Festivals and Events
Strategy 2015-2018
Executive Summary

Background

Festivals and Events are important to the region allowing engagement with visitors and the community in a number of diverse interest areas and industries. They are a great way to give the community a sense of belonging, of cultural connection and also provide a vehicle for showcasing industries and driving economic growth. The City has a strong and proud history of hosting Festivals and Events, and today enjoys both a range of long established and new festivals and events.

The development of a Festivals and Events Strategy for the City of Port Adelaide Enfield is an important step in creating a shared vision in this culturally diverse region which is currently undergoing a number of significant urban and industrial developments and infrastructure projects.

The strategy was developed over three phases which included desktop research, insights, data review and consultation. It takes a whole of region approach and reflects a new direction for Festivals and Events as they are positioned to play an active part in contributing to the economic, social, cultural, life and well-being of the City and its residents.

Strategic Direction

Across Australia there is a diverse range of festivals and events and over the last decade they have grown to now emerge as a substantial industry and an effective creator of local jobs. As this industry has matured both the number and types of events have grown and audiences have become far more sophisticated in their expectations.

Each type of festival and event has a different purpose and adds value in a distinct way with many regions now moving away from holding a random array of events to a portfolio which builds upon the strengths of the destination to attract visitors.

For Local Government there is a need to establish the types of events to be supported, the type of support provided (financial and in-kind) and the parameters of effective support, and this is especially important once competing priorities are considered. Festivals and events in the region have been growing in popularity with significant demand evidenced by the recurring oversubscription to Council’s competitive grants program in this area.

Strategic analysis indicates that there are significant additional growth opportunities for festivals and events in Port Adelaide Enfield. The position assessment for the region identified many strengths such as natural water/coastline locations, authentic heritage, a thriving arts culture, and current events which can grow. However it must overcome some significant weaknesses such as one of its major event only occurring biennially and the importance of delivering “drawcards” to encourage travel to the region as it is currently perceived as a destination visit.

With strategic support allocated by Council to the festival and event portfolio, growth in the industry's resources and capability would provide positive outcomes.
Vision

Festivals and Events will be a vehicle for creating change within our region, with a focus on collaborative partnerships to create positive economic development and community well-being.

Strategic Goals

Based on this vision, five key areas for Council to focus on were identified, being:

The region supports a portfolio of strong regional events and has at least one hallmark event by 2018. The Port Festival is THE showcase event for the region.

Event funding programs support growth and diversity of the event portfolio.

Grow the capabilities of events to support and sustain them.

Key event precincts are improved and activated.

Outcomes

Through the adoption and implementation of this strategy, the desired outcomes include:

• an increase in interstate and intrastate visitation to the region;
• an increase in the number of high quality, sustainable events which celebrate community and generate economic activity; and an increase in the community’s capacity particularly in neighbourhood events and celebrations.
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Introduction

With the merger of two former cities in 1996, the City of Port Adelaide Enfield is now one of the largest metropolitan Councils within South Australia. Extending from the River Torrens to Outer Harbour and covering an area of approximately 97 square kms, the City offers some of the State's finest historical buildings and landmarks, South Australia’s maritime heartland, together with a wealth of parklands, cultural and recreation facilities. The region has the third largest population of any local government area in Greater Adelaide and South Australia and this has been steadily growing during the last decade.

Festivals and Events are important to the region providing an opportunity to engage with visitors and the community in a number of diverse interest areas. They are a great way to give the community a sense of belonging, of cultural connection and also provide a vehicle for showcasing local businesses, talent and driving economic growth. The City has a strong and proud history of hosting Festivals and Events, and today enjoys both a range of long established and newer festivals and events.

Each type of festival and event has a different purpose and adds value in a distinct way with many regions now moving away from holding a random array of events to a portfolio which builds upon the strengths of the destination to attract visitors.

The development of a Festivals and Events Strategy for the City of Port Adelaide Enfield is an important step in creating a shared vision in this culturally diverse region which is currently undergoing a number of significant urban and industrial developments and infrastructure projects.

Festivals and Events Strategy will:

• Create a shared vision around Festival and Event development;
• Provide an integrated framework to chart the future place and success of events;
• Highlight the issues and opportunities that exist to achieve the vision;
• Prioritise relevant actions, including improving event delivery and co-ordination;
• Identify opportunities for community capacity building in this area; and
• Support strategic decision making and equitable resource allocation.

The Strategy takes a whole of region approach and reflects a new direction for Festivals and Events as they are positioned to play an active part in contributing to the economic, social, cultural, life and well-being of the City and its residents.

Through the adoption and implementation of this strategy, the desired outcomes include:

• an increase in interstate and intrastate visitation to the region;
• an increase in the number of high quality, sustainable events which celebrate community and generate economic activity; and
• an increase in the community’s capacity particularly in neighbourhood events and celebrations.
Methodology

In July 2014, a consultant was appointed to work with the project team to develop the strategy, which took place in three phases.

**Phase 1: Desktop Research and Data Review**
A wide range of documentation was reviewed including international and national research, Festival and Event Strategies, South Australian strategic tourism plans and Port Adelaide Enfield specific materials such as previous festival and events grants and acquittal documents. From this material relevant insights were documented to inform the strategy, such as constraints, learnings and potential opportunities. Additional material was also reviewed to more broadly inform the strategy especially around the competitive and commercial environment that exists today for Festivals and Events.

**Phase 2: Consultation**
Two key consultation methods were undertaken as part of informing the strategy and insights from this consultation formed part of the situational analysis, especially the strengths, weaknesses, opportunities and threats.

A list of previous Council event and festival stakeholders was used as a starting point and reviewed with other potential stakeholders included. All stakeholders were then classified into primary, secondary and tertiary stakeholders based on their level of direct interest in regional Festivals and Events and the outcomes of the strategy. All primary stakeholders were invited to participate in individual meetings with the consultant, with secondary stakeholders invited to participate in facilitated workshops. All stakeholders including tertiary ones were invited to participate in a general online survey.

During the consultation phase over 50 collective individuals and organisations were invited to take part in providing feeding and insights for the Strategy. A list of these can be found in the Appendix.

**Stage 3: Strategy Development**
Using data, knowledge and insights from the consultation phase, the strategy was developed starting with the current situational analysis. Other relevant Council plans were also reviewed to ensure that there were appropriate synergies and linkages eg Public Health and Community Wellbeing Plan.

High level recommendations were then tabled with the Council’s project team and refined into specific goals, strategic actions and desired outcomes which are contained in this document.

As strategic actions and accountability is required from multiple business units it is important that all internal stakeholders are clear on who does what, and how their actions contribute to the overall strategy and its successful way forward.

A draft of the strategy was reviewed and endorsed by the executive management team of Council, with the final strategy recommended to Council for adoption.
Situational Analysis

Across Australia there is a diverse range of festivals and events - the majority of these are usually small in size and predominately local in their orientation. However over the last decade they have grown to now emerge as a substantial industry. Just in three States (NSW/VIC/TAS) they are estimated annually to generate $550 million, with a combined economic activity level of $10 billion.

As this industry has matured both the numbers and types of events have grown, and audiences have become far more sophisticated in their expectations. 15% of festivals and events were created before 1900 with long and successful heritages, but there has been a mass of newcomers with 30% of festivals and events started since the year 2000. It was common for large events to be held biennially due to their workload and this has now changed to achieve marketing and operational effectiveness - less than 4% of festivals and events are now held every two years.

A portfolio of events can add value to the region in a distinct way, with the mix of type; image, freshness and target market appeal all important considerations. Research by Getz (2008) identified that four distinct types of events exist in a hierarchy and these include local events, regional events, hallmark events and mega events (Figure 1). This hierarchy reflects an ideal balance in any regional portfolio, which should have a large number of local events setting the broad base. By establishing definitions and criteria for various types of festivals and events in this hierarchy, this has helped to guide decision making around levels of support.

Each type of event has a different purpose and adds value to the region in a distinct way and many regions now are moving away from holding a random array of events to a portfolio which builds upon the strengths of the destination to attract visitors.

Figure 1: Hierarchy of Events (Getz 2008)
If economic impact is an important consideration for hosting festivals and events then spectator/audience numbers are a key driver of success. Additional economic drivers include:

- The ability of an event to attract people from outside the host economy;
- Event duration coupled with the host economy’s ability to service the needs of an influx of event related visitors in order to maximise their dwell time; and
- Desire and support of local partners to make an event a commercial success.

Festivals and events are also effective creators of local jobs. 176,560 full time and part time jobs are created directly in the planning and operation of cultural festivals in regional Australia. This equates to 4.1 full time and 5.1 part time jobs per festival in the planning stage, and 13 full time and 12.6 part time jobs on average created at operation.

Clustering like-minded events together has found to be valuable in that it brings about more excitement and engagement through a unified theme, rather than dispersing festivals and events throughout the year. Importantly this also has benefits by jointly leveraging each events approach and promotional strategies, to create a better result from the often limited marketing budgets. It also resolves some of the perceived issues around “calendar crowding” which is where more than one event is scheduled for the same time period in the local region.

Destinations which are leading event hosts display a spirit of co-operation within the events community and a culture of continuous improvement and innovation. This could include activities such as brainstorming with creative thinkers, visiting other successful events outside the region and then sharing these learnings through specific forums for event organisers.

For Local Government there is a need to establish the types of events to be supported, the type of support provided (financial and in-kind) and the limits of support, and this is especially important once competing priorities are considered. For cost efficiency, thought needs to be given for specific event infrastructure in master planning activities so that future open space can be integrated and “event ready” as part of initial development and ongoing asset management.
Current Festivals and Events Portfolio

Festivals and events are popular within the City of Port Adelaide Enfield Council area and in the past several years there has been significant demand for support as evidenced by the number of applications to Councils competitive grants program. In the 2014/15 financial year, Council was only able to support approx. half of the requested funds from its allocated $183,500 budget.

Of the requests received 67% of events supported by Council were concentrated in the Port Adelaide and Semaphore post codes. The lack of viable applications in other areas indicates an opportunity over time to build capacity in the community through small local community events as a starting point.

Whilst festivals and events were ongoing through the year, the analysis demonstrated the strength of the region in hosting summer events, especially capitalising on the regions coastal and port locations such as Port Adelaide, Largs Bay and Semaphore (Graph 1). This also indicates at this stage there is not an oversupply of total events and gaps do exist in the calendar for additional growth opportunities.

One of the strengths of the region is its vibrant arts and creative community and this is evidenced with nearly 65% of the current event portfolio in the region made up of arts and culture focused events and festivals (Figure 3). Whilst this leverages a regional strength, the consultation also noted a tension point especially in the evaluation of an events economic return. If this is important then audience/crowd numbers are critical and often these hurdles are difficult to achieve for arts and cultural events which lack mass audience appeal.
The current mix of festivals and events also highlights an opportunity for growth in a number of segments such as kids and active sport e.g., cycling, fun runs, which take advantage of the natural coastline/water views and healthy active lifestyle trends which have the additional benefits of supporting local community health goals.

![Figure 3: Current Mix of Festivals and Events](image)

Using the Getz hierarchy of events, it highlights that the region does not currently have a Hallmark Event (Figure 4). A small number of events are close to the “hinge point” within the Regional Events portfolio and show growth potential but to achieve this Council will need to consider a different approach to supporting the growth of these festivals and events.

Consultation feedback highlighted a number of opportunities and this information has been summarised into the following key insights.

![Figure 4: Hierarchy of Festivals and Events - Current for Port Adelaide Enfield](image)
This strategic position assessment indicates that there are significant additional growth opportunities for festivals and events in Port Adelaide Enfield. However to achieve this there are some major weaknesses which need to be addressed by the strategy. With strategic support allocated by Council to the festival and event portfolio, growth in the industry’s resources and capability would provide positive outcomes.

**Strengths - Top 10**
1. Natural water/coastline locations, with retail precincts close
2. Authentic history/heritage
3. Key current festivals/events have growth potential
4. Established events drawing visitors from outside the region
5. Three museums in close proximity
6. Thriving arts culture
7. Renewal SA investment in the Port precinct
8. Number of community based events with no/low entry fees
9. ‘What’s on’ Event specific signage
10. History and track record of successful events.

**Weaknesses - Top 10**
1. Port Festival held only every two years - loses momentum in the “off” year
2. Region is a destination visit - needs drawcard events to encourage visitors to travel
3. Promotion and marketing of some events underdeveloped
4. Demographic differences makes “cutting/pasting” events across the region unsuccessful
5. Easy car parking for visitors at large festivals & events
6. Lack of known sporting events & festivals in the portfolio mix
7. Lack of large scale accommodation in the region
8. Two thirds of funding short term (1yr) and not longer term
9. Sponsorship support from other big regional corporates of local festivals and events
10. Lack of true event hub in Port Adelaide

**Opportunities**
1. Selected regional events supported by Council differently to foster growth
2. Achieve a hallmark event by attracting or growth of an existing festival/event
3. Use strengths of heritage and culture as the anchor
4. Attract mass participation sports events
5. Target kids branded events/activities especially in school holidays
6. Grow current events with the greatest potential
7. Increase funding for growth events
8. Link to other international quality tourism or events eg Cruise Ships, International Bird Sanctuary
9. Leverage improvements in road access to target new event audiences with marketing eg Northern Suburbs
10. Increase the volunteer pool for events

**Threats**
1. Volunteers running significant regional events and may burn-out or lack of succession planning
2. Audience perception of the destination - it’s a long way to travel to
3. Most of the events can be replicated or reinvented elsewhere
4. Increased funding occurring for events in other destinations
**Strategic Direction**

A key element of the Festivals and Events Strategy is to create a shared vision, from which key goals and actions can be achieved.

We have a strong and proud history of hosting successful festivals and events, and now have an opportunity to create a significant difference for the future based on the positive economic, social and community benefits which can be achieved from a vibrant and supported festivals and events portfolio.

**Vision**

“Festivals and Events will be a vehicle for creating change within our region, with a focus on collaborative partnerships to create positive economic development and community well-being.”

**Strategic Goals**

The following strategic goals have been developed using the position assessment as the base from which our vision can be achieved.

1. The region supports a portfolio of strong regional festivals and events and has at least one hallmark event by 2018.
2. The Port Festival is THE showcase event for the region.
3. Festival and event funding programs support growth and diversity of our event portfolio.
4. Grow the capabilities of festivals and events to support and sustain them.
5. Key festival and event precincts are improved and activated.
Actions and Targeted Outcomes

1. The region supports a portfolio of strong regional events and at least one hallmark event by 2018

<table>
<thead>
<tr>
<th>Strategic Actions</th>
<th>Lead Role</th>
<th>Timetable</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.1 Research and investigate events which are currently operating at a regional level, which have the potential to grow into hallmark events.</td>
<td>Community Development</td>
<td>June, 2015</td>
</tr>
<tr>
<td>1.2 Complete an Event Development Plan – Hallmark. The plan should outline the strategy to attract a current hallmark event to the region, deliver a new hallmark event or grow current events into hallmark status.</td>
<td>Community Development</td>
<td>October 2015</td>
</tr>
<tr>
<td>1.3 Based on the Event Development Plan – Hallmark - implement subsequent resourcing requirements.</td>
<td>Community Development</td>
<td>October 2015</td>
</tr>
<tr>
<td>1.4 Work towards attracting more events to the region through proactive bids and collaborative partnerships, eg Renewal SA.</td>
<td>Community Development Strategic Partners</td>
<td>Ongoing</td>
</tr>
</tbody>
</table>

Targeted Outcomes

1. The region achieves a Hallmark event by 2018.
2. Growth in visitation to the region is experienced through festival and event activity including interstate visitors.
3. Improve intra and interstate visitors profile and perception of the region.
4. Regional and hallmark events support concentrated tourism activity in Port and Semaphore.
5. The Port Festival is THE showcase event for the region.
2. The Port Festival is THE showcase event for the region

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<tr>
<td>2.1 Proactively engage local community, business, tourism and arts industry</td>
<td>Community Development Event Manager</td>
<td>2015</td>
</tr>
<tr>
<td>participation in the festival to build and leverage local strengths and</td>
<td></td>
<td></td>
</tr>
<tr>
<td>authenticity.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2.2 Deliver drawcard/wow factor activities and events to create the attraction</td>
<td>Community Development Event Manager</td>
<td>From 2015</td>
</tr>
<tr>
<td>power for a large audience, with visitors from outside the region the core</td>
<td></td>
<td></td>
</tr>
<tr>
<td>target market.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2.3 Continue to create local business development opportunities as part of the</td>
<td>Community Development Event Manager</td>
<td>Ongoing</td>
</tr>
<tr>
<td>Port Festival.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2.4 Move towards an annual event by 2016 which delivers critical mass</td>
<td>Community Development Event Manager</td>
<td>2016</td>
</tr>
<tr>
<td>visitation to the Port Centre.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2.5 Differentiate festival marketing and communications to build and attract</td>
<td>Community Development Event Manager</td>
<td>From 2015</td>
</tr>
<tr>
<td>visitation from outside the region, aiming for excellence in this field.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2.6 Identify and implement growth strategies for The Port Festival as one of</td>
<td>Community Development</td>
<td>October 2015</td>
</tr>
<tr>
<td>Council's assets. (Ref Action 1.1 and 1.2)</td>
<td>Event Manager</td>
<td></td>
</tr>
</tbody>
</table>

Targeted Outcomes

1. The Port Festival is managed and developed as a core asset of Council and is strategically positioned for future growth into a hallmark event.
2. Local involvement achieved and sustained with the benefits shared, confidence enhanced and capability improved.
3. Improved regional profile and media coverage.
4. Increased visitor spend in region.
5. Event funding programs support growth and diversity of the festival and event portfolio.
3. Event funding programs support growth and diversity of the festival and event portfolio

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<tr>
<td>3.1</td>
<td>Provide separate allocations of financial funding assistance for local ($3,500) and regional ($10,000) events based on a portfolio approach.</td>
<td>Community Development</td>
</tr>
<tr>
<td>3.2</td>
<td>Develop strategic partnerships with regional events which have been identified as having growth capability (separate budget allocation). (Refer Action 1.1)</td>
<td>Community Development</td>
</tr>
<tr>
<td>3.3</td>
<td>Collaborate with strategic partnership events to develop business and marketing plans (Refer Action 1.1 and 1.2)</td>
<td>Community Development</td>
</tr>
<tr>
<td>3.4</td>
<td>Neighbourhood events encouraged to apply as “local events” on a more flexible and streamlined basis.</td>
<td>Community Development</td>
</tr>
</tbody>
</table>

**Targeted Outcomes**

1. Maximise return on Council’s programs by aligning with a festival and event hierarchy to manage a portfolio of festivals and events within the region.
2. Closer relationships built with partner events.
3. Strategic diversification of events through targeted funding allocations.
4. Local neighbourhood events no longer compete with strategic partner or regional events, with streamlined applications growing grass roots capability, advancing social inclusion and community connections.
4. Grow the capabilities of festivals and events to support and sustain them

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<tr>
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</tr>
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<tbody>
<tr>
<td>4.1 Lead networking and information sharing programs that build capacity and capability for festival and event organisers</td>
<td>Community Development</td>
<td>October 2015 Ongoing</td>
</tr>
<tr>
<td>4.2 Provide and support training and professional development for event organisers based on identified needs.</td>
<td>Community Development Event Organisers</td>
<td>June 2015 Ongoing</td>
</tr>
<tr>
<td>4.3 Create linkages with other successful events and industries to support professional growth.</td>
<td>Community Development</td>
<td>June 2015 Ongoing</td>
</tr>
<tr>
<td>4.4 Work with strategic partners to set clear business goals and strategies which deliver long term viability.</td>
<td>Community Development</td>
<td>June 2015 Ongoing</td>
</tr>
<tr>
<td>4.5 Support and build business awareness and involvement in festivals and events eg Port Adelaide, Semaphore, Largs Bay and broader Council areas as appropriate.</td>
<td>Community Development</td>
<td>Ongoing</td>
</tr>
<tr>
<td>4.6 Provide resources and support to help festivals and events in seeking additional sponsorship.</td>
<td>Community Development Event Managers</td>
<td>October 2015</td>
</tr>
</tbody>
</table>

**Targeted Outcomes:**

1. Improved professional skills and capabilities for event organisers and/or event committees.
2. Event organisers feel more supported which builds confidence within this professional community.
3. Awareness and participation from local business in events and festivals is improved.
4. Networks and relationships within the festival and events community is fostered and enhanced to provide sharing and levels of innovation.
5. Any barriers to participation in community events identified and addressed.
5. Key event precincts are improved and activated

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</tr>
</thead>
<tbody>
<tr>
<td>5.1</td>
<td>A major event car parking and transport plan which is visitor focused is developed for Semaphore and Port Adelaide.</td>
<td>Technical Services</td>
</tr>
<tr>
<td>5.2</td>
<td>Develop and theme pedestrian connections in key event precincts/sites so they are easily accessible and contribute to a positive visitor experience.</td>
<td>Technical Services, Community Development</td>
</tr>
<tr>
<td>5.3</td>
<td>Investigate infrastructure purchase opportunities to help reduce operational costs of festivals and events.</td>
<td>Community Development</td>
</tr>
<tr>
<td>5.4</td>
<td>Leverage any new investment in key precincts to take into consideration festivals and events as part of the master planning.</td>
<td>Corporate Service, Technical Services</td>
</tr>
</tbody>
</table>

**Targeted Outcomes**

1. Reduced impact of traffic issues on local residents and event growth is not restricted due to poor visitor experiences in getting to/from the events in key locations.
2. Access to key event sites is improved as this has become a minimum expectation of visitors.
3. Infrastructure costs are minimised for events so that sustainable future growth can be achieved.
Summary

The city has a strong and proud history of hosting Festivals and Events and this strategy creates a shared vision and accountable goals to help support the growth of this industry over the next three years. There are many positive targeted outcomes which provide not only economic benefits, but also capacity and capability building for the community, its health and wellbeing as well as community pride. As a positive vehicle for change working with and through collaborative partnerships, the Council is well placed to strategically support the regions festival and event portfolio.

References

UK Sport 2006, Measuring Success 3 - The economic impact of six major sports events supported by the world class events programme in 2005 and 2006.
Appendix: Strategy Consultation

Consultation Participants
Port Adelaide Enfield Council Members (prior to Nov 14 Elections)
Port Adelaide Enfield Council Community Development Staff
Renewal SA
Event Managers Australia
Port Adelaide Enfield Chamber of Commerce
Cinnabar Productions
Illuminart Pty Ltd
Adelaide Kite Flyers Association
SA Maritime Museum
National Railway Museum
SA Aviation Museum
Port Community Arts Centre
Port Adelaide Artists Forum
PAE Community Centre Managers
Events South Australia
Rotary Club of Largs Bay
North East Community House
Art at the Heart
Adelaide Dolphin Sanctuary Action Group
Port Adelaide Rowing Club
Port Adelaide Athletics Club
Kura Yerlo Inc
Vitalstatistix Theatre Company
Largs Bay Street Fair
Semaphore Main Street Association
K Marie Events