

An Ordinary Meeting of Lismore City Council will be held at the Council Chambers on 9 April 2024, 6.00pm

## **Attachments Excluded From Agenda**

Jon Gibbons  
**General Manager**

4 April 2024



# Attachments

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# COMMUNITY ENGAGEMENT PROGRAM

## REIMAGINE LISMORE

## OVERVIEW

A comprehensive community engagement program has been developed to support the delivery of Reimagine Lismore. The program and promise are aligned to the International Association of Public Participation (IAP2) spectrum at the collaborate level and uses a diverse range of channels and formats to give everyone the opportunity to have their voice and view heard.

The program leverages traditional touchpoints as well as develops new ones to ensure as many people as possible and organisations can have input. It includes a dedicated website, media placement, social media, radio, and print alongside broad and targeted community and stakeholder consultation. It includes community sessions, a survey, workshops, and regional pop-ups.

This is supported by over 150 stakeholder contact calls to directly engage organisations and groups to understand their needs and leverage their communication channels (e.g., newsletters, meetings).

The program includes a call for public submissions, mail outs to every household and a tool kit for organisations and individuals to host their own community sessions.

The program engages stakeholder groups across the local government area including businesses and business groups, first nations community, social service providers, youth groups, LGBTQI community and organisations, education services and institutions, seniors and aged care providers, farmers, agriculture producers and providers, disability groups and services, arts and culture organisations and community, emergency services, health, sport and wellbeing groups and institutions, industry, flood impacted community, environmental organisations, government as well as the broad community.

As Lismore is a regional hub there is also the opportunity for targeted engagement with stakeholders and people who travel to Lismore for employment or visitation.

The development of the Reimagine Lismore Program includes issues that are of a technical nature.

To address and support this the engagement program includes a range of education workshops, information sessions and a series of information sheets and videos on key subjects and topics. In addition, the research, papers, and reports on each of the program deliverables will be available on the website. Individuals and organisations can make submissions and submit research, papers, and reports for consideration, these will also be made publicly available on the website.



## PURPOSE

Reimagine Lismore is focused on creating a collective community vision and blueprint for the long-term future of Lismore. Through an inclusive and participatory process, Reimagine Lismore collaborates with individuals, community organisations, businesses, and not-for-profits to gain a sense of ownership and pride in the forward-looking direction of Lismore.

What is a community vision:

A short phrase or a single paragraph that describes the long-term goals, dreams, and aspirations for the community. The vision statement sets the bar high in terms of how the city wants to be perceived by the world in the future. A good vision statement is a self-fulfilling prophecy.

Why a community vision important:

The process of developing a community vision provides an opportunity to identify and respect what those before us have accomplished and use their lessons learned to move confidently.

## SCOPE

The community engagement program seeks to engage all levels of community including residents, ratepayers, businesses, organisations, community groups, educational institutions, and stakeholders.

The program is aligned to the COLLABORATE level as guided by the IAP2 spectrum.

This means:

Public Participation Goal is: To partner with the public in each aspect of the decision including the development of alternatives and the identification of the preferred solution

Promise to the Public: We will look to you for advice and innovation in formulating solutions and incorporate your advice and recommendations into the decisions to the maximum extent possible

Community can't influence: Legislative and legal requirements  
Council's response to the Reimagine Lismore program  
Council operational matters relating to the blueprint

Community can influence: Hopes, concerns, and values  
Individual and organisational responses

Priorities associated with:

- economy and investment
- land use
- infrastructure
- human and social impact
- environmental sustainability and climate

## OBJECTIVES

- Inclusivity all segments of the community, including underrepresented and marginalised groups, have a voice in the process
- Representation create platforms for all stakeholders to express their perspectives and interests
- Transparency foster trust and openness by sharing information about the progress, goals, and decision-making processes
- Accessibility ensure engagement activities, materials, and communication channels are accessible to all community members
- Participation motivate community members to actively participate and have a sense of ownership over the community's future
- 2-Way Communication facilitate open and ongoing dialogue between the community, stakeholders, and Council
- Collaboration promote partnerships between the community, community organisations, businesses, and government agencies
- Capacity Building share information and build knowledge to support informed input and outcomes
- Cultural Sensitivity respect and embrace cultural diversity within the community
- Long-Term ensure community engagement extends beyond duration and continues to influence the community's development

APPROACH

The Community engagement program supports the development of the deliverables of the Reimagine Lismore program while creating a sense of community and stakeholder ownership of the outcomes.

Deliverable	Description	Purpose	Output
Vision	An aspirational statement that outlines the desired future state of a community.	Sets the long-term goal and provides direction for planning and execution strategies.	Vision Statement
Blueprint	A framework and plan that translates the community vision into actionable steps.	Outlines the desired outcomes and roadmap for the sustainable growth and development of Lismore.	
Phase 1.			A series of strategies that outline outcomes, priorities, and actions required to deliver.
Phase 2.			A series of detailed plans to deliver key priorities.

Community engagement continues throughout the development of the Reimagine Lismore program with the focus of the engagement tailored across four phases.

Phase 1. Awareness

Purpose: Drive interest, understanding and support

Scope: Everyone can have a say

- Make people aware of the initiative – what it is (and isn't) and why
- Explain the process and the benefit of it.
- Address questions/concerns about it.
- Build excitement about developing a community owned vision.
- Encourage locals to think about their vision/hopes for Lismore

## **Phase 2. Engage**

Purpose: Drive people to engage and participate in the process

Scope: Everyone can have a say

- Encourage people to complete survey, attend event or forum, provide feedback
- Promote specific upcoming engagement activity
- Remind/reinforce – what people have a say on and constraints/limits
- Conduct workshops and information sessions

## **Phase 3. Educate**

Purpose: Provide and share information on key issues

Scope: Everyone can have a say plus targeted audiences

- Identify key issues, experts and views
- Use case studies, facts sheets, video explainers
- Conduct expert panels, charettes, forums
- Remind/reinforce – what people have a say on and constraints/limits

Phase 4. Inform

- Purpose: Advise and discuss outcomes
- Scope: Everyone can have a say plus targeted audiences
- Advise and discuss outcomes
  - Provide feedback on outcomes, process.
  - Outline next steps
  - Highlight how can support delivery
  - Measure and monitor progress
  - Continue engagement

METHODS

A variety of methods and tools have been incorporated to both engage the community at a broad/mass level and tailored to target specific audiences including advertising, community meetings and workshops, a youth summit, pop-up events, webinars, online engagement using the Your Say platform, website, and social media marketing.

COMMUNITY AND STAKEHOLDER TOUCHPOINTS

APPROACH	SUB - GROUP	DESCRIPTION	KEY ACTIVITIES
Lismore Show Stall	Broad community	Community Engagement will run a light touch engagement activity where participants can complete a postcard with their hopes for Lismore.	Run a Reimagine Lismore area at the Back Lismore stand during the show.
Media placement	Broad community	Disseminate information about Reimagine Lismore	Develop media plan

Social Media	Broad community	Content, information that creates interest and excitement and encourages individuals, organisations and communities to participate in the Reimagine Lismore program.	Develop social media plan
Radio	Broad community	Radio advertising and interview segments to enhance visibility and credibility.	Brief Mayor for regular radio segment  Liaise with relevant radio stations to organise segments and interviews
Print publications	Broad community	Publish articles in local media publications including village gazettes and newsletters	Liaise with media outlets  Develop communication plan
Local Matters	Broad community	Fortnightly publication for residents and ratepayers, delivered to 23,000 homes and post office boxes in the area	Draft copy
Your Say Lismore	Broad community	Project Website Page	Create page, develop frequently asked questions
Online Survey	Broad community	4 question survey on Your Say Lismore	Build online survey through Your Say page  Demographics required - age and suburb

Phone Survey	Broad community	Customer Contact Centre to conduct survey	Script developed and recorded Internal information page created
Paper Survey	Broad Community	Paper versions of the survey to be made available at Council front desks i.e. Corporate Centre, GSAC etc	Print copies of the survey Set up ballot box
Mailout	Residents & Ratepayers	Letter with postage paid return postcard	Draft letter Design postcard Bing Mailout Service
Community Discussion Guide	Broad community	Self-directed community feedback using the discussion guide	Draft copy Graphic design Printing
Customer On Hold Music	Broad community	Include messaging about the Reimagine Lismore that drives customers to the survey	Draft copy/script Arrange voiceover file Provide media files to Contact Centre for uploading
Councillor Briefing	Councillors	Brief councillors on Community Discussion Guide and provide materials.	Arrange briefing Print guides

Government Agency	Federal Government NSW Government	Engage with NSW and Federal MPs and agencies and inform about Reimagine Lismore.	Set up meetings with stakeholders
Advisory Group Meetings	Aboriginal Access and Inclusion Nimbin Sister City	Feedback through advisory group meetings	Set up meetings  Provide group members with self-directed guides
Pop-Ups	Broad community	Temporary events to interact with community members at events and places of interest.	Thursday Markets  Lismore Farmers Markets  Nimbin Markets  The Channon Craft Markets  Adam Gilchrist Oval, Caniaba  Clifford Park, Goonellabah  Elders Memorial Park  Goonellabah Skatepark  Heritage Park, Lismore  Kadina Park, Goonellabah



			<p>Nesbitt Park, South Lismore</p> <p>Peace Park, Nimbin</p> <p>Wade Park, East Lismore</p> <p>Lismore Shopping Square</p>
Community Conversation sessions	Broad community	A space where community members can attend to connect with Council officers to engage and participate in the Reimagine Lismore program.	<p>South Lismore</p> <p>North Lismore</p> <p>East Lismore</p> <p>Lismore CBD</p> <p>Goonellabah</p> <p>Nimbin</p> <p>Clunes</p> <p>Modanville</p> <p>The Channon</p> <p>Bexhill</p> <p>Wyrallah</p> <p>Dunoon</p> <p>Eltham</p>

First Nations Communities	<p>Bundjalung Elders</p> <p>Bundjalung Community</p> <p>Ngulingah Local Aboriginal Land Council</p> <p>Bundjalung Tribal Society</p> <p>Rekindling the Spirit</p> <p>Ngunya Jarjum</p>	Engaging with First Nations leaders, communities, groups and agency's and providing the tools to empower and participate in the Reimagine Lismore program.	<p>Meet with Elders of the community</p> <p>Attend organisation meetings</p> <p>Attend women's group meeting</p> <p>Attend organisation events</p> <p>Attend community events</p>
Libraries - Lismore and Goonellabah	Broad community	Displays and information available for public access	<p>Information stall with ipad stands for surveys</p> <p>Hard copies of surveys</p>
Community Organisations	<p>Social groups</p> <p>Charity groups</p> <p>Faith groups</p> <p>Local community hall groups</p>	Engaging local community groups and leaders, briefing them and providing the tools to empower their networks.	<p>Meet with key stakeholders</p> <p>Attend organisation meetings</p> <p>Newsletter article</p> <p>Pop-up stalls at major events</p>

	Sporting groups		
Schools	Public and private Preschools Primary Schools High Schools	Engaging schools, briefing them and providing the tools for their students to participate in the Reimagine Lismore program.	Meet with key stakeholders Postcard workshops in classrooms Posters Newsletter article Attend P&C Meetings Attend staff meetings
Youth	Youth Youth groups and organisations Headspace PCYC Office for Regional Youth	Engaging youth groups and organisations who work with youth, briefing them and providing the tools to enable young people to participate in the Reimagine Lismore program.	Meet with key stakeholders Attend organisation meetings Attend organisation events Attend local youth events Youth Summit
Adult & Community Education	Southern Cross University TAFE	Engaging adult and community education institutions, briefing them and providing the tools for both organisation and student participation in the Reimagine Lismore program.	Meet with key stakeholders Attend organisation meetings Attend organisation events

	ACE Community College  Registered Training Organisations		
Social Services	Homelessness and Housing organisations and their clients  Food pantries  Aged Care Facilities  Organisations that support vulnerable people	Engaging organisations and individuals, briefing them and providing the tools for both organisation and client participation in the Reimagine Lismore program.	Meet with key stakeholders  Attend organisation meetings  Attend interagency meetings
Disability Community	Community members  Disability Support Organisations	Engaging organisations and individuals, briefing them and providing the tools for both organisation and client participation in the Reimagine Lismore program.	Meet with key stakeholders  Attend organisation meetings  Pop-up event at International Day of People with Disability
LGBTQIA+ Community	LGBTQIA+ organisations and community members	Engaging organisations and individuals, briefing them and providing the tools for both organisation and client participation in the Reimagine Lismore program.	Meet with key stakeholders  Meet with Ally networks  Meet with relevant organisations

Business	<p>Council's Economic Development Team</p> <p>Lismore Chamber of Commerce</p> <p>Nimbin Chamber of Commerce</p> <p>Business NSW</p> <p>Local market organisers</p> <p>Lismore CBD Businesses</p> <p>Lismore Square Businesses</p> <p>Village businesses</p>	Engage businesses in Lismore, Nimbin and throughout the Villages, briefing them and providing information.	<p>Meet with key stakeholders</p> <p>Attend organisation meetings</p> <p>Posters for businesses</p> <p>Council Business Newsletter</p> <p>Attend relevant business events</p>
Nightlife	Local pubs, clubs, taverns and restaurants.	Engage hospitality businesses and premises, brief and provide information and collateral to generate public interest.	<p>Meet with key stakeholders</p> <p>Posters</p> <p>Coasters</p>
Environmental	<p>Council Environmental Team</p> <p>Landcare groups</p>	Engage with environmental stakeholder groups, briefing them and providing the tools for both organisation and individual participation in the Reimagine Lismore program.	<p>Meet with key stakeholders</p> <p>Council Environment Newsletter</p>

	Friends of the Koala Living Lab		Rural Landholder Program Meet with Landcare Groups Living Lab events
Agriculture	Farmers Primary Producers Rous County Council Rural Financial Counselling Service Local Land Services	Engage with agriculture and farming communities, briefing them and providing the tools for access and participation in the Reimagine Lismore program.	Meet with key stakeholders Attend organisation meetings Farmers Sheds
Health and Wellbeing	Broad community Mental Health and Wellbeing organisations Medical organisations	Engage with health and wellbeing groups and government organisations briefing them and providing the tools for both organisation and individual participation in the Reimagine Lismore program.	Attend organisation meetings
Flood impacted community	Council Community Recovery Officers Flood impacted community	Engage with groups, community organisations and individuals who were impacted by the 2022 floods and/or supporting community members in the recovery space	Liaise with Community Recovery Officers to engage with community at East Lismore Pod Village, community groups and organisations.  Attend organisation meetings

Virtual Community Sessions	Broad community	Provide a virtual session for community to participate and learn about the Reimagine Lismore program.	Develop schedule of dates and times
Internal	Council officer	Engage with Council officers to provide information and encourage participation in the Reimagine Lismore program.	Posters  Internal communication  Listening Posts – face to face, Chambers, Depot, Assets, GSAC, Parks and Gardens, Cemetery, Waste etc.  TV screens in facilities

### ENGAGEMENT PROGRAM RISKS

The potential engagement risks and mitigation strategies associated with the community engagement program include:

- Community Resistance  
Solution: develop timely, proactive, and transparent communication, education, and engagement can help address concerns and build trust.
- Inclusivity Challenges  
Solution: implement outreach strategies and targeted engagement efforts with local and community organisations to include diverse perspectives.
- Limited Engagement  
Solution: engage community members through multiple channels, address barriers to participation, and provide incentives for involvement.

- Communication Challenges  
Solution: implement clear and consistent communication, use various communication channels, and offer accessibility when necessary.
- Public Perception and Image of Lismore City Council  
Solution: Actively manage the project's image, respond to concerns, and clarify any misconceptions through clear communication.
- Lack of Follow-Through  
Solution: Develop a clear action plan with specific steps, responsibilities, and timelines to ensure the Reimagine Lismore program is implemented.





# REIMAGINE LISMORE ADVISORY PANEL

## TERMS OF REFERENCE

### 1. Name

Reimagine Lismore Advisory Panel

### 2. Background

Reimagine Lismore is the program of work to develop a long-term (30 year) community Vision and Blueprint to create a prosperous Lismore by:

- providing the community with strategies and plans about the long-term future of Lismore
- securing and aligning local, State and Federal government commitment and funding
- securing and aligning collective effort to deliver outcomes and have impact.

Through an inclusive and participatory process, the program collaborates with individuals, community organisations, businesses, not-for-profits, and institutions to foster a sense of ownership and pride in the forward-looking direction of Lismore.

It will consider the whole of the Lismore Local Government area, its villages, spaces, places, institutions, industries, and services as well as the role Lismore plays in the Northern Rivers region. It seeks to find an appropriate balance between land use change and large-scale flood mitigation and to address the resulting economic, social, environmental and leadership implications that flow from it.

It uses six technical domains to address specific issues to be addressed combined with a whole of Local Government Area approach that recognises there are inter-dependencies across these domains and 'city scale' considerations.

The six technical domains are:

- i. Economy and Investment
- ii. Land Use
- iii. Human Impact
- iv. Environmental Sustainability and Climate
- v. Infrastructure
- vi. Funding, Measurement, Delivery

A comprehensive community engagement program will be delivered to support the development of the program using a diverse range of channels and formats to maximise the opportunity for voices and views to be heard.

### 3. Function

The function of the Reimagine Lismore Advisory Panel (Panel) is to provide advice to Lismore City Council (Council) that is expert, strategic, impartial, and based on skills and experience to support the development of a long-term community Vision and Blueprint relating to the goal and objectives of the program:

Creating a prosperous Lismore by:

- providing the community with certainty and safety about the long-term future of Lismore
- securing and aligning local, State and Federal government strategy, commitment, and funding
- securing and aligning collective effort to deliver outcomes and have impact.

#### **4. Role**

The role of the Panel is to:

1. Understand and consider the technical issues underpinning the program.
2. Understand and consider the economic, social, and environmental context and implications of the program.
3. Understanding and consider the role and function of local government.
4. Provide advice and make recommendations to Council on the documents, strategies and plans developed through the course of the program.

#### **5. Membership**

The Panel consists of up to nine members and an Independent Chair.

The members have technical skills and expertise in one or more of the following:

- Economic development
- Land use planning
- Social services and planning
- Environment sustainability and climate
- Infrastructure planning and development
- Financial and commercial analysis

The Chair has skills and expertise in leading and managing panels considering complex programs, including integrating economic, social, and environmental considerations that drive city vision.

A majority of the Panel members are to have links to the Lismore community.

#### **6. Appointment**

Council will appoint the members and Chair of the Panel, following an expression of interest process.

#### **7. Term of Membership**

The term commences on endorsement by Council and continues through to the completion of the program currently forecasted to 31 December 2025.

The members and Chair are eligible for an extension of term should the completion date change.

The Committee may be dissolved or established by Council resolution.

Casual vacancies on the Committee may be filled by Council resolution.

A Committee member will cease being a member of the Committee if:

- a) the Committee is dissolved by Council resolution
- b) a written notice of resignation is provided by a member
- c) a member is absent for three consecutive meetings
- d) if a technical specialist or representative, a member ceases working for or representing their relevant organisation.

Replacement members will be appointed by resolution of Council.

If a vacancy occurs within three months of the end of the term, they will not be replaced.

## **8. Limitations**

The Panel is unable to:

- direct Council officers
- commit Council to any expenditure or specific course of action unless specific delegation has been resolved by Council
- waive or amend Council policies
- speak publicly or issue press releases on behalf of Council unless authorised

## **9. Visitors and Guests**

Guests may be invited to attend and present to meetings,  
Council officers may attend meetings to provide input on an agenda item.

Councillors, senior officers and community members may attend meetings as observers.

## **10. Meeting Protocol**

The Panel will meet monthly or as necessary aligned with the project outcomes.  
A quorum of the Panel is half plus one of the appointed members at the time of the meeting.

Panel members will be required to pre-read papers, reports as well as attend on site visits.

The agenda will be prepared and distributed to members a minimum of seven days prior to the meeting.

Resolutions will be by majority vote via a show of hands and recorded in the minutes.  
Proxy votes will not be accepted.

Minutes including recommendations to Council will be prepared at each meeting and distributed to all members and Council.

Meetings of the Committee will follow the Agenda.

Agenda items will be requested when a meeting is called.  
Members will speak through the Chairperson.  
Members will be respectful of each other and not interrupt a speaker

Professional or specialist advisers may be invited to address Committee meetings from time to time as required.

Matters will be decided by show of hands. Proxy votes will not be accepted.

Members of the public will be welcomed to meetings of the Committee but shall not vote on matters before the Committee. Members of the public may request to make representation to the Committee or to raise questions at the discretion of the Chairperson.

Members of the public cannot make audio or video recordings of the meetings. Notes can be taken.

Minutes will be reported to the next scheduled Council meeting for consideration and adoption.

## **11. Code of Conduct**

Members must:

- Adhere to the relevant Lismore City Council Code of Conduct (available on Council's website)
- Make positive contributions during meetings in a polite and respectful manner.
- Committee members are required to disclose any potential conflict of interest and appropriately manage any conflict to the satisfaction of Council.

## **12. Payment**

The role of a Panel member is unpaid with expenses paid.

## **13. Review of Terms of Reference**

Terms of Reference may be reviewed by Council the Panel can recommend changes to the terms of reference for consideration by Council.

# NSW Public Spaces Charter

Ten principles for public space in NSW

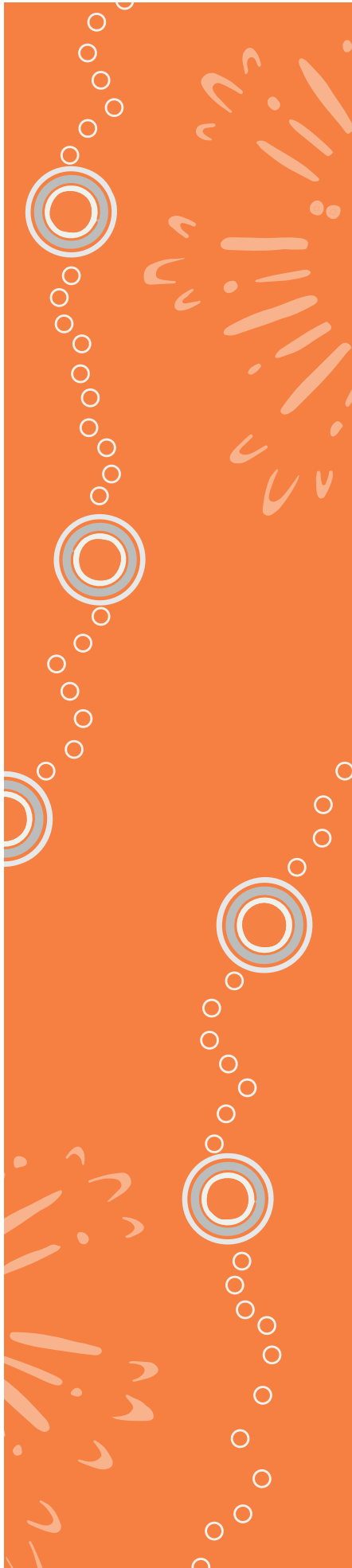


NSW Department of Planning,  
Industry and Environment

October 2021







## Acknowledgement of Country

The Department of Planning, Industry and Environment acknowledges the Traditional Custodians of the land and pays respect to Elders past, present and future.

We recognise Aboriginal and Torres Strait Islander peoples' unique cultural and spiritual relationships to place and their rich contribution to society. NSW is Aboriginal land, so throughout this document Aboriginal peoples are referred to specifically, rather than First Nations, or Torres Strait Islander peoples.

Aboriginal peoples take a holistic view of land, water and culture and see them as one, not in isolation to each other. The NSW Public Spaces Charter is based on the premise upheld by Aboriginal peoples that if we care for Country, it will care for us.

Published by the NSW Department of Planning, Industry and Environment

[dpie.nsw.gov.au](https://dpie.nsw.gov.au)

NSW Public Spaces Charter

Image on front cover: Noreuil Park, Albury. Courtesy of Destination NSW.

Artwork (left) by Nikita Ridgeway.

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## Statement of Country

*Barangaroo Reserve.  
Photographer: Alison Page  
and Nikolas Lachajczak*

Country is a holistic worldview that incorporates humans, non-humans, more-than-humans and all the complex networks and systems that connect them. Country is known to be alive and sentient, and continually communicating. Country is not constrained by boundaries, lines on a map, or edges of a site. Instead, Country soars high into the atmosphere, plunges far into the ocean, and deep into the earth's crust. Country has diverse and distinct ways of expressing and being understood depending on the people, place, and context. Country is associated with Aboriginal people's cultural groups, it is where their ancestors still walk, and the places to which they belong. But it is much more than this. Country is known in physical, spiritual, and cultural ways. Tangibly it might include the flora, fauna, geology, elements, and waters. Intangibly Country includes expressions about place, spirit, narratives, identity, cultural practice, Law, lore, languages, and customs. Country holds all these individual aspects together harmoniously, storing knowledges like an eternal library.

While it may not have been built in the way it is currently understood, Aboriginal people have always designed and managed the environment, in collaboration with Country. The built environment is part of Country and needs to be cared for and designed as such. Likewise, relating to Country through public spaces enables those

spaces to embody the spirit of place as story, culture and life are celebrated there. Because Country communicates and holds all knowledges, Country can guide what it needs to be healthy, and how it must be designed and managed, including in public spaces. Being in and activating public spaces as an extension of Country is part of caring for Country. Allowing Country to be lead designer or planner ensures the inclusion of all who access spaces, not just humans, as Country is inherently inclusive. Knowledge Holders of Country are descended from Country and know it best. Working together with them is key to understanding how to connect with and care for Country. Everyone is responsible for caring for Country as we all live, learn, work, and play on Country.

With thanks to the Elders, Knowledge Holders, kin, and family who have generously shared their knowledges and means of connecting to Country. With thanks to Country for providing these words and understandings.

### **Dr Danièle Hromek**

*Dr Hromek is a Budawang woman of the Yuin nation. She works as a cultural designer and researcher considering how to Indigenise the built environment by creating spaces to substantially affect Indigenous rights and culture within an institution.*



Western Sydney Parklands.  
Courtesy of Greater Sydney Parklands

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# Introduction

Public space is where public life happens.

It guides and shapes our experience of the places where we live, work and visit, filling them with vibrancy and energy as we connect, interact and share with others. It begins the moment you leave your front door and connects us to both work and leisure, and public and personal life. It includes the streets we walk or cycle in, the town squares we socialise in, libraries we learn in, community halls we gather in and parks, playgrounds and sport fields where we relax or play. It provides a wealth of social, cultural, economic and environmental benefits that are critical to the health, wellbeing and prosperity of communities.

People are at the heart of public space. The way they use it transforms it into a meaningful place with layers of shared experiences, collective memories and a mixture of identities. When people feel attached to public space, they are more likely to adopt, use and care for the space themselves and have a more powerful sense of belonging to their community.

*Greek Festival of Sydney, Darling Harbour.  
Courtesy of Placemaking NSW*

Public spaces are all places publicly owned or of public use, accessible and enjoyable by all for free and without a profit motive. They include:



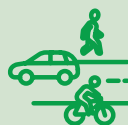
## PUBLIC OPEN SPACES

parks, gardens, playgrounds, public beaches, riverbanks and waterfronts, outdoor playing fields and courts, and bushland that is open for public access



## PUBLIC FACILITIES

public libraries, museums, galleries, civic/community centres, showgrounds and indoor public sports facilities



## STREETS

streets, avenues and boulevards; squares and plazas; pavements; passages and lanes, and bicycle paths

The quality of public space is just as important as its accessibility, as quality makes people feel safe, welcome and included. The quality of a public space is reflected not only in its physical form—how it's designed, maintained and integrated with its environment—but also through the activities it supports and the meaning it holds. It can be evaluated by asking:

- Am I able to get there?
- Am I able to play and participate?
- Am I able to stay?
- Am I able to connect?



## The purpose of the charter

The NSW Department of Planning, Industry and Environment has developed the NSW Public Spaces Charter to support everyone in NSW to have access to high-quality public space that allows them to enjoy and participate in public life. The charter identifies 10 principles for quality public space that distil and reflect evidence-based research, best practice and consultation with Aboriginal peoples, community members and representatives from state and local government, industry, the business and cultural sectors and a diverse range of public space experts.

The charter's principles are premised on the understanding that there isn't a one-size-fits-all approach to public space. Every public space has its own unique history, heritage, context and is supporting the different needs and uses of a specific community. There are significant and important differences in landscape, climate, amenity, population density and social and cultural demographics across Greater Sydney and regional and rural New South Wales. All these factors influence where and how people use public space and what the priorities are for their community. There are no set rules as to where and how the charter applies – it could apply to the management of a national or regional scale parkland, just as it could to the design of a new pocket park.



*Wagga Beach,  
Wagga Wagga.  
Courtesy of Wagga  
Wagga City Council*

## The 10 principles

The charter identifies 10 principles for quality public space, to support all those who advocate on behalf of, provide advice on, make decisions about, or plan, design, manage and activate public spaces in NSW.





## The values

The charter is also built on the following core values that resonate strongly across all the principles. These values should always be considered when applying the principles.

*Courtesy of Destination NSW*



## Connection to Country

All public space in NSW is on Country, which is at the core of every Aboriginal person's identity and sense of belonging. It is the place from which Aboriginal languages and cultures are derived, which determine families, kinship and communities. Aboriginal peoples are the Traditional Custodians of all public space in New South Wales. Acknowledging and valuing Aboriginal peoples and cultural knowledge when public space is planned, managed and delivered can promote and strengthen connection to Country and create healing for both Aboriginal communities and non-Aboriginal peoples too.

*Courtesy of Adam Hollingworth*

## Equity and inclusion

Public space is a community asset that should support a society in which everyone can participate, prosper, and reach their potential. Inclusion in public spaces and in the processes to plan, design, manage and activate them is central to creating equitable public spaces and ensuring all people can access the benefits they provide.



## Community engagement

Engaging the community as active participants in decision-making processes when planning, designing, managing and activating public space will help ensure that it reflects their values, needs and aspirations. Participatory processes, collaboration and co-design in public space projects help build trust, which then increases people's use of and attachment to the space. Ensuring that vulnerable and hard-to-reach communities are engaged in these processes leads to more welcoming and inclusive public space.

*Kids on Q, Campbelltown.  
Courtesy of Campbelltown City Council*

# Who should use the charter

The charter can be used by any organisation or practitioner involved in the planning, design, delivery, management or evaluation of public space. Becoming a signatory to the NSW Public Spaces Charter will help your organisation to provide or advocate for better public spaces. It will also allow your organisation to access the charter's community of practice, one-on-one support from the department, promotional opportunities and data sharing. Examples of how the charter can be used are outlined below.



**The community** can use the 10 principles to understand the value and benefits of quality public space. The charter will help the community to participate in the conversation about how public spaces should be planned, designed, managed and activated.



**Local businesses and chambers of commerce** can use the 10 principles to better understand how they can leverage public spaces for their business and advocate for public spaces in their area.



**Public space managers** can use the 10 principles to inform plans of management and the policies and programming that respond to the needs of their users.



**Development professionals** such as architects, heritage specialists and arborists can use the 10 principles to inform the design and delivery of a public space.



**Strategic and statutory planners** can apply the 10 principles as they develop planning proposals, local planning instruments and plans for precincts, local government areas, districts or regions.



**Industry bodies** can use the 10 principles to inform and support members involved in the planning, design, delivery, management or evaluation of public space.



**Public policy makers** can incorporate the 10 principles within policy and advice that informs NSW Government and council investment priorities.



**Developers** can draw from the 10 principles to plan for and provide quality public spaces within their developments.



To become a signatory to the charter, register your interest by emailing [Public.Space@planning.nsw.gov.au](mailto:Public.Space@planning.nsw.gov.au)

# Using the charter

We have developed the charter to support all those who advocate on behalf of, provide advice on, make decisions about, or plan, design, manage and activate public spaces in NSW.

It is intended to align with other government and non-government strategies and policies for creating great places, where people can easily access a diversity of public spaces to enjoy the outdoors, interact with others or just relax.

The charter can also be used by the community to understand what quality public space is and to inform their participation when they are engaged in decisions about how public space is planned, designed, managed and activated.

## Practitioner's guide

An accompanying practitioner's guide supports the charter. We have developed this to help practitioners understand the charter and how they can embed it into their work. The guide also explains the 10 charter principles and how practitioners should apply these when planning, designing, managing and activating public space.

For each of the 10 principles, the guide:

- explains the principles
- describes what the principle will look like in action
- provides practitioner tips to support how the principle can be followed as public space is planned, designed, managed and activated

- provides relevant examples
- links to relevant, supporting policies or plans.

## Great Public Spaces Toolkit

The charter and practitioner's guide are also supported by the [Great Public Spaces Toolkit](#), which provides in-depth case studies and free resources to support local government, state agencies, industry and the community. The toolkit includes the Great Public Spaces Guide and the Evaluation Tool for Public Space and Public Life, which can be used by anyone who wants to better understand the strengths and areas for improvement in a public space.

## Become a signatory

While we have developed the charter for use by anybody involved in the planning, design, delivery or management of public space, the Department of Planning, Industry and Environment encourages organisations and practitioners to become signatories to it. In becoming a signatory to the NSW Public Spaces Charter, an organisation or individual is showing a commitment to embed the 10 principles when they plan for, design, manage or activate public spaces.

Signatories to the charter will be supported with advice from the NSW Public Spaces Charter project team on how to develop an action plan to implement the Charter in their organisation or practice. They will also have access to a community of practice, delivered quarterly. The community of practice will be focused on building the capacity of signatories to apply the charter, by connecting them to public space experts and providing opportunities for information and data sharing and for promoting their own public space projects or practice.

To register your organisation's interest in becoming a signatory to the charter, email [PublicSpace@planning.nsw.gov.au](mailto:PublicSpace@planning.nsw.gov.au)

While the department does not intend to subject the charter to regular review, we may update it as required to reflect contemporary practice and emerging research.



Unity Place, Burwood.  
Courtesy of Burwood Council



# 10 PRINCIPLES



*Stirling Brown,  
Mavis Feirer, Queenie  
Walker, Janelle Brown  
and Robyn Bancroft in  
Market Square, Grafton  
Photographer: Alison Page  
and Nikolas Lachajczak*

## PRINCIPLE #1

# Open and welcoming



*Everyone can access public space and feel welcome, respected and included.*



*Prince Alfred Square, Parramatta. Courtesy of Destination NSW*

Public space should be inclusive of all people, regardless of their gender, age, sexuality, race, ethnicity, religion, cultural background, socioeconomic status, ability and/or personal values, so social, cultural, environmental and economic benefits are shared equitably.

For public space to be inclusive, it must be culturally, physically and socially accessible, and perceived by the community to be so. They should be places where everyone feels safe, welcome and able to participate in public life. They should offer a diversity of uses and well-designed experiences that are free of charge regardless of income, ability or where they live. Amenities such as seating, shade and shelter, end-of-trip facilities, accessible toilets and inclusive play spaces that anyone can use and enjoy should be provided.

The physical design of a space, how people get there and move through and between public spaces, is critical. Public space should be designed and maintained to ensure the highest possible level of accessibility, so that people of all ages and with differing cognitive, sensory, physical, or developmental abilities can use them with dignity and ease. They should have

clear entrances and exits, open sightlines, visible wayfinding and clear navigation. They should be well integrated with surrounding land uses and public transport options, and easy to walk or cycle to.

Individual public spaces can have distinct purposes and functions, and may not be able to cater to every need. Planning public spaces to be linked and equitably distributed can create a more connected network of spaces that work together, and support each other.

Creating open and welcoming public spaces requires early and ongoing engagement with communities regarding how they are planned, designed, managed and activated. Including diverse groups of people, including Aboriginal peoples, young people, people with disability, people experiencing homelessness and culturally and linguistically diverse people in shaping public spaces can help create more accessible, inclusive and welcoming public spaces for everyone. It is especially important to have strategies in place to engage community members and groups who have historically felt excluded from these processes.



## PRINCIPLE #2

# Community focused



*Public space brings people together and builds strong, connected and resilient communities.*

Public spaces are the meeting and gathering places where we socialise with friends and loved ones and experience social connections that are fundamental to individual and community health and wellbeing.

Public space is important because it can bring us side-by-side with people whom we don't know, to share space and experiences with others who are different from us. This can create mutual understanding, empathy and trust, which over time strengthens the social capital of communities. Social capital is what makes communities cohesive and resilient, providing them with the relationships and networks of support that they need to withstand and adapt to broader economic and social shifts.

A key outcome when planning, designing, managing and activating a public space should be how it facilitates formal and informal social interaction and fosters social connectedness amongst diverse people, cultural communities, age groups, religious groups, families and friends.

Public spaces must also be places that promote equity, inclusion, social justice and democracy. They should allow free expression, collective action, public debate and opportunities for people of all backgrounds to participate in civic life.

Public space that is community-led, with a strong foundation of inclusive and equitable engagement, collaboration and co-design is more likely to meet the desires, expectations, traditions and needs of its community. Involving the community, including diverse, under-represented and hard-to-reach groups, in decisions about how public space is planned, designed, managed and activated builds trust and ultimately a sense of belonging and attachment to place.

*Kerrabee Soundshell, Moama.  
Courtesy of Murray River Council/Rebecca Pilgrim*



## PRINCIPLE #3



# Culture and creativity

*Public space provides a platform for culture and creative expression that makes places more colourful, animated and thought-provoking.*

All public space is on Country, which is deeply embedded with knowledge and memories that are the starting point for considering the culture of a place. Aboriginal peoples have always used ceremony, rituals and storytelling to engage with the spirit of a place, activate memories and connect with Country.

It's important that Aboriginal peoples can access public spaces for cultural practices, which incorporate any practice that connects them to their culture, Country and Dreaming. Cultural practices may involve caring for Country activities and are not restricted to traditional practices.

By listening to Aboriginal peoples and sharing the stories of Country, we can all strengthen our understanding of, and connection to, place and to each other. In being sites for truth-telling about our history and the impacts of colonisation, public spaces can also become places of reconciliation and healing.

Culture and creativity are powerful tools for communities to create a positive narrative about who they are and what they want their futures to look like. Arts and culture brings people together, allowing them to share experiences that powerfully builds community. Places with a rich and exciting cultural and creative offering are more liveable and distinct, with people more likely to want to live, work and spend time there.

Public space can embed arts, music, literature, screen, performance and cultural experiences, public art and events directly into the heart of communities. Supporting local opportunities for cultural and creative expression in public spaces encourages more diverse and equitable participation for audiences and artists.

The rich cultural diversity of NSW brings an exciting energy into our public spaces, making them places of cultural interaction and exchange. Programming and events such as concerts, festivals, storytelling, and ceremonies can reflect local histories, cultures and traditions. They can foster social inclusion and intercultural dialogue among diverse communities.



*Manning Regional Art Gallery, Taree.  
Courtesy of MidCoast Council*

Public spaces such as libraries, parks, laneways and plazas can provide flexible and informal space that supports ephemeral, temporary and permanent creative works to be more visible, valued, distinctive and accessible. The spaces around and in between public facilities such as libraries, museums, galleries and community centres are especially well-placed locations for planning creative and cultural projects and activities. Place-based approaches that involve local artists and creative organisations can build on the unique identity of a local area and community to activate public spaces.



## PRINCIPLE #4

# Local character and identity



*Public space reflects who we are and our diverse stories and histories.*

Public space contains layers of built and natural heritage that cut across time and provide communities with a specific sense of character, place and identity. This heritage can be tangible or intangible, embedded in built form and landscapes or living in stories, memories and oral histories.

Country is the foundation of a place's identity. Public space should acknowledge and reflect Aboriginal languages, place names, and histories. It should provide space for Aboriginal cultures to be practised and shared, as this helps people feel more connected to Country and place. Public spaces such as parks, libraries, community centres, plazas, and sports grounds have aesthetic, historic, scientific, social or spiritual value that enriches our lives and make us feel deeply connected to our community and our landscape.

The character and quality of heritage in public spaces should be carefully managed and maintained, to promote local identity and to pass it on to the future generations. New public spaces should be sympathetic to the history and heritage

of the site and to the communities who live and have lived there, especially in urban renewal and brownfield developments. Adaptive re-use of heritage buildings such as town halls, fire stations and hospitals can provide new and exciting public spaces and uses that build on the history and connection that communities have to these places.

Supporting local artists and creatives to work collaboratively with communities can deliver public art and creative placemaking programs that respond to place and celebrate local stories, cultures and histories.

Communities are the best experts for recognising and valuing the local character and identity of a place and should be engaged early in the process of planning, designing and activating public space. Engaging communities meaningfully and effectively will ensure that diverse voices, cultures and histories can be reflected in the character of public space and everyone feels a more powerful sense of pride and belonging.

*Line of Lode Miners Memorial, Broken Hill  
Courtesy of Destination NSW*



## PRINCIPLE #5



# Green and resilient

*Public space connects us to nature, enhances biodiversity and builds climate resilience into communities.*



*Great River Walk, Penrith. Courtesy of Destination NSW*

Public space supports the natural flows and cycles of the environment, by connecting ecological systems and networks of green space, waterways, bushland, riparian landscapes and wildlife corridors. Wildlife relies on public space for food and refuge, and their use and needs should be considered and protected. Native trees and vegetation should be prioritised in public space as these provide animals with their natural habitats, and are more suited to Australian climate and soil conditions.

By respecting, valuing and being guided by Aboriginal knowledge and land management practices in how we care for public space, we can help to support the health and wellbeing of Country. The planning, design, management and activation of public space can also support them to be sites for education about caring for Country's health and wellbeing and their role in supporting biodiversity and broader ecosystems.

Public space should be integrated with green infrastructure to ensure that urban and regional communities have equitable access to the social, environmental and economic benefits of quality green space. Green infrastructure is the network of green spaces, natural systems and semi-natural systems that supports sustainable communities.

It includes waterways, bushland, tree canopy and green ground cover, parks, and green open spaces that are strategically planned, designed and managed to support a good quality of life in the urban environment.

Public space that has quality green infrastructure, including tree canopy cover, can increase the long-term removal and storage of carbon, provide relief from urban heat and heatwaves, improve air and water quality, increase natural shade and the walkability of neighbourhoods, reduce noise pollution and the likelihood of flooding and sewage overflow.

Through careful planning and design, public spaces can build climate resilience into urban and regional communities. This includes using sustainable materials and integrating green walls and roofs into the built environment, providing green fire breaks between natural and built environments and flood mitigation zones in flood-prone areas. Planning and designing adaptable community facilities that are capable of changing use as refuge spaces and distribution points will ensure critical social infrastructure is available in the time of crisis and disaster.



## PRINCIPLE #6

# Healthy and active



*Public space allows everyone to participate in activities that strengthen our health and wellbeing.*

Public space plays a crucial role in building sustainable and healthy communities by supporting social interaction and connection and providing play and active recreation opportunities, green and natural environments, access to local healthy foods and safe routes to walk and cycle.

Public space that is well-designed, connected and inclusive can support everyone to build walking, exercise and physical activity into our everyday lives, helping prevent chronic disease such as cancer, heart disease, diabetes and depression. Increased availability and equitable distribution of accessible public open space can improve the opportunities for active and passive recreation, such as walking, running, cycling, team sports, picnicking and playing.

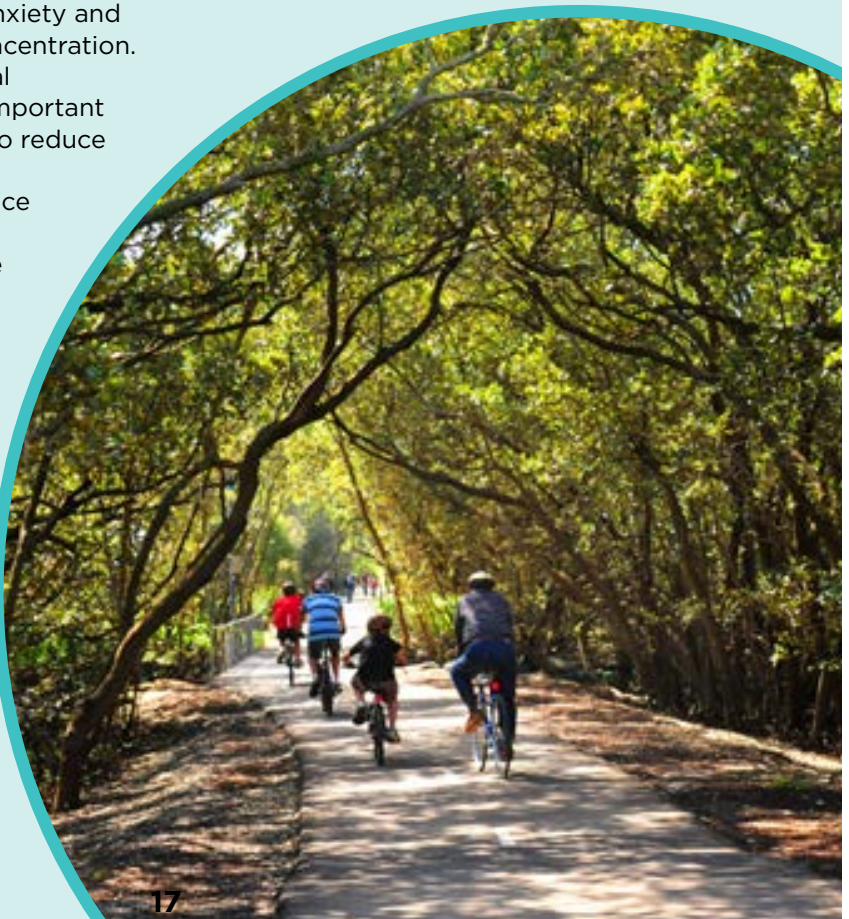
By providing access to cool, green spaces and connecting people to natural landscapes, such as nature trails, river and coastal walks and bushland, public space powerfully improves our mental health, reducing depression, anxiety and stress and improving memory and concentration. It should encourage and support social interaction and connection, which is important to our social wellbeing, and can help to reduce social isolation and loneliness. People should have access to a mix and balance of comfortable, tranquil spaces with places to sit and relax as well as space for higher-intensity activities such as sport and recreation, prioritising appropriate uses for different spaces.

Public space that is safe, well connected and high-quality encourages a culture of walking and cycling. Wider contiguous footpaths, tree canopy and shaded corridors, barriers between traffic and people, well-designed lighting, frequent crossings and lower traffic speeds

can all contribute to increased walkability. Using a movement and place lens to plan, design and manage streets can help to ensure these dual functions are supported. Street environments should be considered as places to attract people to visit and stay, not just as places to move through. They should contribute to the network of public space within a location, where people can live healthy, productive lives, meet each other, interact, and go about their daily activities.

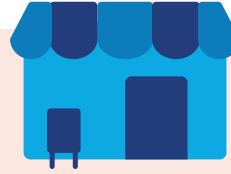
The quality of public space is crucial in shaping the physical, cognitive and social development of children. Their needs, as well as that of their families, should always be considered. Supporting inclusion in the processes that shape public space will facilitate a broad range of healthy activities and behaviours and enable more people to have equitable access to the health benefits they provide.

*Sydney Olympic Park.  
Courtesy of Sydney Olympic Park  
Authority/Fiora Sacco*



## PRINCIPLE #7

# Local business and economies



*Public space supports a dynamic economic life and vibrant urban and town centres.*

The public space network supports lively high streets, outdoor dining and cafés, and popular tourist destinations, as well as providing low-barrier commercial opportunities, such as markets, food vans and live performance.

The way that we value buildings and places is strongly linked to people's experience of these places and whether it includes spaces that meet their needs. Locations with high-quality, well-designed and well-managed public places attract residents, customers, employees and services, which in turn attracts business and investment. To deliver a high-quality experience, public space should have a strong vision and layers of activities to attract different groups of people and helps them form a connection to place.

Privately-owned spaces and commercial activity can complement and activate public space, but this should not compromise their primary function of delivering public benefit. Active facades, building edges and podiums can create economic activity and vitality that draws people into an area, while public space attracts diverse groups of people and connects them to retail and business. Town centres and retail precincts that are supported with quality public spaces where people can sit, rest and connect with each other are more likely to thrive.

Using streets as public spaces can create more vibrant and dynamic retail and hospitality precincts and attract higher foot traffic. Activating streets and laneways with creative



*Blak Markets, La Perouse. Courtesy of Destination NSW*

placemaking and programming can breathe life and energy into public space that turns neighbourhoods into destinations, spurs innovation and improves land and property value.

Activating public spaces such as parks, plazas, libraries, museums and community centres in a safe and welcoming way after dark is critical for a more diverse and vibrant night-time economy. Understanding the rhythm and patterns of how public space is used at different times of the day can inform a strategic and place-based approach to programming and activation that supports the local economy at all hours.



## PRINCIPLE #8

# Safe and secure



*Everyone feels safe to access and use public space at all times of the day.*

Perceptions of personal safety influence how public spaces are accessed and used. Public space feels safer when it is well-used and inclusive, and people can see and interact with others. It should encourage a diverse mix of intergenerational and intercultural users, and recognise children as active users of the space. It should be activated with a mix of uses at all times of the day and people-oriented lighting at night, especially along pedestrian and cycle routes.

Incorporating crime-prevention strategies such as the Crime Prevention Through Environmental Design principles when planning and designing public space can reduce crime and anti-social behaviours, making places and spaces feel safer, which in turn can enhance the physical, mental and social wellbeing of community members. It's important, however, that strategies and approaches to designing and managing safe public spaces don't strip them of their

distinctiveness and public amenity, or cause marginalised groups to be excluded.

Risk assessments and safety audits are valuable tools for understanding if there are safety issues in a public space and what measures could be put in place to address these. Consulting diverse groups of people, including women and vulnerable or marginalised groups, is important to understand their experience of accessing and using public space and their perception of its safety.

Feeling culturally, physically and spiritually safe when accessing public spaces is especially important for Aboriginal peoples and communities. Involving Aboriginal communities, at all stages of public spaces development and its continuing management, is key to creating and maintaining culturally safe places.

*Inner West Fest - Baludarri.  
Courtesy of Inner West Council/Daniel Kuhec*



## PRINCIPLE #9



# Designed for place

*Public space is flexible and responds to its environment to meet the needs of its community.*



*Leagues Club Park, Gosford.*

*Courtesy of Hunter & Central Coast Development Corporation*

The way that public space is designed can directly or indirectly affect the way that it is used, and who uses it. Public space should provide open space and facilities that are multi-purpose, connected and flexible enough to support a broad range of uses, activities and experiences throughout the day and night. It should respond to its environment and the diversity of its users, incorporating universal design principles so that everyone can enjoy it, regardless of age, ability and mobility.

Public space that is co-located with other uses, such as education, health, cultural facilities and other public spaces, can help create a sense of place and community. For example, co-locating libraries within community centres or open space near schools can diversify the use of these spaces and provide more equitable access. Planning for place across the whole lifecycle of a project, from concept, to design, delivery and implementation will lead to more successful public spaces.

Every public space is unique and has its own specific context, community and environment. It should be fit-for-purpose, designed with an understanding of how it will be used and who will use it. It should be capable of adapting to

changing uses and demands. It should encourage formal and informal interaction and provide people with different levels of engagement so that they don't have to interact with the space in the same way. It should have complementary uses whenever possible and be well-connected to surrounding areas and other public space to provide a richer experience for its users.

The connectivity of public space to the ground floor of buildings and the way they work together to support each other is important. Planning, designing and activating ground planes that support surrounding streets, laneways and open spaces encourages vibrant public life and provides a continuous network of pathways and experiences that makes it easier and safer for people to move around.

Aboriginal Knowledge Holders, organisations and communities should be engaged at an early stage of the design process for public space, to ensure that knowledge about Country is considered.

This could include identifying stories or narratives connected to a place that can inform its design, or to understand if there are key movement paths or Songlines that can direct how people move in and through the public space.



PRINCIPLE #10



# Well-managed

*Well-managed and maintained public space functions better and invites people to use and care for it.*

All public spaces require some form of management so that they can continue to fulfil their various roles and provide a safe and welcoming environment. There are often multiple and diverse stakeholders whose involvement, activities and relationships can affect the quality of a public space and who have their own concerns and needs for how the space should be maintained. Public space management and governance agreements, strategies and frameworks that define roles and responsibilities, support collaboration and consider sustainable funding models can deliver better place quality outcomes.

Public space should be managed in a way that encourages and is considerate of users. Rules governing public space should only restrict activities and behaviours that are unsafe and shouldn't target user groups who have historically been excluded from public space, including young people, Aboriginal peoples and people experiencing homelessness.

Public spaces should be designed with consideration of their financial sustainability, and how long-term operating and maintenance costs can be minimised. Smart infrastructure, systems and technology can also improve the ways that public space is monitored and managed. Cleaning, maintenance and repairs of public space and its amenities should be carried out in line with their levels of use to maintain a welcoming environment.

Aboriginal people are experts in land management practices that ensure the health and wellbeing of Country. Valuing and respecting Aboriginal cultural knowledge and working with Aboriginal peoples should be a priority in managing public space. This will also ensure that culturally significant places are respected and protected, and there is access for cultural practice.

Flexible community-led design, inclusive processes and capacity-building can also

foster more efficient and dynamic models of stewardship to emerge. When power and responsibility for managing public space is shared with the community, people feel more invested and are more willing to maintain, program, beautify, and advocate for those spaces. Volunteer groups such as scouts and girl guides, local schools, sports and surf lifesaving clubs, bush care groups or citizen science networks can provide valuable community partnerships for managing public space.

*Royal Botanic Gardens Sydney's Aboriginal Education  
& Engagement Manager Renee Cawthorne  
Courtesy of Royal Botanic Gardens and Domain Trust*





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[dpie.nsw.gov.au](https://dpie.nsw.gov.au)

# Lismore Events Strategy 2024-28

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ACKNOWLEDGEMENT

Lismore City Council acknowledges the Widjabul/ Wia-bal people of the Bundjalung nation, traditional owners of the land on which we work, live and play.

We acknowledge their continuing connection to the land, sea and community.

We pay our respects to the Widjabul/Wia-bal people, their culture, their Elders and community leaders past, present and emerging.

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Cover: Lismore Lantern Parade  
This page: Countryside, Nimbin



# Events Strategy

## EXECUTIVE SUMMARY

Lismore, Nimbin and Villages are set in the heart and hills of the NSW North Coast, within an hour of famous coastlines and domestic and international airports.

### EVENT SNAPSHOT

29+

festivals & events p.a.

100K

event attendees p.a.

WINTER  
SPRING

peak event season

22  
VENUES

7 sports

8 green spaces

7 meeting &  
conference venues

1000+

total sleep capacity

### HEADLINE ACTS

Like nowhere else, known as the Rainbow Region, renowned for alternative, sustainable living, stunning UNESCO World Heritage listed national parks, extraordinary artists, sporting and festival events.

ALTERNATIVE  
LIFESTYLE



CREATIVE  
ARTS



SPORTS



UNESCO WORLD HERITAGE  
RAINFORESTS



### EVENT VISION

Lismore, Nimbin and Villages is renowned as the creative arts, sporting and sustainable lifestyle events capital of the NSW North Coast.

### STRATEGIC GOALS



DESTINATION  
PROFILE



ECONOMIC  
GROWTH



VIBRANT  
SUSTAINABLE  
EVENTS



CREATIVE  
COMMUNITY

### CRITICAL SUCCESS FACTORS

1

Event Friendly  
Destination

2

Grow Return  
on Investment

3

Transform  
Destination  
Profile

4

Facilitate  
Home Grown  
Events

5

Increase  
Overnight  
Visitation

### TOP 10 ACTIONS

1. One-Stop Shop Approach
2. Cross-Departmental Approach
3. One-Stop Shop Online Event Portal
4. Event Hierarchy Funding Program
5. Post Event Reporting
6. In-Kind Support
7. Elevate + Reinvalidate Events
8. Event Attraction
9. Activating Venues + Spaces
10. Annual Event Symposium

### IN FIVE YEARS' TIME

Lismore, Nimbin and Villages is firmly positioned as the creative arts, sporting and sustainable lifestyle events capital of the NSW North Coast. Its event experiences challenge visitor perceptions, spark creativity and captivate imaginations, transforming the CBD and villages. Events contribute to economic growth for the future happiness and well-being of the local community, attracting visitors and residents alike with an enviable lifestyle.





Carols in the Heart in Crozier Field, Lismore

# The Setting

## DESTINATION PROFILE

In the heart of the North Coast of NSW, Lismore, Nimbin and Villages is conveniently located within 40 minutes of Byron Bay, 35 minutes of Ballina Airport and just over 1 hour from the Gold Coast Airport. The location offers an opportunity to attract a larger number of event attendees and participants, attracting a diverse range of individuals seeking unique event offerings.

With a population of over 44,000 the region offers an incredible background of lush hinterland landscapes, bordered by the Nightcap National Park UNESCO World Heritage-listed rainforest, diverse and inclusive events and arts and cultural experiences attracting over 100,000 visitors annually.

Known for a diverse range of creative arts and culture, Lismore has been identified a creative hub in Federal Government research. The cultural fabric of Lismore, Nimbin and Villages is woven with a tapestry of artistic expression, alternative lifestyles, and a thriving local scene. This distinct local culture serves as a fertile ground for organising events that celebrate art, music, creativity, and the exploration of unconventional ideas. It is an environment where innovation and self-expression offer the freedom to think outside the box.

Lismore, Nimbin and Villages have a long history hosting events with the celebration of the 50th anniversary of the Aquarius Festival in 2023 and the Lismore Lantern Parade has been shining on attendees for over 30 years. The Channon Craft Markets has been attracting over 1,500 visitors monthly for 47 years and incubating creatives to nurture their skills.

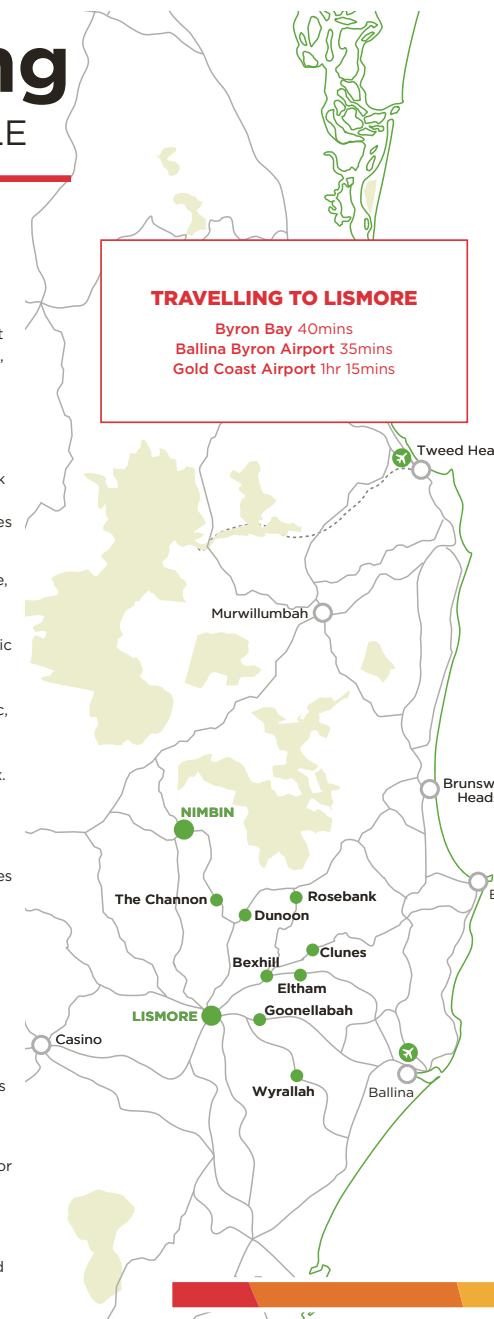
Lismore is an established host of sporting events such as the Lismore Masters Games and carnivals such as baseball, soccer, cricket and rugby league. With the development of facilities in Oakes Oval/ Crozier Field and youth precinct opportunities will open to host additional events including conferences in the 200+ capacity function room.

Most recently a series of recovery "From the Heart" events, including opera, CBD multi-stage and outdoor music events was staged during March-April 2023.

Throughout consultation, stakeholders have identified arts, culture and sporting events as key drivers for the future growth of visitor attraction and the development of the destination more broadly.

### TRAVELLING TO LISMORE

Byron Bay 40mins  
Ballina Byron Airport 35mins  
Gold Coast Airport 1hr 15mins





# Presented by

## STRATEGIC PARTNERS & COLLABORATION

The Lismore Events Strategy presents a unified framework aimed at attracting new and enhancing existing events to establish Lismore, Nimbin and Villages as a prominent Creative Region and North Coast sporting capital. This strategic move will lead to a sustainable competitive edge and deliver triple-bottom-line advantages for the residents in the years ahead.

To achieve this ambitious goal, a collaborative approach will be adopted, involving events, the broader visitor economy, all levels of government, the community, and strategic partners. These partners will play a pivotal role in the successful implementation of the strategy, fostering a cohesive and thriving event ecosystem. Among these partners are:

### LOCAL EVENT STAKEHOLDERS

Event organisers/owners  
Event sponsors + suppliers  
Local sporting + arts associations  
Venues, accommodation + tourism operators  
Volunteers  
Media partners  
Private venues  
Southern Cross University  
Lismore, Nimbin and Villages Community

### REGIONAL

Northern Rivers Performing Arts (NORPA)  
Northern Rivers Conservatorium  
Arts Northern Rivers  
North Coast Academy of Sport  
Destination North Coast (DNC)

### STATE

Destination NSW  
Create NSW  
NSW Office of Sport  
State Sporting Associations

### NATIONAL

Major event organisers/owners  
Tourism Research Australia  
National Sporting Associations  
Tourism Australia

Street art, Lismore

### LISMORE CITY COUNCIL

Arts & Culture e.g. Lismore Regional ArtGallery  
Council owned conference, sporting and green space event venues/spaces  
Whole-of-Council approach

# Behind the Scenes

## STRATEGIC CONTEXT

The development of the Lismore Nimbin and Villages Events Strategy is undertaken within the strategic framework of local, regional, state, and national strategies. The collaborative approach will foster a shared sense of ownership and enable Lismore, Nimbin and Villages events to effectively contribute and benefit from the wider strategic direction for the region destination and state.

### DESTINATION NSW

#### VISITOR ECONOMY STRATEGY 2030

Investment in major events

### NORTH COAST

#### DESTINATION MANAGEMENT PLAN 2030

World class events focus:

- Visitor dispersal
- Position North Coast NSW as premier sporting event host in regional NSW.
- Increase visitation in low/shoulder season

### LISMORE CITY COUNCIL

#### COMMUNITY STRATEGIC PLAN 2022 - 2032

- Provide opportunities for Aboriginal and Torres Strait Islander people to participate in events.
- High quality sporting facilities.
- Facilitate unique events that celebrate our diversity.
- NAIDOC Community Day.
- Conferences & Events for Albert Park, Oakes Oval/Crozier Field.
- Host - Support - Promote premier events integrating sport, culture + tourism.

# What's on



# Event Snapshot

## CALENDAR OF EVENTS

A vibrant year-round events calendar is crucial for the success of Lismore, Nimbin and Villages. Throughout the year events, markets and exhibitions are staged by local community, sports and creative groups, including NORPA theatre productions, weekly farmers markets in Lismore and Nimbin and monthly programming by the Lismore Regional Art Gallery and Lismore Regional Library. The calendar below provides an indicative snapshot of events with attendance surpassing 1,000. Please note, it is by no means intended an exhaustive list of all events staged, and event dates are subject to change.

Sport Arts and Culture Community Industry Celebration		
JANUARY	FEBRUARY	MARCH
The Quad Events	The Quad Events	The Quad Events
Markets	Markets	Markets
Tropical Fruits NYE Festival		Samson Challenge
U12 Cricket Carnival		
APRIL	MAY	JUNE
The Quad Events	The Quad Events	The Quad Events
Markets	Markets	Markets
Anzac Day	Nimbin Mardi Grass	LisAmore
	Lismore Gemfest	Lismore Lantern Parade
	Baseball Australia Intermediate & Junior League Championships	Viking Village Solstice
JULY	AUGUST	SEPTEMBER
The Quad Events	The Quad Events	The Quad Events
Markets	Markets	Markets
NAIDOC Day Celebrations	Darrel Chapman Fun Run	Nimbin Performance Poetry World Cup
NSW Women's Masters	Lismore Eisteddfod	Lismore Aboriginal Rugby League Carnival
Hockey State Championships		Lismore Cup
		Nimbin Show
		Lismore Masters Games (biennial)
		Cycling Road Race (Lismore)
OCTOBER	NOVEMBER	DECEMBER
The Quad Events	The Quad Events	The Quad Events
Markets	Markets	Markets
Nimbin Roots Festival	Lismore Speedway Show n Shine	Carols in the Heart
North Coast National Show		Tropical Fruits New Year's Eve Party

Winter and Spring are peak event seasons for Lismore, Nimbin and Villages, with June and September staging most events.

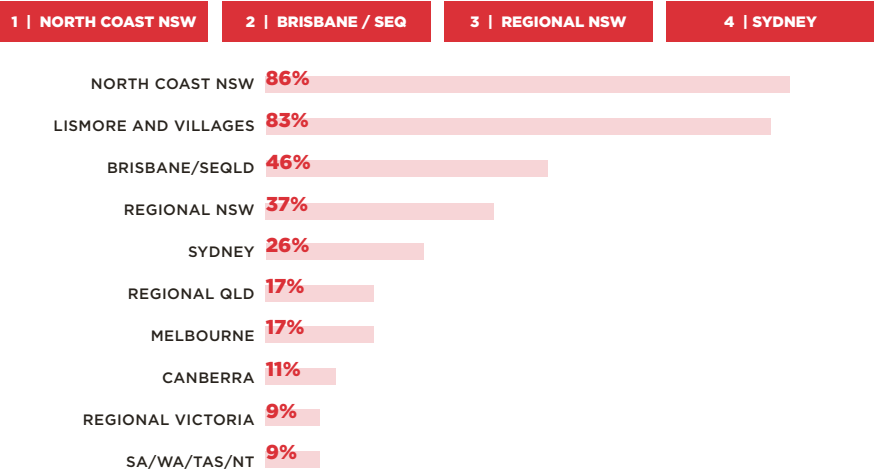


# Current Audience

## EVENT ATTENDEES

### ORIGIN OF VISITORS

Due to the absence of ticketing systems and the lack of demographic data collection, it is difficult to accurately determine the origin of visitors for many events staged in the Lismore, Nimbin and Villages. The chart provided below depicts the origin of attendees based on event organiser responses from the 2023 Lismore Events Industry Survey. The majority of external event visitors being from:







# Backstage

## BENCHMARKING

To strengthen the competitive edge of Lismore, Nimbin and Villages, a thorough comparative analysis was carried out with benchmarking areas in flood/fire recovery, including the East Gippsland Shire Council and the Lockyer Valley Regional Council.

Additionally, several case studies were examined, including Destination Riverina Murray, Destination Southern NSW, and as an inspirational events destination within a 2.5 drive radius of a capital city, the Sunshine Coast. By examining these areas and their respective strategies, valuable insights were gained to inform and enhance the competitive advantage of Lismore, Nimbin and Villages.

## LEARNINGS & INSIGHTS

The following summarises the learnings and insights offered by the benchmarked LGAs in developing events in their regions.

- Five-pillar approach to recovery in East Gippsland developed '**Business Done Different**' to attract business events in the region.
- Event committees faced **fatigue and burnout** post-natural disaster, slowing event recovery with **limited** volunteer pools and succession planning.
- **Small Council delivered events**, created community cohesion, and ignited the motivation of committees to develop new events.
- Most councils/Government bodies identified events that would **stimulate external visitation** to the region. The Riverina Murray region followed this assumption, increasing event sponsorship funding. The events did not stimulate visitation as expected due to a lack of accommodation availability and external visitor perceptions. Most accommodation providers were at capacity with workers building infrastructure. Hospitality staff could not service the increased visitor influx.
- Government grants did not **clearly outline** how funding could be used and what data was required in the acquittals.
- **Training needs** for event organisers were **identified** through a survey listing potential training modules.
- **External specialist consultants** were contracted to deliver event boot camps/training sessions.
- Small events **build confidence, capacity, and sustainable growth**.
- Data Scraping can provide **valuable demographic information** to reach target markets.
- A **series of events** are marketed under the umbrella of the Winter Festival to increase visitation and length of stay.
- **Seed money** can help generate event ideas.
- Professional **paid event organisers** have the focus and skills to deliver high-quality events that **attract external visitors** and grow to **Hallmark** events.
- Increasing **Marketing and PR**, engaging specialists to extend reach and online presence.
- **Visitor Perceptions** - External visitors believed the region had not recovered to host external visitors.
- **Funding** needs to consider increasing costs to deliver events.
- **Consider accommodation alternatives** such as Tent City, free camping, and RV parking to mitigate accommodation issues during events.
- **Encourage existing events** to build capacity and motivate organisers to develop or reinvigorate events.
- **Don't underestimate** the power of marketing & media PR.
- A **consistent powerful event brand** in conjunction with tourism - to carry brand across region.
- Encourage local cafes and restaurants to open longer hours during events.





# Rehearsal

## CHALLENGES, OPPORTUNITIES, GAPS

The following summary of challenges, opportunities and gaps were identified from surveys, workshops, and interviews during consultation, and were prioritised by attendees of the facilitated stakeholder workshop.

### CHALLENGES

#### Destination Profiling/Branding

- Many events not listed on ATDW for wider promotion.
- Online booking unavailable in some hotels.
- Limited share of media voice in key target markets.

#### Funding

- Event organisers struggle with grant application due to limited resources.
- Stagnant public investment despite rising event costs and regulations.

#### Infrastructure

- Scarce public transport and airport transfers.
- Inadequate accommodation capacity during events and dorm style accommodation is required for sporting groups.
- Limited all-weather venue capacity over 200 attendees.
- Sporting facilities require upgrades to attract state level competitions.

#### Events

- Event committees struggle with limited resources to grow events.
- Desire for a one-page annual Calendar of Events distributed publicly.
- Lack of event cohesion.
- Limited human resources for event itineraries.
- Volunteer and committee burnout.
- Prohibitive cost of hiring sports grounds.
- Unknown venue/supplier availability.

### OPPORTUNITIES

#### Destination Profiling

- Openness and accessibility.
- Creative hub status recognised by Federal Government, second only to Sydney.
- External destination campaign.
- Cross-promotion of local businesses.
- Increased digital presence via social media.
- Collaborative efforts with neighbouring councils.

#### Funding

- Consistent (aligned to criteria) long-term funding commitment.
- Grants via Create NSW Infrastructure to repurpose vacant buildings.

#### Financial Stability

- Capacity building workshops for event committees.
- Regional overnight sporting carnivals.

#### Infrastructure

- Laneway activation.
- Extended event-hours for cafes/restaurants.

#### Events

- Art and event culture integration, incorporating the Quad.
- Expansion of event programs to extend visitor stay.
- Don't be afraid to bring in external event directors.

#### Event Attraction

- School sports competitions.
- Small/boutique business events/meetings based on areas Lismore, Nimbin and Villages is known for (e.g., sustainable living, natural environment, arts, culture).

### GAPS

#### Government/Policy

- Need for consistent DA approval assistance.

#### Events

- Encourage confidence to innovate and differentiate.
- Events need updating to meet evolving consumer needs.
- Create hallmark event attracting significant external visitation.

#### Collaboration

- Encourage nurturing relationships with arts, culture, and community organisations.
- Promote inter-industry event partnerships.

#### Infrastructure

- Campsite/RV/caravan provision for event accommodation shortages.
- Premium and dorm-style accommodation availability.
- Beautify city streets, entrances, and main highways.

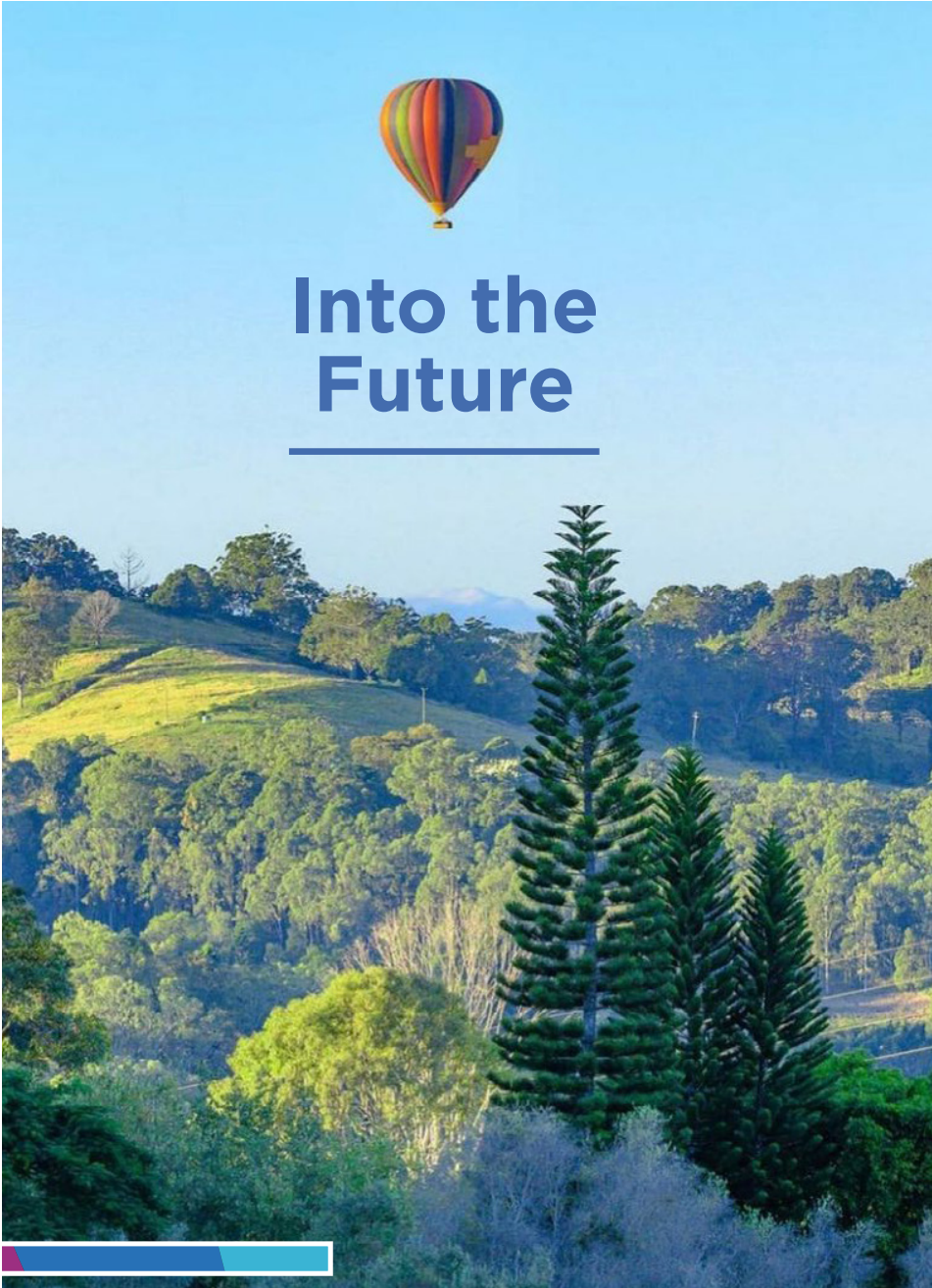
#### Venues

- Increase usage of the Quad as a gathering space.
- Enable the Quad to hold a rolling DA.
- Establish a large-scale, all-weather event site.
- Profile venues to aid promoter facility identification.

#### Branding/Marketing

- Contract experienced event marketing and media PR specialists to boost destination and event profiles.
- Expand event and destination promotion.
- Create a diverse calendar of events to encourage planning.





# Future Audience

## TARGET MARKETS

In line with current origin of visitors and the growth target markets identified in the North Coast NSW Destination Management Plan (2022-23), key target markets for Lismore, Nimbin and Villages events are:

	GEOGRAPHIC SOURCE	KEY EXPERIENCES
Day Visitors	50km radius. NSW North Coast.	Arts, culture, music events. Local/regional sporting events.
Domestic Short-Break	200km radius. Brisbane/South East Queensland. NSW North Coast.	Arts, culture, music events Regional sporting events.
Special Interest	Northern Rivers/ NSW North Coast. Brisbane/South East Queensland. Regional NSW & QLD. Sydney, Melbourne. International.	Arts, culture, music events. Regional sporting events. Environmental/nature events. Alternative lifestyle events. LGBTIQA+ events.
Meetings, Incentives, Conferences	NSW North Coast. South East Queensland. Greater Sydney, Newcastle, Melbourne. Mid-week trade.	Business meetings and events. Incentive offerings related to arts, culture, nature and sports.

## MARKET OPPORTUNITIES

With population growth predictions of Brisbane and South East Queensland to nearly double from 3.8m to 6m by 2046, Lismore, Nimbin and Villages is well located to further develop a strong short-break event market from this geographic source.

The growth of both Ballina Byron and Gold Coast airports long-term provide opportunities to grow special interest markets intra/interstate and internationally, for events in areas where Lismore, Nimbin and Villages have a distinct advantage e.g., Environment/nature, alternative lifestyle/arts/culture and LGBTIQA+ events.

The Brisbane 2032 Summer Olympics and Paralympics provides potential to further grow the sports tourism market through pre-games training opportunities, and a catalyst for developing sporting facilities from regional standards to national and international standards.

With the NSW Office of Sport, in partnership with the North Coast local government areas (LGAs), Lismore City Council is identifying these sporting opportunities.

To assist in understanding market segments for events, the following table summarises Domestic Visitor Profiles from Tourism Research Australia.

MARKET SEGMENT	TRAVEL	SEASON	AGE GROUPS	WHAT THEY DO
<b>Visiting friends &amp; relatives (VFR)</b>	Primarily overnight, regional, intrastate travel. Self-drive.	Summer, Easter.	55+	Eating out, sightseeing, beach, pubs/clubs, shopping.
<b>Festival</b>	Stay VFR, motel, caravan park.  Self-drive (74%), fly (21%).	March, April, September.	20-24, friends/relatives, no kids.	Festivals and attending theatre, concerts, or other performing arts.
<b>Arts &amp; Culture</b>	Day trips, city and regional. Holidays and VFR. Self-drive/fly.	Year-round.	55+ and friends/relatives, no kids.	Attending museums, theatres, concerts, art galleries/studios.
<b>Youth</b>	Regional destinations, multiple stopovers. Self-drive.	Year-round. Weekends. January.	15-29 Singles, couples.	More likely to attend sporting, cultural, festival events.



# What Audiences Want

## CONSUMER TRENDS



### DARE TO BE DIFFERENT

In a competitive event market, it's imperative to stand out from the crowd and engage audiences with one-of-a-kind experiences. Events like Dark Mofo and Adelaide Fringe Festival are examples of prolific media profiling and cut throughs born from cutting-edge creativity and innovation.



### DIGITAL & SOCIAL MEDIA

Uptake across all demographics, interaction and sharing, with many events actively using social media advertising and direct e-mail marketing as primary marketing tools, with livestreaming. On Google searchers and wider tourism scans, presence of Lismore, Nimbin and Villages events outside the region are limited.



### TIME POOR

Consumers value convenience more than anything. "Make it easy for me."



### MEASURING + MONITORING

Understanding the event visitor, where they're from, spending, how they purchase and their satisfaction ratings is increasingly important to remain competitive and improve event delivery.



### HEALTH, FOOD + REGENERATIVE LIVING

Major recent Australian trends, with food and coffee culture, paddock-to-plate experiences and health and wellbeing relating to food and regenerative living are high on consumer agendas



### WELCOME TO ALL

Rise in more inclusive and accessible consumer goods, travel, arts, and event experiences.



### THE GREEN CONSUMER

The Green Consumer is environmentally aware. Desire to contribute and give back are major consumer trends affecting all events and the pursuit of pre-loved.





# What Does Success Look Like?

Throughout consultation and the event industry workshop, participants collaborated to envision their definition of success for Lismore, Nimbin and Villages working. This workshop provided a platform for participants to shape and communicate their shared vision, fostering a collaborative approach towards planning and achieving success.

KNOWN FOR MUSIC AND ENVIRONMENTAL PROTECTION

TELLING THE HISTORY OF THE REGION ARTS & SPORTING

CAPITAL OF NSW NORTH COAST ENVIRONMENTAL

REGENERATION KOALA FESTIVAL COLLABORATING

WITH OTHER COUNCILS EVERY EVENT PARTICIPANT

PLANTS A TREE MORE ACCOMMODATION VIBRANT

EVENT HUB IN THE CBD WITH LIVE MUSIC SPORTS AND

ARTS WORKING TOGETHER COLLABORATION, STAGING

EVENTS THROUGHOUT THE REGION STIMULATING THE

ECONOMY MORE SUPPORT FOR LOGISTICS HAPPY

MEMORIES FOR FUTURE GENERATIONS ACTIVATING

UNUSED VENUES THROUGH CITY & VILLAGES GROWTH

OF CURRENT EVENTS MORE EVENT SUPPORT VIBRANT

EVENT CULTURE JOINT MARKETING

# Headline Acts

## OUR COMPETITIVE ADVANTAGES

What makes us different? How do we further dial up our competitive advantages in existing and new events? Delivering event experiences unique and endemic to Lismore, Nimbin and Villages, like nowhere else.

Lismore, Nimbin and Villages, in the hills of North Coast NSW, is renowned for alternative living, World Heritage national parks, extraordinary artists, gourmet produce, sporting and festival events.

### ALTERNATIVE LIFESTYLE



Reflecting its inclusive and cultural diversity, a strong sense of community and desire for sustainable living, the area is well known as the "The Rainbow Region".

### CREATIVE ARTS



A recognised vibrant creative arts scene, from performance, visual arts, street art, music to creative services, and home to NORPA, Arts Northern Rivers and numerous galleries and arts hubs.

### SPORTS



A strong history of attracting and staging sporting events, from the Lismore Masters Games to regional sporting events, including, but not limited to, baseball, soccer, cricket, and rugby league.

### WORLD HERITAGE RAINFORESTS



Renowned for its natural beauty and rolling hills, Lismore, Nimbin and Villages lies on the doorstep of the UNESCO World Heritage listed Gondwana Rainforests of Australia, providing a magnificent backdrop and context for sustainable lifestyle events and pre and post event touring opportunities.

### PROXIMITY



Located within an hour of South East Queensland, providing potential source markets from one of Australia's fastest growing areas. Proximity to Ballina Byron Airport and Gold Coast Airport provides potential for future interstate and international eventgoers.



# The Main Event

## VISION + GOALS

### VISION

Lismore, Nimbin and Villages is renowned as the creative arts, sporting and sustainable lifestyle events capital of the NSW North Coast.

In five years' time, Lismore, Nimbin, and Villages is firmly positioned as the creative arts, sporting and sustainable lifestyle events capital of the NSW North Coast. Its event experiences challenge visitor perceptions, spark creativity and captivate imaginations, transforming the CBD and villages. Events contribute to economic growth for the future happiness and well-being of the local community, attracting visitors and residents alike with an enviable lifestyle.

## STRATEGIC GOALS



### DESTINATION PROFILE

Transform destination profile and perceptions through events that align with the region's competitive advantages, attracting significant media profile.



### ECONOMIC GROWTH

Drive economic growth, through events with potential to attract external visitation and overnight visitor expenditure, stimulating year-round economic impact.



### VIBRANT SUSTAINABLE EVENTS

Facilitate vibrant events that captivate visitor imaginations in a diverse year-round calendar



### CREATIVE COMMUNITY

Inspire a creativity, community connectedness and civic pride through event participation.

## STRATEGIC APPROACH

The strategic approach is to firmly position Lismore, Nimbin, and Villages as an event friendly destination, develop hallmark event/s, increase capacity of home-grown events and attract new events that build on and better reflect the region's competitive advantages.

The focus for all events is to develop creative event experiences that captivate visitor imaginations, attract significant media profile and grow external visitation, driving year-round economic growth for long-term community benefit.

- Event Friendly Destination
- Develop hallmark event/s
- Facilitate home-grown events and event organiser capacity
- Attract events in shoulder/low seasons
- Events to better reflect region's competitive advantages

Australian Little League Baseball Championships, Lismore. Credit SMP Images



# 1

## EVENT FRIENDLY DESTINATION

Thinking from an event organisers' perspective, understanding the needs of different event sectors and creating a whole-of-council approach with long-term strategic processes and resources will be vital in further building a vibrant event destination.

### EVENT FRIENDLY REPUTATION

Further developing Lismore, Nimbin and Villages' reputation as an event friendly destination will be an essential component in attracting major events and elevating existing home-grown events.

Continued development of a one-stop-shop approach with council, event organisers, strategic partners and the greater tourism industry is a key priority for the region.

This includes the development of a corporate culture across the region with a "can do" attitude and seamless team approach that can respond in an agile way to event enquiries and major event attraction.

Based on industry feedback and benchmarking undertaken, developing an event friendly destination was cited as the primary critical success factor in attracting and facilitating sustainable events.

"The more successful an event is, the more events that will follow."

Libby Lincoln, Executive Director, NORPA

### HOW DO WE MAKE IT EASIER TO STAGE EVENTS?

Many local government councils across Australia have adopted a 'one-stop-shop' approach when trying to facilitate event growth and attract major events to their cities and regions. To achieve this, considerable work will need to be undertaken through a whole-of-council approach, including evolving back-end processes within council to enable event innovation..

#### ROLE OF COUNCIL IN EVENTS

Clearly define council's role in major and destination events. Although there is an important role for most councils in the delivery of civic events, through the benchmarking with local governments, most play a leadership, advocacy, and facilitation role, as opposed to focussing on event delivery.

Where local council's play an event delivery role, for example, the Toowoomba Regional Council with the Toowoomba Carnival of Flowers, they have created separate roles, two FTEs with specialist contractors including a leading event organiser to deliver signature multi-day ticketed event and marketing and PR specialists.

#### CROSS-DEPARTMENTAL APPROACH

Taking cross-departmental teams on a customer journey to understand the needs of event organisers, and understanding specific needs of different event sectors e.g., music industry, sports, arts, culture.

This can involve engaging a temporary officer to undertake this work as a collaborator/facilitator, bringing departments together and understanding the legislative framework and required changes behind each area, department, and team within council.

Requiring a whole-of-council approach with an overriding vision to flow down and flow up from all council staff, regardless of team or department.



## ACTIVATING VENUES AND SPACES

To make it easier for events to be staged, pre-loading approvals for event sites and locations is a critical success factor, involving:

- i) Investigating potential venues as event spaces, undertaking a comprehensive audit of event venues and spaces, unlocking red tape, working cross-departmentally with local and state government,
- ii) Looking at potential event spaces and venues, undertaking acoustic modelling, traffic management plans, environmental, licencing etc - to get space/venue to pre-approval process based on a VENUE FRAMEWORK (i.e., framework of usage, timing, suitability e.g., up to 5,000 people for these times/days, no more than 6 events a year),
- iii) Developing preferred suppliers. For example, Gold Coast City Council developed a 100-point system for suppliers to be recommended. This made it easier for event organisers to use local suppliers to generate greater economic benefit and viable local businesses.

## ONE-STOP-SHOP EVENT PORTAL

Further develop online information for event, sporting, and conference organisers.

The portal could act as a central, "one stop shop" for event organisers to seek government approvals. It could include:

- Conferencing and sporting facilities.
- Accommodation (including bed capacities)
- Hiring venues - availability and booking online.
- Unique event venues, locations, and settings
- Automatic generation of permits.
- Event ancillary services (e.g., artists, performers, sound, lighting, staging).
- Pre and post tour opportunities/packages.
- Events calendar.
- Event toolkit.
- Marketing, images, and footage.



### LISMORE NIMBIN & VILLAGES EVENTS SURVEY 2022

Event organisers were asked in terms of importance, what is the most important element for staging your event?

Event organisers rated **venue/facilities availability** as the most important variable when staging their event.

It should be noted 'event friendly' does not mean 'cutting corners' or not being compliant, but facilitating and assisting event organisers so they can deliver events that captivate visitor imaginations that will ultimately deliver better return-on-investment for the community and outcomes based on the four strategic goals.

2

GROW  
RETURN ON  
INVESTMENT

To grow return on investment, the following hierarchy of events has been developed for council to support and invest in events.

The strategic focus is to identify and support events that contribute to council's objectives and funding priorities, specifically aligning to the Event Strategy's vision and strategic goals to:



Enhance destination profile



Driving economic growth



Facilitating vibrant sustainable events

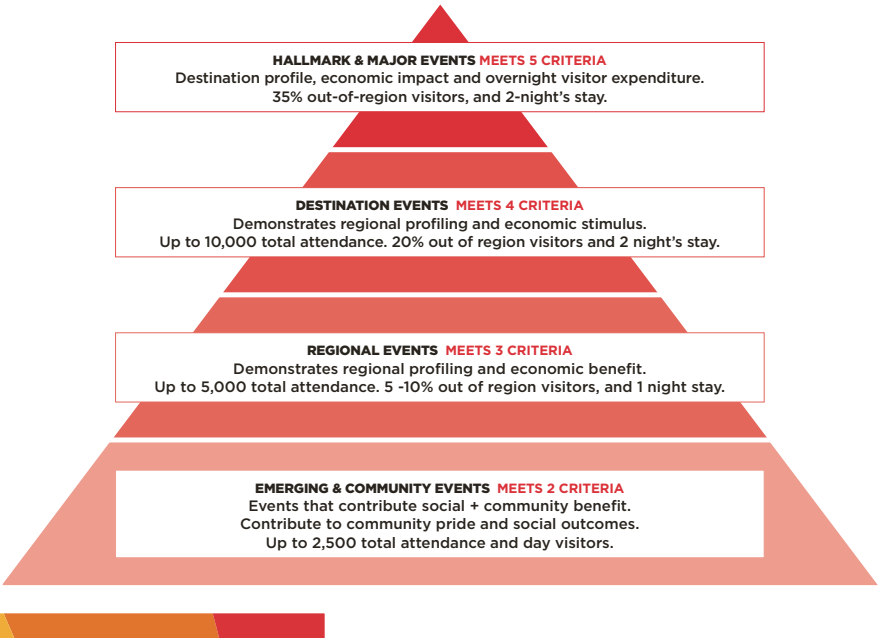


Inspiring a creative community.

EVENT HIERARCHY

The Event Hierarchy outlines a suggested framework to support events with each level meeting minimum criteria to be eligible for funding.

The criteria outlined aligns with Destination NSW regional event funding programs to assist events in a pathway of growth to also apply for funding outside the LGA.



CRITERIA

DESCRIPTION

- |                                  |   |
|----------------------------------|---|
| 1. <b>Destination Profile</b>    | Enhances the profile and appeal of Lismore, Nimbin and Villages.                    |
| 2. <b>Economic Impact</b>        | Generates economic activity of Lismore, Nimbin and Villages.                        |
| 3. <b>Overnight Visitation</b>   | Attracts external visitation specifically generating overnight visitor expenditure. |
| 4. <b>Sustainability</b>         | Demonstrates financial and environmental sustainability.                            |
| 5. <b>Social &amp; Community</b> | Drives social and community outcomes, including community pride and cohesion.       |
| 6. <b>Regional Dispersal</b>     | Demonstrates regional equity and dispersal.   |
| 7. <b>Shoulder Season</b>        | Is staged in a shoulder/low season and does not conflict with other event dates.    |

POTENTIAL FUNDING	APPLICATION ROUND	FOCUS AREA	CRITERIA
<b>Hallmark + Major Event funds over \$50,000</b>  (from Event Attraction Fund)	On demand	Support events that drive destination profile, economic impact, and overnight visitor expenditure. Attract high value travellers and over 35% out-of-region visitors, and 2-night's stay.	Meets min 5 criteria.
<b>Destination Event up to \$30,000</b>  (up to 10,000 total attendance)	Bi-annually	Support for events that clearly demonstrate return on investment attract up to 10,000 total attendance with over 20% out-of-region visitors and 2 night's stay.	Meets min 4 criteria.
<b>Regional Event up to \$20,000</b>  (up to 5,000 total attendance)	Bi-annually	Support for events that demonstrate tourism and regional economic benefits and attract up to 5,000 total attendance, with 5 -10% out-of-region visitors, and 1 night stay.	Meets min 3 criteria.
<b>Emerging Event up to \$5,000</b>  (up to 2,500 total attendance)	Bi-annually	Support for events that contribute to community pride/social outcomes and attract up to 2,500 total attendance and day visitors.	Meets min 2 criteria.
<b>Community Event</b>	Annually	In-kind and/or cash support for community led events run by community for broad community benefit.	Organisation to submit required information when advertised annually.

MAJOR EVENT ATTRACTION FUND

Increased investment is required to develop a Major Event Attraction Fund, where the fund is used for bidding for Major Events (including conference/business events) and developing and/or facilitating Hallmark events.

In some LGAs where they stage and/or attract significant Hallmark and Major Events, they represent 50-60% of total budget as they deliver a higher return on investment, in term's of the LGA's event goals.

Through benchmarking with other LGAs, some councils have partnered with state and/or private enterprise for their Major Event Attraction Fund to support cities/regions bid for major events.



## INCUBATOR FUND

To encourage new and innovative events that meet key criteria, the development of an Event Incubator Fund to offer seed funding for new events in their first and second year could be considered.

First year events could be included in the Emerging Event category. Typically a first year event has difficulty attracting funding, but should a new event present a compelling case where organisers have a good governance background and the event clearly delivers on strategic goals and criteria, a one-off funding agreement could be developed.

## MULTI-YEAR FUNDING

Multi-year funding agreements can be a pathway to growth for events that exhibit destination and/or hallmark potential. They may also assist events apply for multi-year sponsorship and state government funding agreements.

Where events have successfully acquitted funding for two or more consecutive years, eligibility to apply for a three-year partnership agreement could be considered, whereby funding is committed for up to three years to allow for longer-term, strategic planning.

## POST EVENT REPORTING

Destination, Hallmark, and Major Events should undertake a standardised visitor survey, with substantiated attendance records to successfully acquit their funding. With funding paid upon delivery for example :

- 30% on confirmation of signed contract/partnership agreement.
- 60% on submission of preliminary program and marketing strategy.
- 10% on completion of Post Event Report.

## EVENT EVALUATION

To effectively measure ROI against key criteria, post event reporting needs to identify:

**TOTAL ATTENDANCE:** aggregated total attendance (i.e., daily attendance x number of days). It includes visitors, participants (competitors, performers, stall holders, volunteers).

**ESTIMATED ATTENDANCE:** for free events, estimated attendance can be based on police/security/SES estimates of crowd based on number per square meter x geographic footprint of event.

**ESTIMATED VISITOR SPEND:** estimated spend can be calculated based on daily and/or overnight visitor expenditure with total attendance. Visitor expenditure figures can be sourced from the Local Government Area Profile report published by Tourism Research Australia (TRA).

**MEDIA MONITORING:** can be undertaken by a paid 3rd party, such as Meltwater Media, iSentia.

**SOCIAL MEDIA INSIGHTS** and website analytics can provide audience insights.

To overcome limited economic data to measure the impact and effectiveness of events, an Event Tourism Impact Model could be undertaken by firms specialising in event analysis.

To ensure accurate collection and reporting of data, for events funded over \$20,000 p.a., an independent research specialist to be engaged to develop a standardised visitor analysis system, aligned to Destination NSW Regional Event Program.

## IN-KIND SUPPORT

Council could be potentially offer event organisers as part of in-kind support including:

- Box office and online ticketing.
- Event evaluation (including online surveys, event tourism impact study).
- Event training and networking.
- Event marketing in existing council communications and/or potential marketing partnerships with DNC industry/sponsors.
- Further development of an online event toolkit.
- Initial incentives for event organisers to stage innovative and engaging events in council venues and public spaces.

## ATTENDANCE NUMBERS

A final consideration to grow return-on-investment is the need consider high value event travellers (not just total attendance). For example, a conference that attracts 500 out-of-region visitors may generate a greater economic impact than a community event that attracts 5,000 people.

Positive media profiling benefits may also out way total attendance, in the case of events that generate significant national and/or international media coverage in key target markets.

## EVENT TOURISM IMPACT MODEL

### TOURISM METRICS

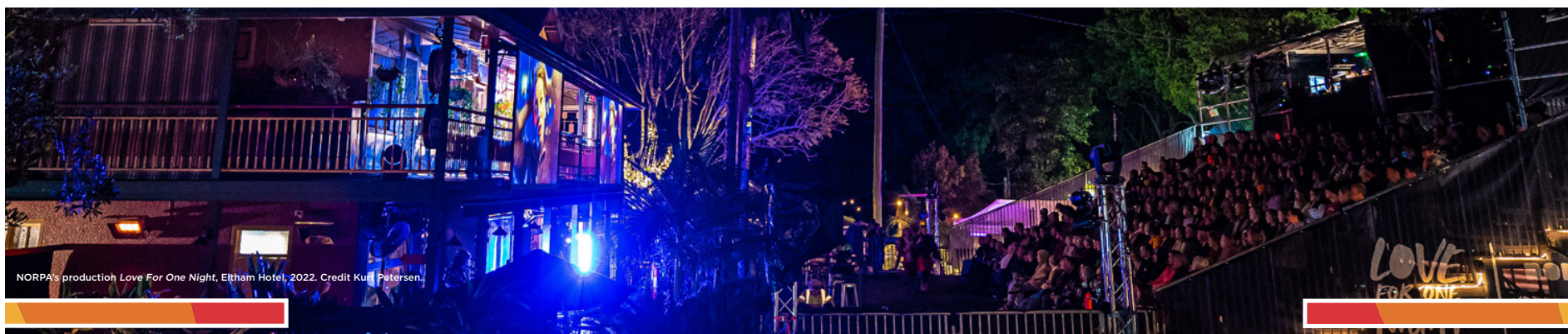
- The number of visitors to the LGA/NSW
- The number of direct (event related) visitor nights
- Total attendances and the number of attendees (breakdown into attendee categories of participants, spectators and accompanying persons)
- The visitor profile (breakdown of visitors from intrastate, interstate and overseas)
- Day trip visitors compared to overnight stays
- The total number of visitor nights (within the host region and other parts of NSW)

### ECONOMIC IMPACT

- Event organiser income and expenditure
- Total overnight visitor expenditure
- The direct and incremental spending
- The economic impact of the event to LGA/NSW

### COMMUNITY AND CULTURAL VALUE

- The community pride generated by the event
- Social Impacts





### 3

## TRANSFORM DESTINATION PROFILE

Creating significant and competitive destination events that build on the region's unique selling points will be crucial for the long-term success of the Lismore, Nimbin and Villages economy, and transforming Lismore, Nimbin and Villages' destination profile.

### HALLMARK EVENTS

Hallmark and major events will play a pivotal role in amplifying a positive destination profile for Lismore, Nimbin and Villages and increasing overnight visitor expenditure. They have the potential to be a catalyst for repeat visitation, contribute to the destination profile, infrastructure development and community connectedness.

A prevalent theme throughout all consultation, revealed a strong desire for higher quality events with a hallmark event that could help to transform the destination's profile and change visitor perceptions following the historic flooding disaster of 2022.

The long-term strategy is to secure or develop a hallmark event inspired by the region's competitive advantages, providing a legacy for destination profile and external visitation. Such an event would need to be something not seen or experienced before, based on a genuine, distinctive theme that is embedded in the Lismore, Nimbin and Villages culture.

Existing events with hallmark potential need to further develop their competitive advantage and increase their media and online profile to attract increased external visitation and overnight visitor expenditure.

### EVENT ATTRACTION

The region has the capacity to attract major events, particularly creative arts, sustainable lifestyle meetings and conferences and regional sporting events (e.g., baseball, cricket).

Its villages, community expertise in sustainable living/ farming practices and proximity to World Heritage listed rainforests cater for boutique meetings and conferences and ideal opportunities for delegates for pre and post touring – a key component delegates consider essential in selecting attendance at a conference.

Increasing the event attraction budget and strategic partnerships will require consideration to compete with other regional destinations.

“Offering a social program that includes networking events in scenic or iconic settings, choosing event venues that make leisure activities such as shopping, dining and sight-seeing convenient, and providing opportunities to discover the destination are all highly appealing to delegates”

Tourism Australia - Association Conference Delegate Behaviour.



## ELEVATE + REINVIGORATE EVENTS

Some existing events have potential to develop into hallmark events, through reinvigoration, innovation of their event experience and elevating their projected image to increase media profile and external visitation.

Events need to constantly change and evolve with consumer trends, including attendees expecting to see something they haven't seen before and to have more meaningful and immersive experiences where they actively participate in the event.

Events with strong attendance and profile, such as, but not limited to, the Lismore Lantern Parade, Aquarius Festival, Lismore Masters Games, North Coast National Lismore Show and Tropical Fruits provide platforms for hallmark potential.

### LISMORE NIMBIN & VILLAGES EVENTS SURVEY 2022

88% of survey respondents indicated their event was not listed with the ATDW (Australian Tourism Data Warehouse), a database feeding 60+ tourism websites nationally.

## BRANDING, MEDIA PR + DIGITAL

Existing events need to amplify their content, messaging, and digital distribution to create cut-through in a competitive marketplace and gain greater share of media voice.

Strategies to amplify destination profiling include:

- Working with Destination North Coast, Destination NSW, and Tourism Australia to undertake significant image, drone and footage of region, ensuring content is distributed through NSW and national tourism image/content libraries.
- Contracting event specialist photographers/content creators (used by DNSW/TA)
- Create significant media coverage, contracting event Marketing and Media PR specialists to generate state-wide, national and international media coverage e.g., video news releases, eDM, social media and digital campaigns.
- Encourage event organisers to integrate Lismore, Nimbin and destination images into event marketing, linking regional visitor websites and social media channels to event/festival websites.
- Subject to privacy laws, developing a database of visitors from event online ticketing systems to provide targeted visitor insights.
- Encouraging event organisers to participate in tourism marketing and leverage Destination NSW campaigns and content.
- Developing an event marketing toolkit for event organisers to improve the quality and consistent messaging projected by events.
- Maximising Lismore, Nimbin and Villages visitor experiences exposure at events, e.g. with signage placement, provision of destination images and footage to event organisers for social media and television broadcasts.
- Encouraging established events to enter business, tourism and event awards could further profile Lismore, Nimbin and Villages events on a regional, state and national stage.



## HALLMARK EVENT CASE STUDIES

“Decades of brand building. Events that grew on the city’s cultural fabric”

### TAMWORTH COUNTRY MUSIC

Originating in the late 1960s with a local radio station as part of their Country Music Capital with an established country music fan base and a local association was a small talent quest.

The first Australasian Country Music Awards were then staged in Tamworth in 1973, bringing national focus.

Today, the Tamworth Regional Council is a key festival organiser for Tamworth Country Music Festival, providing the major infrastructure for the headline celebrations and umbrella brand marketing for the event, supported by over 70 local venues, from sports and bowling clubs to cafes, theatres, shops, and churches, booking acts for inclusion in the event program, creating the “Largest Music Festival in Australia”.

### TOOWOOMBA CARNIVAL OF FLOWERS

Developed by the Chamber of Commerce in 1949 to boost community spirit and generate economic activity following the hardships of WWII.

Once known as grey heads in garden beds, the event was reinvigorated, and Toowoomba has become synonymous as the home of Toowoomba Carnival of Flowers and the Garden City.

Toowoomba Regional Council owns the event, curating 30+ signature events to activate the city with themed experiences and tours. Over 30 community and business-run events support the 30-day program in September with Foodie Tours, flower-themed menus and displays.

4

FACILITATE HOME GROWN EVENTS

Facilitating home-grown event capacity has the propensity to ensure event sustainability , incubate community creativity and sporting pathways, and encourage the development of event experiences that captivate visitor imaginations.

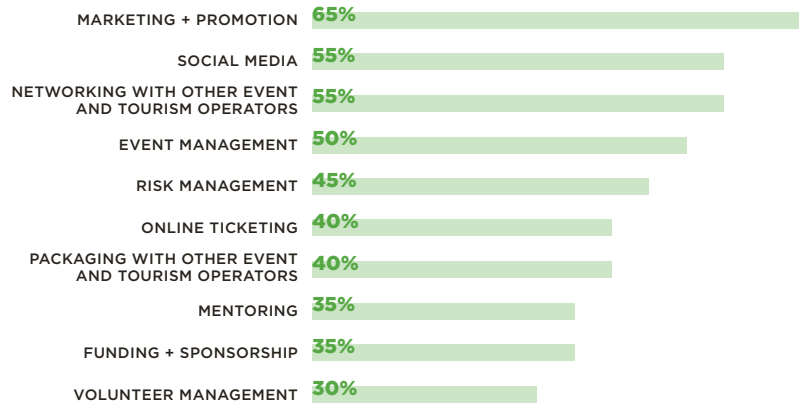
GROW EVENT ORGANISER CAPACITY

Grow event organiser capacity through training, networking, and in-kind support resources.

Collaboration through training workshops and networking functions for the event and tourism industry would assist in uniting the industries and provide operators with an opportunity to increase capacity by packaging events with accommodation, transport, attractions, tours, and dining experiences.

Event organisers were surveyed as part of the Lismore, Nimbin and Villages Events Survey to indicate what areas of training they would be interested in participating in.

Throughout face-to-face consultation time involved and expertise in applying for grants and attracting sponsorship were cited as major challenges for many event organisers.



INCOME DIVERSIFICATION

The need to further develop income diversification and profitability is required for long-term event financial sustainability.

Increased income, sponsorship and reliance on funding was identified by many events as a major inhibitor to growth. Strong financial training, understanding non-profit doesn't mean break-even and the need to generate surplus to innovate event programs is required.

As part of a pathway to growth for home grown events, funding applications for specific projects/ programs within their events is essential e.g. tourism, arts, sport funding programs through State and Federal government and philanthropic sources.

HUMAN RESOURCING

Following income and funding, human resourcing and overstretched volunteers was cited by many event organisers as another major inhibitor to growth.

SHARING OF RESOURCES

Greater networking between events and the wider tourism industry and community could facilitate the sharing of information and resources, including:

- Co-promotion at events to enhance the experience e.g. Tropical Fruits performance at a sporting event, live performance at a conference.
- Volunteer exchanges at events.
- Skills exchanges e.g., one event shares sponsorship skills in exchange for risk management skills.
- Co-marketing on websites, social media, and potential data base sharing.

FACILITATE NETWORKING

To facilitate the process of sharing resources, it is recommended for council to lead and work in partnership with industry partners to coordinate facilitated and engaging networking and training opportunities for event organisers, and wider industry.

During consultation an annual event symposium was cited to coordinate featuring a calendar of events/clash calendar with event organisers, and opportunity to meet with venues, galleries, accommodation, potential sponsors, media and event suppliers.

ENVIRONMENTAL BEST PRACTICE

To further grow a positive destination profile, building on the region's sustainable living reputation and to capture green consumer demand, events should be encouraged to use environmental best practice in the delivery of their events. This may require in-kind assistance in "how to" and initial financial incentives.



## 5

INCREASE  
OVERNIGHT VISITOR  
EXPENDITURE (OVE)

## INCREASE CONVERSION

Packages can create a higher conversion rate; making it easier for visitors to purchase events with one click. On-line event program is essential to remain competitive and vital for collecting attendee, competitor, and exhibitor information.

EXPERIENCE DEVELOPMENT  
+ VALUE-ADD PACKAGING

Encourage the development of Lismore, Nimbin and Villages signature experiences to meet changing consumer trends.

Developing new and tailored experiences within events, such as distinct Lismore, Nimbin and Villages behind the scenes and VIP experiences could increase profit margins for events to assist with income diversification.

LISMORE NIMBIN & VILLAGES  
EVENTS SURVEY 2022

**ONLY 59%** using an online  
ticketing program.

**78%** do not package their events,  
festivals, and/or conferences with  
accommodation.

Facilitating events to drive overnight  
visitor expenditure will contribute  
towards a stronger year-round  
economy and creating employment for  
the benefit of the greater community.

TOURISM AND  
EVENT PACKAGING

Increase length-of-stay with event passes packaged with accommodation and Lismore, Nimbin and Villages visitor experiences through online event ticketing.

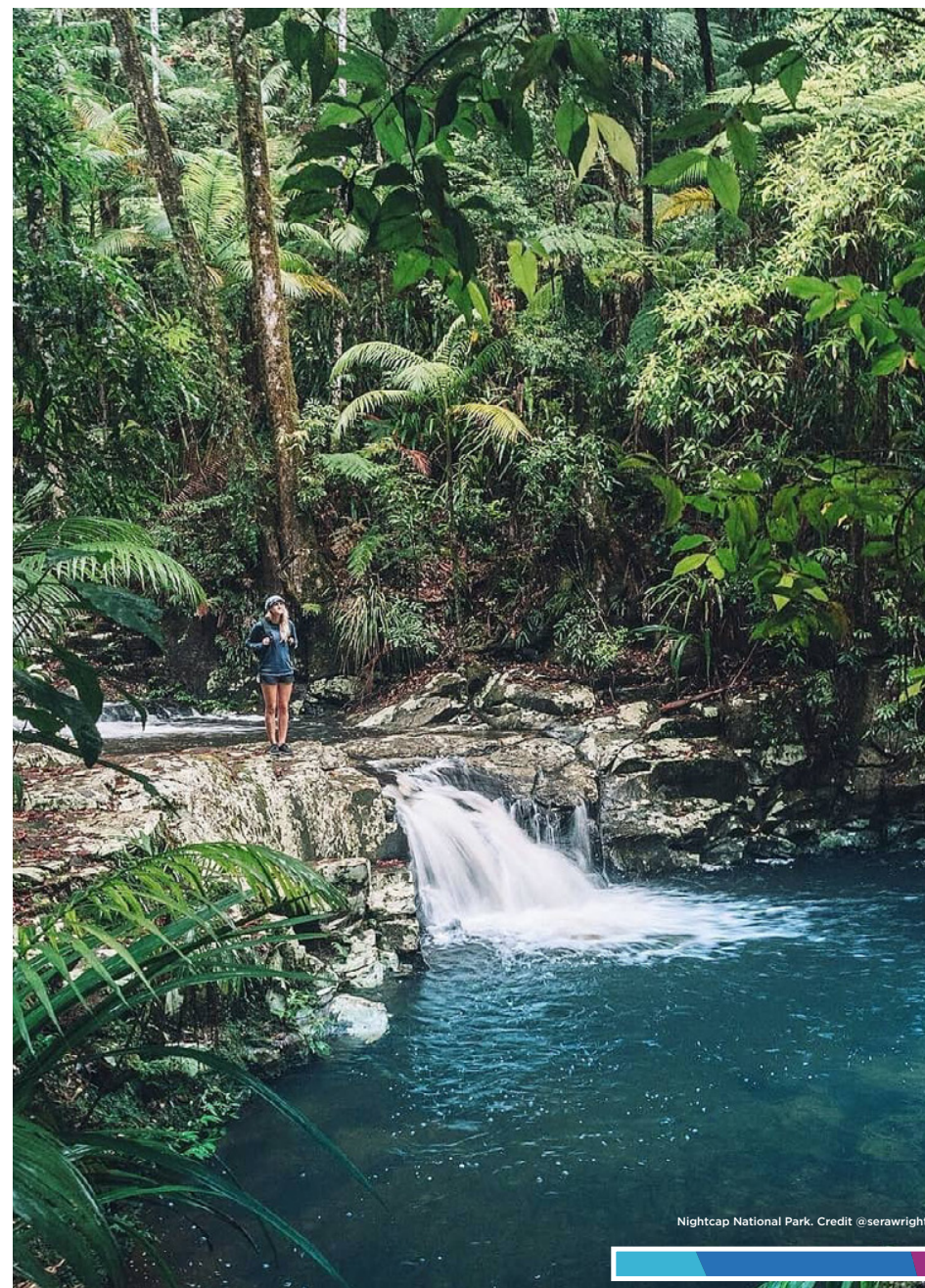
Encourage packaging with existing tours will help to ensure wider distribution.

Packaging should include the wider visitor economy, e.g., attractions, tours, dining, workshops, art, beauty therapy and retail.

Developing and packaging dawn, dusk, and evening experiences, such as yoga at sunrise, business breakfasts, sunset cocktails and World Heritage rainforest and wildlife tours, could further convert regional event day-trippers into overnight stays.

CROSS-REGIONAL  
PACKAGING

Consideration of cross-regional packaging within the greater Northern Rivers region could provide opportunities to appeal to the mid to long-haul drive market and future international markets.



Nightcap National Park. Credit @serawright



# The Program

## ACTION PLAN

The snapshot below and following action plan provides the actions with recommended timings to achieve the critical success factors.

STRATEGIC PRIORITIES	2024	2025	2026	2027	2028
<b>1   EVENT FRIENDLY DESTINATION</b>					
1.1 One-Stop Shop Approach					
1.2 One-stop-Shop Event Portal					
1.3 Cross-Departmental Approach					
1.4 Activating Venues + Spaces					
1.5 Clarify Council's Role in Major/Destination Events					
1.6 Preferred Supplier System					
<b>2   GROW RETURN ON INVESTMENT</b>					
2.1 Event Hierarchy Funding Program					
2.2 In-kind Support					
2.3 Post Event Reporting					
2.4 Major Event Attraction Fund					
2.5 Multi-Year Funding					
2.6 Event Tourism Impact Model					
2.7 Incubator Fund					
<b>3   TRANSFORM DESTINATION PROFILE</b>					
3.1 Elevate + Reinvigorate Events					
3.2 Event Attraction					
3.3 Branding, Media PR + Digital					
3.4 Hallmark Events					
<b>4   FACILITATE HOME-GROWN EVENTS</b>					
4.1 Annual Event Symposium					
4.2 Event Networking					
4.3 Event Capacity Building Program					
4.4 Environmental Best Practice					
<b>5   INCREASE OVERNIGHT VISITATION</b>					
5.1 Tourism and Event Packaging					
5.2 Cross-regional Packaging					
5.3 Experience Development + Value Add Packaging					
5.4 Increase Conversion, online ticketing training program					

The bolded organisation identified in the stakeholder column of the following Action Plan indicates the lead agency, with key stakeholders identified as potential partners to support/facilitate the action.

ABBREVIATIONS

ATDW	Australian Tourism Data Warehouse	LCC	Lismore City Council
COC	Chamber of Commerce	OVE	Overnight Visitor Expenditure
DNC	Destination North Coast	KPIs	Key Performance Indicators
DNSW	Destination New South Wales	TA	Tourism Australia



# 1 EVENT FRIENDLY DESTINATION

ACTION	STAKEHOLDERS	KPIs	2024	2025	2026	2027	2028
<b>1.1 One-stop Shop Approach.</b>							
Ensure council event team is the key contact for major and destination event organisers, acting as a concierge across multiple council departments/Strategic Event Team and partners.	LCC. Events team Whole-of-council.	Number of events and outcomes of facilitated events based on four strategic goals.					
<b>1.2 One-Stop Shop Online Event Portal.</b>							
Develop a 'one-stop-shop' online event portal including: <ul style="list-style-type: none"> <li>Venues/spaces with pre-approved usage and online booking system</li> <li>Automatic generation of required permits</li> <li>Preferred suppliers</li> <li>Calendar of events (clash calendar).</li> <li>Event management templates.</li> <li>Brand, media, image/footage, and content library</li> </ul> Use the online event toolkit as a key tool for discussion and in-put across departments.	LCC. Events team Whole-of-council. NSW/Australian Government.	Online event portal workflow design. Event portal live.					
Work with tourism team to include accommodation options and pre and post tour opportunities/packages.							
<b>1.3 Activating Venues + Spaces.</b>							
Comprehensive audit of potential event venues and spaces, working cross departmentally.	LCC. Public and private event venues/spaces.	Completion of venue/spaces audit and framework.					
Develop a venue framework to get venues/spaces to pre-approval process. Include acoustic modelling, traffic management plans, environmental, licencing etc, based on framework of usage, timing, event type suitability etc.	NSW/Australian Government.	Venues/spaces available and activated.					
<b>1.4 Cross-Departmental Approach.</b>							
Engage temporary collaborator/facilitator to take cross-departmental teams on a customer journey to understand event organiser needs and legislative frameworks. Work with teams to understand event friendly and one-stop shop approach.	LCC. Whole-of-council.	New processes and initiatives implemented.					
Develop cross-department Strategic Event Team to facilitate strategy implementation and assist with ongoing event friendly whole-of-council corporate culture.	Internal/external event organisers.	Evidence of 'event-friendly' actions from individuals/departments.					
<b>1.5 Clarify Council's Role.</b>							
Confirm/ re-clarify Council's role in major events.	LCC.	Confirmed role in events reflected in internal structure.					
Ensure internal structure is adequately resourced to deliver a major event and destination event program that can achieve the level of strategies required.	Events team.	Adequate resourcing of structure.					
Additional specialist human resourcing will be required to undertake the actions to develop actions 1.1, 1.4, 1.5, 1.6.							
<b>1.6 Preferred Supplier System.</b>							
Develop a Preferred Event Supplier System to make it easier for event organisers to use local suppliers and services (e.g., artists, performers, sound, lighting).	LCC. Local event suppliers.	Preferred Supplier System developed.					

# 2 GROW RETURN ON INVESTMENT

ACTION	STAKEHOLDERS	KPIs	2024	2025	2026	2027	2028
<b>2.1 Event Hierarchy Funding Program.</b>							
Develop event funding program based on event hierarchy and criteria aligned to Event Vision and four strategic goals.	LCC. Event organisers.	Updated event funding program implemented.					
<b>2.2 In-kind Support.</b>							
Investigate potential in-kind support as part of funding agreements e.g., online surveys/ tourism impact model, marketing/media PR, council venue/space incentives in low/shoulder seasons.	LCC. Event organisers.	In-kind support implemented in funding agreements.					
<b>2.3 Post Event Reporting.</b>							
Develop standardised online event survey and use as part of funding acquittal reporting.	LCC. New event organisers.	Online surveys completed with annual analysis.					
Results collated and analysed annually.							
<b>2.4 Major Event Attraction Fund.</b>							
Seek potential strategic partnerships to increase major event attraction fund with industry bodies and private enterprise sponsorship to bid for sporting, conference, industry events.	LCC. DNC, DNSW Regional/State sports, arts organisations.	Increased fund. Number of event bids and successful bids.					
<b>2.5 Multi-Year Funding.</b>							
Multi-year partnership agreements with events who have successfully acquitted 2 or more consecutive years with projected growth and destination/hallmark potential.	LCC.	Multi-year agreements successfully acquitted.					
<b>2.6 Event Tourism Impact Model.</b>							
Further develop consistent event tourism impact modelling, align with state event funding measurements.	LCC. DNSW	Event evaluation template for major/destination events.					
Investigate engaging event analysis specialist.							
<b>2.7 Incubator Fund.</b>							
Include seed funding for new events e.g., as part of Event Hierarchy emerging events.	LCC. New event organisers.	New events funded.					

### 3 TRANSFORM DESTINATION PROFILE

ACTION	STAKEHOLDERS	KPIs	2024	2025	2026	2027	2028
<b>3.1 Elevate + Reinvalidate Events.</b>							
Explore existing events with hallmark potential.	LCC.	Identified hallmark potential events.					
Provide a pathway of growth through hierarchy of events/multi-year funding agreements.	Event organisers.	Event experiences with competitive advantages.					
Encourage event organisers to amplify the unique selling points/competitive advantages and consumer trends in event experiences.							
Cross-pollinate events. e.g., Tropical Fruits performance at sporting events.							
<b>3.2 Event Attraction.</b>							
Identify potential major events e.g., creative arts, sustainable lifestyle meetings and conferences and regional/state/national sporting events.	LCC. DNC. NSW Regional / State sports, arts bodies.	Meetings with key stakeholders. Targeted list of potential events.					
<b>3.3 Branding, Media PR + Digital.</b>							
Develop significant event content library. For destination/ major events, contract event photographers/content creators/ Media PR specialists.	LCC. DNC. NSW. TA.	Online event content library. Media PR value.					
Include content library in online event portal.		Social media reach/ engagement.					
Maximise destination exposure at events with signage and destination images/footage for social media and video news releases.		Number of events on ATDW.					
Ensure event listings on ATDW.							
<b>3.4 Hallmark Events.</b>							
Investigate concept through Hallmark Event Framework – Refer-> <a href="https://shorturl.at/dmCQS">https://shorturl.at/dmCQS</a>	LCC. DNC. Create NSW. Office for the Arts.	Meetings with key stakeholders. Hallmark event feasibility study.					
Seek partnerships with key stakeholders e.g., NSW State Significant Event Fund. Festivals Australia.							

### 4 FACILITATE HOME-GROWN EVENTS

ACTION	STAKEHOLDERS	KPIs	2024	2025	2026	2027	2028
<b>4.1 Annual Event Symposium.</b>							
Stage an annual Event Symposium including planning for following year: • Events calendar/clash calendar. • Launching online event portal, event funding and training programs. • Event cross-pollination. • Facilitate sharing resources e.g., co-promotion, volunteer/skills exchanges. • Post symposium survey.	LCC. Event organisers. Venues, suppliers, potential sponsors/ funding bodies, tourism/creative industry/COCs.	Number of participants. Clash calendar. Survey results of outcomes. Evidence of cross-promotion with wider visitor industry.					
<b>4.2 Event Networking.</b>							
Work with industry stakeholders to facilitate event networking with wider tourism, business, arts, and creative networks.  Where possible incorporate with existing industry networking functions.	LCC. Event organisers. Tourism/creative industry/COCs..	Inclusion and participation of events in networking functions.					
<b>4.3 Event Capacity Building Program.</b>							
Three -year event capacity building program for event organisers, e.g. • Income diversification/grants. • Human resourcing/volunteer management. • Marketing, Media PR, social media. • Packaging and online ticketing. • Experience development.	LCC. New event organisers.	Number of participants.					
<b>4.4 Environmental Best Practice.</b>							
Develop staging sustainable events toolkit for inclusion in online event portal.  Incorporate sustainable initiatives as part of event funding programs.	LCC. New event organisers.	No. of events incorporating sustainable initiatives.					

5 INCREASE OVERNIGHT VISITATION

ACTION	STAKEHOLDERS	KPIs	2024	2025	2026	2027	2028
<b>5.1 Tourism and Event Packaging</b> Encourage packaging with tourism stakeholders to develop event packages with accommodation, tours/ experiences, car hire, flights.	<b>Tourism industry. Event Organisers.</b>  LCC.	Number of packages in the marketplace.					
<b>5.2 Cross-regional Packaging</b> Regional packaging with greater North Coast experiences.	<b>Event organisers.</b>  LCC. DNC.  Tourism industry.	Evidence of regional packaging.					
<b>5.3 Experience Development.</b> New event experiences to increase overnight visitation, income diversification e.g., dawn/ dusk/ under the starts and behind the scenes/VIP experiences packaged online.	<b>Event organisers.</b>  LCC.	Evidence of new event experiences and increased OVE.					
<b>5.4 Increase Conversion.</b> Facilitate uptake and use of online ticketing by events, with advice/ online ticketing training.	<b>Event organisers.</b>  LCC.	Number of events with on-line ticketing.					

Applause  
THE CONSULTATION PROCESS

Gratitude goes out to all the individuals who dedicated their time, insights, and guidance towards the development of this strategy. This includes those who actively participated in online industry surveys, workshops, facilitated meetings, and individual interviews. Your contributions have been invaluable, and we sincerely thank you.



STAKEHOLDER ENGAGEMENT SUMMARY







# LOCAL GOVERNMENT EVENT AUDIT

Benchmarking for the Lismore Event Strategy 2023 - 2027



## EXECUTIVE SUMMARY

### COUNCILS BENCHMARKED

East Gippsland Shire Council  
Lockyer Valley Regional Council

### TOURISM ORGANISATIONS

Destination Riverina Murray NSW  
Destination South NSW

### CAPACITY BUILDING

Event organisers were surveyed to identify training needs. Training workshops/bootcamps were developed and delivered by industry specialists.

### PATHWAY TO GROWTH

Provides event organisers with the training and capacity building to stimulate event growth.

### MARKETING REACH

Community groups did not have the capacity or skills to promote the event to attract external visitation.

### EXTERNAL VISITATION

External, professional event manager and marketing/media PR specialists attracted external visitation.

## Key Recommendations

### FATIGUE/BURNOUT

Post disaster, event organisers were fatigued, limited volunteers were available, and committees did not have succession plans.

### MOTIVATING ORGANISERS

Small council delivered events made the community feel good, lifted the spirit and inspired new events to be developed.

### SEED FUNDING

Seed funding inspired community groups to develop and deliver new events that have the potential to become hallmark events.

### ONLINE RESOURCES

Comprehensive, easy to use online resources and template toolkits with suppliers directory assists local and external event organisers.

### LIMITED ACCOMMODATION

Can impact event attendance if the availability of accommodation is limited. Activate 'Tent City' and RV Camping.

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## OVERVIEW

The Lismore region is in the Northern Rivers of NSW on the North Coast, 731km north of Sydney and 196km south of Brisbane. Covering an area of 1,290 square kilometres with seven vibrant villages and a population of 43,667, the region is located at the gateway to the popular tourist destinations Ballina (32km) and Byron Bay (45km).

Renowned for alternative living, World Heritage national parks, extraordinary arts and culture vibe and gourmet produce. Lismore is in the heart of the region, and to the north is Nimbin. Nimbin is the region's largest village, the larger-than-life town known worldwide as Australia's most famous hippie destination and alternative lifestyle capital.

In February 2022, two floods in northern NSW and southeast Queensland became Australia's most significant natural disaster since 1974's Cyclone Tracy. Floodwaters inundated the Lismore Region at unprecedented levels, destroying thousands of homes, businesses and buildings and leaving residents homeless.

Councils who experienced a natural disaster were selected to benchmark their structure and recovery process to support event organisers and resourcing.

Although the Wagga Wagga region experienced extensive flooding, the only impact was restricted access in and out of the region. The Wagga Wagga City Council was identified to benchmark, however, after interviewing, it was determined they did not have any learnings to share. Destination Riverina Murray is currently developing a

Recovery and Resilience Strategy for natural disasters and shared some insights.

The councils included in the benchmarking that experienced natural disasters are East Gippsland Shire Council (Victoria - bushfires) and Lockyer Valley Regional Council (Queensland - flooding).

The information obtained is **confidential** to support and inform the development of the Lismore Events Strategy.

The benchmarking included phone interviews with each Council and online research. The findings are outlined in the following pages.

Wider consultation will be undertaken in-region with the Council, industry and the community.



## SNAPSHOT

	LISMORE CITY COUNCIL	EAST GIPPSLAND SHIRE COUNCIL	LOCKYER VALLEY REGIONAL COUNCIL
<b>Population</b>	<b>44,344</b>	<b>48,453</b>	<b>41,762</b>
<b>Event Structure</b>	<b>Under:</b> Liveable and Active communities.	<b>Under:</b> Economic Development and Tourism.	Under Communities and Regional Prosperity
<b>Number of Staff</b>	2 FTE	1.7 staff	2 FTE
<b>Positions</b>	<b>Events &amp; Facilities Coordinator</b> <ul style="list-style-type: none"> <li>Coordinate and deliver events, event attraction, Project Management, manage events budget, support event organisers, liaise with suppliers and manage staff.</li> </ul> <b>Events Lead</b> Support coordinator.	<b>Events Officer:</b> <ul style="list-style-type: none"> <li>Event attraction, tourism events, training and development, equipment hire, deliver events, develop guides and resources, assisting event organisers, mentor program.</li> </ul> <b>Events Admin Officer:</b> <ul style="list-style-type: none"> <li>Event permits.</li> </ul>	<b>Snr Tourism and Events Officer</b> <ul style="list-style-type: none"> <li>Attracts events, overseas VIC and event operations.</li> </ul> <b>Event Tourism Officer</b> <ul style="list-style-type: none"> <li>Supports event organisers, delivers community events, development of event resource tools.</li> </ul> Tourism Officers assist at critical times.
<b>Financial Resources</b>		<b>Operating Budget:</b> \$346,000 Staff, training, development and Council events.  <b>Plus Event Support Budget:</b> \$150,000 <b>Breakdown:</b> <ul style="list-style-type: none"> <li>\$80,000 mentor program</li> <li>\$20,000 Sports Marketing Australia</li> <li>\$50,000 event sponsorship (<b>equally matched</b> by Destination Gippsland and East Gippsland Marketing).</li> </ul> <b>Note:</b> Budget does not include grants.	<b>Operating Budget:</b> \$125,541 Staff, training and development.  <b>Plus Event Support Budget:</b> \$242,589 <b>Breakdown:</b> Civic \$61,180 Council Led Events \$143,900 Community Events \$37,500  <b>Plus Additional Event Support:</b> \$35,809 Grants, subsidies, sponsorship.
<b>Increased sponsorship budget post-natural disaster?</b>	No	No	No

	LISMORE CITY COUNCIL	EAST GIPPSLAND SHIRE COUNCIL	LOCKYER VALLEY REGIONAL COUNCIL
<b>Event Focus</b>	To benefit the community, build confidence and inspire community groups.	Building and inspiring community confidence through community events resulted in the reinvigoration of existing events and the development of new events to attract external visitation.	Creating community events to inspire and motivate community events to return.
<b>Identifying Hallmark Events</b>	Assessed through criteria.	Events are assessed through weighted criteria: people, dispersal, calendar timing, and unique to the region.	Event criteria and weighted questions have been developed to identify Hallmark events.
<b>Event Marketing</b>	<b>Council</b> Media releases, community news letter, social media.	<b>Tourism Bodies</b> Visit East Gippsland and Destination Gippsland market events.  <b>ATDW listings</b> are picked up by Visit Vic, Visit East Gippsland and Destination Gippsland (additional marketing, calendar listings)  <b>Council</b> Fund media releases, Mayors comments, community newsletter, Influencers and bloggers.	<b>Tourism Bodies</b> Lockyer Valley Tourism Association has recently merged with the chamber. Under the new structure, they will undertake marketing events.  <b>Council</b> Tourism Marketing Team manages the Council Love Lockyer website and social media channels. This team promotes events.



## EAST GIPPSLAND SHIRE COUNCIL (Victoria)

### NATURAL DISASTER BACKGROUND

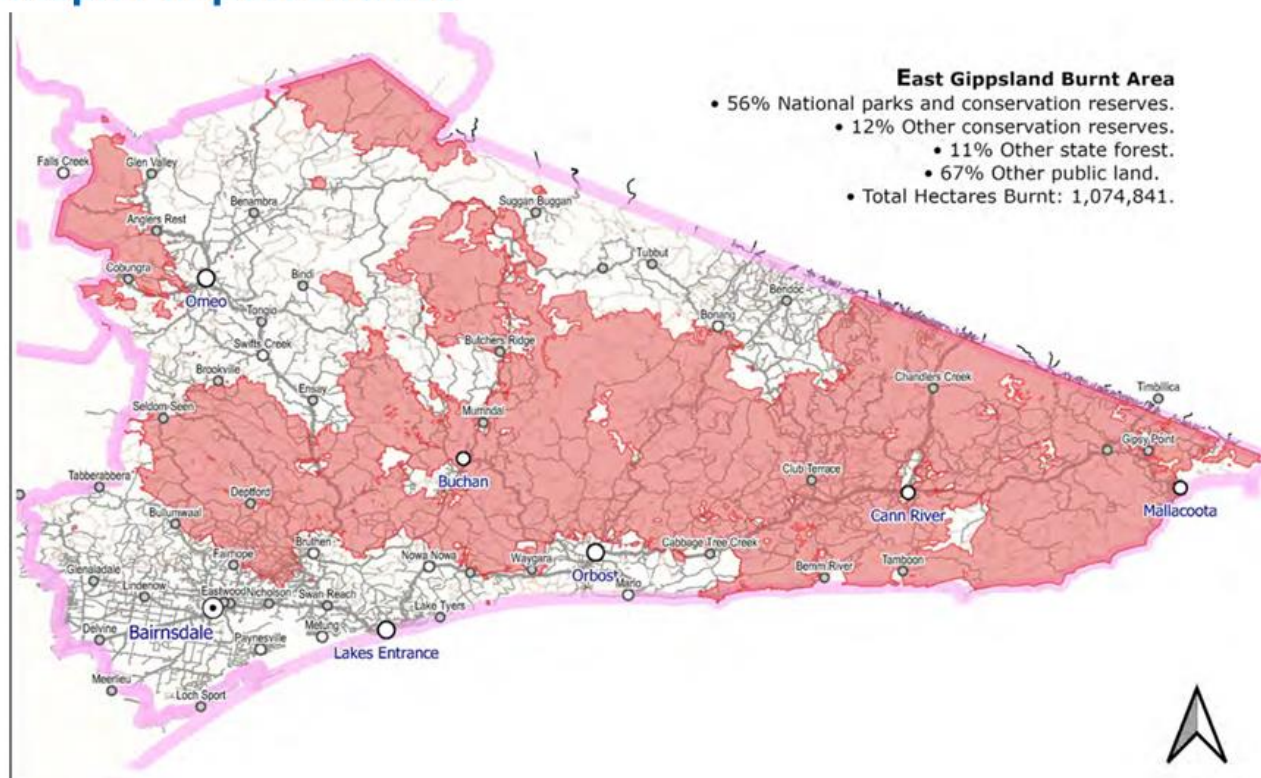
East Gippsland had endured over three years of drought conditions before the 2019-2020 bushfire season. On the 21st of November 2019, bushfires broke out following a series of lightning strikes. By the 30<sup>th</sup> of December 2019, fires raged throughout communities trapping 4,000 people (3,000 were tourists) as the fires approached the town of Mallacoota.

On the 2<sup>nd</sup> January 2020, the Premier declared a State of Emergency and the fires were not contained until

the 27<sup>th</sup> of February 2020. By then, 1,363,100 hectares had been burnt, including 1.5 million hectares of private land, four people had died, and over 300 houses were destroyed.

Less than a month after the fires were contained, Covid restrictions were announced in Victoria, making a recovery difficult for residents. Six months after the fires, many victims lived in temporary accommodation, sheds and caravans.

#### Map of Impacted Area



(Source: East Gippsland 2019-20 Bushfire Recovery Plan)

## EAST GIPPSLAND SHIRE COUNCIL

### VISITOR EXPENDITURE IMPACT

Loss of visitor expenditure for Gippsland estimated at \$170-180 million;

Of 411 businesses in East Gippsland & Wellington Shires;

- 18 per cent were directly destroyed or damaged.
  - 52 per cent indirectly impacted.
  - 46 per cent rely on tourism.
  - 97 Primary Industries grants.
  - 19 Emergency Transport subsidies.
  - 19 Concessional Loan applications.
  - 89 Small Business Bushfire Support Grants.
  - Community recovery outreach officers are provided to assist with business continuity.
  - 397 referrals to business advisory services for grant assistance.
  - Estimated 685 tourism businesses were significantly affected.
- (Source: East Gippsland Fires 2019-2020 Summary of Impacts)



East Gippsland fires 2019

## EAST GIPPSLAND SHIRE COUNCIL

### RECOVERY COORDINATION - Establishing the East Gippsland Recovery Committee (EGRC)

Initially, a four-pillar approach to the recovery process was adopted. This approach recognised the social, environmental, economic and physical pillars in recovery as outlined in the Emergency Management Manual of Victoria. Later, the fifth pillar, 'Culture and Healing', was also added, with Aboriginal people's recovery needs being unique and requiring specific attention, consistent with the State-wide Recovery Framework.

The question groups asked, "how do we help?"

Destination Gippsland received funding through Business Events Australia to audit building/venue capacity and developed the brochure **Business Done Different**. Victorian businesses pledged to host over 160 business events in the East Gippsland region. This did not eventuate due to Covid.





# EAST GIPPSLAND SHIRE COUNCIL

## CHALLENGES & RECOVERY

### Key Event Challenges

- Not insured for fire.
- How do you restart?
- Fatigue stopped/slowed recovery.
- People wanted to run events but had high, unrealistic expectations.
- External organisers expected more financial support.
- Limited volunteers, fatigue and no succession planning.
- Competing against other events with less financial resources.
- Grants did not clearly outline what the funding could be used for and what data was expected to be supplied in the acquittals.

### EVENT RECOVERY

#### Council Support

SURVEY	
Event Organisers participated in a survey to identify critical support training they would benefit from. The survey included 10 suggested training options such as budgeting, marketing, risk management, planning, resourcing, sponsorship, grant writing, to financial management.	
FINDINGS	OUTCOME
Event Organisers wanted training in: Financial management, risk, marketing, budgeting and where to look for funding.	Consultants were commissioned to develop training packages – due to Covid, training was delivered online.

## EAST GIPPSLAND SHIRE COUNCIL

### What Council Did

COMMUNITY RECOVER EVENTS	DATA SCRAPING
<p><b>Purpose</b> To attract visitors, make the community feel good, recover from grieving, reinvigorate and lift the community spirit.</p> <p><b>Council</b></p> <ul style="list-style-type: none"> <li>Delivered a Paul Kelly Music Festival.</li> <li>Council-activated sites are generally not activated.</li> <li>Glamping was introduced in caravan parks.</li> </ul> <p><b>Outcome</b> The event inspired the local community to develop new events and push boundaries which include:</p> <ul style="list-style-type: none"> <li>Music events.</li> <li>Long food lunch.</li> <li>Opera in the National Park.</li> </ul>	<p>Using data scraping technology to obtain baseline data.</p> <p><b>Outcome</b> Booking data provides demographic information to understand target markets for future bookings and marketing to increase visitation.</p>
EVENT RESOURCES	PATHWAY TO GROWTH
<p>Created simple, easy-to-use packages to give signature events the resources to increase capacity and maintain financial sustainability.</p> <p><b>Outcome</b> The packages have been the catalyst to restore confidence to recover and grow events.</p>	<p>Secured funding to run Pathway to Growth – building capacity, event sustainability, marketing support, and volunteer support.</p> <p>Events are offered a bespoke approach to provide the support they need, strengthening a good event to become a major event.</p> <p>Understanding the needs of event organisers and towns throughout the region identified different needs – farming tourism areas wanted community events.</p>

### State Support.

The state identified events to ignite tourism in the region. Funding packages were developed, although midway through the distribution of funding, the goals were changed, and funding could only be used for marketing and operations.

EVENT  
SUPPORT

### TIP

VISIT VIC have developed an extensive Tourism Crisis Management Guide <https://business.vic.gov.au/business-information/tourism-industry-resources/tourism-crisis-management-guide/recover>

## EAST GIPPSLAND SHIRE COUNCIL





### Low Season – Winter Festival

Three weeklong festival of events under the umbrella of the Winter Festival. The festival is the story of the community, with multiple community events, small activations, community groups, lantern-making workshops and so on.

### Marketing

Marketing is targeted under the overarching Winter Festival umbrella.



 <p><b>Jun 10</b></p> <p><b>Deep in the Weeds at Sailors Grave feat. C.W. Stoneking</b></p> <p>Join Sailors Grave Brewing on Saturday 10th June for the return of 'Deep in the Weeds Festival' featuring C.W. Stoneking &amp; His Primitive Horn Orchestra!!! Delicious food, wonderful beers and projection art that will bring the 130-year-old Butter Factory to life on the banks of the Snowy River.</p> <p>FOOD, WINE &amp; CRAFT BEER • ART INSTALLATIONS, EXHIBITIONS &amp; DISPLAYS • CONCERTS, SHOWS &amp; PERFORMANCES</p>	 <p><b>Jun 17</b></p> <p><b>Food Van Feast Under The Stars in Mallacoota</b></p> <p>3rd annual FOOD VAN FEAST under the stars with the addition of a GLOWTASTIC DISCO PARTY and a range of fun children's activities.</p> <p>FOOD, WINE &amp; CRAFT BEER • LANTERN PARADES, FESTIVALS &amp; CELEBRATIONS • CONCERTS, SHOWS &amp; PERFORMANCES</p>	 <p><b>Jun 24</b></p> <p><b>Bruthen Medieval Winter Fire Festival</b></p> <p>Winter is coming and Bruthen is going medieval for the Winter Festival on Saturday 24th June. There will be fun for all ages with sword fighting, great costumes, food and drink stalls, music, drumming, lanterns, fire sculpture and a good old bonfire.</p> <p>FOOD, WINE &amp; CRAFT BEER • LANTERN PARADES, FESTIVALS &amp; CELEBRATIONS • ART INSTALLATIONS, EXHIBITIONS &amp; DISPLAYS • WORKSHOPS &amp; TOURS • CONCERTS, SHOWS &amp; PERFORMANCES</p>	 <p><b>Jul 1</b></p> <p><b>Lakes Lights</b></p> <p>Lakes Lights is back on Saturday 1 July and once again will feature a lantern parade across the Lakes Entrance Footbridge and a magical lantern display.</p> <p>FOOD, WINE &amp; CRAFT BEER • LANTERN PARADES, FESTIVALS &amp; CELEBRATIONS • ART INSTALLATIONS, EXHIBITIONS &amp; DISPLAYS • CONCERTS, SHOWS &amp; PERFORMANCES</p>
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## Suggestions

### TIPS FOR SUCCESS

- Develop a business prospectus to get funding.
- Understand how to build capacity, sustainable event growth and retain volunteers.
- Develop a Pathway to Growth.
- Create a guide to leverage sponsorship opportunities – look at Grant Guru.
- Develop online resources for event organisers.
- Work with strengths.
- Seed money to generate ideas – allow them to spend it on their needs.
- Paid event organisers deliver professional events and better outcomes.
- Paid mentors to work with groups.

### CASE STUDY – SMALL EVENTS

Starting small brings event capabilities.

Small events are an opportunity to build confidence, collaborate, develop marketing opportunities and look outside the box.

These events bring people together, create happy thinking and inspiration to develop ideas.

They are an opportunity to capture photos, film and content to create a sense of identity and branding at an intimate and exclusive event.



## LOCKYER VALLEY REGIONAL COUNCIL (Queensland)

### NATURAL DISASTER BACKGROUND

#### Grantham flood 2011

A three-meter wall of water swept across the Lockyer Valley in January 2011, killing 12 people in the small town of fewer than 500 people. Grantham was reborn with the little town moved to higher ground as the Lockyer Valley Regional Council believed the risk of rebuilding on a flood plain was significant.

The Council purchased land on a hillside for approximately 120 blocks through a land swap, where residents gave their flood-affected land to the Council in exchange for a block on higher ground via a ballot system.

Some residents chose to stay, as the land exchange was just for land and didn't include the house/built structures.

Jamie Simmonds, the engineer working on the project, cites the Grantham relocation was a success due to the small size of the Council's ability to work together, and namely, the speed of the process, "It sounds silly, but we just didn't wait for anything. We started the masterplan straight away. The estate was half built by the time it was approved." The Queensland government also fast-tracked approvals from processes that often took years reduced to less than five months.

Eleven years on, the Lockyer Valley Regional Council is still in debt following the land swap.

Unfortunately, in February 2022, extensive floods ravaged Gatton, Laidley and Grantham in the Lockyer Valley, causing significant damage to homes and businesses again.



(Source: Lockyer Valley 2022)

# LOCKYER VALLEY REGIONAL COUNCIL

## CHALLENGES & RECOVERY

### Key Event Challenges

- Limited insurance.
- Reduced council event staff and community event organisers.
- Lack of confidence or desire to deliver events.
- Limited volunteers, fatigue and no succession planning.
- Accessing funding – poor delivery that is not visitor focussed.
- Tired events – need to be reinvigorated program to attract external visitation.

## EVENT RECOVERY

Event recovery following the Grantham Flood included renovation of the Grantham Butter Factory for small conferences and meetings, followed by significant series of Event boot camps, training and mentoring.

### Council Support

INFRASTRUCTURE AND SUPPORT SERVICES	
Triage for support around infrastructure and support services – telephone calls and onsite visits with event organisers	
FINDINGS	OUTCOME
Event Organisers wanted assistance in recovery and resilience with a focus on community halls.	The community lost confidence post Covid and floods. Council delivered a community dinner to build community spirit. This provided a kick-start for event organisers to reinvigorate or develop new events.

### State Support

Flexible funding grants were provided for community awareness and education programs, resilience plans, infrastructure upgrades, and community events to build community cohesion.



# LOCKYER VALLEY REGIONAL COUNCIL

## What Council Did

COMMUNITY DINNER	ACCOMMODATION
<p><b>Purpose</b> To make the community feel good, restore confidence and resilience, reinvigorate, lift the community spirit and inspire event organisers to resume delivering events.</p> <p><b>Council</b></p> <ul style="list-style-type: none"> <li>Delivered a community dinner.</li> <li>Council-activated sites usually not activated.</li> <li>Glamping was introduced in caravan parks.</li> </ul> <p><b>Outcome</b> The event inspired the local community to reinvigorate events.</p>	<p>Limited accommodation is available for event visitors to the Lockyer Region.</p> <p><b>Outcome</b></p> <ul style="list-style-type: none"> <li>Provided RV-friendly accommodation at the old pool complex in Gatton.</li> <li>Examining the option of pop-up Tent City in the region during events.</li> </ul>
TRAINING	INFRASTRUCTURE SUPPORT SPONSORSHIP
<p>Series of Event Bootcamps and mentoring was delivered following Grantham flood to assist with capacity building for event organisers and a pathway to growth.</p> <p>Delivered Grant Writing Workshop facilitated by an external grant specialist consultant.</p> <p><b>Outcome</b> Successful grant applications. Skiing event teams to increase resources.</p>	<p>Providing infrastructure support for community events: Marquees, sanitiser stations, fencing, bins etc.</p> <p><b>Outcome</b> Events receive cash and in-kind support. Event organisers collect the equipment themselves and pay \$200 bond.</p>

TIPS FOR SUCCESS
<ul style="list-style-type: none"> <li>Enhance community events.</li> <li>Increase community confidence.</li> <li>Consolidate events.</li> <li>Build quality, not quantity.</li> <li>Messaging: communication with the community, providing stories behind events, driving visitation.</li> <li>Communication during crisis – assessable to all people.</li> </ul>

## DESTINATION RIVERINA MURRAY NSW

Destination Riverina Murray NSW conducted a post-flood survey and identified the following:

- Data on visitation show a loss of business due to cancellations – inability to access the region.
- The training was required to build the capacity of event organisers.
- Positive media stories needed to go out to encourage visitation.
- Recovery and Resilience strategies and training needed to be implemented.

External visitors believed the region was in a flood long after the flood waters had receded due to negative press branding the region as a flood zone, with excessive mozzies and road damage.

Working to put positive stories in the media, Destination Riverina Murray NSW partnered with Murray Regional Tourism to change the perception of the regions to encourage visitation.

### Training

- Limited training resources were available. Consultants were commissioned to deliver modules.
- Disaster Recovery and Resilience Strategies, procedures and training modules are being developed.

#### CASE STUDY - Events

The local tourism body, councils and DNSW believed events would stimulate visitation to the region. Grants were provided to assist event organisers to develop events to attract external visitation.

#### OUTCOME

- The events did not stimulate increased visitation or economic benefit. It is believed the extensive infrastructure construction has resulted in all accommodation being booked, and visitors cannot find accommodation.
- Limited hospitality staff could not service visitor influx.

## DESTINATION SOUTHERN NSW

Events are recognised as an important priority area in the Destination Southern New South Wales Destination Management Plan (DMP) given their potential to: create interest in the experiences on offer, generate publicity, and; to link in with the region's seasonal variations and associated produce. As well as major events, the region is home to many interesting and regionally significant events. Importantly, the DMP identifies 'support for events that underpin sub-regional positioning as one of the main game changer projects for the region.

The region's proximity to population centres in Canberra, Sydney and regional NSW provides important opportunities to promote its distinct events to attract new and repeat visitors.

Destination Southern New South Wales (DSNSW) encompasses eight local government areas (LGAs) and received funding through the Regional Tourism Bushfire Recovery grants program to deliver a Regional Event Support Program to assist existing and new tourism events in the four LGAs significantly impacted by the 2019/2020 bushfires; Eurobodalla, Bega Valley, Snowy Monaro and Queanbeyan-Palerang.

The objective of the research project was developed to provide support to event organisers in the recovery of events and increase visitation to the region through the effective promotion of major and tourism events connecting to the distinctiveness of the Southern New South Wales region. The project

development included one-on-one interviews with 33 event organisers combined with the findings of the Regional Event Support Program Online Survey Findings (Survey) and benchmarking from Eurobodalla Regional Council, Queanbeyan-Palerang Regional Council, Sapphire Coast Destination Marketing and Snowy Monaro Regional Council.

Event organisers were on an emotional rollercoaster following the devastation of the fires, COVID closures and cancellations, resulting in some events not being staged for two years. Most event organisers did not have a clear direction or current strategic event or marketing plans to navigate recovery.

### MARKETING CASE STUDY – Destination South NSW

The project identified the following:

- Events managed by community groups did not have the capacity or skills to promote the event to attract external visitation.
- Events managed by external professional event managers attracted significant visitation from surrounding and interstate regions.
- Event organisers did not have the capacity to grow the events.

#### OUTCOME

- Extensive capacity-building workshops were created and delivered by specialists to increase committee skills.
- A marketing template was developed for event organisers to follow to attract external visitation.

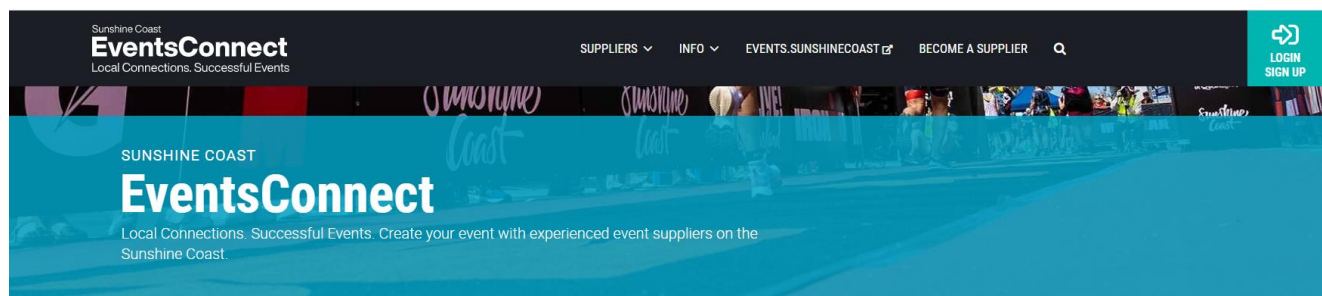


## SUNSHINE COAST CASE STUDY - ONLINE RESOURCES

EventConnect is a virtual one-stop-shop for event organisers to find services, venues, hire equipment and services.

It was developed to connect the local events industry and offer a Suppliers Portal for businesses to share opportunities, knowledge, and resources. The portal assists in developing innovation, competitiveness, and resilience.

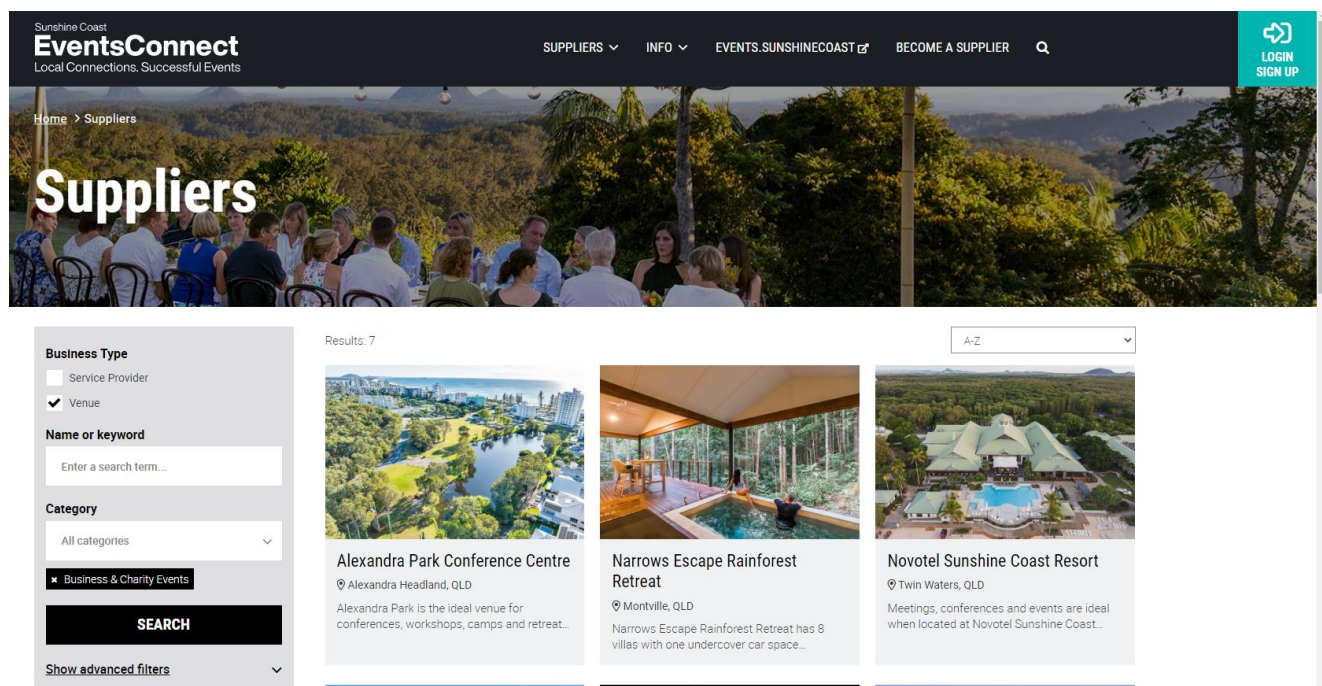
The easy-to-use portal is an initiative of the Sunshine Coast Event Industry Taskforce, managed by Sunshine Coast Council. The portal is jointly funded by the Commonwealth and Queensland Governments under the Disaster Recovery Funding Arrangements.



Begin your search here for suppliers and operators in the Sunshine Coast

### Events Suppliers



<https://eventsconnect.sunshinecoast.qld.gov.au/>

# AUDIT/CASE STUDY KEY FINDINGS & RECOMMENDATIONS

## LEARNINGS

- Five-pillar approach to recovery in East Gippsland developed '**Business Done Different**' to attract business events in the region.
- Event committees faced **fatigue and burnout** post-natural disaster, slowing event recovery with **limited** volunteer pools and succession planning.
- **Small Council delivered events**, created community cohesion and ignited the motivation of committees to develop new events.
- Most councils/Government bodies identified events that would **stimulate external visitation** to the region. The Riverina Murray region followed this assumption, increasing event sponsorship funding. The events did not stimulate visitation as expected due to a lack of accommodation availability. Most accommodation providers were at capacity with workers building infrastructure. Hospitality staff could not service the increased visitor influx.
- Government grants did not **clearly outline** how funding could be used and what data was required in the acquittals.
- **Training needs** for event organisers were **identified** through a survey listing potential training modules.
- **External specialist consultants** were contracted to deliver event boot camps/training sessions.
- Small events **build confidence, capacity and sustainable growth**.
- Data Scraping can provide **valuable demographic information** to reach target markets.
- A **series of events** are marketed under the umbrella of the Winter Festival to increase visitation and length of stay.
- **Seed money** can help generate event ideas.
- Professional **paid event organisers** have the focus and skills to deliver high-quality events that **attract external visitors** and grow to **Hallmark** events.
- Increasing **Marketing and PR**, engaging specialists to extend reach and online presence.
- Extensive infrastructure construction reduced accommodation capacity, reducing event attendance.
- Limited hospitality staff couldn't service visitor influx.
- Visitor Perceptions - External visitors believed the region had not recovered to host external visitors.
- **Funding** when considering increasing costs to deliver events.

## RECOMMENDATIONS

- **Professional event organisers** – deliver high-quality events that **stimulate event growth** and attract external visitors.
- **Identify event organiser training needs** by surveying and using specialists to deliver the sessions.
- **Provide seed funding** to stimulate new events.
- **Multi-year funding** with sliding investment. Small events **ignited ideas** to develop **new events**. New ideas for events that have potential to become **Hallmark events**.
- **Consider accommodation alternatives** such as Tent City, free camping, and RV parking to mitigate accommodation issues during events.
- Encourage **small events** to build capacity and motivate organisers to develop or reinvigorate events.
- Develop a **Pathway to Growth** to support events to become Hallmark events.
- Provide **marketing templates** to encourage event organisers to increase marketing reach and social media presence and attract external visitation.
- **Online toolkits** with a supplier directory can make it easier for local and external event organisers to deliver events.
- Don't underestimate the **power of marketing & media**.
- A **consistent** powerful event **brand** in **conjunction with tourism** – to carry brand across region.
- Contracted events marketing & media PR positions and/or contracted specialists to **extend marketing reach**.
- **Ensure events are listed on ATDW** to feed through to Event Calendars.
- Enhance **demographic data** for target marketing through data scrapping.
- **Encourage local cafes and restaurants** to open longer hours during events.
- Develop an **umbrella event** with smaller events dispersed throughout the region for a month during the low season to stimulate visitation.

## CONSULTATION

We would like to thank the following people for their time.

Organisation	Name	Position	Contact
Destination Riverina Murray NSW	Yvette Myhill	General Manager	0438 017 884
East Gippsland Shire Council	Janette Senior	Events Officer	03 5153 9500
East Gippsland Shire Council	Sharon Raguse	Manager Economic Development & Tourism	03 5153 9500
Lockyer Valley Regional Council	Neil Meiklejohn	Community Recovery & Disaster Resilience Officer	07 5466 3474
Lockyer Valley Regional Council	Tracy Vellacott	Special Projects & Tourism Coordinator	1300 00 5872
Wagga Wagga City Council	Kimberly Parker	Destination & Events Coordinator	1300 292 442



# Local Government Events Audit

Benchmarking report for the Lismore Event Strategy 2023 -2027

This report has been researched and completed by Teresa Brodie for  
Krista Hauritz Tourism + Events

The information and advice in this document are provided with the best intentions to provide useful information and support, in good faith on the basis that Krista Hauritz and associated contractors are not liable to any person or organisation for any damages or loss occurred by person or organisation by taking or not taking action in relation to any information or advice referred to in this document.



**KRISTA HAURITZ**  
TOURISM + MARKETING + CONSULTING

March 2023

# BACKGROUND REVIEW + ANALYSIS REPORT

LISMORE EVENTS  
STRATEGY  
2023 - 2028



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# ACKNOWLEDGEMENT

We acknowledge the Widjabal/ Wia-bal people of the Bundjalung nation, Traditional Owners of the lands and waters on which we operate our business. We honour their unique cultural and spiritual relationship to the land and waters and their continuing and rich contribution to Lismore City Council and the community. We pay our respects to them and their culture, their Elders and community leaders both past and present. Additionally, we acknowledge the vibrant contribution that young Aboriginal people make as emerging leaders of the community.

# BACKGROUND

Lismore, Nimbin and Villages is located in the heart of the Northern Rivers of NSW. Conveniently located within 40 minutes of Byron Bay, 34 minutes of Ballina Airport and just over 1 hour from the Gold Coast Airport. The location offers an opportunity to attract a larger number of event attendees and participants, attracting a diverse range of individuals seeking unique event offerings.

With a population of over 44,000 the region offers an incredible background of lush hinterland landscapes, bordered by the Nightcap National Park UNESCO World Heritage-listed rainforest, diverse and inclusive events and arts and cultural experiences attracting over 100,000 visitors annually.

Known for a diverse range of creative arts and culture, Lismore has been identified a creative hub in Federal Government research. The cultural fabric of Lismore, Nimbin and Villages is woven with a tapestry of artistic expression, alternative lifestyles, and a thriving local scene. This distinct local culture serves as a fertile ground for organising events that celebrate art, music, creativity, and the exploration of unconventional ideas. It is an environment where innovation, self-expression, offer the freedom to think outside the box.

Lismore, Nimbin and Villages have a long history hosting events with the celebration of the 50<sup>th</sup> anniversary of the Aquarius Festival in 2023 and the Lismore Lantern Parade has been shining on attendees for over 30 years. The Channon Craft Markets has been attracting over 1,500 visitors monthly for 47 years and incubating creatives to nurture their skills.

Lismore is an established host of sporting events such as the Lismore Masters, Gilly's Match and carnivals such as baseball, soccer and cricket. With the development of facilities in Oakes Oval opportunities will open to host additional events including conferences in the 200+ capacity function room.

Most recently a series of recovery "From the Heart" events, including opera, CBD multi-stage and outdoor music events was staged during March-April 2023.

Lismore City Council has identified arts, culture and sporting events as key drivers for the future growth of visitor attraction and the development of the destination more broadly.



# CONSULTATION PROCESS



## STAKEHOLDER ENGAGEMENT SUMMARY



# STRATEGIC CONTEXT

The development of the Lismore Nimbin and Villages Events Strategy is undertaken within the strategic framework of local, regional, state, and national strategies. The collaborative approach will foster a shared sense of ownership and enable Lismore, Nimbin, and Villages events to effectively contribute and benefit from the wider strategic direction for the region destination and state.

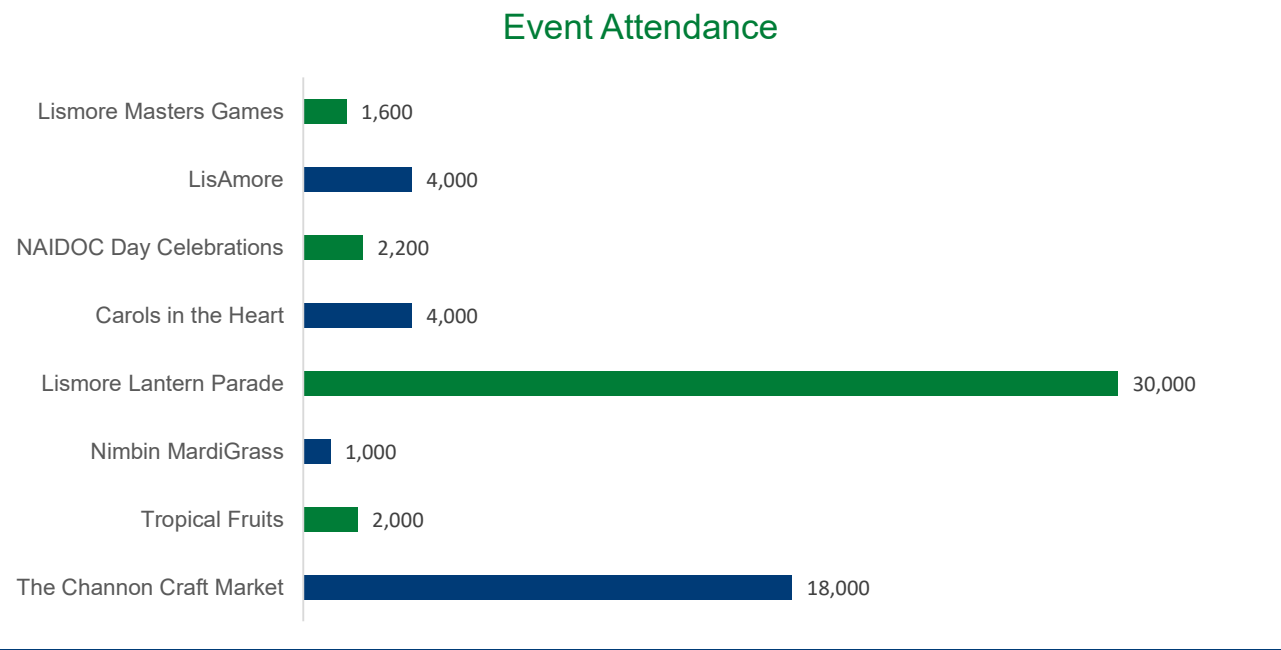


# EVENT ANALYSIS

# EVENT ANALYSIS

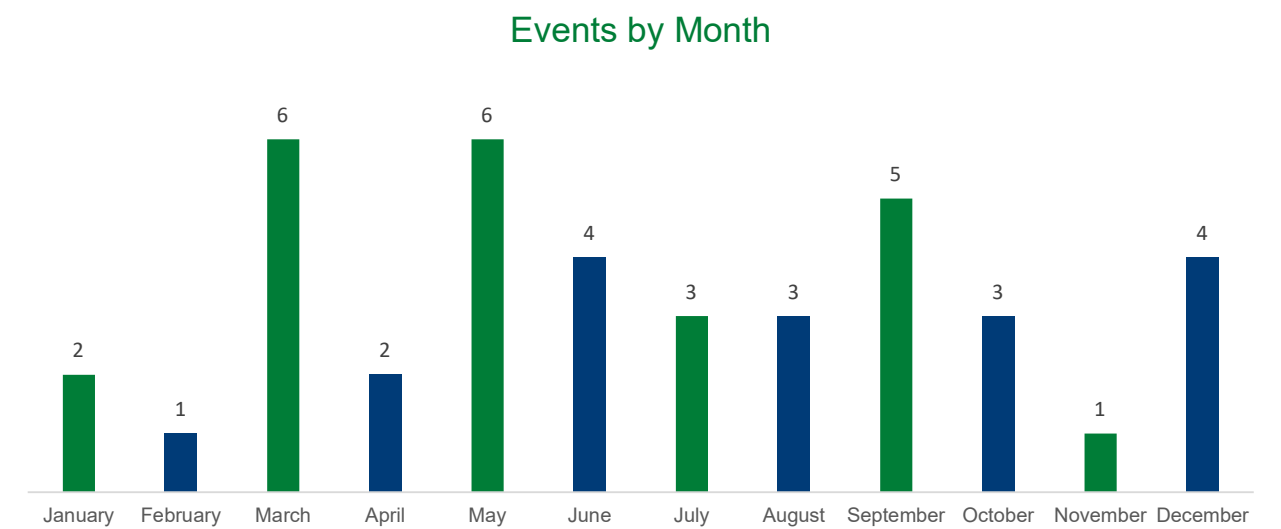
## Event Attendance

The following chart displays approximations of the number of people expected to attend various events in the Lismore, Nimbin and Villages. It's important to note that these events are just a *limited* sample chosen to showcase the diversity of occasions in the region.



## Seasonality

The table provided highlights that March, May, and September are the months with the highest number of events, suggesting that organisers prefer to hold events during the transition of seasons when the weather is more favourable. On the other hand, late spring and summer exhibit fewer events, while winter shows a consistent distribution of events.

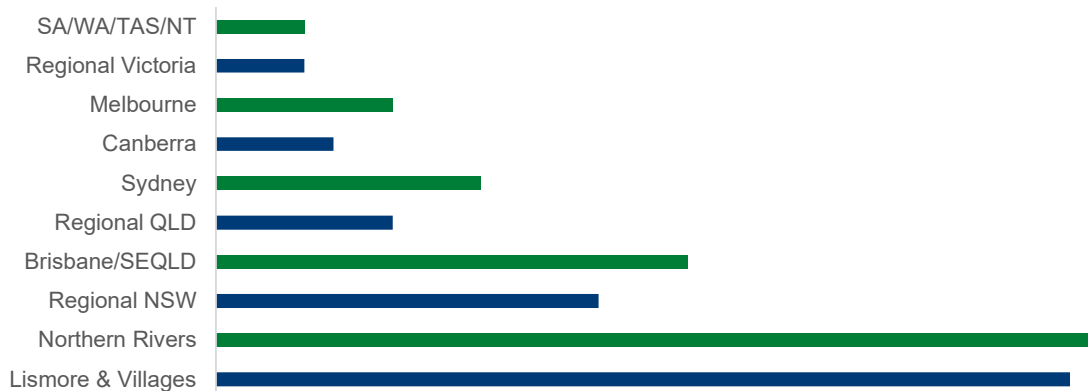




## Origin of Visitors

Due to the absence of ticketing systems and the lack of demographic data collection, it is difficult to accurately determine the origin of visitors for most events held in the Lismore, Nimbin and Villages. The chart provided below depicts the identified origin of attendees based on the Events Industry Survey.

### Attendee Origin

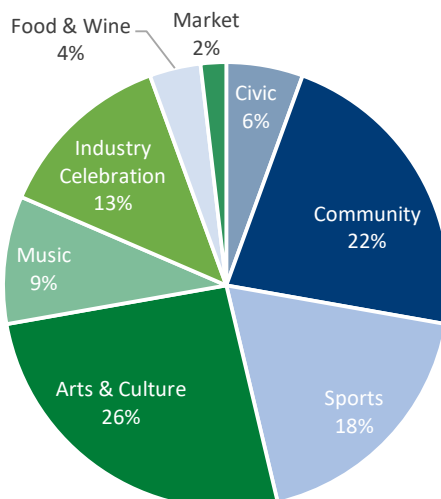


Source: Lismore and Villages Event Survey 2023

## Event Type

The Lismore, Nimbin and Villages is renowned for hosting a diverse array of events, encompassing civic, community, sporting, arts and culture. Arts and cultural events comprise approximately 26% of the total events held in the region, followed by community events at 22%, sports events at 18%, and industry celebrations at 13%. This information has been derived from a combination of the Event Survey and consultation processes.

### Type of Event



# CALENDAR OF EVENTS

A vibrant events calendar is crucial for the success of Lismore, Nimbin and Villages attracting visitors and boosting the local economy. These events showcase the region's uniqueness, provide entertainment, and create opportunities for businesses to thrive.

A diverse events calendar boosts tourism strengthens the community, and fosters collaboration, establishing Lismore Nimbin and Villages as a vibrant destination.

The table below highlights key events with attendance surpassing 1000 attendees, becoming annual highlights that bring together locals and visitors. These events support local talent, stimulate various sectors, and enhance the region's liveliness.

**Sport** **Arts and Culture** **Music** **Community** **Food & Wine** **Industry Celebration**

<b>JANUARY</b> <b>8 The Channon Craft Market</b> <b>9-12 U12 Cricket Carnival</b>	<b>FEBRUARY</b> <b>12 The Channon Craft Market</b>	<b>MARCH</b> <b>3-4 Samson Challenge</b> <b>4 CBD Community Gathering</b> <b>5 Community Concert</b> <b>11 20/20 Cricket Match</b> <b>12 The Channon Craft Market</b> <b>19 Opera in the Gardens</b>
<b>APRIL</b> <b>9 The Channon Craft Market</b> <b>25 Anzac Day</b>	<b>MAY</b> <b>1-7 Ulysses AGM</b> <b>5-7 Nimbin Mardi Grass</b> <b>7-10 Australian School Boys Baseball</b> <b>12-21 Nimbin Aquarius 50<sup>th</sup> Anniversary</b> <b>14 The Channon Craft Market</b> <b>20-21 Lismore Gemfest</b>	<b>JUNE</b> <b>6-12 Australian Little League</b> <b>11 The Channon Craft Market</b> <b>18 LisAmore</b> <b>24 Lismore Lantern Parade</b>
<b>JULY</b> <b>2-19 NAIDOC Day Celebrations</b> <b>9 The Channon Craft Market</b> <b>TBC Wizard of Wire</b>	<b>AUGUST</b> <b>13 The Channon Craft Market</b> <b>27 Darrel Chapman Fun Run</b> <b>TBC Lismore Eisteddfod</b>	<b>SEPTEMBER</b> <b>10 The Channon Craft Market</b> <b>15-17 Aboriginal NRL Knockout</b> <b>21 Lismore Cup</b> <b>22-24 Lismore Masters Games</b> <b>23-24 Nimbin A &amp; I Show</b>
<b>OCTOBER</b> <b>8 The Channon Craft Market</b> <b>14-15 Nimbin Roots Festival</b> <b>19-21 North Coast National A&amp;I Society</b>	<b>NOVEMBER</b> <b>12 The Channon Craft Market</b>	<b>DECEMBER</b> <b>TBC All Stars Baseball Game</b> <b>10 The Channon Craft Market</b> <b>10 Carols in the Heart</b> <b>29-31 Tropical Fruits New Year's Eve Party</b>

# VENUES

## Event Venues

Lismore, Nimbin and villages have 13 event venues with indoor capacity ranging from 6 to 500 people and outdoor capacity up to 20,000 people.

VENUE	FUNCTION ROOM CAPACITY	OUTDOOR VENUE CAPACITY	SUITABLE FOR
Adam Gilchrist Pavilion	40	200	Meetings, parties
Goonellabah Community Centre	50-100	N/A	Conferences & Meetings
Goonellabah Tavern and Motel	2 rooms 80 standing 65 seated	N/A	Parties
Gordon Pavilion	150	150	Conferences, meetings, parties, wedding reception/ceremony
GSAC	Stadium – 500 Multipurpose – A130 Multipurpose – B60	150	Aquatic facility, conferences, indoor sports, meetings, parties, wedding reception
Hotel Metropole	4 Function Rooms 20 - 120	N/A	Weddings, parties, corporate events
Invercauld House	6 rooms 20 – 100 Can do conferences		Weddings, parties, conferences, retreats
Lismore City Hall	Currently not available	Currently not available	Concerts, plays, meetings, parties, wedding
Lismore Regional Gallery and Quadrangle	Currently not available	Currently not available	Concerts, exhibitions
Lismore Showground			
Lismore Turf Club	150 comfortably 200 max	20,000	Large events, Gala Balls, Trade Shows, Meetings, Party
Nutting Hill Villa	6 to 120+ New function room opening Sept 2023.	200+	
The Sherwood Hotel	Function – 32 seated, 80 standing Verandah – 50 seated, 80 standing	N/A	Weddings, parties, meetings

## Green Spaces

Lismore, Nimbin and Villages have 8 green spaces suitable for events. Below green spaces listed on Council website, noting not all are available for event use.

VENUE
Blazer Park
Captain Rous Park
Clifford Park
Clunes Village Park
Coronation Park
Elders Memorial Park
Eltham Centenary Park
Fenced Dog Park
Goonellabah
Fischer Park
Goonellabah Skate Park
Heritage Park
Holmes Park
Kadina Park
Lismore Park
Lismore Rainforest Botanic Gardens
Lismore River Dog Park
Lismore Skate Park
Nesbitt Park
Oakeshott Street Playground
Peace Park
Rhodes Park
Riverside Park
Rocky Creek Dam
Silky Oak Park
Spinaze Park
Spinks Park
Sunrise Park
Tamarind Park
Tregeagle Oval
Wade Park
Wanda Park
Weston Park
Wyrallah Park

## Sports Facilities

Lismore, Nimbin and Villages have 7 sports facilities to host events.

VENUE	FUNCTION ROOM CAPACITY	OUTDOOR VENUE CAPACITY
Adam Gilchrist Oval & Pavilion		
Albert Park		
Sam Trimble Oval		
Crozier Field		
Lismore Memorial Baths		
Nimbin Swimming Pool		
Lismore Heights Sports & Recreation & Community Club		



## Accommodation

The list below depicts a working document of the accommodation available in the Lismore, Nimbin and Villages, with more expected to be available in the future as renovations are completed.

A further review of Air BnB and ongoing updating will be undertaken for final Event Strategy.

	ROOMS	BEDS	CAPACITY
<b>Lismore</b>			
Arcadia Motel	10	24	29
AZA Motel	47	77	124
Dorms	5	14	14
Centrepont Comfort Inn Motel	28	58	81
Karinga Motel	30	52	87
Lismore City Motor Inn	40		108
Lismore Wilson Motel	27	47	75
The Sherwood Hotel	7	9	18
Goonellabah Tavern and Motel	3	6	12
Lakeside Lodge Motel	15	15	30
Lismore Bounty Motel	42	69	166
Invercauld House	29	32	65
Sisley's Motel	8	13	22
Fair Dinkum Motel	21	31	52
<b>Nimbin</b>			
Contained in Nimbin	2	2	6
Grey Gum Lodge	6	7	12
Teretre Cabins	4	4	8
Nimbin Hotel	7	16	20
<b>Clunes</b>			
Byron Hinterland Villas	6	9	18
<b>Camping and Caravan Parks – Lismore &amp; Nimbin</b>			
Lismore Central Tourist Park	100		
Roadrunner Caravan Park	9 sites 2 cabins	2	4
Lismore Showground Camping	70+		
Nimbin Crystal Tourist Park	11 powered 200 unpowered 3 cabins 3 caravans	9 7	9 7

## EVENT SNAPSHOT

**29+**

festivals +  
events p.a.

**3**

Major  
Council  
organised  
events

**100,000+**

Total event  
attendance  
p.a.

**Peak Event  
Months**

March  
May  
September

### Sports Venues + Green Spaces

7 Sports Venues

8 Green Spaces Suitable for Events

**18**  
Venues

**6**  
Council  
Owned

**7**  
Privately  
Owned  
Facilities

Business Events &  
Conferences  
7 Meeting &  
Conference Venues

Venue Capacity  
Range 15 - 150

### Accommodation Capacity

933+ Total Sleep Capacity

22 Accommodation providers

17 Hotels/motels

45+ Airbnb

4 Holiday Parks

# ONLINE PRESENCE SNAPSHOT

## 13 Events Reviewed

12 dedicated websites

6

Online ticketing

2

ATDW listed events

0

TripAdvisor listings

12

Dedicated Facebook pages

### CASE STUDY THE CHANNON CRAFT MARKET

Nestled within a picturesque landscape, the Channon Craft Markets markets have become renowned for their unique stalls, creating an atmosphere that captivates visitors from around the world. Established in 1976, it proudly holds the distinction of being the oldest craft market in Australia.

Their philosophy is rooted in the ethos of "make, bake, and grow," emphasising the importance of locally produced goods. With a dedicated community-based event team, the market employs 22 individuals and consistently attracts between 1,200 to 1,800 attendees each month, 14,000+ p.a.

Collaboration is key, as they actively partner with other events such as Beef Week in Casino and Woodford Folk Festival, coordinating their talented stallholders to participate and showcase their crafts.

A core focus of the Channon Craft Markets is promoting and empowering their stallholders, enabling them to pursue a financially sustainable lifestyle through their craft. This commitment to fostering a thriving creative community.

The markets have 9,263 Facebook followers and dedicated websites.

## EVENT ONLINE PRESENCE

The table below showcases the online presence of several significant events in the Lismore, Nimbin and Villages. The findings from desktop research indicate that the majority of these events have dedicated websites. Additionally, six events offer online ticketing services, while only two events are listed on the Australian Tourism Data Warehouse. It is worth noting that 12 events in the reviewed has a presence on Facebook.

Does the event have?	Samson Challenge		Ulysses AGM		Nimbin MardiGrass		Nimbin Aquarius		Lismore Gemfest		Friendship Festival		Lantern Parade		Darrel Chapman		Nimbin Roots Fest		Carols		Tropical Fruits		Aboriginal Rugby League Knockout		Lismore Masters Games	
	Yes	No	Yes	No	Yes	No	Yes	No	Yes	No	Yes	No	Yes	No	Yes	No	Yes	No	Yes	No	Yes	No	Yes	No	Yes	No
Website	✓		✓		✓		✓		✓		✓		✓		✓		✓		✓		✓			x	✓	
Online Ticketing	✓		✓		✓		✓			x		x		x	✓		✓			x				x		x
ATDW listing		x		x		x		x		x		x		x		x	✓			x	✓			x		x
VisitNSW Calendar		x		x		x		x		x		x		x		x	✓			x	✓			x		x
Trip Advisor listing		x		x		x		x		x		x		x		x		x		x		x		x		x
Facebook Followers	3,000		N/A		22,000		322		2,600		1,200		9,067		1,100		44,000		6,900 Visit Lismore 21,000 LCC		11,000		4,700 Northern United RLFC		6,900 Visit Lismore 21,000 LCC	
Twitter Followers	N/A		N/A		25		2,282		N/A		N/A		187		N/A		N/A		N/A		N/A		N/A		N/A	
Instagram Followers	N/A		N/A		1,948		81		624		420		1,459		N/A		4,870		N/A		3,651		N/A		N/A	



# EVENT IMPACTS

The following event impacts were identified from the Lismore, Nimbin and Villages Industry Survey, 2023.

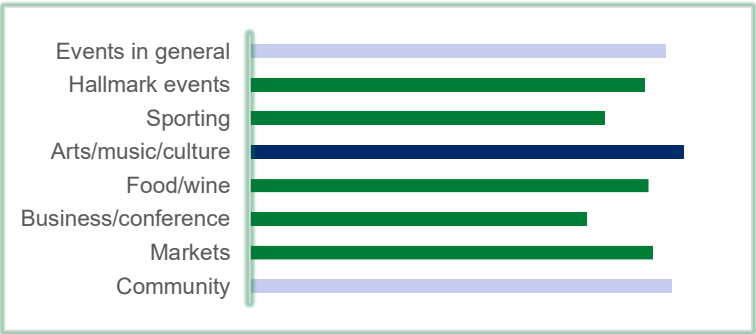
## EVENT IMPACTS.

Respondents rated Lismore, Nimbin and Villages most important impact of events was to **CONTRIBUTE TO THE ECONOMY**.



## TYPE OF EVENTS

Survey respondents cited **ARTS/MUSIC/CULTURE** as the most important type of events for Lismore, Nimbin and Villages.



## ROLE OF COUNCIL

Survey respondents and consultation participants identified **PROVIDING SUPPORT TO ATTRACT NEW EVENTS TO THE REGION** as a priority for Council.

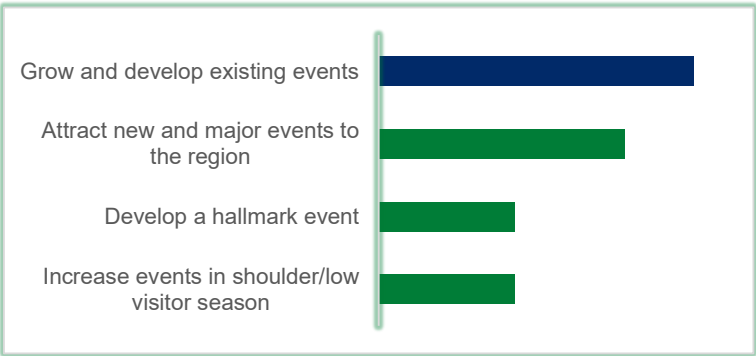
What role do you think Lismore City Council should play in events?



## EVENT STRATEGIES

**GROW AND DEVELOP EXISTING EVENTS** were ranked highest for strategies to help build Lismore, Nimbin + Villages as an events destination, followed by attracting new events.

Which event strategies would you rate as the most important for Lismore, Nimbin and Villages.



## LISMORE, NIMBIN + VILLAGES DESCRIPTORS

When asked to provide 3 descriptors that come to mind for Lismore, Nimbin and Villages as an event/host destination, the top 5 most common answers were:

1. Community
2. Friendly
3. Creative
4. Eclectic
5. Diverse



Source: Lismore, Nimbin and Villages Event Survey 2023

## WHAT DOES SUCCESS LOOK LIKE?

During the industry workshop, participants collaborated to envision their definition of success for Lismore, Nimbin and Villages events in the next five years. Through active engagement and discussion, they worked together to articulate their collective vision, outlining their aspirations and goals for the future of these events. This workshop provided a platform for participants to shape and communicate their shared vision, fostering a collaborative approach towards planning and achieving success.

KNOWN FOR MUSIC AND ENVIRONMENTAL PROTECTION, TELLING THE HISTORY OF THE REGION, ENVIRONMENTAL REGENERATION, KOALA FESTIVAL, COLLABORATING WITH OTHER COUNCILS, EVERY EVENT PLANTS A TREE, COUNCIL TO SUPPORT FINANCIALLY, MORE ACCOMMODATION, VIBRANT EVENT HUB IN THE CBD WITH LIVE MUSIC, SPORTS AND ARTS WORKING TOGETHER, COLLABORATION, STIMULATING THE ECONOMY, MORE SUPPORT FOR LOGISTICS, HAPPY MEMORIES FOR FUTURE GENERATIONS, GROWTH OF CURRENT EVENTS, MORE EVENT SUPPORT, VIBRANT EVENT CULTURE, JOINT MARKETING.

# BENCHMARKING



# LGA BENCHMARKING KEY FINDINGS

To strengthen the competitive edge of Lismore, Nimbin, and Villages, a thorough comparative analysis was carried out with benchmarking areas in flood/fire recovery, including the East Gippsland Shire Council and the Lockyer Valley Regional Council.

Additionally, several case studies were examined, including Destination Riverina Murray, Destination Southern NSW, and as an inspirational events destination within a 2.5 drive radius of a capital city, the Sunshine Coast. By examining these areas and their respective strategies, valuable insights were gained to inform and enhance the competitive advantage of Lismore, Nimbin and Villages.

SUMMARY OF LEARNINGS	
<ul style="list-style-type: none"> <li>Five-pillar approach to recovery in East Gippsland developed '<b>Business Done Different</b>' to attract business events in the region.</li> <li>Event committees faced <b>fatigue and burnout</b> post-natural disaster, slowing event recovery with <b>limited</b> volunteer pools and succession planning.</li> <li><b>Small Council delivered events</b>, created community cohesion and ignited the motivation of committees to develop new events.</li> <li>Most councils/Government bodies identified events that would <b>stimulate external visitation</b> to the region. The Riverina Murray region followed this assumption, increasing event sponsorship funding. The events did not stimulate visitation as expected due to a lack of accommodation availability. Most accommodation providers were at capacity with workers building infrastructure. Hospitality staff could not service the increased visitor influx.</li> <li>Government grants did not <b>clearly outline</b> how funding could be used and what data was required in the acquittals.</li> <li><b>Training needs</b> for event organisers were <b>identified</b> through a survey listing potential training modules.</li> <li><b>External specialist consultants</b> were contracted to deliver event boot camps/training sessions.</li> <li>Small events <b>build confidence, capacity and sustainable growth</b>.</li> <li>Data Scraping can provide <b>valuable demographic information</b> to reach target markets.</li> <li>A <b>series of events</b> are marketed under the umbrella of the Winter Festival to increase visitation and length of stay.</li> </ul>	<ul style="list-style-type: none"> <li><b>Seed money</b> can help generate event ideas.</li> <li>Professional <b>paid event organisers</b> have the focus and skills to deliver high-quality events that <b>attract external visitors</b> and grow to <b>Hallmark</b> events.</li> <li>Increasing <b>Marketing and PR</b>, engaging specialists to extend reach and online presence.</li> <li>Extensive infrastructure construction reduced accommodation capacity, reducing event attendance.</li> <li>Limited hospitality staff couldn't service visitor influx.</li> <li>Visitor Perceptions - External visitors believed the region had not recovered to host external visitors.</li> <li><b>Funding</b> when considering increasing costs to deliver events.</li> </ul>

## DOWNLOAD FULL REPORT HERE:

<https://www.dropbox.com/scl/fi/41quludhnosbn3oz0qywk/V4-Draft-Lismore-Event-Benchmarking.pdf?dl=0&rlkey=6qvddhfmysts2cu2i979e8fd7>

## CRITICAL STEPS TO CHANGE THE PERCEPTIONS +BUILD DESTINATION PROFILE THROUGH EVENTS

The Councils of Bendigo and Geelong were identified as leaders in recognising the pivotal role of events as catalysts for economic growth, regional promotion, infrastructure development, and community pride.

Over time, events have played a transformative role in reshaping the perception of these cities, transitioning them from "blue-collar" industrial hubs to thriving tourism and event destinations. To support and attract events, the councils allocate a significant budget of over \$1 million. In cases where additional funding is required, they proactively reallocate resources to secure the desired events. Any requests for extra funding are accompanied by comprehensive reports that outline the return on investment (ROI) based on factual data derived from past events, tourism profiles, and economic benefit evaluations.

CITY OF GREATER BENDIGO	CITY OF GREATER GEELONG
Councillor's lobbied all levels of government, advocating to increase the arts and culture in the City.	Council was on board, allocating a significant budget to attract events to grow the portfolio – key factor.
One Councillor and philanthropist donated a significant amount of funding.	In 1998 the Geelong Major Event Committee was formed to support events.
Council was on board, allocating a significant budget to attract events to grow the portfolio.	In 2020 the Local Government Act was revised to allow the Advisory and Delegation Committee to make decisions, enabling them to be agile and responsive to opportunities.
The Tourism and Events units were restructured, dedicating roles to attract events and support event organisers actively. Customer service excellence is a crucial factor.	Event attraction focused on events the City could host. Their strength is in outdoor events in summer on the bay.
Every two years, a prospectus is developed to attract state, public and philanthropist funding to increase the infrastructure. Supporting documentation in the prospectus is the ROI of events, event attendance and the origin of visitors.	They have built a reputation on the iconic water north-facing bay (one of four in the world).
Council partners with Visit VIC, the private sector, venues, and media to support events.	A role dedicated to attracting events was created.
Keeping the community engaged is very important in the success of ongoing events – keeping them informed throughout the journey.	Working with Sports Management Australia, Council focused on attracting state and national sporting events. Junior events attract participants, parents, families, and grandparents.
Having a team of specialists that know how to win business and support the business has been integral to the ongoing success of the event portfolio growth.	Increasing the event portfolio has increased confidence in infrastructure investment. As the City grows, the perception has changed.
Patience and dedication to growing each event by supporting the event organisers have increased the reputation of Bendigo being an event-friendly destination.	Working with external event organisers and contributing significant financial support, the Council attracted signature events.

THE IMPORTANCE OF MARKETING + MEDIA

Local and external marketing and Media PR has been essential for event growth and increased attendance.

CITY OF GREATER BENDIGO	CITY OF GREATER GEELONG
<p>Two external PR Strategist consultants from Melbourne manage Bendigo Events’ media PR, contributing to changing the perception of what to expect in Bendigo.</p> <p>The events team have dedicated marketing and social media positions.</p> <p>Dedicated graphic design position.</p>	<p>In 2014, dedicated events media and marketing positions were created.</p> <p>Social media is a key business tool for promoting events in the City.</p> <p>The Facebook page has 60,000 followers, and only 25% of the followers are from the municipality.</p> <p>Geelong owns being the gateway to the Great Ocean Road. They have leveraged marketing opportunities through Visit Vic, local tourism organisations etc.</p> <p>Marketing always features what you can do in the City before entering the Great Ocean Road.</p>

# CHALLENGES OPPORTUNITIES GAPS



# CHALLENGES

The following **challenges** were identified through the survey, workshops and interviews during consultation.

## DESTINATION PROFILING

- Many events not listed on ATDW for wider promotion.
- Online booking unavailable in some hotels.
- Lismore perceived mainly as a flood victim.
- Uninviting main roads/streetscape entry.

## BRANDING/MARKETING

- Limited awareness of Lismore Nimbin and Villages events.
- Event organisers often lack marketing and social media skills.

## FUNDING

- Event organisers struggle with grant application due to limited resources.
- Funding usually given to new rather than existing events.
- Stagnant public investment despite rising event costs and regulations.

## FINANCIAL STABILITY

- Challenges due to COVID, floods, and loss of committee members.
- Limited council budget for bidding on sporting events.
- Competing events for business sponsorship.
- Rising costs with staff award pay increases.

## INFRASTRUCTURE

- Scarce public transport and airport transfers.
- Inadequate accommodation capacity during events and dorm style accommodation is required for sporting groups.
- Unopened Town Hall as potential event venue.
- Some inaccessible venues.
- Limited venue capacity over 200 attendees.
- Need for more public toilets in CBD.
- Need for additional lighting and power in CBD and sports grounds.
- Sporting facilities require upgrades to attract state level competitions.
- Parking issues in Nimbin during events.

## COLLABORATION

- Limited collaboration between CON, NORPA, library and the art gallery.
- Lack of collective funding efforts among events.

## APPROVALS AND PERMITS

- High insurance cost.
- Difficulty in obtaining public liability insurance.
- Inconsistent DA Approval process.
- Complex traffic management plans for event organisers.
- Frequently changing approval and permit criteria.

## EVENTS

- Event committees struggle with limited resources to grow events.
- Desire for a one-page annual Calendar of Events.
- Lack of event cohesion.
- Limited human resources for event itineraries.
- Volunteer and committee burnout.
- High cost of hiring sports grounds.
- Unknown venue/supplier availability.
- Limited Council support for event producers.

## ATTENDANCE

- Difficulty in attracting coastal communities to Lismore.

## COUNCIL

- Need for a one-stop-shop for event organisers' approvals.
- Inflexible sports ground staff regarding event scheduling.
- Lack of interdepartmental discussion opportunities with Council staff.

# OPPORTUNITIES

The following **opportunities** were identified through consultation, including the online survey, workshops and face-to-face interviews.

## DESTINATION PROFILING

- Diverse living environments integrated into Lismore's vision.
- Openness and accessibility.
- Creative hub status recognised by Federal Government, second only to Sydney.
- Complimentary Welcome to Lismore bags for visiting sports teams.

## MARKETING

- Cross-promotion of local businesses.
- Increased digital presence via social media.
- Collaborative efforts with neighbouring councils.
- Marketing workshops to enhance event producers' skills.
- Visitor surveys for demographic insights.
- Strategic media partnerships to increase coverage.

## FUNDING

- Consistent (aligned to criteria) long-term funding commitment.
- Grants via Create NSW Infrastructure to repurpose vacant buildings.

## FINANCIAL STABILITY

- Capacity building workshops for event committees.
- Regional overnight sporting carnivals can boost the economy.

## COLLABORATION

- Involving the library can enhance events e.g., Eat the Street – Library can showcase cooking books, gallery shows images of food and authors can sign cookbooks.
- Potential ambassador program via NRL NSW.
- Engaging Lismore-originated celebrities as advocates.
- Pop-up market at events to showcase local skills.
- Share event/retailer's details in the calendar of events through a click link or QR code.

## COUNCIL

- Partnerships with the art gallery for regional display.
- Council's promotional responsibilities.
- Tourism officer's role in event attraction.

## APPROVALS AND PERMITS

- Simplified, one-stop-shop approach for approvals.
- Red tape reduction.

## INFRASTRUCTURE

- Laneway activation.
- Extended event-hours for cafes/restaurants.

## EVENTS

- Event programming linked with CBD.
- Art and event culture integration, incorporating the Quad.
- Business-event cross-promotion – example: fully dressed drag queens playing/entertaining at half-time during baseball.
- Expansion of event programs to extend visitor stay.
- Sporting events, art symposiums, and authentic Lismore-focused events to increase external visitation.
- Don't be afraid to bring in external directors.
- Develop itineraries for visiting sports teams and other events.
- Celebrate Lismore Nimbin and Villages originated talent in a Gala Night.
- Establish a comprehensive online Event Toolkit.
- Street party, other events, food trucks, music during visiting sporting events.
- Calendar of events to include farmers markets, seasonal produce, culinary events e.g., Harvest Food Trail.

## EVENT ATTRACTION

- Focus on school sports competitions.
- Small/boutique business events/meetings based on areas Lismore, Nimbin and Villages is known for (e.g., sustainable living, natural environment, arts, culture).

## EVENT SUGGESTIONS

- Laneway pop-up events.
- Region-wide Destination Art Festival, utilizing unused spaces.
- Renewal-focused, iconic, and bespoke events.
- National herb garden attraction at SCU.
- Quarterly themed events.
- Lismore River Festival with cultural celebrations. Lismore Masters event, incorporating a charity game and gala.
- Street Art Celebration.



## CASE STUDY

### ECHIGO TSUMARI ART FIELD

In 2000, the rural Echigo-Tsumari region in Niigata, Japan, developed the Echigo Tsumari Art Triennale to support the region affected by depopulation and natural disasters. The event is staged every three years to showcase over a hundred captivating modern art installations by Japanese and international artists. These artworks blend with the environment and culture, found in towns, villages, and abandoned buildings, including the picturesque rice fields and smaller festivals also contribute to the artistic vibrancy.

Event attendees are provided with a bus tour to guide visitors to art installations, landmarks, and event sites. This approach maximises tourism benefits and exploration and economic stimulus opportunities in the villages.

The Lismore, Nimbin, and Villages region can learn from this success to rejuvenate attract and disperse visitors throughout the villages. Integrating captivating modern art installations would attract tourists seeking unique cultural experiences, while building on the arts and culture strength in Lismore, Nimbin and Villages as a destination event. Regular art festivals would stimulate economic growth, community engagement, and preserve the region's identity.

By embracing art, culture, and festivals, Lismore, Nimbin and Villages the region can disperse visitors throughout the villages and foster socio-economic growth, creating a vibrant cultural hub and lasting positive impacts.



# GAPS

The following **gaps** were identified through the survey, workshops and interviews during consultation.

## GOVERNMENT/POLICY

- Need for consistent DA approval assistance.

## INNOVATION

- Encourage confidence to innovate and differentiate.
- Events need updating to meet evolving consumer needs.

## EVENTS

- Promote diversity and inclusiveness within the community.
- Seed quirky, unexpected experiences for growth.
- Coordination of multiple sports events in a day.
- Introduction of Sports/Business events coordinator to program pre/post event programs during sporting events.
- Create hallmark event attracting significant external visitation.
- Dare to be different.

## COLLABORATION

- Encourage nurturing relationships with arts, culture, and community organisations.
- Promote inter-industry event partnerships.
- Increase collaboration with neighbouring councils.

## COMMUNITY

- Coordinate collective efforts for greater community opportunities.
- Educate community on self-care.
- Facilitate sharing of Aboriginal cultural experiences.

## INFRASTRUCTURE

- Campsite/RV/caravan provision for event accommodation shortages.
- Address cost of waste removal.
- Improve sports venue facilities - girls change rooms, equipment storage.
- Premium and dorm-style accommodation availability.
- Extend dining/cafe operating hours.
- Beautify city streets, entrances, and main highways.

## SPONSORSHIP/FUNDING

- Advocate for increased government event funding.
- Create a collated grant portal for events.

## HUMAN RESOURCES

- Invest in tourism and event resourcing.
- Provide capacity building training for event committees.
- Assign council staff to facilitate event itineraries.

## COUNCIL

- Create a one-stop-shop for council assistance.
  - Promote council collaboration with arts industry.
  - Provide logistical support (e.g., waste, traffic management).

## VENUES

- Increase usage of the Quad as a gathering space.
- Enable the Quad to hold a rolling DA.
- Establish a large-scale, all-weather event site.
- Profile venues to aid promoter facility identification.

## TRANSPORT/ACCESS

- Provide regular airport transfers.
- Improve parking availability in Nimbin.

## BRANDING/MARKETING

- Hire experienced event marketing and PR consultants to boost destination and event profiles.
- Expand event and destination promotion.
- Create a diverse calendar of events to encourage planning.



# CASE STUDY

## GOLD COAST CITY COUNCIL. LEGISLATIVE FRAMEWORK

### CHANGING PERCEPTIONS

Reposition Gold Coast's perceptions, with vision of the City built on creativity and transformed by imagination.

### CHALLENGES - How do we?

1. **Make it easier** for events to be staged in our area?
2. **How do we activate** the CBC? e.g., needed to unlock venues.
3. **Give certainty** to event businesses & organisations, to ensure they're successful, i.e., the more successful an event is, the more events will follow.
4. Determine if we should be an event producer or be more an event facilitator?

### PRIORITIES

To get back-end processes within council in order, enabling innovation.

The council took on a significant **advocacy** role

Took **cross-departmental teams** on a **customer journey**, of who events work with, the needs of event organisers, and understanding specific event sectors e.g., music industry, sports, arts, culture.

**Engaged a temporary officer** to do this work as a **collaborator/facilitator** to bring departments together and **understand the legislative framework** and required **changes** behind each area/department/team (it took Gold Coast City Council 2.5 years to do this). The officer was under Economic Development & Major Projects

It required a **whole-of-council approach** e.g., GM/Council/Executive with an **overriding vision** to flow down and flow up from all council staff, regardless of team or department.

### LEGISLATIVE FRAMEWORK

To make it easier for events to be staged, pre-loading approvals for event sites/locations was a critical success factor.

### ACTIONS

Council investigated venues as event spaces, unlocking red tape, working cross-departmentally with local and state government.

Looked at potential event spaces/venues, undertaking Acoustic Modelling, Traffic Management Plans, Environmental, Licencing etc – to get space/venue to **pre-approval process** based on a **VENUE FRAMEWORK** i.e., framework of usage, timing, suitability e.g., up to 5,000 people for these times/days, no more than 6 events a year.

Council then looked at Preferred Suppliers e.g., council developed a 100-point system for suppliers to be recommended. This made it easier for event organisers to use local suppliers to generate greater economic benefit and viable local businesses

### REFERENCES

#### Special Entertainment Precinct

<https://www.goldcoast.qld.gov.au/Services/Report-pay-apply/Permits-licensing/Amplified-music-venue-licence>

<https://livemusicoffice.com.au/policies/queensland-special-entertainment-precincts/>

#### Priority Development Areas

<https://www.goldcoast.qld.gov.au/Planning-building/Development-applications/Development-application-types/Southport-priority-development-area>

#### Event incentives - website and communication example

<https://www.wearegoldcoast.com.au/business-invest/live-music-industry-toolkit>

#### Strategic customer friendly application and use of venues overlays

<https://www.artscentremelbourne.com.au/visit/theatres-and-spaces/sidney-myer-music-bowl/information-for-residents>

<https://www.artscentremelbourne.com.au/hire-our-spaces>

<https://www.wearegoldcoast.com.au/business-invest/live-music-industry-toolkit/permits-and->

# RECOMMENDATIONS

## DESTINATION PROFILING

- Ensure events are listed on ATDW.
- Revitalise streetscape.
- Create a one-year snapshot calendar of events on the What's on Calendar.

## BRANDING/MARKETING

- Hire a PR and marketing specialist.
- Provide social media training for event organisers.
- Establish strategic partnerships for media coverage.

## FUNDING

- Host workshops on grant application for event organisers.
- Pursue collective funding opportunities.
- Establish funding criteria and an event attraction fund.

## FINANCIAL STABILITY

- Implement multi-year funding agreements.

## COLLABORATION

- Host networking events for tourism, arts, and event sectors.
- Organise annual meetings for event organizers to encourage event cross-promotion.
- Facilitate annual collaboration among events, tourism, arts/culture/library (CON, NORPA).

## COUNCIL

- Define Council's role in events clearly.
- Create a one-stop-shop for event organizers.
- Outsource specialised event marketing and event itinerary coordination tasks.

## APPROVALS AND PERMITS

- Assist in obtaining pre-DA approval for venues.
- Reduce bureaucratic hurdles and duplication.

## EVENTS

- Develop hallmark events aligning with Lismore, Nimbin, and Villages' offerings.
- Increase skills through networking and workshops.
- Promote event collaboration.
- Create an online event organizer's toolkit.
- Design events for visitor dispersion across the region.
- Attract school sports events.

## INFRASTRUCTURE

- Conduct an audit of event venue spaces.
- Activate laneways with pop-up events linked to the CBD event program.

# CONSULTATION

NAME	TITLE	ORGANISATION
Alex Torney	General Manager	Tropical Fruits
Allison Kelly	Festival Manager/President	Lismore Friendship Festival/Friends of Koala
Anita Bellman	Executive Director	Northern Rivers Conservatorium
Ashleigh Ralph	Director	Lismore Regional Gallery
Aunty Ros Sten		Aboriginal Advisory Committee
Aunty Thelma James		Aboriginal Advisory Committee
Cr Adam Guise	Councillor	Lismore City Council
Cr Andrew Bing	Councillor	Lismore City Council
Cr Andrew Gordon	Councillor	Lismore City Council
Cr Big Rob	Councillor	Lismore City Council
Cr Darlene Cook	Councillor	Lismore City Council
Cr Electra Jensen	Councillor	Lismore City Council
Cr Jeri Hall	Deputy Mayor	Lismore City Council
Cr Peter Colby	Councillor	Lismore City Council
Cr Steve Krieg	Mayor	Lismore City Council
Cr Vanessa Ekins	Councillor	Lismore City Council
Elizabeth McDonald	Events Officer	Lismore City Council
Gavin McKean	Events Lead	Lismore City Council
Glenn Williams	CEO Baseball Australia	Baseball Australia
Jacob Graham	Cricket Manager	Cricket NSW
Jane Fuller	Executive Director	Arts Northern Rivers
Jodie Cross	Chief Commercial Officer	NSW Rugby League
John Bancroft	Events Fundraising	Westpac Rescue Helicopter
Jon Gibbins	General Manager	Lismore City Council
Julian Louis	Artistic Director/CEO	NORPA
Jyllie Jackson	CEO/Festival Director	Lismore Lantern Parade
Leanne Clark	Events & Facilities Coordinator	Lismore City Council
Libby Lincoln	Executive Director	NORPA
Mark Sollom	Secretary	Lismore Showground
Marny Bonner	Co-ordinator/Owner	Lismore Farmers Market + Car Boot Market
Michael	Lismore Area Librarian	Lismore City Council
Michael Balderstone		Nimbin MardiGrass
Nathan Kesteven	President	FNC Hockey
Neil McDonald	Area Manager	Cricket NSW
Portia Dostine	Events Officer	Lismore City Council
Rebekah Battista	Our Kids Fundraising Coordinator	Our Kids
Renea Buignan	General Manger	Southern Cross University
Robyn Kelly	Manager	The Channon Craft Market
Tony Duffy	Manager, Liveable and Active Communities	Lismore City Council

Survey Responses

30 November 2017 – 19 March 2024

Feedback Submission Form


Your Say Lismore

Project: Draft Events Strategy 2024 – 2028



VISITORS					
9					
CONTRIBUTORS			RESPONSES		
2			2		
0	0	2	0	0	2
Registered	Unverified	Anonymous	Registered	Unverified	Anonymous





**Respondent No:** 1

**Login:** Anonymous

**Email:** n/a

**Responded At:** Mar 12, 2024 20:03:20 pm


**Last Seen:** Mar 12, 2024 20:03:20 pm

**IP Address:** n/a

Q1. Please share your feedback:

I have a 48 inch screen and the fonts and colours on this document are impossible to read. If it was Legible, perhaps I would be able to let you know what I think. My only opinion is that this document is totally non-inclusive and not designed to be read. Perhaps council could employ someone who knows how to design something that can be read.

Q2. Name	Jenny
Q3. Email	
Q4. Contact Number	not answered



**Respondent No:** 2

**Login:** Anonymous

**Email:** n/a

**Responded At:** Mar 18, 2024 16:11:51 pm

**Last Seen:** Mar 18, 2024 16:11:51 pm

**IP Address:** n/a

Q1. Please share your feedback:

Northern Rivers Performing Arts (NORPA) has been an active participant in, and contributor to, Lismore's arts and culture events over the past 30 years. NORPA representatives also participated in the community consultation for this event strategy. NORPA supports the Lismore Event Strategy because of its alignment our own organisational four year strategy with objectives to create bespoke and distinct place-based theatre experiences that reflect the unique artists, places and people of the Northern Rivers. Our specific contributions to the visitor's experience through partnering with local businesses to diversify offerings and options, establishing an annual rhythm of program offerings across the region, and partnering with tourism entities and operators to package and promote the experiences will support this event strategy. NORPA submits the key aspect for success for local event presenters is with Lismore City Council's identified leadership in activating venues and spaces and supports its whole of council approach to enabling an event friendly destination. NORPA submits consideration to creating the 'Action Plan' as a separate document for the ease of users to align their own planning with the strategy's top actions and 'Critical Success Factors'. Whilst the context of pages 4 – 12 provides quality background information to the strategy development, it is very complex to review and distill for practical application. Finally, NORPA offers consideration to utilising more up to date images of NORPA productions such as Love For One night and FLOW, that may better reflect the critical success factors of this strategy.

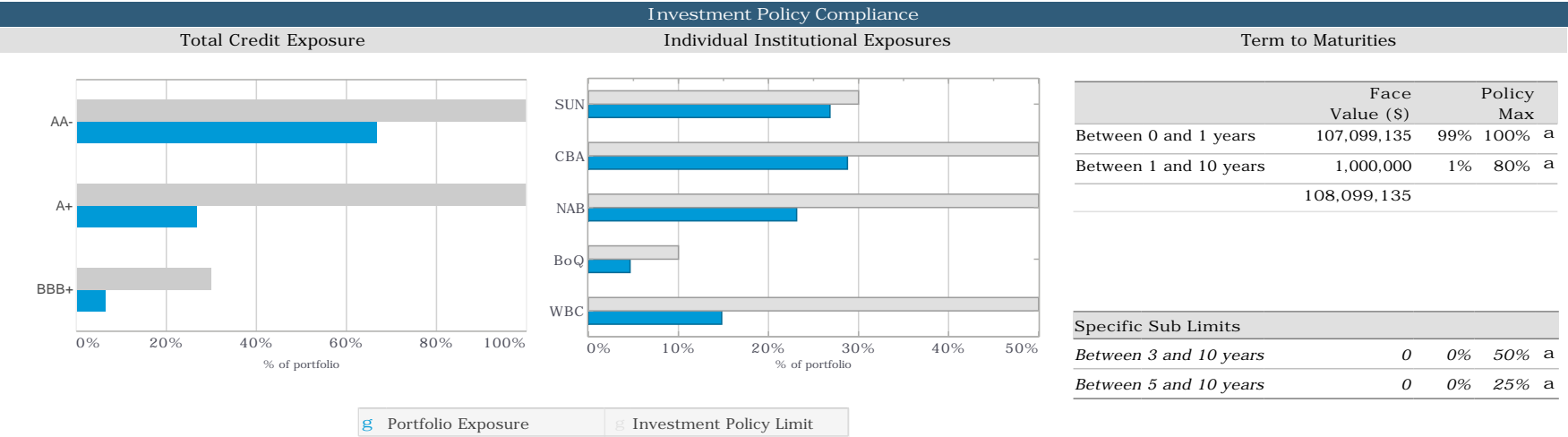
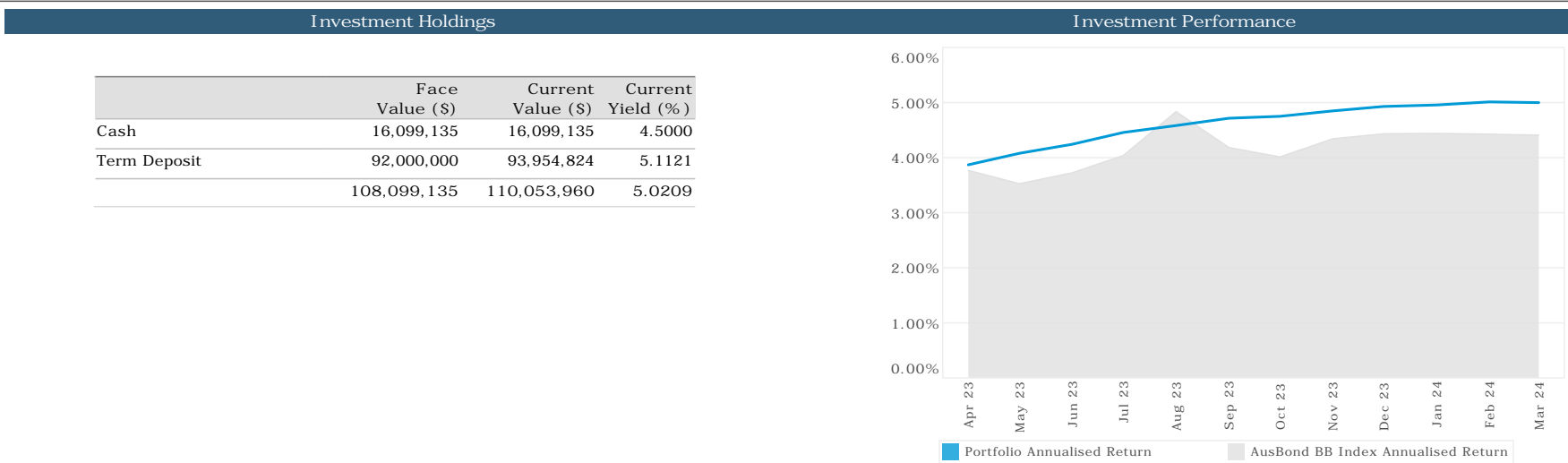
Q2. Name	Linden Tierney, Fundraising and Special Projects
Q3. Email	
Q4. Contact Number	



Investment Summary Report  
March 2024



Lismore City Council  
Executive Summary - March 2024





## Lismore City Council Investment Holdings Report - March 2024



### Cash Accounts

Face Value (\$)	Current Rate (%)	Institution	Credit Rating	Current Value (\$)	Deal No.	Reference
16,099,135.42	4.5000%	Commonwealth Bank of Australia	AA-	16,099,135.42	543330	64
16,099,135.42	4.5000%			16,099,135.42		

### Term Deposits

Maturity Date	Face Value (\$)	Current Rate (%)	Institution	Credit Rating	Purchase Price (\$)	Purchase Date	Current Value (\$)	Deal No.	Accrued Interest (\$)	Next Interest Date	Reference
3-Apr-24	2,000,000.00	5.1500%	National Australia Bank	AA-	2,000,000.00	30-Aug-23	2,060,671.23	544441	60,671.23	At Maturity	
10-Apr-24	2,000,000.00	4.5500%	Suncorp Bank	A+	2,000,000.00	12-Apr-23	2,088,506.85	544019	88,506.85	At Maturity	117
16-Apr-24	2,000,000.00	5.2000%	Suncorp Bank	A+	2,000,000.00	16-Aug-23	2,065,249.32	544395	65,249.32	At Maturity	
22-Apr-24	4,000,000.00	4.5200%	Westpac Group	AA-	4,000,000.00	21-Apr-23	4,171,388.49	544032	171,388.49	At Maturity	119 Green
1-May-24	5,000,000.00	4.1600%	Westpac Group	AA-	5,000,000.00	28-Apr-23	5,193,183.56	544046	193,183.56	At Maturity	122 Green
14-May-24	1,000,000.00	5.1200%	Suncorp Bank	A+	1,000,000.00	11-Oct-23	1,024,267.40	544574	24,267.40	At Maturity	
22-May-24	5,000,000.00	5.4700%	Commonwealth Bank of Australia	AA-	5,000,000.00	23-Aug-23	5,166,347.95	544410	166,347.95	At Maturity	
4-Jun-24	1,000,000.00	5.3200%	Suncorp Bank	A+	1,000,000.00	1-Nov-23	1,022,154.52	544611	22,154.52	At Maturity	
19-Jun-24	2,000,000.00	5.5800%	Commonwealth Bank of Australia	AA-	2,000,000.00	20-Jun-23	2,087,445.48	544214	87,445.48	At Maturity	
24-Jun-24	5,000,000.00	5.4200%	Commonwealth Bank of Australia	AA-	5,000,000.00	25-Aug-23	5,163,342.47	544427	163,342.47	At Maturity	
2-Jul-24	1,000,000.00	5.1900%	Commonwealth Bank of Australia	AA-	1,000,000.00	6-Sep-23	1,029,575.89	544472	29,575.89	At Maturity	
16-Jul-24	3,000,000.00	5.1500%	National Australia Bank	AA-	3,000,000.00	20-Dec-23	3,043,598.63	544754	43,598.63	At Maturity	
30-Jul-24	3,000,000.00	5.2500%	National Australia Bank	AA-	3,000,000.00	28-Sep-23	3,080,260.27	544547	80,260.27	At Maturity	
6-Aug-24	3,000,000.00	5.1600%	National Australia Bank	AA-	3,000,000.00	9-Jan-24	3,035,201.10	544775	35,201.10	At Maturity	
23-Aug-24	2,000,000.00	5.1500%	National Australia Bank	AA-	2,000,000.00	27-Dec-23	2,027,090.41	544759	27,090.41	At Maturity	
28-Aug-24	5,000,000.00	5.0700%	Westpac Group	AA-	5,000,000.00	25-Aug-23	5,024,308.22	544426	24,308.22	Quarterly	Green
3-Sep-24	2,000,000.00	5.2500%	National Australia Bank	AA-	2,000,000.00	5-Sep-23	2,060,123.29	544466	60,123.29	At Maturity	
4-Sep-24	1,000,000.00	5.2500%	National Australia Bank	AA-	1,000,000.00	6-Sep-23	1,029,917.81	544473	29,917.81	At Maturity	
25-Sep-24	1,000,000.00	5.3100%	National Australia Bank	AA-	1,000,000.00	26-Sep-23	1,027,350.14	544526	27,350.14	At Maturity	
1-Oct-24	2,000,000.00	5.2100%	Westpac Group	AA-	2,000,000.00	28-Sep-23	2,053,099.18	544548	53,099.18	At Maturity	Green
16-Oct-24	2,000,000.00	5.2900%	National Australia Bank	AA-	2,000,000.00	18-Oct-23	2,048,117.26	544584	48,117.26	At Maturity	
22-Oct-24	2,000,000.00	5.2800%	Commonwealth Bank of Australia	AA-	2,000,000.00	25-Oct-23	2,046,001.10	544593	46,001.10	At Maturity	99



## Lismore City Council Investment Holdings Report - March 2024



Maturity Date	Face Value (\$)	Current Rate (%)	Institution	Credit Rating	Purchase Price (\$)	Purchase Date	Current Value (\$)	Deal No.	Accrued Interest (\$)	Next Interest Date	Reference
6-Nov-24	5,000,000.00	5.4700%	Suncorp Bank	A+	5,000,000.00	1-Nov-23	5,113,895.89	544610	113,895.89	At Maturity	
12-Nov-24	2,000,000.00	5.1500%	Bank of Queensland	BBB+	2,000,000.00	12-Mar-24	2,005,643.84	544930	5,643.84	At Maturity	
20-Nov-24	6,000,000.00	5.4000%	Suncorp Bank	A+	6,000,000.00	23-Nov-23	6,115,397.26	544660	115,397.26	At Maturity	
26-Nov-24	3,000,000.00	5.1500%	Bank of Queensland	BBB+	3,000,000.00	26-Mar-24	3,002,539.73	544962	2,539.73	At Maturity	
26-Nov-24	5,000,000.00	5.5200%	Suncorp Bank	A+	5,000,000.00	29-Nov-23	5,093,764.38	544672	93,764.38	At Maturity	
3-Dec-24	2,000,000.00	5.0900%	Bendigo and Adelaide Bank	BBB+	2,000,000.00	6-Feb-24	2,015,339.73	544825	15,339.73	At Maturity	34
15-Jan-25	2,000,000.00	5.2100%	Suncorp Bank	A+	2,000,000.00	17-Jan-24	2,021,410.96	544795	21,410.96	At Maturity	
11-Feb-25	3,000,000.00	5.1500%	National Australia Bank	AA-	3,000,000.00	13-Feb-24	3,020,317.81	544843	20,317.81	At Maturity	
25-Feb-25	2,000,000.00	5.0700%	National Australia Bank	AA-	2,000,000.00	27-Feb-24	2,009,445.48	544876	9,445.48	At Maturity	101
25-Mar-25	5,000,000.00	5.0400%	Suncorp Bank	A+	5,000,000.00	26-Mar-24	5,004,142.47	544961	4,142.47	At Maturity	
25-Aug-25	1,000,000.00	0.9500%	National Australia Bank	AA-	1,000,000.00	25-Aug-21	1,005,726.03	543414	5,726.03	Annually	12
	92,000,000.00	5.1121%			92,000,000.00		93,954,824.15		1,954,824.15		

Lismore City Council  
Accrued Interest Report - March 2024



Investment	Deal No.	Comments	Face Value (\$)	Settlement Date	Maturity Date	Interest Received (\$)	Days	Interest Accrued (\$)	Yield (% pa)
<b>Cash</b>									
Commonwealth Bank of Australia	543330					51,545.93	0	74,157.93	4.50%
						51,545.93		74,157.93	4.50%
<b>Term Deposits</b>									
Bank of Queensland	544545		2,000,000.00	28-Sep-23	12-Mar-24	46,389.04	11	3,073.97	5.10%
Commonwealth Bank of Australia	544201		2,000,000.00	14-Jun-23	13-Mar-24	80,778.08	12	3,550.68	5.40%
Bendigo and Adelaide Bank	543945		4,000,000.00	21-Mar-23	20-Mar-24	176,000.00	19	9,161.64	4.40%
Suncorp Bank	544428		5,000,000.00	25-Aug-23	26-Mar-24	150,679.45	25	17,602.74	5.14%
Bank of Queensland	544546		3,000,000.00	28-Sep-23	26-Mar-24	76,191.78	25	10,582.19	5.15%
National Australia Bank	544441		2,000,000.00	30-Aug-23	3-Apr-24	0.00	31	8,747.94	5.15%
Suncorp Bank	544019		2,000,000.00	12-Apr-23	10-Apr-24	0.00	31	7,728.77	4.55%
Suncorp Bank	544395		2,000,000.00	16-Aug-23	16-Apr-24	0.00	31	8,832.88	5.20%
Westpac Group	544032		4,000,000.00	21-Apr-23	22-Apr-24	0.00	31	15,355.61	4.52%
Westpac Group	544046		5,000,000.00	28-Apr-23	1-May-24	0.00	31	17,665.75	4.16%
Suncorp Bank	544574		1,000,000.00	11-Oct-23	14-May-24	0.00	31	4,348.50	5.12%
Commonwealth Bank of Australia	544410		5,000,000.00	23-Aug-23	22-May-24	0.00	31	23,228.77	5.47%
Suncorp Bank	544611		1,000,000.00	1-Nov-23	4-Jun-24	0.00	31	4,518.36	5.32%
Commonwealth Bank of Australia	544214		2,000,000.00	20-Jun-23	19-Jun-24	0.00	31	9,478.36	5.58%
Commonwealth Bank of Australia	544427		5,000,000.00	25-Aug-23	24-Jun-24	0.00	31	23,016.44	5.42%
Commonwealth Bank of Australia	544472		1,000,000.00	6-Sep-23	2-Jul-24	0.00	31	4,407.94	5.19%
National Australia Bank	544754		3,000,000.00	20-Dec-23	16-Jul-24	0.00	31	13,121.92	5.15%
National Australia Bank	544547		3,000,000.00	28-Sep-23	30-Jul-24	0.00	31	13,376.71	5.25%
National Australia Bank	544775		3,000,000.00	9-Jan-24	6-Aug-24	0.00	31	13,147.40	5.16%
National Australia Bank	544759		2,000,000.00	27-Dec-23	23-Aug-24	0.00	31	8,747.94	5.15%
Westpac Group	544426		5,000,000.00	25-Aug-23	28-Aug-24	0.00	31	21,530.14	5.07%
National Australia Bank	544466		2,000,000.00	5-Sep-23	3-Sep-24	0.00	31	8,917.81	5.25%
National Australia Bank	544473		1,000,000.00	6-Sep-23	4-Sep-24	0.00	31	4,458.91	5.25%

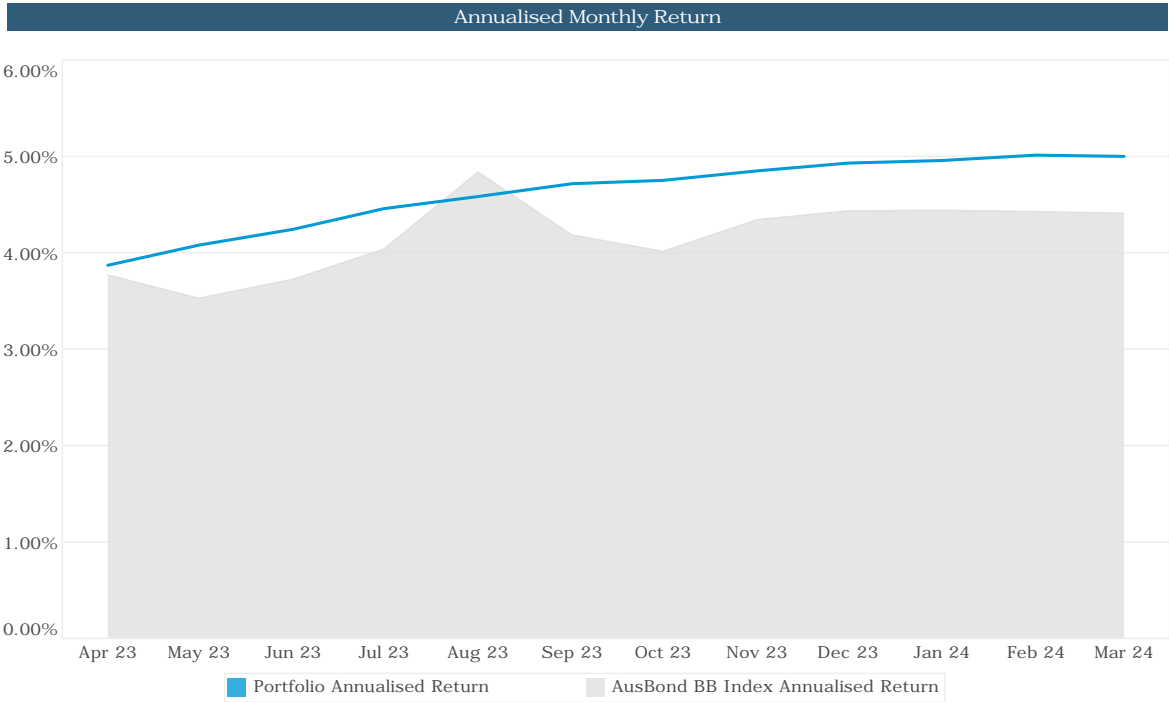
Lismore City Council  
Accrued Interest Report - March 2024



Investment	Deal No.	Comments	Face Value (\$)	Settlement Date	Maturity Date	Interest Received (\$)	Days	Interest Accrued (\$)	Yield (% pa)
National Australia Bank	544526		1,000,000.00	26-Sep-23	25-Sep-24	0.00	31	4,509.87	5.31%
Westpac Group	544548		2,000,000.00	28-Sep-23	1-Oct-24	0.00	31	8,849.86	5.21%
National Australia Bank	544584		2,000,000.00	18-Oct-23	16-Oct-24	0.00	31	8,985.75	5.29%
Commonwealth Bank of Australia	544593		2,000,000.00	25-Oct-23	22-Oct-24	0.00	31	8,968.77	5.28%
Suncorp Bank	544610		5,000,000.00	1-Nov-23	6-Nov-24	0.00	31	23,228.77	5.47%
Bank of Queensland	544930		2,000,000.00	12-Mar-24	12-Nov-24	0.00	20	5,643.84	5.15%
Suncorp Bank	544660		6,000,000.00	23-Nov-23	20-Nov-24	0.00	31	27,517.81	5.40%
Suncorp Bank	544672		5,000,000.00	29-Nov-23	26-Nov-24	0.00	31	23,441.09	5.52%
Bank of Queensland	544962		3,000,000.00	26-Mar-24	26-Nov-24	0.00	6	2,539.73	5.15%
Bendigo and Adelaide Bank	544825		2,000,000.00	6-Feb-24	3-Dec-24	0.00	31	8,646.03	5.09%
Suncorp Bank	544795		2,000,000.00	17-Jan-24	15-Jan-25	0.00	31	8,849.86	5.21%
National Australia Bank	544843		3,000,000.00	13-Feb-24	11-Feb-25	0.00	31	13,121.92	5.15%
National Australia Bank	544876		2,000,000.00	27-Feb-24	25-Feb-25	0.00	31	8,612.06	5.07%
Suncorp Bank	544961		5,000,000.00	26-Mar-24	25-Mar-25	0.00	6	4,142.47	5.04%
National Australia Bank	543414		1,000,000.00	25-Aug-21	25-Aug-25	0.00	31	806.85	0.95%
						530,038.35		412,466.05	5.10%
<u>Grand Totals</u>						<u>581,584.28</u>		<u>486,623.98</u>	<u>5.00%</u>



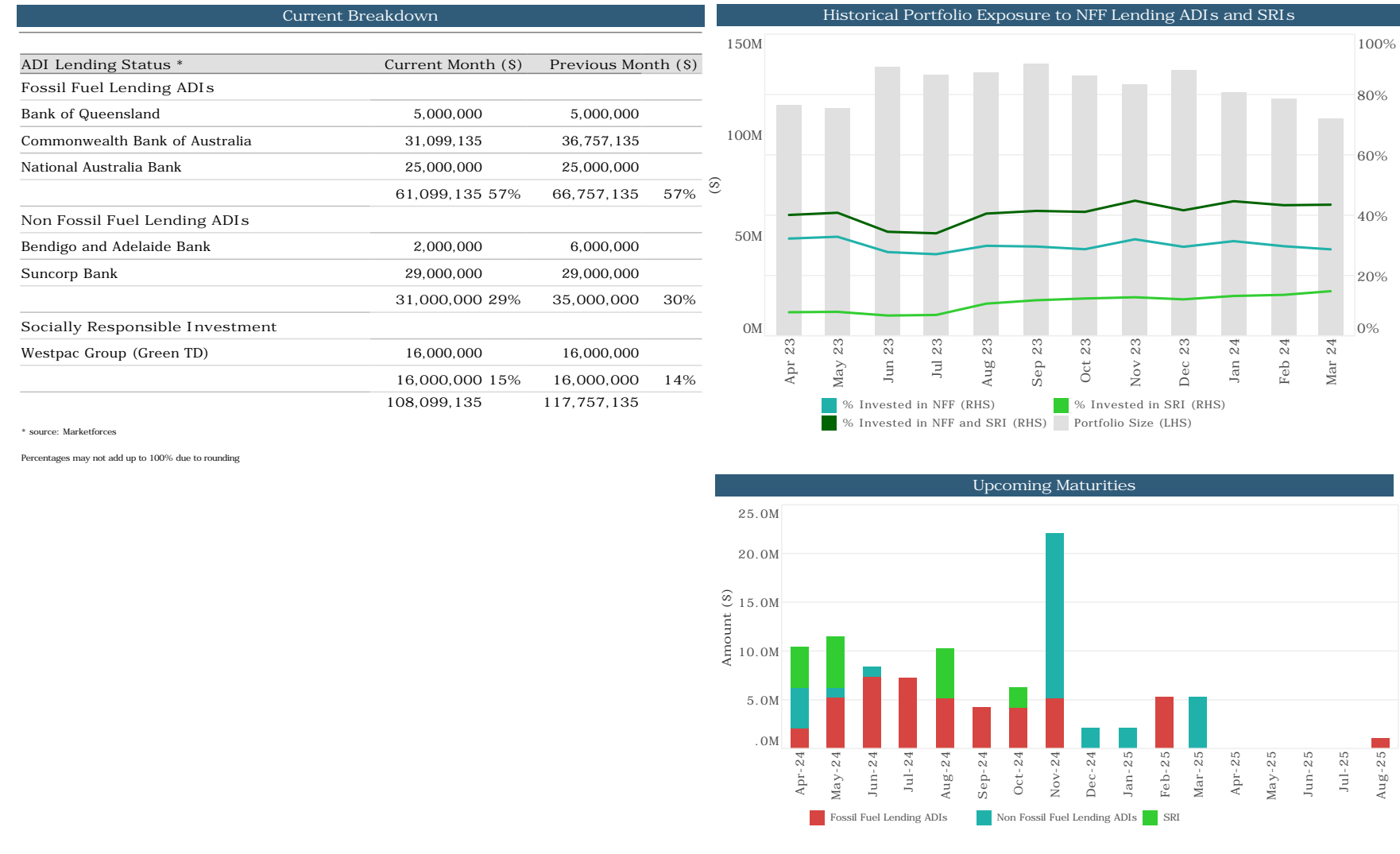
Lismore City Council  
Investment Performance Report - March 2024



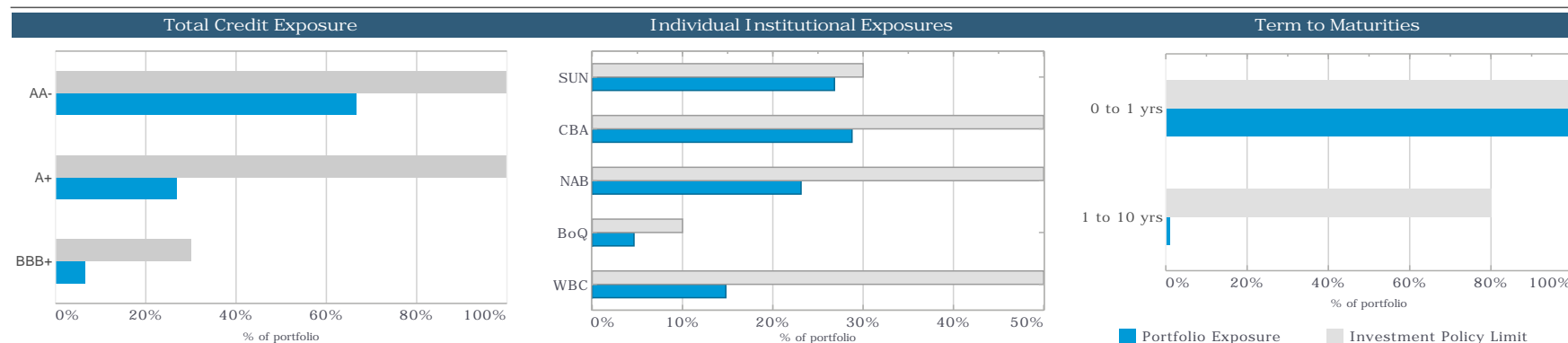
Historical Performance Summary (% pa)			
	Portfolio	Annualised BB Index	Outperformance
Mar 2024	5.00%	4.41%	0.59%
Last 3 months	4.99%	4.42%	0.57%
Last 6 months	4.91%	4.34%	0.57%
Financial Year to Date	4.80%	4.35%	0.45%
Last 12 months	4.63%	4.19%	0.44%



## Lismore City Council Environmental Commitments Report - March 2024



## Lismore City Council Investment Policy Compliance Report - March 2024



Credit Rating Group	Face Value (\$)	Policy Max
AA-	72,099,135	67% 100% a
A+	29,000,000	27% 100% a
BBB+	7,000,000	6% 30% a
	108,099,135	

Institution	% of portfolio	Investment Policy Limit
Suncorp Bank (A+)	27%	30% a
Commonwealth Bank of Australia (AA-)	29%	50% a
National Australia Bank (AA-)	23%	50% a
Bank of Queensland (BBB+)	5%	10% a
Westpac Group (AA-)	15%	50% a
Bendigo and Adelaide Bank (BBB+)	2%	10% a

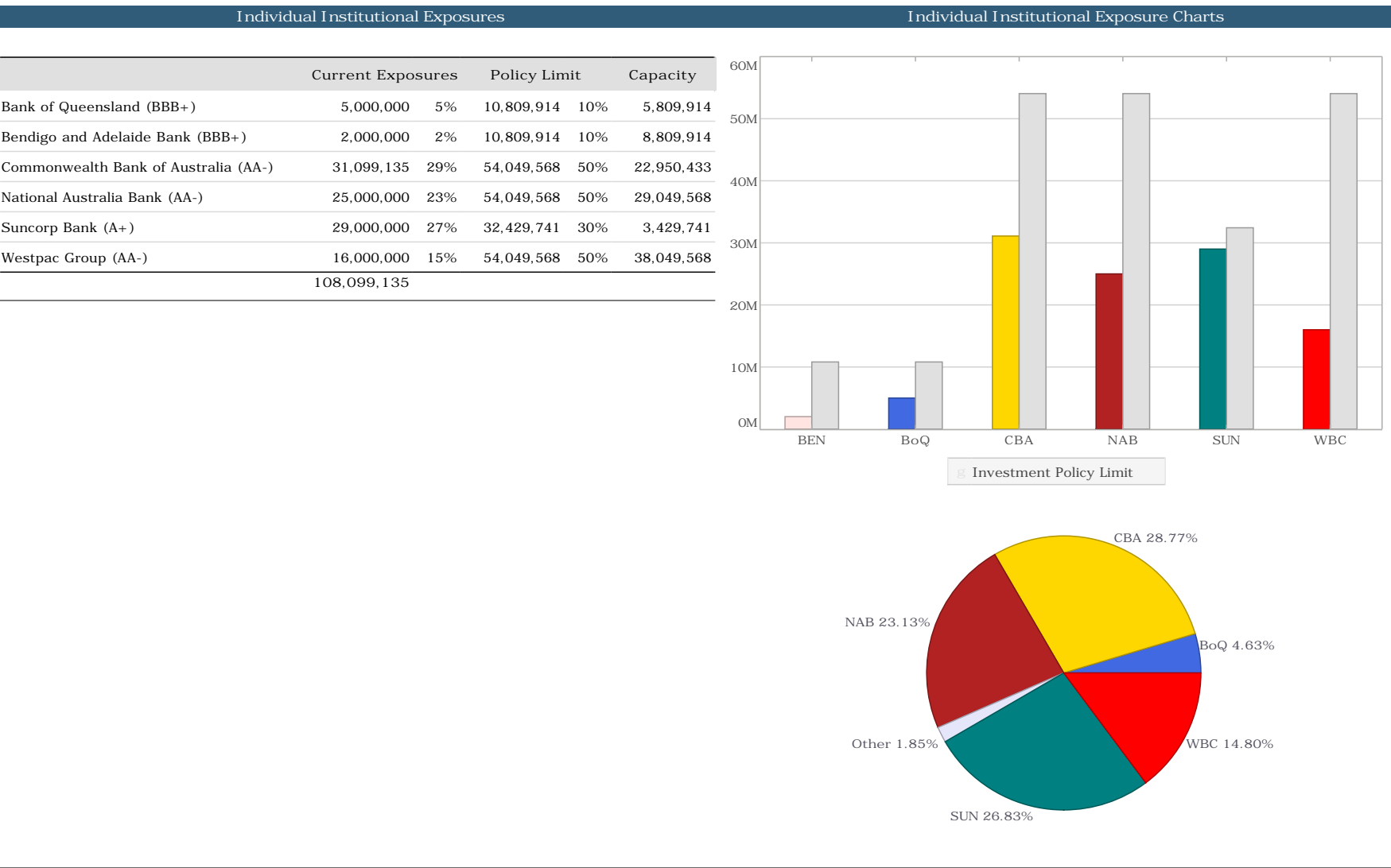
	Face Value (\$)	Policy Max
Between 0 and 1 years	107,099,135	99% 100% a
Between 1 and 10 years	1,000,000	1% 80% a
	108,099,135	

Specific Sub Limits				
BBB+	7,000,000	6%	30%	a

Specific Sub Limits				
Between 3 and 10 years	0	0%	50%	a
Between 5 and 10 years	0	0%	25%	a

a = compliant  
r = non-compliant

Lismore City Council  
Individual Institutional Exposures Report - March 2024





# Lismore City Council Cashflows Report - March 2024



## Actual Cashflows for March 2024

Date	Deal No.	Cashflow Counterparty	Asset Type	Cashflow Description	Amount
12-Mar-24	544545	Bank of Queensland	Term Deposit	Maturity: Face Value	2,000,000.00
		Bank of Queensland	Term Deposit	Maturity: Interest Received/Paid	46,389.04
				<u>Deal Total</u>	<u>2,046,389.04</u>
12-Mar-24	544930	Bank of Queensland	Term Deposit	Settlement: Face Value	-2,000,000.00
				<u>Deal Total</u>	<u>-2,000,000.00</u>
		Day Total			
13-Mar-24	544201	Commonwealth Bank of Australia	Term Deposit	Maturity: Face Value	2,000,000.00
		Commonwealth Bank of Australia	Term Deposit	Maturity: Interest Received/Paid	80,778.09
				<u>Deal Total</u>	<u>2,080,778.09</u>
Day Total					2,080,778.09
20-Mar-24	543945	Bendigo and Adelaide Bank	Term Deposit	Maturity: Face Value	4,000,000.00
		Bendigo and Adelaide Bank	Term Deposit	Maturity: Interest Received/Paid	176,000.00
				<u>Deal Total</u>	<u>4,176,000.00</u>
Day Total					4,176,000.00
26-Mar-24	544428	Suncorp Bank	Term Deposit	Maturity: Face Value	5,000,000.00
		Suncorp Bank	Term Deposit	Maturity: Interest Received/Paid	150,679.45
				<u>Deal Total</u>	<u>5,150,679.45</u>
26-Mar-24	544546	Bank of Queensland	Term Deposit	Maturity: Face Value	3,000,000.00
		Bank of Queensland	Term Deposit	Maturity: Interest Received/Paid	76,191.78
				<u>Deal Total</u>	<u>3,076,191.78</u>
26-Mar-24	544961	Suncorp Bank	Term Deposit	Settlement: Face Value	-5,000,000.00
				<u>Deal Total</u>	<u>-5,000,000.00</u>
26-Mar-24	544962	Bank of Queensland	Term Deposit	Settlement: Face Value	-3,000,000.00
				<u>Deal Total</u>	<u>-3,000,000.00</u>
Day Total					226,871.23
<u>Total for Month</u>					<u>6,530,038.36</u>

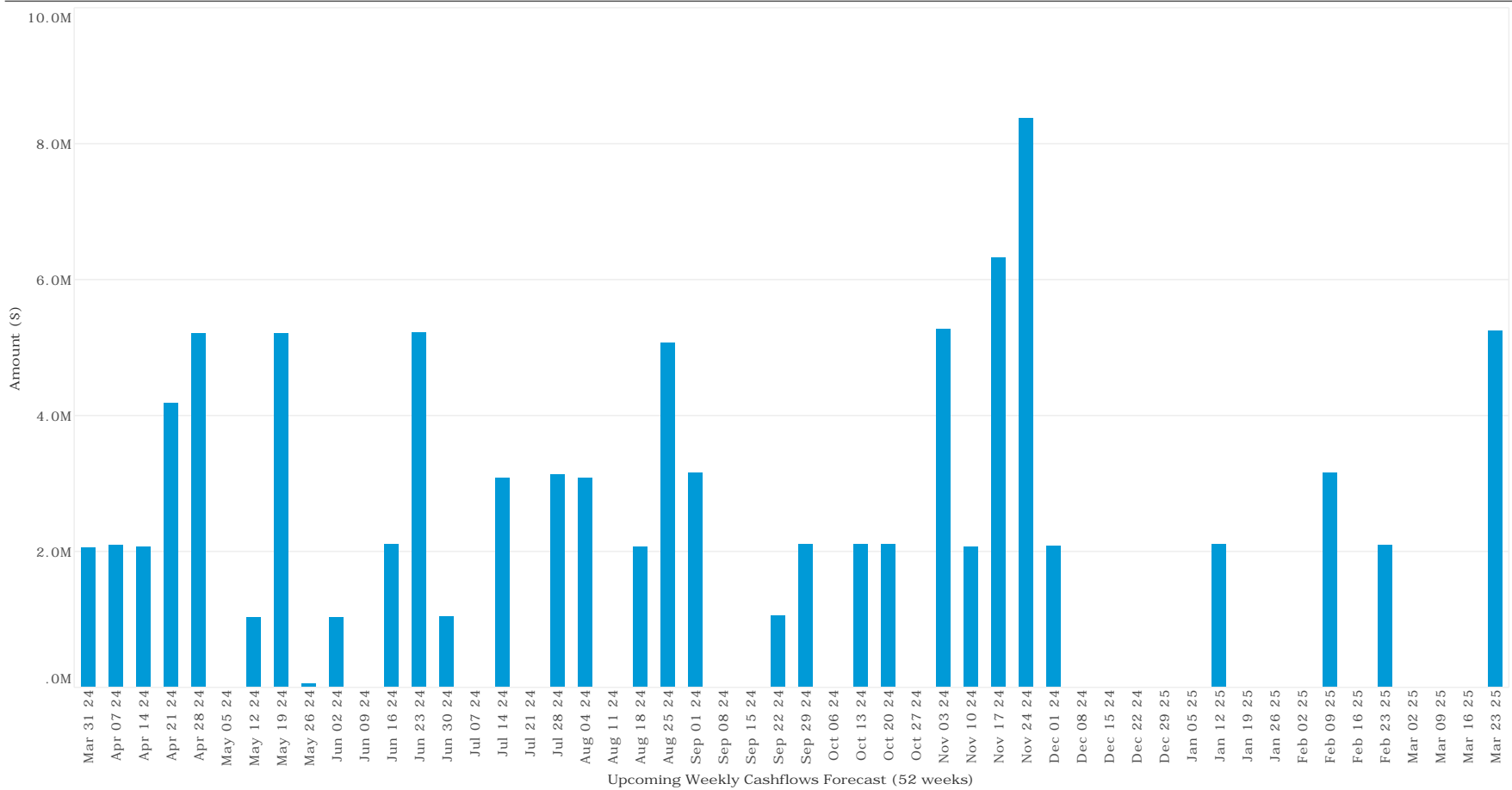


Lismore City Council  
Cashflows Report - March 2024

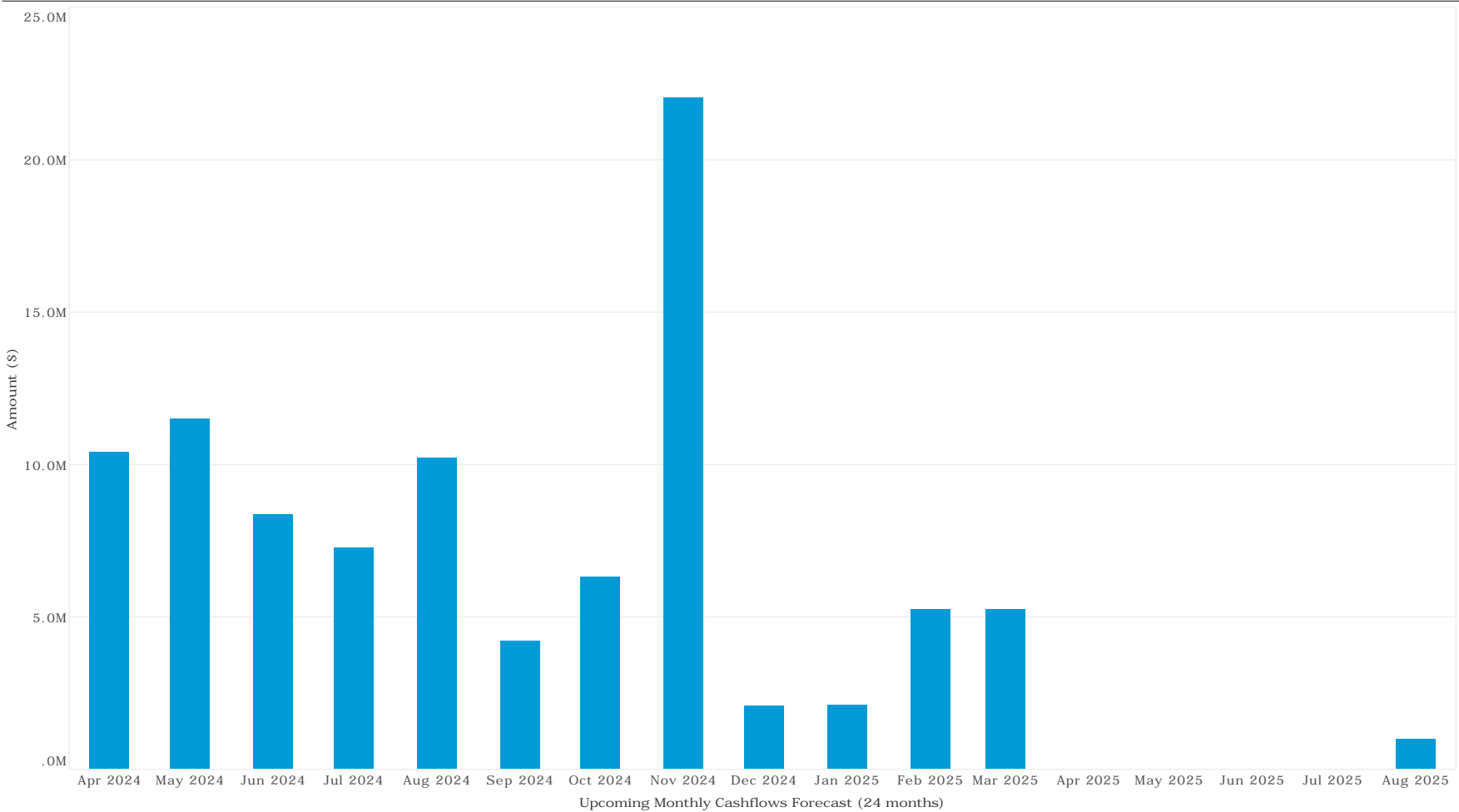


Date	Deal No.	Cashflow Counterparty	Asset Type	Cashflow Description	Amount
Forecast Cashflows for April 2024					
Date	Deal No.	Cashflow Counterparty	Asset Type	Cashflow Description	Amount
3-Apr-24	544441	National Australia Bank	Term Deposit	Maturity: Face Value	2,000,000.00
		National Australia Bank	Term Deposit	Maturity: Interest Received/Paid	61,235.62
				Deal Total	2,061,235.62
Day Total					2,061,235.62
10-Apr-24	544019	Suncorp Bank	Term Deposit	Maturity: Face Value	2,000,000.00
		Suncorp Bank	Term Deposit	Maturity: Interest Received/Paid	90,750.69
				Deal Total	2,090,750.69
Day Total					2,090,750.69
16-Apr-24	544395	Suncorp Bank	Term Deposit	Maturity: Face Value	2,000,000.00
		Suncorp Bank	Term Deposit	Maturity: Interest Received/Paid	69,523.29
				Deal Total	2,069,523.29
Day Total					2,069,523.29
22-Apr-24	544032	Westpac Group	Term Deposit	Maturity: Face Value	4,000,000.00
		Westpac Group	Term Deposit	Maturity: Interest Received/Paid	181,790.69
				Deal Total	4,181,790.69
Day Total					4,181,790.69
Total for Month					10,403,300.28

Lismore City Council  
Cashflows Report - March 2024



Lismore City Council  
Cashflows Report - March 2024







## POLICY MANUAL

<b>Policy title:</b>	<b>COUNCIL USE OF LISMORE AIRPORT POLICY</b>
<b>Policy number:</b>	<b>11.2.4</b>
<b>Objective:</b>	<b>Retention of services to Lismore Airport and ensure maximum financial return to the Airport.</b>
<b>Link to community vision/service:</b>	<b>Transport and Infrastructure</b>
<b>Program Area:</b>	<b>Corporate Services</b>
<b>Policy created: 9/4/02</b>	<b>Council reviewed: 11/2/14</b>
<b>Last reviewed by staff: 11/2/14</b>	<b>TRIM Ref: ED10/15793 &amp; ED16/26982</b>

Any intrastate airline tickets purchased by Council be with Regional Express and through Lismore Airport.



## POLICY MANUAL

<b>Policy title:</b>	<b>BIODIVERSITY – FLORA AND FAUNA POLICY</b>
<b>Policy number:</b>	<b>5.17.3</b>
<b>Objective:</b>	<b>To protect, restore and actively manage native flora and fauna.</b>
<b>Link to community vision/service:</b>	<b>Water and Waste Cycle, Natural Environment</b>
<b>Program Area:</b>	<b>Environmental Health</b>
<b>Policy created: 12/6/07</b>	<b>Council reviewed: 12/6/07</b>
<b>Last reviewed by staff: 12/6/07</b>	<b>TRIM Ref: ED10/15914 &amp; ED16/26836</b>

This policy applies to all sections within Council having an impact on native flora and fauna, and contains 3 objectives. These are:

### 1. To ensure Council has the information needed to protect and manage native flora and fauna.

The area encompassing Lismore LGA has the highest level of biodiversity within NSW, and has also been highly modified (e.g. less than 1% of the original Big Scrub Rainforest area remains). There is a strong need to protect what remains, restore degraded areas and actively maintain habitats. Council has a legislative obligation to protect and manage threatened species within the LGA. The large number of local-scale decisions made by Councils have a significant cumulative impact on biodiversity and up-to-date, local-scale information is essential to responsible decision-making. Current information is insufficient to make biodiversity management decisions.

Strategies for implementation

- Develop an accurate information base, particularly up to date, local scale flora and fauna mapping, to enable Council to identify, conserve and protect key habitats and corridors
- Include details of tree removal applications as indicators in State of the Environment reports
- Collaborate with relevant scientists/ experts to assess, measure and monitor biodiversity values and changes over time.

### 2. To improve the habitat value of remnant and regrowth native vegetation

Existing vegetation remnants are under constant pressure from sources including: weed invasion, development activities, and poor land management practices. It is also important to manage regrowth native vegetation as it expands, and provides recruitment to, the overall habitat resource.

Strategies for implementation

- Reduce the impact of weeds on biodiversity by identifying and eradicating weed hot spots particularly on Council owned or Council managed land
- Ensure the conservation of locally significant habitats and high conservation value areas when assessing Development Applications and strategic land use planning; and
- Establish linkages between existing remnants and regrowth native vegetation.

**3. To foster and promote protection and restoration activities**

It is important that Council play a continuing role in the restoration and long-term protection of native flora and fauna, by its own example and through its ability to seek external funds and form partnerships with the community and landholders.

**Strategies**

- a) Ensure Council's own activities are consistent with biodiversity protection and restoration, particularly in relation to key habitats and corridors;
- b) Improve the condition of Council owned reserves by implementing existing Vegetation Management Plans for Council areas;
- c) Engage private landholders and other stakeholders in active management of native vegetation on private land;
- d) Provide support to relevant groups involved in restoration activities;
- e) Assist and support landholders to actively pursue the long-term protection of biodiversity on private land e.g. through conservation covenants or contracts.
- f) Protect and proactively manage koala populations in the LGA.

**POLICY MANUAL**

<b>POLICY NO: 1.11.1</b>	<b>COUNCIL CARS - CAR AGREEMENT</b>
<b>OBJECTIVE:</b>	To define uses allowed to employees issued with Council cars.
<b>STRATEGIC PLAN LINK:</b>	Best Practice Corporate Governance
<b>SECTION RESPONSIBLE:</b>	Corporate Services
<b>AUTHORISED: 11/06/91</b>	<b>REVIEWED: 06/08/96, 01/12/10</b>

- 1 All Council employees who are issued with vehicles for commuter/private use will enter into a written lease agreement with the Council.
- 2 Any departure from the terms of that Agreement will lead to the suspension and review of an employee's access to Council vehicles.
- 3 The use of Council vehicles by Council staff will comply with the following:-
  - a) commuter/private use - in accordance with Council's vehicle lease agreement;
  - b) business use - in accordance with operating procedures determined by the General Manager.





## POLICY MANUAL

<b>Policy title:</b>	<b>DUTIES &amp; RESPONSIBILITIES OF COMMITTEE CHAIRPERSONS POLICY</b>
<b>Policy number:</b>	<b>1.2.3</b>
<b>Objective:</b>	<b>To clarify the duties and obligations of those persons accepting the executive role as Chairperson of a Council committees.</b>
<b>Link to community vision/service:</b>	<b>Civic Leadership/Management</b>
<b>Program Area:</b>	<b>Corporate Services</b>
<b>Policy created: 18/6/80</b>	<b>Council reviewed: 6/8/96, 24/6/97, 31/8/99 , 20/6/06, 15/8/06, 11/2/14</b>
<b>Last reviewed by staff: 11/2/14</b>	<b>TRIM Ref: ED10/15745 ED10/15797</b>

1. They have no casting vote unless authorised by Council.
2. They are authorised to speak on behalf of their committees, policy advisory group or working parties through media and press releases provided it is clearly stated that these releases do not necessarily reflect the opinion or policy of the Council.



## POLICY MANUAL

<b>Policy title:</b>	<b>PLAIN ENGLISH POLICY</b>
<b>Policy number:</b>	<b>1.4.9</b>
<b>Objective:</b>	<b>To ensure Council's written documents communicate effectively with its customers</b>
<b>Link to community vision/service:</b>	<b>Civic Leadership/Management</b>
<b>Program Area:</b>	<b>Corporate Services</b>
<b>Policy created: 16/09/97</b>	<b>Council reviewed: 01/12/10</b>
<b>Last reviewed by staff: 18/12/13</b>	<b>TRIM Ref: ED10/15821 &amp;ED16/27563</b>

1. Council's annual staff training program will incorporate a Plain English Module.
2. Council's staff induction manual will incorporate a section setting out the principles of plain English communication.
3. Council's written communication will follow the following general principles:
  - Use clear familiar words - don't use large words when small ones will work; don't use "jargon"; use words your reader will understand.
  - Short simple sentences - one idea one sentence; average length 15-20 words; no sentences over 24 words.
  - Active voice verbs - be direct in what you say, not passive.
  - People in writing - use words such as "I", "we", "me" rather than "the Council", "the writing", "the undersigned".
  - Conversation style - write as you would have a conversation, not in some artificial "professional style".



## POLICY MANUAL

<b>Policy title:</b>	<b>STAFF EXCHANGE PROGRAM BETWEEN LISMORE CITY COUNCIL AND YAMATO TAKADA CITY COUNCIL POLICY</b>
<b>Policy number:</b>	<b>1.6.2</b>
<b>Objective:</b>	<b>To provide staff an opportunity to gain knowledge and strengthen the relationships between Lismore City and Yamato Takada City Offices.</b>
<b>Link to community vision/service:</b>	<b>Civic Leadership/Management</b>
<b>Program Area:</b>	<b>Corporate Services</b>
<b>Policy created: 31/8/99</b>	<b>Council reviewed: 11/2/14</b>
<b>Last reviewed by staff: 11/2/14</b>	<b>TRIM Ref: ED10/15843 &amp; ED16/33275</b>

### Policy Statement:

In order to select the most suitable employee to participate in the Lismore City and Yamato Takada Staff Exchange Programme, it is suggested that the following criteria be used:

### Personal Profile:

1. Nominations for the programme will be received from all levels of staff; professional, technical and operational.
2. The programme is available for individual and family/partner participation. Applicants opting for family/partner participation must pay for accommodation due to limitations on home stay.
3. The nominee's commitment to the exchange programme must be demonstrated through prior involvement in aspects of the programme during the preceding twelve months. In particular, this will include involvement when the Yamato Takada exchange employee is visiting.
4. Nominee will demonstrate a commitment to the study of the Japanese language and culture.
5. The nominee must be able to meet any cost involved over and above the assistance provided by Council.

### Assessment:

1. The assessment for determining the participant in the staff exchange programme will be made by a panel determined by the General Manager.
2. Assessment by the panel will be based on:
  - The level of language skill attained
  - The level of Japanese cultural skills, sensitivity, familiarity with Japanese foods and understanding of the aims of the programme
  - How the nominee and Council would benefit from such an exchange relative to the position under consideration (long and short term).
  - disseminate information on the project both in Yamato Takada and upon their return to Lismore City
  - Ability of the individual to represent Council effectively both in Japan and on return to Lismore, that is public speaking and social skills.

- There is no detriment to Council with the employee participating in this program.

**General requirements:**

1. The successful applicant would be required to observe the same Code of Conduct as applies to Council in relation to staff exchanges, by
  - observing with care and sensitivity the customs, traditions and values of Yamato Takada City and its people
  - refraining from using offensive and insensitive language
  - refraining from excessive consumption of alcohol
  - refraining from use of illegal and / or prohibited drugs
  - dressing with modesty and appropriately for the occasions
  - refraining from such conduct as could reasonably be expected to reflect badly on Council and the programme generally
2. A programme will be established for each participant to meet the organisation's information needs. It is accepted that the reports prepared by the participant may be without significant detail but include a recommendation
3. The selected exchange employee would also be expected to have a good knowledge of Lismore City Council and the community before leaving on their exchange visit.
4. The successful applicant would also be required to address Council, community groups, schools etc and others upon their return from Yamato Takada. They would also be expected to participate in future visits by Yamato Takada visitors and also help the next Lismore City participant with advice and arrangements.

**Procedure for selection:**

Written applications will be sought from staff every second year. Applications will address the assessment criteria set out in the policy.

Assessment Panel will review applications and select suitable nominees for interview. (The Panel may seek assistance from the visiting Yamato Takada employee where appropriate – subject to type of project)

Assessment Panel will determine the successful applicant and all unsuccessful applicants will be notified.

Successful applicant will co-ordinate arrangements for their exchange in conjunction with the Sister Cities Co-ordinator

Council will provide leave with pay for the duration of the exchange, return economy class airfare to Japan for the employee, some gifts. All other costs must be met by the employee.



APPLICATION FORM

Application for nomination to participate in the Staff Exchange Programme between Lismore City and Yamato Takada City Offices during spring school vacation.

Personal Details:

Family name: .....

Given name(s): .....

Department:..... Telephone No.: .....

Position: .....

Qualifications: .....

Are you eligible for an Australian passport? Yes / No

Do you belong to a hospital and medical fund Yes / No

If yes, please indicate the Medical Fund: .....

Do you suffer from any medical condition? Yes / No

Is yes, Please give details .....

General Information

Detail career interests:

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Why have you nominated for the Staff Exchange Programme?

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What would you hope to achieve from participating in the Staff Exchange Programme?

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Have you read and do you understand the criteria for selection and policy statement in relation to the  
Staff Exchange Programme? Yes / No

Additional comments and information you may wish to provide in support of your application.

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Signature ..... Date .....

Office use only:

Comments:

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## POLICY MANUAL

<b>Policy title:</b>	<b>CLOSURE OF OFFICES - CHRISTMAS/NEW YEAR POLICY</b>
<b>Policy number:</b>	<b>1.4.6</b>
<b>Objective:</b>	<b>Formalise a practice carried on for many years</b>
<b>Link to community vision/service:</b>	<b>Civic Leadership/Management</b>
<b>Program Area:</b>	<b>Corporate Services</b>
<b>Policy created: 19/11/1991</b>	<b>Council reviewed: 06/08/1996, 01/12/2010, 9/4/2024</b>
<b>Last reviewed by staff: 18/12/2013, 31/3/2024</b>	<b>TRIM Ref: ED16/26931</b>

1. Council may, at the discretion of the General Manager, close its offices during the Christmas/New Year period.
2. Appropriate advertising of the availability of Council services and/or the closure of Council offices over the Christmas/New Year period, shall be made to ensure that members of the public are aware of the position.



## POLICY MANUAL

<b>Policy title:</b>	<b>DEDICATION OF BEQUEATHED LAND FOR COMMUNITY PURPOSES POLICY</b>
<b>Policy number:</b>	<b>5.2.28</b>
<b>Objective:</b>	<b>To ensure land dedicated to Council for community purposes is suitable.</b>
<b>Link to community vision/service:</b>	<b>Civic Leadership/Management</b>
<b>Program Area:</b>	<b>Assets and Support Services</b>
<b>Policy created: 30/3/1999</b>	<b>Council reviewed: 20/6/2006, 8/1/2014, 9/4/2024</b>
<b>Last reviewed by staff: 8/1/2014, 31/3/2024</b>	<b>TRIM Ref: ED16/26991</b>

All proposals involving land proposed to be bequeathed to Council for community purposes shall be referred to Council for determination following consultation with other relevant groups in accordance with this policy.





## POLICY MANUAL

<b>Policy title:</b>	<b>LISMORE COAT OF ARMS/CORPORATE LOGO POLICY</b>
<b>Policy number:</b>	<b>1.4.1</b>
<b>Objective:</b>	<b>To determine use of Coat of Arms and Council's logo.</b>
<b>Link to community vision/service:</b>	<b>Civic Leadership/Management</b>
<b>Program Area:</b>	<b>Corporate Services</b>
<b>Policy created: 30/08/83</b>	<b>Council reviewed: 6/8/1996, 1/10/2004, 1/12/2010, 9/4/2024</b>
<b>Last reviewed by staff: 18/12/13, 31/3/2024</b>	<b>TRIM Ref: ED16/27295</b>

The Lismore Coat of Arms/corporate logo shall henceforth be restricted in its use, reproduction or exhibition to the following (provided that these restrictions may be amended, expanded or contracted from time to time in the future by resolution of the Council):-

1. By the Council itself on its stationery, signage, uniforms, etc. and in the production of shield replicas for distribution by the Council or the Mayor and General Manager where it is desired to confer upon another person or organisation the honour to which the City itself is entitled by its Arms.
2. By any organisation of City representative status, with the approval of the Mayor and General Manager, provided it is not operated for business or corporate profit.
3. By incorporation in any emblem used to identify the property of the Council or service to the Council whether as a serving councillor or current member of the staff. When such property or person ceases to have any connection with the Council the emblem shall not be displayed on that property or by that person without the express permission of the Council under authority delegated to the General Manager.
4. By incorporation in promotional material such as souvenirs with the express permission of the Council.
5. The Coat of Arms/Corporate Logo shall not be used by any business enterprise operated for private gain as a means of identification; nor as a sales promotional tool, except with the express permission of the Council.



## POLICY MANUAL

<b>Policy title:</b>	<b>MEDIA RELEASES POLICY</b>
<b>Policy number:</b>	<b>1.4.3</b>
<b>Objective:</b>	<b>To clarify the authority concerning statements/interviews and press releases</b>
<b>Link to community vision/service:</b>	<b>Civic Leadership/Management</b>
<b>Program Area:</b>	<b>Corporate Services</b>
<b>Policy created: 19/06/90</b>	<b>Council reviewed: 6/8/1996, 1/12/2010, 9/4/2024</b>
<b>Last reviewed by staff: 18/12/13, 31/3/2024</b>	<b>TRIM Ref: ED16/27306</b>

1. The Mayor and General Manager are authorised to make press releases on Council business/affairs to the media on Council's behalf.
2. No-one else has the authority to make statements on Council's behalf without first obtaining approval/delegation from the General Manager or the Council, as appropriate.