

EVENT

Strategy

2018-2021



ACKNOWLEDGEMENT OF SHELLHARBOUR CITY'S TRADITIONAL OWNERS

Shellharbour City respectfully acknowledges the Traditional Owners of the Dharawal and Yuin Nations and recognise their continued connection to the land and important meeting places that bring community together for events of social and cultural significance. Today we aim to respectfully honour that heritage in the presentation of our cultural events and are proud to say that Shellharbour City is a significant gathering place for all Aboriginal and Torres Strait Islander people.

MESSAGE FROM THE MAYOR



The Shellharbour City Event Strategy is the first of its kind for our community. Events and cultural activities feature consistently at the top of almost all community feedback Council receives via community engagement including research for the Make Play Grow strategy, Community Strategic Plan reporting and other activities.

A focussed strategy ensures we are able to develop and maintain best practice and that Shellharbour City events are vibrant, high quality and relevant to our city. The strategy provides a guiding framework for developing and attracting new events, as well as facilitating the growth of existing events.

The Event Strategy builds on the success of the city's existing activities by developing a strong destination brand, targeting those that can enhance the city's reputation and align best with Council's strategic plans. It also provides guidance and inspiration for new events that might offer enormous potential for the community. Importantly, this strategy is aimed at ensuring activation in all areas of the city, east and west.



A large crowd of people is gathered at an outdoor festival or concert. The scene is captured during sunset, with a warm, golden light illuminating the sky and the crowd. The people are densely packed, filling the foreground and middle ground. In the background, there are trees and a stage area with some equipment visible. The overall atmosphere is festive and lively.

Sometimes you will
never know the value
of a moment, until it
becomes a memory

Dr Seuss

WHY AN EVENT STRATEGY?

Events bring significant value to communities. Different events make different contributions. Some emphasise social and community outcomes more strongly than others; whereas major events might help build a city's profile and often have a stronger economic focus than small-scale community events.

Council wants to streamline the event application processes to ensure efficiency for the community and event organisers. While doing this, we must ensure we protect our recreation assets and parklands in terms of sustainability, maintenance and safety.

Finally, events in Shellharbour City provide interconnection across the four pillars on which Council operates – meeting the needs of the Community, Customers, Councillors and Council.

The contribution of Events can be detailed against ECONOMIC and SOCIAL outcomes.

Economic

The **ECONOMIC** benefits of events are easiest to see and most often attract visitors, which stimulates the growth of local tourism and other local businesses. The tourism and events sector is of major importance to NSW, contributing billions and supporting tens of thousands of jobs - many of them in regional NSW.

Research undertaken by Destination NSW indicates strong growth over recent years:

- Tourism employment now accounts for approximately one in every 15 jobs in NSW.
- Number of visitor accommodation nights delivered by events visitors in NSW **7.2 million**.
- Event visitors spent around **\$2.8 billion** in NSW in the year ending December 2017.
- Domestic and international visitors generated a massive 88.1 million nights of accommodation in Regional NSW and \$16.3 billion in visitor (overnight and day trip) expenditure in 2017.

Social

The **SOCIAL** benefits of events are less visible, but they are arguably more important. Nothing brings people together like events and festivals do. They play a pivotal role in community building; bringing people from every religious, economic and social background together.

Events:

- **Foster Community Pride** - Events promote community pride by celebrating things that make a town special and evoke good feelings. Those things can be as “big” as ethnic heritage, or as “small” as a piece of pastry.
- **Contribute to Cultural Celebration and Understanding** - Events promote interconnectedness and can drive understanding and compassion for diversity and difference.
- **Strengthen Relationships** - Events act like stress relievers and help us balance our emotions.

OUR DEFINITIONS

Festivals: are an organised series of events or programs for the broader community that are linked around a particular theme or place. Festivals can happen over multiple or single days and can be focused on art, culture, religion, food, celebration or a combination.

Events: are activities that are time limited, organised, singular and delivered to the wider community or a target audience.

We recognise that there are many possible ways of defining events. For the purposes of this event strategy, our main categories of events include:

Community events – local public events organised for the community by either Council or other local groups and organisations. Community events generate social, community and cultural benefits, and some have economic benefits as well. The majority of event visitors are usually local.

Major or special events – public events that attract both the local community as well as visitors from outside the city. Major events attract large crowds, have complex infrastructure and generate significant economic, tourism, social, community and cultural benefits.

Special events differ from major events in their tendency to be one-off opportunities which can showcase the municipality, for example international sporting events. These events usually have a regional, state, national or international profile.

Civic events – are ceremonial, remembrance, advocacy or celebratory in nature and recognise national days and/or events of significance. Examples include Australia Day, Citizenship ceremonies, ANZAC Day, NAIDOC Week, Remembrance Day and Reconciliation Week.

Sporting events - are organised sports activities and games often held over multiple days, featuring competition among teams of athletes.

Corporate and business events - are a gathering that is sponsored by a business for its employees, business partners, clients and/or prospective clients. These events can be for larger audiences such as conventions or smaller events like conferences and meetings.

SNAPSHOT - OUR EVENTS AT A GLANCE

Shellharbour City Council has invested in events, of all sizes, for many years. Council values the contribution events make to the life of the city, by bringing communities together, attracting visitors, stimulating economic activity and raising our city's profile.

Shellharbour City Council:

- Currently presents or assists more than fifty events a year, generating and presenting events of varying scale ranging from small workshops to the Australia Day celebrations.
- Council endorses an annual calendar of events to ensure activation across the city.
- Is responsible for many annual civic events (ANZAC Day, Australia Day, Carols by Candlelight, Cities Service Boston Memorial Service, Reconciliation Week Walk and NAIDOC week). It also provided support (such as staff, marketing and social media) to more than thirty-five internal council events last year.
- Provided significant support last year for a range of community lead events including Clean Up Australia Day, National Tree Day, The Farm markets at Killalea, Wings over Illawarra and i98fm Convoy.
- Has a range of event sites and venues such as the Stadium, the new Civic Centre and a range of sporting fields, outdoor event sites in Shellharbour city such as Reddall Reserve at Lake Illawarra, Albion Oval, Blackbutt Reserve, Macquarie Pass Harrison Park in Shellharbour City and Albion Park Showgrounds.
- Is in development for new activation programs for the Civic Centre Precinct, Calderwood Valley (in partnership with Lendlease) and the forthcoming Shell Cove Marina (in partnership with Frasers Property).

In the absence of any guiding strategy or framework, there is a lot to like about this story.

However, our consultation and research reveals that Shellharbour City is well behind comparative LGAs in terms of the overall investment and strategic development of events.

An analysis of the major event (greater than 1000 people) investment from 7 similar regional and metropolitan councils indicates that the dollar spend on major events per capita ranged from \$18.88 down to \$2.59. Shellharbour City's net investment is less than a dollar.

Whilst Shellharbour City has an abundance of public reserves, natural spaces and other event suitable environments, the City lacks any permanent (or temporary) event infrastructure to support the development and attraction of events and festivals.

Direct consultation with a range of community and commercial event organisers revealed that the often lengthy and complicated application process was a significant barrier to the development and presentation of events in the City. This translates to a lack of opportunity for our community and our customers to experience and participate in events and festivals.

Council has undertaken extensive community consultation over the last five years to develop the key directions and priorities to guide this Event Strategy.

WHAT YOU TOLD US:

Shellharbour Youth Plan consultation:

92% **70%**

of young people want to see more fun and entertaining events in Shellharbour City

of young people said that opportunities to come together & connect with friends were important to them

Make Play Grow Cultural Strategy consultation:

7 ^{OUT OF} **10**

of the community identified top 10 'Big Ideas for a more creative Shellharbour', are related to events and festivals



Council's Community Strategic Plan 2018 -2028:

1

Events and programs rate second highest in Council's services, programs and infrastructure; after roads and pavements.

2

Event Strategy consultation:

- Events should have a point of difference and a fresh approach and not be generic events that are available everywhere
- Council should build on the success of the current events by engaging with the local community to ensure events are distinct, high quality and reflective of Shellharbour City
- Events should be a reflection of Shellharbour's unique qualities as a place, for example its natural environment, the Escarpment and Lake Illawarra, walking the Macquarie Pass, reflecting the water culture in the surf at Killalea or the region's rich Aboriginal and settler heritage
- Events should be inclusive, accessible and represent Shellharbour's cultural diversity
- Events should not all be confined to one location but operate city wide
- There should be more offerings in winter and events which engage with young people
- Youth Council survey respondents identified a general need for Under 18 activities and events that mix families and friends and wanted to see more opportunities for local artists to present their work
- External event organisers identified a need for a more timely and effective Council approval process and a more flexible approach to Council costs charged back to organisers
- There is a need to develop a more transparent and effective process for Council funding and sponsorship of events
- There are opportunities for significant Aboriginal events based at Killalea and Bass Point
- There are currently no viable options for presenting ticketed events in the city

OUR AMBITION

Shellharbour City events will showcase our newest and oldest places. We will bring people together to enjoy what's unique to our city: our histories, our communities and our future.

In partnership with our **Community** and our **Customers** we will:

Create events that uniquely reflect this place

Produce events that entertain, stimulate & inspire visitors

Build and engage communities through events

Address the barriers to staging events in Shellharbour City

We want all events in Shellharbour City to model best practice. This means they are:

- Accessible and Inclusive
- Diverse and representative of the cultural aims AND cultural heritage of our City
- Sustainable and waste-wise
- Well planned and documented with a thorough evaluation process
- Efficient and properly resourced
- Relevant to our community
- Developed from **PLACE**



WHAT WILL COUNCIL DO?

This is the first Event Strategy for Shellharbour City and it sets a clear vision for how we will build and for what we want to achieve. It outlines goals, outcomes, responsibilities and an action plan for implementation.

Our Strategy is focused on developing our City's existing events, attracting new events to the City and addressing the barriers to presenting events that was clearly identified through stakeholder engagement.

We believe Shellharbour's City's vision for events should embrace the distinct offer that only this place can make. It should provide a pathway and an aspiration that will develop the offering of this place and its people in a way that is unique and authentic.

We see our role as one of:



Producer

Development and delivery of innovative regional events for the Shellharbour City community and its visitors.



Facilitator

Empowering event organisers and community groups through skills development, information and advice, funding programs and relationship management.



Advocate

Actively promoting event initiatives and their benefits to local business, government departments and other stakeholders. Utilising marketing and communications resources to promote and generate audiences.



Connector

Working with event organisers, businesses, sponsors, funders, community groups, customers and individuals to support events and create new opportunities for Shellharbour City.

HOW CAN I BE PART OF THE ACTION?



Event Organisers

The most significant outcome of this Event Strategy is to shift Shellharbour towards a more event friendly, efficient environment for event organisers and event developers wanting to engage in the City. Put simply, we want you to put on quality events in our City.

We encourage you to use Council as a resource. Work with us during your planning and development process. The more we understand, the more we can help. Council hosts a number of major and minor events and activities in the City annually. We have the experience to assist you with:

- Event Management advice
- Event Application processes
- Food Safety Standards
- Venues, Parks and Facilities
- Risk Management
- Marketing advice

Community

This event framework helps us ensure access and participation across our City. The aim is to provide higher quality, more innovative events and to ensure a diverse offering for our diverse community. Positive events offer significant social and community benefit. They can help strengthen relationships between communities, provide opportunities to celebrate heritage and history, foster community pride and they can help us with empathy and understanding. We want our community to participate, attend events, volunteer with local community events and to make sure you have the opportunity to share ideas and feedback on what we are doing well, or not so well.

For ways to be kept up to date and to hear more about what is happening with Events across our City see page 28.

Businesses

Great events and festivals are a major tourist attractor. Events themselves drive significant economic contribution to a local economy. Event visitors spent around \$2.8 billion in NSW in the year ending December 2017.

(Source: National and International Visitor Surveys, YE December 2017, Destination NSW)

The opportunity for local business and industry to be involved is significant. There are opportunities to leverage off an increased events profile for increased diversity of business, for wider promotion, to participate and benefit through sponsorship, to put on events and to participate in events for business development and awareness.



Want to get in touch?

Email the events team at events@shellharbour.nsw.gov.au



Goals and Priorities

GOALS AND PRIORITIES

Goal 1:

create events
that uniquely
reflect this
place

This goal is based on a simple two-way premise: places affect people (and events), and people (and events) have an effect on place. This premise can be illustrated by two hypothetical examples:

- The experience of watching an outdoor screening of the film *Titanic* at the Waterfront marina-side park will be made all the more powerful and poignant by the place's proximity to the site of the Cities Service Boston shipwreck.
- The festive atmosphere of visitors' dancing in the middle of Tongarra Road at an Albion Park festival concert means that people can sense a change in their social memory of that place the next time they stop there to buy a paper on the way to work.

Engaging with place is a powerful tool in the development of events and festivals for Shellharbour City. Place is best considered in several ways:

- As a reflection of the communities that use it
- As a culmination of its histories and memories and
- As a product of its natural and built character.

By creating events with close regard to place, Shellharbour City can develop an offering for its communities and visitors that is unique. Attending an event in Shellharbour City should ideally be an experience visitors cannot have anywhere else.

Priorities:

Produce highly distinctive and valued Council events - deliver events of higher distinction, quality and value by:

- Devising events in a targeted way to achieve a specific aim
- Creating civic events with a local point of difference
- Maximising resources
- Evaluating events based on an agreed evaluation framework.

Build and engage communities through events - events should foster collaboration with communities from diverse sectors. These include:

- Event-specific communities and demographics (eg: Aboriginal communities, Young People and People with Disabilities)
- Local businesses
- Local community groups
- Artists – both local and visiting.



Imagine
this...

CURIOUS ARTS FESTIVAL, HAMPSHIRE (UK)

Curious is a festival like no other. Taking place each July in the breath taking grounds of Pylewell Park, it is dreamy, eccentric, fun and ultimately, irresistible.

Expect fabulous novelists, exceptional historians, poet laureates, dogs on leads, gin and tonics, and sitting on a deckchair with a view of the Solent although you are just as likely to find yourself on a secret midnight bat-walk, reciting a sonnet on top of an elegantly restored old routemaster or listening to some of the UK's most exciting musicians.

Curious is an experience, not just a few tents in a field.

(curiousartsfestival.com)

GOALS AND PRIORITIES

Goal 2:

produce events that stimulate and inspire our community and our visitors

Events that are entertaining and innovative ensure that people have great experiences and create strong memories for visitors and locals in Shellharbour City.

Highly successful events have the opportunity to bring communities together and instil a sense of community pride by celebrating the things that make

our City special. Hometown pride is a critical factor in the development and improvement of a community. Residents with community pride are more likely to speak positively about their City to others and to volunteer with organisations and activities that support the common good.

Priorities:

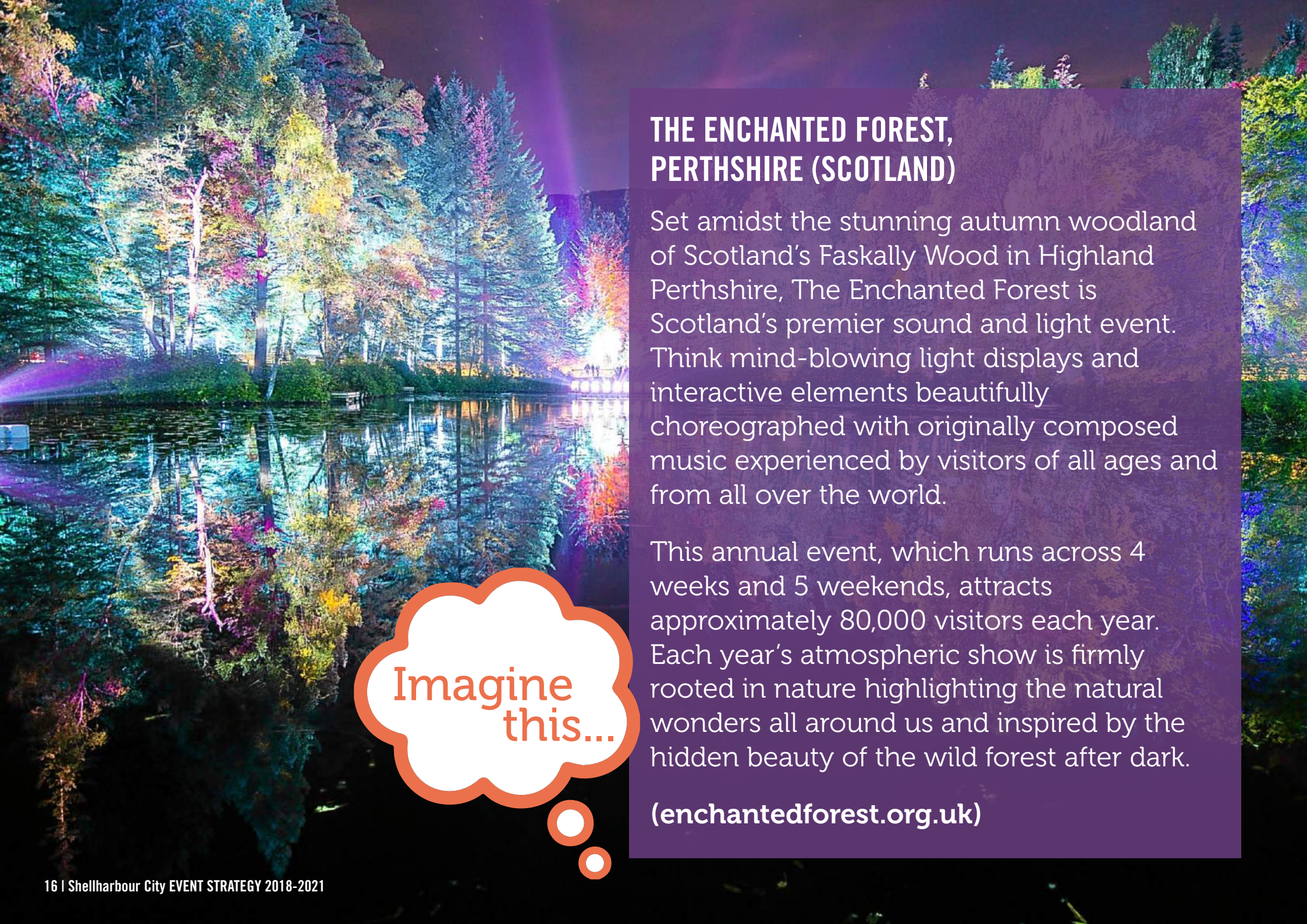
Nurture innovative creative programming - foster an inspiring event landscape by:

- Sourcing original event content that is rarely seen in the region
- Combining different program elements in innovative ways
- Fostering artistic exchange.

Evaluate and measure local event impact - Ensure Council is able to determine which events it should deliver, invest in and support. A robust evaluation should be aligned with the Event Strategy Goals and the Community Strategic Plan 2018-28 and can be used to assess the benefits and relevance of current Council produced events, supported community events as well as third party events.

Celebrate the people and the places across our City - Ensure the City's events make a positive contribution to the individual community's perceptions of their quality of life by:

- Attracting and developing events that align to the spirit of Shellharbour City
- Ensuring that events showcase our places and reflect the spirit of our people, including local Aboriginal communities
- Ensure that visitors have a positive experience of the city when attending events in Shellharbour City.



Imagine
this...

THE ENCHANTED FOREST, PERTHSHIRE (SCOTLAND)

Set amidst the stunning autumn woodland of Scotland's Faskally Wood in Highland Perthshire, The Enchanted Forest is Scotland's premier sound and light event. Think mind-blowing light displays and interactive elements beautifully choreographed with originally composed music experienced by visitors of all ages and from all over the world.

This annual event, which runs across 4 weeks and 5 weekends, attracts approximately 80,000 visitors each year. Each year's atmospheric show is firmly rooted in nature highlighting the natural wonders all around us and inspired by the hidden beauty of the wild forest after dark.

(enchantedforest.org.uk)

GOALS AND PRIORITIES

Goal 3:

make
Shellharbour
City an event
friendly city

The delivery of a major event has many moving parts – from the initial idea or opportunity through to securing suitable facilities, sponsorship and consents, marketing

and ticket sales and delivering the event itself. All these parts of the process need to work together to create an event-friendly environment.

Priorities:

Address the barriers - ensure the business environment (regulatory and planning environment) is tailored for events and delivers the best outcomes for the city.

Develop an Event Planning Toolkit – simplify and support more opportunities for community generated events and attract more external events in the city.

Undertake a review of Council policies and procedures - make it easier to stage events in Shellharbour City by:

- Simplifying the application process
- Establishing criteria for use of Council approved event sites
- Setting approval parameters proportionate to the scale of the event (e.g. expected attendance, parking) and the type of event (e.g. music festival, market) or its timing (e.g. night or day event).

Investigate the installation of permanent event infrastructure in Shellharbour City - Temporary staging, power, lighting and sound are often the major expenditure items for event and festival producers. Permanent event infrastructure reduces time and cost and makes it easier for current and prospective event producers to stage events and festivals.



Imagine
this

CAPPADOX, CAPPADOCIA (TURKEY)

Music, contemporary art exhibitions, gastronomy and yoga – Cappadox takes place in Cappadocia, an area of Turkey known for its natural beauty and being a world heritage site.

The immersive festival ticks off everything from classical music, inspiring talks, film screenings, meditation workshops, nature walks and cycle tours, all set within the magnificent caves. The musicians featured at this festival are usually local or international acts with a Turkish connection.

It's the perfect festival for getting back to nature and to excite the mind.

(cappadox.com)

GOALS AND PRIORITIES

Goal 4:

grow the offer
of external
events

Council has limited resources for the development and production of events. Therefore, the development of external event providers and external events is of significant value in promoting and facilitating the local event landscape. This can be achieved by reducing barriers to staging events, facilitating the professional development of emerging event producers and developing the funding pathway opportunities for current and emerging local events.

This achieves several outcomes:

- It provides a suite of event offerings for Shellharbour City residents and visitors
- It develops the professional capacity of its local event business practice
- It seeds the development of future events for the city and region.

Priorities:

Offer targeted funding support to local event producers – develop a freshly designed and administered events grants programme that will:

- Offer a user-friendly, equitable, timely and transparent submission process
- Have clear guidelines linked to Council's objectives and deadlines announced well in advance
- Allow for a less reactive and more planned approach to Council's event objectives by offering both an open entry grant programme along with targeted request for proposals to achieve particular aims or to align with key Council initiatives.

Build capacity - establish an 'events workshop' for emerging event producers in order to offer pathways to professional development such as:

- Event production and planning
- Event marketing and fund-raising
- Event programming

Goal 4:

grow the offer of external events (continued)

Seed partnerships with external event producers – strengthen relationships with external producers and key stakeholders that are already active in the region.

These include:

- Lendlease's cultural grants and support program at Calderwood Valley
- Killalea State Park's program of current and proposed events
- Local and regional education institutions
- Shell Cove Marina's activation program.

Develop and prioritise marketing support opportunities – undertake a review of required marketing and promotional infrastructure, systems and policies to ensure that both internal and external events are given every opportunity to succeed.

BOARDMASTERS, CORNWALL (UK)

From the first wave to the last beat, Boardmasters brings like-minded souls together for a unique festival experience. With parties that run late into the night, and beautiful beaches on which to recuperate during the day, Boardmasters is where adventure thrives and imagination flourishes.

Inspired by the freedom, adventure and creativity of surfing and music, Boardmasters has a vision to create a world that captures this experience and showcases it to a wider audience.

With a line-up covering everything from surf competitions to music, art, food, sustainability and wellbeing Boardmasters is curated for free-spirited minds and passionate hearts.

(boardmasters.com)



Imagine
this...

HOW WILL WE ACHIEVE THIS? (SUMMARY PROJECT PLAN)

GOAL	PROJECT	PARTNERS	FUNDING	SHORT <6 months	MEDIUM 6-12 months	LONG >12 months	ONGOING
Goal 1 and 2	In partnership with key stakeholders; develop a major commercial destination event that reflects the natural environment and lifestyle associated with that part of the City	Killalea State Park; Fraser's (Shell Cove); Local Business; Destination NSW Tourism Shellharbour	New; Sponsored; Ticket sales		★		
Goal 1	Undertake a comprehensive review and create strategic plans for Council's major events - Australia Day and Carols by Candlelight.	Internal Stakeholders; Australia Day Cttee;	Existing; Sponsorship	★			
Goal 1 and 2	Develop a destination music and arts festival event for Shellharbour Village in celebration of the 160 th anniversary of Shellharbour	Village Businesses; Create NSW; Local History/Heritage	New; Application Funding		★		
Goal 1	Conduct a feasibility study on the development of a multi-arts street festival for Albion Park town centre	Albion Park businesses; Local artists	Existing			★	
Goal 1	Engage with the local Aboriginal community on the development of a cultural event for the city, reflecting and celebrating local Aboriginal custom, art and community	Local Aboriginal advocacy and service organisations; AAC; Killalea State Park; Destination NSW	New; Application Funding	★			
Goal 3	Investigate the establishment of an Event Advisory Group to provide strategic input into the development of an event friendly city, including event development, funding and leverage opportunities.	Internal Stakeholders	Existing		★		
Goal 3 and 4	Develop an Event Planning Toolkit/Guide to simplify and support more opportunities for community generated events and attract more external events in the city. Toolkit to provide user-friendly online event resources and encourage and support best practice event management including environmental sustainability and accessibility.	Internal Stakeholders; Local event organisers; Building Better Regions Fund	Application funding (secured)	★			
Goal 3 and 4	Review and streamline processes to facilitate event organisation and delivery, including regulatory approvals and compliance.	Internal Stakeholders	Existing	★			

GOAL	PROJECT	PARTNERS	FUNDING	SHORT <6 months	MEDIUM 6-12 months	LONG >12 months	ONGOING
Goal 3 and 4	Manage and promote a Shellharbour City Events Calendar, as part of an integrated approach to engage the community and promote Shellharbour as an event friendly city externally.	Tourism Shellharbour; Local event organisers	Existing				★
Goal 3	Review event Infrastructure and planning to ensure event related input into the infrastructure and capital works and renewal programs run by Council.	Internal Stakeholders; State and Federal Govt	New – Capital works; Infrastructure investment funding		★		
Goal 1, 2 and 3	Develop an impact assessment methodology and event evaluation guidelines to ensure events are representative of the Goals and Priorities of the Strategy	Internal Stakeholders	Existing	★			
Goal 3	Develop an Event Attraction Plan to identify new major event opportunities, conduct feasibility and business case analysis to determine likely returns, and facilitate key stakeholders' involvement.	Tourism Shellharbour; Destination NSW	Existing			★	
Goal 4	Develop and implement a Marketing and Communications Plan to promote internal and external event activities in partnership with relevant stakeholders.	Internal Stakeholders; Toursim Shellharbour	Existing		★		
Goal 2, 3 and 4	Convene a bi-annual local event forum to engage with local artists, creatives and event organisers and to invite event managers from successful regional events to mentor local event organisers eg; Parkes Elvis Festival, Thredbo Jazz Festival and Four Winds Festival.	Internal Stakeholders; State and Federal Govt; Local event organisers	New; Application funding			★	
Goal 2 and 4	Establish an 'events workshop' program for emerging event producers to offer pathways to professional development such as: <ul style="list-style-type: none"> Event production and planning Event marketing and fund-raising Event programming 	Internal Stakeholders; State and Federal Govt; Local event organisers; Local education and training institutions	New; Application funding			★	

GOAL	PROJECT	PARTNERS	FUNDING	SHORT <6 months	MEDIUM 6-12 months	LONG >12 months	ONGOING
Goal 4	Review the current Event Sponsorship program with a view to the development of a public grants funding program for events with transparent guidelines and application processes.	Internal stakeholders	Existing	★			
Goal 3 and 4	Develop a strategy for events, festivals and infrastructure funding and/or sponsorship to grow and develop major events in the City	Internal Stakeholders; State and Federal Govt; Local event organisers; Commercial event organisations	Existing; Application funding		★		
Goal 3	Develop a training and work experience program for Events to offer genuine pathways to employment	Internal stakeholders; Youth Council; local education and training institutions	Existing			★	
Goal 1, 2 and 3	Actively advocate for the importance of events in Shellharbour and undertake a comprehensive review of Council's investment to ensure a level playing field with perceived competitors and that Council officers are provided with the resources to meet the goals and priorities of this strategy.	Internal stakeholders	New	★			
Goal 3	Review the Sustainable Events Management Plan and integrate best practice sustainability and waste management guidelines into the new Event Planning Toolkit/Guide	Internal stakeholders	Existing	★			

HOW WILL WE MEASURE SUCCESS?

This Strategy provides Shellharbour City with the framework to plan, create and advocate for events and festivals that will benefit our Community and our Customers. The Strategy will be aligned to Council's Delivery Program and will be implemented from 2018 to 2021. Achievements and activity will be reported through the Integrated Planning and Reporting framework, including our Annual report.

The following indicators will help us ensure the goals of this Strategy remain on track over the life of the document.

Goal	Measure
Events contribute to a City that is vibrant, creative, safe and inclusive	Community and Event surveying to ensure: <ul style="list-style-type: none">• Event attendance measured against our demographics – proportionate representation• Events contribute to an positive community perception
Events contribute to a City that welcomes, engages and attracts visitors	Event attendance figures show an overall increase and an increase of Visitation numbers
Events foster local creative talent and recognise artistic and cultural strengths within our City	Increase in representation of local artists, cultural groups or participants within event programming
Events support and contribute to increased employment opportunities and promote local business awareness and opportunity	Increased opportunity measured through: <ul style="list-style-type: none">• Economic impact studies• Community surveying
Events model best practice in terms of sustainability and waste management	Number of events that complete the Sustainable Events Management plan.
Events are inclusive and accessible	Number of new initiatives to improve access and inclusion implemented
Events activate our vibrant villages across all parts of our City	Number of events in each part of our City
Develop programs that support the capacity of our communities to present safe, efficient, high quality events	Number of programs offered Number of attendees to supported programs Increase in locally produced events

STRATEGIC LINKS (CONTINUING THE CONVERSATION)

This Strategy builds on information provided by our community across various stages of community consultation, engagement and market testing. It is also modelled on analysis and research in to national and international trends and best practice for events at a regional, state and national level.

Locally:

Council's Community Strategic Plan

OBJECTIVES:

Our City is.....

- 1.1 Vibrant, safe, creative and inclusive**
- 1.2 Active and healthy**
- 2.2 Practices sustainable living**
- 2.3 A city that is connected through places and spaces**
- 3.3 Welcomes, engages and attracts visitors**
- 4.1 Led through collaboration**

STRATEGIES:

- 1.1.1** Deliver and promote events and activities for our community
- 1.1.5** Nurture a creative community participating in arts and cultural activities
- 1.2.2** Provide diverse opportunities for sport, recreation and enjoyment in the City's parks, open spaces and facilities
- 2.2.1** Provide community engagement and education on environmental sustainability
- 2.3.1** Activate a vibrant City Centre
- 2.3.4** Facilitate the development of the built environment to meet community needs
- 2.3.5** Recognise, protect and celebrate our heritage
- 3.1.1** Provide the community with a range of infrastructure delivered in a sustainable manner
- 3.3.1** Promote our City as a tourist destination of choice
- 4.1.3** Acknowledge and respect the Aboriginal community as the traditional custodians of the land

The goals, priorities and projects outlined in this plan correspond with many of Council's existing priorities and plans including:

- Make Play Grow - Creative Strategy 2015-2019
- Shellharbour Safety Strategy 2016-2021
- Disability Access and Inclusion Plan 2017-2021
- Healthy Ageing Strategy 2015-17
- Aboriginal Culture and Heritage Management Toolkit
- Albion Park, Oak Flats and Shellharbour Village Town Plans
- Libraries and Museum Strategy 2024
- Waste Management Strategy
- Economic Development Strategy 2014-2018
- Community Engagement Policy and Toolkit
- Tourism Shellharbour – Destination Management and Strategic Marketing Plan 2018 – 2022
- Cultural Diversity Framework

Regional:

- Illawarra Regional Strategy 2006-2031

State:

- NSW State Plan – NSW 2021
- Create in NSW: NSW Arts and Cultural Policy Framework 2015
- Infrastructure NSW: Cultural Infrastructure Strategy 2016
- NSW Government Cultural Infrastructure Action Plan 2018
- NSW Aboriginal Arts and Cultural Strategy 2015 – 2018: Connection, Culture, Pathways
- Create NSW Cultural Tourism Toolkit
- Regional Arts NSW Business Plan 2015-18
- NSW Regional Conferencing Strategy and Action Plan (Destination NSW)
- Aboriginal Tourism Action Plan 2017 – 2020 (Destination NSW)
- Department Premier and Cabinet: Event Starter Guide

National:

- 'Creative Australia': National Cultural Policy 2013
- Tourism Australia: Tourism 2020 Strategy
- Accessible Events: A Guide for Organisers (meetingsevents.com.au)
- A Culturally Ambitious Nation: Australia Council for the Arts Strategic Plan 2014-2019
- Australia Council for the Arts: Engaged communities Arts connecting with communities program

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Ann Lehmann	KidsFest Shellharbour
Courtney Beaton	Kao Kreative
Sheryl Sherson	Heritage Aircraft Restoration Society (HARS)
Lizzie Rose	Wild Rumpus
Jess Smith	The Farms Market
Dave Evans and Tamara Campbell	Laughter House Entertainment and KISS Arts Festival
Simon Grant	Wonderwalls Festival Director
Judith Field and Donna de Jong	Lendlease (Calderwood)
Jessica Clark	Fraser's Property

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Write to us at
events@shellharbour.nsw.gov.au



Enquiries and feedback should be made to:
The General Manager
Shellharbour City Council
Locked Bag 155
Shellharbour City Centre NSW 2529

Telephone: (02) 4221 6111
Facsimile: (02) 4221 6016
E-mail: council@shellharbour.nsw.gov.au

www.shellharbour.nsw.gov.au