



Ordinary Meeting of Council

23 May 2018

UNDER SEPARATE COVER

ITEM 12.8 ATTACHMENTS

**QUEANBEYAN-PALERANG REGIONAL COUNCIL
ORDINARY MEETING OF COUNCIL**

ATTACHMENTS – 23 May 2018 Page i

Item 12.8	QPRC Events Strategy - Community Engagement Report	
Attachment 1	QPRC Events Strategy - Community Engagement Feedback Report.....	2
Attachment 2	QPRC Events Strategy - Online Engagement Report	12
Attachment 3	QPRC Events Strategy - Council Final Version - With Changes Marked - May 2019.....	14



QPRC Events Strategy – Community Feedback

Ref: SF150515/12-05-001

Report - Community Engagement – Events Strategy

Executive Summary of engagement report:

The Queanbeyan-Palerang Regional Council Draft Events Strategy was placed on public exhibition, from 6 March 2018 to 4 April 2018, via Your Voice.

The exhibition period was also advertised in the Queanbeyan Age, Bungendore Weekly and Braidwood Times, along with Council's Facebook account.

Participation in engagement:

The document,

- had 93 online visits,
- was downloaded 47 times, and
- received eight submissions.

Comments received:

Submitter:	Submission:	Council response
<p>Anonymous feedback.</p>	<p>I would like to suggest a couple of things. The Arts Trail was a very good idea but could be held over a week with added weekend at either end. There is no way anyone can get around the Region from Queanbeyan to Braidwood with a stop in Bungendore. It could be a way of bringing people to the region to do workshops with different artists/craftspeople. Another thing that is growing is cycling, healthy, low impact on environment and people want to get away from the cities. We have wonderful back roads that can be exciting for people to cycle different lengths, could have a cycling rally, like a car rally, also the railway line to Captains Flat is begging to become a rail to trail, these are growing all over the country and the world, comfortable gradients and off the roads. Properties could have B&B or other ways of supplying the travelling cyclists, walkers and others. Braidwood need a By-Pass to make the town a nicer destination without the stress of the through traffic.</p>	<p>The feedback has been passed on to the relevant branches of Council for consideration.</p> <p>Arts Trail: The annual Arts Trail event has been held on a single Sunday in October for the past 11 years. With the Council amalgamation in 2016, a number of Braidwood studios participated for the first time and we ran the event over a Saturday and a Sunday, allowing visitors more time to visit studios of interest in the wider region. In 2017 Council had over 30 destinations on the Trail located all over the Queanbeyan-Palerang region. This year, with feedback from both artists and visitors on last year's event, staff are looking at splitting the event</p>



Report - Community Engagement – Events Strategy

		<p>over two weekends to allow visitors to explore the much larger region.</p> <p>Braidwood By-Pass: Council has resolved to progress a concept design for a bypass of Braidwood.</p>
<p>Anonymous feedback.</p>	<p>Overall looks good and positive and easy enough to read - maybe not so easy for external organisers to determine if they are Category 2 or 3 and how they might move between the two - or perhaps how they have been determined to be one or the other - 'significant attendees from outside the region' - so perhaps some clarification required there. Also perhaps some differentiation here regarding the ability of events to help strengthen QPRC brand awareness per page 4 and also increase the profile of council as a key part of the community.</p> <p>Keen to see the 'Event Assistance Scheme' and 'Event Sponsorship Scheme' and indeed input to it. The gentleman from your communications team indicated that I needed to look at this draft as he pointed out that he could not include the Harvest Festival in emails out but that it could be promoted on facebook - I don't see that distinction anywhere here - so, am assuming that the two documents to be developed above would clearly indicate the areas of council support? (I know they are still being developed) - Not sure if you have any 'partnership' type schemes or ideas outside of this ie major Cat 3 events delivered in partnership - just a thought.</p> <p>I'm presuming your new documents above would enable external event organisers to be 'validated' by council in order for council to put their name to them, which is absolutely fine, and provide some form of application form - in many cases we don't even want money from council, but certainly the marketing and perhaps some small admin support (especially in the case of services and facilities) is useful - in exchange for QPRC connection to the event.</p> <p>Going in good directions, thanks event team and any other contributors ;-)</p>	<p>The feedback has been passed on to the relevant branches of Council.</p> <p>The feedback received will be actioned and outcomes realised through the recommended strategies and objectives outlined in the event strategy document.</p> <p>Specifically objectives; 1.3, 2.2, 2.3 and 3.1.</p>
<p>Anonymous feedback.</p>	<p>Inclusion of Council championing Safe and Responsible event:</p> <p>Please give consideration to including reference in the Event Strategy to running a 'safe and responsible' event. There is mention of a reliable and well-managed event but</p>	<p>The inclusion of 'are reliable, <u>safe</u>, and well-managed' has now been included on page two of the strategy.</p>



Report - Community Engagement – Events Strategy

<p>there's no reference to a safe and responsible event. Having a safe community is one of the Key Goals of QPRC Community Strategic Plan (page 21 – 1.1.3) and one of the NSW State Plan Goals is to have Safer Communities – consideration for safety in the event strategy will align the document with QPRC Community Strategic Plan (which is one of the goals of the event strategy as listed on Page 2)</p> <p>Also, running a safe and responsible event is paramount to maintaining good reputation and it is the event organiser's responsibility to ensure the safety of patrons attending the event and safety of non-event patrons as result of their event (be it Council or private event organisers). Nearby events in ACT such as Summernats, Groovin the Moo and 'Art, Not Apart' have come under heavy criticism and scrutiny because the event wasn't safe or responsible – the Summernats event in 2017 resulted in the death of an event goer. Art, not Apart recent event resulted in drug overdoses and noise complaints into Queanbeyan/Googong. An unsafe and irresponsible event has potential to reflect badly on the event, the region and Council. The document states that the event strategy seeks to establish a clear vision for success – vital to ensuring success of event strategy is Council championing safe and responsible events. As such please consider adding:</p> <p>To the strategy in the Goal section on Page 2 the following amendment:</p> <ul style="list-style-type: none"> o QPRC places priority on events that: § 'are reliable, safe and well-managed' <p>Also consider adding to the 'Provide' Strategy on Page 17 the following amendment:</p> <ul style="list-style-type: none"> o Provide the local industry, being event organisers and associated suppliers with professional connections and information to enhance their overall capacity to deliver high quality, safe and sustainable events <p>Also consider adding to the 'Promote' strategy on Page 18 the following amendment:</p> <ul style="list-style-type: none"> o Develop a process to support and transition events from a dependent to an independent, safe and sustainable state. <p>Consideration in the strategy of impact of events on road network:</p> <p>One of the crucial roles that Council plays in LGA is as the local road authority. It is Council's responsibility to ensure the safe and efficient running of the road network (as outlined in the Community Strategic Plan). Events have a responsibility to ensure that they manage the reduced capacity of the road system as a result of their event and minimise the impact on non-event community and emergency services. As such, please consider adding to the strategy in Council's Role on Page 7</p> <ul style="list-style-type: none"> § 'As events are a crucial element in activating the LGA, a successful, safe and 	<p>Staff acknowledge the point raised regarding the importance of event ownership and ensuring responsibility is not siloed.</p> <p>Strategy 1.2 and 1.3 have been recommended to ensure a platform, preferably online, is developed to ensure transparency across the branches of Council. This is in recognition that events may require approvals or input from more than one branch of Council.</p> <p>It must be noted that the desired future role of Council's Events Team is to provide a concierge function. The Events Team is not resourced or qualified to undertake or be responsible for the role(s) of other branches of Council.</p>
--	---



Report - Community Engagement – Events Strategy

	<p>sustainable approach to events is essential'.</p> <p>Consideration for ownership in managing the running of the event</p> <p>On Page 7 the different roles within Council have been defined however, the defining of these roles risks missing the need for an 'overall ownership in managing the running of an event' – be that ownership from within Council (the event team) or from the external event organisers. The splitting up of the roles for events has the impact of siloing the responsibilities whereas the responsibilities with events often work in tandem and often require overall coordination to ensure success. Also often an event needs one champion (or one area to champion the event) to ensure all other areas work together. In defining 'Council's Service branches' role as 'delivering associated services that support the compliant operation of all events' this is too silo and has shifted the responsibility of these services for an event to the 'Service Branches' – whereas the responsibility to ensure these services occur for an event sits with the Event organiser or Event's team not the service branches – the service branches aren't solely responsible for delivering the service for the event.</p> <p>Eg. – Waste management for an event. While waste management overall for Council sits with the waste management department, the responsibility of waste management for an event (and the services of managing waste for event) doesn't necessarily sit with the waste management department – someone related to the event has to identify that waste management is required for the event and coordinate with waste management to know this is needed for the event and/or outsource that it occurs. The ownership of this responsibility in relation to events seems to have been devolved to the 'Service Branch' in the Strategy while the 'Event's team just support QPRC Service Departments through strategies of delivery. Aren't the Events Team responsible for 'Events and related activities for events' eg. Where an event impacts a road it is responsibility of the event organiser to manage this impact (as noted in NSW Govt document Guid to Traffic and Transport Management for Special Events.....).</p> <p>To ensure the ownership and responsibility of activities associated with events please consider modifying:</p> <ul style="list-style-type: none"> • Point two for Council's Service Branches to (on Page 7): <ul style="list-style-type: none"> o Work with the event's team to support the delivery of associated services that support the compliant operation of all events • Point three for Council's Events Team to (on Page 7): <ul style="list-style-type: none"> o Lead local event organisers and QPRC through strategies to 'provide, partner, promote, deliver and evaluate • Point 1.3 for Provide to (on Page 17) 	
--	---	--



Report - Community Engagement – Events Strategy

	<p>o Prove a clear internal process for receiving and responding to event support requests with one point of contact within Council</p> <p>Consideration for inclusion of Googong: Please consider including Googong events in QPRC (Be Here) events on Page 15 list of Category 3 event – their events or festival have the primary purpose of showcasing that suburb which is in our Council region and have additional events links such as using Council Venue and needing regulatory approvals. Also from experience of dealing with their event organisers they need support/education. It's worth noting that in recent REF document on traffic upgrade on OCR/Googong Dam Road it was noted that the expected population of Googong will be 18,000 people and it will be the largest contemporary urban development in the Sydney to Canberra corridor – there is benefit to including them in the strategy both from education/information perspective and from showcasing and supporting a growing suburb in our LGA.</p>	
<p>Anonymous feedback.</p>	<p>Wondering about holding events in local halls. The hall in Carwoola is a feasible venue, but is never used. We do not often go out at night to events in Queanbeyan, nor Canberra for that matter, but would be more likely to support a local event. It would be better for our community also. Also it might be interesting to find what local talent there is. For example, I play fiddle. There may well be plenty of other musicians living in Carwoola. Just a thought.</p>	<p>Halls such as Carwoola are managed, including hirers, by section 355 committees. Contact around use and opportunities should be directed to them.</p> <p>Council's Recreation & Culture team currently promotes our entire region to potential event organisers or venue hirers in alignment with the brief they provide.</p> <p>Additionally staff are actively looking to support event organisers or hirers who are looking to deliver events, programs or services to the region.</p>
<p>Anonymous feedback.</p>	<p>The QPRC Events Strategy looks good. Well prepared and presented. The activities are all things to bring the community together. We all like fireworks however I could not find that mentioned or anything about New Years Eve. There is no mention of ANZAC Day.</p>	<p>New Years Eve: Council does not provide a New Year Eve event as there are two substantial shows in Canberra on that night. Council provides a very</p>



Report - Community Engagement – Events Strategy

	<p>A picture theatre would be good which could be incorporated into the QPRC Events Strategy eg special movie days coupled with dress up for the children, movies featuring the ANZACs on ANZAC DAY just a couple of suggestions.</p> <p>I would not like to see terrible art work or sculptures, spend the money on planting trees and gardens and maintain them. Mini floriade and ask for volunteers to help plant the bulbs, then dig them up when done and sell the bulbs or give them to the volunteers.</p> <p>Have a community vegetable garden. Definately no terrible art or sculptures.</p>	<p>successful fireworks display on Australia Day.</p> <p>Movies: Council has recently approved a development application for a cinema in Queanbeyan.</p> <p>Public Art: Council has a Public Arts Advisory Panel in place to consider pieces of public art.</p>
<p>Anonymous feedback.</p>	<p>I believe the Council has done some wonderful things over the last couple of years to engage the community across a wide variety of activities, and the recent expansion of the multicultural festival, Octoberfest, and also activities at the new river park have added to the town's appeal.</p> <p>One area I think that could be of benefit is a longer-term positioning to have a major music event in town - with the Showground, the river amphitheatre, the pubs, the Q and other areas offering ready-made infrastructure for Queanbeyan to host such an event.</p> <p>The recent work around the CSO playing by the river shows that there is a need and desire to hear diverse musical variety in the Town.</p> <p>Maybe some work could be done on identifying different target markets (is there a gap in our music scene we could look at?) as part of a broader strategy.</p> <p>Notwithstanding - well done on the current work to bring more interesting things to Queanbeyan.</p>	<p>The feedback has been passed on to the relevant branches of Council.</p> <p>The events team is developing an events calendar and this will also be used to identify gaps, as suggested. The events team knowing these gaps will look to attract external event organisers to fill those gaps.</p>
<p>Anonymous feedback.</p>	<p>There needs to be some explanation of your strategic proposition to ensuring there is fair approach to all locations having local events held in their town. For example there should be a clear commitment that council will ensure an ANZAC day event will be held in each location as opposed to holding an optional Shakespeare event in each place. Of the current listed signature events only one has been held outside of Qbyn.</p> <p>I am suspicious about the "local events network". Is this just code for "free labour? What qualifies a person to be part of the network? How will it be governed? And will you be risking attaching your branding to these sort of events? For example the 2018</p>	<p>Council does not run Anzac Day, they are run and organised by the local RSL of each community.</p> <p>The events network would be run by members not Council. The network is purely being establish to encourage event stakeholders to</p>



Report - Community Engagement – Events Strategy

	<p>Bungendore locally organised Australia Day event was not culturally sensitive to First Australians.</p> <p>There is a lack of commitment under the promote heading to implementing a robust multimedia communication plan to support delivery of events under the strategy. At the very least the council should clearly state they will maintain a comprehensive event calendar for the region. My experience of events run so far has shown a real lack of marketing especially in the regional areas.</p> <p>There is a lack of commitment to ensuring events involve and promote local organisations such as the rural fire service, SES, our school students. Nothing for us without us please.</p> <p>When developing the event toolkit please ensure that it encourages performing a Welcome to Country or Acknowledgement to Country at key events. AND having a rainy day back up option in place! The irony of you having to use a 2016 Bungendore Christmas party photo due to a lack of basic event planning principles speaks volumes.</p>	<p>share ideas and collaborate with the goal to strengthen their events.</p> <p>One of the strategies objectives is to establish an events calendar. This will be achieved through the development of a new website in collaboration with Council's Economic & Tourism team.</p> <p>The new tourism website will feature a dedicated events database; with integration with visitnsw.com and other key channels to ensure wider distribution to potential visitors. The online events calendar will also be supported by new tourism-focussed social media channels. Event organisers across the QPRC area will have access to load and edit their events listings.</p> <p>We take the remaining feedback on board for future improvement.</p>
<p>Anonymous feedback.</p>	<p>I think council should look at more events in the rural settings.</p> <p>The meet the makers event in Bungendore last year was great and for a first event I think it had a good turn out and variety of crafters/makers, it can only improve. The arts trail weekend was also a great one, maybe also including others locally who make art but may not sell it? Also look at opening to rural community facilities as a rest stop with more local arts there too, but a place for a coffee and snack (plus loo stop).</p> <p>But one thing council doesn't do well is events in the rural areas. Actually I've not seen council hold one event at my local hall in Bywong, nor heard of one in Wamboin. What about holding an event for these communities. You have New Year fireworks Australia Day etc in Bungendore, but nothing for the rural residents in their location and nothing for kids during the day, late night events in summer months prohibit small kids. What about supporting a community event directly for kids up here?</p>	<p>Thank you for your feedback.</p> <p>Council is always looking to support external event organisers who have a focus and desire to deliver events into our regional towns.</p> <p>Unfortunately Council's event team doesn't have the resourcing, financial or staffing levels, to increase the number of events provided.</p>



Report - Community Engagement – Events Strategy

	<p>Unlike the towns we are more socially disadvantaged, particularly with young kids. What about an annual event? Bywong held a Teddy Bears picnic for the grand opening of the playground, but could not council support and help organise this as an annual event, a suggestion was for it to be held in July so Santa clause doesn't melt!</p> <p>It is not excluding kids from the towns, but it makes it a kid friendly event in our locality, also makes the rate payers see that you are giving them something. What about a Christmas in July kids event in Bywong? Not a market, but jumping castles, Santa, crafts, food stalls, mobile library story time, dressing up, lots of fun kiddy things.</p> <p>Our small local community associations are really stretched and have set events they run to raise money for their existence, but with significant council support with organization and funds I am sure you would find some people who can assist.</p> <p>Please consider something for us in Bywong that is child orientated, We have had a big increase in recent years with children living here.</p>	<p>Council has established a Category 2 Event Assistance Scheme. This funding is seeking to support community led event organisers to deliver events to their community.</p> <p>Your feedback is also being passed on to the relevant branches of Council who provide a number of associated services you have mentioned.</p>
--	--	---

Council response to survey input and recommendations

The majority of feedback will be realised or addressed through the strategies and associated projects identified in the outlined Events Strategy Objectives. There is a desire for more events to be delivered in the rural towns, however, this can only be feasibly achieved through ownership and delivery by external event providers. The events team is not equipped or resourced to extend the current level of service through internally managed events.

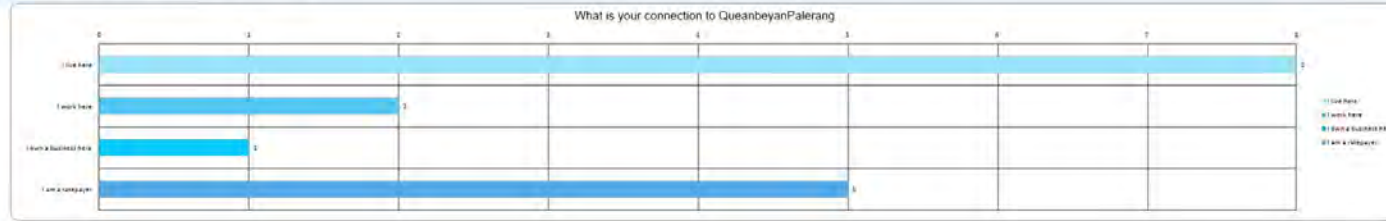
Additional feedback has been distributed to the appropriate Council Branch for consideration.



SurveyTool Have your say on the draft QPRC 06-Mar-2018 to 04-Apr-2018

DEMOGRAPHIC ANALYSIS of Contributors - Based on Sign-up form responses

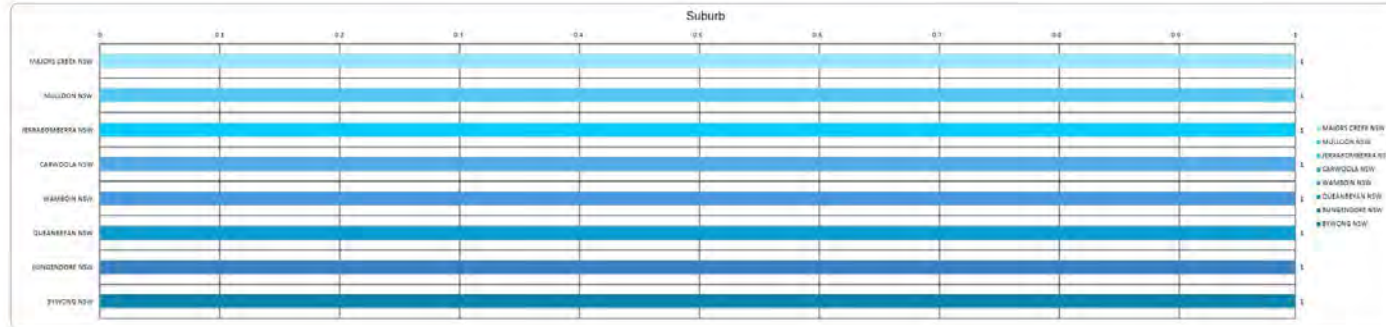
What is your connection to Queanbeyan/Palerang?	
I live here	8
I work here	2
I own a business here	1
I am a ratepayer	5



Gender	
Male	1
Female	7



Suburb	
MAJORS CREEK NSW	1
MULLOON NSW	1
JERRABOMBERRA NSW	1
CARRWOOD NSW	1
WAMBON NSW	1
QUEANBEYAN NSW	1
BUNGENDORE NSW	1
BYWONG NSW	1





EVENTS STRATEGY 2018 - 2025

QPRC Events



Offices: Council headquarters – 256 Crawford St
Bungendore Office – 10 Majara St
Braidwood Office – 144 Wallace St

Contact: **Phone:** 1300 735 025
E: council@qprc.nsw.gov.au
W: www.qprc.nsw.gov.au



Contents

Overview	1
Goals, Vision & Mission	2
Summary of benefits of events	3
Competitive Advantage	6
Council's Role	7
Event Categories	9
Strategies and Objectives	17



EVENTS HAVE CLEARLY EVIDENCED LINKAGES TO ECONOMIC GROWTH, BUILDING COMMUNITY IDENTITY, ACTIVATING SPACES, AND FOSTERING PARTNERSHIPS BETWEEN BUSINESSES, THE COMMUNITY AND OTHER STAKEHOLDERS.

Overview

The Queanbeyan-Palerang Regional Council (QPRC) recognises the importance of events in its Tourism Plan 2017- 2025 and the Community Strategic Plan 2018-2028. Events have clearly evidenced linkages to economic growth, building community identity, activating spaces, and fostering partnerships between businesses, the community and other stakeholders.

The benefits of community and economic events, especially in terms of enhancing community cohesion and building social capital, have become even more vital since the amalgamation of the former Queanbeyan and Palerang councils. Events are a recognised means of identifying opportunities for greater collaboration and a platform to strengthen the community, the economy, and the region as a whole.

The festivals and events that occur in the QPRC region have attracted strong and increasing support and have contributed to a sense of community, cultural identity and pride. Events will continue to deliver these community outcomes through lifestyle and leisure enhancement, cultural development, increased tourism, volunteer participation, fundraising, infrastructure and economic development including the creation of local jobs.

The desirability of the Queanbeyan-Palerang region as an event destination is continuing to grow. This strategy seeks to establish a clear vision and roadmap to enable continuing success. It recognises the need for both fixed and flexible arrangements as the demand for Council assistance increases. Fixed responses, to build clarity around expectations and possibilities and flexible responses to enable Council to optimise unforeseen opportunities in this space.

Events strategy 2018 - 2025
QPRC Events

Page 1

Vision

The Queanbeyan-Palerang region is recognised across ACT and NSW as a destination of choice for events.

Mission

To work with community and industry to support and enhance the delivery of events in the region.

Goals

The goal of the QPRC Events Strategy is to create a framework that both informs and enables Council to:

- attract and develop new events,
- enhance and grow current events,
- create significant economic and community benefit, and
- align to the Community Strategic Plan and subsequent Strategic Pillars and key goals of Council.

Following community feedback the word 'safe' has been added to the sentence to now read 'QPRC places priority of events that are reliable, safe and well-managed'.

QPRC places priority on events that:

- attract significant numbers of interstate and/or international participants and spectators,
- occur outside the tourism peak season of December–February,
- increase the event profile and branding of QPRC,
- increase the livability for residents of the Local Government Area,
- are reliable, **safe** and well-managed,
- are relevant to QPRC's identified tourism strengths with an emphasis on: arts and creativity, nature and outdoors, food & wine, heritage and sport/adventure and have regional value; and
- promote diversity, accessibility and inclusion.



Summary of benefits of events

Economic benefits

Economic benefits refer to the total amount of additional expenditure generated as a direct consequence of staging the event.

- Visitor expenditure
- Additional expenditure (by businesses who cater to visitors or support the event)
- Increased consumer and business confidence
- Showcase local industries, acting as a catalyst for unconnected economic growth and tourism appeal
- Infrastructure and economic development
- Increased knowledge concerning the potential for investment and commercial activity in the region

Tourism benefits

Tourism benefits refer to increasing visitor numbers to the region.

- Attract new visitors from outside the region
- Increase the length of visitor stay
- Increase visitor expenditure
- Increase exposure leading to increased future visitation (from both residents and visitors)
- Convert a long-term desire to visit a destination into actual visitation and possibly relocation
- Attract patrons who then also support other attractions and accommodation



Marketing and branding benefits

Marketing and branding benefits refer to visibility, connection, community loyalty and trust.

- Creation and strengthening of QPRC brand awareness
- Showcase the region to potential visitors
- Promotion of the QPRC region as a highly-desirable place to live, to work, to invest and to play
- Market the region as a destination with interesting attractions (events)
- Connecting producers directly with consumers (meet the makers)
- Opportunities for newsworthy and timely marketing messages to keep the region front of mind
- Opportunities for collaborative, cost effective promotional and marketing strategies
- Increased profile of Council as a key part of the community

Social benefits

Social benefits refer to increased quality of life and community social cohesion.

- Entertainment and social opportunities
- Increased sense of community wellbeing
- Increased community participation and involvement
- Build community capacity through skill development
- Build social capacity and local leadership
- Increased sense of civic pride
- Increased sense of place for local residents
- Opportunities to work together, share knowledge, information and resources
- Bring communities together
- Encourage more active lifestyles
- Enhanced cultural connection and development
- Improved lifestyle and leisure
- Increase levels of accessibility and inclusion.



Competitive Advantage

The QPRC region enjoys a number of significant competitive advantages in event development and delivery. These advantages provide a strong platform for success and include:

- an engaged and well-networked community with an established record of supporting local community groups and events;
- the experience and community capacity to achieve events of regional and (growing) state significance;
- the required infrastructure, venues/facilities and associated services to adequately meet the needs of existing and future events¹;
- a reputation for distinctive and unique food and wine and 'makers' industries;
- a positive reputation as a region where unique and unusual things happen²;
- a rural setting, that benefits from close proximity to Canberra and Sydney³.

These competitive advantages are becoming increasingly apparent and have resulted in the attraction of a range of new and relocated events. Further interest and growth is anticipated as the tourism options become integrated as part of an event, rather than the region simply offering a location for an event.

Local enthusiasm for events is also a significant asset and should be harnessed and built upon. Community support is demonstrated in a range of ways including;

- involvement in event organisation and delivery
- financial contribution
- 'in-kind' support
- volunteering and
- direct access to member networks and community members.

QPRC has a long history of hosting major events. For example, the region has hosted several national sporting championships in the past decade and is growing in popularity as a destination for national car, motorcycle and club rallies. The region also has a strong reputation as a creative hub for artists.

With this growing reputation, and identification of favorable competitive factors, it is necessary to apply a focused approach to the identification of new event options that complement and enhance the events that already exist.

¹ This is particularly the case with respect to sporting and cultural events.

² This is particularly relevant in the Braidwood and Bungendore regions where artists, outdoor recreation, and commercial attractions have established a distinct unique reputation for being quirky and different.

³ This is beneficial when attracting the visiting friends and relative (VFR) market.

Council's Role

Council plays numerous roles within the local events industry including;

- event provider
- event supporter
- event sponsor
- venue provider and/or
- event regulator.

This strategy outlines these roles and provides clarity and direction for both internal and external stakeholders. As events are a crucial element in activating the LGA, a successful and sustainable approach to events is essential. There is a growing trend for councils to assist and support events rather than owning and managing them internally. This strategy will present three categories, outlining the role Council plays in each.

Council's Events Team

The role of Council's Events Team is to;

- deliver Council's civic events and functions;
- deliver Council's 'signature' events; and
- support local event organisers and other branches of QPRC through strategies to; provide, partner, promote, deliver and evaluate.

Council's Service Branches

The role of Council's Service Branches is to;

- deliver targeted events specific to a service area e.g. NAIDOC Week;
- deliver associated services that support the compliant operation of all events e.g. regulator, subject matter expert or venue operator; and
- combine with Council's Events Team to ensure the delivery of strategic services - provide, partner, promote and evaluate to external event providers.





2016 Queanbeyan-Palerang Regional Council -
Community Christmas Party - Braidwood

Event Categories

Category One: Civic and Social Engagement

Events with the primary purpose of enhancing community inclusion and social engagement within the Local Government Area. They also include events that are undertaken by Council to meet civic responsibility. Category one events are delivered by QPRC.

Category One Objectives:

- Be undertaken to meet Council's civic responsibilities.
- Contribute to the enhancement of community inclusion and social justice.
- Contribute to the enhanced liveability of the LGA.

Category Two: Places, Spaces and Liveability

- a. General: Events or festivals with the primary purpose of celebrating local culture and/or promoting the liveability of the Local Government Area.
- b. Placemaking: Events or activities with the primary purpose of activating spaces and places in town and city centres that inspire creativity and vitality in the public realm and contribute to economic and social activity.

Category two events are a combination of QPRC and externally managed events.

Category Two Objectives:

- Attract people from around ACT/NSW.
- Contribute to the growing reputation of QPRC as a region where interesting things happen.
- Contribute to the enhanced livability of the LGA.
- Be distinctive, if not unique, to the QPRC region.
- Contribute positive economic benefits to the QPRC business community.
- Contribute to a positive social fabric and sense of community connection.
- Activate the various venues and landmarks of our LGA.
- Specifically activate town and city centres.

Category Three: Promoting QPRC (Be Here)

Events or festivals with the primary purpose of promoting visitor generation within the Local Government Area. Category three events are predominately externally managed.

Category Three Objectives:

- Have a state or national profile.
- Attract interstate visitors, as well as intrastate visitors.
- Be distinctive, if not unique, to the QPRC region.
- Contribute significant economic and/or visitor generation to the LGA.
- Contribute to the growing reputation of QPRC as a region where interesting things happen.
- Contribute to the enhanced livability of the LGA.





2016 Queanbeyan-Palerang Regional Council -
Community Christmas Party - Bungendore

Category 1 Civic and Social Engagement

Events with the primary purpose of enhancing community inclusion and social engagement within the Local Government Area. They also include events that are undertaken by Council to meet civic responsibility.

Examples:	Ownership			Additional Event Links		
	Council Events Team	Council Service Branches	External Event	Council Venue	Council Sponsored	Regulatory Approvals
Australia Day (Civic)	✓			✓		
Seniors Week		✓				
Reconciliation Walk		✓				✓

Category 1 - Internal Events - are managed internally and are funded annually within the budget of the branch responsible for the event's delivery.



2017 Multicultural Festival - Carnivale!

Category 2
General: Places, Spaces and Liveability

Events or festivals with the primary purpose of celebrating local culture and/or promoting the liveability of the Local Government Area.

Example Events:	Ownership			Additional Event Links		
	Council Events Team	Council Service Branches	External Event	Council Venue	Council Sponsored	Regulatory Approvals
Community Christmas Parties*	✓			✓		✓
Multicultural Festival*	✓			✓		✓
Christmas in July Markets*	✓			✓		✓
Car Shows (Various)			✓	✓		✓
Liquidfest		✓		✓		✓
Bungendore Harvest Festival			✓			✓

* Signature Events



Southern Harvest Farmer's Market Queanbeyan

Category 2 Place making: Places, Spaces and Liveability

Events or activities with the primary purpose of activating spaces and places in town and city centres; that inspire creativity and vivacity in public realm and contribute to economic and social activity in central business districts.

Example Events:	Ownership			Additional Event Links		
	Council Events Team	Council Service Branches	External Event	Council Venue	Council Sponsored	Regulatory Approvals
Summer Activation		✓		✓		
Harvest Markets				✓		✓
Red Umbrella Markets		✓		✓		✓

Category 2 - General and/or Placemaking - Internal Events: are managed internally and are funded annually within the budget of the branch responsible for the event's delivery.

Category 2 - General and/or Placemaking - External Events: are managed by external organisations and operators.

Note: Category 2 events can evolve over time into Category 3 events, if they grow to a point where they attract significant attendees from outside the region.



Category 3 Promoting QPRC (Be Here)

Events or festivals with a primary purpose to showcasing and attracting visitors to the region. These events focus on creating significant economic and/or visitor generation within the Local Government Area.

Example Events:	Ownership			Additional Event Links		
	Council Events Team	Council Service Branches	External Event	Council Venue	Council Sponsored	Regulatory Approvals
Canberra Symphony Orchestra*	✓			✓	✓	✓
Oktoberfest			✓	✓	✓	✓
Shakespeare on the River			✓	✓	✓	✓
Major Sporting Tournaments (e.g. Kanga Cup & The Gift)			✓	✓	✓	✓
Major Sporting Fixtures (e.g. Raiders)			✓	✓	✓	✓

Category 3 - Internal Events – are managed internally and are funded annually within the budget of the branch responsible for the event's delivery.

Category 3 - External Events – are managed by external organisations and operators.

Note: Category 2 events can evolve over time into category 3 events, if they grow to a point where they attract significant attendees from outside the region.



Strategies and Objectives

Provide

Provide the local industry, being event organisers and associated suppliers, with professional connections and information to enhance their overall capacity to deliver high quality and sustainable events.

- 1.1 Establish a proactive local events network, with the goal of strengthening the event management capacity of local event organisers.
 - 1.2 Provide local event organisers with a 'QPRC Event Tool Kit' to support organisers in their preparation, delivery and statutory requirements.
 - 1.3 Provide a clear internal process for receiving and responding to event support requests.
 - 1.4 Develop event frameworks that collect feedback, evaluate and measure the success of an event.
-

Partner

Partner with the local industry, being event organisers and associated providers, in the attraction, development and delivery of the regions event offerings.

- 2.1 Guide and support event organisers.
- 2.2 Establish a QPRC 'Event Assistance Scheme' for Category Two events.
- 2.3 Establish a QPRC 'Event Sponsorship Scheme' for Category Three events.
- 2.3 Establish links for event organisers to State and Federal Government initiatives and funding opportunities.

Promote

Promote the region's reputation as a premier event destination, demonstrating the capacity to attract, deliver and retain quality events.

- 3.1 Develop improved processes for QPRC to support and promote existing local events.
- 3.2 Promote and educate the broader community and local business community of the value events add to the region.
- 3.3 Develop a process to support and transition events from a dependent to an independent and sustainable state.

Deliver

Deliver Council events that engage the community and provide a sense of pride and ownership.

- 4.1 Plan and deliver Council's 'signature' events.
- 4.2 Plan and deliver Council's civic events and functions.
- 4.3 Plan and deliver Council's internal branch events.

Evaluate

Evaluate the ongoing balance, delivery and effectiveness of events to provide a holistic approach and to ensure the delivery of social, cultural and/or economic outcomes for the region.

- 5.1 Annually evaluate Council's 'signature' events to ensure they meet the agreed performance measures and therefore are delivering continued economic and social value to the community.
- 5.2 Bi-annually evaluate applications for the QPRC 'Event Assistance Scheme'.
- 5.3 Annually evaluate the 'return on investment' delivered by recipients of the QPRC 'Event Sponsorship Scheme'.
- 5.4 Review the region's event calendar to identify opportunities to address potential gaps, with priority given to ensuring a balanced calendar of events.



Offices: Council headquarters – 256 Crawford St
Bungendore Office – 10 Majara St
Braidwood Office – 144 Wallace St

Contact: **Phone:** 1300 735 025
E: council@qprc.nsw.gov.au
W: www.qprc.nsw.gov.au