

Attachment 1: Festivals Improvement Plan 2019 – 2022			
Council 2019 Recommendation	2019/20 Action Taken	2019/20 Outcomes	Future 2020-2022 Recommendations
a. Develop a Knox Festivals and Events Plan to guide the future of Council event delivery, pop ups and increased partnership with Community-run Events.	<ul style="list-style-type: none"> Operate alongside plan for 3 years, review in 2022. 	<ul style="list-style-type: none"> Successfully delivered three keynote festivals. Successfully delivered two of the three proposed pop up events (due to COVID-19 restrictions). Commenced development of Pop-Up Event Trailer. Collaborated with Local Laws on the review of Pets in the Park. 	<p>Deliver year 2 of the Festivals and Events Action Plan.</p> <p>Festivals and Events Team to lead review and delivery of Pets in the Park from 2020.</p>
b. Reduce Stringybark in 2018 to a one day event if viable.	<ul style="list-style-type: none"> Retain Stringybark Festival as a one day event. Site layout improved to enable easy flow of traffic Continue the program partnership with Stud Park, spreading activities into the shopping village precinct. Retain program focus “Explore the wonders of our backyard” theme 	<ul style="list-style-type: none"> Single day event attracted the target audience of 10,000 patrons. Redesign of layout and reconsidered programming helped to improve the activation of individual areas. Second partnership with Stud Park was in a reduced capacity although produced excellent outcomes for shopping centre. 	Retain Stringybark as a one day event and current theming, and continue with a one day event partnership with Stud Park Shopping Centre.
c. Consider amalgamating Stringybark within Knox Festival as of 2019, bringing the best aspects of this event program into Knox Festival, possibly as a “Sustainability Village” – expanding Knox Festival as the keynote Council event with increased promotional to all of Knox residents.	<ul style="list-style-type: none"> After the success of the 2018 single day event, retain Stringybark Festival as a one day event. Retain Knox Festival as Council’s keynote major festival, retaining the program focus of “Celebrating Diversity and Community Life in Knox” 	<ul style="list-style-type: none"> Stringybark attracted an audience of 10,000 and invited patrons to ‘discover the wonders of our backyard’. Knox Festival attracted an audience of 20,000 over the weekend and invited patrons to ‘celebrate community life’. Began to consult community on moving Knox Festival to a one day event. 	<p>Retain Stringybark Festival and Knox Festival as unique separate events</p> <p>Continue to consult the community to assess the viability of moving Knox Festival to a one day event</p>

Council 2019 Recommendation	2019/20 Action Taken	2019/20 Outcomes	Future 2020-2022 Recommendations
d. All events to be free entry as of 2018/19 season; and consider alternate options for revenue raising such as VIP Carols Gold Class Tickets as well as working towards more strategic sponsor partnerships in the future.	<ul style="list-style-type: none"> Retain free entry to all Knox events, new budgets adopted to reflect zero income projection through gate fees. Propose increased fundraising activities for the Knox Welfare Fund at Carols. 	<ul style="list-style-type: none"> Free entry continues to ensure Knox Festivals and Events are accessible for all residents. Collaborated with the Knox Welfare Fund to launch the Knox Gives fundraising campaign. 	<p>Retain free entry for all Council delivered events</p> <p>Consider Council Report recommendations for Fundraising at Carols</p>
e. Revise the Festivals and Events portfolio to reflect the finally agreed Events Plan.	<ul style="list-style-type: none"> Implement Knox Festivals and Events Plan 2019 – 2022 	<ul style="list-style-type: none"> Successfully implement year one of the Knox Festivals and Events Plan 2019 – 2022. 	<p>Council to endorse the updated year Festivals and Events Action Plan 2019- 2022.</p>
f. Move the “Knox Factor and Dance Fusion” evening program at Knox Festival to the Carols Stage as of 2018; and remove Cinema evening program altogether from Knox Festival – pop up Cinema can be staged at other sites in the municipality as pop up neighbourhood events in future.	<ul style="list-style-type: none"> Retain Knox Factor and Dance Fusion at Carols by Candlelight pre show. Offer a Summer Series of Pop-Up Events, including cinema events as proposed in Attachment 2 and seek local program partnerships with existing cinema events run by private operators in Bayswater. 	<ul style="list-style-type: none"> Knox Factor and Dance Fusion program delivered as part of the Pre Show at Knox Carols by Candlelight, with fifth season of Knox Factor attracting over 100 applicants. With sufficient outdoor cinema events existing in Knox, the Pop Up portfolio was revised to offer alternative programming. Private Bayswater Outdoor Cinema did not take place in 2020 	<ul style="list-style-type: none"> Knox Factor growth year, with improved registration and audition processes, and increased artist mentoring Retain Grand Final and Dance Fusion at Knox Carols Revisit local cinema partnerships via the community event support services
g. Keep the Knox Festival evening program of rides, food and music open until 7pm annually, and commence the biennial torchlight parade at 7pm	<ul style="list-style-type: none"> Retain the food court, stage and big rides open until 9pm CFA torchlight parade scheduled for 2020 event, followed by fireworks 	<ul style="list-style-type: none"> Food Court, Buskers Stage and Amusements remained open to 9pm as part of the Saturday Evening Program. CFA Torchlight Parade and Fireworks display did not go ahead due to low participant numbers and safety concerns following the 2019/2020 bushfires. 	<ul style="list-style-type: none"> Retain the evening program as per 2020 Aim to deliver CFA Torchlight Parade in 2021 (stake holder dependant) Knox Factor growth year with improved registration and audition processes and increased artist mentoring

2019 Council Recommendation	2019/20 Action taken	2019/20 Outcomes	Future 2020-2022 Recommendations
h. Increase engagement with multicultural and youth communities for all events, and in particular, partner with these groups to help inform new pop up events and community-run event partnerships;	<ul style="list-style-type: none"> Continue to target multicultural groups and youth services to program partner with all Knox festivals and events. 	<ul style="list-style-type: none"> Delivered the second Global Kitchen program which saw the participation of both new and returning multicultural groups whilst encouraging participation as both performers and stallholders. Improved partnership with Youth Services meant better collaboration between Events Team and Youth Events Crew and the delivery an engaging 'Youth Hub' at Knox Festival. 	Continue to grow local partnerships with Cultural groups and Youth services to ensure program diversity continues to expand and reflect our local community.
i. Take up the Emergency Services recommendations to meet new measures for crowd safety.	<ul style="list-style-type: none"> Continue to incorporate best practice in Risk Management of Knox Events, in partnership with Emergency Services and Council's People and Culture Safety officers. 	<ul style="list-style-type: none"> With support from Council's SP&C Risk and Safety team, reviewed and refreshed the Festivals & Events Risk Assessment documents and procedures. Engaged new Operations Manager with national and international event experience and professional best practice approach to risk mitigation. 	<ul style="list-style-type: none"> Continue to operate in line with industry best practice reflected within all risk and emergency related plans and procedures Retain current Operations Manager appointment for the full three year term
j. Cease mechanical rides at Stringybark in 2018 – only free, active attractions such climbing walls, jumping castles and games to be provided	<ul style="list-style-type: none"> Retain only non-mechanical rides at Stringybark, including active attractions, inflatables, games and sports activities free of charge, seeking new partnerships with local sporting clubs too activate sports based precincts. 	<ul style="list-style-type: none"> Offered a range of non-mechanical rides and inflatables for free. Partnered with the Deakin Melbourne Boomers to run an interactive half-court Basketball activation. 	Retain current arrangements with no mechanical rides, all active amusements free and increased local sporting partnerships to host active arenas within Stringybark

<p>k. Large mechanical rides at Knox Festival are enjoyed by many patrons, however there is a need to reduce the ticket prices through introducing an unlimited rides wrist band (approximately \$40 to \$50 for once day). This will require reduced site fees for ride providers and impact income levels, which will require budget variations during 2018-2019</p>	<ul style="list-style-type: none"> Retain discounted wrist band approach and early bird offer in partnership with ride providers at Knox Festival. 	<ul style="list-style-type: none"> Offered kids and adults rides wristbands across the weekend including early bird and pre-sale special pricing. Ran a series of Facebook competitions to promote the wristbands deal and offer giveaways. Uptake of pre-purchased wrist bands relatively low, however purchase of wrist bands during the event was high. 	<p>Continue to utilise the wristband arrangements, aim for improved wristband purchasing options in partnership with contractor</p>
<p>l. Events and Festivals to include free rides and activities for younger children (up to 6years) and a "Free Children's Play Space" precinct;</p>	<ul style="list-style-type: none"> Continue to offer a Kids Hub with a range of free activities, and continue developing partnerships with Children's service providers to grow this precinct within all Knox events. 	<ul style="list-style-type: none"> The Kids Hub continued to grow and offered a range of free kid's amusements, kid's stage entertainment, activities, stallholders and more. Key program partners in this space helped strengthen the free kids hub activities, including partnerships with Knox Toy Library, Knox Woodworkers, Foost Kids Cooking and more. 	<p>Retain and grow the free kids hubs at all major festivals and events, seeking new local partnerships to present activities within these spaces.</p>
<p>m. Introduce new pop up events in neighbourhood precincts throughout the municipality alongside neighbourhood renewal, placemaking, community engagement and local activity centre strategies;</p>	<ul style="list-style-type: none"> Adopt the Pop-Up Events proposals as detailed in Attachment 2. 	<ul style="list-style-type: none"> Successfully delivered the first Pop-Up Event in partnership with Melbourne Street Eatz Successfully delivered a magical Pop-Up Event at the Tim Neville Arboretum Successfully transferred the Easter at Millers Pop Up Event into a virtual program following the COVID-19 public events restrictions 	<p>Deliver the Pop Up Events as per proposed within the Festivals and Events Action Plan</p>

<p>n. Increase partnerships with community run events to help local groups activate and sustain their own events, supported by the new centralised service model for “Community Event Support Services”. This will also require increased operational funding as noted in item (e), and will form part of the Community Development Fund review discussions on increasing the pool of funding offered through the Community Events stream of funding within this program.</p>	<ul style="list-style-type: none"> • New Community Events Officer appointed Key actions for implementing the new service model is detailed in Attachment 2. 	<ul style="list-style-type: none"> • First phase implementation of the Community Event Support Service through internal stakeholder consultations, new customer service first point pathways, updated Events Guide, drafted the event permit in readiness for introduction with the new Local Law 2020, and new CDF grant conditions for community event recipients • Consulted with a range of community organisations to explore partnerships and to offer additional event support. This included Ferntree Gully Rotary, The Basin Music Festival, The Ferntree Gully Village Fair, CFA Torchlight Parade and Knox Rotary Art Show 	<p>Deliver the Community Events Support Service as per proposal within the Festivals and Events Action Plan</p>
<p>o. Review the current outsourcing of programming, arts project facilitation and production contractor roles, with the option to deliver these tasks in-house in future.</p>	<ul style="list-style-type: none"> • Continue to engage an Event Operations Manager to oversee all aspects of site, operations and production management. • Engagement of an authorised Safety Officer is also required to meet best practice herein. • Continue to plan approximately 4 cultural development projects annually for outcomes within event settings, engaging local arts facilitators. Resource limitations may impact this delivery. 	<ul style="list-style-type: none"> • Contracted a new Operations Manager for the three major events who collaborated with the Events Team to successfully improve the layout, event documentation, risk and safety mitigation and overall professional site, operations and production management of all events. • Continued to engage an authorised Safety Officer across all events • Cultural development and arts projects were delivered within each event, involving the appointment of local facilitators to manage creative projects with 	<p>Continue to appoint qualified (and local where viable) contractors to deliver key contract roles including Operations, Safety and Arts Facilitation Projects.</p>

		<p>primary and secondary schools with outcomes within events. These included the Oceanic Secondary School project at Knox Festival, the Primary School Banner Competition at Knox Festival, The Ruccis Oceanic Themed Circus space at Knox Festival, the Nature Play Space at Stringybark Festival and the Sense of Self Accessibility Space at all major events.</p>	
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Attachment 2: Festivals and Events Action Plan 2019 – 2022

Pop Up Events Plan 2019 – 2022	
2019/2020 - Complete	
Kids Takeover Street Eatz - Partnership – WANTIRNA SOUTH – Lewis Park Melbourne Street Eatz Knox partnerships offering up to 12years free entry, stage entertainment, free rides	November 2019
Wonders of the Arboretum – FERNTREE GULLY - Tim Neville Arboretum Magical program offering whimsical characters, local music and theatre, arts play, fairies, magicians, giant games, animal farm and delicious food trucks throughout this beautiful garden.	Sun 16 Feb 2020
Easter Family Fun Day – Delivered as a virtual event due to Covid 19 regulations Join the annual Easter celebrations with live virtual Easter arts, crafts and storytelling. (Replaced event scheduled for Millers offering live music, arts and crafts, Easter bonnet parade, giant games, fairies, unicorns, magic, food trucks, and surprise visit from the Easter Bunny.	Various dates over Easter
Pop Up Parks – Support Only – ALL WARDS Pop Up Events trailer filled with giant games, signage, marquee, turf, first aid, event tool kit for use at Council engagement & activation sites including 357 Boronia Road engagement hub.	Various dates
2020/21 - Planned events	
Halloween Party – BAYSWATER (<i>Scoped for virtual/bookable event delivery in line with Covid19 restrictions</i>) Forget trick or treating – join the spooky party. Knox Community Arts Centre.	October 2020
Pop Up Drive In Cinema - WANTIRNA Drive in movie with food trucks and kids activities. Wantirna Reserve and surrounding parklands.	January 2021
Twilight Movie at Samford Park Partnership - ROWVILLE Offer a program and event partnership with the Twilight Cinema at Stamford Park Gardens event.	February 2021
Pop Up Parks – Support Only - ALL WARDS Pop Up Events trailer filled with giant games, signage, marquee, turf, first aid, event tool kit for use at Council engagement & activation sites.	Various dates
PLACEHOLDER: Council recommendation required regarding Wonders of the Arboretum at Tim Neville and Easter Family Fun Day at Millers as annual Pop Up event offerings in response to community interest. Subject to additional budget and staffing resources.	Feb & April 2021
2021/22 - Draft event plans	
Summer Sunset Event - KNOXFIELD Select a special event such as a twilight movie, live music, multicultural food, food trucks depending on local interests. Knox Skate Park/Gilbert Park.	Jan 2022
Pop Up Youth Event (Boronia Reserve Ideally – TBC Preferred) Youth focused event (e.g. music/comedy/arts/special themed event) in partnership with Youth Events Crew. Knox Community Arts Centre / Bayswater Senior Citizens Gardens.	February 2022
PLACEHOLDER: Council recommendation required regarding Wonders of the Arboretum at Tim Neville and Easter Family Fun Day at Millers as annual Pop Up event offerings in response to community interest. Subject to additional budget and staffing resources.	Feb & April 2021

Major Festivals and Events 2019 – 2022			
Activity	2019/20	2020/21	2021/22
Stringybark Festival Rowville Community Centre, Rowville <i>(Scoped for virtual/bookable event delivery in line with Covid19 restriction)</i>	20 Oct	18 Oct	Oct TBC
Carols by Candlelight Wally Tew Reserve, Ferntree Gully	7 Dec	12 Dec	Dec TBC
Knox Festival Wally Tew Reserve Ferntree Gully, Ferntree Gully	29 Feb & 1 March	27 and 28 February	March TBC
Pets in the Park Gilbert Park Reserve, Knoxfield <i>(Lead review of the 2020/2021 contracted event)</i>	15 Mar	March TBC	March TBC
Community Event Support Service			
Activity	2019/20	2020/21	2021/22
a) Implement a centralised Community Event Support Service offering a customer focused methodology for event applications and approvals with Council, coordinated across all units impacting event support, promotion and compliance.			
b) Develop a Community Events Info Hub on Council Website offering event info guide, registration form, site maps and helpful tools.			
c) Introduce an “Event Permit” within the Knox Local Law 2020, providing a tool for approving community events that require permits and regulation compliance.			
d) Establish ‘event ready sites’ across all Council Wards, creating optimal locations for community run events and Council pop up events, considering amenity, access and parking improvements as required, offering site maps, traffic plans and calendar schedule for key event sites.			
e) Offer event management training sessions for community groups at least annually, including opportunities for meetings with event staff and community event organisers for more complex event planning support.			
f) Develop event partnerships with major community run events , offering program planning, safety, compliance and promotion partnership support for key annual events alongside the Local Law 2020 introduction, including: <ul style="list-style-type: none"> - The Basin Music Festival, Youth Music and Summer Concert Series - The Ferntree Gully Village Fair - Bayswater Cinema in the Park Series - Stamford Park / Stocklands Community Development Events - Melbourne Street Eatz - Harmony Day in partnership with The Basin Community House/community led - Diversity Week event led by Access & Equity Team/community led events 			
Festival / Event / Activity	2019/20	2020/21	2021/22
g) Strengthen links with the Councils grants programs (CDF and Minor Grants) through partaking in annual reviews of funding levels, conditions and guidelines related to community event applicants; Contribute to grant information sessions and support funded events through compliance and event management guidance.			
h) Continue to promote community run events through the Knox Arts and Events social media channels and explore options to include community events within Council’s “Things to Do” calendar.			
i) Support other Civic Events run by non-event units to encourage safe, compliant and engaging events, and program partnerships.			

Attachment 3: Festivals and Events 2019-2020 – Marketing and Communications Report

Strategy

The Knox Arts and Cultural Plan 2012 – 2022 provides a strategic context for arts and cultural activities within Knox, and supports key themes within the Community and Council Plan 2017 – 2021.

The events delivered to the community in Knox each calendar year by the Arts and Cultural Services Unit service the following core objectives. That is:

- To increase regional, State and National visitation to Knox.
- To enhance the partnerships with our key Stakeholders.
- To increase economic development and investment in Knox.
- To provide creative industry employment and related service engagement.
- To support our culturally diverse community through the arts.

The key target audiences for Knox Events in 2019-20 include:

- The local community of Knox, focusing upon individuals, families, schools and tertiary institutions in Knox.
- Regional community with a reach to residents in the South East – beyond local residents for major community events such as Stringybark Festival, Knox Carols by Candlelight and Knox Festival.
- Local residents and neighbourhoods – geo-targeting residents for smaller event such as the recent Pop-Up Event series.

Key channels to deliver the events to the community includes a mix of:

- Digital media – Arts and Events EDM, KCC eNews, KCC website, KCC digital screens.
- Social media –Arts & Events Facebook/Instagram, KCC Facebook, online listings.
- Outdoor promotion – banners, roadside boards.
- Publications and paid advertising – local papers, Knox News and print media.
- Digital assets including videos and imagery – interactive with the key audiences.
- Media and PR.

Knox City Council and the Festivals and Events team have a large suite of communications channels which they are able to use to reach the specific target audiences for each event – enabling the channel specific for the audience. The team has also successfully tapped into a number of art and cultural channels and publications including free digital listings and paid publications.

Digital marketing continues to be the best method to reach and engage with the target a audiences for all events and for communicating elements of the larger festivals and events programs. Social media planning and strategy is currently a critical component of the digital marketing strategy which works in conjunction with the website and electronic newsletters.

In November 2019, the Arts and Cultural Services Unit appointed a Digital Media & Administration Officer to lead these campaigns.

Some of the key responsibilities for this new role included:

- Overall management of the Knox Arts & Events Facebook and Instagram.
- Strategic design of event social media campaign using boosted posts and geo targeting.
- Design and distribution of Knox Arts & Events EDM.
- Liaise with event listing pages and blogs to negotiate event advertising (free/paid).

Event: Stringybark Festival

Date: 20 October 2019

Audience: Rowville and surround suburbs, families, those with an interest in sustainability

Major Marketing: Roadside banner and boards, local newspaper advertising, social and digital media

Outcome: 10,000 attendees



The Stringybark festival has an established brand awareness in the Knox community having run for over 30 years. The event attracts individual visitors and families from Rowville and greater Knox. This year saw a more targeted approach with social media, thereby attracting 10,000 patrons which was the target for the marketing strategy. The number of patrons is an ideal capacity for the venue. The theme for the festival was: *Discover the wonders of our backyard*. It is anticipated this theme will continue each year. [Photos from the event can be found here](#)

The community feedback has been extremely positive, both on the day by word of mouth received from the patrons and on social media. Many patrons shared their appreciation for Council offering free entry and free family events to the community. The many children's attractions were also noted - with Toby the T-Rex being a real highlight. There was also great enthusiasm for the high degree of local content, with the large majority of stallholders being local community groups, local makers, local environmental groups and local sports clubs. The entertainment across the Buskers Stage, Community stage, DIY Stage and Backyard Tucker Stage kept the crowd engaged throughout the event with some amazing local talent on offer.

Our local program partners put on a great show with many arts, games, learning and nature play activities on offer. All together, the programming echoed our event theme "Discover the Wonders of Our Backyard" suitably. Many of the stallholders reported that it was *'the most organised event they had ever attended'*.

It is anticipated that our digital marketing will be extended this year by delivering content aimed to drive more engagement via key social media channels such as increasing the reach via the Arts & Events Instagram channel.

A summary of engagement via social media:

- Performer call out post saw the highest reach at 10.5k (see below).
- Toby the T-Rex was featured in a post on KCC Facebook page and saw 6k reach (see below). The average reach for a post on KCC Facebook is 3 – 4k.
- Successful posts often involve a kid's activity, character or program.
- Social media schedule based on posts every 3 - 4 days.
- No social media took place on the day, this is a big opportunity for the event in future years.
- Bench marking to be done for Knox Arts & Events Facebook to ascertain the average reach.

knox Knox Arts and Events
May 31, 2019 · 🌐

Musos & Performers:
Call Out for Stringybark Festival 2019

This year's Stringybark Festival, Sunday 20 October, features four performance and demo stages including the much anticipated Busker's Stage. ... [See More](#)




10,527
People Reached

374
Engagements

Boost Post

knox Knox City Council
October 3, 2019 · 🌐

Want to have a 🦖 ROAR-some Sunday? Head to the Stringybark Festival 2019 on 20 October to meet our good friend Toby The T Rex. Don't worry, he doesn't bite! 🦖 🌐 www.knox.vic.gov.au/stringybark



10,527
People Reached

374
Engagements

Boost Post

Event: Kids Takeover Melbourne Street EatZ
Date: 15 November 2019
Audience: Knox residents, families with young children
Major Marketing: Social and digital media
Outcome: 4,000 attendees

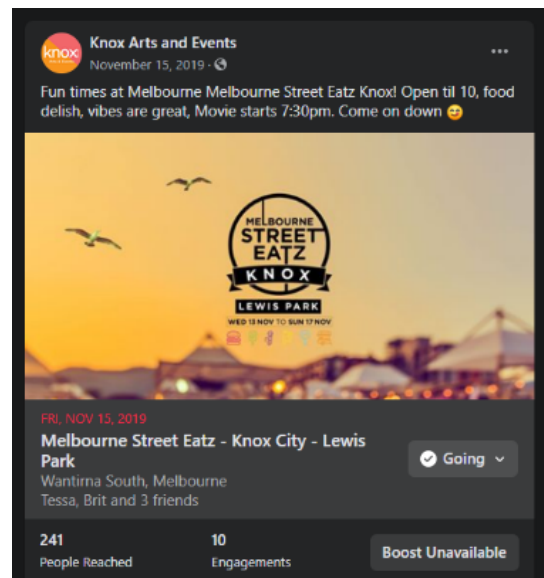


The Kids Takeover was the first event as part of the new Pop-Up Events series and was delivered in partnership with Melbourne Street EatZ. This partnered approach meant that no artwork or marketing collateral was designed, instead using the Melbourne Street EatZ branding to promote the Friday night partnership event.

Whilst the event and its marketing campaign were both deemed to be successful the partnership and a potential second event is currently under review.

A summary of engagement via social media:

- Melbourne Street EatZ had an established presence on Facebook with over 42k followers.
- MSE co-hosted the Kids Takeover Facebook event to drive traffic and attendance.
- The social media campaign used MSE artwork and Council selected hero images promoting the program.
- A general event promotion post saw the highest reach at 3k (see below).
- This social media campaign did not include any posts shared through to the KCC Facebook, this is an improvement which can be addressed across all social media campaigns in future years.



Event: Knox Carols by Candlelight

Date: 7 December 2019

Audience: Knox residents, residents from the broader South-Eastern suburbs, families

Major Marketing: Roadside banner and boards, local newspaper advertising, social and digital media

Outcome: 21,000 attendees

Carols by Candlelight

Saturday 7 December
4pm - 10pm (main show from 8pm)



The Knox Carols marketing campaign commenced two months prior to the event. The campaign was a huge success and attracted the largest audience ever achieved for this event – a record 21,000. Fantastic feedback was received from the attendees and event stakeholders through social media including *“Spectacular!!!! The entire event was fantastic”* and *“New set up was fabulous, made access so much easier. Great fireworks too”*

For a show reel of the night refer to [this link](#). The visual identity created to market the event was simply and crisp and the community was notified about the event to ensure adequate notice was given. The engagement via social media was overall higher than in previous years and considerable effort was put into the structure of the information available on the website to ensure that it was easy to navigate via the URL: knox.vic.gov.au/carols

The main show program has reached new professional heights which features high calibre performers and an amazing program of music and entertainment, directed by Peter Grant OAM. The preshow featured range of local performers, and the much anticipated Knox Factor Grand Final. This was supported by program facilitators Andrea Cobern and Alisha Lovatt as part of the Knox Factor and Dance Fusion programs.

A major change to the logistics for the event was successfully communicated through social media with a change to the oval used and access options. This was well received by community, with no negative comments. In partnership with the Access & Equity team, an Access Key was produced for the event capturing a range of new and improved accessibility features such as the new carpark and concrete footpath access available to the new oval.

It has been noted that Knox Carols falls on the same evening as Maroondah Carols. As the Councils are neighbouring, Knox Carols will move to the second Saturday December to avoid future date clashes.

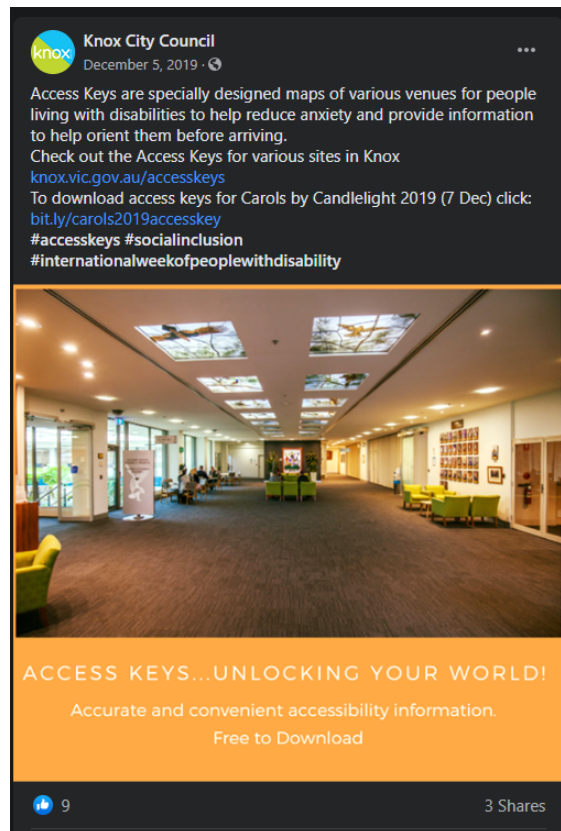
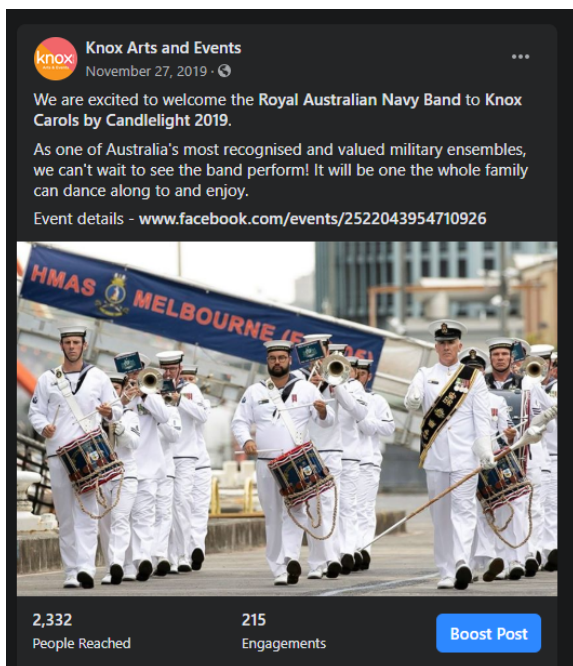
A lot of energy was given to producing a video for the *Knox Gives* campaign as part of an online fundraising activity. The activity was unsuccessful with very low donation numbers. We do not recommend actioning this again for 2020 and beyond.

There are a number of opportunities for public relations activities for this event. Specifically engaging local radio stations and possibly television and exploring the feasibility of a live weather report being delivered from the event. Working with the PR specialists at Council early in the year is essential to plan and maximise any opportunities. There was some interest from local television station, Yarra Ranges for 2019, however this was enquiry was not received by Council until the week of the event.

There are also opportunities to deliver a more enhanced live stream feed of the event on the night. This will be investigated in greater detail and supports the longer term goal to grow the event as the leading Carols in the south eastern suburbs, with increased attendance from both the City of Knox and beyond.

A summary of engagement via social media:

- The new social media role was filled in time to lead this social media campaign with great success.
- Royal Australian Navy band saw the highest reach at 2.3k (see below).
- A post promoting the Access Key to the KCC Facebook page saw a reach of 1.9k (see below).
- There are some improvements which can be made to posts to drive interest and engagement, in particular the sponsor (Biggin and Scott) posts.
- This event also included event day social media activity which saw good levels of engagement.
- Some live streaming activity also took place on event day but wasn't as effective as it could have been. Some opportunity to further explore this concept and look at technology available from the AV contractor.
- A total of \$50 was put towards a boosted Knox Gives video post which had a reach of 4.7k. Of this, 3.4k was paid reach.
- Along with a professional photograph, a professional videographer was engaged for this event a show reel produced and shared in the days following the event. This is an excellent way to wrap up the event and can be used for marketing the 2020 event.



Event: Knox Factor 2019

Date: July – December. Grand Final took place at Knox Carols by Candlelight

Audience: Local singers/performers, aged 5 to 25 years old.

Major Marketing: Roadside boards, social and digital media

Outcome: 100+ applicants

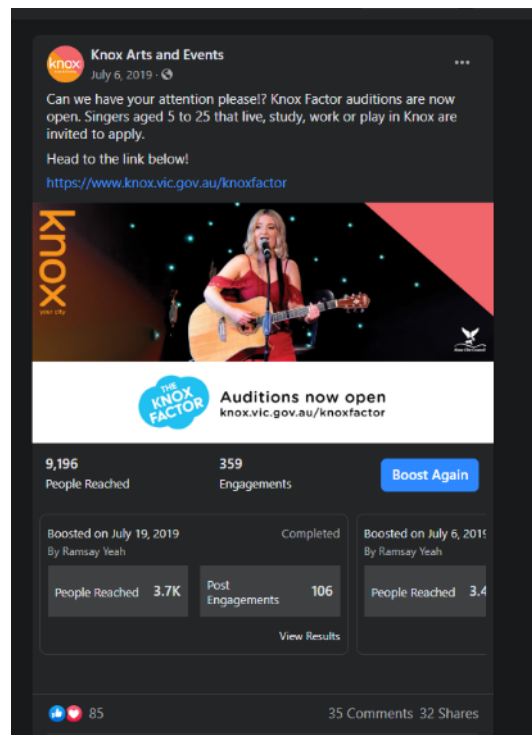
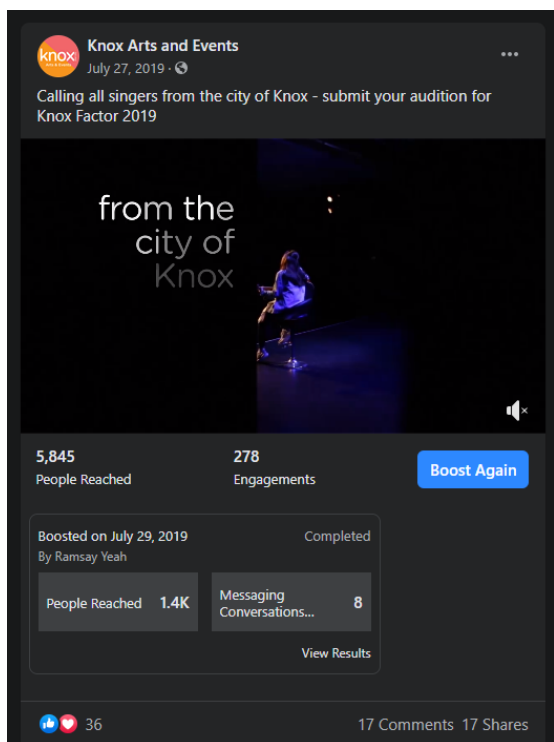
The Knox Factor marketing campaign began at the start of July 2019. The audition period was from early July to mid-August at approximately six weeks. The campaign attracted record interest with over 100 applicants. The target audience is quite specific as applicants must live, work, study or play in the City of Knox and be aged between 5 – 25 years.

The primary objective is to continue to attract new applicants each year, as previous applicants are permitted to return to the competition. The stories and photos of local Knox talent would provide great PR and photo opportunities with the Knox Leader and something to explore further next year.

Whilst the Knox Factor Grand Final takes place at the Carols event, the program requires its own marketing campaign.

A summary of engagement via social media:

- A general program post was boosted by \$100 to drive auditions and received a reach of 9.2k (see below).
- A professional video was produced by the Communications Team to drive auditions featuring the category two winner, Lynn Ng. Lynn wrote a jingle promoting the program which was posted and achieved a reach of 5.8k (see below). This style of interactive content would be great to continue in future years.
- As there was no Facebook event page for this program, a total of five posts were included in the Knox Arts & Events page during the audition phase, along with 8 posts during and post the programs completion.



Event: Wonders of the Arboretum**Date: 16 February 2020****Audience: Boronia and The Basin, families****Major Marketing: Roadside board, local newspaper advertising, social and digital media****Outcome: 3500 attendees**

This event was the first standalone event as part of the Pop-Up Event series and the first event to take place at the Time Neville Arboretum. A key focus on the Pop-Up Events is attracting an audience from the immediate local area, in this case Boronia and The Basin.

With this series still so new, there is still some work to be done to understand the level of campaigning required to attract small scale audiences. The anticipated attendance of this event was 2000 which was well exceeded. Social media was closely monitored in the lead up to the event and all activity was forced to stop due to capacity concerns.

The event was promoted predominantly on social media, along with one local roadside board and one local newspaper article.

This type of campaign requires marketing to the community from about three weeks prior to the event. A social media schedule should consist of 3-4 posts leading into the event, and feed through to the KCC Facebook page.



A summary of engagement via social media:



- A save the date was established early on, followed by the development of a social media plan.
- A post promoting Charlie Silly Pants received a reach of 1.6k (see below).
- Social media blogger Mama Knows East attended the event and shared posts to Facebook, Instagram and Website.
- The event was pushed quite hard initially to gain traction, but no boosted posts were required.
- Social media plan had to be paused due and event was not able to be shared to KCC Facebook page due to capacity concerns.
- In future years posts don't need to be as frequent and just focus on highlighting a couple of program features.

Event: Knox Festival**Date: 29 February and 1 March 2020****Audience: Knox residents, families, youth****Major Marketing: Roadside banner and boards, local newspaper advertising, social and digital media****Outcome: 20,000 attendees**

Knox Festival 2020

Saturday 29 February 10am – 9pm
Sunday 1 March 10am – 5pm



Knox Festival is the biggest of the major community events and this year the attendance recorded 8,000 patrons on Saturday and 12,000 patrons on Sunday. The strategic marketing approach was about reaching new and diverse audiences in Knox primarily by digital communications. The theme for the festival this year was: *Celebrating Community Life*, which will be the ongoing theme to the event.

Knox Festival 2020 received an enormous amount of positive feedback from our festival patrons, stallholders, program partners and performers, schools and university partners and event contractors. The consistent messaging was that the event management was outstanding; the site layout, feel and look of the event was the best yet; the breadth and diversity of programming, free activities, arts play, sports, games, rides and food; and the high level of local partners involved across all aspects of programming.

One resident commented *“You have captured the spirit and diversity of Knox tremendously”*.

Amazing Council Program Partnerships - were taken to a new level of cross Council involvement in the 2020 program and led to engaging, innovative and fun spaces including the Youth Hub, Sustainability Hub, Active Hub and Community Engagement Hub. The Community Engagement Hub is excellent opportunity for Council to interact with the community by profiling a broad range of initiatives for the community. There is an opportunity for this process to be streamlined but it needs to be championed by a central staff member at Knox.

The event is successful due to the number of devoted volunteers who helped with the event logistics, community activation spaces and projects, event student support and many other tasks.

As part of this campaign paid advertising was arranged through Mama Knows East along with Tot Hot or Not. These bloggers offer a very affordable digital advertising with great reach. Tot Hot or Not posted a review of the event with some excellent feedback which can be read here. [Tot Hot or Not Article](#).

For an event of this size, advertising is also included in all of the community newspapers – Rowville/Lysterfield, The Basin, Boronia and Ferntree Gully. As the target audiences refer to a print for information about local events.

The event was also the third program partnership with the Deakin Melbourne Boomers, delivering a half-court basketball activation as part of the event. This program continues to be improved with each event, to increase the level engagement for the Boomers. The Deakin Melbourne Boomers have expressed their interest in continuing this partnership.

There were some PR discussions regarding the CFA Torchlight Parade and planned Fireworks display, both of which were cancelled following the summer bushfires. At this stage it is unclear if and when the CFA Torchlight Parade will take place, and the future of fireworks at Knox Festival is under review.

A summary of engagement via social media:

- This was the first event featured on the Knox Arts & Events Instagram, with a reach of 2.2k.
- A post promoting the Community Engagement Hub saw a reach of 5.2k (see below).
- A post advising of the change to the Saturday evening program on the KCC Facebook page saw a reach of 3.2k (see below).
- This year in partnership with Smart Amusements a series of ride wristband competitions were run. A total of 3 competitions across 3 weeks saw a reach of 13k and saw a reach of 13k, and 1.5 engagements.
- Free post from Mamma Knows East reviewing the event 1.3k page views, Facebook reach of 15.8k with 178 reactions, 56 comments and Instagram reach of 3.7k and 200 reactions.
- A key focus for next year will be the promotion of the Saturday night program, as this aspect of the event program is continuing to grow but is not as well attended as the day.
- Consider videography for next year’s event which could be used as a show reel, a photo compilation posted after the event saw 6.5k reach.



Event: Easter Fun Festival – VIRTUAL

Date: 3 – 6 April 2020

Audience: Knox residents, Arts & Events Facebook

Major Marketing: Social media – Facebook Campaign

Outcome: Approx. 1500 attendees



Following the implementation of strict Local and Federal government guidelines regarding public events, the planned Easter Fun Day was cancelled. Instead, this Pop-Up Event and its program were delivered as part of the first ever “Knox events go virtual’ event.

The team worked to develop a program that could be delivered in a digital format, including pre-recorded and live streaming content to the Knox Arts & Events Facebook page. The level 3 COVID-19 restrictions meant that programmers had to have the required set up in their homes, and the capacity to manage the technology themselves.

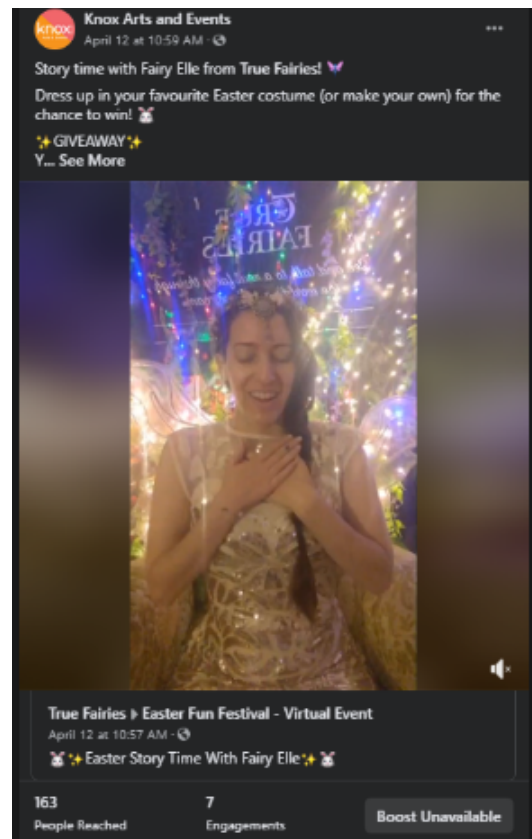
A summary of program engagement via social media:

- Hot Cross Buns Cooking Workshop: 683 views, 76 comments, 25 likes, audience reach is approx. 2155 people.
- Easter Basket Making Video: 96 engagements, audience reach is approx. 506 people
- Fairy Storytelling 11am: 81 comments, 13 likes, 258 views
- Fairy Storytelling 2pm: 27 comments, 10 likes, 186 views
- Easter Eggs Making Video: 37 engagements, 138 approx. reach

Overall the event reached 12.2k people and had 682 people interested with a lead time of only one week. Along with fantastic reach and engagement for the first virtual event, there was also some great feedback from the online Knox community.

“My daughter had lots of fun creating little Bunny! Thanks for the fantastic activity. A wonderful first virtual event.”

“Thanks for keeping us busy and entertained over the Easter weekend. Love ya work! Love our Community!! “



Attachment 4**Stringybark at Stud Park for 2019;**

- **Stud Park Centre Foot Traffic** saw an increase here for the Friday (18 Oct) +3.6% on same date last year. However Saturday 19 Oct traffic was flat and Sunday 20 Oct saw a slight decline on year prior -4%. I am not too surprised with the Sunday result as last year's foot traffic for us was substantially high (perfect weather, first year of partnership etc).
- **Customer Engagement** was strong for all of our activation components. Face Painting approx. 250 children across the 3 days and the nature play workshop approx. 225 children across the 3 days. The Geo-Dome was consistently attended by families with the Saturday being the busiest period and Sunday morning being a very slow/ quiet period. Both the face painter and artist Chaco were fabulous and worked well with our customers.
- **Customer sentiment** was extremely positive with many comments from customers about how much they liked this type of children's activity being educational, unique, creative and connected with nature. Various customer comments below:
 - Great idea, very simple and so effective and creative.
 - I have never done any craft because it looked so complicated (Father of young kids)
 - Love the fact we don't need to buy anything from the shop but everything can be found in the kitchen covert and nature strips!
 - It is great to use this as an opportunity to learn the plants with young children
 - My boys don't usually like craft but they were very engaged in this activity, took their creations home and kept playing with them and thinking about other things they could make.
- **Online Engagement** with customers was strong with solid reach and engagement on the campaign Facebook Posts. **Total FB Reach 4,015** for 5 x event posts tagging KCC. **Total Engagement 414** on FB Event posts.
- **Retailer Engagement and Feedback** was mixed. A few retailers, mostly cafes/ food take-away commenting the Sunday was quiet – this could be due to competing with the food trucks/ vans at the festival. Most tenants reported Saturday being very busy but Sunday being quiet. Unfortunately not many of the retailer discount vouchers were redeemed at participating retailers to show a connection with sales increase. Something for me to review.
- **Linking Stud Park to Festival via trackless train** – similar to last year my understanding is the train was consistently busy with full carriages most trips. However Josh gave mixed feedback that he didn't think numbers were as strong as last year and couldn't provide total numbers for the day. I still think the train worked well and served its purpose with linking the two sites benefiting both Shopping Centre traffic and festival traffic + providing a positive customer experience that children just love.

Attachment 5**Youth Events Crew Feedback - Michelle**

'I first heard about the Knox Youth Events Crew through my school in 2018. I had a great time meeting people with a similar passion for events. I took part in this program across 2018/2019/2020. It was a great experience being able to plan and work at events. Fortunately for me, Travis (one of my current course teachers) came into to talk to us about events for one of our crew sessions and I was able to talk to him about the course he taught.

Following his advice, I went to the Holmesglen open day a few weeks after, and then signed up for the course the next day! I continued to work in the events crew to soak up as much industry experience as I could. The events crew gave me so many opportunities to expand my knowledge working on events; Knox Festival 2019&2020, Stringybark 2019, Knox Carols by Candlelight 2019 etc.

I was so grateful to be able to continue working with the events crew and whilst starting my diploma in 2020. For Knox Festival I worked 3 days for my course and helped out my events crew on one of the festival days. Across the 4 days I learnt a lot about the events industry and how events work in 'real time'. Being able to watch the process from behind the scenes taught me a lot about how it all comes together. I enjoyed connecting with the community, from helping stallholders set up, all the way to working up front in the Youth Events Crew tent tie dying with festival goers.

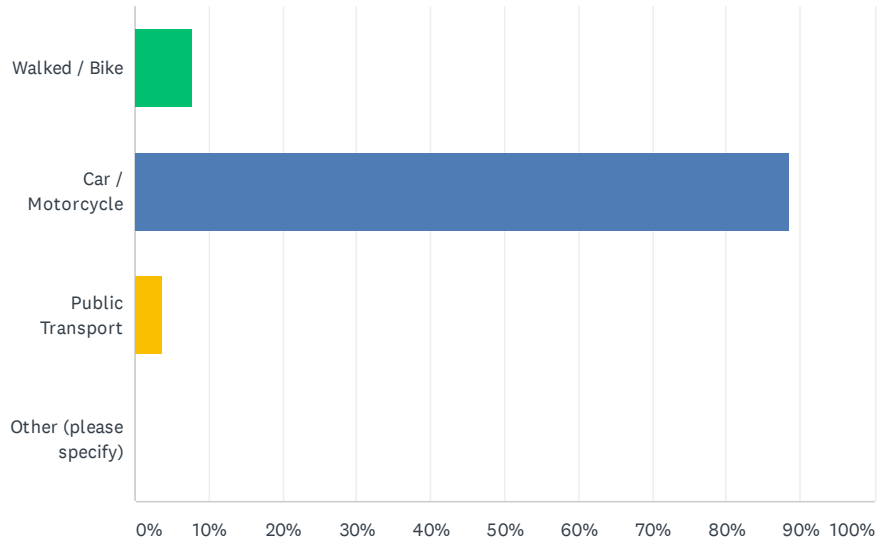
The student team and Knox event team leaders I worked with really added to my experience, making us feel super welcome and involved. The weekend had a great vibe to it, always keeping me on my toes across the event site. I am very grateful for my experiences. Taking part in the Youth Events Crew was an important stepping stone towards starting my course. I wouldn't be where I am now without that community involvement.'

Knox Festival 2020 - Patron Feedback

Attachment 6

Q1 How did you get to Knox Festival?

Answered: 52 Skipped: 1

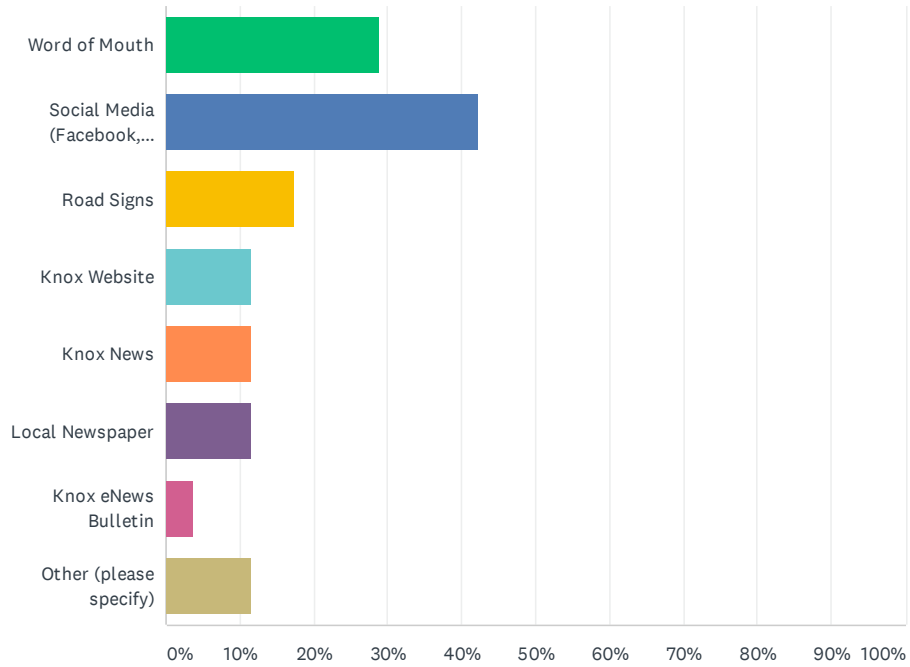


ANSWER CHOICES	RESPONSES	
Walked / Bike	7.69%	4
Car / Motorcycle	88.46%	46
Public Transport	3.85%	2
Other (please specify)	0.00%	0
Total Respondents: 52		

Knox Festival 2020 - Patron Feedback

Q3 How did you find out about Knox Festival?

Answered: 52 Skipped: 1

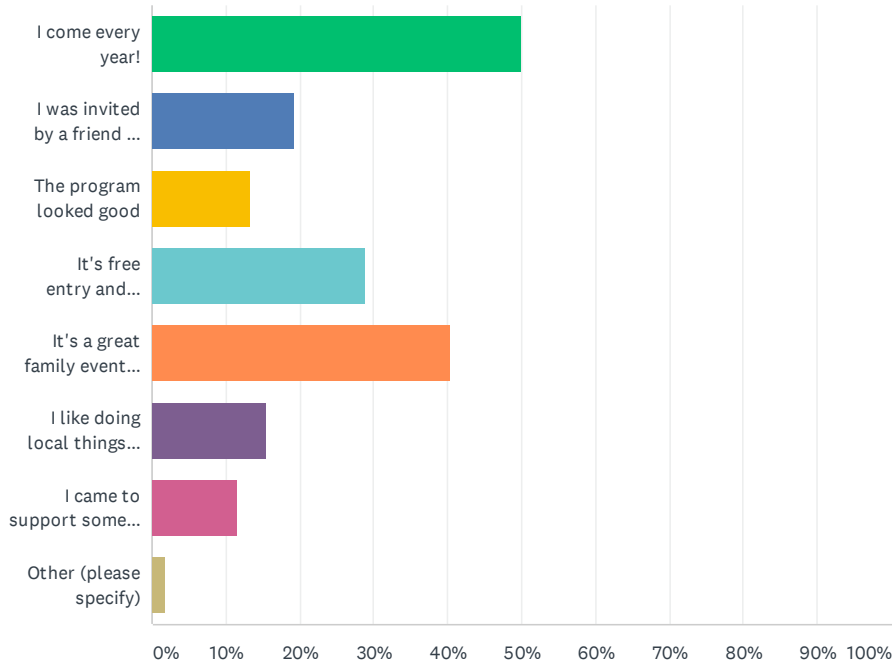


ANSWER CHOICES	RESPONSES	
Word of Mouth	28.85%	15
Social Media (Facebook, Instagram, etc.)	42.31%	22
Road Signs	17.31%	9
Knox Website	11.54%	6
Knox News	11.54%	6
Local Newspaper	11.54%	6
Knox eNews Bulletin	3.85%	2
Other (please specify)	11.54%	6
Total Respondents: 52		

Knox Festival 2020 - Patron Feedback

Q4 What were the main reasons you went to Knox Festival? (Select all that apply)

Answered: 52 Skipped: 1

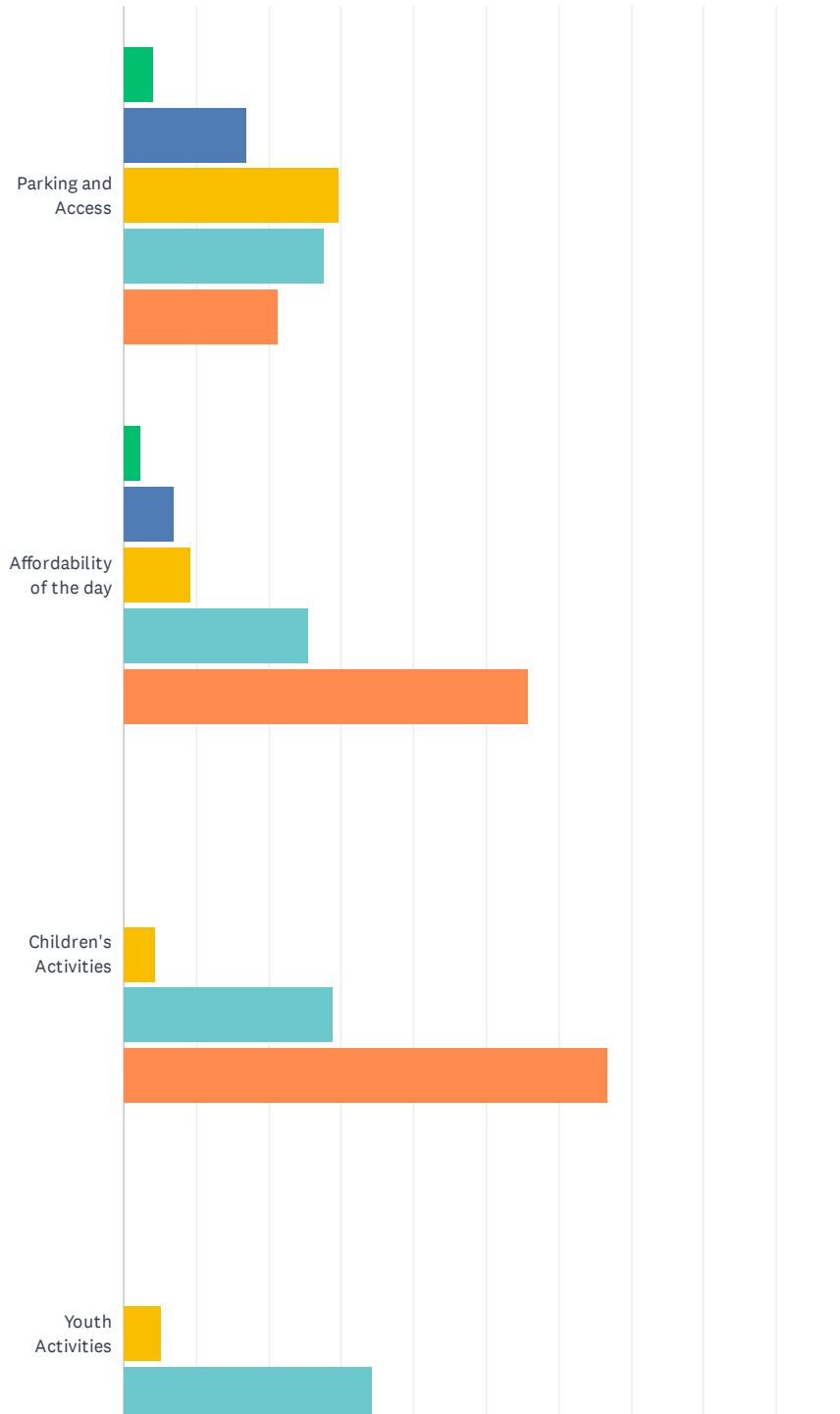


ANSWER CHOICES	RESPONSES	
I come every year!	50.00%	26
I was invited by a friend / family member	19.23%	10
The program looked good	13.46%	7
It's free entry and offers free activities	28.85%	15
It's a great family event with something for everyone	40.38%	21
I like doing local things / taking part in my community	15.38%	8
I came to support someone involved in the event	11.54%	6
Other (please specify)	1.92%	1
Total Respondents: 52		

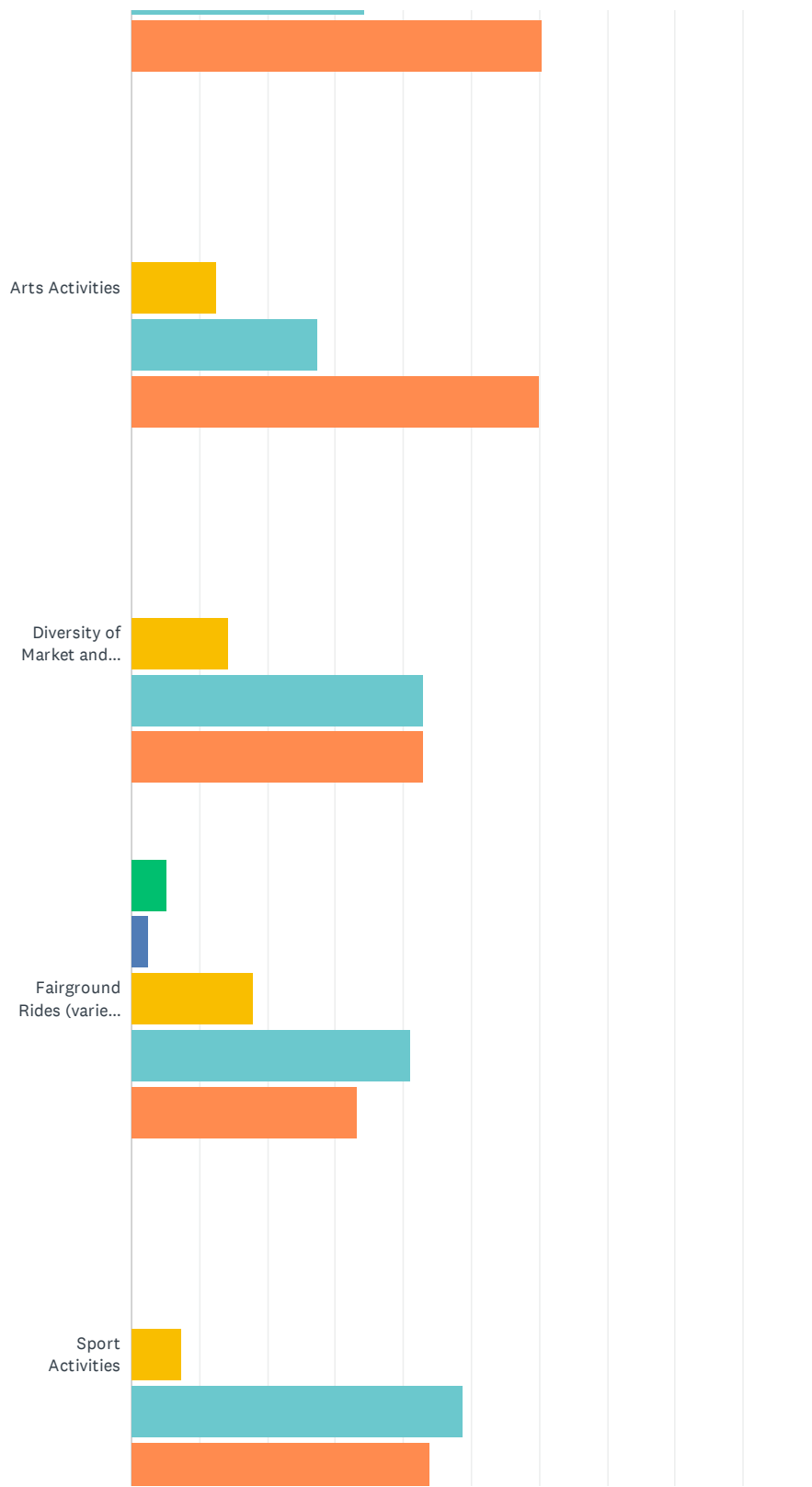
Knox Festival 2020 - Patron Feedback

Q5 Please rate the following activities, where 1 = poor and 5 = excellent

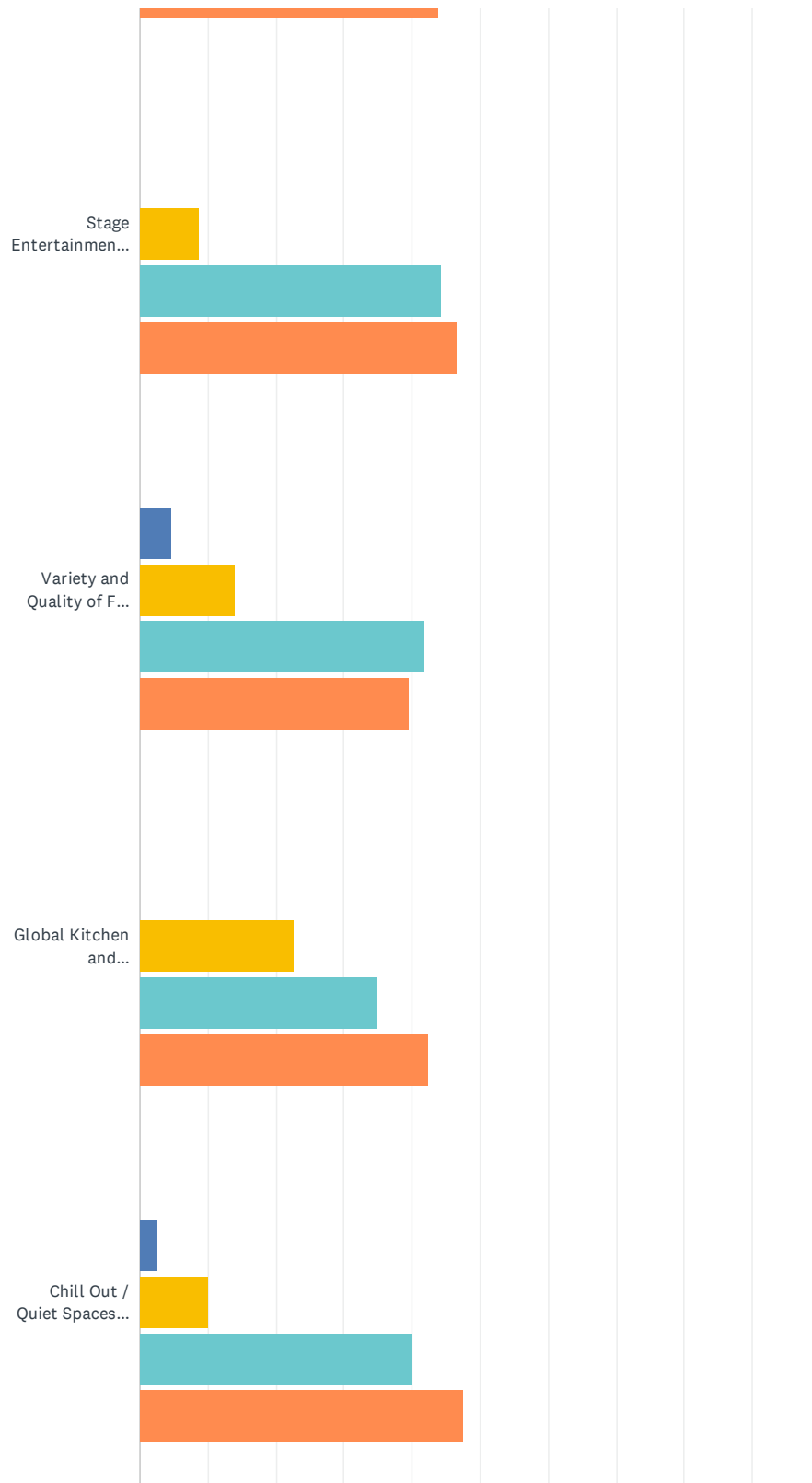
Answered: 51 Skipped: 2



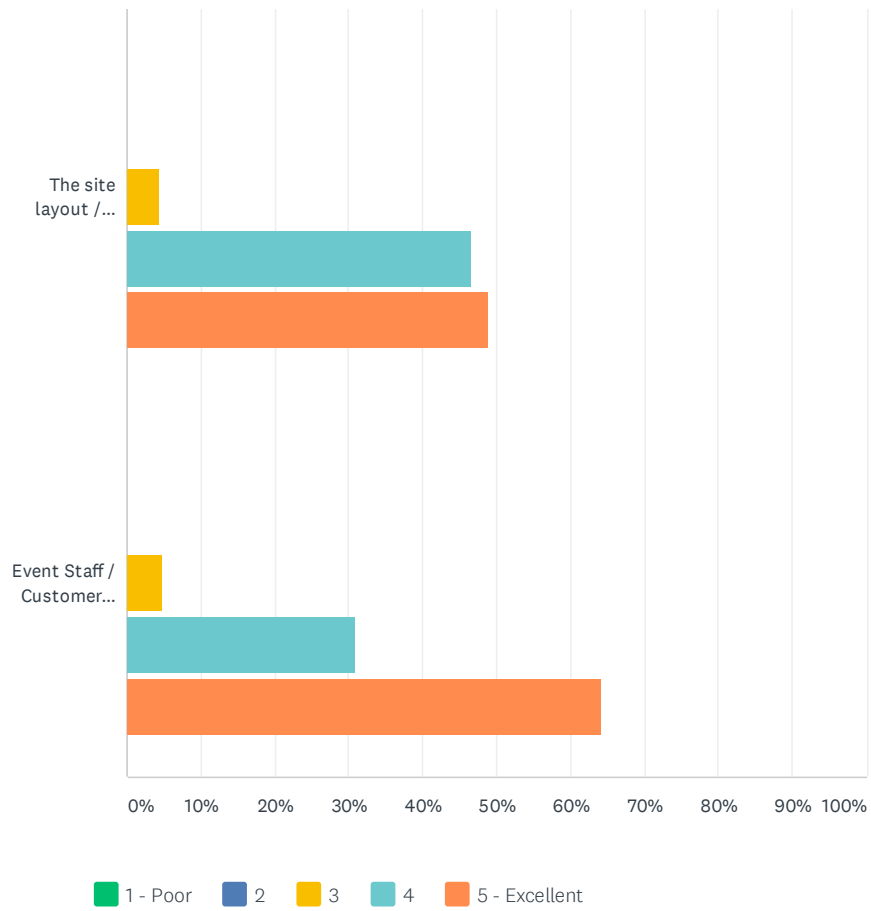
Knox Festival 2020 - Patron Feedback



Knox Festival 2020 - Patron Feedback



Knox Festival 2020 - Patron Feedback



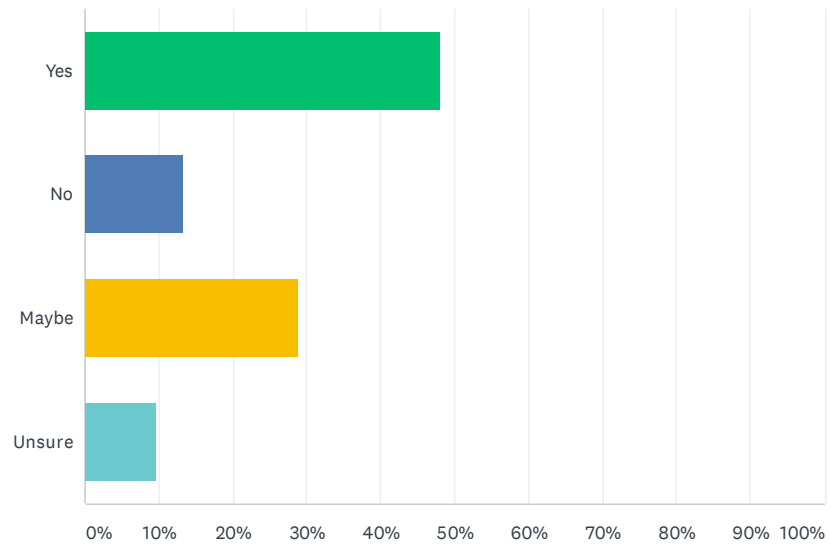
Knox Festival 2020 - Patron Feedback

	1 - POOR	2	3	4	5 - EXCELLENT	TOTAL	WEIGHTED AVERAGE
Parking and Access	4.26% 2	17.02% 8	29.79% 14	27.66% 13	21.28% 10	47	3.45
Affordability of the day	2.33% 1	6.98% 3	9.30% 4	25.58% 11	55.81% 24	43	4.26
Children's Activities	0.00% 0	0.00% 0	4.44% 2	28.89% 13	66.67% 30	45	4.62
Youth Activities	0.00% 0	0.00% 0	5.26% 2	34.21% 13	60.53% 23	38	4.55
Arts Activities	0.00% 0	0.00% 0	12.50% 5	27.50% 11	60.00% 24	40	4.47
Diversity of Market and Community Stalls	0.00% 0	0.00% 0	14.29% 6	42.86% 18	42.86% 18	42	4.29
Fairground Rides (variety and prices)	5.13% 2	2.56% 1	17.95% 7	41.03% 16	33.33% 13	39	3.95
Sport Activities	0.00% 0	0.00% 0	7.32% 3	48.78% 20	43.90% 18	41	4.37
Stage Entertainment (Canopy Stage, Community Stage, Kids Stage)	0.00% 0	0.00% 0	8.89% 4	44.44% 20	46.67% 21	45	4.38
Variety and Quality of Food Trucks	0.00% 0	4.65% 2	13.95% 6	41.86% 18	39.53% 17	43	4.16
Global Kitchen and Multicultural Activities	0.00% 0	0.00% 0	22.50% 9	35.00% 14	42.50% 17	40	4.20
Chill Out / Quiet Spaces (Library / Arts Centre)	0.00% 0	2.50% 1	10.00% 4	40.00% 16	47.50% 19	40	4.33
The site layout / Decoration / Vibe	0.00% 0	0.00% 0	4.44% 2	46.67% 21	48.89% 22	45	4.44
Event Staff / Customer Service	0.00% 0	0.00% 0	4.76% 2	30.95% 13	64.29% 27	42	4.60

Knox Festival 2020 - Patron Feedback

Q6 Do you feel Knox Festival would work as a ONE DAY event, making room for other Pop Up events like Outdoor Movies, Easter Events, Halloween Events, and Arboretum Events?

Answered: 52 Skipped: 1

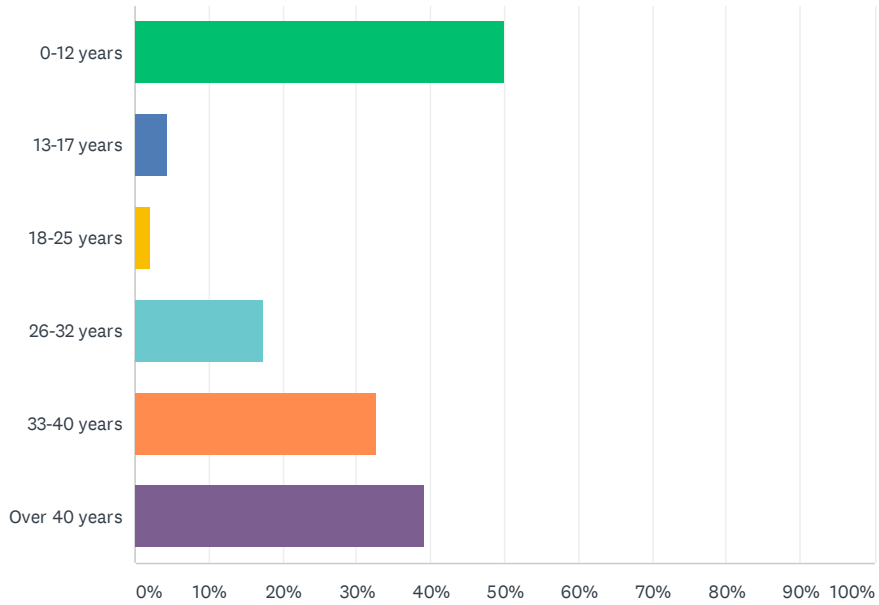


ANSWER CHOICES	RESPONSES	
Yes	48.08%	25
No	13.46%	7
Maybe	28.85%	15
Unsure	9.62%	5
Total Respondents: 52		

Knox Festival 2020 - Patron Feedback

Q9 What's your / your group's age range?

Answered: 46 Skipped: 7



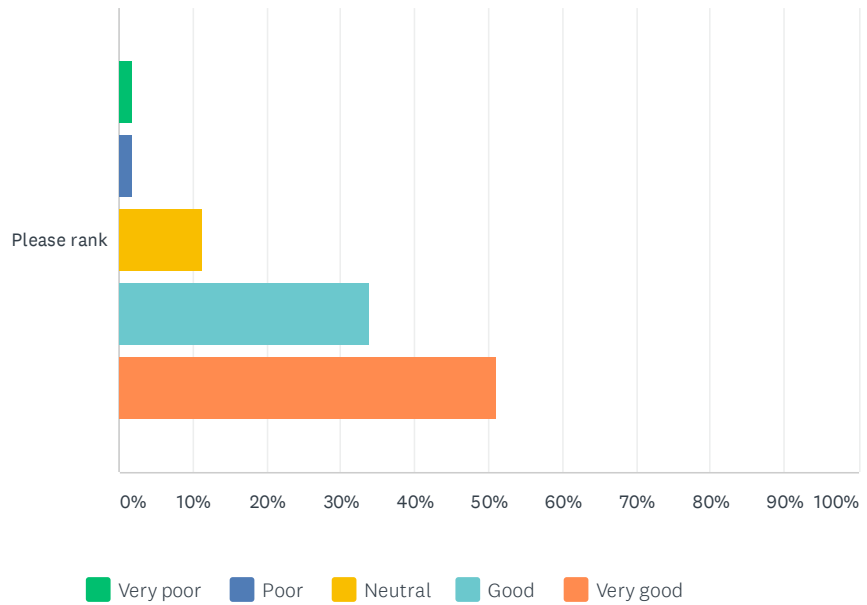
ANSWER CHOICES	RESPONSES	
0-12 years	50.00%	23
13-17 years	4.35%	2
18-25 years	2.17%	1
26-32 years	17.39%	8
33-40 years	32.61%	15
Over 40 years	39.13%	18
Total Respondents: 46		

Knox Festival 2020 Stallholder Feedback

Attachment 7

Q2 How did you rate the overall content and programming of the festival?

Answered: 53 Skipped: 0

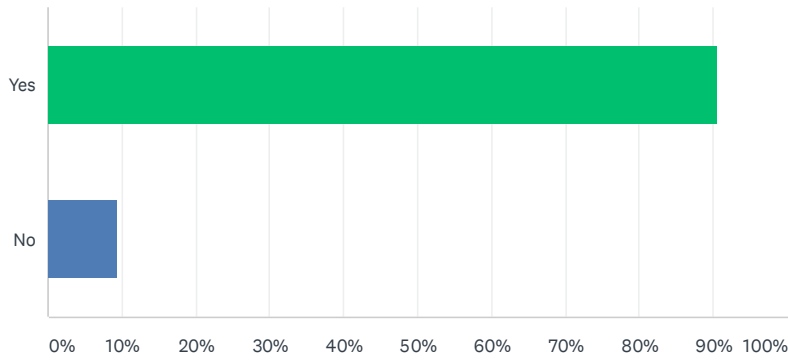


	VERY POOR	POOR	NEUTRAL	GOOD	VERY GOOD	TOTAL	WEIGHTED AVERAGE
Please rank	1.89%	1.89%	11.32%	33.96%	50.94%	53	4.30
	1	1	6	18	27		

Knox Festival 2020 Stallholder Feedback

Q3 Did you receive enough information and documentation prior to Knox Festival?

Answered: 53 Skipped: 0

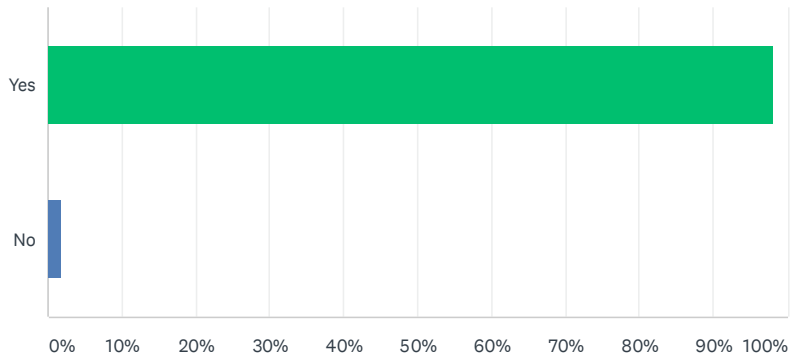


ANSWER CHOICES	RESPONSES	
Yes	90.57%	48
No	9.43%	5
TOTAL		53

Knox Festival 2020 Stallholder Feedback

Q5 Were staff and students/volunteers helpful and knowledgeable in answering your questions on site?

Answered: 53 Skipped: 0

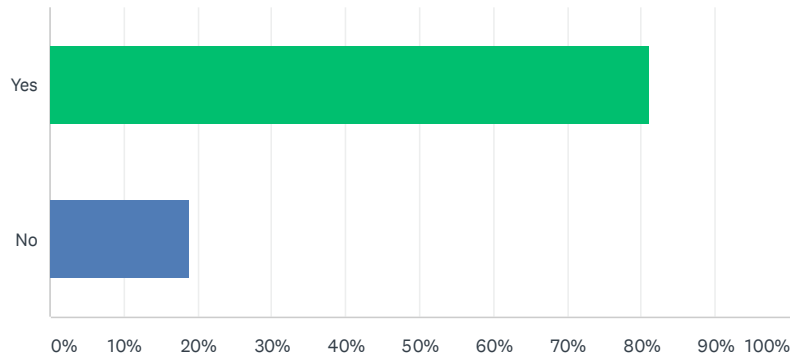


ANSWER CHOICES	RESPONSES	
Yes	98.11%	52
No	1.89%	1
TOTAL		53

Knox Festival 2020 Stallholder Feedback

Q6 Did you achieve your goals as a stallholder? This may include income/sales, memberships, promotion or recruitment.

Answered: 53 Skipped: 0

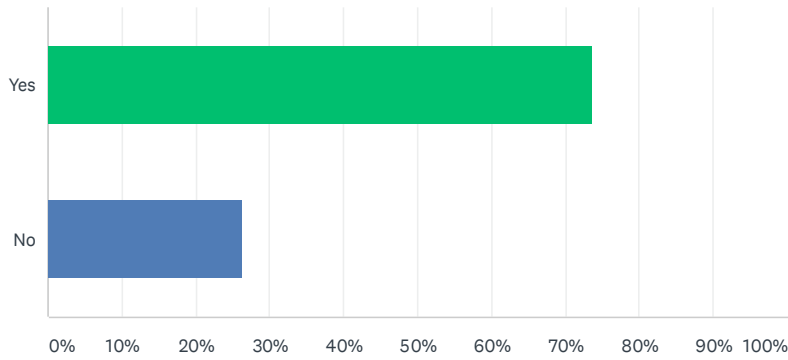


ANSWER CHOICES	RESPONSES	
Yes	81.13%	43
No	18.87%	10
TOTAL		53

Knox Festival 2020 Stallholder Feedback

Q7 Are you interested in participating as a stallholder at next year's Knox Festival or another Knox City Council Festival or Event?

Answered: 53 Skipped: 0

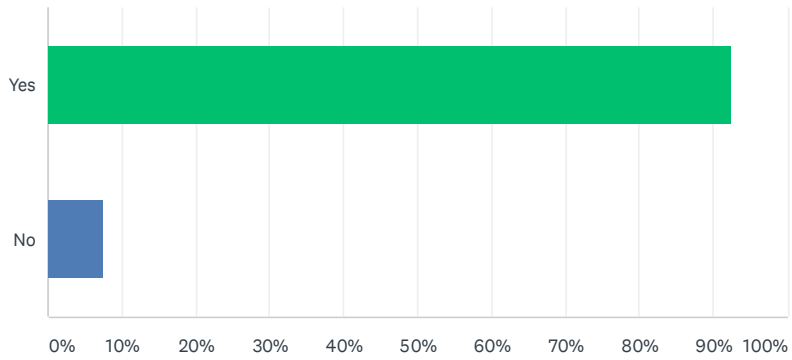


ANSWER CHOICES	RESPONSES	
Yes	73.58%	39
No	26.42%	14
TOTAL		53

Knox Festival 2020 Stallholder Feedback

Q8 With Knox Festival being a held over 2 days did you feel you had enough resources and staff to operate both days?

Answered: 53 Skipped: 0

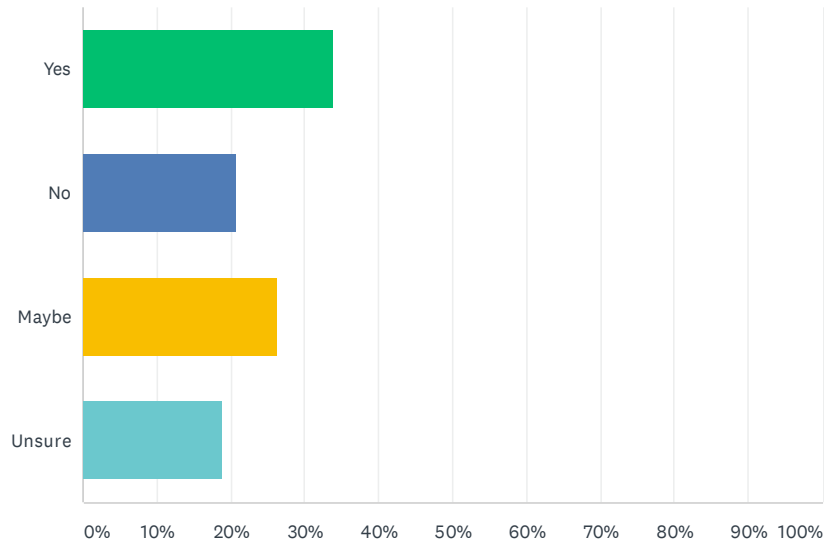


ANSWER CHOICES	RESPONSES	
Yes	92.45%	49
No	7.55%	4
TOTAL		53

Knox Festival 2020 Stallholder Feedback

Q9 Do you feel Knox Festival would work as a ONE DAY event, making room for other Pop Up Events (Outdoor Moves, Easter Events etc)?

Answered: 53 Skipped: 0

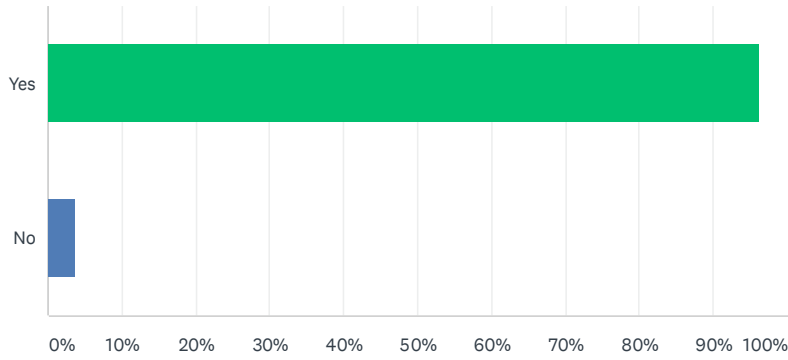


ANSWER CHOICES	RESPONSES	
Yes	33.96%	18
No	20.75%	11
Maybe	26.42%	14
Unsure	18.87%	10
TOTAL		53

Knox Festival 2020 Stallholder Feedback

Q10 Would you recommend this event to friends and family?

Answered: 53 Skipped: 0



ANSWER CHOICES	RESPONSES	
Yes	96.23%	51
No	3.77%	2
TOTAL		53