



2013 – 2017 *Events Strategy and Action Plan*



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Background

The 2013 – 2017 Events Strategy and Action Plan will guide Latrobe City Council's involvement in events over the next four years. The Plan aims to meet our key stakeholder's current expectations, provide flexibility to respond to new opportunities as they arise and deliver an effective and efficient use of Latrobe City Council event resources.

The 2013 – 2017 Events Strategy and Action Plan has been developed to provide beneficial outcomes for the Latrobe community over the next four years. It identifies the means to continue to grow Latrobe City as a highly attractive and sustainable events destination and build the economic, community and city image outcomes achievable through events.

The 2013 – 2017 Events Strategy has been developed for the whole of Latrobe City Council however the Action Plan is specific to Council's Events Unit. The 2013 – 2017 Strategy and Action Plan includes community, major, and celebratory events, but does not include business events, exhibitions, conferences and internal Council events such as facility openings and civic functions. Latrobe City Council will develop a separate strategy to guide the business events/conference sector.

Vision

Latrobe City will be recognised as one of regional Australia's most successful, attractive and sustainable events destinations.

Mission

Latrobe City Council will support events that contribute to and enhance Latrobe City's economic prosperity, liveability and city image.

Goals

The goals to achieve our vision and mission are:

1. To facilitate and support major events that strengthen our economy and enhance our profile.
2. To facilitate and support events that strengthen our community capacity and liveability.
3. To continue to improve our event infrastructure and services.

The strategies and actions to deliver on the vision, mission and goals are contained in the Action Plan section of this report.

Key recommended changes

- Create an increased focus on supporting and attracting major events capable of providing direct economic outcomes and building our city image. This will include events capable of generating substantial tourism impacts through significant overnight stays, higher yields and positive profiling of Latrobe. We will continue to focus on our sporting strengths, but will diversify the type of events attracted to Latrobe – particularly those that align with our community and tourism strengths.
- Strengthening partnerships and communications between the events, business, tourism and community sectors to continuously enhance outcomes.
- Adjusting our Event Grants Program to reflect our key event priority areas and to incorporate outcome driven Grant and Sponsorship criteria.

Resource Implications

To achieve the vision and mission outlined in the Strategy, additional resources will be required to enable an increased focus on major events, whilst maintaining the current level of support to community events. The additional resources required include:

- Creation of a new position: Major Events officer – focus on attracting and supporting major events (the additional workload cannot be absorbed within existing resources without negatively impacting on the community event support).
- An increase in the funding available to support and attract major events. It is recommended that a tiered increase occur with \$100,000 in Year 1; increasing to \$150,000 in Year 2 and to \$200,000 in Years 3 and 4. For an additional budget of \$200,000 it is expected Council could attract approximately four to six additional major events of the calibre of the Tennis Pro Tour, Oceania Games (Basketball) and Southern University Games, as well as additional lower cost events that are capable of generating significant economic outcomes. This may include increased support for existing community events that can demonstrate economic yield.
- Based on Council’s current calculations it is estimated a return on investment (ROI) of almost \$50 for every \$1 invested by Council will be returned to the regional economy.

In respect to the actions outlined in the Strategy the anticipated impact on future budgets is outlined in the table below.

	Additional 1 x Human resource cost	Increase to Major Event Attraction	Total additional cost to previous year budget
2013/2014	\$84,448	\$100,000	\$184,448
2014/2015	\$87,826	\$150,000	\$ 53,378
2015/2016	\$91,339	\$200,000	\$ 53,513
2016/2017	\$94,993	\$200,000	\$ 3,654

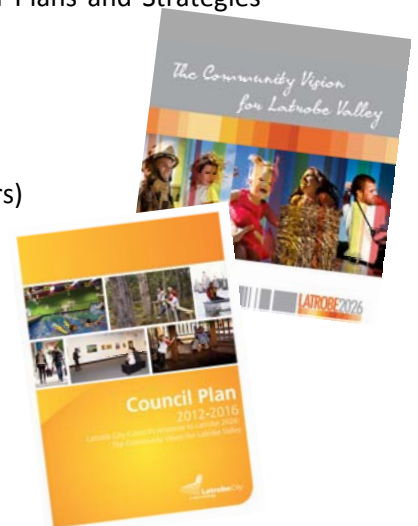
Alignment to Latrobe City Council Plans

The 2013 – 2017 Events Strategy and Action Plan recognises that events have an important role in delivering a number of key strategic directions in *Latrobe 2026* and *Council's 2012 – 2016 Council Plan*. These include:

- Positioning for a low carbon future (diversifying the economy, creating jobs).
- Creating inclusive, connected, healthy communities and building community capacity.
- Strengthening the profile of Latrobe City (for lifestyle, investment and as a place to work and visit).
- Promoting Latrobe as a place people want to live, work and study (by improving the lifestyle and learning opportunities including recreation, entertainment and infrastructure).

The Events Strategy and Action Plan aligns with Latrobe City Council values of providing responsive, sustainable and community focussed services, and has linkages to a range of Plans and Strategies across Council including:

- Positioning Latrobe City for a Low Carbon Emissions Future (2010)
- City Image Strategy (currently being developed)
- Town Plans, Recreation Master Plans and Venue Master Plans (various years)
- Latrobe City Health and Wellbeing Plan (2011)
- Latrobe City Community Engagement Plan 2010-2014
- Economic Sustainability Strategy (2011)
- Tourism Product Audit (2011)
- Latrobe Performing Arts and Convention Centre Feasibility Study (2009)
- Traralgon Indoor Aquatic Centre Feasibility Study (under review)



Latrobe City Council's Event Roles

The 2013 – 2017 Events Strategy and Action Plan recognises that Latrobe City Council's Events Unit has the following roles:

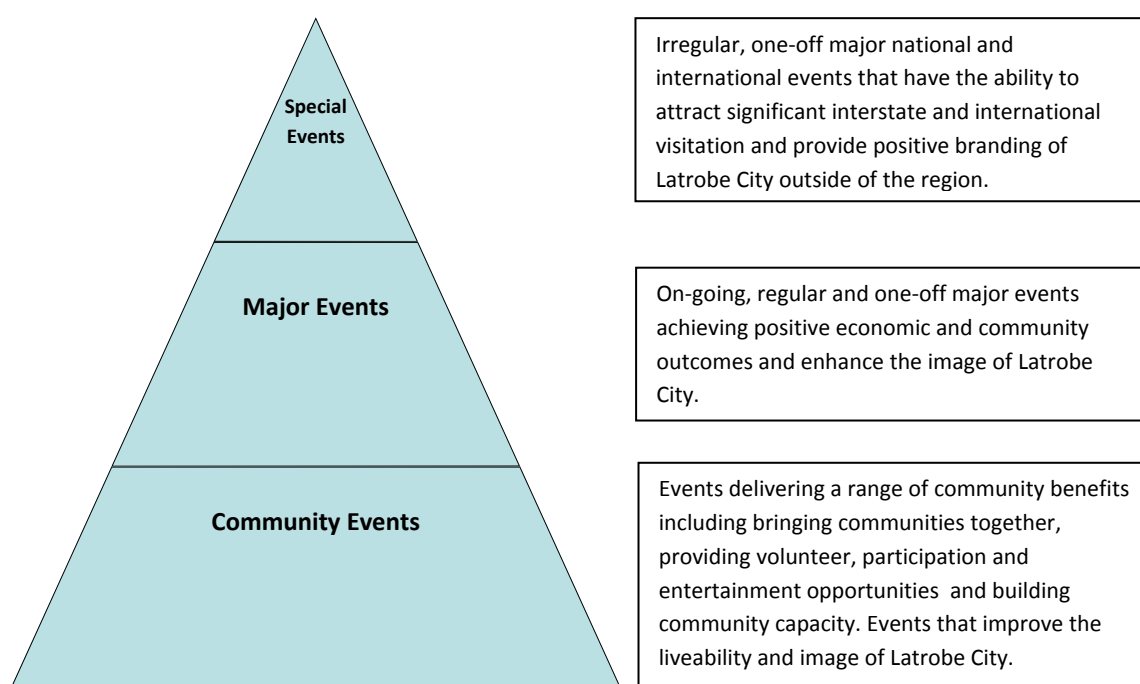
- Managing major community events.
- Attracting, supporting and facilitating major and community events.
- Ensuring events are delivered safely and in compliance with Council and other requirements.
- Marketing Latrobe as an events destination and Latrobe calendar of events.
- The provision of funding and sponsorship to events, and seeking support for events.
- Providing support to other areas of Council conducting events.
- Providing equipment loans to event organisers.
- Local community and major event industry development and support.

Other Units within Latrobe City Council that conduct events and are involved in strengthening Latrobe's brand include Arts, Natural Environment Sustainability, Mayoral Support, Community Development, Child and Family Services, Aged and Disability Services, Economic Development, Community Relations and Major Projects. This Events Strategy and Action Plan recognises that various Council Unit's will conduct events to achieve specific outcomes.

Definition of Events

For the purposes of the Latrobe City Council Events Strategy and Action Plan, the term “events” will include **major events** (significant sporting, special interest and cultural events) and **community events** (sports, special interest, and cultural, celebratory, commemorative/remembrance events). The 2013 - 2017 Events Strategy and Action Plan does not include business events or conferences, official openings and civic events.

Event Classifications



Type of Events

Cultural Events - arts, cultural, creative events including music, theatre, dance, performance, exhibitions, displays etc.

Sporting Events - participation and spectator events.

Special interest - e.g. food, wine, collecting, hobby events.

Celebratory events - e.g. Australia Day, New Year’s celebrations.

Commemorative/remembrance events - Events remembering or commemorating significant occasions (e.g. ANZAC Day, Remembrance Day, Australia Day).

Key Issues Informing the 2013 – 2017 Events Strategy and Action Plan

Latrobe City has a diverse calendar of events delivering both economic and community outcomes, and has many skilled event organisers, a diverse range of quality facilities, tourism infrastructure and a community and local government that is supportive of events.

The 2013 – 2017 Events Strategy and Action Plan has been developed to continue to grow Latrobe City's events and to respond to existing and emerging issues. These include:

- An increasing number of events are being held in Latrobe City and demand for Latrobe City Council financial and in-kind support is growing.
- The majority of events are delivered by community based organisations. Many are facing a number of challenges including the need to re-fresh events, obtaining sufficient volunteer involvement and financial support for their event and succession planning.
- There is substantially more competition and costs associated with hosting major events.
- There is a need to demonstrate a satisfactory return on investment by Council.



WHY, WHAT AND HOW - SUMMARY

Goal	Why	Key Strategic Directions	What we will do
To facilitate and support major events that strengthen our economy and enhance our profile.	Major events can provide an economic driver contributing to employment and economic prosperity in Latrobe City's low carbon future. Events can contribute to enhancing Latrobe City's image and profile, and strengthen Latrobe's position as a desirable place to live, invest and visit.	<ul style="list-style-type: none"> • Proactively identify, support and acquire a diverse range of major and special events. • Support event organisers, tourism and businesses to grow and enhance major event outcomes. • Widely promote Latrobe's event capabilities. • Coordinate and promote an events calendar to ensure maximum impact. • Support the delivery of high quality and safe events. 	<ul style="list-style-type: none"> • Analyse costs and benefits of major and special event opportunities. • Attract, support and promote major and special events, including via an Events Grants and Sponsorship Program. • Facilitate the development of skills, knowledge and collaboration of event organisers, tourism operators and business. • Improve the leveraging of events and the tools available to promote Latrobe City. • Identify revenue opportunities to support the growth of major and special events. • Facilitate event compliance and support.
To facilitate and support events that strengthen our community capacity and liveability.	A diverse events calendar will generate local pride, a sense of community and contribute towards community well-being. Events will assist in bringing communities together, building capacity and skills, volunteering, fundraising, and the promotion of cultural diversity, understanding and social inclusion. Events will utilise and support the development of community infrastructure, and will make Latrobe City a great place to live, work and visit.	<ul style="list-style-type: none"> • Build and promote a diverse calendar of community events delivering lifestyle and community benefits. • Strengthen the capacity to support the sustainability of community event organisers. • Manage specific events of significance where broad community outcomes are delivered. • Assess and measure the impact and benefits of community events. • Facilitate the safe conduct of events. 	<ul style="list-style-type: none"> • Facilitate an Event Grants program to support events that demonstrate community benefits. • Research and facilitate event support and development, leading to improved event sustainability. • Develop networks to maximise community outcomes. • Undertake promotional activity including the Latrobe City calendar of events. • Plan for community events of significance and manage key events where broad community outcomes exist. • Develop tools to assess community impact. • Facilitate event compliance and support.
To continue to improve our event infrastructure and services.	Latrobe City will remain competitive in its ability to host major and community events by continuously improving infrastructure and services. It will also ensure the provision of excellent infrastructure for our local community, improving Latrobe's liveability and image.	<ul style="list-style-type: none"> • Support events that help develop and improve our community assets. • Invest in and plan for infrastructure that supports major and community events. • Continuously improve event related services and knowledge. 	<ul style="list-style-type: none"> • Support events that can effectively utilise and help develop and improve community infrastructure. • Provide event input into future infrastructure planning. • Continuously improve event service outcomes, and knowledge of event issues.

Strengthening our Economy and Enhancing our Profile

Goal 1: To facilitate and support major events that strengthen our economy and enhance our profile.

Why

Major events can be a significant economic driver contributing to employment and economic prosperity in Latrobe's low carbon future. Regular major events and special one-off events result in direct expenditure in the tourism and retail sectors, with flow on affects to other sectors of the local and regional economy. Events attracting significant visitors bring new dollars into the economy, and very often contribute to enhancing Latrobe City's image and profile.

A diverse and vibrant portfolio of major events will strengthen Latrobe's position as a desirable place to live, invest and visit. It will help to build a robust economic base which will contribute to a strong and vibrant community.

Latrobe City is recognised as one of the four major Victorian regional cities and one of the fastest growing non-metropolitan centres in Australia. As Latrobe's economy transitions, events will play a vital role in showcasing Latrobe's assets and diverse range of offerings. A diverse events calendar will help generate local pride, a sense of community and contribute towards community well-being.

Latrobe 2026

Community Vision:

Economy

In 2026, Latrobe Valley has a strong and diverse economy built on innovative and sustainable enterprise. The vibrant business centre of Gippsland contributes to the regional and broader economies, whilst providing opportunities and prosperity for our local community.

Culture: *Latrobe Valley celebrates the diversity of heritage and cultures that shape our community, with activities and facilities that support cultural vitality of the region.*



How we will achieve this

1. Proactively **acquire a diverse range of major and special events** that generate positive economic outcomes for Latrobe City and enhance our profile and image.
2. **Identify new major event opportunities** including promoting Latrobe as a major event destination to professional event promoters.
3. Ensure Latrobe City Council can **be flexible to react** and respond to new major and special event opportunities as they arise.
4. Facilitate and **support our major event organisers** to grow and develop their events to enhance the economic outcomes and profile.
5. Actively **promote Latrobe's** major events and Latrobe's event **capabilities**.
6. Attract and support events that **align** with and will enhance Latrobe's **city image**.
7. Manage and **coordinate the events calendar**, ensuring where possible events are scheduled in the calendar to ensure **maximum impact**.
8. Conduct on-going **research and analysis of events** to ascertain the likely return on investment of potential events, and to accurately measure the outcomes of hosted events.
9. Develop and implement initiatives to enable events, the tourism sector and businesses to **collaborate** to maximise economic and community outcomes achievable from events.
10. Grow and **develop partnerships** which will result in improving major event outcomes with key stakeholders including at all levels of government, neighbouring Councils, local business and tourism organisations and operators.
11. Ensure major events are **conducted safely and are best practise** in event planning and delivery.
12. **Create opportunities** to expand the resources available to grow events in Latrobe.



RECOMMENDATIONS RELATING TO

Major and Special Events Sponsorship Program – Sample criteria

To support economic and image outcomes, Latrobe City Council will create a Major and Special Events Sponsorship Program with priority given to events that can provide evidence of their capacity to meet the following criteria:

- Can demonstrate a high rate of return on the investment provided by Council.
- Provide a direct economic impact via high visitor numbers, length of stay and yield.
- Provide opportunities to positively enhance Latrobe City image outside the region, and generate a sense of pride and belonging within the community.
- Are aligned, complement and promote the Latrobe image and Gippsland brand.
- Provide diversity and balance to the overall calendar of events, fill gaps in the existing events calendar and fill spare capacity within the accommodation sector.
- Are able to be conducted in Latrobe City over multiple years.
- Are able to actively engage the local community as participants, volunteers and/or spectators.
- Utilise Latrobe City Council event facilities and assets.
- Provide the incentive to improve event infrastructure resulting in improved facilities for the community.
- Are able to be delivered to the highest possible standard and in compliance with Council and other regulatory requirements.

Events Grants and Sponsorship Program will include weighted criteria for support, clear guidelines, expected outcomes, application form and acquittal process. Events are not expected to achieve all of the above outcomes, however preference will be given to those that achieve the greatest economic and city image outcomes. Latrobe City Council will have flexibility to respond to additional major and special events outside of the annual allocation of sponsorship funding where exceptional opportunities exist and an excellent return on investment can be clearly demonstrated. This Sponsorship program may also include the capacity to provide seed funding to events with the potential to deliver the above outcomes.

What we will do (to strengthen our economy and enhance our profile)

	Strategic Direction	Actions	When	Who	Resources
1.	Proactively acquire a diverse range of major and special events that generate positive economic outcomes for Latrobe City and enhance our profile and image.	<ul style="list-style-type: none"> i. Identify and attract major events to Latrobe City with the priority being for events that meet the criteria outlined in the Major/Special Events Sponsorship Program. ii. Continue to focus on sport as priority area, particularly focusing on events where Latrobe has the required facilities. iii. Support and encourage local organisations to host events in Latrobe City, where they deliver beneficial economic outcomes. 	2013 - 17	Events Unit	Event Grants & Sponsorship
2.	Identify new major event opportunities including promoting Latrobe as a major event destination to professional event promoters.	<ul style="list-style-type: none"> i. Expand and diversify the type of events attracted to Latrobe City. ii. Identify new major event opportunities including marketing Latrobe as a major event destination to professional event promoters. 	2014 - 17 2013 - 17	Events Unit	Event Sponsorship
3.	Ensure Latrobe City Council can be flexible to react and respond to new major and special event opportunities as they arise.	<ul style="list-style-type: none"> i. Ensure flexibility to respond to major and special events where an excellent return on investment can be clearly demonstrated. ii. Provide seed funding to new events with the potential to bring significant visitation and/or profile to Latrobe over multiple years. 	On-going 2013 - 14	Council Events Unit	Event Sponsorship Event Grants
4.	Facilitate and support our major event organisers to grow and develop their events to	<ul style="list-style-type: none"> i. Provide support to major and special events via the Major and Special Events Sponsorship Program. ii. Provide on-going support, advice and industry development opportunities to major event organisers to increase their capabilities and capacity to deliver economic and city image outcomes for the 	2013 - 17	Events Unit Events Unit	Grants and Sponsorship Events budget

	Strategic Direction	Actions	When	Who	Resources
	enhance the economic outcomes and profile.	<p>community.</p> <p>iii. Obtain on-going feedback from event organisers to determine key strengths and issues (including an annual survey) and provide follow up support where possible.</p> <p>iv. Provide support to event organisers to develop packages, other leveraging opportunities and innovations that will generate improved economic outcomes.</p> <p>v. Provide advice to major event organisers to assist with their on-going viability and sustainability.</p>			
5.	Actively promote Latrobe's major events and Latrobe's event capabilities.	<p>i. Work with Council's Marketing and Communications and Tourism Units to develop strategies to promote Latrobe City as a major events destination.</p> <p>ii. Improve the availability and distribution of information to potential event organisers about Latrobe City's event capabilities and strengths.</p> <p>iii. Develop a social and online media plan to maximise communications.</p> <p>iv. Promote the value of events to the local community, the local media and regularly communicate outcomes to Council.</p> <p>v. Work closely with Destination Gippsland Ltd, Tourism Victoria and other organisations to promote Latrobe City events and Latrobe as a major event destination.</p> <p>vi. Utilise the services of Tourism staff and volunteers to promote Latrobe events.</p>	2013 - 17	<p>Events Unit</p> <p>Marketing and Communications</p> <p>Tourism</p> <p>Destination Gippsland</p>	<p>Marketing budget within Events Unit</p> <p>Marketing & Communications budget</p>
6.	Attract and support events that align with and will enhance Latrobe City's economic outcomes and profile.	<p>i. Identify, attract and support events that align with Latrobe's brand and have the potential to enhance Latrobe's image.</p> <p>ii. In Sponsorship agreements with event organisers, identify mechanisms to maximise exposure and profiling of Latrobe City's image.</p> <p>iii. Seek media partners to help promote events that can build Latrobe's city image.</p> <p>iv. Develop marketing tools for use where there are opportunities for TV coverage, vignettes, footage, signage, advertisements etc.</p> <p>v. Develop partnerships with organisations (including Destination Gippsland Ltd and Tourism Victoria) to build Latrobe's brand.</p>	<p>2014 - 17</p> <p>2013 - 17</p> <p>2013 - 17</p> <p>2014 - 17</p> <p>2013 - 17</p> <p>2013 - 17</p>	<p>Events Unit</p> <p>Events Unit</p> <p>Events and Marketing</p> <p>Marketing</p> <p>Events and Tourism</p> <p>Events and</p>	<p>Events Unit budget</p>

	Strategic Direction	Actions	When	Who	Resources
		<ul style="list-style-type: none"> vi. Review the effectiveness of Latrobe’s cluster marketing activities and adjust to ensure it delivers the economic and city image outcomes. vii. Conduct research to measure impacts of event branding activities implemented, and transfer this knowledge to other events. viii. Work with the local media and via other communication networks to outline the value and benefits of events and expand coverage of events. 	<p>2013 - 17</p> <p>2013 - 17</p>	<p>Marketing Events and Marketing</p> <p>Events and Marketing</p>	
7.	Manage and coordinate the events calendar, ensuring where possible events are scheduled within the calendar to ensure maximum impact.	<ul style="list-style-type: none"> i. Collate a calendar of events a). for operational and planning purposes and b). for marketing purposes. ii. Improve the format, style and presentation of the calendar of events. iii. Develop a comprehensive distribution strategy to maximise awareness of Latrobe City events. iv. Where possible, influence the timing of events to ensure the best fit and outcomes for Latrobe. v. Seek to diversify the calendar to include a wide range of major arts/cultural and special interest events. vi. Proactively seek to attract major and special events where there is spare accommodation capacity in Latrobe City. 	2013 – 17	Events and Tourism	Events budget
8.	Conduct on-going research and analysis of events to ascertain the likely return on investment of potential events, and to accurately measure the outcomes of hosted events.	<ul style="list-style-type: none"> i. Undertake a comprehensive analysis and feasibility assessments of the costs and benefits achievable from major and special events prior to any commitment to ensure a solid return on investment (including when using brokering services). ii. Identify accurate and transparent economic impact assessment tools to measure impacts of major events, including detailed professional impact analysis of 1 - 2 events per year. iii. Conduct research to monitor which events are generating the most substantial returns to the community and utilise the findings to improve and inform future events. iv. Identify and monitor event competitors, the events industry and major event trends. 	2013 – 17	Events Unit	Events budget

	Strategic Direction	Actions	When	Who	Resources
9.	Develop and implement initiatives to enable events, the tourism sector and businesses to collaborate to maximise economic and community outcomes achievable from events.	<ul style="list-style-type: none"> i. Identify activities to leverage the economic benefits achievable from events through cooperation between the events, tourism and business sectors. ii. Establish quarterly communications between events, tourism and business sectors to communicate event news and opportunities. iii. Conduct at least 3 forums each year to connect event organisers with tourism and businesses and to identify opportunities to maximise event outcomes. iv. Develop, in conjunction with tourism organisations, a professional development program for tourism and retail businesses highlighting the opportunities and leveraging available when hosting major events. 	2013 – 17	Events Unit Tourism	Events budget
10.	Grow and develop partnerships with key stakeholders including at all levels of government, neighbouring Councils, local business and tourism industry organisations and operators.	<ul style="list-style-type: none"> i. Work closely with Destination Gippsland Ltd, Tourism Victoria and other marketing bodies to market Latrobe events. ii. Develop a Sponsorship Policy relating to Council accepting in-kind and cash sponsorships for events. iii. Seek funding and sponsorship/partner opportunities to support Council and other events. iv. Work with all levels of government, neighbouring Councils, local businesses and the tourism sector to maximise major event outcomes. v. Regularly liaise with relevant authorities, industry organisations and event and tourism operators to identify opportunities and issues. 	2013 – 17	Events Unit Tourism	Events sponsorship
11.	Ensure major events are conducted safely and are best practise in event planning and delivery.	<ul style="list-style-type: none"> i. Work with event organisers to facilitate the safe and compliant conduct of major events in Latrobe. ii. Ensure relevant procedures and documentation make Latrobe a good place to do events (simplify, without impacting on Councils compliance obligations, the documentation and red tape associated with conducting events). iii. Ensure on-going improvements to Event Planner, processing of required event permits, permissions and other compliance and regulatory requirements. 	2013 – 17	Events Unit	Events budget
12.	Create opportunities to expand the resources	<ul style="list-style-type: none"> i. Provide incentives for event organisers to utilise the Latrobe Visitor Centre accommodation bookings service feeding event commissions 	2013 – 17	Events Unit Tourism	Events budget Tourism

	Strategic Direction	Actions	When	Who	Resources
	available to grow events in Latrobe.	<ul style="list-style-type: none"> back into event attraction. ii. Identify opportunities to work with partners to grow financial and in-kind resources available to support and grow events. 			budget

Supporting Strategies and Plans

- Latrobe City Council Plan 2012 – 2016
- Economic Sustainability Strategy 2011
- Positioning Latrobe for a Low Carbon Future (2010)
- Latrobe Regional Airport Master Plan 2011
- Tourism Audit 2011

How we will measure our Success

- Number of new major and special events attracted per annum.
- Measure economic impacts of special and major events (visitor numbers, length of stay and yield).
- Conduct a minimum of two independent economic impact assessments per annum.
- Increased accommodation occupancy rates generated by major and special events (annual % increase to be set).
- Increase event bookings via Latrobe Visitor Centre.
- Positive event media coverage a). within Latrobe City b). external to Latrobe City
- Minimum two event industry development activities; and four broader industry partnership events conducted per annum.

Strengthening our Community Capacity and Liveability

Goal 2: To facilitate and support events that strengthen our community capacity and liveability.

Why

Events can achieve a wide range of community benefits including:

- Bringing communities together, creating a sense of community engagement and social interaction.
- Create a sense of local pride.
- Build the capacity and skills of the community.
- Provide valuable volunteering opportunities.
- Generate revenue and fundraising for community organisations.
- Promote cultural diversity, understanding and social inclusion.
- Utilise existing community infrastructure.
- Provide the incentive to improve community assets resulting in improved facilities for the community.
- Promote services and opportunities within Council and the community.
- Participation events can help improve health and well-being, competition and be the incentive for on-going active participation.
- Create aspirational and inspirational opportunities, particularly for young people (including via clinics, education, training, elite sport).
- Provide entertainment, celebration, commemoration and connection opportunities.
- Help make Latrobe City a great place to live, work and visit.

Latrobe 2026

Community Vision:

Community: *In 2026, Latrobe Valley is one of the most liveable regions in Victoria, known for its high quality health, education and community services, supporting communities that are safe, connected and proud.*

Culture: *Latrobe Valley celebrates the diversity of heritage and cultures that shape our community, with activities and facilities that support cultural vitality of the region.*

Recreation: *Latrobe Valley encourages a healthy and vibrant lifestyle, with diversity in passive and active recreational opportunities and facilities that connect people with their community.*

How we will achieve this

1. Build a ***diverse calendar*** of community events that deliver a broad ***range of lifestyle and community benefits***.
2. Facilitate and support initiatives that ***strengthen the capacity of community event organisers*** and other associated sectors.
3. Identify and implement initiatives that will assist with the ***sustainability*** of community events.
4. Actively ***promote*** Latrobe City's community events.
5. Conduct advanced planning to recognise ***events of significance*** to the local community.
6. ***Manage*** specific events of significance where broad community outcomes are delivered.
7. Assess and measure the ***impact and benefits*** of community events.
8. Ensure community events are conducted ***safely*** and in accordance with ***best practise*** event delivery.



RECOMMENDATIONS RELATING TO:

Community Event Grants and Sponsorship Program – Sample criteria

To support events that strengthen our community and liveability, Latrobe City Council will create a Community Events Grants and Sponsorships Program with priority given to events that:

- Can demonstrate a range of community benefits including:
 - o Bring communities together, creating a sense of community engagement and social interaction.
 - o Create a sense of local pride.
 - o Build the capacity and skills of the community.
 - o Provide valuable volunteering opportunities.
 - o Generate revenue and fundraising for community organisations.
 - o Promote cultural diversity, understanding and social inclusion.
 - o Utilise existing community infrastructure.
 - o Provide the incentive to improve community assets resulting in improved facilities for the community.
 - o Promote services and opportunities within Council and the community.
 - o Participation events which provide active participation and well being outcomes.
 - o Create aspirational and inspirational opportunities, particularly for young people (including via clinics, education, training, elite sport).
 - o Provide entertainment, celebration, commemoration and connection opportunities.
 - o Help make Latrobe a great place to live, work and visit.
- Provide opportunities to positively enhance the image of Latrobe City and generate a sense of pride and belonging.
- Are aligned and complement Latrobe City's image.
- Provide diversity to the overall calendar of events including sporting, cultural, special interest, participation and entertainment events.
- Fill gaps in the existing events calendar.
- Are regular and on-going events.
- Are able to actively engage the local community as participants, volunteers and/or spectators.
- Utilise Latrobe City Council facilities and assets.
- Are able to be delivered to the highest possible standard and in compliance with Council and other regulatory requirements.

Events Grants and Sponsorship Program will include weighted criteria for support, clear guidelines, expected outcomes, application form and acquittal process. Events are not expected to achieve all of the above outcomes, however preference will be given to those who achieve the greatest community outcomes and assessments will be evidence based.

What we will do (to strengthen community capacity and liveability)

	Strategic Direction	Actions	When	Who	Resources
1.	Build a diverse calendar of community events that deliver a broad range of lifestyle and community benefits.	<ul style="list-style-type: none"> i. Support and facilitate a diverse range of community events which deliver broad benefits for the Latrobe community. ii. Provide financial and in-kind support through the Community Events Grants and Sponsorship Program and equipment loans, to events which can demonstrate a range of community outcomes. iii. Investigate and assess the feasibility of new event opportunities to deliver beneficial community outcomes. 	2013 – 17	Events Unit	Event Grants
2.	Facilitate and support initiatives that strengthen the capacity of community event organisers and other associated sectors.	<ul style="list-style-type: none"> i. Research the key issues and needs of community event organisers (annual survey). ii. Based on the research, facilitate the delivery of an annual program of training and capacity building for event organisers. iii. Develop and implement a communications plan to provide on-going information and advice to community event organisers (quarterly communications). 	2013 – 17	Events Unit	Events budget
3.	Identify and implement initiatives that will assist with the sustainability of community events.	<ul style="list-style-type: none"> i. Based on research, implement an Event Sustainability program including: <ul style="list-style-type: none"> a. Reducing regulatory and compliance burdens where possible. b. Delivering or facilitating industry development to address key issues. c. Providing practical assistance in ensuring events deliver the maximum benefits to Latrobe. d. Supporting environmental sustainability. ii. Develop event sector networks, communication mechanisms and opportunities to share resources. iii. Seek event partners/sponsors to off-set costs associated with Council and community events. iv. Support community event organisers to attract funding and sponsorship. v. Provide on-going training and support to community event organisers in their event activities and their capacity to deliver community benefits. 	2013 – 17	Events Unit Compliance & regulatory Departments	Events budget

	Strategic Direction	Actions	When	Who	Resources
		vi. Work with volunteers in the community to provide event volunteer opportunities.			
4.	Actively promote Latrobe's community events.	<ul style="list-style-type: none"> i. Collate, distribute and market Latrobe City Calendar of events to maximise awareness, participation and attendance. ii. Identify and implement marketing and communication strategies, including social media, to maximise local awareness and participation in events. 	2013 – 17	Events Unit Marketing Tourism	Events budget
5.	Conduct advanced planning to recognise events of significance to the local community.	<ul style="list-style-type: none"> i. Develop a long term events calendar including the identification of significant community celebrations and commemorations (e.g. ANZAC Centenary). ii. Plan and identify resources required for significant community celebrations and commemorations where broad community benefits can be delivered. 	2013 – 17	Events Unit	Events budget
6.	Manage specific events of significance where broad community outcomes are delivered.	<ul style="list-style-type: none"> i. Manage or facilitate the hosting of community events where there is significance community benefit and where there are no more appropriate Units within Council to manage the event. ii. Actively market the events to the local community to maximise participation and a sense of belonging to the community. 	2013 – 17	Events Unit	Events budget
7.	Assess and measure the impact and benefits of community events.	<ul style="list-style-type: none"> i. Develop tools to assess and measure the impact of community events. ii. Transfer the knowledge gained from events delivering significant community benefits to other event organisers. iii. Conduct on-going communications and research to continually identify and respond to emerging community event issues. 	2013 – 17	Events Unit	Events budget
8.	Ensure community events are conducted safely and in accordance with best practise event delivery.	<ul style="list-style-type: none"> i. Work with event organisers to facilitate the safe and compliant conduct of events in Latrobe. ii. Identify mechanisms to continuously improve and simplify the process for community and Council event organisers to deliver safe and compliant events including: <ul style="list-style-type: none"> a. Improving and where possible simplify the Event Planner. b. Providing online resources and support. iii. Facilitate the smooth processing of required event permits, permissions and other compliance and regulatory requirements. 	2013 – 17	Events Unit Compliance & regulatory Departments	Events budget

Supporting Strategies and Plans

- Latrobe City Council – Council Plan 2012 – 2016
- Latrobe City Volunteer Plan, 2007
- Cultural and Linguistic Diversity Action Plan, 2010
- Latrobe City Health and Wellbeing Plan, (2011)
- International Relations Plan
- Older Persons Strategy, 2007
- Positive Ageing Plan, 2009
- Disability Action Plan, 2011/12
- Latrobe City Childcare Strategy, 2011/12
- Gippsland Youth Commitment, 2011/12

How will we measure our outcomes

- Outcomes achieved by community events supported (via funding acquittals).
- Number of people engaged as volunteers, participants and audiences at community events (via funding acquittals).
- Increase the diversity of events in the calendar.
- Improve the level of skills, knowledge and sustainability of community event organisers (indicators include number of training sessions conducted, number of event organisations/organisers attending, compliance with Council and other requirements).



Improving our Infrastructure and Services

Goal 3: To continue to improve our event infrastructure and services

Why

By continually improving our event infrastructure and services, we will remain competitive in our capacity to host major and community events. Improving our infrastructure for events will provide excellent standard facilities for the local community and improve Latrobe's liveability and image. Improving the services of Latrobe City Council as well as tourism and business operators will contribute to Latrobe City being an appealing events destination.

How we will achieve this

1. Provide support to events that result in **improvements to our community infrastructure**.
2. Continue to **invest and plan for infrastructure** that will support both the local community and enable Latrobe City to host major and community events.
3. Seek to attract events that will assist in the development of **new and improved facilities**.
4. **Continuously improve services** available to event organisers, participants and visitors.
5. Maintain up to date **knowledge and understanding** of event related issues within Council and by event organisers.

Latrobe 2026

Community Vision:

In 2026, Latrobe Valley benefits from a well-planned built environment that is complimentary to its surroundings, and which provides for a connected and inclusive community.

Recreation: Latrobe Valley encourages a healthy and vibrant lifestyle, with diversity in passive and active recreational opportunities and facilities that connect people with their community.

Culture: Latrobe Valley celebrates the diversity of heritage and cultures that shape our community, with activities and facilities that support cultural vitality of the region.

What we will do (to improve our infrastructure and services)

	Strategic Direction	Actions	When
1.	Provide support to events that result in improvements to our community infrastructure.	<ul style="list-style-type: none"> i. Support events that encourage usage of Latrobe’s existing community event assets. ii. Support events that can drive investment in event infrastructure. 	
2.	Continue to invest and plan for infrastructure that will support both the local community and enable Latrobe to host major events.	<ul style="list-style-type: none"> i. Provide input into relevant stakeholder forums addressing tourism and infrastructure improvements and developments. ii. Ensure event infrastructure is flexible for now and into the future. iii. Develop high quality community facilities that take into account major event needs. iv. Provide constructive input into the planning, development and maintenance of event related infrastructure including sporting, cultural and other event facilities. v. Provide event related input into the proposed Performing Arts and Convention Centre, and Indoor Aquatic Centre, and other facility feasibilities as they arise. 	
3.	Seek to attract events that will assist in the development of new and improved facilities.	<ul style="list-style-type: none"> i. Seek to attract events that will drive investment in infrastructure which will benefit the community. ii. Develop long term agreements with event organisers where event infrastructure investment is required to host events. 	
4.	Continuously improve services available to event organisers, participants and visitors.	<ul style="list-style-type: none"> i. Implement on-going improvement programs to ensure the services provided by Latrobe City Council to event organisers are effective and efficient. ii. Work with business and tourism organisations to ensure the servicing of event organisers and visitors is at a high standard and supports return visitation. 	
5.	Maintain up to date knowledge and understanding of event related issues within Council and by event organisers.	<ul style="list-style-type: none"> i. Utilise the Tourism Advisory Board to provide tourism related input and advice on event issues. ii. Implement mechanisms to ensure on-going feedback and information relating to major and community events. 	

Supporting Strategies and Plans

- Latrobe City Council – Council Plan 2012 – 2016
- Latrobe Performing Arts and Convention Centre Feasibility Study, 2009
- Recreation and Leisure Strategy, 2011/12
- Sport and Recreation Facility Plans and Master Plans
- Parks and Reserves Asset Management Plan
- Traralgon Indoor Aquatic Centre Feasibility Study (under review)

How we will we measure our success

- Level of investment in new and updated event infrastructure.
- Level of event input into community infrastructure related to events.
- Event service improvements by Latrobe City Council.
- Event, tourism and business sector service improvements.



