

Lismore Events Strategy 2024-28



ACKNOWLEDGEMENT

Lismore City Council acknowledges the Widjabul/Wia-bal people of the Bundjalung nation, traditional owners of the land on which we work, live and play.

We acknowledge their continuing connection to the land, sea and community.

We pay our respects to the Widjabul/Wia-bal people, their culture, their Elders and community leaders past, present and emerging.

Contents

THE BACKDROP

The Setting [Destination Profile].....	5
Presented by [Strategic Partners & Collaboration].....	6
Behind the Scenes [Strategic Context]	7

WHAT'S ON

Event Snapshot [Calendar Of Events]	9
Current Audience [Event Attendees].....	10

REHEARSAL

Backstage [Benchmarking]	12
Challenges, Opportunities, Gaps	14

INTO THE FUTURE

Future Audience [Target Markets].....	17
What Audiences Want [Consumer Trends]	19
What Success Looks Like	20
Headline Acts [Our Competitive Advantage].....	21

THE MAIN EVENT

Vision, Goals + Strategic Approach	22
Hitting the High Notes [Critical Success Factors].....	24
1. Event Friendly Destination	25
2. Grow Return on Investment.....	28
3. Transform Destination Profile	33
4. Facilitate Home Grown Events	36
5. Increase Overnight Visitation.....	38
The Program [Action Plan].....	40
Applause [Consultation Process]	46

Events Strategy

EXECUTIVE SUMMARY

Lismore, Nimbin and Villages are set in the heart and hills of the NSW North Coast, within an hour of famous coastlines and domestic and international airports.

EVENT SNAPSHOT

29+

festivals & events p.a.

100K

event attendees p.a.

WINTER
SPRING

peak event season

22
VENUES

7 sports

8 green spaces

7 meeting & conference venues

1000+

total sleep capacity

HEADLINE ACTS

Like nowhere else, known as the Rainbow Region, renowned for alternative, sustainable living, stunning UNESCO World Heritage listed national parks, extraordinary artists, sporting and festival events.

ALTERNATIVE LIFESTYLE



CREATIVE ARTS



SPORTS



UNESCO WORLD HERITAGE RAINFORESTS



EVENT VISION

Lismore, Nimbin and Villages is renowned as the creative arts, sporting and sustainable lifestyle events capital of the NSW North Coast.

STRATEGIC GOALS



DESTINATION PROFILE



ECONOMIC GROWTH



VIBRANT SUSTAINABLE EVENTS



CREATIVE COMMUNITY

CRITICAL SUCCESS FACTORS

1

Event Friendly Destination

2

Grow Return on Investment

3

Transform Destination Profile

4

Facilitate Home Grown Events

5

Increase Overnight Visitation

TOP 10 ACTIONS

1. One-Stop Shop Approach
2. Cross-Departmental Approach
3. One-Stop Shop Online Event Portal
4. Event Hierarchy Funding Program
5. Post Event Reporting
6. In-Kind Support
7. Elevate + Reinvigorate Events
8. Event Attraction
9. Activating Venues + Spaces
10. Annual Event Symposium

IN FIVE YEARS' TIME

Lismore, Nimbin and Villages is firmly positioned as the creative arts, sporting and sustainable lifestyle events capital of the NSW North Coast. Its event experiences challenge visitor perceptions, spark creativity and captivate imaginations, transforming the CBD and villages. Events contribute to economic growth for the future happiness and well-being of the local community, attracting visitors and residents alike with an enviable lifestyle.



Carols in the Heart in Crozier Field, Lismore

The Setting

DESTINATION PROFILE

In the heart of the North Coast of NSW, Lismore, Nimbin and Villages is conveniently located within 40 minutes of Byron Bay, 35 minutes of Ballina Airport and just over 1 hour from the Gold Coast Airport. The location offers an opportunity to attract a larger number of event attendees and participants, attracting a diverse range of individuals seeking unique event offerings.

With a population of over 44,000 the region offers an incredible background of lush hinterland landscapes, bordered by the Nightcap National Park UNESCO World Heritage-listed rainforest, diverse and inclusive events and arts and cultural experiences attracting over 100,000 visitors annually.

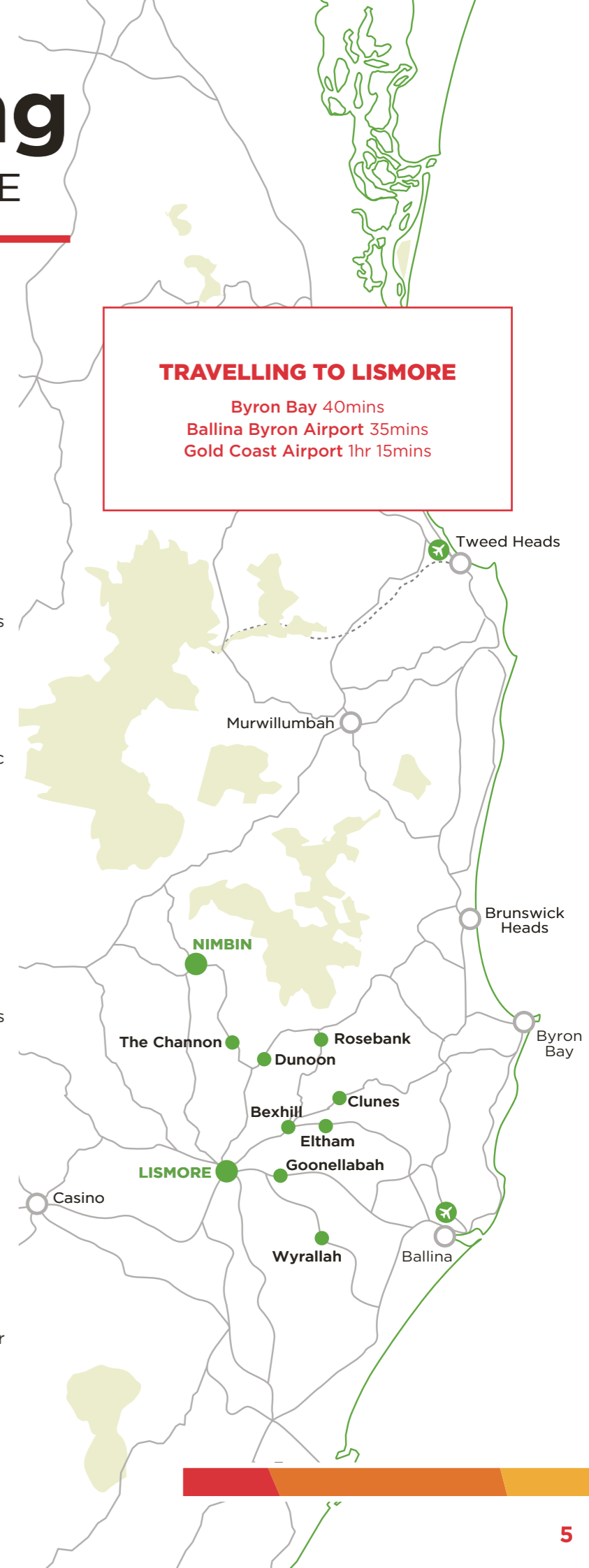
Known for a diverse range of creative arts and culture, Lismore has been identified a creative hub in Federal Government research. The cultural fabric of Lismore, Nimbin and Villages is woven with a tapestry of artistic expression, alternative lifestyles, and a thriving local scene. This distinct local culture serves as a fertile ground for organising events that celebrate art, music, creativity, and the exploration of unconventional ideas. It is an environment where innovation and self-expression offer the freedom to think outside the box.

Lismore, Nimbin and Villages have a long history hosting events with the celebration of the 50th anniversary of the Aquarius Festival in 2023 and the Lismore Lantern Parade has been shining on attendees for over 30 years. The Channon Craft Markets has been attracting over 1,500 visitors monthly for 47 years and incubating creatives to nurture their skills.

Lismore is an established host of sporting events such as the Lismore Masters Games and carnivals such as baseball, soccer, cricket and rugby league. With the development of facilities in Oakes Oval/ Crozier Field and youth precinct opportunities will open to host additional events including conferences in the 200+ capacity function room.

Most recently a series of recovery “From the Heart” events, including opera, CBD multi-stage and outdoor music events was staged during March-April 2023.

Throughout consultation, stakeholders have identified arts, culture and sporting events as key drivers for the future growth of visitor attraction and the development of the destination more broadly.



TRAVELLING TO LISMORE

Byron Bay 40mins
Ballina Byron Airport 35mins
Gold Coast Airport 1hr 15mins

Presented by

STRATEGIC PARTNERS & COLLABORATION

The Lismore Events Strategy presents a unified framework aimed at attracting new and enhancing existing events to establish Lismore, Nimbin and Villages as a prominent Creative Region and North Coast sporting capital. This strategic move will lead to a sustainable competitive edge and deliver triple-bottom-line advantages for the residents in the years ahead.

To achieve this ambitious goal, a collaborative approach will be adopted, involving events, the broader visitor economy, all levels of government, the community, and strategic partners. These partners will play a pivotal role in the successful implementation of the strategy, fostering a cohesive and thriving event ecosystem. Among these partners are:

LOCAL EVENT STAKEHOLDERS

Event organisers/owners
Event sponsors + suppliers
Local sporting + arts associations
Venues, accommodation + tourism operators
Volunteers
Media partners
Private venues
Southern Cross University
Lismore, Nimbin and Villages Community

LISMORE CITY COUNCIL

Arts & Culture e.g. Lismore Regional ArtGallery
Council owned conference, sporting and green space event venues/spaces
Whole-of-Council approach

REGIONAL

Northern Rivers Performing Arts (NORPA)
Northern Rivers Conservatorium
Arts Northern Rivers
North Coast Academy of Sport
Destination North Coast (DNC)

STATE

Destination NSW
Create NSW
NSW Office of Sport
State Sporting Associations

NATIONAL

Major event organisers/owners
Tourism Research Australia
National Sporting Associations
Tourism Australia

Street art, Lismore

Behind the Scenes

STRATEGIC CONTEXT

The development of the Lismore Nimbin and Villages Events Strategy is undertaken within the strategic framework of local, regional, state, and national strategies. The collaborative approach will foster a shared sense of ownership and enable Lismore, Nimbin and Villages events to effectively contribute and benefit from the wider strategic direction for the region destination and state.

DESTINATION NSW

VISITOR ECONOMY STRATEGY 2030

Investment in major events

NORTH COAST

DESTINATION MANAGEMENT PLAN 2030

World class events focus:

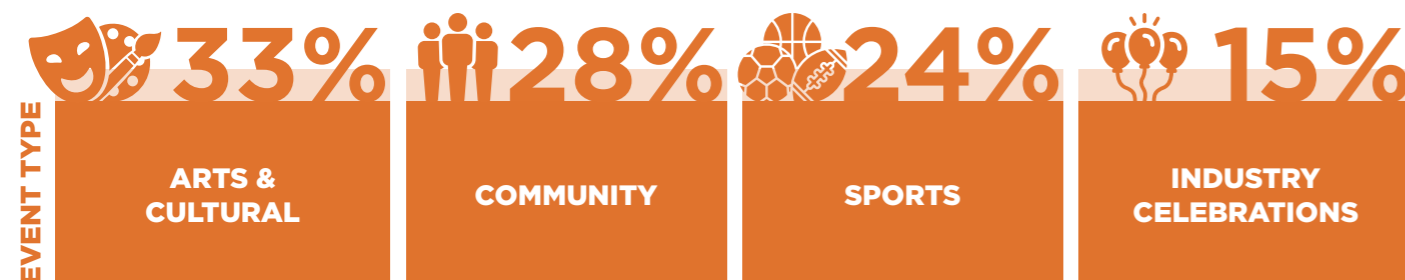
- Visitor dispersal
- Position North Coast NSW as premier sporting event host in regional NSW.
- Increase visitation in low/shoulder season

LISMORE CITY COUNCIL

COMMUNITY STRATEGIC PLAN 2022 - 2032

- Provide opportunities for Aboriginal and Torres Strait Islander people to participate in events.
- High quality sporting facilities.
- Facilitate unique events that celebrate our diversity.
- NAIDOC Community Day.
- Conferences & Events for Albert Park, Oakes Oval/Crozier Field.
- Host - Support - Promote premier events integrating sport, culture + tourism.

What's on



Event Snapshot

CALENDAR OF EVENTS

A vibrant year-round events calendar is crucial for the success of Lismore, Nimbin and Villages.

Throughout the year events, markets and exhibitions are staged by local community, sports and creative groups, including NORPA theatre productions, weekly farmers markets in Lismore and Nimbin and monthly programming by the Lismore Regional Art Gallery and Lismore Regional Library.

The calendar below provides an indicative snapshot of events with attendance surpassing 1,000. Please note, it is by no means intended an exhaustive list of all events staged, and event dates are subject to change.

Sport Arts and Culture Community Industry Celebration

JANUARY

- The Quad Events
- Markets
- Tropical Fruits NYE Festival
- U12 Cricket Carnival

FEBRUARY

- The Quad Events
- Markets

MARCH

- The Quad Events
- Markets
- Samson Challenge

APRIL

- The Quad Events
- Markets
- Anzac Day

MAY

- The Quad Events
- Markets
- Nimbin Mardi Grass
- Lismore Gemfest
- Baseball Australia Intermediate & Junior League Championships

JUNE

- The Quad Events
- Markets
- LisAmore
- Lismore Lantern Parade
- Viking Village Solstice

JULY

- The Quad Events
- Markets
- NAIDOC Day Celebrations
- NSW Women's Masters Hockey State Championships

AUGUST

- The Quad Events
- Markets
- Darrel Chapman Fun Run
- Lismore Eisteddfod

SEPTEMBER

- The Quad Events
- Markets
- Nimbin Performance Poetry World Cup
- Lismore Aboriginal Rugby League Carnival
- Lismore Cup
- Nimbin Show
- Lismore Masters Games (biennial)
- Cycling Road Race (Lismore)

OCTOBER

- The Quad Events
- Markets
- Nimbin Roots Festival
- North Coast National Show

NOVEMBER

- The Quad Events
- Markets
- Lismore Speedway Show n Shine

DECEMBER

- The Quad Events
- Markets
- Carols in the Heart
- Tropical Fruits New Year's Eve Party

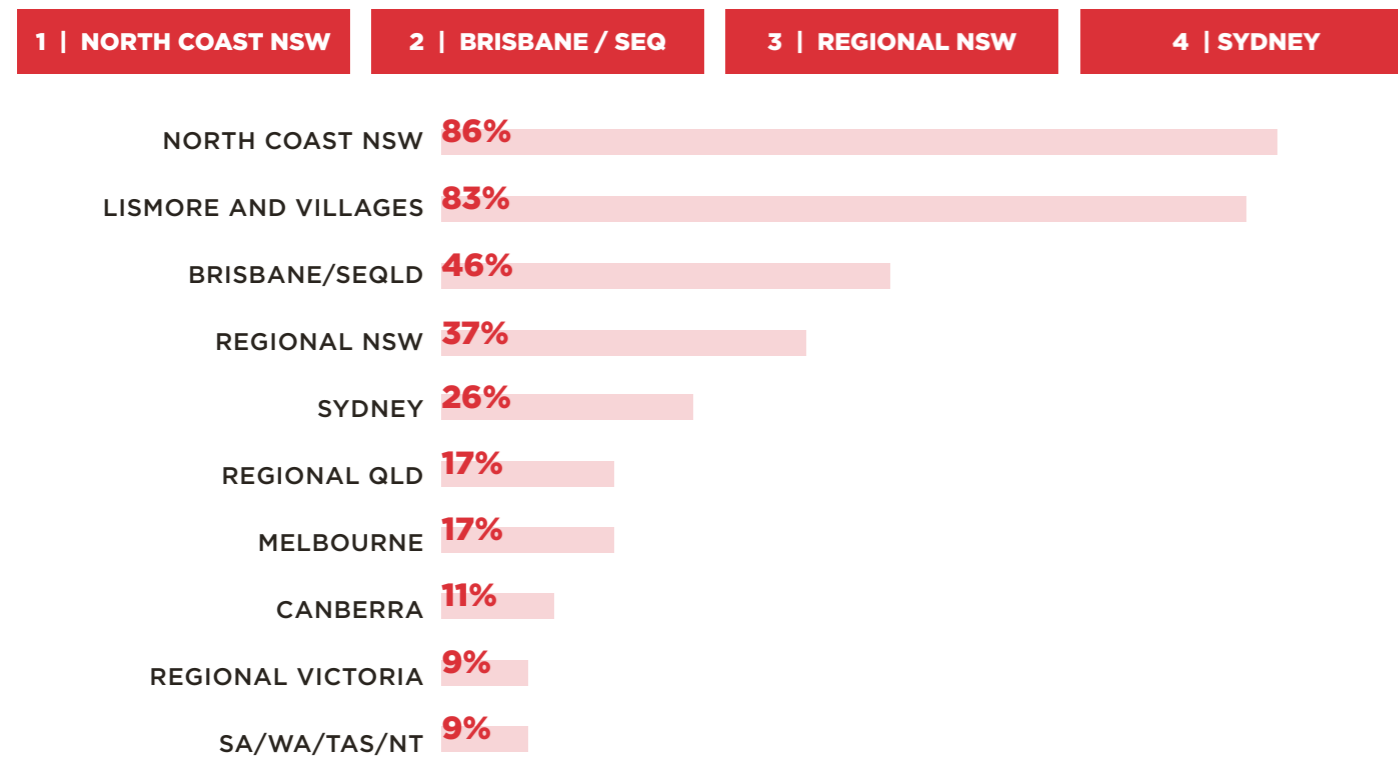
Winter and Spring are peak event seasons for Lismore, Nimbin and Villages, with June and September staging most events.

Current Audience

EVENT ATTENDEES

ORIGIN OF VISITORS

Due to the absence of ticketing systems and the lack of demographic data collection, it is difficult to accurately determine the origin of visitors for many events staged in the Lismore, Nimbin and Villages. The chart provided below depicts the origin of attendees based on event organiser responses from the 2023 Lismore Events Industry Survey. The majority of external event visitors being from:



Backstage

BENCHMARKING

To strengthen the competitive edge of Lismore, Nimbin and Villages, a thorough comparative analysis was carried out with benchmarking areas in flood/fire recovery, including the East Gippsland Shire Council and the Lockyer Valley Regional Council.

Additionally, several case studies were examined, including Destination Riverina Murray, Destination Southern NSW, and as an inspirational events destination within a 2.5 drive radius of a capital city, the Sunshine Coast. By examining these areas and their respective strategies, valuable insights were gained to inform and enhance the competitive advantage of Lismore, Nimbin and Villages.

The Channon Markets

LEARNINGS & INSIGHTS

The following summarises the learnings and insights offered by the benchmarked LGAs in developing events in their regions.

- Five-pillar approach to recovery in East Gippsland developed '**Business Done Different**' to attract business events in the region.
- Event committees faced **fatigue and burnout** post-natural disaster, slowing event recovery with **limited** volunteer pools and succession planning.
- **Small Council delivered events**, created community cohesion, and ignited the motivation of committees to develop new events.
- Most councils/Government bodies identified events that would **stimulate external visitation** to the region. The Riverina Murray region followed this assumption, increasing event sponsorship funding. The events did not stimulate visitation as expected due to a lack of accommodation availability and external visitor perceptions. Most accommodation providers were at capacity with workers building infrastructure. Hospitality staff could not service the increased visitor influx.
- Government grants did not **clearly outline** how funding could be used and what data was required in the acquittals.
- **Training needs** for event organisers were **identified** through a survey listing potential training modules.
- **External specialist consultants** were contracted to deliver event boot camps/training sessions.
- Small events **build confidence, capacity, and sustainable growth**.
- Data Scraping can provide **valuable demographic information** to reach target markets.
- A **series of events** are marketed under the umbrella of the Winter Festival to increase visitation and length of stay.
- **Seed money** can help generate event ideas.
- Professional **paid event organisers** have the focus and skills to deliver high-quality events that **attract external visitors** and grow to **Hallmark** events.
- Increasing **Marketing and PR**, engaging specialists to extend reach and online presence.
- **Visitor Perceptions** - External visitors believed the region had not recovered to host external visitors.
- **Funding** needs to consider increasing costs to deliver events.
- **Consider accommodation alternatives** such as Tent City, free camping, and RV parking to mitigate accommodation issues during events.
- **Encourage existing events** to build capacity and motivate organisers to develop or reinvigorate events.
- **Don't underestimate** the power of marketing & media PR.
- **A consistent powerful event brand** in conjunction with tourism - to carry brand across region.
- Encourage local cafes and restaurants to open longer hours during events.

Rehearsal

CHALLENGES, OPPORTUNITIES, GAPS

The following summary of challenges, opportunities and gaps were identified from surveys, workshops, and interviews during consultation, and were prioritised by attendees of the facilitated stakeholder workshop.

CHALLENGES

Destination Profiling/Branding

- Many events not listed on ATDW for wider promotion.
- Online booking unavailable in some hotels.
- Limited share of media voice in key target markets.

Funding

- Event organisers struggle with grant application due to limited resources.
- Stagnant public investment despite rising event costs and regulations.

Infrastructure

- Scarce public transport and airport transfers.
- Inadequate accommodation capacity during events and dorm style accommodation is required for sporting groups.
- Limited all-weather venue capacity over 200 attendees.
- Sporting facilities require upgrades to attract state level competitions.

Events

- Event committees struggle with limited resources to grow events.
- Desire for a one-page annual Calendar of Events distributed publicly.
- Lack of event cohesion.
- Limited human resources for event itineraries.
- Volunteer and committee burnout.
- Prohibitive cost of hiring sports grounds.
- Unknown venue/supplier availability.

OPPORTUNITIES

Destination Profiling

- Openness and accessibility.
- Creative hub status recognised by Federal Government, second only to Sydney.
- External destination campaign.
- Cross-promotion of local businesses.
- Increased digital presence via social media.
- Collaborative efforts with neighbouring councils.

Funding

- Consistent (aligned to criteria) long-term funding commitment.
- Grants via Create NSW Infrastructure to repurpose vacant buildings.

Financial Stability

- Capacity building workshops for event committees.
- Regional overnight sporting carnivals.

Infrastructure

- Laneway activation.
- Extended event-hours for cafes/restaurants.

Events

- Art and event culture integration, incorporating the Quad.
- Expansion of event programs to extend visitor stay.
- Don't be afraid to bring in external event directors.

Event Attraction

- School sports competitions.
- Small/boutique business events/meetings based on areas Lismore, Nimbin and Villages is known for (e.g., sustainable living, natural environment, arts, culture).

GAPS

Government/Policy

- Need for consistent DA approval assistance.

Events

- Encourage confidence to innovate and differentiate.
- Events need updating to meet evolving consumer needs.
- Create hallmark event attracting significant external visitation.

Collaboration

- Encourage nurturing relationships with arts, culture, and community organisations.
- Promote inter-industry event partnerships.

Infrastructure

- Campsite/RV/caravan provision for event accommodation shortages.
- Premium and dorm-style accommodation availability.
- Beautify city streets, entrances, and main highways.

Venues

- Increase usage of the Quad as a gathering space.
- Enable the Quad to hold a rolling DA.
- Establish a large-scale, all-weather event site.
- Profile venues to aid promoter facility identification.

Branding/Marketing

- Contract experienced event marketing and media PR specialists to boost destination and event profiles.
- Expand event and destination promotion.
- Create a diverse calendar of events to encourage planning.



Into the Future

Future Audience

TARGET MARKETS

In line with current origin of visitors and the growth target markets identified in the North Coast NSW Destination Management Plan (2022-23), key target markets for Lismore, Nimbin and Villages events are:

	GEOGRAPHIC SOURCE	KEY EXPERIENCES
Day Visitors	50km radius. NSW North Coast.	Arts, culture, music events. Local/regional sporting events.
Domestic Short-Break	200km radius. Brisbane/South East Queensland. NSW North Coast.	Arts, culture, music events Regional sporting events.
Special Interest	Northern Rivers/ NSW North Coast. Brisbane/South East Queensland. Regional NSW & QLD. Sydney, Melbourne. International.	Arts, culture, music events. Regional sporting events. Environmental/nature events. Alternative lifestyle events. LGBTIQA+ events.
Meetings, Incentives, Conferences	NSW North Coast. South East Queensland. Greater Sydney, Newcastle, Melbourne. Mid-week trade.	Business meetings and events. Incentive offerings related to arts, culture, nature and sports.

MARKET OPPORTUNITIES

With population growth predictions of Brisbane and South East Queensland to nearly double from 3.8m to 6m by 2046, Lismore, Nimbin and Villages is well located to further develop a strong short-break event market from this geographic source.

The growth of both Ballina Byron and Gold Coast airports long-term provide opportunities to grow special interest markets intra/interstate and internationally, for events in areas where Lismore, Nimbin and Villages have a distinct advantage e.g., Environment/nature, alternative lifestyle/arts/culture and LGBTIQA+ events.

The Brisbane 2032 Summer Olympics and Paralympics provides potential to further grow the sports tourism market through pre-games training opportunities, and a catalyst for developing sporting facilities from regional standards to national and international standards.

With the NSW Office of Sport, in partnership with the North Coast local government areas (LGAs), Lismore City Council is identifying these sporting opportunities.

To assist in understanding market segments for events, the following table summarises Domestic Visitor Profiles from Tourism Research Australia.

MARKET SEGMENT	TRAVEL	SEASON	AGE GROUPS	WHAT THEY DO
Visiting friends & relatives (VFR)	Primarily overnight, regional, intrastate travel. Self-drive.	Summer, Easter.	55+	Eating out, sightseeing, beach, pubs/clubs, shopping.
Festival	Stay VFR, motel, caravan park. Self-drive (74%), fly (21%).	March, April, September.	20-24, friends/relatives, no kids.	Festivals and attending theatre, concerts, or other performing arts.
Arts & Culture	Day trips, city and regional. Holidays and VFR. Self-drive/fly.	Year-round.	55+ and friends/relatives, no kids.	Attending museums, theatres, concerts, art galleries/studios.
Youth	Regional destinations, multiple stopovers. Self-drive.	Year-round. Weekends. January.	15-29 Singles, couples.	More likely to attend sporting, cultural, festival events.



Nimbin Village, Nimbin

What Audiences Want

CONSUMER TRENDS

DARE TO BE DIFFERENT

In a competitive event market, it's imperative to stand out from the crowd and engage audiences with one-of-a-kind experiences. Events like Dark Mofo and Adelaide Fringe Festival are examples of prolific media profiling and cut throughs born from cutting-edge creativity and innovation.

DIGITAL & SOCIAL MEDIA

Uptake across all demographics, interaction and sharing, with many events actively using social media advertising and direct e-mail marketing as primary marketing tools, with livestreaming. On Google searchers and wider tourism scans, presence of Lismore, Nimbin and Villages events outside the region are limited.

TIME POOR

Consumers value convenience more than anything. "Make it easy for me."

MEASURING + MONITORING

Understanding the event visitor, where they're from, spending, how they purchase and their satisfaction ratings is increasingly important to remain competitive and improve event delivery.

HEALTH, FOOD + REGENERATIVE LIVING

Major recent Australian trends, with food and coffee culture, paddock-to-plate experiences and health and wellbeing relating to food and regenerative living are high on consumer agendas

WELCOME TO ALL

Rise in more inclusive and accessible consumer goods, travel, arts, and event experiences.

THE GREEN CONSUMER

The Green Consumer is environmentally aware. Desire to contribute and give back are major consumer trends affecting all events and the pursuit of pre-loved.



Tropical Fruits Parade, Lismore

What Does Success Look Like?

Throughout consultation and the event industry workshop, participants collaborated to envision their definition of success for Lismore, Nimbin and Villages working. This workshop provided a platform for participants to shape and communicate their shared vision, fostering a collaborative approach towards planning and achieving success.

KNOWN FOR MUSIC AND ENVIRONMENTAL PROTECTION

TELLING THE HISTORY OF THE REGION ARTS & SPORTING

CAPITAL OF NSW NORTH COAST ENVIRONMENTAL

REGENERATION KOALA FESTIVAL COLLABORATING

WITH OTHER COUNCILS EVERY EVENT PARTICIPANT

PLANTS A TREE MORE ACCOMMODATION VIBRANT

EVENT HUB IN THE CBD WITH LIVE MUSIC SPORTS AND

ARTS WORKING TOGETHER COLLABORATION, STAGING

EVENTS THROUGHOUT THE REGION STIMULATING THE

ECONOMY MORE SUPPORT FOR LOGISTICS HAPPY

MEMORIES FOR FUTURE GENERATIONS ACTIVATING

UNUSED VENUES THROUGH CITY & VILLAGES GROWTH

OF CURRENT EVENTS MORE EVENT SUPPORT VIBRANT

EVENT CULTURE JOINT MARKETING

Headline Acts

OUR COMPETITIVE ADVANTAGES

What makes us different? How do we further dial up our competitive advantages in existing and new events? Delivering event experiences unique and endemic to Lismore, Nimbin and Villages, like nowhere else.

Lismore, Nimbin and Villages, in the hills of North Coast NSW, is renowned for alternative living, World Heritage national parks, extraordinary artists, gourmet produce, sporting and festival events.

<p>ALTERNATIVE LIFESTYLE</p>  <p>Reflecting its inclusive and cultural diversity, a strong sense of community and desire for sustainable living, the area is well known as the "The Rainbow Region".</p>	<p>CREATIVE ARTS</p>  <p>A recognised vibrant creative arts scene, from performance, visual arts, street art, music to creative services, and home to NORPA, Arts Northern Rivers and numerous galleries and arts hubs.</p>	<p>SPORTS</p>  <p>A strong history of attracting and staging sporting events, from the Lismore Masters Games to regional sporting events, including, but not limited to, baseball, soccer, cricket, and rugby league.</p>
<p>WORLD HERITAGE RAINFORESTS</p>  <p>Renowned for its natural beauty and rolling hills, Lismore, Nimbin and Villages lies on the doorstep of the UNESCO World Heritage listed Gondwana Rainforests of Australia, providing a magnificent backdrop and context for sustainable lifestyle events and pre and post event touring opportunities.</p>	<p>PROXIMITY</p>  <p>Located within an hour of South East Queensland, providing potential source markets from one of Australia's fastest growing areas. Proximity to Ballina Byron Airport and Gold Coast Airport provides potential for future interstate and international eventgoers.</p>	

The Main Event

VISION + GOALS

VISION

Lismore, Nimbin and Villages is renowned as the creative arts, sporting and sustainable lifestyle events capital of the NSW North Coast.

In five years' time, Lismore, Nimbin, and Villages is firmly positioned as the creative arts, sporting and sustainable lifestyle events capital of the NSW North Coast. Its event experiences challenge visitor perceptions, spark creativity and captivate imaginations, transforming the CBD and villages. Events contribute to economic growth for the future happiness and well-being of the local community, attracting visitors and residents alike with an enviable lifestyle.

STRATEGIC GOALS



DESTINATION PROFILE

Transform destination profile and perceptions through events that align with the region's competitive advantages, attracting significant media profile.



ECONOMIC GROWTH

Drive economic growth, through events with potential to attract external visitation and overnight visitor expenditure, stimulating year-round economic impact.



VIBRANT SUSTAINABLE EVENTS

Facilitate vibrant events that captivate visitor imaginations in a diverse year-round calendar



CREATIVE COMMUNITY

Inspire a creativity, community connectedness and civic pride through event participation.

STRATEGIC APPROACH

The strategic approach is to firmly position Lismore, Nimbin, and Villages as an event friendly destination, develop hallmark event/s, increase capacity of home-grown events and attract new events that build on and better reflect the region's competitive advantages.

The focus for all events is to develop creative event experiences that captivate visitor imaginations, attract significant media profile and grow external visitation, driving year-round economic growth for long-term community benefit.

- Event Friendly Destination
- Develop hallmark event/s
- Facilitate home-grown events and event organiser capacity
- Attract events in shoulder/low seasons
- Events to better reflect region's competitive advantages

Hitting the High Notes

CRITICAL SUCCESS FACTORS

1 | EVENT FRIENDLY DESTINATION

2 | GROW RETURN ON INVESTMENT

3 | TRANSFORM DESTINATION PROFILE

4 | FACILITATE HOME GROWN EVENTS

5 | INCREASE OVERNIGHT VISITATION

Amy Sheppard

1 EVENT FRIENDLY DESTINATION

EVENT FRIENDLY REPUTATION

Further developing Lismore, Nimbin and Villages' reputation as an event friendly destination will be an essential component in attracting major events and elevating existing home-grown events.

Continued development of a one-stop-shop approach with council, event organisers, strategic partners and the greater tourism industry is a key priority for the region.

This includes the development of a corporate culture across the region with a "can do" attitude and seamless team approach that can respond in an agile way to event enquiries and major event attraction.

Based on industry feedback and benchmarking undertaken, developing an event friendly destination was cited as the primary critical success factor in attracting and facilitating sustainable events.

"The more successful an event is, the more events that will follow."

Libby Lincoln, Executive Director, NORPA

Thinking from an event organisers' perspective, understanding the needs of different event sectors and creating a whole-of-council approach with long-term strategic processes and resources will be vital in further building a vibrant event destination.

HOW DO WE MAKE IT EASIER TO STAGE EVENTS?

Many local government councils across Australia have adopted a 'one-stop-shop' approach when trying to facilitate event growth and attract major events to their cities and regions. To achieve this, considerable work will need to be undertaken through a whole-of-council approach, including evolving back-end processes within council to enable event innovation..

ROLE OF COUNCIL IN EVENTS

Clearly define council's role in major and destination events. Although there is an important role for most councils in the delivery of civic events, through the benchmarking with local governments, most play a leadership, advocacy, and facilitation role, as opposed to focussing on event delivery.

Where local council's play an event delivery role, for example, the Toowoomba Regional Council with the Toowoomba Carnival of Flowers, they have created separate roles, two FTEs with specialist contractors including a leading event organiser to deliver signature multi-day ticketed event and marketing and PR specialists.

CROSS-DEPARTMENTAL APPROACH

Taking cross-departmental teams on a customer journey to understand the needs of event organisers, and understanding specific needs of different event sectors e.g., music industry, sports, arts, culture.

This can involve engaging a temporary officer to undertake this work as a collaborator/facilitator, bringing departments together and understanding the legislative framework and required changes behind each area, department, and team within council.

Requiring a whole-of-council approach with an overriding vision to flow down and flow up from all council staff, regardless of team or department.

ACTIVATING VENUES AND SPACES

To make it easier for events to be staged, pre-loading approvals for event sites and locations is a critical success factor, involving:

- i) Investigating potential venues as event spaces, undertaking a comprehensive audit of event venues and spaces, unlocking red tape, working cross-departmentally with local and state government,
- ii) Looking at potential event spaces and venues, undertaking acoustic modelling, traffic management plans, environmental, licencing etc – to get space/venue to pre-approval process based on a VENUE FRAMEWORK (i.e., framework of usage, timing, suitability e.g., up to 5,000 people for these times/days, no more than 6 events a year),
- iii) Developing preferred suppliers. For example, Gold Coast City Council developed a 100-point system for suppliers to be recommended. This made it easier for event organisers to use local suppliers to generate greater economic benefit and viable local businesses.

ONE-STOP-SHOP EVENT PORTAL

Further develop online information for event, sporting, and conference organisers.

The portal could act as a central, “one stop shop” for event organisers to seek government approvals . It could include:

- Conferencing and sporting facilities.
- Accommodation (including bed capacities)
- Hiring venues – availability and booking online.
- Unique event venues, locations, and settings
- Automatic generation of permits.
- Event ancillary services (e.g., artists, performers, sound, lighting, staging).
- Pre and post tour opportunities/packages.
- Events calendar.
- Event toolkit.
- Marketing, images, and footage.



LISMORE NIMBIN & VILLAGES EVENTS SURVEY 2022

Event organisers were asked in terms of importance, what is the most important element for staging your event?

Event organisers rated **venue/facilities availability** as the most important variable when staging their event.

It should be noted ‘event friendly’ does not mean ‘cutting corners’ or not being compliant, but facilitating and assisting event organisers so they can deliver events that captivate visitor imaginations that will ultimately deliver better return-on-investment for the community and outcomes based on the four strategic goals.

2

GROW RETURN ON INVESTMENT

To grow return on investment, the following hierarchy of events has been developed for council to support and invest in events.

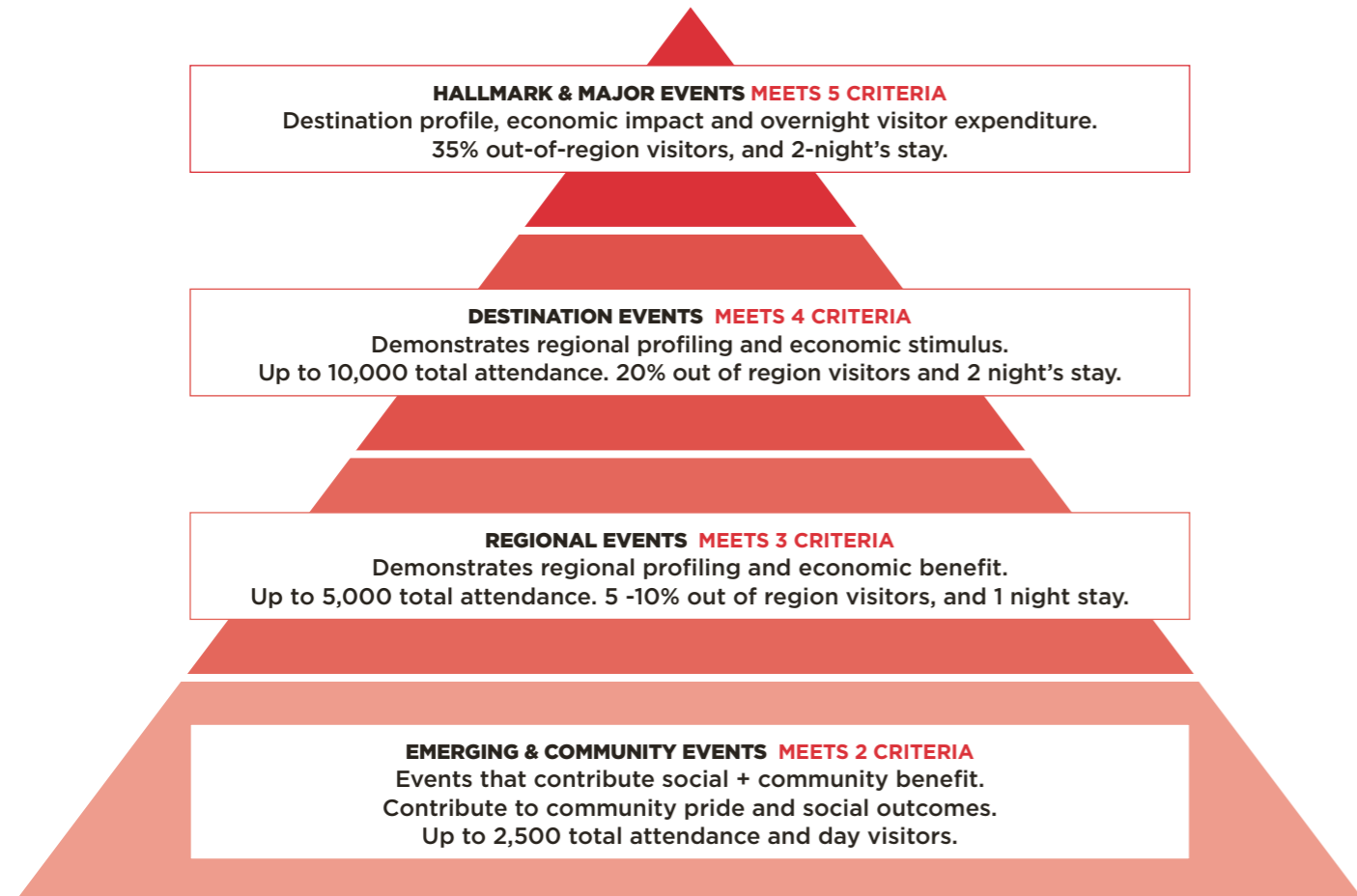
The strategic focus is to identify and support events that contribute to council's objectives and funding priorities, specifically aligning to the Event Strategy's vision and strategic goals to:



EVENT HIERARCHY

The Event Hierarchy outlines a suggested framework to support events with each level meeting minimum criteria to be eligible for funding.

The criteria outlined aligns with Destination NSW regional event funding programs to assist events in a pathway of growth to also apply for funding outside the LGA.



CRITERIA

DESCRIPTION

- 1. Destination Profile** Enhances the profile and appeal of Lismore, Nimbin and Villages.
- 2. Economic Impact** Generates economic activity of Lismore, Nimbin and Villages.
- 3. Overnight Visitation** Attracts external visitation specifically generating overnight visitor expenditure.
- 4. Sustainability** Demonstrates financial and environmental sustainability.
- 5. Social & Community** Drives social and community outcomes, including community pride and cohesion.
- 6. Regional Dispersal** Demonstrates regional equity and dispersal.
- 7. Shoulder Season** Is staged in a shoulder/low season and does not conflict with other event dates.

POTENTIAL FUNDING	APPLICATION ROUND	FOCUS AREA	CRITERIA
Hallmark + Major Event funds over \$50,000 (from Event Attraction Fund)	On demand	Support events that drive destination profile, economic impact, and overnight visitor expenditure. Attract high value travellers and over 35% out-of-region visitors, and 2-night's stay.	Meets min 5 criteria.
Destination Event up to \$30,000 (up to 10,000 total attendance)	Bi-annually	Support for events that clearly demonstrate return on investment attract up to 10,000 total attendance with over 20% out-of-region visitors and 2 night's stay.	Meets min 4 criteria.
Regional Event up to \$20,000 (up to 5,000 total attendance)	Bi-annually	Support for events that demonstrate tourism and regional economic benefits and attract up to 5,000 total attendance, with 5 -10% out-of-region visitors, and 1 night stay.	Meets min 3 criteria.
Emerging Event up to \$5,000 (up to 2,500 total attendance)	Bi-annually	Support for events that contribute to community pride/social outcomes and attract up to 2,500 total attendance and day visitors.	Meets min 2 criteria.
Community Event	Annually	In-kind and/or cash support for community led events run by community for broad community benefit.	Organisation to submit required information when advertised annually.

MAJOR EVENT ATTRACTION FUND

Increased investment is required to develop a Major Event Attraction Fund, where the fund is used for bidding for Major Events (including conference/business events) and developing and/or facilitating Hallmark events.

In some LGAs where they stage and/or attract significant Hallmark and Major Events, they represent 50-60% of total budget as they deliver a higher return on investment, in term's of the LGA's event goals.

Through benchmarking with other LGAs, some councils have partnered with state and/or private enterprise for their Major Event Attraction Fund to support cities/regions bid for major events.

INCUBATOR FUND

To encourage new and innovative events that meet key criteria, the development of an Event Incubator Fund to offer seed funding for new events in their first and second year could be considered.

First year events could be included in the Emerging Event category. Typically a first year event has difficulty attracting funding, but should a new event present a compelling case where organisers have a good governance background and the event clearly delivers on strategic goals and criteria, a one-off funding agreement could be developed.

MULTI-YEAR FUNDING

Multi-year funding agreements can be a pathway to growth for events that exhibit destination and/or hallmark potential. They may also assist events apply for multi-year sponsorship and state government funding agreements.

Where events have successfully acquitted funding for two or more consecutive years, eligibility to apply for a three-year partnership agreement could be considered, whereby funding is committed for up to three years to allow for longer-term, strategic planning.

POST EVENT REPORTING

Destination, Hallmark, and Major Events should undertake a standardised visitor survey, with substantiated attendance records to successfully acquit their funding. With funding paid upon delivery for example :

- 30% on confirmation of signed contract/partnership agreement.
- 60% on submission of preliminary program and marketing strategy.
- 10% on completion of Post Event Report.

EVENT EVALUATION

To effectively measure ROI against key criteria, post event reporting needs to identify:

TOTAL ATTENDANCE: aggregated total attendance (i.e., daily attendance x number of days). It includes visitors, participants (competitors, performers, stall holders, volunteers).

ESTIMATED ATTENDANCE: for free events, estimated attendance can be based on police/security/SES estimates of crowd based on number per square meter x geographic footprint of event.

ESTIMATED VISITOR SPEND: estimated spend can be calculated based on daily and/or overnight visitor expenditure with total attendance. Visitor expenditure figures can be sourced from the Local Government Area Profile report published by Tourism Research Australia (TRA).

MEDIA MONITORING: can be undertaken by a paid 3rd party, such as Meltwater Media, iSentia.

SOCIAL MEDIA INSIGHTS and website analytics can provide audience insights.

To overcome limited economic data to measure the impact and effectiveness of events, an Event Tourism Impact Model could be undertaken by firms specialising in event analysis.

To ensure accurate collection and reporting of data, for events funded over \$20,000 p.a., an independent research specialist to be engaged to develop a standardised visitor analysis system, aligned to Destination NSW Regional Event Program.

IN-KIND SUPPORT

Council could be potentially offer event organisers as part of in-kind support including:

- Box office and online ticketing.
- Event evaluation (including online surveys, event tourism impact study).
- Event training and networking.
- Event marketing in existing council communications and/or potential marketing partnerships with DNC industry/sponsors.
- Further development of an online event toolkit.
- Initial incentives for event organisers to stage innovative and engaging events in council venues and public spaces.

ATTENDANCE NUMBERS

A final consideration to grow return-on-investment is the need consider high value event travellers (not just total attendance). For example, a conference that attracts 500 out-of-region visitors may generate a greater economic impact than a community event that attracts 5,000 people.

Positive media profiling benefits may also out way total attendance, in the case of events that generate significant national and/or international media coverage in key target markets.

EVENT TOURISM IMPACT MODEL

TOURISM METRICS

- The number of visitors to the LGA/NSW
- The number of direct (event related) visitor nights
- Total attendances and the number of attendees (breakdown into attendee categories of participants, spectators and accompanying persons)
- The visitor profile (breakdown of visitors from intrastate, interstate and overseas)
- Day trip visitors compared to overnight stays
- The total number of visitor nights (within the host region and other parts of NSW)

ECONOMIC IMPACT

- Event organiser income and expenditure
- Total overnight visitor expenditure
- The direct and incremental spending
- The economic impact of the event to LGA/NSW

COMMUNITY AND CULTURAL VALUE

- The community pride generated by the event
- Social Impacts



NORPA's production *Flow, The Quad, Lismore, 2023*. Credit Kurt Petersen.

3

TRANSFORM DESTINATION PROFILE

HALLMARK EVENTS

Hallmark and major events will play a pivotal role in amplifying a positive destination profile for Lismore, Nimbin and Villages and increasing overnight visitor expenditure. They have the potential to be a catalyst for repeat visitation, contribute to the destination profile, infrastructure development and community connectedness.

A prevalent theme throughout all consultation, revealed a strong desire for higher quality events with a hallmark event that could help to transform the destination's profile and change visitor perceptions following the historic flooding disaster of 2022.

The long-term strategy is to secure or develop a hallmark event inspired by the region's competitive advantages, providing a legacy for destination profile and external visitation. Such an event would need to be something not seen or experienced before, based on a genuine, distinctive theme that is embedded in the Lismore, Nimbin and Villages culture.

Existing events with hallmark potential need to further develop their competitive advantage and increase their media and online profile to attract increased external visitation and overnight visitor expenditure.

Creating significant and competitive destination events that build on the region's unique selling points will be crucial for the long-term success of the Lismore, Nimbin and Villages economy, and transforming Lismore, Nimbin and Villages' destination profile.

EVENT ATTRACTION

The region has the capacity to attract major events, particularly creative arts, sustainable lifestyle meetings and conferences and regional sporting events (e.g., baseball, cricket).

Its villages, community expertise in sustainable living/ farming practices and proximity to World Heritage listed rainforests cater for boutique meetings and conferences and ideal opportunities for delegates for pre and post touring – a key component delegates consider essential in selecting attendance at a conference.

Increasing the event attraction budget and strategic partnerships will require consideration to compete with other regional destinations.

“Offering a social program that includes networking events in scenic or iconic settings, choosing event venues that make leisure activities such as shopping, dining and sight-seeing convenient, and providing opportunities to discover the destination are all highly appealing to delegates”

Tourism Australia - Association Conference Delegate Behaviour.

ELEVATE + REINVIGORATE EVENTS

Some existing events have potential to develop into hallmark events, through reinvigoration, innovation of their event experience and elevating their projected image to increase media profile and external visitation.

Events need to constantly change and evolve with consumer trends, including attendees expecting to see something they haven't seen before and to have more meaningful and immersive experiences where they actively participate in the event.

Events with strong attendance and profile, such as, but not limited to, the Lismore Lantern Parade, Aquarius Festival, Lismore Masters Games, North Coast National Lismore Show and Tropical Fruits provide platforms for hallmark potential.

LISMORE NIMBIN & VILLAGES EVENTS SURVEY 2022

88% of survey respondents indicated their event was not listed with the ATDW (Australian Tourism Data Warehouse), a database feeding 60+ tourism websites nationally.

BRANDING, MEDIA PR + DIGITAL

Existing events need to amplify their content, messaging, and digital distribution to create cut-through in a competitive marketplace and gain greater share of media voice.

Strategies to amplify destination profiling include:

- Working with Destination North Coast, Destination NSW, and Tourism Australia to undertake significant image, drone and footage of region, ensuring content is distributed through NSW and national tourism image/content libraries.
- Contracting event specialist photographers/content creators (used by DNSW/TA)
- Create significant media coverage, contracting event Marketing and Media PR specialists to generate state-wide, national and international media coverage e.g., video news releases, EDM, social media and digital campaigns.
- Encourage event organisers to integrate Lismore, Nimbin and destination images into event marketing, linking regional visitor websites and social media channels to event/festival websites.
- Subject to privacy laws, developing a database of visitors from event online ticketing systems to provide targeted visitor insights.
- Encouraging event organisers to participate in tourism marketing and leverage Destination NSW campaigns and content.
- Developing an event marketing toolkit for event organisers to improve the quality and consistent messaging projected by events.
- Maximising Lismore, Nimbin and Villages visitor experiences exposure at events, e.g. with signage placement, provision of destination images and footage to event organisers for social media and television broadcasts.
- Encouraging established events to enter business, tourism and event awards could further profile Lismore, Nimbin and Villages events on a regional, state and national stage.



HALLMARK EVENT CASE STUDIES

“Decades of brand building. Events that grew on the city’s cultural fabric”

TAMWORTH COUNTRY MUSIC

Originating in the late 1960s with a local radio station as part of their Country Music Capital with an established country music fan base and a local association was a small talent quest.

The first Australasian Country Music Awards were then staged in Tamworth in 1973, bringing national focus.

Today, the Tamworth Regional Council is a key festival organiser for Tamworth Country Music Festival, providing the major infrastructure for the headline celebrations and umbrella brand marketing for the event, supported by over 70 local venues, from sports and bowling clubs to cafes, theatres, shops, and churches, booking acts for inclusion in the event program, creating the “Largest Music Festival in Australia”.

TOOWOOMBA CARNIVAL OF FLOWERS

Developed by the Chamber of Commerce in 1949 to boost community spirit and generate economic activity following the hardships of WWII.

Once known as grey heads in garden beds, the event was reinvigorated, and Toowoomba has become synonymous as the home of Toowoomba Carnival of Flowers and the Garden City.

Toowoomba Regional Council owns the event, curating 30+ signature events to activate the city with themed experiences and tours. Over 30 community and business-run events support the 30-day program in September with Foodie Tours, flower-themed menus and displays.

4

FACILITATE HOME GROWN EVENTS

Facilitating home-grown event capacity has the propensity to ensure event sustainability , incubate community creativity and sporting pathways, and encourage the development of event experiences that captivate visitor imaginations.

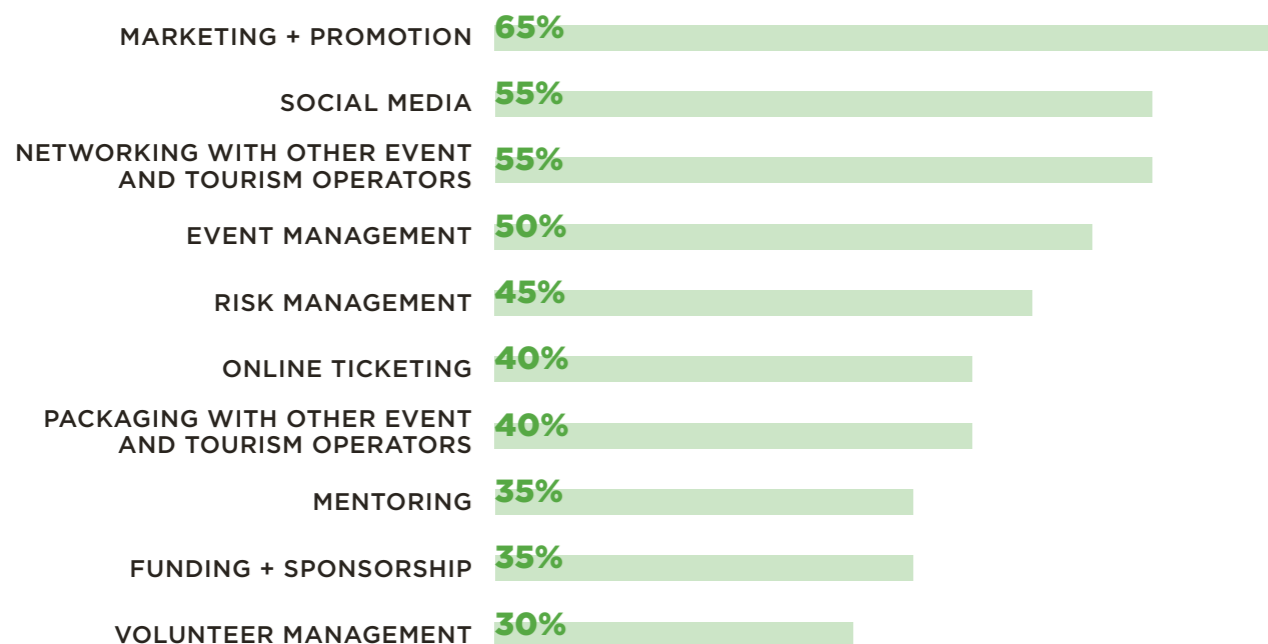
GROW EVENT ORGANISER CAPACITY

Grow event organiser capacity through training, networking, and in-kind support resources.

Collaboration through training workshops and networking functions for the event and tourism industry would assist in uniting the industries and provide operators with an opportunity to increase capacity by packaging events with accommodation, transport, attractions, tours, and dining experiences.

Event organisers were surveyed as part of the Lismore, Nimbin and Villages Events Survey to indicate what areas of training they would be interested in participating in.

Throughout face-to-face consultation time involved and expertise in applying for grants and attracting sponsorship were cited as major challenges for many event organisers.



INCOME DIVERSIFICATION

The need to further develop income diversification and profitability is required for long-term event financial sustainability.

Increased income, sponsorship and reliance on funding was identified by many events as a major inhibitor to growth. Strong financial training, understanding non-profit doesn't mean break-even and the need to generate surplus to innovate event programs is required.

As part of a pathway to growth for home grown events, funding applications for specific projects/ programs within their events is essential e.g. tourism, arts, sport funding programs through State and Federal government and philanthropic sources.

HUMAN RESOURCING

Following income and funding, human resourcing and overstretched volunteers was cited by many event organisers as another major inhibitor to growth.

SHARING OF RESOURCES

Greater networking between events and the wider tourism industry and community could facilitate the sharing of information and resources, including:

- Co-promotion at events to enhance the experience e.g. Tropical Fruits performance at a sporting event, live performance at a conference.
- Volunteer exchanges at events.
- Skills exchanges e.g., one event shares sponsorship skills in exchange for risk management skills.
- Co-marketing on websites, social media, and potential data base sharing.

FACILITATE NETWORKING

To facilitate the process of sharing resources, it is recommended for council to lead and work in partnership with industry partners to coordinate facilitated and engaging networking and training opportunities for event organisers, and wider industry.

During consultation an annual event symposium was cited to coordinate featuring a calendar of events/clash calendar with event organisers, and opportunity to meet with venues, galleries, accommodation, potential sponsors, media and event suppliers.

ENVIRONMENTAL BEST PRACTICE

To further grow a positive destination profile, building on the region's sustainable living reputation and to capture green consumer demand, events should be encouraged to use environmental best practice in the delivery of their events. This may require in-kind assistance in "how to" and initial financial incentives.

5

INCREASE OVERNIGHT VISITOR EXPENDITURE (OVE)

INCREASE CONVERSION

Packages can create a higher conversion rate; making it easier for visitors to purchase events with one click. On-line event program is essential to remain competitive and vital for collecting attendee, competitor, and exhibitor information.

EXPERIENCE DEVELOPMENT + VALUE-ADD PACKAGING

Encourage the development of Lismore, Nimbin and Villages signature experiences to meet changing consumer trends.

Developing new and tailored experiences within events, such as distinct Lismore, Nimbin and Villages behind the scenes and VIP experiences could increase profit margins for events to assist with income diversification.

LISMORE NIMBIN & VILLAGES EVENTS SURVEY 2022

ONLY 59% using an online ticketing program.

78% do not package their events, festivals, and/or conferences with accommodation.

Facilitating events to drive overnight visitor expenditure will contribute towards a stronger year-round economy and creating employment for the benefit of the greater community.

TOURISM AND EVENT PACKAGING

Increase length-of-stay with event passes packaged with accommodation and Lismore, Nimbin and Villages visitor experiences through online event ticketing.

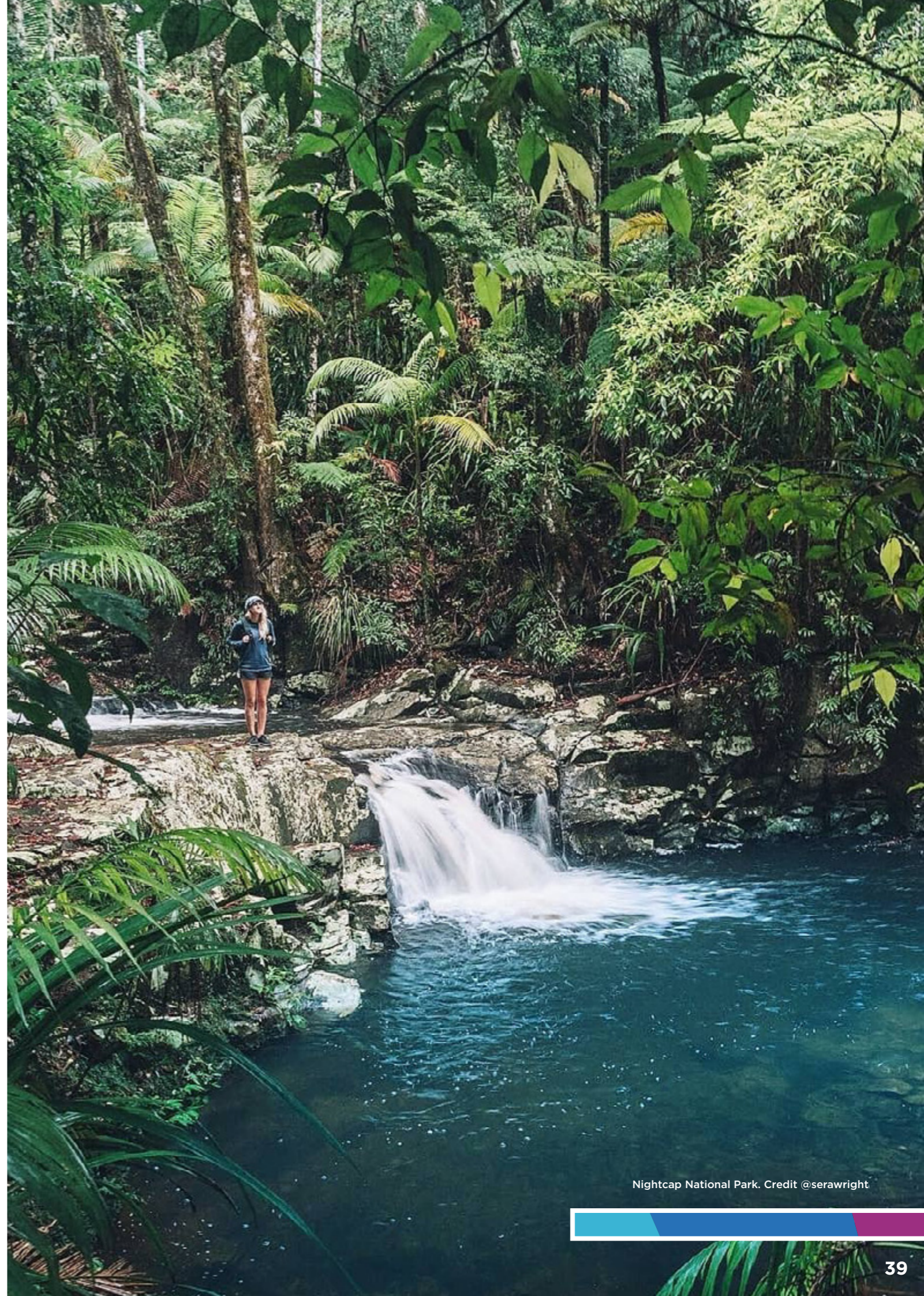
Encourage packaging with existing tours will help to ensure wider distribution.

Packaging should include the wider visitor economy, e.g., attractions, tours, dining, workshops, art, beauty therapy and retail.

Developing and packaging dawn, dusk, and evening experiences, such as yoga at sunrise, business breakfasts, sunset cocktails and World Heritage rainforest and wildlife tours, could further convert regional event day-trippers into overnight stays.

CROSS-REGIONAL PACKAGING

Consideration of cross-regional packaging within the greater Northern Rivers region could provide opportunities to appeal to the mid to long-haul drive market and future international markets.



Nightcap National Park. Credit @serawright

The Program

ACTION PLAN

The snapshot below and following action plan provides the actions with recommended timings to achieve the critical success factors.

STRATEGIC PRIORITIES	2024	2025	2026	2027	2028
1 EVENT FRIENDLY DESTINATION					
1.1 One-Stop Shop Approach					
1.2 One-stop-Shop Event Portal					
1.3 Cross-Departmental Approach					
1.4 Activating Venues + Spaces					
1.5 Clarify Council's Role in Major/Destination Events					
1.6 Preferred Supplier System					
2 GROW RETURN ON INVESTMENT					
2.1 Event Hierarchy Funding Program					
2.2 In-kind Support					
2.3 Post Event Reporting					
2.4 Major Event Attraction Fund					
2.5 Multi-Year Funding					
2.6 Event Tourism Impact Model					
2.7 Incubator Fund					
3 TRANSFORM DESTINATION PROFILE					
3.1 Elevate + Reinvigorate Events					
3.2 Event Attraction					
3.3 Branding, Media PR + Digital					
3.4 Hallmark Events					
4 FACILITATE HOME-GROWN EVENTS					
4.1 Annual Event Symposium					
4.2 Event Networking					
4.3 Event Capacity Building Program					
4.4 Environmental Best Practice					
5 INCREASE OVERNIGHT VISITATION					
5.1 Tourism and Event Packaging					
5.2 Cross-regional Packaging					
5.3 Experience Development + Value Add Packaging					
5.4 Increase Conversion, online ticketing training program					

The bolded organisation identified in the stakeholder column of the following Action Plan indicates the lead agency, with key stakeholders identified as potential partners to support/facilitate the action.

ABBREVIATIONS

ATDW Australian Tourism Data Warehouse
COC Chamber of Commerce
DNC Destination North Coast
DNSW Destination New South Wales

LCC Lismore City Council
OVE Overnight Visitor Expenditure
KPIs Key Performance Indicators
TA Tourism Australia

1

ONE-STOP SHOP APPROACH [1.1]

2

CROSS-DEPARTMENTAL APPROACH [1.3]

3

ONE-STOP SHOP ONLINE EVENT PORTAL [1.2]

4

EVENT HIERARCHY FUNDING PROGRAM [2.1]

TOP 10 ACTIONS

TO POSITION LISMORE, NIMBIN AND VILLAGES AS THE CREATIVE ARTS, SPORTING AND SUSTAINABLE LIFESTYLE EVENTS CAPITAL OF THE NSW NORTH COAST.

5

POST EVENT REPORTING [2.3]

6

IN-KIND SUPPORT [2.2]

7

ELEVATE + REINVIGORATE EVENTS [3.1]

8

EVENT ATTRACTION [3.2]

9

ACTIVATING VENUES + SPACES [1.4]

10

ANNUAL EVENT SYMPOSIUM [4.1]

1 EVENT FRIENDLY DESTINATION

ACTION	STAKEHOLDERS	KPIs	2024	2025	2026	2027	2028
1.1 One-stop Shop Approach.							
Ensure council event team is the key contact for major and destination event organisers, acting as a concierge across multiple council departments/Strategic Event Team and partners.	LCC. Events team Whole-of-council.	Number of events and outcomes of facilitated events based on four strategic goals.					
1.2 One-Stop Shop Online Event Portal.							
Develop a 'one-stop-shop' online event portal including: <ul style="list-style-type: none"> Venues/spaces with pre-approved usage and online booking system Automatic generation of required permits Preferred suppliers Calendar of events (clash calendar). Event management templates. Brand, media, image/footage, and content library <p>Use the online event toolkit as a key tool for discussion and in-put across departments.</p> <p>Work with tourism team to include accommodation options and pre and post tour opportunities/packages.</p>	LCC. Events team Whole-of-council. NSW/Australian Government.	Online event portal workflow design. Event portal live.					
1.3 Activating Venues + Spaces.							
Comprehensive audit of potential event venues and spaces, working cross departmentally. Develop a venue framework to get venues/spaces to pre-approval process. Include acoustic modelling, traffic management plans, environmental, licencing etc, based on framework of usage, timing, event type suitability etc.	LCC. Public and private event venues/spaces. NSW/Australian Government.	Completion of venue/spaces audit and framework. Venues/spaces available and activated.					
1.4 Cross-Departmental Approach.							
Engage temporary collaborator/facilitator to take cross-departmental teams on a customer journey to understand event organiser needs and legislative frameworks. Work with teams to understand event friendly and one-stop shop approach. Develop cross-department Strategic Event Team to facilitate strategy implementation and assist with ongoing event friendly whole-of-council corporate culture.	LCC. Whole-of-council. Internal/external event organisers.	New processes and initiatives implemented. Evidence of 'event-friendly' actions from individuals/ departments.					
1.5 Clarify Council's Role.							
Confirm/ re-clarify Council's role in major events. Ensure internal structure is adequately resourced to deliver a major event and destination event program that can achieve the level of strategies required. Additional specialist human resourcing will be required to undertake the actions to develop actions 1.1. 1.4, 1.5, 1.6.	LCC. Events team.	Confirmed role in events reflected in internal structure. Adequate resourcing of structure.					
1.6 Preferred Supplier System.							
Develop a Preferred Event Supplier System to make it easier for event organisers to use local suppliers and services (e.g., artists, performers, sound, lighting).	LCC. Local event suppliers.	Preferred Supplier System developed.					

2 GROW RETURN ON INVESTMENT

ACTION	STAKEHOLDERS	KPIs	2024	2025	2026	2027	2028
2.1 Event Hierarchy Funding Program.							
Develop event funding program based on event hierarchy and criteria aligned to Event Vision and four strategic goals.	LCC. Event organisers.	Updated event funding program implemented.					
2.2 In-kind Support.							
Investigate potential in-kind support as part of funding agreements e.g., online surveys/ tourism impact model, marketing/media PR, council venue/space incentives in low/shoulder seasons.	LCC. Event organisers.	In-kind support implemented in funding agreements.					
2.3 Post Event Reporting.							
Develop standardised online event survey and use as part of funding acquittal reporting. Results collated and analysed annually.	LCC. New event organisers.	Online surveys completed with annual analysis.					
2.4 Major Event Attraction Fund.							
Seek potential strategic partnerships to increase major event attraction fund with industry bodies and private enterprise sponsorship to bid for sporting, conference, industry events.	LCC. DNC. DNSW Regional/State sports, arts organisations.	Increased fund. Number of event bids and successful bids.					
2.5 Multi-Year Funding.							
Multi-year partnership agreements with events who have successfully acquitted 2 or more consecutive years with projected growth and destination/hallmark potential.	LCC.	Multi-year agreements successfully acquitted.					
2.6 Event Tourism Impact Model.							
Further develop consistent event tourism impact modelling, align with state event funding measurements. Investigate engaging event analysis specialist.	LCC. DNSW	Event evaluation template for major/ destination events.					
2.7 Incubator Fund.							
Include seed funding for new events e.g., as part of Event Hierarchy emerging events.	LCC. New event organisers.	New events funded.					

3 TRANSFORM DESTINATION PROFILE

ACTION	STAKEHOLDERS	KPIs	2024	2025	2026	2027	2028
3.1 Elevate + Reinvigorate Events.							
Explore existing events with hallmark potential.	LCC.	Identified hallmark potential events.					
Provide a pathway of growth through hierarchy of events/multi-year funding agreements.	Event organisers.	Event experiences with competitive advantages.					
Encourage event organisers to amplify the unique selling points/competitive advantages and consumer trends in event experiences.							
Cross-pollinate events. e.g., Tropical Fruits performance at sporting events.							
3.2 Event Attraction.							
Identify potential major events e.g., creative arts, sustainable lifestyle meetings and conferences and regional/state/national sporting events.	LCC. DNC. DNSW Regional / State sports, arts bodies.	Meetings with key stakeholders. Targeted list of potential events.					
3.3 Branding, Media PR + Digital.							
Develop significant event content library. For destination/major events, contract event photographers/content creators/ Media PR specialists.	LCC. DNC. DNSW. TA.	Online event content library. Media PR value.					
Include content library in online event portal.		Social media reach/engagement.					
Maximise destination exposure at events with signage and destination images/footage for social media and video news releases.		Number of events on ATDW.					
Ensure event listings on ATDW.							
3.4 Hallmark Events.							
Investigate concept through Hallmark Event Framework - Refer-> https://shorturl.at/dmCQS	LCC. DNSW. Create NSW.	Meetings with key stakeholders.					
Seek partnerships with key stakeholders e.g., NSW State Significant Event Fund. Festivals Australia.	Office for the Arts.	Hallmark event feasibility study.					

4 FACILITATE HOME-GROWN EVENTS

ACTION	STAKEHOLDERS	KPIs	2024	2025	2026	2027	2028
4.1 Annual Event Symposium.							
Stage an annual Event Symposium including planning for following year:	LCC.	Number of participants.					
• Events calendar/clash calendar.	Event organisers.	Clash calendar.					
• Launching online event portal, event funding and training programs.	Venues, suppliers, potential sponsors/funding bodies, tourism/creative industry/COCs.	Survey results of outcomes.					
• Event cross-pollination.		Evidence of cross-promotion with wider visitor industry.					
• Facilitate sharing resources e.g., co-promotion, volunteer/skills exchanges.							
• Post symposium survey.							
4.2 Event Networking.							
Work with industry stakeholders to facilitate event networking with wider tourism, business, arts, and creative networks.	LCC.	Inclusion and participation of events in networking functions.					
Where possible incorporate with existing industry networking functions.	Event organisers. Tourism/creative industry/COCs..						
4.3 Event Capacity Building Program.							
Three -year event capacity building program for event organisers, e.g.	LCC.	Number of participants.					
• Income diversification/grants.	New event organisers.						
• Human resourcing/volunteer management.							
• Marketing, Media PR, social media.							
• Packaging and online ticketing.							
• Experience development.							
4.4 Environmental Best Practice.							
Develop staging sustainable events toolkit for inclusion in online event portal.	LCC.	No. of events incorporating sustainable initiatives.					
Incorporate sustainable initiatives as part of event funding programs.	New event organisers.						

5 INCREASE OVERNIGHT VISITATION

ACTION	STAKEHOLDERS	KPIs	2024	2025	2026	2027	2028
5.1 Tourism and Event Packaging Encourage packaging with tourism stakeholders to develop event packages with accommodation, tours/ experiences, car hire, flights.	Tourism industry. Event Organisers. LCC.	Number of packages in the marketplace.	█	█			
5.2 Cross-regional Packaging Regional packaging with greater North Coast experiences.	Event organisers. LCC. DNC. Tourism industry.	Evidence of regional packaging.	█	█			
5.3 Experience Development. New event experiences to increase overnight visitation, income diversification e.g., dawn/ dusk/ under the starts and behind the scenes/VIP experiences packaged online.	Event organisers. LCC.	Evidence of new event experiences and increased OVE.	█	█			
5.4 Increase Conversion. Facilitate uptake and use of online ticketing by events, with advice/ online ticketing training.	Event organisers. LCC.	Number of events with on-line ticketing.	█	█			

Applause

THE CONSULTATION PROCESS

Gratitude goes out to all the individuals who dedicated their time, insights, and guidance towards the development of this strategy. This includes those who actively participated in online industry surveys, workshops, facilitated meetings, and individual interviews. Your contributions have been invaluable, and we sincerely thank you.



STAKEHOLDER ENGAGEMENT SUMMARY



