Events & Festivals Review 2017/18
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Executive Summary

Moonee Valley City Council hosts a range of diverse events and festivals each year. These events and festivals enliven our spaces, connect our communities, celebrate our cultures and inspire our creativity.

Council plays a number of important roles in the delivery of events and festivals; as a producer, collaborator and supporter.

Our community events and activities rank amongst the best aspects about Moonee Valley City Council in the annual Community Satisfaction Survey (2017).

The Events and Festivals Review (Review) is closely aligned to key objectives in Council’s strategic documents including the Council Plan 2017-21 and the draft MV2040 strategy.

The Review was initiated to ensure Council is moving towards the vision of ‘20 minute neighbourhoods’ outlined in MV2040, and that we are supporting events and festivals that respond to local needs and enhance the creativity of our communities.

The objectives of the Review are to:
- gain an understanding of the breadth of community events and festivals that Council delivers;
- plan for the transition of Council events and festivals to a neighbourhood planning model;
- identify ways to build the capacity of the community to initiate and deliver community events and festivals; and
- consider business efficiencies to maximise social return on investment.

The Review was informed by a survey of all of Council’s events and festivals planned for the 2017/18 financial year and these results were mapped over the 13 neighbourhoods.

The mapping data demonstrated that some neighbourhoods in Moonee Valley are receiving fewer event activations, while other areas, such as Moonee Ponds, are heavily programmed with Council events. This highlights the need to proactively engage in new ways to ensure Council is delivering events and festivals throughout the municipality that respond to neighbourhood priorities.

This Review presents a new framework for delivering place-based events through a series of key recommendations.

The recommendations point to ways that Council can adopt a neighbourhood approach to the planning of events, by responding to the particular and unique needs of our 13 local neighbourhoods and ensuring a better spread of events throughout the municipality.

The Review highlights the significant positive impacts of encouraging community driven events and festivals and proposes a number of ways to better support and build the capacity of our community, primarily through our community grants program, community building opportunities and through simplified permit requirements.

Supporting and collaborating with community groups, organisations and business to create local events and festivals allows Council to leverage the immense creativity, passion, and community connections in Moonee Valley. The Review recommends increasing our role as a
collaborator, by connecting with community and business to deliver events and festivals in partnership.

The recommendations also highlight ways to consider business efficiencies, by consolidating our current events programming and establishing resources to support community groups and staff to effectively deliver events in Moonee Valley.

The formal recommendations are summarised in Table 1 below.

Recommendations summary

Table 1: Summary of recommendations

<table>
<thead>
<tr>
<th>1. Adopt a neighbourhood planning approach for delivering Council events</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.1. Use the Neighbourhood Planning Framework to strategically plan events across the municipality that meet the needs of all Moonee Valley neighbourhoods.</td>
</tr>
<tr>
<td>a. As a result, redesign the Moonee Valley Festival to deliver a series of place-based events throughout our neighbourhoods.</td>
</tr>
<tr>
<td>1.2. Work with neighbourhood advisory committees to plan for localised events.</td>
</tr>
<tr>
<td>1.3. Review all Civic Events and map out potential venues for events across neighbourhoods.</td>
</tr>
<tr>
<td>1.4. Revise the level of resourcing and investment to deliver events and festivals across the 13 neighbourhoods.</td>
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<table>
<thead>
<tr>
<th>2. Strengthen community capacity through event partnerships and grants</th>
</tr>
</thead>
<tbody>
<tr>
<td>2.1. Enhance access to funding for community events and activations through grants program by:</td>
</tr>
<tr>
<td>a. Establishing a Festivals and Events sub-stream within Biannual Grants including in-kind support and allowing events and festivals to reapply in subsequent years, including streams for professional festivals and events and community-led events;</td>
</tr>
<tr>
<td>b. Targeting event funding for identified celebrations aligned with Council Dates of Recognition Calendar; and</td>
</tr>
<tr>
<td>c. Incorporating grants for small scale neighbourhood activations within the existing Responsive Grants program, aligned to the ‘Emerging Need’ category.</td>
</tr>
<tr>
<td>2.2. Identify and foster new and existing partnerships with key organisations, community groups and business to deliver events and festivals.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>3. Implement business efficiencies</th>
</tr>
</thead>
<tbody>
<tr>
<td>3.1. Consider efficiencies by aligning and clustering complementary events, including:</td>
</tr>
<tr>
<td>a. Combining Spirit of Moonee Valley with Citizenship Ceremony on 26 January.</td>
</tr>
<tr>
<td>3.2. Establish an Activations Officer role to coordinate centralised resources to support Council event delivery and to support capacity building for community-led events and festivals.</td>
</tr>
<tr>
<td>3.3. Improve administration and access to Council’s Community Event Permits.</td>
</tr>
</tbody>
</table>
Objectives
The Events and Festivals Review project aims to:

- gain an understanding of the breadth of community events and festivals that Council delivers;
- plan for the transition of Council events and festivals to a neighbourhood planning model;
- identify ways to build the capacity of the community to initiate and deliver community events and festivals; and
- consider business efficiencies to maximise social return on investment.

Scope
The scope of this project relates to events and festivals that are coordinated by Council considering the key objectives of the Review (noted above).

The scope of the review excludes:

- reviewing Council services or programs that are not events or festivals (see definitions below);
- individual evaluation of the success or otherwise of each Council event; or
- mapping of current community-run events (potentially addressed as Stage 2 of the Review – see Implementation).

Definitions
For the purposes of undertaking the mapping exercise, a set of definitions were created to assist with surveying events currently delivered by Council.

Table 2: Definitions adopted to survey Council events

<table>
<thead>
<tr>
<th>Event</th>
<th>A planned occasion involving members of the community for the purpose of entertainment, recognition, celebration, social connection or other activities that are not services or programs.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Festival</td>
<td>A collection of celebrations over one or more days, related to a central theme (i.e. a series of connected events).</td>
</tr>
<tr>
<td>Sub categories:</td>
<td></td>
</tr>
</tbody>
</table>
| Civic Events | Events organised by Council to officially recognise matters of significance relating to citizens.  
  *E.g. Citizenship Ceremonies, ANZAC Day, Spirit of Moonee Valley* |
| Municipal-wide Events | Events with a broad reach and promoted to the wider municipality  
  *E.g. Moonee Valley Festival, Carols in Queens Park* |
| Neighbourhood Events | Events responding to local community needs and promoted to locals.  
  *E.g. Valley Vibes, Young Peoples Iftar Dinner, Cultural Diversity Week* |

Strategic context
The Events Review is closely aligned to key objectives in Council’s strategic documents including the Council Plan 2017-21 and the Draft MV2040 Strategy.
The Review has been designed to ensure Council is moving towards the vision of 20 minute neighbourhoods outlined in MV2040 and is delivering and supporting relevant events that respond to local needs.

Council Plan 2017-21

Table 3: Relevant Council Plan 2017-21 objectives

<table>
<thead>
<tr>
<th>Theme: Vibrant and Diverse</th>
<th></th>
</tr>
</thead>
</table>
| **Objective 4.1**  
People are connected to culture and community | • Deliver cultural opportunities that are relevant and accessible.  
• Undertake planning and feasibility for key catalyst projects identified through Council’s long-term community plans such as MV2040, which increase connectedness at the neighbourhood level.  
• Continue to build pride of place and community celebrations throughout the municipality by support for and provision of community festivals, events and programs.  
• Provide programs, events and activities that foster community connection and celebrate cultural diversity.  
• Initiate neighbourhood events programs. |
| **Objective 4.2**  
High levels of participation in accessible leisure and learning opportunities | • Provide a network of multi-functional places and spaces to allow for various activities across the city.  
• Review and assess Council’s current festivals, events and programs with the view to developing a future plan that has expanded community cultural development aims, objectives and outcomes. |
| **Objective 4.3**  
Our local economy is strong | • Support the growth of activity centres as entertainment precincts that have a high level of activity day and night to increase the vitality of precincts and the viability of businesses. |

Draft MV2040 Strategy

At its Ordinary meeting on 24 April 2018, Council endorsed the MV2040 Draft Strategy for community consultation. This plan outlines a long-term vision for Moonee Valley as healthy, fair, thriving, connected, green and beautiful across 13 20-minute neighbourhoods.

The concept of the 20 minute neighbourhood, aims to achieve neighbourhoods that allow all people, at all stages of life, to live locally, accessing most of their needs close to their home. Our neighbourhoods are beautiful, sustainable and have strong community connections, which enable citizens and the environment to be healthy and resilient.

The Review addresses the adoption of a neighbourhood placed based planning approach for Council’s events and festivals to understand how they can be better targeted towards unique neighbourhood areas.
Consultation

Community feedback

During November and December 2017, feedback was sought from residents on their visions for Moonee Valley neighbourhoods to inform the draft MV2040 long term plan. This included mail out of feedback postcards to all residents in Moonee Valley asking them to imagine the look and feel of their neighbourhood in 2040 and a ‘big idea’ for their neighbourhood. It asked the question: What events and celebrations would you like to see in your neighbourhood?

The feedback from the postcards demonstrated the diverse interest in community celebrations from Moonee Valley residents.

Key findings

The responses from the community feedback cards has been summarised and categorised by suggestions for: types of events and festival, days to recognise and general themes to celebrate.

Table 4: Summarised responses from MV2040 consultation

<table>
<thead>
<tr>
<th>Suggested events and festivals</th>
<th>Suggested themes:</th>
<th>Suggested occasions to celebrate:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Street parties</td>
<td>Diversity</td>
<td>Christmas</td>
</tr>
<tr>
<td>Local events</td>
<td>Natural environment</td>
<td>ANZAC Day</td>
</tr>
<tr>
<td>Events in parks</td>
<td>Active (e.g. fun runs)</td>
<td>New Year’s Eve</td>
</tr>
<tr>
<td>Outdoor cinema</td>
<td>Multicultural</td>
<td>Easter</td>
</tr>
<tr>
<td>Music on the streets</td>
<td>Food</td>
<td>Lunar New Year</td>
</tr>
<tr>
<td>Sporting carnivals</td>
<td>Music</td>
<td>Australia Day</td>
</tr>
<tr>
<td>Twilight evenings</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Portfolio Advisory Committee

On 23 May 2017, an update of the Review progress and drafted recommendations were presented to the Leisure and Active Communities Portfolio Advisory Committee (PAC) for feedback. The PAC provided valuable input and feedback on the draft recommendations and for the direction of future events in Moonee Valley neighbourhoods.

The PAC feedback included the following summarised comments about the types of events and festivals they would like to see in Moonee Valley and how we can better support the community:

- Events that are ‘low key can still have a great impact (e.g. simple music and food)
- Hold events where people already frequent, and identify opportunities to activate these spaces (e.g. Travancore dog park is an existing local meeting point, Flemington market, community gardens, etc.)
- Also look to activate underutilised spaces (e.g. parks, parking lots)
- Some great areas in Moonee Valley to activate (e.g. Afton Street Conservation Park, pirate ship park, etc.)
Encourage and deliver events that inspire (e.g. stimulating art, learning new skills, new perspectives, etc.)

Invest in spaces and venues designed for community performing and visual arts.

Provide training opportunities for community to deliver events.

Councillors
The preliminary findings and summary of drafted recommendations were presented to Councillors for feedback and discussion at the Councillors Planning Weekend on Sunday 25 March 2018.

Following the Councillor Workshop, meetings with each group of ward Councillors were held to discuss the various potential event locations, themes and stakeholders within their communities. This feedback has been used to inform the development and planning for future events and festivals across the city, ensuring a focus on place-based planning and community capacity building.

Project Group and internal stakeholders
The cooperation from staff across the organisation has been integral to the development of this Review. This includes milestone meetings with the Project Control and Working Group throughout the Review to help inform the direction of the project and provide feedback throughout. Additionally, advice from the members of the Event Permit Reference Group contributed to the Review of community event permits requirements.

A number of stakeholders throughout the organisation were consulted and contributed information to the Review, specifically relating to events delivered across the organisation and informing transition actions following the recommencements of the Review.

Methodology
Survey
A survey was developed to capture information about the events that are being delivered by Council across the organisation. Using the events and festival definitions listed above (see Scope), relevant Council officers provided information on the events to be delivered in the 2017/18 financial year period. The survey was conducted in November 2017, and as such excludes events that were planned and delivered following this date.

Key findings
The survey was completed by eight departments and recorded 115 event activations, across 16 standalone events and 11 festivals (comprising 99 individual event activations) across the Council for 2017/18.

The table below (Table 5) lists each of the 27 events and festivals recorded in the survey as a snapshot of events delivered in 2017/18.

Table 5: List of events and festivals surveyed (2017/18)

<table>
<thead>
<tr>
<th>Event name</th>
<th>Type</th>
<th>Category</th>
<th>Est. budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Activate</td>
<td>Festival</td>
<td>Neighbourhood</td>
<td>$17,000</td>
</tr>
<tr>
<td>2 ANZAC Day</td>
<td>Event</td>
<td>Civic</td>
<td>$4,000</td>
</tr>
<tr>
<td>3 Carols in Queens Park</td>
<td>Event</td>
<td>Municipal</td>
<td>$80,128</td>
</tr>
<tr>
<td>4 Children’s Week</td>
<td>Festival</td>
<td>Neighbourhood</td>
<td>$5,600</td>
</tr>
<tr>
<td>5 Citizenship Ceremonies</td>
<td>Event</td>
<td>Civic</td>
<td>$52,323</td>
</tr>
<tr>
<td>6 Cultural Diversity Week</td>
<td>Festival</td>
<td>Neighbourhood</td>
<td>$15,000</td>
</tr>
<tr>
<td>7 Cultural events - libraries</td>
<td>Festival</td>
<td>Neighbourhood</td>
<td>$2,500</td>
</tr>
</tbody>
</table>
The survey estimated the attendance and budgets of each event to build a picture of the investment and return for each event. Table 6 outlines the estimated investment per person for each of the event types and categories based on the surveyed data.

Table 6: Findings of events and festivals surveyed (2017/18)

<table>
<thead>
<tr>
<th>Number of events/festivals</th>
<th>Civic events &amp; festivals</th>
<th>Municipal-wide events &amp; festivals</th>
<th>Neighbourhood events &amp; festivals</th>
</tr>
</thead>
<tbody>
<tr>
<td>Civic events &amp; festivals</td>
<td>8</td>
<td>4</td>
<td>15</td>
</tr>
<tr>
<td>Municipal-wide events</td>
<td>2,760</td>
<td>30,930</td>
<td>33,693</td>
</tr>
<tr>
<td>Neighbourhood events</td>
<td>2,760</td>
<td>30,930</td>
<td>33,693</td>
</tr>
</tbody>
</table>

Map

The data collected through the survey was used to map out the range of events and festivals across the municipality, demonstrating where there may be clusters and gaps in event delivery throughout our neighbourhoods.

The mapping and survey data demonstrates that some neighbourhoods in Moonee Valley are receiving fewer event activations, while other areas are heavily programmed with Council events. For example, Moonee Ponds sees 39% of all events in the municipality, while areas such as Strathmore, Airport West and Niddrie / Essendon West receive less than 2% each.

In particular, mapping of Civic events and Municipal-wide events shows a strong prevalence for Moonee Ponds, with no Civic events held outside of Moonee Ponds for the surveyed period.

This information highlights the need to proactively engage in new ways to ensure Council is delivering events and festivals throughout the municipality, which is explored throughout the recommendations of this report.

It is important to note that this currently does not account for any community delivered events and festivals. It is recommended that this information is collected and mapped as a second
stage to this review, to identify where community events and festivals are being delivered. This will assist with better collaboration, the development of community partnerships and a stronger picture of community need.

**Figure 1. Map of Council event activations recorded by neighbourhood**

**Adopting a neighbourhood planning approach**

The Draft MV2040 strategy outlines a long term vision for Moonee Valley which is based on creating liveable 20 minute neighbourhoods in the city. Achieving this vision relies on Council adopting a placed based approach to planning delivery of services, programs and events informed by the 13 distinct neighbourhood within Moonee Valley.

Outlined as a key strategy under Objective 1.2 of the Council Plan 2017-21, Council will implement a Neighbourhood Planning Framework. This framework will provide a standard model for planning and delivering services to meet the specific needs and priorities of each neighbourhood.
It is essential that Council’s delivery of events and festivals, also adopts this model to ensure that events are effectively meeting the needs of the community and contributing to the long term vision.

Case study: Strathmore 20 minute neighbourhood pilot project
Moonee Valley City Council were awarded a Victorian Government grant to undertake a pilot project in Strathmore to trial the 20 minute neighbourhood concept.

Through the project Council has been able to identify key areas of concern to address in the area, such as high proportion of younger residents (34%), who also experience limited services and activities that appeal to this cohort. Additionally there are high levels of risky alcohol consumption and high levels of people overweight or obese.

Along with other strategies, a key approach to the project was the delivery of activations and events in the neighbourhood to create a sense of community, culture and celebration. This has included collaborations with local community groups, delivering street parties, community art projects, and Fringe Festival performances.

An analysis of the events and festival survey date demonstrates a large proportion (38%) of Council run events and festivals are delivered in Moonee Ponds. It also highlights much lower proportion of events in the northern neighbourhood of the municipality. When examining only Civic Events and Municipal-wide events and festivals, this picture is even more skewed, with almost all events and festivals held in Moonee Ponds.

While Moonee Ponds is a key activity centre with good access to transport options and key infrastructure, and will likely always have a larger share of events and festivals, the proportion of events could be more evenly distributed throughout neighbourhoods. There are excellent opportunities to activate more spaces throughout Moonee Valley.

It is important to strategically plan events across our 13 neighbourhoods, responding to the priorities and needs of each specific area.

Council identifies the needs and priorities of neighbourhoods through a number of ways, including through neighbourhood profiles developed using demographic data and trends to build a picture of the key health indicators and environmental factors to be addressed. Additionally, through the pilot program of the 20 minute neighbourhood model, Council is planning to establish Neighbourhood Advisory Committees to continually advise on the needs and priorities of neighbourhoods.

Moonee Valley Festival
The Moonee Valley Festival is Council’s largest single event and has been delivered through various iterations for over 40 years. The Moonee Valley Festival represents our biggest opportunity to review the current event model and to deliver on our commitment to transition to a neighbourhood based model. Given the saturation of events in Moonee Ponds, the decentralisation of this event has the potential for the greatest impact on event delivery across all neighbourhoods.

The Festival is designed as a celebration of Moonee Valley and of our diverse populations, families, community groups and local business. Delivering this celebration in a neighbourhood based approach will enhance these objectives and ensure a true representation of the various assets of Moonee Valley neighbourhoods.
It is recommended that the Moonee Valley Festival is reviewed and considered to be delivered as a multi-day festival, activating local spaces and places throughout our neighbourhoods. The Festival would include highlights such as a signature celebration at the Maribyrnong River, an exceptional but underutilised natural asset.

The transition of this event from an extensive one day event, to a decentralised placed based series of events over a period of days or weeks will require development over the next 2 years.

In 2019, this will include 3 ‘Valley Vibes’ sized events across each of the wards, with a central event at the Maribynong River. The Mediterranean Fiesa will be remodelled within this neighbourhood approach and will presented as one of the three ward-based events of the redesigned 2019 Moonee Valley Festival.

By 2020, the Festival would transform into a celebration of Moonee Valley across all neighbourhoods, activating various spaces and facilities and engaging and partnering with local community groups and artists.

In light of the Festival leaving Queens Park, the Carols in Queens Park event would continue to showcase the fantastic park space. As it is extremely popular and with growing attendance, the Carols event could also accommodate some additional exposure for local community groups.

Key findings

- Council has committed to developing a Neighbourhood Planning Framework, which should be used to plan for Council’s events and festivals.
- The Moonee Valley Festival is our biggest opportunity to adopt a broad reaching neighbourhood based events model.
- Neighbourhood Advisory Committees (to be established) will provide valuable advice and insight into the specific needs and priorities of our neighbourhoods.
- Council is currently concentrating a higher proportion of events in the Moonee Ponds area, and delivers much fewer events in the northern neighbourhoods.
- Civic Events could be better spread across locations throughout the municipality.

Recommendations

1. **Adopt a neighbourhood planning approach for delivering Council events**

1.1 Use the Neighbourhood Planning Framework to strategically plan events across the municipality that meet the needs of all Moonee Valley neighbourhoods.
   a. As a result, redesign the Moonee Valley Festival to deliver a series of placed-based events throughout our neighbourhoods.

1.2 Work with neighbourhood advisory committees to plan for localised events.

1.3 Review all Civic Events and map out potential venues for events across neighbourhoods.

1.4 Revise the level of resourcing and investment to deliver events and festivals across the 13 neighbourhoods.
Event transition actions

Full transition details in the *Events & Festivals Review Transition & Action Plan 2018-21*

Events that will primarily adopt a neighbourhood planning approach:

- Active8
- Carols in Queens Park
- Children’s Week
- Cultural Diversity Week
- Cultural events - libraries
- Green Living Seasonal Events Program
- Little Kids Big Day Out
- Mediterranean Fiesta
- Melbourne Food and Wine Festival
- Moonee Valley Festival
- NAIDOC Week Flag-raising event
- Valley Vibes
- Volunteer Thank You Event
- Winter Music in the Valley
- Winterfest

Community capacity building

A key commitment noted in the Council Plan 2017-21 is to develop a future plan for Council events and festivals that expands “community cultural development aims objectives and outcomes” (pg. 52).

In supporting the community to deliver events and festivals, Council has a number of roles to play to support community capacity building including through funding, in-kind support, partnerships, training, advice, resources, venues and networking opportunities.

Council has been supporting the development of community events through the established Biannual Grants program as part of the Moonee Valley grants program. During the 2017/18 Biannual Grants program, eight events and festivals were awarded funding, totalling $67,618.

These events have delivered many positive outcomes for the community, however there are a number of opportunities identified for improvements to the grants program to maximise the benefits of Council’s investment.

The following findings and recommendations are aligned and incorporated into the *Community Funding Review* to ensure that any operational changes are identified and able to be effectively implemented.

Events and Festivals sub-stream

One of the key limitations noted in the current Biannual Grants program is the inability to fund the delivery of an event more than once. Due to the current Community Funding Guidelines, applicants can only seek funding for the delivery of an event once, regardless of its success or benefit to the community.

While it is important to ensure self-sustaining events and festivals are encouraged, it is unrealistic to expect community events and festivals are able to secure stable and ongoing
revenue following the staging of one event. Most events require time to secure sponsors, build audiences and establish strong partnerships over several years.

The ability to provide funding over multiple years, provided there is evidence of growing and continuing development, will better support the success and sustainability of new events and festivals in Moonee Valley.

It is recommended that a sub-stream within the Biannual Grants program is incorporated to encourage the capacity of community groups initiate and develop community events and celebrations. The this sub-stream would allow for recurring events and festivals, which are currently only eligible for one-off funding, to be eligible to reapply for funding in subsequent years.

This stream of funding would be allocated a notional amount of funding from the Biannual Grants pool based on the approximate amount of funding provided for events in previous rounds.

**Targeted event grants**

Consultation with staff has identified the need to better engage with community groups to deliver certain events. Some of the events that Council delivers to celebrate the key dates of recognition could be better served by empowering community groups to deliver activities and events linked back to these themes.

Council has developed a Dates of Recognition Calendar, and many Council and community service programs use this calendar to highlight, promote and celebrate a diverse range of social, cultural and environmental issues and cohorts.

This could involve re-allocating a portion of funding from existing operational budgets to the grants program to encourage certain events. For example, Community Strengthening have identified the opportunity to empower local community groups to take ownership of the International Day of People with Disability (IDPWD) celebrations rather than being solely delivered by Council. This model would resource community members to develop and deliver activities by and for people with a disability, gaining skills and experience consistent with best practice community development principles.

The City of Melbourne deliver a similar model and provide a number of grants for IDPWD each year. This model has proved successful with 4 local community groups participating in 2017 delivering a variety of events including arts projects, forums and workshops.

Targeted communications would encourage specific projects and specialised support from Council staff will be made available to support the development of applications.

This model will allow Council to identify ways that the community can be better involved in the delivery of events that meet our key strategic goals and celebrate key dates of recognition. At the same time, it builds greater capacity development for community groups and organisations and fosters a more collaborative approach.

**In-kind support**

The festivals and events sub-stream would also address the identified gap in providing in-kind support for grant projects. In-kind support includes the non-financial support that is provided by Council to assist with the delivery of successful grant projects. For example, in-kind support may include providing traffic management support, waste removal or promotion.
In-kind support is an effective way for Council to further leverage the support provided to grant applicants to ensure outcomes are maximised. It also minimises excessive administration of funding (e.g., providing funding for a service that could be provided by Council). It can also produce safer and better planned and coordinated events.

Currently, in-kind support is either not provided or is facilitated in an ad-hoc manner across Council departments. Calculating the value of in-kind support provided will help to quantify the full value of the support provided to the community.

In order to further support the delivery of successful programs and to encourage community-led events, it is recommended that Council moves towards a more formalised provision of in-kind support for funded grant projects.

A selection of costed in-kind items will be identified in consultation with relevant areas of Council. The identified items can be incorporated into the Biannual Grants application form, to be tallied in the value of total support requested.

The implementation of formalised in-kind support would be trialled, starting with a defined selection of in-kind items available in order to test and evaluate its effectiveness. Requesting applicants to articulate the amount of in-kind Council support may place additional demands on Council resources and will require further investigation prior to roll-out in 2019/20. The trial period will assist to anticipate the in-kind resources required, particularly as Council moves towards a more community partnership model in the delivery of local festivals and events.

**Neighbourhood activation grants**

In line with adopting a neighbourhood placed-based approach, an opportunity exists to encourage small neighbourhood activations and increase the uptake of applications to Responsive Grants for emerging needs.

Presently, Category 1: *Emerging Needs* of the Responsive Grants program provides funding of up to $1,000 for arising unexpected community need that is urgent and cannot fit into the Biannual Grants time frames.

This category is currently underutilised, with only 19 successful applications over the 2.5 year span of the program, totalling $14,185 in funding, compared to Category 2: *Individual Participation*, which has seen 85 successful applications totalling $57,211.

To take advantage of this established program structure and existing budget, it is recommended that the Responsive Grants category eligibility is expanded to support small scale local community events and activities, or ‘activations’ within neighbourhoods.

The purpose of these grants would be to proactively support neighbourhood based and community-led events, activities and pop-ups, and to activate local community spaces.

This could encompass a variety of small scale activities taking place across Moonee Valley’s 13 neighbourhoods that aim to bring local communities together to celebrate or connect with each other.

These grants would be designed to inspire grassroots style activations in community spaces, such as small scale street parties, community barbecues, picnic days, outdoor performances, pop-up cinemas, live music, community active days, etc. They would not include the establishment of permanent infrastructure.
Smaller neighbourhood activations are an effective way to support communities to connect locally and build a sense of identity, increase a sense of community safety as well as encouraging community-led initiatives.

**Case study: Moreland Arts Activation Grants**

The City of Moreland have recently relaunched their arts grants to include a focus on promoting a range of small to large arts activations across the city. The purpose of these grants is to:

- Build connection and pride in place through community led arts and cultural activities;
- Support and encourage more people to engage with arts and culture in Moreland; and
- Build and support local capacity to develop and deliver quality arts and culture activities.

Within this program, the City of Moreland offers small grants of up to $1,000 to support small community activations. Applications are accepted all year round and are assessed within 4 weeks of submission.

This is complemented by a larger annual events program offering one-off events funding and funding for up to three consecutive years for festivals and annual events.

*Source: City of Moreland, Arts Activation Guidelines 2018*

Moonee Valley Neighbourhood Activation grants would be incorporated into the current Responsive Grants program, providing a quick turnaround (within 6 weeks from the close of round) to maintain community momentum and enthusiasm.

Neighbourhood Activation Grants would be an effective way to activate key open space in Moonee Valley utilising an accessible, collaborative and capacity building approach with the community.

**Key findings**

- Council has committed to expanding cultural community development and to strengthen the capacity for community group and business to lead, initiate and deliver events in Moonee Valley.
- Council has a number of roles to play to support community capacity building including through funding, in-kind support, partnerships, training, advice, resources, venues, and networking opportunities.
- The Moonee Valley Grants Program is limited in its ability to support sustainable events and opportunities exist to improve community access to Council’s event and festival funding.
- There are opportunities to further empower the community through targeted grants to deliver events that Council would normally lead and implement.
- Smaller activation programs can help empower emerging groups and harness the energy of motivated community members to activate and enliven our neighbourhoods.
Recommendation

2. Strengthen community capacity through event partnerships and grants

2.1 Enhance access to funding for community events and activations through grants program by:
   a) establishing a Festivals and Events sub-stream within Biannual Grants including in-kind support and allowing events and festivals to reapply in subsequent years, including streams for professional festivals and events and community-led events;
   b) targeting event funding for identified celebrations aligned with Council Dates of Recognition Calendar; and
   c) incorporating grants for small scale neighbourhood activations within the existing Responsive Grants program, aligned to the ‘Emerging Need’ category.

2.2 Identify and foster new and existing partnerships with key organisations, community groups and business to deliver events and festivals.

Event transition actions


Events that will primarily adopt a community capacity building approach:

- IDAHOBIT (International Day Against Homophobia, Transphobia and Biphobia)
- International Women’s Day
- International Women’s Day Annual Celebration
- International Day of People with Disability
- Moonee Valley Grants Partnership Forum
- Moonee Valley Seniors Festival
- Young People’s Iftar Dinner
- Women in Business Luncheon

Business efficiencies

The Review and survey have highlighted that Council invests a significant amount of funds and staff resourcing to deliver over 115 event activations each year. Given this level of investment, it is important that events are delivered in an efficient way to achieve the best community outcomes for this investment.

Combining complementary events

Council has traditionally delivered a range of events throughout the year and the Review has provided the opportunity to gain an overview of these events and their key objectives. This has highlighted any prospects for clustering or combining events where the event aims are aligned and complementary.

The Review has identified the opportunity to consider the consolidation of the Spirit of Moonee Valley Community Awards event with the Citizenship Ceremony held on 26 January each year. Both of these events celebrate the contribution of our citizens in the community and both involve a somewhat substantial level of planning and logistical support to deliver.
It is recommended that the amalgamation of these events would result in a revised structure to accommodate the various elements of the events, and could be followed by a casual outdoor barbeque event or afternoon tea. The 26 January events would be complimented by a healing ceremony event held in collaboration with the Wurundjeri Council at 5 Mile Creek.

As part of the transition, the 2018 ceremony will be delivered as planned for Saturday 13 October in the Clocktower Centre Theatre followed by a cocktail function. The 2018 ceremony award categories will be replaced with 13 Mentorious, 2 Outstanding and 1 Citizen of the Year awards. The 2018 Citizen of the Year recipient will serve a 12 month term from October 2018 to October 2019, in parallel to the 2019 recipient who will serve from January 2019 to January 2020.

This process of clustering and connecting events will continue to evolve through the adoption of the neighbourhood planning model. Through this framework, a whole of council approach is fostered and events will be designed with a focus on the specific neighbourhood in mind, rather than the subject area as the primary influence. This planning process will involve greater collaboration across Council to deliver events together and to plan events strategically throughout the year and throughout the neighbourhoods.

**Centrally Coordinated Events and Activations Support**

Building the resilience and capacity of the community to deliver events, presents a key opportunity for Council to gain a much higher return on investment. Often community groups have much more extensive networks and partnerships in the community and operate with the support of committed volunteers which results in a higher impact in the community for a much lower cost that Council could achieve. The investment in the strength of these community groups more generally will ultimately provide compounding benefits for the community.

In order to effectively empower the community, it is critical to acknowledge the role that Council must play to support the development of these groups. Council has committed to a community capacity building approach throughout the municipality, and this work has demonstrated the importance of providing quality support and training opportunities to groups to develop their skills.

There are opportunities for Council to provide this level of support for the community, while also improving the internal functions for delivery Council events to transition to a neighbourhood based events approach.

Acknowledging the transition towards a neighbourhood based model and the commitment to improving community capacity, it is important to adequately resource a support function at Council to deliver these outcomes. Additionally, there are many opportunities to streamline and centrally coordinate internal event delivery processes to ensure greater efficiency and better outcomes.

It is recommended that Council adopt an Activations Officer role to provide capacity building support both externally and internally. This role would strategically coordinate an overview of the events delivered across Council and throughout the community to build a rich picture of the events and festivals in every neighbourhood. This information would be a vital resource for event planning and the enhanced interaction between the community and Council staff delivering events will ultimately improve our ability to collaborate and build efficiencies.

The Activations Officer role would include:

- Development of key templates, resources and training to support event delivery, internally and externally.
Community Event Permit support and processing.
Direct support to community members to build capacity to deliver events (including support with event templates, permits, grant applications and linking to training opportunities).
Internally coordinating a strategic approach to the development of a neighbourhood based annual event calendar.
Assist with coordination of central communication and marketing opportunities for events and festivals, including community events.

This position would take responsibility for the central coordination of event processes, which would include a review of the currently outdated Sponsorship Policy, development of a standardised tiered sponsorship package system and maintenance of a central register of sponsorship agreements.

**Event Permit processes**

Council supports the community to deliver events within the municipality by regulating the delivery of events in accordance with local laws and considering the appropriate and safe use of Council managed land.

A review of event permits was undertaken as part of the Review of Management of Events in May 2015 initiated by the Audit Committee. As a result of this report, a number of recommendations have been adopted and changes to the permit process have improved internal processes and for the community.

There has been a significant improvement in the management of permits for community events on Council managed land following implementation of the audit committee review recommendations. The formation of the Events Permit Reference Group and establishment of clear expectations and process across Council has enabled efficient processing of permits with the input of expert advice from various departments.

There are however a number of opportunities for further improvements to achieve additional internal process efficiencies as well as opportunities to streamline the application requirements for applicants.

In order to best support the community to independently plan and deliver events, it is recommended that Council provide a simple and accessible process for permitting events on council managed land.

Overly complicated and bureaucratic Council processes can be major barriers to the establishment and growth of community-led local festivals, events and activations. Creating an enabling environment for community projects and events to flourish will enable events to thrive within the municipality.

Currently, community members organising events may need to liaise with a number of various departments in order to secure relevant approvals for their event. A number of different forms exist, and presently none of these forms are available to be completed online (i.e. the forms need to be downloaded and completed by hand).

Through discussions with Local Laws, the Review has enabled Temporary Road Occupancy Permits for community events to be subsumed within the one Event Permit application, reducing the number of forms and permit approvals required.

The introduction of an online application process will enhance the user experience and provider greater business efficiencies for the processing of permit. Through the Review, the SmartyGrants applications system has been identified as an ideal system to process...
community events permits due to the similarity in processes structure. This system provides functions from the application form, through the assessment process and to the issuing of the permit. Further, this system is already in use and would be adopted with no additional cost.

This will also provide further alignment with the community building approach as this is the same system used for the community grants process.

Preliminary testing of this system has proved successful with the transition of the Private Events and Wedding Permits to the system. Following a testing period, the Community Events Permit will be rolled over to this system.

Key findings

- Council has opportunities to improve the way we work to deliver better social return for our investment.
- The Spirit of Moonee Valley Award and the Citizenship Ceremony on 26 January could be amalgamated to create a streamlined and aligned event.
- There is a significant need to adequately resource a position to support the development of the community to deliver events and to coordinate a transition to a neighbourhood based events model.
- Council’s Event Permits can be streamlined to be more accessible and offer greater support, via an online application process and the reduction of additional forms required.

Recommendations

3. Implement business efficiencies

3.1 Consider efficiencies by aligning and clustering complementary events, including:
- Combining Spirit of Moonee Valley with Citizenship Ceremony on 26 January.

3.2 Establish an Activations Officer role to coordinate centralised resources to support Council event delivery and to support capacity building for community-led events and festivals.

3.3 Improve administration and access to Council’s Community Event Permits.

Event transition actions


Events that will primarily adopt a business efficiency approach:

- ANZAC Day
- Citizenship Ceremonies
- Remembrance Day Commemoration Ceremony
- Spirit of Moonee Valley Awards
Implementation

The implementation of the Review Recommendations will take place for the remainder of the Council term from 2018-21. Please refer to the Events Review Transition and Action Plan 2018-21 for details of the transition actions for each of the events surveyed and the actions against each recommendation.

Following this period, there will be a review of the actions and the development of an action plan for the following Council term period.

It is recommended that the Review is complemented by a follow up ‘Stage 2’, mapping out a range of community events taking place in our municipality and identify venues for community events, festivals, activations and performances (visual and performing arts).

This will provide a significant amount of useful information about the spread and any gaps in our community events and enable greater networking and formation of partnerships.
Appendix B: *Events & Festivals Review Transition & Action Plan 2018-21*

1. Adopt a neighbourhood planning approach for delivering Council events

<table>
<thead>
<tr>
<th>Action</th>
<th>Timing</th>
<th>Responsibility</th>
<th>Stakeholders</th>
</tr>
</thead>
</table>
| 1.1. Use the Neighbourhood Planning Framework to strategically plan events across the municipality that meet the needs of all Moonee Valley neighbourhoods.  
  a. As a result, redesign the Moonee Valley Festival to deliver a series of placed-based events throughout our neighbourhoods | 2018-19 | Community Planning           | Community, all departments                            |
| Establish Neighbourhood Planning Framework.                             |         |                              |                                                      |
| Support a coordinated approach to planning neighbourhood events across all Council departments.  
  Prior to the delivery of the Neighbourhood Planning Framework, ensure planned events are based on available neighbourhood profile information and community consultation. | 2019-21 | Events & Festivals, Leisure  | All departments                                      |
| Establish Activations Working Group or similar to meet regularly to centrally coordinate events and ensure accountability for the delivery of Transition and Action Plan. | 2019-21 | Events & Festivals, Leisure  | All departments                                      |
| Redesign the Moonee Valley Festival to deliver a series of placed-based events throughout our neighbourhoods over a number of days. (See event transition table below) | 2019-21 | Events & Festivals, Leisure  | Community groups, businesses, all departments        |
| Collectively promote and market Council and community events to all neighbourhoods. | 2018-21 | Communications, Events & Festivals, Leisure | Community groups, businesses, all departments |
| Undertake stage two of this Review: map out community events taking place in Moonee Valley and identify venues for community events, festivals, activations and performances (visual and performing arts). | 2018-19 | Leisure                      | Community groups, Community Infrastructure          |

1.2. Work with neighbourhood advisory committees to plan for localised events.

| Establish Neighbourhood Advisory Committees or undertake other preferred neighbourhood based consultation. | 2018-19 | Community Planning           | Community, all departments                            |
### Event Transitions: Adopting a neighbourhood planning approach

<table>
<thead>
<tr>
<th>Event / Festival</th>
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<th>Expected outcomes</th>
<th>Key stakeholders</th>
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</thead>
<tbody>
<tr>
<td>Active8</td>
<td>Sport &amp; Recreation, Community Infrastructure</td>
<td>Undertake a complete refresh of Council’s Active Participation program with a view to deliver an annual active program rather than a series of events in a set period of time. The annual program would have a neighbourhood approach, and aimed at showcasing, facilitating and promoting links to physical activity opportunities in the Moonee Valley neighbourhoods.</td>
<td>Increased meaningful participation in physical activity and recreation pursuits across the whole year. Activation of various Council facilities and open spaces.</td>
<td>Community, local businesses, community groups, Council departments</td>
</tr>
<tr>
<td>Carols in Queens Park</td>
<td>Events &amp; Festivals, Leisure</td>
<td>Continue to utilise Queens Park to deliver this popular event. Following the transition of the Moonee Valley Festival, increase community involvement and exposure through the Carols event.</td>
<td>Increased community participation and attendance. Improved capacity to facilitate growing popularity.</td>
<td>Parks and Gardens, Leisure, Communications,</td>
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</table>
### Event Transitions: Adopting a neighbourhood planning approach

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<tbody>
<tr>
<td></td>
<td></td>
<td>Based on feedback from attendees and Councillors, move event to Saturday night with a later start time (e.g. 7:30pm) rather than Sunday.</td>
<td></td>
<td>Councillors, Community</td>
</tr>
<tr>
<td>Children's Week</td>
<td>Family &amp; Children's Services</td>
<td>Continue to deliver localised neighbourhood events throughout the municipality to celebrate Children's Week. Increase engagement and participation of schools and early learning services in the delivery of events, and potentially utilise the target funding process (see recommendation 2.1 b).</td>
<td>Strengthens neighbourhood approach to delivery of events and improve event participation from schools and early years' service providers.</td>
<td>Schools, early years services, community groups, libraries,</td>
</tr>
<tr>
<td>Cultural Diversity Week</td>
<td>Community Development, Community Planning</td>
<td>Continue to deliver a range of events across neighbourhoods to celebrate Cultural Diversity Week and increase collaboration with various Council departments. Potential to strengthen community involvement through a targeted grant process (see recommendation 2.1 b)</td>
<td>Greater collaboration across Council and more direct delivery of events by community groups.</td>
<td>Community Planning, Community groups/residents, Council departments</td>
</tr>
<tr>
<td>Cultural events - libraries</td>
<td>Library Services, Leisure</td>
<td>Libraries will be using the Dates of Recognition calendar to plan for major cultural events ongoing, including NAIDOC Week and International Women's Day. Libraries will increase collaboration with other departments in the delivery of events. Focus will be on outreach to 8 neighbourhoods without Libraries at present – through projects such as Little Libraries, Pop Up Libraries and participating in other Council cultural events. Libraries will open spaces for activation by local and international artists by participating in Fringe Festival from 2018.</td>
<td>Activation of spaces (library and other) in unexpected ways to engage community. Increased community awareness of Library and Leisure spaces, services and facilities. Equity of access across the municipality to Library resource, literacy and lifelong learning Increased collaboration across Leisure and other Council departments</td>
<td>Communications, Councillors, MV Community, Council departments</td>
</tr>
<tr>
<td>Event Transitions: Adopting a neighbourhood planning approach</td>
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<td><strong>Recommended Transition 2018-21</strong></td>
<td><strong>Expected outcomes</strong></td>
<td><strong>Key stakeholders</strong></td>
</tr>
<tr>
<td>Green Living Seasonal Events Program</td>
<td>Environment, Infrastructure Services</td>
<td>Continue to deliver a program of events across neighbourhoods to promote sustainability and connection to our local environment. Opportunities to increase collaboration with various Council departments. Potential to strengthen community involvement in delivery of events through a targeted grant process (see recommendation 2.1 b)</td>
<td>Greater collaboration across Council and more direct delivery of events by community groups.</td>
<td>Community Planning, Community groups/residents, Council departments</td>
</tr>
<tr>
<td>Little Kiës Big Day Out</td>
<td>Sport &amp; Recreation, Community Infrastructure</td>
<td>Undertake a complete refresh of Council’s Active Participation program with a view to deliver an annual active program rather than a series of events in a set period of time. The annual program would have a neighbourhood approach, and aimed at showcasing, facilitating and promoting links to physical activity opportunities in the Moonee Valley neighbourhoods.</td>
<td>Increased meaningful participation in physical activity and recreation pursuits across the whole year. Activation of various Council facilities and open spaces.</td>
<td>Community, local businesses, community groups, Council departments</td>
</tr>
<tr>
<td>Mediterranean Fiesta</td>
<td>Events &amp; Festivals, Leisure</td>
<td>The Mediterranean Fiesta will be reviewed and remodelled within the neighbourhood approach. It will presented as one of the three word-based events of the redesigned 2015 Moonee Valley Festival.</td>
<td>Broader appeal and revived activation and engagement of neighbourhoods.</td>
<td>Community Groups, Rose Hill Ward, Councillors, Cultural performance groups, traders, Communication</td>
</tr>
<tr>
<td>Melbourne Food and Wine Festival</td>
<td>Economic Development, Strategic Planning</td>
<td>Continue to support partnership with MFWF to deliver events with hosting businesses participating in the Festival. Will investigate different community venues to deliver events e.g. Library or Community spaces like Crown Stables.</td>
<td>More targeted community participation in MFWF programs. Continued popularity of event with community.</td>
<td>Community venues, local business venues, community audiences, MFWF audiences</td>
</tr>
</tbody>
</table>

Appendix B: Events & Festivals Review Action Plan 2018-21
| Event Transitions: Adopting a neighbourhood planning approach |  |
|---|---|---|---|
| **Event / Festival** | **Responsible** | **Recommended Transition 2018-21** | **Expected outcomes** | **Key stakeholders** |
| Moonee Valley Festival | Events & Festivals, Leisure | Redesign the Moonee Valley Festival to deliver a series of placed-based events throughout our neighbourhoods over a number of days in 2020. In 2019 this will include 3 ‘Valley Vibes’ sized events across each of the wards, with a central event at the Warburton River. | Broader appeal and renewed activation and engagement of neighbourhoods and the community. | Parks and Gardens, Leisure, Communications, Councillors, MV Community, Local businesses |
| NAIDOC Week Flag-raising event | Social Planning & Wellbeing, Community Planning | Deliver NAIDOC event in different community settings each year to build local cultural awareness and understanding. | Increased engagement across neighbourhoods and utilising various cultural spaces throughout Moonee Valley. | Community Planning, Environment, Libraries, Wirranderi |
| Valley Vibes | Events & Festivals, Leisure (Transferred from Sport & Recreation) | During 2018, realign Valley Vibes delivery to the Events and Festivals team with required resourcing and staffing for program delivery in 2019. Continue to build on neighbourhood-based programming of events throughout Moonee Valley. | Delivery of various low-key family friendly pop-up events in parks throughout Moonee Valley neighbourhoods. | Community, local businesses, community groups, Council departments |
| Volunteer Thank You Event | Community Development, Community Planning | Establishment of a working group to review and develop how Council recognises volunteer contributions throughout the year, with the Thank You event to be just one aspect. Recognition will include an ongoing storytelling project co-designed by volunteers and delivered throughout neighbourhoods. | Acknowledging that volunteers wish to be recognised in different ways and including volunteers in the design of these projects Increased awareness of the diversity of volunteer roles and individual stories or our volunteers. | Various Council departments, Volunteers |
| Winter Music in the Valley | Events & Festivals, Leisure | Open up the 2018/19 program to new genres, beyond classical music to appeal to a broader audience across diverse neighbourhoods. Utilise diverse locations and unique venues. | Deliver musical performances throughout local MV neighbourhoods and inspire new audiences through diverse genres and locations. | Community venues, local business venues, musicians, audiences |

Appendix B: Events & Festivals Review Action Plan 2018-21
### Event Transitions: Adopting a neighbourhood planning approach

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<th>Key stakeholders</th>
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</thead>
<tbody>
<tr>
<td>Winterfest</td>
<td>Economic Development, Strategic Planning</td>
<td>Event will grow and develop over coming years to respond to alternative neighbourhoods. To be delivered in a new neighbourhood in 2019.</td>
<td>Building profile of various neighbourhoods in Moonee Valley and activating underused spaces to benefit local businesses and community.</td>
<td>Local business venues, musicians, community spaces and their local audiences.</td>
</tr>
</tbody>
</table>

### 2. Strengthen community capacity through event partnerships and grants

<table>
<thead>
<tr>
<th>Action</th>
<th>Timing</th>
<th>Responsibility</th>
<th>Stakeholders</th>
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</thead>
</table>
| 2.1. Enhance access to funding for community events and activations through grants program by:  
  a) establishing a Festivals and Events sub-stream within Biannual Grants including in-kind support and allowing events and festivals to reapply in subsequent years, including streams for professional festivals and events and community-led events;  
  b) targeting event funding for identified celebrations aligned with Council Dates of Recognition Calendar; and  
  c) incorporating grants for small scale neighbourhood activations within the existing Responsive Grants program, aligned to the "Emerging Need" category. | 2018-19 | Social Planning & Wellbeing, Community Planning | Arts & Culture, Leisure. |
| Pending the endorsement of the Community Funding Review, establish the Festivals and Events grants sub-stream, targeted event funding rounds and neighbourhood activation grants. | 2018-19 | Community Planning | Council departments |
| Engage with Council departments to establish defined and valued in-kind support available to grant recipients. Ensure strong buy-in and understanding across Council. | 2018-19 | Community Planning | Council departments |
### 9.4 - APPENDIX B

#### 2.2. Identify and foster new and existing partnerships with key organisations, community groups and business to deliver events and festivals.

<table>
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<tr>
<th>Action</th>
<th>Timing</th>
<th>Responsibility</th>
<th>Stakeholders</th>
</tr>
</thead>
<tbody>
<tr>
<td>Actively promote new funding streams to community, through both broad reaching and targeted approaches to key contacts and networks.</td>
<td>2 months prior to launch of funding rounds in 2019</td>
<td>Leisure / Community Planning</td>
<td>Communications, Community groups, organisations, businesses.</td>
</tr>
<tr>
<td>All departments to engage in development of partnerships through the delivery of events and festivals across Council.</td>
<td>2019-2021</td>
<td>All departments delivering events</td>
<td>Community groups, organisations, businesses.</td>
</tr>
<tr>
<td>Foster partnerships with emerging local and region-based community groups and festivals, such as a Western Region Learning Festival and the Flem-Ken Arts Festival.</td>
<td>2019-2021</td>
<td>Leisure / Community Planning</td>
<td>Community groups, organisations, Western region networks</td>
</tr>
<tr>
<td>Engage and encourage prominent metropolitan-wide festivals to deliver events in Moonee Valley, such as the Melbourne International Comedy Festival, Fringe Festival, Midsumma Festival, etc.</td>
<td>20118-2021</td>
<td>Leisure / Community Planning</td>
<td></td>
</tr>
</tbody>
</table>

#### Event Transitions: Strengthening community capacity through event partnerships and grants

<table>
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<th>Key stakeholders</th>
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</thead>
<tbody>
<tr>
<td>IDAHOBIT (International Day Against Homophobia, Transphobia and Biphobia)</td>
<td>Social Planning &amp; Wellbeing, Community Planning</td>
<td>LGBTIQ Working Group to take greater responsibility for the development and delivery of IDAHOBIT events to be delivered across different community settings.</td>
<td>Increase capacity for working group members to initiate and lead event delivery. Utilise and activate various community settings in Moonee Valley.</td>
<td>LGBTIQ Working Group, Community Strengthening</td>
</tr>
</tbody>
</table>

Apexed B: Events & Festivals Review Action Plan 2018-21
## Event Transitions: Strengthening community capacity through event partnerships and grants

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</thead>
<tbody>
<tr>
<td>International Women's Day</td>
<td>Social Planning &amp; Wellbeing, Community Planning</td>
<td>Increase collaboration across Council departments and partnerships with local groups and networks, including the Moonee Valley Family Violence Network.</td>
<td>Improved collaboration across Council departments to increase the impact of messaging. Greater opportunities for community involvement and partnerships in delivery of events.</td>
<td>Libraries, Family and Children’s Services, MV Family Violence Network</td>
</tr>
<tr>
<td>International Women’s Day Annual Celebration</td>
<td>Councillor Support</td>
<td>Integrate the event within broader International Women’s Day celebrations to increase impact and consistency of messaging.</td>
<td>Improved collaboration across Council departments to increase the impact of messaging. Greater opportunities for community involvement and partnerships in delivery of events.</td>
<td>Community Planning, Libraries, Family and Children’s Services, MV Family Violence Network</td>
</tr>
<tr>
<td>International Day of People with Disability</td>
<td>Community Strengthening</td>
<td>Utilise targeted event grants stream to encourage community based events celebrating IDPD, in particular by people with disability.</td>
<td>Build skills and capacity of local people with a disability to plan and deliver events recognising IDPD.</td>
<td>Community Planning, Community Planning, Community Planning</td>
</tr>
<tr>
<td>Moonee Valley Grants Partnership Forum</td>
<td>Social Planning &amp; Wellbeing, Community Planning</td>
<td>Deliver Grants Partnership Forum to build capacity of community groups, through development and networking opportunities for grant applicants. Involvement from previous grant recipients in the delivery of the event.</td>
<td>Enhanced capacity of the community to build local networks and increase skills in project delivery.</td>
<td>Grant recipients and applicants, various Council departments</td>
</tr>
<tr>
<td>Moonee Valley Seniors Festival</td>
<td>Community Strengthening</td>
<td>Utilise targeted event grants stream to encourage community based events celebrating healthy ageing during the Seniors Festival.</td>
<td>Build skills and capacity of local people and community groups to plan and deliver events celebrating healthy ageing.</td>
<td>Community Planning, Community Planning, Community Planning</td>
</tr>
<tr>
<td>Young People's Iftar Dinner</td>
<td>Community Development, Community Planning</td>
<td>The Family and Young Peoples Iftar dinner will be held as an annual events, organised and delivered in partnership with local young residents. This event</td>
<td>Build skills and capabilities of young people to participate in event planning and delivery.</td>
<td>Youth Development, Family &amp; Community Planning</td>
</tr>
</tbody>
</table>
### Event Transitions: Strengthening community capacity through event partnerships and grants

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<tbody>
<tr>
<td>Women in Business Luncheon</td>
<td>Economic Development, Strategic Planning</td>
<td>Investigate increased community participation and capacity building with this event in 2019.</td>
<td>Broader appeal and continued engagement with community groups.</td>
<td>Local business venues, musicians, business communities</td>
</tr>
</tbody>
</table>


could potentially form part of the FiReaZa youth program.

<table>
<thead>
<tr>
<th>Key stakeholders</th>
<th>Local business venues, musicians, business communities</th>
</tr>
</thead>
</table>

### 3. Implement business efficiencies

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<thead>
<tr>
<th>Action</th>
<th>Timing</th>
<th>Responsibility</th>
<th>Stakeholders</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>3.1. Consider efficiencies by aligning and clustering complementary events, including:</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Combining Spirit of Moonee Valley with Citizenship Ceremony on 26 January</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Transition to a combined Spirit of Moonee Valley Awards with the 26 January (Australia Day) Citizenship Ceremony for 2019. (See event transition table below) Awards (including 13 outstanding neighbourhood citizen awards, plus one Citizen of the Year) would be announced as part of the ceremony followed by an outdoor BBQ (weather permitting) or afternoon tea.</td>
<td>2019</td>
<td>Events &amp; Festivals, Leisure</td>
<td>Community members</td>
</tr>
</tbody>
</table>

| 3.1. Establish an Activations Officer role to coordinate centralised resources to support Council event delivery and to support capacity building for community-led events and festivals. |        |                |              |
| Establish Activations Officer role, including establishing resources, building internal and external relationships and forming clear responsibilities for central coordination of planning and delivery of events throughout Moonee Valley neighbourhoods, including administration of Community Event Permits. | 2018/19 | Leisure        | Council departments, community groups. |

Appendix B: Events & Festivals Review Action Plan 2018-21
### 3.3. Improve administration and access to Council’s Community Event Permits.

<table>
<thead>
<tr>
<th>Action</th>
<th>Timing</th>
<th>Responsibility</th>
<th>Stakeholders</th>
</tr>
</thead>
<tbody>
<tr>
<td>Transition Event Permit application and assessment process to online program (SmartyGrants)</td>
<td>2018</td>
<td>Community Infrastructure/Leisure</td>
<td>Community Planning, Local Laws, Events Permit Reference Group</td>
</tr>
<tr>
<td>Combine and streamline related permits (i.e. temporary road closures for street parties)</td>
<td>2018</td>
<td>Community Infrastructure/Leisure</td>
<td>Community Planning, Local Laws, Events Permit Reference Group</td>
</tr>
</tbody>
</table>

### Event Transitions: Implementing business efficiencies

<table>
<thead>
<tr>
<th>Event / Festival</th>
<th>Responsible</th>
<th>Recommended Transition 2018-21</th>
<th>Expected outcomes</th>
<th>Key stakeholders</th>
</tr>
</thead>
<tbody>
<tr>
<td>ANZAC Day</td>
<td>Events &amp; Festivals, Leisure</td>
<td>Centralise communications plan for this event to include ceremonies held across the city by Community Groups and RSL and improve support provided to these groups.</td>
<td>Increased community awareness of events and strengthened capacity of the community to deliver successful and well attended events.</td>
<td>Communications, RSLs and 56/32 Battalion</td>
</tr>
<tr>
<td>Citizenship Ceremonies</td>
<td>Events &amp; Festivals, Leisure</td>
<td>Investigate viable neighbourhood venues with the view to schedule ceremonies in different community venues throughout 2019 (see recommendation 1.3). The 26 January Ceremony will continue to be held at the Clocktower Centre, and from 2019 will be combined with the Spirit of Moonee Valley Event (see recommendation 3.1).</td>
<td>Citizenship Ceremonies become accessible on a neighbourhood level and the largest event, held on 26 January is amalgamated with the Spirit of Moonee Valley Event to streamline delivery.</td>
<td>Department of Home Affairs, Communications, Councillors, Eligible candidates</td>
</tr>
</tbody>
</table>
## Event Transitions: Implementing business efficiencies

<table>
<thead>
<tr>
<th>Event / Festival</th>
<th>Responsible</th>
<th>Recommended Transition 2018-21</th>
<th>Expected outcomes</th>
<th>Key stakeholders</th>
</tr>
</thead>
<tbody>
<tr>
<td>Remembrance Day Commemoration Ceremony</td>
<td>Events &amp; Festivals, Leisure</td>
<td>Centralise communications plan for this event to include ceremonies held across the city by Community Groups and RSL and improve support provided to these groups.</td>
<td>Increased community awareness of events and strengthened capacity of the community to deliver successful and well attended events.</td>
<td>Communications, RSLs and 58/32 Battalion</td>
</tr>
<tr>
<td>Spirit of Moonee Valley Awards</td>
<td>Events &amp; Festivals, Leisure</td>
<td>See recommendation 3.1. As part of the transition of Spirit of Moonee Valley, deliver the 2018 ceremony planned for Saturday 13 October in the Clocktower Centre Theatre followed by a cocktail function. The 2018 ceremony award categories will include 13 Meritificus, 2 Outstanding and 1 Citizen of the Year awards. The 2018 Citizen of the Year recipient will serve a 12 month term from October 2018 to October 2019, in parallel to the 2019 recipient who will serve from January 2019 to January 2020.</td>
<td>Business and resource efficiencies in delivering the combined civic event.</td>
<td>Governance, Leisure, Communications, Councillors, MV Community, Local businesses</td>
</tr>
</tbody>
</table>

Apexdix B: Events & Festivals Review Action Plan 2018-21