



EVENT STRATEGY

2019 - 2024

Table of Contents

1. Executive Summary	2
2. Background	6
2.1 Purpose & Aim	6
2.2 Review of 2012-2014 Event Strategy	6
2.3 Approach	7
3. Overview of Events in Campaspe	9
3.1 Value of events	10
3.2 Economic Impact of Events	11
3.3 Social Impacts of Events	13
3.4 Opportunities, Challenges and Trends	13
4. Event Principles	15
4.1 Event Principle 1 - Ensure Campaspe Shire retains a strong reputation as an event destination through a robust portfolio of diverse events	16
4.2 Event Principle 2 - Actively grow the events calendar/portfolio	18
4.3 Event Principle 3 - Maximise economic & social returns from events	22
4.4 Event Principle 4 - Assist event organisers to understand compliance requirements and costs	24
4.5 Event Principle 5 - Provide clear, timely and transparent funding streams for events	26
4.6 Event Principle 6 - Improve recognition of Council's support for events	32
4.7 Event Principle 7- Encourage event organisers to collaborate with key stakeholders/partners to ensure local opportunities are maximised and greater publicity generated.	34
5. Conclusion	36
Attachment 1- Event Classifications (including criteria and weighting)	37

1. Executive summary

Campaspe Shire Council is a vibrant rural community in northern Victoria comprising many townships such as Echuca, Kyabram, Rochester, Lockington, Gunbower, Rushworth, Stanhope, Girgarre, Toolleen and Tongala. The Shire is located at the heart of one of the richest and most diverse agriculture and food processing regions in Victoria. The Shire is best known for its history, natural assets and relationship with Australia's iconic Murray River, which winds along the northern boundary of the Shire. The unique mix of great weather, culture, food and wine, natural assets and events attracts increasing numbers of visitors and residents each year. The Campaspe Shire Council is recognised as a thriving community, with many opportunities for growth and prosperity.

The Shire is home to a large number of diverse events that take place across the municipality annually. Council appreciates the importance of tourism and events in driving economic activity and enhancing community wellbeing and interaction. Events strengthen social cohesion and community pride through participation and involvement.

The suite of events ranges from small community events for 100 people through to iconic events boasting over 40,000 attendees including interstate and international visitors. Centrally located between Melbourne, Sydney and Adelaide, Campaspe's geographic location is ideal for attracting state and national events.

Event Strategy Vision - Continue to support Campaspe's diverse range of events, creating a vibrant events calendar that contributes to both economic growth and social cohesion, whilst developing capacity to attract new events.

Vision Elements



The total value of revenue generated by tourism in Campaspe is estimated to be \$182.69 million. The tourism sector contributes around 1,044 jobs, representing 6.5% of total employment. The tourism industry contributes \$46.949 million to wages and salaries, 4.6% of the total amount. Recent Tourism Research Australia data (YE Sep 18) shows that Echuca Moama received 797,000 domestic overnight visitors, up 15% on the previous year. Visitors spent over 2 million nights in the region, up by 6.6% on year ending September 17. Holidaying, at 54.6%, was the largest category for visitation to the region, followed by 'visiting friends and relatives' (VFR).

Echuca Moama alone boasts over 182 accommodation properties totalling over 4,800 beds and sleeping over 9,000 visitors, ensuring Campaspe is well resourced to host large scale events.

Campaspe Shire Council Plan 2017-2021 sets the strategic direction of Council. To strengthen the economic environment, Council has committed to developing initiatives that increase tourism numbers, economic spend and length of stay by visitors. Retaining, expanding and attracting events are key opportunities for Council to deliver these priorities.

Relevant strategic objectives and strategies in the Council Plan which relate to Events are as follows;

STRONG AND ENGAGED COMMUNITIES

Strategic Objective	Strategies
Services, programs and advocacy enabled improved health, wellbeing and safety of our community.	Foster community partnerships and support other agencies in the delivery of services.
	Build strong, healthy and vibrant communities through innovation and implementing best practice in service delivery for our diverse community.
	Enable residents to be active and engaged in their community and support participation in artistic, cultural, sporting and leisure opportunities.

RESILIENT ECONOMY

Strategic Objective	Strategies
Diverse and growing economy with increased employment and investment opportunities, economic prosperity and community development.	Facilitate and enable local enterprise, support existing businesses and develop stronger business networks.
	Promote Campaspe's competitive advantages to attract new investment and maximise economic growth.
	Support and develop Campaspe's tourism opportunities.
	Work in partnership with industry, education providers and community to address skills for the future, lifelong learning opportunities and skills shortage gaps.

Campaspe's Economic Development Strategy 2014-2019 also identifies Tourism (Item 5.2) as a priority industry sector with a focus on two areas;

- Diversification of tourism product;
- Strong destination brand marketing.

The role of the Campaspe Shire's Tourism Development Officer (TDO) is to assist with the development and diversification of tourism product. The TDO works closely with community groups, Echuca Moama and District Tourism Association (hereafter known as EMDTA), Murray River Council and other government agencies.

Campaspe Shire have two service level agreements in place with EMDTA to deliver destination marketing and visitor services for the whole of the Campaspe Shire. In 2018/2019 the budget allocation for the marketing agreement was \$94,472 plus GST and \$249,272 plus GST for visitor servicing. If the destination 'brand' is well known and front of mind for consumers then this has an impact on the number of visitors to the region and creates greater opportunity to run events.

Events drive tourism which support accommodation, retail and hospitality businesses locally and provide a showcase opportunity for new customers and investment.

The inaugural Campaspe Event strategy concluded in 2014 and an internal review commenced in 2018. The review included a desktop analysis, a SWOT assessment and consultation with event organisers and key stakeholders.

Council has considered the current environment relating to events as outlined in the Events: Background, Issues and Opportunities Paper (Appendix A). This Events Strategy looks at ways to address matters raised in that paper.

Whilst the landscape for events has change significantly since 2012, the principles pertaining to event support remain relevant and as a result, the majority of the original principles have been retained.

The seven revised principles are listed below:

#	Event Principles
1	Ensure Campaspe Shire retains a strong reputation as an event destination through a robust portfolio of diverse events
2	Actively grow the events calendar/portfolio
3	Maximise economic & social returns from events
4	Assist event organisers to understand compliance requirements and costs
5	Provide clear, timely and transparent funding streams for events
6	Improve recognition of Council's support for events
7	Encourage event organisers to collaborate with key stakeholders/partners to ensure local opportunities are maximised and greater publicity is enhanced

Council has established key outcomes for each of these priorities. This strategy outlines the actions necessary to achieve these outcomes. Adoption of the strategy and a commitment to the delivery of the actions identified will ensure that Campaspe Shire Council continues to drive both social and economic benefits from events across the entire municipality.

This strategy ensures that Council considers its involvement in supporting event organisers to meet their compliance/legislative requirements, the funding of events, encouraging event growth/diversification and the attraction of new events.

A review of the event funding framework and matrix has been a critical component of this strategy to ensure that Council can cater for all types of events and funding for the same. The Strategy highlights the need to actively grow the events calendar/portfolio. The revised event funding categories are:



2. Background

2.1 Purpose and Aims

The purpose is to provide an updated Events Strategy for the Campaspe Shire Council that acknowledges how events can contribute to the continued wellbeing of the shire's economic base, its community, culture and environment.

This strategy guides Council's support for events and outlines how this can be achieved. The strategy also provides a framework that ensures events within the municipality are encouraged to grow and continue to be of benefit to the community and broader region. This strategy has been developed with Council's Council Plan objectives and key themes in mind. These are:

- Strong and Engaged Communities
- Resilient Economy
- Healthy Environment
- Balanced Services and Infrastructure
- Responsible Management.

2.2 Review of 2012-2014 Event Strategy

Campaspe's inaugural Events Strategy was endorsed in 2012. It identified eight priority areas which were:

- Growing the Shire of Campaspe's events portfolio
- Maximising economic returns from events
- Maximising social returns from events
- Providing event organisers with clear understanding of event compliance requirements
- Providing clear and transparent funding streams for events
- Improving recognition of Council's support for events
- Improving governance frameworks around events.

Key outcomes from this strategy:

- A critical action from the strategy was the introduction of a full time Event Support Officer. The position was introduced in 2014 to help streamline the event application process and act as a conduit between Council officers and event organisers. The process and relationships that have been formed as a result of the position have been very positive for Council and have enhanced relationships with event organisers;
- The introduction of the Event Support Officer position has also enabled Campaspe to have a greater understanding of all of the events that occur across the municipality and to assist organisers to navigate the, often overwhelming, event application process. Feedback has confirmed that event organisers appreciate this on ground support;

- Introduction of funding guidelines and criteria to help event organisers understand funding available with Community Grants and multi-year agreements. The introduction of multi-year funding agreements has demonstrated Councils commitment to the ongoing growth of the event;
- Support for key events to help assist growth and provide a higher quality offering for event patrons through Council services;
- Increased promotion of events through Councils Communications Team (including social media, updated website, online calendar) and via the Economic Development eNews;
- Event Information Sessions for event committees, targeting compliance changes and new opportunities.

An update on these outcomes is listed in the Events - Background, Issues & Opportunities Paper in Appendix A.

While the landscape for events has changed significantly since 2012, the essence of the priorities and principles are still relevant and as a result the basis of the principles have been retained in the current strategy.

2.3 Approach

The Event Support Officer commenced an internal review of Event Strategy (2012-2014) in May 2018. A desktop review and scorecard of the original strategy was conducted and presented to Council to seek its input and support. The next step was consultation with key stakeholders, internal and external, and event committees.

Internally, consultation was held with departments that support events in order to gain a better understanding of requirements and opportunities. These departments are listed below:

- Recreation and Open Spaces
- Parks & Gardens
- Road Services - Traffic Management
- Waste Management

The aim of the consultation was to undertake a SWOT analysis and gain an understanding of organisations event priorities as well as building partnerships required for the successful implementation of this strategy.

External consultation, either via phone or face to face meetings, was undertaken with the following stakeholder organisations:

State Government departments:

- Visit Victoria
- Regional Development Victoria

Tourism Organisations

- Echuca Moama & District Tourism Association
- Echuca Moama Accommodation Association
- Murray Regional Tourism Board

Local Government

- Municipalities with a significant event presence including City of Greater Shepparton, City of Greater Bendigo and Swan Hill Rural City Council
- Murray River Council Officers

Other

- Elmore Events Centre - Management
- Echuca Racing Club – Management
- Committee 4 Echuca Moama (C4EM)

Event Committees

Event organisers in Campaspe Shire were encouraged to complete an online survey. Full details of the survey results are in Appendix A- Background, Issues & Opportunities document.

3. Overview of Events in Campaspe

Campaspe Shire host a large number of diverse events each year ranging from small community events with localised appeal, through to major and iconic events attracting between 3,000 – 10,000 people. A few of these events may attract in excess of 10,000 visitors from interstate, intra-state and internationally. Some are one-off events while others are held annually. The make-up of an event is individualised with some events taking place over a number of days on public land, while others may be held on an afternoon in a community hall.

The current portfolio of events within Campaspe boasts in excess of 140 events spread across the calendar year, most of which are recurring events and are categorised into the following event types:

Category	Definition
Regional	This category dictates events that have strategic regional importance beyond the borders of the Campaspe Shire.
Iconic	The focus of Council event funding an “Iconic Events” category is about growth, whether through destination marketing thereby creating better destination awareness, or increase in occupancy nights and generating increased spend, yield and economic benefit to the Shire.
Major	These events include tourism, business and sporting with an economic benefit focus. They include annual and “one off” or untested events that have potential to develop. These events also target niche markets and may include large sporting events.
Minor	These events include tourism, business and sporting with an economic benefit focus. These events include annual and “one off” or untested events that have potential to develop. These events also target niche markets and may include sporting events. Annual events in this category need to be monitored and mentored to develop into the Major Events Category.
Community	There are a number of events funded under the Community Grants Program that clearly sit within the “Community / Social Event” classification. There should not be an expectation that these events will have an economic focus. It is important to recognise that community / social events are important to community wellbeing, participation and pride.

Deficiencies in the event funding framework have been identified including the addition of an ‘Event Attraction’ category and the recognition of in-kind support, cementing the requirement for a revised matrix.

Opportunities to create or grow events have been identified as a way of driving social and economic benefit. Successful events are those which meet the objectives of the community or businesses while also meeting the demands of the consumer, whether they are targeted locally or through visitation.

All events are created to fill a need. Events that fill the identified 'need' and also meet the demands of the target audience have a potential to grow. These events will generally be innovative, have broad or mass appeal, align with the destination brand, and components that fit the values of the community and the marketplace.

For events held in Echuca Moama, a strength and unique opportunity, is the ability to work with both Campaspe and Murray River Councils. This also extends to state level, with funding available from both government agencies, Visit Victoria and Destination NSW.

In 2018, Murray River Council engaged a sports marketing company to conduct an audit of its event facilities, accommodation capability, transport infrastructure etc. The capability report then allows this company to pitch for events for Murray River Council to consider hosting. Each event comes with a hosting fee and a commission payment to the company. It is anticipated that the adoption of this program will have a significant impact in Echuca Moama through the introduction of a variety of new events to the annual calendar.

EMDTA plays an important role in the event space, often being the first point of contact for event organisers, particularly events that are being organised by groups from outside the local area. EMDTA staff can assist with venue selection, accommodation requirements, attractions/tour bookings and event ticketing. Visitors may access these services online (website or email) or in person (phone or face to face).

EMDTA, together with the financial support of Echuca Moama Accommodation Association (EMAA), are seeking to develop a role within events. The objectives/priorities of the role are yet to be finalised.

3.1 Value of events to Campaspe

Events are strategically used to bring 'new' money into regions and showcase the destination to potential visitors. Events influence consumer behaviour and can impact significantly on the economic development of communities. Events can also have a significant impact on community wellbeing and social cohesion of a community through social engagement.

Local, state and federal governments embrace events for their potential to drive economic return and activity, strengthen and maintain a destination's unique brand, drive renewal/streetscape enhancement works and to encourage event and tourism infrastructure development. This is one of the major reasons for the increase in public sector support for event based development strategies currently apparent in Australia.

There has been significant growth in the number of events being staged in tourism destinations across Australia and internationally. Visit Victoria identifies events as one of the key ways to move people in and around the state, whether they be interstate, intrastate or international visitors.

One of Visit Victoria's 2025 goals is 'Maximising the Benefits of Events' within the Victorian Visitor Economy Strategy Action Plan. Visit Victoria acknowledge that the advantages of bringing tourism and events together are:

- Enhanced skills and knowledge;
- Diversification;
- Access to more customers;
- Stronger strategic partnerships across sectors;
- Shared resources;
- United vision.

One of the actions identified under 'Maximising the Benefits of Events' is to develop a program of events in Melbourne and regional Victoria that covers sporting, business, artistic and cultural activities throughout the year, and to ensure communities are maximising the flow on benefits from the events.

The latest Tourism Research Australia data indicates that the 'Visiting Friends and Relatives Market' (VFR) accounts for 28.1% of visitation in our region. (Source: National Visitor Survey YE Sep 18, Tourism Research Australia) This is more prevalent when considering events, therefore the opportunity exists to market events to locals and encourage visitation of friends and relatives thus encouraging growth in attendance numbers.

3.2 Economic Impacts of Events

Council annually conducts event evaluations at a variety of events in order to understand the economic benefit to our local economy.

The seven events evaluated in 2018 indicated a total direct economic input of over \$29 million. Further economic modelling indicates that these seven events contribute to a direct increase in jobs in the order of 169 additional jobs* and \$6.246 million more in wages and salaries, and a boost in value-added** of \$9.985 million.

*Increase in jobs is anticipated to be part-time or casual positions given the short term nature of events.

**Value Added represents the marginal economic value that is added by each industry sector in a defined region.

Summary of event evaluation for events in 2018.

2018 Events	Estimated attendees	Average Length of Stay	% of non-local attendees	Non-Local spend (per person)	% who stayed in Paid Accom	Other activities undertaken by non-locals	Estimated economic contribution ϕ
Echuca Moama Winter Blues Festival	19,000*	3.8 nights	67%	\$530	77.5%	96% ate out 60% went shopping 42% visited local attractions	\$7.2 million
Southern 80 Ski Race	40,000*	4 nights	74%	\$537	55%	91% ate out 53% went shopping	\$17.7 Million *based on all attendees staying in paid accom
Legends of the Mountain	2,500	2 nights	41%	\$355	90.5%	89.5% ate out 32% went general sight seeing	\$388,00
Basketball Victoria Country Junior Jamboree	400	4 nights	98%	\$561	93%	93% ate out 78% went shopping 60% visited local attractions	\$224,400
Rushworth Easter Heritage Festival	5,500*	2 nights	39%	\$213	27%	50% ate out 54% went shopping 56% visited local attractions	\$540,000
Riverboats Music Festival	6090	3 nights	73%	\$557	83%	90% ate out 64% went shopping 63% visited the Port of Echuca	\$2.75 Million ♦
Echuca Steam Rally	3,400		28%	\$362	40%	56% ate out 26.5% went shopping	\$296,00

* Attendance figures are based on event organisers attendance figure estimates and relies on the notion that attendees are staying in paid accommodation

ϕ Utilising REMPLAN formula

♦ Visit Victoria have indicated a significantly higher contribution with its modelling formula

3.3 Social Impacts of Events

The positive social impacts of events include social connection and cohesion through participation and shared interests, community building through participation and shared values. Recent data shows that 87% of Campaspe's events are organised by local committee groups, engaging residents in a volunteer capacity to help run and co-ordinate events annually. Most committee members are not paid for their time and participation, however the reward of working together with a group of people on an event satisfies them to continue to commit.

Events have the ability to build communities; provide entertainment and social opportunities; build community capacity and local leadership; increase civic pride and a sense of place for the resident population, all of which are less tangible than the economic impacts but no less important.

3.4 Opportunities, Challenges and Trends

Events within Campaspe Shire face many challenges and opportunities resulting from internal and external pressures. The following table outlines an overview of issues and opportunities arising from the consultation. Some of the key challenges and an opportunities raised from the SWOT analysis are:

Challenges	Opportunities
<u>Volunteer Burn Out</u> - 86.7% of Campaspe's events are planned and coordinated by local volunteers as part of a committee. As events (and the compliance) grow, volunteer time and involvement increases which becomes difficult for the volunteers to manage.	<u>Privately Owned Events</u> - Over the past five years Council has seen an increase in privately owned events. With the owners investing funds in the event high quality events can be delivered which continues to inject dollars into the local economy. The Riverboats Music Festival, Massive Murray Paddle, Black Swan Race and the Pop & Pour Festival are all examples of successful privately owned events.
<u>Training for event volunteers</u> - As event committee's change and new volunteers come on board, training of new members is an ongoing challenge.	<u>Outsource Roles</u> - There are a number of committees who have identified skill shortages and have chosen to outsource these roles. Key roles that are being outsourced currently in Campaspe are administration, sponsorship/corporate, marketing, music co-ordination and social media.
<u>Refine Events Matrix</u> - With the introduction of the events matrix in 2012, anomalies have been identified when assessing events organised by organisations outside the municipality, new events or privately owned events.	<u>Training Sessions</u> - Support of event committees with training for sustainability and growth. The themes identified include grant writing, OH&S, marketing, social media, waste management & recycling.
<u>Competition Outside the Municipality & Region</u> - Events are a competitive market and regions are working hard to attract new and existing events to their locality.	<u>Update Event Matrix</u> - Appendix 'Definitions of event funding structures' and 'event category' to reflect events held in Campaspe yet organised by organisations outside the municipality; privately owned events.
	<u>Actively market Campaspe as an event destination</u> - This is subject to annual budget constraints.

<p><u>Growing & Developing Campaspe's Event Portfolio</u> - It is paramount that the events portfolio continues to grow and stay abreast with key themes and trends.</p>	<p><u>Increase Event Budget</u> - To actively market Campaspe as an event destination and bid for new events.</p> <p>Focus on High Yield & Efficient Events - With limited funds a focus on events that have a high return on investment for the community will be prioritised.</p>
<p><u>Clear understanding of role clarity with events</u> - It is important that the community has a clear understanding of who provides what assistance for events, in particular events that are held in Echuca Moama.</p>	<p><u>Develop a regional Echuca Moama Events Strategy</u> - In partnership with key stakeholders develop an Echuca Moama specific events strategy</p>
<p><u>Recording True Support for events (cash & in-kind)</u> – Council has a responsibility to ensure that the 47 events that received inkind support are aware of the dollar value of this support and that Council is recognised for this.</p>	<p><u>Improve recognition of Council's support for events</u> - Improve awareness and promotion of Councils contribution to events including both cash and inkind support provided through funding agreements.</p>
<p><u>Simplifying Event Application Process</u> - Presently the event application has to be manually completed. The complexity of info required for some events can make this process challenging.</p>	<p><u>Application Process</u> - Enhance the event application process and information accessibility.</p> <p>Consider the implementation of an online process.</p>

4. Event Principles

Seven principles have been identified and aim to achieve the strategic objectives of both the Council Plan and the Economic Development Strategy:

#	Event Principles
1	Ensure Campaspe Shire retains a strong reputation as an event destination through a robust portfolio of diverse events.
2	Actively grow the events calendar/portfolio;
3	Maximise economic & social returns from events;
4	Assist event organisers to understand compliance requirements and costs;
5	Provide clear, timely and transparent funding streams for events;
6	Improve recognition of Council's support for events;
7	Encourage event organisers to collaborate with key stakeholders/partners to ensure local opportunities are maximised and greater publicity is generated.

This strategy outlines each principle in detail, including desired targets and recommended actions to enable Council to achieve these priorities.

4.1 Event Principle 1 - Ensure Campaspe Shire retains a strong reputation as an event destination through a robust portfolio of diverse events

Campaspe Shire Council annually hosts approximately 140 events across the municipality, and this strategy recognises that Council's role is not just about increasing the number and type of events, but also retaining the current portfolio of events by recognising events as assets.

It is important to the long-term retention and sustainability of each event hosted within Campaspe that event organisers feel valued and supported. Council recognises that some events are mobile and event organisers could consider relocating to another region if it is perceived the opportunity and/or incentives are more beneficial.

Compliance obligations are constantly evolving, in particular OH&S and Risk & Emergency Management. Given that 87% of our events are organised by committees, Council plays an important role in providing support for our volunteer event organisers, to provide the tools to conduct events in a safe environment and ensuring that there is no exposure to litigation.

Councils' event application process and requirements should be as user friendly as possible to ensure that event committees aren't overwhelmed by the process. This is vital to the ongoing sustainability of events.

Priorities:

- Proactively engage with event organisers to provide assistance and support;
- Assist events to grow and look for new opportunities;
- Promote Campaspe as a high quality event destination to event organisers, locals and Government agencies.



Event Strategy 2019 - 2024

Critical Action Items	Timeline	Budget Impact	Responsibility
Ensure that Events are identified as a priority in relevant Destination Marketing strategies.	Ongoing	Within existing resources	Events Support Officer Tourism Development Officer EMDTA MRTB
Maintain the focus on events internally. Maintain the Council internal Events Project Group to ensure relevant staff recognise the importance of events to the community and local economy and that staff are integral to the delivery of successful events.	Ongoing	Within existing resources	Event Support Officer Local Laws Building/Planning Design & Road Services Environmental Health Legal Waste Management Emergency Management Parks & Gardens Recreation/Open Spaces
Celebrate the benefits of events and promote these to the community through increased communications including media releases with event evaluation statistics, crowd control/traffic management banners, production of event videos etc.	Ongoing	Within existing resources \$ banners event videos	Event Support Officer Tourism Development Officer Communication Team EMDTA MRTB
Continue to provide strategic and financial support to events, and interpret evaluation statistical data to ensure the continued growth and sustainability of events.	Ongoing	Within existing resources	Event Support Officer
Improve awareness of events through listings and promotion via the following channels; Campaspe Shire Council Echuca-Moama & District Tourism Association Australian Tourism Data Warehouse (ATDW data feeds Visit Victoria and Murray Regional Tourism sites)	Ongoing	Within existing resources	Event organisers Event Support Officer
Circulate information on grants/funding opportunities to event organisers as they become known.	Ongoing	Within existing resources	Event Support Officer Business Support Officer Communications Team
Promote the services and support available through the Echuca-Moama Visitor Information Centre.	Ongoing	Within existing resources	Event Support Officer EMDTA
Conduct capacity building workshops for event organisers and encourage up-skilling, networking/partnerships and sharing of knowledge, resources and succession planning.	Ongoing	\$3,000	Event Support Officer
Develop a library of event images and film footage that Campaspe, EMDTA and event organisers can use to assist in destination marketing and brand awareness.	Ongoing	\$5,000 Increase in budget required	Event Support Officer Tourism Development Officer

4.2 Event Principle 2 - Actively grow the events calendar/portfolio

Whilst Campaspe Shire Council recognise the importance of maintaining the current portfolio of events and the associated economic and community benefits, it recognises the importance of growing and evolving the events portfolio.

Destinations require new and/or refreshed products to maintain and grow visitation. New tourism products include events. Event revitalisation and diversification is also essential. It is also important to ensure that locals have access to entertainment and activities locally.

Aside from civic events, Campaspe Shire staff do not conduct any events. Given the economic and social impacts that events have locally, it is important for Council to lead the way in sourcing new event opportunities for our region. Historically Council officers have worked with event groups once a location has been determined. It is recognised that Council should be more proactive in the event attraction space to ensure a strong and diverse events calendar that delivers benefit across the municipality is retained and developed.

Council has the opportunity to lead in two areas:

- Growing current events portfolio and diversity;
- Attracting new events.

The need for current events to grow refers to both capacity and diversification. In some instances events can increase attendance numbers year on year through improved marketing and/or by refining the offering. In other cases, events may have reached attendance capacity, but still need to evolve to remain attractive to a target market.

Campaspe has a strong opportunity to expand its events portfolio by attracting new events to the region and targeting soft periods that complement our existing events calendar.

A strength for events held in Echuca is the opportunity to partner with Murray River Councils and leverage support from Visit Victoria and Destination NSW. Southern 80 and Riverboats Music Festival are currently good examples of this. Events also have the ability to work with EMDTA which can deliver visitor servicing support and tailored event packaging to personalise the proposition.

Events are highly sought after for their potential to drive added local economic activity and as such securing a new event can be competitive. There are a number of factors that go into choosing an event destination and Council support, whether it is cash or in-kind support, can be a critical element in the decision making process. Event attraction requires a designated budget and staff resourcing to incentivise events and facilitate bids/proposals.

Echuca Moama caters well for small to medium size business conference market, however it is limited locally to venues which cater for up to 320 people seated cabaret style. A high quality venue that could cater for over 350 people would create a great opportunity to expand the business/conference market and also attract large weddings.

Targeting events that are low impact and optimise current assets are seen as a priority. For example, Campaspe boasts a range of high profile locations for motoring 'show and shine' events. These events are often self-sufficient, high yield and assist with the dispersal of visitors across the region.

The great range of available sporting facilities affords Campaspe the opportunity to further explore relevant large scale sporting events. Council facilities need to be flexible areas allowing for events to prosper while also fit for purpose for community use. In partnership with the Campaspe Shire Council Recreation Team, a capacity audit is recommended to be undertaken to assess the capability of sporting assets and infrastructure to identify the type of events these are capable of hosting. The report would need to consider any potential infrastructure gaps. In some instances the facility may not have the supporting infrastructure for a particular event however it may be possible to secure funding to finance the upgrade to allow future event/s to occur.

Similar to Murray River Council, Campaspe Shire could consider engaging a professional body to facilitate the audit and event bidding process.

Campaspe is developing an Echuca Creative Arts Space Plan to guide activation of the Echuca Arts Precinct, which is part of the strategy for the Echuca Port Precinct. Once complete this will be a space which events can utilise and activate. The site consists of the Foundry Arts Space, the Old Murray Hotel, the Old Brothel and adjoining open space.

While many of Campaspe's visitors self-drive, public transport connectivity is a major factor when events are considering a new destination. Due to limited public transport options into and around the region, there are many events where Campaspe fails to meet the organiser's criteria. Examples include the regional White Night program and potential events that could suit the Elmore Events Centre. While the Elmore Event Centre can organise private bus services for patrons it could not rely on the current public transport services however.

It is important to recognise that while events provide many benefits to the shire, event support takes a significant amount of resourcing and is at times opportunistic. Council's internal workloads are impacted by an increase in events and this can be challenging for staff.

Key Outcomes:

- Proactively partner with Murray River Council and EMDTA to develop and attract events that compliment and expand the existing events calendar;
- Ensure Campaspe is recognised by the market as a leading destination for events with an organisation that is 'Open for Business;'
- Create flexible spaces and infrastructure that allows for events to prosper while co-existing for community use;
- Focus on low impact/high yield events such as motoring concourse, weddings, business and sports.



Event Strategy 2019 - 2024

Critical Action Items	Timeline	Budget Impact	Responsibility
Extend and build our relationships with key organisations such as EMDTA, Murray River Council, Murray Regional Tourism Board, Visit Victoria and Business Events Victoria.	Ongoing	Within existing resources	GM Community & Economic Development Investment Attraction Manager, Event Support Officer Tourism Development Officer
Increase marketing reach of event committees by updating and distributing the 'Promotional Opportunities for Events' fact sheet annually.	Ongoing	Within existing resources	Event Support Officer
Conduct event evaluations for a number of events across the shire to allow event organisers and the Council to gain a better understanding of event attendees and their length of stay, spending patterns, feedback and opportunities for improvement.	Ongoing	Within existing resources	Event Support Officer
Work internally to promote the multi-use and diversification of Council owned spaces when renewal and upgrades/improvements are being considered. (eg open spaces, community halls, parks & gardens)	Ongoing	Within existing resources	Investment Attraction Manager, Event Support Officer Tourism Development Officer
Partner with Murray River Council to leverage funding opportunities for events.	As needed	Within existing resources	Event Support Officer Tourism Development Officer
Be responsive to emerging trends and markets. (eg White Night)	As needed	Within existing resources	Event Support Officer
Proactively advocate for projects that may enhance our destinations profile to host events (eg increase public transport services)	As needed	Within existing resources	Event Support Officer Various Officers
Empower and upskill event committees by providing relevant training opportunities for organisers. (eg grant writing, marketing, social media, succession planning)	Ongoing	\$3,000	Event Support Officer

Event Strategy 2019 - 2024

Participate in relevant <i>Business Events Victoria</i> initiatives to ensure Campaspe remains strong and competitive in the business conferencing market.	Within existing resources	Variable	Event Support Officer
Desired Action Items	Timeline	Budget Impact	Responsibility
Develop a long-term plan focused on the attraction of new events which include strategies for: <ul style="list-style-type: none"> • Bidding on events • Attendance at 'event relevant' trade and consumer shows – collaborate with MRTB, EMDTA and Murray River Council. 	Subject to adoption of this Strategy and Council budget 2019/2020	\$25,000 - Event Attraction	Event Support Officer
Update Echuca-Moama Events planner annually.	Subject to funding and staff resourcing	\$2,000	Event Support Officer Murray River Council EMDTA
Create a set (approx. 4) of theme specific videos promoting the region as an event destination, so that these can be used via social media, electronically and at trade shows.	Subject to funding and staff resourcing	\$5,000	Event Support Officer
Investigate the opportunity to complete a capacity audit of Council owned sporting and recreation facilities to identify the type of events we are capable of hosting, in particular sporting events.	Subject to funding and staff resourcing		Recreation & Open Spaces Team Event Support Officer

4.3 Event Principle 3 - Maximise economic & social returns from events

Events help enhance our community, both economically and socially. They allow visitors to explore and enjoy our region, while creating entertainment opportunities and a sense of place and pride for our residents.

Events provide an opportunity to build destination brand awareness. An example of this is the Riverboats Music Festival. Held annually in February, this award winning festival increases awareness of Echuca-Moama. Latest research shows that 8% of visitors to the festival had not visited Echuca for over 5 years, while 5% had never been to the area.

Extending visitors length of stay results in an increase of economic spend and the opportunity to further engage with the consumer. The Echuca-Moama Winter Blues Festival began 20 years ago as a Sunday afternoon event, and with strategic planning this event has grown into a four night, three day event injecting an estimated \$7.2 million into the local economy.

Some social events have the ability to evolve into events that can derive an economic return. The Girgarre Moosic Muster is an example of how an event was established to enhance community wellbeing and cohesion which has now grown to provide significant economic return both locally and regionally.

Many community members are involved in events, whether it be volunteering, working or attending, and it is interactions such as these that help strengthen community bonds. While individual event committees may not intentionally set out to enhance wellbeing with a community, the result is that many do exactly this.

Over recent years, there have been a growing number of events undertaken in Campaspe that specifically focus on community strengthening and social recovery as a result of crisis, whether it be from natural disaster, business closures or other community loss. These events have the ability to connect communities, provide opportunities for social inclusion and build community morale.

Clustering within small towns has enhanced the development and growth of community events through the sharing of resources, including knowledge, manpower and ideas. Rushworth Events Inc is a result of this concept and now boasts a variety of events such as the Wildflower Hunt, Winter Film Festival and Spring Garden Festival.

Key Outcomes:

- An increase in economic yield achieved through higher visitor spend and longer length of stay;
- Support of the community to be connected, prosperous and resilient through events.



Event Strategy 2019 - 2024

Critical Action Items	Timeline	Budget Impact	Responsibility
Work with event committees to debrief following an event to assess growth potential and build lessons learnt into planning for the future.	Ongoing	Within existing resources	Event Support Officer
Work with EMDTA to map out marketing opportunities for individual events, identify collaborative promotional and marketing opportunities and identify resources and responsibilities for implementation.	Ongoing	Within existing resources	Event Support Officer Tourism Support Officer
Encourage EMDTA to include events in its staff and ambassador Famil Program.	Ongoing	Within existing resources	Event Support Officer
Provide connection for new events with likeminded existing event committees to share knowledge and potentially resources. Facilitate opportunities to create clustering within small communities to grow their volunteer manpower pool.	Ongoing	Within existing resources	Event Support Officer
Recognise the volunteerism of people in the community and across the shire in relation to events and festivals.	Ongoing	Within existing resources	Event Support Officer Economic & Community Development Executive Assistant
Continue to grow the library of event flags for use on the Echuca CBD Flag Poles.	When required	\$1,500 per event	Event Support Officer
Review and improve the event evaluation process.	Ongoing	Within existing resources	Event Support Officer
Develop a 'How to Leverage from Events' toolkit for local businesses.	March 2020	Within existing resources	Event Support Officer Business Support Officer

4.4 Event Principle 4 - Assist event organisers to understand compliance requirements and costs

Council has a role to play in ensuring events comply with relevant legislative and regulatory requirements.

The legislative and regulatory requirements are constantly evolving and the burden for event organisers is increasing. The need for risk assessments and emergency evacuation plans are examples of just a few of the requirements, Council officers may identify a gap in the skills and capacity of the event organisers and assist them through the process to ensure they achieve compliance. Council make event committees aware of new legislation requirements and assist them to achieve compliance.

Ensuring event committees comply with legislative requirements can be challenging for Council. For larger more complex events it may require intervention and/or sign off by a number of different Council departments and therefore may take longer to process. For some event organisers it can be obtaining the required information submitted to Council in a timely fashion, leaving Council with shorter processing times to assess.

The ESO role has helped to address compliance in a positive way by establishing strong relationships with event committees, providing timely information to event committees and acting as a conduit between event organisers and Council departments. The ESO assists committees through every stage of the event cycle and the event application process to ensure consistency in the relationship and support.

The Event Application Toolkit ensures that Council's processes are mapped out clearly and concisely to assist with understanding and help people to understand the complexity of the requirements.

Key Outcomes

- Event organisers provided with simple information and tools to help them meet their obligations;
- Event Support Officer continues to support event organisers with information and assistance.
- Promotion of any changes in regulations to all event committees to ensure understanding of the changes and the impact on their requirements (e.g. Waste Wise Guide, Tobacco Laws);
- Enhancement of information accessibility (ie online forms).



Event Strategy 2019 - 2024

Critical Action Items	Timeline	Budget Impact	Responsibility
Review the Events Ready Reference guide to ensure information remains relevant.	February 2020	Within existing resources.	Event Support Officer Relevant Officers
Review Councils Event application form to make it an intuitive online document.	December 2019	Within existing resources.	Event Support Officer IT Team Relevant Teams within Council
Ensure the internal event application process and timelines are communicated to event organisers by: <ul style="list-style-type: none"> - Acknowledgement of application with the Customer Charter requirements of 10 days. - Ensuring all events which receive Council funding are provided information on the application process and required paperwork; - Responding in writing acknowledging event application received, outlining the internal process; - Local Laws department advising event organisers of its event permit status (granted or not) within 10 days of the application submission and all associated attachments being received; - Advising event organiser of the POPE or TOP status (granted or not) within 10 days of the application and all associated attachments being received; - Parks & Gardens booking confirmation (granted or not) within 10 days of the application being received. 	Ongoing		Event Support Officer Various Officers Local Laws Municipal Building Surveyor Customer Contact Coordinator
Through Councils Request Management system implement a 'Target Date' notification whereby the ESO is notified when an officer has not actioned any relevant component of the event application.	November 2019	Within existing resources	Event Support Officer IT Team
Host 'Running Successful Event' Information sessions across the municipality focusing on emerging trends, funding opportunities, and any new compliance items.	As required	\$2,000	Event Support Officer
Provide relevant training opportunities for event committees to ensure that they are up to date on compliance issues. (eg Waste Management, Recycling, OH&S)	Ongoing	\$3,000	Event Support Officer
Communicate with event committees regularly via eNewsletter program	Quarterly	Within existing resources	Event Support Officer

4.5 Event Principle 5 - Provide clear, timely and transparent funding streams for events

Event funding is an important element for Council to achieve its objectives of maintaining and actively growing its event portfolio. The recent survey of event organisers (Appendix 1- Background Issues & Opportunities Paper) identified that 69% of event organisers had a solid understanding of the grants available and 48% found the Community Grant process easy or very easy.

Currently Council funds events specifically through:

- Community Grants Program: available for Major, Minor and Community events. In 2017/2018 Council allocated \$87,520.00
- Multi-Year Memorandum of Understanding Agreement's (MOU's): available to Iconic & Regional events. In 2017/2018 \$45,000 was allocated to five events.
- Responsive Grants. Responsive grants are only available for events if the event is scheduled after the close of one round of Community Grants and before the second the round. In 2017/2018 \$10,000 of the Responsive Grant Program was allocated to 10 events.

Overview of Campaspe support received by events:

Type of support that Events received	#	%
Cash only	54	38.6%
Cash & Inkind support	18	12.9%
Inkind support only	29	20.7%
No Assistance	39	27.8%
TOTAL	140	100%

Campaspe Shire Council may not be the only funding source for events. Funding is obtained in a variety of ways, such as; committees own seed funds, business sponsorship (cash or in-kind) and also applying for other grants. Organisations such as the Bendigo Bank, and Clubs such as Kyabram, Rich River Golf, Moama Bowling and Echuca-Moama RSL are great supporters of local events providing funding through grant programs. In 2018, Murray River Council launched an annual Community Grants program which will benefit events in the Echuca-Moama area. In 2018/2019 grants of up to \$3,000 are available from a pool of \$60,000 (Two Rounds of \$30,000).

The 'Event Classifications' have been reviewed and currently do not include or refer to items such as;

- Incentives for new events;
- Events which are held in Campaspe but organised by organisations outside the municipality;
- Privately owned and/or conference events.

It is worth noting that these types of events do not fall into the Community Grant Program which creates a gap. A revised definitions of event funding structures must incorporate events which are organised by groups located outside of Campaspe Shire and those run by a commercial operator.

It is important to recognise that the Community Grant Program should continue to be available for Campaspe's community groups and the funding of new and/or additional events should be separately funded if organised by committees who reside outside the municipality. Many of Campaspe's most successful events have originated through a local community group who have recognised an opportunity to attract people and that have a passion for making things happen. Council have a role to play in nurturing these opportunities and making it as easy as possible for new events to be introduced. Legends of the Mountain is a great example of a relatively new event that was initially funded through the community grants program and has evolved to be an event that is developing a strong reputation amongst car enthusiasts statewide.

It is significant that in the past, recognised events had the opportunity to apply through respective towns Community Plan Implementation Funds (for a limited period) however this resource is no longer available. If an event is identified within the new Council endorsed Place Based Plans, facilitated by the Community Engagement team, funding may be available through the plans activation funds.

Ideally for event attraction, the ESO would liaise with event organisers regarding event support packages and/or event bids and then assess the event against a matrix which considered proposed attendee numbers, duration and timing of the event whilst considering the current event calendar, accommodation requirements, economic activity/value-add opportunity etc. The ESO would then liaise with the Investment Attraction Manager, General Manager of Community & Economic Development and the Chief Executive Officer (CEO) to determine an appropriate support package with a projected return on investment. The final decision would be made by the CEO. Amending this process is particularly important for a quick turnaround time to be achieved. Event bidding is highly competitive and being responsive and able to commit funds at officer level will allow Council to move more quickly and increase appeal amongst event organisers. As with Responsive Grants, any funding commitments/bids would be reported to Council.

The revised event funding structure includes the following funding streams:

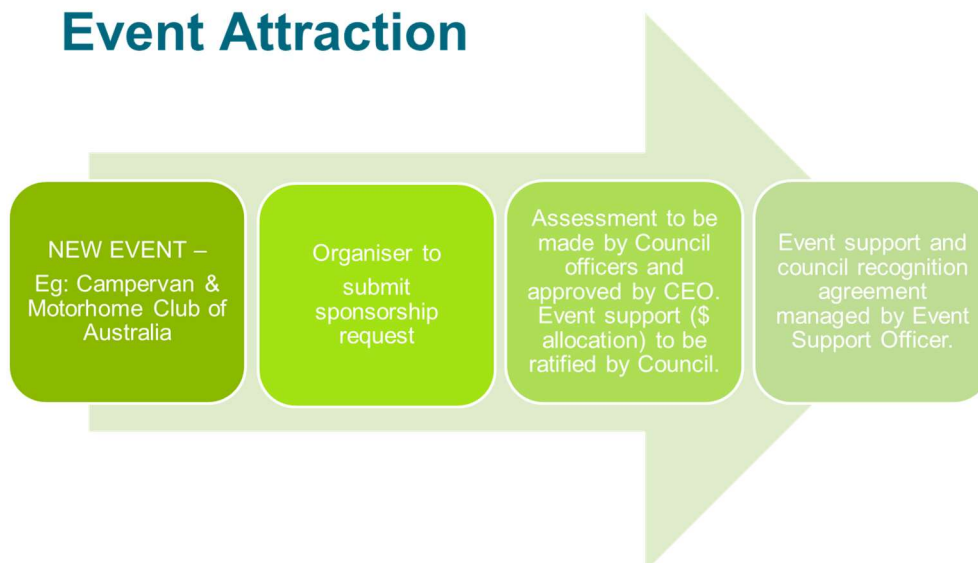


Below is a flow chart of the application process for the two new/revised categories, Hallmark and Event Attraction. Attachment 1 includes the full Event Classification and the Criteria & Weighting for funding.

Hallmark Events



Event Attraction



In addition to direct cash funding, Council also expends in the order of \$65,000 inkind annually through the implementation in areas such as waste management, parks & gardens services, tree management works and traffic management through Temporary Road and Street Closures Policy (36). This support is not currently captured in the true value provided to Major, Minor and Community events. Council needs to ensure that this additional support is captured within its funding conditions.

It is also relevant that the inkind support is not capped at a dollar value and event organisers are unaware of the costs of this service and the impacts of any changes. Council does not have a clear framework that outlines when, to who and how inkind support is provided. It is important that this issue is addressed given the increase of compliance and regulation in regards to traffic management and OH&S. It is also important to note that Council operational budgets are confined by rate capping.

Historically in-kind support has not included the use/hire of Council owned facilities. When completing this review, research found that many municipalities offer Council facilities either free, or at a reduced cost, as a tool to entice events to the region. Councils are recognised for this support within the event sponsorship agreement. Campaspe boasts a wide variety of community assets, and a streamlined procedure needs to be developed that allows the ESO to actively offer these assets as part of a sponsorship package to existing or potential event organisers, if the facility is available and the event will deliver an economic benefit to the region.

Key Outcomes

- Update event definition framework;
- Keep event organisers up to date regarding funding opportunities.



Event Strategy 2019 - 2024

Critical Action Items	Timeline	Budget Impact	Responsibility
<p>Revise the Event Funding Framework to include an events attractions category and/or refer to items such as;</p> <ul style="list-style-type: none"> - Events which are held in Campaspe but organised by organisations outside the municipality; - Privately owned and/or business/conference events; - New event/incubator incentives, with assessment to be made by officers with final approval from CEO; - Support to include the value of inkind support; - Increase multi-year agreements to allow for up to 5 year agreements. <p>Revised document Attachment 1.</p>	Completed Attachment 1 of Event Strategy	\$25,000 for the new Event Attraction Category	Event Support Officer
<p>Maintain the current Community Grants program funding stream, assessing applications according to the definition and criteria (outline in Attachment 1)</p> <p>Include cash and inkind support recognition within applicants funding conditions.</p>	September 2019 (next round of Community Grants)	Within existing	Event Support Officer
<p>Request event organisers to provide a detailed evaluation report as part of funding acquittal, outlining:</p> <ul style="list-style-type: none"> - Verified attendee numbers; - Budget, including a clear demonstration on how any profit will be used; - Community benefits - using social indicators; - Marketing collateral and any media received (including details of mention of Council's support). 	Ongoing	Within existing	Event Support Officer Economic & Community Development Executive Assistant
<p>Work with the Recreation & Open Spaces Team (and other relevant departments) to develop a procedure for the internal booking of Council infrastructure for events.</p>	June 2019	Within existing budget	Recreation & Open Spaces Team Event Support Officer
<p>Develop a clear framework and assessment matrix that outlines the details of when inkind support is provided to an event and the dollar value of any commitment on behalf of Council. Inkind includes but is not limited to the following waste management, traffic management, public open spaces and public amenities.</p>	December 2019	Within existing budget	Event Support Officer

Desired Action Items	Timeline	Budget Impact	Responsibility
Explore the opportunity to develop a 'Stock of Event Equipment' that Campaspe can hire out to event committees, eg branded gazebos, generators, traffic cones, tables and chairs.	Subject to funding resources	Subject to funding resources	Event Support Officer

4.6 Event Principle 6 - Improve recognition of Council's support for events

In total, Council currently contributes in excess of \$200,000 of support to events, either direct cash or inkind support, however there is often limited recognition of Council's support for events.

There is an opportunity to enhance Council's tourism and event industry and the wider community by further highlighting Council's contribution. In some instances this has the dual benefit of promoting Council's support while also increasing awareness of the range of events available with the shire.

An estimated return on investment of over \$29 million to the local economy can be attributed to the seven events upon which Council conducted event evaluation in 2018.

With the launch of the new Campaspe Shire Council branding and style guide, it is an opportune time to provide events with the tools and promotional assets to promote Council's involvement in events. Campaspe's new 'Proudly Supporting' mesh banners have been purchased for use at events in mass volume, in particular, on crowd control barriers used for traffic management. This provides a great visual for patrons to see that Campaspe is providing this inkind service to events.

The use of technology and social media now allows for Campaspe to be interactive in the event space through welcome videos or the sharing of social media posts and hashtags.

The revitalised Council website now allows all events to add their event to the calendar, however as this is a user generated list and only includes those who register an event.

Key Outcomes:

- Council will continue to promote the economic return from events;
- An improved awareness of Council's contribution to events including both cash and in-kind support;
- Council's reputation will be enhanced through recognition of its contribution to events;
- An increased understanding within Council, of the importance of events and the positive impact upon our economy and communities.



Event Strategy 2019 - 2024

Critical Action Items	Timeline	Budget Impact	Responsibility
Specify how Council wish to be recognised for its support of events in funding agreements. <ul style="list-style-type: none"> - Council logo must be on all marketing collateral; - Acknowledged over PA systems (if applicable) Council banners stating 'Proudly supported by Campaspe Shire Council' to be displayed at the event; - Encourage set of hashtags to be used; - Acknowledge council via social media channels. 	Ongoing	Within existing resources	Event Support Officer Economic & Community Development Executive Assistant
Use existing marketing tools such as social media, Council advertisements and newsletters to promote Councils contribution to events and create linkages to community and events websites and social media pages.	Ongoing	Within existing resources	Event Support Officer Communications Team
Maximise use of the 'Proudly Supports' banners that suit outdoor events.	Ongoing	Within existing resources	Event Support Officer
Develop and implement a Communication Plan to promote Council's level of support for events with an MOU.	Ongoing	Within existing resources	Event Support Officer Communications Team
Connect with Campaspe's Youth Advisory Group to educate their members on the importance of events and involve them in projects as opportunities present.	Ongoing	Within existing resources	Event Support Officer
Ensure event committees are aware of and acknowledge the total value of inkind support provided by Campaspe Shire including the cost of Waste Management, Traffic Management & Parks & Garden.	Ongoing	Within existing resources	Event Support Officer

4.7 Event Principle 7 - Encourage event organisers to collaborate with key stakeholders/partners to ensure local opportunities are maximised and greater publicity generated.

To achieve the best outcome for the region and destination, there must be a collaborative approach to events with key stakeholders such as Murray River Council, EMDTA, Murray Regional Tourism Board and other neighbouring Councils.

EMDTA provides destination marketing and visitor servicing to all of Campaspe Shire and this encompasses events. Event committees are encouraged to utilise EMDTA and its networks/membership base to promote events. The opportunity to access EMDTA staff for local knowledge, accommodation/attraction booking service and ticketing services is encouraged by Council. However data from the event committee survey (Events Background & Issues Paper - Appendix 1) highlights that many event organisers are still unaware of the availability of these services or how to access them.

Encouraging event committee's to utilise the EMDTA accommodation reservation service and event ticketing system, creates an opportunity for a local connection and interaction with a tourism specialist and ensures that any revenue remains local.

EMDTA can leverage the interaction to 'upsell' visitors to the region and potentially increasing the length of stay. The EMDTA Ambassador Program is also a useful tool for events committees to leverage off. Ambassadors can play a role roaming the event and offering information when required or EMDTA can host bus tours for events to personalise the experience and encourage visitors to explore other parts of the region, increasing their visitor footprint and economic yield.

Given the close proximity of Echuca to Moama it is paramount that Campaspe works closely with Murray River Council to ensure a seamless experience for both the event organiser and visitor. Murray River Council commenced work on a new Economic Development Strategy in 2018 and it is expected that this will be finalised in 2019. It is anticipated that tourism will be a major focus of the strategy. Murray River Council have engaged a consultancy group to undertake a review of all of their assets and infrastructure, accommodation, transport options etc to allow them to attract suitable events. Murray River Council are excited about the potential of this partnership and the events that it may deliver to the region. Echuca will naturally derive a potential benefit from this approach. Campaspe Shire could consider the potential of engaging a similar professional body as an avenue to grow the events calendar further within the region.

The revitalisation of Campaspe's Regional Touring Map provides a tool to encourage visitors, who are 'self drive,' to explore the region whether it be on the way to, during or after an event. Drawcards such as the Rochester Silos, Mt Camel Wine Region and Kyabram Fauna Park encourage visitors to stay longer within our municipality.

A recent survey of business in the Echuca Port Precinct, conducted by Council (December 2018), highlighted that the majority of business concluded that events were positive for business with some stating event weekends were the best weekends of the year and that respondents would like to see more events.

Key Outcomes:

- The development of clear roles and responsibilities in regards to event attraction and support in Echuca-Moama;
- Develop an Echuca-Moama Events Plan in collaboration with key stakeholders;
- Extended stays and exploration of the region.

Event Strategy 2019 - 2024

Critical Action Items	Timeline	Budget Impact	Responsibility
Work collaboratively with Murray River Council, Echuca Moama & District Tourism Association and other local stakeholders to develop an Echuca Moama Events Plan that reflects Destination Plan priorities in Victoria, NSW and the Murray River Region.			Event Support Officer Murray River Council EMDTA
Encourage all Event Organisers to make contact with EMDTA to provide value add services for event attendees and to ensure event details are included in www.echucamoama.com and the weekly 'What's On this Weekend' flyer.	Ongoing	Within existing resources	Event Support Officer EMDTA
Meet quarterly with EM&DTA and Murray River Council to discuss upcoming events, new events and event leads/opportunities.	Quarterly	Within existing resources	Event Support Officer EM&DTA Murray River Council
Empower event organisers to encourage their guests to tour out and extended stays by providing enticing tourism collateral.	Ongoing	Within existing resources	Event Support Officer EM&DTA
Work with Murray Regional Tourism Board to leverage opportunity for events that build regional value and branding.	As appropriate	Within existing resources	Tourism Development Officer

5. Conclusion

This internal review of the Events Strategy 2012-2014 has involved the following steps;

1. An audit of the original strategy actions to gauge the number that have been completed and those which are ongoing or outstanding;
2. Desktop research;
3. SWOT analysis;
4. Consultation with key stakeholders and event organisers;
5. Development of an updated Event Matrix- Attachment 1.

Opportunities and challenges have been identified throughout the Background Paper, and seven key principles developed to respond to these. These principles reinforce each other to provide maximum benefit from Council's investment in events facilitation, attraction and development.

Any good strategy should communicate how success will be measured. In this strategy, clear outcomes have been developed for each the seven priorities. Monitoring progress of each of these will provide affirmation of success of the strategy and just as importantly any shortfall in performance enabling re-adjustment of actions.

In addition to clear outcomes, the strategy also provides clear actions. These have been developed with an understanding of the need to make smart use of the existing resources, both human and financial. Some of the action/initiatives are reliant on the allocation of extra funding resources.

The actions within this plan are very achievable and collectively will place Campaspe Shire Council in an enviable position as a recognised leading event destination.

Events are important assets that need to be protected and nurtured. Campaspe needs to not only retain its impressive events portfolio but expands this to continue to meet the needs of both communities and customers alike.



Attachment 1- Event Classifications

	Definition	Application Process	Cash Funding Pool	Maximum Threshold
Hallmark Events	<p>The focus of the 'Hallmark Events' category will be on established events with a view to helping them to grow, build their reputation and increase their success. Council aim to build better brand awareness of the Shire, increase occupancy nights and generate increased economic benefit to the Shire. A 'Hallmark Event' may also have strategic regional importance beyond the borders of the Campaspe Shire.</p> <p>A Hallmark Event will typically have the following attributes:</p> <ul style="list-style-type: none"> a) Minimum operational budget of \$90,000 b) An economic benefit to the community greater than \$1 million based on attendance numbers from previous years c) Minimum marketing budget of \$15,000 which includes regional and/or metro placement. The event marketing should align with the destination branding and promote Campaspe Shire as a great place to visit. d) The ability to attract visitation beyond Campaspe and Murray River Shires' e) Compliments the existing events calendar f) A growth element to keep the product vibrant g) Be a community or commercially owned event. Organisers may reside outside Australia <p>Events should meet at least two of the first three criteria (a, b & c) for eligibility. Council will consider entering a multi-year funding agreements (up to 5 years) with Event organisers to provide assurance around Council's commitment.</p>	<p>Applications can be received year round, the definition and criteria & weighting matrix will be used to assist the assessment.</p> <p>Assessment to be made by officers before a Council report is submitted for consideration.</p>	From the annual events budget of approximately \$83,000.	Up to \$5,000 per event plus recognition of the dollar value of any relevant inkind support provided.
Event Attraction	<p>The 'Event Attraction' category will focus on inaugural or one-off events that demonstrate an ability to bring visitors to the region and increase economic activity in the Shire. Sponsorship support will help incentivise event organisers to run their event in Campaspe, ensuring that Campaspe retains its strong reputation as an event destination whilst actively growing the events calendar. Support for these events need be timely and responsive.</p> <p>The events will typically have the following attributes:</p> <ul style="list-style-type: none"> a) Minimum marketing budget of \$10,000 which includes regional and/or metro placement. The event marketing should align with the destination branding and promote Campaspe Shire as a great place to visit b) The ability to increases visitation and destination awareness at a time that compliments the existing event calendar c) The ability to increase economic activity in the Shire by at least \$250,000 d) Be a community or commercially owned event. Organisers may reside outside of the municipality e) Have the ability to grow into a Hallmark event <p>This criteria is a guide and needs to be flexible to cater for the endless opportunities available within the event attraction space.</p>	<p>Applications can be received year round, the definition and criteria & weighting matrix will be used to assist the assessment.</p> <p>Assessment to be made by officers and approved by CEO. Outcome to be ratified by Council.</p>	From the Event Attraction pool of \$25,000	Up to \$5,000 per event plus recognition of the dollar value of any relevant inkind support provided.

Event Strategy 2019 - 2024

	Definition	Application Process	Funding Pool	Maximum Threshold
Community Grants-Significant Events	<p>These events include tourism, business and sporting with an economic benefit focus. They include annual and “one off” or untested events that have potential to develop. These events also target niche markets and may include large sporting events.</p> <p>A Significant Event will typically have:</p> <ul style="list-style-type: none"> a) Minimum operational budget of \$10,000 b) Economic benefit to the community is a minimum of \$10,000 - \$250,000 c) Marketing is participant focused and/or locally and regionally focused e) Compliments existing event calendar f) Potential to grow <p>Annual events in this category need to be monitored and mentored to develop into the Hallmark Events category.</p>	Through Round 1 or 2 of the Community Grants Program.	Community Grants events stream	Up to \$5,000 per event plus recognition of the dollar value of any relevant inkind support provided.
Community Grants-Community Gathering	<p>There are a number of events funded under the Community Grants Program that clearly sit within the ‘Community Gathering’ classification. There should not be an expectation that these events will have an economic focus. It is important to recognise that community/social events are important to community wellbeing, participation and pride.</p> <p>A community/social event will typically have:</p> <ul style="list-style-type: none"> a) Social benefit b) Relevance to the local community c) Limited opportunities to raise operational budget needs d) Marketing will be locally/Shire based e) Reliant on local participation/attendance f) Minimal economic impact on community 	Through Round 1 or 2 of the Community Grants Program.	Community Grants events stream	\$1,000 per event plus recognition of the dollar value of any relevant inkind support provided.

Event Strategy 2019 - 2024

Criteria and weighting of events funding

		Categories			
Criteria	Description	Hallmark Events	Event Attraction	Community Grants	
				Significant Events	Community Gatherings
Economic Benefit	Increase spending to retail, industry and accommodation, or enhancement of economic base.	40%	50%	30%	5%
Project Sustainability	One off project/event. If ongoing, demonstrates ability to generate funds for future years. Proposed innovation	30%	20%	15%	5%
Community/Social Benefit	Involvement of community members, cultural enrichment of Shire, and/or brings visitors to the Shire.	10%	10%	25%	60%
Council Plan Alignment	Addresses strategies within the Council Plan, Community Plans or Place Based Plans.	10%	5%	10%	10%
Partnership	Contribution by group or others to the project either cash and/or in-kind, including project partnership participation (not just financial contribution).	10%	15%	20%	20%
		100%	100%	100%	100%