

RURAL CITY OF WANGARATTA

EVENTS & ATTRACTION STRATEGY 2018 - 2023



CONTENTS

Executive Summary	1
Introduction	3
How we developed this strategy	13
SWOT Analysis	15
Key Challenges	16
Vision, Mission & Strategic Objectives	18
Implementation Strategy	31

EXECUTIVE SUMMARY

The Events and Attractions Strategy sets out the Rural City of Wangaratta's future direction in the support, curation and delivery of events within the municipality. Aligned with the Council Plan and responding to the CBD Master Plan and an internal audit held in 2015, this strategy provides direction on the funding, attraction and retention of tourism related events, the support and curation of community events and expected outcomes.

There are a number of significant challenges present in the municipality which restrict the level of tourism which can be generated from the attraction of events including; sub-standard facilities and venues, limited accommodation and a highly competitive market in the north east.

This strategy intends to address these limiting factors and better place the Rural City of Wangaratta in attracting events and capitalising on tourism and economic opportunities.

Events also provide significant benefits to the social, cultural, health and wellbeing of the community. Supporting community organisations who coordinate events and developing an internal curated events program allows our community to thrive, improving community cohesiveness, reducing isolation and barriers to connectivity and community wellbeing.

VISION

Wangaratta is established as an events destination, stimulating economic activity and delivering tangible, positive outcomes for our community.

MISSION

Enable a vibrant and diverse calendar of events that contributes to the cultural, social and economic well-being of the local, and surrounding, community and visitors to the region.

STRATEGIC OUTCOMES

Eight strategic outcomes have been identified to drive decision making, support and curation of events within the Rural City.

1. Increase tourism through marquee live performance and sporting event attraction
2. Expand the number of events held in Wangaratta through a funding program that supports major and marquee events
3. Upgrade event venues across the municipality to encourage marquee events
4. Review the Rural City of Wangaratta events program to ensure financial sustainability and best fit for our community
5. Support community generated events through skills improvement, council services and community grants
6. Maximise promotional opportunity across North East Victoria for all events
7. Streamline event processes to make it easier to host events
8. Establish guidelines and targets for improving environmental sustainability and accessibility for all events

INTRODUCTION

WHY DO WE HOST EVENTS?

Events, celebrations, commemorations and festivals play an important role in our social and economic fabric. They can bring substantial new dollars into the economy, contributing to various sectors including tourism, retail, hospitality, service and professional sectors. This contributes to employment in the community and a strong local economy.

Events can build a region's profile and reputation as a great place to visit, live and invest.

Events can help to make our region a great place to live by bringing communities together, providing entertainment, and celebrating our heritage and special interests.

They contribute to residents having a sense of pride in our community, developing skills and learning opportunities for volunteers. Events allow residents to share their pride and be great ambassadors for our region.

Arts and cultural events contribute to the creative fabric and cultural identity of our community, allowing for expression and creativity, as well as supporting the cultural industries.

Events provide participation opportunities and can encourage people to become more active, healthy and socially engaged. They can also bring inspiration to many people and provide spectator opportunities not otherwise available.

Events are a mechanism to deliver important messages and information, and other outcomes including in the areas of environmental sustainability, youth, seniors, accessibility and inclusion.

Events utilise our built facilities, and often drive facility improvements creating long term legacies for the community.

OUR STRATEGIC DIRECTION

There are a number of strategic documents that have been developed by Council that provide direction for the development and management of events within the municipality.

These include:

Rural City of Wangaratta Council Plan 2017 – 2021 Our Roadmap for the future

We are inspired

We will create and deliver

- An events strategy that focuses on delivering and supporting a range of events throughout the municipality

The Wangaratta Project – A masterplan for the City 2016

Arts Culture, Events & Activation Portfolios

- Develop new events, activities, festivals and happenings of all kinds
- Create opportunities for live music of all kinds throughout the central city in performance venues, schools, cafes and on the streets
- Install infrastructure for live performance in key public spaces

Parks and Public Space Portfolio

- Intensify active play, recreation and events at Apex Park
 - Install Lighting to facilitate night events
 - Relocate the CFA training track and support the development of more riverside activities (such as the expansion of the farmer's market)
 - Upgrade event facilities including a stage for large events
 - Install a small, multi-functional pavilion style structure (can be temporary) to function as a kiosk, located at the playground and an informal space for local musicians and performers to rehearse and perform
 - Relocate CFA infrastructure from Apex Park
- Strengthen Merriwa Park as a point of arrival
 - The CBD Masterplan supports the recommendations in the Merriwa and Kaluna Parks Masterplan (2015) with priority given to:
 - Proceeding with the refurbishment of the Sound shell, promoting its picturesque setting and developing a program of events throughout the year held on the riverside lawn areas

Municipal Health and Wellbeing Plan 2017-2021

Under this plan, the following actions were identified to improve community health and wellbeing.

- 2.1** Gender equity in all parts of our community
 - Advocate for and support the delivery of resources, services, events and groups that enable equity of connection for members of our community who identify as lesbian, gay, bisexual, transgender or intersex.
- 2.2** Economic Equality and growth
 - 2.2.2** Provide free and accessible programs that enable men, women, young people and children of all abilities to enjoy and participate in cultural activities
- 2.3** Cultural celebration, recognition and support
 - 2.3.3** In collaboration with local indigenous elders and community members, provide regular celebration, exhibitions and events – temporary and permanent – promoting indigenous art, culture and stories throughout the municipality
 - 2.3.4** Protect and recognise the continuing story of traditional indigenous and European heritage and settlement through art, story, events and community facilities.

3.3 Preventative programs and projects

3.3.1 Deliver a calendar of events, projects and opportunities that enable families, friends and community members of all abilities and ages to gather and connect

4.2 Addressing drug and alcohol use

4.2.1 Continue to deliver a range of drug, smoke and alcohol free events and projects throughout the municipality that are family friendly and accessible for people of all abilities

4.3 Enabling Healthy Food Choices

4.3.1 Encourage healthy choices within community spaces and at community events through the provision of accessible, safe drinking water and the availability of affordable, healthy food options

Draft Economic Development Strategy – SGS Economics and Planning

A draft Economic Development Strategy is being considered for Council approval. Specific directions concerning event related tourism include;

3. Economic Development Objectives

Objective 5 - Improve on Wangaratta's Share of total visitor nights in Victoria from 0.56% to 0.6% based on Tourism Research Australia Data. This can be achieved via increasing the number of visitors, convincing more passing visitors to stay overnight, or extending the length of trips.

5. Opportunities for the Wangaratta Economy

5.4 Growing Active Tourism (alpine sports, bike trails, hiking)

Tourism, built on the natural environment, existing infrastructure and events calendar, will bring new sources of income into the local economy.

6. Strategies to Achieve Objectives

6.2 Strategies

III. Investing in strategic infrastructure

Develop and better link existing tourism infrastructure to drive visitation and longer stays

Crowe Howarth Review 2015

In 2015, consultants Crowe Howarth were engaged to conduct an internal audit and review of the Rural City's event strategic direction, policies and procedures.

The objectives for this review considered;

- The completeness of Council's event management processes including risk identification for Council events;
- Council event management policies and procedures in terms of best practice guidelines
- The operating effectiveness of the event management process at Council; and
- Performance improvement observations relating to the event management processes including policies and procedures where applicable;

The consultants found that, Council did not have an adequate policy and procedure framework and recommended that;

- Council finalise the Events Strategy Plan to ensure Council is clear on the types of events that it will lead and support
- Council documents a formal Events Management Policy
- The process for scheduling events at Council be reviewed within the Events Management Policy

DEFINITIONS

In the development of this strategy, the definition of an event was considered. The primary focus of the Rural City of Wangaratta is on the approval and curation of events on public land, however, events held on private property is also included within this plan to ensure that some significant, privately funded tourism events are captured and supported.

This plan specifically excluded normal day to day activities, sporting matches, exhibitions and presentations at the Wangaratta Performing Arts Centre, Wangaratta Gallery, and Wangaratta Library and at individual sporting clubs, commercial businesses and tourism attractions.

In defining an event for the purposes of event approval policy and procedures, the following definition has been applied:

An **event** is any organised activity, where an open area, facility, venue, road or temporary structure is to be used by more people than are usually found in that location.

For the purposes of funding decisions and permit approvals and delegations, the following categories of events should be applied.

Marquee Events

Events with attendances in excess of 3,000 people. Marquee events should drive overnight stays within the Rural City of Wangaratta and will require significant event planning and approval processes.

Major Events

Events with attendances in excess of 500 people. Major events will require event approval on public land involving a number of permits dependent on the event complexity.

Minor Events

Events with attendances between 100 and 500 people. These events will require approval, but should be relatively simple to review with a focus on public risk and infrastructure impact.

Public Gatherings

Gatherings of community organisations, friends or families for the purpose of celebration, protest or organised activity of up to 100 people. Public gatherings will require a booking approval to ensure there is no conflict within an event venue.

Markets & Commercial Activity

The Rural City of Wangaratta hosts a number of regular markets and commercial or community activities on public land including the Wangaratta Farmers Market, Moyhu Market, Wangaratta Park Run, Tai Chi and personal trainer programs. For these activities, approval will be required with commercial arrangements to be determined and, where possible, a memorandum of understanding developed on agreed activities.

COUNCIL'S EVENT ROLES AND RESPONSIBILITIES

The curation, funding and approval of events within the Rural City of Wangaratta is an all of Council responsibility. All directorates have a level of responsibility in the delivery of events on Council land, with some areas also responsible for the approval of events and activities on private land.

The Arts, Culture and Events team within the Community Wellbeing Directorate undertake a lead, coordinating role in the delivery and approval of events. This team provides strategic and operational advice to other departments as required and acts as advocates for external event providers staging events on public land.

Responsibilities for each directorate as they currently stand are as follows:

The Office of the Chief Executive Officer

Responsible for:

- Coordination of civic function guest lists, invitations and communication
- Civic protocols
- Councillor liaison and attendance at events

Corporate Services

Responsible for:

- Financial management, invoicing and supplier payments
- Advertising and Media Management
- Social Media Campaigns
- Occupational Health and Safety
- Risk Assessment Approvals
- Permit approvals through Customer Service
- Booking and Management of community event resources
- Booking of sporting venues and spaces

Community Wellbeing

Responsible for:

- Delivery of the Rural City of Wangaratta's events program
- Development and application of event policies and procedures
- Attracting and bidding for marquee events

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- Support of the Wangaratta Festival of Jazz and Blues
 - Event promotion through the Wangaratta Visitor Information Centre
 - Community grants funding
 - Delivery of youth events through the FREEZA program
 - Delivery of accessibility events
 - Venue Management of the Wangaratta Performing Arts Centre, Wangaratta Gallery and Wangaratta Library and Wangaratta Showgrounds
 - Management of Community Halls and Recreation Reserves
 - Coordination of aged care activities
 - Delivery of Early Childhood events and activities

Development Services

Responsible for:

- Places of Public Entertainment and Temporary Structure approvals
- Liquor Licensing Advice and Approvals for external events
- Street trader and commercial activity approvals
- Permit approval under Local Laws
- Grants funding program for tourism and sporting events
- Business event attraction
- Tourism promotion and development
- Venue Management of the Wangaratta Aerodrome and Wangaratta Livestock Exchange

Infrastructure Services

Responsible for:

- Emergency Management Planning and support
- Traffic Management Planning
- Building and services maintenance
- Waste Management
- Venue preparation including horticulture services
- Road closures on local roads
- Event support through plant, equipment and labour
- Venue inspections
- Venue design and development

OUR EVENTS AT A GLANCE

The past financial year, the Rural City of Wangaratta hosted 76 minor, major or marquee events. These events ranged from single community based events to multi-day arts and cultural festivals (including the Stitched Up Textile Festival and the Wangaratta Festival of Jazz and Blues.)

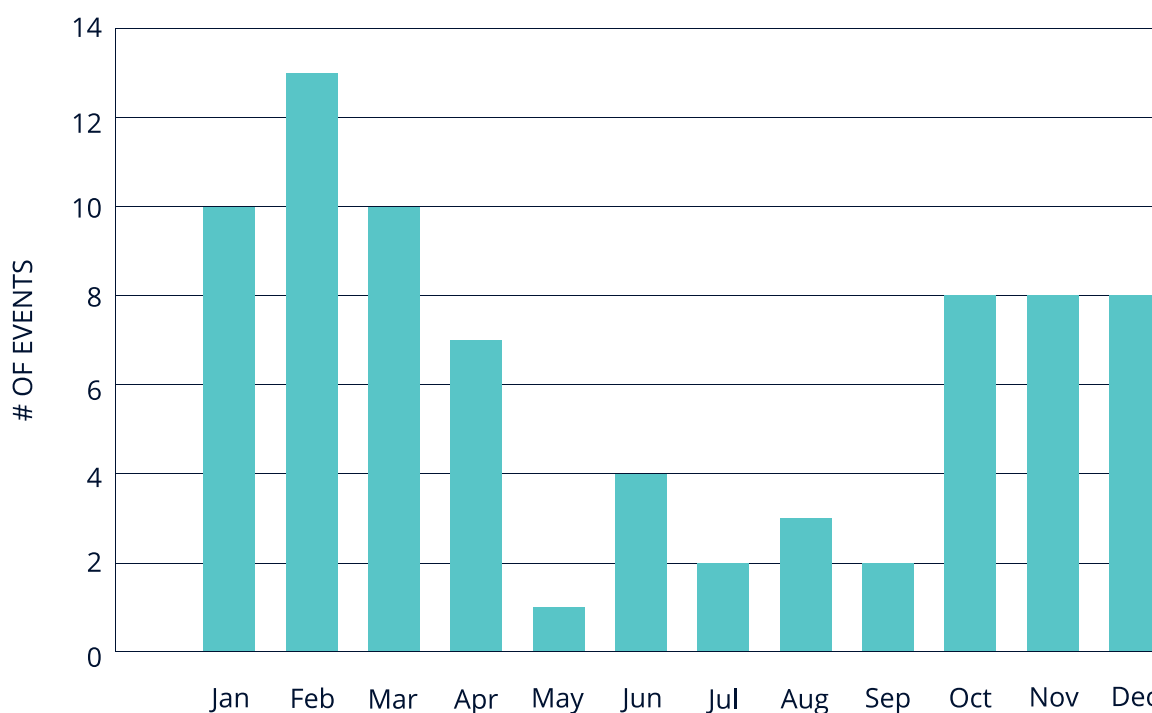
Additional markets, recreational or artistic activities, performances, sporting matches and promotions were also conducted but excluded from this number.

The Rural City of Wangaratta delivered a significant proportion of these events through its Attractions and Events Team, Community & Recreation Team and FREEZA Program. This included:

- Australia Day Celebrations (incorporating 17 individual events)
- Summer in the Parks Program (incorporating six events and a month long program of recreational activities in parks)
- Five FREEZA events
- Autumn and Spring Down by the River
- JLT Preseason AFL Cup Match
- 2018 Commonwealth Games Queens Baton Relay Community Celebrations
- Seniors Festival Celebrations (incorporating one event, one live performance at the Wangaratta Performing Arts Centre, and 42 additional activities)
- The Rural City also partnered with external organisations to deliver cultural and artistic celebrations throughout the year including; NAIDOC celebrations, harmony day and the Marmungun Rock Ceremony as part of reconciliation day.

Across the municipality, the events program has a distinct peak period between October and March.

Fig.1 Events per Month (*Number of Events*)



2017 - 2018 EVENT FUNDING

Events are funded through budget allocation for the internal events program, project funding for marquee events or through sponsorship allocations in the case of external events. The responsibility for funding all programs is spread across a number of different departments of the Rural City of Wangaratta specifically targeting different programs including; tourism, sport and recreation, cultural and community events, civic functions and major event sponsorship. There is also a level of 'in-kind' support not recorded within any budget for events which have been historically supported through the provision of line-marking, mowing, venue preparation, advice or waiving of fees.

In the 2017/18 financial year, the Rural City allocated \$380,500 in supporting events and festivals, either through a curated event program or through sponsorship arrangements including;

Direct funding of the Rural City program \$140,000

- Down by the River in August / March
- Seniors Festival
- Summer in the Parks Program minor events and activities
- New Year's Eve
- Outdoor Ball
- Australia Day & Associated Civic Function
- ANZAC Day & Remembrance Day Support
- Community Function for Wangaratta Festival of Jazz and Blues
- Lighting of the Christmas Tree

Wangaratta Festival of Jazz and Blues \$103,000

- Direct sponsorship contribution
- 'In-Kind' support at the Wangaratta Performing Arts Centre
- 'In-Kind' field services support

Tourism Events & Visitor Attraction Program \$39,000

- 2017-18 tourism grants program (one year funding agreements)
- Savour the Flavour – Glenrowan Vignerons
- Trails, Tastings & Tales – Glenrowan Vignerons
- SRA410 Spring Car Racing Spectacular
- Off-Grid Living Festival
- Wangaratta Racing, Food and Wine Festival
- King Valley Easter Escape
- Pumpkin Harvest Festival
- La Dolce Vita
- Victorian Short Course Swimming Championship
- Old Holden Club Show and Shine

Sporting Events Sponsorship \$37,000

- Engagement of Sports Marketing Australia to identify potential sporting events
- Sam Miranda Tour of the King Valley
- Under 16 Winter Victorian Baseball Championship
- Victorian Junior Tennis Tournament

2018 Commonwealth Games Queens Baton Relay & Community Celebration \$34,000

- Operational Delivery of relay and community celebration event

JLT Pre-Season AFL Cup Richmond V Essendon \$17,500

- Operational Delivery of event
- Excludes AFL match costs (covered by the AFL)

Ongoing sponsorships \$10,000

- Carols by Candlelight
- Wangaratta Show

Miscellaneous Sponsorships (Not covered in specific programs) \$4,500

- Wangaratta Sports Carnival
- Junior Cycling Championships
- Wangaratta Marathon and Fun Run
- Ned Kelly Chase
- 'In Kind' Support for Lions Club Market

ECONOMIC BENEFIT OF EVENTS

Economic return to the community is a key driver for the staging of events. In reviewing the 2017/18 events program, economic benefit to the region was calculated at almost \$13 million to the local economy. This calculation was based on an average attendance at major or marquee events with a mix of overnight and day visitation.

As indicated in the Draft Economic Development Strategy, a key growth area is in extending overnight visitation for domestic tourism. Tourism impacts of events held within the past calendar year are as shown (*Fig.3*)

Funding for events across all areas is summarised as follows:

Fig.2 Rural City of Wangaratta Events Funding

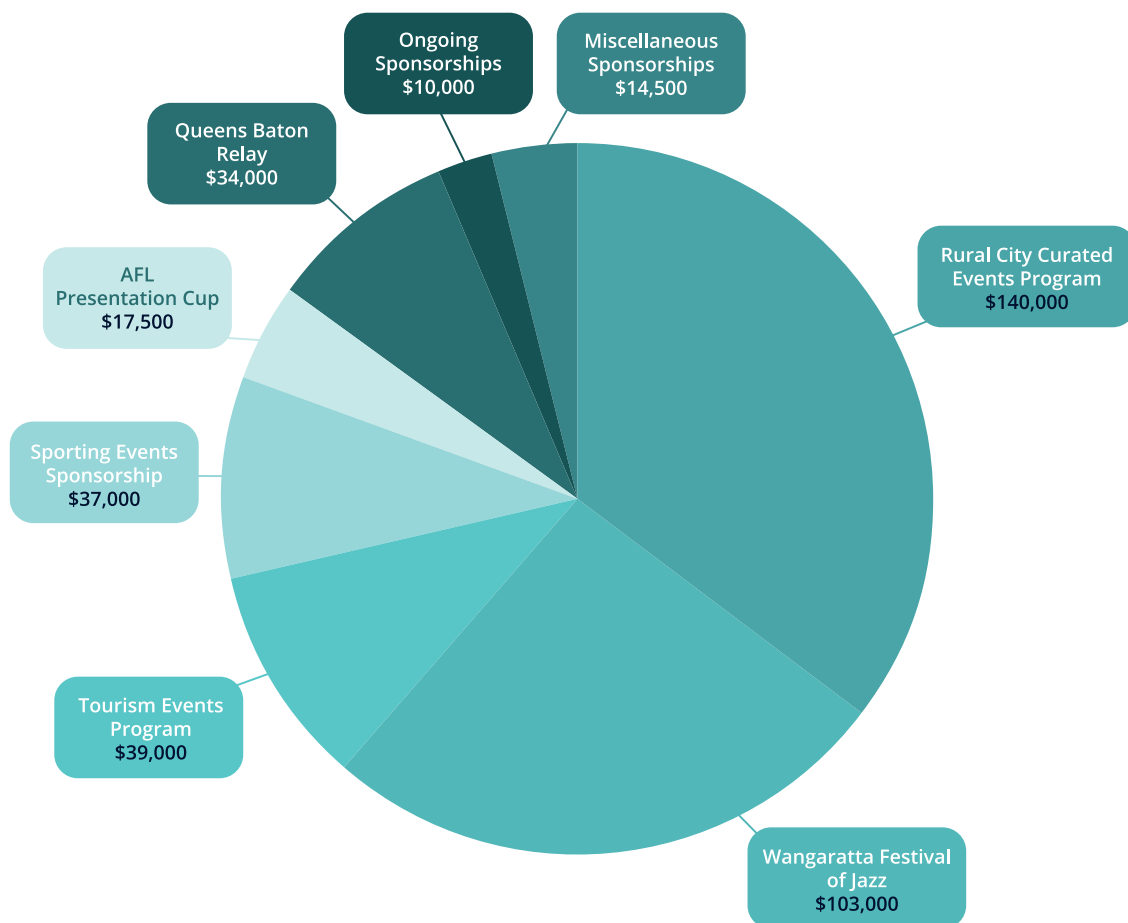
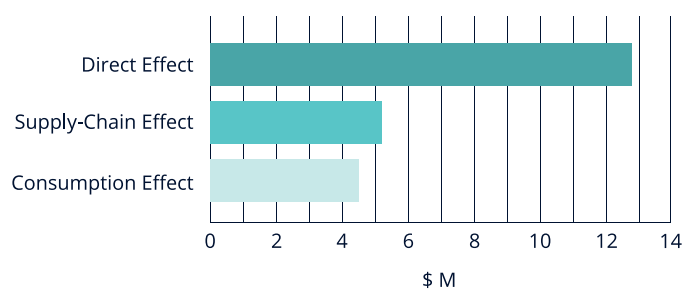


Fig.3

Direct Impact	Domestic Day	Domestic Overnight	International	Total
Number of Visitors	22,500	51,750	750	75,000
Number of Nights	n/a	2.00	2.00	
Estimated Expenditure pre Visitor (\$)	\$98	\$202	\$92	
Total Estimated Expenditure (\$)	\$2,205,000	\$10,453,500	\$69,000	\$12,727,500

Impact Output Total (\$M) - Wangaratta (RC) (Dec 2017)



HOW WE DEVELOPED THIS STRATEGY

A two hour consultation session was held on 8 December 2017 with existing event proponents to discuss a possible scope for this strategy and identify common issues. In attendance at this session were representatives from commercial businesses, art and cultural groups, tourism event proponents, members of the Rural City of Wangaratta Arts, Culture and Heritage Advisory Council, staff and Councillors.

Common issues and themes identified in this session included;

- Inconsistent customer service and application processes dependent on individual staff members
- Difficulties in growing events with one year funding
- Issues with on-line information and a lack of on-line application
- Desire to improve environmental qualities (waste and recycling)
- Knowledge and support through sponsorship
- Lack of understanding of event requirements
- Desire for more marketing support
- More use of regional and community halls and recreation reserves
- A strong desire for more music events throughout the year
- Desire for workshops to better upskill local events

In addition, the consultation session clearly identified two significant venues for upgrade in Merriwa Park sound shell and Showgrounds facilities. All groups listed these two areas as their major locations for future events.

Additional one on one sessions were also conducted with commercial businesses heavily involved in supporting events across the region. These organisations provided detailed information on the commercial aspects of the industry and mirrored concerns from the community workshop. In particular, commercial businesses identified common issues including;

- Lack of consistency of Rural City event requirements
- Lack of a clear policy position on what events could be held where
- Lack of transparency on event funding and sponsorship
- Desire to share technical expertise to the community to support more business

All commercial businesses indicated a strong willingness to support additional events in the region and a capacity to increase operations if additional events were ongoing.



In drafting this strategy, a number of other local government areas were engaged, and other event strategies considered. In particular, telephone discussions and individual meetings were held with;

- Alpine Shire
- Colac Otway Shire Council
- Greater Shepparton City Council
- Horsham Rural City Council
- East Gippsland Shire Council

Other local and state government event strategies reviewed included;

- Victoria's Tourism and Events Industry Strategy 2020
- Mildura Rural City Council Events Strategy 2014-2019
- Events and Festivals Plan – Hobson Bay City Council 2016-2021
- Economic Development, Tourism and Events Strategy – Greater Shepparton City Council
- Event Planning and Hosting Policy – Murrundindi Shire Council
- Event Strategy – City of Port Phillip 2018-22
- Arts and Events Strategy – Melton City Council
- Events Strategy – Hume City Council
- Victorian Visitor Economy Strategy – Regional Events Fund
- Event Planning Guide – East Gippsland Shire Council
- Arts Culture, Festivals and Events Strategic Plan 2007-2011, Colac Otway Shire
- Event Management Planning Guide – City of Wodonga

SWOT ANALYSIS

<p>STRENGTHS</p> <ul style="list-style-type: none"> • High levels of passionate, community event organisers • Picturesque event venues • Strong brand recognition of Wangaratta as a music town • Low venue hire rates for external events • Established gateway hub for food and wine, nature based and cycling tourism activity • High level of commitment from food and wine businesses to build • Strong community support for sporting events 	<p>WEAKNESSES</p> <ul style="list-style-type: none"> • Event Venues in poor condition • Accommodation Limitations • Low community attendance at events • Varying technical expertise of local event coordinators • Lack of tourism attractions within central Wangaratta to maintain tourism visitation • Limited event infrastructure for hire from local businesses • Lack of clear policy direction for event organisers • Small amount of event funding to many events prevents 'bang for buck'
<p>OPPORTUNITIES</p> <ul style="list-style-type: none"> • Building on Wangaratta's brand as a music hub through more performance events • Encouraging state and national sporting events to take advantage of local support and sporting facilities • Consolidating event funding to increase impact • Establishing the food and wine sector for experiential events • Local community events with the capacity to grow and attract tourism 	<p>THREATS</p> <ul style="list-style-type: none"> • Competitive Local Environment • Inadequate resourcing within Council • Flood inundation of key event venues between July and November • High quality venues at other neighbouring municipalities particularly Greater Shepparton City Council, Albury City Council and City of Wodonga

KEY CHALLENGES

Event venue condition and suitability

The Rural City of Wangaratta directly manage a number of venues which are regularly used by Council and external proponents including:

- Wangaratta Showgrounds
- Apex Park
- Merriwa Park
- Ovens Riverside Square
- Batchelor's Green
- King George V Memorial Gardens

Other Council managed assets have also historically been used as event spaces including:

- Wangaratta Aerodrome
- Wangaratta Livestock Exchange

Rural communities across the municipality also contain recreational reserves and community halls which host irregular events each year.

In the main, these event venues have not been maintained or improved to meet community and commercial expectations for events. Toilets, lighting, staging, ticketing, liquor licensing, risk and safety and emergency management functions of events require significant temporary infrastructure to be introduced into each venue to meet compliance standards and meet acceptable aesthetic standards. For example, in order to stage the JLT community cup match in 2018, an additional \$65,000 was needed to meet the requirements of the event. This investment was shared by the AFL and Rural City of Wangaratta but represents a significant barrier for staging major events in the municipality.

In order to increase the economic benefit of hosting major events at Wangaratta, additional capital upgrades and improvements will be required. This will reduce costs to external event proponents in the future and reduce barriers to entry for new events.

Accommodation Limitations

There are currently 1804 beds provided by commercial accommodation businesses within the Rural City of Wangaratta. This is supplemented by 79 properties listed on Air BnB as private rentals (beds vary between 1 and 7) with an average of two beds per listing bringing the total accommodation available at a little under 2,000 people per night. This places a hard limit on the level of economic activity that can be generated by staging events at approximately \$282,000 per visitor night where Wangaratta accommodation is fully booked.

In the past, marquee events have sought to overcome this hard limit through the provision of additional camping opportunities at the Wangaratta Showgrounds and Wangaratta Livestock Exchange. This kind of accommodation has declined in popularity but has been replaced with commercial 'glamping' opportunities where a commercial operator provides high quality camping accommodation at an event site.

The lack of accommodation presents a significant challenge to the attraction and development of national or state significant events. Until additional accommodation offers are provided within the municipality, the Rural City of Wangaratta is limited in the number of people it can attract from Melbourne or interstate. Events selected for the City will require promotion and visitation from the surrounding region or be attractive to a significant proportion of local residents.

Competitive Local Environment

The hosting of community events and festivals is growing in popularity across the North East region of Victoria. Local Governments, commercial businesses and community organisations have identified events as a driver for community activation, tourism development and community health and wellbeing.

This has led to a relatively saturated events environment, particularly during peak season of February and March. Regionally, Wodonga City Council, City of Greater Shepparton, Alpine Shire, Indigo Shire, Rural City of Benalla and Shire of Mansfield all program events and festivals in peak season.

Tourism and hospitality operators in the North East also program events, concerts and festivals including; Winton Wetlands, Day on the Green at All-Saints Winery in Rutherglen, Mulwala Water-Ski Club and Alpine resorts also program performances, outdoor events and festivals.

Adequate Resourcing

The Rural City of Wangaratta events team is relatively small, with one full time position supplemented with a career building student (term ending in 2018/19.) The delivery of the ongoing events program will require additional human or financial resources in the coming years if it is to maintain the level and standard of events currently delivered. As external events increase, the ability for this small team to liaise with community to work through event approvals may potentially be compromised.

Recent adoption of the direct management of the Wangaratta Showgrounds has increased demand on the Attractions and Events, Community and Recreation and Customer Service Teams through the booking, approval and venue management requirements.

Community Support and Attendance

In the past 12 months, community attendance at both Council events and those hosted by community and commercial organisations have been lower than expected. Whilst the Victorian trend of event attendance is declining slightly (attendance dropped at events on average of 3% across the state in 2016-17 according to the LPA Ticket Attendance and Revenue Survey) many local events are not meeting expected targets for attendance including; Commonwealth Games Queens Baton Relay, AFL Pre-Season Match, the Outdoor Ball and Down by the River. This less than expected attendance has been mirrored at the Wangaratta Festival of Jazz and Blues and reported at the majority of commercial events engaged in consultation sessions. This lower than expected attendance may be attributed to a number of factors including;

- Low Socio-economic conditions and lack of disposable income
- Inefficient marketing
- Events not aligned with community interest
- Price point barriers for commercial events
- Event fatigue in peak periods
- A level of 'sameness' of events held in the region

VISION, MISSION AND STRATEGIC OBJECTIVES

VISION

Wangaratta is established as an events destination, stimulating economic activity and delivering tangible, positive outcomes for our community.

MISSION

Enable a vibrant and diverse calendar of events that contributes to the cultural, social and economic well-being of the local, and surrounding, community and visitors to the region.

STRATEGIC OBJECTIVE 1

Increase tourism through marquee live performance and sporting event attraction

We will measure this by:

- Evaluating direct and indirect economic benefit for each marquee event held in the Rural City
- Monitoring accommodation use for each marquee event

The attraction and retention of marquee events to Wangaratta has the capacity to drive tourism investment and economic development within our community. In particular, events which have the ability to attract visitors from Melbourne, Sydney or from other areas in the north east region, should be the primary focus for the Rural City to ensure investment in events is matched by appropriate economic return for businesses throughout the municipality.

Wangaratta is currently host of one marquee event through the support of the Wangaratta Festival of Jazz and Blues. Now in its 30th year, the festival has undergone a number of iterations and continues at the Wangaratta Performing Arts Centre, Merriwa Park and Ford Street. Brand recognition of the Wangaratta Festival of Jazz and Blues continues to remain strong, contributing to Wangaratta's reputation as a music destination for one weekend of the year.

Tourism businesses, particularly within the food and wine industry, also coordinate and promote a significant events program throughout the year. The Rural City of Wangaratta partners with these industry groups to assist in maximising attendance and tourism spend.

Wangaratta also hosts irregular marquee sporting events (most recently the JLT Pre-season AFL Cup Match) through agreements with the Australian Football League. These AFL matches attract significant crowds, tapping into our community's love of sporting events, in particular Australian Rules Football.

Both sporting and music events require significant additional infrastructure and are limited in their capacity due to the lack of accommodation. Nevertheless, these marquee events continue to contribute significantly to local economy either directly through hospitality, accommodation or event equipment suppliers or indirectly through service provision and supply chains.

These two areas, live performance and sporting events, offer the best opportunities for tapping into recognised brand and capturing local attendance. They also act as regional tourism drivers where attendees will travel, and stay overnight, to enjoy the event.

To build on the success of these types of event, additional marquee sized festivals should be sourced. Currently, these events are limited to both the suitability of event venues and the accommodation limitations of the Rural City. To effectively build the tourism success of the events program, significant work will be required over the next five years to remove these barriers. Once improved, the capacity for Wangaratta to attract regionally, state and nationally significant events will be increased.

Strategy 1.1: We will establish Wangaratta as the home of sporting and live performance events in North East Victoria

- Action 1.1.1** – Continue to support the Wangaratta Festival of Jazz and Blues to build on Wangaratta’s reputation as a regional music destination
- Action 1.1.2** – Actively seek and bid for two additional sporting or live performance marquee events each year through a Marquee events budget
- Action 1.1.3** – Promote marquee and major events across the North East region to expand the audience catchment and drive tourism expenditure.
- Action 1.1.4** – Actively encourage the provision of additional accommodation outlets within the Rural City of Wangaratta
- Action 1.1.5** – Develop partnerships with commercial ‘glamping’ providers to supplement event accommodation in the short term
- Action 1.1.6** – Ensure that event venues are of the required standard and capacity to support additional marquee events
- Action 1.1.7** – Develop a live music strategy for the Rural City of Wangaratta to build local support for live performance

STRATEGIC OBJECTIVE 2

Expand the number of events held in Wangaratta through a funding program that supports major and marquee events

We will measure this by:

- The number of events supported by the Rural City each year
- Evaluating funding accruals from all sponsorship agreements
- The number of events who achieve financial independence at the end of each funding agreement

As discussed in the background to this report, the Rural City of Wangaratta directly supports dozens of events and activities through annual and recurrent funding programs. The management of these programs varies widely from established contracts and memorandum of understanding to historic arrangements with no formal agreements in place.

The delivery of event funding is also spread over a number of Council teams including; Attractions and Events, Economic Development and Community and Recreation.

Event funding at all levels should be applied consistently with standardised agreements in place to ensure that accrual processes and reporting is transparent and robust. Extending event funding to a three year cycle will also allow for the event to plan for the future and build on past successes. This funding should taper off each year to allow for the Rural City to support new emerging events. Once an event has reached its three year period, Council funding can then shift to supporting new and emerging events. Should an event choose to significantly expand its program after the third year, an option to increase funding for a further two years should be available to ensure that an event has the full capacity to be self-funding. Once the three (or five) year period has expired, that event would no longer be able to apply for further funding.

By taking this three year approach, the Rural City of Wangaratta can maximise the spend across the community whilst building an ever expanding program of events. The proposed three year model is illustrated in Fig.4.

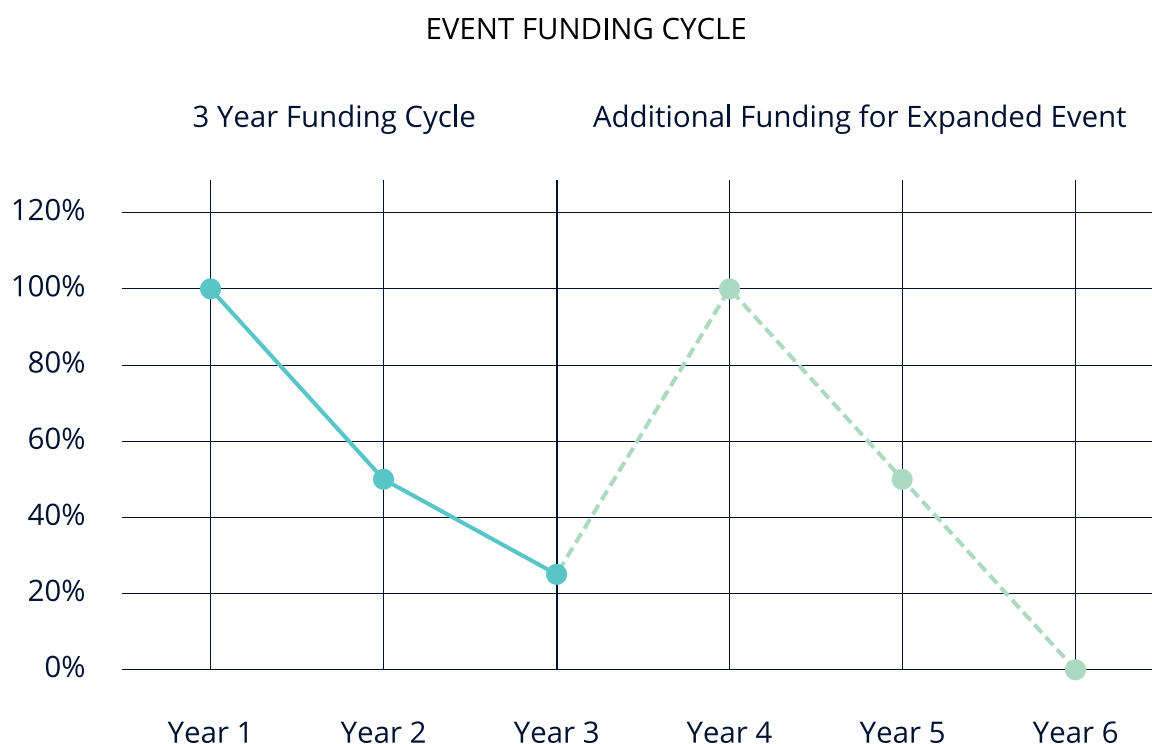
Strategy 2.1: We will support the attraction and delivery of events which significantly boost tourism into the Rural City of Wangaratta

- Action 2.1.1** – Develop a marquee attractions budget to bid for events with expected attendance in excess of 3,000 people.
- Action 2.1.2** – Consolidate event funding into a single funding stream for marquee event and major event sponsorship
- Action 2.1.3** – Continue to develop partnerships with tourism industry to deliver major and marquee events in-line with the Rural City's tourism strategy, particularly in wine tourism including King Valley, Milawa Oxley and Glenrowan

Strategy 2.2: We will establish clear funding agreements with all sponsored and supported events to enable growth and diversity of the events program.

- Action 2.2.1** – Formalise all existing agreements into three-year funding contracts where possible
- Action 2.2.2** – Develop event funding application and review processes, in accordance with sponsorship policy to be developed
- Action 2.2.3** – Ensure community events are capable of attracting sponsorship through the Council Grants program

Fig.4 Three Year Funding Cycle with additional funding in years 4 and 5 for expanded events.



STRATEGIC OBJECTIVE 3

Upgrade event venues across the municipality to encourage marquee events

We will measure this by:

- tracking expenditure in temporary infrastructure utilised by event proponents
- the success of attracting marquee and major events to our venues

Current event infrastructure at event venues does not meet requirements for staging marquee events. In all cases, significant additional infrastructure needs to be added to the venues in order for an event to meet legislative and aesthetic requirements. In particular, Apex Park, the Wangaratta Showgrounds and Merriwa Park require additional infrastructure upgrades to improve the viability as event venues and increase suitability for attracting or retaining marquee events. Ongoing cost savings borne by event proponents (including the Wangaratta Festival of Jazz and Blues) can be reduced through the provision of event related infrastructure.

Strategy 3.1: Review the suitability of all event venues with an aim to consolidate event infrastructure to Merriwa Park and the Wangaratta Showgrounds

- Action 3.1.1** – Undertake an audit of Apex Park, Batchelor’s Green, Merriwa Park, King George V Memorial Gardens and Riverside Square event infrastructure to investigate consolidations
- Action 3.1.2** – Undertake a cost benefit analysis on purchase of event infrastructure against hire of temporary equipment and permanent installation and upgrades.
- Action 3.1.3** – Undertake a comparison feasibility to determine the best location for outdoor events and festivals between Merriwa Park and the Rodeo Grounds within the Showgrounds precinct

Short term upgrades should be considered for all venues where events will be held. A preliminary assessment has identified the following upgrades to be considered as a priority. More significant event infrastructure upgrades may be identified in the venue audit as part of Action 3.1.1.

Specific upgrades are recommended below.

Wangaratta Showgrounds

Strategy 3.2: Establish the Wangaratta showgrounds precinct as the region’s premier sporting events venue.

- Action 3.2.1** – Develop a Showgrounds precinct master plan which includes provision for the staging of Marquee events
- Action 3.2.2** – Review and develop facilities based on AFL and Cricket Australia Requirements including club rooms, data and electrical services and temporary structures
- Action 3.2.3** – Upgrade venue entrances to provide power and data services for ticketing
- Action 3.2.4** – Purchase a cylinder mower to ensure grounds are presented appropriately for televised sporting matches

-
- Action 3.2.5* – Develop netball courts to include viewing areas and compliant playing surfaces and alignment
 - Action 3.2.6* – Restore power and lighting to the rodeo grounds to reinstate as a multi-use events venue

Apex Park

Strategy 3.3: Upgrade facilities at Apex Park to encourage large outdoor events including markets, trade shows, large scale public performances and food and wine festivals

- Action 3.3.1* – Develop venue plans with suggested event site layouts to minimise impact and utilise existing power and water services effectively
- Action 3.3.2* – Introduce static barriers to stop vehicle entry and comply with Victoria Police public gathering guidelines
- Action 3.3.3* – Install ambient lighting from the stock bridge to the Apex Park pavilion to improve public safety and encourage night events
- Action 3.3.4* – Consider the feasibility of the construction of event specific stage and community pavillion
- Action 3.3.5* – Upgrade and increase the number of toilets within Apex Park to increase venue capacity
- Action 3.3.6* – Review power locations to match best use for venue layouts
- Action 3.3.7* – Investigate options for the purchase and redevelopment of the CFA training track to improve riverside access and amenity

Merriwa Park

Strategy 3.4: Establish Merriwa Park as the region's premier live performance venue for commercial and community outdoor concerts

- Action 3.4.1* – Establish Merriwa Park as an outdoor concert venue to host marquee scale events as part of the Merriwa Park master planning process and comparison review
- Action 3.4.2* – Complete a feasibility of the Merriwa Park sound shell to determine best placement, technical requirements and design
- Action 3.4.3* – Upgrade and increase the number of toilets within Merriwa Park to increase venue capacity

Ovens Riverside Square

Strategy 3.5: Improve the Riverside Square's functionality to encourage minor events, public performances and community gatherings

- Action 3.5.1* – Review design of garden beds to allow for more space for vendors and exhibitors at events

Action 3.5.2 – Construct a permanent or temporary shade structure over the Ovens Riverside Square stage

Action 3.5.3 – Install permanent power outlets through existing power conduits beneath the square to reduce temporary electrical infrastructure

Batchelor's Green

Strategy 3.6: Formalise Batchelor's Green as a functional events space to host commercial circuses, car shows and act as an alternative to Apex Park during flood season

Action 3.6.1 – Formalise car parking to assist in public safety and reduce vehicle impacts

Action 3.6.2 – Introduce landscaping or vegetation to create a barrier between Batchelor's Green and the Wangaratta Children's Services Centre

Action 3.6.3 – Improve hard stand areas and provide anchor points for large circus structures

King George V Memorial Gardens

Strategy 3.7: Limit the use of King George V Memorial Gardens as an event venue to low impact events and activities, community fetes and civic events

Action 3.7.1 – Improve stage infrastructure as part of the King George V Memorial Gardens upgrade project

Rural District Event Spaces

Strategy 3.8: Develop key rural district hubs at Glenrowan, Moyhu and Eldorado to act as satellite and boutique event venues

Action 3.8.1 – Identify key rural district event spaces at Glenrowan, Moyhu and Eldorado suitable to stage major events

Action 3.8.2 – Audit event infrastructure for each district for development of new events

Action 3.8.3 – Consolidate Council curated events (including Summer in the Parks activities) to these hubs to maximise attendance

Strategy 3.9: Information on event venues will be clear and include the required technical information to meet event proponent's needs.

Action 3.9.1 – Conduct a mapping audit of all venues including underground services to detail power, irrigation, major structures and recommended access routes

Action 3.9.2 – Develop one page 'fact sheets' for all venues which detail suggested events, limitations, capacities and requirements.

STRATEGIC OBJECTIVE 4

Review the Rural City of Wangaratta events program to ensure financial sustainability and best fit for our community

We will measure this by:

- the number of attendees at each Rural City curated event
- Undertaking attendee surveys at each event
- An annual budget review of direct event expenditure

As indicated in the background, the Rural City of Wangaratta directly curates a significant number of events each calendar year to meet cultural, community or civic objectives. The event program has been built on successive years with an ever-increasing program of major (Down by the River, New Year's Eve, Wangaratta Australia Day) minor (Outdoor Ball, Community Concert) or smaller gatherings (Rural Australia Day, Community Cinema, Summer in the Parks Activities.) There has been, to date, no review into the effectiveness and sustainability of these events, with much of the program attracting small groups of people.

Strategy 4.1: We will ensure our events are focused on our community and their cultural and civic aspirations

- Action 4.1.1** – Undertake a program review of all Council coordinated events to confirm relevance, financial sustainability and connection with community wellbeing objectives
- Action 4.1.2** – Provide Council with an annual event program and post event season report to evaluate effectiveness
- Action 4.1.3** – Consolidate rural community events to key District at Glenrowan, Moyhu and Eldorado to maximise attendance
- Action 4.1.4** – Review the function and resourcing of the events team to ensure ongoing viability and sustainability
- Action 4.1.5** – Consider the creation of an events approvals officer to assist community and commercial organisations with event approvals, technical expertise and to assist in the delivery of the Rural City internal events program.

STRATEGIC OBJECTIVE 5

Support community generated events through skills improvement, council services and community grants

We will measure this by:

- the number of community generated events each year
- the level of compliance with Council guidelines for events
- the number of community events able to access Community Grants funding

Wangaratta and surrounding rural communities have developed a rich, diverse calendar of location specific events. Ranging from harvest festivals, artistic and cultural events, sporting and recreational days and community gatherings, the community is motivated in developing and delivering a diverse program that meets community need.

Many events are philanthropic in nature raising money for established charity organisations or raising money for the delivery of community projects and programs.

The volunteer nature of these organisations however means that many events are not delivered to required compliance standards or do not maximise their effectiveness in managing budget, advertising and promotion or creative programming.

Strategy 5.1: We will act as a leader within the Community in providing guidance and expertise in state-of-the-art event management techniques

Action 5.1.1 – Develop a 'How to' guide for staging events within the Rural City of Wangaratta

Action 5.1.2 – Conduct community workshops on event planning & logistics, risk management, event marketing and promotion and event funding opportunities

Strategy 5.2: We will actively support community based events through the provision of event venues, waste services, marketing and promotion at affordable rates.

Action 5.2.1 – Continue to support external community event bookings through reduced fees and charges

Action 5.2.2 – Ensure community events are capable of attracting sponsorship through the Council Grants program

Action 5.2.3 – Continue to provide marketing and promotion opportunities through the Wangaratta Visitor Information Centre, banner sites, banner locations and entrance signs.

STRATEGIC OBJECTIVE 6

Maximise promotional opportunity across North East Victoria for all events

We will measure this by:

- the number of attendees at all events
- Evaluating individual marketing and promotional plans for marquee events

The marketing and promotion of both internal and external events is a costly component of any event budget. There are limited opportunities to promote events widely across the municipality with small audiences for both the local paper and radio. The north east catchment is relatively disparate with small communities and regional hubs making it costly to promote an event outside the Rural City. To take full economic advantage of hosting marquee events, significant promotion will be required to drive visitation from the surrounding region and into metropolitan Melbourne.

The ability to promote internally within the municipality is also limited by a lack of infrastructure. Existing signage locations and billboards are relatively small or limited in permissible use. The recent acquisition of a banner system by the Rural City for the Christmas decoration project will allow major and marquee events the opportunity to more readily promote an event.

There are also untapped opportunities for brand leverage for events supported and sponsored by the Rural City of Wangaratta. Whilst the Rural City provides funding to different organisations, branding at these events are often at the discretion of the event proponent with little or no on-site recognition of the contribution.

Strategy 6.1: Conduct region wide promotional campaigns to encourage visitation to marquee events

- Action 6.1.1** – Promote marquee and major events across the North East region to expand the audience catchment and drive tourism expenditure.
- Action 6.1.2** – Develop event specific marketing plans for each Marquee event to maximise attendance including through social media
- Action 6.1.3** – Redesign the ‘What’s On Wangaratta’ Social Media Page to encourage use

Strategy 6.2: Improve opportunities within the Rural City to promote major and marquee events

- Action 6.2.1** – Develop event specific banners for use with the new banner system to promote events within Wangaratta
- Action 6.2.2** – Replace existing major event signs at town entrances to increase impact
- Action 6.2.3** – Review current banner locations at the underpass and Murdoch Road to increase impact

Strategy 6.3: Develop a suite of event collateral to be used at sponsored or partnered events to promote the Rural City of Wangaratta’s sponsorship and support

- Action 6.3.1** – Produce Rural City branded signage to be used at all events receiving financial support from the Rural City

STRATEGIC OBJECTIVE 7

Streamline event processes to make it easier to host events

We will measure this by:

- Monitoring average approval times between application and approval
- The level of compliance with Council event guidelines

As identified in the Crowe Howarth Review, the Council does not have a clear event policy or procedure framework for basing decisions and streamlining external event approvals. Information on event applications, appropriate venues for events and legislative requirements are difficult to find, confusing and often involve complex approval processes through multiple departments. Event proponents have indicated that there is a lack of consistency on event requirements and conflicting advice has been provided to different proponents.

At present, event approvals are delivered through a confirmation letter which is not linked to Local Law limiting the Rural City's ability to regulate event conditions.

Event approval is also relatively laborious in coordination of approvals, communication of requirements and the raising of event deposits and payments.

Strategy 7.1: We will develop transparent and robust policies and procedures to ensure events on Council land and roads are appropriate, supported and processed quickly

Action 7.1.1 – Develop an events policy for the Rural City of Wangaratta to guide event suitability, fees and charges, permit requirements and sponsorships

Action 7.1.2 – Amend the Local Law to require permits for event activity on public land

Action 7.1.3 – Develop approval procedures for external events with clear accountabilities and timeframes

Action 7.1.4 – Update current event booking software to enable on-line booking queries

Action 7.1.5 – Develop a 'How to' guide for staging events within the Rural City of Wangaratta

STRATEGIC OBJECTIVE 8

Establish guidelines and targets for improving environmental sustainability and accessibility for all events

We will measure this by:

- Monitoring the level of non-recyclable, non-organic waste generated by events
- The level of compliance with accessibility guidelines

There is an expectation from the community that Council coordinated events are both accessible to people with a disability and employ current sustainability practices to reduce environmental impacts. Whilst there have been attempts at accessibility strategies in the past, there are currently no specific guidelines for events held within the municipality.

The development of waste, green waste and recyclable material programs has increased within the Rural City however no specific policies or programs have been extended to internal events or external events beyond the requirement to provide both recycling and general waste bins at events.

Strategy 8.1 – Improve environmental sustainability at all events encouraging best practice in waste management, water use and carbon abatement

Action 8.1.1 – Develop sustainability guidelines for all Council funded events including waste, active recycling, carbon abatement and noise abatement

Action 8.1.2 – Introduce recycling requirements for all vendors at Council curated events with a preference for compostable packaging

Strategy 8.2 – Introduce best practice for accessibility for all Council run events and civic functions

Action 8.2.1 – Review and complete ‘Creating Accessible Events’ Draft Guidelines 2016 to provide direction for Council events

Action 8.2.2 – Ensure that accessibility provisions are included at all Council curated civic events and functions

Action 8.2.3 – Support and promote accessibility at all external events

IMPLEMENTATION STRATEGY

Action	Responsibility	2018/19	2019/20	2020/21	2021/22	2022/23
Strategic Objective 1 - Increase tourism through marquee live performance and sporting event attraction						
Strategy 1.1 – We will establish Wangaratta as the home of sporting and live performance events in North East Victoria						
Action 1.1.1 – Continue to support the Wangaratta Festival of Jazz and Blues to build on Wangaratta's reputation as a regional music destination	Manager - Arts Culture and Events					
Action 1.1.2 – Actively seek and bid for two additional sporting or live performance marquee events each year through a Marquee events budget	Attractions and Events Coordinator					
Action 1.1.3 – Promote marquee and major events across the North East region to expand the audience catchment and drive tourism expenditure.	Attractions and Events Coordinator					
Action 1.1.4 – Actively encourage the provision of additional accommodation outlets within the Rural City of Wangaratta	Economic Development Coordinator					
Action 1.1.5 – Develop partnerships with commercial 'glamping' providers to supplement event accommodation in the short term	Attractions and Events Coordinator					
Action 1.1.6 – Ensure that event venues are of the required standard and capacity to support additional marquee events	Manager – Infrastructure Planning and Delivery					
Action 1.1.7 – Develop a live music strategy for the Rural City of Wangaratta to build local support for live performance	Manager - Arts Culture and Events					

Action	Responsibility	2018/19	2019/20	2020/21	2021/22	2022/23
Strategic Objective 2 - Expand the number of events held in Wangaratta through a funding program that supports major and marquee events						
Strategy 2.1 – We will support the attraction and delivery of events which significantly boost tourism into the Rural City of Wangaratta						
Action 2.1.1 – Develop a marquee attractions budget to bid for events with expected attendance in excess of 3,000 people.	Attractions and Events Coordinator					
Action 2.1.2 – Consolidate event funding into a single funding stream for marquee event and major event sponsorship	Manager - Arts Culture and Events					
Action 2.1.3 - Continue to develop partnerships with tourism industry to deliver major and marquee events in-line with the Rural City's tourism strategy, particularly in wine tourism including King Valley, Milawa Oxley and Glenrowan	Attractions and Events Coordinator					
Strategy 2.2 - We will establish clear funding agreements with all sponsored and supported events to enable growth and diversity of the events program						
Action 2.2.1 – Formalise all existing agreements into three-year funding contracts where possible	Attractions and Events Coordinator					
Action 2.2.2 – Develop event funding application and review processes, in accordance with sponsorship policy to be developed	Attractions and Events Coordinator					
Action 2.2.3 – Ensure community events are capable of attracting sponsorship through the Community Grants program	Projects and Recreation Coordinator					
Strategic Objective 3 - Upgrade event venues across the municipality to encourage marquee events						
Strategy 3.1 – Review the suitability of all event venues with an aim to consolidate event infrastructure to Merriwa Park and the Wangaratta Showgrounds						
Action 3.1.1 – Undertake an audit of Apex Park, Bachelor's Green, Merriwa Park, King George V Memorial Gardens and Riverside Square event infrastructure to investigate consolidations	Attractions and Events Coordinator					
Action 3.1.2 – Undertake a cost benefit analysis on purchase of event infrastructure against hire of temporary equipment and permanent installation and upgrades.	Attractions and Events Coordinator					
Action 3.1.3 – Undertake a comparison feasibility to determine the best location for outdoor events and festivals between Merriwa Park and the Rodeo Grounds within the Showgrounds precinct	Director Community Wellbeing					

Action	Responsibility	2018/19	2019/20	2020/21	2021/22	2022/23
Strategy 3.2 – Establish the Wangaratta showgrounds precinct as the region's premier sporting events venue						
Action 3.2.1 – Develop a Showgrounds precinct master plan which includes provision for the staging of Marquee events	Projects and Recreation Coordinator					
Action 3.2.2 – Review and develop facilities based on AFL and Cricket Australia Requirements including club rooms, data and electrical services and temporary structures	Manager – Infrastructure Planning and Delivery					
Action 3.2.3 – Upgrade venue entrances to provide power and data services for ticketing	Manager – Infrastructure Planning and Delivery					
Action 3.2.4 – Purchase a cylinder mower to ensure grounds are presented appropriately for televised sporting matches	Horticulture Coordinator					
Action 3.2.5 – Develop netball courts to include viewing areas and compliant playing surfaces and alignment consolidations	Projects and Recreation Coordinator					
Action 3.2.6 – Restore power and lighting to the rodeo grounds to reinstate as a venue	Manager – Infrastructure Planning and Delivery					
Strategy 3.3 – Upgrade facilities at Apex Park to encourage large outdoor events including; markets, trade shows, large scale public performances and food and wine festivals						
Action 3.3.1 – Develop venue plans with suggested event site layouts to minimise impact and utilise existing power and water services effectively	Attractions and Events Coordinator					
Action 3.3.2 - Introduce static barriers to stop vehicle entry and comply with Victoria Police public gathering guidelines structures	Manager – Infrastructure Planning and Delivery					
Action 3.3.3 – Install ambient lighting from the stock bridge to the Apex Park pavilion to improve public safety and encourage night events	Manager – Infrastructure Planning and Delivery					
Action 3.3.4 – Consider the feasibility of the construction of event specific stage and community pavilion	Manager – Infrastructure Planning and Delivery					

Action	Responsibility	2018/19	2019/20	2020/21	2021/22	2022/23
Action 3.3.5 – Upgrade and increase the number of toilets within Apex Park to increase venue capacity	Manager – Infrastructure Planning and Delivery					
Action 3.3.6 – Review power locations to match best use for venue layouts	Manager – Infrastructure Planning and Delivery					
Action 3.3.7 – Investigate options for the purchase and redevelopment of the CFA training track to improve riverside access and amenity	Director – Community Wellbeing					
Strategy 3.4 – Establish Merriwa Park as the region's premier live performance venue for commercial and community outdoor concerts						
Action 3.4.1 – Establish Merriwa Park as an outdoor concert venue to host marquee scale events as part of the Merriwa Park master planning process	Director – Community Wellbeing					
Action 3.4.2 – Complete a feasibility of the Merriwa Park sound shell to determine best placement, technical requirements and design	Director – Community Wellbeing					
Action 3.4.3 – Upgrade and increase the number of toilets within Merriwa Park to increase venue capacity	Manager – Infrastructure Planning and Delivery					
Strategy 3.5 – Improve the Riverside Square's functionality to encourage minor events, public performances and community gatherings						
Action 3.5.1 – Review design of garden beds to allow for more space for vendors and exhibitors at events	Manager – Infrastructure Planning and Delivery					
Action 3.5.2 – Construct a permanent or temporary shade structure over the Ovens Riverside Square stage	Manager – Infrastructure Planning and Delivery					
Action 3.5.3 – Install permanent power outlets through existing power conduits beneath the square to reduce temporary electrical infrastructure	Manager – Infrastructure Planning and Delivery					

Action	Responsibility	2018/19	2019/20	2020/21	2021/22	2022/23
Strategy 3.6 – Formalise Batchelor's Green as a functional events space to host commercial circuses, car shows and act as an alternative to Apex Park during flood season						
Action 3.6.1 – Formalise car parking to assist in public safety and reduce vehicle impacts	Manager – Infrastructure Planning and Delivery					
Action 3.6.2 – Introduce landscaping or vegetation to create a barrier between Batchelor's Green and the Wangaratta Children's Services Centre	Manager – Infrastructure Planning and Delivery					
Action 3.6.3 – Improve hard stand areas and provide anchor points for large circus structures.	Manager – Infrastructure Planning and Delivery					
Strategy 3.7 – Limit the use of King George V Memorial Gardens as an event venue to low impact events and activities, community fetes and civic events						
Action 3.7.1 – Improve stage infrastructure as part of the King George V Memorial Gardens upgrade project	Manager – Infrastructure Planning and Delivery					
Strategy 3.8 – Develop key rural district hubs at Glenrowan, Moyhu and Eldorado to act as satellite and boutique event venues						
Action 3.8.1 – Identify key rural district event spaces at Glenrowan, Moyhu and Eldorado suitable to stage major events	Attractions and Events Coordinator					
Action 3.8.2 – Audit event infrastructure for each district for development of new events	Attractions and Events Coordinator					
Action 3.8.3 – Consolidate Council curated events (including Summer in the Parks activities) to these hubs to maximise attendance	Attractions and Events Coordinator					
Strategy 3.9 – Information on event venues will be clear and include the required technical information to meet event proponent's needs.						
Action 3.9.1 – Conduct a mapping audit of all venues including underground services to detail power, irrigation, major structures and recommended access routes	Attractions and Events Coordinator					
Action 3.9.2 – Develop one page 'fact sheets' for all venues which detail suggested events, limitations, capacities and requirements.	Attractions and Events Coordinator					

Action	Responsibility	2018/19	2019/20	2020/21	2021/22	2022/23
Strategic Objective 4 - Review the Rural City of Wangaratta events program to ensure financial sustainability and best fit for our community						
Strategy 4.1 – We will ensure our events are focused on our community and their cultural and civic aspirations						
Action 4.1.1 – Undertake a program review of all Council coordinated events to confirm relevance, financial sustainability and connection with community wellbeing objectives	Attractions and Events Coordinator					
Action 4.1.2 – Provide Council with an annual event program and post event season report to evaluate effectiveness and connection with community wellbeing objectives	Attractions and Events Coordinator					
Action 4.1.3 – Consolidate rural community events to key District at Glenrowan, Moyhu and Eldorado to maximise attendance	Attractions and Events Coordinator					
Action 4.1.4 – Review the function and resourcing of the events team to ensure ongoing viability and sustainability	Manager – Arts, Culture and Events					
Action 4.1.5 – Consider the creation of an events approvals officer to assist community and commercial organisations with event approvals, technical expertise and to assist in the delivery of the Rural City internal events program.	Manager – Arts, Culture and Events					
Strategic Objective 5 - Support community generated events through skills improvement, council services and community grants						
Strategy 5.1 – We will act as a leader within the Community in providing guidance and expertise in state-of-the-art event management techniques						
Action 5.1.1 – Develop a 'How to' guide for staging events within the Rural City of Wangaratta	Attractions and Events Coordinator					
Action 5.1.2 – Conduct community workshops on event planning & logistics, risk management, event marketing and promotion and event funding opportunities	Attractions and Events Coordinator					
Strategy 5.2 – We will actively support community based events through the provision of event venues, waste services, marketing and promotion at affordable rates						
Action 5.2.1 – Continue to support external community event bookings through reduced fees and charges	Attractions and Events Coordinator					

Action	Responsibility	2018/19	2019/20	2020/21	2021/22	2022/23
Action 5.2.2 - Ensure community events are capable of attracting sponsorship through the Community Grants program	Manager – Community and Recreation					
Action 5.2.3 – Continue to provide marketing and promotion opportunities through the Wangaratta Visitor Information Centre, banner sites, banner locations and entrance signs.	Attractions and Events Coordinator					
Strategic Objective 6 - Maximise promotional opportunity across North East Victoria for all events						
Strategy 6.1 – Conduct region wide promotional campaigns to encourage visitation to marquee events						
Action 6.1.1 – Promote marquee and major events across the North East region to expand the audience catchment and drive tourism expenditure.	Attractions and Events Coordinator Media and Communication Coordinator					
Action 6.1.2 – Develop event specific marketing plans for each Marquee event to maximise attendance including through social media	Attractions and Events Coordinator					
Action 6.1.3 – Redesign the 'What's On Wangaratta' Social Media Page to encourage use	Attractions and Events Coordinator					
Strategy 6.2 – Improve opportunities within the Rural City to promote major and marquee events						
Action 6.2.1 – Develop event specific banners for use with the new banner system to promote events within Wangaratta	Attractions and Events Coordinator					
Action 6.2.2 – Replace existing major event signs at town entrances to increase impact	Manager – Infrastructure Planning and Delivery					
Action 6.2.3 – Review current banner locations at the underpass and Murdoch Road to increase impact	Attractions and Events Coordinator					
Strategy 6.3 – Develop a suite of event collateral to be used at sponsored or partnered events to promote the Rural City of Wangaratta's sponsorship and support						
Action 6.3.1 – Produce Rural City branded signage to be used at all events receiving financial support from the Rural City	Media and Communication Coordinator					

Action	Responsibility	2018/19	2019/20	2020/21	2021/22	2022/23
Strategic Objective 7 - Streamline event processes to make it easier to host events						
Strategy 7.1 – We will develop transparent and robust policies and procedures to ensure events on Council land and roads are appropriate, supported and processed quickly						
Action 7.1.1 – Develop an events policy for the Rural City of Wangaratta to guide event suitability, fees and charges, permit requirements and sponsorships	Attractions and Events Coordinator					
Action 7.1.2 – Amend the Local Law to require permits for event activity on public land	Manager – Building, Planning and Compliance					
Action 7.1.3 – Develop approval procedures for external events with clear accountabilities and timeframes	Attractions and Events Coordinator					
Action 7.1.4 – Update current event booking software to enable on-line booking queries	Attractions and Events Coordinator					
Action 7.1.5 – Develop a 'How to' guide for staging events within the Rural City of Wangaratta	Attractions and Events Coordinator					
Strategic Objective 8 - Establish guidelines and targets for improving environmental sustainability and accessibility for all events						
Strategy 8.1 – Improve environmental sustainability at all events encouraging best practice in waste management, water use and carbon abatement						
Action 8.1.1 – Develop sustainability guidelines for all Council funded events including waste, active recycling, carbon abatement and noise abatement	Natural Resource Management Coordinator					
Action 8.1.2 – Introduce recycling requirements for all vendors at Council curated events with a preference for compostable packaging	Waste Management Coordinator					
Strategy 8.2 – Introduce best practice for accessibility for all Council run events and civic functions						
Action 8.2.1 – Review and complete 'Creating Accessible Events' Draft Guidelines 2016 to provide direction for Council events	Projects and Recreation Coordinator					
Action 8.2.2 – Ensure that accessibility provisions are included at all Council curated civic events and functions	Attractions and Events Coordinator					
Action 8.2.3 – Support and promote accessibility at all external events	Attractions and Events Coordinator					



RURAL CITY OF
WANGARATTA

