



EVENTS STRATEGY 2021-2025

*I WANT
TO STAY*



Acknowledgement of Country

The City of Holdfast Bay acknowledges the Kaurna People as the traditional owners and custodians of the land. We respect the spiritual relationship with Country that has developed over thousands of years, and the cultural heritage and beliefs that remain important to the Kaurna People today.



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OVERVIEW

Vibrant community events play a vital role in increasing visitation and economic development. One of Holdfast Bay's greatest strengths is its impressive calendar of public events. More than 250 public events and festivals are staged throughout the year, attracting more than 500,000 event-specific visitors and generating \$49 million to the local economy and reaching an audience of 53.9 million people.

With 11km of beautiful beaches and thanks to its close proximity to the SA Aquatic and Leisure Centre, sporting fields and golf courses, the City of Holdfast Bay provides a variety of accommodation options for people attending many large sporting events that take place in Adelaide including the Australian Women's Golf Open, Pacific School Games, Australian Swimming Championships and Lifesaving Championships, each with more than 4,000 competitors.

The City of Holdfast Bay Events Strategy provides a clear framework and direction for the development, management and investment in events in a creative, sustainable and economically responsible way for the next five years. It explains why and how Council supports and assesses

events, key priority areas and an outline of Council's role. It also establishes a clear pathway for Council to maximise outcomes and optimise its resources, while outlining the activities associated with identifying, attracting and supporting events in Holdfast Bay.

Council's aspiration is for Holdfast Bay to be a must visit destination with a vibrant events calendar that connect people and place. For this to occur, Holdfast Bay must be a place alive with festivity and offer our community and visitors a combination of significant major events, as well as a range of community events that tell our story and celebrate our unique attributes.



INTRODUCTION

STRATEGIC CONTEXT

The City of Holdfast Bay's Event Strategy aligns to Council's Strategic Plan *Our Holdfast 2050+* which encompasses three strategic focus areas which outlines objectives and aspirations to effectively build for our future;

- **Wellbeing** – Foster an inclusive, healthy, creative and connected community that supports economic prosperity and develops a built and natural environment that supports living well.
- **Sustainability** – Encourage socially responsible, sustainable and innovative economic development by supporting local, inclusive, Aboriginal, green businesses and innovators.
- **Innovation** – Apply creativity in all aspects of thought and action to build an economy and community that are inclusive, diverse, sustainable and resilient.

The Events Strategy also aligns to the Tourism Recovery Plan 2023, a post COVID-19 rebuilding strategy, together with the Economic Activation Plan 2023, to restimulate tourism in our region.

VALUE OF EVENTS

Events are an integral part of the City of Holdfast Bay local and business communities. Council, business and community recognises events play an important role in connecting community and to creating stronger sense of place. They act to bring people together, foster creativity and provide opportunities for new experiences and understanding. In doing so, events encourage greater participation, important indicators of community wellbeing and quality of life.

Events also provide economic benefits of;

- Showcasing the destination and attracting visitors from outside the city
- Injection of new spend in the city
- Stimulating multiple industries – tourism, accommodation, retail, dining, transport
- Opportunity for local business to develop partnerships
- Employment opportunities for the local community
- Catalyst for infrastructure improvements and commercial investment

Hosting events strengthens the city's reputation and brand as a regional, national and international visitor and events destination.

EVENT CAPACITY



30 commercial accommodation properties offering 1500 rooms



15 conference and function venues



7 outdoor bookable event spaces including foreshore reserves, Moseley Square, beaches, Chapel Plaza



Regional hub sporting facilities including Glenelg Oval, Brighton Sporting Complex, Kauri Community Sports Centre and 4 surf clubs.

COUNCIL'S ROLE

To realise the event vision, a collective partnership between event organisers, the tourism industry, private enterprise and all levels of government and the community will be required. The event roles and responsibilities of the City of Holdfast Bay are outlined below.

Leader and Provider	<p>Provide a framework for the growth and development of events for economic and community benefit.</p> <p>Provide approval, advice and guidance for events to ensure safe and successful events that minimise impacts on the environment.</p> <p>Activate potential venues and open spaces.</p> <p>Provide advice and information to event organisations to assist in event development and delivery.</p>
Facilitator	<p>Collaborate and foster partnerships between key stakeholders, organisers and businesses.</p> <p>Provide access to event planning resources and other opportunities that help build capacity and enhance event sustainability.</p> <p>Facilitating event monitoring and post evaluation of the economic and social impact of events.</p>
Creative Designer and Attractor	<p>Curate an annual events calendar to showcase the diversity and quality of events dispersed throughout the city.</p> <p>Develop events that connect people and place providing community, social, cultural or economic benefit.</p> <p>Attract, bid and sustain events that attracts visitation from outside the city, increasing spend and length of stay.</p>
Promotor and Supporter	<p>Evaluate opportunities to invest as an in kind and/or cash sponsor for events that align with the key priority areas and event vision.</p> <p>Provide administrative support and mentoring for event applications and bookings.</p> <p>Develop a marketing plan to effectively promote events to the community, local businesses and visitors.</p>

OUR VISION

Events are a key driver of positive economic, social wellbeing and quality of life. A vibrant, diverse and inclusive calendar of events across Holdfast Bay creates community pride and economic prosperity.

OBJECTIVES

- Utilising events to create reasons to visit Holdfast Bay across the whole year and strengthen the quieter seasons
- To increase economic activity, community pride and participation and add to the cultural fabric of the City of Holdfast Bay
- Align with and attract those desired target markets to achieve the best return on investment for the community
- Enhance the appeal of Holdfast Bay as a great place to live, visit and do business
- Identify, attract and support new events to drive the visitor economy
- Support the sustainability and development of existing events through individuals, community groups, businesses and organisations to deliver quality events
- Continue to build partnerships with government, private sector, not-for-profit, community and sporting groups



KEY PRIORITY AREAS

Events are reviewed periodically to ensure a well-balanced calendar of activities across the city throughout the year which deliver community and economic benefit. The key priority areas below form the framework for assessing council support for events, such as providing in-kind assistance and/or funding, in line with the event vision and objectives.

1. Economic Value	<ul style="list-style-type: none"> Attracts visitation from outside the city, increasing spend and length-of-stay. Attract target audiences from regional areas, interstate and internationally. Generates new investment and business. Increases visitation to local mainstreets and surrounding retail businesses. Sponsorship opportunities.
2. Destination Awareness	<ul style="list-style-type: none"> Promotes our image and reputation as Adelaide's premier seaside destination. Build Holdfast Bay's profile as a leading events destination. Opportunities to showcase Holdfast Bay to new markets and encourage travel to the region. Achieves a high level of positive awareness and engagement. Attracting positive media attention and word of mouth recommendations.
3. Lifestyle and Legacy	<ul style="list-style-type: none"> Brings people and communities together to create a sense of identity and activates public spaces. Encourages community support and participation and/or involvement. Embraces cultural heritage. Creates an event legacy with return visitation.
4. Sustainability	<ul style="list-style-type: none"> Demonstrates financial sustainability and a commitment to safety and risk management. Demonstrates partnering with local businesses to stimulate local activity and/or employment. Contributes to off-peak and shoulder seasons. Zero or negligible negative impact on the environment and incorporates 'green' initiatives. Attendance and resources can be effectively measured.



EVENTS PORTFOLIO

The City of Holdfast Bay has an established portfolio of events from local to major events incorporating a range of requirements and types such as sports, entertainment and cultural events. Council has identified a gap of food and wine events which market research has shown would encourage more visitation from South Australians and visitors.

The events matrix outlines the different types of events, their characteristics and examples to maintain a well-balanced calendar of events. Destination events are events of international significance that will attract international and interstate visitors and provide a substantial economic benefit to the host region and state. Major events are those

that strongly identify with the spirit of a city or region and gain recognition and awareness. They will attract visitors from interstate and will provide a significant local economic impact. Local and community events predominantly attract visitors from within and surrounding the host region which benefit the local community.

EVENTS MATRIX

TYPE OF EVENT	CHARACTERISTICS	EXAMPLES
Destination Events	<ul style="list-style-type: none"> • Internationally recognised event • Attracting people from intrastate, interstate and internationally • Significant Events Team input, coordination and involvement • Significant Council Sponsorship or hosting (this can be either/or money or in kind support) • High value economically and brand promotion • Depot and facilities support: labour, asset management, infrastructure and equipment • Road closures/traffic management • Focus on ensuring safety and security • Additional permits/licensing (food permits, vehicle permits, stall holders, amusements, liquor licensing) • Emergency Services involvement, i.e. SAPOL with preplanning • High risk potential 	Tour Down Under Lifesaving World Championships Australian Masters Games
Major Events (managed and sponsored)	<ul style="list-style-type: none"> • Unique to the region • Attract people from intrastate and interstate • Significant Events Team management or input, mentoring and involvement • Enhancement of the destination image encouraging repeat visitation and positive word of mouth • Council sponsorship (money or in kind support) • Depot and facilities support – bins, cleaning, irrigation, infrastructure and equipment • Additional permits/licensing (food permits, vehicle permits, stall holders, amusements, liquor licensing) • Emergency Services involvement, i.e. SAPOL with preplanning • High risk potential 	New Years Eve Christmas at the Bay Street Parties Brighton Jetty Sculptures Beach Music Concerts

TYPE OF EVENT	CHARACTERISTICS	EXAMPLES
Sporting Events, Competitions and Carnivals	<ul style="list-style-type: none"> • Supports local sporting organisations • Attracts participants + accompanying visitors • Encourages day trip and overnight visitation • Events team to facilitate application requirements • Large sporting events will require depot support 	City to Bay Bay Sheffield Brighton Jetty Classic Volleyball Competitions Surf Lifesaving Carnivals Triathlons
Local and Community Events	<ul style="list-style-type: none"> • Attract locals and people from surrounding LGA's and Regional SA • Events Team manage the operations, regulatory compliance or facilitate event application • Engagement of local community groups • Offers community interest or benefit • Broad participation • Short term use of Council assets • Located in a position not impacting on local businesses but can drive trade to local retail precincts • Car shows promote overnight visitation • Low investment and risk 	Winter Activation Meet the Machines School Holiday Activation Markets Car Shows Charity Walks
Civic and Cultural Events	<ul style="list-style-type: none"> • Open and accessible events that provide a social benefit of arts, culture, tradition or community life 	Proclamation Day Australia Day NAIDOC week Reconciliation week
Promotional and Commercial Activations	<ul style="list-style-type: none"> • Offers community interest or benefit • Short term use to attract attention to produce, service or experience • Attracts new target markets • Good media exposure • Filming activities help promote the area • Located in a position not impacting on local businesses • Approved on a commercial rental basis 	Giant Ferris Wheel Moseley Beach Club Moseley Igloos
Business Events	<ul style="list-style-type: none"> • Introduces first time visitors to the city • Attracts 2 to 3 nights overnight visitation • Represent high yield per delegate spend and create midweek bookings • Use of local suppliers • Activates existing venues 	Meetings Conferences Incentives Exhibitions



ACTION PLAN

The Action Plan outlines the actions that will achieve the event objectives aligned to the key priority areas;

1. Economic Value
2. Destination Awareness
3. Lifestyle and Legacy
4. Sustainability

ECONOMIC VALUE

REF	STRATEGY	ACTION	TIMEFRAME	TEAMS
1.1	Encourage events that offer the best opportunity for economic growth and add value to residents wellbeing and the local business community	<p>Define and categorise events</p> <p>Review calendar of events – timing and locations</p> <p>Develop a communication database with other event organisers, stakeholders and operators, performers, stallholders and musicians</p> <p>Continue strong partnership with Jetty Rd Coordinator to ensure the local business community is engaged in events that will increase visitor spending</p> <p>Creatively produce a diverse selection of events that encourage community participation</p> <p>Create a Neighbourhood Street Gathering initiative to build a community spirit (tie in with Christmas at the Bay and Cultural programs)</p> <p>Develop and/or partner with unique and bespoke events that attract niche markets (prestige car shows, artisan events, live music)</p>	<p>On going</p> <p>September 2021</p>	<p>Events Team</p> <p>Jetty Rd Team</p> <p>Event Coordinator</p>
1.2	Ensure council event sponsorship and funding is achieving the maximum return on investment	Review sponsorship process and documents to ensure they align with this strategy – criteria, funding, measuring outcomes, acquittal process and council reports	July 2021	Team Leader Events
1.3	Events, Promotional Activities, Commercial Activation Applications	<p>Review online event toolkit useability</p> <p>Continue to curate a regular program of events and festivals that activate our outdoor, public and natural environment, while protecting natural assets and managing expectations and concerns of residents</p>	<p>July 2021</p> <p>Ongoing</p>	<p>Event Coordinator</p> <p>Events Team</p>

DESTINATION AWARENESS

REF	STRATEGY	ACTION	TIMEFRAME	TEAMS
2.1	Promote a higher profile of Holdfast Bay through unique events that showcase the destination and local experiences	Identify, attract, and develop key events that generates destination awareness with potential to attract significant long-term tourism and economic benefits in particular around food and wine	April 2022	Events Team Tourism Development Coordinator Jetty Rd Coordinator Communications Team
		Actively seek funding sources and sponsorship for major and significant events by developing a sponsorship prospectuses for iconic events	Ongoing	External agency Team Leader Events
2.2	Increase length of stay of event attendees	Develop communications and marketing plan to promote events to visitors, businesses and residents	Ongoing	Tourism Development Coordinator, Communications Team, Events Team Tourism operators
		Develop packaging around events and pre and post touring options by initially targeting national sporting events, music festivals and winter activation		
2.3	Event Branding and positioning	Improve awareness of the City of Holdfast Bay's events in order to attract new market segments by incorporating contemporary marketing and promotional actions that are aligned with the character of the event	Ongoing	Events Team Communication Team
		Increase social media reach and engagement at City of Holdfast Bay managed events	2021-2022	
		Develop event branding guidelines		



LIFESTYLE AND LEGACY

REF	STRATEGY	ACTION	TIMEFRAME	TEAMS
3.1	Build the capacity of local event organisers and industry Promote and create opportunities for local musicians and performers	Create and implement evaluation program for events and festivals for economic as well as social, infrastructure and environmental pressures/opportunities that were created because of the event	October 2021	Events Team
		Ensure openness and continuous improvement through grant programs, expressions of interest for the delivery of events	Ongoing	
		Undertake qualitative and quantitative market research of residents and visitors to establish satisfaction, needs, expectations and opportunities (including council managed events and external event)	Ongoing	Hire external company
		Stage 'The Local' live music event annually		
		Engage local musicians at City of Holdfast Bay promoted events, such as Street Parties, New Year's Eve, and Winter Solstice	Ongoing	Events Team
3.2	Facilitate investment in event infrastructure, open spaces and precincts across the city	Undertake an audit of event infrastructure	August 2021	Events Team and Depot
		Undertake a gap analysis to identify potential areas for infrastructure investment i.e. lighting or power upgrades, installation of seating, staging or shade infrastructure, permanent toilet facilities, storage for external events	On going	
3.3	Facilitate continual improvement of event development and servicing	Benchmarking against other councils – fees, restrictions, processes	On going	Events Team
		Provide assistance to community groups in providing successful events by reviewing the event toolkit and grant programs	Ongoing	
		Review existing processes, guidelines and regulations and focusing on making the process easier and faster	Ongoing	
3.4	Review staff capabilities and plan a comprehensive development program to build the capabilities needed to achieve the outcomes in this Event Strategy	Review position description's, processes and event timing	December 2021	Team Leader Events People and Culture Manager City Activation
		Review event team structure and align position description's with event strategy		

SUSTAINABILITY

REF	STRATEGY	ACTION	TIMEFRAME	TEAMS
4.1	Encourage events with sound environmental and sustainable practices	Embrace sustainable environmental practices into our planning and programming events and festivals in line with the Environmental Strategy 2020 - 2025	On going	Events Team
		Provide educational information for event organisers in the toolkit and encourage sustainable events	October 2021	Event Coordinator
		Establish guidelines and targets for improving the sustainable managed of local events (both external and internal)	Ongoing	Events Team
		Protecting natural assets	Ongoing	Events and Environment Teams
		Create a 3 bin system at all events and use the wider volunteer program to educate event attendees on create waste procedures and signage	June 2022	Events Team and Environment Team
4.2	Stakeholder Engagement	Work with key internal and external stakeholders to maximise event design and delivery and ensure longevity by creating a preferred supplier database	Ongoing	Events Team
4.3	Ensure statutory compliance with council policies, Federal and State legislation and regulations	Review and update existing plans according to current legislation	Ongoing	Events Team
		Accessibility at events	Ongoing	Events Team



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City of Holdfast Bay, **Our Holdfast Strategic Plan 2050+**

City of Holdfast Bay, **Economic Activation Plan 2018 – 2023**

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