

# Central Coast Festival and Events

## Strategy

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## **Vision 4.6**

*'Living our potential'*

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Festivals and events provide a range of benefits to the local community and to its visitors. The festivals and events which occur in the Central Coast municipal area provide a strong sense of community, cultural identity and pride. Most festivals in the municipal area are run by dedicated volunteer committee members who work to provide our communities with a range of creative, unique festive occasions. Each festival / event has its own distinctive qualities and appeal.

Events contribute significantly to areas of community building, lifestyle and leisure enhancement, cultural development, increased tourism promotions and visitation, volunteer participation, fundraising, infrastructure and economic development.

Events and festivals are particularly significant for the development of tourism. Local events and externally organised events enhance the development of diverse tourism opportunities. They have the capacity to turn a long-term desire to visit a destination into actual visitation. Events are also recognised as a legitimate tool of social change. They bring people together – be it community member or visitor. Festivals and events can assist to define a sense of place, connect a community, enhance a municipality's civic pride and can create local jobs.

The event industry is undisputedly an exciting and rewarding profession to work in, but for those working to produce great events, life is becoming more complicated. Insurance, a range of legislation issues and the financial management of events grows increasingly challenging. Income generation has never been more difficult. The common sense approach that might have satisfied in the past now no longer constitutes best practice. To compound the challenge, festivals and events frequently require the development of products and services in spaces that are not purpose built or designed.

Event organisers respond to a myriad of legal, environmental, cultural and financial requirements regarding the level of planning and management required for success. This strategic document aims to address issues and opportunities facing those who are responsible for the management of events in the Central Coast community over the next five years.

## Recognising/Developing our Cultural Identity

### ***Recognising/developing our Cultural Identity***

Central Coast is made up of a number of uniquely diverse communities, each with its own cultural and artistic characteristics. Each town, village or region conveys its own distinct atmosphere. From the feeling you get strolling through the streets and reserves, to the heritage buildings and old-world ambience and the expanses of the rural areas and natural landscapes, parklands and rivers. Central Coast has something for everyone.

The relationship between the local community and the place where they live results in a unique/special resonance which is often better articulated by visitors than by those who are a part of it.

The Central Coast's cultural heritage is embraced in many ways, some of which are shared throughout the municipal area whilst others are distinctly associated with a particular part of the community. These cultural and artistic expressions are communicated through music, poetry, performing and dancing, to painting, ceramics, sculpture and work with timber. Local history and the built environment also contribute to the cultural identity of the community as does the natural landscape with its diversity from ocean drives to mountain views.

### ***Events that work!***

Clearly some events are more successful than others, the question is why? Undoubtedly planning, a good organising committee and a good idea have a lot to do with it, but could there be more? Can it be something less tangible, something that's organic, visionary, that unites and brings a community together? One such success story is found here in Tasmania; it's the Deloraine Craft Fair, the biggest event of its kind in the Southern Hemisphere.

Since its inception in 1981 the Deloraine Craft Fair has grown to include more than two hundred exhibitors across fifteen venues. The town of just over 2,000 accommodates more than 30,000 patrons over the four days, and injects over \$1 million into the local economy annually.

In 1990 the Bass Highway bypassed Deloraine which led to the closure of a number of local businesses, most of which were located in the town centre. Unfortunately, this coincided with the recession of the early 1990s and provided for the bleakest of outlooks for the small community.

Deloraine's success in reinventing and reinvigorating itself can be attributed to hard work, a preparedness to face the challenges and management and development of a unique cultural identity. In speaking of the benefits that flow from the Craft Fair, Kenyon and Black cite that, by stating: *"Most of all, it has given the community a sense of pride and organisational confidence, and has contributed to many new settlers being attracted to the district's strong art, craft and community focus."*

The Purpose of the Festivals and Events Strategy is to:

- 1 Identify Council's role and responsibilities in further developing and maintaining Festivals and Events in partnership with community organisations, stakeholders and government bodies
- 2 Incorporate the cultural and lifestyle characteristics unique to the Central Coast
- 3 Undertake an audit of existing Festivals and Events within the region
- 4 Examine the strengths, weaknesses, opportunities, threats of Festivals and Events along with resource issues
- 5 Identify and/or review all possible funding sources for the development of Festivals and Events including state and federal grants, council funding, private sector contributions and philanthropic organisations
- 6 Research local, state and national trends and see how they relate to and can benefit the development of Festivals and Events within the Central Coast
- 7 Develop a program of seasonal festivals and events:
  - a Identify and examine current events, activities and festivals and develop strategies to ensure they are promoted and incorporated within the overall strategy and aligned where possible with other local and regional events
- 8 develop marketing strategies that support the continual improvement of Festivals and Events, including the identification of target markets
- 9 Identify the economic and employment opportunities that stem from Festivals and Events and flow on cultural activities
- 10 Identify opportunities for professional development for volunteers and organisers of local Festivals and Events

Outcomes and benefits of the Central Coast Festivals and Events Strategy include:

- 1 Clarification of council's role and responsibilities regarding the running of Festivals and Events in the Central Coast municipal area
- 2 Better understanding of the Central Coast's characteristics, needs and opportunities with respect to cultural activities
- 3 Increased capacity of the community to access funds that strengthen the development of cultural activities on the Central Coast
- 4 Better informed and educated community of those community members associated with the organising and running of such Festivals and Events
- 5 Development of expertise by the community that underpins the sustainability of Central Coast Festivals and Events
- 6 Effective use of existing infrastructure within the community through collaborative approaches such as shared venues and resources, volunteers and partnerships etc.
- 7 Sustainable and successful Festivals and Events that are well patronised by visitors and community alike
- 8 Coordinated approach to the promotion of festivals and events that build our cultural identity
- 9 Information package which includes guidelines to assist event organisers to plan and implement their events
- 10 Measure economic growth and further employment through the development of cultural tourism, community events, retail sales and other flow on benefits to the community

Critical deliverables of the project will include:

- 1 Initial audit of Central Coast's Festivals and Events and current documented policies relating to events
- 2 Council to undertake consultation with various marketing stakeholders
- 3 Development of specific festivals and events strategies
- 4 Periodic reviews to ensure that actions and timeframes are succinct and relevant
- 5 Information Package for event organisers
- 6 Revised existing policies and procedures
- 7 Theme branding of festivals and events

Council's philosophical priorities for the development of Festivals and Events within the Central Coast Community are as follows.

## **Developing Creative Partnerships**

Central Coast Council values the ongoing development of sustainable partnerships between organisations that have a focus on events and whose goal is to further develop their capacity.

## **Community Identity**

Central Coast Council supports projects and programs that are relevant to and interface with local culture, whilst responding to the changing needs of the community.

## **Cultural Diversity**

Central Coast Council recognises and upholds the importance of artistic and cultural expression from a diverse range of ideological and cultural backgrounds.

## **Artistic Development/Community Capacity**

Central Coast Council encourages the development of projects and programs that foster and nurture the development of knowledge, skills and attitudes that are required by people who are involved in cultural activities.

Central Coast Council acknowledges that Festivals and Events may need initial support when they are being established; where possible Council supports this through small grants and other initiatives such as sponsoring events.

## **Strategic approach to community development cultural activities**

In addition to the preceding points Council favours a strategic approach for the development, nurturing and maturing of cultural events within Central Coast:

Festivals and Events and activities which are supported by Council must meet deliverables that are **S**pecific, **M**easurable, **A**ttainable, **R**ealistic and **T**imed (SMART).

# Central Coast Festivals and Events Strategy

## Strategic Framework

### Council's role in supporting Festivals and Events within Central Coast

Council recognises the benefits that the community and visitors alike can receive through such cultural activities. Council values the contribution made by people from diverse cultural backgrounds and from those of all ages, from children to the older members of our community. The Central Coast Council undertakes a variety of roles when involved in the delivery of events; these roles can include:

<b>Leader:</b>	The Council co-ordinates, advocates, plans and provides an events focus for the municipal area. It acts as a catalyst for partnerships and co-operative arrangements for events.
<b>Provider:</b>	The Council provides opportunities for financial support to organisations through the Small Grants Scheme. The Council may also be the provider of venues and public spaces.
<b>Sponsor</b>	The Council may choose to invest in events organised by others, either from within or outside the municipal area.
<b>Facilitator:</b>	The Council provides assistance to make events happen by taking a coordinating, regulatory and advisory role through relationship management.
<b>Communicator and Promoter:</b>	The council generates interest in events it or others hold by enhancing communication and promotion, using public relations and leveraging the profile of the Council.

# Central Coast Festivals and Events Strategy

## Strategic Framework

These eight themes will underpin the strategic framework for festivals and events, enabling the Central Coast Council to address issues and opportunities facing events organisers within the Central Coast municipal area over the five years.

The Council's strategic focus for events will therefore be based on the following themes:

<b>1</b>	<b><i>Festivals and Events Communication and Promotion</i></b>	Raising community and visitor awareness of Central Coast events
<b>2</b>	<b><i>Festivals and Events Evaluation</i></b>	Developing an understanding of the impact of events through data collection and evaluation.
<b>3</b>	<b><i>Festivals and Events Grants and Sponsorship</i></b>	Ensuring potential access to event funding is provided with clarity and transparency
<b>4</b>	<b><i>Festivals and Events Professional Development</i></b>	Facilitating continual skills development and growth of event organiser/committees.
<b>5</b>	<b><i>Festivals and Events Partnerships</i></b>	Increase opportunities (funding and in-kind) for event organisers by "growing" partnerships with identified organisations and agencies.
<b>6</b>	<b><i>Festivals and Events Development</i></b>	Supporting the development of events that are sustainable, safe and relevant to the community in which they are held.
<b>7</b>	<b><i>Festivals and Events Tools</i></b>	Encouraging professionalism and consistency to self manage among event organisers/committees by providing a range of event tools and templates.
<b>8</b>	<b><i>Festivals and Events Infrastructure</i></b>	Providing and supporting facilities/spaces/ infrastructure to attract and assist new and existing events.

## Events in the Central Coast (categorisation and levels of support)

The Central Coast Council has used the following classifications to define the types of events held and the level of support provided. The following matrix isn't intended to be a comprehensive overview of all Central Coast festivals and events; however, the examples are based on information that was available at the time this document was produced.

Events Classification	Description	CCC Benefit	CCC Role	Example
<p><u>Icon Events</u> (tourism/external marketing based)</p>	<p>Major events that are readily identifiable with Central Coast that receive national/international recognition and have impacts beyond the boundaries of Central Coast Council. Also has significant benefit to region.</p> <ul style="list-style-type: none"> <li>• Main focus is usually commercially orientated with the purpose of raising awareness of/and or selling a product</li> <li>• Significant role in Calendar of Events.</li> <li>• Can be less reliant on support from local government, as event may grow into its own business/become self supporting.</li> <li>• Aim to reach a wider audience (external to the region), commonly have tickets and have an emphasis on marketing budget to reach beyond the Council's boundaries.</li> </ul>	<ul style="list-style-type: none"> <li>• Significant social, tourism and economic benefits.</li> <li>• Branding and media exposure externally</li> </ul>	<ul style="list-style-type: none"> <li>• Approvals, in-kind and/or financial support.</li> <li>• Facilitation, tourism support</li> <li>• Cultural Officer</li> </ul>	<ul style="list-style-type: none"> <li>• Ulysses Annual General Meeting</li> <li>• The Tour of Tasmania (cycling)</li> <li>• Under 19 National Road Selection (Mersey Valley under 19s Cycling)</li> <li>• National Inflatable Rescue Boat (IRB) Championships 2010</li> <li>• Ten Days on the Island (biennially)</li> </ul>

Events Classification	Description	CCC Benefit	CCC Role	Example
<p><u>Major Events</u> Can include sport/recreation/cultural Strong community base</p>	<p>Events attracting major attendance from locals and visitors (500+) frequently conducted over multiple days and can receive external media attention.</p>	<ul style="list-style-type: none"> <li>• Social, tourism and economic benefits.</li> <li>• May include media exposure and branding</li> </ul>	<ul style="list-style-type: none"> <li>• Approvals, in kind, start-up funding under Small Grants Program (within budgets and criteria), facilitation, training, tourism support</li> <li>• Cultural Officer involvement</li> </ul>	<ul style="list-style-type: none"> <li>• Ulverstone Rodeo</li> <li>• The Forth Valley Blues Festival</li> <li>• Ulverstone Show</li> <li>• Festival in the Park</li> <li>• Carnival of The Grasshopper</li> <li>• Relay for Life</li> <li>• ArtEx – Cradle Coast Rotary Art Exhibition</li> <li>•</li> </ul>
<p><u>Community Events</u></p>	<ul style="list-style-type: none"> <li>• Community based and aimed at organised events.</li> <li>• Local audience and relevant to local population.</li> </ul>	<ul style="list-style-type: none"> <li>• Community capacity building.</li> <li>• Cultural/arts development.</li> <li>• Fundraising, participation, tourism/economic</li> </ul>	<ul style="list-style-type: none"> <li>• Approvals, facilitation, training advice, in kind and/or financial, tourism support.</li> <li>• Possible Cultural Officer involvement</li> </ul>	<ul style="list-style-type: none"> <li>• Markets (excluding commercial)</li> <li>• Don College Student Art Exhibition</li> <li>• Living Writers Week (biennially)</li> <li>• Living Artists Week (biennially)</li> <li>• Northwest National Exhibition of Photography</li> <li>• Penguin Christmas Parade</li> <li>• Penguin Carols by Candlelight</li> <li>• Penguin History Group Photo Exhibition</li> </ul>

Events Classification	Description	CCC Benefit	CCC Role	Example
<i>Continued</i>	<i>Continued</i>	<i>Continued</i>	<i>Continued</i>	<ul style="list-style-type: none"> <li>• Poets' Pub Night</li> <li>• Ulverstone Carols by Candlelight</li> <li>• Ulverstone Christmas Parade</li> <li>• Christmas Dash</li> <li>• Penguin-ale (Formally Music 4 Life)</li> <li>• Gunns Plains Potato Festival</li> <li>• Seniors Week</li> <li>• Youth Week</li> <li>• National Volunteer Week Celebrations</li> </ul>
<u>Commercial &amp; Fundraising</u>	<ul style="list-style-type: none"> <li>• Privately run or not for profit events which may or may not provide economic and social benefits to the community</li> </ul>	<ul style="list-style-type: none"> <li>• Possibly economic, tourism and community benefits</li> </ul>	<ul style="list-style-type: none"> <li>• Approvals, advice. Maybe marketing/ tourism support</li> <li>• Possible Cultural Officer involvement</li> </ul>	<ul style="list-style-type: none"> <li>• Penguin Market</li> <li>• Circuses</li> <li>• Shows</li> <li>• Fundraising activities</li> </ul>
<u>Conferences &amp; Meetings</u>	<ul style="list-style-type: none"> <li>• Gatherings of people for conference, meetings or exhibition purposes</li> </ul>	<ul style="list-style-type: none"> <li>• Economic benefits (particularly for conference and meeting venues)</li> </ul>	<ul style="list-style-type: none"> <li>• Tourism support</li> </ul>	<ul style="list-style-type: none"> <li>• Knowing your place regional planning forum</li> <li>• Jobs Forum</li> <li>• Rural Week</li> </ul>

Events Classification	Description	CCC Benefit	CCC Role	Example
<u>Civic Events</u>	<ul style="list-style-type: none"> <li>Council or other government events</li> </ul>	<ul style="list-style-type: none"> <li>Community support/participation</li> </ul>	<ul style="list-style-type: none"> <li>Managed by the Council</li> <li>Community Services Officer and Cultural Officer involvement</li> </ul>	<ul style="list-style-type: none"> <li>Australia Day celebrations</li> </ul>
<u>Other Events</u>	<ul style="list-style-type: none"> <li>Weddings, Hall bookings, reunions</li> </ul>	<ul style="list-style-type: none"> <li>Community</li> </ul>	<ul style="list-style-type: none"> <li>Bookings, permits (Local Laws)</li> </ul>	<ul style="list-style-type: none"> <li>Wedding receptions in the Gawler Room</li> </ul>

## Alignment with the Central Coast Strategic Plan

### ***Links to the Central Coast Strategic Plan 2009 – 2014***

#### **Strategic Direction 1 The Shape of the Place**

- 1. Improve the value and use of open space*

#### **Strategic Direction 2 A Connected Central Coast**

- 3. Improve community wellbeing*

#### **Strategic Direction 3 Community Capacity and Creativity**

- 1. Community capacity-building*
- 2. Facilitate entrepreneurship in the business community*
- 3. Cultivate a culture of creativity in the community*

#### **Strategic Direction 5 Council Sustainability and Governance**

- 2. Improve service provision*

# Links to the Local Visitor Strategy

## Links to the Central Coast Local Visitor Strategy

*These linkages are also found in the Central Coast Arts and Culture Strategy 17.1 and 18.1*

Strategy	Actions
<p>Improve capacity to attract major events, festivals and conferences</p>	<p>In conjunction with neighbouring Councils develop a coordinated approach to attraction of major events to the local area</p> <p>Create a central database that includes the local attractions, accommodation and services etc</p> <p>Encourage the State Government to offer incentives to attract events and conferences to the local area</p>
<p>Introduce a program of seasonal festivals / events</p>	<p>Develop a Festivals Strategy based around 'Coast to Canyon Core Appeals and Experiences</p> <ul style="list-style-type: none"> <li>. Multi day event around Ulverstone Show – leverage off and add value to the agricultural sector (e.g. food and produce)</li> <li>. Capitalise on seasons and low times of year and where possible piggy back on related events and festivals in the broader local area</li> <li>. Develop individual and multi precinct events and festivals</li> <li>. Review Council event financial support to focus on events / festivals that deliver substantial destination outcomes</li> </ul>

# Links to the Arts and Culture Strategy

## Links to the Central Coast Arts and Culture Strategy

Strategy	Actions
<p>Foster a succinct approach to communication within the Central Coast arts community</p> <p>Strengthen links between Council and community groups</p>	<p>Develop a register of arts and cultural activities and events; include linkages to:</p> <ul style="list-style-type: none"> <li>. Events Tasmania</li> <li>. Tasmanian Events Calender</li> <li>. Arts Tasmania Web Database</li> </ul> <p>Investigate linkages between arts and cultural events and other Council publications such as the tourism newsletter</p>
<p>Support improved access to arts and cultural activities within Central Coast and neighbouring municipalities</p>	<p>Support Community based organisations through the provision of the Visitor Information Centres as a venue for community arts and cultural activities such as:</p> <ul style="list-style-type: none"> <li>. Exhibitions</li> <li>. Lifestyle and promotion</li> <li>. Launches</li> <li>. Community and cultural events</li> </ul> <p>1.1. Visitor Information Centres to support local events and conferences through promotion and information:</p> <ul style="list-style-type: none"> <li>. Events calendar</li> <li>. Information on Council's website</li> <li>. Information bags/folders</li> <li>. Maps</li> <li>. Booking facilities</li> </ul>
<p>Develop a Central Coast Events Strategy</p>	<p>Review existing events policies, procedures and guidelines</p> <p>Develop a resource kit for community organisations regarding hosting/managing events, which includes guidelines on how to successfully stage an event</p> <p>Produce an events strategy for Central Coast region</p>

The Central Coast Council has undertaken community consultations in Penguin, Turners Beach, Forth, Ulverstone and Leith in 2006 and Heybridge/Sulphur Creek/Preservation Bay during 2007. Each community provided Council with feedback on the key trends and issues impacting their communities as well as values and future directions.

Each community had its own set of unique issues and priorities. There were some contrasting ideas such as Turners Beach's priority being a shared pathway, whilst at Forth the highest priority related to culture and heritage.

Priorities from the Community plans included:

- . Culture and Heritage – the preserving and development of
- . Stage Community & Cultural Events
- . Develop and implement the Forth Cultural and Heritage Precinct Plan
- . Evaluate a suitable venue for a Cultural Heritage Centre
- . Build cultural activities in conjunction with existing events
- . Develop an Arts and Cultural Strategy
- . Develop a Festival and Events Strategy
- . Identify & develop Arts & Cultural Precincts
- . Examine the future development of the Penguin Railway Station Precinct for community purposes<sup>1</sup>

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<sup>1</sup> *These points have been taken from the Penguin, Turners Beach, Forth, Leith, Ulverstone and Sulphur Creek/Heybridge Community Plans 2006/07*

## Links to the Partnership Agreement 2006

The Partnership Agreement between the State Government and the Central Coast Council Identifies 'Cultural Planning' #3.4 as a priority area.

### 3.4 CULTURAL PLANNING

#### *Issues*

The parties agree the key issues to be addressed are:

- . Recognition of cultural development as a vital component in the life and growth of the community
- . Development of opportunities for increased participation, employment and investment in cultural activities and culturally-based enterprises
- . The protection and management of Central Coast Council's cultural heritage assets, including the strategic development of the Ulverstone History Museum
- . Continued development and support by the Council for events with the capacity to attract visitors and which celebrate local pride and identity, through a review of the Council's Community Small Grants Scheme
- . Identification of the unique cultural product of Central Coast Council, as a basis for increased participation in strategic tourism industry development, training, marketing and promotional activity opportunities
- . Development of interpretation strategies for cultural tourism products
- . Cultural planning to link in with the Central Coast Council's Strategic Plan and Community Plans
- . Identification and planning for the development of significant cultural locations within the Central Coast area, including the Leven Wharf and the Ulverstone History Museum precinct; and access to professional development opportunities for local artists

The report makes the following links to the 'Tasmania Together Benchmarks.'

Goal	Standard	Indicator	Indicator Definition
<b>9</b>	<b>1</b>	<b>1</b>	Number of cultural events in each region
<b>9</b>	<b>1</b>	<b>2</b>	Percentage of the population attending regional cultural venues
<b>11</b>	<b>2</b>	<b>1</b>	Percentage of people participating in cultural activities
<b>11</b>	<b>2</b>	<b>2</b>	Attendance at cultural venues
<b>10</b>	<b>4</b>	<b>2</b>	Recorded sites protected under either a management regime or Aboriginal management
<b>21</b>	<b>3</b>	<b>1</b>	Percentage of Local Government Planning Schemes adopting best practice in cultural heritage protection

*Partnership agreement P12 & 13*

# Central Coast Festivals and Events Strategy

## 2009 ~ 2014

Recommended Action	Timeframe	Responsibility	Partners	Resources	Performance measures
<b><i>Festivals and Events Communication and Promotion</i></b>					
1. Maintain the Calendar of Events <ul style="list-style-type: none"> <li>• Weekly update undertaken for display at Ulverstone Visitor Information Centre</li> <li>• Monthly update for the council; website.</li> </ul>	July 2009 Ongoing	Visitor Information Centre Coordinator	Events organisations	Staff time	Calendar of Events updated  <i>Mapping to Outcomes and Benefits</i> #4, 8, 10 & 12
2. Develop communications campaign for promotion of Calendar of Events information	Sept 2009	Visitor Information Centre Coordinator	Events organisations	Staff time	Developed formal process to manage and distribute Calendar of Events Information  <i>Mapping to Outcomes and Benefits</i> #4, 8, 10 & 12
3. Develop database of event organisers to distribute regular communications and information relevant to events	Feb 1010	Community Development Officer	Visitor Information Centre Coordinator Events Tasmania	Staff time	Database developed Periodic information forwarded to events organisers  <i>Mapping to Outcomes and Benefits</i> # 34, 5 & 8
4. Launch Festivals and Events Strategy	2009	Director Corporate and Community Services	Councillors Events Tasmania Community groups	Staff time \$2,000	Festivals and Events Strategy Better informed community Community's cultural identity  <i>Mapping to Outcomes and Benefits</i> #1, 4, 9, 10, &13
5. Publish and distribute Events Strategy	2009	Community Development Officer	Penguin/ Ulverstone Visitor Information Centres		

# Central Coast Festivals and Events Strategy

## 2009 ~ 2014

Recommended Action	Timeframe	Responsibility	Partners	Resources	Performance measures
<b><i>Festivals and Events Communication and Promotion</i></b>					
6. Visitor Information Centres to support local events and conferences through promotion and information: <ul style="list-style-type: none"> <li>• Events calendar</li> <li>• Information on Council's website</li> <li>• Information bags/folders</li> <li>• Maps</li> <li>• Booking facilities</li> </ul>	May 09 Ongoing	Coordinator Ulverstone Visitor Information Centre	Volunteers Local Businesses Tourism operators	Staff time	Customer satisfaction Up-to-date events calendar Collated information packs  <i>Mapping to Outcomes and Benefits</i> #2, 3, 4, 7, 8, 9, 10, 12,
7. Develop online links from Councils website to organisations such as Events Tasmania and Arts Tasmania	Dec 09 Ongoing	Community Development Officer	Penguin/ Ulverstone Visitor Information Centres Events Tasmania	Staff time	Links are developed  <i>Mapping to Outcomes and Benefits</i> #3, 4, 5, 8, &12
8. Maintain the register of Council managed venues and facilities that are located on the Council's website.	Dec 09	Community Services Officer	Community Groups Local Businesses Ulverstone & Penguin Libraries Penguin/ Ulverstone Visitor Information Centres	Staff time	Register is kept up-to-date Improved access to information Increased efficiencies and utilisation of venues  <i>Mapping to Outcomes and Benefits</i> #6, 7, 8, 10 &12

# Central Coast Festivals and Events Strategy

## 2009 ~ 2014

Recommended Action	Timeframe	Responsibility	Partners	Resources	Performance measures
<b><i>Festivals and Events Communication and Promotion</i></b>					
9. Provide at least one feature article for Council page in the Advocate newspaper relating to festivals and events per annum.	Feb 10 Ongoing	Community Development Officer	Tasmanian Regional Arts Arts Tasmania	Staff time	Number of articles accepted Increased awareness of the benefits of participation in arts and cultural activities Greater numbers of people participating in arts and cultural activities <i>Mapping to Outcomes and Benefits</i> <i>#2, 3, 4, 8, 9, 10 &amp; 12</i>

# Central Coast Festivals and Events Strategy

## 2009 ~ 2014

Recommended Action	Timeframe	Responsibility	Partners	Resources	Performance measures
<b><i>Festivals and Events Evaluation</i></b>					
10. Continue to update the Central Coast Events Management Guidelines as information comes to hand	Feb 2010 Ongoing	Cultural Officer	Community Development Officer Development Services staff	Staff time	Events Management Guidelines are kept up-to-date  <i>Mapping to Outcomes and Benefits #3, 4, 5, 8, 10 &amp; 11</i>
11. Ensure that the scheduling and timing of events is revised periodically to make certain that scheduling conflicts are avoided	Mar 10 Periodically every twelve months	Cultural Officer	Community Services Officer	Staff time	Survey undertaken and completed Sustainable events Customer satisfaction Effective use of Council resources  <i>Mapping to Outcomes and Benefits #5, &amp;, 10</i>

# Central Coast Festivals and Events Strategy

## 2009 ~ 2014

Recommended Action	Timeframe	Responsibility	Partners	Resources	Performance measures
<b><i>Festivals and Events Grants and Sponsorship</i></b>					
12. Review existing funding arrangements for "Key" Council supported events.	Jun 2013	Director Corporate and Community Services		Staff time	Review undertaken and documented <i>Mapping to Outcomes and Benefits #7, 8, 10, 12 &amp;13</i>
13. Investigate/review how current outcomes achieved from the investment are evaluated	Jun 2013	Director Corporate and Community Services	Events Tasmania Tourism Tasmania	Staff time	Visitor numbers are documented Tasmania Visitor Survey (TVS) Data analysed to determine total visitor spend <i>Mapping to Outcomes and Benefits #2, 5, 8, 10, 12 &amp; 13</i>
14. Develop a Sponsorship policy specifically for Festivals and Events	Feb 2014	Community Services Officer	Cultural Officer	Staff time	Policy developed <i>Mapping to Outcomes and Benefits #1, 5, 8, 10, 12 &amp;13</i>

# Central Coast Festivals and Events Strategy

## 2009 ~ 2014

Recommended Action	Timeframe	Responsibility	Partners	Resources	Performance measures
<b><i>Festivals and Events Professional Development</i></b>					
<p>15. Develop training opportunities focusing on continuous improvement for Events organisers, to ensure events remain relevant to audiences.</p> <ul style="list-style-type: none"> <li>Workshop content to incorporate Festival and Events issues including but not limited to legislative changes, risk and traffic management plans, marketing opportunities, Event Insurance issues, Succession Planning for Committees and other relevant identified topics</li> <li>Advise events organisers of training and professional development opportunities that are offered by organisations such as Events Tasmania, Volunteering Tasmania, Tasmanian Regional Arts, Arts Tasmania</li> </ul>	May 2010	Cultural Officer Community Development Officer	Events Tasmania, Volunteering Tasmania, Tasmanian Regional Arts, Arts Tasmania Volunteering Tasmania	Staff time	<p>Training conducted Assessment of the training needs undertaken Information provided to events organisers Competent organisers and volunteers Sustainable events Increased customer satisfaction</p> <p style="text-align: right;"><i>Mapping to Outcomes and Benefits</i> #3, 4, 5, 8, 9, 10, &amp;12</p>
<p>16. Increase the involvement of young people by advising schools and organisations of activities being undertaken in Central Coast</p>	Jun 09 Ongoing	Youth Officer	Schools Youth Council Events Tasmania Community groups Department of Health and Human Services Enormity Inc.	Staff time Various community initiatives	<p>Greater awareness of events and cultural activities by young people Increased numbers of young people participating in events/cultural activities</p> <p style="text-align: right;"><i>Mapping to Outcomes and Benefits</i> #2, 4, 8, &amp;12</p>

# Central Coast Festivals and Events Strategy

## 2009 ~ 2014

Recommended Action	Timeframe	Responsibility	Partners	Resources	Performance measures
<b><i>Festivals and Events Professional Development</i></b>					
17. Work with Events Tasmania to develop a forum for service clubs and stakeholder organisations on the topic of "inclusion of people with disabilities and/or special needs and other cultural backgrounds" in festivals and events.	Mar 2012	Community Development Officer	Events Tasmania	Staff time Various community initiatives	Forum held Addition of supported opportunities for people with disabilities to participate in cultural activities Higher participation rates amongst people with disabilities <i>Mapping to Outcomes and Benefits #2, 4, 8, &amp;12</i>
18. Networking opportunities provided for local Event organisers	Nov 2011	Cultural Officer	Visitor Information Centre Coordinator Community Development Officer	Staff time	Networking get-togethers conducted. Stakeholders surveyed to see if future get-togethers should be organised <i>Mapping to Outcomes and Benefits #2, 3, 4,5, 8, 9, &amp;12</i>

# Central Coast Festivals and Events Strategy

## 2009 ~ 2014

Recommended Action	Timeframe	Responsibility	Partners	Resources	Performance measures
<b><i>Festivals and Events Partnerships</i></b>					
19. Promote the effective utilisation of community resources so as to maximise efficiencies. Include but not limited to: <ul style="list-style-type: none"> <li>• Joint tenancy of venues</li> <li>• Shared resources</li> <li>• Volunteers working across organisations</li> <li>• Cross organisation sponsoring and management of events</li> </ul>	May 2009 Ongoing	Community Development Officer	Community Groups Volunteers	Staff time	Meetings between the Council and stakeholders Improved efficiencies around the use of community resources Increased capacity of community groups to deliver arts and cultural activities within the Central Coast Community Increased satisfaction amongst volunteers  <p style="text-align: right;"><i>Mapping to Outcomes and Benefits #6 &amp;7</i></p>

# Central Coast Festivals and Events Strategy

## 2009 ~ 2014

Recommended Action	Timeframe	Responsibility	Partners	Resources	Performance measures
<b><i>Festivals and Events Development</i></b>					
<p>20. Appoint a Project working team to develop an approach to packaging, resourcing and supporting Central Coast Festivals and Events</p> <p>20.1. Examine options for branding and promoting the program</p>	Apr 2010	<p>Community Development Officer</p> <p>Project working team</p>	<p>Stakeholder organisations identified in this document</p> <p>Events Tasmania</p> <p>Council staff</p>	<p>Staff time</p> <p>\$1,000 for printing costs</p>	<p>Developed Central Coast Festivals and Events Program/s</p> <p>Promotional material</p> <p>Marketing plan</p> <p>Satisfaction amongst festivals and events organisers</p> <p>Customer satisfaction</p> <p>Viable festivals and events</p> <p style="text-align: right;"><i>Mapping to Outcomes and Benefits</i> #1, 2, 8, 10, 12 &amp; 13</p>
<p>21. Provide “one stop shop” for events applications; process will include:</p> <p>21.1. Assess applications to see if they require licences or registrations</p> <p>21.2. Carry out relevant inspections prior to issuing licences</p> <p>21.3. Issue licences if required</p> <p>21.4. Place appropriate conditions on any licences or registrations</p> <p>21.5. Carry out relevant inspections during events if required</p>	<p>Mar 2010</p> <p>Ongoing</p>	<p>Cultural Officer</p> <p>Community Development Officer</p>	<p>Development Services Department</p>	<p>Staff time</p>	<p>Applications assessed</p> <p>Inspections carried out</p> <p>Licences issued</p> <p>Appropriate conditions applied</p> <p style="text-align: right;"><i>Mapping to Outcomes and Benefits</i> #5, 11 &amp; 13</p>

# Central Coast Festivals and Events Strategy

## 2009 ~ 2014

Recommended Action	Timeframe	Responsibility	Partners	Resources	Performance measures
<b><i>Festivals and Events Development</i></b>					
21.6. Ensure that events organisers obtain permits and licences prior to holding an event. Examples: <ul style="list-style-type: none"> <li>• Liquor licence</li> <li>• Road closure permit</li> <li>• Temporary food premises registration</li> <li>• insurance</li> </ul>	Mar 2010 Ongoing	Cultural Officer Community Development Officer	Development Services Department	Staff time	Applications assessed Inspections carried out Licences issued Appropriate conditions applied  <i>Mapping to Outcomes and Benefits #5, 11 &amp;13</i>
22. Provide support for the development of new events, including advice regarding the development feasibility analysis and business plans and /or seed funding, serviceable space and infrastructure and for new events. <ul style="list-style-type: none"> <li>• Refer potential event organisers to the register of Council managed facilities that is located on the Council's website</li> <li>• Advise potential event organisers as to which venue may suit their needs</li> <li>• Provide information of costs and availability</li> </ul>	July 2010	Cultural Officer Community Development Officer	Customer Service staff Community Services Officer Cultural Officer Community Development Officer	Staff time Central Coast Council's Small Grants Scheme	Information and advice provided to potential events organisers Sustainable events Regional events attracted to Central Coast Customer satisfaction Effective utilisation of Council resources  <i>Mapping to Outcomes and Benefits #3, 4,6, 7, 8 &amp;10</i>

# Central Coast Festivals and Events Strategy

## 2009 ~ 2014

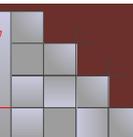
Recommended Action	Timeframe	Responsibility	Partners	Resources	Performance measures
<b><i>Festivals and Events Tools</i></b>					
23. Develop assistance package that defines information for events organisers, as to the avenues that can be pursued to gain support to run a successful event <ul style="list-style-type: none"> <li>• Notify events organisers of grants/funding as they come to hand</li> <li>• Ensure the appropriate documentation is provided to organisers of major events</li> </ul>	Mar 2010	Cultural Officer Community Development Officer		Small Grants Scheme Staff time	Assistance package developed and distributed Effective use of Council resources Successful festivals and events Customer satisfaction Economic benefits to Central Coast community Successful festivals and events Increased visitor numbers Events organisations advised of funding opportunities Documentation provided
<i>Mapping to Outcomes and Benefits</i> #3, 4, 5, 10 & 11					

# Central Coast Festivals and Events Strategy

## 2009 ~ 2014

Recommended Action	Timeframe	Responsibility	Partners	Resources	Performance measures
<b><i>Festivals and Events Infrastructure</i></b>					
24. Provide advice and information to organisations/groups seeking to obtain minor equipment and infrastructure relating to events.	Mar 2010	Cultural Officer	Corporate and Community Service staff Development Service Staff	Staff time	Advice provided  <i>Mapping to Outcomes and Benefits #4, &amp; 7</i>
25. Undertake a feasibility study into the purchase of a portable toilet block that can be used for Central Coast events	Mar 2014	Cultural Officer	Events Organisers	Staff time	Feasibility study undertaken, recommendations forwarded to the Director of Corporate and Community Services for consideration  <i>Mapping to Outcomes and Benefits #1, 7, &amp;13</i>
26. Undertake a review of Central Coast parks, particularly those that are used for events to identify the adequacy of facilities.	July 2010	Community Development Officer	Assets and engineering Environmental Services Corporate and Community Services	Staff time	Review undertaken

## Related Festivals and Events



### Australia Day

Central Coast Council  
Po Box 220 Ulverstone 7315  
Contact: Melissa Cruse  
Community Services Officer  
Telephone: 03 6429 8958  
Email: [melissa.cruse@centralcoast.tas.gov.au](mailto:melissa.cruse@centralcoast.tas.gov.au)  
Web: [centralcoast.tas.gov.au](http://centralcoast.tas.gov.au)

### ArtEx - Cradle Coast Rotary Art Exhibition

Sponsor: Ulverstone West Rotary Club  
Annual Exhibition – Gawler Room  
Ulverstone Civic Centre  
Patrick Street Ulverstone 7315  
Contact: Mr Tony MacCormick  
Telephone: 03 6428 3170  
Email: [antony.maccormick@siemens.com](mailto:antony.maccormick@siemens.com)

### Carnival of the Grasshoppers (March)

Ulverstone Anglers Club Inc.  
Po Box 531 Ulverstone 7315  
Organiser: Stephen Harwood  
Telephone: 03 6428 2911

### Christmas Dash

Enormity Inc. – “Concepts of Great Wickedness”  
PO Box 558, Ulverstone, TAS 7315.  
Telephone/Fax: 03 6423 6687  
Email: [enquiries@christmasdash.com](mailto:enquiries@christmasdash.com)  
Web: <http://www.christmasdash.com/index.htm>

### Don College Student Art Exhibition

Held annually at the Ulverstone Visitor Information Centre  
Contact: Dean Schuettpels or Anne Dunham  
Telephone: 03 6424 0200  
Don College  
Postal Address:  
Watkinson Street Devonport 7310

### Festival in the Park

Location ANZAC Park  
Ulverstone TAS 7315  
Rotary Clubs of Ulverstone & Ulverstone West  
Po Box 202  
Ulverstone 7315  
Email: [info@festivalinthepark.org.au](mailto:info@festivalinthepark.org.au)  
Web: <http://www.festivalinthepark.org.au>

### Forth Valley Blues Festival (March)

Venue: Forth Recreation Ground  
Secretary: c/o Forth Post Office Forth, 7310  
Contact: Chris Bramich  
Telephone: 6428 2239  
Contact: Paul Barter  
Telephone: 03 6428 7110  
Email: [entries@forthvalleyblues.com](mailto:entries@forthvalleyblues.com)  
Web: <http://www.forthvalleyblues.com>

### Gunns Plains Potato Festival

Gunns Plains Hall Committee  
Contact: Yvonne Downes  
Telephone: 03 6429 1353

### Living Writers Week (biennially)

arts@work  
27 Tasma Street, North Hobart 7000  
Telephone: 03 6233 5940  
Email: [info@artsatwork.com.au](mailto:info@artsatwork.com.au)  
Web: [www.artsatwork.com.au](http://www.artsatwork.com.au)

### Living Artists Week (biennially)

arts@work  
27 Tasma Street, North Hobart 7000  
Telephone: 03 6233 5940  
Email: [info@artsatwork.com.au](mailto:info@artsatwork.com.au)  
Web: [www.artsatwork.com.au](http://www.artsatwork.com.au)

### National Inflatable Rescue Boat (IRB) Championships 2010

Penguin Surf Life Saving Club  
Club President: Michael Bonney  
Telephone: 03 6437 2639  
Email: [robertabonney@bigpond.com.au](mailto:robertabonney@bigpond.com.au)

### Northwest National Exhibition of Photography

Organised by the Ulverstone Camera Club, and approved by the Australian Photographic Society  
Venue: Gawler Room Ulverstone Civic Centre  
President: John Weatley  
Telephone: 03 6425 3589  
Secretary: Graeme Smith  
Telephone: 03 6425 1419  
Treasurer: John Hinchcliffe  
Telephone: 03 6425 6107

## Related Festivals and Events

### National Volunteer Week Celebrations

Central Coast Council  
 (Ulverstone Visitor Information Centre)  
 PO Box 220 Ulverstone  
 Contact: Susanne Clear  
 Telephone: 30 6425 2839  
 Email: [Susanne.clear@centralcoast.tas.gov.au](mailto:Susanne.clear@centralcoast.tas.gov.au)

Volunteering Tasmania  
 Suite 23 Portside, 2 Spring Street  
 Burnie 7320 (NW)  
 Telephone: 03 6432 4335

State Office  
 Telephone: 1800 677 895  
 Email: [admin@volunteeringtas.org.au](mailto:admin@volunteeringtas.org.au)  
 Web: <http://www.volunteeringtas.org.au/>

### Penguin Carols by Candlelight

Lions Club of Penguin  
 President: Dale Crawford  
 Telephone: 03 6431 6173  
 Mobile: 0418 141 236  
 Secretary: Contact: Maurice Jones  
 Telephone: 03 3437 2355  
 Des Hiscutt:  
 Telephone: 03 6435 4302  
 Email [lions@minksystems.com](mailto:lions@minksystems.com)

### Penguin History Group Photo Exhibition

Penguin Railway Station  
 Postal Address:  
 44 Main Road Penguin Tasmania 7316  
 Telephone: 03 6437 2712  
 Chair: Philippa Johnstone  
 Secretary: Pauline Lancaster  
 Treasurer: Doug Hardstaff

### Penguin Christmas Parade

Venue: Main Road Penguin  
 Lions Club of Penguin  
 Contact: Maurice Jones  
 Telephone: 03 3437 2355  
 Email: [lions@minksystems.com](mailto:lions@minksystems.com)

### Penguin-ale (Formally Music 4 Life)

Penguin Lions Centre  
 19 Ironcliffe Road, Penguin  
 Organiser: Maurice Jones  
 Telephone: 03 6437 2355

### Poets' Pub Night

Forth Hotel (held twice-annually)  
 Fay Forbes  
 C/- PO Forth  
 Telephone: 03 6428 2877

### Seniors Week

Central Coast Council  
 PO Box 220 Ulverstone  
 Contact: David Coy or Melissa Cruse  
 Telephone: 03 6429 8900  
 Web: <http://www.centralcoast.tas.gov.au/>

Seniors Bureau  
 Department of Premier and Cabinet  
 Telephone: 1300 13 55 13  
 Email: [seniors@dpac.tas.gov.au](mailto:seniors@dpac.tas.gov.au)  
 Web:  
<http://www.dpac.tas.gov.au/divisions/cdd/seniors>

### Ten Days on the Island (biennially)

Level 5, 147 Macquarie Street Hobart  
 GPO Box 1403 Hobart  
 Tasmania 7001 Australia  
 General Manager: Steve Kyne  
 Telephone: 03 6233 5700  
 Email: [info@tendaysontheisland.org](mailto:info@tendaysontheisland.org)  
 Web: [tendaysontheisland.com](http://tendaysontheisland.com)

### Ulverstone Christmas Parade

Apex Club of Ulverstone  
 PO Box 88 Ulverstone 7315  
 President: Rodney O'Rourke  
 Telephone: 03 6425 5187  
 Secretary: Terry Bellchambers  
 Treasurer: Jamie Richey  
 Telephone: 03 6425 3123

### Ulverstone Show

The Show is usually held on the first Saturday in November  
 PO Box 17, Ulverstone  
 Telephone: 03 6425 1703  
 President: Stan McConnon  
 Secretary: Kevin Chambers  
 Treasurer Ron Wilson  
 Email [ulverstoneshow@hotmail.com](mailto:ulverstoneshow@hotmail.com)

## Related Festivals and Events

### Ulverstone Carols by Candlelight

Venue: Soundshell-Outdoor Entertainment Centre  
Bicentennial Park Dial Street Ulverstone  
Apex Club of Ulverstone  
PO Box 88 Ulverstone 7315  
Contact: Rodney O'Rourke  
Telephone: 03 6425 5187  
Mobile: 0419 007 593

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### Under 19 National Road Selection (Mersey Valley under 19s Cycling)

Mersey Valley Devonport Cycling Club  
P.O. Box 228, Devonport

### Ulverstone Rodeo

Batten Park  
South Road West Ulverstone 7315  
PO Box 487 Ulverstone 7315  
Secretary: Jayne Good  
Contact: Tracey King  
Mobile: 0400 917 417  
Telephone: 03 6437 5336  
Email:  
[tracey.king@privateforests.tas.gov.au](mailto:tracey.king@privateforests.tas.gov.au)

### Summer Run Jackpot Series

Ulverstone Rodeo  
(dedicated to new-comers)  
Details as above

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### Youth Week

Central Coast Council  
PO Box 220 Ulverstone  
Contact: Mel Woodhouse  
Telephone: 03 6429 8959  
Email: [mel.woodhouse@centralcoast.tas.gov.au](mailto:mel.woodhouse@centralcoast.tas.gov.au)  
Office of Children and Youth Affairs  
Telephone: 03 6232 7050  
Email: [ocya@dpac.tas.gov.au](mailto:ocya@dpac.tas.gov.au)  
Web:  
<http://www.dpac.tas.gov.au/divisions/cdd/ocya>

## Festivals and Events

There is no universally held view amongst peak bodies in Australia, as to a precise definition of a “*festival*” or an “*event*”; therefore, a definition needs to be contextualised to encompass the scope to which it is deemed relevant. That being said we can conclude that an “**event**” is a single activity with an outcome and a “**festival**” is a group of related activities that are united under a single entity.

Festivals and events bring people together; they help to define a sense of place, enhance a feeling of pride in the community and can foster health and wellbeing. Within the Central Coast municipal area the diversity of events is a reflection of the various “communities of interest”. The beneficiaries are locals and visitors alike; businesses too can experience increases in patronage as an influx of people rally in the community.

## Event Management

‘Event management is the process by which an event is planned, prepared, and produced. As with any other form of management, it encompasses the assessment, definition, acquisition, allocation, direction, control, and analysis of time, finances, people, products, services, and other resources to achieve objectives. An event manager’s job is to oversee and arrange every aspect of an event, including researching, planning, organising, implementing, controlling, and evaluating an event’s design, activities, and production’.<sup>2</sup>

## Culture:

The term Culture signifies how people through society express their attitudes and beliefs and interact with their natural and physical environment. It is a collective sense of meaning, determining values that develop a community’s way of life. As a term ‘culture’ is used in a variety of ways, according to the noted sociologist Raymond Williams:

*‘Culture is one of the two or three most complicated words in the English language. This is so partly because of its intricate historical development, in several European languages, but mainly because it has now come to be used for important concepts in several distinct intellectual disciplines and in several distinct and incompatible systems of thought.’<sup>3</sup>*

## Cultural Development

Cultural Development is defined as the enhancement of opportunities for people to participate in the cultural life of their communities by supporting local cultural initiatives.

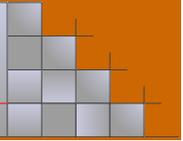
## Local Cultural Identity

Local Cultural Identity relates to a feeling of identity in relation to a particular group, sense of belonging or connectedness to a community.

<sup>2</sup> *The Tasmanian Event Management Guide* (© Julia Rutherford Silvers, CSEP. All rights reserved.)

<sup>3</sup> *Raymond Williams 1988, Keywords, A Vocabulary of Culture and Society, p. 87.*

# Acknowledgements



Information from the Colac Otway “Festivals and Events Strategic Plan 2007 – 2011 was used to inform the development of the “Central Coast Festivals and Events Strategy 2009 – 2014”. This was undertaken with the permission of the Colac Otway Shire Council.