

A vibrant nighttime scene featuring a large crowd of people in the foreground, many holding up their phones to capture photos. In the background, a massive display of fireworks bursts in the dark sky, with streaks of light in shades of blue, green, and red. The overall atmosphere is festive and celebratory.

Think Penrith

PENRITH

EVENTS STRATEGY

2020-2024

Think Events

MAYOR'S MESSAGE

Penrith is a City on the rise and we are uniquely positioned to take advantage of the once in a generation transformation that is currently taking place.

In less than six years Penrith will have the world on its doorstep. We will have an international airport close by and the new Sydney Metro Greater West rail link will be a game changer that will connect us to the airport from day one.

With a growing population and great connections, more and more people are being drawn to our City. With more people on the way, we want to ensure that residents and visitors continue to enjoy a wide variety of events that enhance and embrace Penrith's distinct character.

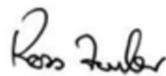
Penrith has always had a huge thirst for all types of events, and it is little wonder Penrith's reputation as an events venue continues to grow. We have world class venues, great access to public transport that is only going to get better in years to come and the majestic Blue Mountains as a stunning backdrop. All these ingredients make Penrith a great place to hold events.

This Think Penrith Think Events – Penrith Events Strategy 2020-2024 provides the right platform for Council to make informed decisions on event attraction and support into the future. It also recognises the important role that events play in making our City an even greater place to live, work and visit. The strategy will further consolidate Penrith's reputation as an innovative and creative destination that is renowned for its world-class events.

We are proud to support events in Penrith City and we look forward to building on relationships with the events industry and our community to bring more energy and excitement to Penrith and the Greater Western Sydney region.

I am excited about the opportunity this Events Strategy presents and I am extremely confident that it will result in an outstanding, balanced and sustainable portfolio of events for our residents and visitors to enjoy.

Cr Ross Fowler OAM



Mayor of Penrith



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1. INTRODUCTION

EVENTS ARE AN INTEGRAL THREAD IN PENRITH'S CULTURAL FABRIC, CONTRIBUTING SIGNIFICANT ECONOMIC AND SOCIAL BENEFITS. THEY BRING COMMUNITIES TOGETHER, CELEBRATE DIVERSITY, AND FOSTER PRIDE IN THE CITY.

Through their ability to attract visitors and encourage repeat visitation, they inject money into the local economy and help make Penrith a vibrant, thriving city. Events also build community capacity and local leadership and creates a sense of place for local residents.

Think Penrith Think Events – Penrith Events Strategy 2020-2024 sets robust foundations to enable Penrith to grow and shine as a host of major and iconic regional events and supporter of community events. While Penrith attracts and holds many events each year, Penrith City Council recognises there are opportunities to achieve greater economic and social outcomes.

The Strategy provides a transparent framework to guide the Council in decision making on the events to attract, produce, promote, approve and fund. These decisions will be based on a clear set of objectives and criteria that will assist the Council to build a balanced and sustainable events portfolio that will grow the visitor economy and enhance the liveability of Penrith.

The scope of the Strategy includes tourism, business and community events and festivals that take place annually, biennially, occasionally or once-off. It includes arts and cultural events, food and beverage events, sporting and special interest events, community celebrations and civic commemorations, as well as one-off major events that have capacity to draw a substantial number of visitors to the city.

The Strategy reflects the culmination of desktop review, stakeholder engagement, and analysis of Penrith's event strengths, challenges, opportunities, current event portfolio, and performance relative to competitor destinations. It is supported by event planning and development tools and assessment resources developed to assist stakeholders.



2. WHAT WE WANT TO ACHIEVE

ACKNOWLEDGING THE CITY IS UNDERGOING SIGNIFICANT GROWTH, A 10 YEAR VISION PROVIDES A LONG TERM OUTLOOK FOR THE STRATEGY. A FIVE YEAR MISSION AND ASSOCIATED OBJECTIVES SET THE AGENDA FOR THE COUNCIL, OUR LOCAL COMMUNITY AND TOURISM INDUSTRY IN PURSUIT OF THE VISION.

10 YEAR VISION

Penrith's events portfolio reflects and celebrates the city's spirit and personality, creates compelling reasons for visitors to stay and explore, enhances our community's pride and connection, and contributes to a thriving economy.

5 YEAR MISSION

Over the next five years, our local community, tourism industry, and Penrith City Council will establish robust foundations to enable Penrith to develop to its full potential as a regional events destination.

OBJECTIVES

1. Grow our city's identity and appeal as an event destination
2. Maximise the economic and social benefits
3. Optimise resources

WHAT IS THE VISITOR ECONOMY?

Traditional definitions of tourism tend to focus on leisure tourists - people travelling and staying outside their usual place of residence for a limited time for a holiday, sight-seeing or recreation. More recently, the definition of tourism has expanded to include people travelling for other reasons such as visiting friends and relatives, business, work, and education.

Today, the 'visitor economy' broadly refers to the production of goods and services for the consumption by all these kinds of visitors, and includes industries that directly serve them such as hotels, transport providers, tour companies and attractions, as well as intermediaries and those involved indirectly such as retail and food production. Visitor activity contributes to investment and jobs across a range of industry sectors and is now recognized at all levels of government in Australia as an intrinsic, sustainable part of economic development. It creates long-term improvements in the liveability of cities, towns and rural life, and significantly improves the prosperity of Australian communities.

(Source: 2019 Visitor Servicing Toolkit (Victoria Tourism Industry Council))



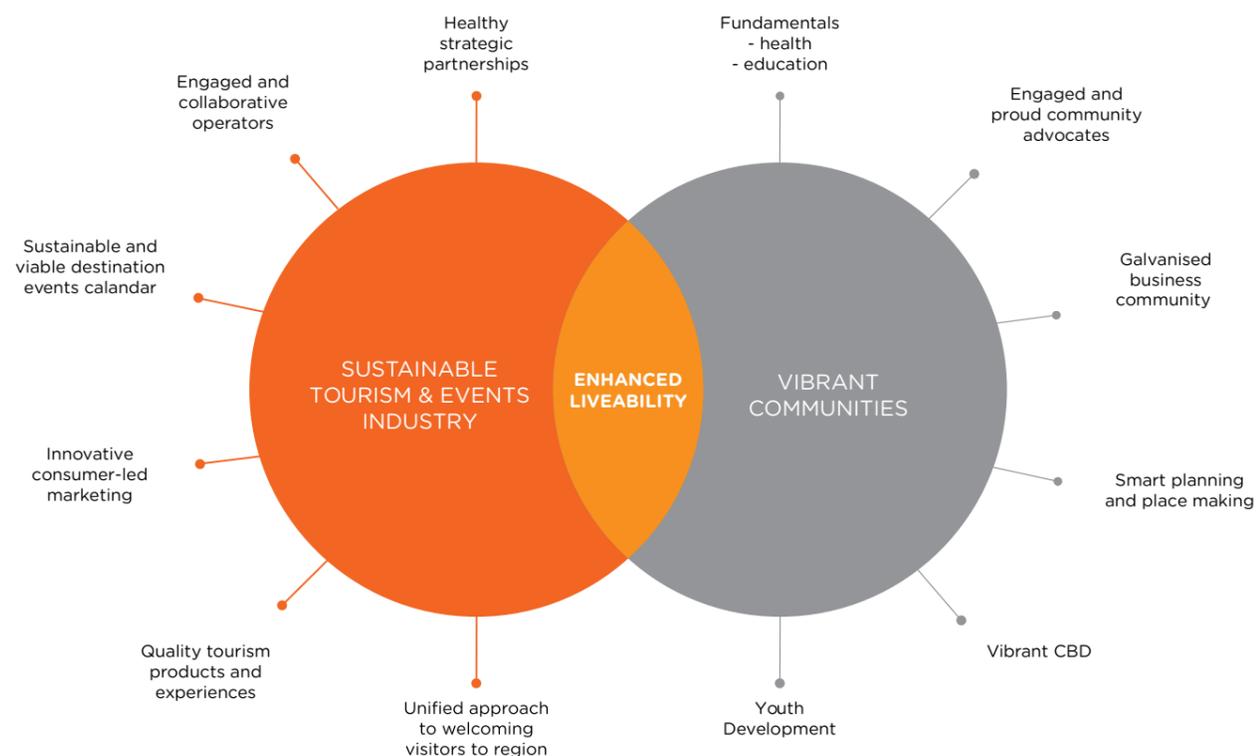
3. WHY IS THIS STRATEGY NEEDED?

PENRITH IS EXPERIENCING AN ERA OF UNPRECEDENTED PROGRESS.

With the Western Sydney International Airport being built on the city's border, Sydney Science Park taking shape and plans for an innovative and dynamic aerotropolis underway, Penrith is on the rise as part of the Western Parkland City.

These game changing developments are fuelling a once-in-a-generation transformation of our region and will connect our community, now and in the future.

The Strategy will play an important part during this growth in ensuring Penrith is a great place to live, work, invest and visit and host events. Figure 1 outlines the holistic framework upon which this Strategy is based - one where the focus is on delivering enhanced liveability through a sustainable tourism and events industry and vibrant communities.



Enhanced liveability leads to:

- Deepened community pride
- Increased appeal
- Population growth
- Reduced skills gap / increased workforce
- Happy and healthy residents

4. STRATEGIC CONTEXT

The Penrith City Council's Delivery Program 2017-2021 outlines the services, activities and projects Council will deliver for the community to improve Penrith as a place to live, work and visit over the next four years.

ACTIVITIES THAT WILL ACHIEVE THE PROGRAM'S CORE OUTCOMES THROUGH EVENTS INCLUDE:

- plan and advocate for sport and recreation facilities, services, programs and events for the City.
- work with partners to deliver events and strengthen our community.
- conduct and support events that include all members of our community.
- help ensure our important community places meet the needs of the people that use them.
- promote Penrith as a place to visit and invest through marketing and events.

The Strategy will directly support delivery of these activities and the objectives outlined in a number of other Council plans (Figure 2):



Figure 2: Penrith City Council's Delivery Program 2017-2021

The Strategy has been developed to complement the newly developed tourism strategy, acknowledging the interdependency of both in their implementation to ensure tourism and events outcomes are maximised. The Strategy also takes into account initiatives including the Council's *Night Time Economy Study* and Strategy, the *Sports Decentralisation Program Capacity and Capability Assessment 2017* and the *Short Term Accommodation Feasibility Study 2015*.

Regionally and state-wide, the Strategy aligns with the *Western Sydney Visitor Economy Strategy 2017/18 – 2020/21*, *Destination Sydney Surrounds North Destination Management Plan 2018-2020*, and the *NSW Regional Conference Strategy & Action Plan 2017-2021*.

The *Greater Sydney Region Plan - A Metropolis of Three Cities* provides an overarching framework and vision for Greater Sydney and Penrith's role in the planning and delivery.



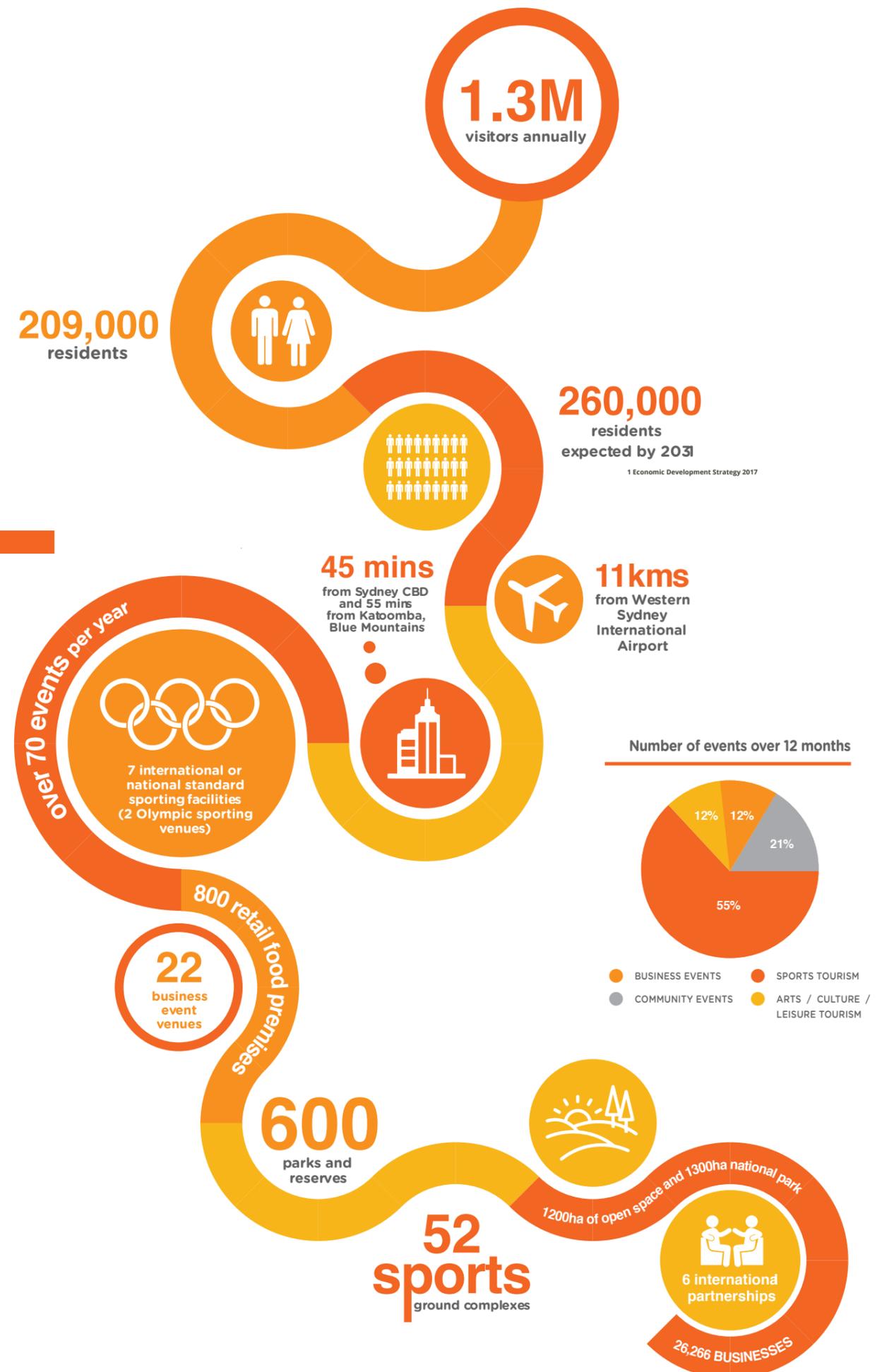
5. EVENT SNAPSHOT

OUR VIBRANT CULTURES AND LIFESTYLE ARE EXPRESSED THROUGH THE MANY EVENTS AND CELEBRATIONS HELD ACROSS THE CITY.

With internationally acclaimed venues, ready access to public transport, open spaces and the majestic Blue Mountains as a backdrop, Penrith is a popular choice for arts and culture, sport, business and community events. Through collaborative partnerships, the Council has attracted the Australian Ballet Under the Stars and major sporting events such as the NSW Golf Open Championships, Westfield Matildas games, Rowing Australia Sydney International Rowing Regatta, Ironman 70.3 and the Diesel Dirt and Turf Expo. The city is home to Real Festival, a major event for Western Sydney and beyond that brings together Australian and international performers, artists, musicians and creative minds to deliver visual, interactive and immersive experiences along the banks of the Nepean River.

Penrith's transformation as a major growth centre for Western Sydney is attracting new businesses and artisans offering food and drink, arts and culture and leisure experiences. It is an exciting time to shape Penrith's image as an event destination and encourage visitors to extend their stay in the city and surrounds to maximise social and economic benefits.

A contemporary events portfolio that leverages Penrith's strong sports culture, growing reputation for adventure tourism and burgeoning arts and culture activity will competitively present Penrith as a leading regional event destination in Western Sydney. This events portfolio will need to align with and bring to life the brand Penrith is Not Your Usual to drive distinctiveness from other destinations and competitively position Penrith in the minds of target audiences.



6. THE PENRITH EVENTS STORY

DEFINING THE PENRITH EVENTS STORY CLEARLY POSITIONS THE CITY IN THE MINDS OF VISITORS AND LOCALS, AND CELEBRATES STRENGTHS AND SUCCESSES.

A clear and consistent focus on the events that the Council will seek and support is integral to creating an identity as an events destination, bringing disparate industry stakeholders together, and optimising resources.

Penrith is located about 55 kilometres west of the Sydney CBD and is renowned for its impressive natural features, the backdrop of the imposing Blue Mountains, its open spaces and the Penrith Lakes and Nepean River that runs through the heart of the City. Coupled with world class venues and access to public transport, it is little wonder that Penrith is creating an identity as an events destination of choice for all types of music, sport, cultural, business and community events.

Penrith's sporting energy is felt in a wealth of action-packed experiences available on land and water and soaring through the air. Penrith is truly the Adventure Capital of NSW. Sports are Penrith's backbone, with a range of sporting codes drawing individuals and teams and their families, friends and fans to quality sporting facilities. The city has reason to be proud of its natural and built assets. A 30km straight stretch of calm water ranks the Nepean River as world-class amongst the rowing elite. Impressive rowing facilities, a legacy of the 2000 Sydney Olympics, attract international and national sporting events. As home to the Panthers Rugby League team, the city boasts an international level stadium and entertainment precinct that comes alive to the cheers and camaraderie major sporting events arouse. St Marys Leagues Stadium hosts a range of national, state and local championship events.

Penrith's arts and culture hub, the Joan Sutherland Performing Arts Centre, engages and delights visitors and the local community with performing and visual arts across a range of genres. Penrith's community events program brings our community to life, celebrating our diversity of cultures and heritage as well as providing an opportunity for us to showcase our City and generate a sense of pride in our community. It features a diverse range of community events and activations that celebrate all aspects of life in the City.

It is anchored by Real Festival, Penrith's very own signature arts and cultural event that is a celebration of Penrith's unique lifestyle and connection to the region's spectacular natural resource, the Nepean River. Real Festival has already evolved into a significant regional event

that has the potential to attract increasing numbers of overnight visitors and generate new tourism experiences. Developed around four key pillars - River, Environment, Arts and Lifestyle which form the acronym for the event name, these pillars represent the foundation of the event program along with entertainment and activities that entice and activate people of all ages to do something different.

A growing number of corporate and government offices are establishing in Penrith and Western Sydney, bringing new energy and expertise in sectors including health, education and science. The city has more than 20 business event venues with capacity of up to 1,000 delegates and is continuing to invest in growing the range and quality of facilities.

Defining the Penrith events story clearly positions the city in the minds of visitors and locals, and celebrates strengths and successes. A clear and consistent focus on the events that the Council will seek and support is integral to creating an identity as an events destination.





Figure 3: Role in events

7. ROLE OF PENRITH CITY COUNCIL IN EVENTS

PENRITH CITY COUNCIL IS COMMITTED TO REALISING THE FULL POTENTIAL OF PENRITH'S TOURISM AND COMMUNITY EVENTS AND STRENGTHENING THE CITY'S POSITION AS AN EVENT-FRIENDLY CITY.

The primary purpose of the Council's involvement in events is to grow the economic and social value for the City of Penrith.



A collaborative approach across events, tourism and regional partners is a cornerstone of the Strategy, with the various partners illustrated in Figure 4.



Figure 4: Partners in Penrith events

8. EVENT VISITORS

PENRITH'S NATURAL AND BUILT ASSETS AND EVENT PROGRAMS POSITION THE REGION TO APPEAL TO A RANGE OF EVENT AUDIENCES.

The target audiences for events for 2020-2025 will be:



SPORTS PARTICIPANTS AND SPECTATORS

Those people fully committed to their competitive sport. They will travel from intrastate, interstate and overseas for the event or championship across the year (based on sporting code) and during the week and weekends.



ARTS AND CULTURE LOVERS

Domestic visitors and local residents with a real enthusiasm for arts, culture, food, wine, and unique experiences. They tend to travel to the destination on weekends and will visit during the year.



EXPERIENCE SEEKERS

Domestic visitors and local residents seeking new and unique event experiences either to participate in or watch. These are weekend visitors across the year.



BUSINESS TRAVELLERS

Delegates of domestic associations, government agency conferences, exhibition events, team building, and satellite meetings for major conferences based in Sydney. They are typically mid-week visitors and can visit at any time during the year.



LOCAL COMMUNITY

A diverse range of groups that are seeking to engage and connect to achieve specific social outcomes.



INTRASTATE AND INTERSTATE FAMILIES AND VISITING FRIENDS AND RELATIVES (VFR)

These are visitors to Penrith that may not decide to visit because of an event, but may attend while they are here, extending spend in the local community.



9. THE RIGHT EVENTS

9.1 BALANCED PORTFOLIO

A key area of focus of the Strategy is to identify events that will deliver a maximum return on investment and/or make the greatest contribution to the Penrith brand and Penrith community. The intention is to create a balanced portfolio of events across arts/culture/leisure, sports, community and business that drive the visitor economy and support a vibrant and sustainable community.

The Strategy provides a pragmatic and transparent assessment framework to enable Council to proactively assess and determine the best-fit events, how those events should be supported and the outcomes sought from that assistance. The framework includes the event categories for Penrith and outlines the required resource allocation including funding for the acquisition and development of events (an Events Acquisition Fund and an Events Partnership Program, see Attachment 2 for details).

The assessment framework will ensure that event resources are allocated adequately and strategically to attract, support and leverage events that deliver the economic and social drivers outlined in Figure 5 and achieve the vision and objectives of the Strategy. This figure illustrates the balance of economic and social outcomes across the spectrum from major through to community events.



Figure 5: Balancing economic and social outcomes across the spectrum of events



9.2 CLASSIFYING EVENTS

The assessment framework categorises event for Penrith as Community, Regional and Major events (Figure 6)



Figure 6: Event categories

CATEGORY	REACH	OVERVIEW	TYPES OF EVENTS	PRIORITY SECTORS/ THEMES
MAJOR EVENTS	Events of national or state significance that may be one-off or recurring; provide variety and richness; and are important for building profile and reputation and drawing visitors from outside the region.	Attract approximately 10,000-20,000 people including intra, interstate and international visitors	ARTS/CULTURE/ LEISURE EVENTS	Themes aligned to brand pillars:
		Ability to deliver significant and measurable economic benefit to the city		<ul style="list-style-type: none"> A Variety of Action Packed Experiences World-Class Sport and Entertainment A Wealth of Community Spirit and Stories to Share The Greater Outdoors Entertainment
		National and state media exposure associated with the event		
		Typically considered Penrith's 'own' anchor events, creating a regional legacy		
		Often subject to a bidding process		
		Can be supported by state funding		
		Managed by professional event organisers and a team of experts (local or external)	SPORTS: INTERNATIONAL/ NATIONAL/ STATE SPORTING CHAMPIONSHIPS	Examples could include:
		Ability to facilitate community involvement in events/ activities		<ul style="list-style-type: none"> Rowing Golf Futsal BMX Rugby League Soccer Women in Sport
		Ability for the event to add to the diversity of Penrith's event calendar		
		Involvement of and consultation with local businesses, artists and community groups	BUSINESS: INTERNATIONAL/ NATIONAL BUSINESS EVENTS	Examples could include:
		Can be a one off or recurring event		<ul style="list-style-type: none"> Health Science Education Sport
		Require a 1-2 year lead time		

CATEGORY	REACH	OVERVIEW	TYPES OF EVENTS	PRIORITY SECTORS/ THEMES
REGIONAL EVENTS	Events of state or regional significance that may be one-off or recurring; provide variety and richness; and deliver enormous value as destination marketing tools.	Showcase local cultural, sporting, community or lifestyle opportunities	ARTS/CULTURE/ LEISURE EVENTS (HOMEGROWN)	Themes aligned to brand pillars
		Attract around 5,000 -10,000 people including intra and interstate visitors	SPORTS: PRE-SEASON SPORTING TOURNAMENTS	Examples could include:
		Ability to deliver measurable economic benefit to the city		<ul style="list-style-type: none"> Rowing Golf Futsal BMX Rugby League Soccer Women in Sport
		National and state media exposure associated with the event		
		Managed by a professional event organiser or volunteer committee or Council	BUSINESS EVENTS:	
		Ability to facilitate community involvement in events/ activities	DOMESTIC ASSOCIATIONS	Examples could include:
		Ability for the event to add to the diversity of the City's event calendar	GOVERNMENT MEETINGS AND CONFERENCES	<ul style="list-style-type: none"> Health Science Education Sport
		Capacity to be an ongoing event	SATELLITE MEETINGS AND ACTIVITIES FOR INTERNATIONAL CONFERENCES AND INCENTIVE GROUPS	
		Require 8 – 12 months' lead time		





COMMUNITY EVENTS

CATEGORY	REACH	OVERVIEW	TYPES OF EVENTS	PRIORITY SECTORS/ THEMES
COMMUNITY EVENTS	Add to the social fabric of Penrith, with a focus on community engagement and enrichment.	<p>Celebrate aspects of community and bring energy and colour to the city</p> <p>Deliver social value for primarily local audiences rather than economic impact</p> <p>Organised by Council, local charities, schools, sporting groups and commemorative organisations</p> <p>Generally, attract up to 500 people from the local community/ region and admission is free or low cost</p> <p>Support a need in the community</p> <p>Focused on connecting community and bringing diverse groups of people together</p>	SPORTS: SECOND TIER EVENTS	<p>Examples could include:</p> <ul style="list-style-type: none"> Rowing Golf Futsal BMX Rugby League Soccer Women in Sport
			CIVIC EVENTS	<p>Examples could include:</p> <ul style="list-style-type: none"> Citizenship Ceremonies Receptions Civic Dinners Building/ Park/Reserve Openings
			COMMUNITY ENGAGEMENT EVENTS	<p>Examples could include:</p> <ul style="list-style-type: none"> Youth NAIDOC Diversity Elderly Recreation/ Active/ Wellbeing
			COMMUNITY ENGAGEMENT EVENTS ARTS/CULTURE/ LEISURE EVENTS	<p>Examples could include:</p> <ul style="list-style-type: none"> Multi-cultural Expos/Shows Arts/Crafts

TYPES OF EVENTS ARE DEFINED AS:

Arts/culture/leisure events: These events play an important role in forming and celebrating the identity of a destination and its community. Homegrown arts and cultural events in particular can establish or build a point of difference from other destinations compared with outside events that are held in multiple locations. Events such as the Real Festival, the events calendar at the Joan Sutherland Performing Arts Centre, and the many local events are important in differentiating Penrith, increasing vibrancy and liveability as a regional city, and strategically positioning Penrith as an arts and cultural hub in Western Sydney. Arts and culture events also give leisure visitors more reasons to travel and stay in Penrith, and add value to business and sport event visitors either through additional activities or the energy they create in the city and surrounds.

It is recommended that support is directed to regional homegrown arts and culture events for the above reasons. Real Festival for example, as noted earlier has the potential to attract an increasing number of overnight visitors, stimulate satellite events around the city and across the year, and catalyse new tourism businesses and experiences.

Sports events: It is recommended that event acquisition focus on sporting events due to Penrith's strength in sporting infrastructure and assets, their ability to attract visitors year-round, and their potential for high yield.

Business events: These events bring high yield visitors year-round. Penrith currently has the capacity to attract business associations, government meetings, and satellite meetings for major conferences based in Sydney. As investment continues in Western Sydney, further opportunities are likely to emerge.

Community engagement events: These events support the social fabric of Penrith, encourage creativity, community connectedness and pride. They are vital in building the liveability of Penrith.

10. STRATEGIC PRIORITIES

A series of targeted strategies provide a robust framework for action - directing where attention and resources are required to deliver on the vision. A separate Action Plan (Attachment 1) summarises how each of these strategies will be activated.

OBJECTIVES	1. GROW OUR CITY'S IDENTITY AND APPEAL AS AN EVENT DESTINATION	2. MAXIMISE THE ECONOMIC AND SOCIAL BENEFITS	3. OPTIMISE RESOURCES
STRATEGIES	1. Support major events that showcase Penrith's unique qualities, activate city precincts and resonate with target markets	1. Increase the economic contribution from event visitors	1. Enhance Penrith's reputation as an event-friendly city
	2. Develop a sustainable calendar of regional homegrown events	2. Activate the city and event precincts as a city-wide experience	2. Build the capacity and capability of event organisers and volunteers, and increase resource efficiencies
	3. Build Penrith's reputation as a centre of excellence for sporting events and sports tourism	3. Increase the Return on investment (ROI) from tourism and community event support	3. Foster stakeholder collaboration in event planning, acquisition and marketing
	4. Develop and support events that engage and build capacity and connection within local communities	4. Increase the impact of event marketing	4. Enhance key event infrastructure across the city to support growth
	5. Leverage new and existing business precincts and Western Sydney airport to attract business events	5. Foster responsible event management	5. Create the right internal environment



ATTACHMENT 1: ACTION PLAN

THE ACTION PLAN OUTLINES THE STRATEGIES AND THEIR ASSOCIATED ACTIONS TO BE REALISED OVER THE NEXT FIVE YEARS TO SET THE FOUNDATIONS FOR ACHIEVING THE VISION AND OBJECTIVES FOR PENRITH EVENTS.

Actions will be implemented over the following time frames:

- Short-term – within one year
- Medium-term – between two to four years
- Long-term – up to five years or more
- Ongoing actions will be implemented between 2020 and 2024

Objectives 1 and 2 provide the strategies and actions to ensure events in Penrith activate the visitor economy, while Objective 3 comprises the strategies and actions that are the 'enablers'- those required to ensure the effective implementation of the Events Strategy. The actions are not listed in order of priority. The project lead is identified where responsibility includes partners in implementation.

Two funding mechanisms are required for Penrith City Council (Penrith City Council) to proactively attract and support events in the city and build Penrith's profile as a competitive regional event city (see Attachment 2 of the Strategy for further details:

1. A Penrith Events Partnership Program with three separate funding streams will provide Penrith City Council with a transparent and systematic means to support events that meet required assessment criteria and Key Performance Indicators (KPIs).
2. An Event Acquisition Fund will enable Penrith City Council to develop bids and undertake marketing to attract external events to Penrith.

OBJECTIVE 1: GROW OUR CITY'S IDENTITY AND APPEAL AS AN EVENT DESTINATION

PENRITH'S CHARACTER IS CHANGING AS THE COMMUNITY EXPANDS AND NEW ENERGY AND IDEAS ARE SEEDED AND EMBRACED.

Events play a pivotal role in growing a city's identity and appeal in the minds of visitors and the community. This identity is the catalyst for repeat visitation, business and infrastructure development and community pride and connectedness.

Penrith City Council will encourage and support events that forge an identity based on the city's natural and built assets and enhance the city's competitiveness as a tourism destination and as a vibrant, innovative and thriving community to live, work and play. These will include sports, business, leisure and community events that utilise and celebrate the river and lakes, activate open and public spaces, and personify the destination brand and brand pillars for visitors and local communities.

Sports are an important part of Penrith's event's identity. Quantifying the impact of sports events for the city is essential to support decisions on the allocation of funding and effort.

STRATEGY 1
SUPPORT MAJOR EVENTS THAT SHOWCASE PENRITH'S UNIQUE QUALITIES, ACTIVATE CITY PRECINCTS AND RESONATE WITH TARGET MARKETS

ACTIONS	TIME FRAME	RESPONSIBILITY	FUNDING	KPIs
1.1.1 Establish a Strategic Partnerships Fund as a funding stream within an Event Partnership Program to support the acquisition and retention of major events over a three-year period. Events will be proactively acquired, with each to have a customised strategic partnership agreement developed that supports the achievement of the strategic goals and the major event KPIs (see.2.3.1).	MEDIUM TERM	City Activation Community and Place/ Economic Initiatives	Event Partnership Program	<ul style="list-style-type: none"> 3-5 major events over a three year period (may include arts/ culture /leisure and sporting events)
1.1.2 Penrith City Council to develop Real Festival into Penrith's main flagship event, with a 10-year plan articulating the vision, strategies and actions for the event's management and growth. This will include: <ul style="list-style-type: none"> expanding the current Real Festival footprint at Tench Reserve to accommodate additional festival attendees and address access issues developing satellite events and community activations around the City in the lead-up to the festival, with Tench Reserve remaining the festival hub. 	MEDIUM TERM	Lead: City Activation Community and Place Partners: Event suppliers	Penrith City Council	<ul style="list-style-type: none"> 50,000 visitors attending event Activations in main city precincts Minimum of 5 satellite events throughout Penrith 10,000-15,000 attendees to satellite events
1.1.3 Based on an analysis of 12 months of data captured in the Assessment Tool, identify the type of leisure event that will be the best fit to draw visitors during the low season of mid-winter or summer and target event promoters to attract the desired events.	MEDIUM TERM	City Activation Community and Place/ Economic Initiatives	Event Partnership Program	<ul style="list-style-type: none"> Event secured for three years and launched by December 2023 30,000 visitors attending event in year one \$500,000 media exposure in year one

STRATEGY 2
DEVELOP A SUSTAINABLE CALENDAR OF REGIONAL HOMEGROWN EVENTS

ACTIONS	TIME FRAME	RESPONSIBILITY	FUNDING	KPIs
1.2.1 Create a Regional Event Sponsorship fund as an annual funding stream within an Event Partnership Program to support the growth and sustainability of homegrown and external regional events. The funding to be offered in two rounds per year, with a clear application process, criteria and desired KPIs (as per assessment framework).	SHORT TERM / ONGOING	City Activation Community and Place	Event Partnership Program	<ul style="list-style-type: none"> Funding submissions received and funding allocated



STRATEGY 3

BUILD PENRITH'S REPUTATION AS A CENTRE OF EXCELLENCE FOR SPORTING EVENTS AND SPORTS TOURISM

ACTIONS		TIME FRAME	RESPONSIBILITY	FUNDING	KPIs
1.3.1	As per the assessment framework, continue to proactively acquire sport and recreation events, including suitable international, state and national championships and pre-season tournaments (with strategic partnerships established for Major Events as per 2.3.1).	ONGOING	City Activation Community and Place/ Economic Initiatives	Event Partnership Program	<ul style="list-style-type: none"> Number of sporting and recreational events attracted per year
1.3.2	Develop packages for second tier sporting and school sports groups including options that align with the Australian curriculum.	ONGOING	City Activation Community and Place/ Economic Initiatives	N / A	<ul style="list-style-type: none"> Increased length of stay of sporting groups Packages created and sold to sporting and school groups during the year
1.3.3	Proactively acquire women's events across different sports codes, supported by the necessary facilities to build Penrith's profile amongst event organisers and sports groups as a compelling destination for this growing market.	MEDIUM TERM	City Activation Community and Place/ Economic Initiatives	Penrith City Council Event Acquisition Fund for bidding and marketing	<ul style="list-style-type: none"> Minimum of 2 new women's events acquired by December 2021
1.3.4	Market Penrith as a sports hub and centre of excellence for sport, and celebrate the historic link to the Sydney Olympics.	ONGOING	City Activation Community and Place/ Economic Initiatives	Partnership with key sports venues/ organisations	<ul style="list-style-type: none"> Annual marketing campaign delivered

STRATEGY 4

DEVELOP AND SUPPORT COMMUNITY EVENTS THAT ENGAGE, AND BUILD CAPACITY AND CONNECTION WITHIN LOCAL COMMUNITIES

ACTIONS		TIME FRAME	RESPONSIBILITY	FUNDING	KPIs
1.4.1	Create a Community Events fund as a funding stream within an Event Partnership Program for Community Events, with one funding round plus one floating funding round per year to support events that demonstrate their ability to meet the assessment framework criteria.	SHORT TERM / ONGOING	City Activation Community and Place	Event Partnership Program	<ul style="list-style-type: none"> Funding submissions received and funding allocated
1.4.2	Annually review the portfolio of community events to ensure individually and collectively they continue to meet the outcomes articulated in the assessment criteria. This will require rationalisation of some events and the identification of gaps in Council events and opportunities for community groups to extend or develop new events. (See 3.2.3 for community event review and strategy support to organisers.)	ANNUALLY	City Activation Community and Place	N / A	<ul style="list-style-type: none"> Annual review conducted Balanced community events portfolio
1.4.3	Coordinate, collate, promote and disseminate a hard copy seasonal calendar of events as a resource for residents, business owners and visitors.	SHORT TERM / ONGOING	City Activation Community and Place	Penrith City Council	<ul style="list-style-type: none"> Seasonal calendar of events distributed to all residents and available at visitor hot points in Sydney 8 weeks prior to the first scheduled event

STRATEGY 5

LEVERAGE NEW AND EXISTING BUSINESS PRECINCTS AND WESTERN SYDNEY AIRPORT TO ATTRACT BUSINESS EVENTS

ACTIONS	TIME FRAME	RESPONSIBILITY	FUNDING	KPIs
<p>1.5.1</p> <p>Identify bid opportunities for domestic associations, government agency conferences, exhibition events, team building, and satellite meetings for major conferences based in Sydney that leverage areas of specialist knowledge and expertise, and Penrith's outdoor and adventure activities (refer to the assessment framework).</p>	SHORT TERM	City Activation Community and Place/Economic Initiatives	Penrith City Council Event Acquisition Fund for bidding and marketing	<ul style="list-style-type: none"> Database of targeted events developed and ready for pitching
<p>1.5.2</p> <p>Develop a Business Events Action Plan that includes:</p> <ul style="list-style-type: none"> target business sectors and the type of business events to attract and grow online information and support required for event organisers critical partnerships to attract and grow business events. 	MEDIUM TERM	City Activation Community and Place/Economic Initiatives	N / A	<ul style="list-style-type: none"> Business Events Action completed
<p>1.5.3</p> <p>Proactively promote Penrith to the business events market, including:</p> <ul style="list-style-type: none"> development of conference and meeting bids. attendance at Asia Pacific Incentives Meetings Event (AIME) work with Western Sydney University, TAFE, Science Park and Penrith Panthers to attract conferences and business meetings in their specific areas of expertise. pursue business event bids as part of a Western Sydney collaboration, working with Destination NSW Regional Conferencing team and Western Sydney Business Chamber to secure new business events. 	MEDIUM TERM	<p>Lead: City Activation Community and Place/Economic Initiatives</p> <p>Partners: Business events venues, Western Sydney University, TAFE, Science Park and Penrith Panthers</p>	Penrith City Council Event Acquisition Fund	<ul style="list-style-type: none"> Attract 2 new conference or business meetings Attendance at AIME Identified areas of expertise to promote 2-4 business events acquired through Western Sydney collaboration
<p>1.5.4</p> <p>Create a dedicated business events section within the Visit Penrith website to position the destination as a business event city, and streamline the event planning process for event organisers/meeting planners.</p>	LONG TERM	City Activation Community and Place/Economic Initiatives	Penrith City Council	<ul style="list-style-type: none"> Website update complete and active

OBJECTIVE 2: MAXIMISE THE ECONOMIC AND SOCIAL BENEFITS OF EVENTS

Important catalysts for tourism and economic development, events raise the profile and reputation of Penrith, and deliver economic benefit through local spend and repeat visitation. Events are also an important tool to support and showcase the city's values and aspirations, including environmental responsibility and sustainability, social diversity, innovation and growth. They encourage and facilitate community pride, tolerance and connectedness, and foster creativity.

Events can respond to community needs when they meaningfully involve residents, and create a sense of belonging for the different members of the community. Events also facilitate communities coming together to tackle major social, environmental and political issues.

City-wide activation during and around events is key to increasing length of stay and expenditure, and enhancing the experience for visitors and residents. Activation of the Central Business District (CBD) also encourages residents and visitors, including those attending business events, into the city centre after hours, spending money and enhancing the vibrancy of the city. Multiple sectors including hospitality, retail, accommodation and attractions can extend the event experience and give more reasons for visitors to stay and spend, and in turn benefit from a growing visitor economy.

Penrith City Council will optimise the value of supported events in the region, with a focus on quality over quantity as a targeted investment approach. A diverse calendar of events giving consideration to timing, type of event and location is sought to spread benefit as widely as possible across the city and the calendar year, and to balance short term economic return and longer-term destination benefits. Measurement mechanisms that allow transparency in understanding the results of events will support assessment.

STRATEGY 1
INCREASE THE ECONOMIC CONTRIBUTION FROM EVENT VISITORS

ACTIONS	TIME FRAME	RESPONSIBILITY	FUNDING	KPIs
2.1.1 Develop and promote new event 'stay & play' experiences that convert day trippers to overnighters, packaging accommodation and experiences with sporting, business and leisure events and providing itineraries for target audiences.	SHOR TERM / ONGOING	Economic Initiatives	N / A	<ul style="list-style-type: none"> Minimum of 4 stay and play packages developed Itineraries developed and promoted for target event audiences Increase in overnight visitors
2.1.2 Work with neighbouring destinations in cross-promotion of events and development of event packages to increase length of stay.	ONGOING	Economic Initiatives	N / A	<ul style="list-style-type: none"> At least 2 cross-border initiatives developed annually

STRATEGY 2
ACTIVATE THE CITY AND EVENT PRECINCTS AS A CITY-WIDE EXPERIENCE

ACTIONS	TIME FRAME	RESPONSIBILITY	FUNDING	KPIs
2.2.1 Encourage and support CBD activations during major events as per assessment framework.	ONGOING	Lead: City Activation Community and Place Partner: CBD Corporation	N / A	<ul style="list-style-type: none"> CBD activation for each major event
2.2.2 Provide local businesses and the community with tips on maximising the opportunities events offer, including new product development, collaboration, product packaging and marketing.	SHORT TERM / ONGOING	City Activation Community and Place/Economic Initiatives	N / A	<ul style="list-style-type: none"> Information provided on online events portal Minimum of 10 participants at an annual workshop
2.2.3 Facilitate an events venue familiarisation program to ensure sales staff at all tourism and event venues are familiar with all experiences and event spaces to better sell the full destination experience.	SHORT TERM / ONGOING	Lead: City Activation Community and Place/Economic Initiatives Partner: Events venues	N / A	<ul style="list-style-type: none"> Annual events venue famil hosted Minimum of 10 staff in attendance on famil

STRATEGY 3
INCREASE THE RETURN ON INVESTMENT (ROI) FROM TOURISM AND COMMUNITY EVENT SUPPORT

ACTIONS	TIME FRAME	RESPONSIBILITY	FUNDING	KPIs
2.3.1 Introduce three-year strategic partnership agreements for Major Events with event organisers and venues. A year-round focus that maximises event outcomes for the visitor economy and the ROI from event funding, these agreements will outline what the events will bring to Penrith over the three-year period and what the City will offer in return.	SHORT TERM / ONGOING	City Activation Community and Place/Economic Initiatives	Events Partnership Program	<ul style="list-style-type: none"> Strategic partnerships in place
2.3.2 Require major and regional event organisers that receive funding to use required templates and resources including the following: <ul style="list-style-type: none"> events measurement tool (as noted in the Events Partnership Program) to assess economic impact that is consistent and systematic across the region a visitor survey template to capture visitor and economic data as required by the Assessment Tool media monitoring to assess the media return and reach environmental policy template. 	SHORT TERM / ONGOING	City Activation Community and Place	N / A	<ul style="list-style-type: none"> 100% of event organisers that receive funding support from the Penrith City Council are using required measurement tool Survey template developed for post event reporting and in place at sports events 100% are completing the visitor data template 100% use media monitoring
2.3.3 Roll out information sessions on the new funding framework so that event organisers understand how it applies to them.	SHORT TERM / ONGOING	City Activation Community and Place	N / A	<ul style="list-style-type: none"> Information session held More than 50% of local event organisers attend
2.3.4 Promote 'Shop Local'. Develop a database of local suppliers for use by event organisers and the business community. Include the use of local suppliers, or demonstrated effort to source local, as part of the competitive bid process in the event funding assessment criteria and advocate to external event organisers the benefits of utilising local suppliers.	MEDIUM TERM/ ONGOING	City Activation Community and Place	N / A	<ul style="list-style-type: none"> 100% of event organisers that receive funding support from the City are demonstrating a genuine effort to source local suppliers by December 2023

STRATEGY 4
INCREASE THE IMPACT OF EVENT MARKETING

ACTIONS	TIME FRAME	RESPONSIBILITY	FUNDING	KPIs
2.4.1 Ensure events are integrated into strategic destination marketing initiatives under 'Visit Penrith'.	ONGOING	Economic Initiatives	N / A	• Economic Initiatives
2.4.2 Redevelop the What's On page of Visit Penrith to: • feature Major Events • list other tourism, major sporting and community events • promote associated experiences and packages to encourage local and out of town attendance.	SHORT TERM	Economic Initiatives	N / A	• What's On page redevelopment completed
2.4.3 Require event organisers to list their event on the Australian Tourism Data Warehouse (ATDW), with this requirement part of the assessment criteria for event support.	SHORT TERM / ONGOING	City Activation Community and Place/ Economic Initiatives	N / A	• 100% of event organisers that receive funding support from the City are listed on ATDW by December 2023
2.4.4 Offer guidance to event organisers in their development of event marketing plans and campaigns that promote the event and showcase the destination and its experiences.	ONGOING	City Activation Community and Place/ Economic Initiatives	N / A	• Guidance offered to event organisers
2.4.5 Develop and implement seasonal event and event-specific marketing campaigns (including social media and media releases) in conjunction with relevant stakeholders to promote events to local residents and visitors, build local event advocates, and encourage positive word of mouth promotion to visiting friends and family.	SHORT TERM / ONGOING	Economic Initiatives	N / A	• Marketing campaigns completed

STRATEGY 5
FOSTER RESPONSIBLE EVENT MANAGEMENT

ACTIONS	TIME FRAME	RESPONSIBILITY	FUNDING	KPIs
2.5.1 Ensure council-produced events demonstrate best practice in environmental management.	ONGOING	City Activation Community and Place	N / A	• All council events and civic functions demonstrate the environmental management guidelines
2.5.2 Supply event organisers with information about environmentally preferred options for recyclables and disposable goods and eco-friendly promotional products.	ONGOING	City Activation Community and Place	N / A	• Factsheet provided
2.5.3 Develop a template environmental policy for event organisers to support their funding assessment application process.	SHORT TERM	City Activation Community and Place	N / A	• Template developed

OBJECTIVE 3: OPTIMISE RESOURCES

As noted in the Community Plan, Penrith cannot deliver the services the local community needs without properly managing its people, assets and finances. To successfully develop and attract events, Penrith City Council needs to adequately resource its role in events. This objective is very much about ensuring the necessary 'enablers' are in place for the successful implementation of this Strategy.

A collaborative approach by Penrith City Council (and within Council departments) and events, tourism and regional partners is a cornerstone of the Strategy. A 'one stop shop' online events portal and single point of contact for leisure, business and sporting events are fundamental to maximise event outcomes. They will deliver a clear process for event organisers and Council officers and enhance resource efficiencies.

The commitment and passion of event organisers and volunteers are drivers of event success. Developing skills and sustaining enthusiasm, particularly amongst community-led events will ensure Penrith continues to deliver quality of events all year round.

Penrith has significant event infrastructure including world ranking sports facilities and a nationally significant art and performance space. To ensure infrastructure is effectively used across the year requires understanding of the city's event precincts, the current capacity of infrastructure in each, any short falls to support event delivery, and then joint planning by the Penrith City Council and stakeholders.

STRATEGY 1

ENHANCE PENRITH'S REPUTATION AS AN EVENT-FRIENDLY CITY

	ACTIONS	TIME FRAME	RESPONSIBILITY	FUNDING	KPIs
3.1.1	Provide a one-stop-shop, event liaison service within the City Activation Community and Place team, offering a single point of contact for external event organisers. Service to be focused on streamlining the regulatory process and access to funding and resources, and providing guidance on event timing and development.	SHORT TERM	City Activation Community and Place	N / A	<ul style="list-style-type: none"> Single point of contact provided for event enquiries
3.1.2	Establish an internal events committee that meets to discuss and process event applications and foster a culture of 'event-enabling' within Penrith City Council. The committee is to have representation from decision makers in all areas involved in holding events on public land and public roads, including planning, transport, parks and recreation, sustainability and utilities.	SHORT TERM	City Activation Community and Place	N / A	<ul style="list-style-type: none"> Internal events committee established
3.1.3	Identify a process to ensure that all statutory obligations are met under the Environmental Planning and Assessment Act, Roads Act and the Local Government Act	MEDIUM TERM	City Activation Community and Place	N / A	<ul style="list-style-type: none"> Obtain all relevant consents at least four weeks prior to the event

ACTIONS	TIME FRAME	RESPONSIBILITY	FUNDING	KPIs
<p>3.1.4</p> <p>Audit event sites and infrastructure to identify those to be developed into fit for purpose event precincts, the target events for those sites, and the site requirements for the events. Target events on these sites will be given pre-approval to streamline the application process. Audit is to identify Penrith City Council parks and reserves to be available for the local community to access and enjoy year-round (these sites will be excluded from event use).</p> <p>(Draw on and update the relevant findings of the Sports Decentralisation Program report on sporting and recreation facilities.)</p>	SHORT / MEDIUM TERM	City Activation Community and Place	Penrith City Council	<ul style="list-style-type: none"> Audit of event sites completed by December 2020 Target events for each site agreed upon by March 2021 Fit for purpose event sites established by December 2022, with pre-approved permits.
<p>3.1.5</p> <p>Develop an Events Policy to assist event organisers with the regulations and processes associated with holding an event on all public land under the ownership and/or control of Penrith City Council.</p> <p>The Policy is to include:</p> <ul style="list-style-type: none"> event sites, fit for purpose sites, and events that have pre-approval in those precincts step by step application process event application form criteria to assess event organisers' Event Management Plans against thresholds such as visitor numbers, car parking, timing, noise and amenity to determine if they are exempt from or require a Development Application templates for Traffic Management, Waste, Sustainability and Accessibility. 	MEDIUM TERM	City Activation Community and Place with Internal events committee (see action 3.1.2)	N/A	<ul style="list-style-type: none"> Events Policy developed and available online for event organisers by June 2021
<p>3.1.6</p> <p>Encourage all events organisers holding events on privately owned land within the city to use the Events Policy to assist with successful event planning.</p>	MEDIUM TERM	Lead: City Activation Community and Place Partner: Event organisers	N / A	<ul style="list-style-type: none"> Events Policy developed and available online for event organisers by June 2021

STRATEGY 2 BUILD THE CAPACITY AND CAPABILITY OF EVENT ORGANISERS AND VOLUNTEERS AND INCREASE RESOURCE EFFICIENCIES				
ACTIONS	TIME FRAME	RESPONSIBILITY	FUNDING	KPIs
<p>3.2.1</p> <p>Provide training and upskilling opportunities for local tourism and community event committees and organisers via workshops, mentoring and 1-1 coaching to improve capacity and capability, facilitate partnerships, and aid growth and sustainability.</p>	ONGOING	Lead: City Activation Community and Place/Economic Initiatives	Source funding via state or federal funding programs to deliver this (approx. \$25,000/ year)	<ul style="list-style-type: none"> Annual capacity building program offered (may be provided as part of networking opportunities noted at Strategy 3 below) Attendance by at least 50% of event committees
<p>3.2.2</p> <p>Communicate relevant grant opportunities to event organisers and provide letters of support where appropriate.</p>	ONGOING	City Activation Community and Place	N / A	<ul style="list-style-type: none"> All relevant grant information communicated to local event organisers Letters of support provided as required
<p>3.2.3</p> <p>Provide a review and strategy support service for selected events run by local community organisations, considering where the events fit within the whole event portfolio and the outcomes delivered.</p>	MEDIUM TERM	City Activation Community and Place	N / A	<ul style="list-style-type: none"> Strategy support provided as required
<p>3.2.4</p> <p>Ensure Council officers have the appropriate skills and training to facilitate capacity building and the development of sustainable events.</p>	ONGOING	City Activation Community and Place	N / A	<ul style="list-style-type: none"> Skill needs reviewed as part of regular performance reviews
<p>3.2.5</p> <p>Continue to develop and maintain an on-line database of community event organisers and community events to facilitate information sharing and promote community participation.</p>	ONGOING	City Activation Community and Place	N / A	<ul style="list-style-type: none"> Online database of community event organisers and community events

ACTIONS		TIME FRAME	RESPONSIBILITY	FUNDING	KPIs
3.2.6	Develop processes to effectively identify and train all potential volunteers for Council run events.	ONGOING	City Activation Community and Place	N / A	<ul style="list-style-type: none"> 100% of volunteers in Council run events receive required training
3.2.7	Work with the network of volunteer agencies across the region to encourage active volunteerism in events, particularly amongst young people, socially isolated and retired community members, with appropriate reward and recognition mechanisms to acknowledge volunteer contributions.	ONGOING	City Activation Community and Place	N / A	<ul style="list-style-type: none"> Number of volunteers participating in local events Volunteer retention in local events Diversity within volunteers

STRATEGY 3
FOSTER STAKEHOLDER COLLABORATION IN EVENT PLANNING, ACQUISITION AND MARKETING

ACTIONS		TIME FRAME	RESPONSIBILITY	FUNDING	KPIs
3.3.1	Facilitate an informal event network with twice yearly opportunities for tourism operators and event organisers to network, share information, plan event acquisitions, and discuss cross-promotion, marketing and delivery with a focus on a destination approach to event development and attraction.	SHORT TERM / ONGOING	City Activation Community and Place/ Economic Initiatives	Penrith City Council	<ul style="list-style-type: none"> 2 event networking opportunities provided each year
3.3.2	Establish a regional events network of Western Sydney councils that actively pursues joint event bid opportunities and activities to leverage events to increase length of stay and spend in Western Sydney.	LONG TERM	City Activation Community and Place/ Economic Initiatives	N / A	<ul style="list-style-type: none"> Regional events network established by December 2023
3.3.3	Continue to develop working relationships with the Destination NSW Events team and Western Sydney Business Chamber in the acquisition of events.	ONGOING	City Activation Community and Place/ Economic Initiatives	N / A	<ul style="list-style-type: none"> Minimum of 1 new event acquired per year through relationships

STRATEGY 4
ENHANCE KEY EVENT INFRASTRUCTURE ACROSS THE CITY TO SUPPORT GROWTH

ACTIONS		TIME FRAME	RESPONSIBILITY	FUNDING	KPIs
3.4.1	Undertake an annual review of the city's event sites and infrastructure to identify the works and associated budget required to continue to service target events (with those events noted in the event site audit: 3.1.4)	ONGOING	Lead: City Activation Community and Place	Penrith City Council	<ul style="list-style-type: none"> Annual review of event sites and infrastructure requirements, with report submitted for budget approval
3.4.2	Ensure provision is made for events and associated infrastructure in the City's precinct planning and development	ONGOING	City Activation Community and Place	N / A	<ul style="list-style-type: none"> City's event requirements provided for in precinct plans and their implementation
3.4.3	Continue to encourage investment in accommodation infrastructure to meet needs of target visitor markets.	ONGOING	Economic Initiatives	N / A	<ul style="list-style-type: none"> Accommodation stock is meeting needs of event markets
3.4.4	Continue to develop and grow Penrith's tourism product and infrastructure, theatre, gallery and cultural assets, laneways/ arcades, public spaces and the emerging restaurant and café scene, to add value to the Penrith event experience.	ONGOING	Lead: Economic Initiatives Partners: CBD Corporation, St Marys Corporation, local industry	N / A	<ul style="list-style-type: none"> New experiences and spaces developed

STRATEGY 5
CREATE THE RIGHT INTERNAL ENVIRONMENT

ACTIONS		TIME FRAME	RESPONSIBILITY	FUNDING	KPIs
3.5.1	Continue to review Penrith City Council's event roles to ensure they have the capacity to implement the Events Strategy.	ONGOING	City Activation Community and Place	Penrith City Council	<ul style="list-style-type: none"> Annual review of event roles completed

MEASUREMENT AND MONITORING

The Strategy will be reviewed annually to ensure the actions continue to remain relevant over the five years. The performance of the event portfolio in delivering the Strategy's vision, objectives and outcomes will be monitored, measured and reported on as part of the annual review.

Performance will be measured against the specific KPIs for each action and the following overarching performance criteria:

PERFORMANCE CRITERIA	MEASURE OF SUCCESS
Increased overnight visitation	<ul style="list-style-type: none"> Number of overnight visitors in region as reported by Tourism Research Australian (TRA) Length of stay as reported by TRA
Increased visitor spend	<ul style="list-style-type: none"> Visitor expenditure as reported by TRA
Increased visitation during shoulder months	<ul style="list-style-type: none"> Number of visitors to region as reported by TRA
Enhanced liveability of the region (defined in tourism context by aspects of a growing economy, vibrant public spaces, community engagement in local events)	<ul style="list-style-type: none"> Number of local residents attending local events Number of events and activities in public spaces Economic growth metrics as reported by REMPLAN Local employment as reported by REMPLAN
Building business capability	<ul style="list-style-type: none"> Number of businesses participating in capacity building programs Number of new cooperative event marketing and/or product development activities
Event acquisition	<ul style="list-style-type: none"> Number of event proposals received and considered each year

ATTACHMENT 2: EVENT FUNDING

FUNDING SOURCES

Two funding sources are recommended to effectively achieve the objectives of the Strategy and activate Penrith as a competitive regional events destination:

1. A Penrith Events Partnership Program with three separate funding streams for Penrith City Council to administer to support events that meet the required assessment criteria and Key Performance Indicators (KPIs).
2. An Event Acquisition Fund to enable Penrith City Council to develop bids and undertake marketing to attract external events to Penrith.



1. PENRITH EVENTS PARTNERSHIP PROGRAM

For each event category, the Events Partnership Program outlines the events to attract, support and leverage and the KPIs they need to deliver. The Program is the practical means to implement the assessment framework and ensures Council has a transparent decision-making process in actioning the Strategy.

Following is an overview of the three separate funding streams and the associated assessment criteria, with a total annual budget of \$360,000 committed to the delivery of this Program.

1.1 STRATEGIC PARTNERSHIPS					
This funding is to support the acquisition and retention of major events over a three-year period. Events will be proactively acquired, with a customised strategic partnership agreement developed that supports the achievement of the major event's strategic goals and KPIs.					
EVENT CATEGORY	BUDGET ALLOCATION YEAR*	QUANTITY FUNDED / YEAR	ECONOMIC KPIs	SOCIAL KPIs	SUSTAINABILITY KPIs
Major Events	\$200,000	3-5	Visitor #: 10,000-20,000 people OVE ^β : \$2million + Visitor nights: 2-4min Align with target markets Media: Regional to national AVE ^β \$500,000+ Time of year (off peak/shoulder) Strong dispersal and yield strategy Use local suppliers Event listed on ATDW ROI ^β : 15:1	<ul style="list-style-type: none"> Engage local communities and build capability Build community pride Enable new infrastructure Activate city spaces Improve attractiveness to live and do business Respect 'community licence' and give back to community Showcase Penrith in a positive light through media and digital activity 	<ul style="list-style-type: none"> Current environmental policy in place around waste, water, power (prefer plastic free and no waste policy) 3 years of strong financial records Necessary insurances in place Positive references from past host destinations

*Budget allocation has been determined based on the funding allocated to events over the past few years and the benchmark cities. OVE^β refers to Overnight Visitor Expenditure; AVE^β refers to Advertising Value Equivalency and ROI^β refers to Return on Investment

1.2 REGIONAL EVENTS SPONSORSHIP

This sponsorship fund is to support the growth and sustainability of homegrown and external regional events via an annual (two rounds per year) application process with desired KPIs and criteria.

EVENT CATEGORY	BUDGET ALLOCATION YEAR*	QUANTITY FUNDED / YEAR	ECONOMIC KPIs	SOCIAL KPIs	SUSTAINABILITY KPIs
Regional Events	\$100,000	5-10	Visitor #: 5,000 -10,000 people OVE ^β : \$1million + Align with target markets Time of year (off peak/shoulder) Use local suppliers Media: Local district AVE ^β \$200,000+ Event listed on ATDW ROI ^β : 10:1	<ul style="list-style-type: none"> Engage local communities and build capability Build community pride Activate city spaces Improve attractiveness to live and do business Respect 'community licence' and give back to community Showcase Penrith in a positive light through media and digital activity 	<ul style="list-style-type: none"> Current environmental policy in place around waste, water, power (prefer plastic free and no waste policy) Necessary insurances in place

*Budget allocation has been determined based on the funding allocated to events over the past few years and the benchmark cities. OVE^β refers to Overnight Visitor Expenditure; AVE^β refers to Advertising Value Equivalency and ROI^β refers to Return on Investment



1.3 COMMUNITY EVENTS FUND

The Community Events Fund is for community events external to Council, offering one funding round per year (and one floating round) for events that satisfy the assessment criteria and KPIs.

EVENT CATEGORY	BUDGET ALLOCATION YEAR*	QUANTITY FUNDED / YEAR	ECONOMIC KPIs	SOCIAL KPIs	SUSTAINABILITY KPIs
Community Events	\$60,000	10-20	Attendee #: 500+ Use local suppliers	<ul style="list-style-type: none"> Align to the Council's Community Plan Appeal to the different demographics of the community Activate public spaces Communicate key community and Council messages in a timely way Build pride in the city amongst residents Increase knowledge and skills within the community Celebrate community milestones that acknowledge local area achievements 	<ul style="list-style-type: none"> Current environmental policy in place around waste, water, power (prefer plastic free and no waste policy) Necessary insurances in place

Note: Festival and internal community and civic events are funded separately to this Events Partnership Program

*Budget allocation has been determined based on the funding allocated to events over the past few years and the benchmark cities.

OVE^β refers to Overnight Visitor Expenditure; AVE^β refers to Advertising Value Equivalency and ROI^β refers to Return on Investment

2. EVENT ACQUISITION FUND

In addition to the Events Partnership Program, it is recommended that Penrith City Council allocate \$25,000 per year to an Event Acquisition Fund. This budget allocation will be used to support the acquisition of external events as per the Strategy's Action Plan and Assessment Framework.

The fund may be used for such things as (but not limited to) attendance at Asia Pacific Incentives Meetings Events (AIME), creation of customised bid documents and travel to undertake the bid, marketing campaigns to position Penrith as 'the place to host your next event' and attendance at relevant industry events such as Australian Event Awards & Symposium.

This budget allocation should be reviewed and adjusted each year when the annual event assessment is taking place.

MEASUREMENT OF SUCCESS

All major and regional events funded by Penrith City Council must undergo a consistent measurement of success using the following formulas.

Return on Investment: $\text{Visitor nights} \times \text{average visitor spend (NVS)} / \text{Total grant value} = \text{XX}:1$

Cost per visitor: $\text{Total annual grant value} / \text{Total annual visitation} = \$\text{XX cost per visitor}$





ATTACHMENT 3: CASE STUDIES

MEASURING THE ECONOMIC VALUE OF SPORTING EVENTS

Sporting events are an important part of Geraldton's event calendar. To better understand the contribution they are making to the visitor economy and provide a clear understanding of the current sports tourism landscape in the Mid-West region of Western Australia, the City of Greater Geraldton have initiated the Mid West Sports Tourism Project. It involves the collection of economic impact data from sporting events in the Mid West over a 12 month period. Sporting participants and spectators are encouraged to complete a short, online survey, with a prize draw as an incentive to participate. The City will use the results to inform the development of a strategic sport tourism plan.

RESOURCING EVENTS

Across Australia there are multiple models for resourcing events. Wollongong City Council have achieved significant return on events in the major events space, with \$20 return in economic impact for every dollar spent directly attributed to their \$300,000 budget for acquiring major events. Community events are funded directly by the Council, while tourism events are supported through Destination Wollongong. Within their Destination team they have a major events unit with two full time resources (strategic management and coordination) to attract, retain and develop events. The Council offers a streamlined process for event organisers, with eight pre-approved event sites, generic site plans, event notification plans and traffic management plans available.

The City of Ballarat is committed to acquiring and developing events to grow the destination's reputation and appeal and increase the visitor economy. Around \$2.3 million is allocated to delivering 15 Council-managed events (most are for tourism and VFR). These events include the city's two flagship arts/cultural events. Additional funding is used to acquire external events. Community events are supported with guidance rather than funding. The City has a central events unit responsible for tourism events and a separate community and civic events team.

EVENT REGULATION

In response to the growing administrative burden, Shoalhaven City Council has had their Local Environmental Plan modified to make events exempt from development, therefore, not requiring a Development Application. The Tourism Team assess applications for temporary events on public land and public roads and issue a permit under the Local Government Act. The Team have developed a comprehensive Events Policy to provide a clear, consistent process to assist event organisers in taking their event through the application process to approval. The Policy is a living document, with updates as required to remain relevant, for example, the Team are increasing the environmental components and have a vision for events to be single use plastic free.

AWARD-WINNING REGIONAL FLAGSHIP FESTIVAL: TOOWOOMBA CARNIVAL OF FLOWERS, QUEENSLAND

2017 data. This budget has subsequently been under review and may have changed.

ABOUT CARNIVAL

Toowoomba Carnival of Flowers has won Gold for Major Festival and Event at the Australian Tourism Awards for the past three years. It is a 70-year-old festival that draws 250,000 visitors to the city of 100,000 for 10 days.

Carnival's program encompasses 77 events across the region to attract a broad audience, maximise dispersal and spend, and maintain local pride in the event. The biggest attraction is the floral displays in two parks; followed by a parade which attracts 50,000 visitors; the 100+ open private gardens (its USP); and the Festival of Food & Wine (which attracts different visitors than the gardens).

Visitors and locals are encouraged to explore the region with ticketed guided tours of the country and town gardens; self-drive itineraries of the gardens; special foodie experiences; a popular craft show at a rural school; and two festivals at rural pioneer villages.



Toowoomba Botanic Gardens: flower beds surrounded by lawn

IMPACTS AND MANAGEMENT

Carnival's success is measured in terms of:

- **economic impact (\$35 million)**
- **tourism impacts (such as bed nights in the Toowoomba region and across Queensland)**
- **local pride, which the Councillors measure through their face to face community engagement.**

Carnival has been managed by Toowoomba Regional Council since the early 2000s; it runs 27 of the 77 events. These include major elements such as the parade and the Festival of Food & Wine as well as smaller foodie and garden tours and progressive dinners. Council's contribution is only 5% of Carnival's budget, with funding largely from commercial sponsor partnerships, ticket sales, and in-kind sponsorship.

Carnival's other 50 events are run by community groups and businesses, such as the open garden competition run by the local newspaper; art and plant exhibitions; a farmers market; a polo match; Carnival motorsports sprint; theatre productions; and even a teapot extravaganza.

MARKETING

Carnival's biggest target market is visiting friends and relatives (VFR). Other visitors include repeat visitors, coach groups, LGBT, international students from nearby universities, and school children. The marketing activity targets females aged 25-55 who earn a good income, as these are the decision makers of high-value families. Carnival has found it does not need to run a VFR campaign to locals as residents' guest rooms fill up naturally.

The 2019 event launch was promoted online and then an A6 taster showcase booklet was distributed to 250,000 households in higher income suburbs and rural properties in south east Queensland. The purpose of the launch and collateral was to send people to Carnival's website, the key visitor information hub for the event. Closer to the event a full A4 program was distributed in Toowoomba at Visitor Information Centres and temporary festival information hubs in the two public parks.



LEVERAGING CARNIVAL

The local tourism industry and community leverage and promote the event in a number of ways, such as

- Hotels and motels offer accommodation packages
- Businesses decorate using templates provided by Carnival
- Businesses put on special events (such as a high tea at a wedding venue)
- Museums host activations (such as Highfields Steampunk Festival, Spring Heritage Weekend, a hanging basket display, and floral artists demonstrating their craft)
- Businesses sponsor elements of big events (such as Spring Polo's Burke and Wills Hotel Divot Stomp and Grand Central Shopping Centre Fashions on the Field)
- Public gardens are activated with guided tours (such as an Indigenous evening tour)
- Parks and garden tours are offered by tour operators (and even a taxi company)
- Toowoomba's year-round privately-operated daily city tours are included in the program

DEVELOPMENT AND GROWTH

While the parade, floral displays, and the open gardens have remained the core of the event over the past 70 years, Carnival continues to evolve with the addition of new events. The most recent significant change was the addition of the Festival of Food & Wine to tap into the drawing power of food, wine and popular music.

New events are also added when there is a gap in the program and the event would generate positive outcomes. For example, in 2019 a Night Garden for children was introduced to encourage use of a park at night time, provide a family friendly activity, and give families a reason to stay on the second weekend when there is some accommodation availability.



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