“A successful event is a real experience. It inspires, excites and unites a community. It produces significant sporting, entertainment or cultural moments. And, importantly, it delivers lucrative economic benefits to its community.”

Anna Bligh MP
Queensland Premier and Minister for Reconstruction
# Cairns Regional Council Event Strategy 2012 – 2015

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1. Executive Summary

Benjamin Franklin stated that “Without continual growth and progress, such words as improvement, achievement, and success have no meaning”.

This is exactly the theory that Council has embraced in the development of the three year framework of the Cairns Regional Council Events Strategy 2012-2015.

With an enthusiasm for continual improvement and in the pursuit of sustainable success, Council has built this strategy based on a three year framework, and was informed by policy, consultation and the overarching guidance from the broader Tropical North Queensland Events Strategy 2010-2015 (refer to Appendix for key recommendations).

The Cairns Regional Events Strategy is structured according to five delivery priority categories, which are in turn underpinned by the central objectives in realising the Cairns Vision to increase economic prosperity and sustainable growth through events.

Priority delivery items of this strategy are specifically focused on:

- **Priority 1: Preparing Council’s Infrastructure**
  Refinement of Council’s soft and hard event infrastructure, with consideration of event portfolios, social capital, budgeting and policy provisions;

- **Priority 2: Event Attraction, Acquisition and Portfolio Optimisation**
  Facilitate of destination promotion, media exposure, event acquisition and a mixed event sector portfolio.

- **Priority 3: Improving Assessment Transparency and Opportunity Responsiveness**
  Improved responsiveness to; and transparency of, event opportunities;

- **Priority 4: Event Implementation and Opportunity Maximisation**
  Maximised capitalisation on event opportunities, positive stakeholder interaction and improved event deliverables;

- **Priority 5: Report, Review and Readjust**
  Implementation of reporting criteria for Council managed and supported events, with an events summary report being completed at the end of each calendar year.

During the development of this strategy key observations have also been made relating to Council’s administration of its event grants. These observations have informed the following five recommendations (supplied in their entirety via the Appendix):

1. Funding allocations for developmental and major event grants are to be considered on a multiyear term, complementing the concept of diminishing support and increased sustainability by the third year;

2. Recipients of local and developmental event grants are to be offered ‘event success’ workshops in which they will be provided with templates, event guidance and financial accountability assistance;
3. Council is to encourage a mindset shift away from ‘grants’ into mutually beneficial ‘sponsorships’ with contracted deliverables;

4. Consideration of a Council-funded resource to allow event organisers to apply standardised assessment metrics to their event;

5. Agreements are to replace the existing MOUs, with the complexity and deliverables reflective of their level of funding.

Clarity and purpose of Council’s commitment to events has been reiterated through a proceeding research, analysis and strategy, in the addition to the provision of the three year deliverables framework.

With Council’s provision toward continual growth and progress within the events industry, the region of Cairns has the ability to embrace the true meaning of holistic success.

The stage is now set.
2. Preface

Preamble
Encompassing 4135km\(^2\) of land, the Cairns region is a coastal hub situated between the Great Dividing Range and the Coral Sea. The region is the gateway to Tropical North Queensland. It stretches in length from Bloomfield River in the north through to Miriwinin in the south and sustains a population base of 168,251 (June 2010).

With the tourism sector underpinning the regional economy, the Cairns region was affected by the Global Financial Crisis, the appreciation of the Australian dollar and the associated decline in international visitation.

As a resilient region, the economy has shown signs of recovery with the key indicators of unemployment rates, visitation, infrastructure and investment all improving. Cairns Regional Council is focused on building a prosperous and sustainable period of growth for the region; events being one of the vehicles to achieve this.

Strategy Purpose
The Cairns Regional Council Events Strategy 2012-2015 has been created in correlation with the *Tropical North Queensland Events Strategy 2010-2015* by Williams Consulting Services which covers the wider Far North Queensland regional areas of Cairns region, Cassowary Coast, Tablelands, Cook Shire and the Torres Strait Islands.

The purpose of this document is to provide Cairns Regional Council (Council) with the framework to guide the Cairns region to increased economic prosperity through events and to do so in collaboration with key stakeholders and surrounding councils.

The structure of the Cairns Regional Council Events Strategy 2012-2015 reflects both supply and demand principles; that is matching the region’s ability to host specific events against the market’s desire for these events. The purpose of the supply/demand reflection is not only to identify promising markets, but also to ensure that as a region, we have the potential to provide a suitable market offering to satisfy consumer needs; and that limited resources are efficiently utilised for activities with a promising yield.

Although this strategy presents a three year framework and action/succession plans, it is to remain as a working document to be assessed annually and be adaptable to a changing environment.

Role of Cairns Regional Council
Cairns Regional Council has the ability to lead, coordinate, facilitate, implement and monitor varied aspects of events and event strategy. This orchestrating role includes the broader function of Council as a local government organisation and includes:

- Maximisation of economic, social, environmental and cultural event benefits;
Event strategy leadership in correlation with partners and key stakeholders;
Event attraction, growth and improvement, whilst supporting event organisers;
Facilitating education, growth and continual improvement within the local events industry;
Striving toward industry best practice;
Delivering streamlined event initiatives that support and benefit the local community;
Assisting new and existing event organisers through the provision of information, referral and support;
Acting as a forward-planning, progressive and astute industry partner for event opportunities; and
Facilitating investment in new and existing event activity.

Strategic Context and Policy Framework
The Cairns Regional Council Events Strategy has been developed on the basis of policy, strategic context and evidence-based data, and in consultation with key stakeholders and consultants.

The following documents directly inform this strategy:
- Cairns Regional Council Corporate Plan.
- Tourism Tropical North Queensland Strategic Marketing Plan.
- Cairns Regional Council Cultural Plan.
- Cairns Regional Council Civic Events Policy.
- Cairns Regional Council Sport and Recreation Plan.
- Tourism Queensland Corporate Plan.
- Events Queensland Corporate Plan.
- Cairns Rectangular Stadium Needs Study 2011.

Key Partners
The Cairns Regional Council Events Strategy acknowledges the roles and responsibilities of organisations such as Events Queensland, Tourism Queensland, Tourism Tropical North Queensland and other peak organisations such as the Events Advisory Committee, and is focused on a delivery program for the Cairns Regional Council area.

This strategy also acknowledges key regional tourism and local government partnerships outside of the Cairns Regional Council area, however, within the context of Tropical North Queensland.
3. Terms Of Reference

The terms of reference for the Cairns Regional Council Events Strategy 2012-2015 include:

**Council Objectives**

The provision of **five central objectives** in line with Council’s quadruple bottomline:

1. Proactively attract events and partnerships to the region (in the areas of sporting, cultural and business events).
2. Build and improve the region’s capacity to deliver high quality events and partnerships regardless of size.
3. Strive for world-best practice (in the areas of innovation, environment and management of Council supported events).
4. Attract and host high profile and high quality events of international and national significance.
5. Maximise sustainable and inclusive regional economic growth from events and partnerships.

**Complementary Initiatives**

- Solidarity with Events Queensland processes, initiatives and holistic vision.
- Alignment with State core branding messages in association with organisations such as Tourism Queensland.

**Market Analysis and Opportunity Exploration**

- Analyse business cultural, sporting and civic event sectors on both a macro and micro basis.
- Refine core characteristics of targeted event types.
- Opportunity exploration inline with Council’s event Vision.

**Implementation & Reflection**

- Develop prioritised strategies and expected deliverables.
- Create processes, templates and flowcharts to guide Council through the implementation process.
- Provide assessment and analysis tools with regard to events, event implementation and event investigation.
4. Vision

The Events Vision for Tropical North Queensland

Vision: ‘Cairns Regional Council will set a civic leadership benchmark within the areas of events and sponsorship. Tropical North Queensland is to be known as the region that hosts and develops events/sponsorship of an international standard. Our events/sponsorship will nurture innovation within the region and leave behind a beneficial legacy for the region.’

The vision will be achieved through the delivery of five central objectives in line with Council’s quadruple bottomline:

1. Proactively attract events and partnerships to the region (in the areas of sporting, cultural and business events).
2. Build and improve the region’s capacity to deliver high quality events and partnerships regardless of size.
3. Strive for world-best practice (in the areas of innovation, environment and management of Council supported events).
4. Attract and host high profile and high quality events of international and national significance.
5. Maximise sustainable and inclusive regional economic growth from events and partnerships.

Underpinning the delivery of the five objectives are four key principles that are common to all festival and event activity, consisting of:

- Build awareness, audience and interest.
- Encourage innovation, participation and investment.
- Continuously reflect and improve.
- Create a point of difference and leave a legacy.
BACKGROUND / CONTEXTUAL AUDIT

5. Strategic Analysis of Events - The Macro Environment

Events in Context

With a direct impact on the social, economic, environmental and cultural wellbeing of the region and an effect on almost every facet of the local economy; events present an ideal vehicle to assist the region to move toward sustainable growth and increased economic prosperity.

The increased recognition of events as an economic driver has been further bolstered by the Queensland Government’s commitment and record investment into events. The 2011/2012 Budget delivered an investment of $85.8 million over five years to help Queensland attract major events and drive up tourism.

The success of the Gold Coast in securing the 2018 Commonwealth Games is also expected to have a follow-on effect, with Cairns identified as a host for the preliminary rounds of the men’s and women’s basketball tournaments.

Whilst the true leveraging potential of the 2018 Commonwealth Games is yet to be realised, a feasibility study by the Queensland Government indicates the Games could inject up to $1.9 billion into the national economy. Spending by athletes and officials on pre-Games training camps is estimated at $3.26 million.

Further to the evident economic benefits, events also present a diverse range of direct benefits, including:

- Ability to promote and showcase innovation, culture and expertise to the world.
- Attract visitors to the region or create a reason for an extended stay.
- Build community skill levels, motivate cohesion and develop aspirations.
- Encourage direct investment (i.e. tourism, hospitality, sporting and cultural industries).
- Increase business, sporting and cultural participation.
- Contribute to regional pride and enthusiasm.
- Provide learning and skill development opportunities.
- Showcase the region as a great place to live, work, study and visit, supporting inward investment and talent attraction strategies.

Key Event Sectors

This strategy is based on four key event sectors. Each event sector contributes to the community and economy in a different manner. These sectors are:

- Business Events
- Cultural Events
- Sporting Events
- Civic Events

The following analysis of each key event sector highlights the depth and diversity between and within the sectors. It also highlights the breadth of potential opportunities to be harnessed by the region through strategic event portfolio development.
Key Event Sector Analysis: Business Events

Holistically, the business events sector is recognised as the highest yield component of the event tourism industry\(^2\) with direct connections and representation in key business growth areas for the region such as innovation, trade, education, science and training\(^3\).

Business events directly inject $80 million in to the regional Cairns economy, a sizeable contribution. Perhaps the most valuable characteristic of this sector is that business events are not critically affected by seasonality, holiday periods and leisure trends\(^4\).

In economic terms, business events provide considerable benefit to the stability of the regional economy. Furthermore, the busiest period for events is historically between October and December, accounting for 29 per cent of events\(^5\). This overlaps the region’s ‘low tourist season’ between November and March\(^6\).

Tourism Tropical North Queensland’s Business Events Cairns & Great Barrier Reef has assumed a partial awareness building campaign for all sub-sectors, however, only represents an immediate membership base. By comparison, Cairns Convention Centre proactively creates opportunities both nationally and internationally within the niche sub-sector market of association conferences and events catering for more than 300 attendees.

Vital Statistics of Business Events

**Industry Value:**
- Approximately $80 million directly to the regional Cairns economy (and more than $280 million indirectly) each year.
- Approximately $2.8 billion to the Queensland economy in 2003.

**Average Daily Spend:**
- Interstate/overseas delegate: $540 (compared to $240 for leisure visitors)\(^7\).

**Seasonality:**
- Busiest quarter is between October and December: 29 per cent of events (i.e. low tourism season between November and March).

Industry Snapshot

- Business events produce the highest daily yield of any sector for the tourism industry.
- Business tourism contributes $80 million directly to the regional Cairns economy and

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\(^4\) Ibid.

\(^5\) Ibid.

\(^6\) D. Williams, Tropical North Queensland Events Strategy, Williams Consulting Services, June 2010, p61.

\(^7\) D. Williams, Events Review- Queensland, Williams Consulting Services, August 2008, p20.
more than $280 million indirectly each year\(^8\).

\(\text{B} \) Around 600 business events are held in the Cairns region annually\(^9\).

\(\text{B} \) Examples of Cairns events within this sector include the Tropical Innovation Awards, Austropex and the James Cook University Coral Reef Symposium.

\(\text{B} \) Queensland ranked third behind New South Wales and Victoria with a share of the market estimated to be worth $2.8 billion to the State’s economy in 2003 (contributing 34,639 fulltime jobs)\(^10\).

\(\text{B} \) The average daily spend of an interstate or overseas delegate for a business event is $540 compared to $240 for leisure visitors (making business event delegates the highest spending visitors to Australia)\(^11\).

\(\text{B} \) Nationally, the busiest quarter for business events is between October and December, which accounted for 29 per cent of events\(^12\).

\(\text{B} \) Most conferences are planned six months in advance and the host city/town is commonly selected 6-12 months in advance\(^13\).

\(\text{B} \) The likelihood of Professional Conference Organisers (PCOs) recommending the destination for a particular event is high (mean of 4.8 on a five-point scale)\(^14\).

\(\text{B} \) Items that provided the highest level of satisfaction were ‘the accessibility of the destination’, ‘cleanliness of the destination’, ‘friendliness of the staff’ and the ‘safety and security of the destination’\(^15\).

### Key Factors:

\(\text{B} \) Approximately 600 business events are held within the region annually.

\(\text{B} \) Most conferences are planned six months in advance and the host city/town is commonly selected 6-12 months in advance.

\(\text{B} \) Items that provided the highest level of satisfaction were ‘the accessibility of the destination’, ‘cleanliness of the destination’, ‘friendliness of the staff’ and the ‘safety and security of the destination’.

### Destination Offering

\(\text{B} \) Strong leisure brand awareness (i.e. parallel promotional opportunities).

\(\text{B} \) Abundance of accommodation rooms\(^16\).

\(\text{B} \) Ability to host large scale business events (3,500 attendees).

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\(^9\) Ibid.

\(^10\) D. Williams, Events Review, p20.

\(^11\) Ibid.


\(^13\) Ibid.

\(^14\) Ibid.

\(^15\) Ibid.

Accessibility by air, road and train.

5th busiest airport in Australia (international airport for ease of access).

Award-winning business event facilities (i.e. Cairns Convention Centre: World’s Top 3 Congress Centres 2008, 2005 and World’s Best Congress Centre 2004); in addition to potential business event uses for the Cairns Entertainment Precinct.

Tropical North Queensland is generally regarded as a friendly, safe destination that fosters a variety of venues and services.

Research shows conference organisers are most likely to contact the local information bureau to obtain information about a prospective event destination. Although Business Events Cairns & Great Barrier Reef and the Cairns Convention Centre are both proactive in this market, anecdotal evidence suggests there is industry support for a collective approach and Council involvement within this sector.

Key Factors:

- Abundance of accommodation rooms.
- Ability to host large scale business events (3,500 attendees).
- 5th busiest airport in Australia (international airport for ease of access).

Business Event Trends

- Considerable investment from Federal and State governments within the sector of events.

- Most recent statistics show a flow-on effect from the Global Financial Crisis; accordingly all business event markets have either remained stable or have shown a 13-18 per cent decline.

- 80 per cent of the total Australian business events’ value is domestic.

- International growth in business events has reflected growth in the world’s economies (particularly the rise of Asia).

- Increased competition as a long-haul destination (particularly to our Asian neighbours and an expanding Middle East Market).

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17 M. Deery et al, National Business Events Study, p xxv.
19 Ibid.
21 Ibid.
Key Trends:

- 80 per cent of the total Australian business events’ value is domestic.
- Increased competition as a long-haul destination (particularly with our Asian neighbours and an expanding Middle East market).
- Increase in demand for green events.

Development and Diversification Opportunities for Cairns Region

- Capitalise on new conference subjects in fields such as climate change/environment, sustainability and technology.  
  **Rationale:** Untapped potential (boost world-best practice, encourage innovation across wide variety of industry, professional and academic life).

- Foster initiative events in emerging markets aligned with Tropical North Queensland supply offering (i.e. green events, innovation, education, medical, digital technology).  
  **Rationale:** Opportunity to build emerging market share, generate interest and create an event legacy.

- Create formal and informal partnerships with industry organisations to identify business event opportunities.  
  **Rationale:** Ability to work with partners to build on the region’s strengths in the establishment of Tropical North Queensland’s events.

- Formal consideration of a joint event placement initiative (i.e. event information website for event organisers looking to place business, cultural and sporting events within the region).  
  **Rationale:** Economies of scale/pooling of resources, consumer ease, branding/message consistency and centralisation of information.

- Holistic review of business events’ responsibilities and realms of influence between major stakeholders (i.e. working with key industry partners such as Tourism Tropical North Queensland and Cairns Convention Centre).  
  **Rationale:** Sizable economic impact, flow-on effect to almost every market sector and no government representation.

- Potential for a cost neutral Business Events Officer role within Council/or creation of revenue streams within the Marketing and Communications department.  
  **Rationale:** Creation of Council driven legacy event in emerging area (i.e. innovation conference). Opportunities for innovation in the region through business events, including cultural or sporting events.

- Increased leverage and realignment of Council’s event assessment portfolio (i.e. focused on event leverage clusters and improved returns on investment against key performance indicators).  
  **Rationale:** Potential to improve the positive impact of events for the community through the refined placement of Council’s limited resources.
Continue to create formal and informal partnerships with government and major event corporate sponsors to encourage the industry to place business events in the Cairns region.

**Rationale:** Opportunity to influence downward pressure on the placement of events.
Key Event Sector Analysis: Cultural Events

Represented as a core element of the Australian tourism market, cultural tourism has the potential to encourage domestic travellers in particular, to visit cultural facilities and attractions in regional Australia. Accordingly, the market represents a potential economic benefit to Tropical North Queensland whilst alleviating pressure away from the main eastern seaboard destinations.22

International and cultural and heritage visitors are deemed as visitors participating in or attending theatre, concerts, performing arts, museums, visiting art studios, experiencing Aboriginal art/culture, attending events or visiting historical sites during their visit.

Whilst 51 per cent of all international visitors to Australia in 2009 were regarded as cultural and heritage visitors; the market remains largely domestic23.

Vital Statistics of Cultural Events

Industry Value:

- Cultural and heritage visitors spent a total of $25.6 billion on trips to Australia in 2009 (international and domestic) 24.

Average Daily Spend:

- International cultural events visitor: $138 per night25.
- Domestic cultural events visitor: $188 per night26.

Industry Snapshot

- According to the World Tourism Organisation, cultural tourism accounts for 37 per cent of world travel and is growing at the rate of 15 per cent per annum. It is generally agreed and evident from the global literature that demand for cultural tourism experiences has been growing27.

- The number of international visitors participating in cultural and heritage activities in 2009 remained relatively steady with the market has experiencing a 2 per cent growth per year since 200028.

- The cultural heritage market predominately comprises domestic visitors. The domestic market experienced a decline during 2009 in line with a decrease within the entire domestic market29.

24 Ibid.
25 Ibid.
26 Ibid.
28 Ibid.
Highest likelihood for international travellers to participate in cultural activities by visitor country are Italy (73 per cent), Switzerland (71 per cent) and France (71 per cent); with Asian visitors less likely to participate (with the exception of Taiwanese and Koreans).

**Key Factors:**

- Cultural tourism accounts for 37 per cent of world travel and is growing at the rate of 15 per cent per annum.
- International cultural visitor rates have experienced a 2 per cent growth per year since 2000; however, the domestic market still dominates cultural tourism.

**Destination Offering**

- Tropical North Queensland was one of the most popular regional destinations for international cultural visitors.
- If it is assumed that all domestic visitors to Tropical North Queensland stay overnight and that 13 per cent are interested in a cultural tourism experience, therefore the number of cultural tourists would be 193,830. So attendance of festivals and fairs or cultural events is approximated at: International visitors 68,500 and domestic 32,951 in 2009.
- Tropical North Queensland has a strong cultural community and hosts a diverse range of cultural events.
- With some few exceptions, existing cultural events and festivals in Tropical North Queensland tend to attract visitors from within the region, with most drawing from their immediate local area.
- The Entertainment Precinct will have the ability to produce a range of benefits beyond the hub, whilst also building awareness for Tropical North Queensland's cultural assets and offerings.
- Indigenous culture has long been recognised for its potential in tourism. The Tropical North Queensland communities have a distinctly different cultural base to their Central Australian counterparts and therefore create a potential point of difference for the region.
- Council’s commitment to social capital through the support of identified community anchor events such as The Great Pyramid Race, Babinda Harvest Festival and the Ukulele Festival.

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29 Ibid.
30 Ibid.
31 A. Hossain, L. Heanet et al; Cultural Tourism in Regions of Australia, accessed 8 January 2012.
32 Snapshot 2009- Cultural and Heritage Tourism in Australia, accessed 8 January 2012.
34 Ibid.
35 Ibid.
36 Ibid.
Key Factors:

- Tropical North Queensland has a strong cultural community and hosts a diverse range of cultural events.
- Potential for Indigenous tourism based events to create a point of difference for the region.
- Large variety of localised events to encourage community participation; however, limited with national/international drawcard appeal.

Cultural Event Trends

- The number of international visitors participating in cultural and heritage activities in 2009 remained relatively steady and there has been an average annual growth of 2 per cent in this market since 2000.\(^{37}\)
- In 2009, Australia’s cultural and heritage tourism market was predominantly domestic.\(^{38}\)
- Domestic overnight cultural and heritage visitors declined during 2009 which was in line with the decrease in total domestic overnight market.\(^{39}\)
- Domestic day cultural and heritage visitors increased by 11 per cent on the previous year (2009).\(^{40}\)
- Overall the trend for domestic overnight and day visitors has been positive with an average annual growth of 2 per cent for each market (between 2000 and 2009).\(^{41}\)

Key Trends:

- The trend for domestic overnight and day visitors has been positive with an average annual growth of 2 per cent for each market.
- The number of international visitors participating in cultural and heritage activities in 2009 remained relatively steady and there has been an average annual growth of 2 per cent in this market (between 2000 and 2009).

Development and Diversification Opportunities for Cairns Region

- Cultural events capitalised on as a generator of visitation (rather than a reason to extend visitation or attend whilst already in the region).
  **Rationale:** Creation of diversified market and strengthening of Tropical North Queensland’s offering. Council presence in strategic government/funding partnership arrangements to attract cultural events to the region.
- Creation of internationally relevant and appealing event based on Indigenous culture of Tropical North Queensland.

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\(^{37}\) Snapshot 2009- Cultural and Heritage Tourism in Australia, accessed 8 January 2012.

\(^{41}\) Ibid.

\(^{39}\) Ibid.

\(^{40}\) Ibid.

\(^{41}\) Ibid.
**Rationale:** Opportunity to build international legacy event. Statistically highest participation activity for cultural tourism (i.e. demonstrated need). Strong flow-on opportunities (established leisure brand and unique Indigenous culture).

- Continue to pursue proactive partnerships with Arts Nexus and State Government initiatives to further the cultural events sector.
  **Rationale:** Economies of scale/unified approach.

- Formal consideration of a joint event placement initiative (i.e. event information website for event organisers looking to place business, cultural and sporting events within the region).
  **Rationale:** Economies of scale/pooling of resources, consumer ease, branding/message consistency and centralisation of information.

- Increased leverage and realignment of Council’s event assessment portfolio (i.e. focused on event leverage clusters and improved return on investment against key performance indicators).
  **Rationale:** Potential to improve the positive impact of events for the community through the refined placement of Council’s limited resources.
Key Event Sector Analysis: Sporting Events

Sporting events represent an important aspect of our nation’s culture and identity. Australia is recognised as a sporting nation and represents a long association with a wide range of sporting events/activities\(^2\).

Sports tourism possibly represents up to 5 per cent of the overall tourism market, equating to tourism expenditure of about $3 billion per annum\(^3\).

The *Tropical North Queensland Events Strategy 2010-2015* suggests that the sporting events sector is structured around events held on local, regional, state, national and international championship levels. The top end comprises Olympic Games, World Cup Soccer and world championships and at the lower end are state and regional championships in age groups through to open categories\(^4\).

As a market segment that very much represents Australian culture, the potential positive flow-on effect for well-placed sporting events is extremely diverse. With a vast array of sporting event opportunities to choose from, it is suggested that Council’s current approach toward the further refinement of sporting event assessment metrics will be well received.

Vital Statistics of Sporting Events

**Industry Value:**

- Approximately $3 billion to the Australian economy in 2009.

**Average Daily Spend:**

- The average trip expenditure for overnight visitors on sporting trips was $387, 13 per cent less than the average for overnight visitors as a whole ($444).

**Industry Snapshot**

- Sporting events tourism in Australia accounts for approximately $3 billion per annum\(^4\).

- Domestic overnight visitors travelling for sporting events in Queensland most commonly came from: Queensland 84 per cent and New South Wales 13 per cent\(^4\).

- The average trip expenditure for overnight visitors on sporting trips is said to range from $214 to $387.

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\(^4\) D. Williams, Tropical North Queensland Events Strategy, p24.


\(^4\) Tourism Queensland, Sporting Events Tourism, accessed 8 January 2012.
The most popular Australian sporting events, in terms of attendance are: 47
1. Australian Rules football 17 per cent.
2. Horse racing 12 per cent.
3. Motor sports 11 per cent.
4. Rugby League 10 per cent.
5. Cricket 6 per cent.

**Domestic Snapshot:**

- Domestic overnight visitors’ sporting event travel in Queensland was mostly concentrated within Brisbane (25 per cent), the Gold Coast (18 per cent), Darling Downs (14 per cent) and the Sunshine Coast (10 per cent) 48.

- Australians took 3.2 million domestic overnight trips for sporting purposes, representing approximately 4 per cent of the total domestic overnight trip market 49.

- Australians took 8.7 million domestic day trips for sporting purposes, representing approximately 6 per cent of the total domestic day trip market 50.

- Approximately one third of the domestic overnight visitors travelling for sporting events in Australia earn less than $52,000 per annum 51.

- Approximately 34 per cent of the domestic daytrip visitors travelling for sporting events earn less than $52,000 per annum 52.

**International Snapshot:**

- International visitors who travelled to Australia for a sporting event in 2002 most commonly visited New South Wales (41 per cent), Victoria (41 per cent), Queensland (32 per cent) and Western Australia (21 per cent) 53.

- International visitors travelling for sporting events in Australia most commonly came from: New Zealand 34 per cent, United Kingdom 16 per cent and Japan 13 per cent 54.

- Approximately 74,000 international visitors travelled to Australia for the main purpose of attending an organised sporting event, representing approximately 2 per cent of the total international visitors to Australia. Approximately 7 per cent of international visitors incidentally attended an organised sporting event during their stay in Australia 55.

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47 Tourism Queensland, Sporting Events Tourism, accessed 8 January 2012.
48 Tourism Queensland, Sporting Events Tourism, accessed 8 January 2012.
49 Ibid.
50 Ibid.
51 Ibid.
52 Ibid.
53 Ibid.
54 Ibid.
55 Ibid.
Key Factors:

- Sporting events tourism in Australia accounts for approximately $3 billion per annum.
- Domestic overnight visitation in Queensland was mostly concentrated within Brisbane, the Gold Coast, Darling Downs and the Sunshine Coast.
- Approximately 2 per cent of international visitors travelled for the main purpose of a sporting event, whilst 7 per cent attended a sporting event during their stay.
- Most domestic overnight sport visitors came from within the state (84 per cent).
- Most popular Australian sporting events are: Australian Rules football, horse racing, motorsports, rugby league and cricket.

Destination Offering

- Queensland attracts approximately 18 per cent of all domestic sporting events tourism. 56
- Abundance of accommodation rooms 57.
- Active mix of local sporting organisations.
- 5th busiest airport in Australia (international airport for ease of access).
- Representation within major sporting associations.
- A 2010 report commissioned by Council to Complete Sports Marketing identified a high Tropical North Queensland event capability within the following disciplines:
  - AFL.
  - Basketball.
  - BMX.
  - Hockey.
  - Rugby League.
  - Triathlon.

- The most popular Australian sporting events, in terms of attendance are: 58
  - Australian Rules football 17 per cent.
  - Horse racing 12 per cent.
  - Motor sports 11 per cent.
  - Rugby League 10 per cent.
  - Cricket 6 per cent.

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56 Ibid.
58 Tourism Queensland, Sporting Events Tourism, accessed 8 January 2012.
Key Factors:

- Abundance of accommodation rooms.
- Queensland attracts approximately 18 per cent of all domestic sporting events tourism.
- Representation within major sporting associations.
- 5th busiest airport in Australia (international airport for ease of access).

Sporting Event Trends

- Australia is generally seen as a sporting nation despite its relatively small population.
- Leisure tourism initiatives for Australia to be portrayed as a sporting nation (i.e. The Australian Tourist Commission incorporates a “sports” theme into the overseas message/image)\(^{59}\).
- Of the international sporting visitors who were asked if they would like to return to Australia in the next three years\(^{60}\):
  - 76 per cent plan to return within the next three years.
  - 14 per cent do not plan to return within the next three years.
  - 11 per cent were unsure if they would return within the next three years.

Key Trends:

- Australia is generally seen as a sporting nation and leisure tourism initiatives for Australia support a sporting nation image.
- 76 per cent of international visitors suggested they would like to return to Australia within the next three years.

Development and Diversification Opportunities for Cairns Region

- Realignment of the magnitude of sporting groups the region is to attract.
  Rationale: Consideration of portfolio, growth and leverage potential.
- Refinement of Council’s internal process of sporting event placement, cost mitigation practices and techniques for creating event opportunities.
  Rationale: Opportunity to build market share, increase return and refine arrangements.
- Continue to create formal and informal partnerships with industry organisations to identify sporting event opportunities
  Rationale: Ability to work with partners to build on the region’s strengths in the establishment of additional events and event growth in Cairns.
- Update/review Council’s requirements/criteria for event offers via contracted lead generators.

\(^{59}\) Commonwealth Department of Industry, Science and Resources, Towards a National Sporting... accessed 8 January 2012.
\(^{60}\) Tourism Queensland, Sporting Events Tourism, accessed 8 January 2012.
Rationale: Opportunity to build market share, increase return and refine arrangements.

Streamlined access to event information.
Rationale: Brand consistency and economies of scale in all cultural supportive organisations channelling enquiries through the one medium (i.e. an events central website for business, cultural and sporting events similar to that of a business events convention bureau).

Further the advancement of strategic and proactive partnerships with Events Queensland, Sporting Australian and State Government initiatives to further the sporting events sector.
Rationale: Unified approach/economies of scale.

Formal consideration of funding grants to secure national/international drawcard events. Address the barriers to attract a substantial international market for a sporting event.
Rationale: Sizable economic impact and vast flow-on effect. Commonly perceived barriers for travel to Australia, particularly from Europeans, Canadians and Americans, are time, cost and distance.61

Increased leverage and realignment of Council’s event assessment portfolio (i.e. focused on event leverage clusters and improved return on investment against key performance indicators).
Rationale: Potential to improve the positive impact of events for the community through the refined placement of Council’s limited resources.

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61 Tourism Queensland, Sporting Events Tourism, accessed 8 January 2012.
Key Event Sector Analysis: Civic Events

Whilst the tangible benefits of civic events remain difficult to quantify, the true benefit is that they greatly enrich a region’s cultural life and community for residents and visitors alike.

Council’s commitment to civic events is that of a multipronged approach and incorporates the management of events such as Australia Day, ANZAC Day, Carols by Candlelight and citizenship ceremonies; whilst also providing civic reception rooms and resources for community organisations as required.

Whilst it is likely a wide variety of Cairns residents have either participated in or been exposed to a civic event, the true reach of these events remains unknown.

Vital Statistics of Civic Events

Council Managed Civic Events:

- Australia Day (annual event).
- Anzac Day (annual event).
- Citizenship Ceremonies (monthly event).
- Carols by Candlelight (annual event).
- New Year’s Celebration (annual event).
- Coordination of community based events such as Peace Week, Pink Ribbon Day and Senior’s Week.

Destination Offering

- Array of Council managed civic event backdrops from Sister Cities’ Lawns on the Cairns Esplanade to Civic Receptions Rooms and Rex Smeal Park in Port Douglas.
- Vibrant cultural environment in which civic events are widely embraced.
- Wide variety of event based suppliers and the largest number of eco-certified products in Australia.
- Professional in-house Senior Events Manager and support team tasked with the successful implementation and delivery of civic events.
- Civic event locations provided at little or no cost (where appropriate).
- Council adopted initiative and commitment via Council’s Civic Events Policy.

Civic Event Trends

- Community management in the organisation of civic events.
- Civic events becoming regional showcasing opportunities for green event management techniques.
Development and Diversification Opportunities for Cairns Region

- Community management in the organisation of civic events.
  **Rationale:** Opportunity for Council to showcase best practice techniques, upskilling of residents, community participation and alignment with Tourism Queensland’s event education charter.

- Civic events becoming regional showcasing opportunities for green event management techniques.
  **Rationale:** Lead by example.
Competitiveness of Tropical North Queensland

**Strengths:**
- Geographic location: Proximity to Asia Pacific region provides opportunities to capitalise on additional markets.
- Accessibility: Accessible via road, rail, sea and air (5th busiest airport in Australia which provides access to international markets).
- Climate: Tropical climate provides opportunities for elite climate training and winter events.
- Tropical location: Aspirational location for event planners.
- Picturesque backdrop: Diverse yet picturesque event backdrop provides media and promotional opportunities.
- Strong and differentiated branding: Regional ‘Adventurous by nature’ branding facilitated through Tourism Queensland and Tourism Tropical North Queensland.
- Tourism: Strong tourism/events service sector and abundance of accommodation rooms.
- Expertise and innovation: High degree of specialised expertise and innovation within the region which is potentially transferable to event promotion and implementation.
- Facilities: Wide array of event facilities from the adaptable Cairns Convention Centre through to an international tennis stadium. The further list of event facilities within Cairns region is provided in the Appendix.
- Existing/anchored events: Tried and tested implementations (to some extent) with the region gaining increased exposure as an events destination.
- Infrastructure: Ability to leverage and utilise world class infrastructure ranging from international airport and seaport through to world leading educational facilities, research centres and sporting centres for events.
- Natural assets: Provide ever changing ‘venues’ for adventure sports.
- Partners: Strong alliance and support network with Events Queensland, Tourism Queensland and Tourism Tropical North Queensland; in addition to close affiliation with surrounding councils.
- Interwoven strategy: Common goals and areas of focus for economic prosperity and increased benefits from events shared both within Council and with Council’s partners.

**Challenges:**
- Environmental sustainability and conservation: Natural adventure theme park versus environmental protection and sustainable use of natural resources.
- Seasonality: Wet season potentially creates a barrier for event planners and participants.
Isolation from major populations: Geographic distance from major population bases of Brisbane, Sydney and Melbourne.


Transportation costs/major non-fixed event infrastructure: Sourcing of mobile infrastructure for major events can be costly.

Economic environment: Business cutbacks on event spending due to recent poor economy.

Human resources: Limited Council resources required to manage increasing number and scope of event enquiries.
6. Council Events - The Micro Environment

Council Support and Delivery for Events
With direct economic benefits, substantial Council investment and subsequent destination development opportunities; Council is committed to a proactive events and event sponsorship approach.

Event Facilitation- Council Hosted Events
Council currently operates under a decentralised events implementation structure. Council managed events are implemented by the department/branch under which the event sector falls. For example:

<table>
<thead>
<tr>
<th>Event Type</th>
<th>Core Department and Role</th>
</tr>
</thead>
</table>
| Business Event | Economic Development and Innovation
Direct delivery and funding to TTNQ with representation on the Regional Business Events Advisory Committee. |
| Cultural Event | Creative Cairns
Direct delivery and funding to external agencies. |
| Sporting Event | Sport and Community
Direct delivery and funding to external agencies. |
| Civic Event   | Marketing and Communications
Direct delivery and funding to external agencies. |

All major events are managed in consultation with the Events and Sponsorship Strategist and promoted with the assistance of the Marketing and Communications branch.

Council supports community based events in addition to external agency managed events via financial assistance or in-kind support. Funding from appropriate programs include:

**Event Grants (Local, Developmental and Major)**
- Process: Biannual competitive funding rounds via three grant streams: local and community, developmental and major event grants. The timing of the rounds creates further the provision for grant applicants to then also apply for Events Queensland event funding.

**Resource and Performance Agreements**
- Process: Longer term arrangements on an as-needed basis and as endorsed by Council.
Mayor’s Discretionary Fund
- Process: Limited funding available based on a financial year allocation.

Event Sponsorship
- Process: Fixed term arrangements, based on an as-needed basis and as endorsed by Council.

Allocations under these programs were combined with an assessment of organisational event expenditure to provide a snapshot of Council’s investment per event sector. In the 2010/2011 financial year, Council allocated 45% of event funding to cultural events, 29% to sporting events, 24% to civic events and 2% to business events.

2010 / 2011 Council Investment by Event Sector

- 45% Cultural Events
- 29% Sporting Events
- 24% Civic Events
- 2% Business Events
7. Existing Events Portfolio - Snapshot

Council recognises the importance of a diverse events portfolio in regard to the vibrancy, economic and social wellbeing of the region.

The Appendix provides a calendar of major events in Cairns for 2012 and also highlights the range and depth of events held within the region. The following snapshot is a cross-section sample which provides an overview of these events.

This strategy also considers a cross sector of events to identify common considerations in evaluating event types and to help provide direction on future priorities for the event portfolio. Council also supports a cluster of smaller community based events (i.e. Peace Week).

<table>
<thead>
<tr>
<th>Event Name</th>
<th>Event Sector</th>
<th>Event Type</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tropical Innovation Awards</td>
<td>Business event</td>
<td>Large</td>
</tr>
<tr>
<td>Austropex Conference</td>
<td>Business event</td>
<td>Medium</td>
</tr>
<tr>
<td>Cairns Indigenous Art Fair (CIAF)</td>
<td>Cultural event</td>
<td>Large</td>
</tr>
<tr>
<td>Festival Cairns</td>
<td>Cultural event</td>
<td>Large / Medium</td>
</tr>
<tr>
<td>Cairns Ukulele Festival</td>
<td>Cultural event</td>
<td>Medium / Small</td>
</tr>
<tr>
<td>Cairns Airport Challenge Cairns</td>
<td>Sporting event</td>
<td>Large</td>
</tr>
<tr>
<td>BMX Championships</td>
<td>Sporting event</td>
<td>Medium</td>
</tr>
<tr>
<td>2011 Marlin Coast Challenge</td>
<td>Sporting event</td>
<td>Medium / Small</td>
</tr>
<tr>
<td>New Years Eve</td>
<td>Civic event</td>
<td>Large</td>
</tr>
<tr>
<td>Carols by Candlelight</td>
<td>Civic event</td>
<td>Medium</td>
</tr>
<tr>
<td>Senior’s Week</td>
<td>Civic event</td>
<td>Small</td>
</tr>
</tbody>
</table>

Business Events

Tropical Innovation Awards (TIA)

The Tropical Innovation Awards are held in Cairns annually, inviting participants from the four major Far North Queensland (FNQ) local government areas of Cairns Regional Council; Tablelands Regional Council; Cassowary Coast Regional Council; and Cook Shire.

The TIA was established in 2010 through the initiative of the Cairns Regional Council. The Awards aim to recognise, reward and support innovation and invention across the Far North Queensland region to support economic diversification and sustainability. The awards provide an opportunity for local inventors, innovators and businesses to showcase their ideas, projects and processes to potential investors, mentors, government officials and the public.

The Awards provide an opportunity for applicants to link with professional businesses and State and Federal funded programs. It is also gives applicants an opportunity to realise the potential commercial value of their invention or innovation and contribute to the export and employment potential of the region.
In 2011, the Tropical Innovation Awards were held in August, with approximately 300 attendees. The event had 52 applicants from across Tropical North Queensland region and the Tropic Zone.

The Awards are a key focus of the region innovation agenda which was recognised, in part, with two national awards in 2011.

**Austropex Conference**

Advance Cairns is the peak coordination agency for economic development in Tropical North Queensland. Its vision is to “develop a vibrant and sustainable regional economy that promotes and facilitates diverse employment, growth, social and lifestyle opportunities”. The agency facilitates connections between private enterprise, industry, community and government agencies.

Austropex is an initiative of Advance Cairns, which along with support from the Department of Employment, Economic Development and Innovation (DEEDI) and the Austropex Industry Advisory Group, provides project management expertise, workshops, communications, marketing and administration support for the members and its website. Austropex aims to promote and support the tropical expertise sector by connecting members, partner agencies and clients, and providing information and co-ordination services using an online platform to deliver news, events, business opportunities and a database of industry specialists.

Austropex has around 350 members, with the Austropex Industry Advisory Group made of around 30 leading industry representatives. Austropex works with several industry sectors, these being: mining; energy; built environment; environment; marine; aviation; agriculture; health; food; education and training; and tourism. The initiative is supported by a range of leading organisations including Skill360, DEEDI, ARUP Engineering and the Great Barrier Reef International Marine College.

As part of the Austropex initiative in 2011, the inaugural Austropex Conference was held to bring together industries from across the tropical expertise sector. The conference focused on creating specialist and business links, and identifying the key issues, challenges and opportunities both within the discrete industries and across the tropical expertise sector as a whole. The conference aligns with the overarching objective of Advance Cairns, which is to diversify the Tropical North Queensland economy by focusing on local strengths, ingenuity and expertise.

In 2011, the conference attracted around 200 delegates and was held on the same day as the Tropical Innovation Awards, which created additional opportunities for individual, business and industry networking. Following the success of this, plans are currently underway to once again hold both events on the same day in August 2012.
Cultural Events

Cairns Indigenous Art Fair
Cairns Indigenous Art Fair (CIAF) is a celebration of Aboriginal and Torres Strait Islander art, dance and music. It is the only art fair in Australia to welcome commercial art galleries and Indigenous art centres to sell and showcase art by Queensland born or based Aboriginal and Torres Strait Islander artists. CIAF is a free public event, held in Cairns annually over three days during August.

Established in 2009 by Arts Queensland, CIAF has strong support from Arts Queensland, the Indigenous Business Development Unit, the Queensland Indigenous Arts Marketing and Export Agency (QIAMEA) and Cairns Regional Council. CIAF was the opening event in the 2009 Cairns Festival, with organisers estimating that 10,000 people attended over the three days and approximately $500,000 was generated from the sale of art. Over the past three years, from 2009-2011, it is estimated that the event has attracted more 35,000 visitors.

CIAF appears to have potential to grow following the success of the past three fairs. Arts Queensland has advised that future growth for CIAF is likely to be focused on attracting curators and galleries from across Australia and overseas, as well as the high end arts buyers. Positive feedback from market research at Cairns Festival in 2009 indicated that visitors felt CIAF should have run for longer within the festival program instead of just the three days. The commitment from Arts Queensland to fund the CIAF as an annual event through to 2011 is also positive, aiming to grow the event in terms of program content and more targeted promotion.

Cairns Festival
Cairns Festival is Far North Queensland’s largest cultural celebration, usually held in August and September of each year at various venues throughout the region. The festival is a celebration of local identity, encompassing the region’s various cultures and communities, the unique tropical lifestyle, and diverse landscapes. The festival includes both free and ticketed events encompassing music, dance, theatre, film, literacy, culture, entertainment, comedy and more. The festival is supported and presented by Cairns Regional Council.

This year marked the festival’s 50th season, which was held over seventeen days and comprised 106 productions, events, exhibitions, and creative projects made possible by over 1,000 artists and creative people from the region and beyond. The 2011 Cairns Festival season attracted an estimated combined audience of over 110,000 people and included major events such as the Grand Parade, Cairns Indigenous Art Fair, Gordonvale Pyramid Race, Cairns Amateurs, International Student Welcome, Tropical Pride Festival, Circus Oz season, free concerts and free film nights, and Carnival on Collins.

In 2011 the Cairns Festival operating budget was just over $600,000, with $490,000 provided by Cairns Regional Council (this does not include allocations to other business units, such as the Tanks Arts Centre and Civic Theatre). Almost $70,000 in cash support
was provided by local sponsors, and an estimated $50,000 came in as in-kind support. The bulk of the Cairns Festival budget is spent in the region, and over 50 businesses and vendors were engaged to provide goods and services in 2011.

The estimated economic impact of all festival events combined is over $10 million, with a major focus on the growth of Far North Queensland’s tourism and hospitality industries and an increase in international and interstate visitation. Over 25 local volunteers provide an estimated 400 hours of donated service in support of the festival’s events, front of house and information services.

**Cairns Ukulele Festival**

The Cairns Ukulele Festival is held annually over three days during July, and attracts class acts from all over the world and across all genres to showcase their skill and talent. The 2011 festival included both free and ticketed activities, including concerts, workshops, a world record attempt and the Uke Art Exhibition.

The festival is held in partnership with Cairns Regional Council, Festivals Australia, Events Queensland and Tanks Arts Centre. The event is also regularly supported by numerous sponsors and volunteers. In 2009-2010, Cairns Regional Council’s Economic Development Fund provided cash contribution of $16,698 towards the event.

**Sport Events**

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**Cairns Airport Challenge Cairns**

Cairns Airport Challenge Cairns was the main event of the 2011 inaugural Cairns Airport Adventure Festival, which was organised and managed by USM Events. The festival encompassed nine events over nine days during May and June, stretching from Cairns to Port Douglas and from Green Island to Mt Molloy, an area of over 2,000 square kilometres.

The festival included sporting events such as triathlons, swims, runs, paddling races and mountain bike challenges, as well as functions such as a sport and lifestyle expo, concert, film festival, an athlete’s welcome party and awards presentation.

The 2011 Cairns Airport Challenge Cairns triathlon was the centrepiece event and attracted 744 entrants and 20,000 spectators (this number also includes spectators for the Cairns Half Triathlon). Entrants comprised: 10.2% locals within 200 kilometres; 40.6% from intrastate but outside 200 kilometres; 38.8% from interstate; and 10.4% overseas entrants.

The 2011 Cairns Airport Challenge Cairns was the first ‘challenge’ style event to be held in Australia, differing from most other iron distance triathlons. The event prize money was equivalent to 100,000 Euros, making it the second highest valued prize for an iron distance triathlon in the world.
In 2011, the Cairns Airport Challenge Cairns event received an estimated cash contribution of $250,000, as well as in-kind contributions over the next four years from Cairns Regional Council. The event attracted numerous sponsors and raised money for several charities.

USM events has indicated it’s committed to growing the Cairns Airport Adventure Festival and Cairns Airport Challenge Cairns over the next four years.

**2011 Marlin Coast Challenge**
The Marlin Coast Challenge is held annually in Cairns during October, inviting competitors to participate in a paddling race. 2011 marked the fourth continuous year of the event, which attracted 115 competitors from across Australia. Cairns Regional Council provided a cash contribution of $2,300 toward the event in 2011. The event is also supported by numerous business sponsors and volunteers.

**2011 Queensland BMX Championship**
The 2011 BMX Australia Championships was held in Cairns over five days during September. The event was hosted by the Cairns BMX Club and invited competitors from all over Australia to compete in various race type events. Cairns Regional Council made a cash contribution of $25,000 towards the event.

**Civic Events**

**New Years Eve**
The Cairns New Years Eve celebration is a free community event held on the last day of each year at the Cairns Esplanade. The event includes fireworks displays, concerts, local bands, street dining and a range of family entertainment. The event is presented by Cairns Regional Council, and attracts the support of numerous media partners and sponsors. In 2011, entertainment and activities will take place from 6pm to midnight, with the event estimated to attract around 10,000 people.

**Carols by Candlelight**
Carols by Candlelight is held at Fogarty Park in December of each year and hosted by Cairns Regional Council. The event showcases a range of family entertainment by local organisations, businesses and individuals. In 2011 the event included song and dance performances by the Cairns Choral Society, Cairns Young Voices, The Julia Macalpine Dancers and June Vale Dancers. The event aims to help raise funds for the Mayor’s Christmas Cheer Appeal, which provides food hampers to over 500 needy families in the Cairns region during the Christmas season.

The Cairns Carols by Candlelight is a free community event, with food, song books, candles and other goods available for purchase. Each year the four hour event attracts around 5,000 attendees, as well as the support of local volunteers and business sponsors. In 2011 it is
estimated that Cairns Regional Council provided an in-kind contribution to the value of $9,000 and a cash contribution of $65,000 to fund the event.

Cairns Senior’s Week
The Cairns Senior’s Week event involves a month long program of activities during August, to recognise and celebrate the contribution of seniors. The event is hosted by Cairns Regional Council and is in line with other Seniors Week events held across all Australian states and territories each year.

In 2011, the Cairns Senior’s Week program ran for 25 days and included a range of free and ticketed events such as morning teas and lunches, concerts and talent shows, arts and crafts, bus tours, golf days, fairs and exhibitions, and various workshops. The activities aim to promote and support the health and wellbeing of seniors through: education, training and skills development; exercise; and opportunities for social interaction.

A number of local businesses and organisations also support the event by providing discounted rates to seniors throughout Seniors Week. In 2011, for example, Cairns Regional Council Libraries held free of charge computer classes and demonstrations on how to research family ancestry. In 2012, it is estimated that Cairns Regional Council will make a cash contribution of around $15,000 towards the event.
8. Assessment Criteria and Event Priorities

The planning, organisation and delivery of a calendar of events is an important element of Council’s mandate to promote and facilitate the region’s economic development and community wellbeing.

In assessing an event for Cairns, however, these considerations must be balanced with the region’s capacity to attract the event and to administer the event. This makes it necessary to target certain opportunities, and not to waste resources on unviable events.

The evaluation of events with the view to achieve a balanced event portfolio should consider three broad sets of assessment criteria:

1. Capacity to attract and implement,
2. Quadruple bottom line considerations; and
3. Timeliness.
## Figure 1 Events Assessment Table

<table>
<thead>
<tr>
<th>Criteria</th>
<th>Considerations</th>
</tr>
</thead>
</table>
| **Competitive Advantage**  
  ß Is the event amenable to the region’s location?                        | ß Events which sit within one or more of the Cairns Region’s areas of competitive advantage, have more potential to be sustainable, long-term events for the region. |
| ß Will the accessibility of the region to both domestic and international markets compliment the event? | ß Cairns can serve events which have an international draw, with the fifth busiest airport in Australia, servicing international markets. |
| ß Is the event appropriate for the tropical climate?                      |                                                                                                                                             |
| ß Will the scenic nature of the region compliment the event?              |                                                                                                                                             |
| ß Does the image of the region lend itself to the event type?             |                                                                                                                                             |
| ß Can the event leverage off the strong tourist/visitor population?       |                                                                                                                                             |
| ß Does the event compliment the specialisations and expertise within the region? |                                                                                                                                             |
| ß Can the event leverage off the region’s facilities/infrastructure?     |                                                                                                                                             |
| ß Can the event leverage off the reputation of the region for hosting successful events? |                                                                                                                                             |
| **Capacity to Implement**  
  ß Does the region have the capacity to mitigate any threats to the natural environment? | ß Assessing capacity with regard to human resources means evaluating whether there is the sufficient volume of individuals with the skills, knowledge and experience to deliver the event. |
| ß Is the performance of the event constrained by the seasonality of the weather and tourist populations? | ß Assessing organisational capacity means scrutinising the procedures, systems and policies of the proponent who is to deliver the event. |
| ß Is the isolation of the region from major cities likely to hinder the success of the event? | ß Financial resources must be balanced given there would be a higher demand for events within the Cairns region due to the seasonal nature of its population, often constituting a large number of visitors. |
| ß Does the region possess the organisational capacity?                    |                                                                                                                                             |
| ß Does the region possess the financial resources?                        |                                                                                                                                             |
Does the region possess the human resources?

Is the economic climate appropriate for the scale of the given event?

### Quadruple Bottom Line

<table>
<thead>
<tr>
<th>Quadruple Bottom Line</th>
<th>Criteria</th>
<th>Considerations</th>
</tr>
</thead>
<tbody>
<tr>
<td>Economic Considerations</td>
<td>Does the event provide an opportunity for exchange between business and industry that can directly benefit the region?</td>
<td>Visitation is directly related to expenditure. Expenditure can be analysed through multipliers to determine economic impact. The following are average expenditure figures for the different event types:</td>
</tr>
<tr>
<td></td>
<td>How much of the expenditure to stage the event will be captured within the Cairns region?</td>
<td>o Business Event – Interstate/Overseas Delegate $540 average daily spend</td>
</tr>
<tr>
<td></td>
<td>How many visitors will the event attract? How many overnight/international visitors will the event attract? What is the average length of stay?</td>
<td>o Cultural Event – International Visitor $138 per night, Domestic Visitor $188 per night</td>
</tr>
<tr>
<td></td>
<td>Is the event likely to be susceptible to price fluctuations in the market?</td>
<td>o Sporting Event – Day Visitor $49 per trip, Overnight Visitor $387 per trip</td>
</tr>
<tr>
<td></td>
<td>What confidence is there in the events potential to capture the targeted patronage?</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Has the event been conducted successfully before? What confidence is there in the promoters/organisers ability to stage a successful event?</td>
<td>Similarly, local expenditure can also be analysed through multipliers to determine its total economic impact.</td>
</tr>
<tr>
<td>Social Considerations</td>
<td>Does the event promote or demonstrate physical activity?</td>
<td>Prices in the region are likely to be somewhat seasonal, as such, events need to be carefully considered with timing and price considerations.</td>
</tr>
<tr>
<td></td>
<td>How many people will the event attract?</td>
<td></td>
</tr>
</tbody>
</table>

The benefits of social inclusion are maximised by the event facilitating maximum numbers of attendees and ensuring that social dislocation is minimised by inclusion of at risk demographics, that is, those demographics who have more...
<table>
<thead>
<tr>
<th>Quadruple Bottom Line</th>
<th>Criteria</th>
<th>Considerations</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>- Does the event present an opportunity for educational transfer?</td>
<td></td>
</tr>
<tr>
<td></td>
<td>- Does the event support a charity?</td>
<td></td>
</tr>
<tr>
<td></td>
<td>- Does the event provide an opportunity to promote on-going participation by spectators in the future?</td>
<td></td>
</tr>
<tr>
<td></td>
<td>- Is there commercial interest in the event? How is this likely to alter the delivery of the recognised benefits and costs of the event?</td>
<td></td>
</tr>
<tr>
<td></td>
<td>- Does the event unfairly discriminate against a particular demographic?</td>
<td></td>
</tr>
</tbody>
</table>

| Cultural Considerations | - Will the event demonstrate local and/or regional cultural attributes? |
|                        | - Will the event help to educate attendees with regard to cultural attributes, promoting acceptance and participation? |
|                        | - Does the event present an opportunity to reinforce regional values and attributes, contributing to a unified identity? |
|                        | - Is the event likely to touch upon culturally sensitive issues? |
|                        | - Does the event have the potential to offend the cultural sensitivities of visitors to the region? |

| Environmental Considerations | - How many participants/attendees? How will they travel to and from the event? |
|                             | - What measures have been put in place to limit the negative environmental impacts associated with travel induced by the event? |
|                             | - Are there appropriate waste management protocols for the event? |

- Limited social exposure.
- On-going participation in event activities would be maximised by continued support and showcasing of premier examples of the activity. For example, continued support of Cairns Tennis International would promote continued participation from amateurs.

- Cultural attributes can be quite a broad category, and should consider all forms of culture, and not be necessarily toed purely to artistic expression. For example, the Great Pyramid Race can be considered from a cultural stand point given it is a tradition and part of the fabric of the community.

- Cultural sensitivities need to be considered when approving events that may touch upon ideas which are taboo or offensive in another's culture. This is especially important for Cairns given the region's strong international tourist market.

- Often measures are taken by event organiser's to ensure adverse environmental impacts are minimised where possible. For example, following intense overcrowding and traffic issues at the Splendour in the Grass festival in Woodford in 2010, part of the 2011 organisation involved rewarding attendees who car pooled and arrived early.

- Business Events Cairns acknowledges “green” accredited tour and accommodation operator's and can provide a list of all
### Quadruple Bottom Line

<table>
<thead>
<tr>
<th>Criteria</th>
<th>Considerations</th>
</tr>
</thead>
<tbody>
<tr>
<td>Does the event target accredited tour operators and accommodation providers?</td>
<td>such operators.</td>
</tr>
<tr>
<td>Is the regional infrastructure of an appropriate nature to host the event?</td>
<td></td>
</tr>
<tr>
<td>Are there foreseeable adverse ecological impacts?</td>
<td></td>
</tr>
<tr>
<td>Has the event been appropriately planned? Can the infrastructure cope with the estimated patronage?</td>
<td></td>
</tr>
</tbody>
</table>

### 3 Timeliness

<table>
<thead>
<tr>
<th>Criteria</th>
<th>Considerations</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fit of proposed event within the existing events calendar.</td>
<td>The strategic acquisition of events as a method to lessen the extent of the peaks and troughs of the leisure tourism industry, is a widely accepted practice.</td>
</tr>
<tr>
<td>Is the event weather dependant?</td>
<td>Given that these periods within Tropical North Queensland also hold increased risks for event organisers as a result of the humid and sometimes extreme wet weather conditions, very few event organisers of outdoor events are likely to take the risk of holding their event in the wet season.</td>
</tr>
<tr>
<td>What are the other competing events in the broader region; and what are the differentiating factors?</td>
<td>Business, educational and indoor events offer opportunities to increase visitation throughout the low tourism season (wet season). A calendar of major events for 2012 is supplied in the Appendix and highlights the seasonality of events in regard to key tourism periods.</td>
</tr>
</tbody>
</table>
It is acknowledged that other criteria can also be applied, with the use of local knowledge and consideration of other related objectives. This process is intended to complement, not replace, local intelligence when considering any event proposal. In particular, this assessment process should also consider identified development of diversification opportunities within each event sector.
Assessing Prospective Events and Determining Priorities

Based on the previously tabled events assessment criteria framework, an assessment tool has been developed to guide a calendar of prospective events and is supplied as Appendix item A.

Before an event can be assessed using the matrix the scale of the event needs to be determined. A developmental or major event application will need to be scrutinised carefully as they demand the most funding from Council, however, can deliver the greatest economic benefits. Local events on the other hand are built into the communities expectations, and are serviced by existing capacity in the economy, that is they are unlikely to generate expansion and/or on-going economic benefits to the economy.

Development of the assessment framework included ‘testing’ of the framework against the snapshot sample of examined events (see Event Snapshots). This process highlighted and constituted the following evaluation:

- From an economic perspective the well performing event types were business, cultural and sport events. Importantly, these events typically attract larger numbers of visitors into the region. Business events also lead to business synergies and transfer of local knowledge and ideas which will have further economic benefits throughout the region.

- Cultural, civic and sports events generate the most social benefits amongst the community. Cultural and sporting events encourage social inclusion and physical health benefits are derived through the number of participants. Civic events promote social inclusion with events which either don’t discriminate, or target certain demographics that may not have access to other event types (for example, Seniors).

- From a cultural benefits perspective, cultural and sporting events generate the largest return. It is important to note that sport is a big part of identity and culture, and as such has a cultural function to play in Cairns.

- With limited information on the environmental aspirations of different events, it was business events that fared best. In the two case studies considered the Cairns Convention Centre was used. The Convention Centre was designed to be environmentally friendly, with rainwater redirected off the roof of the centre for ground and garden use, flow restrictors in place, solar hot water and shade devices to save on air conditioning. The carbon footprint of the building has been reduced, and as such the events held there are deriving this benefit as well.

As such the following priorities have been identified in order:

1. The complete hierarchy of local events, in addition to developmental and major events, should continue to be supported.
2. The complete hierarchy of business events provide substantial economic returns to the region, and at present have the opportunity to have their carbon footprint minimised through environmentally friendly infrastructure in Cairns.

3. Major civic events offer a tourist draw, leading to favourable economic and social returns.

4. Local tailored civic events for disadvantaged groups will have significant social benefits and should be supported by Council.
Strategy Framework

Planning Principles

The initiatives of the Cairns Regional Council Events Strategy are focused on an increase in economic prosperity, attraction of cornerstone events and the sustainable growth of the region through events. The key objectives underpinning these objectives include:

- A viable and holistically beneficial local events economy;
- Increased awareness, audience and interest in Cairns based events;
- Growth of event innovation, participation and investment;
- Events with a point of difference that remain anchored to the region;
- Maximised event portfolio appealing to core target markets;
- Collaboration and regional partnerships;
- Capitalisation on existing infrastructure and growth strategies;
- Balancing environmental conservation with natural resource utilisation;
- Best practice event management;
- Evidence based strategies and monitoring mechanisms;
- A well informed and educated local community; and
- Transparent business practices to event organisers (and attendees where relevant).

Priorities

The delivery of the Cairns Regional Council Events Strategy is structured according to five delivery priority categories. These are in turn underpinned by the five central objectives for realising the Cairns Vision to increase economic prosperity and sustainable growth through events. The priorities also make consideration to the recommendations of the Tropical North Queensland Events Strategy 2010-2015 as adopted by Council.

Council’s targeted Events Strategy is delivered via an array of Council partnerships, with the delivery of some specific programs and items completed in collaboration with major stakeholders, industry partners and external consultants.

The key priorities are:
Priority 1: Preparing Council’s Infrastructure
Priority 2: Event Attraction, Acquisition and Portfolio Optimisation
Priority 3: Improving Assessment Transparency and Opportunity Responsiveness
Priority 4: Event Implementation and Opportunity Maximisation
Priority 5: Report, Review and Readjust
Priority 1: Preparing Council’s Infrastructure

Refining the core components of Council’s event infrastructure to support and facilitate increased economic impact and sustainable growth.

Key actions and components of the strategy will include:

Soft Infrastructure

- **Structuring Council’s events portfolio:**
  - Umbrella events portfolio: Brings together a collection of events with a similar theme, so that they have critical mass and can be leveraged as if they were one big festival. These events are most typically small community grants, minor sponsorships or event donations. Whatever the composition, an umbrella portfolio offers a critical mass which is so much larger than the sum of all the parts. Umbrella portfolio items typically include: Event investments ranging from tiny to large; investments made purely for community goodwill or tactical purposes; legacy investments, for which we may have issues exiting; staff programs; awards programs for a sector; cause-related or donation programs and/or volunteer programs.
  - Vertical integration events portfolio: Rather than a simple collection of related events, a vertical integration portfolio features events of one discipline from a grass roots level all the way up to the elite. A vertical integration portfolio has all the benefits of an umbrella and also offers a mid level conduit to target markets whilst providing the ability to leverage larger events individually.

- **Governance and Consultation:**
  - Events Advisory Committee: Established with a membership of industry professionals and Council Officers. The role of the Events Advisory Committee in its entirety is provided in the Appendix.
  - Events Operations Team (virtual): Creation of team of Council officers assembled on an as-needs basis for on-the-ground guidance and implementation of Council supported events (collaborative approach). The structure of the Events Operations Team in its entirety is provided in the Appendix.
  - Internal buy-in via Council Communicators: Encourage and facilitate a collaborative approach and information sharing on event strategy and implementation.

- **Financial capital and events budget:**
  - Funding framework: Review of event funding options in view of streamlined and uniformed approach without impeding on an event structure.
  - External funding: Increase level of funding available to Cairns region for events.

- **Policy and framework:**
Policies: Similar to the rules of a competition or game, Council’s approaches, regulations and standards are to be consistent and uniformed.

Encourage event education and innovation.

Information systems: Centralisation of information in addition to a unified call to action. (i.e. event organisers looking to place an event within the region are often moved between various local associations, departments within Council, Tourism Tropical North Queensland and private enterprise).

Hard Infrastructure

Event facilities:

- Identify facility development priorities to assist with future event attraction and (inline with the Cairns Rectangular Stadium Needs Analysis and the Cairns Regional Council Capacity & Capability Assessment completed for sporting events).
- Facilitate and support pool of mobile event infrastructure to be retained within the region and utilised to encourage placement and ease of implementation of major events.

Priority 2: Event Attraction, Acquisition and Portfolio Optimisation

Support and facilitate increased economic impact and sustainable growth via destination promotion, key event identification/acquisition and portfolio optimisation.

Key priorities will include:

- **A reputation for events:** Facilitate the region’s reputation as a premier event destination.
- **Optimal event portfolio:** Development of the ideal event sectors’ mix premised on the varied benefits each sector brings to the economy/community.
- **Proactive acquisition:** Proactively target and lobby for key events crucial to Council’s event portfolio and investigate key event recommendations of the Tropical North Queensland Events Strategy 2010 – 2015 provided in the Appendix.

Priority 3: Assessment Transparency and Opportunity

Responsiveness

Local event capacity is contingent upon the responsiveness, funding and support of Council. Council delivers a competitive events grants process spanning from October to November and once again in April to May. However, there are also avenues such as Resource and Performance Agreements, Council endorsed approvals and discretionary funds that are made available. This strategy supports increased responsiveness to event opportunities.

The key priorities and actions will include:
Increased scope of event grant guidelines: Facilitate Council’s consideration of developmental and major event grants to incorporate multi-year funding agreements (so as to enable event commercialisation and succession planning).

Evaluation matrix: Improve Council’s responsiveness to process applications (received both in and out of grant funding periods).

Budget allocations: Review potential options to accommodate event opportunities (funding requests) that fall outside of the standard timeline and funding allocations.

Perception management: Engender the perception that Council’s support of events are chosen and well utilised investments delivering a return.

Priority 4: Event Implementation and Opportunity Maximisation

Facilitating a fully leveraged opportunity, positive stakeholder interaction and maximising event outcomes are key deliverables of this priority.

Key priorities and actions will include:

Maximised leverage and outcomes:

◊ Implementation of renewed funding agreements/contracted sponsorship deliverables to require referrals to the Cairns and Tropical North Visitor Information Centre, events to be listed on the Australian Tourism Data Warehouse’s website and for standardised branding and reporting to be required (where appropriate).

◊ Facilitation of media interest around events, event funding, event outcomes and ‘good news stories’.

◊ Cost mitigation: Facilitation of uniformity across Council in regard to in-bound sponsorship; and supporting an increase in revenue (to offset event investment).

Stakeholder interaction:

◊ Events Operations Team (virtual): Supporting and guiding event organisers through Council’s event requirements.

Priority 5: Report, Review and Readjust

Implement reporting criteria for Council managed and supported events, with an events summary report being completed at the end of each year.

Key priorities and actions will include:

Reporting requirements:

◊ Implementation of reporting criteria, template range and timelines for all Council managed and supported events.

Review and Readjust:
Annual review of event reports against initiatives’ of Council’s Events Strategy; with adjustments made accordingly.

Priorities
The Priority Deliverables table supplied as an Appendix item sets out the key actions to deliver the strategy priorities for the three year period from 2012 to 2015.
9. Appendix
Appendix Item A: Events Assessment Framework

Figure 2  Events Assessment Framework
Appendix Item B: Management and Processes

Role of Events Advisory Committee

The primary purpose of the Events Advisory Committee is to provide a forum for events leaders to come together and provide advice to Council on significant events and event opportunities within the Cairns local government area. The Events Advisory Committee will provide strategic guidance on sporting, business and cultural events and event opportunities which are both managed by Council or other entities; and are of a ‘major’ or ‘developmental’ size.

As of 14 December 2011, Council adopted the Terms of Reference for the establishment of an Events Advisory Committee. The full Terms of Reference for this committee can be viewed via the Appendix.

This Committee will work with Council to foster creation of a robust event mix for the region that nurtures Council’s ideal of creating a truly vibrant community, incorporating elements of environmental, cultural, economic and social return for the community.

In-keeping with the Council’s event Vision, the key overarching responsibilities of the Committee are to:

- Provide guidance and expertise to enable Council to realise our events objectives.
- Maximise the exposure, effectiveness and best-practice implementation of Council supported events.
- Create leveraged growth, implementation, media and partnership opportunities throughout the broader community.
- Provide advice and assistance to Council in the application of Council’s event selection process to enable Council to proactively assess event proposals (where relevant).
- Provide definitive assessment of grant applications; in-keeping with event grant stream requirements and assessment criteria.

With the assistance of this Committee, Council will deliver the following key strategies:

- Creation of increased opportunities with regard to the placement of business, cultural and sporting in TNQ.
- Improved identification of business, cultural and sporting event opportunities and sponsorship prospects.
- Foster a positive, educated and proactive events culture with a unified events call to action for event planners and organisers.
- Create a streamlined events and sponsorship process, in-keeping with market needs and best practice.

The Committee will convene for a minimum of four meetings per calendar year. The Terms of Reference for the Committee can be found in the Appendices of this report.
The Cairns Regional Council Events Strategy acknowledges the roles and responsibilities of organisations such as Events Queensland, Tourism Queensland, Tourism Tropical North Queensland and other peak organisations, and is focused on a delivery program for the Cairns Regional Council area.

This strategy also acknowledges key regional tourism and local government partnerships outside of the Cairns Regional Council area, however, within the context of Tropical North Queensland.
TERMS OF REFERENCE - EVENTS ADVISORY COMMITTEE

**Intent**
The Events Advisory Committee aims to provide a forum for events leaders to come together and provide advice to Council on significant events and event opportunities within the Cairns local government area.

**Scope**
The Committee will provide a vital link / communication channel to and from the community, including sector interests groups, key stakeholders and State Agencies.

Specifically it will focus on providing strategic guidance on sporting, business and cultural events and event opportunities, that are either major or developmental in size.

**Developmental events** are events that have the potential to create economic growth, promote TNQ nationally and internationally, generate positive social and cultural benefits and inspire the residents of Tropical North Queensland. These events have the potential to develop into major events within three years. Typically this type of event attracts 500-1000 participants/overnight visitors and has strong local support.

**Major events** are events that will attract significant numbers of event visitors, participants or media from outside the region and result in substantial and measurable outcomes in the region in which they are held. Typically this type of event should attract 1000-2000 participants/overnight visitors staying in Cairns for 2-10 days.

These events will include events managed by both Council and by other entities.

The following types of events are excluded from the scope of this Policy:
- local community events that do not or will not attract significant visitors from outside of the Cairns local government area; and
- Civic events delivered by Council.

1. OBJECTIVES

Council’s central objectives in fostering and supporting events that fit within the scope of this Policy are to:

1. Maximise sustainable regional economic growth and social capital through events and partnerships
2. Proactively attract events, funding and partnerships to the region
3. Build and improve the region’s capacity to deliver high quality events and partnerships
4. Attract and host high profile and high quality events of local, national and international significance.
Underpinning the delivery of these objectives are six key principles that are common to all festival and event activity, consisting of:

- Build awareness, audience and interest
- Encourage innovation, participation and investment
- Strive for world-best practice (in the areas of innovation, environment and management)
- Measure event effectiveness
- Align event objectives with Council’s wider integrated planning framework
- Create a point of difference and leave a legacy

2 RESPONSIBILITIES

This Committee will work with Council to foster creation of a robust event mix for the region that nurtures Council’s ideal of creating a truly vibrant community, incorporating elements of environmental, cultural, economic and social return for the community.

Key overarching responsibilities:

- Provide guidance and expertise to enable Council to realise our events objectives.
- Maximise the exposure, effectiveness and best-practice implementation of Cairns Regional Council supported events.
- Create leveraged growth, implementation, media and partnership opportunities throughout the broader community.
- Provide advice and assistance to Council in the application of Council’s event selection process to enable Council to proactively assess event proposals (where relevant).
- Provide definitive assessment of grant applications; in-keeping with event grant stream requirements and assessment criteria.

With the assistance of this Committee Council will deliver the following key strategies:

- Creation of increased opportunities with regard to the placement of business, cultural and sporting in TNQ.
- Improved identification of business, cultural and sporting event opportunities and sponsorship prospects.
- Foster a positive, educated and proactive events culture with a unified events call to action for event planners and organisers.
- Create a streamlined events and sponsorship process, in-keeping with market needs and best practice.

At all times the Events Advisory Committee is to be aware of its obligations and responsibilities to the wider community of the Cairns Regional Council local government area. The Committee will assist Council to provide a vital communication linkage to and from Council to sector interest groups, State Agencies and the community in general. Through this Committee, Council will be better informed of the community’s aspirations and expectations and will provide a mechanism for Council to engage with the broader community during policy formulation and future direction setting for Council. As emergent issues or concerns are identified this Committee will provide a litmus test for Council to better define the extent and nature of these issues.
The Committee members must at all times act in the best interests of the Council. Should any conflict arise it is the obligation of the Committee member to declare that conflict and act accordingly or as directed by the CEO’s delegate in relation to Committee business, being the Manager Economic Development and Innovation.

3 ADMINISTRATION

3.1 Membership

An EAC has the potential to provide a valuable advantage within the highly competitive environment of world-class events; whilst providing guidance, partnerships and assistance into the strategy that enables the direction and implementation of Council ear-marked events.

With a goal to enable both upward and downward influence through-out the committee and onto the wider community, it is suggested the committee represent a true market cross-section of industry leaders and local expertise.

Targeted Representation & Expertise:

- Events Queensland
- Tourism- State level expertise – Tourism Queensland
- Tourism- Local level expertise – Tourism Tropical North Queensland
- Business Events- Local level expertise – Cairns Convention Centre
- Cultural / Arts- State level expertise – Arts Queensland
- Sporting - State level expertise – Dept of Communities
- Education- State (Engaged on ‘as needs’ basis)

Local Community Representation & Expertise (4 positions)

- Sporting
- Cultural
- Business
- Media & PR

Council Officer Support and Attendees:

- General Manager Community, Sport and Cultural Services (or delegate)
- Manager Economic Development and Innovation (or delegate)
- Manager Sport, Recreation & Community Development (or delegate)
- Manager Creative Cairns (or delegate)
- Events and Sponsorship Strategist

Calls to fill the four Local Community positions on the Committee will be by public advertisement. Council shall appoint these Committee members based on their skills, expertise, knowledge and abilities. It is important that the membership as a whole has sufficient breath of experience and skills to represent the needs and aspirations of the whole community. Committee membership will be for the balance of the term of the current Council, unless changed by Council resolution. Council retains the right to appoint additional members should the need arise during the term of Council.

With regard to the Targeted Representative positions on the Committee, to ensure effective and efficient administration of the Committee the Chief Executive Officer (CEO) has delegated authority to accept or reject the nominated person to represent each of these organisations. This decision will be based on the nominated persons skills, expertise, knowledge and abilities. It is also important that the
membership as a whole has sufficient breath of experience and skills to represent the needs and aspirations of the whole community; and specialist attendees may be invited to participate in the Committee as required.

Committee members are required to act impartially and represent the interests of the broader community above their personal interests. Whilst members have a role in providing specific sector or interest group opinions the Committee must on balance strive to meet the needs and aspirations of the whole community.

Council will appoint the Committee Chair. The Chair will be empowered by Council to ensure the good order and conduct of the Committee meetings.

Council also provides voting rights to the nominated Council Officers on the occasion of the assessment of applications.

Councillors are welcome to attend Committee meetings in an observer capacity so that Councillors can fulfil their obligations and responsibilities under the Local Government Act 2009.

3.2 Meetings

The CEO's delegate will be present at all meetings and will approve the attendance of deputations or external agency/organisation or individual presentations to the Committee.

A quorum will consist of at least four members and should the Chair be absent then the Chair will be selected by the CEO's delegate to preside for that meeting.

The CEO's delegate will have the function and responsibility of the preparation of meeting agendas and minutes. Council is committed to sustainability and as such this Committee will operate in an environmentally sustainable manner. The dates, times, agenda and meeting minutes will be displayed on Council's webpage and information will be provided to members electronically.

Members are required to demonstrate due diligence by their preparation for, attendance at and participation in Committee meetings.

Meetings shall be held not less than four times per year. Special meetings of the Committee may be convened as required.

All meetings will be open to the public and any member of the community can attend as an observer.

3.3 Authority

In general, the Committee's role and responsibility is limited to advice, advocacy and community feedback. The assessment of grant applications under Council's Events Grants Program will be undertaken by the Committee with recommendations to the full Council for endorsement. As such there is no requirement for no formal voting rights. Members must respect and abide by any subsequent decision of Council.

The Committee as an entity has no authority over Council management, should not get involved in day to day operational issues of Council and may not direct staff in any matter or action.
All members of the Committee have access to the Chairperson so that emergent matters can be tabled for consideration at Committee meetings.

3.4 Council Reporting

The CEO’s delegate will ensure that a key activity report will be presented to Council on a quarterly basis for noting. The Committee Chair may be invited to address the Council Committee meeting should the need arise.

3.5 Confidentiality

All matters discussed at Committee meetings together with all material provided to members of the Committee is for the purposes of informed discussion and debate at the meeting. It is therefore not for general public release unless so directed by the Chair for the purposes of sector / community engagement.

All matters discussed by the Committee will be in accordance with the requirements of the Information Privacy Act and Right to Information Act. The views of other Committee members will be treated with respect but will not be discussed with external parties.

All communication with the media will be undertaken by Council unless otherwise approved by the CEO’s delegate. Committee members must refrain from making any public comment or issuing any information, in any form, concerning the Committee or the matters of interest to the Committee without the authority of Council. Committee members must at all times act in the best interests of Council.

3.6 Performance Indicators

KPIs to be set annually in consultation with the Events Advisory Committee and endorsed by Council.

www

This policy is to remain in force until otherwise determined by Council.

General Manager Responsible for Review: General Manager Corporate Services

ADOPTED: 14/12/2011
DUE FOR REVISION: 14/12/2015
REVOKED/SUPERSEDED:
Role of Events Operations Team

Established primarily for the implementation of Cairns Airport Challenge Cairns 2011, Council is at this time pursuing the possibility of core members of this group reconvening each time Council is involved in a major event.

The role of the Events Operations Team has also been reflected through the Event Acquisition & Implementation process as included in the Appendix.

<table>
<thead>
<tr>
<th>Role</th>
<th>Responsibilities</th>
<th>Suggested Representation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Team Coordinator / Stakeholder Communication</td>
<td>Liaison with Operations Project Manager, coordination of Events Operations Team and conduit for external stakeholder communication &amp; collaboration.</td>
<td>Events &amp; Sponsorship Strategist</td>
</tr>
<tr>
<td>Operations Project Manager</td>
<td>Co-ordination of operational / technical internal resources, risk analysis, in-kind and contra arrangements, general internal technical management.</td>
<td>Asset Management Planner</td>
</tr>
<tr>
<td>Event Coordination</td>
<td>Holistic coordination of CRC civic events / suppliers (working in collaboration with location managers such as Esp. / Port Douglas etc).</td>
<td>Marketing- Senior Events Officer</td>
</tr>
<tr>
<td>Marketing &amp; Promotion</td>
<td>Event promotion, visitor education and public awareness campaigns (working with key stakeholders).</td>
<td>Marketing- Account Manager</td>
</tr>
<tr>
<td>Road Permits / Technical Investigations</td>
<td>Review and input into affects of event(s) on road / traffic flow. Assessment of road closure permits and working with ‘clients’ to ensure CRC / safety requirements are met.</td>
<td>Infrastructure Services- Technical Officer- Investigations / Investigations Coordinator</td>
</tr>
<tr>
<td>Location Specific- (i.e. Port Douglas, Esplanade)</td>
<td>Coordination and management of CRC’s event involvement (in collaboration with Event Coordinator)</td>
<td>TBC</td>
</tr>
<tr>
<td>Local Laws Advisor</td>
<td>Advice and mitigation around event impact on local laws.</td>
<td>Local Laws</td>
</tr>
<tr>
<td>Event Waste Mitigation</td>
<td>Evaluation and mitigation strategies / implementation in regard to increase in waste &amp; water requirements surrounding events.</td>
<td>Waste</td>
</tr>
<tr>
<td>Sport &amp; Recreation</td>
<td>Holistic oversight in regard to CRC’s involvement in Solar Eclipse Marathon, being mindful of the larger impacts on the region / resources.</td>
<td>Sport &amp; Recreation</td>
</tr>
<tr>
<td>Parks &amp; Permits Advisor</td>
<td>Proactively working with event organisers / CRC working group on parks / permit requirements.</td>
<td>Parks</td>
</tr>
</tbody>
</table>
Events Acquisition and Implementation Process

Consideration has been made to the event process from initial enquiry and request for support through to the assisted implementation of major events in utilisation of the Events Resource Coordination Team (and consideration of external partners).

Please refer to the figure below for the process flowchart.
Name of Grant: **Local Community Festival and Event Grants**
Maximum Grant Amount: $10,000 (total cash or in-kind value)
Further Information:
http://www.cairns.qld.gov.au/__data/assets/word_doc/0020/11729/CommFest.doc

Name of Grant: **Developmental Event Grants**
Maximum Grant Amount: $20,000 (total cash or in-kind value)
Further Information:

Name of Grant: **Major Event Grants**
Maximum Grant Amount: $50,000 (total cash or in-kind value)
Further Information:
http://www.cairns.qld.gov.au/__data/assets/word_doc/0016/11743/MajorEvents.doc

**Event Grant Program Overarching Recommendations**
Recommendation: Funding grant allocations for developmental and major events will be based on a multiyear term; with the view of diminishing Council support.
Rationale: Promotion of event confidence, true commercialisation and event succession and growth planning.
Potential Partners: Council’s Events and Sponsorship Strategist with relevant departments.

**Event Education and Skills Workshops**
Recommendation: The creation of event workshops for successful local and developmental grant recipients.
Rationale: Provide templates, event guidance, financial accountability and event promotion. Seminars are to be lively and proactive. Seminars should be of a standard that participation is able to be on-sold to event management classes in the area. Grouping and education of local event managers would also encourage event cross-promotion and build industry collaboration. Council may be able to apply for a government grant to conduct this training.

**Mindset Shift to Deliverables**
Recommendation: Change in terminology from ‘grants’ to ‘sponsorships’.
Rationale: Shift in expectations (i.e. Council is seen as a true industry partner expecting mutually agreed deliverables).

**Assessment Metrics**
Recommendation: Consideration of Council funded tenders to be assessed under a standardised matrix based on the quadruple bottom-line.
Rationale: Progress toward more transparent assessment criteria and processes. Ability to...
events are to be listed on the Australian Tourism Data Warehouse and standardised Council and destination branding is required (where appropriate).
Rationale: Progress toward accountability and transparent expectations which encourage community development.
Identification (Re: Events Strategy/Strategy Analysis)
Shift focus to targeted sectors identified for Tropical North Queensland listed below.
- **Business Events**: Events focused on innovation, digitalisation, medical, education and green events.
- **Cultural Events**: Events of international appeal, particularly showcasing Indigenous culture.
- **Sporting Events**: State and national championships with high participation. Sporting events of high participation promoting tourism.

Event Assessment
Note: Acceptable ratios are pre-set to reflect the expected variance of returns. For example, a business event may be expected to return a higher direct economic impact into the region than a cultural event.

Event Assessment (Re: Strategic Vision)
Inspire organisers of Council supported events to:
- Strive for world-best practice.
- Provide direct/indirect benefits to the region.
- Improve the region’s capacity for events.
- Deliver events of international significance.
- Engage in sustainable event practice.

Note: Above to be included in event funding agreements.

Aided Implementation (Re: Event Pillars)
Ensure Council supported events:
- Build awareness.
- Promote innovation.
- Provide methods to reflect and improve.
- Capitalise on a point of difference.
Event Grants- Roles and Responsibilities Flowchart

Marketing and Promotion of Grants (M&C)

Call to Action via website
Online application, fact sheets, grant Info, success stories (M&C)

Enquiries and Applications (CS&CS)

Application Assessment
According to criteria, matrix and framework (CS&CS)

Enquiries and Applications

Event Workshops for Successful Applicants
Upskill, event considerations, evaluation methods, event clusters (M&C)

Event Recipient Agreements
Outlining of deliverables, evaluation methods, acquittals, suggested models.

Event Guidance
Limited assistance with templates, promotional ideas and event contacts. (M&C)

Report and Evolve
Reporting on program quarterly and improve (M&C/CS&CS)

Event Evaluation
Reporting against deliverables, acquittals and considerations for future funding (CS&CS)

Assumptions:
§ Two additional support staff for M&C.
§ Events/grants website central call to action.
§ Specifically for event grants.
Contract & Legal Agreement Templates

Events Grant Contracts

Funding agreement templates have been created for each of the three event grant categories being:
Local Community Festival and Event Grant;
Developmental Event Grant; and
Major Event Grant.

The current versions of the Agreements in their entity are accessible via Council’s online document management system (DM5) and have been drafted so that users will only need to insert the Recipient’s name, the specific event details in the Reference Data table, the event milestones in Schedule 1 and annex copies of the grant application documents at Annexures A and B.

Key inclusions of the Agreements:

**Event Milestones** – Council will pay the funding in tranches upon the Recipient completing each milestone relating to its event (with the milestones to be listed in Schedule 1). It is strongly recommended that Council make these milestones a condition of the provision of funding to ensure that the funding is appropriately spent (particularly in respect of the larger grants) and to avoid a situation where Council is attempting to recoup large amounts of unspent funding.

These milestones may be as simple (eg. the Recipient merely has to provide all required documents to Council) or as complex (eg. the Recipient has to reach certain stages of planning for the event) as Council considers necessary. The complexity and number of the milestones will likely depend on the amount of the funding and in turn, how much control Council wishes to have to ensure the funding is spent appropriately.

Please however advise if it is not your intention to incorporate milestones into the Agreements and if you would instead prefer the Agreements provide for the funding to be paid at once.

**Recoup of Funding** – Please refer to clause 8 which sets out Council’s termination rights. This clause also provides that upon termination, Council can recoup up to the full amount of the funding from the recipient.

**Time of Payment** – Specified in clause 3.3 that Council will pay the funding within 10 business days of the Recipient finalising the matters listed in that clause.
Appendix Item C: Tropical North Queensland Strategy- Key Extracts

Role of Government Agencies

THE FEDERAL GOVERNMENT
The Federal Government has a policy of not providing financial support for major events unless they are considered of national interest and benefit.

The ‘mega’ events that have in recent years received financial support at a federal level are the Melbourne Commonwealth Games (2006) and the Sydney Olympic Games (2000). The Federal Government is presently providing financial support to assist Football Federation Australia in its bid for the 2018 or 2022 World Cup Soccer Tournament.

The Federal Government does, however, support major events through:
- Federal police support to major events that have high security issues
- The Commonwealth Department of Immigration, with visa application processes for international athletes competing in Australia, and
- Customs clearance of equipment required by international teams for competition.

A number of Federal Government departments do provide financial grants to cultural events and festivals throughout Australia.

QUEENSLAND EVENTS
State governments in Australia play a significant role in securing, creating and supporting major national and international events. Every state and territory now has a government events agency with a charter to develop and increase the size and value of its events sector.

The Queensland Government created Queensland Events in 1989, following the success of the 1982 Commonwealth Games and the 1989 World Expo, to provide ongoing impetus and expertise to create and secure international events for Queensland.

Its mission statement when it was created was: 
*To develop and support events which are capable of generating substantial economic activity and lift the profile of Queensland both within Australia and overseas.*

Queensland Events’ major events funding program has a specific charter to support and secure national and international events that will attract visitors/participants and media from interstate and overseas. While Queensland audiences, participants and media are important to the success of any event, Queensland Events will only support an event through its major event program if it can attract substantial numbers of visitors, participants and/or media from outside Queensland.

There appears to be a resolve from Queensland Events to proactively support the development of existing events and the creation of new major events.

ARTS QUEENSLAND
Arts Queensland’s funding programs that can provide support to regional cultural events and festivals include:

Regional Arts Development Fund (RADF)
Rolled out through Arts Queensland, the RADF is a partnership program between the Queensland state and local governments that supports the professional development and employment of cultural workers in regional Queensland.

**Indigenous Regional Arts Development Fund (IRADF)**
This is a partnership program between the Queensland Government through Arts Queensland and Aboriginal and Torres Strait Islander councils, communities and incorporated community organisations.

**SPORT AND RECREATION QUEENSLAND – QUEENSLAND DEPARTMENT OF COMMUNITIES**
Sport and Recreation Queensland provides support to the biennial North Queensland Games. It does not have a specific funding program to support events. However, it does provide funding for sports infrastructure through small grant programs through to major facility projects.

**ENVIRONMENTAL PROTECTION AGENCY – QUEENSLAND DEPARTMENT OF ENVIRONMENT AND RESOURCE MANAGEMENT**
The Environmental Protection Agency does not provide financial support, but is very important to adventure sport bodies in approving permits to access mountain bike tracks and trails in TNQ. In addition, it has a pivotal role to play in the maintenance, upgrading and development of new trails in the parks of TNQ.

**TOURISM TROPICAL NORTH QUEENSLAND (TTNQ)**
TTNQ is the regional tourism organisation for the Tropical North Queensland region of Australia. It is an incorporated entity and receives its funding from the Cairns Regional Council, the Queensland Government through Tourism Queensland’s grants to regional tourism organisations, and membership fees.

Its primary role is marketing and promoting TNQ in domestic and priority international markets in partnership with Tourism Queensland to optimise the length of stay and expenditure of visitors within Tropical North Queensland.

TTNQ has a business events unit (Business Events Cairns) that works with hotels and resorts to help secure business events for TNQ. It also works closely with the Cairns Convention Centre to support its bids for business events.

It has had no specific role in recent times in promoting and marketing major events. However, in commissioning the TNQ Events Strategy it is expected it will take a leadership role in promoting major TNQ events in target markets in the future.

TTNQ is a key stakeholder in developing and growing the events industry in TNQ and in coordinating additional marketing support from Tourism Queensland.

**ADVANCE CAIRNS**
Advance Cairns is an economic development agency jointly funded by the Cairns Regional Council and the Far North Queensland Ports Corporation Pty Ltd. It also receives financial support through membership subscriptions from the business community. Over the years it has identified sports tourism as a sector that offers economic growth opportunities to TNQ and has lobbied for the development of a TNQ Events Strategy.
The Cairns Regional Council forwards major event funding applications to Advance Cairns for review, which in return provides Council with advice and a recommendation. No event expertise exists within Advance Cairns, but it does provide valuable overview from an economic development perspective.

Advance Cairns is an important stakeholder that should continue to contribute to the implementation and future development of the TNQ Events Strategy.

TOURISM QUEENSLAND
Tourism Queensland is a statutory corporation of the Queensland Government responsible for the marketing and promotion of Queensland domestically and internationally. It works closely with the 14 regional tourism organisations across Queensland.

It provides grant funding to seven regional convention/business event bureaus in Queensland. That grant program is presently being transferred to Queensland Events to administer in the future.

Its role in the promotion and marketing of major events in Queensland has been limited due to budget constraints. However, the Queensland Government recently announced it had provided Tourism Queensland with $2 million per year over three years specifically for promoting major events in Queensland. The challenge for TNQ is that very few events presently hosted in the region would qualify as major events that would attract interstate and international visitors.

Tourism Queensland is aware of the importance of TNQ as a priority domestic and international tourist destination for Queensland and is proactively working with Queensland Events, TTNQ, the Cairns Regional Council and an event management company to create a major annual adventure multisport festival in TNQ.

Tourism Queensland in partnership with TTNQ are key strategic partners in growing the events industry in TNQ.
Built Infrastructure for Major Events

The majority of major ‘built’ event infrastructure in TNQ is within the boundary of the Cairns Regional Council. For a city with a population of approximately 150,000 residents, the overall standard of facilities is good. However, many of the facilities are quite old and in need of upgrading and refurbishment.

Cairns recently developed a Parks and Recreation Strategic Plan 2010-2018. It addresses a range of future planning and management issues for the city’s sport and recreation facilities.

The following major facilities were reviewed:

- Barlow Park
- Cazalys Stadium
- The Tanks
- Cairns Civic Theatre
- Cairns Convention Centre
- Tjapukai Aboriginal Cultural Park
- Kuranda Amphitheatre
- Cannon Park Race Course, and
- Cairns Showground.

Barlow Park

Barlow Park is a multisports rectangular stadium facility with a spectator capacity of approximately 15,000. It has 1,700 seats under a covered grandstand, with grass embankments on the other three sides for spectators to sit or stand. It is the home of the Northern Pride rugby league club (who compete in the Queensland Wizard Cup) and also has an eight lane athletics track, capable of holding national events. Replacement of the track surface is now required.

Barlow Park is a reasonable standard football ground that has regularly hosted major football matches, such as national preseason rugby league (NRL) games. The ground has recently underpinned a $4 million upgrade to its facilities, which included enhanced spectator access to the ground and lighting.

Many of those consulted expressed a concern that the athletics track impacts on the enjoyment of the spectators watching football matches, as they feel it places them too far away from the football field.

Undercover seating capacity needs to be progressively increased to provide improved spectator comfort and make the ground a more attractive venue for both spectators and the major football codes.

Cazalys Stadium
Cazalys Stadium is the largest football ground in Cairns with a spectator capacity of 15,000, including 3,300 in the seated grandstand. The stadium has a main stand and seating on the western side of the ground and standing room around the rest of the ground. It has the capacity to host AFL preseason matches, One-Day cricket and Twenty/20 cricket matches. The AFL Cairns own and manage the stadium, which also accommodates the offices of some other Cairns-based sports associations. They have a long-term objective to have more sports headquartered at Cazalys and to secure new facilities for other sports to create a sports hub and centre of excellence for sport.

An area flagged for upgrading in the future is the lighting at the stadium for night events that require high-level TV production. The level of lighting is below the preferred standard for TV, although this hasn’t been an issue for any events hosted at the stadium to date.

**The Tanks Arts Centre**

The Tanks Arts Centre is based within three concrete tanks that were built by the Navy during the Pacific War to hold petroleum to refuel the Australian and visiting British and American navy ships up until they were decommissioned in 1987. Cairns Regional Council purchased the space to address the need for a community arts space and to house the Youth Arts Program.

While being a separate venue, they are an integral part of the Cairns Botanic Gardens and the entire area was placed under the State Heritage Register in 2008. There are three tanks, each offering a different ‘shell’ for events and an amphitheatre outside. They offer a unique setting for a range of cultural events and activities and are one of Cairns’ and TNQ’s best cultural assets.

The main performing space at The Tanks has a capacity of 650 (400 seated) and hosts a variety of events from art exhibitions to music and dinners, both inside and outside in the lush surroundings.

**Cairns Civic Theatre**

Situated just north of the centre of Cairns, the Civic Theatre has a seating capacity of 669 and is one of the busiest regional performing arts centres in the state. The theatre provides the residents of Cairns and TNQ with a diverse range of performing arts, entertainment and cultural events.

**Cairns Convention Centre**

Located close to the centre of Cairns and 10 minutes from the airport, the convention centre is strategically the most important venue for the events industry in TNQ.

With a capacity of up to 3,000 delegates, the centre has the flexibility to accommodate different styles of events from national and international conferences and exhibitions to concerts and sport. The centre also provides a home venue for Cairns’ National Basketball League team, the Taipans.
The Cairns Convention Centre is an international standard venue for business events. Its limitation at the moment is its lack of capacity to offer sufficient exhibition space for business events with high delegate numbers.

**Tjapukai Aboriginal Cultural Park**

Tjapukai is an aboriginal cultural park located 15 minutes north of Cairns. While hosting cultural performances both during the day and evenings for visitors, Tjapukai also hosts a range of events in its grounds from the annual Reggaetown Festival to the Prime Minister’s Pacific Islands Forum in 2009.

Plans for the future include the development of an art gallery for TNQ Indigenous art. The Tjapukai Aboriginal Cultural Park offers event promoters and organisers a venue with the flexibility to host a range of music events and festivals.

**Kuranda Amphitheatre**

The Kuranda Amphitheatre is a community run venue, managed by the Kuranda Amphitheatre Society on a not-for-profit basis. It can hold up to 3,500 people on its grass terraces and is located 30 minutes’ drive from Cairns. It is a multipurpose venue, suitable for theatre, cinema, opera, festivals, seminars, workshops, circus, dance and live music. The Kuranda Amphitheatre provides a very unique setting in the rainforest for a variety of events. It is a venue that the Tablelands Regional Council and the Kuranda Amphitheatre Society should proactively promote to ensure it optimises event tourism opportunities for the region.

**Cannon Park Race Course**

Cannon Park Race Course is currently owned and managed by the Cairns Jockey Club. It was recently announced that Queensland Racing Ltd would be taking over the operation of the track, while the Cairns Jockey Club will run the race meetings.

As part of the agreement, Queensland Racing will clear the significant debt of Cairns Jockey Club while investing $3 million in upgrading the facilities at Cannon Park, including a new running rail, stables, fibre optic cable and track drainage.

The plan is contingent on resolving a number of issues; however, should the developments take place, they should have a positive impact on the racing industry in Cairns. The racecourse hosts the annual Cairns Amateurs and the Cairns Cup.

In addition to the racetrack, the racecourse contains five smaller venues that accommodate a range of events from weddings and parties to business meetings and conferences.

**Cairns Showground**

The Cairns Showground is one of the largest multiuse venues in Cairns.
The Cairns Show Society, in addition to organising the Cairns Show, owns and organises a number of events, including the annual Cairns Wine Awards and Auto Spectacular, which are held in the showground pavilions and exhibition halls. The Cairns Show annually attracts attendance of around 70,000 and is the largest regional show in Australia.

The showgrounds are also used by equestrian groups for driver training and trade shows. A number of event organisers in Cairns indicated that they would consider a move to the showground once they exceed the capacity of their existing venues.
New Event Opportunities

Masters Sport Events

Masters sport in Australia, and internationally, has been one of the fastest-growing event sectors over the past 20 years. Competitions take place in age group categories starting as young as 25 years of age in some sports and going up in five-year age groups to the 95-100 years old age category.

Australia has been one of the leading countries in the development of masters sport and multi-sport masters games.

The Australian Masters Games began in 1987 in Tasmania and are now hosted biennially in cities across Australia. Each Australian Masters Games attracts approximately 10,000 participants in more than 30 different sports.

The World Masters Games have been held three times in Australia. Brisbane first hosted them in 1994 and attracted more than 24,000 competitors from more than 70 countries. Melbourne hosted the games in 2005, and Sydney in 2009 set a record for the number of participants at just under 30,000.

Three major biennial multi-sport masters games events are held in Australia:

- The Central Australia Masters Games (Alice Springs)
- The Pan Pacific Masters Games (Gold Coast), and
- The Australian Masters Games (bid/tender process to secure event).

The success of masters sports in encouraging older Australians to remain active and participate in sport has attracted significant government support for masters events. Masters sport meets a number of government policy agendas, including:

- providing opportunities for older Australians to participate in sport
- encouraging physical activity, and
- creating economic activity through sporting events.

The success of multi-sport masters events in Australia and overseas has resulted in many national and international sporting associations creating masters championships within their own sport. In some sports, such as triathlon, masters championships take place at the same time as junior and open championship events.

The average demographic of masters participants tends to be aged 35 years and older, in a middle-income group, with an equal spread of male and female competitors. Common attributes shared by masters participants include their enjoyment of the travel and friendship engendered in masters competition. The more attractive the destination for a masters sport event, the more likely the number of participants at the event will be high.
Tropical North Queensland is a world-class tourist destination and has a great opportunity to capitalise on the growth of masters sport by selectively identifying and securing masters events in individual sports that have high participation rates.

The Australian Masters Games has rotated between capital cities in Australia and has been hosted in at least one regional city, which had less accommodation capacity than Cairns. It is worth assessing the potential to host the games in Cairns in the future. The first step would be to meet with Queensland Events and determine what the host city’s responsibilities are in terms of infrastructure, visitor accommodation, sanction fees and the costs of staging the event.

Table 6 identifies a number of masters events that could be targeted by Cairns Regional Council in partnership with Cairns/TNQ sporting associations.

<table>
<thead>
<tr>
<th>Sport</th>
<th>Event</th>
<th>Ownership</th>
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<tbody>
<tr>
<td>Hockey</td>
<td>Australian Men’s Veterans Hockey Championships</td>
<td>Hockey Australia</td>
</tr>
<tr>
<td></td>
<td>Australian Women’s Veterans Hockey Championships</td>
<td>Hockey Australia</td>
</tr>
<tr>
<td>Tennis</td>
<td>Australian Seniors Tennis Championships</td>
<td>Tennis Seniors</td>
</tr>
<tr>
<td>AFL Masters</td>
<td>AFL Masters Carnival</td>
<td>Masters Australian Football</td>
</tr>
<tr>
<td>Cycling</td>
<td>Australian Masters Road</td>
<td>Cycling Australia</td>
</tr>
<tr>
<td></td>
<td>Cycling Championships</td>
<td></td>
</tr>
<tr>
<td>Soccer</td>
<td>Asia Pacific Veterans Cup</td>
<td>Supa Oldies International</td>
</tr>
<tr>
<td>Rugby league</td>
<td>ARL National Masters</td>
<td>Australian Rugby League</td>
</tr>
<tr>
<td>Swimming</td>
<td>Aussie Masters Swimming Championships</td>
<td>Aussie Masters Swimming in Australia Inc.</td>
</tr>
</tbody>
</table>
Golden Oldies Masters Events
Air New Zealand created a series of masters sporting events under the title of ‘Golden Oldies’ festivals.

Air New Zealand Golden Oldies sports festivals are held in the following sports:
- rugby union
- soccer
- hockey (men and women)
- cricket, and
- netball.

Rugby union has the highest participation, with average participation numbers over 3,000, while hockey, soccer and cricket average around 1,000 participants.

TNQ is an ideal destination for Golden Oldies sports festivals. Air New Zealand gives priority to locating its Golden Oldies events in destinations that have direct Air New Zealand services. However, it does allocate events to destinations where it has air services into a country and connecting domestic flights to the host destination.

Adventure Sports Events
TNQ’s natural environment provides a world-class setting for nature-based and adventure sport enthusiasts, and is one of TNQ’s greatest assets.

High-profile adventure sport events don’t always drive significant numbers of people into a region due to issues of access and sustainability within protected areas. However, high-profile adventure sport events do provide good promotional opportunities through adventure sport television networks and publications to profile TNQ as a world-class adventure sport destination.

A number of opportunities have been identified to create new adventure sport events that could strengthen TNQ’s reputation as Australia’s premier adventure sport destination. A brief overview of potential new events is detailed below.

Tropical North Queensland Adventure Multi-Sport Event Festival
Queensland Events, Tourism Queensland and TTNQ have all expressed support for the creation of an annual multi-sport participation event with a focus on adventure sports. A new event concept is presently being developed by an event management company to create a
multi-sport/adventure sports festival that would be open to participants from juniors through to open and master age groups. The event concept is still evolving, but at this stage may include a combination of events, with open water swimming, cross country mountain biking, cross country running and kayaking.

2012 Eclipse
World attention will be focused on TNQ on 13 November 2012 where views of the total solar eclipse are expected to be at their best in TNQ. It is anticipated that thousands of visitors will make their way to TNQ to witness the once in a lifetime event. The eclipse will be a major event in its own right and will also provide opportunities for event organisers to create a variety of new events to capitalise on the significant number of visitors from interstate and overseas expected to be in TNQ to experience and view the eclipse.

2012 Eclipse Marathon
A European travel company that has a specialised adventure marathon division is organising an Eclipse Adventure Marathon, starting in Port Douglas as the eclipse happens. The company expects more than 2,500 participants to take part, many of whom will be from overseas.

A Port Douglas travel company has been contracted to handle the 'in bound' arrangements for participants.

An opportunity exists for the 2012 Eclipse Adventure Marathon to become an annual event if the 2012 event is successful, which could add further impetus to TNQ’s reputation as a world-class adventure sport destination.

It is recommended that Cairns Regional Council, Queensland Events and TTNQ meet with the local organisers of the 2012 Eclipse Adventure Marathon and determine its potential to become an annual event after 2012.

Adventure Sport Endurance Event
In May 2010, TNQ will host the XPD Adventure Expedition Race, which will be held in Cairns over 12 days, starting on 17 May.

Initial discussions have taken place with an adventure sport event management company to create an annual adventure sport endurance event for elite teams that would become part of a new world series.
The proposed event would include full TV production of the event for distribution to adventure sport networks in targeted countries.

It is too early to assess the viability of this event until a fully costed proposal has been received. However, a World Series adventure sport event would again reinforce TNQ’s reputation as a premier adventure sport destination.

**ONE-OFF NATIONAL AND INTERNATIONAL SPORTING EVENTS**

There are more than 100 registered national sporting associations in Australia, most of which have affiliate state sporting associations. Each sport hosts annual national and state championships across cities and regions throughout Australia. Many of the higher profile sports tend to focus their national championships in capital cities where the facilities and organisational capacities of the sport are often higher. However, there is a trend to take events that don’t require major stadium facilities into regional areas as regional councils have become more proactive in providing support to secure championship events.

Securing national and state championship events in high-participation and masters sport events is a priority event category in the TNQ Events Strategy.

Cairns Regional Council recently appointed Complete Sports Marketing Pty Ltd to undertake capability audits of all Cairns sporting associations to determine whether there is the capacity in the sport to host a national or state championship event and to identify the interest that national and state sporting associations have in holding their championship events in Cairns. Those audits and subsequent meetings with state and national associations should be the platform for identifying priority sports events for inclusion in the TNQ Events Strategy.

It is recommended that the Cairns Regional Council prioritise support to events that have the greatest potential to attract high-participation numbers and also promote TNQ as a major event tourism destination.

**FOOD AND WINE EVENTS**

Tropical North Queensland hosts a number of food and wine events, which are popular with residents and visitors alike. They include:

- Taste of the Tablelands (Atherton)
- Feast of the Senses (Innisfail)
- The Longest Lunch and Food and Wine Event during Carnivale (Port Douglas), and
- Food and Wine and All That Jazz Festival (Cairns).
Advance Cairns has prioritised food as an important industry sector in TNQ and has appointed a food project officer to promote Cairns and TNQ as a high-quality exotic fruit and food supplier. It also has project funding to establish a major food event in Cairns. The importance of the food industry in TNQ is such that the Queensland Department of Primary Industries established the Feast of the Senses food festival in Innisfail to promote local fruits and produce to consumers and suppliers from outside the region.

Food and wine events are popular wherever they are held, with both visitors and residents. However, it is unlikely that a ‘stand alone’ food and wine event would attract overnight visitors from outside the local region.

To expose local foods and produce to a wider audience of visitors to TNQ, it is recommended that Advance Cairns consider integrating food and wine events into the programming of major events in Cairns to promote the food produce of the region to as wide an audience as possible and help enhance TNQ’s reputation for exotic fruits and high-quality food produce.

**TNQ GARDEN/FLOWER FESTIVAL**

Flower and garden festivals are popular visitor attractions both in Australia and many overseas countries, and attract thousands of visitors to the cities and regions where they are held. In Canberra, the largest annual event that the city hosts is Floriade, which is a spring garden festival held in Canberra’s public parks. It annually attracts thousands of visitors from interstate.

An opportunity exists in Cairns to develop a unique tropical and exotic flower festival centred on the Botanic Gardens in Cairns and also incorporating private gardens and parks within driving distance of Cairns. No other region in Australia would be able to match the diversity of plants and exotic flowers as TNQ.
## Potential Sources of Funding & Links

<table>
<thead>
<tr>
<th>ORGANISATION</th>
<th>DESCRIPTION OF FUNDING OR SUPPORT PROGRAM</th>
<th>CONTACT DETAILS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Queensland Events</td>
<td>State events agency responsible for attracting, creating and growing events that will generate economic and social value to Queensland. Funding via major and regional events development programs.</td>
<td><a href="http://www.qldevents.com.au">www.qldevents.com.au</a></td>
</tr>
<tr>
<td>Arts Queensland</td>
<td>Grants are allocated through a number of programs, including RADF, which supports professional development and employment of arts and cultural workers in regional Queensland, and IRADF, which supports events that provide access for Indigenous communities in regional and remote Queensland to arts and cultural services.</td>
<td><a href="http://www.arts.qld.gov.au">www.arts.qld.gov.au</a></td>
</tr>
<tr>
<td>Gambling Community Benefit Fund</td>
<td>Distributes grants to Queensland-based not-for-profit community groups to provide services and activities to benefit Queensland communities.</td>
<td><a href="http://www.olgr.qld.gov.au/grants">www.olgr.qld.gov.au/grants</a></td>
</tr>
<tr>
<td>Department of Sport and Recreation</td>
<td>A range of funding programs are 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.</td>
<td><a href="http://www.sportrec.qld.gov.au/funding.aspx">www.sportrec.qld.gov.au/funding.aspx</a></td>
</tr>
<tr>
<td>Multicultural Assistance Program</td>
<td>Grants are allocated to promote an understanding of multiculturalism, reduce prejudice and foster community participation.</td>
<td><a href="http://www.multicultural.qld.gov.au/be-involved/grants/multicultural-assistance-program">www.multicultural.qld.gov.au/be-involved/grants/multicultural-assistance-program</a></td>
</tr>
<tr>
<td>Pacific Film and Television Commission</td>
<td>Offers 10 permanent schemes of assistance as well as regular development and production initiatives to help Queensland-based filmmakers get their ideas on screen.</td>
<td><a href="http://www.pftc.com.au">www.pftc.com.au</a></td>
</tr>
<tr>
<td>Festivals Australia</td>
<td>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.</td>
<td><a href="http://www.arts.gov.au/arts/festivals_australia">www.arts.gov.au/arts/festivals_australia</a></td>
</tr>
<tr>
<td>Queensland Arts Council</td>
<td>Supports the arts in regional, remote and very remote/isolated Australia, offering applicants the chance to be granted $5,000 to $30,000 towards their artistic projects.</td>
<td><a href="http://incommunities.qac.org.au/funding">incommunities.qac.org.au/funding</a></td>
</tr>
<tr>
<td>Federal Government – Indigenous Culture Support program</td>
<td>The Indigenous Culture Support program (ICS) supports the maintenance and continued development of Indigenous culture in communities, and places an emphasis on building community sustainability, with members of Indigenous communities participating in cultural activities and passing on knowledge and skills across age groups. It supports a wide range of cultural projects, including traditional art and craft production, dance and theatre productions and community festivals across Australia showcasing Indigenous talent, particularly events featuring young musicians.</td>
<td><a href="http://www.arts.gov.au/arts/culture-support-program">www.arts.gov.au/arts/culture-support-program</a></td>
</tr>
</tbody>
</table>
### SWOT Analysis on Key Recommendations

<table>
<thead>
<tr>
<th></th>
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</thead>
<tbody>
<tr>
<td>ý Council supports events with the greatest potential to attract high participation/visitation and which have the ability to promote Tropical North Queensland as a major events destination.</td>
</tr>
<tr>
<td>ý Cultural events for community building and value add to the visitor experience; a balance needs to be achieved between high participation and growing the cultural events sector in Tropical North Queensland.</td>
</tr>
</tbody>
</table>

#### Strengths:
- ß Potentially higher rate of return for effort input into securing high participation events.
- ß Slight competitive advantage in that limited regions have the infrastructure and natural resources to make the offer attractive.
- ß Availability of natural resources potentially incorporated into events (i.e. triathlons etc) as unique selling points.
- ß Infrastructure (event and accommodation).
- ß Potential growth in high visitation markets.
- ß 5th busiest airport in Australia (international airport for ease of access).
- ß 73 per cent of sports tourism participants were likely to return to the region within the next three years.
- ß Experience in hosting major events.
- ß Diversity of accommodation.

#### Weaknesses:
- ß Limited infrastructure (i.e. no baseball stadium, limited exhibition space).
- ß Domestic overnight sporting visitors possibly represent a lower propensity to consume; with 33 per cent earning less than $52,000 per annum.
- ß Lack of event and accommodation and infrastructure outside of Cairns to host events.
- ß Reduced air services and international flights.
- ß Seasonality (wet season).
- ß Limited reputation for hosting high participation events.
- ß Geographic location of Cairns.
- ß Limited plane seats/not competitive at times.
- ß Long lead time and generally time/money intensive to secure.
- ß Possibility for major events to rotate (i.e. generally held in different geographic locations).
### Opportunities:
- Partnership with consultant Complete Sports Marketing.
- Strong links with culture and Indigenous culture.
- Cultural diversity of the region.
- World class natural assets provide an opportunity for adventure sport.
- Potential increase in market share from national market through effective marketing and acquisition processes.
- Vertical Integration: The potential to integrate services and add facilities (such as a convention centre) exists, however, is regarded as a long term opportunity.
- Global influences and ability to attract international visitors.

### Threats:
- Competition: Regional destinations with larger venues/budgets and/or purpose built facilities pose an immediate threat.
- Shifts in market demand or likelihood of this market not emerging as a true new market.
- Access: Frequency (and reach) of airport services, fuel prices, transport pricing, infrastructure.
- Budget cuts from Queensland Government.
- Potential for changing weather patterns to mean an extended wet season.
- World events can greatly affect society’s willingness to travel, influence consumer confidence and are a perceived threat.

### Analysis/Recommendation:
An allowance in the assessment criteria for appropriate sources of high participation events.

- Council commission up to six economic impact assessments on major events each year.
- Single company to commission the above yearly.

<table>
<thead>
<tr>
<th>Strengths:</th>
<th>Weaknesses:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ø Crucial resource for future decision making.</td>
<td>Ø Substantial financial investment required within a limited overall budget.</td>
</tr>
<tr>
<td>Ø Ability to analyse market trends before they are upon the region.</td>
<td>Ø No recommendations for residual infrastructure to ensure the region is able to be self sufficient in this aspect.</td>
</tr>
<tr>
<td>Ø Accountability and improvement.</td>
<td>Ø Within a limited budget, funds may be taken away from other areas that have the ability to result in direct financial and social gain for the region.</td>
</tr>
<tr>
<td>Ø Possible cost benefits (i.e. economies of scale).</td>
<td>Ø Lack of competitive process could potentially result in shortcomings within continuous improvement model.</td>
</tr>
<tr>
<td>Ø Continued and stable methodologies ensure data is more reliable/relevant.</td>
<td>Ø Lack of professional skills within the region could result in substantial funds leaving the economy.</td>
</tr>
<tr>
<td>Ø Succession years unlikely to require as much initial groundwork.</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Opportunities:</th>
<th>Threats:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ø Council to implement economic impact module which can be applied across numerous events for years to come.</td>
<td>Ø Delayed reporting of market trends.</td>
</tr>
<tr>
<td>Ø Potential for State Government funding</td>
<td>• Funding cutbacks.</td>
</tr>
<tr>
<td>Ø Future years to be performance based.</td>
<td>• Organisation and financial stability of commissioned organisation.</td>
</tr>
</tbody>
</table>

| Analysis/Recommendation: Consideration of standardised outsourced event evaluation metrics for major grants, sponsorships etc. | |
C.) **Document Recommendation:** Events Committee.

- Council establish skills based Events Advisory Committee under the Local Government Act.
- It is recommended that the Events Advisory Committee be comprised of the following organisations/members: Council representatives; Chief Executive, Tourism Tropical North Queensland; Regional Zone Director, Tourism Queensland; and five independent members with expertise in business, tourism, culture, sport and media.

**Strengths:**
- Wide variety of sector based input and expertise.
- Larger dynamic of feedback and consideration.
- More consultative approach for Council.
- Centralisation of all major funding/grant applications contributes to transparency and operating efficiencies.

**Weaknesses:**
- Possibility of committee to be influenced by personal/industry interests, which are not particularly reflective of the larger community.
- Possibility of further delays in the decision making and implementation process.
- Concerns over committee assessing all funding applications.

**Opportunities:**
- Ability to benefit from committee members’ existing partnerships.
- Opportunity to fast track to best practice techniques.

**Threats:**
- Possibility for Events Advisory Committee to be skewed away from Council’s priorities (i.e. internal and external political pressure).
- Opportunity cost for committee members of investing time into the Events Advisory Committee.

**Analysis/Recommendation:** Strategic rather than operational involvement in events.
**D.) Document Recommendation:** Events Unit.

- Council to establish events unit staffed by at least one specialist events coordinator (secretariat support to Events Advisory Committee, initial assessment of all funding applications and one-stop-shop for event organisers).

### Strengths:
- Assignment of additional resources provides ability for Council to be more proactive/maximise exposure and leverage investments.
- Ease of event placement (i.e. one stop shop).

### Weaknesses:
- Operationally driven structure (i.e. limited opportunity for Council to ‘lead the way’).

### Opportunities:
- Online event placement representation with filtering of information through to appropriate internal and external parties.

### Threats:
- Ability for the unit to become industry driven/stakeholder driven.

**Analysis/Recommendation:** Consideration of additional resourcing, however, with regard to the suggested analysis structure rather than the above.
E.) **Document Recommendation:** Events Budget.

- Council increase budget for events by 25 per cent to $1 million (to implement Tropical North Queensland Events Strategy and help partner with Queensland Events to secure new major events).

**Strengths:**
- Ability to invest more money into effective implementation of strategy.
- Potential to compete to a lesser level with financial incentives for placing events.
- Ability to bring new events into the region.

**Weaknesses:**
- Limited information within Events Strategy as to how the proposed additional funds are best invested.
- May mean $250,000 will need to be withdrawn from another area (which may potentially have a higher social and economic return on investment).

**Opportunities:**
- Opportunity to increase economic and social diversity of the region, as a direct result of further events funding opportunities.
- Ability to attract large-scale events may in turn create demand/rationale for further infrastructure investment/development.

**Threats:**
- Financial liability.

**Analysis/Recommendation:** Council consideration of spread of current investment across key event sectors.
F.) **Document Recommendation:** Funding/Branding.

- Tropical North Queensland councils to require applicants for event funding to detail how their event complements and strengthens the Tropical North Queensland brand.
- Requirements on Tropical North Queensland signage and marketing materials.

<table>
<thead>
<tr>
<th>Strengths:</th>
<th>Weaknesses:</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Ability to create shared understanding of Council’s requirements.</td>
<td>• Funding applications may not particularly understand how potential events can strengthen a brand.</td>
</tr>
<tr>
<td>• Possibly less time in assessing applications by Council.</td>
<td>• Potential of Council appearing more bureaucratic and unavailable to the public’s needs.</td>
</tr>
<tr>
<td>• Ability to appear more transparent.</td>
<td>• Time investment required by Council staff in educating applicants on outcomes.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Opportunities:</th>
<th>Threats:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ø Opportunity to increase awareness of Council’s goals.</td>
<td>Ø Oversaturation of brand.</td>
</tr>
<tr>
<td>Ø Potential to stimulate discussion and thought in the community for continual improvement.</td>
<td></td>
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</tbody>
</table>

**Analysis/Recommendation:** Potential inclusion in sponsorship/grant legal agreement templates.
**G.) Document Recommendation:** Funding/Seasonality.

- Council to consider higher levels of funding for events held in shoulder or low seasons (i.e. events with the capacity to attract overnight visitors from outside the region).

<table>
<thead>
<tr>
<th>Strengths:</th>
<th>Weaknesses:</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Potential to even out the peaks and troughs of seasonality.</td>
<td>ß Events may attract fewer numbers and be less profitable for the event organiser or region (i.e. timing is not appealing to anyone considering coming for the event).</td>
</tr>
<tr>
<td>• Stabilisation of room rates, improvements in the supply versus demand mix.</td>
<td>ß Higher levels of funding may not be a critical issue for event organisers (with regard to placement of events).</td>
</tr>
<tr>
<td>• Short-term approach (i.e. as soon as the funding stops, so does the visitation).</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Opportunities:</th>
<th>Threats:</th>
</tr>
</thead>
<tbody>
<tr>
<td>ß Potential to attract visitors to the region outside peak visitation periods.</td>
<td>• Threat of an incentives war with other seasonal regions.</td>
</tr>
<tr>
<td>ß Possibility of a better visitor experience (i.e. more personalised service due to visitation outside peak periods).</td>
<td></td>
</tr>
</tbody>
</table>

**Analysis/Recommendation:** Consideration of this factor as one element of proposal evaluation.

**Appendix Item D: Timeliness of Events- Events Calendar**
Timeliness of Events

The event calendar below provides an overview of the major events for 2012.

<table>
<thead>
<tr>
<th>Month</th>
<th>Event</th>
<th>Coinciding / Surrounding Events</th>
<th>Season</th>
<th>Opportunity</th>
</tr>
</thead>
<tbody>
<tr>
<td>January</td>
<td><strong>Australia Day</strong></td>
<td></td>
<td>Low</td>
<td>➕ Best practice civic events; and event program to encourage length of stay from December.</td>
</tr>
<tr>
<td></td>
<td>Date: 26 January</td>
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<td></td>
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<tr>
<td></td>
<td>Event Sector: Civic</td>
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<tr>
<td></td>
<td>Event Type: Medium/Large</td>
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<tr>
<td></td>
<td><strong>Chinese New Year</strong></td>
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<td></td>
<td>Date: 21 January</td>
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<tr>
<td></td>
<td>Location: Cairns</td>
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<tr>
<td></td>
<td>Event Sector: Cultural</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>February</td>
<td>Low</td>
<td></td>
<td>Low</td>
<td>➕ Business events- low tourism season</td>
</tr>
<tr>
<td>March</td>
<td><strong>Feast of the Senses- Innisfail</strong></td>
<td></td>
<td>Low</td>
<td>➕ Business events- low tourism season</td>
</tr>
<tr>
<td></td>
<td>Complimentary events to Feast of the Senses.</td>
<td></td>
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<td></td>
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<tr>
<td>April</td>
<td>Shoulder</td>
<td></td>
<td>Shoulder</td>
<td>➕ Gateway events / training and educational for high season events.</td>
</tr>
<tr>
<td>May</td>
<td><strong>Cairns Blues Festival</strong></td>
<td>➕ Tour of the Tablelands- Tablelands</td>
<td>Shoulder</td>
<td>➕ Gateway events / training and educational for high season events.</td>
</tr>
<tr>
<td></td>
<td>Date: 12 May</td>
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<tr>
<td></td>
<td>Event Sector: Cultural</td>
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<tr>
<td></td>
<td>Event Type: Medium</td>
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<tr>
<td></td>
<td><strong>Port Douglas Carnivale</strong></td>
<td>➕ Great Wheelbarrow Race- Mareeba</td>
<td></td>
<td>➕ Opportunity to maximise and grow existing events.</td>
</tr>
<tr>
<td></td>
<td>Date: 18-26 May</td>
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<tr>
<td></td>
<td>Event Sector: Cultural</td>
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<tr>
<td></td>
<td>Event Type: Medium/Large</td>
<td></td>
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</tr>
<tr>
<td>June</td>
<td>Cairns Airport Challenge Cairns</td>
<td>Cooktown Discovery Weekend and re-enactment -Cooktown</td>
<td>High</td>
<td>ß Peak tourism season- Opportunity to market adventure sports cluster of events, so as to encourage length of stay.</td>
</tr>
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<tr>
<td></td>
<td>Date: 28 May-3 June</td>
<td>Laura Dance Festival- Laura</td>
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<tr>
<td></td>
<td>Location: Cairns</td>
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<tr>
<td></td>
<td>Event Sector: Sport</td>
<td></td>
<td></td>
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<tr>
<td></td>
<td>Event Type: Mass participation / spectator triathlon</td>
<td></td>
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<tr>
<td></td>
<td>Cairns Adventure Film Festival</td>
<td></td>
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<tr>
<td></td>
<td>Date: 22-23 June</td>
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<tr>
<td></td>
<td>Location: Cairns</td>
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<tr>
<td></td>
<td>Event Sector: Sport Culture</td>
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<td></td>
<td>Event Type: Niche</td>
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<tr>
<td></td>
<td>Cairns to Karumba Bike Ride</td>
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<tr>
<td></td>
<td>Date: 24-30 June</td>
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<tr>
<td></td>
<td>Location: Various</td>
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<tr>
<td></td>
<td>Event Sector: Sport</td>
<td></td>
<td></td>
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<tr>
<td></td>
<td>Event Type: Bike ride</td>
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<tr>
<td>July</td>
<td>NAIDOC Week</td>
<td></td>
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<tr>
<td></td>
<td>Date: 1-8 July</td>
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<tr>
<td></td>
<td>Location: Various</td>
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<tr>
<td></td>
<td>Event Sector: Cultural</td>
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<tr>
<td></td>
<td>Event Type: Celebration</td>
<td></td>
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<tr>
<td></td>
<td>Cairns Ukelele Festival</td>
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</tr>
<tr>
<td></td>
<td>Date: 6-8 July</td>
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<td></td>
<td>Location: Cairns</td>
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<tr>
<td></td>
<td>Event Sector: Cultural</td>
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<tr>
<td></td>
<td>Event Type: Music</td>
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<tr>
<td></td>
<td>Kuranda Roots Festival-Kuranda</td>
<td></td>
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<tr>
<td></td>
<td>Mareeba Rodeo -Mareeba</td>
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<tr>
<td></td>
<td>High</td>
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</tbody>
</table>
### August

<table>
<thead>
<tr>
<th>Event</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Cairns Cup</strong></td>
</tr>
<tr>
<td>Date: 5-8 August</td>
</tr>
<tr>
<td>Location: Cairns</td>
</tr>
<tr>
<td>Event Sector: Cultural</td>
</tr>
<tr>
<td><strong>Festival Cairns</strong></td>
</tr>
<tr>
<td>Date: 17 Aug-2 Sept</td>
</tr>
<tr>
<td>Location: Various</td>
</tr>
<tr>
<td>Event Sector: Cultural</td>
</tr>
<tr>
<td><strong>Cairns Street Buskers Festival</strong></td>
</tr>
<tr>
<td>Date: TBC</td>
</tr>
<tr>
<td>Location: Various</td>
</tr>
<tr>
<td>Event Sector: Cultural</td>
</tr>
<tr>
<td><strong>Cairns Indigenous Art Fair</strong></td>
</tr>
<tr>
<td>Date: 17-19 August</td>
</tr>
<tr>
<td>Location: Various</td>
</tr>
<tr>
<td>Event Sector: Cultural</td>
</tr>
</tbody>
</table>

### September

<table>
<thead>
<tr>
<th>Event</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Carnival of Collins</strong></td>
</tr>
<tr>
<td>Date: 2 September</td>
</tr>
<tr>
<td>Location: Cairns</td>
</tr>
<tr>
<td>Event Sector: Cultural</td>
</tr>
<tr>
<td><strong>Cairns Amateurs</strong></td>
</tr>
<tr>
<td>Date: 7-8 September</td>
</tr>
<tr>
<td>Location: Cairns</td>
</tr>
<tr>
<td>Event Sector: Cultural</td>
</tr>
<tr>
<td><strong>Reggaetown Festival</strong></td>
</tr>
<tr>
<td>Date: 8 September</td>
</tr>
<tr>
<td>Location: Cairns</td>
</tr>
<tr>
<td>Event Sector: Cultural</td>
</tr>
</tbody>
</table>

*.cbo - Warbirds Air Show, Mareeba  
  *.cbo - Herberton 8 Hour, Herberton  

**Peak tourism season - Opportunity to maximise and grow existing events (cluster of cultural events), so as to encourage length of stay.**
<table>
<thead>
<tr>
<th>Month</th>
<th>Event Type</th>
<th>Event Details</th>
<th>Sector</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>October</td>
<td>Music</td>
<td>Crocodile Trophy 23 Nov-1 Oct Various Sport Adventure</td>
<td>Shoulder</td>
<td>Should tourism season- Opportunity to grow Taste of Palm Cove (mass appeal cultured food event).</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Taste of Palm Cove 26-28 October Palm Cove Culture Culinary</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Solar Eclipse Marathon 14 November Port Douglas Sport Marathon</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Solar Eclipse 14 November Various N/A Natural Phenomena</td>
<td></td>
<td></td>
</tr>
<tr>
<td>November</td>
<td>Culinary</td>
<td>Go Troppo Arts Festival 9-18 November Port Douglas Cultural</td>
<td>Low</td>
<td>Maximise media opportunities as a result of solar eclipse (campaigns toward increased visitation).</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Solar Eclipse Marathon 14 November Port Douglas Sport Marathon</td>
<td></td>
<td></td>
</tr>
<tr>
<td>December</td>
<td>Music</td>
<td>Carols by Candlelight 14 December</td>
<td></td>
<td>Best practice civic events; and event program to encourage length of stay</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Event Sector: Cultural</td>
<td>throughout holiday period.</td>
<td></td>
<td></td>
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<td></td>
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</tr>
<tr>
<td><strong>New Years Eve</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Date: 31 December</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Location: Cairns</td>
<td></td>
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<td></td>
</tr>
<tr>
<td>Event Sector: Cultural / Civic</td>
<td></td>
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</tr>
</tbody>
</table>
**Appendix Item G: Priorities Deliverables Table**

**Priority 1- Preparing Council’s Infrastructure**

**Purpose:** Refine the core components of Council’s event infrastructure to support and facilitate increased economic impact and sustainable growth.

<table>
<thead>
<tr>
<th>Actions</th>
<th>Measures / Methods</th>
<th>Partners</th>
<th>Priority Rating / Timeline</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Restructure Council’s Events Portfolio.</strong></td>
<td>§ Further audit of Council supported events and alignment with key event portfolio umbrellas.</td>
<td>Events and Sponsorship Strategist, internal stakeholders, event organisers, State agencies, media and survey agency.</td>
<td>High/Medium</td>
</tr>
<tr>
<td></td>
<td>§ Marketing and Communications branch’s adoption of event promotion in accordance with the umbrella structures and common message.</td>
<td></td>
<td>High/Medium</td>
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<td></td>
<td>§ Alignment of key events within each event category in accordance with the vertical integration concept; and acquisition of complementary events.</td>
<td></td>
<td>High/Medium</td>
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<td></td>
<td>§ Establishment of cluster and networking opportunities between event organisers for each vertically integrated category (increase cross-promotion).</td>
<td></td>
<td>High/Medium</td>
</tr>
<tr>
<td></td>
<td>§ Economies of scale and increased event investment returns.</td>
<td></td>
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<tr>
<td><strong>Human Resources:</strong> Events Advisory Committee.</td>
<td><strong>β</strong> Establishment of Events Advisory Committee as per Council adoption of Terms of Reference and objectives (listed in Appendix).</td>
<td>Events and Sponsorship Strategist, internal stakeholders and Events Advisory Committee.</td>
<td>High</td>
</tr>
<tr>
<td><strong>Human Resources:</strong> Events Operations Team (virtual).</td>
<td><strong>β</strong> Establishment of Events Operations Team as per outlined structure (listed in Appendix).</td>
<td>Events and Sponsorship Strategist, internal stakeholders and Events Operations Team.</td>
<td>High</td>
</tr>
<tr>
<td><strong>Human Resources:</strong> Internal Buy-in via ‘Council Communicators’.</td>
<td>Encourage and facilitate a collaborative approach and information sharing on event strategy, templates and implementation.</td>
<td>Events and Sponsorship Strategist, internal stakeholders (Council Communicators group).</td>
<td>High/Medium</td>
</tr>
<tr>
<td><strong>Financial Capital and Events Budget:</strong> Funding framework</td>
<td><strong>β</strong> Streamlined and uniformed process to event funding (without impeding on an event structure).</td>
<td>Events and Sponsorship Strategist, internal stakeholders, financial advisors, legal advisors and State agencies.</td>
<td>High</td>
</tr>
<tr>
<td></td>
<td><strong>β</strong> External funding: Increase level of funding received by the Cairns region for events.</td>
<td></td>
<td>High</td>
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<td></td>
<td><strong>β</strong> Investigation into realigned event funding from Council (Event marketing, survey agencies / economic impact assessments, development of event tools, shared event infrastructure, bid attraction fees etc).</td>
<td></td>
<td>Medium</td>
</tr>
<tr>
<td>Policy and Framework</td>
<td>Events and Sponsorship Strategist, internal stakeholders, Events Advisory Committee, TTNQ and State agencies.</td>
<td>High</td>
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<tr>
<td>§ Refinement of event hosting, funding and sponsorship policies (including adoption by Council and internal promotion).</td>
<td>Medium</td>
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<tr>
<td>§ Streamline access to event information and processes. (i.e. event organisers looking to place an event within the region are often moved between various local associations, departments within Council, Tourism Tropical North Queensland and private enterprise).</td>
<td>Medium</td>
<td></td>
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</tr>
<tr>
<td>§ Creation of a streamlined Cairns Regional Council Events Strategy excerpt for event organisers and grant applicants and general public.</td>
<td>Medium</td>
<td></td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Event Facilities.</th>
<th>Events and Sponsorship Strategists, internal stakeholders, event organisers and State agencies.</th>
<th>Medium/High</th>
</tr>
</thead>
<tbody>
<tr>
<td>§ Facilitate and support informed development of event facilities.</td>
<td>Medium/High</td>
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<tr>
<td>§ Facilitate and support pool of mobile event infrastructure (to be retained within the region and utilised to encourage placement and ease of implementation of major events).</td>
<td>Medium/High</td>
<td></td>
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</tbody>
</table>
**Purpose:** Support and facilitate increased economic impact and sustainable growth via destination promotion, key event identification/acquisition and portfolio optimisation.

<table>
<thead>
<tr>
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<th>Measures / Methods</th>
<th>Partners</th>
<th>Priority Rating / Timeline</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Event Reputation:</strong></td>
<td>ß Initial creation and improvement in perceptions (as collected by a profile and perceptions survey).</td>
<td>Events and Sponsorship Strategist, internal stakeholders, Events Advisory Committee, external survey agency, media partners, potential funding partners (Council and State agencies).</td>
<td>Medium/High</td>
</tr>
<tr>
<td><strong>Optimal Event Portfolio</strong></td>
<td>ß Adoption of in-principle support for all event sectors (i.e. business, cultural, sporting and civic events).</td>
<td>Events and Sponsorship Strategist, internal stakeholders, SGS Consultants, Events Advisory Committee and State agencies.</td>
<td>High</td>
</tr>
<tr>
<td><strong>Proactive Acquisition:</strong></td>
<td>Increased event acquisitioned (in addition to growth of existing events) in alignment with Council’s Events</td>
<td>Events and Sponsorship Strategist, internal stakeholders, Events Advisory Committee,</td>
<td>High</td>
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<tr>
<td>Strategy.</td>
<td>Tourism Queensland and Events Queensland.</td>
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**Purpose:** Local event capacity is contingent upon the responsiveness, funding and support of Council. Council delivers a competitive events grants process spanning from October to November and once again in April to May. However, there are also avenues such as Resource and Performance Agreements, Council endorsed approvals and discretionary funds that are made available. This strategy supports increased responsiveness to event opportunities.

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<tbody>
<tr>
<td><strong>Increased Scope of Event Grant Guidelines:</strong></td>
<td>1. Adoption of altered funding agreement terms by council.</td>
<td>Events and Sponsorship Strategist, internal stakeholders, grant recipients, external legal, Tourism Queensland and Events Queensland.</td>
<td>High</td>
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<td></td>
<td>2. Event program created to nurture event growth and sustainability (templates and co-op initiatives with Tourism Queensland and Events Queensland).</td>
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<td>High/Medium</td>
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<td></td>
<td>3. Monitor and increase the number of sustainable events for the region.</td>
<td></td>
<td>High/Medium</td>
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<tr>
<td><strong>Evaluation Matrix:</strong></td>
<td>1. Investigation of emergency event funding (for events that are assessed as beneficial, yet fall out of the event grant guidelines).</td>
<td>Events and Sponsorship Strategist, internal stakeholders, Events Advisory Committee and Council.</td>
<td>High</td>
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<td></td>
<td>2. Formalisation of event assessment process (as provided in Appendix).</td>
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<td>High</td>
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<td></td>
<td>3. Standardisation of event assessment criteria for all Council supported events (whether they are event grants, resource and performance)</td>
<td></td>
<td>High</td>
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<tr>
<td>Perception Management: Engender the perception that Council’s support of events are chosen and well utilised investments delivering a return.</td>
<td>Standardisation and promotion of event funding process and available avenues.</td>
<td>Events and Sponsorship Strategist, internal stakeholders, State agencies, media and residents of the Cairns region.</td>
<td>High</td>
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</table>
**Priority 4- Event Implementation and Opportunity Maximisation**

**Purpose:** Facilitate fully leveraged event opportunities, positive stakeholder interaction and maximising event outcomes are key deliverables of this priority.

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<th>Priority Rating / Timeline</th>
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</thead>
<tbody>
<tr>
<td><strong>Maximised Leverage and Outcomes:</strong> Implementation of renewed funding agreements/contracts.</td>
<td>Implementation of funding agreements/contracted sponsorship deliverables.</td>
<td>Events and Sponsorship Strategist, internal stakeholders, external legal, TTNQ Visitor’s Information Centre, Tourism Queensland and Australian Tourism Data Warehouse.</td>
<td>High/Medium</td>
</tr>
<tr>
<td><strong>Maximised Leverage and Outcomes:</strong> Facilitation of media interest around events, event funding, event outcomes and ‘good news stories’.</td>
<td>Increased media coverage of events for the Cairns region as captured by Media Monitors.</td>
<td>Events and Sponsorship Strategist, internal stakeholders (Media Officer, Marketing and Communications) in addition to event organisers and media.</td>
<td>High/Medium</td>
</tr>
<tr>
<td><strong>Maximised Leverage and Outcomes / Cost Mitigation:</strong> Facilitation of uniformity across Council in regard to inbound sponsorship; and supporting an increase in revenue (to offset event investment).</td>
<td>Implementation and adoption of cost mitigation process and strategy. Creation of a Council-wide ‘Sponsorship Prospectus’ and improvement of Council’s approach to industry. Increase in event revenue received as a result of cost mitigation / sponsorship practices.</td>
<td>Events and Sponsorship Strategist, internal stakeholders (event hosts and internal sponsees), in addition to external industry (sponsors).</td>
<td>High</td>
</tr>
<tr>
<td><strong>Events Operations Team (virtual):</strong> Supporting and guiding event organisers through Council’s event requirements.</td>
<td><strong>Creation and refinement of event implementation process moving toward best practice (with event organisers and team members surveyed after each event).</strong></td>
<td><strong>Events and Sponsorship Strategist, internal stakeholders, Events Operations Team and external event organisers.</strong></td>
<td>High</td>
</tr>
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</table>
**Priority 5- Report, Review and Readjust**

**Purpose:** Implement reporting criteria for Council managed and supported events, with an events summary report being completed at the end of each calendar year.

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<tbody>
<tr>
<td><strong>Reporting Requirements:</strong></td>
<td>Implementation of reporting criteria, template range and timelines for all Council managed and supported events.</td>
<td>Creation and Council-wide adoption of:</td>
<td>Events and Sponsorship</td>
</tr>
<tr>
<td></td>
<td><strong>β</strong> Event enquiry template</td>
<td>Strategist, internal stakeholders</td>
<td>Medium</td>
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<td></td>
<td><strong>β</strong> Event runsheet</td>
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<td><strong>β</strong> Event risk assessment checklist</td>
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<td><strong>β</strong> Media booking and marketing request sheet</td>
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<td><strong>β</strong> Post campaign analysis template</td>
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<td></td>
<td><strong>β</strong> Event briefing document template</td>
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<tr>
<td><strong>Review and Readjust:</strong></td>
<td>Presentation of annual report to Council examining Council’s event activities, in addition to sponsorship and grant deliverables.</td>
<td>Internal stakeholders:</td>
<td>High</td>
</tr>
<tr>
<td></td>
<td><strong>β</strong> Events and Sponsorship Strategist</td>
<td><strong>β</strong> Events and Sponsorship Strategist</td>
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<td><strong>β</strong> Sport, Recreation and Community Development Business Support</td>
<td><strong>β</strong> Sport, Recreation and Community</td>
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<td></td>
<td>(i.e. Event grant reports)</td>
<td>Development Business Support</td>
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<td><strong>β</strong> Major event departments</td>
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