

CELEBRATING
30
YEARS
1989-2019

urban planning
economics+tourism
enterprise

ALPINE SHIRE EVENTS STRATEGY ACTION PLAN

ALPINE SHIRE COUNCIL | NOVEMBER 2021



www.urbanenterprise.com.au

ACTION PLAN

The following Action Plan includes realistic and practical actions to guide the delivery of the strategies, opportunities and recommendations identified in the Strategic Event Framework. This includes key tasks/actions, responsible stakeholders, and indicative timeframes as follows:

- Short term (current term of Council);
- Medium term (next term of Council);
- Long term (beyond the next term); and
- Ongoing.

The implementation of the Action Plan should be monitored over time using a set of Key Performance Indicators (KPIs) that monitors progress, measure outcomes and evaluates its success. The delivery of these actions will be predominantly led by the events team within Council's Economic and Community Development Unit, in partnership with government agencies, event organisers, business, community and tourism bodies.

These actions and deliverables are subject to review after four years (in line with the review timeframe of the Strategy)

STRATEGIC DIRECTION 1: ENHANCE AND DIVERSIFY EVENTS

No.	Action	Lead Stakeholder	Partner Stakeholder	Timeframe
Strategy 1.1: DELIVER A DIVERSE CALENDAR OF EVENTS				
1.1.1	Develop targets for the proportion of tourism event typologies, with a focus on: <ul style="list-style-type: none"> • Maintaining the current proportion of Nature-based events; • Increase the current proportion of 'high-yielding' Arts and Culture and Food and Beverage events; and • Increasing the number of business events. 	<ul style="list-style-type: none"> • Economic and Community Development 		Short-term
1.1.2	Undertake discussions with event organisers that are delivering desired tourism events. Event types identified include Arts and Culture and Food and Beverage events	<ul style="list-style-type: none"> • Economic and Community Development 	<ul style="list-style-type: none"> • Event organisers 	Short-term

1.1.3	Engage with regional tourism bodies to identify opportunities to target desired event types that exist in the region and/or seeking to relocate	<ul style="list-style-type: none"> Economic and Community Development 	<ul style="list-style-type: none"> Tourism North East Event organisers 	Short-term
1.1.4	Finalise and distribute the promotional video being prepared by Council to showcase the Shire as a desirable events destination	<ul style="list-style-type: none"> Economic and Community Development 		Short-term
Strategy 1.2: ATTRACT MAJOR AND SIGNIFICANT TOURISM EVENTS				
1.2.1	Adopt event categorisation and funding allocation recommendations to target and allocate funding for relevant major and significant events	<ul style="list-style-type: none"> Economic and Community Development 		Short-term
1.2.2	Proactively identify and procure major and significant events through engagement and working with stakeholders such as Visit Victoria	<ul style="list-style-type: none"> Economic and Community Development 	<ul style="list-style-type: none"> Visit Victoria 	Short-term and ongoing
1.2.3	Finalise and distribute the promotional video being prepared by Council to showcase the Shire as a desirable events destination	<ul style="list-style-type: none"> Economic and Community Development 		Short-term
Strategy 1.3: INCREASE COLLABORATION WITH THE ALPINE RESORTS				
1.3.1	Undertake regular engagement with RMB stakeholders to identify opportunities for collaboration and coordination, including: <ul style="list-style-type: none"> Avoiding duplication of events and/or congestion of the events calendar; Improving linkages between existing events in the resorts and the Shire (to maximise visitor yield opportunities); and Attract new events that are held across both the Shire and resort areas (particularly during off-peak winter months). 	<ul style="list-style-type: none"> Economic and Community Development 	<ul style="list-style-type: none"> Mount Hotham and Falls Creek Resort Management Boards 	Short-term and ongoing

Key Performance Indicators

Target	Monitor
Increase the proportion of desired tourism events, inc. Arts and Culture and Food and Beverage events, as well as business events	Annually, using Council's events database

Maintain the existing proportion of nature-based events, inc. Sport and Outdoor Recreation, Snow and Cycling	Annually, using Council's events database
Increase the volume of business events	Annually, using Council's events database
Increases in visitor yield generated by high-yielding event visitors	Annually, using Tourism Research Australia data
Attract a new major and significant event to the Shire within two years	Council's events database

STRATEGIC DIRECTION 2: DELIVER IMPROVED EVENT FACILITIES AND SUPPORTING INFRASTRUCTURE

No.	Action	Lead Stakeholder	Partner Stakeholder	Timeframe
Strategy 2.1: IMPROVE EXISTING EVENT INFRASTRUCTURE				
2.1.1	Undertake an infrastructure audit of available venues and facilities with the aim to identify and prioritise key infrastructure upgrades and investment requirements to support existing and future events	• Economic and Community Development		Short-term and ongoing
2.1.2	Ensure that proposed infrastructure upgrades are appropriately prioritised and listed in the project pipeline.	• Economic and Community Development		Short-term and ongoing
2.1.3	Identify alternative potential sources to undertake required infrastructure upgrades, including private investment and sponsorship	• Economic and Community Development		Medium-term
Strategy 2.2: PROMOTE UTILISATION OF EVENT INFRASTRUCTURE				
2.2.1	Finalise and deliver the Venue Directory to provide an overview of Council and non-Council venues and facilities across the Shire (with annual updates).	• Economic and Community Development	• Event organisers	Short-term and ongoing
2.2.2	Finalise and deliver the Facilities Module that provides an online booking system for Council-owned event facilities	• Economic and Community Development		Short-term and ongoing
2.2.3	Consider expanding the module to include all significant non-Council infrastructure in the long-term to support organisers	• Economic and Community Development		Short-term and ongoing
Strategy 2.3: DEVELOP NEW STRATEGIC EVENT INFRASTRUCTURE				

<p>2.3.1</p>	<p>Examine existing outdoor spaces in Mount Beauty and determine the preferred site for purpose-built infrastructure to support events using set criteria, including:</p> <ul style="list-style-type: none"> • Access and parking; • Existing amenity and natural setting; • Existing events usage; • Existing infrastructure to build on; and • Easily developable. <p>Following this review, prepare an investment plan to inform the development of the dedicated outdoor events space in Mount Beauty, including cost estimates, potential benefits/feasibility of the investment and location.</p>	<ul style="list-style-type: none"> • Economic and Community Development • Planning Unit 	<ul style="list-style-type: none"> • State/Federal Government 	<p>Medium-term</p>
<p>2.3.2</p>	<p>Investigate the opportunity to attract private sector funding to develop a conferencing and business events venue, as well as a large-scale indoor (all-weather) event venue in the Shire.</p> <p>The development of this infrastructure and attraction of funds involves separate feasibility studies, to be prepared by Council, that identifies:</p> <ul style="list-style-type: none"> • The strategic need for this infrastructure; • Preferred locations and sites; • Cost estimates; • The target markets and potential demand; • The financial viability (inc. cost-benefit analysis), to determine the financial benefits of investment; and • Potential economic benefits to the region. <p>The outcome of the feasibility study should be included in an investment prospectus, prepared by Council, and used to advocate for private sector funding.</p>	<ul style="list-style-type: none"> • Economic and Community Development • Planning Unit 	<ul style="list-style-type: none"> • Private sector developers 	<p>Medium-term</p>

<p>2.3.3 Promote investment in high-quality visitor accommodation to support major tourism events and overnight stays, through the following actions:</p> <ul style="list-style-type: none"> • An accommodation audit to identify the gaps in commercial accommodation, focusing on large scale and high-quality facilities; • Investigate strategic locations for new accommodation facilities, including in the key towns of Bright, Myrtleford and Mount Beauty; and • Prepare a feasibility study that investigates the viability of visitor accommodation (inc. potential demand, cost-benefit assessment, etc), as well as a prospectus to attract private investment. 	<ul style="list-style-type: none"> • Economic and Community Development • Planning Unit 	<ul style="list-style-type: none"> • Accommodation providers 	<p>Long-term</p>
---	---	---	------------------

Key Performance Indicators

Target	Monitor
Increase number of outdoor events in Mount Beauty	Annually, using Council's events database
Increase proportion of business events	Annually, using Council's events database
Increase seasonal dispersal of events, including: <ul style="list-style-type: none"> • More events in winter months • More events held during mid-week 	Annually, using Council's events database
Increase number of tourism events held outside Bright (supported by new visitor accommodation)	Annually, using Council's events database
Increase number of event visitation nights and event visitor expenditure in the Shire	Annually, using Tourism Research Australia data

STRATEGIC DIRECTION 3: SUPPORT EVENT DELIVERY AND MANAGEMENT

No.	Action	Lead Stakeholder	Partner Stakeholder	Timeframe
Strategy 3.1: DEVELOP AN ALPINE SHIRE EVENTS POLICY AND EVENTS MANAGEMENT PROCEDURE				
3.1.1	<p>Council (in consultation with community and industry stakeholders) to develop an events policy for the Shire and finalise the events management procedure (in progress) that establishes Council's guidelines and provides direction for the events sector. Council should review similar policies developed in other Council areas, consider the strategic needs of the Shire and include the following elements (as a guide):</p> <ul style="list-style-type: none"> • Policy Purpose • Event Sector Definitions • Scope of Policy • Event Policy - inc. objectives, role of stakeholders, decision-making framework, targets, funding guidelines, etc. • Policy Review (schedule of ongoing document review) 	<ul style="list-style-type: none"> • Economic and Community Development 	<ul style="list-style-type: none"> • Event organisers 	Short-term
Strategy 3.2: ESTABLISH NEW EVENT FUNDING CRITERIA AND FUNDING ALLOCATIONS				
3.2.1	Review and implement the event funding criteria and allocations per the recommendations outlined in Section 8 of the Strategy.	<ul style="list-style-type: none"> • Economic and Community Development 		Short-term
3.2.2	Deliver these recommendations as part of a future Council Events Policy.	<ul style="list-style-type: none"> • Economic and Community Development 		Short-term
Strategy 3.3: BUILD INDUSTRY CAPACITY				
3.3.1	Undertake a review of current support provided to the event sector - in consultation with organisers - and identify opportunities to enhance industry capacity and capability through:	<ul style="list-style-type: none"> • Economic and Community Development 	<ul style="list-style-type: none"> • Event organisers 	Short-term
3.3.2	Development a toolkit that provides guidance for event procedures and processes, as well as enhancing the skillset of organisers. This could be delivered online (and in-person) through a combination of recorded workshops, online forums, FAQ/factsheet, etc.	<ul style="list-style-type: none"> • Economic and Community Development 		Short-term

3.3.3	<p>Develop a standardised assessment framework for events in the Shire to help inform future Council decision making. This could involve:</p> <ul style="list-style-type: none"> • Development of a standardised survey questionnaire to measure the social, economic and environmental outcomes of events; • Development of a standardised methodology for calculating the economic benefits of events; and • Development of a portal to record all events and associated impacts across the region 	<ul style="list-style-type: none"> • Economic and Community Development 	Short-term
Strategy 3.4: IMPROVE THE EFFICIENCY OF THE APPROVALS PROCESS			
3.4.1	Finalise and deliver the <i>Event Management Procedure</i> to provide a clear and consistent approach to event approvals	<ul style="list-style-type: none"> • Economic and Community Development 	Short-term
3.4.2	<p>Implement the online <i>Events Permit Module</i> to improve the efficiency of the approval process, including:</p> <ul style="list-style-type: none"> • Providing upfront training sessions to event organisers and Council to ensure familiarity with the platform and increase take-up; and • Regularly monitor and update the module to ensure it meets stakeholder expectation. 	<ul style="list-style-type: none"> • Economic and Community Development 	Short-term and ongoing
Strategy 3.5: SUPPORT INDUSTRY AWARENESS			
3.5.1	<p>Increase the level of industry awareness by:</p> <ul style="list-style-type: none"> • Providing collateral to industry (e.g. seasonal events calendar); and • Increasing communication (e.g. emails, information sessions), via Council's CRM database to reach relevant hospitality and tourism businesses; and • Scheduling workshops and information sessions for businesses 	<ul style="list-style-type: none"> • Economic and Community Development 	Short-term and ongoing
Strategy 3.6: REVIEW EVENT STAFFING RESOURCES			
3.6.1	Review staffing requirements to deliver the adopted strategies and recommendations	<ul style="list-style-type: none"> • Economic and Community Development 	Short-term

<p>3.6.2 Investigate the potential to:</p> <ul style="list-style-type: none"> Engage temporary staffing resources (on a needs basis) to deliver specific strategies; and Use resources from other Council areas to help deliver the Strategy 	<ul style="list-style-type: none"> Economic and Community Development Visit Victoria 	Short-term
---	--	------------

Key Performance Indicators

Target	Monitor
Improved financial self-sustainability of events (and reduced reliance on Council resources)	Annual review of funding application for existing events
Increase in event enquiries by new event organisers	Annually, with Council recording number of enquiries
Increase the average number of attendees and participants at Council-run workshops and forums	Annually, with Council recording attendance for each session
Improved event compliance and safety (inc. adherence to event and risk management procedures)	Council's standardised assessment framework
Increases in economic benefits to the Shire (visitor expenditure, job creation and output generated by events)	Council's standardised assessment framework
Increases in event staffing resources	Annually, based on Council's Business Plans and Budgets
Increased seasonal dispersal of events, including during low visitation months and mid-week	Annually, using Council's events database
Increase the number of tourism events held outside Bright	Annually, using Council's events database



www.urbanenterprise.com.au