

# EUROBODALLA EVENT STRATEGY 2019–2024



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# A MESSAGE FROM THE MAYOR OF EUROBODALLA SHIRE COUNCIL



The Eurobodalla Events Strategy 2019-2024 provides a five-year blueprint to guide Council planning and decision-making to best support events to help grow the local economy and assist local event organisers.

We are committed to ensuring that Eurobodalla Shire Council provides our community and

visitors with the opportunity to experience and participate in a diverse range of stimulating events and cultural activities.

This Strategy aims to establish a balanced and sustainable portfolio of vibrant tourism and community events that celebrate and generate awareness of the unique attributes that Eurobodalla offers, creating compelling reasons for visitors and residents to visit, explore and return to the area.

Events have the potential to deliver a range of positive impacts for Eurobodalla including: direct and indirect economic and tourism benefits; greater awareness of the Eurobodalla as an attractive place to live, visit and invest; opportunities for new infrastructure development; creativity, innovation and community pride.

We are proud to support events in Eurobodalla and we look forward to working with local and external event organisers to grow events that create fun and vibrancy for our residents and visitors.

I am excited about the opportunity the Eurobodalla Events Strategy 2019-2024 presents and we are confident this direction will contribute to an outstanding calendar of events for our residents and visitors to enjoy.

A handwritten signature in black ink, appearing to read 'Liz Innes'.

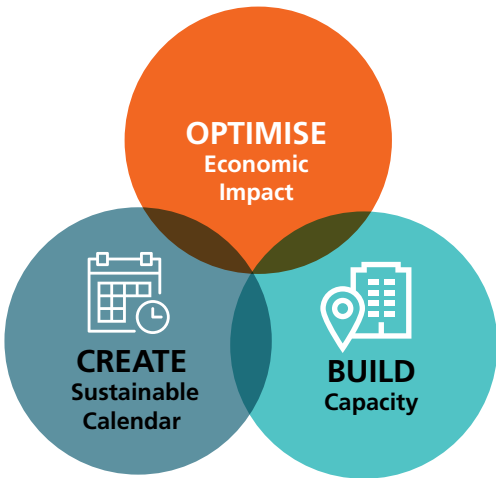
**Councillor Liz Innes**

# OUR VISION

To establish a balanced and sustainable portfolio of vibrant tourism and community events that celebrate and generate awareness of the unique attributes of Eurobodalla, creating compelling reasons for visitors and residents to visit, explore and return to the area.

# OUR GOALS

- 1. **Optimise** the economic impact of events.
- 2. **Create** a sustainable calendar of events across the year.
- 3. **Build** Eurobodalla’s capacity for hosting and delivering vibrant events.



# OUR FOCUS

STRATEGIES	OPTIMISE ECONOMIC IMPACT	CREATE A SUSTAINABLE CALENDAR	BUILD CAPACITY
	1. Maximise the benefits and outcomes from tourism and community event support	1. Enhance Eurobodalla’s competitive advantage as an events destination	1. Enhance key event infrastructure across the Shire and develop new infrastructure to support growth
	2. Increase the economic contribution from visitor markets	2. Grow and support two Hallmark Events that showcase Eurobodalla’s unique qualities	2. Increase the capacity and capability of event organisers
	3. Improve the promotion of events to visitors and residents	3. Build Eurobodalla’s reputation as a key regional destination for sports tourism events	3. Maintain the reputation as an event-friendly and inclusive destination
	4. Activate Eurobodalla as a Shire-wide event experience	4. Align with the new Eurobodalla tourism brand and marketing initiatives to build a clear point of difference as an event destination	4. Facilitate the development of new event experiences

Narooma Oyster Festival



# 1.0 SETTING THE SCENE

## 1.1 Introduction

The Eurobodalla Events Strategy 2019-2023 provides a five-year blueprint to guide Council planning and decision-making to best support events to help grow the local economy and assist local event organisers.

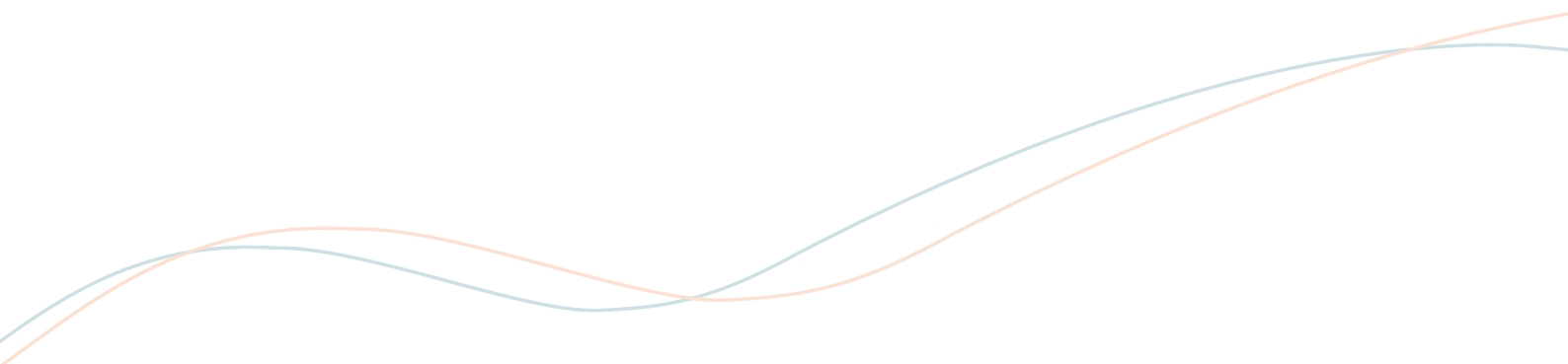
Eurobodalla must grow the value of events in the visitor economy through increasing yield and shifting current seasonal visitation patterns to more sustainable year-round visitation across the Shire. The Strategy sets out a plan for identifying the best events to attract, develop and grow and build a balanced and sustainable portfolio of events that contribute to the local economy and provide social outcomes for local communities.

Events are important in building the profile and reputation of Eurobodalla as a vibrant cultural and leisure tourism destination year-round. Events provide a means to showcase Eurobodalla's stunning waterways, beaches, National Parks and reserves, rich arts and culture and quality local products.

The Strategy will promote the unique identities and stories of Eurobodalla's towns and villages to create compelling reasons to visit. The Strategy will also assist the Shire to leverage public and private sector investment for new event infrastructure and facilities.

The Strategy has been prepared by Tilma Group, with support from JJ Strategic Consulting, for Eurobodalla Shire Council. It reflects the culmination of desktop review, stakeholder engagement and analysis of the Eurobodalla's strengths, challenges, opportunities, current event portfolio, and performance relative to competitor destinations.

The focus of this strategy is on events that are managed or organised by groups outside of Council. It does not impact on Council-run events such as NAIDOC Week, library events or Seniors' Festival events.

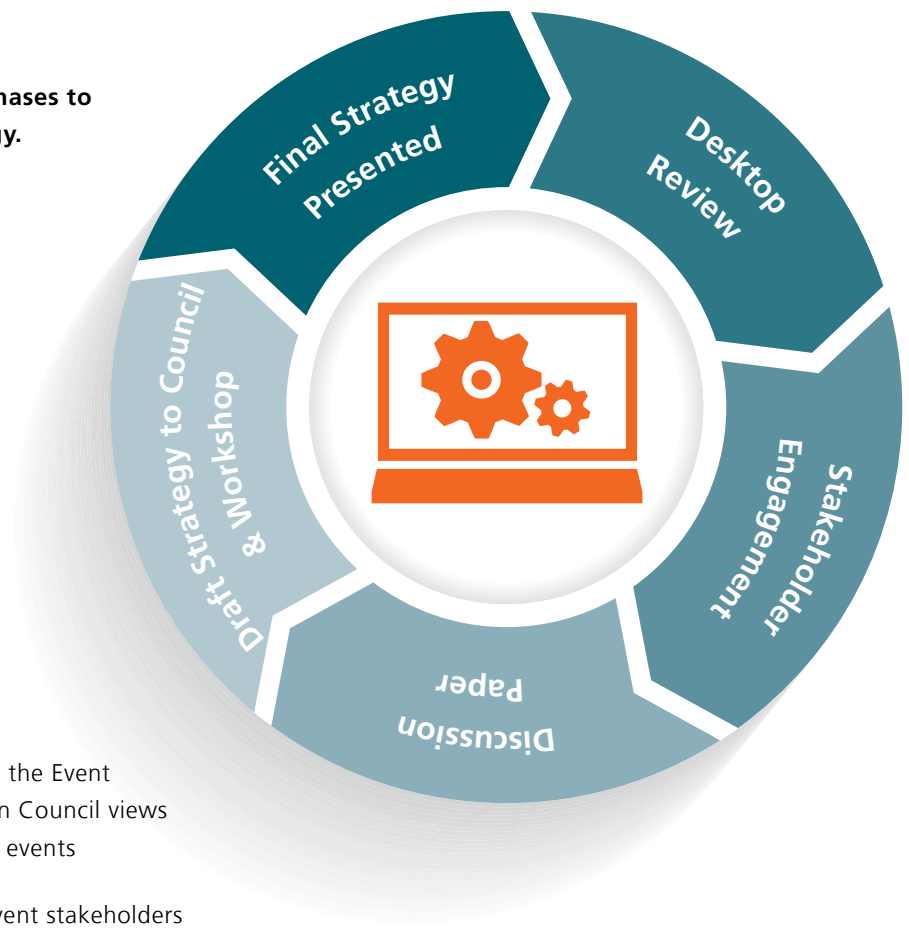


River of Art Wearable Art Fashion Parade



## 1.2 Stakeholder Engagement

Consultation was undertaken at key phases to inform the development of the Strategy.



The engagement process involved:

- **A Council Briefing Session** to explain the Event Strategy development process and learn Council views on support for tourism and community events
- **One-to-one Meetings** with the key event stakeholders to gain their views on the current situation and their aspirations and priorities related to the development of events in the region
- **An Event Management Workshop** facilitated with 18 representatives of the local events that attract visitors and residents to gather their collective thoughts on issues and opportunities for event development and growth across Eurobodalla
- **An Online Event Management Survey** distributed to 105 local event stakeholders across Eurobodalla, with 43 providing responses
- **Preparation of a Discussion Paper** to test potential strategic priorities for the development of events and to provide opportunities for feedback from event organisers
- **Presentation of the Draft Event Strategy to a second Council Briefing session** and facilitation of a second Event Management Workshop to present and gather feedback on the Draft Strategy.

Stakeholders engaged included:

- Local event organisations including staff, volunteers and partners
- Professional event management companies
- Chambers of Commerce (Batemans Bay, Mogo, Moruya, Narooma, Tilba)
- Destination NSW (DNSW)
- Destination Southern NSW (DSNSW)
- Eurobodalla Shire staff / Councillors

*See Appendix 1 for a list of the events involved in the engagement process.*

## 1.3 Strategic Alignment



Eurobodalla Shire Council has set a clear intention in the Eurobodalla Destination Action Plan (EDAP) to grow the value of events for Eurobodalla and its towns and villages through a pro-active and strategic approach to event procurement and development.

A high priority action of the EDAP is the development of a Tourism Events Strategy that provides strategies and actions to drive visitation and increase visitation expenditure across the year in the Shire's towns and villages.

The Strategy provides the framework to support the development of tourism events that align with the four experience platforms identified in the EDAP - Nature, Food, Towns and Villages, and Events.

Further, Eurobodalla's new tourism brand positioning and marketing initiatives will assist in differentiating the destination in the minds of visitors and encouraging year-round visitation across the Shire.

From a state perspective, events will be an important driver in reaching the NSW Government's ambitious target of \$20 billion in visitor expenditure in rural and regional NSW by 2025, rising to \$25 billion by 2030. The Strategy also takes into account the Destination Southern NSW Destination Management Plan 2018-2020. The Plan acknowledges that events have the potential to create interest in the experiences on offer in a destination, generate publicity and to link in with the region's seasonal variations and associated produce.

This Strategy seeks to complement other Council strategic initiatives for tourism including a Draft Eurobodalla Nature-Based Tourism Feasibility Study that will identify opportunities to capitalise on Eurobodalla's natural assets. The NSW National Parks and Wildlife Service and Forestry Corporation NSW plays a vital role in providing nature-based visitor experiences, including those delivered by commercial operators. NPWS is developing a Visitor Experience Strategy that will provide further opportunities to collaborate on tourism experience development and delivery.

The Strategy will support delivery of  
the Eurobodalla Community Strategic Plan 2017  
with its vision for a community that is:

**FRIENDLY**

We are happy, supportive and welcoming

**RESPONSIBLE**

We make balanced decisions that benefit current  
and future generations

**THRIVING**

We are successful and sustainable in growth and development

**PROUD**

We build community spirit and our Eurobodalla leads the way.

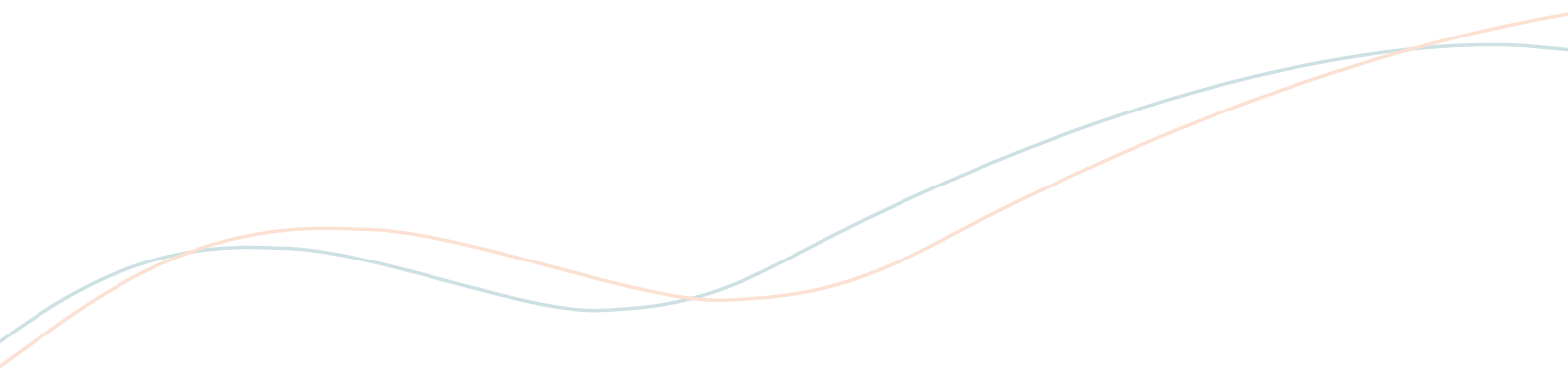
## 2.0 EUROBODALLA'S EVENT INDUSTRY

### 2.1 Eurobodalla's Event Story

The Eurobodalla events calendar currently comprises a suite of tourism and community events that celebrate the unique attributes of Eurobodalla and create a sense of fun and vibrancy for residents and visitors. These events are organised by professional and experienced private sector event managers through to local community organisations, and passionate individuals.

A growing reputation for oysters and other local harvests, a diverse arts scene, fishing, and adventure sports such as mountain biking have been the impetus for the growth of significant events such as the Narooma Oyster Festival and River of Art, and many home-grown tourism and community events. Proximity to Canberra and Sydney also make Eurobodalla attractive for state and national sporting organisations and events seeking affordable destinations that offer quality infrastructure in a stunning location.

Continuing to shape and grow these events with a focus on increasing their sustainability is vital to ensure they achieve their full potential and enhance the Shire's competitiveness. Eurobodalla is facing mounting competition to attract event visitors as a growing number of regional destinations look to events to increase visitation and local expenditure.



Batemans Bay Paddle Challenge



## 2.2 Strengths, Challenges and Opportunities

**Eurobodalla's current strengths, challenges and opportunities in the context of events are summarised as follows:**

	STRENGTHS	CHALLENGES	EVENT OPPORTUNITIES
<b>Tourism product &amp; experiences</b>	Rich in natural assets for play and harvest	Limited new product and experiences that encourage overnight stays across the year, including high profile oyster experiences	Events that showcase the coast, rivers, National Parks, forests and Marine Park and create a clear position as the destination for oysters
<b>Visitation</b>	Proximity to large populations seeking to escape cities and the day-to-day	Domestic market dependence with majority visiting in summer months and school holidays	Events in off-peak months targeting high yield domestic and international overnight visitors
<b>Destination marketing</b>	New tourism brand and marketing will shape a clear positioning and tourism product development	Strong competition from other NSW coastal destinations	Events aligned with the new brand and packaged with tourism products to encourage overnight stays and local spend and strengthen Eurobodalla's point of difference
<b>Event management</b>	Large portfolio of events and growing reputation for delivering quality events	Limited strategic approach to event planning and volunteer capacity is hampering event growth	Balanced and sustainable events calendar that attracts visitors across the year and is underpinned by targeted funding and event management support
<b>Event infrastructure</b>	Home of new Regional Aquatic and Arts Centre and large number of sports grounds and facilities	Attraction and development of events is impacted by cost of event infrastructure and access to suitable accommodation and venues	Fully activated event precincts and matched with best-fit events
<b>Event management support</b>	Strong Council and community support and participation in event development and growth	Local event growth is limited by lack of clarity on event funding priorities and heavy dependence on volunteer resources and funding support	Event assessment framework for the support of tourism and community events and resources to assist the sustainability and growth of volunteer run events

## 2.3 Event Benefits for Eurobodalla



**“** RESEARCH INDICATES THREE-QUARTERS OF EVENT ATTENDEES WOULD NOT HAVE GONE TO A DESTINATION, IF NOT FOR AN EVENT. IN ADDITION, FOR 57% OF FIRST-TIME VISITORS TO THE REGION, THE EVENT IS THE MAIN REASON FOR VISITING AND LIKEWISE FOR 69% OF REPEAT VISITORS<sup>1</sup>

<sup>1</sup> Reinventing Rural Places, The extent and impact of festivals in rural and regional Australia | Uni of Wollongong

# 3.0

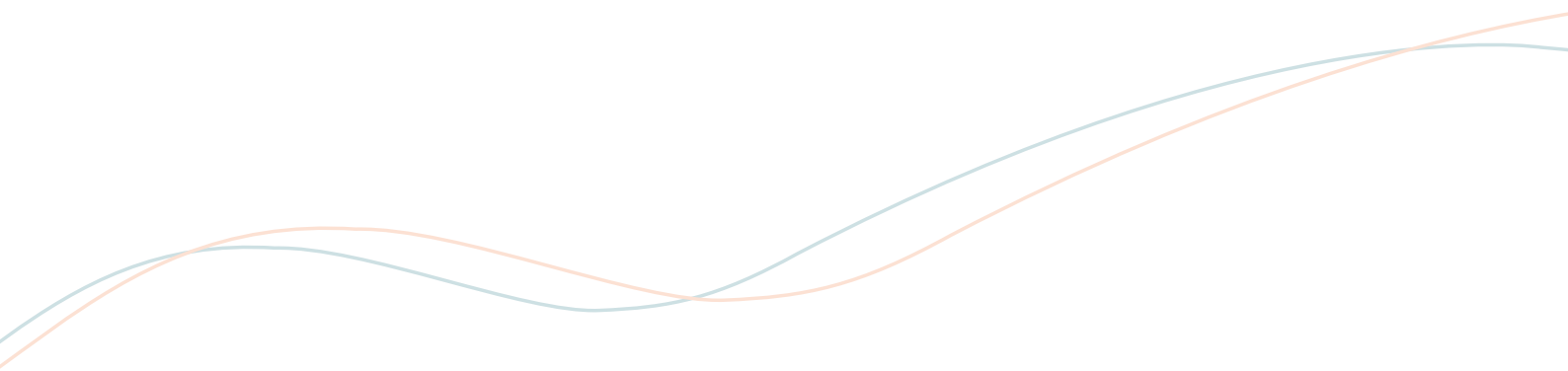
## THE RIGHT EVENTS

Based on the consultation and desktop review, the following event categories, assessment framework and events funding program have been defined. The framework is a robust and pragmatic tool that will allow Eurobodalla Shire Council to make more calculated assessments and decisions on event attraction and support. It will ensure that event resources are allocated adequately and strategically and will keep the focus on the vision and goals.

The aim of the event categories and assessment framework is to create a balanced and sustainable portfolio of tourism and community events.

### **The specific outcomes for Eurobodalla Shire include:**

1. Develop significant anchor or hallmark events that create a competitive advantage for Eurobodalla, build reputation, create a reason to visit in the off season, celebrate everything that is special about Eurobodalla and form the foundation of the events calendar
2. Support the sustainable growth and development of the destination events and volunteer committees.
3. Delineate tourism and community events to ensure a clear framework for assessment and support that is fair and transparent
4. Attract and leverage key external events to enhance Eurobodalla's reputation as an event destination
5. Catalyse the development of home-grown events and tourism experiences
6. Use sports tourism events to extend the calendar with complementary events
7. Establish a robust and consistent event evaluation framework



Batemans Bay Triathlon Festival



### 3.1 Event Categories

There are four event categories, which are based on scale (large to small) and reach (international to local), with the combination of all categories making up a balanced portfolio of events for Eurobodalla.



EVENT CATEGORY	REACH	ATTRIBUTES
Tier 1 Hallmark Events	Drive economic development of Eurobodalla, have the potential to be nationally significant events which attract interstate visitation, and generate awareness for Eurobodalla in line with the destination brand positioning	<b>These events:</b> <ul style="list-style-type: none"><li>- are distinctly Eurobodalla and celebrate the Shire’s competitive advantages</li><li>- are usually recurring and multiple days</li><li>- are Shire wide</li><li>- have a well-structured and organised event management committee or company with access to operational and marketing expertise</li><li>- take place outside the peak tourism period</li><li>- draw at least 60% of attendees from outside the Shire</li><li>- generate triple bottom line benefits</li><li>- attract national and international media coverage</li><li>- create partnerships with local businesses to ensure maximum spend locally</li><li>- generate significant value and add to local businesses</li><li>- engage with the local tourism industry with a view to building partnerships that drive visitation</li><li>- generate or self fund a considerable portion of the event</li><li>- build Eurobodalla brand awareness and deliver enormous value as destination marketing tools</li><li>- have strategies for measuring visitation and the visitor experience</li><li>- have a sound environmental policy</li><li>- foster community pride</li><li>- have a robust post event review and analysis process.</li></ul>

EVENT CATEGORY	REACH	ATTRIBUTES
<b>Tier 2</b> Destination Events	Drive economic development of Eurobodalla through a significant leisure event. Visitation is primarily from outside the Shire	<p><b>These events:</b></p> <ul style="list-style-type: none"> <li>- may not be exclusive to Eurobodalla – external events (e.g. music/entertainment event )</li> <li>- may be one-off or recurring</li> <li>- draw at least 40% of visitors from outside the Shire</li> <li>- help to attract visitors outside peak seasons</li> <li>- demonstrate sound organisational planning and budget planning and management</li> <li>- create partnerships with local businesses to ensure maximum spend locally</li> <li>- generate significant visitor economy benefits</li> <li>- attract national and international media coverage</li> <li>- align with the hero experiences and assets of Eurobodalla</li> <li>- build Eurobodalla brand awareness</li> <li>- are important for building profile and reputation</li> <li>- have strategies for measuring visitation and the visitor experience</li> <li>- have a sound environmental policy</li> <li>- foster community pride</li> <li>- have a robust post event review and analysis process.</li> </ul>
<b>Tier 3</b> Sports Tourism Events	Drive economic development of Eurobodalla through a regional or state level sporting/recreation event which attracts intrastate and interstate visitation	<p><b>These events:</b></p> <ul style="list-style-type: none"> <li>- may not be exclusive to the Shire (e.g. major sporting events, participation events such as MTB)</li> <li>- may be new or existing</li> <li>- draw at least 40% of visitors from outside the Shire</li> <li>- generate significant visitor economy benefits</li> <li>- drive social and health benefits for local community and sporting groups/clubs</li> <li>- attract media coverage</li> <li>- align with the infrastructure and natural assets of Eurobodalla</li> <li>- are important for building profile and reputation</li> <li>- leave a legacy for Eurobodalla (via such things as sporting infrastructure development)</li> <li>- align with Eurobodalla brand positioning</li> <li>- have strategies for measuring visitation and the visitor experience</li> <li>- have a sound environmental policy</li> <li>- foster community pride</li> <li>- have a robust post event review and analysis process.</li> </ul>

EVENT CATEGORY	REACH	ATTRIBUTES
<b>Tier 4</b> Community Events	Celebrate important occasions for the local community and also provide visitor experiences	<b>These events:</b> <ul style="list-style-type: none"> <li>- celebrate and promote a vibrant, diverse and fun place to live and visit</li> <li>- attract attendees locally from within the Shire</li> <li>- are value-added experiences for out-of-region visitors who are already in the Shire</li> <li>- deliver social value for primarily local audiences rather than economic impact from out-of-region visitors</li> <li>- contribute to building strong communities: inclusive, connected, engaged, healthy and active</li> <li>- foster community pride</li> <li>- attract local and regional media coverage</li> <li>- continue a local tradition.</li> </ul>

## 3.2 Event Assessment Framework – Tourism Events

**Tourism events will be assessed against the following criteria.**

### 1. Economic Impact

- Economic impact on the Shire (overnight visitor spend + day trip visitor spend + direct event expenditure in the Shire)
- Accommodation capacity during the event
- Ability to attract people from outside the Shire (visitors)
- Total attendance
- Visitor nights
- Competitor numbers (participatory events only)
- Percentage of new visitors introduced to the Shire, i.e. visiting for the first time

### 2. Reputational Impact

- Brand positioning alignment
- Media advertising value equivalency and reach
- Marketing value and exposure – content reach, website users, database
- Participant/attendee satisfaction level (Would you come again?)
- Alignment to Eurobodalla experience pillars (Immerse, Unearth and Taste)

### 3. Community Impact

- Community involvement in the event
- Enhancing competitive strengths and sense of place of the individual towns and villages

A Key Performance Indicator (KPI) is assigned to each criterion to deliver consistency and transparency in decision making and a recommended funding threshold given for the different event categories. The criteria draw on existing measurements used by Eurobodalla Shire Council.

In assessing tourism events, it is important that the events supported by Eurobodalla Shire Council undergo a consistent measurement of success using the following formulas. This will assist Council in determining the Return on Investment (ROI) for event support and in benchmarking for future funding rounds.

**Return on Investment:** Visitor nights x average visitor spend National Visitor Survey (NVS)/Total grant value = XX:1

**Cost per visitor:** Total annual grant value/Total annual visitation = \$XX cost per visitor

All tier one, two and three events must utilise Councils new event evaluation system to measure visitation to ensure consistent reporting.

### 3.3 Event Assessment Framework – Community Events

**Community events will be assessed against the following criteria:**

- Attendance numbers (locals and visitors)
- Engagement of local community groups
- Community involvement in the event
- Impact on community pride and quality of life
- Opportunity for community to be showcased and celebrated
- Local stories in media.

As per tourism events, each criterion has an associated KPI to assist decision making.

### 3.4 A Portfolio Approach

In addition to meeting the event assessment criteria, tourism events will be considered in terms of how the expected outcomes of a single event could combine with others to create a balanced events portfolio. By taking a portfolio approach, the Council can readily understand the gaps in the calendar and opportunities for new event attraction and development.

A balanced portfolio will be achieved by assessing each event in terms of the following:

- **Category** – achieving balance between hallmark, destination, sports tourism and community events.
- **Theme** – events that support the brand and positioning of the Shire and fit within the unique positioning and experience pillars (Immerse, Unearth and Taste).
- **Date** – event dates avoid clashes with others so as to maximise outcomes; balance out visitation across the year; and inject visitation in shoulder and off-peak seasons.
- **Location** – events encourage dispersal across the Shire, with visitation into some of the less familiar towns and villages, recognising Eurobodalla is made up of many towns and villages spread over a vast geographic area.
- **Visitor markets** – what visitor markets the event appeals to (or could appeal to).

*Refer to Appendix 2 for an outline of the Event Assessment Framework. These Programs align with the events assessment framework.*

# 4.0 ACTION PLAN

This Action Plan sets out the strategies and actions to achieve the vision and goals for Eurobodalla events' development and growth. Every action will reinforce Eurobodalla's identity, sense of place and brand values.

**The proposed Eurobodalla Shire Council event resources will implement the actions over the following time frames:**

- Short term – Year 1
- Medium term – Year 2
- Long term – Years 3 to 5
- Ongoing actions – between 2019 and 2023



## GOAL 1: OPTIMISE THE ECONOMIC IMPACT OF EVENTS

Shire-wide activation during and around events is key to increasing length of stay and expenditure and enhancing the experience for visitors and residents.

The individual towns and villages and multiple sectors including hospitality, retail, accommodation and attractions can extend the event experience and give more reasons for visitors to stay and spend.

Council will strategically assess and support event opportunities that optimise economic impacts, support destination promotion and drive community outcomes.

The attributes of Community Events, as noted at 3.1, differ from tourism events. A separate approach to the assessment of support and a funding allocation for Community Events is essential to ensure their outcomes are effectively acknowledged and maximised.



STRATEGIES	ACTIONS	TIME FRAME	MEASURES OF SUCCESS
<b>1.1</b> Maximise the benefits from tourism and community event support	<b>1.1.1</b> Introduce a competitive funding and assessment program that is available for tourism events once per year to support events that demonstrate their ability to meet the assessment criteria	Short-term	Assessment program embedded into Council Policy by December 2019
	<b>1.1.2</b> Create a separate community events funding program and associated assessment criteria with two rounds available per year	Ongoing	Funding program open by September 2019
	<b>1.1.3</b> Establish an Event Assessment Panel, with representation from relevant Council directorates	Short term	Panel selected and established by September 2019
	<b>1.1.4</b> Evaluate individual events against the assessment criteria and the overall events portfolio	Ongoing	Balanced events portfolio



STRATEGIES	ACTIONS	TIME FRAME	MEASURES OF SUCCESS
<b>1.1</b> Maximise the benefits from tourism and community event support (con't)	<b>1.1.5</b> Prioritise allocation of tourism event funding to growing Hallmark Events primarily, followed by Destination and Sports Tourism Events	Ongoing	Majority of funding allocated to Hallmark Events, followed by Destination and Sports Tourism events annually
	<b>1.1.6</b> Target funding for Hallmark Events to contract professional event management support to assist in the creative event strategy planning and required aspects of delivery to support local event committees to realise the full potential of their events	Ongoing	Funding to two events to secure professional event management
	<b>1.1.7</b> Identify hero Community Events for strategic support to ensure they can achieve their growth potential	Ongoing	Events identified
	<b>1.1.8</b> Eurobodalla Shire Council to lead the development of an event evaluation system that will be linked to the funding requirements for events	Medium term	Evaluation system provided to event organisers by December 2020
	<b>1.1.9</b> Roll out information sessions on the new funding framework so that events understand how it applies to them	Short term	Information sessions held across the region by September 2019
<b>1.2</b> Increase the economic contribution from visitor markets	<b>1.2.1</b> Encourage events to be held in off-peak and shoulder seasons and mid-week, including the two Hallmark Events (Oyster Festival in Autumn and Music, Art & Food in Spring)	Ongoing	Assessment criteria includes time of year and week
	<b>1.2.2</b> Develop new event 'stay & play' experiences for event attendees that convert 'day-trippers' to 'overnighters'	Ongoing	Minimum of four new event experiences created per year
	<b>1.2.3</b> Attract multi-day sporting events/carnivals and extend stays with product packaging	Ongoing	Multi-day sporting events held annually with product packaging



STRATEGIES	ACTIONS	TIME FRAME	MEASURES OF SUCCESS
<b>1.3</b> Improve the promotion of events to visitors and residents	<b>1.3.1</b> Maintain an internal continuous twelve-month calendar to enable proactive marketing and product planning.	Short term/ ongoing	Continuous twelve-month calendar launched by December 2019
	<b>1.3.2</b> Ensure events are integrated into strategic destination marketing initiatives	Ongoing	Destination marketing campaigns include events component
	<b>1.3.3</b> Work with event organisers to develop effective event marketing plans	Ongoing	Event marketing plan template created
	<b>1.3.4</b> Encourage co-promotion of events by local businesses to extend awareness and reach	Ongoing	Co-promotion required by all events funded
	<b>1.3.5</b> Undertake local event campaigns that build local event advocates and encourage positive word of mouth promotion of the Eurobodalla events calendar to VFR	Ongoing	Annual local events campaign
	<b>1.3.6</b> Assist event organisers to develop effective grant applications for event support from regional and state tourism and event funding programs	Ongoing	Grant opportunities are identified and event organisers are encouraged to apply
	<b>1.3.7</b> Set up media monitoring for all events that are funded in order to assess the media return and reach.	Ongoing	Media monitoring purchased and set up by December 2019
<b>1.4</b> Activate Eurobodalla as a Shire-wide event experience	<b>1.4.1</b> Develop and maintain a continuous twelve-month calendar on the event portal, to support forward planning by local businesses and the community	Short term/ ongoing	continuous twelve-month calendar online Calendar shared with stakeholders in December each year
	<b>1.4.2</b> Provide local businesses and the community with tips on maximising the opportunities events offer, including new product development, collaboration, product packaging and marketing	Medium/ ongoing	Tips provided on the online event portal
	<b>1.4.3</b> Increase awareness and understanding amongst local businesses and the community of the benefits events generate for Eurobodalla	Medium/ ongoing	Local stories/case studies and event impact information included on the online event portal

## GOAL 2: DEVELOP A SUSTAINABLE CALENDAR OF EVENTS ACROSS THE YEAR

Eurobodalla Shire Council will encourage and support events that are effective in improving the Eurobodalla's appeal and competitiveness as a tourism destination, support the new tourism brand positioning, grow visitation and expenditure across the year, and create vibrant experiences for visitors and residents.

These will include sports and destination events that utilise and celebrate the waterways, Batemans Marine Park, National Parks, state forests and activate open and public spaces (e.g. foreshores, Regional Arts and Aquatic Centre) for day and night events.



STRATEGIES	ACTIONS	TIME FRAME	MEASURES OF SUCCESS
<b>2.1</b> Enhance Eurobodalla's competitive advantage as an events destination	<b>2.1.1</b> Coordinate the Shire-wide activation of food, music and culture that complement and add value to the Hallmark events and expand the length of time visitors are in Eurobodalla	Medium term	Increased food, music and cultural related experiences taking place across the Shire year-round
	<b>2.1.2</b> Attract external events that align with the brand positioning, attract target visitor markets and catalyse product and experience development	Ongoing	Media – local and regional average (AVE)
	<b>2.1.3</b> Encourage Destination Events that showcase competitive strengths, including events that: <ul style="list-style-type: none"> <li>celebrate and activate Eurobodalla's strong natural assets (coast and rivers, National Parks, forests and Marine Park)</li> <li>highlight Eurobodalla's experience pillars (Immerse, Unearth and Taste)</li> <li>leverage Eurobodalla's range of quality infrastructure (sports and cultural)</li> <li>incorporate the growing number of local producers e.g. dairy, fisheries and seafood, and sustainable agriculture</li> </ul>	Ongoing	Destination Events receive funding/in-kind support each year
	<b>2.1.4</b> Collate, promote and disseminate the Eurobodalla calendar of events and provide advice to event organisers on suitable dates to maximise event benefits across the Shire	Ongoing	A more balanced portfolio of events across the year



STRATEGIES	ACTIONS	TIME FRAME	MEASURES OF SUCCESS
<b>2.2</b>  Grow and support two Hallmark Events that showcase Eurobodalla's unique qualities	<b>2.2.1</b> Develop as Shire-wide Hallmark Events: <ul style="list-style-type: none"> <li>• Narooma Oyster Festival in May</li> <li>• Art, Food &amp; Music event across three hubs (Batemans Bay, Moruya and Narooma) in spring</li> </ul>	Short term	Assessment KPIs achieved (and exceeded where possible)
<b>2.3</b>  Build Eurobodalla's reputation as a key regional destination for sports tourism events	<b>2.3.1</b> Proactively acquire sports tourism events, including suitable regional, state and national championships and tournaments	Ongoing	Increase in the number of sporting events being held in the Eurobodalla
	<b>2.3.2</b> Build Eurobodalla's capacity to host sports tourism events, with master planning of sporting precincts to identify gaps and development requirements to host the target events	Medium term	Master plans developed for key sports precincts
	<b>2.3.3</b> Continue to create trails and supporting infrastructure to host mountain biking, cycling, trail running and water-based sport and recreation tourism events	Ongoing	Increased number of sport and recreation events in the Eurobodalla
	<b>2.3.4</b> Bundle special interest events to extend reach and appeal such as combining relevant fishing events to create a fishing festival, and creating separate event calendars for special events to encourage return visits or extended stays	Medium term	Fishing festival created and special events calendars produced promoting events year-round
<b>2.4</b>  Align with the tourism brand and marketing initiatives to build a clear point of difference as an event destination	<b>2.4.1</b> Ensure assessment of potential events includes consideration of the brand values that would be activated	Ongoing	Assessment criteria includes requirement for activation of brand values
	<b>2.4.2</b> Identify new events and associated product and experience opportunities consistent with the brand and marketing initiatives	Ongoing	Inclusion of brand in event and product scoping

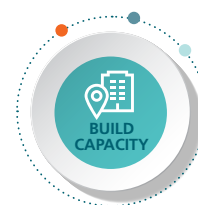
## GOAL 3: BUILD EUROBODALLA'S CAPACITY IN HOSTING AND DELIVERING EVENTS

Council is committed to ensuring Eurobodalla is developed as an 'event-friendly' and inclusive destination with appropriate infrastructure, resources and processes which assist event organisers and support increased visitation and yield, while minimising environmental impacts. Planned events precincts will allow events to effectively utilise event infrastructure and spaces across the year.

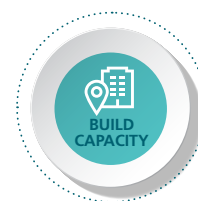
Home-grown, grass-roots events are extremely valuable to the Eurobodalla as they showcase the distinct characteristics of the region, build local skill levels, encourage innovation and resilience in the community, increase jobs in tourism and events and grow Eurobodalla's reputation for delivering high quality events. The creation of event management tools will help to increase competencies for local event organisers to develop and deliver vibrant events. As such, event marketing and succession planning will grow the outcomes and sustainability of home-grown events.



STRATEGIES	ACTIONS	TIME FRAME	MEASURES OF SUCCESS
<b>3.1</b> Enhance key event infrastructure across the Shire and develop new infrastructure to support growth	<b>3.1.1</b> Review existing event infrastructure and identify improvements and development needed to attract and grow the events Eurobodalla is seeking (taking into account master plans for sports precincts)	Medium term	Infrastructure audit & review completed by December 2020
	<b>3.1.2</b> Provide and maintain a database of event infrastructure, capacity and event requirements for internal use, and public access via an event portal	Medium term	Database available online by December 2020
	<b>3.1.3</b> Plan for the availability of the Aquatic and Arts and Cultural Centre at Mackay Park as a new venue to attract business events	Medium term	Incorporated into event precinct planning
	<b>3.1.4</b> Establish a collaborative process across Council directorates (Infrastructure, Community and Recreation Services) to plan, identify and develop new event infrastructure and associated services (e.g. waste, water, power)	Ongoing	Event infrastructure planning undertaken as cross-Council initiative
	<b>3.1.5</b> Identify public spaces that events could be used to activate to increase the destination's vibrancy and the night economy	Ongoing	Incorporated into event precinct planning



STRATEGIES	ACTIONS	TIME FRAME	MEASURES OF SUCCESS
<b>3.2</b>  Build the capacity and capability of event organisers	<b>3.2.1</b> Develop an online event toolkit to assist and increase the knowledge of event organisers and event committees that includes: <ul style="list-style-type: none"> <li>• marketing (planning, media, budgeting, templates)</li> <li>• sponsorship (planning and securing templates)</li> <li>• event management (planning, contacts, templates)</li> <li>• approvals/compliance (contacts, templates, risk management)</li> <li>• lists of community contacts, suppliers and volunteers</li> <li>• succession planning</li> <li>• event evaluation framework and tools</li> </ul>	Medium term	Online event toolkit developed by December 2020
	<b>3.2.2</b> Provide opportunities for event organisers to come together through networking events to strengthen tourism event offerings and harness event committee expertise	Ongoing	One event forum per year
	<b>3.2.3</b> Provide training and up skilling opportunities for event committees	Ongoing	Training opportunities identified and promoted to event organisers
	<b>3.2.4</b> Facilitate mentoring support between organisers of larger events and local organisers to build capacity	Short term/ ongoing	Propose and encourage at least one mentoring relationship per year
	<b>3.2.5</b> Provide a review and strategy support service for selected events run by local community organisations	Ongoing	Ongoing
	<b>3.2.6</b> Establish a Community Event Support Hub that offers shared administrative and event coordination resources and support	Long term	Long term Support hub established



STRATEGIES	ACTIONS	TIME FRAME	MEASURES OF SUCCESS
<b>3.3</b>  Maintain the reputation as an event-friendly and inclusive destination	<b>3.3.1</b> Work with event organisers to develop guidelines on how to deliver events that are inclusive of all ages and abilities (as appropriate) and are environmentally sustainable	Short term	Guidelines identified and included on event portal
	<b>3.3.2</b> Continue to provide event support services to event organisers to streamline access to funding and the regulatory process	Ongoing	Positive feedback from event organisers
	<b>3.3.3</b> Develop an online events portal, offering a one-stop-shop for event organisers to source information on event funding, event management and marketing, approvals and compliance	Medium term	Online event portal developed by December 2020
	<b>3.3.4</b> Identify the key event precincts and establish them as pre-approved functional event precincts, with supporting information on the site requirements and the types of events possible	Medium term	Pre-approved sites handbook developed by December 2020
	<b>3.3.5</b> Establish an asset pool of portable event equipment available to event organisers ie. barrier fencing, traffic cones, bunting etc.	Medium term/ ongoing	Initial asset pool of event equipment established
<b>3.4</b>  Facilitate the development of new event experiences	<b>3.4.1</b> Work with local businesses to identify opportunities to extend existing products or create new products that enhance the event experience	Ongoing	Minimum of two product opportunities scoped per year
	<b>3.4.2</b> Draw on local talent in event delivery wherever possible to develop a uniquely Eurobodalla flavour	Short term/ ongoing	Database of local event talent available by July 2020

# 5.0

## THE ROLE OF STAKEHOLDERS AND THE COUNCIL

The success of any event is dependent on the collaboration and partnership of the many players involved. This Strategy reflects the thoughts and aspirations of key stakeholders in Eurobodalla's events. Many of these stakeholders will play a role in contributing expertise and resources towards delivery of the Strategy's priorities.

### These stakeholders include:

- Shire staff / Councillors
- Local event organisations
- External event management companies
- Tourism operators
- Chambers of Commerce and local businesses
- Destination Southern NSW
- Destination NSW
- Forestry Corporation NSW

In recent years, Council's events team has been extremely supportive of tourism and community events in terms of both funding and operations. Looking ahead over the next five years, Council's role will become more strategic to grow the value of events to the Shire.

### Leader

Provide leadership in event development, attraction and growth ensuring that all events across the Eurobodalla Shire have the capacity to grow and develop in a sustainable way.

### Marketer/Promoter

Develop and implement a destination events marketing program that presents Eurobodalla as a year-round events destination and builds awareness of the brand.

### Curator

Provide strategic and creative input to event programs in ways that enhance and celebrate the Shire's competitive advantages and build a reputation for iconic regional events.

### Collaborator

Be the connector that brings together the towns and villages, organisers and events and tourism operators and ensures collaboration, sharing of resources and joint contribution towards the vision.

### Facilitator

Facilitate initiatives and activities that build the capacity of event organisers.

Create connections and leads for business events and funding opportunities.

Broulee Sand Modelling Competition



## 6.0 MEASUREMENT AND MONITORING

The Strategy will be reviewed annually. The review will include the event assessment process, strategies and actions, with updates made as required to ensure the Strategy remains on target in pursuit of the vision and goals.

The performance of the event portfolio in delivering the Strategy's vision and goals will be monitored, measured and reported on as part of the annual review. Measurement will be based on the following quantitative measures:

- Visitor nights and expenditure (based on Tourism Research Australia National Visitor Survey (NVS) and International Visitor Survey (IVS) data)
- Overall ROI across the events supported. (ROI = Visitor nights x average visitor spend (NVS)/Total grant value)
- Robust evaluation of event attendees and their profiles.



# 7.0 APPENDICES

## Appendix 1 – Event Organisers that Engaged in Consultation Activities

Antique Tractor and Machinery Show	Mogo Gala Days
Australian National Busking Championships	Moruya Granite Town Festival
Australian National Events	Moruya Country Markets
Australian National Skydiving Championships	Moruya Race Days
Baby and Toddler Expo	Moruya Rodeo
Basil Sellers Art Exhibition	Moruya Rotary Renewable Energy Expo
BassFront	Moruya Speedway
Batemans Bay BMX Club Open	Moruya Town to Surf Fun Run
Batemans Bay Paddle Challenge	Moruya Waterfront Hotel
Batemans Bay Sunday Markets	Narooma Australia Day Celebration
Bay Carols	Narooma Forest Rally
Broulee Bay to Breakers Swim	Narooma Oyster Festival
Broulee Sand modelling Competition	Narooma Sport and Gamefishing Club Annual Fishing Convention
Capital Coast Ultimate Triathlon Festival	River of Art
Carols@Longbeach	Sustainable Agriculture and Gardening Eurobodalla
Circuses	Sculpture on Clyde
Eurobodalla District Show	South and West Regional Orchid Conference
Eurobodalla Regional Botanic Gardens	South Coast Mighty Bonanza Fishing Competition
Eurobodalla Spring Show	South Coast Pastel Society Exhibitions
Flathead and Bream Tournament	Youth Events organised by Eurobodalla Shire Council
George Bass Marathon	
Great Southern Rockabilly Granite Town Blues Festival	
Jetblack Wild Wombat	
Lower South Coast Veterans Week of Golf	
Marine Rescue Markets	
Mirrabooka Show Jumping	

## Appendix 2 - Event Assessment Framework

This matrix provides strategic direction on the number and scale of events to determine a balanced events portfolio, with the KPIs to be achieved and the recommended funding thresholds. The KPIs have been developed based on a review and analysis of the measurement tools used by existing Eurobodalla and fall under three key areas.

### 1. Economic Impact

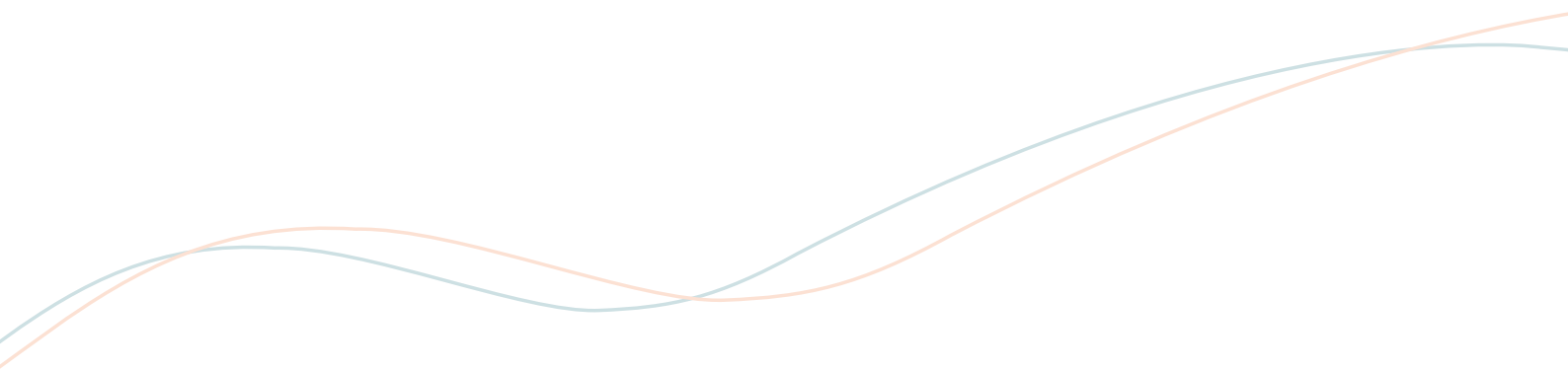
- Economic impact on the Shire  
(overnight visitor spend + day trip visitor spend + direct event expenditure in the Shire)
- Accommodation capacity during the event
- Ability to attract people from outside the Shire (visitors)
- Total attendance
- Visitor nights
- Competitor numbers (participatory events only)
- Percentage of new visitors introduced to the Shire, i.e. visiting for the first time

### 2. Reputational Impact

- Brand positioning alignment
- Media advertising value equivalency and reach
- Marketing value/exposure – content reach, website users, database,
- Participant/attendee satisfaction level (would you come again)
- Alignment to Eurobodalla experience platforms (Nature, Food, Towns & Villages)

### 3. Community Impact

- Community involvement in the event
- Enhancing competitive strengths and sense of place of the individual towns/villages



DESIRED QUANTITY TO SUPPORT/YEAR	KPIs	EXAMPLE EVENTS	FUNDING THRESHOLD
<b>Hallmark Events</b>	2 <ul style="list-style-type: none"> <li>• Visitor #: 5,000+</li> <li>• Visitor nights: 2-4min</li> <li>• Appeals to Eurobodalla's key visitor markets</li> <li>• Time of year (shoulder/low)</li> <li>• Activate the Eurobodalla destination brand and build positioning of entire Shire</li> <li>• Media: Regional to international AVE \$1Mill+</li> <li>• Create local pride</li> <li>• Repeat visitors</li> <li>• Activate key infrastructure/spaces throughout the Eurobodalla</li> <li>• Offer new &amp; distinctive experiences that activate the brand positioning</li> <li>• Build capability of committee and community</li> </ul>	Oyster Festival	50% of total budget  + strategic planning support + in kind support with traffic management and operations + they will feature in marketing campaigns for ESC across the year as the signature events  Three-year partnership arrangement.
<b>Destination Events</b>	3–5 <ul style="list-style-type: none"> <li>• Visitor #: 3,000+</li> <li>• Visitor nights: 3 min</li> <li>• Appeals to Eurobodalla's key visitor markets</li> <li>• Time of year (low/mid-week)</li> <li>• Create local pride</li> <li>• Align to brand</li> <li>• Media: Regional to international AVE \$500,000</li> <li>• Repeat visitors</li> <li>• Activate key infrastructure/spaces throughout the Eurobodalla</li> <li>• Offer new &amp; distinctive experiences that activate the brand positioning</li> <li>• Enable new infrastructure opportunities</li> </ul>	Proposed Narooma Blues	25% of total budget  + in kind support with traffic management and operations.
<b>Sports Tourism Events</b>	Unlimited <ul style="list-style-type: none"> <li>• Visitor #: 500+</li> <li>• Visitor nights: 3min (high yield)</li> <li>• Appeals to Eurobodalla's visitor markets</li> <li>• Time of year (low/mid-week)</li> <li>• Activate key infrastructure</li> <li>• New and distinctive experiences</li> <li>• Enable new infrastructure</li> <li>• Generate local pride</li> <li>• Media: Regional to international AVE \$500,000</li> </ul>	Jetblack Wild Wombat Mountain Bike Event	25% of total budget  + in kind support with traffic management and operations.
<b>Community Events</b>	Unlimited <ul style="list-style-type: none"> <li>• Attendance # (locals &amp; visitors): 500+</li> <li>• Engage community groups</li> <li>• Attract a diverse mix of local community volunteers</li> <li>• Build community pride and quality of life</li> <li>• Provide a platform for community to be showcased and celebrated</li> <li>• Media: Local stories</li> </ul>	Community Fairs & Festivals	Separate council budget  + in kind support with traffic management and operations.

Further to applying KPIs to support the assessment of events (excluding community events), it is important that all tourism events supported by Eurobodalla Shire Council undergo a consistent measurement of success using the following formulas. This will assist council in determining the return on investment for event support and assist in benchmarking for future funding rounds.

**Return on Investment:** Visitor nights x average visitor spend (NVS)/Total grant value = XX:1

**Cost per visitor:** Total annual grant value/Total annual visitation = \$xx cost per visitor

All tier one, two and three events must utilise Councils new event evaluation system to measure visitation to ensure consistent reporting.

## Event Support Program

Event support programs will be developed to align with the framework and categories of events, ensuring that there is a fair and transparent process and allocation to support the achievement of the strategic vision.

**The recommended funding programs for Eurobodalla Shire include:**

### 1. Hallmark Event partnership program

To develop and support up to two hallmark events that showcase the unique qualities of the Eurobodalla and meet the KPIs within the assessment framework.

A three-year partnership agreement with the two hallmark events will be established and linked to clear KPIs and Council's event evaluation system. These events will also receive internal resource support from Council.

The selection of the events for this program will be initiated by Council, with a presentation by the event manager to the full Council required. The events will be supported for a three-year term, with Council staff commencing the acquisition of new events 12 months in advance.

**Funding Threshold: 50% of total budget and**

- + strategic planning support
- + in kind support with traffic management and operations
- + they will feature in marketing campaigns for ESC across the year as the signature events

## 2. Destination Event Fund

Competitive funding for establishment of new destination events and marketing of emerging destination events. New events may apply for funding to support their first and second years of activity. Emerging events can apply for funding for up to three years.

External events organised by professional event management companies can apply under this fund; however, preference will always be given to home grown/ local not for-profit events. External events will be provided operational and regulatory support only (make the process easy for them!).

This will be an annual competitive funding round with one round offered per year. After events receive this funding for a maximum of three years, they will be considered for the Hallmark Event partnership program.

**Funding Threshold: 25% of total budget and**

- + in kind support with traffic management and operations

### 3. Sports Tourism Event Fund

Competitive funding for establishment of new sports tourism events and marketing of emerging sports tourism events. New events may apply for funding to support their first and second years of activity. Emerging events can apply for funding for up to three years.

External events organised by professional event management companies can apply under this fund; however, preference will always be given to home grown events. External events will be provided operational and regulatory support only (make the process easy for them!).

This will be an annual competitive funding round with one round offered per year.

**Funding Threshold: 25% of total budget and**

+ in kind support with traffic management and operations

### 4. Community Events Fund

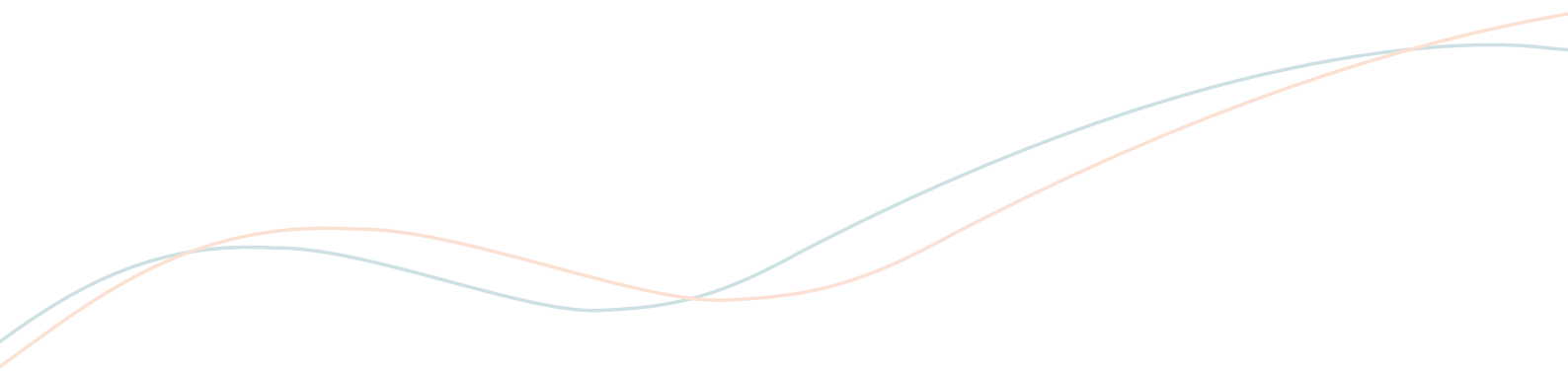
Competitive funding for community events.

This will be an annual competitive funding round with one round offered per year

**Funding Threshold: Separate council budget**

### Resourcing

In addition to cash support Council should also consider how it can support the procurement and growth of events into the future via in kind resources that help events offset costs within their budget. Support may be by way of strategic advice for Hallmark, Destination and Sport Tourism events, event organiser skills and capacity building, promotional support and use of a Council facility, waste services, traffic management and free hire of event assets such as witches' hats, barrier boards, bollards and sulo bins.



# APPENDIX 3

## REGIONAL EVENT CASE STUDIES

### Parkes Elvis Festival, Parkes NSW

*How a festival successfully transitioned from a volunteer managed community event into a regional hallmark festival run by Local Government.*

The 25-year-old Parkes Elvis festival is Council-run, with a committee of community, chamber, and Council representatives, and chaired by the Mayor.

The volunteer committee approached Council when the size of the event outgrew their skills and capacity. Council saw the value of the event to the community. The transition was a smooth and positive process. Council still works closely with original volunteers who now run portfolios (elements of the festival) while Council can effectively manage WH&S, marketing and sponsorship.

Council support and resourcing is one of the primary factors contributing to the festival's success. Council has a >\$500,000 budget for the festival with the goal (achieved each year) of raising this back in sponsorship and ticket sales (a cost-neutral aim). In addition, Council provides the salaries of an Event Director and Marketing and Sponsorship role and road crew for set up and traffic management (as Council would provide for any event).

The festival now attracts 26,000 visitors to Parkes and pumps \$13 million into local hotels, shops and tourism attractions. Media reach is 214 million.

With a three-year contribution by Destination NSW for professional and strategic marketing, over the past three years, visitor numbers to the Parkes Elvis Festival have soared by an incredible 32%. Parkes Elvis Festival is one of Destination NSW's greatest event success stories.

Since Council intervention there have been positive and negative outcomes. The governance and reputational benefits allow the festival to access a different level of sponsorship. Marketing is much more professional and strategic. However, the community are less likely to give to what is not a volunteer organisation. For example, supplier quotes go up each year.

<http://www.parkeselvisfestival.com.au>



## Tulip Time, Bowral NSW

***The reinvigoration of a long-standing festival by introducing professional event expertise and intensive local government support.***

Tulip Time is 58 years old and is now run by Destination Southern Highlands (DSH) (Local Government). The first festival was started in 1961 by the Rotary Club of Bowral-Mittagong and run by Rotary along with community members until fifteen years ago when the organisation went bankrupt.

Council took it over and for the first two years contracted a professional event coordinator to make the event more sustainable financially and to reassess the program and marketing. Then with Council support, DSH redeveloped the event to be more inclusive for the community and to develop it into a major hallmark festival. Each year, the festival is themed and there is a local and a national charity partner. Council's principles are used at the event such as bottle-free water sales, for waste management, and being balloon-free.

The Council underwrites the event with \$250,000 and does the organising and marketing of the festival. A working party of two Councillors, DSH staff and community (a 355 committee) is managed by DSH Manager. \$250,000 pays for 110,000 tulips and planting, 3-day-a week-coordinator, marketing and other planning and management roles.

Prior to Council taking over the funding and running of Tulip Time from the Tulip Time Community Association in 2004 the festival was attracting approximately 25,000 visitors to Corbett Gardens, Bowral, for the two-week festival. DSH has been able to grow visitation over the years with all-time record numbers of tickets sold of 48,000 achieved in 2018, an increase of 92% on 2004.

Now it is one of Australia's best-known floral festivals along with Canberra's Floriade (which took its origins from Tulip Time) and Toowoomba Carnival of Flowers.

<https://www.southern-highlands.com.au/tulip-time>



## Grampians Grape Escape, Grampians Victoria

***What a regional festival can achieve by investing in professional event resources and collaborating with Local Government to drive results. A 42% increase in ticket sales in 1 year!!***

Grampians Grape Escape is 27 years old. The current event governance model consists of two event professionals who organise the event, with support from a skilled board and 70 volunteers for the week before the event. Originally the event was run by a volunteer committee and an industry board made up of wine makers and producers. Amateur event organisers were also contracted with little results. The board has since change from an industry to a skilled board with a Councillor as chair and has hired skilled event managers. The profit made from the festival is paying for the professional support.

The engagement of the professional event managers has resulted in a rebrand of the event and reinvigorated marketing Strategy and consequently delivered a 42% increase in ticket sales in one year (after 27 years of little results!). Council staff play a hands-on role with early planning phases, resulting in enhanced profile and professionalism of the event. Council also invest \$10,000 cash and provide in kind support via waste and traffic services. They realised the economic impact for the region (\$2.58m and 15 jobs), and now use the festival to promote the region as a great place to visit and live.

**<http://grampiansgrapeescape.com.au>**

Grampians Grape Escape

