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Message from the Mayor

Events can provide a wealth of benefits to Redland City.

Located on Moreton Bay, with open spaces and in such close proximity to Brisbane and the Gold Coast, the Redlands is ideally placed to attract event goers. Coupled with our warm hospitality, community pride, arts and culture, the Redlands has much to offer in terms of becoming a premier events destination.

Undoubtedly, festivals, events and social activities bring together, and support, greater connectivity between cross-sections of the community.

Growing the City's existing events, and attracting new events, is a focus for the Redlands.

Development of an Events Strategy to help Redlands benefit from events is an action of key Council strategic documents – the *Redland City Tourism Strategy and Action Plan 2015–2020* and *Redland City Council Corporate Plan 2015–2020*.

This five-year *Redland City Events Strategy and Action Plan 2017 – 2022* provides a collective vision for the Redlands to be renowned as one of Australia's most event-friendly destinations, with a balanced calendar of events across the City that attract increased visitation, bolster the economy and reflect our community and cultural fabric.

It is informed by stakeholder feedback and market trend assessment to provide an overview of current event trends.

The Events Strategy and supporting Action Plan sets out how events operators, businesses, Council and other agencies can work together to achieve the vision

by seizing opportunities for infrastructure, event promotion and networking as well as event coordination, development and investment.

Initiatives such as the formation of a 'Red Team' will give event organisers a pathway to meet with relevant stakeholders from Council and other agencies to pitch ideas, discuss requirements and learn about available support including a new suite of online resources, development opportunities and funding sources.

Enhanced partnerships and collaboration will be paramount to the success of developing local events and leveraging opportunities such as those presented by the 2018 Gold Coast Commonwealth Games, the largest event to occur in Australia this decade.

In addition, we are working towards having at least one signature event that is synonymous with the identity of Redland City and is recognised nationally.

We want residents and visitors alike to enjoy a variety of long-running and new memorable events that are distinctly Redlands – and to keep coming back time and time again.

Events are everyone's business.

Cr Karen Williams
Mayor of Redland City



Introduction

Redland City Council (Council) has developed a five-year Events Strategy and supporting Action Plan for the period 2017–2022. It is an action of the *Redland City Tourism Strategy and Action Plan 2015–2020*, which was adopted by Council on 17 June 2015.

The purpose of developing this Events Strategy is to provide:

- a strategic direction and focus for events in Redlands based on market trends and consultation
- an assessment of events for the Redlands, including opportunities and challenges
- a framework and recommendations for how Redland City Council could best enable, along with event stakeholders, the growth of events for the economic and social benefit of Redland City.

Council commissioned Krista Hauritz Tourism & Events to assist

in developing the documents. The process used to develop these documents involved the following:

- face-to-face consultation with the community, including three event workshops at Cleveland, North Stradbroke Island and Russell Island
- face-to-face consultation with council officers, including a workshop with cross-Council department representation
- liaison with event organisers and regional and state tourism organisations
- benchmarking against seven local government authorities in

Australia to identify best practice for event processes and facilitation, including organisation structure and resourcing

- preparation of a draft Event Strategy and Action Plan, and finalisation of the document after feedback from Council and industry operators.

This *Redland City Events Strategy and Action Plan 2017–2022* recognises Redlands' competitive advantages for events, including open green spaces, being located on Moreton Bay within 35 minutes' drive from Brisbane CBD, its diverse landscape including

islands and hinterland, and rich cultural heritage.

It also highlights that growing events for the Redlands could lead to social, environmental and economic benefits, including employment for local youth, local profiling and participation of the arts.

This Events Strategy provides the impetus to make Redland City become nationally recognised as a regional event destination.

As a living document, the Events Strategy will be reviewed by Council, the Redlands Tourism Subcommittee and Redlands Economic Development Advisory Board.



Strategic direction

Vision

Redlands is renowned as one of Australia's most event-friendly destinations, with a balanced calendar of events across the City that attract increased visitation, bolster the economy and reflect our community and cultural fabric.

Strategic approach

The strategic event approach for the Redlands is to focus on:

- existing, recurring events including community-run events and where possible, working to lift them to signature/destination event status
- attracting new events that lift the profile of the Redlands and/or contribute significantly to the economy, particularly during low and shoulder periods
- encouraging events to build on Redlands' hero experiences and competitive advantage to reflect the area's unspoilt nature, bay and islands.
- enabling events to better reflect Redlands locations through the facilitation of event space activation across the City.

In five years' time

- Redland City will be home to at least one signature/destination event that is distinctly Redlands.
- Redlands will have capacity to support events with improved infrastructure including a dedicated events facility that can cater for more than 15,000 people and is not in conflict with other uses.
- Events will partner and collaborate, share resources and undertake co-promotion.
- Working with Redland City Council to organise an event will be a seamless process, with a well-utilised event portal.
- Connectivity to event venues on the mainland and islands will have improved.
- Packaging of events, accommodation, transport and activities will provide a value-add and enhance the event attendees' overall experience as well as maximise visitor spend within the Redlands.

Strategic links

The *Redland City Events Strategy and Action Plan 2017–2022* has been developed in consideration of – and aims to leverage from – the following local (Redland City), regional (Brisbane Region), state (Queensland) and national strategies:

Redland City

- **Redland City Tourism Strategy and Action Plan 2015–2020:** the local tourism industry's blueprint for the future. It sets out how the tourism industry and Council can work together to seize opportunities in tourism investment and development, destination marketing and events as well as supporting infrastructure and coordination.
- **Redland City Economic Development Framework 2014–2041:** a framework designed for business to be driven by an Economic Development Advisory Board, giving business a central role in the future economic growth of the City. The Tourism (Accommodation and Food Services) sector is represented on the Board.
- **Redlands – Open for Business and Investment:** a snapshot of Redlands' demand drivers for business including demographics, industry profile and projected investment trends.

- **Redlands 2030 Community Plan:**

Creating Our Future: a plan to achieve the Redland community's vision for the future. It was developed by more than 3000 community members, business people and local organisations and was supported by Redland City Council staff and elected representatives.

- **Redland City Council Corporate Plan 2015–2020:**

guides the development of Council's Operational Plan and Budget. The Corporate Plan's structure, its underlying values and overarching mission of sustainability (of our diverse places and strong communities) is strongly informed by the Community Plan. Events are specifically listed in the plan as follows:

4. Quandamooka Country: Promote traditional knowledge and increase the profile of Aboriginal heritage through signage, cultural tourism and community events.
6. Supportive and vibrant economy

6.2 Redland City delivers events, activities and performances that bring economic and social benefits to the community.

Performance indicator: Attendance numbers and economic return at events across the City.

Our commitment: Develop a new events strategy that delivers economic development through a balanced and sustainable calendar of events across the City.

7. Strong and connected communities: Festivals, events and activities bring together and support greater connectivity between cross-sections of the community.

- **Redland City Council 2016–2017 Operational Plan:** sets out the work Council plans to do to contribute to the Corporate Plan and the Community Plan.

- **Redlands Planning Scheme:** currently being reviewed to update it for 2015 and beyond. This blueprint for the future development of the City will be known as 'Redland City Plan'.

- **Redlands Transport Plan 2016:** 15-year integrated transport strategy for developing sustainable transport systems in the Redlands. To be reviewed.

- **North Stradbroke Island Economic Transition Strategy:** A strategy for North Stradbroke Island supported by 16 actions that aim to drive sustainable tourism, expand education and training opportunities and foster business develop and growth when sand mining is discontinued from 2019.

- **Redlands Rural Futures Strategy 2013:** a report noted by Redland City Council that includes information on the rural economy and uses of rural space in the Redlands. Not adopted

- **A Festivals and Events Strategy for the Redlands 2008:** a report that demonstrated Council's commitment to achieving sustainable festivals and events and to strengthen the role of events as opportunities for cultural expression.

Brisbane and South East Queensland

- **Brisbane 2022 New World City Action Plan:** an economic agenda to identify and prioritise the city's actions toward 2022 and beyond.
- **Brisbane Visitor Economy Strategy A Signature/Destination Tourism Plan for Brisbane 2014–2020:** a strategy that underpins the partnership of Brisbane's tourism industry, Greater Brisbane councils and the Queensland Government and the shared commitment necessary to meet the goal of growing the value of the industry to \$8.4 billion by 2020, and creating 80,000 FTE employment opportunities.
- **South East Queensland Regional Plan 2009–2031:** a statutory regional plan that is currently being reviewed.

Queensland

- **Advancing Tourism 2016–20:** the Queensland Government's plan to grow tourism and jobs. It seeks to capitalise on the opportunity afforded by unprecedented growth in tourism to increase market share and boost tourism jobs by targeting four priority areas – grow quality products, events and experiences; invest in infrastructure and access;

build a skilled workforce and business capabilities; and seize the opportunity in Asia.

- **Queensland Ecotourism Plan 2015–2020:** provides the framework for building a thriving ecotourism industry and delivering new ecotourism experiences in Queensland's spectacular national and marine parks and other natural areas.
- **Signature/Destination Success: the 20-year Plan for Queensland Tourism:** a plan that outlines how the tourism industry in Queensland can be competitive and successful in the long-term as well as increase visitor expenditure to \$30 billion by 2020.
- **Tourism and Events Queensland Strategic Plan 2015–2019:** highlighting *It's Live* – Event and Signature/Destination Optimisation – to provide a platform to take Queensland's signature/destination focused events calendar to market and optimise the value of Tourism and Events Queensland investment in events that promote Queensland's signature/destinations.
- **The Queensland Plan:** a plan created by Queenslanders for Queensland that provides a 30-year roadmap for the state's growth and prosperity.



Redland Bayside Bluesfest



Events in the Redlands – a snapshot

Location

From the bush to the bay, covering 537 square kilometres, Redland City is part of South East Queensland, located 35 minutes or 26km from Brisbane and a one-hour drive or 76km from the Gold Coast.

Redlands is the gateway to North Stradbroke Island, Coochiemudlo Island and the Southern Moreton Bay Islands.

Population

In the 2011 census, Redlands had an estimated population of 148,614, with Alexandra Hills having the highest population with 16,698 residents, followed by Capalaba with 16,634 residents, Cleveland with 14,420 residents and Birkdale with 13,865 residents [1].



Figure 1: Map of Redland City including suburbs



Definition of events and hierarchy

What is an event?

According to *A Festival & Events Strategy for the Redlands (2008)* the Queensland Government describes events as having the following characteristics:

- can be one-off, annual or occur more frequently
- are open to the public or a specific interest group
- have pre-determined opening and closing dates and times
- may not require permanent structures
- may be staged in a single venue or multiple venues
- could be conducted on a single day or over a number of days
- focus on one area/recreation activity or a number of activities
- can include participants from different age groups or ability levels [2].

The City of Casey, Victoria (2008) highlights that there are several types of events that can be private, enterprise driven or community-based including entertainment events (free or ticketed), exhibitions and expos (to view, buy or sell products or services), festivals (cultural celebrations), fundraisers (for a charity or cause), major events (more than 5000 attendees) as well as meetings, conferences and conventions (to exchange information or for education purposes) [2].

Event hierarchy

The following event hierarchy can be used to identify events that contribute to the triple bottom line for Redlands, that is, those that deliver social, environmental and economic benefits to the City.

Tier 1 – Signature/destination events

Signature/destination events have been specifically identified for the role they can play in giving Redland City and the community a genuine competitive advantage where, over time, the events and the signature/destination become inseparable. This type of event identifies with the spirit or ethos of a town, city or region, becoming synonymous with the name of the place. The event showcases the uniqueness of the town to create interest and attract attention from attendees outside the region [3].

These events are “distinctly Redlands”. Most are recurring events that generate triple bottom line benefits and attract local, regional, national and even international media coverage. Examples of signature/destination events are the Tamworth Country Music Festival and Toowoomba Carnival of Flowers.

Objectives:

- More than 5000 attendees
- Synergy with City image and natural assets
- Local, regional, national and international media promotion.

Tier 2 – Significant events

These are major events in terms of their scale and the level of media interest. These events can attract significant visitor numbers, boosting the local economy and tourism, and provide social, community and cultural benefits [3]. These events are usually one-off or occasional events that may not be unique to the region. Major events may have a local, regional, state, national or international profile such concerts, the PGA Golf Tour, Queensland Triathlon Series that includes Raby Bay and the Australian Junior Surfing Titles held at Point Lookout, North Stradbroke Island.

Objectives:

- More than 1000 attendees
- Vibrant and diverse activations
- Local, regional and national media promotion.

Tier 3 – Local events

Local events are targeted at local audiences and are staged primarily for their social, fun and entertainment value due to their unusual nature or unique setting [3]. The events celebrate locations and attract some visitors from outside the City. The events generate triple bottom line benefits and attract local and regional media coverage such as the 4 Islands Festival.

Objectives:

- Drive community engagement
- Local and regional media promotion.

Council-run corporate events including citizenship ceremonies are out-of-scope of this event hierarchy.



Market trend assessment

Events and festivals are a global phenomenon in a competitive industry that has experienced rapid growth. Consumers are spending more disposable income on travel and attend – and expect more – from events and festivals.

An assessment of global and national events as well as festival and consumer trends that could potentially impact Redland City's ability to sustainably grow events has been undertaken. These trends are based on personal insights from Krista Hauritz Tourism & Events, consumer mega trends and event trends sourced from Bernard Salt, *KPMG Demographics* [4], *Mintel Australia and New Zealand Consumer Trends (2015)* [5] and *Eventbrite New Trends Impacting Festival and Consumer Events (2015)* [6].

According to Tourism Research Australia's *Events: Driver of Regional Tourism Summary (2014)*:

- 87 per cent of Australians travelled domestically in the past two years
- More than half (56%) visited a regional destination
- Almost one-quarter of Australians have been to at least one event in a regional area in the past two years
- The most popular events were:
 - ◆ food and wine
 - ◆ music related
 - ◆ garden and botanical
 - ◆ sport (as a spectator)
 - ◆ art exhibitions [7].

For Redland City to be competitive, events and festivals within the City need to constantly evolve in line with current consumer trends to attract repeat and new attendees. These trends include:

- globalisation and homogenisation
- environmentally conscious consumers
- “it’s all about me”
- food culture
- hybridisation – specialised focus
- digital and online ticketing
- social media [7].

Globalisation and homogenisation

With an increased number of festivals and events held across Australia over the past decade, globalisation and homogenisation of events need to be considered. For example, many regional events across Queensland and Australia have similar live entertainment and experiences and even the same food stalls and performers. Over time, the homogenisation of some events could reduce their attractiveness, particularly in terms of attracting visitors from outside a region.

Implications for the Redlands

There is potential to work with event organisers to investigate further development of signature/destination events that are endemic to the Redlands and are not easily copied. Event organisers could also be encouraged to develop event experiences that meet consumer trends and build on experiences only available in the unique Redlands landscape.



Environmentally conscious consumers

Citizens wanting to reduce their carbon imprint will likely have a long-term impact on events. This could lead to people visiting events closer to home and attending events that are environmentally sustainable and/or contribute/give back to the environment.

Implications for the Redlands

There is opportunity to promote sustainable green and nature-based events, capitalising on the Redlands’ open spaces and island locations within close proximity to Brisbane, Australia’s third-largest city.



Christmas by Starlight

“It’s all about me”

Events and festivals are attracting a larger audience and attendees are expecting more in return in terms of quality and experience, and particularly personally tailored experiences. “Event experience” creates a legacy.

To meet the growing demand of consumers in a competitive industry, event promoters are offering multi-level VIP packages, season passes to a set of local events, behind-the-scenes access, fast-track admission, premium food and beverage packages and exclusive VIP restrooms to meet the demand for premium experiences [4]. According to Eventbrite, VIP experiences represent 10% of ticket sales and 25% of revenue [6].

Implications for the Redlands

Events in the Redlands must be safe, exciting and memorable. Event organisers should be encouraged to facilitate the development of experiences to meet the growing demand for personalised and premium experiences, such as exclusive, personally tailored, interactive and behind-the-scenes experiences that cannot be experienced anywhere else.

Food culture

According to Tourism Research Australia, food and wine events have the second highest value (behind music events) for attracting overnight visitors [7].

The growth of demand for quality food, “out-of-home” coffee consumption and paddock-to-plate (or ocean-to-plate) experiences has grown dramatically in the past decade. From the rise of the celebrity chef to cooking schools and reality cooking shows gaining top television ratings across Australia, consumers are expecting quality food experiences at festivals and events, regardless of the event genre, for example, consumer expectations for quality coffee and food at sporting events or music labels and restaurants collaborating to create mini-festivals in abandoned rail yards. Super foods were also a major Australian consumer trend in 2015, with festival attendees often citing in festival visitor surveys the desire for fresh, healthy food options at events.

Implications for the Redlands

Event organisers should be encouraged to provide quality food experiences at events and value-adds, especially highlighting paddock and ocean-to-plate experiences that are endemic to the Redlands, for example, fresh seafood and small rural production.

“Hybridisation”– specialised focus

A recent festival trend, called “hybridisation” in the niche sector, features consumer spending on their personal hobbies and passions. Hybridisation allows festivals to grow in a slow economy by adding complementary activities and attractions for attendees, for example, live music at trade expos, health and lifestyle activities at sporting events, and food and wine experiences at music events. This ultimately provides for a wider variety of experiences for the attendees.

Hybridisation can benefit a local community and stimulate tourism with overnight stays. An example of hybridisation is the Toowoomba Carnival of Flowers that has evolved to meet consumer demands by offering local produce cooking demonstrations, market stalls, music and tours in addition to the flower parade and flower displays, lasting 10 days. With a wide range of activities, attendees are likely to come with a larger group of friends and family, stay longer and spend more. Hybridisation provides opportunities for more diverse attractions and, potentially, a broader range of sponsors [8].

Implications for the Redlands

For events in the Redlands to remain competitive and become sustainable, they need to further enhance their niche experiences and, over time, could develop quality add-on bundling and packaging such as well-themed tours.

Digital and online ticketing

According to Mintel's *Australia and New Zealand Consumer Trends 2015*, two-thirds of Australians are using mobile internet for 90 minutes per day [5]. The innovation and advances in technology are changing how we do business and are impacting festivals and events.

Online sales allow event promoters to gather attendees’ geographic and demographic data and expected event attendance, which provides an opportunity to pre-plan to avoid logistic shortfalls. The collection of data can also be used to show which methods of marketing were successful, with direct links from the referral source such as online promotions, direct email promotion, social media, search engines or links from other websites.

Online statistic data can provide valuable information for evaluation of the success of the event, including which promotion methods attracted the highest sales and geographic information about the attendees. Online surveys are available from service providers, such as Survey Monkey and Eventbrite, can help event organisers to gather attendee feedback and to engage and establish loyalty with attendees. Combining data collection from an online booking through to attendee feedback provides event organisers with the opportunity to evaluate the entire events’ effectiveness, and to make improvements for the future [8].

Implications for the Redlands

Event organisers should be encouraged to make event information easily accessible online, including use of mobile-accessible websites, Australian Tourism Data Warehouse listings, digital programs, online ticketing and potentially online merchandise as well as through traditional methods.

Social media

Technology has driven changes in planning events and festivals, with social media having a tangible impact on marketing awareness and driving consumer attendance at events. Savvy festivals use social media platforms such as Facebook, Twitter, Instagram and live streaming to generate excitement, conversation and sharing, which builds a following and a wider audience then receives the promotion and ongoing marketing.

Social media has also had an impact on event or festival revenue with followers becoming promoters of the event and driving sales. Attendees post photos, videos or updates on feeds, or “like” a post that is then seen by each of their friends following their social media posts, which can increase sales of the event.

Eventbrite research estimates that sharing of Facebook posts equates to \$4.15 in future ticket sales and, on average, generated 15 views of the event ticketing page, while Twitter drives approximately 28 event page views and \$2.18 per tweeted share [6].

The following is an estimate of social media activity by festival goers:

- 65% tweet or post to social media during a live concert
- 56% upload photos of the event
- 31% write reviews of their experiences of the event and post the reviews online [6].

Implications for the Redlands

The promotion of social media sharing through quality WIFI availability at events, “selfie” opportunities and further enhance unique experiences in scenic locations to encourage social media sharing should be encouraged. It is also important to foster event organisers’ ability to maximise the benefits of social media, promoting signature/destination hash tags, and leveraging social media strategies with larger partners such as Redland City Council, Brisbane Marketing, Tourism and Events Queensland and Tourism Australia.



How Redlands fits with the Greater Brisbane and Queensland events scene

Redland City is included within the Brisbane region, as defined by Tourism and Events Queensland. The Redlands local government area is included in the “Greater Brisbane” destination of the Brisbane region (see Figure 2). For tourism and events, the regional tourism organisation is Brisbane Marketing and the state body is Tourism and Events Queensland.

Redland City Council is a member of Brisbane Marketing and was consulted for Brisbane Marketing’s Greater Brisbane Region’s *Brisbane Visitor Economy Strategy – A Destination Tourism Plan for Brisbane 2014–2020*. Three catalytic areas were identified:

1. Build on strong economic foundations

- Increase visitor spend by attracting out-of-region event attendance.
- Encourage and attract events to the Redlands.
- Actively assist event organisers to stage events in the Redlands.
- Encourage financially sustainable events that attract high-yield visitors.

2. Leverage the destination advantage

- Promote a higher profile of the Redlands through signature/destination events.
- Facilitate development of signature/destination events that embrace indigenous culture.
- Activate public spaces for festivals and events.

3. Embrace Greater Brisbane Region’s natural advantage

- Promote and attract events that embrace the natural environment of the Redlands.
- Encourage environmentally sustainable events and practices.

Through the “It’s Live in Queensland” campaign and the Queensland Destination Events Program (QDEP), this strategy aligns with the QDEP objectives, which includes supporting events that:

1. Generate local economic activity and development in the host destination
2. Attract external visitation to the destination
3. Drive social and community outcomes for the host destination, noting the important link between community outcomes and economic benefits
4. Enhance the profile and appeal of the host destination.

Figure 2: Areas within Greater Brisbane Region



Value of events

Events and festivals can provide significant benefits for the local community and visitors alike. Events are acknowledged as opportunities to stimulate tourism and economic growth by showcasing the destination and attracting visitors from outside the City.

A positive experience for a visitor at an event can prompt them to become a destination advocate, promoting an area, and potentially prompting a return visit during the off season.

Studies undertaken by Tourism Research Australia indicate that an event is the impetus for 57% of first-time visitors to a region and 69% of repeat visitors.

The research also shows that:

- three-quarters of event attendees are prompted to visit the region to attend an event and would not have travelled to the region if the event was not on
- events and festivals can highlight local attractions and unique tourism offerings that are affordable for attendees to access
- events create opportunities for local businesses to provide value for money and encourage event attendance by cross-promoting packages that include attractions, accommodation and transport [7].

Table 1 identifies social, cultural, economic and environmental benefits of events for Redland City.

Table 1: Benefits of events for Redland City

Social	Cultural	Economic	Environmental
<ul style="list-style-type: none"> • Opportunities to actively participate in community events • Potential to build skills through volunteering • Opportunities to contribute to the health and wellbeing of the community • Potential to build the community profile as an active community 	<ul style="list-style-type: none"> • Contributes to fostering a strong sense of community, local pride and cultural identity • Creates community 'identity' and cohesiveness • Opportunities for cultural enrichment, understanding and broader cultural outlook • Celebration of cultural heritage • Increased focus on cultural heritage • Opportunity for cultural expression • Facilitate recognition, remembrance, celebration and commemoration of significant occasions 	<ul style="list-style-type: none"> • Inject new funds into community • Multiplier effect of tourism dollar – showcasing the City • Opportunity for local business to develop partnerships • Employment opportunities for the local community • Can contribute to the growth of overnight stays in the City • Catalyst to attract major events to the region • Potential fundraising opportunities for community groups and organisations • Promotion of the City • Growth in tourism packages and other major event activities • Encourage improved regional infrastructure 	<ul style="list-style-type: none"> • Conservation of natural environment • Preparation for environmental impact • Improved environmental infrastructure • Opportunity to educate community and events organisers to protect local eco systems, flora and fauna • Signature/destination development • Nature-based experiences

Current events landscape

Feedback was sought by Council at several workshops (internal and community-based) to gain a better understanding of the benefits as well as challenges being faced by event organisers in the Redlands.

The following provides an overview of the feedback:

Infrastructure

There is a limited number of event venues with facilities i.e. power, water, electricity, amenities and parking that are not shared with other groups such as sports clubs.

Transport/geographic dispersal

Connectivity to events via public transport is limited events. Insufficient parking is a challenge for some event venues.

Event organisation

A significant number of events are organised by not-for-profit organisations with a smaller portion of events being run by local government and private enterprise (both locally and from outside the Redlands).

Human resources

Events tend to rely on community volunteers with limited professional event experience. There is also a high turnover rate due to “volunteer burnout”, which impacts the growth of events.

Processes

Some event organisers “shop” around Council as they may not understand processes around applications and/or are seeking support (cash and in-kind). These groups will benefit from support including training and assistance with applications.

Training and networking

Event organisers indicated a strong desire to attend event related training, particularly in funding and sponsorship event management, and to network with other event organisers. Regular boot camps and workshops, especially with event organisers, would be beneficial.

Collaboration

The majority of event organisers indicated a high desire to collaborate with other event organisers and local suppliers to share information, participate in joint marketing or value-add to enhance the attendees’ experience by bundling and packaging accommodation, transport and activities.

Signature/destination events

Workshop participants identified events as being important for the City and would like to see signature/destination events developed.

Competitive advantage

Promotion of location and natural assets (such as Moreton Bay) combined with culture and heritage could provide strong leveraging opportunities to develop a competitive advantage for events in the City. Other competitive advantages identified included:

- bay and islands – provide unique conditions for calm water-based events
- unique islands – North Stradbroke Island, Coochiemudlo Island and Southern Moreton Bay Islands
- green space – close to Brisbane CBD
- proximity – to Brisbane and the Gold Coast
- natural assets – provide a unique backdrop for events.

The Redlands currently hosts distinct events and festivals that could potentially be elevated to signature/destination events to build the City’s competitive advantage.



Kunjil, Quandamooka Festival

Benchmarking and case studies

An audit of seven local government areas from across Australia was undertaken to identify and benchmark structure, strategy and resourcing of events by other councils. The councils selected were predominately located on a bay and/or waterside within close proximity to a major city.

The audit included a face-to-face interview with Gold Coast City Council and phone and online research with the City of Freemantle, City of Greater Geelong, Hobson Bay City, City of Logan, City of Newcastle and Wollongong City.

Local government events audit

All councils audited had a dedicated events unit and identified the economic benefits of events for their local government area. Gold Coast, Geelong and Wollongong work in partnership with committees to attract and facilitate major events.

Gold Coast City Council and City of Newcastle act as a one-stop-shop for events in their areas. Gold Coast has an Events Advisory Committee to evaluate event applications, making it easier for the event organiser to meet relevant stakeholders at one time.

In summary, most of the councils:

- have a dedicated Events Unit with four-to-eight full-time staff
- utilise a website for online event sponsorship information and applications
- have variable open space and venue fees, with some councils charging per person i.e. more than 2000 people or by the hour
- waive fees for not-for-profit organisations or where a commercial event has community value and meets key assessment criteria.

The key findings are summarised in the **Table 2**.

Table 2: Local government audit of events unit structure and application process

Council	Number of staff and structure	Application process	Population
City of Fremantle	<ul style="list-style-type: none"> • 5 event staff • Event Coordinator • Event Officer • Booking Officer • Logistics Officer • Administration Assistant 	<ul style="list-style-type: none"> • Event information and application is online • Application is directed to the Events Unit • Events Unit distributes application to relevant departments for approval • Event organiser deals directly with food, waste and traffic departments • The Events Unit include contact numbers in the information they send to the event organiser for other units 	30,884
City of Greater Geelong	<ul style="list-style-type: none"> • 8 event staff • Coordinator • Team Leader • Senior Event Officer • 3 x Events Officers • Event Marketing Officer • Administration Officer 	<ul style="list-style-type: none"> • Event information and application is online • Application is directed to the Events Unit • Events Unit distributes application to relevant departments for approval • Local Laws Unit requires permit to hold event on Council land • Events Unit issue permit and approval after other units have approved 	229,926
City of Gold Coast [9]	<ul style="list-style-type: none"> • 8 event staff • 5–6 to run major Council/community events • Events run by external bodies – 2 staff • Administration Officer 	<ul style="list-style-type: none"> • Event information and application is online • One-stop-shop approval process • Approval committee with internal and external stakeholders convened 	546,047
Hobson Bay City [10]	<ul style="list-style-type: none"> • 3 event staff • Event Coordinator • Part Time – 22hrs • Marketing Officer – casual as required 	<ul style="list-style-type: none"> • Event information and application called expression of interest is online • Expression of interest is directed to Events Unit • Initial assessment to check space, what's on and if event fits criteria • Write to the client if more information is required • Sent to other departments for approval • Civic events are organised by other units in Council 	91,148
City of Logan	<ul style="list-style-type: none"> • 4 event staff • Program Leader • 3 x Event Officers 	<ul style="list-style-type: none"> • Event information and application is online • Applications are facilitated by the Local Laws and Environment Team • Events Unit do not approve applications • Event license is required and issued through Environment and Planning Branch 	315,110
City of Newcastle	<ul style="list-style-type: none"> • 4 event staff • Events Management Coordinator • Events Development Officer • Events Liaison Officer • Events Support Officer 	<ul style="list-style-type: none"> • Organisers contact Events Unit • Council officer enters data into Council system to generate application to stage an event – avoids duplication and double booking • Application engages Event Licensing • One-stop-shop approval – includes external group: fire, police and ambulance services 	288,733
Wollongong City	<ul style="list-style-type: none"> • 4 event staff • Events Unit Manager: • Events & Functions Coordinator • Public Relations and Event Support • Administration Support 	<ul style="list-style-type: none"> • Partial online application system – generic application for 8 approved parks • Events Unit manage the 8 approved sites and send to other department for relevant approvals while the Planning Team manages other sites • Larger events not in approved parks require the event organiser to develop a specific development application 	206,794



GATORADE
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TRI SERIES**
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ENGINE

Sunshine Coast

**von Bibra
AUTO VILLAGE**

GARMIN

ENGINE

Sunshine Coast

Sunshine Coast

**von Bibra
AUTO VILLAGE**

GOLD COAST

the event crew

SWOT analysis

Strengths	Weaknesses	Opportunities	Threats
<ul style="list-style-type: none"> • Geographic location • Close proximity to major capital city (Brisbane) and Gold Coast • Bay, islands, heritage and culture • Number of island destinations • Open, green spaces • Foreshore parks • Rich Aboriginal cultural heritage • Natural environment • Renowned for fresh seafood • Boutique agriculture produce • Climate/weather • Biodiversity • South-east Queensland catchment – growing populations of Gold Coast, Logan, Ipswich and Brisbane • Plethora of creative arts and people 	<ul style="list-style-type: none"> • Lack of higher end and larger scale accommodation to support visiting event attendees, particularly on mainland • Lack of facilities at venues • Lack of event venues with the capacity to gather for large attendee numbers • No dedicated Council-owned event space for large events i.e. more than 15,000 attendees • Limited venues suitable for conferences • Limited inter-regional ground transport • Limited parking • Planning/zoning restrictions • Lack of dedicated outdoor event venue/ infrastructure • Limited collaboration between event organisers • Event organisers predominately volunteer/ part-time, with limited professional event support and/or expertise • Volunteers risk burn-out • Limited partnering between event organisers and tourism operators • Limited historical data collection • Limited economic impact data • Limited resources to support events • Challenges in coordination • High cost of transport to North Stradbroke Island • High cost to transport equipment to the islands 	<ul style="list-style-type: none"> • Developing signature/destination event(s) • Create an easier approval process for event organisers through a main point of contact • Greater funding coordination and unity within Council via sponsorship and recording of all support including in-kind • Creation on an events team – “red team” that meets bi-monthly • Online portal for event organisers with a calendar, facilities and venues, local providers, suppliers and event toolkit • Redevelopment of Toondah Harbour with the inclusion of a conference centre to capture conference market • Event bundling and packaging with other operators to enhance the visitor experience • Capturing niche visitor markets i.e. those wanting to experience Redlands’ culture and heritage • Small corporate conferences and retreats with pop-up accommodation • Greater coordination and promotion of events through events calendar and Australian Tourism Data Warehouse • Opportunity to increase mid-week visitation through small business events/conferences on North Stradbroke Island • Embrace the bay, heritage and culture • Introduction of aviation park at Dunwich to create a Seaplane Festival • Creating networking and upskilling opportunities for event organisers • Famils for event organisers to promote the Redlands 	<ul style="list-style-type: none"> • Strong level of competition from signature/destinations such as the Gold Coast and Brisbane for events and conferences • Government agency restrictions (local and state government regulation i.e. national parks, environment protection and maritime) • Local resident attitude to events • Nearby mature and rejuvenated signature/destination events with greater event budgets and focus • Changed and/or reduced state and federal government focus and/or funding of events • Conflicting use and availability of parks and outdoor facilities for event organisers e.g. local sports meets and event use

Issues and gaps

To facilitate the success of the Event Strategy and ultimately promote the Redlands as a leading event destination, there are some identified issues and gaps.

These issues and gaps fall into the following categories:

Infrastructure	Event promotion and networking	Event coordination and support
<ul style="list-style-type: none"> • Lack of services in some open spaces i.e. water, power, lighting and amenities • Conflict of use for open spaces i.e. local sporting meets and external event users • Limited dedicated event facilities • Traffic management – planning, staffing and equipment • Availability of soft infrastructure (portable event equipment) i.e. barrier fencing, traffic cones and rubbish bins, particularly on the islands • Limited higher end and large scale accommodation • Lack of inter-region mainland public transport • Limited parking at some event venues and on mainland for island transfers • Transport to islands and costs • Transport on islands 	<ul style="list-style-type: none"> • Many events in Redland City are not externally visible or online • Council's online events calendar (What's On in the Redlands) and the Australian Tourism Data Warehouse are not always utilised by event organisers • Lack of awareness/take-up of upskilling opportunities for event organisers • Limited collaboration between event organisers and local businesses • Lack of event bundling and packaging with tourism operators • Organisers work independently and do not have a directory to contact each other • Some venue and local service providers can be a challenge to locate and contact 	<ul style="list-style-type: none"> • Many events are managed by volunteers with limited professional event experience or support, making it difficult to further develop potential signature/destination events • Inconsistent internal processes for event inquiries • Resources (human and other) to support events • Timeframes for permitting events • Financial support for event organisers – sponsorship (cash and in-kind) and fees and charges – and how these are recorded • Limited processes in place to assess and monitor event impacts • The Redlands is not synonymous with signature/destination events – throughout consultation most cited Day on the Green and Strawberry Festival (now RedFest) as well-known events

It is important to note that the responsibility of resolving these issues does not fall solely to Council – many will require the active participation of Redland City events operators.

Recommendations to resolve or convert these issues into opportunities for the Redlands are outlined as follows.

Opportunities

There are some key opportunities for Redlands event stakeholders and Council to focus on in order to activate and grow the City's events industry.

Infrastructure opportunities	Event promotion and networking opportunities	Event coordination, development and investment opportunities
<ul style="list-style-type: none"> • Dedicate an open space as an event facility with consideration for pop-up accommodation • Activate event spaces across the City • Consider developing a soft infrastructure pool of portable events equipment • Encourage intra-region transport for events, linking venues with public transport and services 	<ul style="list-style-type: none"> • Develop an event portal for Redland City (part of destination website) • Maximise Redlands event presence through the Australian Tourism Database Warehouse • Build partnerships between event organisers, local business suppliers, tourism operators and third party funding providers • Facilitate event organiser networking • Bundling and packaging of events with hero experiences and accommodation including pop-up accommodation and camping 	<ul style="list-style-type: none"> • Event support – attract and support events that meet the Redland City's event vision • Further streamline Council processes • Create an events unit • Create an events team – the “red team” • Implement event measuring tools and processes • Grow event organisers' professional event capacity i.e. seminars and event boot camps • Encourage events to develop signature/destination event experiences • Leverage opportunities from the Gold Coast 2018 Commonwealth Games • Grow volunteer base • Develop an event attraction strategy



Splendour in the Grass, Byron Bay

Infrastructure opportunities

Dedicated facilities for events and activation of open spaces

Growing existing events and attracting new, larger events to Redland City is currently hampered by limited event facilities as well as conflicting use and availability of facilities for community and event organisers. For example, Norm Price Park (Redland Showgrounds) at Cleveland is used by several sports associations as well as large events such as RedFest.

To build on one of the City's competitive advantages – open green space so close to Brisbane – activation of the Redlands' open spaces and parks [11] for events across the City is recommended.

To successfully activate these open spaces, specific infrastructure needs to be considered, such as water, power, lighting, amenities including toilets and parking.

Priority of event use will also need to be clarified to overcome any conflict of use for open spaces i.e. local sporting meets and external event users.

More accommodation, including temporary pop-up accommodation, would be an attractor for conferences and events.

The opportunity for a dedicated conference centre with accommodation possibly at Toondah Harbour or Weinam Creek is detailed in the *Redland City Tourism Strategy and Action Plan 2015–2020* [12].

Case Study

North Byron Parklands (NBP) is located at Yelgun, in the north of the Byron Shire. It is host to two of Australia's major music events, Splendour in the Grass and Falls Festival. Privately owned, NBP is a 660-acre cultural arts and music events venue, established to cater for the growth of the music festivals, with Council approval to operate three music festivals with a capacity of 45,000 people at each event per annum. The current development application approval is under review to increase the capacity and number of events held each year.

With strong environmental underpinnings, NBP is dedicated to creating an eco-friendly, minimal footprint, sustainable space for the arts and broader community. It has won awards for its relocatable eco-friendly composting amenities that use saw dust to eliminate odours. Existing infrastructure at NBP consists of the 20 amenities blocks and one general store. Everything from power to water, sewerage, waste removal and temporary buildings are constructed and removed for each event.

During festivals at NBP, space is rented to pop-up accommodation providers with camping options for festival attendees ranging from budget to glamping with an onsite café, massage therapist, hairdresser and common area for guests.

All accommodation providers are responsible for supplying infrastructure such as amenities, water and sewerage tanks, power generators, lighting and bridges over causeways if required.

NBP facilitates construction of fencing, water deliveries, and twice-daily sewerage pump outs, all at the expense of the pop-up accommodation operator [13].

Event promotion and networking opportunities

Events portal

The development of an events portal as part of a destination website for Redland City could help provide a centralised point of contact for local and external event organisers as well as professional conference organisers.

The portal would be an important tool to assist event organisers wanting to stage events in the Redlands, to maximise the economic impacts from events and attract new events.

The portal should include:

- a calendar of events to act as an 'opportunity calendar' so event organisers could look to stage events in shoulder periods and reduce clashing of events, using the Australian Tourism Data Warehouse to integrate the event content feed
- event information kit
- event toolkit including destination images and footage
- directory of venues including open space capacity and facilities
- directory of event suppliers and local businesses
- tourism experiences and links to transport and accommodation options.

The portal could also potentially be a one-stop-shop for event organisers to seek local government approvals with online application forms.

It is recommended that the Australian Tourism Data Warehouse is used as a content feeder to also maximise the presence of Redlands events and tourism operators online.

Some examples of central event portals include Business Events Cairns (<http://businesseventscairns.org.au/>) and the Sunshine Coast Council's website (<http://events.sunshinecoast.qld.gov.au/?v=planners>), which includes an event suppliers' directory for Events Sunshine Coast.



Bayview Blast



Event coordination, development and investment opportunities

Roles and responsibilities for events

To realise the event vision to be renowned as one of Australia's most event-friendly destinations, a collective partnership between event organisers, the tourism industry, private enterprise and all levels of government and the community will be required.

The event roles for Redland City Council are many, including leader, provider, sponsor, facilitator and communicator.

Leader	Advocate, attract, support, plan and provide an event focus for the Redlands. Act as a catalyst for collaboration and partnerships between event organisers and suppliers.
Provider	Provide potential venues, open spaces and in-kind support for festivals and events that meet key criteria aligned with the event vision.
Sponsor	Evaluate opportunities to invest as an in-kind and/or cash sponsor in events aligned to the event vision and Council objectives.
Facilitator	Support events and grow local event capacity through training workshops, while maintaining compliance as an advisor through relationship management.
Communicator	Actively attract and promote new events (and retain suitable events) aligned with the event vision and leverage opportunities and partner with regional and state tourism and event organisations.

Responsibilities include:

Support	Providing event organisers with advice and information
Approval	Coordinating and facilitating the Council event approval process and act as a main point of contact for event organisers
Compliance	Providing event organisers with a clear understanding of event compliance requirements and legislative requirements of Council, and contacts for other relevant authorities
Safety	Actively facilitate risk management with event organisers to ensure the safety of event attendees and staff
Fees and charges	Appropriate fees and charges are in place for venue usage, application fees and permits
Advocacy and advice	Advising stakeholders during the event planning stage to deliver best-practice events
Sponsorship and grants	Clear parameters around support channels are in place, event organisers are encouraged to apply for funding through the Grants and Sponsorship program and Council's support for events is recognised
Event sustainability	Facilitating training to improve event organiser capacity to deliver well managed, budgeted, safe, accessible, sustainable, creative and innovative events that are responsive to the community needs and embrace the bay, islands and culture. Networking opportunities for event organisers and local suppliers to form partnerships are provided
Event attraction	Attracting suitable new events (and retaining suitable existing events), identifying opportunities to leverage significant community, social, cultural or economic benefits
Event delivery	Delivering Council events for the Redlands community i.e. Christmas by Starlight and citizenship ceremonies
Communication	Promoting Council and community events through the online "What's On in the Redlands" calendar, social media, links to Australian Tourism Data Warehouse, publications and other mediums
Event evaluation	Facilitating event monitoring and post evaluation of the impact of events and festivals with event organisers against key performance indicators

Events unit

To help grow the Redlands’ events portfolio and realise the event vision, a dedicated events unit could be located within Council.

The events unit could provide a main point of contact for ease of communication and improve consistency in the approval process of events, increase service levels as well as identify opportunities for internal efficiencies.

As identified in the local government Council benchmarking, the majority of councils researched had an events unit with a minimum of four-to-eight staff dedicated to working on aspects of events that were focused on supporting event organisers and assisting to boost their local economy.

During the Redlands consultation and workshops, suggestions included that:

- a dedicated events unit with a minimum two full-time employees, recognising the year-round, out-of-hours nature of the role, is required
- future resourcing of the events unit should be based on the economic outcomes and benefits for the Redlands community generated by growth in events and their monitored economic impact
- the events unit could be positioned with several areas of Council
- a non-statutory events committee (a “red team”) comprising relevant specialists from Council and other organisations could help facilitate the effectiveness of a Council events unit.

Events “red team”

Throughout local government benchmarking, consultation and workshops, an events team – that could be called the “red team” – was cited as an effective way to facilitate the effectiveness of a Council events unit.

Role of the team

The primary role of the team would be to meet with events organisers to hear them “pitch” an event that they would like to hold in the Redlands. The team would assist in advising the event organiser of any approvals/permits required for the event as well as potential support sources i.e. Council sponsorship (in-kind and/or cash and third party funding).

Meeting bi-monthly, and more frequently as required, the team would help evaluate event proposals to determine whether the event will align with the event vision and meet any necessary legislative requirements.

The team would also meet with Council-supported events for post evaluation and facilitate appropriate events in a pathway to growth, similar to Tourism and Events Queensland’s E-12 program.

Team configuration

It is recommended to keep the team to a core group, with additional representatives invited to attend meetings when their knowledge or assistance is required for specific events. The team could include relevant Council staff and where appropriate representation from the organisations. These include:

Council	Other agencies
<ul style="list-style-type: none">• Communication, Engagement and Tourism• Environmental Health• Risk Management• City Sport and Venues• Strengthening Communities• City Spaces• Economic Development	<ul style="list-style-type: none">• Queensland Police Service• Queensland Fire and Emergency Services• SES• Brisbane Marketing• Tourism and Events Queensland• Quandamooka Yoolooburrabee Aboriginal Corporation• Chambers of Commerce• Redlands Tourism Subcommittee• Redlands Economic Development Advisory Board

Assessment criteria and evaluation

Key criteria for consideration when assessing Council support for events, such as providing in-kind assistance and/or funding, needs to be clearly in line with the Redlands event vision and directly related to its strategic approach.

The priority areas for Council support should focus on events that meet and/or demonstrate potential growth in relation to the following assessment criteria:

Build awareness	<ul style="list-style-type: none"> • Profiles Redlands, attracts regional, state, national and possibly international media as well as social media coverage • Embraces the bay, islands and culture, contributing to signature/destination image
Attracts external visitation	<ul style="list-style-type: none"> • Attracts visitation from outside the City, increasing spend and length-of-stay • Offers value for money, taking consideration of Council's contribution as a percentage of the total event budget and the number of people, particularly from outside the City, who are anticipated to attend the event
Contributes to the City's economy	<ul style="list-style-type: none"> • Generates new investment and business • Demonstrates partnering with local businesses to stimulate local business activity and/or employment • Contributes to off-peak and shoulder seasons
Fosters community pride	<ul style="list-style-type: none"> • Encourages community support, participation and/or involvement in events • Embraces cultural heritage
Demonstrates good governance and sustainability	<ul style="list-style-type: none"> • Demonstrates financial sustainability (event sustainability) • Demonstrates commitment to safety and risk management • Provides an Event Management Plan and associated documentation
Positive experience	<ul style="list-style-type: none"> • Creates an event legacy with return visitation



Event support

Redland City Council runs a Grants and Sponsorship Program, with two funding rounds available each year. In special circumstances, Council will consider assessing sponsorship applications out-of-round. Grants and sponsorships must be acquitted by the event organiser.

As part of sponsorship applications or in dealings with Council, many event organisers request additional in-kind support such as use of equipment i.e. traffic cones and temporary fencing. Event organisers also regularly request for fees and charges to be waived such as permit application forms and venue hire fees. It would be beneficial for in-kind support to be captured centrally.

In addition, while it would be beneficial for Redland City to help the development of a signature/destination event(s) and have more significant events, it will be important to maintain a balance for support offered for existing and new local events.

Table 3 outlines potential support and facilitation for events that meet the event vision, objectives and assessment criteria.



Table 3: Potential support for event hierarchy

Hierarchy of event	Potential support
Tier 1 – Signature/destination events	<ul style="list-style-type: none"> • Sponsorship – in-kind and/or cash • Consideration of fees being waived as part of Council sponsorship • Networking opportunities • Listing on events portal and calendar • Training opportunities • Encourage the organiser to apply for E-12 program funding from Tourism and Events Queensland and other funding sources
Tier 2 – Significant events	<ul style="list-style-type: none"> • Sponsorship –in-kind and/or cash • Consideration of fees being waived as part of Council sponsorship • Networking opportunities • Listing on events portal and calendar • Training opportunities • Encourage organisers to apply for other funding sources
Tier 3 – Local events	<ul style="list-style-type: none"> • Potentially eligible for Council's community grants program • Sponsorship –in-kind and/or cash • Consideration of fees being waived as part of Council sponsorship • Networking opportunities • Listing on events portal and calendar • Training opportunities • Other assistance i.e. possible mentoring

Third party funding options

All events are encouraged to partner and network with each other and also consider third party funding options.

Council's website currently includes for information about third party funding options for event organisers.

Table 4 outlines some of the third party funding options that event organisers and not-for-profit organisations may be eligible for. This list could be regularly updated by Council and included on the event portal and in the event toolkit to assist event organisers.

Table 4: Third party funding options

Organisation	Funding description	Online link
Tourism and Events Queensland	State events agency responsible for attracting, creating and growing events that will generate economic and social value for Queensland. Funding via major and regional events development programs.	http://teq.queensland.com/en-IE/Industry-Resources/Funding/Event-Funding
Arts Queensland	Grants are allocated through a number of programs, including the Regional Arts Development Fund. New funding programs include the Super Star Fund.	www.arts.qld.gov.au
Gambling Community Benefit Fund	Distributes grants to Queensland-based not-for-profit community groups to provide services and activities to benefit Queensland communities.	www.olgr.qld.gov.au/grants
Department of National Parks, Recreation, Sport and Racing	A range of funding programs is available to "active organisations", making it easier to access the funds needed to spread the words "Get Active Queensland". Funding falls under both major and minor infrastructure grant programs.	www.nprsr.qld.gov.au/funding
Queensland Arts Council	Supports the arts in regional, remote and very remote/isolated Australia, offering applicants the chance to be granted \$5000 to \$30,000 towards their artistic projects.	www.artslinkqld.com.au/regional-arts/regional-arts-fund/
Department of Aboriginal and Torres Strait Islander Multicultural Affairs	Grants are allocated to promote an understanding of multiculturalism, reduce prejudice and foster community participation.	www.datsima.qld.gov.au/datsima/grants-and-funding
Screen Queensland	Offers a range of funding initiatives for film development investment, multi-platform and games, micro budget movies, indigenous stories and training, professional development and travel grants.	www.screenqueensland.com.au
Festivals Australia	Provides funding to improve the presentation and quality of cultural activities in festivals, with a particular focus on regional events that stimulate economic benefits to the communities.	www.arts.gov.au/arts/festivals_australia
Indigenous Culture Support Program	Supports the maintenance and continued development of indigenous culture with a wide range of cultural projects, including traditional art and craft production, dance and theatre and community festivals showcasing indigenous talent.	http://arts.gov.au/indigenous/ics
Foundation for Rural and Regional Renewal	Specifically for smaller communities; population of 10,000 or less. Culture, Arts, Tourism and Heritage (CATCH) Program	www.frrr.org.au/grants/catch
Australian Sports Foundation	Specifically for sports groups raising funds	http://asf.org.au/fundraising-resources/

Measuring event impacts

To make informed decisions for Council event investment and to monitor event growth and performance, a system of measuring event impact is recommended. This could include a number of assessments, including economic, social and environmental impacts.

Economic impacts

Ideally, full economic impact studies should be undertaken by major events attracting more than, for example, 10,000 – 15,000 visitors. For events where Council is making a substantial cash and in-kind sponsorship, a requirement could be the undertaking of an event impact assessment from a list of pre-approved third party suppliers. However, this type of assessment could be cost prohibitive to event organisers.

Council currently uses the Tourism and Events Queensland event formula to calculate economic impact.

Evaluation measures could include:

- total attendance
- average number of days attended
- average time spent at the event
- % of local and % non-local attendees
- number of day visitors
- number of commercial accommodation stayers and number of non-commercial stayers
- average cost per bed night (per person)
- average daily spend (not including accommodation) [14].

To encourage the collation of standardised data, an event visitor survey could be developed and distributed to event organisers to conduct during and post events. It could help to determine whether the attendee will return to the City and if they will attend future events (event legacy).

It is recommended that Council investigates options for a localised formula to measure event value in Redland City.

Social impacts

The social and cultural aspects of events should also be considered and measured. This could include a combination of the following:

- **Council's Community Satisfaction Survey**

Questions could be added relating to events and the community's perception of them.

- **Cultural/local participation**

As part of sponsorship applications and post event reporting, information could be requested to be including local arts, cultural heritage and local participation in events.

- **Visitor surveys**

Cultural and social perception questions could be added to a standardised event visitor survey.

Environmental impacts

The environmental impacts of events are important to consider for the Redlands, particularly in locations around the bay and islands. Environmental impacts of events are typically measured by:

- waste
- water
- transport
- carbon footprint i.e. offset initiatives
- sustainability
- environmental contribution/awareness.

It is recommended to encourage events with sound environmental and sustainable practices.

Case Study

The Shire of Campaspe, located in northern Victoria, with a population of 15,000, has an Events Unit that acts as a single point of contact. Campaspe has limited event facilities available in the shire and an accommodation capacity of 8000, with a focus to help grow events.

There are no application/processing fees for event applications and not-for-profit events are provided waste and traffic management services at no cost.

The shire has taken a hands-on approach to monitoring the economic impact of their events. This includes:

- *selecting a number of major events throughout the year to survey*
- *Council undertakes surveys at the event, which includes questions such as where the visitor comes from, how much they have spent, length of stay and satisfaction*
- *the information is entered into Survey Monkey and Council develops a post visitor survey report*
- *economic data is entered into an economic profile model program called Remplan, for which Council pays an annual subscription*
- *information gained from Remplan and the visitor survey is used to assess community grants and investment in major events*
- *survey results are also used to help events grow by identifying demographics and satisfaction levels [15].*

Increasing event organiser capacity

To facilitate the capacity of event organisers to grow their events, a series of training opportunities and event boot camps for event organisers is recommended.

Training could cover a variety of areas including:

- working with the media
- business planning
- governance
- event management
- risk analysis
- funding and sponsorship application development
- succession planning
- monitoring the impact of your event
- volunteer attraction and retention
- marketing and how to leverage destination marketing
- how to incorporate hero experiences and program develop to enhance visitor satisfaction
- bundling and packaging with the tourism industry
- entertainment
- production
- compliance
- traffic
- waste management.

Networking and mentoring between larger and smaller events could also assist in increasing event organiser capacity.

Event attraction strategy

An event attraction strategy focused on the attraction of new events (and retaining suitable events) could be developed that includes:

1. Attracting events aligned with events vision
2. Attending and participating in event activities with Brisbane Marketing and Tourism and Events Queensland and supplying information and promotional material to leverage and maximise their bidding processes
3. Ensure event attraction considers off-peak and shoulder periods, including working with event organisers to influence timing for new events and venue availability
4. Encourage the geographic dispersal of events across the city, particularly activating open spaces
5. Actively working with potential event organisers to build relationships by identifying their needs, outlining approval processes, conducting familiarisations (famils) and providing incentives (Council sponsorship – cash and in-kind) where appropriate.





Action Plan

This Action Plan contains steps required to realise future opportunities and achieve the recommendations included in this Events Strategy to develop the Redlands as an event destination, as well as supplementary actions that can be undertaken to further its success.

The following three key result areas will be focused on to help facilitate the successful implementation of this Event Strategy:

- **Key Result Area 1** – Infrastructure opportunities
- **Key Result Area 2** – Event promotion and networking opportunities
- **Key Result Area 3** – Event coordination, development and investment opportunities

Actions will be implemented over the following time frames:

- **Short-term** – within the next two years (2017 and 2018)
- **Medium-term** – within the following three years (2019 onward)

Actions are listed in order of timeframe, not priority.

Key Result Area 1 – Infrastructure opportunities

#	Action	Tasks	Responsibility/ Stakeholders	Time- frame	Key performance indicators
1	Establishing a soft infrastructure pool of portable event equipment	<ul style="list-style-type: none"> Investigate the viability of Council establishing a soft infrastructure pool of portable event equipment i.e. barrier fencing, traffic cones, bunting and small marquees that can be booked for use by event organisers including island destinations. A bond or fee may be required. Storage of equipment and staffing would need to be considered to manage the soft infrastructure pool. 	<ul style="list-style-type: none"> Council 	Short-term	<ul style="list-style-type: none"> Recommendation about establishing a soft infrastructure pool of portable event equipment made by March 2017.
2	Activation of a dedicated event space and activation of spaces across the City for events	<ul style="list-style-type: none"> Identify an events-specific venue such as Norm Price Park Conduct feasibility study of Council-owned open spaces including infrastructure i.e. power, water, toilets, lighting and car parking available to support events. Prioritise infrastructure upgrades for open spaces/ areas identified as event venues. 	<ul style="list-style-type: none"> Council Redlands Tourism Subcommittee Redlands Economic Development Advisory Board 	Short-term	<ul style="list-style-type: none"> Complete feasibility study by June 2017.
3	Redlands is a recreational-vehicle friendly City	<ul style="list-style-type: none"> Investigate options for self-contained motorised vehicles to temporarily park overnight in relation to events across the mainland and islands including Norm Price Park. 	<ul style="list-style-type: none"> Council 	Short-term	<ul style="list-style-type: none"> Recommendation about options for overnight parking for events by June 2017.
4	Connectivity to events	<ul style="list-style-type: none"> Improve transport to events, particularly on the island, including through the Redlands Transport Strategy. 	<ul style="list-style-type: none"> Council Department of Transport and Main Roads TransLink Ferry operators Bus companies Events organisers 	Medium-term	<ul style="list-style-type: none"> Initiatives to improve connectivity to events are included in the Redlands Transport and Connectivity Priority Plan – ongoing

Key Result Area 2 – Event promotion and networking opportunities

#	Action	Tasks	Responsibility/ Stakeholders	Time- frame	Key performance indicators
5	Event portal	<ul style="list-style-type: none"> Develop an event portal as part of the Redland City destination website that includes: <ul style="list-style-type: none"> event information and toolkit for events organisers online application forms for event permit applications a 'What's On in the Redlands' event calendar feed from the Australian Tourism Data Warehouse for events functionality for Rich Site Summary (RSS) feeds to alert subscribers about new events or changes to event details area for event organisers including online forum directory for local suppliers, private venues and event organisers to add details about their services, facilities and equipment links to useful websites i.e. Brisbane Marketing and Tourism and Events Queensland social media and e-newsletter integration contact details for Council. 	<ul style="list-style-type: none"> Council Event organisers Local suppliers Local venues 	Short-term	<ul style="list-style-type: none"> Develop event portal by June 2017.
6	Networking opportunities	<ul style="list-style-type: none"> Facilitate event organiser, supplier and venue manager networking events Organise famils for event organisers to visit venues, open spaces and tourism facilities 	<ul style="list-style-type: none"> Council Event organisers Chambers of Commerce Tourism operators 	Short-term	<ul style="list-style-type: none"> Delivery of two event networking forums per year (first forum completed by February 2017). Delivery of one famil for event organisers per year (first famil completed by June 2017).
7	Event bundling and packaging	<ul style="list-style-type: none"> Assist event organisers and local tourism operators to bundle event tickets with transport, tours and accommodation options. Consider pop-up accommodation opportunities for events like the Quandamooka Festival and Straddie Salute in 2017. 	<ul style="list-style-type: none"> Council Redlands Tourism Subcommittee Event organisers Tourism operators 	Short-term	<ul style="list-style-type: none"> Three events bundles/packages available by June 2017. Five packages available by June 2018.

Key Result Area 3 – Event coordination, development and investment opportunities

#	Action	Tasks	Responsibility/ Stakeholders	Time- frame	Key performance indicators
8	Establish an events team – the “red team”	<ul style="list-style-type: none"> Establish a team comprising representatives from relevant areas of Council and other agencies to advise on requirements for events and what type of support could be provided. Meet bi-monthly, and more often as required, so that event organiser can “pitch” their event. 	<ul style="list-style-type: none"> Council 	Short-term	<ul style="list-style-type: none"> Establish “red team” by February 2017. Commence bi-monthly meetings from February 2017.
9	Events policy	<ul style="list-style-type: none"> Develop a Council events policy/guideline. 	<ul style="list-style-type: none"> Council 	Short-term	<ul style="list-style-type: none"> Development of events policy/guideline for review and adoption by Council by March 2017.
10	Measuring event value and impact	<ul style="list-style-type: none"> Investigate localised formula to measure the value of events held in Redland City. Develop social and environmental impact assessment templates for use by events organisers. Develop event visitor survey template for use by event organisers. Include event impact question(s) in Council's Community Satisfaction Survey. 	<ul style="list-style-type: none"> Council 	Short-term	<ul style="list-style-type: none"> Investigate formulas by March 2017. Develop templates by June 2017. Include event impact questions(s) in Council's Community Satisfaction survey from July 2017.
11	Sponsorship	<ul style="list-style-type: none"> Move towards a process of providing in-kind support in lieu of cash for event sponsorship. Increase sponsorship budget to contain all Council expenses for external events for services such as traffic management and permit fees, where appropriate. Review sponsorship policy, associated guidelines, application form and acquittal form to reflect requirements of measurement of event value and impact, marketing/media coverage and in-kind contribution by Council. Record in-kind support for events in a central location. 	<ul style="list-style-type: none"> Council 	Short-term	<ul style="list-style-type: none"> Review Sponsorship policy and associate documents by June 2017. Apply new policy from July 2017.

#	Action	Tasks	Responsibility/ Stakeholders	Time- frame	Key performance indicators
12	Events resources	<ul style="list-style-type: none"> Map the events application process for Council and look for any areas to streamline it. Establish a dedicated Events Unit within Council with a minimum of two full-time staff to assist community and commercial event organisers. Review the organisational placement of the Events Unit. 	<ul style="list-style-type: none"> Council 	Short-term	<ul style="list-style-type: none"> Map events process using LEAN and receive any recommendations for improvement by January 2017. Establish Events Unit and determine best organisational fit by March 2017.
13	Leverage off the Gold Coast Commonwealth Games 2018	<ul style="list-style-type: none"> Identify and communicate to the community how Redland City can benefit from opportunities presented by the Commonwealth Games. Investigate opportunities for Redland City to partner with GOLDOC and Department of Tourism, Events and Small Business on Commonwealth Games initiatives i.e. hosting countries for pre-games training, Queen's Baton Relay and famils. 	<ul style="list-style-type: none"> Council Commonwealth Games Committee Department of Tourism, Events and Small Business GOLDOC Events organisers Local suppliers 	Short-term	<ul style="list-style-type: none"> Identify and communicate opportunities by March 2017. Work through Council Commonwealth Games Committee to facilitate opportunities until June 2018.
14	Support formal bid process for South East Queensland to host Olympic Games in 2028	<ul style="list-style-type: none"> Support the South East Queensland feasibility study into hosting the Olympic Games in 2028 that includes: <ul style="list-style-type: none"> People Mass Movement Study Sporting and Performance Space Review. 	<ul style="list-style-type: none"> Redland City Council Other South East Queensland Councils Queensland Government 	Short-term	<ul style="list-style-type: none"> Financially support the feasibility study by June 2018.
15	Volunteer strategy	<ul style="list-style-type: none"> Promote the Welcome to Redlands Program and Welcome to North Stradbroke Island Program to enhance volunteers' knowledge about the Redlands. Investigate options to partner with Volunteering Redlands and Volunteering Queensland for training and event experience opportunities. 	<ul style="list-style-type: none"> Council Event organisers Volunteering Redlands Volunteering Queensland 	Short-term	<ul style="list-style-type: none"> Promote the Welcome to Redlands Program and Welcome to North Stradbroke Island Program to enhance volunteers' knowledge about the Redlands through Volunteering Redlands by January 2017. Investigate options for partnering with Volunteering Redlands and Volunteering Queensland by June 2017.

#	Action	Tasks	Responsibility/ Stakeholders	Time- frame	Key performance indicators
16	Event toolkit	<ul style="list-style-type: none"> • Develop an online event toolkit to assist event organisers that includes: <ul style="list-style-type: none"> ◆ event information kit ◆ event visitor survey ◆ branding fact sheet ◆ working with media fact sheet ◆ event value formula ◆ social and environmental impact assessment templates ◆ funding sources fact sheet ◆ attracting sponsors fact sheet ◆ how to write an award-winning submission fact sheet ◆ talent release form template ◆ support services listing contact list ◆ Australian Tourism Data Warehouse Information booklet ◆ online marketing information booklet ◆ destination imagery ◆ marketing collateral order form ◆ how to organise special events information booklet ◆ event planner template ◆ other useful information. 	<ul style="list-style-type: none"> • Council 	Short-term	<ul style="list-style-type: none"> • Develop online event toolkit by June 2017.

#	Action	Tasks	Responsibility/ Stakeholders	Time- frame	Key performance indicators
17	Build capacity of event organisers	<ul style="list-style-type: none"> Develop a schedule of event organiser training opportunities that is tailored to suit those with minimal to high-level experience i.e. information sessions with Council officers to boot camps and seminars run by industry experts on a variety of topics including safety and risk management, budget development, bundling and packaging and writing grant and sponsorship applications. Include schedule on event portal once portal is live. Work with event organisers to identify training opportunities that would be most beneficial for them. 	<ul style="list-style-type: none"> Council Event organisers Industry experts Brisbane Marketing 	Short-term	<ul style="list-style-type: none"> Schedule of event organiser training developed by June 2017. Commence roll out of training from July 2017.
18	Signature/destination event development	<ul style="list-style-type: none"> Identify key events that show potential to elevate to signature/destination event status based on event monitoring. 	<ul style="list-style-type: none"> Council Redlands Tourism Subcommittee Brisbane Marketing Tourism and Events Queensland 	Short-to-medium term	<ul style="list-style-type: none"> Identification of one or more events to focus on for development by June 2018.
19	Event attraction strategy	<ul style="list-style-type: none"> Develop an event attraction strategy that includes: <ul style="list-style-type: none"> leveraging regional and state event body event bidding initiatives marketing and promotion of Redland event venues, organisers and suppliers including famils list of appropriate events that are suitable to available venues and infrastructure to be staged across the City event incentives package to come to Redland City. 	<ul style="list-style-type: none"> Council 	Medium-term	<ul style="list-style-type: none"> Develop event attraction strategy by March 2019.

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Contact details

For more information about events in the Redlands please contact Redland City Council on 3829 8999.

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