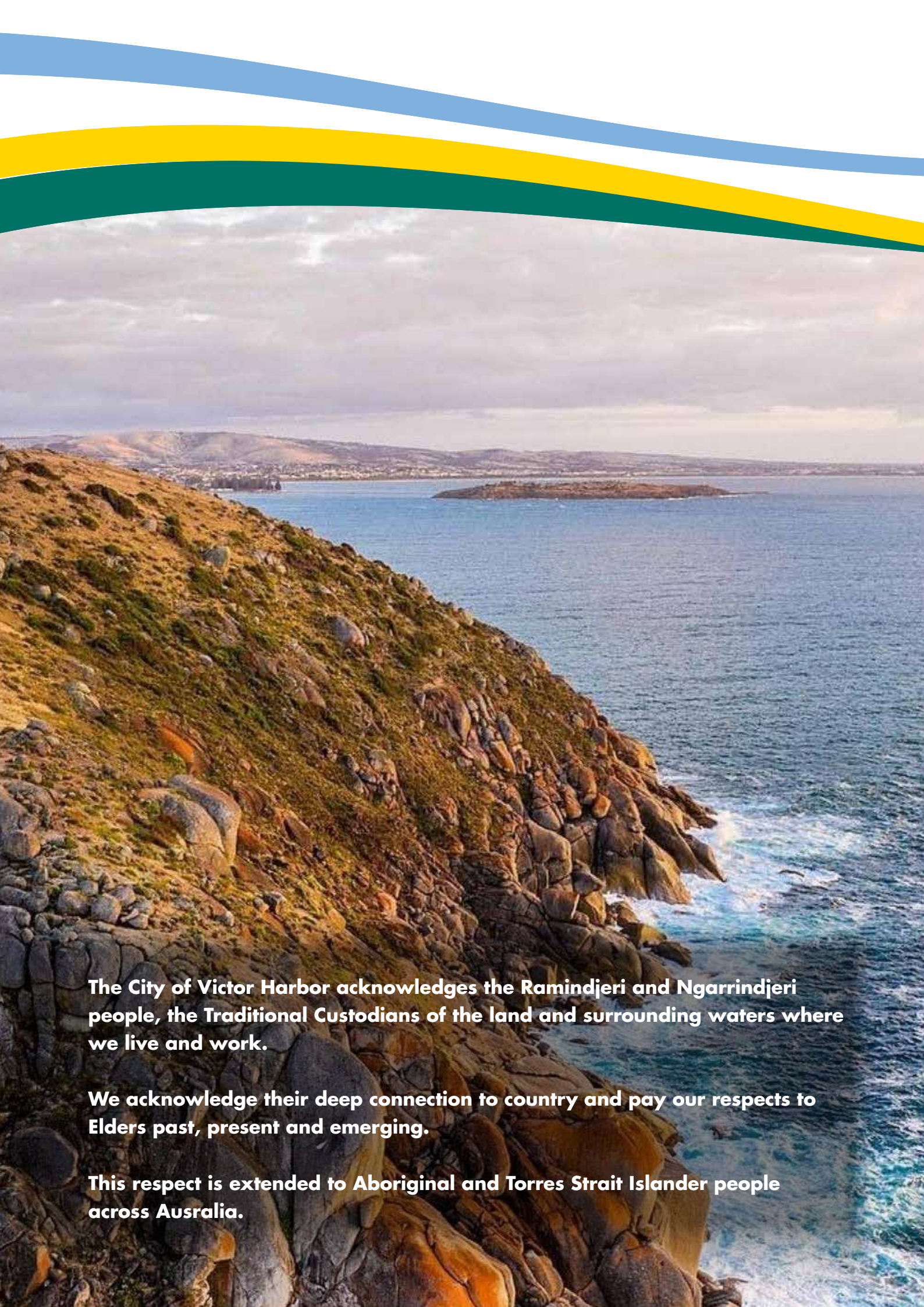




# CULTURE STRATEGY – FESTIVALS & EVENTS 2023 - 2027







**The City of Victor Harbor acknowledges the Ramindjeri and Ngarrindjeri people, the Traditional Custodians of the land and surrounding waters where we live and work.**

**We acknowledge their deep connection to country and pay our respects to Elders past, present and emerging.**

**This respect is extended to Aboriginal and Torres Strait Islander people across Australia.**





## DESTINATION BRAND

# VICTOR HARBOR

## FEEL IT CALLING

Victor Harbor is somewhere you feel at the mention of its name—a place that stirs a profound personal connection and gently draws you in.

It's in the natural beauty of the landscape and the depth of your breath. You can hear it echoing in the air as you come closer as if the coastline is calling to you.

People come here to be immersed. To catch a glimpse of wildlife from the shore.

To relive their childhood summers. To stand on the very soil where history happened. And what they feel—rejuvenation, adventure, reflection—forever connects them to this wondrously one-of-a-kind place where the hum of community meets the stillness of the sea.

There is an endless energy that flows through us and binds us together. It's in our fertile farmlands, our bustling streets and our thriving people. Here, every individual sustains the whole and strengthens our capacity for meaningful collaboration in life, at work and in business.

Our world is one built on connection. We cooperate and innovate for the benefit of all, combining the supportive relationships of a country town with the vision and opportunities of a regional centre.

Victor Harbor is the vibrant, creative heart of our Fleurieu, circulating the currents that course through our peninsula. This is a place brimming with life and culture, inviting you to come and experience it for yourself.

Victor Harbor. **Feel it calling.**

# ACKNOWLEDGEMENTS

Dan Aubin (Daring Humans)

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Fleurieu Peninsula Tourism

Business Victor Harbor

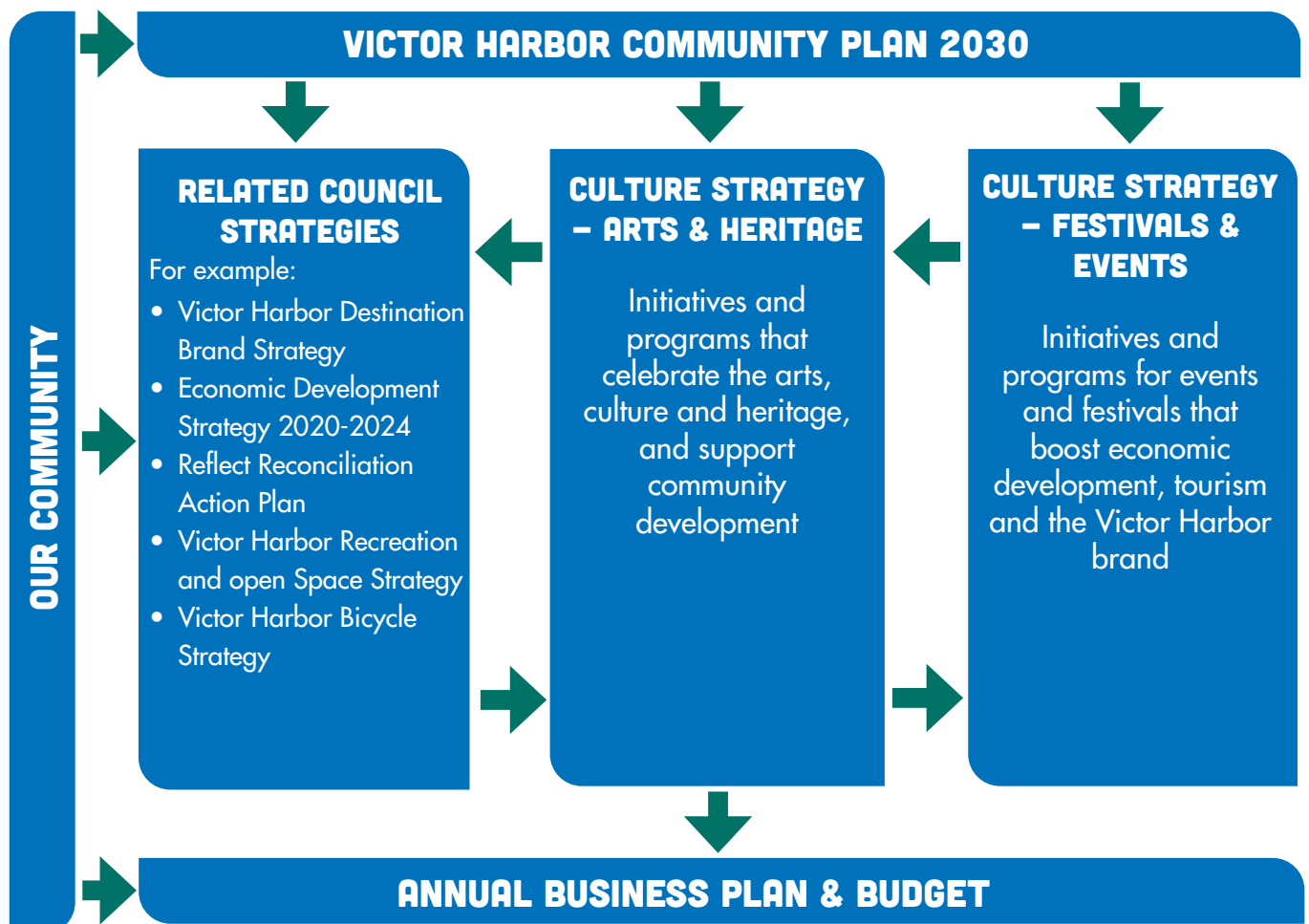
## CONTENTS

About this strategy .....	1
Why are festival and events important? .....	2
Vision .....	2
Our goals - enabling great events and activation.....	3
Guiding principles.....	4
Our response .....	5
Key initiative 1: Planning and delivering quality events.....	6
Key initiative 2: Renewed Festival + Events Sponsorship Program .....	7
Key initiative 3: Event ready destination (spaces and venues) .....	8
Key initiative 4: Year-round and hallmark event program .....	9
Key initiative 5: Environmentally friendly events .....	10
Delivering the plan .....	12
Measuring success .....	13

## ABOUT THIS STRATEGY

This strategy outlines the initiatives the City of Victor Harbor will undertake over the next five years to establish a festivals and events calendar that supports the local economy, enriches the lives of residents, and attracts people from beyond to visit and stay in Victor Harbor.

It is the companion strategy to the Culture Strategy – Arts and Heritage, and will support delivery of our Community Plan, Economic Development Strategy, Destination Brand Strategy and other Council strategies.





## WHY ARE FESTIVALS AND EVENTS IMPORTANT?

The City of Victor Harbor is experiencing a high degree of change as it moves from a large town and farming community to a modern and progressive regional city.

Victor Harbor is growing. Elements such as its people, natural environments, rich culture, heritage and lifestyle are attracting more people, not just to retire, but more so to raise their families and explore new opportunities. Improving the festival and events calendar provides the opportunity to strengthen what Victor Harbor already has to offer.

Council is seeking to deliver a festival and events strategy in partnership with the community that keeps pace with expectations and shapes the city in a positive way together.

Events and festivals provide significant benefits for the local community and visitors alike. Events can connect communities, create opportunities for social inclusion, improve well-being and a sense of pride in one's 'hometown'. They support local business, employment, and the local economy. Festivals and events are essential for creating a connected, engaged and thriving community.

Currently, the City of Victor Harbor invests an average of \$300,000 annually in the development of events, with the annual event calendar contributing approximately \$5.8 million in additional expenditure into the local economy.

Over the past five years, the City of Victor Harbor with the support of the State government funding has undertaken significant upgrades to city spaces and venues including the Mainstreet Precinct upgrade, Railway Plaza, Coral Street Arts Space, relocation of the Visitor Information Centre to the Railway Goods Shed, creation of an award-winning coastal amphitheatre, the purchase of the Victoria Cinema, and advocated for a new causeway to Granite Island. These investments will be important enablers for festivals and events to occur in the City of Victor Harbor.

This strategy shapes a path forward to establishing Victor Harbor as the "vibrant and creative heart of the Fleurieu".

## VISION

Vibrant festivals and events in a remarkable location.

- A thriving industry that produces and attracts quality events and festivals, and supports the local economy
- A festival and event calendar that enriches the lives of residents and visitors of all ages and abilities
- Festivals and events that celebrate Victor Harbor's people, industries, culture, heritage, and natural beauty
- Victor Harbor is an "event ready" destination

## OUR GOALS – ENABLING GREAT EVENTS AND ACTIVATION

This plan is all about working with and supporting the community. The wealth of potential sits in the hands of event organisers, industry, and the local community.

Council's primary role is to attract and facilitate major events, and support the facilitation and growth of events that contribute to social and economic outcomes for the community.

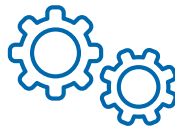
### GOALS

#### Building capacity



Build capacity of event organisers, businesses, youth and the community to deliver successful events and festivals

#### Creating + activating places



To be an event ready destination that provides and activate spaces for range of events and festivals across all seasons and all ages

#### Increasing participation + engagement



Promote events and festivals to increase participation, community involvement and tourism outcomes across all ages.





## GUIDING PRINCIPLES

Guiding principles will drive quality and the outcomes of events and festivals delivered by Council and will be promoted to support the outcomes of activities delivered by others.

The guiding principles are shared by the Culture Strategy - Festivals and Events and the Culture Strategy - Arts and Heritage.

1. **Planning:** Planning activities with enough notice, and considering who and what matters enables its success
2. **Creativity:** Offer unique and interesting experiences. Develop a creative vision and convey it to the audience
3. **Accessibility:** Events need to be managed and promoted to enable people of diverse backgrounds and abilities to attend
4. **Collaboration:** Working together increases the resources, reach and value of events and builds strong partnerships
5. **Promotion:** Thoughtful marketing and publicity, consistent with the Victor Harbor Destination Brand, are essential for raising awareness and successful attendance levels and to align with destination marketing efforts
6. **Sustainability:** Events need to be mindful of environmental, economic and social outcomes
7. **Easy to do business with:** Council's culture is responsive and open-minded
8. **Arts and heritage:** Events and festivals as appropriate will empower local performers and artists and celebrate local heritage, developing social capital in the community.





## OUR RESPONSE

This strategy includes five key initiatives that have been identified to best deliver the goals in partnership with event organisers, industry, business, and the local community.

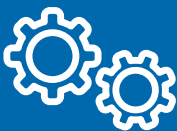
All key initiatives are considerate of the application of the guiding principles.

### OUR GOALS

**Building capacity**



**Creating + activating places**



**Increasing participation + engagement**



### KEY INITIATIVES

**1.  
Planning and  
delivering quality  
events**

**2.  
Renewed Festival +  
Events Sponsorship  
Program**

**3.  
Events ready  
destination**

**4.  
Year-round +  
hallmark events  
program**

**5.  
Environmentally  
friendly events**

### GUIDING PRINCIPLES

**Planning**

**Creativity**

**Accessibility**

**Collaboration**

**Promotion**

**Sustainability**

**Easy to do  
business with**

**Arts and heritage**



## KEY INITIATIVE 1. PLANNING AND DELIVERING QUALITY EVENTS

### DESCRIPTION

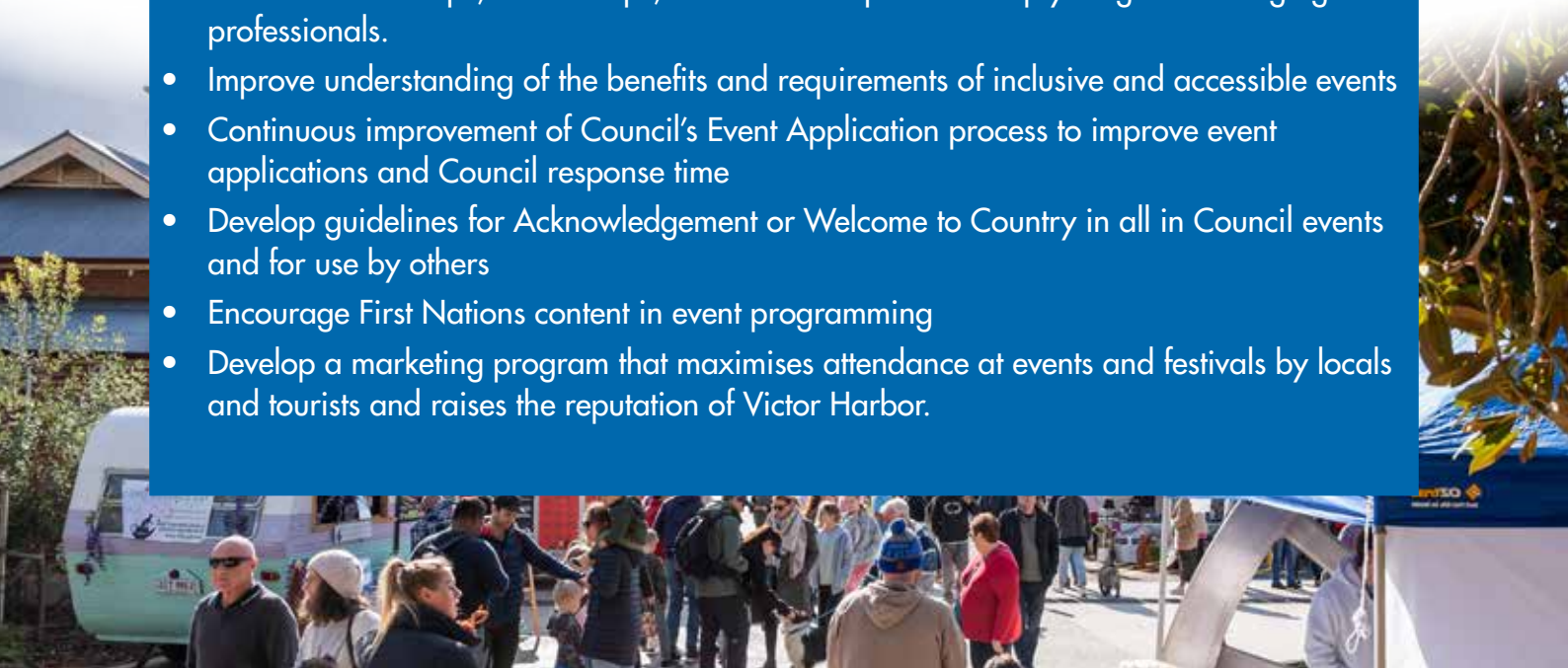
The quality of festivals and events and the extent of positive outcomes they deliver is dependent upon good planning.

This initiative will provide tools and support to improve the skills of local event organisers, youth and community groups to develop quality events, adopt new practices and technology and align with emerging trends. And importantly for Council to learn from other event management organisations, and embrace new trends and initiatives.

The quality of Victor Harbor's festivals and events program also needs to support Council's Economic Development Strategy which focuses on presenting Victor Harbor as a destination of choice for young families and those currently active in the work force.

### DELIVERABLES

- Produce tools that support event organisers to develop quality events
- Develop a post-event survey tool for event organisers to gather feedback to enhance the delivery of future events
- Facilitate an informal program of workshops and resources with key partners and local event organisers and local youth on creative direction, planning, budgeting, sustainable practices, and marketing
- Facilitate internships, mentorships, and scholarships to develop young and emerging event professionals.
- Improve understanding of the benefits and requirements of inclusive and accessible events
- Continuous improvement of Council's Event Application process to improve event applications and Council response time
- Develop guidelines for Acknowledgement or Welcome to Country in all in Council events and for use by others
- Encourage First Nations content in event programming
- Develop a marketing program that maximises attendance at events and festivals by locals and tourists and raises the reputation of Victor Harbor.





## KEY INITIATIVE 2. RENEWED FESTIVAL AND EVENTS SPONSORSHIP PROGRAM

### DESCRIPTION

Sponsorship and grant funding is a key role that Council provides in the delivery of events in Victor Harbor, and can play a significant role in shaping and developing a community.

This initiative will seek to enhance the Festival and Events Sponsorship Program with a stronger strategic focus on:

1. Attracting major events
2. Improving quality event production
3. Encouraging better environmental practices
4. Encouraging events in off-peak periods
5. Attracting events that appeal to young families and those currently in the work force.
6. Supporting community event activations

The review will also explore introducing a tiered funding program that support events across three tiers: Major Events (Tier 1), Regional Events (Tier 2), and Community Events (Tier 3).

Council will also identify opportunities for sponsorship and grant funding through non-Council and non-government sources.

### DELIVERABLES

- Engage with the event industry, business, community and government to identify issues and opportunities for the Festival and Events Sponsorship Program to ensure it meets needs and processes are supportive and streamlined
- Research examples of event sponsorship and grant scheme models that align to the directions of this strategy (including the guiding principles)
- Prepare and implement renewed Festival and Events Sponsorship Program
- Support events to apply for funding through State or Federal grants programs and to establish commercial sponsorships
- Align Council's investment in festivals and events to attract young families and those currently in the work force, to live, work and visit in support of Council's Economic Development Strategy.



## KEY INITIATIVE 3. EVENT READY DESTINATION (SPACES AND VENUES)

### DESCRIPTION

As the owner of civic buildings and manager of open space and the public realm, Council has a significant opportunity in providing spaces and venues to enable events and festivals.

This initiative will review, identify and develop venues and spaces to ensure that Victor Harbor has the right mix to support large and major events, through to community events and festivals.

Importantly this initiative will establish a streamlined system for event enquiries, booking, application and permits to best support utilisation of the venues.

It will also establish platforms to better promote Council's venues, and community owned venues.

### DELIVERABLES

- Support the use of the Victa Cinema, Town Hall and Coral Street Art Space as a venue for festivals, events and concerts
- Continue planning for the Arts and Culture Centre
- Investigate new and develop existing sites for the hosting of large outdoor events
- Undertake an audit of Council built and open space venues to identify missing needs and areas for strategic investment opportunities
- Prioritise use of Railway Plaza and the Mainstreet Precinct for appropriate events to maximise benefit from recent streetscape upgrades
- Review existing Council community grant programs to encourage improvements that enable community owned and operated venues to host festivals and events
- Publish and promote a digital venue guide for Victor Harbor to encourage greater use of local facilities (including in the winter months)
- Review the existing event enquiry, application, booking, permit system to streamline processes
- Encourage event organisers to engage local businesses where possible, in accordance with Council's Festivals and Events Policy
- Review event schedules on Council open space and reposition major events to alternative sites to allow for more sustainable use of Council open space

## KEY INITIATIVE 4. YEAR-ROUND AND HALLMARK EVENTS PROGRAM

### DESCRIPTION

This initiative is all about providing a program of festivals, events and activity across the year that benefits the economy, community and businesses.

Victor Harbor as a seaside town is busiest in the warmer months. This initiative seeks to establish more events and activity in Victor Harbor across the cooler months. This includes activating streets and outdoor places and supporting creation a vibrant year-round hospitality scene.

Hallmark events are those that are intrinsically associated with place, involve local community, attract visitors and provide significant economic benefits (eg. Barossa Vintage Festival, Willunga Farmers Markets).

This initiative will develop more hallmark events, such as the annual Winter WhaleFest, and others that celebrate Victor Harbor's community and iconic features.

### DELIVERABLES

- Continue to develop the Winter Whale Fest as a hallmark winter event
- Continue to facilitate a regular curated Victor Harbor Artisan Market
- Actively seek to partner with regional Councils on event programming in cooler months
- Partner with regional food, wine and other beverage associations to create events that showcase regional produce and activate spaces and venues
- Partner with Business Victor Harbor and industry associations to encourage local businesses to activate their venues and participate in regional and statewide events such as SALA Festival, Fringe Festival, Umbrella Festival and Tasting Australia.
- Support the delivery of the annual NAIDOC and Reconciliation Week celebrations





## KEY INITIATIVE 5. ENVIRONMENTALLY FRIENDLY EVENTS

### DESCRIPTION

The people of Victor Harbor are environmentally aware. This initiative will continue to minimise the environmental impact of events, and demonstrate the respect the Victor Harbor community has for its surrounding waters and lands.

### DELIVERABLES

- Actively pursue carbon neutral status for all Council managed events through Council's Climate Agenda.
- Continue to work with Fleurieu Regional Waste Authority and event organisers on initiatives that reduce waste from events
- Increase weighting for environmental outcomes in Council's Festival and Events Sponsorship application guidelines
- Include environmental event guidelines and best-practices in the City of Victor Harbor Event Toolkit









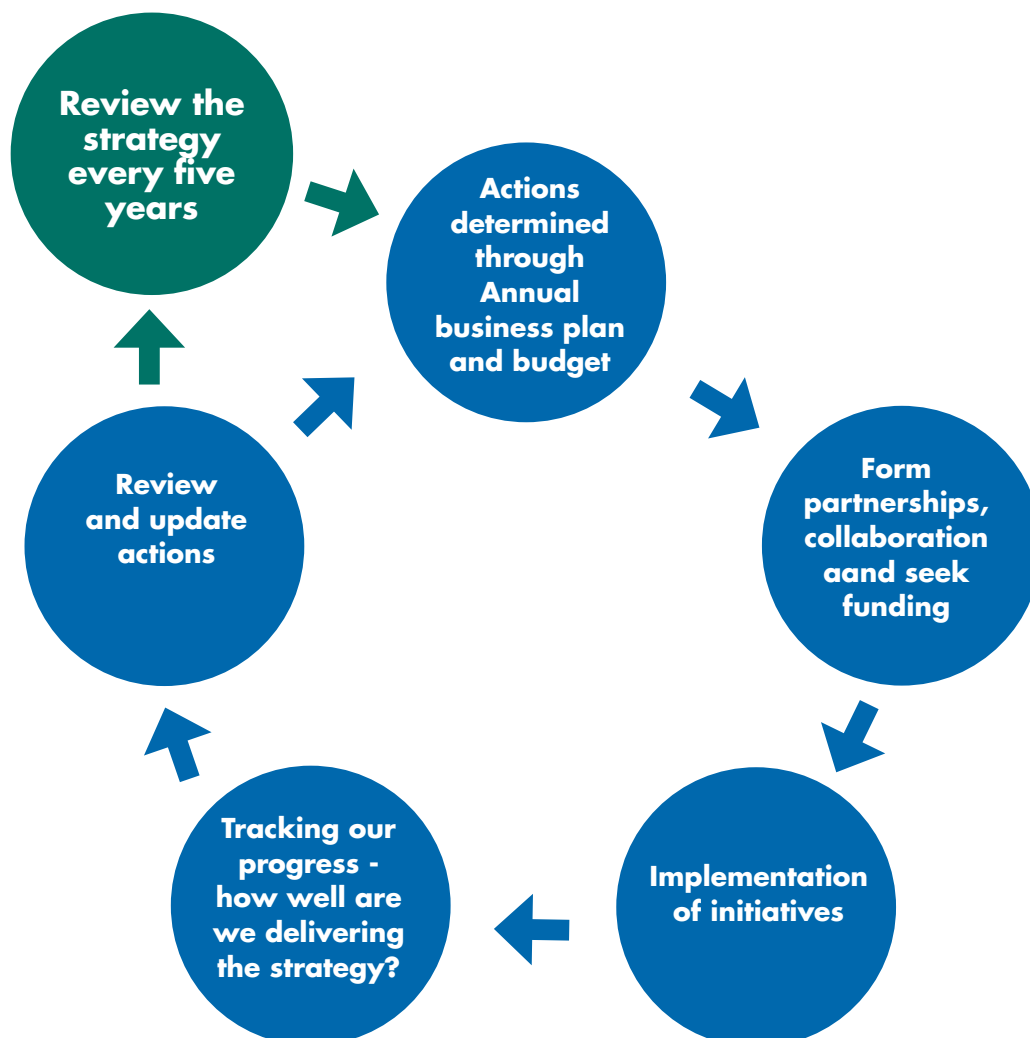
## DELIVERING THE PLAN

The cycle of delivery and review of the strategy is shown in the figure below.

This strategy will be in place for five years. Action planning for delivery of initiatives in the strategy will occur each year through the Annual Business Plan and Budget Process.

The strategy will be supported by Festival and Events Officer the who will work closely with other staff including the Arts and Cultural Facilitator.

The strategy will not happen without partnerships and collaboration. Delivery of initiatives will be dependent on participation of the community, business, leaders, and event organisations. Some activities may be dependent on external funding to maximise benefit.



## MEASURING SUCCESS

This strategy will be in place for five years.

Action planning for delivery of initiatives in the strategy will occur each year through the Annual Business Plan and Budget Process.

Council will regularly track progress in delivering this strategy.

The review will include two parts:

1. measurement of direct outputs of the strategy
2. a survey of community, business, partners and events organisations to gauge the extent of outcomes being observed in the community.

The results of the review will be used to refine and improve the approaches undertaken in subsequent years of delivery.

STRATEGY OUTPUT MEASURES	COMMUNITY OUTCOME MEASURES
<ul style="list-style-type: none"> <li>• Number and description of partnerships formed</li> <li>• Number of participants in events and festivals delivered under this strategy</li> <li>• Funding received and enabled (\$)</li> <li>• Sponsorships delivered and enabled (\$)</li> <li>• Economic expenditure generated by festivals and events</li> <li>• Demonstration of alignment of event programming to the Victor Harbor Destination Brand</li> </ul>	<p><b>Survey</b></p> <p>Who is surveyed?</p> <ul style="list-style-type: none"> <li>• General community</li> <li>• Event organisers</li> <li>• Local businesses</li> <li>• Partner Associations</li> </ul> <p>What is asked/measured?</p> <ul style="list-style-type: none"> <li>• The extent to which the goals and strategic principles of this strategy are being achieved</li> <li>• The extent of festival and event outcomes observed in the City of Victor Harbor (eg. positive community participation)</li> </ul>



city of  
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