

FRASER COAST REGIONAL EVENTS STRATEGY 2020-2024



Fraser Coast
REGIONAL COUNCIL

EXECUTIVE SUMMARY

This 2020-2024 Regional Events Strategy builds on successes achieved in implementing the Fraser Coast Regional Events Strategy 2014-2020 and its strategic focus, to improve and extend outcomes for the region from its events.

Fraser Coast is richly endowed with world-class nature and heritage, with appealing event venues that are unique in Australia.

This strategy aims to position the Fraser Coast as an event-friendly destination through efficient and effective support of a vibrant, balanced calendar of events and a focus on a high return on investment in increased overnight visitation and visitor expenditure to sustain the local economy. It is a blueprint for how the region will build a balanced and sustainable events portfolio that will grow the local visitor economy, enhance the liveability of the region, generate legacy benefits, and grow the destination's reputation and appeal. The strategy outlines how Fraser Coast Regional Council (Council) and Fraser Coast Tourism & Events (FCTE) can best support events, grow existing signature events, and attract new best-fit events to the region.

This strategy addresses events that are primarily economic drivers; community and civic events will be assessed and managed separately. The strategy advances best practice in event attraction, development, and management, drawing on learnings from other destinations and the aspirations of Fraser Coast's event stakeholders.

Existing high-value events will continue, and local event organisers will be supported in a new governance and leadership model. Likewise, event volunteers will be supported; volunteers are integral partners in events who provide enormous value.

Inputs into the strategy's development include relevant strategic plans and other desktop research, existing event assets and planned developments, extensive stakeholder consultation, review of the region's annual calendar of events and their spread across the year, and identified challenges and opportunities for Fraser Coast events.

VISION

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

MISSION

Within the next three years, the Fraser Coast community, tourism industry, Fraser Coast Tourism & Events and Fraser Coast Regional Council will work collectively to establish robust foundations and frameworks that enable Fraser Coast to develop to its full potential as a competitive regional events destination.

ASPIRATIONS

1. Maximise the economic and social benefits from events
2. Enhance Fraser Coast's reputation as an event-friendly region
3. Build Fraser Coast's identity as a regional events destination

Strategic enablers to support the achievement of these aspirations include

GOVERNANCE AND LEADERSHIP MODEL

The recommended governance model outlines how to most effectively use existing human resources to maximise outcomes from the region's events, with FCTE taking responsibility for event acquisition, Council taking carriage of event support, compliance and capability building (a one stop shop for homegrown events), and

event delivery outsourced to professional event managers. The formation of a strategic steering committee and interagency consultation group will support the model. In an increasingly competitive visitor market, fundamental elements for success are a single voice for events, strategic leadership, and the collaboration of event stakeholders.

ASSESSMENT FRAMEWORK

The assessment framework outlines how Council and FCTE can use ROI data and knowledge of best-fit events for the Fraser Coast to support decision making on which events to support financially, and which to proactively attract or acquire.

Successful implementation of the Strategy will be measured by

- Increased overnight visitation
- Increased visitor spend
- Increased visitation during shoulder months
- Enhanced liveability of the region (defined by a growing economy, vibrant public spaces, and community engagement in local events)
- Growth in business and event organiser capability
- Event acquisition
- Increase in average ROI from events
- Enhanced awareness and implementation of sustainable event practices by event organisers
- Increased numbers of sports events held during shoulder months.

THE IMPACT OF COVID-19

At the beginning of the development of this plan, COVID-19 resulted in a ban on public gatherings. The events landscape post-COVID-19 is still unclear, but this plan has been developed within the assumption that events will be able to be held, likely from 2021, with COVID-safe protocols in

place, as is beginning to take place in Queensland as this plan is finalised. However, the Strategy does not set targets to achieve. It is recommended the plan is reviewed in December 2021, or once the new 'normal' is in place, and targets are set.

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1. INTRODUCTION

Events are an integral thread in the cultural fabric of the Fraser Coast, contributing significant economic and social benefits.

Through their ability to attract visitors and encourage repeat visitation, they inject money into the local economy and help make the Fraser Coast a vibrant, attractive tourism destination and community.

Events also build community capacity and create a sense of place for local residents.

The Fraser Coast Regional Events Strategy 2020-2024 sets robust foundations to enable the Fraser Coast to grow as host of major and iconic regional events, and supporter of homegrown community events. While the Fraser Coast attracts and holds many events each year, Fraser Coast Regional Council (Council) recognises there are opportunities to achieve greater economic and social outcomes.

The Strategy provides a transparent framework to guide Council in decision making on the events to develop and deliver, attract, approve, fund, and promote. These decisions will be based on a clear set of objectives and criteria that will assist Council to build a balanced and sustainable events portfolio that will grow the local visitor economy, enhance the liveability of the region, generate legacy benefits, and grow the destination's reputation and appeal.

In an increasingly competitive visitor market, a single voice for events, strategic leadership, and the collaboration of event stakeholders are fundamental elements for success. A framework for events selection will create a balanced portfolio of events that builds and celebrates the Fraser Coast's strengths, fosters local talent, activates the region's precincts, and delivers strong economic and social return on investment.

The scope of the Strategy includes those events which contribute to the Fraser Coast's visitor economy, rather than community celebrations and civic commemorations. That is, tourism, business, sport and community events and festivals that take place annually, biennially, occasionally or once-off. It includes arts and cultural events, food and beverage events, sporting and special interest events, as well as one-off major events that have capacity to draw a substantial number of visitors to the region.

The Strategy reflects the culmination of desktop review, stakeholder engagement, and analysis of the Fraser Coast's event strengths, challenges, opportunities, current event portfolio, and performance relative to competitor destinations. It is supported by a recommended best-practice governance model and assessment resources developed to assist transparent and strategic decision making.

2. PURPOSE & SCOPE

The purpose of this Strategy is to identify how Fraser Coast can increase the economic benefits the region receives from events, and how Council can best support, develop and attract leisure, sports and business events that encourage overnight stays in the Fraser Coast and growth in the local visitor economy.

3. METHODOLOGY

INDUSTRY GUIDED PROCESS

To ensure the Strategy is supported by the local events industry, engagement with stakeholders and community was a central element in its development. Engagement included:

- 17 one-to-one meetings in region and via video conference
- Focus group meetings in region and via video conference
- Site visits to venues and event sites
- Desktop research including the strategic context
- Briefing of Councillors
- Mystery shopping at Council as a new event organiser
- Development of discussion paper for feedback via testing workshop
- Diverse project steering group session to test discussion paper (conducted via teleconference due to COVID-19 travel and social distancing restrictions)
- Presentation of the draft strategy to Council
- Presentation of final strategy.

STRATEGIC CONTEXT

The following strategic plans were reviewed to ensure alignment with local and state priorities, and to ensure that the Strategy builds on work to date and successes achieved in implementing the Fraser Coast Regional Events Strategy 2020-2024.

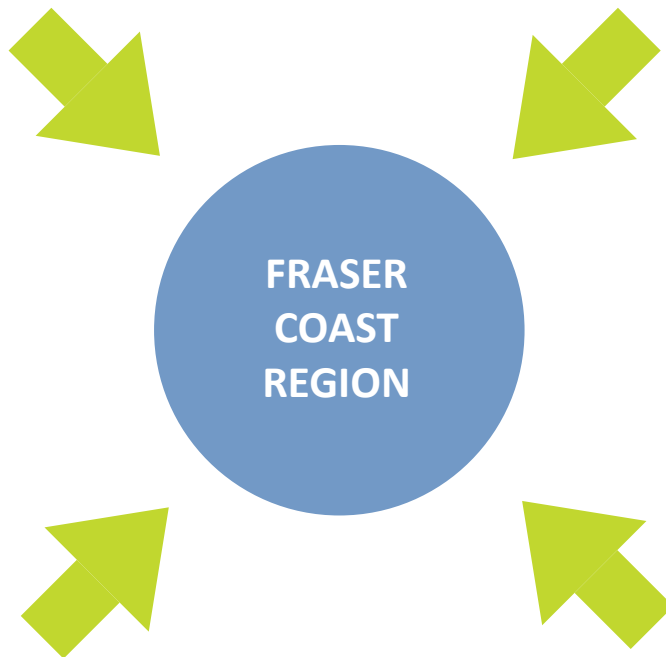
- Tourism & Events Queensland Events Strategy 2025
- Fraser Coast Regional Events Strategy 2020-2024
- Fraser Coast Tourism & Events 2019-2020 Tactical Plan
- Fraser Coast Regional Events Strategy 2014-2020
- Fraser Coast Community Plan 2031
- Fraser Coast Community Social Plan 2018-2025
- Fraser Coast Culture Strategy 2015-2019
- Fraser Coast Corporate Plan 2018-2023
- Our Sustainable Fraser Coast Charter
- Fraser Coast Smart Communities Plan 2019-2023
- Fraser Coast Regional Council Recreational Vehicle (RV) Strategy 2019
- Fraser Coast Regional Council Walk and Cycle Strategy 2015
- Fraser Coast Youth Strategy 2015-2019
- Maryborough Imagine This City Strategy 2013-2018
- Inclusive Tourism, Advancing Tourism 2016-2020 (QLD Government).



EVENT INDUSTRY



FRASER COAST TOURISM & EVENTS



**FRASER
COAST
REGION**

FRASER COAST REGIONAL COUNCIL



COMMUNITY AND BUSINESSES



4. FRASER COAST EVENTS LANDSCAPE

TOURISM BRAND

World-class, personal natural encounters

COMPETITIVE ADVANTAGES

Nature

- World Heritage K'gari (Fraser Island)
- Whales stay in the bay to rest with their calves – unique in Australia
- Great Sandy Strait: internationally important RAMSAR wetlands
- Protected bay
- Australia's safest beaches
- Hervey Bay Esplanade 17km beachfront park

Sport & Culture

- Maryborough streetscape
- Birthplace of Mary Poppins author (PL Travers) and connections to Mary Poppins story
- Military heritage (Z Force training on Fraser Island)
- Existing quality infrastructure such as Maryborough Showgrounds and Brolga Theatre
- Development of regionally significant sports precinct

Location

- Close to south-east QLD source market
- Air, rail and road access
- Access to Lady Elliot Island, the southern tip of the Great Barrier Reef

VISITOR ECONOMY¹

Visitors

- 1,833,000 total visitors
- 3,727,000 overnight stays
- 935,000 domestic daytrippers
- 767,000 domestic overnights
- 131,000 internationals

Value of tourism

- \$535m visitor spend
- Domestic day tripper \$82.57/trip
- Domestic overnights \$575.60/trip, \$141.70/night

Reason to visit

- 58% Holiday
- VFR and other not recorded

Length of stay

- Domestic overnight 4.1 nights
- International 3.9 nights

Seasonality

- Peak season - school holidays, Easter
- Low season - Feb and May-June

Major source markets (300km drive market)

- Southeast Queensland: Brisbane region (263k visitors), Sunshine Coast, Toowoomba, Gold Coast
- Secondary: Hinterland (North and South Burnett, Bundaberg, Gladstone and Rockhampton)

¹ Sources: FCTE supplied visitation data for YE December 2019

8 venues for small to mid-sized conferences and business events

Maryborough: Brolga Theatre & Convention Centre 900

Hervey Bay: Beach House Hotel 750

NUMEROUS open spaces suited to events over 1,000

Maryborough: Queens Park, Portside Precinct, Showgrounds

Hervey Bay: Protected waters of Hervey Bay, City Park, Seafront Oval, Esplanade, Dayman Park, Fraser Coast Park, Fraser Coast Sports Precinct

137 accommodation properties*

Hervey Bay: 6 national chains, 4 x 5-star apartment hotels

4-star accommodations: 22 in Hervey Bay; 2 in Maryborough; 1 on Fraser Island

Caravan parks/campgrounds: 41

Rooms/campsites: 2,354

Capacity 5,177

*excluding short term holiday lets

High-level² facilities

- triathlon
- sailing
- yachts
- surf lifesaving
- swimming
- netball
- soccer
- touch football
- hockey
- OzTag
- equestrian disciplines
- golf
- motor sports
- canoe marathon
- squash
- softball
- boxing
- rodeo
- orienteering
- BMX
- road cycling
- mountain biking
- pistol shooting



EVENTS

140 events per annum plus markets (excluding smaller community and civic events)

Distinctly Fraser Coast events

- Whale Festival
- Seafood Festival
- FraserPop Pop Culture Festival
- Fraser Coast Tech Challenge
- Mary Poppins Festival and Steamfesta
- Burrum Coal Discovery Festival
- Nut Bash at Bauple

Regular events

- Fishing
- Triathlons
- Equestrian
- Show 'n' shines
- Sailing

² Regional competitions or higher grade (Source: Wide Bay Burnett Sport and Outdoor Recreation Infrastructure Strategy)

CALENDAR OF EVENTS³

<p>JANUARY</p> <p>4 Friday Food & Groove 5 Howard Markets 5 Scarness Sandsculpting Competition & Dry Boat Race 8 World Series Sprint Cars 9 Wings N Wheels 11 Friday Food & Groove 11-13 National Junior Sedan Titles 18 Friday Food & Groove 25 Friday Food & Groove 26 Kondari BBQ Festival 26 Australia Day Events 26 Howard Street Beat 26-28 Kingfisher Bay Resort Regatta 27 Music in the Park</p>	<p>FEBRUARY</p> <p>1 Friday Food & Groove 2 Howard Markets 2 Rockathon 15 Friday Food & Groove 15-17 QLD Schools Triathlon Championships 16 Recovery Walk 17 Allsports Showcase 23 Fraser Coast Sports Expo⁴ 23-24 Sailing Regatta 24 Music in the Park 29 Friday Food & Groove 29-1 Junior Branch Championships</p>	<p>MARCH</p> <p>26-4 Southern Cross Caravan Rally 1 Friday Food & Groove 2 Howard Markets 8-10 Fraser Coast Antique Fair 9 Fraser Coast Antique and Collectable Fair 9 Aquathon 15 Friday Food & Groove 13-15 Australian Great Sandy Biosphere Conference 23-28 Burrum Windfest 24 Music in the Park 29 Friday Food & Groove</p>
<p>APRIL</p> <p>3 Intrust Super Cup Game 5 Skate N Sound 6 Howard Markets 6 Maryborough Street Party Easter (EATster Street Party) 6-7 Bay Break Multisports Festival 13 Poona Car and Bike Show 18 Food n Groove 19-21 Maryborough Hotrods Show n Shine 19-21 Burrum Heads Easter Classic Fishing Competition 19-21 Poona Family Fishing Competition 19-21 Maryborough Sailing Regatta 19-22 Australian Street Rod Federation Nationals 20 Guy McLean Spectacular 27 Moonaboola Arts Festival 28 Music in the Park</p>	<p>MAY</p> <p>4 Howard Markets 4 Riverside Music Festival 4-5 Bay to Bay Yacht Race 5 PubFest 8 QLD Appaloosa Championships 8-12 Appaloosa State Show 10 Hervey Bay Mother's Day Classic 11 By the C Concert 18-19 Bay City Marine Water Ski Championships 19 Big Red Kidney Walk 19 Hervey Bay Classic & Vintage Car Display 20-26 Maryborough Dance Eisteddfod 22 Fraser Coast Careers Expo 23-24 Fraser Coast Show 26 Music in the Park</p>	<p>JUNE</p> <p>1 Howard Markets 1 Relish Food & Wine Festival 2 Dunga Derby Boot BBQ 4 Wide Bay Cross Country Trials 8-9 Maryborough BMX Regional Championships 10-16 Dance Eisteddfod 15 Teebar Rodeo & Campdraft 18-24 Rotary Living Expo 22 Burrum Car Boot Sale 22-23 Water Ski Races 23 Hervey Bay Camerata 23 Music in the Park 29 Steamfesta</p>
<p>JULY</p> <p>28-6 Mary Poppins Festival 29-13 Hervey Bay Family Carnival 30-7 Pryde's Easifeed Dressage, Show Horse, Showman and Showjumping Interschool Queensland State Championships 3-6 Interschool Equestrian Competition 6 Howard Markets 9-11 Pony Club Queensland 9-13 Maryborough Music Conference 11-13 QLD Junior State Touch Championships 13-14 Regional Western Dressage 15-21 QLD Paint Horse Championships 19 FraserPop Pop Culture Festival 19 Burrum Coal Discovery Festival 25-28 Dunga Derby 28 Music in the Park</p>	<p>AUGUST</p> <p>27-11 Whale Festival (incl Seafood Festival) 30-1 Riding for the Disabled State Championships 3 Howard Markets 3 Maryborough Wings & Warbirds 9 Fraser Coast Dressage Championships 10-11 Fraser Coast Dressage Championships 10-17 Maryborough Eisteddfod 16-18 Fraser Coast Home Show & Caravan, Camping Expo 17-18 Biggenden Charity Campdraft & Rodeo 21-25 Fraser Coast Interschool Equestrian Competition 24 Pier to Pub Swim 24 Bridge to Bridge Rowing Regatta 25 Music in the Park</p>	<p>SEPTEMBER</p> <p>1 Hervey Bay Pier 2 Pub 6 Skyline by Night 6 Food n Groove Friday 7 Howard Markets 7 Riverfest 7 Nut Bash Bauple 13-15 Fraser Coast Tech Challenge 14-15 Pacific Coast Arabian Horse Show 21-22 Maryborough Open House and Gardens 21-23 QLD Softball State Championships U16 Boys 22 Music in the Park 22 Pier Festival 22 Tour de Bay 22-28 Scouts QLD Cuboree 29 Enzo's Ocean Swim Classic 29 Toogoom Family Fishing Competition</p>
<p>OCTOBER</p> <p>29-5 Model T Ford National Tour 30-4 Joeys Mini World Cup 1-30 Infamous Cabaret 3-7 Western Dressage State Show 4 Food N Groove Friday 6-11 World Whale Conference 7 Howard Markets 9-12 Maryborough Music Conference 11-15 Andalusian Horse State Championships 12 Kondari Oktoberfest 19-24 QCWA State Conference 26 Torbanlea Picnic Races 25-28 Torquefest 27 Music in the Park</p>	<p>NOVEMBER</p> <p>1 Friday Food & Groove 1-3 Maryborough Kennel Club Dog Show 2 Howard Markets 9 R.U.M. Festival (Rodeo, Utes, Music) 15-17 Sailing Regatta 21-24 Hervey Bay Game Fishing Classic 23-24 Hervey Bay 100 24 Music in the Park 26 Diner en Blanc Fraser Coast</p>	<p>DECEMBER</p> <p>30-1 Offshore Superboat Championships 6 Friday Food & Groove 7 Howard Markets 6-8 Sailing Regatta 4-8 The Great Moscow Circus 8 Maryborough Carols in the Park & APEX Santa Fair 14 Hervey Bay Carols By Candlelight 21 Maryborough Street Party Christmas 22 Music in the Park 15 Santa Fun Walk 31 New Year's Eve Hervey Bay</p>

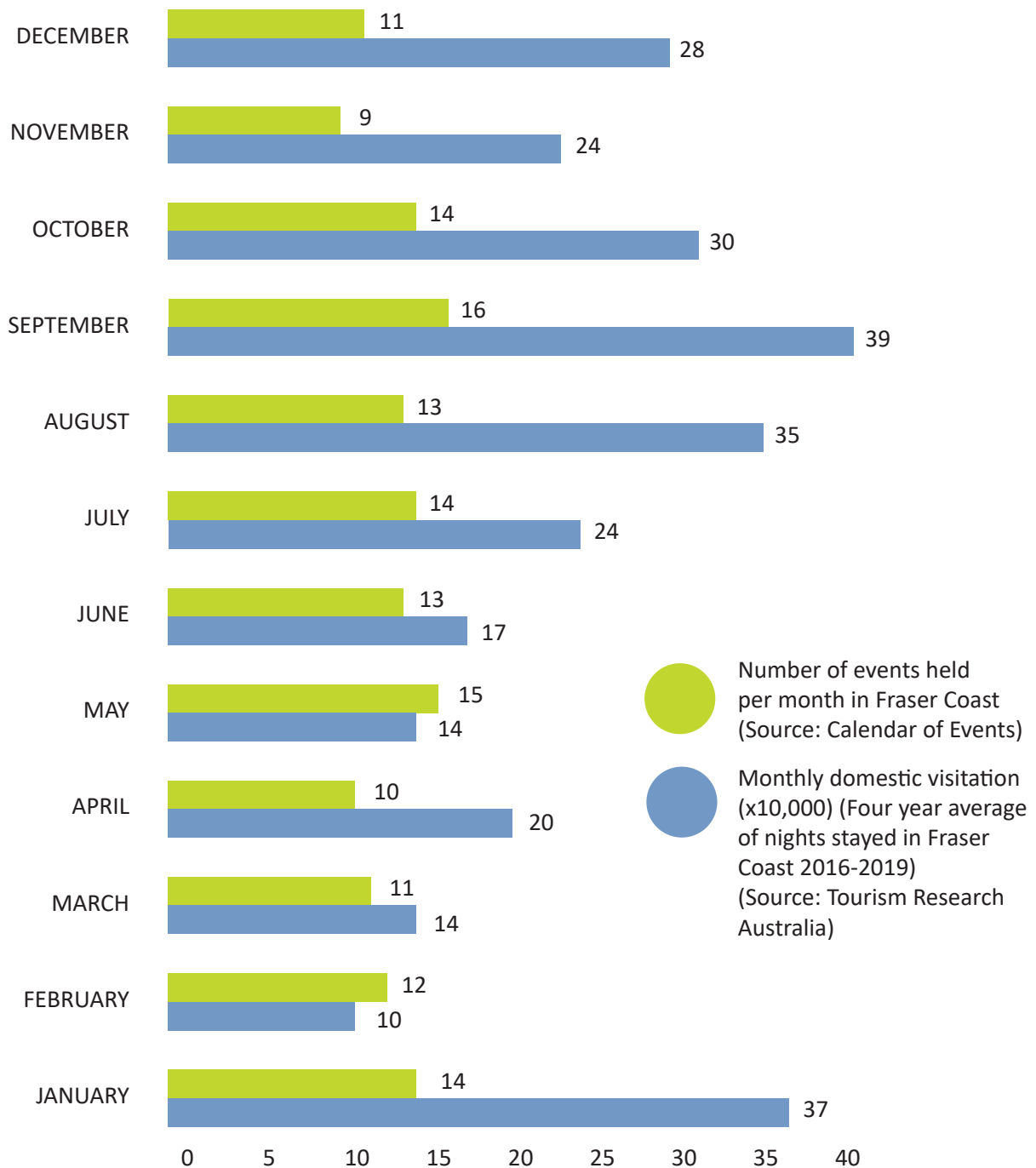
³Because of the 2020 COVID-19 disruption, 2019 dates have been used. Some one-off or biennial events that did not take place in 2019 have been included.

⁴Highlighted events are major events that attract more than 3,000 attendees (excluding community events).

EVENTS AND SEASONALITY

It is important for events to be used to balance the peaks and troughs of visitation⁵ across the year to support the visitor economy, rather than work against it, such as not holding events when accommodation has high occupancy. Fraser Coast has a steady number of monthly events across the year. Sports tourism events are planned around school holidays and major adult sports fit within a competition season. Gaining a balanced and strategic calendar that aligns with the tourism seasons should always be the focus. As can be seen from Figure 1 the number of events across the year is quite consistent each month, with very distinct peaks and troughs in visitation (i.e. high season over spring/whale season and summer and low season over autumn/winter).

Figure 1: Fraser Coast visitation vs when events are held



⁵Fraser Coast's low season is February to June, while July to January is the high season. July to October has high visitation due to whale watching, caravanning, the QLD Touch Carnival and Joeys World Cup.

EVENT PARTNERS

A collective approach is required to realise the full potential of the events sector across the region. The following outlines the partners that are key to success for the Fraser Coast events sector.



CHALLENGES AND OPPORTUNITIES

The review, consultation and analysis identified the following key challenges and opportunities with the current events sector in the Fraser Coast.

Challenges	Opportunities
<ul style="list-style-type: none"> • Lack of a quality signature event to position the region • Overstretched human resources in Council events team and FCTE • Limited capacity to grow existing events and build capacity of local event organisers • Events not currently leveraged for maximum economic benefit • Complicated event regulation process • Several funding streams/sources results in confusion, lack of transparency (even internally), and poor coordination • Total Council support for events is unknown • Lack of visitor data impacts effective decision making • ROI on support unknown and not used in funding decisions • No KPIs set for funded events • Community and businesses not aware of (and appreciative of) the value of events • Limited collaboration between existing events • Lack of accommodation in Maryborough impacts maximum use of the Brolga Theatre. 	<ul style="list-style-type: none"> • Revitalise and grow two existing events into significant signature events (one for each major centre) via strategic planning and consolidation (delivering fewer events to improve overall outcomes) • Consolidate resources to focus on maximising economic outcomes • Clarify, and clearly delineate, the roles of Council and FCTE in managing, developing, attracting and promoting tourism events and developing the capability of local event managers, and supporting community events • Improve event regulation through a streamlined approval process available both online and face to face • Develop a masterplan of preapproved event precincts to smooth approval process and ensure efficient investment in infrastructure • Have one two-year events calendar for the region to support forward planning • Allocate resources to attracting best-fit regional, state and national sporting events and mid-sized conferences • Gather attendee statistics and data • Build capacity of community event organisers, and of businesses to leverage events • Communicate benefits of events to community to support increased business support and volunteerism • Ensure equestrian events do not restrict use of Showgrounds by bigger events • Cross promote calendar of events at events.

5. GAPS ANALYSIS

CURRENTLY ACHIEVING

- Strong growth in overall visitation, due primarily to sporting events
- Dedicated resources to promote region and deliver events
- Leveraging events with pop-up VIC, collateral at motels and deals/ attractions provided pre-arrival
- Council events team available to guide event organisers through regulatory requirements
- Event grant program for regional and community events
- Host range of events with estimated \$10-\$12 million impact
- Investment in sports facility and seafront park
- FCTE phasing in sustainable practices.

GAPS IDENTIFIED

- Lack of signature destination event to position region
- Growing existing events and building capacity of local event organisers
- Strategic planning for growth of existing signature events
- Packaging events
- Robust visitor data collection and ROI measurement
- Lack of collaboration between events
- Lack of accommodation in Maryborough
- Venues upgraded without needs of events in mind
- Managing and tracking costs of last minute in kind support requests.

RISK/IMPACT

- Overstretched human resources in Council and FCTE
- Resource allocation decisions not focused on outcomes for region
- High investment in events with limited return
- Events not leveraged for maximum economic and social benefit
- Potential regulatory failures due to inadequate processes
- Environmental and social impacts
- Venues and public spaces developed without consideration for events results in missed opportunities
- Lack of support from the community and local businesses.

6. THE OPPORTUNITY

EVENT TRENDS



COVID-19

The COVID-19 pandemic and associated shut down in public gatherings has brought considerable disruption and distress to events across the region. At the same time, it has provided the opportunity for event organisers to take stock, review what was working and what wasn't, upskill, improve their digital presence, and engage with consumers in new ways, including as virtual events. (See Appendix 4.)



Micro Festivals

Micro festivals are small, exclusive, niche, and tailored, and focus on high quality and exclusivity over volume and mass numbers. This may include 'hidden'/otherwise inaccessible locations, VIP experiences, and 'live like a local' experiences.



Increased Sameness

Event offerings across Australia are becoming formulaic in their programming.



Authentically Local

Travellers want to experience uniquely local culture and life as a local. This includes showcasing local produce.



Immersive Experiences

Event attendees want interactive, immersive, personalised, local, compelling and extraordinary experiences. Hybrid events extend the event experience for attendees with complementary experiences that align with the audience's interests and demographics to extend length of stay.



Sports Tourism

Participation sports events have strong appeal to sports participants who are willing to travel to take part in their sport. They are often a key motivator for travel.



Conscious Travellers

Essential to the success of events into the future are sustainable and inclusive practices and respect for the environment, as attendees demand that events proactively preserve their social license.



Diversity

Hosting events that are inclusive is not a passing trend; nor is it optional: events are all about building community.

TARGET MARKETS



Sports participants and spectators

Those fully committed to their competitive sport will travel from intrastate and interstate for an event or championship any time of year (based on sport code) and during the week and on weekends.



Sporting groups

An opportunity for direct marketing to increase sporting events held in the region, these groups will travel mostly from intrastate for a competition at any time of year (based on sport code).



Arts and culture lovers

Domestic visitors and local residents with enthusiasm for arts, culture, food, and unique experiences who tend to travel to the destination on weekends and will visit throughout the year.



Business travellers

Typically, mid-week visitors who can visit at any time during the year. High-yield business travellers offer an opportunity to extend length of stay and dispersal, and increase return visitation.



Families + Visiting Friends and Relatives (VFR)

These are intrastate and interstate visitors to Fraser Coast that may not decide to visit because of an event, but may attend one while they are here, extending spend in the community. Promoting events to residents supports increased benefits from VFR.

7. THE RIGHT EVENTS

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

The Strategy provides a pragmatic and transparent assessment framework to enable Council to proactively assess and determine the best-fit events, how those events should be supported,

and the outcomes sought from that assistance. The assessment framework includes the event categories for Fraser Coast and outlines the required resource allocation including funding for the acquisition and development of events.

The assessment framework will ensure that event resources are allocated adequately and strategically to attract, support and leverage events that deliver economic outcomes and achieve the vision and objectives of the Strategy.

Classifying Events

The assessment framework categorises events for Fraser Coast as Community, Regional and Signature events



Description	Attributes	Types of Events*	Priority Sectors / Themes
Signature Events			
<p>Events that position the destination in the minds of travellers. They are homegrown or external events that have a close connection to the Fraser Coast and showcase the USP of the region.</p> <p>The two homegrown events are the flagship festivals for the region and should occur in the shoulder season.</p> <p>There is opportunity to acquire a signature event each year if the calendar has any gaps and budget permits.</p>	<ul style="list-style-type: none"> • Showcase and celebrate the USP of the region • Typically considered Fraser Coast's 'own' anchor events, creating a regional legacy • Support tourism targets by attracting intra and interstate visitors that stay overnight • Opportunity to attract international visitors • Deliver measurable economic benefit across the region and state • National and state media exposure associated with the event • Can be supported by state and federal funding • Managed by professional event organisers and a team of experts (local or external) • Ability to facilitate community involvement in events/activities • Ability for the event to add to the diversity of Fraser Coast's event calendar • Activates key infrastructure • Involvement of and consultation with local businesses, artists and community groups. • Can be a one-off or recurring event • Attract the attention of Tourism & Events Queensland, with inclusion in the It's Live in Queensland events calendar 	Cultural / Leisure events	<p>Themes aligned to brand pillars</p> <ul style="list-style-type: none"> • Whale experience (Whale Heritage Site) • World Heritage Fraser Island • Heritage (including military) • Natural encounters
Regional Events			
<p>Events of state or regional significance that may be one-off or recurring; provide variety and richness; and deliver value as destination marketing tools.</p> <p>These events may be homegrown or external, with the acquisition focused on the business and sporting events.</p> <p>These events fill the calendar year-round.</p>	<ul style="list-style-type: none"> • Showcase local cultural, sporting, community or lifestyle opportunities • Attract intra and interstate visitors • Mid-week visitation across the year • Ability to deliver measurable economic benefit to the region • State and regional media exposure associated with the event • Managed by a professional event organiser, Council or volunteer committee • Ability to facilitate community involvement in events/activities • Ability for the event to add to the diversity of the region's event calendar • Capacity to be an ongoing event 	Cultural / Leisure events	Themes aligned to the local culture and lifestyle in the communities
		State and Regional sporting competitions and participation events	<p>Aligned to sports facilities and sporting organisations</p> <p>Triathlon</p> <p>Football / Soccer</p> <p>Netball</p> <p>Softball</p> <p>On/in-water sports (yachting, super boats, swimming, etc)</p> <p>Equestrian</p>
		Business events	<p>Small and mid-sized conferences, with a focus on domestic associations and government meetings and conferences. They ideally should align to the destination themes of:</p> <ul style="list-style-type: none"> • Marine • Whales • Sustainability • Sport & recreation

Description	Attributes	Types of Events*	Priority Sectors / Themes
Community Events			
<p>Add to the social fabric of the Fraser Coast, with a focus on community engagement and enrichment</p>	<ul style="list-style-type: none"> • Celebrate aspects of community and bring energy and colour to the region • Deliver social value for primarily local audiences rather than economic impact • Organised by Council, local charities, schools, sporting groups and commemorative organisations • Generally, attract people from the local community/region and admission is free or low cost • Support a need in the community • Focused on connecting community and bringing diverse groups of people together • These events meet the needs of Council's community plan and priorities 	<p>Community engagement events</p>	<p>Youth NAIDOC Diversity Seniors Recreation / Active / Wellbeing</p>
		<p>Cultural / Leisure events</p>	<p>Multi-cultural Expos/Shows Arts/Crafts Markets</p>
		<p>Civic events</p>	<p>Australia Day ANZAC Day</p>

*Types of events are defined as:

Cultural & leisure events

These cultural and leisure events play an important role in forming and celebrating the identity of a destination and its community. Homegrown arts and culture events in particular can establish or build a point of difference from other destinations compared with outside events that are held in multiple locations.

Events such as Whale Festival are important in differentiating Fraser Coast, increasing vibrancy and liveability, and strategically positioning Fraser Coast in the minds of travellers similarly to Gympie Music Muster or Parkes Elvis Festival. Cultural events also give leisure visitors more reasons to travel to and stay on the Fraser Coast, and add value to business and sports event visitors either through additional activities or the energy they create in the region.

It is proposed that support is directed to homegrown events to maximise the benefits the region can receive from them. Mary Poppins Festival, for example, has the potential to attract an increasing number of overnight visitors and stimulate satellite events around the region and across the year.

Cultural event themes to consider include Indigenous culture; whales, seafood, fishing, and environment/ botany beside/on the ocean; and history, arts, military, and New Orleans Bourbon Street themes in Maryborough. The use of Fraser Island for events should be considered.

Sport & recreation events

It is proposed that existing resources be tasked to focus on attracting sports events to the Fraser Coast, and maximising benefits to the region from sports event attendees. This is due to the region's strength in sporting infrastructure and assets, including the bay; sports events' ability to attract visitors year-round; and their potential for high yield.

Business events

It is proposed that an event acquisition resource focus on attracting business events to the region as business events bring high yield visitors year-round and open up opportunities for return leisure visits. Fraser Coast currently has the capacity to attract a variety of meetings and conferences from a dozen to 900 attendees, though planning and partnerships are required to compensate for inadequate accommodation in Maryborough for events above 750 attendees. Conferences up to 750 in Hervey Bay can be accommodated more easily.

Additionally, it is proposed that the Brolga Theatre and Maryborough Showgrounds are sufficiently resourced to maximise use of these venues and the benefit the region can gain from them.

8. GOVERNANCE & LEADERSHIP MODEL

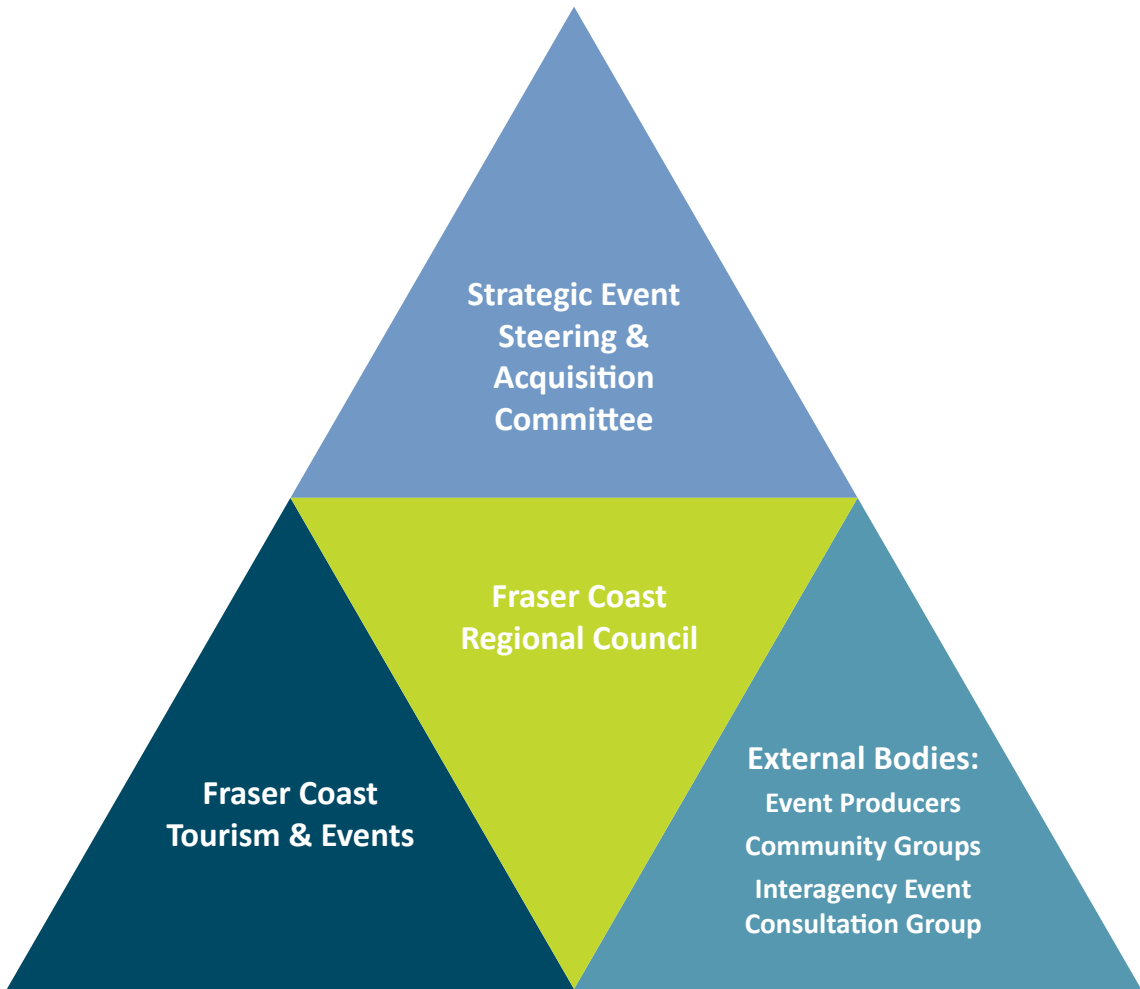
The key functions of a high performing events unit include:

- Event attraction & acquisition - proactive and strategic acquisition and attraction of external events to the region (sport, business, leisure)
- Event development & growth - support the development and growth of homegrown event organisers to do better and achieve more
- Event facilitation & support - enable events to happen through funding support, management of venues and infrastructure, and regulatory approvals
- Event delivery - facilitate the logistical and operational delivery of events
- Event marketing & leveraging - use events to market and showcase the destination and provide a compelling reason for people to visit, stay and return

The recommended model for Fraser Coast that will support the activation of this Strategy and achievement of its Vision and Mission, is a partnership model that shares the key functions of a high performing events unit across Council, FCTE and private operators. The model will see FCTE take on event acquisition, with event delivery to be outsourced to private operators. Council will take carriage of event support and compliance and capability building (the one stop shop for homegrown events).

Why this new model is recommended

1. Clear delineation between Council and FCTE - removing all of the existing confusion around who is doing what in the events sector, with all homegrown and community events only needing to liaise with Council
 - Homegrown/community events - Council
 - External/acquired events - FCTE (guided by assessment framework)
 - Signature destination events (2) - outsourced and overseen by Council
2. Opportunity to give the two signature events the injection of fresh ideas and revitalisation they require to realise their full potential
3. Provides FCTE with a focused charter and purpose as a Destination Marketing Organisation (DMO) that focuses on attracting visitors into beds and venues. They undertake marketing externally to position Fraser Coast as an iconic destination for visitors and event promoters.
4. Allows FCTE to rethink the business model, with member benefits and revenue opportunities via event acquisition



STRATEGIC EVENT STEERING & ACQUISITION COMMITTEE	INTERAGENCY EVENT CONSULTATION GROUP	FRASER COAST REGIONAL COUNCIL	FRASER COAST TOURISM & EVENTS	EXTERNAL EVENT PRODUCERS
CORE AREAS OF RESPONSIBILITY				
<ul style="list-style-type: none"> Oversee the delivery of the Events Strategy (guided by the assessment framework) Hold an annual strategy session with FCTE and Council staff to determine event acquisition priorities for the year ahead Meet bi-monthly to assess event acquisition bids as recommended by FCTE Oversee external event organisers (along with Council staff) Meet quarterly to review strategy and performance 	<ul style="list-style-type: none"> Ensure safe and appropriate conduct of events. Work with event organisers and Council staff to process approvals and licences for events in one simple process Meet monthly with Council staff to look at all forward planned events and approval requests (proactive approach) Focus on presenting Fraser Coast as an event friendly destination and Council 	<p>Strategic Development</p> <ul style="list-style-type: none"> Oversee the implementation of the event strategy <p>Event Development & Growth</p> <ul style="list-style-type: none"> Contract lead for two signature events Support the growth of homegrown events Develop and manage a capacity building program to build skills <p>Event Delivery - Civic (Community Development team)</p> <ul style="list-style-type: none"> Facilitate the logistical and operational delivery of civic events <p>Event Facilitation & Support</p> <ul style="list-style-type: none"> Event triage Develop & manage the online 'one stop shop' platform to support events Oversee grants program Manage the events calendar and local communications Point of contact for Interagency Event Group Provide access to supporting infrastructure i.e. hire equipment to events Venue/precinct management Permitting/approvals management Report quarterly to strategic Event Steering & Acquisition Committee 	<p>Event attraction & acquisition</p> <ul style="list-style-type: none"> Proactive and strategic approach to event acquisition and attraction as per assessment framework Manage relationships with event organisers Manage event contracts to ensure they achieve set targets and KPIs. Integrated attracted events into destination marketing and ensure to gain maximum ROI Liaise with Council on venues and compliance matters Report quarterly to strategic Event Steering & Acquisition Committee Take part in annual strategy session with steering committee to set priorities for the year ahead <p>Event marketing & leveraging</p> <ul style="list-style-type: none"> Use events in destination marketing campaigns and always on activity Regular and ongoing product and experience development to support and leverage events Develop event packages to help promote increased stay around events 	<p>Event Delivery - 2 x signature events</p> <ul style="list-style-type: none"> Undertake a strategic review and revitalisation process for the 2 signature events and develop their event plans and manuals Facilitate the logistical and operational delivery of the events based on assigned KPIs Liaise with Council on venues and compliance matters Report quarterly to strategic Event Steering & Acquisition Committee <p>Event Delivery - community events (e.g. Food n Groove, markets)</p> <ul style="list-style-type: none"> Facilitate the logistical and operational delivery of the events based on assigned KPIs Liaise with Council on venues and compliance matters

9. VISION AND ASPIRATIONS

VISION

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

MISSION

Within the next three years, the Fraser Coast community, tourism industry, Fraser Coast Tourism & Events and Fraser Coast Regional Council will work collectively to establish robust foundations and frameworks that enable Fraser Coast to develop to its full potential as a competitive regional events destination.



ASPIRATIONS

1. Maximise the economic and social benefits from events
2. Enhance Fraser Coast's reputation as an event-friendly region
3. Build Fraser Coast's identity as a regional events destination

1. MAXIMISE THE ECONOMIC AND SOCIAL BENEFITS FROM EVENTS

Important catalysts for tourism and economic development, events raise the profile and reputation of a destination, and deliver economic benefit through visitor expenditure and repeat visitation.

Events are also an important tool to support and showcase a region's values and aspirations, including environmental responsibility and sustainability, social diversity, innovation and growth.

Event marketing, local businesses and tourism operators each have a key role to play in enticing visitors to increase their length of stay and expenditure. Multiple sectors including hospitality, retail, accommodation and attractions can extend the event experience and provide reasons for visitors to stay and spend, and, in turn, receive benefit from a growing visitor economy.

Measurement mechanisms that allow transparency in understanding the results of events will support assessment and decision making.

Objectives

1. Increase attendance, length of stay and expenditure via out-of-region event marketing and packaging
2. Ensure Council event sponsorship/funding is achieving the maximum return on investment
3. Advocate for sustainable and responsible event management

Measures of success

- Increase in total numbers of out-of-region attendees across the year
- Increase in total event attendees' average length of stay
- Increase in total event attendees' average expenditure
- Increase in average ROI from events
- Enhanced awareness and implementation of sustainable event practices by event organisers

2. ENHANCE FRASER COAST'S REPUTATION AS AN EVENT-FRIENDLY REGION

Fraser Coast cannot deliver the services the local events industry needs without properly managing its people, assets and finances. To successfully support and attract events, Council needs to adequately resource its role in events. This objective is very much about ensuring the necessary 'enablers' are in place for the successful implementation of this Strategy.

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

A partnership governance model will ensure that the Fraser Coast maximises efficiencies and gains maximum value from events across the region. Council will work in close collaboration with FCTE via a strategic steering committee and close working relationships to ensure the best outcomes for Fraser Coast.

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

Fraser Coast has high quality event infrastructure including sports and cultural facilities. Ensuring infrastructure is effectively used across the year requires understanding of the region's event precincts, the current capacity of infrastructure in each, any shortfalls to support event delivery, and then joint planning by Council and stakeholders.

Objectives

1. Streamline Council's event permit/approval process to be more efficient and user-friendly
2. Facilitate the activation of event infrastructure and precincts across the region
3. Develop an efficient and modern events governance model to maximise the benefits the region receives from events
4. Build the capacity of the committees of homegrown events via a pathway to growth and sustainability

Measure of success

- Fraser Coast recognised as a supportive event destination due to a streamlined approval process, and pre-approved event sites and precincts with quality infrastructure
- Increase in average ROI from events
- Building business and event organiser capability

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

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

Development of two iconic signature homegrown festivals across the region will provide anchor events for the calendar. A merger of Whale Festival and Seafood Festival in Hervey Bay will be established initially, with a hip cultural festival that brings together existing events in Maryborough to be launched in 2023. Although both of these signature events will require revitalisation planning, the Maryborough event will require more planning and community consultation to ensure the concept is successfully developed and executed.

In addition to the development and growth support for homegrown events that have a close connection to the place, strategic and proactive event acquisition will play a large role in building the identity of Fraser Coast as a regional events destination. This will be the core event-related charter for FCTE with the team using the assessment framework and proactively identifying and bidding for external business, sport and leisure events that are the best fit for the region, for example, World Whale Conference, Surf Life Saving State Conference, sports expos, Brisbane Roar, Queensland Junior Soccer Carnival, Red Hot Summer, Australian Regional Tourism Convention, Master Games.

Objectives

1. Build Fraser Coast's profile as a leading regional events destination in Queensland
2. Build Fraser Coast's reputation as a regional hub for sports tourism

Measure of success

- Revitalisation of two signature destination events that gain national media exposure and broad appeal
- Increase in total numbers of out-of-region attendees across the year
- Increased numbers of sports events held during shoulder months
- Increased visitation during shoulder months
- Successful event acquisition

10. ACTIVATION PLAN

Aspiration 1: MAXIMISE THE ECONOMIC AND SOCIAL BENEFITS FROM EVENTS

Objective	Priority Projects (to achieve objective)	Action Steps	Project Lead	Timeframe	Budget Estimates	KPI
1.1 Increase attendance, length of stay and expenditure via out-of-region event marketing and packaging	ONLINE CALENDAR OF EVENTS Establish one central event website for all Fraser Coast event listings	Research and sign up for the best-fit software which brings together event listings from a range of sources such as ATDW, Eventbrite, Facebook, major ticketing agencies, local venue and community websites. An example is Everi Event Hub (https://events.destinationgoldcoast.com)	FCTE Marketing team	2021	\$12,000 set up \$9,000 annual fee	Event calendar website established; other Fraser Coast event websites dissolved
	PACKAGE & BUNDLE EVENTS Leverage existing events to maximise the economic benefits the region can receive from them	<p>For example</p> <ul style="list-style-type: none"> Package major events with tourism experiences to increase yield and dispersal. Promote packages during event promotion Bundle fishing competitions to create a calendar of fishing events and promote in a marketing campaign Integrate packages and bundles in 'always on' social media activity 	FCTE Marketing team	Ongoing	Within existing marketing budget	Noticeable increase in event packages/bundles in Fraser Coast destination marketing activity
	BUILD BUSINESS CAPABILITY TO SUPPORT EVENT EFFORTS Council's economic development team to implement an initiative to help businesses see value in events and learn how to package and leverage events	<ul style="list-style-type: none"> Council's economic development team to design and deliver an annual event leveraging training workshop for tourism operators and local businesses on how to leverage events and how to package with events to encourage extended stays and increased visitor spend Develop a local version of TEQ's guide on Working With Events to distribute to local businesses Council to communicate quarterly to the community through existing channels (e.g. Council newsletter) the benefits of recent events such as accommodation occupancy statistics provided by STR, economic impact provided by id. Event impact reports, fundraising achieved by community groups, numbers of volunteers involved, impacts on nearby businesses, etc. Follow event research firm IER's recommendations on how events can create and measure their economic impact Council to promote road closures, etc. to local businesses and residents (rather than event organisers doing this promotion) 	Council	Ongoing	N/A	Annual event training workshop run Benefits of events promoted to community 3 times per year at a minimum
	PLAN & DELIVER EVENT-BASED DESTINATION CAMPAIGNS Use events in destination marketing campaigns to give visitors, especially overnight visitors, a compelling reason to visit. Focus on shoulder and off peak season events to support a balanced year of visitation	When planning annual destination marketing activity, review the events calendar and plan campaigns and always on activity that uses events and event messaging, similar to TEQ's It's Live in Queensland campaign on a local scale	FCTE Marketing team	Ongoing	Within existing marketing budget	Noticeable increase in event messaging in Fraser Coast destination marketing activity. Minimum of one specific Fraser Coast event campaign across the year.

Objective	Priority Projects (to achieve objective)	Action Steps	Project Lead	Timeframe	Budget Estimates	KPI
1.2 Ensure Council event sponsorship/funding is achieving the maximum return on investment	<p>DEVELOP ROBUST DATA COLLECTION SYSTEMS & PROCESSES</p> <p>Capture specified attendee data in surveys to measure ROI on funding, and measure achievement of the aspirations of this strategy</p>	<ul style="list-style-type: none"> Link data collection to funding programs to ensure all events undertake visitor data collection and feed data to Council. Make gathering visitor data an integral part of funding acquittal (e.g. if a funded event does not provide this information within 6 weeks of their event, it will not be eligible for event funding in future years) Have event research specialists IER create a customised survey and review process based on the assessment framework for Council to provide to all events. Provide all Fraser Coast events with a standard event attendee/participant/exhibitor questionnaire based on this strategy and IER's recommendations (event-specific questions can be added to it), along with information on the benefits of gathering such data for the events <ul style="list-style-type: none"> For example, required questions should measure <ul style="list-style-type: none"> Visitor origins Primary purpose for visiting the region Length of stay Expenditure in the community Attendance: total attendances and total number of attendees Have event organisers also provide totals for their out-of-region income (e.g. state government grants) and local expenditure (e.g. payments to local suppliers) Feed ROI information provided by event organisers into event assessment tool (see project below) to better inform future funding decisions Develop an annual report consolidating attendee statistics of events across the region 	Council	2021		Visitor data collected for all Council-supported events (at a minimum)
	<p>ALLOCATE AN EVENT ACQUISITION BUDGET</p> <p>Establish a competitive budget for events acquisition and leveraging to support a balanced portfolio of events across the year. The budget for funding events that attract out of region visitation must be increased to enable Fraser Coast to become competitive as an events destination and reflect the importance of events as a contributor to the visitor economy. Properly focused on achieving outcomes, this investment will significantly boost the local economy.</p>	<p>Reallocate \$500,000 of existing event grant program funds into a dedicated event acquisition fund</p>	Council	2021	N/A	Budget reallocated to event acquisition
	<p>BUILD AN ASSESSMENT TOOL TO GUIDE FUNDING DECISIONS</p> <p>Focus Council funding on achieving desired outcomes such as increased visitor economy benefits, with robust measurement frameworks for ROI</p>	<ul style="list-style-type: none"> Utilising the Enabler: Event assessment framework, build event assessment software that staff can use to input event data to support future funding decision making for all event categories Use this tool to analyse and support the event assessment process each year 	Council	2021	Use existing resources	Event assessment software developed

Objective	Priority Projects (to achieve objective)	Action Steps	Project Lead	Timeframe	Budget Estimates	KPI
1.3 Advocate for sustainable and responsible event management	<p>IMPROVE CULTURAL AWARENESS & INTEGRATION Provide event organisers with an Indigenous framework so a local cultural showcase and awareness is integrated into events where appropriate</p>	<ul style="list-style-type: none"> Council's Indigenous Officer to work with local Indigenous groups to develop a guide for event organisers on how local Indigenous culture can be better incorporated into events Host workshops with event organisers to educate and inspire on cultural awareness and opportunities to integrate into their events 	Council	2021	Use existing resources	<p>Guide developed and distributed to event organisers</p> <p>A minimum of two events integrating new cultural elements into their event</p>
	<p>PROVIDE POSITIVE LEADERSHIP & RESOURCES Identify opportunities to integrate 'ISO 20121: Sustainable Events' into the two signature destination events and encourage the use of this standard by independent event organisers holding events in the region</p>	<ul style="list-style-type: none"> Review 'ISO 20121: Sustainable Events' and develop a plan on how elements will be integrated into events Establish guidelines and targets for improving the sustainable management of local events, and communicate both of these to event organisers across the region Develop and include in the online event portal <ul style="list-style-type: none"> a checklist of things all events must do to be sustainable and responsible an environmental policy template for event organisers to support their funding assessment application process information on climate- and environmentally-friendly options for event organisers and event suppliers Supply event organisers with information about climate-friendly options and environmentally-friendly options for recyclables and disposable goods and promotional products Develop a policy on 'plastic free events' so that all Fraser Coast events become plastic free and support the marine and nature attributes of the region 	Council	2021 (Plastic free policy is longer term - 2023)	Use existing resources	<p>Guidelines, targets, and information developed and distributed to event organisers</p> <p>A minimum of three events across the region introducing new sustainable practices into their event</p>
	<p>SUPPORT COVID-19 CRISIS RECOVERY Plan for, and provide event organisers with information on, how to have COVID safe events</p>	<ul style="list-style-type: none"> Distribute QTIC's Industry Framework for COVID Safe Events to local event organisers Council regulatory department to review protocol around COVID safe events and implement necessary steps within the event approval process 	Council	2020	Use existing resources	COVID safe information distributed to event organisers

Aspiration 2. ENHANCE FRASER COAST'S REPUTATION AS AN EVENT-FRIENDLY DESTINATION

Objective	Priority Projects (to achieve objective)	Action Steps	Project Lead	Timeframe	Budget Estimates	KPI
2.1 Streamline Council's event permit/approval process to be more efficient and user-friendly.	<p>IMPROVE & SIMPLIFY THE EVENT APPROVAL PROCESS Ensuring it is easy for event organisers to host events in the region will build awareness of Fraser Coast as an attractively 'event friendly destination'</p>	<ul style="list-style-type: none"> Develop and implement a consolidated, streamlined online and in person process for event enquiries and approval within Council using triage, and an enforced timeline for when applications must be submitted by Test the new process with a couple of local events and iron out any issues before launching Communicate the new improved process to event organisers and encourage the online process 	Council	2020	Use existing resources	Streamlined approval process implemented and online process live
	<p>REVIEW & UPDATE REGULATORY REQUIREMENTS FOR EVENTS</p>	Review event regulations, such as the types of events that require a permit and ensure consistency. For example, on-water regatta events currently don't require approvals even when thousands of spectators watch from the foreshore	Council	2023	Use existing resources	Event regulations reviewed and updated
	<p>ESTABLISH AN INTERAGENCY EVENT CONSULTATION GROUP</p>	Establish an interagency events committee that meets regularly to discuss and process event applications and fosters a culture of 'event-enabling' within Council (Refer to Governance and Leadership Model). The group is to have representation from decision-makers in all areas involved in holding events on public land and public roads, including planning, transport, parks and recreation, sustainability, and utilities. External regulatory bodies will also be involved to ensure there is complete awareness and transparency on events being processed and approved (such as police, ambulance, fire and emergency, transport, Department of Liquor and Gaming, and Roads and Maritime Services)	Council	2021	Use existing resources	Interagency events committee established and meeting regularly

Objective	Priority Projects (to achieve objective)	Action Steps	Project Lead	Timeframe	Budget Estimates	KPI
2.2 Facilitate the activation of event infrastructure and precincts across the region	IDENTIFY & PLAN EVENT READY INFRASTRUCTURE AND FACILITIES Ensure infrastructure meets the needs of events	<ul style="list-style-type: none"> Audit event sites and infrastructure to identify sites to be developed into fit-for-purpose event precincts, the target events for those sites, and those events' site requirements. Potential precincts could include: <ul style="list-style-type: none"> Brolga Theatre Maryborough Showgrounds Seafont Oval Sports Precinct Esplanade Ocean / Bay Fraser Island Point Vernon Complete an infrastructure and asset development plan for each site to put forward to Council for future infrastructure works Target events on these sites will be given pre-approval to streamline the application process The audit should identify parks and reserves to be available for the local community to access and enjoy year-round which will be excluded from event use Provide a database of public event infrastructure and precincts on Council's website for external and internal use Review options for an efficient booking system for Maryborough Showgrounds to manage equestrian and other potential uses of the facility 	Council	2021	Use existing resources Infrastructure/asset work costing TBD	Event venues and infrastructure audited and infrastructure needs identified Event venue and infrastructure information on Council's website
	IMPLEMENT PRE-APPROVED EVENT SITES	<ul style="list-style-type: none"> Pre-approve the identified event precincts to reduce the need for approvals for certain kinds of events, and to reduce the need to re-do permits every year for the same events Develop an events policy to support this Communicate pre-approved sites to event organisers and use this information to support event acquisition (Refer to Attachment 2: Case study: Shoalhaven City Council) 	Council	2023	Use existing resources	Event precincts developed and pre-approval criteria set
	USE AN EVENT LENS ON ASSET DEVELOPMENT	All Council departments to consult the events team on all asset development in community parks and infrastructure so it can have an event lens cast over it	Council	Ongoing	Use existing resources	All future developments and works undertaken with event needs in mind

Objective	Priority Projects (to achieve objective)	Action Steps	Project Lead	Timeframe	Budget Estimates	KPI
2.3 Develop an efficient and modern events governance model to maximise the benefits the region receives from events	IMPLEMENT NEW EVENT GOVERNANCE MODEL	<ul style="list-style-type: none"> Implement the best practice governance model provided that reviews event positions and roles within Council and FCTE (Refer to Governance and Leadership Model) Include a service level agreement with measurable KPIs and a robust quarterly and annual reporting framework 	Council	2021	Use existing resources	Governance model implemented
	PROVIDE ADEQUATE LEVELS OF RESOURCING Ensure event teams are adequately funded and resourced to deliver on the strategic plan	As per the recommended Governance model and Assessment framework, review and adjust the total budget for event human resources and event functions (delivery, acquisition, etc), to ensure that resources are not overstretched and can deliver on outcomes	Council	2020 and ongoing	Use existing resources	More efficient and successful event teams across the board
Objective	Priority Projects (to achieve objective)	Action Steps	Project Lead	Timeframe	Budget Estimates	KPI
2.4 Build the capacity of the committees of homgrown events via a pathway to growth and sustainability	DELIVER CAPACITY BUILDING PROGRAMS Help homegrown events grow through a robust capacity building program	<ul style="list-style-type: none"> Develop and deliver an annual event organiser workshop and/or online on-demand training program to improve event management and marketing skills Tie funding to event management and marketing training participation, and strategic planning support to help grow homegrown events into financially self-sufficient and viable events. Establish funding criteria tied to required KPIs for event organisers. Implement a final step in the event approval process where the events are supplied a resource kit with their approval notification that has a checklist (and supporting resources) to support them in gaining maximum outcomes from their event e.g. meet with FCTE marketing team to discuss how to market your event, post event review processes, etc 	Council	2021 and ongoing	\$15,000 per year for capacity building programs	Training program and resource kit delivered annually
	PROVIDE MENTORING & RESOURCES Ensure there is capacity to provide strategic planning advice, mentoring and development support to event organisers	<ul style="list-style-type: none"> Develop an online portal with resources for event organisers Identify events with potential to grow and invite them to attend one-on-one strategic planning sessions 	Council	2022 and ongoing	Online portal to be funded via the the event calendar of events website (combine projects) \$10,000 for 3 events per year to participate in mentoring	Resource provided to event organisers. More event organisers supported by mentoring guidance
DEVELOP A REGIONAL VOLUNTEER NETWORK Support event volunteer recruitment		<ul style="list-style-type: none"> Develop a region-wide volunteer database and proactively engage the community to increase volunteerism, such as directly with the region's retirement villages Use the regular communication to the community about event benefits as a means of encouraging volunteer recruitment Develop a means of recognising and rewarding the contributions of volunteers 	Council	2022	Use existing resources	Regional volunteer network established and events tapping into the resource

Aspiration 3: BUILD FRASER COAST'S IDENTITY AS A REGIONAL EVENTS DESTINATION

Objective	Priority Projects (to achieve objective)	Action Steps	Project Lead	Timeframe	Budget Estimates	KPI
3.1 Build Fraser Coast's profile as a leading Queensland regional events destination	<p>INVEST IN TWO SIGNATURE DESTINATION EVENTS</p> <p>Consolidate event resources to invest more into developing one successful signature destination/tourist-attracting event for each of Hervey Bay and Maryborough</p> <p>Invest time into strategic planning to grow the size and quality of existing events, developing and promoting event packages to increase length of stay and spend, marketing events out of region, and growing the capacity of local businesses to leverage events</p>	<ul style="list-style-type: none"> Develop Whale Festival and Mary Poppins Festival into signature on-brand flagship events for Hervey Bay and Maryborough respectively, and allocate funding to undertake strategic planning for each of these events so they have a robust financial model to ensure self-sustainability Develop event revitalisation and growth plans for Whale and Mary Poppins Festivals, with input from a creative director Mary Poppins Festival to secure funding to engage a creative director for multiple years to help revitalise and curate the festival Develop Seafood Festival into a significant event within the Whale Festival program - the best seafood festival in QLD Reinvest the resources from Relish to reinvent the original PubFest with New Orleans/Bourbon Street theming to better suit Maryborough's heritage streetscape and merge with the Mary Poppins Festival (which may be renamed) - this concept requires more strategic planning and community consultation to ensure that it is developed successfully 	External event manager (via Council)	<p>2021 - Plan for Hervey Bay event</p> <p>2022 - Launch Hervey Bay event & plan for Maryborough event</p> <p>2023 - Launch Maryborough event</p>	<p>\$150,000 event management fees</p> <p>\$400,000 for event planning and delivery (\$200,000 per event)</p> <p>Funds are a reallocation from existing budget</p> <p>Note: There is opportunity to apply for RISE and BBRF funding to support the planning phases</p>	<p>Revitalisation plans focused on growing out of region visitation developed for Whale and Mary Poppins Festivals</p> <p>The two events revitalised and launched as signature destination events</p>
	<p>BUILD A BALANCED EVENTS CALENDAR</p> <p>Maintain one comprehensive two-year events calendar for event organisers, local businesses and the community to support marketing and forward planning.</p>	<ul style="list-style-type: none"> Utilise the one central event website software for this calendar Focus development of the calendar of events outside of peak season and school holidays Actively encourage event organisers to host events out of peak season 	Council	2021	Use existing resources	Event calendar website established, and a balanced calendar of events across the year established
	<p>UNDERTAKE PROACTIVE EVENT ACQUISITION</p> <p>Focus on positioning Fraser Coast as an appealing destination to host business, sport and leisure events.</p>	<ul style="list-style-type: none"> Develop new resources to support event acquisition e.g. Event Planner's Guide, Event Precinct Guide (pre-approved sites etc) Establish a dedicated event acquisition section on the destination website Plan and execute marketing activity to build profile and awareness amongst desired event promoters Identify ideal business and sporting events and undertake a proactive pitching process Manage the relationship from start to end to ensure that the event organiser has a positive experience and returns to the region on a regular basis 	FCTE	2021 and ongoing	\$500,000 for event acquisition (from existing budget)	<p>Guide on Council's website</p> <p>Council-supported events providing visitor data</p>

Objective	Priority Projects (to achieve objective)	Action Steps	Project Lead	Timeframe	Budget Estimates	KPI
3.2 Build Fraser Coast's reputation as a regional hub for sports tourism	MAXIMISE SPORT INFRASTRUCTURE	<ul style="list-style-type: none"> Undertake an audit and gaps analysis of sporting infrastructure to determine the sports most suited to target for acquisition and for infrastructure investment requirements Equip FCTE with this information to support the proactive acquisition activity Advocate for the infrastructure development work within Council priorities 	Council	2021	\$20,000 to engage a consultant	Audit complete, and infrastructure requirements and best-fit sports events identified
	ATTRACT HIGH VALUE SPORTING EVENTS These events are great fillers year-round and support mid-week visitation	<ul style="list-style-type: none"> As per the assessment framework proactively acquire sport and recreation events, including suitable regional and state championships and pre-season tournaments that can fill the low seasons across the calendar Work with sporting promoters to confirm a program of regional sporting events and carnivals, and marquee sporting events 	FCTE	Ongoing	Within acquisition budget	Growth in sports events hosted across the Fraser Coast
	MAXIMISE YIELD FROM SPORTS EVENTS VISITORS Focus on extending stay of sports visitors with packages and promotion of reasons to stay appropriate for market	<ul style="list-style-type: none"> Provide training for local businesses on how to leverage sports events to maximise visitor spend Undertake strategic marketing to attract sports events visitors to return for leisure holidays at other times of the year 	FCTE Marketing Team	Ongoing	Within existing marketing budget	Training provided to local businesses
	ACQUIRE A MAJOR SPORTING EVENT	<p>Use an EOJ process to attract a promoter to host a new event in the Fraser Coast. Examples include:</p> <ul style="list-style-type: none"> large-scale signature event similar to the music/sport festival, Bournemouth 7s, as a homegrown replacement for By the C signature mass participation event to build to 4,000 participants, 40% out of region in three years (Z Force Challenge) 	FCTE	2023	Within acquisition budget	Events developed and hosted

11. TIMING OF ACTIONS

Actions	2020	2021	2022	2023	2024
Develop one stop online portal					
Package and bundle events					
Build business capability to support event efforts					
Plan and deliver event-based destination campaigns					
Develop robust data collection systems and processes					
Allocate an event acquisition budget					
Build an assessment tool to guide funding decisions					
Improve cultural awareness and integration					
Provide positive leadership and resources					
Support COVID-19 crisis recovery					
Improve and simplify the event approval process					
Review and update regulatory requirements for events					
Establish an interagency event consultation group					
Identify and plan event ready infrastructure and facilities					
Implement pre-approved event sites					
Use an event lens on asset development					
Implement new event governance model					
Provide adequate levels of resourcing					
Deliver capacity building programs					
Provide mentoring and resources					
Develop a regional volunteer network					
Invest in two signature destination events					
Build a balanced events calendar					
Undertake proactive event acquisition					
Maximise sport infrastructure					
Attract high value sporting events					
Maximise yield from sporting events visitors					
Acquire a major sporting event					

12. MEASUREMENT & EVALUATION

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

Performance will be measured against the specific KPIs for each project as per the Activation Plan, and the following overarching performance criteria:

Performance Criteria	Measure Of Success
Increased overnight visitation	Number of overnight visitors in region as reported by Tourism Research Australian (TRA) Length of stay as reported by TRA Growth in total numbers of out-of-region attendees as collated from Fraser Coast event visitor surveys Increase in total event attendees’ average length of stay as collated from Fraser Coast event visitor surveys
Increased visitor spend	Visitor expenditure as reported by TRA Increase in total event attendees’ average expenditure as collated from Fraser Coast event visitor surveys
Increased visitation during shoulder months	Number of monthly domestic visitors to region as reported by TRA (by special request)
Enhanced liveability of the region (defined in tourism context by aspects of a growing economy, vibrant public spaces, community engagement in local events)	Number of residents attending events as collated from Fraser Coast event visitor surveys Number of events and activities in public spaces Economic growth metrics as reported by REMPLAN Local employment as reported by REMPLAN
Building business and event organiser capability	Number of businesses and event organisers participating in capacity building programs Number of new cooperative event marketing and/or product development activities
Event acquisition	Number of event proposals received and considered each year Number of events acquired each year
Increase in average ROI from events	Average ROI from Council-funded events as per the three measures of success outlined in the Assessment Framework, and as collated from data from Fraser Coast event visitor surveys
Enhanced awareness and implementation of sustainable event practices by event organisers	Number of events adopting sustainable practices such as recycling, plastic free, carbon offsetting, etc.
Increased numbers of sports events held during shoulder months	Number of sports events (attracting at least 50% out of region visitation) held outside peak season

Measurement will be supported by use of consistent evaluation metrics for Fraser Coast events, particularly all events supported by Council.

13. APPENDICES

APPENDIX 1: EVENT FUNDING PROGRAM

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

1. Significant Events Fund
2. Event Acquisition Fund
3. Homegrown Event Fund

For each event category, the Event Funding Program outlines the events to attract, support and leverage and the KPIs they need to deliver.

The Program is the practical means to implement the assessment framework and ensures Council has a transparent decision-making process in actioning the Strategy.

Following is an overview of the three separate funding streams and the associated assessment criteria, with a total annual budget of \$1,350,000 committed to the delivery of this Program (Note: this is a reallocation of the existing events budget i.e. no new budget requests and an adjustment to existing event funding programs within Council).

Event Category	Budget allocation*	Quantity funded/year	Economic KPIs	Social KPIs	Other KPIs
1. Significant Events Fund					
This funding is to support the strategic development and growth of the two signature destination events for the Fraser Coast (Whale Festival - including Seafood festival in Hervey Bay and Mary Poppins/Bourbon Street Festival in Maryborough). The total budget of \$550,000 per year is broken into professional event services and event delivery as per below.					
\$150,000 fee for service (plus bonuses) for professional event managers					
\$400,000 towards delivery of two signature destination events					
These two events are encouraged to apply for extra state and federal government funding; however, they are not eligible for further funding under Homegrown Events Fund.					
Significant Events	\$550,000	2	<ul style="list-style-type: none"> • Visitor #: 10,000-20,000 people • OVE^β: \$2million + • Visitor nights: 2-4min • Align with target markets • Media: Regional to national • AVE^β \$500,000+ • Time of year (off peak/shoulder) • Strong dispersal and yield strategy • Use local suppliers • Event listed on ATDW • Event eligible for State Government Funding • ROI^β: 10:1 minimum 	<ul style="list-style-type: none"> • Engage local communities and build capability • Build community pride • Enable new infrastructure • Activate event spaces • Improve attractiveness to live and do business • Respect 'community licence' and give back to community • Showcase Fraser Coast in a positive light through media and digital activity 	<ul style="list-style-type: none"> • Showcase and celebrate the USP of the region • Current environmental policy in place around waste, water, power (prefer plastic free and no waste policy) • 3 years of strong financial records • Necessary insurances in place • Align with the priority sectors/themes in assessment framework

*Budget allocation has been determined based on the funding allocated to events over the past few years and the forecasted budget for 2020/21
^β OVE refers to Overnight Visitor Expenditure; AVE refers to Advertising Value Equivalency and ROI refers to Return on Investment

Event Category	Budget allocation*	Quantity funded/year	Economic KPIs	Social KPIs	Other KPIs
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2. Event Acquisition Fund

This fund is for the strategic and proactive acquisition of external events (cultural/leisure, sport, business). The total budget allocation is to be used to undertake the event pitching, to support a bid, and to manage/leverage all successful events/relationships.

These events are encouraged to apply for extra state and federal government funding; however, they are not eligible for further funding under other Council funding streams.

Significant Events	\$500,000	1	<ul style="list-style-type: none"> • Visitor #: 10,000-20,000 people • OVE^B: \$2million + • Visitor nights: 2-4min • Align with target markets • Media: Regional to national • AVE^B \$500,000+ • Time of year (off peak/shoulder) • Strong dispersal and yield strategy • Use local suppliers • Event listed on ATDW • Event eligible for State Government Funding • ROI^B: 15:1 minimum 	<ul style="list-style-type: none"> • Engage local communities and build capability • Build community pride • Enable new infrastructure • Activate event spaces • Improve attractiveness to live and do business • Respect 'community licence' and give back to community • Showcase Fraser Coast in a positive light through media and digital activity 	<ul style="list-style-type: none"> • Showcase and celebrate the USP of the region • Current environmental policy in place around waste, water, power (prefer plastic free and no waste policy) • 3 years of strong financial records • Necessary insurances in place • Align with the priority sectors/themes in assessment framework • Positive references from past host destinations
Regional Events		5-10	<ul style="list-style-type: none"> • Visitor #: 3,000 + • OVE: \$1million + • Visitor nights: 2-4min • Align with target markets • Time of year (off peak/shoulder) • Use local suppliers • Media: Local district • AVE \$100,000+ • Event listed on ATDW • ROI: 15:1 minimum 	<ul style="list-style-type: none"> • Engage local communities and build capability • Build community pride • Activate city spaces • Improve attractiveness to live and do business • Respect 'community licence' and give back to community • Showcase Fraser Coast in a positive light through media and digital activity 	<ul style="list-style-type: none"> • Showcase and celebrate the USP of the region • Current environmental policy in place around waste, water, power (prefer plastic free and no waste policy) • Necessary insurances in place • Align with the priority sectors/themes in assessment framework • Positive references from past host destinations

Event Category	Budget allocation*	Quantity funded/year	Economic KPIs	Social KPIs	Other KPIs
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3. Homegrown Event Fund

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

Regional Events	\$300,000	10-15	<ul style="list-style-type: none"> • Visitor #: 3,000 + • OVE: \$1million + • Visitor nights: 2-4min • Align with target markets • Time of year (off peak/shoulder) • Use local suppliers • Media: Local district • AVE \$100,000+ • Event listed on ATDW • ROI: 10:1 minimum 	<ul style="list-style-type: none"> • Engage local communities and build capability • Build community pride • Activate city spaces • Improve attractiveness to live and do business • Respect 'community licence' and give back to community • Showcase Fraser Coast in a positive light through media and digital activity 	<ul style="list-style-type: none"> • Showcase and celebrate the USP of the region • Current environmental policy in place around waste, water, power (prefer plastic free and no waste policy) • Necessary insurances in place • Align with the priority sectors/themes in assessment framework
Community Events		10-20	<ul style="list-style-type: none"> • Attendee #: 500+ • Use local suppliers 	<ul style="list-style-type: none"> • Align to the Council's Community Plan • Appeal to the different demographics of the community • Activate public spaces • Communicate key community and Council messages in a timely way • Build pride in Fraser Coast amongst residents • Increase knowledge and skills within the community • Celebrate community milestones that acknowledge local area achievements • Celebrate or commemorate people, organisations and their actions 	<ul style="list-style-type: none"> • Current environmental policy in place around waste, water, power (prefer plastic free and no waste policy) • Necessary insurances in place

MEASUREMENT OF SUCCESS

All events funded by Fraser Coast Council must undergo robust post event reporting, which includes the use of a consistent measurement of success using the following formulas.

Visitor nights x average visitor spend (NVS) = event value to local economy

Return on Investment: Visitor nights x average visitor spend (NVS) / Total grant value = XX:1

APPENDIX 2: SUPPORTING ACTIONS

A range of additional project opportunities identified in the development of this Strategy are summarised below. While these projects are not included in the priority projects for the next five years, they warrant consideration when budget and capacity is available.

Aspiration 1: Maximise the economic and social benefits from events

Increase attendance, length of stay and expenditure via out-of-region event marketing and packaging

- Use a regional event brand to market all events under one umbrella
- Support event marketing through marketing training for event committees and tourism operators
- Promote Fraser Coast as a sports and business event destination
- Use a central ticketing platform

Aspiration 2. Enhance Fraser Coast's reputation as an event-friendly destination

Facilitate the activation of event infrastructure and precincts across the region

- Provide a database of public event infrastructure and precincts on Council's website for external and internal use
- Continue to encourage investment in accommodation infrastructure in Maryborough to meet needs of target visitor markets (closely consider refurbishment vs new development due to low occupancy).

Aspiration 3: Build Fraser Coast's identity as a regional events destination

Build Fraser Coast's profile as a leading regional events destination in Queensland

- Introduce a methodology to quantify the economic impact of events for the Fraser Coast to inform event acquisition
- Consolidate to invest more into fewer events. Invest more time into strategic planning to grow the size and quality of existing events, developing and promoting event packages to increase length of stay and spend, marketing events out of region, and growing the capacity of local businesses to leverage events
- Focus development of the calendar of events outside of peak season and school holidays
- Include strategic planning and creative curation for future events into the post-event review process of destination events such as Whale Festival
- Increase visitation from car club events
- Work with sporting promoters to confirm a program of regional sporting events and carnivals, and marquee sporting events
- Maintain a comprehensive two-year events calendar for event organisers, local businesses and the community to support marketing and forward planning
- Develop a balanced calendar of regional homegrown events, with priority support given to those in shoulder and off-peak seasons
- Use an EOI process to attract a promoter to develop a new large-scale signature event similar to the music/sport festival, Bournemouth 7s, as a homegrown replacement for By the C

Build Fraser Coast's reputation as a regional hub for sports tourism

- Develop new signature mass participation event to build to 4,000 participants, 40% out of region in three years (Z Force Challenge)
- Proactively acquire sport and recreation events, including suitable regional and state championships and pre-season tournaments
- Continue to develop outdoor activities and events and infrastructure that build Fraser Coast's reputation for outdoor recreation and sports events and celebrate the region's outdoor lifestyle

APPENDIX 3: CASE STUDY: SHOALHAVEN CITY COUNCIL

Shoalhaven City Council's events policy includes the following best-practice elements:

- The Event Liaison team is the key point of contact to help event organisers through the regulatory process
- Events are an exempt development in the Local Environment Plan and therefore don't require a Development Application if held on Council land and don't involve overnight accommodation in a bushfire-prone zone. Instead, the Event Liaison Team assesses the event within the Tourism Team and issues a permit under the local government act based on this policy
- The Event Liaison Team confers with event organisers about the suitability of their event type, the best timing for the event, suitable locations and contingency planning, infrastructure available, and the relevant permits and necessary timeframes to secure approval, including what information is required to support an application
- The initial event application form includes checklists to determine when additional requirements are triggered such as traffic and waste management plans
- Environmental sustainability is addressed with the provision of a planning template



APPENDIX 4: POST COVID-19 EVENT RECOVERY TIPS

This action plan provides information on expected event trends, changing visitor markets, and resources to support recovery post COVID-19.

As travel resumes in phases (intrastate then interstate then international), regional events are poised to benefit if they can stand out in the crowded marketplace and meet the needs of visitors.

Post-Covid Travel Trends

COVID-19 is expected to impact travel behaviour for many months after the virus threat has gone. Some travel trends will include:

- Consumers want something to look forward to and will be keen to plan and book a holiday
- Consumers will seek out simple, meaningful experiences
- People will visit family and friends for emotional support and connection
- Travel will not be taken for granted, with greater intentions around the planning to ensure it offers what they are looking for. During recessions, impulse purchases dramatically decline and travellers seek bargains. Those who manage household budgets (typically women) will search for detailed information on events, activities, experiences, reviews and prices. Event organisers should provide in-depth content.
- During a recession values and behaviours change. We become more concerned for others and with collectivism and move away from individualism. Materialism and possessions become less important. Volunteering and social tourism have a higher priority in a more inclusive society
- There will be increased requirements around health and safety
- Grey nomads may be slow to return to travel due to safety concerns, requiring destinations dependent on these travellers to explore new markets
- The strain that our lifestyle places on the natural environment has never been more apparent. If there is a silver lining to COVID-19, it is perhaps that event organisers have a unique opportunity to change the future of events to be climate- and environmentally friendly
- During an economic slowdown, tourists tend to travel less, stay closer to home and seek simplicity. For example: value-based holidays based on basic facilities, meeting locals, and free time. Here, tourism is about the beach or the view from the mountain, and being less plugged in
- Cities will be the least appealing destinations

Post-Covid Travellers

The first travellers are likely to be:

- Those visiting friends and family they haven't seen for a while
- Local travellers or those who live nearby who would normally travel far away
- People travelling for their passion, doing things they haven't been able to in lockdown
- (This might also be locals taking part in their passion locally when they would typically do that elsewhere)
- Millennials seeking adventurous outdoor activities
- Business travellers

Post-Covid Event Attendees

In May 2020 Festicket surveyed 110,000 European festivalgoers:

- 58% would pay to watch a live stream, either via a typical ticket or by donation
- 60% watched at least one live stream during lockdown
- Over 75% would feel comfortable booking events for 2021
- 75% would feel confident booking a festival ticket for next year within the next two months
- 82% said free cancellation would be a key consideration when booking future events
- 82% would feel confident attending a festival within one to six months post lockdown. Within that group, 66% would feel confident enough to attend within one to three months, while 30% would do so immediately after lockdown is lifted
- One-day festivals top the list of events that fans will return to first, though almost 70% said they'd attend a weekend festival
- 34% intend to spend €250-€500 (AU\$400-800) next festival season, while 24% intend to spend more than €500 (AU\$800)
- Event attendees expect event organisers to implement extra measures, such as clearly communicating health and safety measures in advance, setting up hand sanitising stations, operating at reduced capacity, and offering free cancellation on tickets

Arts & Culture Event Attendees

Audience Outlook Monitor surveyed 23,000 Australians from arts and cultural organisations and their audiences:

- 85% plan to attend arts and cultural events as much or more as they did before the pandemic
- 22% are ready to attend as soon as restrictions are lifted
- 67% will attend when they deem the risk of transmission to be minimal
- 96% say venue safety measures will affect their decision to attend
- 62% most comfortable with venues with a capacity of under 50 (the larger the venue, the less comfort)
- 64% already feel comfortable attending an outdoor event
- 89% feel encouraged by disinfecting public areas and free hand sanitiser, 83% by separated seating to ensure social distancing
- 75% are participating in online arts and culture activities
- 1 in 3 of those online have paid for a digital experience, most commonly by donation

Scenario Planning

During the COVID-19 recovery, use data to create scenario-based plans for the future of your event. Find out how to plan a matrix of four possible future scenarios [here](#). The four scenarios are developed using two impactful trends and two key uncertainties, and once developed, are used to support strategic planning.

Industry Framework for COVID Safe Events in Queensland

Queensland Tourism Industry Council has developed guidelines for how to hold COVID safe events.

[Read the guide](#)

[Read the FAQ on the guide](#)

[Download the COVID safe checklist for events under 500 attendees](#)

