpine Shire Council

- 65%, up 7 points on 2015

Most contact with Alpine Shire Council

- Upper Ovens (Porepunkah - Dinner Plain)
- Kiewa Valley
- Aged 35-49 years

Least contact with Alpine Shire Council

- Lower Ovens (Myrtleford - Eurobin)
- Aged 18-34 years

Customer Service rating

- Index score of 71, up 3 points on 2015

Most satisfied with Customer Service

- Aged 18-34 years
- Aged 65+ years

Least satisfied with Customer Service

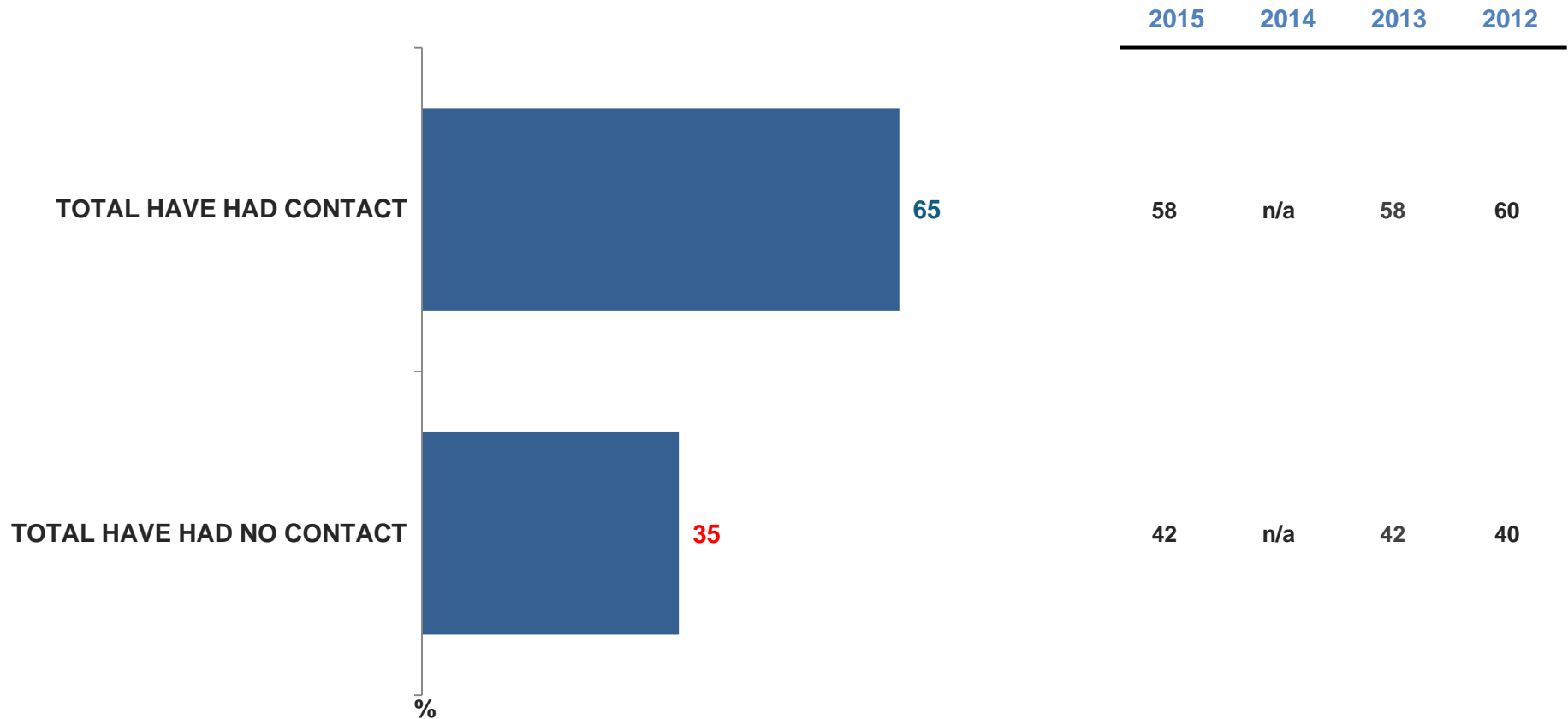
- Aged 50-64 years
- Women
- Lower Ovens (Myrtleford - Eurobin)

ORDINARY COUNCIL MEETING M9 - 2 AUGUST 2016

8.1.2 COMMUNITY SATISFACTION SURVEY

2016 CONTACT WITH COUNCIL LAST 12 MONTHS

2016 Method of Contact



Q5. Over the last 12 months, have you or any member of your household had any contact with Alpine Shire Council? This may have been in person, in writing, by telephone conversation, by text message, by email or via their website or social media such as Facebook or Twitter?

Base: All respondents. Councils asked state-wide: 52 Councils asked group: 13

Note: Please see page 5 for explanation about significant differences

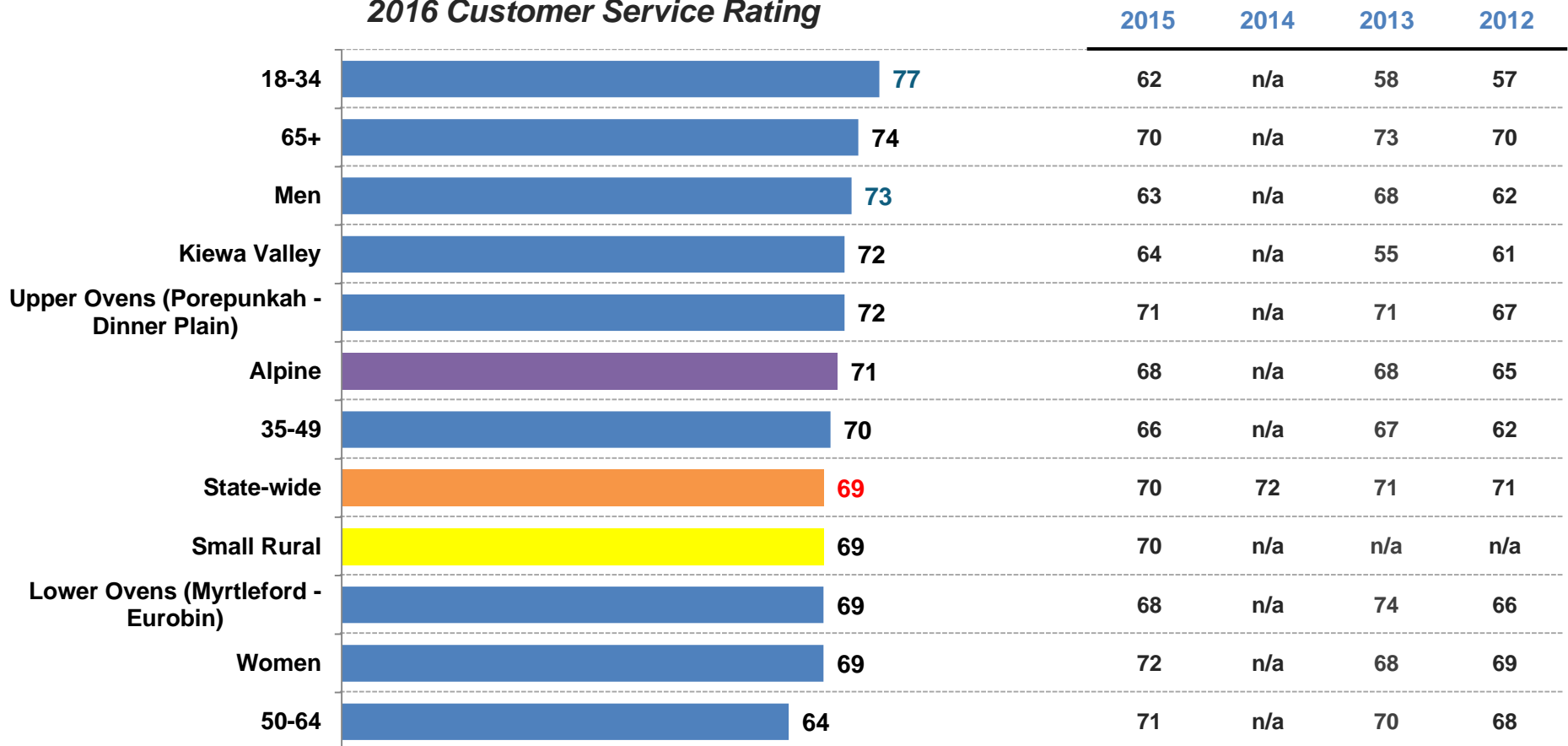


ORDINARY COUNCIL MEETING M9 - 2 AUGUST 2016

8.1.2 COMMUNITY SATISFACTION SURVEY

2016 CONTACT CUSTOMER SERVICE INDEX SCORES

2016 Customer Service Rating



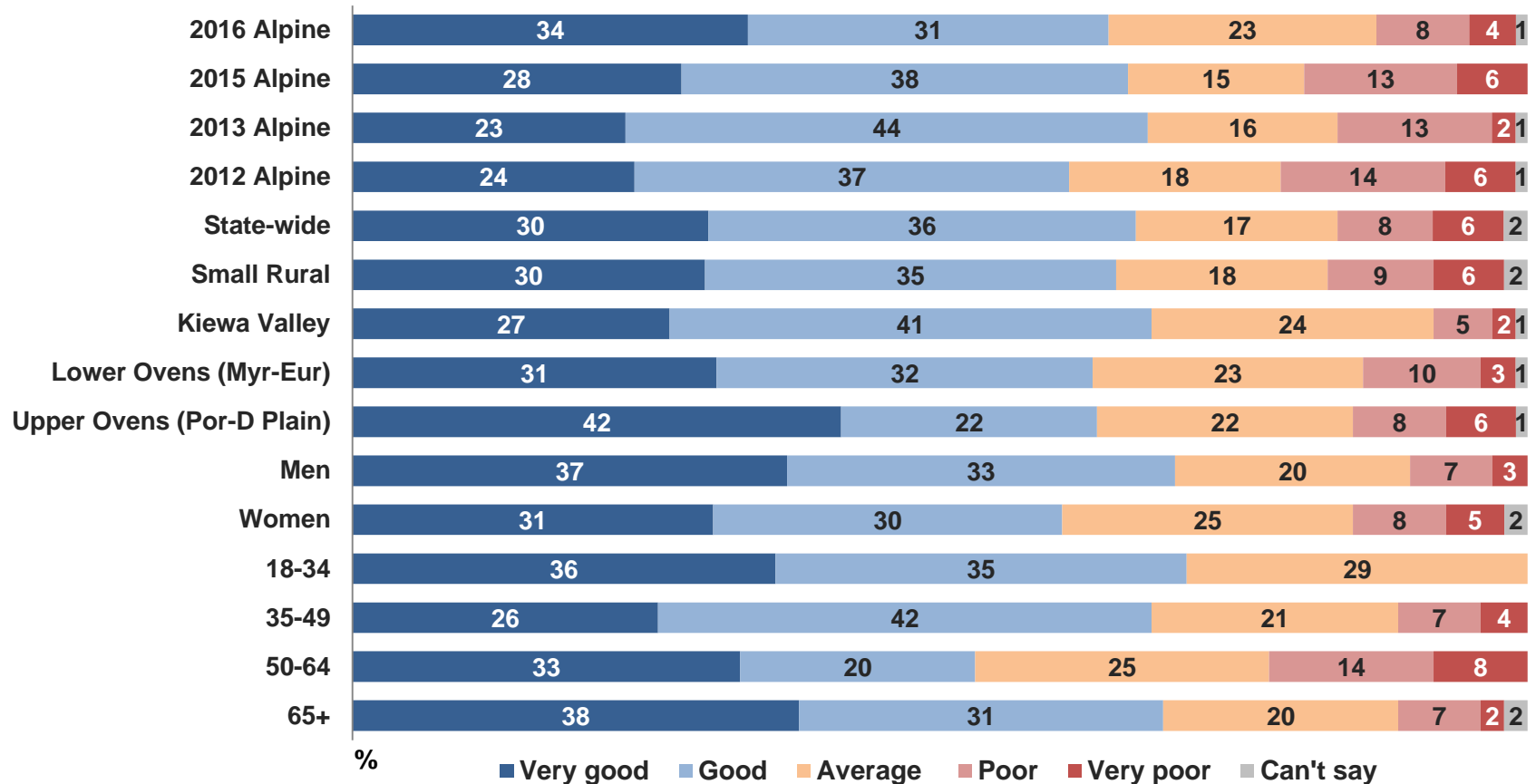
Q5c. Thinking of the most recent contact, how would you rate Alpine Shire Council for customer service?
Please keep in mind we do not mean the actual outcome but rather the actual service that was received.
Base: All respondents who have had contact with Council in the last 12 months.
Councils asked state-wide: 69 Councils asked group: 17
Note: Please see page 5 for explanation about significant differences

ORDINARY COUNCIL MEETING M9 - 2 AUGUST 2016

8.1.2 COMMUNITY SATISFACTION SURVEY

2016 CONTACT CUSTOMER SERVICE DETAILED PERCENTAGES

2016 Customer Service Rating



Q5c. Thinking of the most recent contact, how would you rate Alpine Shire Council for customer service? Please keep in mind we do not mean the actual outcome but rather the actual service that was received.

Base: All respondents who have had contact with Council in the last 12 months.

Councils asked state-wide: 69 Councils asked group: 17



A satellite night map of South Australia and Tasmania, showing city lights and road networks. The map is dark blue, representing the ocean, with the landmasses of South Australia and Tasmania visible. The lights from cities and roads are bright yellow and white, creating a glowing pattern across the land. The text 'KEY CORE MEASURE' and 'COUNCIL DIRECTION INDICATORS' is overlaid in large, bold, white capital letters on the left side of the map.

KEY CORE MEASURE COUNCIL DIRECTION INDICATORS

COUNCIL DIRECTION SUMMARY

Council Direction over last 12 months

- 57% stayed about the same, down 5 points on 2015
- 25% improved, up 2 points on 2015
- 9% deteriorated, down 1 point on 2015

Most satisfied with Council Direction

- Upper Ovens (Porepunkah – Dinner Plain)
- Men
- Aged 65+
- Aged 18-34 years

Least satisfied with Council Direction

- Aged 50-64 years
- Women

ORDINARY COUNCIL MEETING M9 - 2 AUGUST 2016

8.1.2 COMMUNITY SATISFACTION SURVEY

2016 OVERALL COUNCIL DIRECTION LAST 12 MONTHS

INDEX SCORES

2016 Overall Direction

| | | 2015 | 2014 | 2013 | 2012 |
|---|-----|------|------|------|------|
| Upper Ovens (Porepunkah - Dinner Plain) | 60 | 58 | n/a | 48 | 53 |
| Men | 60 | 54 | n/a | 56 | 54 |
| 18-34 | 60 | 58 | n/a | 54 | 54 |
| 65+ | 60 | 60 | n/a | 56 | 56 |
| Alpine | 59 | 57 | n/a | 55 | 55 |
| Kiewa Valley | 58 | 55 | n/a | 57 | 56 |
| Lower Ovens (Myrtleford - Eurobin) | 58 | 58 | n/a | 61 | 57 |
| 35-49 | 58 | 54 | n/a | 56 | 56 |
| Women | 57 | 60 | n/a | 54 | 56 |
| 50-64 | 57 | 55 | n/a | 53 | 54 |
| State-wide | 51↓ | 53 | 53 | 53 | 52 |
| Small Rural | 50↓ | 53 | n/a | n/a | n/a |

Q6. Over the last 12 months, what is your view of the direction of Alpine Shire Council's overall performance?

Base: All respondents. Councils asked state-wide: 69 Councils asked group: 17

Note: Please see page 5 for explanation about significant differences



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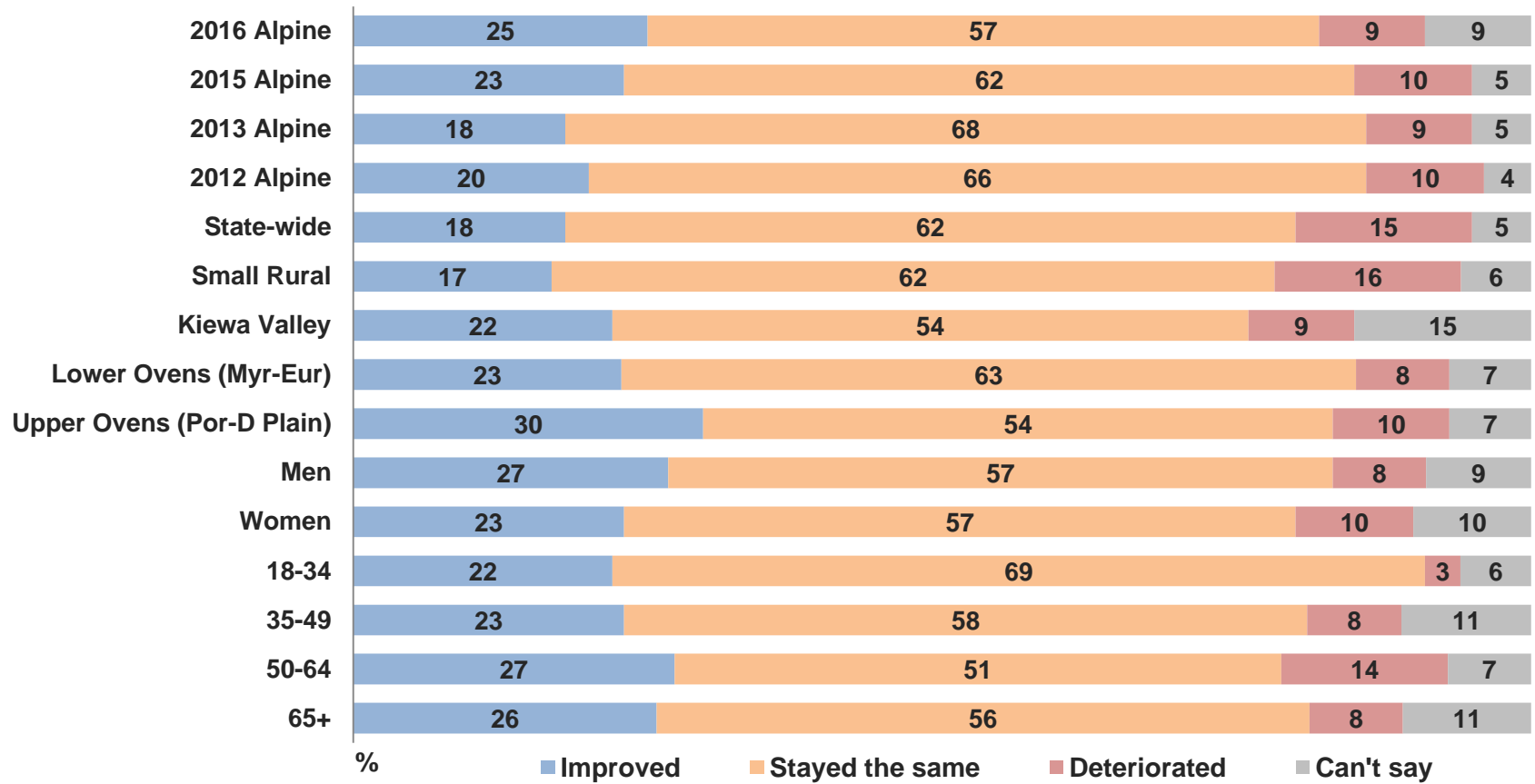
ORDINARY COUNCIL MEETING M9 - 2 AUGUST 2016

8.1.2 COMMUNITY SATISFACTION SURVEY

2016 OVERALL COUNCIL DIRECTION LAST 12 MONTHS

DETAILED PERCENTAGES

2016 Overall Direction



Q6. Over the last 12 months, what is your view of the direction of Alpine Shire Council's overall performance?
 Base: All respondents. Councils asked state-wide: 69 Councils asked group: 17



JWS RESEARCH

INDIVIDUAL SERVICE AREAS

A satellite map of South Australia at night, showing the state's coastline and major cities illuminated by city lights. The map is centered on the state, with the surrounding ocean visible. The text 'INDIVIDUAL SERVICE AREAS' is overlaid in large white letters.

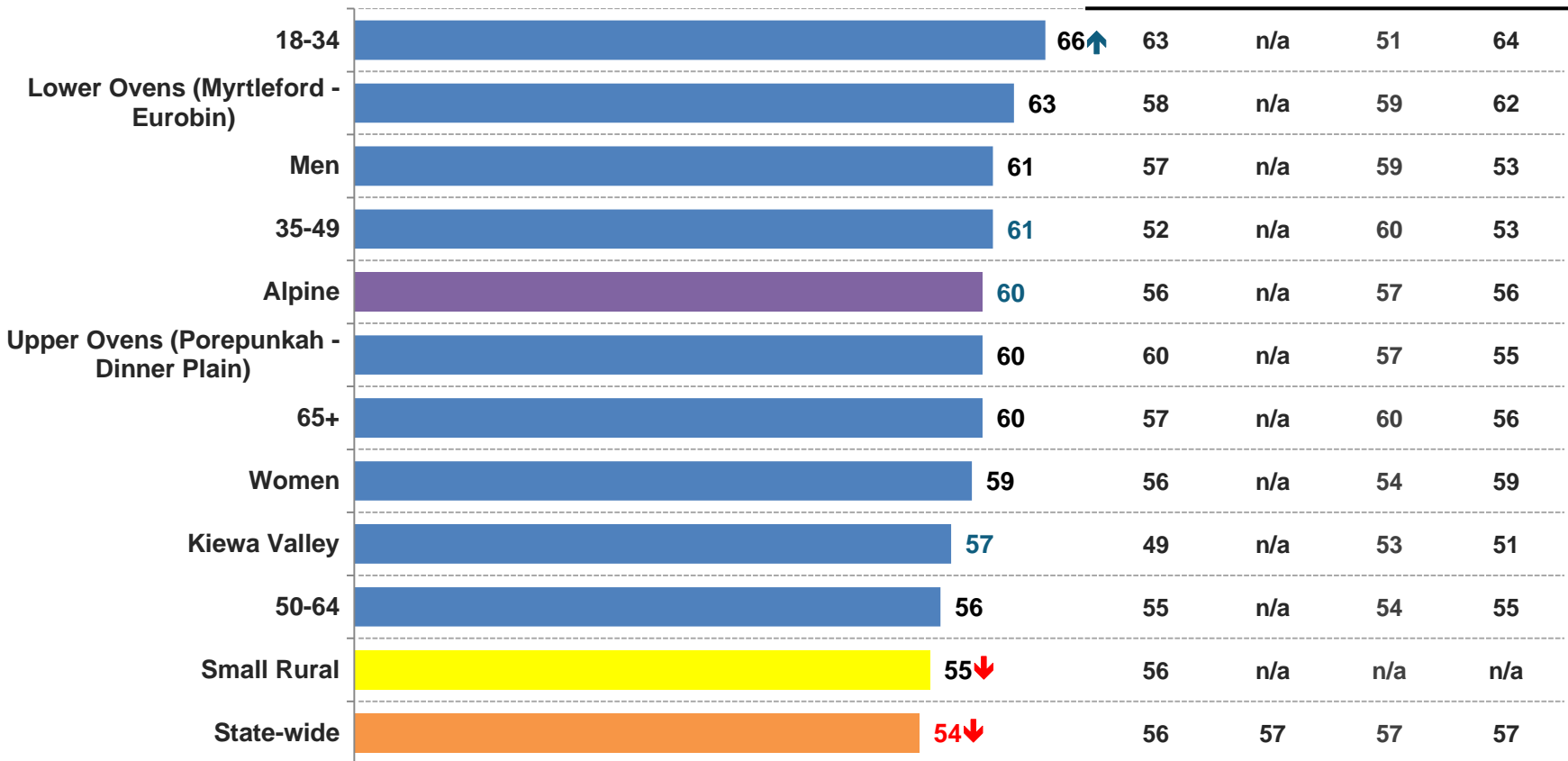
ORDINARY COUNCIL MEETING M9 - 2 AUGUST 2016

8.1.2 COMMUNITY SATISFACTION SURVEY

2016 COMMUNITY CONSULTATION AND ENGAGEMENT PERFORMANCE INDEX SCORES

2016 Consultation and Engagement Performance

2015 2014 2013 2012



Q2. How has Council performed on 'community consultation and engagement' over the last 12 months?

Base: All respondents. Councils asked state-wide: 69 Councils asked group: 17

Note: Please see slide 5 for explanation about significant differences



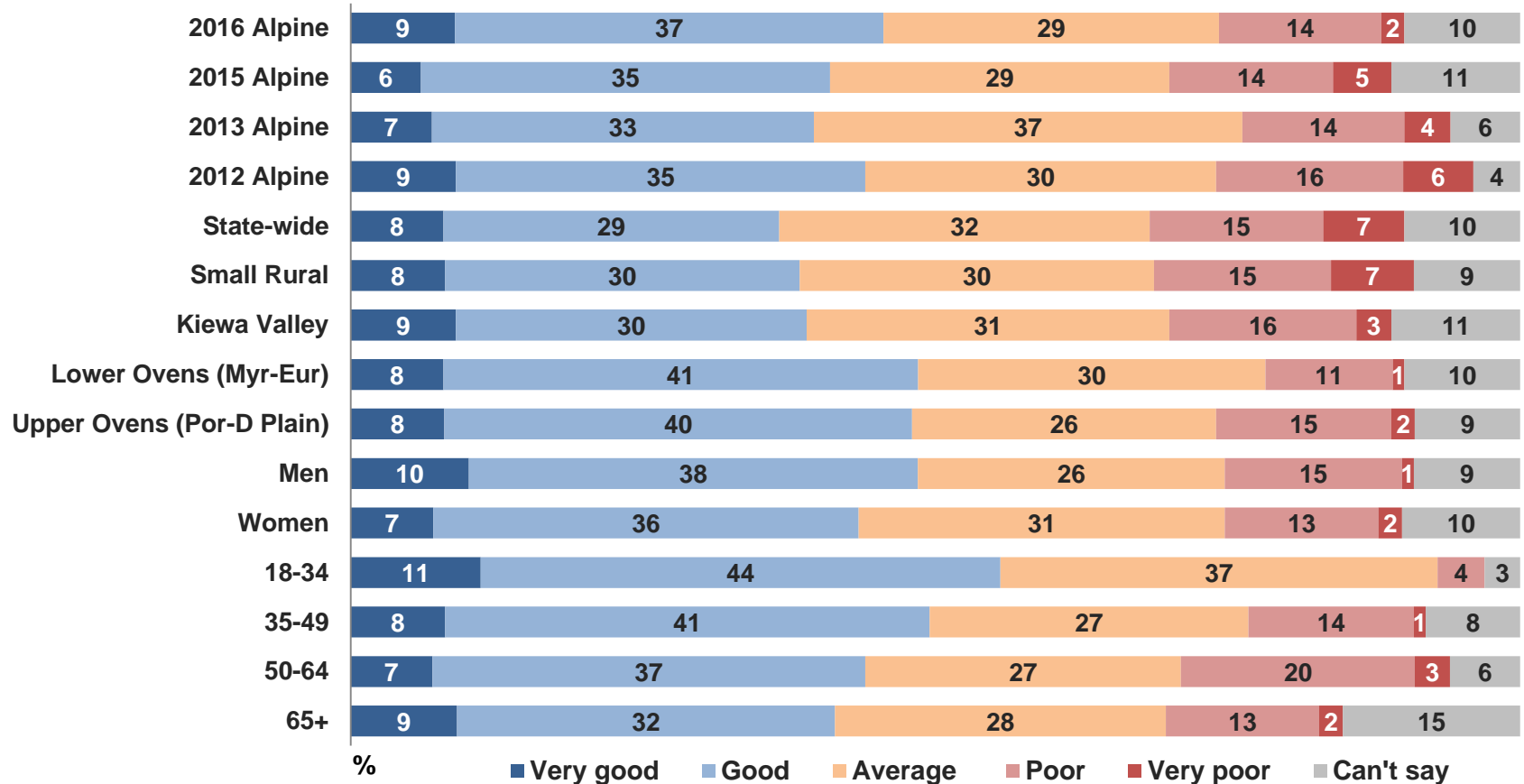
JWS RESEARCH

ORDINARY COUNCIL MEETING M9 - 2 AUGUST 2016

8.1.2 COMMUNITY SATISFACTION SURVEY

2016 COMMUNITY CONSULTATION AND ENGAGEMENT PERFORMANCE DETAILED PERCENTAGES

2016 Consultation and Engagement Performance



Q2. How has Council performed on 'community consultation and engagement' over the last 12 months?

Base: All respondents. Councils asked state-wide: 69 Councils asked group: 17



J W S R E S E A R C H

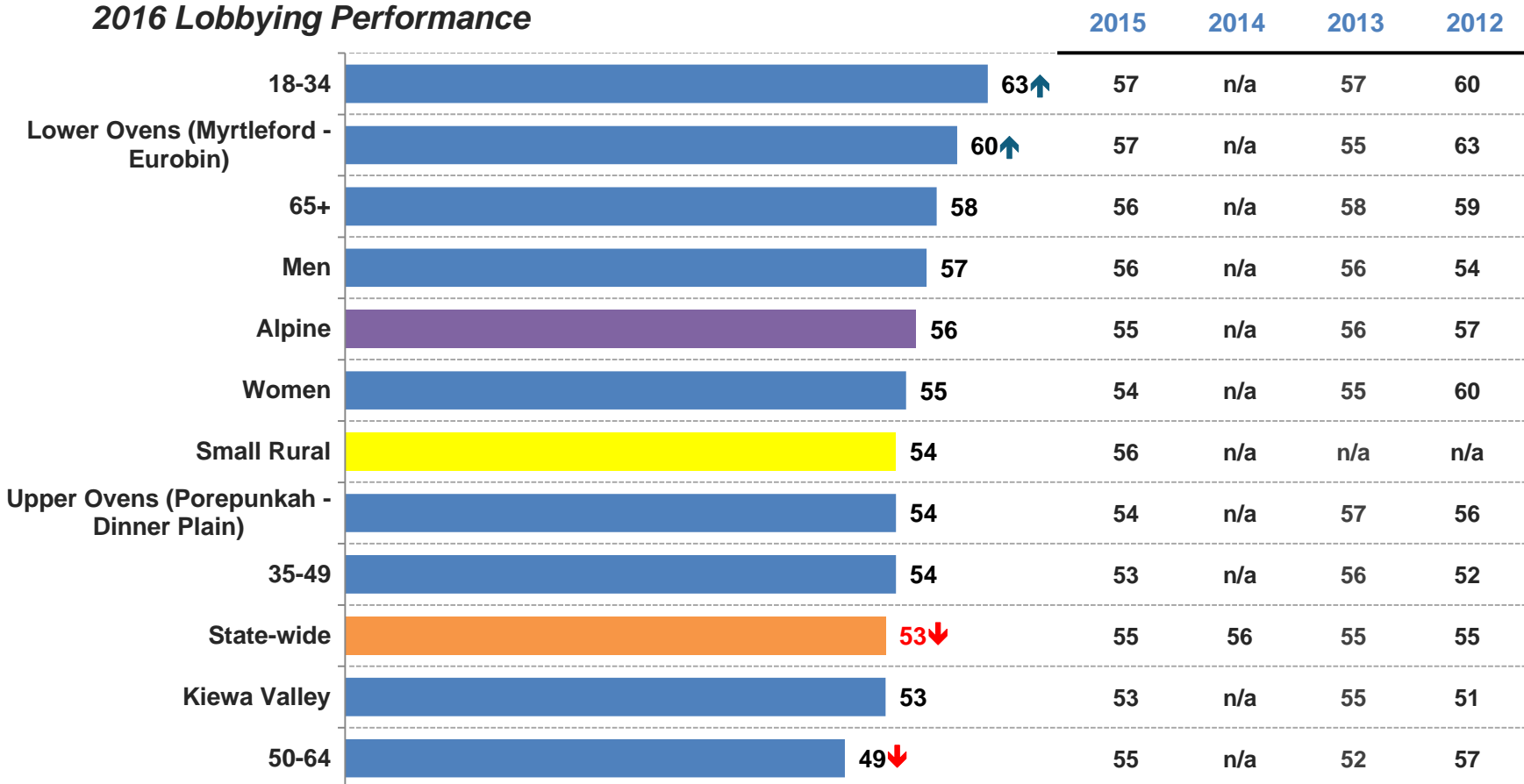
ORDINARY COUNCIL MEETING M9 - 2 AUGUST 2016

8.1.2 COMMUNITY SATISFACTION SURVEY

2016 LOBBYING ON BEHALF OF THE COMMUNITY

PERFORMANCE INDEX SCORES

2016 Lobbying Performance



Q2. How has Council performed on 'lobbying on behalf of the community' over the last 12 months?

Base: All respondents. Councils asked state-wide: 69 Councils asked group: 17

Note: Please see slide 5 for explanation about significant differences



JWS RESEARCH

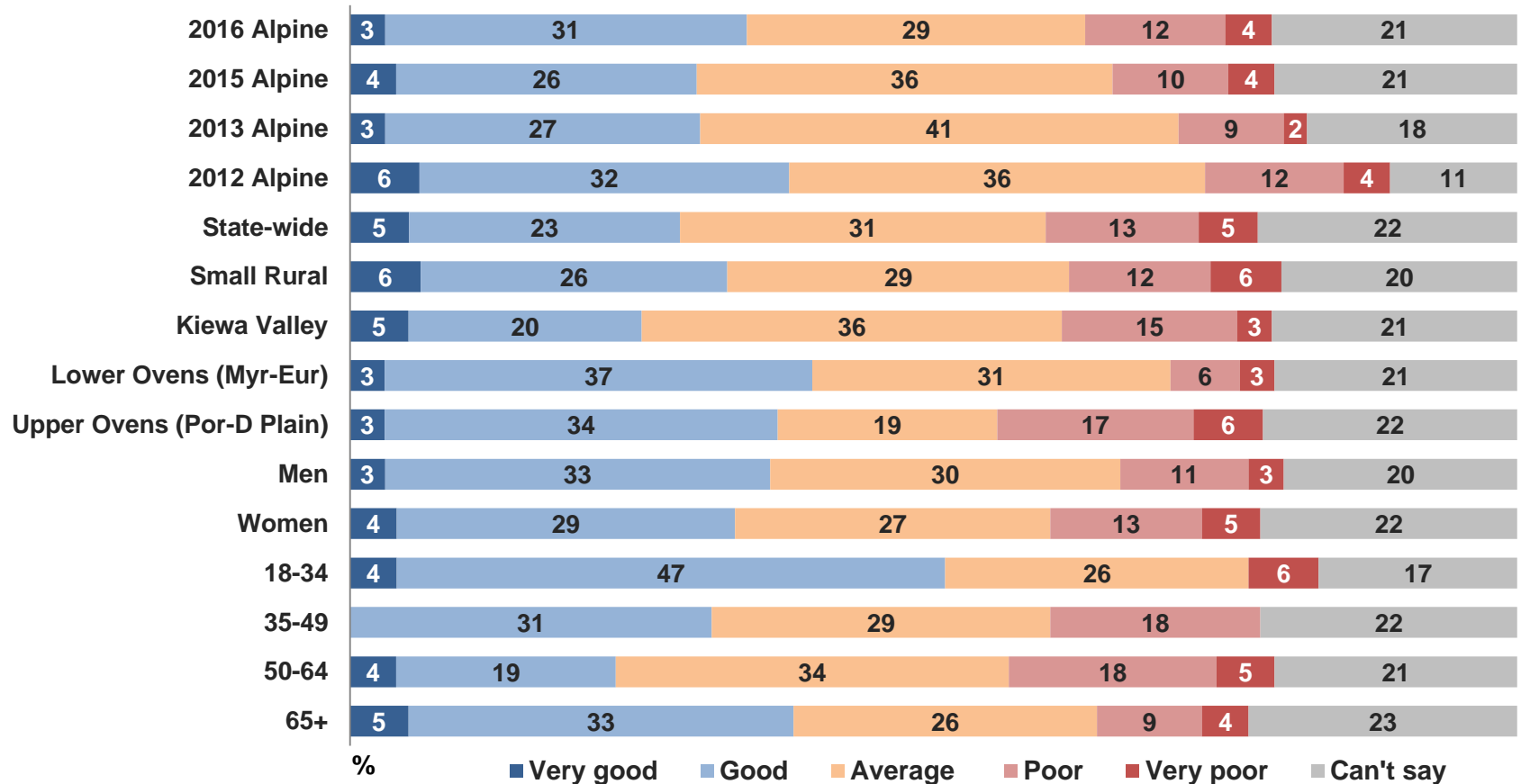
ORDINARY COUNCIL MEETING M9 - 2 AUGUST 2016

8.1.2 COMMUNITY SATISFACTION SURVEY

2016 LOBBYING ON BEHALF OF THE COMMUNITY

PERFORMANCE DETAILED PERCENTAGES

2016 Lobbying Performance



Q2. How has Council performed on 'lobbying on behalf of the community' over the last 12 months?

Base: All respondents. Councils asked state-wide: 69 Councils asked group: 17



JWS RESEARCH

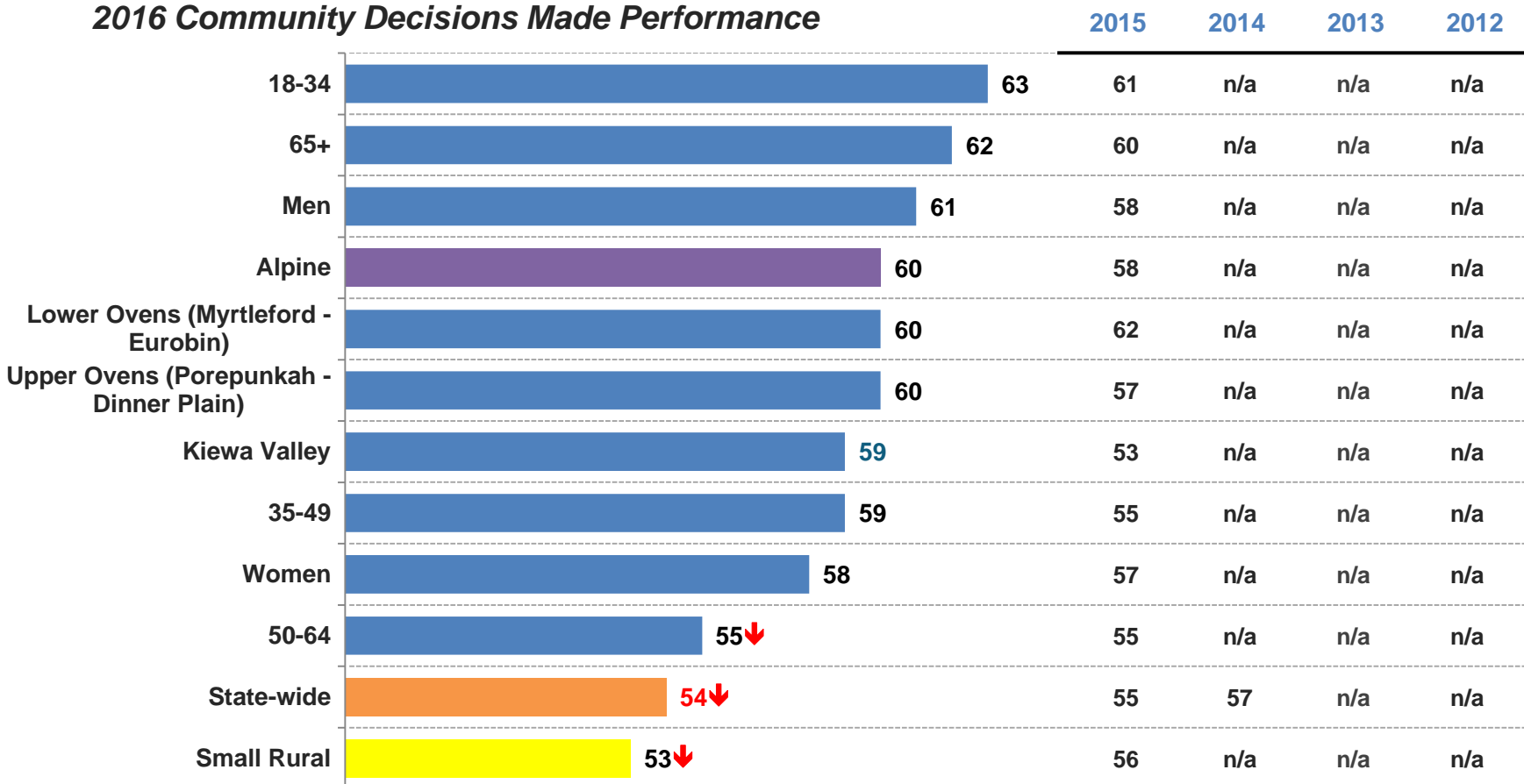
ORDINARY COUNCIL MEETING M9 - 2 AUGUST 2016

8.1.2 COMMUNITY SATISFACTION SURVEY

2016 DECISIONS MADE IN THE INTEREST OF THE COMMUNITY

PERFORMANCE INDEX SCORES

2016 Community Decisions Made Performance



Q2. How has Council performed on 'decisions made in the interest of the community' over the last 12 months?

Base: All respondents. Councils asked state-wide: 69 Councils asked group: 17

Note: Please see slide 5 for explanation about significant differences



JWS RESEARCH

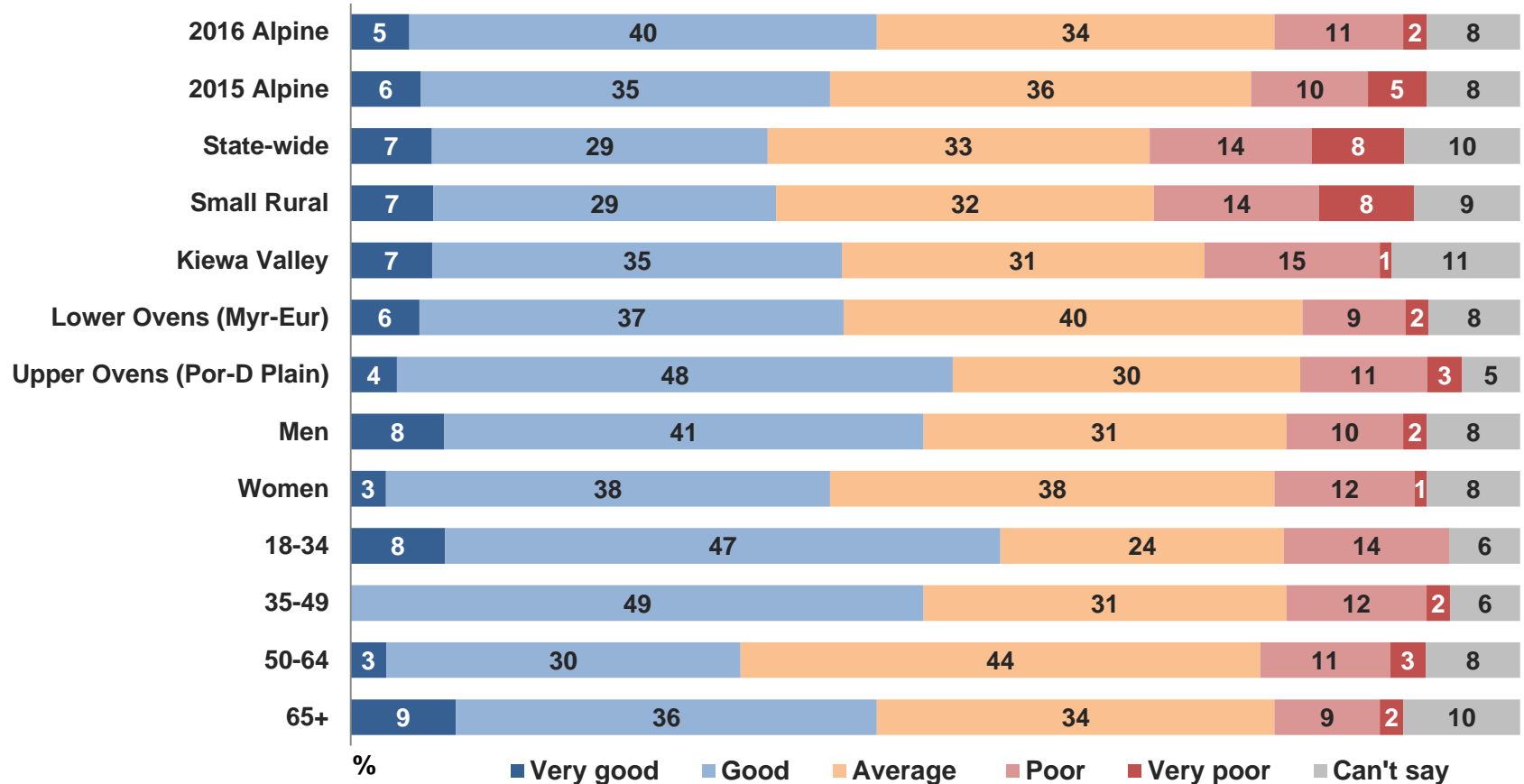
ORDINARY COUNCIL MEETING M9 - 2 AUGUST 2016

8.1.2 COMMUNITY SATISFACTION SURVEY

2016 DECISIONS MADE IN THE INTEREST OF THE COMMUNITY

PERFORMANCE DETAILED PERCENTAGES

2016 Community Decisions Made Performance



Q2. How has Council performed on 'decisions made in the interest of the community' over the last 12 months?
 Base: All respondents. Councils asked state-wide: 69 Councils asked group: 17



JWS RESEARCH

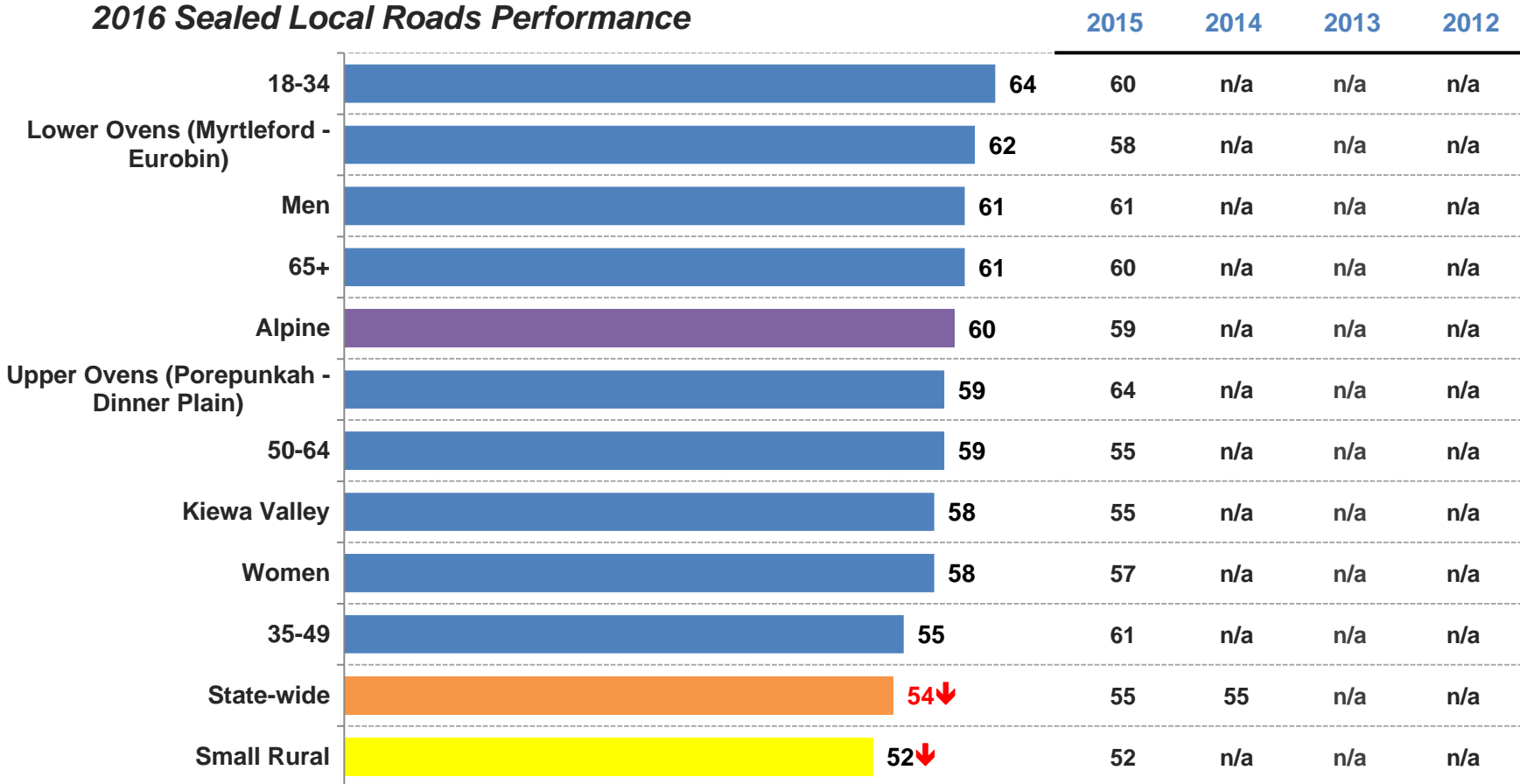
ORDINARY COUNCIL MEETING M9 - 2 AUGUST 2016

8.1.2 COMMUNITY SATISFACTION SURVEY

2016 THE CONDITION OF SEALED LOCAL ROADS IN YOUR AREA

PERFORMANCE INDEX SCORES

2016 Sealed Local Roads Performance



Q2. How has Council performed on 'the condition of sealed local roads in your area' over the last 12 months?

Base: All respondents. Councils asked state-wide: 69 Councils asked group: 17

Note: Please see slide 5 for explanation about significant differences



JWS RESEARCH

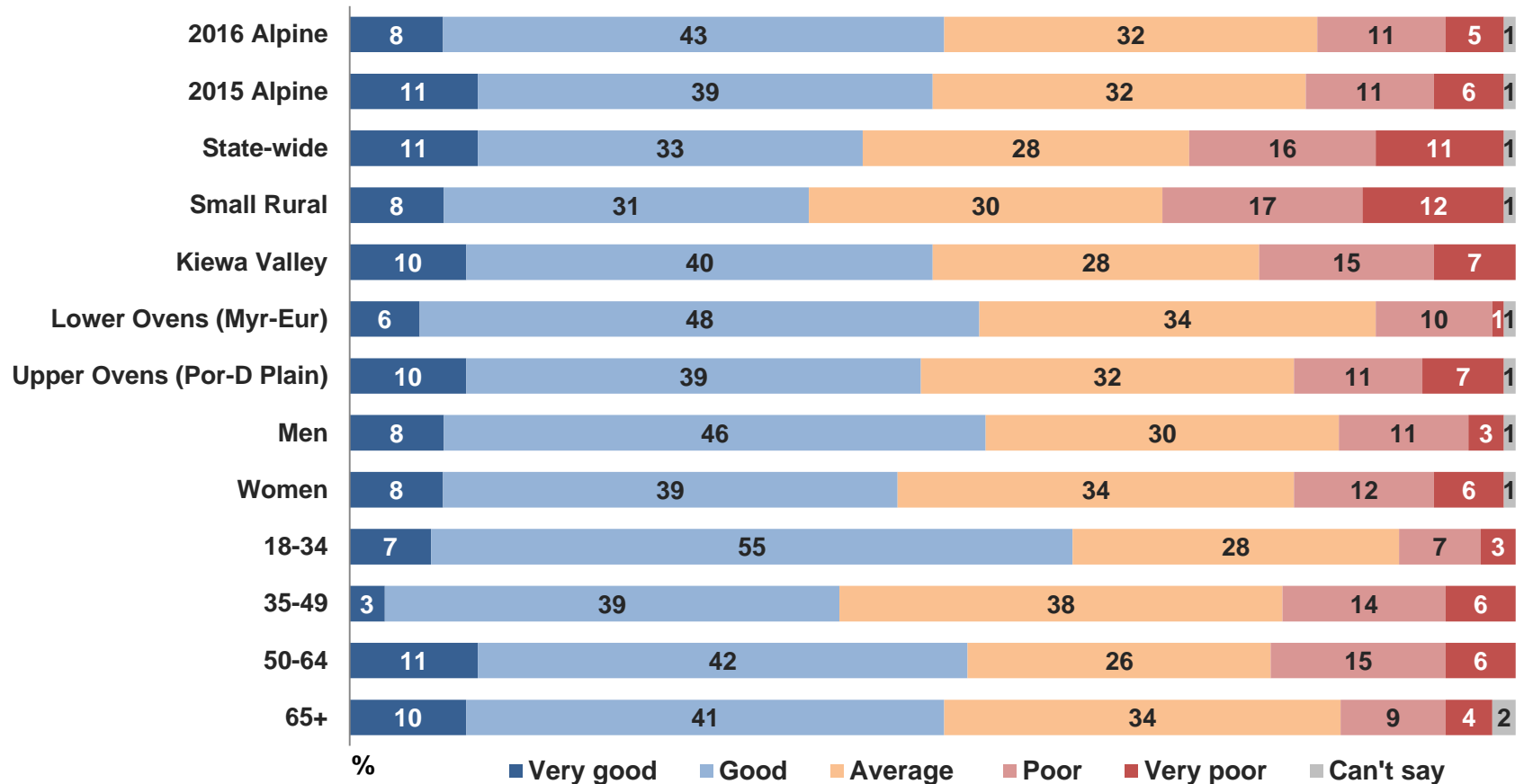
ORDINARY COUNCIL MEETING M9 - 2 AUGUST 2016

8.1.2 COMMUNITY SATISFACTION SURVEY

2016 THE CONDITION OF SEALED LOCAL ROADS IN YOUR AREA

PERFORMANCE DETAILED PERCENTAGES

2016 Sealed Local Roads Performance



Q2. How has Council performed on 'the condition of sealed local roads in your area' over the last 12 months?
 Base: All respondents. Councils asked state-wide: 69 Councils asked group: 17



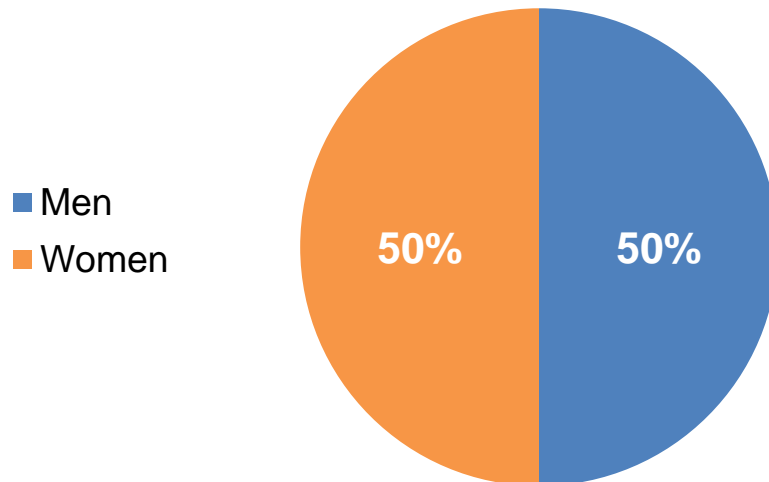
JWS RESEARCH

DETAILED DEMOGRAPHICS

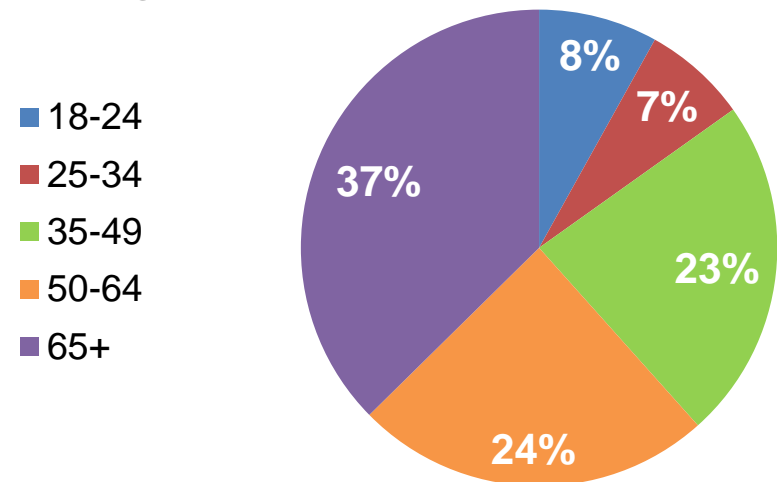
A satellite night map of South Australia, showing the state's coastline and major cities illuminated by city lights. The map is dark, with the landmasses appearing in shades of brown and green, and the surrounding ocean in deep blue. The lights from Adelaide, Perth, and other major cities are prominent, creating a glowing effect against the dark background. The text 'DETAILED DEMOGRAPHICS' is overlaid in large, white, bold capital letters across the center of the map.

2016 GENDER AND AGE PROFILE


Gender



Age



Please note that for the reason of simplifying reporting, interlocking age and gender reporting has not been included in this report. Interlocking age and gender analysis is still available in the dashboard and data tables provided alongside this report.

A satellite night map of South Africa, showing the country's coastline and internal road network illuminated by city lights. The map is centered on the country, with the surrounding ocean in dark blue.

APPENDIX A: DETAILED SURVEY TABULATIONS AVAILABLE IN SUPPLIED EXCEL FILE

A satellite night map of South Australia, showing the state's coastline and internal road network illuminated by city lights. The text 'APPENDIX B: FURTHER PROJECT INFORMATION' is overlaid in large white letters.

APPENDIX B: FURTHER PROJECT INFORMATION

APPENDIX B:

BACKGROUND AND OBJECTIVES

The survey was revised in 2012. As a result:

- The survey is now conducted as a representative random probability survey of residents aged 18 years or over in local councils, whereas previously it was conducted as a 'head of household' survey.
- As part of the change to a representative resident survey, results are now weighted post survey to the known population distribution of Alpine Shire Council according to the most recently available Australian Bureau of Statistics population estimates, whereas the results were previously not weighted.
- The service responsibility area performance measures have changed significantly and the rating scale used to assess performance has also changed.

As such, the results of the 2012 State-wide Local Government Community Satisfaction Survey should be considered as a benchmark. Please note that comparisons should not be made with the State-wide Local Government Community Satisfaction Survey results from 2011 and prior due to the methodological and sampling changes. **Comparisons in the period 2012-2016 have been made throughout this report as appropriate.**

APPENDIX B:

MARGINS OF ERROR

The sample size for the 2016 State-wide Local Government Community Satisfaction Survey for Alpine Shire Council was n=403. Unless otherwise noted, this is the total sample base for all reported charts and tables.

The maximum margin of error on a sample of approximately n=403 interviews is +/-4.8% at the 95% confidence level for results around 50%. Margins of error will be larger for any sub-samples. As an example, a result of 50% can be read confidently as falling midway in the range 45.2% - 54.8%.

Maximum margins of error are listed in the table below, based on a population of 10,000 people aged 18 years or over for Alpine Shire Council, according to ABS estimates.

| Demographic | Actual survey sample size | Weighted base | Maximum margin of error at 95% confidence interval |
|---|---------------------------|---------------|--|
| Alpine Shire Council | 403 | 400 | +/-4.8 |
| Men | 177 | 199 | +/-7.3 |
| Women | 226 | 201 | +/-6.5 |
| Kiewa Valley | 116 | 119 | +/-9.1 |
| Lower Ovens (Myrtleford - Eurobin) | 160 | 161 | +/-7.7 |
| Upper Ovens (Porepunkah - Dinner Plain) | 127 | 120 | +/-8.7 |
| 18-34 years | 28 | 61 | +/-18.8 |
| 35-49 years | 64 | 93 | +/-12.3 |
| 50-64 years | 124 | 98 | +/-8.8 |
| 65+ years | 187 | 148 | +/-7.1 |

APPENDIX B:

ANALYSIS AND REPORTING

All participating councils are listed in the state-wide report published on the DELWP website. In 2016, 69 of the 79 Councils throughout Victoria participated in this survey. For consistency of analysis and reporting across all projects, Local Government Victoria has aligned its presentation of data to use standard council groupings. Accordingly, the council reports for the community satisfaction survey provide analysis using these standard council groupings. Please note that councils participating across 2012-2016 vary slightly.

Council Groups

Alpine Shire Council is classified as a Small Rural council according to the following classification list:

- Metropolitan, Interface, Regional Centres, Large Rural & Small Rural

Councils participating in the Small Rural group are: Alpine, Ararat, Benalla, Buloke, Central Goldfields, Gannawarra, Hepburn, Hindmarsh, Indigo, Loddon, Mansfield, Murrindindi, Pyrenees, Queenscliffe, Towong, West Wimmera and Yarriambiack.

Wherever appropriate, results for Alpine Shire Council for this 2016 State-wide Local Government Community Satisfaction Survey have been compared against other participating councils in the Small Rural group and on a state-wide basis. Please note that council groupings changed for 2015, and as such comparisons to council group results before that time can not be made within the reported charts.

APPENDIX B:

ANALYSIS AND REPORTING

Index Scores

Many questions ask respondents to rate council performance on a five-point scale, for example, from 'very good' to 'very poor', with 'can't say' also a possible response category. To facilitate ease of reporting and comparison of results over time, starting from the 2012 benchmark survey and measured against the state-wide result and the council group, an 'Index Score' has been calculated for such measures.

The Index Score is calculated and represented as a score out of 100 (on a 0 to 100 scale), with 'can't say' responses excluded from the analysis. The '% RESULT' for each scale category is multiplied by the 'INDEX FACTOR'. This produces an 'INDEX VALUE' for each category, which are then summed to produce the 'INDEX SCORE', equating to '60' in the following example.

| SCALE CATEGORIES | % RESULT | INDEX FACTOR | INDEX VALUE |
|------------------|----------|--------------|----------------|
| Very good | 9% | 100 | 9 |
| Good | 40% | 75 | 30 |
| Average | 37% | 50 | 19 |
| Poor | 9% | 25 | 2 |
| Very poor | 4% | 0 | 0 |
| Can't say | 1% | -- | INDEX SCORE 60 |

APPENDIX B:

ANALYSIS AND REPORTING

Similarly, an Index Score has been calculated for the Core question 'Performance direction in the last 12 months', based on the following scale for each performance measure category, with 'Can't say' responses excluded from the calculation.

| SCALE CATEGORIES | % RESULT | INDEX FACTOR | INDEX VALUE |
|------------------|----------|--------------|----------------|
| Improved | 36% | 100 | 36 |
| Stayed the same | 40% | 50 | 20 |
| Deteriorated | 23% | 0 | 0 |
| Can't say | 1% | -- | INDEX SCORE 56 |

APPENDIX B:

INDEX SCORE SIGNIFICANT DIFFERENCE CALCULATION

The test applied to the Indexes was an Independent Mean Test, as follows:

$$Z \text{ Score} = (\$1 - \$2) / \text{Sqrt} ((\$3^2 / \$5) + (\$4^2 / \$6))$$

Where:

- \$1 = Index Score 1
- \$2 = Index Score 2
- \$3 = unweighted sample count 1
- \$4 = unweighted sample count 1
- \$5 = standard deviation 1
- \$6 = standard deviation 2

All figures can be sourced from the detailed cross tabulations.

The test was applied at the 95% confidence interval, so if the Z Score was greater than +/- 1.954 the scores are significantly different.

APPENDIX B:

ANALYSIS AND REPORTING

Core, Optional and Tailored Questions

Over and above necessary geographic and demographic questions required to ensure sample representativeness, a base set of questions for the 2016 State-wide Local Government Community Satisfaction Survey was designated as 'Core' and therefore compulsory inclusions for all participating Councils.

These core questions comprised:

- Overall performance last 12 months (Overall performance)
- Lobbying on behalf of community (Advocacy)
- Community consultation and engagement (Consultation)
- Decisions made in the interest of the community (Making community decisions)
- Condition of sealed local roads (Sealed local roads)
- Contact in last 12 months (Contact)
- Rating of contact (Customer service)
- Overall council direction last 12 months (Council direction)

Reporting of results for these core questions can always be compared against other participating councils in the council group and against all participating councils state-wide. Alternatively, some questions in the 2016 State-wide Local Government Community Satisfaction Survey were optional. Councils also had the ability to ask tailored questions specific only to their council.

APPENDIX B: ANALYSIS AND REPORTING

Reporting

Every council that participated in the 2016 State-wide Local Government Community Satisfaction Survey receives a customised report. In addition, the state government is supplied with a state-wide summary report of the aggregate results of 'Core' and 'Optional' questions asked across all council areas surveyed.

Tailored questions commissioned by individual councils are reported only to the commissioning council and not otherwise shared unless by express written approval of the commissioning council.

The overall State-wide Local Government Community Satisfaction Report is available at <http://www.delwp.vic.gov.au/local-government/strengthening-councils/council-community-satisfaction-survey>.

APPENDIX B:

GLOSSARY OF TERMS

Core questions: Compulsory inclusion questions for all councils participating in the CSS.

CSS: 2016 Victorian Local Government Community Satisfaction Survey.

Council group: One of five classified groups, comprising: metropolitan, interface, regional centres, large rural and small rural.

Council group average: The average result for all participating councils in the council group.

Highest / lowest: The result described is the highest or lowest result across a particular demographic sub-group e.g. men, for the specific question being reported. Reference to the result for a demographic sub-group being the highest or lowest does not imply that it is significantly higher or lower, unless this is specifically mentioned.

Index score: A score calculated and represented as a score out of 100 (on a 0 to 100 scale). This score is sometimes reported as a figure in brackets next to the category being described, e.g. men 50+ (60).

Optional questions: Questions which councils had an option to include or not.

Percentages: Also referred to as 'detailed results', meaning the proportion of responses, expressed as a percentage.

Sample: The number of completed interviews, e.g. for a council or within a demographic sub-group.

Significantly higher / lower: The result described is significantly higher or lower than the comparison result based on a statistical significance test at the 95% confidence limit. If the result referenced is statistically higher or lower then this will be specifically mentioned, however not all significantly higher or lower results are referenced in summary reporting.

State-wide average: The average result for all participating councils in the State.

Tailored questions: Individual questions tailored by and only reported to the commissioning council.

Weighting: Weighting factors are applied to the sample for each council based on available age and gender proportions from ABS census information to ensure reported results are proportionate to the actual population of the council, rather than the achieved survey sample.

ALPINE SHIRE COUNCIL AND HARRIETVILLE COMMUNITY FORUM

Harrietville – Our Future

Strategic Master Plan

July 2016



Executive Summary:

The Harrietville Strategic Master Plan has been developed as a part of the *Communities Adapting to Climate Change* project – a Victorian Government funded project delivered by the Alpine Shire Council in partnership with the Harrietville Community Forum. The project was developed after the 2013 fire and flood in Harrietville to help strengthen resilience and sustainability of the Harrietville community in the face of predicted climate change impacts.

The Strategic Master Plan will define the vision and strategic direction for the town, and will outline of the roles and responsibilities of key stakeholders in the community. It will be a clear statement of intent regarding the priorities for the Harrietville community's long term sustainability and strengthened resilience. Future funding applications and projects will be guided by the Strategic Master Plan and will share an overarching common goal and vision.

A community survey and a series of nine discussion sessions with Harrietville residents held in October and November 2015 have provided much of the priorities and ideas contained in the Strategic Master Plan. There have also been a number of expert reports and HCF strategic documents consulted during the development process.

Community resilience is often discussed as the ability of a community to bounce back and respond to shocks and emergencies. It has become particularly important in the face of fire emergencies in Victoria. In the scope of this Strategic Master Plan, the concept of resilience is much broader. It is defined as the ability of the community to function and thrive in the face of a range of pressures. In this context, resilience is defined as:

- Economic sustainability of the community and of individual residents, whereby people are able to earn a living that satisfies reasonable needs.
- Sustainability of the population, whereby residential numbers and population structure is able to support a range of services and businesses.
- An aggregated low vulnerability, whereby a majority of the population are able to respond and adapt to change and shocks.
- Stability of services and businesses.
- Strong social networks.
- Functional community facilities.

The Strategic Master Plan incorporates all aspects of resilience and sustainability in the face of climate change impacts expected in Harrietville.

Strategic Direction

The vision for Harrietville in 10-20 years is that *Harrietville will be a strong, resilient, connected and thriving community. It will have a robust population, active and committed to meeting the needs of the town and engaging in a range of events and community development initiatives. Harrietville will have a 'heart' and will have a range of facilities that work to meet the needs of the community. The natural environment and rural landscapes, including forests, parks, rivers and farmlands will be an*

integral part of the Harrietville lifestyle and will support people's livelihoods in diverse ways. Visitor numbers will be healthy throughout the year, supporting a strong tourism industry focussed on the nature-based offerings of the town, without detracting from the rural lifestyle and nature-focussed experience, which residents and tourists are seeking. Harrietville will be 'connected' with regional agencies, working together to integrate the latest in understanding of the environment, resource options and sustainable development options for the town and its surrounding environment.

To achieve the Vision, Figure 1 identifies an Aim and ten Strategic Themes that work together to achieve the Aim for the Strategic Master Plan. Each Strategic Theme contains a number of actions and responsibilities. These are presented in tables presented in the section "Strategic Approach", below. Appendix one contains the actions grouped according to type of work and presented in order of priority.

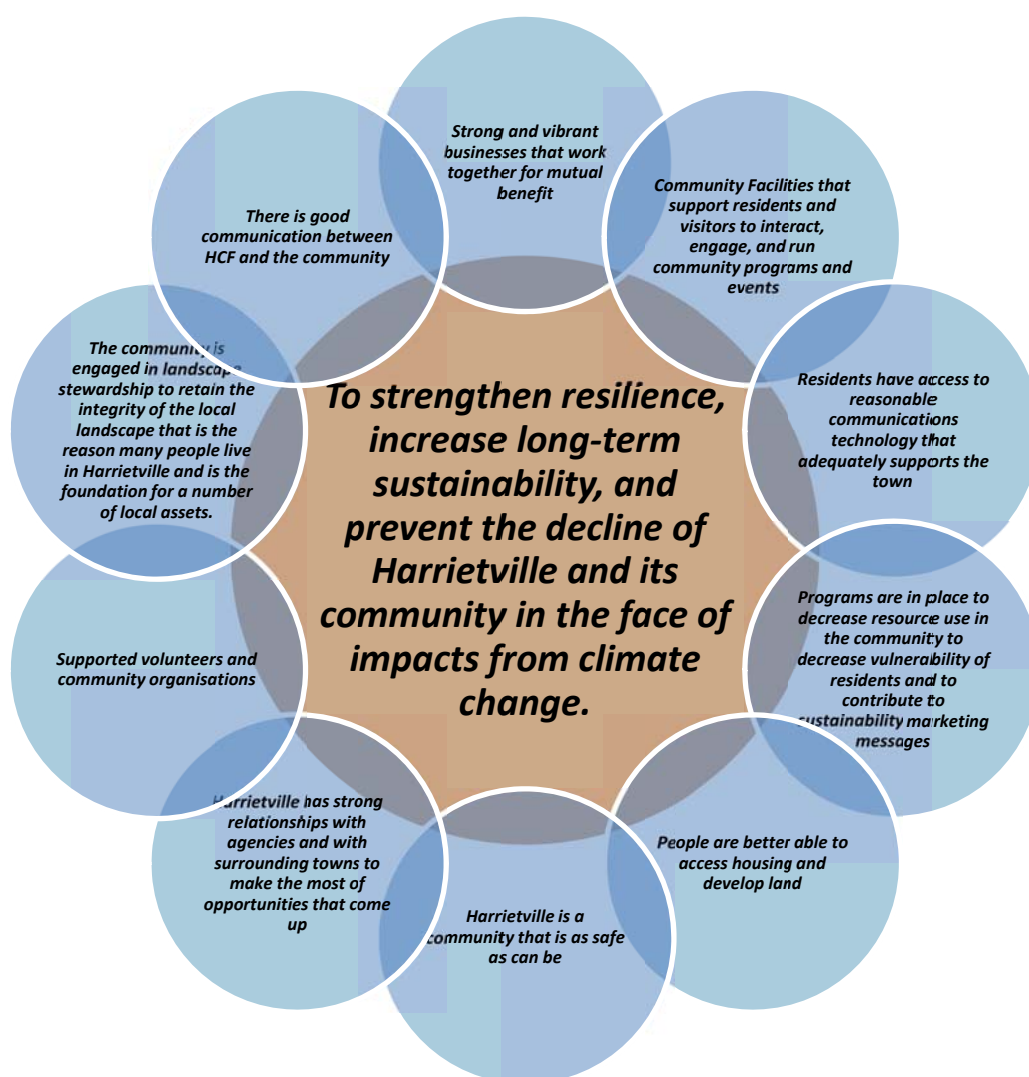


Figure 1: The Aim and Themes of the Strategic Master Plan

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Background

Harrietville

Harrietville is a small township in Victoria at the headwaters of the Ovens River. It is surrounded on three sides by a pristine natural environment with a rich history, a century of stories about gold mining, and is a gateway town to the Victorian high plains and the Mount Hotham ski resort and Dinner Plain alpine village.

The community in Harrietville actively works to ensure its continued function as a community and is acutely aware of its circumstances, environment, history and opportunities for future development and progress. It is especially aware of its climate dependant future, and the vulnerabilities inherent to such a small community surrounded by mountains and forests.

The community demonstrates an energy and commitment to sustain the quality of the immediate environment and surrounding native forests and the vitality, essence and quiet lifestyle of the community itself. Strengthening of community services and facilities is vital to ensure resilience to climate change and related climate shocks. The Harrietville community has a strong volunteer ethic with a substantial proportion of its residents involved in looking after environmental and community assets. Residents see that the development of tourism is key to furthering the economic security that is essential for the long-term sustainability of the town.

Climate Change and Community Resilience

The changing nature of the alpine environment and climate is without question. Historical and scientific evidence show that Harrietville's environment has changed and will continue to change. It will also continue to be subjected to fire, flood and heat events that have an impact on the community. In 2013 the town was subjected to a fire that ravaged the surrounding Alpine National Park and State Forest areas, quickly followed by a flood that had a significant impact on the town. The community school has low numbers and the ability to source fuel and basic essentials in town has either stopped, or is sporadic. Connections to internet and the ability to receive television and radio and be connected in this way to other communities in Victoria, to Australia and the rest of the world can be difficult to access for some people in the community. The combination of these challenges means that some residents are afraid that their community is in danger of decline. The sustainability and resilience of the community, in the broadest sense, is a fundamental issue.

In August 2015 Climate Scientist Dr Graham Pearman spoke to the Harrietville community about climate change impacts in the area. Scientists know that Harrietville will experience hotter, drier summers and warmer winters. Annual rainfall is likely to decrease, but there is the possibility that the frequency of high-intensity rain and wind events may increase. The implications for Harrietville are that there is increased risk of fires, floods, heat events, and poor snow seasons. In addition, water and energy security may decrease with negative impacts on local businesses and households. Key CSIRO climate predictions for the Murray-Basin region, which includes Harrietville, are represented in Figure 2.

Increasing community resilience through strengthening the health and wellbeing of the community and through diversifying and strengthening economic activity is key to communities surviving long-term climate change and recovering quickly and well from climate related emergency events. A strong and diverse economic structure supporting diversity and stability in how people attain their livelihoods is particularly important for long-term sustainability of the town. Without it people will need to move away to meet their financial needs and the risks inherent in emergency events will be more severe and more likely.

A strong, connected community with access to good facilities that meet the needs of the population is also very important for community resilience and long term sustainability. Strong social networks and participation in community events and groups is understood by experts to be critical for community and resident health and wellbeing. Long-term sustainability of the community is dependent on Harrietville being an attractive place for a range of people at varying stages of their lives to live, move to, or return to. Being an attractive place to live is primarily dependent on being able to make a living and secure affordable housing, but it is also about having a range of means by which people can engage in community activity and recreation whilst retaining the context of a small, rural community surrounded by a natural landscape steeped in history.

Harrietville is particularly dependent on the state forests and Alpine National Park that surround the town. Many residents have chosen Harrietville as a place to live because of its proximity to mountains, nature and the river and this proximity also supports, and has the potential to further support, a range of economic activity focussed on tourism. Effort to enhance the resilience of surrounding ecosystems and landscapes will also be important to maintain the natural assets that the town depends upon for both its liveability, and its economic sustainability.

Key climate change messages for the Murray Basin

| | | | |
|--|--|--|--|
| | Average temperatures will continue to increase in all seasons. | | Less rainfall is projected during the cool season. Rainfall may remain unchanged in the warm season. |
| | More hot days & warm spells, & fewer frosts. | | Increased intensity of extreme daily rainfall events. |
| | A harsher fire-weather climate in the future. | | |

<http://www.climatechangeinaustralia.gov.au>

Figure 2: Key Climate Messages for the Murray Basin

Communities Adapting to Climate Change Project

The Harrietville Strategic Master Plan has been developed as a part of the *Communities Adapting to Climate Change* project – a Victorian Government funded project delivered by the Alpine Shire Council in partnership with the Harrietville Community Forum. The project was developed after the 2013 fire and flood in Harrietville to help strengthen resilience and sustainability of the Harrietville community.

Prior to the 2013 emergency events Harrietville community members had established a Community Building Initiative, which had developed a Sustainability Action Plan articulating actions to increase the environmental sustainability of the township. As well as an overarching goal of strengthening resilience, the *Communities Adapting to Climate Change* project also supported some of the actions in the Sustainability Action Plan.

Developing a clear vision for the future and establishing strategies for its realisation is essential for the town to support sustainability and resilience. Recognising, enhancing and safeguarding key potential economic activity will help to ensure residents are engaged in a broad and diverse range of commercial pursuits. Ensuring community facilities adequately service the community, while allowing the community to retain its identity as a small, rural community with unprecedented access to the alpine landscape is an important strategy to maximise community health and wellbeing.

The Harrietville Strategic Master Plan aims to acknowledge the factors that make Harrietville such a valued location, include support and guidance from relevant agencies, and outline a set of relevant strategies to build on the work that has been ongoing in Harrietville for a number of years. The Strategic Master Plan will define the vision and strategic direction for the town, and will outline of the roles and responsibilities of key stakeholders in the community. It will be a clear statement of intent regarding the priorities for the Harrietville community's long term sustainability. Future funding applications and projects will be guided by the Strategic Master Plan and will share an overarching common goal and vision.

Strategic Master Plan Development Process

The Strategic Master Plan draft has been informed by a series of nine discussion sessions with Harrietville residents held in October and November 2015. The initial three sessions focussed on residents' vision for the community. The remaining six sessions focussed on specific topics that were commonly raised during the first three sessions that needed further exploring. The issues discussed and articulating during the consultation sessions were then subjected to an analysis by the Harrietville Community Forum. The HCF looked at the overarching goal of strengthening community resilience and long-term broad sustainability and considered what needs to change to meet that long term goal and how the issues and suggestions raised by the community contribute to meeting the goal of the Strategic Master Plan.

Assessments by a number of experts have been used, where applicable to support the content of this Strategic Master Plan. These include the following documents:

- Dr Graeme Pearman presentation on climate change in Harrietville August 2015
- Victoria University Report on managing emergencies and tourism.

- Moreland Energy Foundation (2016) *Harrietville: Renewable Energy Options Report*

In addition to expert reports, the HCF has prepared a number of strategic documents that have been used to inform the development of the Strategic Master Plan. These documents include:

- Bon Accord/Tronoh Track Complex
- Harrietville Tourism Promotion Management Plan
- Tracks and Trails Strategy Paper
- Harrietville: Gateway to the nature and history of Mount Feathertop and the Alpine National Park

In addition to the community discussions, the HCF has also conducted a survey of the community to identify community priorities. The survey was conducted in late 2014 and received fifty respondents. The results of the survey are contained in Appendix two.

During the development of the Strategic Master Plan letters were received from the Harrietville Cricket Club, the Harrietville branch of the Country Fire Authority, and the Harrietville TV Committee. Key issues presented include:

- The potential to sink a bore at the Recreation Reserve to facilitate irrigation of the oval and, potentially, to service emergency management.
- Communications technology and the need to ensure that all residents have access to information before and during an emergency.
- Upgrade of CFA equipment

It is important to note that the loss of the General Store in Harrietville and, particularly the fuel service supplied by the General Store, was seen by the community as one of the critical issues in Harrietville. This is not reflected in the strategic content of this plan as the General Store is currently a private business for sale. In the future if the fuel service is not returned to the community through the function of the General Store it may be included in future updates of the Strategic Master Plan as appropriate.

The Harrietville Context

Community Assets

Community resilience is partly about maximising the potential for community 'assets' to contribute to the health and wellbeing of the community. In order to identify what we need, we need to fully understand what we have, and how we can use what we have. The map shown in Figure 1 details the assets identified by the community during the first three consultation sessions in October 2015.

Resilience

Community resilience is often discussed as the ability of a community to bounce back and respond to shocks and emergencies. It has become particularly important in the face of fire emergencies in Victoria. In the scope of this Strategic Master Plan, the concept of resilience is much broader. It is defined as the ability of the community to function and thrive in the face of a range of pressures. In this context, resilience is defined as:

- Economic sustainability of the community and of individual residents, whereby people are able to earn a living that satisfies reasonable needs.
- Sustainability of the population, whereby residential numbers and population structure is able to support a range of services and businesses.
- An aggregated low vulnerability, whereby a majority of the population are able to respond and adapt to change and shocks.
- Stability of services and businesses.
- Strong social networks.
- Functional community facilities.

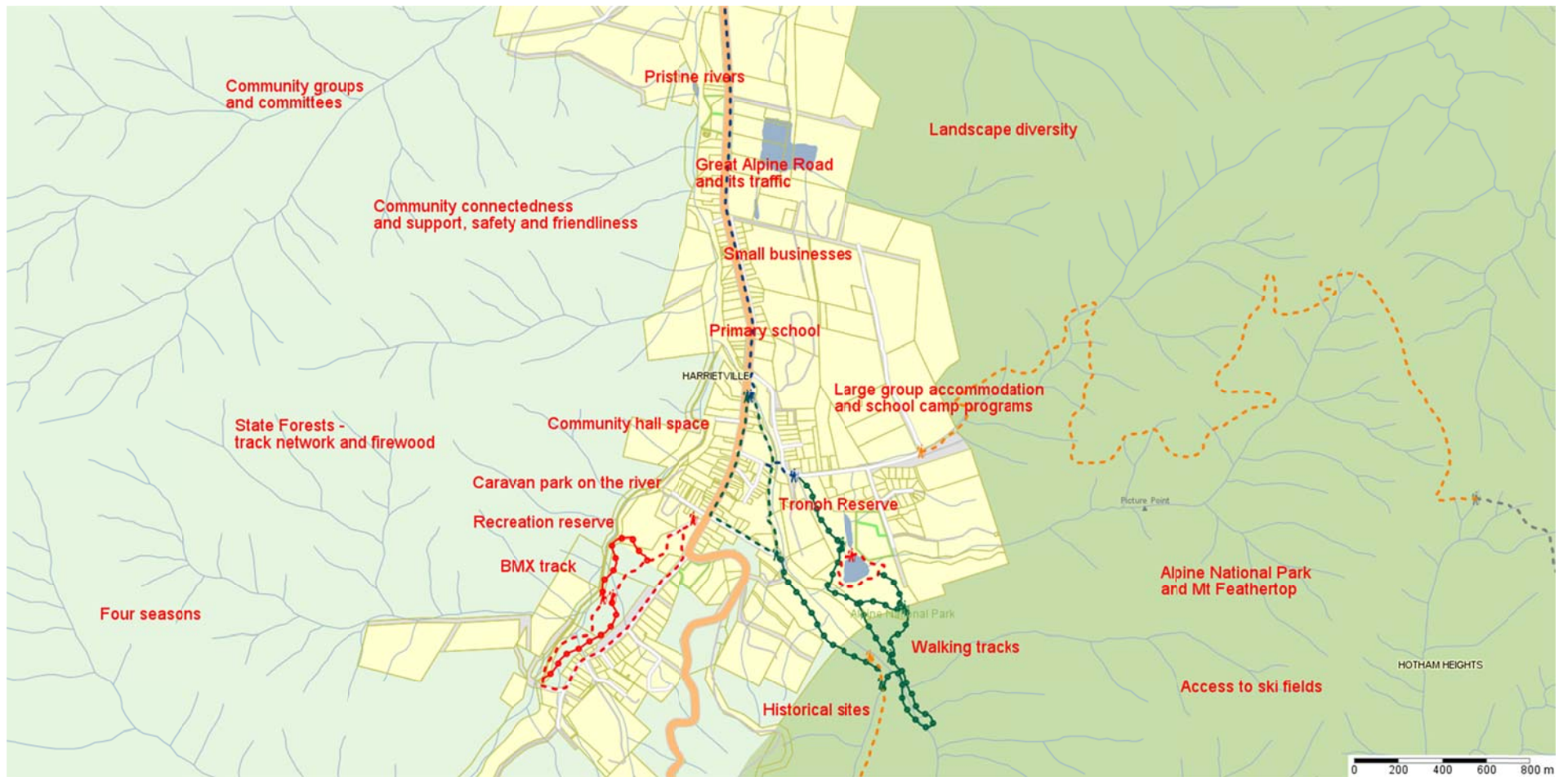


Figure 3: Harrietville Assets

Risk

The Harrietville Community Forum strongly believes the community is at risk of further decline if nothing is done to strengthen the economic base of the town and encourage people at a range of different life stages to live in and move to Harrietville. Impacts of climate change will result in a number of changes to pressures the community faces. Some changes may result in greater challenges, while others may be opportunities. The following list identifies some of the climate-related risks and other obvious risks the community is likely to face into the future.

- Increased heat events that stress residents and tourists with no access to air-conditioning.
- Increased hot, dry weather that damages surrounding landscapes.
- Increased risk of bushfire resulting from drier landscapes.
- Increased risk of high-intensity rain events that cause localised flooding, particularly when occurring after a fire event.
- Increased risk of fire, flood or heat having a negative impact on the summer tourism industry.
- Increased risk of a poor snow season, which impacts winter tourism numbers and seasonal employment opportunities.
- Population dropping below a critical mass necessary to sustain some basic community services and businesses.
- Small size of the community and remoteness present a potential risk of missing out on opportunities

To address these risks it is important that the economic base that supports the community is strengthened and that social aspects of the community are strong and vibrant so people are encouraged to live and remain living in Harrietville. Residents and visitors must feel safe and fulfilled, and able to meet their life or vacation goals.

Discussions with the community have illuminated a number of areas in which these risks can be addressed. Based on what we have heard whilst developing the Strategic Master Plan, planning for action must take into account the following:

- Diversity in the economic base of the town is important to allow the community to survive parts of the economic base of the town being impacted by an emergency or by a poor season.
- It is critical the community remains vigilant and prepared for emergencies.
- Town marketing to attract tourists throughout the year and to attract people to live must have clear, consistent, and precise key messages.
- Housing must be accessible for people in a range of life stages.
- Hazards that make travelling along the Great Alpine Road less safe must be addressed (hazards include large deer numbers and a lack of road shoulders in some key locations that makes sharing the road with cyclists hazardous)
- Identifying opportunities brought about by changes in climate is just as important as preparing to address risks that increase.

Strategic Approach

Vision

Harrietville will be a strong, resilient, connected and thriving community. It will have a robust population, active and committed to meeting the needs of the town and engaging in a range of events and community development initiatives. Harrietville will have a 'heart' and will have a range of facilities that work to meet the needs of the community. The natural environment and rural landscapes, including forests, parks, rivers and farmlands will be an integral part of the Harrietville lifestyle and will support people's livelihoods in diverse ways. Visitor numbers will be healthy throughout the year, supporting a strong tourism industry focussed on the nature-based offerings of the town, without detracting from the rural lifestyle and nature-focussed experience, which residents and tourists are seeking. Harrietville will be 'connected' with regional agencies, working together to integrate the latest in understanding of the environment, resource options and sustainable development options for the town and its surrounding environment.

The Vision articulates the end goal of the Strategic Master Plan by describing the future reality that is desired. The Vision is supported by the Aim of the Strategy:

To strengthen resilience, increase long-term sustainability, and prevent the decline of Harrietville and its community in the face of impacts from climate change.

The above sections detail what it means for the Harrietville community with regards to impacts from climate change, resilience, and sustainability.

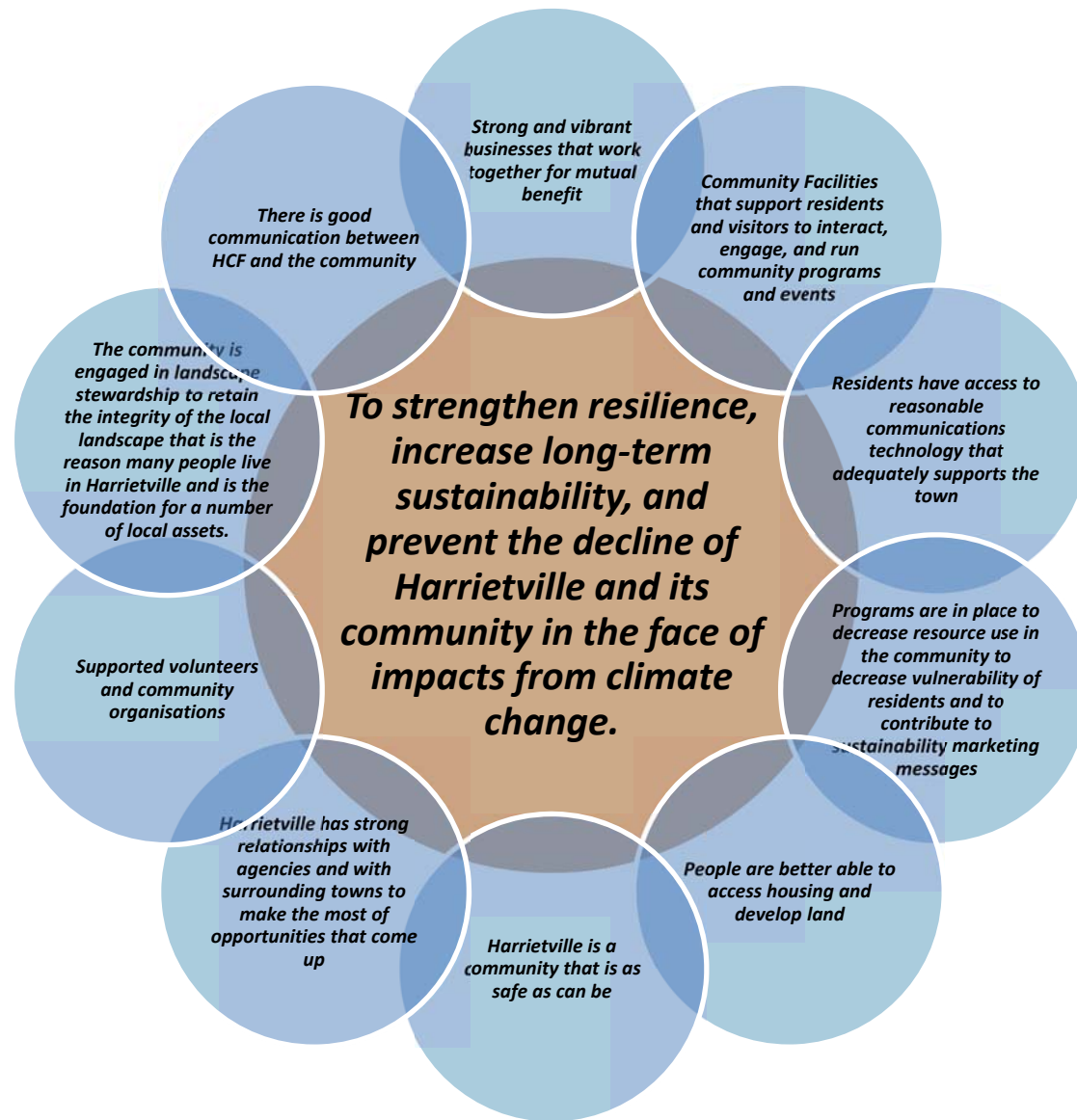
The aim is supported by a number of strategic themes, each of which has been identified by the community and by the Harrietville Community Forum as important to building community sustainability or resilience. Each strategic theme has a number of actions presented in a series of tables. The tables present the action required and identify the key stakeholder responsibilities for each action.

Supporting documents

The following supporting documents further define and add detail to some of the strategic themes in this plan:

- Community Emergency Management Plan (HCF) – Defines how the HCF and other agencies can assist the community to plan and prepare for, respond to, and recover from an emergency by ensuring residents are kept informed of developments in managing emergencies.
- Bon Accord/Tronoh Trail Complex (HCF) and Tracks and Trails Strategy Paper (HCF) – articulates the work needed on tracks and trails.
- Destination Action Plan (in development) – details the actions needed to diversify the tourism offering for Harrietville.
- Business Prospectus (HCF – in development) – identifies business and work opportunities in Harrietville and defines the lifestyle benefits to market Harrietville as a place to live.

Aim and Themes of the Strategic Master Plan



Action Tables

Strong and vibrant businesses that work together for mutual benefit

With a small population, the local businesses are more vulnerable to change and to hardships. This section aims to strengthen the business community and position businesses to be able to maximise their return from visitors. It also includes means by which the business community can work together to maximise efficiencies and benefits for the whole community.

| Action | Responsible party and key stakeholders | Timeframe | Benefits |
|--|--|-----------|--|
| Create a business group to achieve coordinated effort to meet identified goals. <ul style="list-style-type: none"> Coordinate so that not all services are closed at once (Online calendar of intentions) Compile a coordinated program of events (identify and market events) | HCF, business community | 2016 | <ul style="list-style-type: none"> Coordination to ensure continuity of supply of basic services Better understanding of businesses' goals, objectives, and collaborative opportunities Strategic and unified approach to marketing to work towards Harrietville as a brand |
| Work with TNE to finalise the Destination Action Plan, which defines the brand and marketing direction for Harrietville and articulates products the town can offer. | HCF and VASP coordinator, TNE | 2016 | <ul style="list-style-type: none"> Defines marketing direction for the town A tool to communicate the marketing direction to businesses and to people in a position to promote Harrietville Can strengthen the tourism industry and ensure the town is capitalising on natural assets across all four seasons Integration with Alpine Shire Council, Tourism North East, Parks Victoria, and Hotham Resort |
| Develop a business prospectus for the town to market the town to people wanting a tree change. | HCF | 2016 | <ul style="list-style-type: none"> Identifies key services and needs that are currently undeveloped in Harrietville. Could encourage local residents to develop a new business. Can be used to encourage new families and people to move to Harrietville. |

Community Facilities that support residents and visitors to interact, engage, and run community programs and events while remaining appropriate for the Harrietville small rural community context.

Facilities that provide space for residents to engage, interact, and run community programs and events support the health and wellbeing of residents. If people feel that they are part of a community, have activities to do, and are a part of a strong social network, they are more likely to remain in Harrietville into the future. This section aims to ensure that community facilities meet the needs of the community and contribute positively to the health and wellbeing of residents.

| Action | Responsible party and key stakeholders | Timeframe | Benefits |
|---|--|---|---|
| <p>Renovation of the Harrietville Hall to improve the functionality of indoor community space.</p> <p>Important points:</p> <ul style="list-style-type: none"> • Roof integrity • Small space for small meetings • Link to outside space • Energy efficiency • Protection from fire • Function as a Neighbourhood Safer Place • Parking • Usability of outside space. Include deck and seating accessible for people to meet and relax, ideally situated opposite General Store. | Alpine Shire Council, Hall Committee (with community input) | As soon as possible, resources allowing | <ul style="list-style-type: none"> • More functional space for meetings of small groups • Capacity to hold events that can be both indoor and outdoor • Encourages more events, community events and private bookings such as weddings, that help the economy • Better functionality for the community in case of fire, heatwave, flood or severe storm that would require use as a relief centre. • Potentially could open up indoor sport opportunities. |
| <p>Township improvements with the goal of creating a 'hub' for Harrietville and an 'entrance' with features that include:</p> <ul style="list-style-type: none"> • Better parking options that are logical for people going on day or overnight hikes and for people who want to look around the town. Look at potential to put 'Head of Trail' and overnight parking at Tronoh Reserve area at junction of Feathertop Track and Tronoh. • Revamped Pioneer Park – clean up lawn and seal floor of bus shelter. Provide parking and information hub providing info about the town | ASC in consultation with the community. HCF to champion and identify appropriate grants. | Advocacy ongoing. Projects as soon as possible, resources allowing. | <ul style="list-style-type: none"> • Safer parking that encourages people to stop and look around and locates hikers' vehicles away from other key parking areas. • Allows visitors to clearly identify what is available in town, where to access key services, and understand a bit about Harrietville. • Town is more attractive and user friendly for visitors and frees up parking space for residents. |

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| <p>history, key services, and map.</p> <ul style="list-style-type: none"> • Good town signage directing people where they need to go. • Re-landscape corner of GAR, Feathertop Track, and Tavaré Park with good directional signage directing to town facilities • Good integration with Rec Reserve, Hall location, and tracks and trails • Re-alignment of the beginning of Feathertop Track adjacent to Tavaré Park to improve safety and availability of parking • Softening art work at Shared Trail bridge adjacent to Howard's Bridge. • Footpath additions and improvements, and accompanying signage and marketing, so that it is possible to walk a loop from Pioneer Park to Bon Accord Track to GAR and back along GAR to Pioneer Park. | | | |
| Construction of a foot bridge over the East Ovens linking Tronoh Reserve to the Bon Accord track | ASC and HCF | When funding is available | <ul style="list-style-type: none"> • Allows for better future 'head of trail' parking options so walkers can access Bon Accord from the town centre • Completes a logical Harrietville town walking loop • Allows Tronoh users to access several day walk options. |

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| <p>Track/Trail maintenance works</p> <ul style="list-style-type: none"> • Update HCF Bon Accord Tracks and Trails document to reflect the work that is needed to adequately upgrade trails in the document. • Completion of track upgrading and signage, Work already commenced from VASP and community participation. Includes the Charley Miley area, and maybe broken down to two or three stages. See the Bon Accord Document Tracks and Trails document • Shamrock Track upgrade (Howards Bridge to Frosty Crn) adds a significant tourist and community appeal looping two additional walks into the existing shared trail, and significantly adding to diversification of local trails • Single track mountain bike trails created/developed in Tronoh Reserve • Improved pause spots along river tracks from Pioneer Park and Tavaré Park. • Northern town loop walk signposted and created from GAR up Feathertop Track and around through reserve to GAR shared path. | <p>DELWP, Parks Victoria, Tronoh CoM, ASC</p> | <p>Ongoing</p> | <ul style="list-style-type: none"> • Enhance and develop tracks and trails. Link trails so that people have access to a wide range of walking lengths and difficulty. • Supports health and wellbeing of the community • Supports nature tourism messaging and provision of activities for tourists to do. |
| <p>Improvements to Tronoh Reserve so that the facility can better meet the demands of high summer usage.</p> <ul style="list-style-type: none"> • Access road to be sealed • Separate pedestrian access from Attridges Bridge. • Maintenance to ensure bank stability | <p>Tronoh Reserve CoM, ASC, DELWP</p> | <p>As funding is available</p> | <ul style="list-style-type: none"> • Impact from high summer use on surrounding residents is lessened • Safer pedestrian access to Reserve and connection to town centre. • Improved facility for residents and visitors. |
| <p>Advocacy to support the urban landscape.</p> <ul style="list-style-type: none"> • Succession planning for street trees • Relocation of power lines along GAR or bundling through trees. | <p>HCF letters to ASC (street trees) and Ausnet (power relocation)</p> | <p>Ongoing</p> | <ul style="list-style-type: none"> • More beautiful streetscape to improve amenity for residents and tourists. |
| <p>Pursue improvements in public transport options.</p> | <p>HCF</p> | <p>2017</p> | <ul style="list-style-type: none"> • May provide better transport options for teens to travel to Bright. |

| | | | |
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| <ul style="list-style-type: none"> • Include the option of a community bus service as an addition to another business within the business prospectus • Engage with VLine and request the option for people travelling via public transport to be transported through to Harrietville from Bright. • Engage with VLine to request better scheduling to encourage weekend visitors | | | <ul style="list-style-type: none"> • Could bring more touring backpackers to Harrietville and more young, outdoor oriented, people who may convert to more lucrative visitor types in years to come. • Could encourage local residents to develop a new business. • Can be used to encourage new families and people to move to Harrietville. |
| <p>Improved entrance to Clarrie Keating Park including</p> <ul style="list-style-type: none"> • BBQ facilities • Toilet block improvements • Directional signage for town facilities, Charley Miley walks and wet lands, and high historical area | ASC | After 2020 | Part of improving the functionality of town facilities, making them more attractive and functional for residents and more accessible for tourists. |
| Update Recreation Reserve Master Plan | Potential for VASP coordinator to work with DELWP and Rec Reserve Committee to deliver | October 2016 | Better use of Rec Reserve land to provide a wider range of recreation opportunities. |

People are able to access housing and develop land

During the consultation process a number of pressures were identified that make it difficult for newcomers to Harrietville to access affordable housing. There is also a perception that land requirements for waste water management and the Bushfire Management Overlay to the Planning Scheme make it difficult for owners of vacant land to build. Potential new residents are deterred from moving to Harrietville due to these constraints, and land owners are deterred from developing land. Some of this is a result of the tourism economy and is not able to be influenced by stakeholders of the Strategic Master Plan. For example, the large portion of housing stock that is used for holiday accommodation is because house owners prefer this for a number of reasons. This section details what can be done to encourage new residents and to support land owners.

| Action | Responsible party and key stakeholders | Timeframe | Benefits |
|--|---|-----------|---|
| Assess the potential availability of vacant land and how this is affected by zoning, overlays, and the availability of services. | Alpine Shire Council, HCF. Potential for the VASP coordinator to play a role. | End 2016 | <ul style="list-style-type: none"> Land owners have some clarity in what zoning, overlays and availability of services mean for them in regard to land development. |
| Community event to include information on how the planning process, zoning, overlays and service availability impact on land development. | ASC. Potential for the VASP coordinator to implement | End 2016. | <ul style="list-style-type: none"> The community has a better understanding of development constraints. |
| Feasibility Study to determine optimal development of the Tailings to provide low-cost land. Include market feasibility for low-cost housing to service Bright | ASC. | 2017 | <ul style="list-style-type: none"> The potential for development of the Tailings and its constraints will be well understood. Plans can be made for development if appropriate. |

Residents have access to reasonable communications technology that adequately supports the town

To encourage people to move to Harrietville, businesses to operate in Harrietville, and residents to stay in Harrietville, people need access to mobile and internet services. People also need to access communications technology to stay informed during an emergency.

| Action | Responsible party and key stakeholders | Timeframe | Benefits |
|---|--|--------------|---|
| Champion for more landline access points | HCF | Annually | <ul style="list-style-type: none"> More people able to access landline phone and internet. |
| NBN representative to visit Harrietville to inform the community about benefits and constraints of NBN Satellite service and how it can be used and accessed. | VASP coordinator to implement | By June 2016 | <ul style="list-style-type: none"> The community has a better understanding of how NBN Satellite can meet their needs. |
| Research other small rural and remote communities with similar contexts to Harrietville to assess what telecommunications services they have available to them. Use this as a background for advocacy | HCF | 2017 | <ul style="list-style-type: none"> Lends weight to an argument for service providers to upgrade infrastructure in Harrietville |
| Review options for residents to access TV in Harrietville. Include a review of costs of different options and make a recommendation to the community | TV committee | Mid 2016 | <ul style="list-style-type: none"> Potential for greater security around TV reception and greater access to TV/radio services. |

Programs are in place to decrease resource use in the community to decrease vulnerability of residents and to contribute to sustainability marketing messages

Our lifestyles currently depend upon use of resources. Resources cost money, and their use is a critical component of the way we live. As the price of resources increase it becomes more difficult for people to maintain their lifestyles and meet their needs. Finding ways to reduce the amount of resources we need to live well, or to switch from one resource type to another, leaves people with more funds to dedicate elsewhere. It also creates an environmentally aware 'story' that can be used for marketing purposes.

| Action | Responsible party and key stakeholders | Timeframe | Benefits |
|--|--|-----------|--|
| Ensure recommendations from the energy report specific to large businesses in Harrietville are given | VASP coordinator | May 2016 | <ul style="list-style-type: none"> Businesses have key information available to make decisions on how best to meet their energy needs |

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| to business owners <ul style="list-style-type: none"> • Include reports from other businesses who have switched to solar in the area. Deer Farm and Brewery may have further information on financing options | | | |
| Energy report recommendations and findings are summarised and delivered to the community. <ul style="list-style-type: none"> • Information on low-cost ways to insulate old houses important for Harrietville. • Information on innovative and interactive heating systems that use wood to heat water and space simultaneously, and use wood heated water as a source of heat, made available. | VASP coordinator to implement | By June 2016 | <ul style="list-style-type: none"> • The community has a better understanding of the changes they personally can make to reduce their energy use. |
| Create space on Facebook for residents to comment on their experience with meeting their energy needs. <ul style="list-style-type: none"> • Eg: solar providers that are good to work with, energy companies with cheaper green options. | HCF | 2017 | <ul style="list-style-type: none"> • Residents are able to easily access information that helps them to make good decisions about where to access energy. • Collaborative space that generates community connectedness. |
| Work with DELWP and request designated firewood supplies that are close to Harrietville. | HCF | Annually during agency catch ups | <ul style="list-style-type: none"> • Community better able to access firewood in a sustainable manner. • Use of firewood in remote rural communities can be used as part of a sustainable community marketing story. |
| Promote 'I Love Harrietville'. <ul style="list-style-type: none"> • Put in the town newsletter. • Encourage businesses to identify what they are doing in the sustainability area • Tell tourists the sustainability story. • Include land stewardship and resource sustainability elements | HCF | Ongoing | <ul style="list-style-type: none"> • Contributes to consistent key messaging and helps with residents and businesses have a shared understanding of what Harrietville is about. • Has some consistent communications material associated with it that contributes to sharing key messages around what Harrietville is about. • May promote some environmentally aware behaviour among residents. |

Harrietville is a community that is as safe as can be

Living in and visiting Harrietville has some specific risks associated with it that must be effectively managed. Located in a valley surrounded by native vegetation means there is a risk of bushfire. Prolific deer and kangaroo numbers make night time travel out of Harrietville hazardous. The Great Alpine Road is an asset in that it brings people to town but larger volumes of people cycling and driving on the GAR has highlighted a number of areas where the road needs to be improved to facilitate safer road sharing. Increase storminess and extreme weather will mean Harrietville is more likely to be cut off from other communities or from the electricity grid due to storm damage or flooding. This section looks at ways that the community can ensure it is prepared for these risks and is able to recover quickly from an emergency.

| Action | Responsible party and key stakeholders | Timeframe | Benefits |
|---|--|-----------|--|
| Community meeting to inform the community about the new risk-based approach to planned burns (Safer Victoria Policy) | DELWP | Mid 2016 | <ul style="list-style-type: none"> Residents are aware of the new approach to planned burns and how it will affect Harrietville. Residents are able to have a say on vulnerable areas around the community. |
| Ongoing maintenance of the SMS service and the HCF Facebook page and email list so that as many people as possible are connected to communications mechanisms that will allow them to remain informed before, during and after an emergency. | HCF | Ongoing | <ul style="list-style-type: none"> Residents are better connected to information pathways before, during and after an emergency. Community leaders and emergency services have good communications pathways accessible to them. Residents feel safer. |
| Communicate with VicRoads to improve the Great Alpine Road to increase safety for cyclists and drivers sharing the road. <ul style="list-style-type: none"> Increase shoulder areas around Mill Bend particularly. Better signs warning of road narrowing. Map where the road needs improvement. Also request Alpine Shire Council to prioritise improvements to GAR in their advocacy. | HCF and ASC | Annually | <ul style="list-style-type: none"> Improved safety for residents and visitors driving and cycling on the GAR. Improved sense of health and wellbeing around living in Harrietville if residents feel they can use the road safely. |
| Re-alignment of the beginning of Feathertop Track adjacent to Tavare Park to improve safety and availability of parking | ASC | 2020-2024 | <ul style="list-style-type: none"> Less constrained parking means improved safety for people parking vehicles, particularly in the face of increased traffic on Feathertop Track if usage of Tronoh Reserve further increases. |
| Consistent communication with the Municipal Emergency Management Plan Committee. DELWP and Parks Victoria representatives to engage with | DELWP, Parks Victoria, HCF | Ongoing | <ul style="list-style-type: none"> Improved information flows around emergency management planning. Improved relationships between agencies and HCF. |

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| HCF at agency meetings and feedback information from the MEMPC | | | |
| Community Emergency Management Plan communicates safety measures to community and to visitors. <ul style="list-style-type: none"> HCF and agencies collaborate to update the Community Emergency Management Plan CEMP is updated annually | HCF | Annually | <ul style="list-style-type: none"> Community have information easily accessible on roles and responsibilities and contact information for various agencies related to managing emergencies. The process of developing and updating the CEMP helps residents to be prepared for an emergency. The Alpine Shire Resilience Committee has a point of reference for how the community in Harrietville prepares for and responds to an emergency. |

Harrietville has strong relationships with agencies and with surrounding towns to make the most of opportunities that come up

Collaboration and support is important for small towns to be able to leverage off work that others are doing – thereby decreasing the burden on a small population. This section contains some action that will strengthen relationships with other communities and with agencies and position Harrietville as a town able to be informed of and take advantage of opportunities for funding and project support in the future.

| Action | Responsible party and key stakeholders | Timeframe | Benefits |
|--|--|-----------|--|
| Formalisation of partnerships with Parks Victoria, DELWP, and Alpine Shire Council through endorsement of the Strategic Master Plan. Explore this as an option for Mt Hotham Resort through involvement with the Destination Action Plan | VASP coordinator and ongoing through HCF communications with DELWP, Parks Victoria, Mt Hotham Resort, and Alpine Shire Council | Ongoing | <ul style="list-style-type: none"> Relationships established that provide direct lines of communication between the community and the agencies mentioned All agencies are aware of and understand priorities for Harrietville. |
| Maintenance of an agency network map so HCF is able to direct new lines of enquiry to the correct people. <ul style="list-style-type: none"> Direct residents looking for customer service contacts to the Community Directory. | HCF | Ongoing | <ul style="list-style-type: none"> HCF are familiar with one or more contact people at each appropriate agency to best direct new lines of enquiry. Community can easily access customer service numbers. |
| Look for opportunities to partner with other agencies and towns | HCF | Ongoing | <ul style="list-style-type: none"> Being well positioned to take advantage of opportunities when they arise. |
| See 'Annual Event' action in the section below | | | |

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| regarding communication and engagement with the community. | | | |
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Supported volunteers and community organisations

Harrietville is a small community with a number of activities ongoing and a number of committees running various aspects of the town. As Harrietville has a small population, there is a risk of fatigue in the community and action stalling due to a lack of volunteers. This section seeks to put in place some measures to protect the work that has been done and ensure some continuity in personnel available to continue to implement community programs and services.

| Action | Responsible party and key stakeholders | Timeframe | Benefits |
|--|--|-----------|---|
| Work with committees on Succession Planning for vital roles. <ul style="list-style-type: none"> Identify 'position descriptions' for vital committee roles. Have a meeting with executives from all committees to discuss future planning. Consider making committee roles of limited duration to encourage other community members to take on roles. Consider turning some roles into 'fixed term' projects where possible. Consider HCF being nominated as a facilitator or 'bridge' to the next phase in the event that a committee is at risk of folding due to no personnel. | HCF to drive | End 2016 | <ul style="list-style-type: none"> Greater commitment to committees by a broader pool of community members Well defined roles and duration of roles. |
| Communicate with the community key messages around volunteering to ensure that residents understand that some things will not be done without people to drive them. <ul style="list-style-type: none"> Use language that refers to projects and fixed duration of volunteer roles rather than ongoing, vague descriptions. | HCF | Ongoing | <ul style="list-style-type: none"> Residents feel like they are able to take on a role if they have a clear idea of what is involved and feel like there is an end point so they are not stuck in the position forever. Volunteers are supported so no single person takes on too much and feels burdened. There is a greater pool of volunteers to draw from. |
| Develop a schedule of meetings and associated goals to see what can be combined. Add this to | HCF | Ongoing | <ul style="list-style-type: none"> Residents are able to see exactly what is coming up and committees are able to identify opportunities for collaboration. |

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| the Calendar of Events (see business section, above). | | | |
| Tronoh Committee of Management to review governance of Tronoh Reserve in light of increasing levels of high-use and the burden on the capacity of the Tronoh CoM to manage the impacts from such high use. | HCF, Tronoh CoM, ASC, DELWP | 2017/2018 | <ul style="list-style-type: none"> Assurance that impacts from high-use of one of Harrietville's key assets will be managed effectively. Improved capacity to effectively manage Tronoh Reserve. |

The community is engaged in landscape stewardship to retain the integrity of the local landscape that is the reason many people live in Harrietville and is the foundation for a number of local assets.

The local landscape is a significant contributing factor to why people choose to live in Harrietville and why people like to visit Harrietville. Climate change impacts pose a significant risk for the natural environment that surrounds Harrietville. This section looks at some ways that the community can be involved in working towards landscape protection and enhancement for the benefit of the community.

| Action | Responsible party and key stakeholders | Timeframe | Benefits |
|--|--|----------------------------------|---|
| Pursue funding for a professional to work with the community to identify landscape values. | HCF to drive | 2017 | <ul style="list-style-type: none"> Identification of the vistas that we draw attention to. Define the vistas that need protection and can be further developed for tourism and community purposes. |
| Develop a "Communication Agreement" with Hotham RMB, DELWP, Parks Victoria, ASC and HCF outlining the expectations around communication between each organisation and HCF and the strategic approach to management of tracks and trails. | HCF/Tronoh, ASC, DELWP, Parks Victoria | By August 2016 and then annually | Tracks and trails are a key asset to support nature based tourism. They also provide a valuable means for residents to access surrounding natural areas and contribute to the health and wellbeing of people living in Harrietville. |
| Fundraising activities for work that needs to be done is a part of the community event (see community communications below) | HCF | Ongoing | <ul style="list-style-type: none"> Residents feel like they are able to take on a role if they have a clear idea of what is involved and feel like there is an end point so they are not stuck in the position forever. Volunteers are supported so no single person takes on too much and feels burdened. There is a greater pool of volunteers to draw from. |
| Working bees and information on landscape works better communicated to the community through improved digital connection with the community | HCF | Ongoing | <ul style="list-style-type: none"> More residents are informed of opportunities to be involved in landscape protection and maintenance. |

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| (see community communication below) | | | |
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There is good communication between HCF and the community

The HCF represents the community in many ways. It is made up of a number of individuals who devote very significant amounts of time to bettering the community. The HCF wants to be as representative as it can of community views and representations. It will always welcome more people to jump on board! This section presents some ways to improve communication lines between HCF and the rest of the community.

| Action | Responsible party and key stakeholders | Timeframe | Benefits |
|---|--|-------------------------------------|--|
| HCF to plan and deliver an annual event focussed on Harrietville to achieve a number of purposes: <ul style="list-style-type: none"> • Invite guests to speak on important themes or issues that are in the eye of the community in a given year. • Have stalls available where people can be informed of agency activities and HCF activities. • Have a volunteer stall to encourage volunteers, outline projects and timeframes and have a sign up. • Fundraising activities. • Showcase the town and community to other people and towns, and potential residents. • Celebrate the community | HCF to drive | Annually. First one in late 2016 | <ul style="list-style-type: none"> • Improves community connectedness. • Goes some way to meeting a number of the parameters around volunteers and collaboration and information sharing outlined through this document. • Is a positive event the community can look forward to and own each year. • Could include an arts/music angle. |
| Hold a digital workshop to connect non-connected members of the community. | HCF | July 2016 | People who have not been connected to information lines on email or Facebook feel empowered to do so. |
| Identify the key messages included in the Strategic Master Plan and the communication networks and delivery pathways and timeframes for delivery. | VASP coordinator | By October 2016 | <ul style="list-style-type: none"> • Messages are consistent and able to be picked up by businesses or residents in Harrietville |
| See Emergency Section for action on maintaining SMS and email contact systems. | | | |

Appendix one

This section re-organises the actions listed in the tables above and sorts them according to whether they are capital works, advocacy, or actions to be undertaken by the HCF. This sorting helps with the prioritisation process. The actions in each table are also listed in priority order according to a set of ‘resilience’ criteria, whether or not it was recognised as a high priority in the HCF survey, whether it emerged as a strong issue in community discussions, whether it has been recommended by external expert advice, and whether it passes the ‘common sense’ test.

Capital Works

| Action | Responsible party and key stakeholders | Timeframe | Benefits | Prioritisation recommendation |
|--|--|----------------------------------|---|---|
| Develop a “Communication Agreement” with Hotham RMB, DELWP, Parks Victoria, ASC and HCF outlining the expectations around communication between each organisation and HCF and the strategic approach to management of tracks and trails. | HCF/Tronoh, ASC, DELWP, Parks Victoria | By August 2016 and then annually | Tracks and trails are a key asset to support nature based tourism. They also provide a valuable means for residents to access surrounding natural areas and contribute to the health and wellbeing of people living in Harrietville. | <ul style="list-style-type: none"> Increases resilience through: <ul style="list-style-type: none"> Potential to improve health and wellbeing of residents Supporting the economic base of the town by increasing the attractiveness and ease of use of tracks and trails for tourists. Tracks and trails supported during community discussions. Walking trails feature 3rd in priority in community survey results |
| Construction of a foot bridge over the East Ovens linking Tronoh Reserve to the Bon Accord track | ASC and HCF | When funding is available | <ul style="list-style-type: none"> Allows for better future ‘head of trail’ parking options so walkers can access Bon Accord from the town centre Completes a logical Harrietville town walking loop Allows Tronoh users to access several day walk options. | <ul style="list-style-type: none"> Increases resilience through: <ul style="list-style-type: none"> Potential to improve health and wellbeing of residents Supporting the economic base of the town by increasing the attractiveness and ease of use of tracks and trails for tourists. Bridge specifically mentioned during community discussions. Walking trails feature 3rd in priority in community survey results |
| Track/Trail maintenance works <ul style="list-style-type: none"> Update HCF Bon Accord Tracks and Trails document to reflect the work that is needed to adequately upgrade trails in the document. Completion of track upgrading and signage, Work already commenced from VASP and community participation. Includes the Charley Miley area, and maybe broken down to two or three stages. See the Bon Accord Document Tracks and Trails document Shamrock Track upgrade (Howards Bridge to Frosty Crn) adds a significant tourist and community appeal looping two additional walks into the existing shared trail, and significantly adding to diversification of local trails Single track mountain bike trails created/developed in Tronoh Reserve Improved pause spots along river tracks from Pioneer Park and Tavare Park. Northern town loop walk signposted and created from GAR up Feathertop Track and around through reserve to GAR shared path. | DELWP, Parks Victoria, Tronoh CoM, ASC | Ongoing | <ul style="list-style-type: none"> Enhance and develop tracks and trails. Link trails so that people have access to a wide range of walking lengths and difficulty. Supports health and wellbeing of the community Supports nature tourism messaging and provision of activities for tourists to do. | <ul style="list-style-type: none"> Increases resilience through: <ul style="list-style-type: none"> Potential to improve health and wellbeing of residents Supporting the economic base of the town by increasing the attractiveness and ease of use of tracks and trails for tourists. Tracks and trails supported during community discussions. Walking trails feature 3rd in priority in community survey results |
| Feasibility Study to determine optimal development of the Tailings to provide low-cost land. Include market feasibility for low-cost housing to service Bright | ASC. | 2017 | <ul style="list-style-type: none"> The potential for development of the Tailings and its constraints will be well understood. Plans can be made for development if appropriate. | <ul style="list-style-type: none"> Increases resilience through: <ul style="list-style-type: none"> Potential creation of housing that could serve to encourage more working families to move to Harrietville, increasing population, supporting community facilities, and potentially providing services. Supported during community discussions. A development at the Tailings could address some of the survey priorities at a small scale including: |

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| | | | | <ul style="list-style-type: none"> ○ Sewerage (ranked 2) ○ Energy (ranked 7) |
| <p>Renovation of the Harrietville Hall to improve the functionality of indoor community space. Important points:</p> <ul style="list-style-type: none"> • Roof integrity • Small space for small meetings • Link to outside space • Energy efficiency • Protection from fire • Function as a relief centre • Parking • Usability of outside space. Include deck and seating accessible for people to meet and relax, ideally situated opposite General Store. | Alpine Shire Council, Hall Committee (with community input) | As soon as possible, resources allowing | <ul style="list-style-type: none"> • More functional space for meetings of small groups • Capacity to hold events that can be both indoor and outdoor • Encourages more events, community events and private bookings such as weddings, that help the economy • Better functionality for the community in case of fire, heatwave, flood or severe storm that would require use as a relief centre. • Potentially could open up indoor sport opportunities. | <ul style="list-style-type: none"> • Increases resilience through: <ul style="list-style-type: none"> ○ Social network strengthening ○ Emergency management role ○ Provides opportunities for events that boost the local economy ○ Potential to improve residents' physical health • Supported during community discussions. • Not featured in survey results, except more broadly within event development (11) and town fire preparation (5). |
| <p>Improvements to Tronoh Reserve so that the facility can better meet the demands of high summer usage.</p> <ul style="list-style-type: none"> • Access road to be sealed • Separate pedestrian access from Attridges Bridge. • Maintenance to ensure bank stability | Tronoh Reserve CoM, ASC, DELWP | As funding is available | <ul style="list-style-type: none"> • Impact from high summer use on surrounding residents is lessened • Safer pedestrian access to Reserve and connection to town centre. • Improved facility for residents and visitors. | <ul style="list-style-type: none"> • Increases resilience through <ul style="list-style-type: none"> ○ Improving safety for pedestrians accessing Tronoh. ○ Improving wellbeing of residents nearby exposed to heavy traffic creating dust adjacent to properties ○ Improves the long-term sustainability of a key town asset. • Sealing of the road discussed during community discussions. • Tronoh Reserve discussed on three separate occasions during consultation on the draft Strategic Master Plan. |
| <p>Township improvements with the goal of creating a 'hub' for Harrietville and an 'entrance' with features that include:</p> <ul style="list-style-type: none"> • Better parking options that are logical for people going on day or overnight hikes and for people who want to look around the town. Look at potential to put 'Head of Trail' and overnight parking at Tronoh Reserve area at junction of Feathertop Track and Tronoh. • Revamped Pioneer Park – clean up lawn and seal floor of bus shelter. Provide parking and information hub providing info about the town history, key services, and map. • Good town signage directing people where they need to go. • Re-landscape corner of GAR, Feathertop Track, and Tavare Park with good directional signage directing to town facilities • Good integration with Rec Reserve, Hall location, and tracks and trails • Re-alignment of the beginning of Feathertop Track adjacent to Tavare Park to improve safety and availability of parking • Softening art work at Shared Trail bridge adjacent to Howard's Bridge. • Footpath additions and improvements, and accompanying signage and marketing, so that it is possible to walk a loop from Pioneer Park to Bon Accord Track to GAR and back along GAR to Pioneer Park. | ASC in consultation with the community. HCF to champion and identify appropriate grants. | Advocacy ongoing. Projects as soon as possible, resources allowing. | <ul style="list-style-type: none"> • Safer parking that encourages people to stop and look around and locates hikers' vehicles away from other key parking areas. • Allows visitors to clearly identify what is available in town, where to access key services, and understand a bit about Harrietville. • Town is more attractive and user friendly for visitors and frees up parking space for residents. | <ul style="list-style-type: none"> • Increases resilience through: <ul style="list-style-type: none"> ○ Supporting the economic base of the town by increasing Harrietville's attractiveness to vehicles on the GAR and through facilitating an easier tourism experience to encourage word-of-mouth marketing and repeat visitation. • Supported during community discussions. • Not featured in survey results except more broadly within tourism development (11) |
| Pursue funding for a professional to work with the community to identify landscape values. | HCF to drive | 2017 | <ul style="list-style-type: none"> • Identification of the vistas that we draw attention to. • Define the vistas that need protection and can be further developed for tourism and community purposes. | <ul style="list-style-type: none"> • Increases resilience through: <ul style="list-style-type: none"> ○ Promoting community connection with landscape ○ Use in marketing materials to support tourism to boost the economic base of the community • Not raised in community discussions • Not raised in HCF survey |
| Improved entrance to Clarrie Keating Park including | ASC | After 2020 | Part of improving the functionality of town facilities, | <ul style="list-style-type: none"> • Increases resilience through: |

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| <ul style="list-style-type: none"> • BBQ facilities • Toilet block improvements • Directional signage for town facilities, charley Miley walks and wet lands, and high historical area | | | making them more attractive and functional for residents and more accessible for tourists. | <ul style="list-style-type: none"> ○ Improving the frontage of the Rec Reserve and Charlie Miley walks making them more accessible for tourists and more user friendly for visitors. |
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HCF: Champions for community priorities

| Action | Responsible party and key stakeholders | Timeframe | Benefits | Prioritisation Recommendation |
|---|---|----------------------------------|--|---|
| Community meeting to inform the community about the new risk-based approach to planned burns (Safer Victoria Policy) | DELWP | Mid 2016 | <ul style="list-style-type: none"> • Residents are aware of the new approach to planned burns and how it will affect Harrietville. • Residents are able to have a say on vulnerable areas around the community. | <ul style="list-style-type: none"> • Increases resilience through: <ul style="list-style-type: none"> ○ Increasing understanding of residents on Government emergency management priorities. Potential increase in safety. ○ Strengthens agency/community relationships • Keeping abreast of fire management planning mentioned briefly in community discussions • Town fire preparation ranked 5th in HCF survey. |
| Communicate with VicRoads to improve the Great Alpine Road to increase safety for cyclists and drivers sharing the road. <ul style="list-style-type: none"> • Increase shoulder areas around Mill Bend particularly. • Better signs warning of road narrowing. • Map where the road needs improvement. • Also communicate with Alpine Shire Council to request they prioritise improvements to GAR in their advocacy. | HCF | Annually | <ul style="list-style-type: none"> • Improved safety for residents and visitors driving and cycling on the GAR. • Improved sense of health and wellbeing around living in Harrietville if residents feel they can use the road safely. | <ul style="list-style-type: none"> • Increases resilience through: <ul style="list-style-type: none"> ○ Improving road safety reassures residents and improves their safety, which is also more encouraging for people considering moving to Harrietville. • Raised briefly in community discussions. • Not indicated as a priority in the HCF survey, although was mentioned by five respondents. |
| Champion for improved internet services | HCF | Annually | <ul style="list-style-type: none"> • More people able to access landline phone and internet. | <ul style="list-style-type: none"> • Increases resilience through: <ul style="list-style-type: none"> ○ Improving access to communications supports emergency response ○ Improves business opportunities • Raised several times in community discussions • Ranked 12th in HCF survey |
| Championing to support the urban landscape. <ul style="list-style-type: none"> • Succession planning for street trees • Relocation of power lines along GAP or bundling through trees. | HCF letters to ASC (street trees) and Ausnet (power relocation) | Ongoing | <ul style="list-style-type: none"> • More beautiful streetscape to improve amenity for residents and tourists. | <ul style="list-style-type: none"> • Increases resilience through: <ul style="list-style-type: none"> ○ Enhancing town amenity raises residents' appreciation of the town (health and wellbeing). ○ Increases town appeal to tourists. • Raised as a small point in community discussions • Raised once in HCF survey |
| Work with DELWP and request designated firewood supplies that are close to Harrietville | HCF | Annually during agency catch ups | <ul style="list-style-type: none"> • Community better able to access firewood in a sustainable manner. • Use of firewood in remote rural communities can be used as part of a sustainable community marketing story. | <ul style="list-style-type: none"> • Increases resilience through: <ul style="list-style-type: none"> ○ Improving community access to heating ○ Increasing sustainability through decreasing reliance on coal-fired power plants ○ Increases marketability, which increases tourism and economic base of the town. • Not raised in community discussions • Not indicated in HCF survey results |
| Pursue improvements in public transport options. <ul style="list-style-type: none"> • Include the option of a community bus service as an addition to another business within the business prospectus • Engage with VLine and request they provide the option for people travelling via public transport to be transported through to Harrietville from Bright. • Engage with VLine to request better scheduling to encourage | HCF | 2017 | <ul style="list-style-type: none"> • May provide better transport options for teens to travel to Bright. • Could bring more touring backpackers to Harrietville and more young, outdoor oriented, people who may convert to more lucrative visitor types in years to come. • Could encourage local residents to develop a new | <ul style="list-style-type: none"> • Increases resilience through: <ul style="list-style-type: none"> ○ Providing better transport options for residents improves health and wellbeing of residents through strengthening access to services and social networks. • Mentioned as a small point more than once in community discussions • Ranked 10th in the HCF survey |

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| weekend visitors | | | business. <ul style="list-style-type: none"> • Can be used to encourage new families and people to move to Harrietville. | |
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VASP coordinator projects

| Action | Responsible party and key stakeholders | Timeframe | Benefits | Prioritisation recommendation |
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| Formalisation of partnerships with Parks Victoria, DELWP, and Alpine Shire Council through endorsement of the Strategic Master Plan. Explore this as an option for Mt Hotham Resort through involvement with the Destination Action Plan | VASP coordinator and ongoing through HCF communications with DELWP, Parks Victoria, Mt Hotham Resort, and Alpine Shire Council | Ongoing | <ul style="list-style-type: none"> • Relationships established that provide direct lines of communication between the community and the agencies mentioned • All agencies are aware of and understand priorities for Harrietville. | <ul style="list-style-type: none"> • Increases resilience through: <ul style="list-style-type: none"> ○ Strengthening partnerships between communities and agencies and increasing mutual gains • Interagency partnerships seen as crucial for the success of the Strategic Master Plan. |
| Identify the key messages included in the Strategic Master Plan and the communication networks and delivery pathways and timeframes for delivery. | VASP coordinator | By October 2016 | <ul style="list-style-type: none"> • Messages are consistent and able to be picked up by businesses or residents in Harrietville | <ul style="list-style-type: none"> • Increases understanding and ownership of the Strategic Master Plan • Key communication activity |
| Work with TNE to finalise the Destination Action Plan, which defines the brand and marketing direction for Harrietville and articulates products the town can offer. | HCF and VASP coordinator, TNE | 2016 | <ul style="list-style-type: none"> • Defines marketing direction for the town • A tool to communicate the marketing direction to businesses and to people in a position to promote Harrietville • Can strengthen the tourism industry and ensure the town is capitalising on natural assets across all four seasons • Integration with Alpine Shire Council, Tourism North East, Parks Victoria, and Hotham Resort | <ul style="list-style-type: none"> • Increases resilience through: <ul style="list-style-type: none"> ○ Improving the economic sustainability of Harrietville through identifying further tourism activities that can boost the Harrietville economy. ○ Strengthening networks between businesses • Tourism marketing and development discussed widely during community discussion sessions • Ranked 11th in the HCF survey • Tourism development and expansion to more of a nature-based year-round destination recommended by experts as a way to diversify the tourism dollar and protect the community from climate related shock events. |
| Update Recreation Reserve Master Plan | Potential for VASP coordinator to work with DELWP and Rec Reserve Committee to deliver | October 2016 | Better use of Rec Reserve land to provide a wider range of recreation opportunities. | <ul style="list-style-type: none"> • Increases resilience through: <ul style="list-style-type: none"> ○ Providing facilities to promote health and wellbeing across a broad range of the community ○ Improving social connections • Discussed during community discussions as part of the broader conversation around providing better outdoor space and facilities for a wider range of activities for residents and tourists. • Sports facilities ranked 14th in HCF survey • Submission received from Cricket club regarding sinking a bore for more secure water supply • Oval also used in emergency management activities. |
| Community meeting to include information on how the planning process, zoning, overlays and service availability impact on land development. | ASC. Potential for the VASP coordinator to implement | End 2016. | <ul style="list-style-type: none"> • The community has a better understanding of development constraints. | <ul style="list-style-type: none"> • Increases resilience through: <ul style="list-style-type: none"> ○ Increasing knowledge and understanding of development mechanisms so residents are able to make well-informed decisions. • Discussed widely during community discussion sessions. • Present in HCF survey results in that respondents ranked sewerage as 2nd. |
| NBN representative to visit Harrietville to inform the community | VASP coordinator to | By June 2016 | <ul style="list-style-type: none"> • The community has a better understanding of how | <ul style="list-style-type: none"> • Increases resilience through increasing understanding of a service that |

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| about benefits and constraints of NBN Satellite service and how it can be used and accessed. | implement | | NBN Satellite can meet their needs. | can provide: <ul style="list-style-type: none"> ○ Better access to communications provides better opportunities for businesses to operate out of Harrietville, boosting the economy ○ Enhanced social networks ○ Enhanced health and wellbeing <ul style="list-style-type: none"> • Better internet discussed during community discussions • Ranked 12th in HCF survey |
| Ensure recommendations from the energy report specific to large businesses in Harrietville are given to business owners <ul style="list-style-type: none"> • Include reports from other businesses who have switched to solar in the area. Deer Farm and Brewery may have further information on financing options | VASP coordinator | May 2016 | <ul style="list-style-type: none"> • Businesses have key information available to make decisions on how best to meet their energy needs | <ul style="list-style-type: none"> • Increases resilience through: <ul style="list-style-type: none"> ○ Reducing operational costs of businesses in some cases ○ Potential to considerably decrease the overall energy use of the community, increasing sustainability. • Not a significant topic in community discussions • Ranked 7th in HCF survey results |
| Energy report recommendations and findings are summarised and delivered to the community. <ul style="list-style-type: none"> • Information on low-cost ways to insulate old houses important for Harrietville. • Information on innovative and interactive heating systems that use wood to heat water and space simultaneously, and use wood heated water as a source of heat, made available. | VASP coordinator to implement | By June 2016 | <ul style="list-style-type: none"> • The community has a better understanding of the changes they personally can make to reduce their energy use. | <ul style="list-style-type: none"> • Increases resilience through: <ul style="list-style-type: none"> ○ More informed community on how to be more energy efficient – saving money and increasing sustainability ○ More informed community are better equipped with information to discuss community energy options • Not a significant topic in community discussions. • Ranked 7th in HCF survey results |
| Assess the potential availability of vacant land and how this is affected by zoning, overlays, and the availability of services. | Alpine Shire Council, HCF. Potential for the VASP coordinator to play a role. | End 2016 | <ul style="list-style-type: none"> • Land owners have some clarity in what zoning, overlays and availability of services mean for them in regard to land development. | <ul style="list-style-type: none"> • Increases resilience through: <ul style="list-style-type: none"> ○ Increasing knowledge and understanding of land availability so HCF and ASC are able to make well-informed assessments around development needs. ○ Not specifically mentioned in community discussions, although could be considered important as part of the broader development discussions ○ Not mentioned in the HCF survey results |

HCF Action

| Action | Responsible party and key stakeholders | Timeframe | Benefits | Prioritisation recommendation |
|---|--|-----------|---|---|
| Ongoing maintenance of the SMS service and the HCF Facebook page and email list so that as many people as possible are connected to communications mechanisms that will allow them to remain informed before, during and after an emergency. | HCF | Ongoing | <ul style="list-style-type: none"> • Residents are better connected to information pathways before, during and after an emergency. • Community leaders and emergency services have good communications pathways accessible to them. • Residents feel safer. | <ul style="list-style-type: none"> • Increases resilience through: <ul style="list-style-type: none"> ○ Strengthening communications networks so people can make informed decisions ○ Increase in safety through access to timely, relevant information in and before an emergency • Emergency management and need to stay informed discussed during community discussions. • Emergency communications ranked 13th in HCF survey results |
| Community Emergency Management Plan communicates safety measures to community and to visitors. <ul style="list-style-type: none"> • HCF and agencies collaborate to update the Community Emergency Management Plan • CEMP is updated annually | HCF | Annually | <ul style="list-style-type: none"> • Community have information easily accessible on roles and responsibilities and contact information for various agencies related to managing emergencies. • The process of developing and updating the CEMP helps residents to be prepared for an emergency. • The Alpine Shire Resilience Committee has a point of reference for how the community in Harrietville prepares for and responds to an emergency. | <ul style="list-style-type: none"> • Increases resilience through: <ul style="list-style-type: none"> ○ Strengthening communications networks so people can make informed decisions ○ Increase in safety through access to timely, relevant information in and before an emergency • Emergency management and need to stay informed discussed during community discussions. • Emergency communications ranked 13th in HCF survey results |

| | | | | |
|---|-------------------------|----------------------------------|---|---|
| Create a business group to achieve coordinated effort to meet identified goals. <ul style="list-style-type: none"> Coordinate so that not all services are closed at once (Online calendar of intentions) Compile a coordinated program of events (identify and market events) | HCF, business community | 2016 | <ul style="list-style-type: none"> Coordination to ensure continuity of supply of basic services Better understanding of businesses' goals, objectives, and collaborative opportunities Strategic and unified approach to marketing to work towards Harrietville as a brand | <ul style="list-style-type: none"> Increases resilience through: <ul style="list-style-type: none"> Improving economic base of Harrietville through more inter-business collaboration around services offered and events Businesses working together part of discussions around destination action planning Not specifically mentioned in the HCF survey results. |
| Develop a business prospectus for the town to market the town to people wanting a tree change. | HCF | 2016 | <ul style="list-style-type: none"> Identifies key services and needs that are currently undeveloped in Harrietville. Could encourage local residents to develop a new business. Can be used to encourage new families and people to move to Harrietville. | <ul style="list-style-type: none"> Increases resilience through: <ul style="list-style-type: none"> Potentially increasing population to service community facilities and to provide services in town Not specifically mentioned in community discussions, but a small increase in population to support community services was viewed widely as necessary. Business development mentioned in the HCF survey results but not a top priority |
| HCF to plan and deliver an annual event focussed on Harrietville to achieve a number of purposes: <ul style="list-style-type: none"> Invite guests to speak on important themes or issues that are in the eye of the community in a given year. Have stalls available where people can be informed of agency activities and HCF activities. Have a volunteer stall to encourage volunteers, outline projects and timeframes and have a sign up. Fundraising activities. Showcase the town and community to other people and towns, and potential residents. Celebrate the community | HCF to drive | Annually. First one in late 2016 | <ul style="list-style-type: none"> Improves community connectedness. Goes some way to meeting a number of the parameters around volunteers and collaboration and information sharing outlined through this document. Is a positive event the community can look forward to and own each year. Could include an arts/music angle. | <ul style="list-style-type: none"> Increases resilience through: <ul style="list-style-type: none"> Strengthening relationships and social networks Marketing to strengthen the town's economic base Supporting and increasing volunteer numbers to keep services going Improving health and wellbeing of residents Providing access to information that can help residents' sustainability and safety. Events and potential to hold more events discussed during community discussions New event creation mentioned but not prioritised in HCF survey results |
| Work with committees on Succession Planning for vital roles. <ul style="list-style-type: none"> Identify 'position descriptions' for vital committee roles. Have a meeting with executives from all committees to discuss future planning. Consider making committee roles of limited duration to encourage other community members to take on roles. Consider turning some roles into 'fixed term' projects where possible. Consider HCF being nominated as a facilitator or 'bridge' to the next phase in the event that a committee is at risk of folding due to no personnel. | HCF to drive | End 2016 | <ul style="list-style-type: none"> Greater commitment to committees by a broader pool of community members Well defined roles and duration of roles. | <ul style="list-style-type: none"> Increases resilience through: <ul style="list-style-type: none"> Supporting volunteers to continue to or begin to support the community in volunteer roles Supports continuation of volunteer work in the community 'Community' and willingness to participate was considered a key asset of Harrietville during community discussions Not mentioned in HCF survey results Tenuous nature of some committees and ideas to secure the future of community groups discussed at HCF meetings |
| Communicate with the community key messages around volunteering to ensure that residents understand that some things will not be done without people to drive them. <ul style="list-style-type: none"> Use language that refers to projects and fixed duration of volunteer roles rather than ongoing, vague descriptions. | HCF | Ongoing | <ul style="list-style-type: none"> Residents feel like they are able to take on a role if they have a clear idea of what is involved and feel like there is an end point so they are not stuck in the position forever. Volunteers are supported so no single person takes on too much and feels burdened. There is a greater pool of volunteers to draw from. | <ul style="list-style-type: none"> Increases resilience through: <ul style="list-style-type: none"> Supporting volunteers to continue to or begin to support the community in volunteer roles Supports continuation of volunteer work in the community 'Community' and willingness to participate was considered a key asset of Harrietville during community discussions Not mentioned in HCF survey results Tenuous nature of some committees and ideas to secure the future of community groups discussed at HCF meetings |
| Research other small rural and remote communities with similar contexts to Harrietville to assess what telecommunications services they have available to them. Use this as a background for advocacy | HCF | 2017 | <ul style="list-style-type: none"> Lends weight to an argument for service providers to upgrade infrastructure in Harrietville | <ul style="list-style-type: none"> Better telecommunications Increases resilience through: <ul style="list-style-type: none"> Improving access to communications supports emergency response Improves business opportunities Telecommunications raised several times in community discussions Telecommunications ranked 12th in HCF survey |
| Create space on Facebook for residents to comment on their | HCF | 2017 | <ul style="list-style-type: none"> Residents are able to easily access information that | <ul style="list-style-type: none"> Increases resilience through: |

| | | | | |
|---|-----|-----------|---|---|
| experience with meeting their energy needs. <ul style="list-style-type: none"> Eg: solar providers that are good to work with, energy companies with cheaper green options. | | | helps them to make good decisions about where to access energy. <ul style="list-style-type: none"> Collaborative space that generates community connectedness. | <ul style="list-style-type: none"> Potentially decreasing energy use collectively across the community – saving residents' money Increasing collective community sustainability Not discussed during community discussions. Ranked 7th in HCF survey results |
| Promote 'I Love Harrietville'. <ul style="list-style-type: none"> Put in the town newsletter. Encourage businesses to identify what they are doing in the sustainability area Tell tourists the sustainability story. Include land stewardship and resource sustainability elements | HCF | Ongoing | <ul style="list-style-type: none"> Contributes to consistent key messaging and helps with residents and businesses have a shared understanding of what Harrietville is about. Has some consistent communications material associated with it that contributes to sharing key messages around what Harrietville is about. May promote some environmentally aware behaviour among residents. | <ul style="list-style-type: none"> Increases resilience through: <ul style="list-style-type: none"> Creating a marketing story that can be used to improve tourism in town, increasing the town's economic base. Increasing sustainable behaviour Not discussed in detail during community discussions Not mentioned in the HCF survey results |
| Hold a digital workshop to connect non-connected members of the community. | HCF | July 2016 | People who have not been connected to information lines on email or Facebook feel empowered to do so. | <ul style="list-style-type: none"> Increases resilience through: <ul style="list-style-type: none"> Increasing access to information, improving safety, social connections, and health and wellbeing Being digitally connected not mentioned during community discussions but has been raised in feedback on the Strategic Master Plan development Not mentioned in HCF survey results |
| Maintenance of an agency network map so HCF are able to direct new lines of enquiry to the correct people. <ul style="list-style-type: none"> Direct residents looking for customer service contacts to the Community Directory. | HCF | Ongoing | <ul style="list-style-type: none"> HCF are familiar with one or more contact people at each appropriate agency to best direct new lines of enquiry. Community can easily access customer service numbers. | <ul style="list-style-type: none"> Increases resilience through: <ul style="list-style-type: none"> Understanding who to talk to about issues and opportunities as they arise. Not discussed during community discussions Not mentioned in HCF survey results |
| Look for opportunities to partner with other agencies and towns | HCF | Ongoing | <ul style="list-style-type: none"> Being well positioned to take advantage of opportunities when they arise. | <ul style="list-style-type: none"> Increases resilience through: <ul style="list-style-type: none"> Joining forces to achieve mutual gains. Seizing opportunities Not discussed during community discussions Not mentioned in HCF survey results |
| Develop a schedule of meetings and associated goals to see what can be combined. Add this to the Calendar of Events (see business section, above). | HCF | Ongoing | <ul style="list-style-type: none"> Residents are able to see exactly what is coming up and committees are able to identify opportunities for collaboration. | <ul style="list-style-type: none"> Increases resilience through: <ul style="list-style-type: none"> Joining forces to achieve mutual gains. Seizing opportunities Not discussed during community discussions Not mentioned in HCF survey results |
| Fundraising activities for work that needs to be done is a part of the community event (see community communications below) | HCF | Ongoing | <ul style="list-style-type: none"> Residents feel like they are able to take on a role if they have a clear idea of what is involved and feel like there is an end point so they are not stuck in the position forever. Volunteers are supported so no single person takes on too much and feels burdened. There is a greater pool of volunteers to draw from. | <ul style="list-style-type: none"> Increases resilience through: <ul style="list-style-type: none"> Greater ability to achieve town goals Not discussed during community discussion Not mentioned in HCF survey results |
| Working bees and information on landscape works better communicated to the community through improved digital connection with the community (see community communication below) | HCF | Ongoing | <ul style="list-style-type: none"> More residents are informed of opportunities to be involved in landscape protection and maintenance. | <ul style="list-style-type: none"> Increases resilience through: <ul style="list-style-type: none"> Encourages more residents to be involved in community work Not discussed during community discussion Not mentioned in HCF survey results |

| | | | | |
|--|-----------------------------|-----------|--|---|
| Review options for residents to access TV and radio in Harrietville. Include a review of costs of different options and make a recommendation to the community | TV committee | Mid 2016 | <ul style="list-style-type: none"> Potential for greater security around TV reception and greater access to TV/radio services. | <ul style="list-style-type: none"> Increases resilience through: <ul style="list-style-type: none"> Expanding the mechanisms by which residents receive information. Other sources include mobile and land line phones and the internet. Radio can also be streamed through a mobile or internet device. Can be a form of entertainment that improves health and wellbeing Discussed during community discussions, often in the context of being critical for emergency management, which it is not. Ranked 9th in the HCF survey results Referred to in the CFA letter on the development of the Strategic Master Plan |
| Consistent communication with the Municipal Emergency Management Plan Committee. DELWP and Parks Victoria representatives to engage with HCF at agency meetings and feedback information from the MEMPC | DELWP, Parks Victoria, HCF | Ongoing | <ul style="list-style-type: none"> Improved information flows around emergency management planning. Improved relationships between agencies and HCF. | <ul style="list-style-type: none"> Increases resilience through: <ul style="list-style-type: none"> Strengthening communications networks so people can make informed decisions Increase in safety through access to timely, relevant information in and before an emergency Emergency management and need to stay informed discussed during community discussions. Emergency communications ranked 13th in HCF survey results |
| Tronoh Committee of Management to review governance of Tronoh Reserve in light of increasing levels of high-use and the burden on the capacity of the Tronoh CoM to manage the impacts from such high use. | HCF, Tronoh CoM, ASC, DELWP | 2017/2018 | <ul style="list-style-type: none"> Assurance that impacts from high-use of one of Harrietville's key assets will be managed effectively. Improved capacity to effectively manage Tronoh Reserve. | <ul style="list-style-type: none"> Increases resilience through: <ul style="list-style-type: none"> Improved landscape stewardship Better guarantees around management of impacts for one of Harrietville's key assets Tronoh Reserve consistently recognised as a significant community asset during community discussion sessions. Some concerns around its high use, such as excessive dust and safety of walkers, also raised in community discussions. Anecdotal evidence of high-use includes one count of 250 people at one time on one day during the summer period, with vehicles parked all the way down the Tronoh access road. HCF claim this frequently occurs throughout summer, Easter, and long weekends. |

Appendix two

Summary of points raised during discussion sessions October and November 2015.

| Assets: | Vision – Harrietville will look like |
|--|--|
| <ul style="list-style-type: none">• Community connectedness and friendliness• Alpine National Park and Mt Feathertop• Four distinct seasons• The physical, natural environment, amenity and beauty – also good for kids• Access to ski fields• Diversity in landscapes – agriculture, village, mountains and bush.• Safe community with passive surveillance for kids.• Historical sites• The school• Lack of large developments• The Hall• Tronoh Reserve• River and water quality• The main road, and use of the road, makes tourism possible.• Pioneer Park• Existing businesses, including the two pubs• Tavare Park• Caravan Park with river access• Two school camps• BMX track | <ul style="list-style-type: none">• A good sustainable town• A few more families – town has undergone some balanced growth for the survival of the town• A broader arts capacity. A capacity for the expression of arts locally and a place for people to stop and look at artists’ products.• Businesses supplying nature-based experiences• Small business servicing locals and visitors. A bakery for example.• People are using Harrietville as access points to the Alpine National Park and Mt Feathertop. Harrietville is the Gateway to the National Park and to State Forest activities.• Properly signposted tracks and trails making use of some of the old mining tracks• There are activities to do in town other than walking that are attractive for locals of all ages and for tourists.• A strong niche agricultural sector outside of town.• School well attended• Community events happening |

Need to reconcile the conflict, or ride the line, between no change and preservation of the lack of development for the lifestyle, and some change so that people are better able to have a livelihood and services are strong and resilient. Need to build capacity of small businesses but don’t want too much growth.

Most businesses are accommodation, with some providing food services. This means most people are capitalising off people – the ones living here and most especially the ones visiting. A few more people will increase the resilience of the ones already here.

Tracks and Trails

See tracks and trails precinct document.

- Need excellent interpretive signage so people feel connected to the landscape, so people are able to find what they’re looking for, and so people understand the places they are walking through.
- Tronoh complex, Charlie Miley Complex, and Shamrock track are the three ‘areas’ to work on. These are in priority order.

Central Hub

- Community sporting area – both grassed and hard surface multi-court.
- Parking is an issue. Ice-creamery needs parking.
- Purpose of space:
 - Draw for tourists, a place for people to go, a logical start point
 - Community social interaction spot, connection, meeting space
 - Multifunctional. Tell the story about the community
 - Provide information for the community and tourists
 - Potential to connect to education opportunities
 - Must not constrain future opportunities
 - Owned by the community

| | |
|--|---|
| <ul style="list-style-type: none">• Must haves:<ul style="list-style-type: none">○ Parking○ Toilet block, change area and shower○ Information – must be interactive and technically solid<ul style="list-style-type: none">▪ Tracks and trails▪ About the town▪ Staying safe during a fire, while walking, and with regards to wildlife▪ Environmental info and how to care for it▪ Research being done○ Shade and seating○ Expandable○ Bike parking and water bottle fill○ Outside green space | <ul style="list-style-type: none">• Could haves:<ul style="list-style-type: none">○ Children’s garden○ Soundshell○ Space to hire for workplace training venue○ Something to do<ul style="list-style-type: none">▪ Skate park▪ Information on activities, skills delivery that people could organise, experience-based activities• Rec Reserve has potential for outside space. Needs better access, signage, lighting, needs a plan for the site and a timeframe. Needs seating and picnic facilities and a walking/biking path to get people there.• Pioneer Park/Tavare Park has space for soundshell, BBQ/picnic, could have information provision, start point for tracks and trails |
|--|---|

| | |
|---|---|
| <ul style="list-style-type: none"> ○ Power, water, lighting ○ Visible ○ Environmental sustainability flavour or vibe. ○ Recreation area ○ Indoor multi-functional space <ul style="list-style-type: none"> ▪ Playgroups ▪ Sport/exercise ▪ Conferencing ▪ Events ▪ Small community meetings ▪ Social events such as weddings, parties etc ▪ Wifi | <ul style="list-style-type: none"> • Front of Tronoh could serve as overnight parking area. • Hall needs some small space, could put up pre-fab for this purpose. Needs better signage to direct people in. Streetscape and modernisation needed. Solar, veranda, render it. • Fee for use?? Governance – multi agency, Education, TAFE, Shire, Parks, DELWP, CFA, SES etc?? |
|---|---|

Emergency Management

What is the next phase of the Community Emergency Management Plan?

Probably needs to be a communication document, but still need agency buy in. Unique position of the community as small and vulnerable. Needs ongoing involvement by the agencies and commitment to involve the community in planning, responding, and recovering from an emergency.

General Store

Key functions include:

- Fuel
- Place for people to stop
- Central spot to get basics and connect
- Bread
- Milk
- Papers
- Another thing to do and place for kids to go
- Centralised information/maps
- DVD hire, wet weather activity.

Potential to form a co-op or a social enterprise system to fulfil these services. Also potential to include this as an opportunity in a business prospectus for the town. March meeting to re-discuss.

Marketing and Promotion

- Be involved in the Falls to Hotham trail
- Be a part of a three-town approach
- Need to offer products
- Develop services for these offerings
- Working out what are the priority offerings and what is the point of difference
- Tell the positive Chinese history story and connect to the tracks and trails
- This area competes with the likes of Mt Beauty, Mansfield etc. The road and through traffic and the community mean that this town is well-placed to be a strong player.
- Info points where road and snow conditions are displayed.
- Service the big walk and identify and promote what you have on the ground.
- Offer more events, Open garden days, access to training in old artisan skills

Growth/Development

- Don't want too much growth.
- Want a higher residential occupancy rate. In 2011 there were 150 occupied dwellings and 95 unoccupied.
- Waste water management is a major inhibitor of development of sites.
- Internet connections and lack thereof is a major inhibitor for people considering moving here or wanting to run a home-based business.
 - Telstra/optus improving their mobile service, which will apparently improve data
 - NBN?
 - Cannot access the fibre optic running up the hill.
- Bushfire Management Overlay also an inhibitor for development.
- Could perhaps develop the tailings. Do people actually want this? Is there a need, or is it just that we need more people to pitch up and buy and live in the houses that are already here?
- Need a simple, streamlined, less risky, less costly, development process

Appendix three

Results of the Harrietville Community Forum town survey.

The HCF would like to thank everyone for taking the time and offering genuine thought and suggestion into filling out the recent Community Priority Surveys. The information collated is crucial in helping the HCF and the VASP committee (and any other committee's that would like access to the information) to understand what is most important to the community as a whole.

50 surveys were returned from 148 collected so we hope everyone feels they had the opportunity to share their thoughts. Your forms will still be welcomed to add to the ongoing review of this information.

The HCF will further add suggestions and actions based on the PRIORITY CHART (Top 5 chart) to the top priorities and use this information as a basis for future planning.

There was a varied outcome in the way the forms were filled out so it was determined that separating the results of each side of the form – Priority CHART & Priority CHECKLIST – would offer the truest results.

Each result was scored with a Top priority, 1 = 6 points, 2 = 4 points, 3 = 3 points, 4 = 2 points, 5 = 1 point.

Unless, more than 5 points were offered, then, 1 = 6 points, 2 = 5 points, 3 = 4 points, 4 = 3 points, 5 = 2 points, others after = 1 point.

PRIORITY CHART

This chart offered opportunity to list the Top 5 choices and submit points for discussion and suggestions, and only went as far as 5.

It was decided that the General Store as an issue would be removed from count on this sheet. This issue topped the list but is a private issue that the HCF and Alpine Shire cannot resolve or involve in planning. It was decided that it was appropriate to focus on matters that could be considered by HCF and Govt. organisations.

TOP 10 PRIORITIES

| | | |
|---|---------------------------------|----|
| 1 | Walking trail development | 43 |
| 2 | Sewerage | 41 |
| 3 | Mountain bike track development | 39 |
| 4 | School numbers | 33 |
| 5 | Roadside drainage | 25 |
| 6 | TV/Radio reception | 24 |
| 6 | Tourism development | 24 |
| 7 | Transport services | 23 |
| 8 | Internet access | 22 |
| 9 | Town fire preparation | 21 |
| 9 | Road quality & safety | 21 |

| | | |
|----|--------------------------|----|
| 10 | Shire rates | 20 |
| | OTHER SUGGESTIONS | |
| | Community garden | 4 |
| | Hard rubbish collection | 3 |
| | Employment | 5 |
| | Flashing school lights | 1 |

PRIORITY CHECKLIST

This checklist offered opportunity to list priorities without needing to elaborate or comment, and received many more responses. Some were filled out as a whole and some were filled out in categories so the scores have been collated appropriately below.

TOP 15 TOTAL PRIORITIES

| | | |
|----|---------------------------------|-----|
| 1 | General Store | 171 |
| 2 | Sewerage | 128 |
| 3 | Walking trails | 87 |
| 4 | Water quality | 81 |
| 5 | Town fire preparation | 79 |
| 6 | School numbers | 69 |
| 6 | Cycle trail continuation | 69 |
| 7 | Self-sufficient power research | 66 |
| 7 | Mountain bike track development | 66 |
| 8 | Shire rates | 64 |
| 9 | TV/Radio reception | 60 |
| 10 | Transport services | 55 |
| 11 | Historical preservation | 54 |
| 11 | Tourism development | 54 |
| 12 | Internet access | 50 |
| 13 | Emergency communications | 49 |
| 14 | Sports facilities & activities | 48 |
| 15 | Men's shed | 46 |
| | OTHER SUGGESTIONS | |
| | Employment | 4 |
| | Community garden | 4 |
| | Community library | 3 |
| | Hard rubbish collection | 2 |
| | Worm farm | 2 |
| | Property costs | 1 |

| | | |
|--|---------------------------------|---|
| | Underground power | 1 |
| | Community indoor pool/sauna/gym | 1 |

TOP 5 PRIORITIES BY CATEGORY

| | TOWN FACILITIES | | COMMUNITY |
|---|--------------------------------|---|--------------------------------|
| 1 | General Store | 1 | School numbers |
| 2 | TV/Radio reception | 2 | Emergency communications |
| 3 | Transport services | 3 | Sports facilities & activities |
| 4 | Internet access | 4 | Men's shed |
| 5 | Road quality & safety | 5 | Community consultation |
| | TOWN DEVELOPMENT | | TOURISM |
| 1 | Sewerage | 1 | Walking trail development |
| 2 | Shire rates | 2 | Continuation of cycle trail |
| 3 | Tourism development | 3 | Mountain bike trails |
| 4 | Business development | 4 | Historical preservation |
| 5 | Roadside drainage | 5 | Trail & historical signage |
| | | 5 | New event creation |
| | ENVIRONMENT | | |
| 1 | Water quality | | |
| 2 | Town fire preparation | | |
| 3 | Self-sufficient power research | | |
| 4 | Town flood preparation | | |
| 4 | Group solar initiatives | | |
| 5 | Climate change | | |

Appendix four

Map of proposed township improvements

2. Welcome to Harrietville sign improved to include slogan around entering Alpine National Park.

1. Soften Shared Trail bridge on outskirts of town (not shown) with a motif or art piece for interest.

3. Long term plan to make a loop walk around Feathertop Track and back to GAR along easement (not shown).

4. Better signage at corner of Feathertop Track and GAR identifying trails heads and to funnel people in to Pioneer Park to connect with info regarding all town facilities.

5. Improvements to road to allow for better parking alongside Tavare Park

6. Improvements to Pioneer Park to provide better space for pedestrians and improve parking. Retain traffic flow (perhaps one way) but separate from pedestrians, allowing passive use of river.

7. Hall improvements to make space more beneficial to community groups and allow for use of outdoor space. Including improvements to denote entrance, undercut trees and better sign placement.

8. Path to separate pedestrians walking a loop from bridge to bridge from Pioneer Park and coming on to Feathertop Track.

9. Pause spots put in along East Ovens river path through town. Possible seating in a style that kids can climb on.

10. Potential for overnight parking with paths/tracks connecting to Bungalo and Bon Accord trail heads

11. Improve entrance to Clarrie Keating Park with better directional signage for Charlie Miley walk, Rec Reserve and bike

12. Sign at intersection to Tronoh. Bollards to block traffic from alternative route to dredge, and use this to separate pedestrians from traffic. Seal road.

13. Fix footpath access to Mill Road and consider solar lighting

14. Improvement of footpaths to enable walking a loop around town from Pioneer Park to Bon Accord Track corner of GAR, up to East Ovens and back along river visiting some key facilities along the way. Needs improvement of path from Snowline to corner GAR, Bon Accord Track and good signage

0 50 100 150 200 m



Scale: 1:4000 @ A3
Coordinate System: GDA94, MGA Zone 55

Created: 31/05/2016

While every care is taken by Alpine Shire Council, Land Victoria and the Department of Sustainability and Environment to ensure the accuracy of this data, Alpine Shire Council, Land Victoria and the Department of Sustainability and Environment jointly and severally make no representations or warranties about its accuracy, reliability, completeness or suitability for any particular purpose and disclaim all responsibility and all liability (including without limitation, liability in negligence) for all expenses, losses, damages (including indirect or consequential damage) and costs which may be incurred as a result of data being inaccurate or incomplete in any way and for any reason.

Based on data provided with the permission of Land Victoria and the Department of Sustainability and Environment.

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Map of Harrietville showing improvements that could be included in a project accessing town betterment for Harrietville referred to as actions within the theme “Community Facilities that support residents and visitors to interact, engage, and run community programs and events”.

NOTE 1: This map contains ideas only and will not be assumed to be a definitive assessment of town amenities without further expert input.

NOTE 2: Please comment on ideas by writing on available post-it notes and sticking on the map above.

ATTACHMENT(S)**Attachment 1 – Event Applications**

| Event | Applicant | Town | Sponsorship requested | Sponsorship recommended | Estimated Logistics (including wages) |
|--|--|--|------------------------------|--------------------------------|--|
| Adventure Travel Film Festival | Adventure Travel Film Festival | Bright | \$4,000.00 | \$1000.00 | \$700.00 |
| Alfred 6 Hour | Alpine Cycling Club | Bright | \$3,000.00 | \$1500.00 | \$350.00 |
| Alpine Country Fair | Bright P-12 College Parents & Friends Group | Bright | \$2,000.00 | Nil | Nil |
| Alpine Equine Extravaganza * | Alpine Adult Riding Club | Bright | \$880.00 | Nil | \$500.00 |
| Alpine Shire Relay for Life | Cancer Council Victoria | Myrtleford | \$2,812.00 | Nil | \$500.00 |
| Audax Alpine Classic and Bonjour Bright Festival | Audax Australia Cycling Club | Bright | \$10,000.00 | \$4000.00 | \$5,000.00 |
| Barrowthon | Beechworth Barrowthon Inc. | Beechworth, Myrtleford, Porepunkah, Mount Buffalo | Nil | Nil | \$2,500.00 |
| Blackwood Special School Ride | Blackwood Special Schools Outdoor Education Centre | Myrtleford (M2M Rail Trail) | Nil | Nil | \$1,000.00 |
| BMW Club Australia Motorrad Rally * | BMW Motorcycle Club Victoria | Bright | \$5,000.00 | Nil | \$7,500.00 |
| Bright Autumn Festival | Bright Autumn Festival Committee | Bright | \$5,000.00 | \$1000.00 | \$7,200.00 |
| Bright Body & Soul Expo | Bright Body & Soul Expo | Bright | \$1,300.00 | \$1300.00 | Nil |
| Bright Creative Writing Workshop * | Bright Creative Writing Workshop | Bright | \$1,000.00 | \$1000.00 | \$0.00 |
| Bright Cross * | Bright Alpine Sporting Events | Bright | \$2,000.00 | \$1500.00 | \$1,000.00 |
| Bright Fun Run | Bright P-12 College | Bright | Nil | Nil | \$3,500.00 |
| Bright Mountain Film Tour * | Hand Cut Productions | Bright, Harrietville, Myrtleford, Mount Beauty, Beechworth | \$5,000.00 | \$3000.00 | Nil |
| Bright Oktoberfest | Bright Oktoberfest | Bright | \$2,000.00 | \$1000.00 | \$500.00 |
| Bright Rotary Markets | Rotary Club of Bright | Bright | Nil | Nil | \$5,000.00 |

| Event | Applicant | Town | Sponsorship requested | Sponsorship recommended | Estimated Logistics (including wages) |
|--|--|--|-----------------------|-------------------------|---------------------------------------|
| Bright Rotary Summer Concert Series | Rotary Club of Bright | Bright | \$2,000.00 | \$1000.00 | Nil |
| Bright Spring Festival Grand Fireworks Spectacular and Entertainment | Bright Spring Festival Committee | Bright | \$1,000.00 | \$1000.00 | \$500.00 |
| Brighter Days | Brighter Days Foundation | Bright | \$20,000.00 | \$5000.00 | \$5,000.00 |
| Bright's Iconic Rod Run | Bright Rod & Kustom Club | Bright | \$12,000.00 | \$5500.00 | \$10,200.00 |
| Buffalo Stampede | Mountain Sports Australia | Bright | \$8,000.00 | \$6000.00 | \$1,000.00 |
| Cloud9's High Country Christmas | Cloud 9 Cinema | Bright, Mount Beauty, Myrtleford | \$15,046.87 | Nil | Nil |
| Dederang Picnic Race Day | Dederang Picnic Race Club Inc | Dederang | \$5,000.00 | \$3000.00 | \$1,000.00 |
| Four Peaks - Bright Alpine Climb | Mountain Sports Australia | Bright, Wandiligong, Harrietville, Mount Buffalo | \$5,000.00 | \$1000.00 | \$2,500.00 |
| Harrietville Half Marathon | Harrietville Primary School | Harrietville | \$2,000.00 | \$3000.00 | \$1,000.00 |
| Heroes of the Alpine Shire | Boynton's Feathertop Winery | Porepunkah | \$5,000.00 | Nil | Nil |
| High Country Charity Ride | Cycling Australia | Bright and Surrounds | \$4,000.00 | \$4,000.00 | Nil |
| Jayco Herald Sun Tour * | GTR Events | Mount Beauty, Falls Creek | \$20,000.00 | \$5000.00 | Nil |
| Junior Mountain Climb Championships (Alpe d'Buffalo) | Alpine Cycling Club | Beechworth, Buffalo, Porepunkah | Nil | Nil | \$3,000.00 |
| Kangaroo Hoppet | Kangaroo Hoppet | Mount Beauty, Falls Creek | \$5,000.00 | \$3000.00 | \$100.00 |
| Kiewa Valley Community Bonfire * | Champagne Club Kiewa Valley Inc. | Kiewa Valley (exact location TBC) | \$2,000.00 | \$1000.00 | \$250.00 |
| La Fiera Italian Festival | Myrtleford Chamber of Commerce and Industry Inc. | Myrtleford | \$5,000.00 | \$4000.00 | \$1,500.00 |
| Longest Lunch at Boyntons | Boynton's Feathertop Winery | Porepunkah | \$5,000.00 | Nil | Nil |

| Event | Applicant | Town | Sponsorship requested | Sponsorship recommended | Estimated Logistics (including wages) |
|--|---|--------------|------------------------------|--------------------------------|--|
| Mid Winter Snow Ball * | Champagne Club Kiewa Valley Inc. | Mount Beauty | \$2,000.00 | \$1000.00 | \$250.00 |
| Mount Beauty Cricket Club New Year's Eve * | Mount Beauty United Cricket Club | Mount Beauty | \$3,600.00 | \$2000.00 | \$500.00 |
| Mount Beauty Half Marathon | Mt Beauty Half Marathon Committee | Mount Beauty | \$2,000.00 | \$2000.00 | \$500.00 |
| Mount Beauty Parkrun | Mount Beauty Parkrun | Mount Beauty | \$5,000.00 | \$2500.00 | Nil |
| Mountain Grass | Australasian Bluegrass and Old Time Music Association | Harrietville | \$2,000.00 | \$2000.00 | \$100.00 |
| MTBA National Series Downhill Round 3, Mount Beauty | Mountain Bike Association | Mount Beauty | \$10,000.00 | 10,000.00 | Nil |
| Myrtleford and District Agricultural & Pastoral Show | Myrtleford and District Agricultural & Pastoral Society | Myrtleford | \$4,000.00 | \$2000.00 | \$1,000.00 |
| Myrtleford Bush Market | Myrtleford Chamber of Commerce & Industry Inc. | Myrtleford | \$1,000.00 | \$1000.00 | \$1,000.00 |
| Myrtleford Festival, The | The Myrtleford Festival Association Inc. | Myrtleford | \$10,000.00 | \$5000.00 | \$4,000.00 |
| Myrtleford Fun Run | Myrtleford Fun Run | Myrtleford | Nil | Nil | \$4,000.00 |
| Myrtleford Golden Spurs Rodeo | Myrtleford Lions Golden Spurs Rodeo Inc. | Myrtleford | Nil | Nil | \$2,000.00 |
| Myrtleford Golf Club Annual Tournament | Myrtleford Golf Club Inc | Myrtleford | \$1,000.00 | \$750.00 | Nil |
| Myrtleford Lawn Tennis Club Easter Tournament | Myrtleford Lawn Tennis Club | Myrtleford | \$1,000.00 | Nil | \$500.00 |
| Myrtleford Show'n'Shine & Swap Meet * | Rotary Club of Myrtleford | Myrtleford | \$4,920.00 | \$2500.00 | \$500.00 |
| Mystic Cross Trail Run * | Bright Alpine Sporting Events | Wandiligong | \$3,000.00 | \$2000.00 | \$1,000.00 |
| NERD Skating Beauty * | North East Roller Derby | Mount Beauty | \$500.00 | Nil | \$360.00 |
| Ovens Valley Canine Club Championship Show | Ovens Valley Canine Club | Myrtleford | \$800.00 | Nil | \$1,000.00 |

| Event | Applicant | Town | Sponsorship requested | Sponsorship recommended | Estimated Logistics (including wages) |
|---|------------------------------------|-----------------------|------------------------------|--------------------------------|--|
| Peaks Challenge Falls Creek | Bicycle Network | Falls Creek | \$10,000.00 | Nil | \$1400.00 |
| Pre- World Paragliding Cup | North-east Hang Gliding Club | Bright | \$5,000.00 | \$5,000.00 | Nil |
| Reel Rock Film Tour | Hand Cut Productions | Bright | \$1,000.00 | \$1000.00 | Nil |
| Repco 4WD Challenge | Cross Country Drivers Association | Glen Creek (Dederang) | Nil | Nil | \$1,000.00 |
| Swagger Music Festival | Swagger Music | Wandiligong | \$5,000.00 | \$4000.00 | \$2,500.00 |
| Team Mt Beauty - Cyclocross, Enduro, RAMBO, Mitta to Mount Beauty | Team Mt Beauty | Mount Beauty | \$2,000.00 | \$2000.00 | \$1,500.00 |
| Thule B24 MTB Race | Bright Alpine Sporting Events | Bright | \$4,000.00 | Nil | \$2,000.00 |
| Tour Fondo | Bright Alpine Sporting Events | Bright | \$3,000.00 | Nil | Nil |
| Tour of Bright (Champion System) | Alpine Cycling Club | Bright | \$0.00 | Nil | \$10,000.00 |
| Touratech | Touratech Australia | Bright | \$4,000.00 | \$1000.00 | \$1,000.00 |
| Victorian Men's Country Teams Championship | Mount Beauty Golf Club Inc. | Mount Beauty | \$3,000.00 | \$750.00 | Nil |
| Wandiligong Nut Festival | Wandiligong Nut Festival Committee | Wandiligong | \$1,000.00 | \$1000.00 | \$500.00 |

* Indicates a new event

RECORD OF ASSEMBLY OF COUNCILLORS

Meeting Title: Briefing Session
Date: 5 July 2016
Location: Committee Room, Bright Office
Start Time: 5.00pm
Chairperson: Cr Ron Janas, Mayor

Councillor and staff attendees:

| Name | Position | Name | Position |
|-----------------|-----------------|----------------|-----------------|
| Cr Ron Janas | Mayor | Dave Barry | CEO |
| Cr Tony Keeble | Deputy Mayor | Charlie Bird | DA |
| Cr Kate Farrell | Councillor | Trevor Britten | DCP |
| Cr Jan Vonarx | Councillor | Heather Green | DSD |
| Cr Daryl Pearce | Councillor | | |
| Cr Peter Roper | Councillor | | |

Councillor and staff apologies:

| Name | Position |
|-----------------|-----------------|
| Cr John Forsyth | Councillor |

1. Conflict of interest disclosures**2. Record of Councillors that have disclosed a conflict of interest leaving the assembly****3. Matters considered**

- Preliminaries
- Ordinary Council Meeting Agenda review
- Update following indoor / outdoor staff meeting

RECORD OF ASSEMBLY OF COUNCILORS

Meeting Title: Briefing Session
Date: 19 July 2016
Location: Committee Room, Bright Office
Start Time: 3.00pm
Chairperson: Cr Ron Janas, Mayor

Councillor and staff attendees:

| Name | Position | Name | Position |
|-----------------|-----------------|----------------|-----------------|
| Cr Ron Janas | Mayor | Dave Barry | CEO |
| Cr Tony Keeble | Deputy Mayor | Charlie Bird | DA |
| Cr Kate Farrell | Councillor | Trevor Britten | DCP |
| Cr Jan Vonarx | Councillor | Heather Green | DSD |
| Cr John Forsyth | Councillor | | |
| Cr Peter Roper | Councillor | | |

Councillor and staff apologies:

| Name | Position |
|-----------------|-----------------|
| Cr Daryl Pearce | Councillor |

1. Conflict of interest disclosures**2. Record of Councillors that have disclosed a conflict of interest leaving the assembly****3. Matters considered**

- Preliminaries
- Councillor only session
- Murray Goulburn A/B double access on roads
- Alpine Better Places



ALPINE SHIRE

COUNCILLOR REPORT BY DELEGATE**Cr Jan Vonarx****Meeting/Committee attended****Other:**

Rural Councils Victoria Workshop

Date: 29-30 June

Incorporation has been ratified and certificate received.

Advocacy: David Hawkins, SOCOM

What do we want to achieve?

Rate capping - do we still want to pursue?

FAGS - no changes to federal allocation of FAGS, advocate at state level?

Rural roads: federal & state issue - roads to recovery (Federal), State not interested in any extra funding for roads and bridges

EPA levy

Regional strategy for growth:

Core services for all rural Victoria: infrastructure Victoria State that 30 minutes is ok for travel to a service. E.g.: hospitals, dental etc.

Federal fuel levy:

Discussions with ministers: eager to work with RCV in entrepreneurial ideas

Shared services

Regional planning structure? Increase in planning fees

Entrepreneurship in Rural Victoria - Pete Sacco, Program Manager. ACRE

[ACRE | Australian Centre for Rural Entrepreneurs](http://www.acre.org.au)

www.acre.org.au

Social Enterprise Academy - Scotland

Job Seeker to Job Creator - Social enterprise in Schools, social cause agreed upon; develop business opportunities to raise money for this cause

Developing entrepreneurial learning skills and culture -

Building an entrepreneurship ecosystem and community practice

Rural & Regional Councils - place based community plan - City of Wodonga and Alpine Shire

Growth Imbalance: Victorian Regional Population Trends and distribution - Paul Shipp, Director, Urban Enterprise

Rebalance population growth, centralisation of population is getting worse, most takes place in Melbourne. Need a diversity of employment

Sustainable Rural Communities - David Brouks & Euan Lockie (ACIG). www.acig.com.au

Reflect on past programs, did they work, if so why. Have Councils used the Toolkits? If not why not?

Thursday 30th June 2016

Retention and Attraction -

Place and economic development. Deloitte paper.

Buloke Rural Living campaign how can RCV help? Under Sustainable Rural Communities. 3-16-81 Northern Grampians. - under advocacy and possibly under Sustainable Councils

Projects for Sustainable Rural Communities:

1. Buloke Rural Living campaign
2. What do Rural Communities have to offer metropolitan communities to move into rural areas
"Solution to Congestion" Deloitte paper - "The Purpose of Place", RDV paper What are the enablers? Need to influence state policy by giving them some enablers, case studies etc.

David Spear, Regional Australia Institute
General Manager, Partnerships & Communication

"Smart Strategy in a Changing World"

Rural and Regional leaders need to look forward, structural economic change, securing the next million m3 of concrete is not the answer, need to plan and build localised policy and programmes economic, community and leadership capacity innovation, skills and attributes for future employment

Managing the next industrial revolution (World economic forum). Exponential speed of change. In 2030 there will be three types of jobs: focussed on digital specialisation and technical skills, high levels of tech, jobs replaced by automation in time. Professional showing greatest growth followed by community and personal service workers.

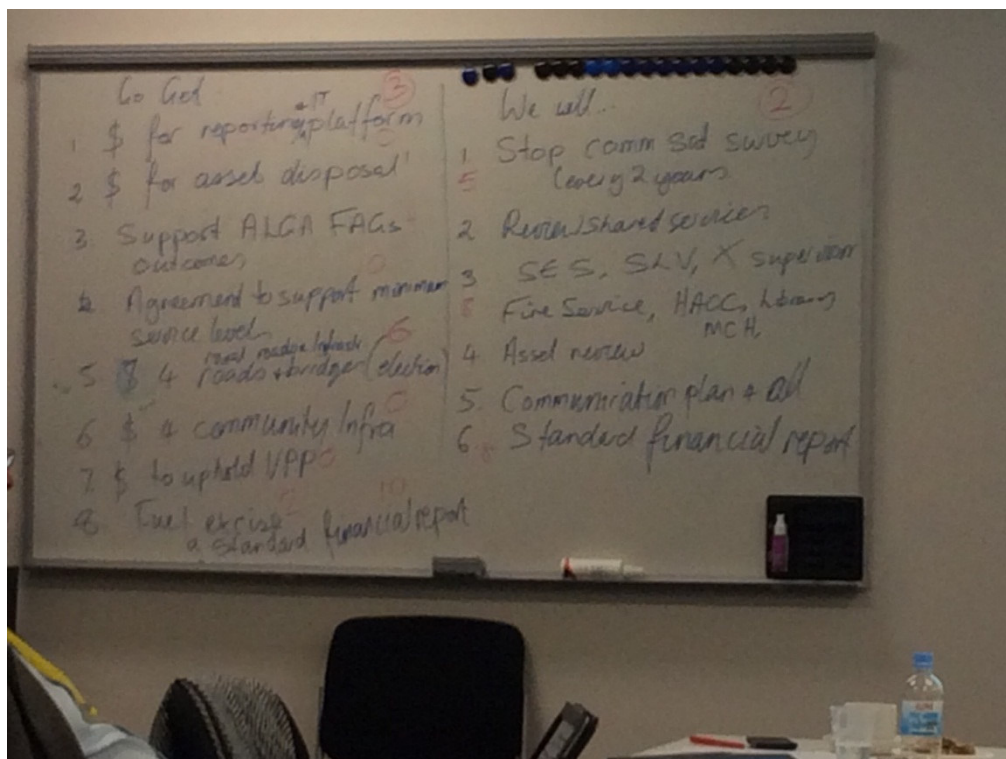
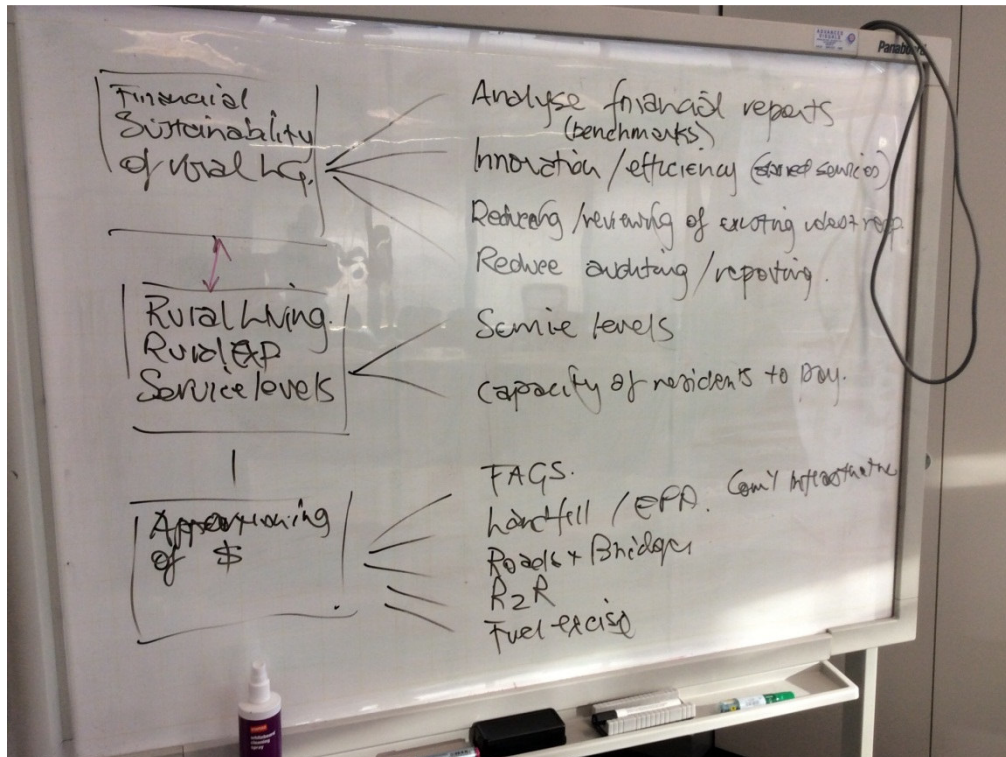
Response to Structural Change:

Triage those in decline, transition or divestment

Capitalise on sectors that demonstrate growth

Invest in the "hard" and "soft" infrastructure required for them to thrive

Forward looking agenda: regional jobs for the future, great small cities, small town change, older and successful, regions in transition



INFLUENCES, DRIVERS, ATTRACTORS & BARRIERS

| INFLUENCES/TRENDS | DRIVERS | INFLUENCES/TRENDS | DRIVERS |
|--|---|--|--|
| Ageing agricultural workforce | Regional centre services | Reducing agricultural labour intensity | Regional Centre employment |
| Ageing population - need for health services | Overseas wage of services | Strong population growth in Metro Melbourne - decreasing affordability | Overseas wage of jobs |
| LIFESTYLE | | ECONOMIC | |
| ATTRACTORS | BARRIERS | ATTRACTORS | BARRIERS |
| Education | Lack of health & other services | Lower cost of living/housing jobs | Lack of relevant employment |
| Price of life | | | Overseas wage |
| Health Services | | | Cost of education |
| Shopping | | | Internet speed and availability |
| INFLUENCES/TRENDS | DRIVERS | INFLUENCES/TRENDS | DRIVERS |
| Tour change, sea change movement(s) | Coastal amenity | Social and professional/business networks | Inclusive communities |
| ENVIRONMENT | | CONNECTIONS | |
| ATTRACTORS | BARRIERS | ATTRACTORS | BARRIERS |
| Natural beauty | Distance - many towns and areas are too far to commute to a regional centre | Family and friends | No social networks |
| | | Return migration | Lack of professional networks |
| | | | Responsibility to care for elderly relatives in current location |

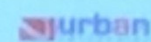
GROWTH IMBALANCE: VICTORIAN REGIONAL POPULATION TRENDS AND DISTRIBUTION



POTENTIAL LEVERS

- Payroll Tax discount for businesses that move to Regional Victoria
- 'Zoned' income tax reductions
- HECS Discounts for regional movers
- Support for Higher Education providers in regional areas
- Support for businesses to attract skilled migration in areas of low unemployment
- Second move migration program – migrants from Melbourne to regional Victoria
- Business relocation support across local and State government
- Regional platforms for alumni / diaspora to access and share information
- Liveability/Placemaking Projects in "second-tier centres"
- Embedding targets and intervention to rebalance population growth through the role of the Victorian Planning Authority

GROWTH IMBALANCE: VICTORIAN REGIONAL POPULATION TRENDS AND DISTRIBUTION



PLEASE HELP US

MAKE OUR NEW SKATE PARK A REALITY!!!

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Yet the Alpine Shire Council and other local Government representatives still seem reluctant to allocate any funding at all towards this vital youth project. We need to let them know how truly unhappy we are about this long-standing issue and the fact that it appears to be consistently shuffled towards the very bottom of their budgeting deck of priorities.

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Please sign below...

| Signature | Phone Number | Age | Alpine Shire Resident (Yes/No) |
|---------------------|-------------------|-----|--------------------------------|
| <i>[Signature]</i> | 0414 770 378 | 38 | Yes |
| <i>[Signature]</i> | 0447 577 242 | 39 | YES |
| R.A. PERSCHUTSCHNIG | 0428 873 01 | 41 | YES |
| TRISH RYDER | 0357 541 667 WORK | 39 | YES |
| <i>[Signature]</i> | 0437 040 025 | 36 | YES |
| <i>[Signature]</i> | 0478 520 355 | 30 | YES |
| <i>[Signature]</i> | 0448 068 559 | 31 | NO |
| <i>[Signature]</i> | 0948 552 338 | | |
| <i>[Signature]</i> | 0418 844 100 | 22 | YES |
| Elizci Frode | 0423 480 324 | 15 | YES |
| <i>[Signature]</i> | 0401 300 825 | 15 | YES |
| <i>[Signature]</i> | 0429 142 352 | 31 | NO |
| <i>[Signature]</i> | 0411 377 863 | 28 | YES |
| <i>[Signature]</i> | | 40 | YES |
| BRAN MORRIS | | 44 | NO |
| HISTO SOLDIER WOLF | 0412-436-802 | 16 | Yes |
| Helen McDougall | 0419 541 011 | 68 | yes |
| Dianne Price | 0428 544 892 | 57 | YES. |
| ASHLEY MINTERLAY | | 44 | NO |
| Andrew Harrison | | 23 | Yes |
| Shannon Price | 04312 382 91 | 21 | Yes |
| <i>[Signature]</i> | 0489062244 | 35 | YES |
| T. Eldridge | 0438061810 | 50+ | Yes |
| <i>[Signature]</i> | 0400 592 350 | 42 | Yes |
| CHITACI SMITH | 0415085863 | 1 | YES |

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Please sign below...

| Signature | Phone Number | Age | Alpine Shire Resident (Yes/No) |
|-------------------|---------------|-----|--------------------------------|
| Jim Beal | 0448 286 817 | 46 | yes |
| Rachel Pearson | 04 666 83 075 | 40 | yes |
| Amber McLead | 04 881 35 133 | 16 | yes |
| Christian Marchuz | 040 748 0487 | 40 | yes |
| Sesse McKelvey | 0410 472 268 | 29 | yes |
| Philippa | 0439 602 663 | — | yes |
| Philippa | 0439 602 663 | 28 | yes |
| DARREN COOTEE | 0408 359 335 | 54 | yes |
| Charlie Lanigan | 0476 251 835 | 25 | Yes |
| Jodi Mann | 0409 285 550 | 41 | yes |
| Cath Smith | 0419 244 240 | 44 | yes |
| GAIL SIMPSON | 0422 030 671 | 63 | yes |
| Lyn Rares | 0419 954 168 | — | yes |
| MARIE W LUTHERTON | 0414 534 485 | 35 | yes |
| Colley Simpson | 0478 690 334 | 17 | yes |
| Lee Schumager | 0439 621 148 | 29 | yes |
| Henri Mariethoz | 03 575 444 22 | 12 | yes |
| Lucie mariethoz | 03 575 444 22 | 7 | yes |
| Jess Powell | 04 32 058 006 | 18 | yes |
| Phoebe Thompson | 0498 804 096 | 25 | yes |
| Davia Whelan | 0498 804 096 | 29 | yes |
| Amanda By | 0408 798 510 | 48 | yes |
| Lucy de Nieren | 0409 388 725 | 39 | yes |
| V.C. BRAMWELL | 5754 1570 | 60 | yes |
| H.MULL | 0428 993 125 | 50 | y |

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| Signature | Phone Number | Age | Alpine Shire Resident (Yes/No) |
|-----------------------------|-----------------------|---------------|--------------------------------|
| John | 02400170584 | 51 | No |
| John | 0400006098 | 18 | yes |
| John | 0400006098 | 47 | yes |
| Nikie Minson | 0400006098 | 9 | yes |
| Peter Thomson | 0401458876 | 17 | yes |
| Laurel Cooper | 57545244 | 57 | yes |
| Tarn Dwyer | 0417387112 | 10 | yes |
| Yvette Hurd | 0417387112 | 39 | yes |
| George Dwyer | 0416013207 | 39 | yes |
| Moli Dwyer | 0417387112 | 7 | yes |
| Rig Dwyer | 0417387112 | 8 | yes |
| Joanne McLachlan | 0438544550 | 55 | yes |
| Joanne McLachlan | 0438544550 | 55 | yes |
| PETER CORNER | 0413427030 | 46 | yes |
| Georgia Rose Oakley | 0407171419 | 17 | yes |
| Paul McMahon | 0400059789 | 17 | yes |
| Cath Smith | 0419244240 | 44 | yes |
| Harmony Strupius | 0488045869 | 16 | yes |
| Maia McPherson | 0426225933 | | yes |
| Kate | 0402266358 | 52 | yes |
| Sesasi Myrloftoy | 0418461239 | 43 | yes |
| Daric Luck | 0217020946 | 43 | yes |
| Carli Shookbridge | 0421396002 | 36 | yes |
| DANE MARNON | 0435092377 | 32 | yes |
| Fain Thomson | 0497838702 | 31 | yes |

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| Signature | Phone Number | Age | Alpine Shire Resident (Yes/No) |
|----------------------|--------------|-----|--------------------------------|
| CORRIS HOAGARTH | 0427869616 | 58 | YES |
| TIM SMITH | 0415085863 | 33 | YES |
| WILLIE METWATER-COOK | 0459753913 | 29 | YES |
| Emily meece | 0410847712 | 17 | YES |
| Zara Plummer | 0476918481 | 16 | YES |
| Jameson Rook | 57541469 | 17 | YES |
| Margina Roca | 57541761 | 54 | YES |
| Bill Roper | 0499439428 | 20 | YES |
| Ben Dahm | 0458334907 | 20 | YES |
| Josh | 0455598999 | 41 | YES |
| Melanie | 0419348484 | 65 | YES |
| Blayne | 0422403026 | 17 | YES |
| Thom R | 0474552942 | 16 | YES |
| Xena Pahina | 0473358795 | 17 | YES |
| Evelyn Robinson | 0427260032 | 37 | YES |
| Jessica Robinson | 0428544494 | 46 | YES |
| Jennifer McDermott | 0421754811 | 44 | YES |
| Hizka Soldierwolf | 0401036073 | 16 | YES |
| Pat McMahon | 0400059789 | 17 | YES |
| Renee Case | 0431104151 | 22 | Yeah! |
| Linda Siann | 0416597868 | 57 | YES |
| Peter Thomson | 0401458876 | 17 | YES |
| MARK WAENE | 0417558325 | 49 | YES |
| Will Thorn | 0428765878 | 34 | YES |
| Glenn Whitford | 0423064928 | 51 | YES |

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| Signature | Phone Number | Age | Alpine Shire Resident (Yes/No) |
|---------------------|---------------|-----|--------------------------------|
| Kaleb Zirnstein | | 12 | yes |
| W. H. H. H. | | 68 | yes |
| Newton Ford | 0405185385 | 19 | yes |
| Daniel Samuel | 0474100684 | 35 | yes |
| Daniel Penney | | 24 | yes |
| Theresa Asher | 0415123358 | 42 | yes |
| Damantha Senanayake | 0414340374 | 42 | yes |
| Jamie Page | | 36 | yes |
| Izzy Raw | 0429441138 | 42 | yes |
| Amanda Philp | 0406054983 | 35 | yes |
| Deborah Lightweaver | 0481215676 | 37 | No - regular visitor |
| Sophie Philp | 0406054983 | 11 | yes |
| Josh Kneebone | 0427445674 | 28 | yes |
| Kateona Kneebone | | 28 | yes |
| Helen Zirnstein | 0432969906 | 40 | yes |
| Ivan Zirnstein | 0407416095 | 40 | yes |
| James Rowe | 0407042985 | 19 | yes |
| Brooke Anderson | 0447694477 | 19 | no |
| Teagan Atherstone | 0400467350179 | 15 | yes |
| Bert Lupi | | 23 | no |
| Carm May | 0428169171 | 17 | yes |
| Dillon Walter | 0458297225 | 17 | yes |
| Angus Frank | | 13 | no |
| Gus Parkinson | | 14 | no |
| Jack Newbold | 0429954581 | 19 | yes |

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Please sign below...

| Signature | Phone Number | Age | Alpine Shire Resident (Yes/No) |
|----------------------------|--------------|-----|--------------------------------|
| Jack Steele | 0497199542 | 15 | Yes |
| st | 0499439367 | 15 | Yes |
| Gabe T. | 0447308284 | 17 | Yes |
| ARNIE | NO | 13 | NO |
| Michael O'Brien | 03 57544730 | 18 | Yes |
| Lachlan Wahamui | 0411 147 282 | 21 | yes |
| Adam Jensen | 0474 795085 | 19 | yes |
| Kobe Bell | 049907112209 | 13 | yes |
| Jackson McDermott | 0432208922 | 14 | yes |
| Jordan Stones | 0467702631 | 11 | Yes |
| Tyler Hvale | 0466590088 | 10 | yes |
| Aidan van dyke | 57544769 | 12 | yes |
| Ben Bryss-Hampton | 0434338957 | 10 | yes |
| Rory O'Connor | 0474013788 | 10 | yes |
| Connor Raw | 0467 008742 | 11 | yes |
| Samuel Pabian | 0421 229 233 | 13 | yes |
| Noah Tanzen | 0418371715 | 12 | yes |
| Hayden | NO | 12 | yes |
| Jaco B | | 12 | yes |
| Mitchell Young | 0427934636 | 15 | |
| Christopher Pianta | 0439 256 966 | 23 | No |
| TEGAN SUTTON | 0439 269 259 | 24 | NO |
| David Stevens | 0498869 275 | 21 | NO |
| Jessica Gay | 0408365273 | 20 | NO |
| Jack McMahon | 0487384880 | 18 | Yes |

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Please sign below...

| Signature | Phone Number | Age | Alpine Shire Resident (Yes/No) |
|--------------------|--------------|-----|--------------------------------|
| <i>[Signature]</i> | 0418 371 714 | 17 | Yes |
| Joselyn T | 0418 371 714 | 14 | Yes |
| Hayden Ryder | 0408289279 | 11 | Yes |
| Annette Walton | 0417166824 | 50 | No |
| Rachael Cosgriff | 0421 0419 58 | 25 | Yes |
| Jonah Cosgriff | - | 14 | Yes |
| Dylan Cosgriff | 5754 16 16 | 13 | Yes |
| Sebi Cosgriff | 5754 16 16 | 10 | Yes |
| Luke Cosgriff | 5754 16 16 | 6 | Yes |
| Kevin Cosgriff | 0419 364 907 | 21 | Yes |
| Bo Hazley | - | 13 | Yes |
| Max Deegan | - | 13 | Yes |
| Angus Eberle | 0429698012 | 14 | Yes |
| RODNEY LANG | 0409807392 | 45 | No |
| Naivey Bell | - | 17 | No |
| Pumuk Henderson | 0474261323 | 13 | No |
| Luke Chibsky | 0403 545 955 | 36 | Yes |
| Josh Hodge | 0406 912 619 | 25 | NAH |
| Ash Cochrane | 0401 784 250 | 26 | Nope |
| Tallon Smith | 0433681512 | 16 | Yes |
| Milan Smith | - | 15 | Yes |
| Coral Filler | 0600861 150 | 41 | Yes |
| Matthew Archer | 02 60252752 | 56 | No |
| Billy H | - | 13 | Yes |
| Athol Thomas | - | 38 | Yes |

[illegible]

[illegible]

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|------------------|----------------|-----|--------------------------------|
| | (04) 5819 1186 | 22 | Yes. |
| | 0419244773 | 16 | yes |
| | 0400214 164 | 15 | yes |
| | 0429 893 877 | 16 | yes |
| | 04150 7 27 | 16 | yes |
| | 0467063815 | 16 | yes |
| | 5784707 | 16 | y |
| Elizabeth George | 0438972208 | 14 | NO Yes |
| CLARE | 0448437112 | 14 | NO Yes |
| Bella O'Brien | 0408804141 | 15 | Yes |
| Annabelle Barber | 04951211999 | 12 | Yes |
| Mitch Cook | 0488992348 | 14 | ias |
| Clay C-Dillon | 0456803690 | 13 | Yes |
| David Nuthall | 0439388897 | 28 | Yes |
| Reyan Blackwell | 0490281678 | 15 | Yes |
| | | | |
| STulley | 5754 4005 | 21 | Yes. |
| McGibna | 5754 4005 | 21 | yes. |
| Damo | 0498 626 117 | 15 | yes |
| Tahlia Philp | 0456043992 | 16 | yes |
| Zara Farrington | 0457 14 1901 | 15 | yes. |
| Emily meek | 0411 637 042 | 16 | Yes |
| Abdul Kabahri | 04166642069 | 38 | NO |
| Brodie Townsend | 0432271887 | 17 | Yes |
| Tallon Smith | 0433681512 | 16 | Yes |

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| Signature | Phone Number | Age | Alpine Shire Resident (Yes/No) |
|-----------------|------------------|-----|--------------------------------|
| Emelia Roffey | 03 5754 1117 | 15 | Yes |
| Taya Burdziejko | | 14 | Yes |
| Aidan Grace | - | 14 | Yes |
| Ryan Barker | - | 16 | Yes |
| COOPER | 0428636099 | 15 | NO |
| Mitchell Jones | | 14 | No |
| Brody Jones | | 16 | no |
| Hailey Lemm | 044 - | 17 | Yes |
| Amber McLeod | 0488135133 | 16 | Yes |
| Bridget Lane | - | 18 | Yes |
| Rhonda Gargen | 03 57541785 | - | Yes |
| Grace Taylor | 0403439657 | - | Yes |
| Freya Veikkanen | 0457295599 | 16 | YES |
| Maddy Kyder | 0429292199 | 15 | YES |
| Jack Howling | | 14 | Yes |
| Georgia Moorman | | 14 | Yes |
| Indi | | 14 | Yes |
| Alina | | 14 | Yes |
| Acacia | | 13 | Yes |
| Amelie | - | 13 | Yes |
| Molly | | 14 | Yes |
| Maddi Eriksson | 0400149539 | 15 | Yes |
| Emily Barnes | 0488187582 | 15 | Yes |
| Hannah Little | - | 27 | No |
| Will Heystek | 0456889725 | 16 | Yes |

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| Signature | Phone Number | Age | Alpine Shire Resident (Yes/No) |
|------------------------|-----------------------------|------------------|--------------------------------|
| Trilby Ford | 0412 04 21211134 | 16 | yes |
| Georgia Oakley | 0407 171 419 | 17 | yes |
| Pat McNahan | 0400059789 | 17 | yes |
| Tom Robinson | 0433358795 | 17 | yes |
| Zara Plummer | 0476918481 | 16 | yes |
| John Smith | 0426391492 | 18 | yes |
| NIC Black | 0491152318 | 14 | yes |
| Pat McNahan | | | |
| Conner Vickers | 0474 | 17 | yes |
| Rhys Black | 0474552942 | 16 | Yahh |
| David Cook | | 16 | yes |
| Nikira Lewinson | 0447035504 | 17 | yes |
| Ally Burdziejko | | 17 | yes |
| Charlotte Rogers | | 17 | yes |
| Jackson McDermott | 0432288942 | 14 | yes |
| Jaymon Seymour | | 12 | yes |
| Ash Forster | | 12 | yes |
| Zoe Hocking | 57541900 | 12 | yes |
| Ethan Grace | 57544154 | 12 | yes |
| Darcy Caccante | 0409541587 | 12 | yes |
| Grace Walkley | 0416164104 | 12 | yes |
| Riley | | 12 | yes |
| Will Nama | | 12 | yes |
| Aisha Jackson | | 16 | yes senior |
| Tawhiti Pakahinga | 0448 672 534 | 15 14 | yes |