

# Harcourt Mountain Bike Park

## Communications and Engagement Plan

Forest Fire and Regions, Loddon Mallee Region, January 2017

### Project sponsors

Marg Allan, DELWP

Stan Liacos, Regional Development Victoria (RDV)

### Project contacts

Russell Manning, DELWP

Amanda Johnson, DELWP

David Leathem, Mount Alexander Shire Council

### Approvals

Russell Manning – Project Manager, DELWP

Amanda Johnson – Program Manager, DELWP

Adam Melis – Regional Manager, DELWP

Marg Allan – Regional Director, DELWP

### Authors

Heather Shaw DELWP

Lisa Gulyas DELWP

Séamus Haugh DELWP

Updated	What	Who
30 March 2017	Engagement activities	Russell Manning
10 April 2017	Action plan	Séamus Haugh
20 April 2017	Ministerial reporting	Séamus Haugh

## Background

The Victorian Government has committed \$1 million from the Regional Jobs and Infrastructure Fund towards the construction of the Harcourt mountain bike park. The new park will offer visitors up to 34 kilometres of dedicated mountain bike trails, renewing former pine plantation land.

There has been strong local support for construction of the park, with a local stakeholder committee leading the development of a feasibility study and masterplan. The Victorian Government will continue to review the membership of this group to ensure it reflects all interests and work in partnership with them to ensure the final product reflects the needs of the greater community.

Goldfields Tourism Incorporated undertook an initial investigation into the development of the park and established a steering committee that included interested stakeholders and local community groups such as the Mount Alexander Sustainability Group, Harcourt Landcare Group and Harcourt Progress Association. This group carried out a feasibility study and developed a master plan for the park design.

The study recommended the development of a single-track mountain bike trail and technical loop network, graded for various ability levels, within a purpose built facility. The feasibility study determined that in the fifth year of operation, the Harcourt mountain bike park would have an overall economic annual impact of \$9.8 million, attract 100,000 visitors and create up to 58 jobs. The construction of the bike path will have significant community benefits that address some of the economic and social issues associated with the bypassing of Harcourt and opening of the new Calder Freeway on 20 April 2009.

There needs to be further work done to include the interests of the broader community in the final design of the park, but the objective of the project is to design and construct a world class mountain bike park to International Mountain Bicycling Association (IMBA) standards to provide recreation and tourism benefits and bring social and economic benefits to the region.

## Communications Objectives

- Create awareness and educate Harcourt residents, and the wider Victorian community, on the timelines, formal community engagement opportunities and logistical processes of the project.
- Provide a clear understanding of how the community will be engaged in the development and implementation of the project.
- Encourage interested parties and local community to have their say throughout the community consultation periods.
- How the community's ideas and opinions will influence the project design
- Highlight the work of DELWP and project partners on the project milestones as they occur.

## Engagement Objectives

- Create awareness and educate Harcourt residents, and the wider Victorian community, on the timelines, formal community engagement opportunities and logistical processes of the project.
- Provide a clear mechanism for how all parties will be engaged in the development and implementation of the project.

## Negotiable/non-negotiable

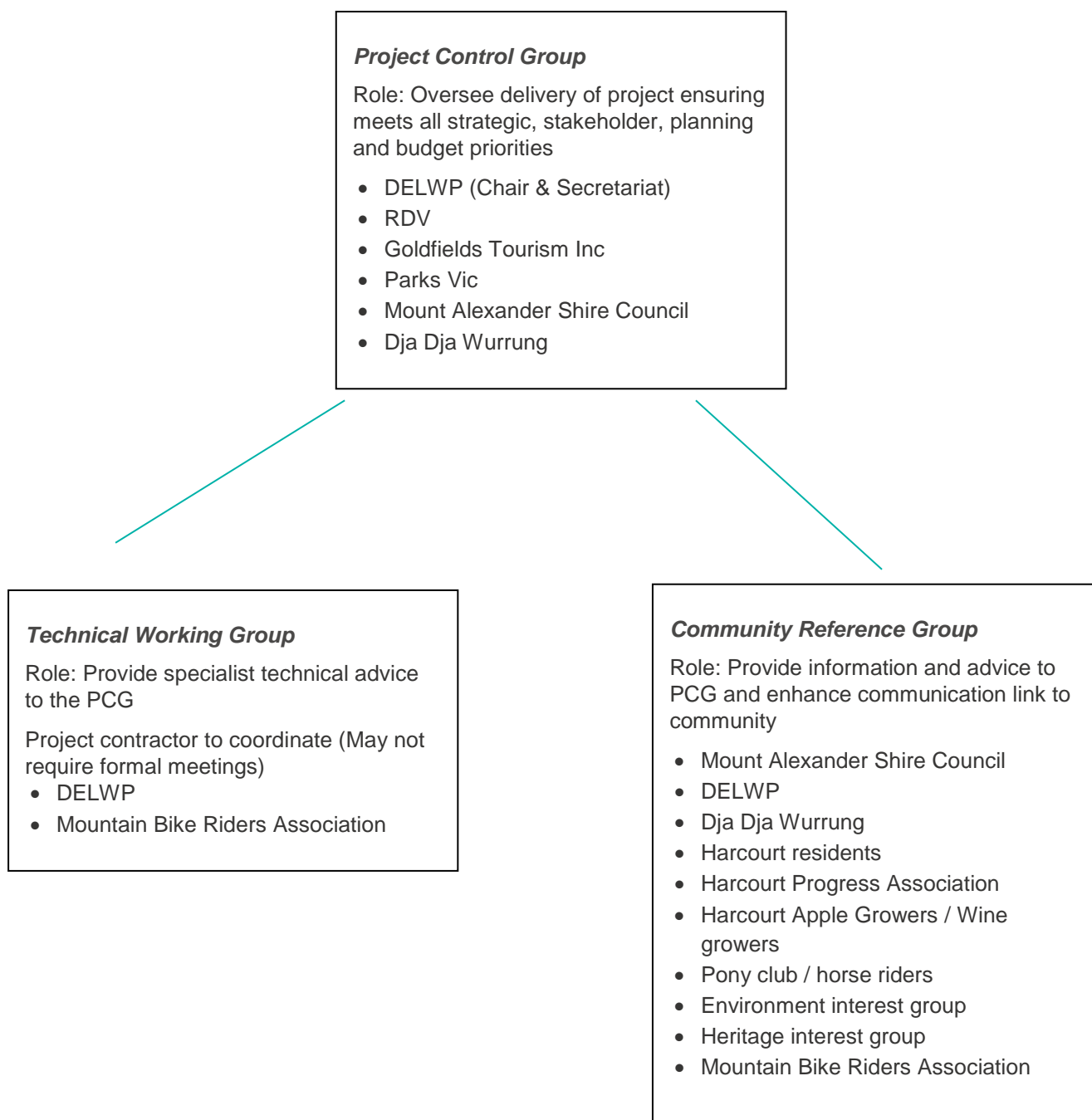
Negotiable	Non-negotiable
Detailed design of the park - what to include/not to include (adjusting masterplan)	Location/site of the park
How to mitigate against potential impacts (to the environment, neighbouring residents etc.)	Adherence with planning and environment regulations

Additional funding sources	
Flow on business opportunities - e.g. ways the local community can capitalise on increased tourism	
Ongoing governance and management of park	
Cycle route from Harcourt to mountain bike park	

## Target Audience

- Harcourt community
- Neighbours of HMBP site
- Harcourt businesses
- Mountain biking community
- Victorian public
- Internal stakeholders
- External stakeholders

## Project governance



# Key messages

## Overarching

- A world class mountain bike park will be built on a former pine plantation in Harcourt as part of a Victorian Government boost to local tourism and the health and wellbeing of locals and visitors to the region.
- The Victorian Government's \$1 million investment in the Harcourt Mountain Bike Park plan is estimated to inject \$9.8 million into the local economy, attracting 100,000 visitors each year and creating 58 jobs within five years.
- DELWP, in partnership with Regional Development Victoria, Mount Alexander Shire Council and Goldfields Track Inc., is working with the community and Traditional Owners to deliver the project.
- The Harcourt Mountain Bike Park exemplifies how environmental protection and prosperity can go hand in hand without compromising regional parks and vulnerable ecosystems.

## Design

- In 2016, DELWP commissioned and received cultural and environmental assessments that will guide decision making around trail and facility placement in the park.
- GTI undertook an initial feasibility study and master plan and community members and stakeholders will be consulted about all aspects of the design.
- We are keen to hear the community's views and opinions to better understand the issues and opportunities we have not yet identified. This will ensure we achieve an outcome where the Park reflects the needs and interests of the community and contributes positively to the prosperity of Harcourt and the surrounding communities.

## Construction

- Construction of the Harcourt Mountain Bike Park will repurpose former pine plantation land for the benefit of the local community consistent with their future development plans for the township while improving the site's environmental value.
- Situated next to prominent landmark Mount Alexander Regional Park, the Harcourt Mountain Bike Park will offer visitors up to 34 kilometres of dedicated mountain bike trails and magnificent views alongside a natural forest setting.

## Completion

- Without the input and support of the Harcourt community, Traditional Owners and the project partners, the Harcourt Mountain Bike Park would not have been built.
- The Harcourt Mountain Bike Park has been completed to International Mountain Bicycling Association standards and a world class facility has been created in Harcourt that will attract users and visitors to the region.

## Media spokesperson:

- Marg Allan, Regional Director
- Russell Manning, Project Manager HMBP

## Stakeholder approach

<b>What Engagement success looks like:</b>	Partners and stakeholders: <ul style="list-style-type: none"><li>• are kept up-to-date about the progress of the project</li><li>• have the information they require to make informed contributions to decision making when required</li><li>• understand how their input has been used and believe they have been treated fairly (even if the outcome is not their preferred outcome)</li></ul>			
<b>Stakeholder analysis:</b>				
<b>INFORM</b>	<b>CONSULT</b>	<b>INVOLVE</b>	<b>COLLABORATE</b>	<b>EMPOWER</b>
<b>Promise:</b>	<b>Promise:</b>	<b>Promise:</b>	<b>Promise:</b>	<b>Promise:</b>
We will keep you informed.	We will keep you informed, listen to and acknowledge concerns and provide feedback on how your input influenced the decision.	We will work with you to ensure that your concerns and issues are directly reflected in the alternatives developed and provide feedback on how your input influenced the decision.	We will look to you for direct advice and innovation in formulating solutions and incorporate your advice and recommendations into the decisions to the maximum extent possible.	We will implement what you decide.

## Stakeholder analysis

Internal Stakeholder	Interest in the project	Potential risks (if not engaged appropriately)	Influence	Interest	Level of engagement (from IAP2 Spectrum)	Engagement tool(s)
Minister for Energy Environment & Climate Change	Election Commitment Motivators: Economic development. Positive outcome for constituents. Community involvement. Concerns: Failure to deliver the project.	Failure to support requests for further support, including funding requests. Lost confidence in project staff and other stakeholders	H	H	Inform (Empower if she wishes to be actively involved.)	Regular briefings On site visit(s) Potential opportunities at different achieved milestones throughout the project
Minister for Agriculture & Regional Development	Motivators: Economic development. Positive outcome for constituents. Community involvement. Concerns: Failure to deliver the project.	Failure to support requests for further support, including funding requests. Lost confidence in project staff and other stakeholders	H	H	Inform	Regular briefings Potential opportunity to join Minister for EEC at media events
Member for Bendigo West	Motivators: Economic development. Positive outcome for constituents. Community involvement. Concerns: Failure to deliver the project.	Lost confidence in project management.	M	H	Inform	Potential opportunity to join Ministers at media events
Member for Bendigo East	Motivators: Economic development. Positive outcome for constituents. Community involvement. Concerns: Failure to deliver the project.	Lost confidence in project management.	M	H	Inform	Potential opportunity to join Minister at media events
DELWP – Secretary, Deputy Secretary FFR	Motivators: Requirement for project to be delivered, opportunity to demonstrate successful delivery of a collaborative project that puts community at the centre. Concerns: Funding and resource requirements, ensuring a sustainable future management model	Unable to provide adequate updates to the Minister. Intervention if not confident that the project is being managed appropriately.	H	H	Involve (Empower if either wishes to be actively involved.)	Regular briefings and written progress reports On site visit(s)



DELWP Loddon Mallee Region	Motivators: Requirement for project to be delivered, opportunity for productive use of land Concerns: Funding and resource requirements, ensuring a sustainable future management model	Limited support of the project	H	H	Collaborate	Chair project control group and technical working group. Observer of stakeholder reference group Observer at community reference group meetings
Goldfields Tourism Inc.	Motivators: High profile strategic asset to boost Goldfields Track recognition and use Concerns: Further funding requirements, extent of approval process with impact on park design, ensuring a sustainable future management model	May disengage from the project. Provide negative feedback to the Minister	H	M	Collaborate	Internal briefing updates Member of project control group and technical working group.
Parks Victoria	Motivators: Opportunity for productive use of land and associated benefit to MARP Concerns: Funding and resource requirements, ensuring a sustainable future management model	May obstruct the project. Failure to provide knowledge, information or resources to support project development and implementation.	H	M	Collaborate	Internal briefing updates Member of project control group and technical working group
Regional Development Victoria	Motivators: Project fulfilling regional economic development strategic aims Concerns: Further funding requirements, project governance and processes	Lack of confidence in the potential of the project to deliver on their aims. Unlikely to support further funding.	M	L	Inform	Internal briefing updates Member of project control group and technical working group
Mount Alexander Shire Council	Motivators: Economic development and recreational asset opportunity Concerns: Impact on local infrastructure and alignment with strategic plan.	Fail to provide support required to progress the project.	H	M	Collaborate	Member of project control group and technical working group Co-chair or member of stakeholder reference group.
Dja Dja Wurrung Clans Corporation	Motivators: Project can be a vehicle for employment, recognition and community partnership building Cultural heritage interpretation and	Fail to provide the support and permissions required to progress the project.	H	H	Collaborate	Onsite meetings Collaboration with planning process. Member of project control

protection  
Concerns: Potential negative impact on cultural sites

group - if DDW wish to be. If not regular updates

External Stakeholder	Interest in the project	Potential risks (if not engaged appropriately)	Influence	Interest	Level of engagement (from IAP2 Spectrum)	Engagement tool(s)
Mountain biking community	Motivators: Significant asset for use and catalyst for growth in mountain biking Concerns: ensuring the Park design and facilities are at a high standard, access and cost of use.	Low usage of the park when completed, and therefore not provide the projected benefits. Lack of involvement in ongoing maintenance and development of park. Potential to raise concerns with local council, media, MPs and Minister.	H	L	Involve	Targeted publicity and media (traditional and digital mediums), Information sharing with clubs and user groups. Member of stakeholder reference group
Regional business community	Motivators: Ability to leverage business opportunity from the Park Concerns: Risk of any investment of time and resources not producing desired results	Potential to raise concerns with local council, media, MPs and Minister.	H	L	Involve	Targeted publicity and media, information sharing through business networks, workshops. Member of stakeholder steering committee.
General Harcourt and wider community	Motivators: Economic impact on Harcourt, added infrastructure for use Concerns: Impact of Park on lifestyle, increased activity within town, possible restriction on existing activities	Potential to raise concerns with local council, media, MPs and Minister	M	L	Consult	'The Core' community newsletter, community meetings, information at key locations, local papers, social media channels Member of stakeholder steering committee.
Harcourt residents neighbouring the Park	Motivators: Economic impact on Harcourt, added infrastructure for use, potential positive impact on property values Concerns: Increased traffic and activity in area, anti-social behaviour, loss of amenity and lifestyle, potential negative impact on property values	Have already formed interest group. Will seek media coverage and recruit people to their cause, using social media for example. Likely to write directly to Council, MPs and Minister. Could take direct action (e.g. protest on site).	H	L	Involve	As above, plus scheduled meetings, letter box drop/emailed project updates Member of stakeholder steering committee. MASC to meet directly with interest group to discuss how they can be involved in

						the project.
Environment interest groups	Motivators: Protection of flora and fauna. Concerns: Impacts of increased use on biodiversity values	Will assume negative impacts and lobby, (via media) for change	M	L	Consult	Invite representation on stakeholder reference group
Other users of the park (eg horse riders)	Motivators: Ability to be able to continue to use the area for their interests. Concerns: Impact of mountain bikes on their activity.		M	L	Consult	Invite representation on stakeholder reference group

## Project timeline

January	February	March	April	May	June	July	August	September	October	November
Contractor tenders go out. Due by Jan 31	Review of tender applications	Proposed tenderer approvals	Tenderer appointed – April 1  Preliminary design out for public comment and community consultation	Include community feedback in final design	Plan and design completed and submitted for approvals	Design approved.  Construction begins, weather permitting	Construction	Construction	Construction	Project completed

# Hacourt Mountain Bike Park

## Communications and Engagement Action Plan

Engagement actions in blue

Communications Actions in black

Tools	Description/Objective	Target audience	Action Officer	Date
<b>Weekly written internal updates</b>	Advising on progress/issues of project	Minister's D'Abrosio and Pulford, DELWP Secretary, Dep Secretary	Russell Manning to Marg Allan  Marg Allan to send to Dep Sec	Weekly
<b>Monthly election commitment briefing update</b>	Advising on progress/issues of projec	Minister of Energy, Environment and Climate Change	Russell Manning	Monthly
<b>Meetings</b>	Regular meetings with the project partners	PCG, CRG, MASC, PV, GTI	Russell Manning	Monthly
<b>Yammer posts</b>	Regular yammer posts on positive happenings, small and large wins, of the project	DELWP Secretary, Dep Sec, LM RD	Russell Manning  Amanda Johnston  Seamus Haugh/Seamus Haugh	Ongoing
<b>Informal community enegagement:</b>  <b>One-on-one meetings, telephone conversations, etc with Harcourt residents, businesses, etc</b>	To listen to the community, hear specific concerns, rectify issues if able and keep in constant contact	Neighbouring site residents  Harcourt community members  Harcourt business	Russell Manning	Ongoing

		community		
<b>ABC Central Vic radio interviews</b>	Raise awareness of project and how the community can be involved	Harcourt Community Central Victorian public	Lisa Gulyas	Ongoing – where appropriate
<b>HMBP webpage on DELWP website</b>	Creating awareness of project and updates  Vehicle for community to register and 'have their say' on the project.	Local Harcourt community  Victorian public	Updates requested by Russell M and actioned by Lisa G.	Ongoing
<b>November Project Update</b>	Creating awareness of project and updates	The Core Newsletter - Local Harcourt community	Seamus Haugh	3 Nov
<b>Ministerial media event</b>	Announce tender process, key milestones and project timelines	Local Harcourt Community  Victorian community	Seamus Haugh	1 Dec
<b>Flyer for Info Session</b>	Create awareness of info session on 8 Feb 2017	CRG, PCG via email  Harcourt community via letter box drop  Flyers placed around Harcourt, ie store fronts, post office, community message board  Sent to The Core Newsletter  Sent to Mount Alex Business Association	Written by Lisa G/emailed by Russell M.  Russell M.  Russell M.  Lisa G  Lisa G.	23 Jan

<b>December Project Update</b>	Creating awareness of project and updates	The Core Newsletter - Local Harcourt community  CRG	Lisa Gulyas	23 Dec
<b>January Project Update</b>	Use info session flyer to create awareness of info session	The Core Newsletter - Local Harcourt community CRG Local media	Lisa Gulyas	30 Jan
<b>Media release</b>	Introduce Russell as new Project Manager and meet him at the info session	Harcourt community	Lisa Gulyas/Minister	1 Feb
<b>Social media</b>	Create awareness of project and info session	Harcourt community  Victorian public	Lisa Gulyas	31 Jan
<b>Fact Sheet</b>	Document to outline what has happened so far on the project and up-to-date timelines	Harcourt community	Lisa Gulyas/Approved by Russell Manning	2 Feb
<b>FAQ Document</b>	Assist in answering general questions from the public  DELWP Customer Service to answer general enquiries	Harcourt community  Victorian public	Lisa Gulyas/Approved by Russell Manning	2 Feb
<b>Q&amp;A Document</b>	Q&A's to assist internal staff with messaging	Internal staff	Lisa Gulyas/Approved by Russell Manning	2 Feb
<b>Facebook – Info Session</b>	Facebook post reminding people of session	Harcourt community  Victorian public	Lisa Gulyas	3 & 7 Feb
<b>Community Information Session</b>	Opportunity for the community to listen to where the project is up to and its revised timelines. Also, a chance for people to speak face-to-face with members of the project team.	Harcourt community	Russell M	8 Feb
<b>Facebook</b>	Follow up post with photo on how the info session went.	Harcourt community  Victorian public	Lisa Gulyas	Feb 9

<b>Facebook</b>	Advise the public that there will be a HMBP info stand where they can ask project team members about the mountain bike park.	Harcourt community Victorian public	Seamus Haugh	8 Mar
<b>Updated Fact sheet</b>	Updated progress, timelines, etc if appropriate	Harcourt community Victorian public	Seamus Haugh/Approved by Russell M.	7 Mar
<b>February Project Update</b>	Creating awareness of project and updates.	The Core Newsletter - Local Harcourt community CRG Local media	Seamus Haugh	24 Feb
<b>Applefest 2017 - Harcourt</b>	Create awareness of the project and an opportunity to speak face-to-face with local community members and the wider public.	Harcourt community Victorian public	GTI/Russell M to organise	11 Mar
<b>Facebook post</b>	Post-Applefest post with photo to show participation and out in the community.	Harcourt community Victorian public	Seamus Haugh	13 Mar
<b>Harcourt Business Community Info Session/Q&amp;A - TBA</b>	Explain to businesses how they can get the most out of having the HMBP in town and how it can boost their revenue if they get involved. Suggest Stan Liacos to do a presentation to the businesses on the economic and tourism benefits of the park.	Harcourt business community only (invites)	David Leatham MACS	Late April – early May
<b>March Project Update</b>	Creating awareness of project and updates.	The Core Newsletter - Local Harcourt community CRG Local media	Séamus Haugh	24 Mar
<b>Ministerial announcemenet</b>	Successful tenderer announcement and engagement opportuntiiis – media release	Harcourt community Victorian public	Seamus Haugh/Minister's Office	11 April TBC
<b>Trail Design Meeting (adjacent landholders/</b>	Russell and Dirt Art meeting at ANA Hall to talk through draft design of trail network	Adjacent landholders and residents	Email has been sent. Russell to follow up with	11 April

			call to nine people	5pm
<b>Trail Design Meeting (CRG and TRG)</b>	Russell and Dirt Art meeting at ANA Hall to talk through draft design of trail network			7.30pm
<b>Trail Design Meeting (Community Info Session)</b>	Russell and Dirt Art meeting at ANA Hall to talk through draft design of trail network	CRG, TRG and community members	TBC	26 April 7pm-8pm
<b>Facebook post</b>	Update on outcomes of the community workshops and next steps	Harcourt community Victorian public	Seamus Haugh	May – day after media release
<b>April Project Update</b>	Creating awareness of project and updates.	The Core Newsletter - Local Harcourt community CRG Local media	Seamus	24 April
<b>May Project Update</b>	Creating awareness of project and updates.	The Core Newsletter - Local Harcourt community CRG Local media	Creating awareness of project and updates.	24 May
<b>Listening post - TBA</b>	Update community face-to-face on where the design process is and a tentative date when construction could start. Share final design?	Harcourt community	Russell Manning/Seamus Haugh	Mid – late June
<b>Media release</b>	Final design has been submitted for approvals	Harcourt community Victorian public	Seamus Haugh/Minister Office	June
<b>June Project Update</b>	Creating awareness of project and updates.	The Core Newsletter - Local Harcourt community CRG Local media	Creating awareness of project and updates.	24 June
<b>Ministerial event</b>	Plan and design approved/construction begins/Minister to do a sod turning with the MP	Harcourt community Victorian public	Seamus Haugh/Minister Office	July



<b>July Project Update</b>	Creating awareness of project and updates.	The Core Newsletter - Local Harcourt community CRG Local media	Seamus Haugh	24 July
<b>August Project/Construction Update</b>	Creating awareness of project and updates.	The Core Newsletter - Local Harcourt community CRG Local media	Seamus Haugh	24 August
<b>September Project/Construction Update</b>	Creating awareness of project and updates.	The Core Newsletter - Local Harcourt community CRG Local media	Seamus Haugh	24 Sept
<b>October Project/Construction Update</b>	Creating awareness of project and updates.	The Core Newsletter - Local Harcourt community CRG Local media	Seamus Haugh	24 Oct
<b>Ministerial event</b>	Completion of project and Official opening of Harcourt Mountain Bike Park by the Minister	Harcourt community  Victorian community	Seamus Haugh/Russell Manning	15 Nov

