

Tweed Shire Events Strategy

2016 to 2020 (2021)

Adopted by Council 18 February 2016

Council determined to extend the Strategy for 1 year at its meeting of 3 December 2020



Tweed Shire Council

Events Strategy | 2016 – 2020 (2021)

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3 December 2020

Commissioned by:

Tweed Shire Council

Prepared by:

Stefanie Wilson, Director, Luminair

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Executive Summary

Delivering on Direction 37 of The Tweed Economic Development Strategy, the 2016-2020 Tweed Shire Events Strategy sets Council's direction (for the next four years) and realigns the destination's position on events, with the desires of the community.

Council has built the strategy based on a four year framework, informed by consultation, policy and research (and in consideration of key partnerships, such as the partnerships with Destination Tweed and Destination NSW).

Tweed Shire Council seeks to set a new civic leadership benchmark in identifying the following five themes as those that best link The Tweed's character, identity and future opportunity – Sport, Food, Music, Arts/Culture and Environment events. The vision is that Tweed Shire hosts and develops events of an international standard yet boutique size; and that innovative events, which honour the spirit of the community are nurtured for the holistic benefit they bring to the region across a set of social, cultural and economic benefits.

The 2016-2020 Tweed Shire Events Strategy is structured according to four key delivery priorities, these being:

- **Support:** Proactively and transparently support business, community and leisure event organisers in the placement, organisation and brand alignment of their events.
- **Develop and Optimise:** Develop events, event expertise, event growth and optimise positive event impacts across identified events and event opportunities (for maximised positive growth, impact and regional reward).
- **Attract:** Attract complementary events and event placement to the region via an integrated program of activity (incorporating event attraction incentives, market research and the promotion of The Tweed as an events destination, particularly to events that fill calendar gaps, align with key themes and fit the assessment criteria).
- **Refine:** Streamline the surrounding processes, relationship interaction and governance of events to create an ever-evolving strategy with tangible deliverables (such as a customer service centred and one stop shop for event approvals within the Council).

Council recognises the many benefits events bring to a region including economic, social and cultural outcomes. Additionally, Council continues to recognise the importance of community events and cultural heritage as both are paramount to the vibrancy, pride and cohesion of the region.

Council encourages business, community sectors and partners alike to embrace the renewed direction, in the interest of The Tweed as a progressive and authentic event destination. Accordingly, Council is committed to working collaboratively to ensure a consistent, strategic and outcomes focussed framework is implemented to deliver a four year action plan.

Foreword: A Vibrant and Sustainable Events Economy



The spotlight is well and truly shining on events as a valuable way to enrich our sense of place and create economic, social, cultural and environmental benefits.

The Tweed itself provides a rich tapestry of music, sport, culture/arts, food, community and environmental events; and holistically provides a diverse tourism destination offering (providing over 50 per cent of the most popular and desirable domestic tourism activities and offerings within the one region¹).

The 2016-2020 Tweed Shire Events Strategy paves the way for the next four years and not only satisfies Direction 37 of The Tweed Economic Development Strategy; but it also realigns the destinations position on events with the expressed desires of the community.

We want to support, develop and attract events that are fitting to the character and aspirations of the region and in doing so, become one of Australia's most sought after locations for innovative, beneficial and integrated boutique events.

The strategy supports existing events, encourages development (and benefit optimisation) and sets the framework for attracting desirable events for strategic benefit.

Importantly the strategy reinforces the opportunities within our diverse coastal and hinterland offerings whilst accommodating community desires, aspirations and the essence of the Tweed.

As The Tweed embarks on a new era of innovation, differentiation and strength, I encourage and welcome the participation and contribution of the business and community sectors to help position The Tweed as a strong, progressive and authentic event destination.

Troy Green
General Manager
Tweed Shire Council

¹ Destination Tweed, interview with Bill Tatchell on 9/11/2015 at 11.30am (EST).

Introduction

The Local Government Area

Located in northern NSW on the Queensland border, Tweed Shire covers a total area of more than 1,300km² with 37 kilometres of coastline, featuring some of the most pristine and stunning beaches in NSW.

In addition to the coastline, The Tweed is home to wetlands and forests, lush pastoral and farm land making it a natural choice for a diverse range of boutique and naturally inspired events.

The entire basin of The Tweed River and mountainous regions contain three World Heritage listed National Parks.

The Tweed also offers one of the highest levels of biodiversity anywhere in the world and highest number of artists per capita than any other shire in Australia. Accordingly, local galleries regularly showcase the work of artists inspired by the landscape, wildlife, history, community and spirituality of the region.



These attractions are part of the reason The Tweed Shire remains one of Australia's fastest growing regions with population projections forecasting growth to reach over 125,000 by 2036².

The local government area is conveniently located between two internationally recognised tourism and event destinations - Gold Coast and Byron Bay.

The region houses parts of Gold Coast Airport, with the new International Terminal and Instrument Landing System (ILS) sitting wholly within Tweed Shire Council's boundary. Airport passenger numbers for the 2013-2014 financial year were: Domestic 4,845,767, International 900,799; totalling 5,746,566 passengers³.

The Tweed benefits from two TAFE campuses, Southern Cross University, national-level sporting facilities (including Arkinstall Park tennis facility and Barrie Smith Hockey Fields), 4.5 to 5-star resorts and a diversity of accommodation and natural assets which create a boutique, naturally inspired and well-serviced gateway destination.

² Australia. Tweed Shire Council, "Tweed Shire Economic Development Strategy", accessed 7 December 2015, <http://www.tweed.nsw.gov.au/EconomicDevelopmentStrategy>

³ id Consulting – Tweed Shire Council Fit for the Future Submission – June 2015

Background

The Value of Events

- Events cut across almost every sector of the economy (from employment to education, through to tangible/intangible legacies, investment attraction and infrastructure growth).
- Events are also broadly recognised as a key driver for tourism visitation and with the State's ambition to double overnight visitor expenditure to between \$115 billion and \$140 billion by 2020⁴, the interest in events as a key economic driver is increasingly gaining momentum. Accordingly, NSW events contributed over \$510 million in visitor spending to the State's economy in 2014 (across the 136 events supported by Destination NSW)⁵.
- Events are a key driver of regional visitation with three-quarters of event attendees reporting they would not have visited a regional destination (on that occasion) if not for the event⁶.
- Events also act as a valuable introduction to, and asset for, repeat visitation to a region (with most event attendees intending to return to a regional destination following their event attendance)⁷.
- Approximately 82,000 visitors to the Tweed cited an event as the primary reason to visit (for visitation across Kingscliff/Fingal Head, Murwillumbah and Coolangatta). A further 134,000 visitors identified sporting events (participation or spectating) as their primary purpose for visitation, whilst an additional 40,000 attributed their visit to a business event⁸.

⁴ Australia. Tourism Research Australia, "State of the Industry", accessed 7 December 2015, http://www.tra.gov.au/documents/State-of-the-industry/State_of_the_Industry_2015_FINAL.PDF

⁵ Australia. Destination NSW, "NSW Remains the Home of Major Events", accessed 7 December 2015, <http://www.destinationnsw.com.au/news-and-media/media-releases/nsw-remains-home-major-events>

⁶ Australia. Tourism Research Australia, "Events: Drivers of Regional Tourism", accessed 7 December 2015, http://www.tra.gov.au/documents/DVS_Events_-_Drivers_of_Regional_Tourism_FINAL_04082014.pdf

⁷ *Ibid*

⁸ Destination Tweed, written advice via email from Bill Tatchell to Luminair Consulting (Table 1 of email dated 13/11/2015)

Cumulative Impacts

Events are important catalysts for economic development, social inclusion and community well-being, with each event type delivering a specific flow-on to the community. Council acknowledges the importance of each sector and their role as a facilitator for optimising the positive impacts each sector delivers to the community.

Specifically:

- **Community/Civic Events:** For example: Australia Day, Senior's Week, Youth Week, the Murwillumbah Agricultural Show, NAIDOC Week and Relay for Life celebrate the way we live, create community vibrancy and contribute to creating social cohesion. Community and civic events are generally linked to a strong sense of place, belonging and resident satisfaction.
- **Sporting Events:** Vary in yield due to the diversity within the sector, however sporting events encourage active communities, can be used to engage young people and create cohesion. As a vital part of the Australian identity, sporting events can provide a significant economic boost (particularly mass-participation events) whilst also creating legacy infrastructure and facility upgrades.
- **Business Events:** Generally the highest yield of the event sectors, business events can showcase regional innovation, provide trade links and flow-ons to a number of tourism outlets.
- **Cultural Events:** Cultural events bring people together to express their ideas, creativity, traditions and values. They specifically also have a strong tendency to draw domestic tourism to regional destinations.

Document Purpose and Consultation

This strategy demonstrates Council's commitment to a professional, innovative and inclusive events positioning.

Strategically the 2016-2020 Tweed Shire Events Strategy has been informed by the outcomes and learnings resulting from the 2011-2016 Events Strategy and answers the directive of Direction 37 of The Tweed Shire Economic Development Strategy, being to:

'Undertake a review of the existing events strategy in order to make recommendations relating to existing operations, further opportunities and resources required to deliver events.'

To assist in the formulation of a four year Events Strategy, an internal/external, stakeholder and theoretical review was undertaken, through the following engagement methods:

- **Kingscliff Matters Forums** (held on 12 March 2015 and 28 May 2015): Included representation from approximately 60 local stakeholders including business, community, schools/educational institutions, churches, sporting organisations, event managers, tourism bodies, service clubs and aged care facilities.

Specifically, the forum focussed on stakeholders' desires, support and challenges relating to events. The Kingscliff Matters Forum Feedback notes can be found at www.tweed.nsw.gov.au/KingscliffMatters

- **Council's Event Workshop**: On 28 May 2015, the Council held its quarterly Events Workshop which was attended by representatives from Murwillumbah and District Business Chamber, local community events/initiatives and a number of sporting bodies. The event was co-facilitated by Luminair Consulting.

Attendees were guided through a presentation for the growth strategy of their own events whilst learnings from event organisers on existing challenges (and barriers to event success) were garnered within the context of the Council's ongoing evolution and the process underway for an updated strategy.

- **Internal Events Review**: Comprehensive one-to-one interviews on internal events process across 13 different areas of the Council (which culminated in the creation of an Internal Events Review document). The Internal Events Review informed subsequent working/think-tank groups to progress the Council's internal processes, collaboration across units and streamline the events application process.
- **External Partner Information Gathering**: In addition to the Internal Review, engagement with identified stakeholders via one-to-one meetings, teleconferences and/or information gathering was undertaken. Destination Tweed, Destination NSW, Kingscliff TAFE, Gold Coast City Council and Byron Shire Council were included in this process.

- **Councillor Workshops:** Progressive Councillor Workshops were undertaken specifically on the Events Strategy throughout the information discovery process and creation of the document. Specifically, these included:
 - i. Workshopping of the 'Broader Considerations' resulting from the Internal Events Review document. Workshop topics specifically included land use, the Council's desired level of event involvement, and fees and charges pertaining to events and markets;
 - ii. Draft Tweed Shire Events Strategy Framework Workshop seeking insight from the elected representatives on key event themes, event support priorities, further leveraging opportunities, which then informed the formation of the strategy framework; and
 - iii. Draft Tweed Shire Events Strategy 2016-2020 Workshop seeking direction regarding the foundations for the framework, identified main strategies themes and actions. The workshop resulted in the identification of five priority themes (as outlined in the '*Key Tweed Event Identities/Themes*' section).

The workshop also identified the four directions Council will take in relation to its role regarding events; these being to support events, develop events (including seed funding), attract events and refine Council's process (for continual improvement) pertaining to the streamlining of the application processes for event organisers seeking use of Council's event-based assets and/or infrastructure.

These directions and priority themes will also provide guidance to Council in the assessment of applications using Council's Community Sponsorship Policy. These will also connect with pursuing outcomes from The Tweed Shire Economic Development Strategy, whilst this document holistically also aligns with a number of linked and informing strategies outlined in the later stages of this strategy.

It was further agreed the other important element of the strategy is 'Markets'. As a result of feedback from previous community engagement and with the need for markets to have a more coordinated and strategic approach pertaining to locations, frequency, conditions of stallholders use, governance, fees and support of community, business and farmers' markets.

- **Public Exhibition:** In accordance with Council's resolution of 10 December 2015 public and stakeholder submissions were sought from 15 December 2015 to 26 January 2016.
- **Information Sessions:** Three information sessions were held on 19 January 2016. A combined total of 23 participants attended the information sessions. One of these sessions was invitation only for a representative group from the local events sector and associated organisations.

Document Purpose and Structure

The structure of the document is designed to succinctly convey the information discovery, opportunity identification and framework formulation process; which inform the strategy and steps for practical implementation of the supporting program of activity.

The resulting document structure is as follows:

1. **Investigate:** Macro and micro overview.
2. **Deliberate:** Analysis of the above, by way of SWOT analysis and industry learnings.
3. **Innovate:** The resulting strategic framework and overarching intention.
4. **Integrate:** Integration of the strategy into actionable plans and providing linkages to the Council process for practical implementation.

Key Tweed Event Identities/Themes

Acknowledging the importance of a balanced portfolio, whilst reflecting the region's identity; the following key themes were identified (via Councillor Workshops) as the most desirable event profiles for the emerging strategy:

1. **Sporting events:** Particularly those fitting with the personality of the region and promoting positive interaction with the natural environment (i.e. nature-based triathlons, boutique hinterland adventures and eco-sporting events).
2. **Food events:** High-quality/profile food events which promote and celebrate the region as a clean, green and sustainable food bowl, e.g. paddock-to-plate.
3. **Music events** which embrace and leverage the personalities of our hinterland villages and coastal lifestyle.
4. **Arts/Culture events:** Events celebrating The Tweed's depth of artistic talent, strong appreciation of artistic pursuits and cultural heritage. Cultural events include those that have a strong link to the character and identity of the local community including those with a social purpose.
5. **Environmental events:** Being those that promote the sustainability and protection of the natural environment.

These core themes accompany community and civic events (for example: Australia Day, Senior's Week, Youth Week, the Murwillumbah Agricultural Show, NAIDOC Week and Relay for Life) which continue to be of vital importance to the social/community cohesion, vibrancy and pride of the region.



Investigate



Investigate

In Review: Australia, New South Wales and The Tweed

The Tweed economy does not function in isolation, and is impacted by the conditions and functions within the broader economy. The state of the International, National, State and broader Tweed economies all have a flow-on effect and impact on the events industry within The Tweed.



The Current State of Play

The global economy continues to recover from the Global Financial Crisis (GFC)⁹. Economic activity had been the strongest emerging economy in the years following the GFC, however this activity now shows signs of slowing- whilst many of the advanced economies are gradually strengthening¹⁰.

The slowing growth of emerging/developing economies has been attributed, in-part, to¹¹:

- falls in commodity and oil prices (impacting on resource-exporting economies such as Brazil, Russia and the Middle East)
- structural bottlenecks (insufficient infrastructure to facilitate growth)
- the internal shift in China's growth composition towards domestic consumption
- economic distress related to geopolitical factors (e.g. regional conflicts such as the war in the Middle East).

With emerging economies previously tipped as a major tourism growth opportunity, the health of these economies can have an impact on international tourism and international event visitation.

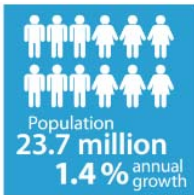
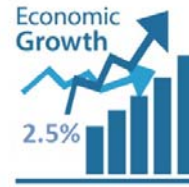
⁹ Australia. Tourism Research Australia, "Tourism Forecasts 2015", accessed 7 December 2015, http://www.tra.gov.au/documents/forecasts/Tourism_Forecasts_2015_FINAL.PDF

¹⁰ *Ibid*

¹¹ *Ibid*

Australian Economy

The Australian economy has grown at a soft 2.5% on average between 2014 to 2015, amidst a declining investment in mining weighing on the economy¹².



An annual population growth rate of 1.4% brings the Australian population to 23.7 million as at November 2015 with an unemployment rate of 6.2%¹³. Although the natural unemployment rate has showed signs of improvement throughout 2015, holistically the unemployment rate increased gradually, continuing its trend of the past few years¹⁴.

Australians are now saving more than in the past and whilst the sentiment is that the increase in savings comes as a result of wary Australian households off the back of the GFC, it is however a sign that households are now choosing to save more than they spend¹⁵. As at November 2015, the average weekly Australian wage was \$1,137, with a household savings ratio of 8.8%¹⁶.



NSW Economy

New South Wales was the top ranking 2015 Australian economy, which was bolstered to the top position from a particularly strong housing market and retail trade¹⁷.

With the strongest population growth, the State's unemployment rate was also the third lowest in the nation at 5.7%¹⁸.

The Tweed Economy

The Tweed Shire offers a diverse industry base with employment access to a range of public service sectors and primary sector industries; however the region's economy is also influenced by the Gold Coast, which provides a market catchment of 500,000 residents on Tweed's doorstep.

The region's population is growing at a rate of 1.6% per annum¹⁹ with two distinct profiles, those of high socio-economic demographic (characteristically inland from Tweed Heads and along The Tweed Coast) and areas of low socio-economic demographic (characteristically in Tweed Heads and in rural areas within the Shire).

¹² Australia. Reserve Bank of Australia, "Domestic Economic Conditions", accessed 7 December 2015, <http://www.rba.gov.au/publications/smp/2015/feb/html/dom-eco-cond.html>

¹³ *Ibid*

¹⁴ *Ibid*

¹⁵ Australia. Australian Business Review: Business Spectator, "Australians are Saving for the Rainy Days Ahead", accessed 7 December 2015, <http://www.businessspectator.com.au/article/2014/6/20/reserve-bank-australia/australians-are-saving-rainy-days-ahead>

¹⁶ *Ibid*

¹⁷ Australia. ABC News, "New South Wales ranked Australia's top economy due to strong housing market: CommSec report", accessed 7 December 2015, <http://www.abc.net.au/news/2015-04-20/nsw-top-economy-in-state-of-the-states-report/6402304>

¹⁸ *Ibid*

¹⁹ Australia, Department of Employment, "Small Area Labour Markets, June 2015", accessed 7 December 2015, <https://www.employment.gov.au/small-area-labour-markets-publication>

Key Forecasts

Analysis of previously presented data, overlayed with key future forecasts, suggests that:

- Advanced economies will continue to strengthen. Growth in these economies is being supported by lower fuel prices, lower interest rates, improving business confidence and an easing of the austerity measures in the Eurozone.
- Major bank currencies have depreciated (and may continue to do so) against the United States Dollar (USD) as a result of anticipated tightening of monetary policy (i.e. higher interest rates) in the United States and the easing of monetary policy (i.e. lowering of interest rates).
- Holistically however, a positive macro-economic backdrop is anticipated for domestic tourism with a flow-on to events over the next two years²⁰.

In Review: The Events Industry in Context

Just as The Tweed economy is influenced by broader market considerations, the events economy specifically within The Tweed Shire is also part of a more complex environment.

Macro market considerations such as business confidence, household savings ratio, real household discretionary income, social and cultural trends, and environmental trends all have an impact on the supply and demand of events.

The purpose of this strategy is not only to identify the points of supply and demand (meaning the point where The Tweed 'meets the market') but also to create the framework to allow for capitalisation of future opportunities.

Market Influencers

- **Social and cultural trends:** These impact not only on the way in which events are consumed but also the manner in which investors support events (and the method to which the event operators structure the event itself).
For example, should participation in sporting events (and the interest in spectator sport) increase, ideally, the number of event tickets sold to these events is also likely to increase. This can in turn result in an increased appetite for event organisers or investors to host, manage or underwrite these events, which may then have an impact on the number and regularity of these events.
- **Environmental trends:** Public desire for sustainable events and holistic environmental trends can impact the methods of implementation and management ethos of event practice pertaining to waste, water and power usage practices.
- **Business confidence:** Business confidence indicates the willingness of business operators to spend on discretionary items.

²⁰ Australia. Tourism Research Australia, "Tourism Forecasts 2015", accessed 7 December 2015, http://www.tra.gov.au/documents/forecasts/Tourism_Forecasts_2015_FINAL.PDF

- **Real household discretionary income:** Event tickets are non-essential items and are paid for with discretionary income, which is the amount of income available to households after subtracting all essential expenses. Generally, a decrease in discretionary income or increase in household savings ratio (i.e. money households choose to save) can have a negative impact on event consumption.

Demand for Events

The demand for events are aligned with the Key Event Identities/Themes, and the forecast for these trends are as follows:

Sport Events-Demand Trends

- Both sport participation and spectator sport participation is expected to grow in 2015-2016 in Australia.
- Steadily rising expenditure on recreational and cultural activities and stable growth in spectator sport participation are expected to drive the industry's performance over the next five years²¹.
- Whilst the industry is forecast to grow, facility operators are increasingly turning to alternative uses for their venues and diversified income streams (such as facility hire to concerts or music festivals)²².

Food Events-Demand Trends

- Australians see food as an integral part of their downtime, with nearly three quarters (73%) of consumers surveyed rating cooking and eating as being important to their social lives²³.
- According to Weber Shandwick's research, one in three Australians (34%) say they have travelled to a destination purely on account of the food and wine available in that region²⁴.
- The 'gourmet getaway' is becoming increasingly popular with food-savvy Australians looking to experience a destination through its wine and food offerings²⁵.
- Consumer insights show that 40% of Australians feel passionately about supporting local farmers and 71% say it's important they know where their food has originated from and whether it has been ethically farmed²⁶.

²¹ IbisWorld, 'Sports and Recreation Facilities Operation in Australia: Market Research Report', *IbisWorld*, Report: ANZSIC R9113, July 2015

²² *Ibid*

²³ Australia. Weber Shandwick, "Food Forward Australia, 2014", accessed 7 December 2015, <http://www.webershandwick.com.au/wp-content/uploads/2014/02/Food-Forward-Australia-2014.pdf>

²⁴ *Ibid*

²⁵ *Ibid*

- Recent research conducted across 15 of Australia's key tourism markets, by BDA Marketing for Tourism Australia, show that 'great food, wine, and local cuisine' is now a major factor in holiday decision making, ranking third (at 38%), ahead of world class beauty and natural environments (at 37%)²⁷.
- For those who have visited, Australia is ranked second for its food and wine experiences (60%) after culinary giant France and ahead of Italy. We are ranked as the number one destination for food and wine for people who have visited from China, USA, France, India, Indonesia, Malaysia, the UK and South Korea²⁸.
- For domestic travellers taking a food and wine holiday or short break in the last two years²⁹:
 - nearly half travelled as a couple
 - more than half were away for one or two nights, usually on a weekend trip
 - Spring and Autumn had greater appeal than Summer or Winter
 - on average, \$572 was spent per person on a food and wine trip in NSW.

Music Events-Demand Trends

- National interest in live music events is forecast to increase with 36% of current patrons increasing consumption³⁰.
- Women, particularly professional women, make up a significant proportion of performance audiences.
- Consumer confidence within Australia, therefore the propensity to consume, is forecasted to increase³¹.
- There appears to be a demonstrated demand for multi-faceted music events (suggested by an 86.6% increase in revenue for multi-category music events)³².

Arts/Cultural Events-Demand Trends

- NSW is estimated to account for 32.2% of the nation's art galleries and museums³³ with an associated natural tendency to also host related events.
- It is suggested that arts/culture facilities and events will have to remain at the forefront of existing and emerging digital media channels to remain visible to households and competitive with other leisure activities.

²⁶ *Ibid*

²⁷ Australia. Tourism Australia, "Key Messages", accessed 7 December 2015, http://www.tourism.australia.com/documents/Campaigns/Restaurant_Australia_key_messages.pdf \

²⁸ Australia. Tourism Australia, "Gourmet Tourism is Growing", accessed 7 December 2015, http://www.tourism.australia.com/documents/Food_and_Wine_Fact_Sheet.pdf

²⁹ Australia. Destination NSW, "Food and Wine Tourism in NSW 2015", accessed 7 December 2015, <http://www.destinationnsw.com.au/wp-content/uploads/2013/05/Food-wine-tourism-NSW-Jan-2015-report.pdf>

³⁰ Little, Steve, 'Event Promotion and Management Services Market Research Report', *IbisWorld*, Report: ANZSIC N7299, July 2015

³¹ *Ibid*

³² 'Live Performance Industry in Australia 2014 Ticket Attendance and Revenue Survey', *Live Performance Australia*, page 19, 12 August 2015

³³ Anon, "Art Galleries and Museums Market Research Report" *IbisWorld*, Report: ANZSIC R8910, October 2015

Environmental Events-Demand Trends

- Public concern over environmental issues is forecast to increase³⁴.
- The Tweed community continues to have a strong association with the environment; with The Tweed Community Strategic Plan conveying the following as the key areas of interest for the community: protecting biodiversity, water management, sustainable development/housing and a sustainable population.

Demand Factors for Other Events

Markets-Demand Trends

- Household discretionary income is expected to increase in 2015-2016 which is likely to have a positive flow-on to markets and events in general.
- Approximately 14% of Australians shop at a farmers' markets for their vegetables with a further 4% buying directly from the growers at the farm-gate or roadside stalls³⁵.
- Strong consumer demand for seasonal, paddock-to-plate vegetables, be they dirty spuds, celery or organic beetroot, is the mainstay of successful farmers' markets³⁶.
- Anecdotal evidence also suggests a substantial demand for handmade and Cotters markets, with Australia's being amongst the top ten nations of purchasers³⁷.

Business Events-Demand Trends

- A high proportion of industry demand is driven by industry associations and private companies that hold major exhibitions, conferences and events³⁸.
- Industry revenue is projected to post 3.5% annualised growth over the five years through 2014-15, to reach \$10.8 billion³⁹.

³⁴ Anon, "Nature Reserves and Conservation Parks in Australia", IbisWorld, Report: ANZSIC R8922, February 2015

³⁵ Australia. Australian Food News, "More Australians shopping for fresh vegetables at farmers' markets, 'local' food trend grows", accessed 7 December 2015, <http://ausfoodnews.com.au/2014/03/24/more-australians-shopping-for-fresh-vegetables-at-farmers%E2%80%99-markets-%E2%80%98local%E2%80%99-food-trend-grows.html>

³⁶ Ibid

³⁷ Australia. Sydney Morning Herald, "Staying On Top of the Craft Explosion", accessed 7 December 2015, <http://www.smh.com.au/small-business/growing/staying-on-top-of-a-craft-explosion-20130114-2cp10.html>

³⁸ Anon, "Exhibition and Conference Centres Market Research Report" IbisWorld, Report: ANZSIC X0018, December 2014

³⁹ Ibid

Supply of Events

The supply of events to the Tweed are characterised via their Event Identities/Themes, as follows:

- **Sporting Events:** The region currently hosts a variety of small, medium and large sporting events for example the Tweed Coast Pro to the Kingscliff Triathlon. Of these events, the majority are hosted within the first half of the 2016 year and activate the natural environment (surfing and triathlons). State/National level facilities also feature heavily (being Arkinstall Park tennis facility and Barrie Smith Hockey Fields).
- **Food Events:** Primarily placed throughout February, March and November/December, the existing food events for 2016 are comprised of events such as Tweed Foodie Fest and Aria's Long Dinner Table. Peppers Resort are also introducing a level of celebrity endorsements into the region with events such as the Colin Fassnidge Celebrity Chef Weekend scheduled for March 2016.
- **Music Events:** Events such as Cooly Rocks On and Tyalgum Music Festival scatter the calendar throughout May, June, September and October with a distinct skew toward boutique events with a personality alignment to the village or precinct. Significant music events i.e. Splendour in the Grass are hosted by our neighbour, Byron Shire, with impacts on Tweed Shire.
- **Arts/Cultural:** Events regularly feature throughout The Tweed Events Calendar and occur organically given the high concentration of artists within the region. Some events such as the Regional and Public Galleries Association of NSW Conference have also capitalised on the arts and culture offering for the placement of a business event. The Margaret Olley Art Centre, since opening in March 2014, has attracted over 200,000 visitors⁴⁰.
- **Business Events:** Are commonly facilitated by venue facility providers (such as Peppers, Mantra Salt and Twin Towns) with Destination Tweed providing marketing collateral to showcase the region. The strategic value of business events is that these events generally can maintain a relatively high yield, showcase local innovation and have the ability to lessen the troughs of the traditional tourism cycle.
- There are over 10 regular **community markets** held throughout The Tweed. These primarily occur on Saturdays, Sundays, and Friday evenings (night markets), with the regular Farmers Growers' Markets mid-week in Murwillumbah.
- **Community and Civic Events:** Showcase Council's commitment to the community with celebratory events, for example: Australia Day, Senior's Week, Youth Week, the Murwillumbah Agricultural Show, NAIDOC Week and Relay for Life.

⁴⁰ Tweed Regional Gallery and Margaret Olley Art Centre visitor statistics.

- **Environment Events:** Events such as Cabarita Beach Eco Carnivale, World Environment Day and the Tweed River Festival feature on The Tweed calendar as small to medium events and celebrate the region's strong association with its natural environment and landscape.

Council's Events Landscape

- Throughout the 2014-2015 Financial Year, Tweed Shire Council continued its commitment to support events involving a range of funding and resources. This includes traditional Festivals and Events Policy funding rounds, donations, in-kind assistance and other resources. Due to the nature of some in-kind support, it is difficult to quantify the cost to the Council for this range of support, but it would be in the vicinity of over \$200,000 per year.
- As a Council funded organisation, Destination Tweed further supported nine key events in the same period via financial, in-kind and marketing support.
- Agencies such as Destination NSW (DNSW), Arts NSW and NSW Trade and Investment also offer support to relevant events. An overview of support agencies is included in the *Appendices*.

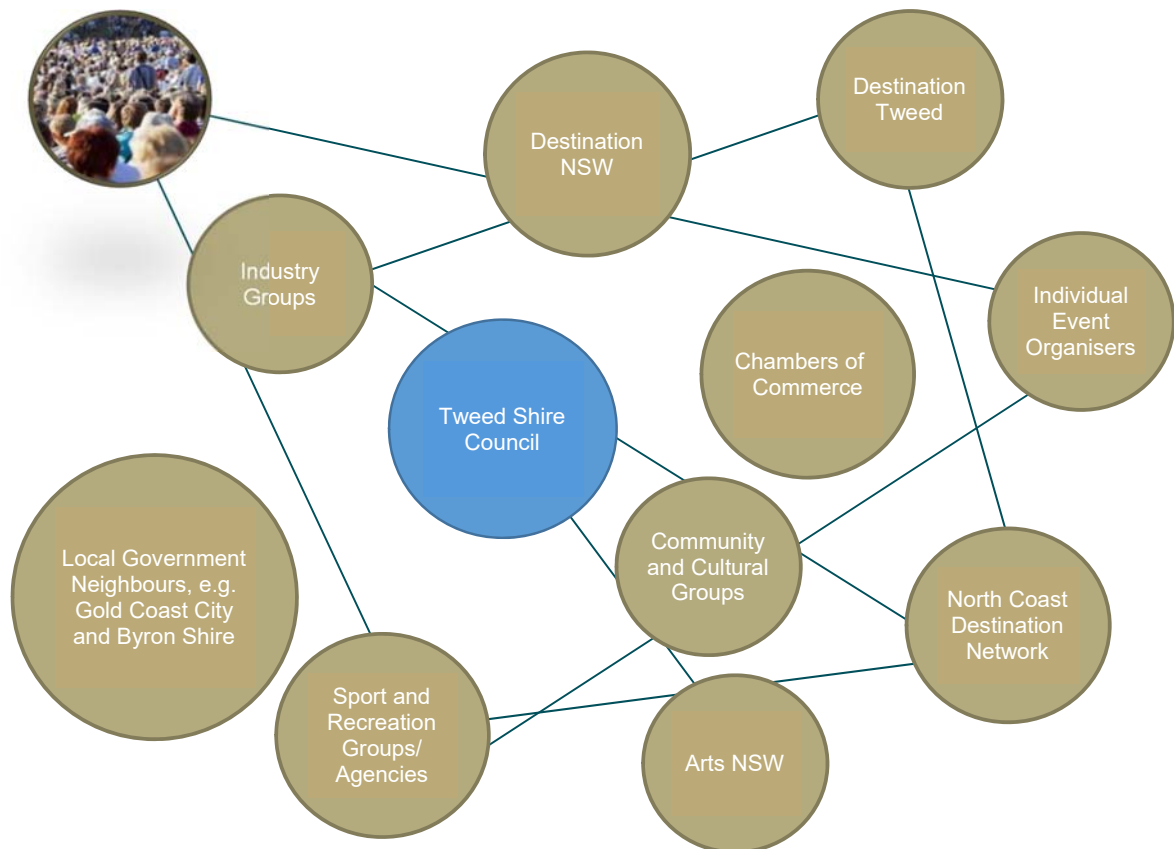
In Review: Council's Role in Events

In line with the direction set as a result of Councillor Workshops, the Council's primary role in events will take the form of:

- event support
- event development, which includes seed funding
- event attraction; and
- refine, through the streamlining of the Council's internal application process for events.

In addition, the Council will also maintain a coordinated and strategic approach pertaining to markets. A Markets Policy outlining market locations, frequency, stallholder connectivity, governance, associated fees and support is a response on getting the right balance between market/event activities and maintaining community amenity.

Stakeholders and Partners





Deliberate

Deliberate

Developing the Strategy has included the identification of opportunities and gaps in The Tweed Event Calendar. This has been through a traditional Situation Analysis (SWOT analysis) and Learnings of Success (recognising our successful events and those of our neighbours).

Critical Review of Tweed (SWOT Analysis)

Strengths

- Conveniently and geographically positioned between two well-known brands (Gold Coast City and Byron Shire) allowing it to add value to and leverage from both whilst providing a gateway to both NSW and Queensland.
- Sub-tropical climate and mild winters (appealing for event organisers and attendees).
- Close proximity to, and diversity of, natural assets.
- High quality level of natural and built event infrastructure.
- Positive media exposure off the back of events (creating the aspiration to visit The Tweed Shire).
- Highest number of artists per capita than any other Shire in Australia; and the international asset of the Margaret Olley Art Centre.
- Offers (within a 30 minute drive) both a coastal and hinterland experience; with a product, offering and differentiation that allows the region to over half of the top ten demand desires for domestic overnight travellers⁴¹.
- Relatively large and diverse accommodation base along the coast, which could be used in the off peak seasons to support events (in part also regulating the peaks and troughs of the tourism cycle).
- Quality of event-related assets and infrastructure, such as Arkinstall Park, Barrie Smith Hockey Fields and key performance venues.
- Diverse mix of events via its current events portfolio.

Weaknesses

- Restrictions around hosting of major/large-scale events due to accommodation capacity.
- Limited event infrastructure for events over 500 people in size, such as conferences, expos and award dinners.
- Limited public transport.

Opportunities

- Conveniently and geographically positioned between two well-known brands (Gold Coast and Byron Bay) allowing it to add value to and leverage from both whilst providing a gateway to both NSW and Queensland.

⁴¹ Destination Tweed, interview with Bill Tatchell on 9/11/2015 at 11.30am (EST).

- Proximity to and offering of complementary assets, infrastructure and facilities of the 2018 Gold Coast Commonwealth Games (mega event).
- Proximity to the Gold Coast airport.
- Improved and streamlined Council process pertaining to the facilitation of events.
- Strengthened stakeholder relationships (local industry and state agencies).
- Return tourism visitation (via the introduction of events).
- Niche acquisitions of boutique events (positioning as one of the most popular destinations for innovative events which honour the personality of the region are well-integrated).
- Tangible and intangible legacies (i.e. upskilling of employment).
- Top and tail and joint-event opportunities with Gold Coast and Byron Shire.
- Potentially draw new talent to the area, provide opportunities for skilled labour to stay within the region, and provide up-skilling opportunities.
- Encourage direct investment (across tourism, hospitality, sporting and cultural infrastructure) – given that these assets are likely to look like a more promising proposition with the influx of visitation, expenditure and vibrancy surrounding successful events.
- Extended length of stay via strategic placement of events and event-related activity.

Threats

- Increasing working hours (decreased lengths of stay).
- Political and consumer confidence.
- Over-use of natural assets (too many events).
- Flooding and adverse weather during event/tourism season.
- Economic fluctuations and negative flow-ons.
- Decreasing average length of stay for high yield/overnight tourists.

Neighbouring and National Success Stories

Neighbouring Success Stories	National Success Stories
<p>Gold Coast Defining Events: Gold Coast 2018 Commonwealth Games, Jeep Magic Millions Raceday, Swell Sculpture Festival, Gold Coast Marathon Events Portfolio: Castrol Gold Coast 600, Australian PGA Championship, Swell Sculpture Festival, Variety of Village and Handmade Markets, Jeep Magic Millions Raceday, Burleigh Pro (Surfing), Gold Coast Marathon, NetFest, Gold Coast 2018 Commonwealth Games Festival of Small Halls is a roving musical adventure Success Notes: Strong calendar of sporting events with introductions of cultural and lifestyle events (National/International brand significance)</p>	<p>Sydney Defining Events: 2000 Summer Olympics, Mardi Gras, Sydney New Year's Eve, Vivid Sydney Events Portfolio: Mardi Gras, Sydney Biennale, Handa Opera on Sydney Harbour, Sydney International Art Series, Mercedes-Benz Fashion Week, Sydney New Year's Eve, Vivid Sydney Success Notes: Strong calendar of cultural events. Sydney events used as drawcard for international visitation (then disperse out to regions)</p>
<p>Byron Bay Defining Events: Byron Bay Bluesfest, Falls Festival, Splendour in the Grass Events Portfolio: Byron Bay Tri and Multi-Sport Festival, Old and Gold Festival, Falls Festival, Splendour in the Grass, Byron Bay Writers Festival, Sample Food Festival, Byron Bay Bluesfest Success Notes: Whilst there is some debate over the environmental impact of these events, this portfolio is notable for a strong cultural and creative identity (supported by events) and nationally/internationally recognised branding</p>	<p>Cairns Defining Event: Ironman Cairns, UCI Mountain Bike World Cup and Port Douglas Carnivale Events Portfolio: Ironman Cairns and the Cairns Airport Adventure Festival, Cairns Chinese New Year, The Cairns Show, Sustainable Living Expo, Cairns Festival, Cairns Tennis International-Pro Tour Success Notes: Strong calendar of sporting events (intertwined with natural environment)</p>
	<p>Auckland Defining Events: 2011 Rugby World Cup, 1999 and 2003 America's Cup Events Portfolio: ITM500 V8 Supercars, NRL Auckland Nines, Pasifika Festival, Lantern Festival, Diwali Festival, Auckland Marathon, NZ Fashion Week, Volvo Ocean Race Success Notes: Strong calendar of sporting events (introduced for economic benefit) with recent focus on cultural events</p>
<p>Key Observations of Success</p> <ul style="list-style-type: none"> Majority of events are strategically placed within shoulder or low-tourism season; however others provide content/product for peak visitation periods. Diversity of event calendars (noticeable variety across key event sectors). Emergence of multi-faceted events (i.e. Leisure events which also feature associated business events; or festivals that include multiple public-facing elements such as Vivid Sydney). Events are strongly aligned with the destination image (or feature as a strategic addition due to the branding, economic flow-on they provide). Destinations such as Byron Bay feature events that appear so anchored into the persona of the destination that they almost couldn't feature anywhere else (brand and personality alignment). Events create a sense of place and awareness for these destinations (Destinations have a clear vision). Destinations host at least one major event every two months and majority of those listed feature State and Local funding (in addition to corporate sponsorship and branding/naming rights). 	

Identified Gaps

Event Support: Gaps and opportunities for improvement exist for enhancement of skills and capacity of locally based event organisers, particularly those involved in developing new events and building on more traditional community based cultural events to take these events to the next level.

This includes opportunities for improvement within:

- development of clear parameters around support channels
- guidance on event placement, process and event applications
- holistic packages of support (which include financial and non-financial support)
- fees and charges
- common points of contact for ease of communication, increased service-levels and internal efficiencies
- making connections in business and community to increase capacity.

Event Development and Benefit Optimisation: Gaps exist within the development of events, event expertise and event optimisation (benefit maximisation).

This includes opportunities for improvement within:

- event development process and opportunities for growth and diversification
- development of event-related and event management expertise
- increased leverage of events across the tourism sector and integrated marketing for pre and post event (for extended average length of stay)
- development of joint-events with neighbouring destinations
- development of multi-faceted events (i.e. leisure events which also feature associated business events; or festivals that include multiple public-facing elements)
- development of events that leverage on the Gold Coast 2018 Commonwealth Games, encourage repeat visitation (outside of the event) and events that add-value to The Tweed's offering as a gateway to both NSW and Queensland.

Event Attraction: Gaps and opportunities for improvement exist within the attraction of complementary events via an integrated program of activity.

This includes opportunities for improvement within:

- development of a formal event attraction program with consideration of event attraction via placement incentives, resources for market research and a program of activity around promotion of the region as an events destination
- attraction of events which align with Key Identity Themes – Sport, Food, Music, Art/Culture and Environment, that fill calendar gaps, add the desired diversity to the events calendar, complement the tourism cycle and also fit the Council's identified priorities.

Further Refinements/Other: Gaps and opportunities for improvement exist within the process, relationship optimisation and governance of events.

The opportunities for improvement include:

- markets (Policy around: Locations, frequency, conditions of stallholders use, governance, fees and support of community, business and farmers' markets.)
- event related fees and charges
- land use and designated event areas
- strengthened stakeholder relationships (local industry and state agencies)
- leverage of event benefits across tourism, hospitality, sporting and cultural infrastructure (and the economic development portfolio)
- timing of events i.e. events conducted in low seasons that then enhance opportunities, providing a more balanced events calendar
- sustainability practices at events relating to waste, water and energy consumption.



Innovate

Innovate

Renewed 'Vision' for Tweed Events

Vision: 'Tweed Shire Council sets a new civic leadership benchmark within the areas of Sport, Food, Music, Arts/Culture and Environment events.

The Tweed Shire is known as the region that hosts and develops events which differentiate the region by their international standard yet boutique size.

Our processes nurture innovative events which are integrated into the spirit of the community and the offerings of the region.'

The vision will be achieved through the delivery of five central objectives in line with the Council's overarching desire for events:

1. Proactively support events that add to the vibrancy and/or economic development of the region.
2. Develop the region's capacity to deliver high quality events and partnerships focusing on events of a boutique size (less than 500 attendees).
3. Maximise sustainable and inclusive regional economic growth from events and partnerships.
4. Enable and support environmental and financial sustainability.
5. Optimise every partnership, every event and every opportunity where possible.

Underpinning the delivery of the five objectives of The Tweed is the undertaking that the region is:

- Progressive and supportive
- Authentic by honouring the personality of the region and desires of the community
- Connected to those around it (councils, networks and people)
- Responsive and transparent.

Strategy Framework

The initiatives of the 2016-2020 Tweed Shire Events Strategy allows the region to bridge the identified gaps and capitalise on opportunities in a clear and concise framework.

The Council's targeted Events Strategy also incorporates a direction (outlined in the *Integrate* section of this document) that encourages innovation, integration and leadership within the boutique event space, specifically within the areas of Sport, Food, Arts/Culture, Music and Environment events.

The strategy is to be delivered via an array of the Council partnerships, with the delivery of some specific programs and items completed in collaboration with major stakeholders, industry partners and external agencies.

The key priorities for delivery are:

- **Support:** Proactively and transparently support business, community and leisure event organisers in the placement, organisation and brand alignment of their event.
- **Develop and Optimise:** Develop events, event expertise, event growth and optimise event impacts across identified events and opportunities (for optimised growth, impact and regional reward).
- **Attract:** Attract complementary events and event placement to the region via an integrated program of activity (incorporating event attraction incentives, market research and the promotion of The Tweed as an events destination, particularly to events that fill calendar gaps, align with key themes and fit the assessment criteria).
- **Refine:** Streamline the surrounding processes, relationship optimisation and governance of events to create a customer service centred one stop shop for event approvals within the Council.

Priority 1: Support

Purpose: Proactively and transparently support business, community and event organisers in the placement, organisation and brand alignment of their event.

The key priorities will include:

- development of clear parameters around support channels
- guidance on event placement, process and event applications
- creation of holistic packages of support (which include financial and non-financial support)
- reconsideration and transparency of fees and charges
- development of streamlined event process and communication channels.

Priority 2: Develop and Optimise

Purpose: Development of events and event expertise, for the purpose of event growth and optimised event impacts.

The key priorities will include:

- creation of an event development process and opportunities for growth and diversification for 2-5 specific events (via a 2-3 year developmental program)
- a program of skill development for event-related and event management expertise
- increased leverage of events across the tourism sector and integrated marketing for pre and post event (for extended average length of stay)
- investigating and prioritising the development of:
 - joint-events with neighbouring destinations
 - multi-faceted events (i.e. leisure events which also feature associated business events; or festivals that include multiple public-facing elements)
 - events that leverage on the Gold Coast 2018 Commonwealth Games, encourage repeat visitation (outside of the event) and events that add value to The Tweed's offering as the gateway to both NSW and Queensland.

Priority 3: Attract

Purpose: Attract complementary events and event placement to the region via an integrated program of activity (incorporating event attraction incentives, market research and the promotion of The Tweed as an events destination, particularly to events that fill calendar gaps, align with key themes and fit the assessment criteria).

The key priorities will include:

- development of a formal event attraction program with consideration of event attraction via placement incentives, resources for market research and a program of activity around promotion of the region as an events destination
- attraction of events which align with Key Identity Themes, that fill calendar gaps, add the desired diversity to the events calendar, complement the tourism cycle and also fit the assessment criteria.

Priority 4: Refine

Purpose: Streamline the surrounding processes, relationship optimisation and governance of events with measures to report, review and continually improve.

The key priorities will include:

- markets (Policy around: Locations, Frequency, Community and Business markets, Farmers' markets, Conditions of stallholders, Governance, Fees and support)
- consideration and review of event-related fees and charges
- creation of designated event areas
- strengthening of stakeholder relationships (local, industry and state agencies)
- leveraging of event benefits across tourism, hospitality, sporting and cultural infrastructure (and the economic development portfolio)
- creating a customer service centred one stop shop for event approvals within the Council
- annual review of this document in the spirit of continual improvement.



Integrate
& Enact

Integrate and Enact

Responsibilities, Resources and Requirements

The implementation of the 2016-2020 Tweed Shire Events Strategy is to be undertaken as a joint initiative given the collaborative nature of events.

Whilst the overarching responsibility for implementation of the Strategy is to be driven by the Corporate Services Division, the continuation of support from internal Council Units and partnership support remains vital.

Given the current review of the Council's Sponsorship Program and the process of quantifying existing events related expenditure and support resourcing, the costs associated with the implementation of the governance processes will be submitted for consideration as part of the Annual Budget process.

Internal Governance, Process and Policy

The 2016-2020 Tweed Shire Events Strategy will be supported by and is linked to the following:

Tweed Shire Council Policy

- Community Strategic Plan
- Tweed Shire Economic Development Strategy
- Festivals and Events Policy
- Markets Policy
- Events Activities Protocol
- Community Sponsorship Policy
- Cultural Plan (incoming)
- Community Infrastructure Framework

Informing and Interrelated Strategies: Draft Tourism Destination Management Plan (in addition to those listed in the Appendices).

2016-2020 Events Strategy Action Plan

Actions	Method/Measurements	Timeline Completion by:
Priority 1: Support <ul style="list-style-type: none"> Development of clear parameters around support channels. Guidance on event placement, process and event applications. Creation of holistic packages of support (which include financial and non-financial support). Determination and transparency of fees and charges. Development of streamlined event process and communication channels. 	<ul style="list-style-type: none"> Development of promotional/marketing piece outlining: Events strategy summary/quick reference guide, event support channels and application process. Implementation of a streamlined event application and internal approvals process (potential Customer Management System (CMS) integration), including categorisation by impact/value/timing. Development and implementation of designated event areas (with Geographical Information Systems (GIS) functionality). Development and implementation of event support packages. Sliding-scale of event related fees and charges, and (notional) incentives (standards for event application fee) dependent on commercial nature of proposed event. Guided step-by-step event management mail-outs and toolkits (to be integrated with CMS online system). Develop an event prioritisation evaluation procedure, including communication protocol to applicants. 	<ul style="list-style-type: none"> May 2016 June 2016 June 2016 May 2016 1 July 2016 June 2016 May 2016

<p>Priority 2: Develop</p> <ul style="list-style-type: none"> ▪ Creation of an event development process and opportunities for growth and diversification for 2-5 specific events (via a 2-3 year developmental program). ▪ Program of skill development for event-related and event management expertise ▪ Increased leverage of events across the tourism sector and integrated marketing for pre and post event (for extended average length of stay) ▪ Investigate and prioritise the development of: <ul style="list-style-type: none"> ○ Joint-events with neighbouring destinations ○ Multi-faceted events (i.e. Leisure events which also feature associated business events; or festivals that include multiple public-facing elements) ○ Events that leverage on the Gold Coast 2018 Commonwealth Games, encourage repeat visitation (outside of the event) and events that add-value to The Tweed's offering as a gateway to both NSW and Queensland. 	<ul style="list-style-type: none"> ▪ Creation of an event development process and opportunities for growth and diversification for 2-5 specific events (via a 2-3 year developmental program) with measured returns on investment. ▪ Implementation of a multi-year support program (competitively assessed) with bonuses for events that achieve KPIs and deliver upon the Council's priorities. ▪ Redesign of The Tweed Council Events Workshops to create a more progressive, engaging and purposeful set of outcomes. ▪ Development of program of activity and guidelines to encourage maximisation of event opportunities. ▪ Create business cases for consideration of: <ol style="list-style-type: none"> 1. Joint events with neighbouring Councils 2. Multi-faceted events 3. Events that leverage on the Gold Coast 2018 Commonwealth Games, encourage repeat visitation (outside of the event) and events that add-value to The Tweed's offering as a gateway to both NSW and Queensland. 	<p>1 July 2016</p> <p>1 July 2016</p> <p>December 2016</p> <p>June 2017</p> <p>December 2016 for implementation 2017 (ongoing)</p>
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<p>Priority 3: Attract</p> <ul style="list-style-type: none"> ▪ Development of a formal event attraction program with consideration of event attraction via placement incentives, resources for market research and a program of activity around promotion of the region as an events destination. ▪ Attraction of events which align with Key Identity Themes, that fill calendar gaps, add the desired diversity to the events calendar, complement the tourism cycle and also fit the assessment criteria. 	<ul style="list-style-type: none"> ▪ Undertaking of annual event research focused on upcoming event opportunities, target market trends and desires (primary and secondary research) and promotional opportunities. ▪ Develop and implement a formal event attraction program with consideration of event attraction via placement incentives and a program of activity around promotion of the region as an events destination. ▪ Attraction of events which align with Key Identity Themes, that fill calendar gaps, add the desired diversity to the events calendar, complement the tourism cycle and also fit the assessment criteria. ▪ Develop and nurture fruitful relationships with key event placement agencies (and major event organisers) and engage event ambassadors/advocates. 	<p>1 July 2016 (Ongoing)</p> <p>December 2016 (Ongoing)</p> <p>1 July 2017 (Ongoing)</p> <p>1 July 2016 (Ongoing)</p>
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<p>Priority 4: Refine</p> <ul style="list-style-type: none"> ▪ Markets (Policy development around: Locations, Frequency, Community and Business markets, Farmers' markets, Conditions of stallholders, Governance, Fees and support). ▪ Consideration of and recalibration on event-related fees and charges. ▪ Creation of designated event areas. ▪ Strengthening of stakeholder relationships (local, industry and state agencies). ▪ Leveraging of event benefits across tourism, hospitality, sporting and cultural infrastructure (and the economic development portfolio). 	<ul style="list-style-type: none"> ▪ Implementation of standardised event reporting tools and measures. ▪ Implementation of Markets Policy. ▪ Review of fees and charges and (notional) incentives. ▪ Creation of designated event areas. ▪ Strengthening of stakeholder relationships (local, industry and state agencies). ▪ Leveraging of event benefits across tourism, hospitality, sporting and cultural infrastructure (and the economic development portfolio). ▪ Regularly review and report event impacts and strategy progress. ▪ Annually review and update the Events Strategy. 	<p>1 July 2016</p> <p>1 July 2016 (Ongoing)</p> <p>1 July 2016 (Ongoing)</p> <p>June 2016</p> <p>Immediate and ongoing</p> <p>Immediate and ongoing</p> <p>Immediate and ongoing</p> <p>Report to December Council meeting each year</p>
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Appendices

Appendices

1 Informing Strategies (Internal)

- Tweed Shire Economic Development Strategy
- Commercial Recreation Activities on Public Open Space (DRAFT)
- Community Halls Policy
- Community Strategic Plan
- Corporate Sponsorship Policy
- Festivals and Events Policy
- Cultural Policy
- Tweed Shire Regional Sports and Facilities Plan
- Tweed Shire Council Sportsfield Strategy
- Sustainable Agricultural Strategy – *engagement process*
- Open Space Strategy – *engagement process*
- Cultural Strategy – *not yet commenced*
- Rural Villages Strategy
- Tourism Destination Management Plan (Destination Tweed) (DRAFT)
- Aboriginal Cultural Heritage Management Plan
- Markets Policy
- Access and Inclusion Policy and Action Plan

2 Assessment Criteria and Event Priorities

In progress – identified as Priority 1 in the Action Plan.

3 Event Application Process

In progress – identified as Priority 1 in the Action Plan.

4 Potential Sources of Funding and Event Support

In progress – refer currently exhibited Draft Community Sponsorship Policy

5 Internal Process and Structure (Incl. Events Operations Team)

In progress – identified as Priority 1 in the Action Plan.

6 Event Facilities Audit (Sporting)

In progress – with reference to the Tweed Shire Regional Sports and Facilities Plan and Open Space Strategy (yet to be implemented).

7 Potential Event Opportunities (Incl. GC2018 Leverage)

In progress – relationship being established with Gold Coast City Council.

8 Current Events Portfolio (Council Supported Events)

In accordance with Council's Festivals and Events funding.

9 Event Application Form

In progress – identified as Priority 1 in the Action Plan.

10 Markets Policy

Public exhibition period closed 26 January 2016. Refer report tabled at Council's meeting of 18 February 2016.

11 Event Maximisation Checklist

In progress – to be considered in Priority 1 of the Action Plan.

12 Event Related Fees and Charges

In progress – related fees and charges to be incorporated into the Draft Fees and Charges 2016/2017 document for public exhibition.

13 Event Glossary and Terminology

In progress.