

INVEST Capricorn Coast Region

EVENT STRATEGY 2025



PURPOSE

To position the Capricorn Coast as regional Queensland's leading event destination for iconic event experiences that reflect her unique coastal village lifestyle and simply stunning locations on the shores of the Southern Great Barrier Reef.

The Invest Capricorn Coast Region Event Strategy is a strategic event plan for the Capricorn Coast Region providing a coordinated approach to grow existing, home grown events and attract new, destination aligned events to increase overnight visitor expenditure, create jobs and grow economic benefit for the region.

The strategic approach is to build on the region's competitive advantages to position the Capricorn Coast's

destination profile and appeal, resulting in professional, iconic events that celebrates the region's culture, lifestyle and natural appeal while strengthening its community identity and pride.

Through greater synergies between events and the tourism industry and the wider Capricorn and State event and tourism strategies, the outcome is to create a stronger return on investment for the community and industry on the Capricorn Coast.

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THE REHEARSAL

(setting the scene)

The Livingstone Shire, referred to as the Capricorn Coast region is located on the central coast of Queensland and home to a population of 38,000. Tourism is the region's largest employer, injecting \$151 million into the local economy, with Tourism contributing to 10%¹

of the economy, higher than the Queensland average of 6%.

Over 80 events are staged on the Capricorn Coast annually, with major events attracting 125,285 event enthusiasts, contributing an economic impact of \$7.9 million² annually into the Livingstone Shire.

With its stunning coastline, unique coastal villages and backdrop of the Keppel Group on the shores of the Southern Great Barrier Reef, the Capricorn Coast has a distinct competitive advantage in the areas of coastal lifestyle, wellness, arts, environmental sustainability and water related sports.

1. Tourism representing a multi-industry sector - accommodation, food, arts, recreation, retail.

2. Economic Impact of Livingstone Shire Events 2018, Lawrence Consulting

Travelling to the Capricorn Coast



1 hr 10, Virgin + QantasLink.
6 flights daily.



40 min Rockhampton-Yeppoon. Within 400km radius Mackay, Emerald, Gladstone, Agnes/1770 Bundaberg.



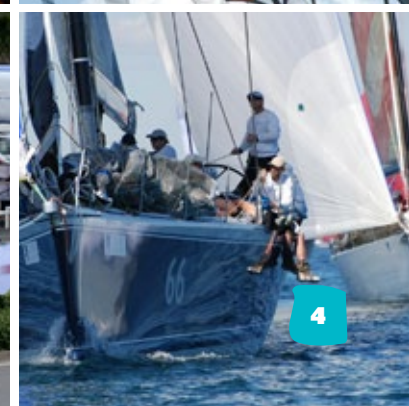
7 hr 45 min train Brisbane-Rockhampton, three services per day.
40 min bus Rockhampton-Yeppoon.



Three times daily.
<12hrs Brisbane-Yeppoon.



Great Keppel Island.
within 30 minutes of Yeppoon/Rosslyn Bay.



BEHIND THE SCENES

(strategic context)

Behind the scenes, the Invest Capricorn Coast Region Event Strategy has been developed to align with local, regional and state strategies to provide a long-term competitive advantage and coordinated approach.



Plan	Strategic Alignment
Livingstone Shire Council Corporate Plan 2014-2019	Diverse and unique communities that are connected with the larger community in the common pursuit of an engaged, supportive, inclusive, creative and confident Shire.
Livingstone Shire Council Operational Plan 2018/19	Development of the Event Management Strategy.
Livingstone Shire Council Arts and Cultural Strategic Plan 2017-2022	Celebrate regional identity and community distinctiveness Support the delivery of community identity and distinctiveness through iconic events, places and spaces. Support the delivery of original, imaginative and high-quality arts and cultural events and experiences which attract visitors and strengthen local community identity and pride.
Invest Capricorn Coast Region Economic Development Plan 2018	Development of locally distinctive events and better promoting existing events focused on business, sports, recreation, music, culture and celebrations.
Capricorn Business and Events Industry Development Strategy 2011	Develop an assessment framework to evaluate a broad range of event related impacts and assist with prioritising efforts to support or attract large events.
Capricorn Destination Tourism Plan 2014-2020	Iconic Experiences - to build on and leverage their strengths and heroes - iconic people, places and events which are our points of difference - giving visitors life-long memories and many reasons to stay, explore and return.
Tourism and Events Queensland's (TEQ) Events Strategy 2025	To showcase the best address on earth, signature experiences and events and leverage competitive advantage.
Advancing Tourism 2016-20	Grow quality products, events and experiences to attract visitors to Queensland and increase domestic and international overnight visitation.



PRESENTED BY

(strategic partners + collaboration)

Successful events are developed through partnerships, collaboration, destination planning, management and development.

The strategy provides a cohesive framework for the development of events to create a long-term, distinctive competitive advantage for the Capricorn Coast Region. This will be achieved through a collaborative approach with events, tourism and regional partners.

Please note, strategic partnerships are not restricted to these partners identified below. The regional, state and national bodies below have been identified to assist with growing tourism and visitation.

LIVINGSTONE SHIRE COUNCIL

- Leadership and strategic direction
 - Event attraction
- Local event capacity building
- Event support (financial + in-kind)

REGIONAL PARTNERS

- Capricorn Enterprise**
 - Destination Brand + marketing
 - Digital and social media platforms
 - Media PR
 - Networking with tourism
- Packaging/networking with tourism industry
 - Tourism development

EVENT STAKEHOLDERS

Capricorn Coast Region Stakeholders

- Local event organisers
- Local event sponsors + suppliers
- Local tourism operators
 - Media partners
 - Volunteers
- Local community

Major Event Organisations + Sponsors

- Major Event owners and promoters
 - Key event sponsors
 - Event suppliers

STATE AND NATIONAL PARTNERS

Tourism and Events Queensland

- “It’s Live in Queensland” campaign
- Digital and social media platforms
- Destination, Business and Major Events Programs
 - Target market insights

Tourism Australia and Tourism Research Australia (TRA)

- Digital and social media platforms
 - Tourism trends
 - Visitor statistics

EVENT SNAPSHOT

80+

festivals and
events p.a.
(including civic &
community events)

123k+

total attendance

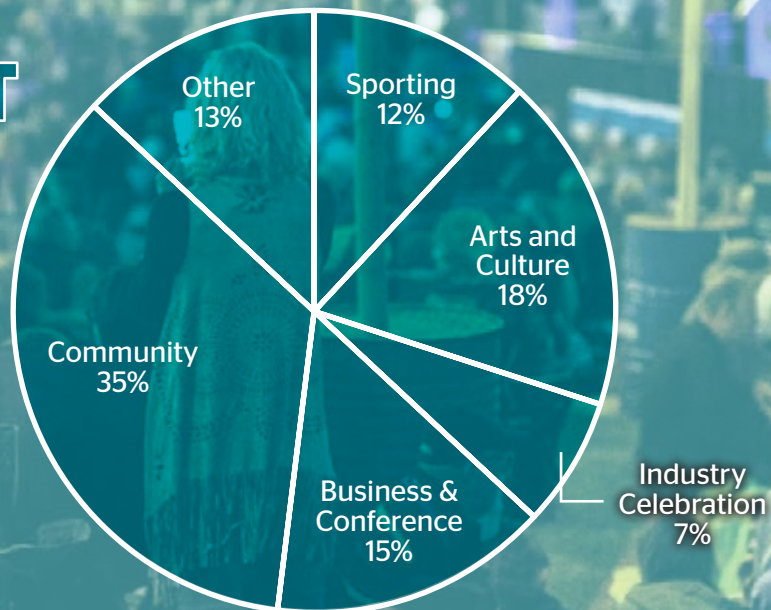
\$7.9

million p.a.
economic impact

Peak Event Season

April, July, September + December

EVENT TYPE



EVENT CAPACITY SNAPSHOT

VENUES

15

dedicated conference /event spaces

7

green spaces suitable for festivals and events

3

halls suitable for group meetings, training, celebrations

14

sporting facilities

BUSINESS EVENTS AND CONFERENCES

Total Number of Meeting and Conference Venues

15

Total Capacity

5,143

Capacity Range

16 - 788

SPORTS FACILITIES

4

state standard sports facilities - Barmaryee Sports Complex (touch football, rugby league, netball), Capricorn Resort Golf, Emu Park Golf Club

4

regional standard sports facilities - Capricorn Coast Netball Courts, Cooee Bay Pool, Don Ireland Pool, Web Oval

6

local standard sports facilities - Apex Park, Capricorn Equestrian Centre, Emu Park Bowls Club, Marlborough Pool, Yeppoon Bowling Club, Yeppoon Tennis Club

GREEN SPACES

2

green spaces suitable for major events and festivals - Bell Park, Yeppoon Foreshore and Amphitheatre

2

sports grounds suitable for festival with camping - Barmaryee Sports Complex and Hartley Street Sports Grounds

ACCOMMODATION CAPACITY

Total Capacity

1,504

Total Rooms

605

(includes: rooms, villas, cabins, cottages)

Total Caravan/Tent Sites

663



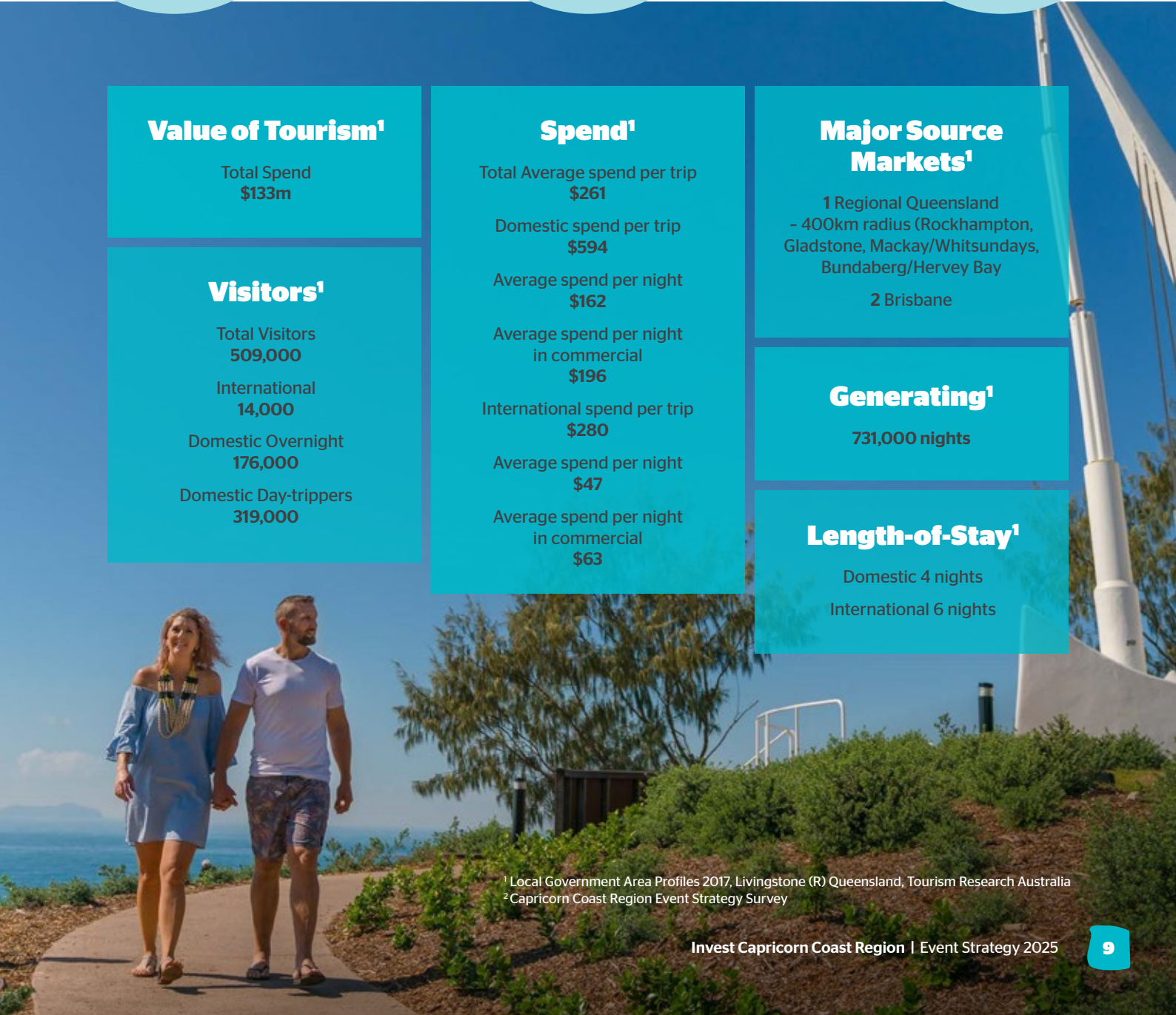
Source: Event Audit Database

VISITOR SNAPSHOT

Day-trippers represent the highest total number of visitors to the region. The opportunity lies to significantly increase overnight visitor expenditure (OVE) by converting day-trippers into overnight stays by developing evening event programming and multi-day events with packaging. Overnight visitor expenditure (OVE) is 154% greater than day-tripper spend.



<p>Value of Tourism¹</p> <p>Total Spend \$133m</p>	<p>Spend¹</p> <p>Total Average spend per trip \$261</p> <p>Domestic spend per trip \$594</p> <p>Average spend per night \$162</p> <p>Average spend per night in commercial \$196</p> <p>International spend per trip \$280</p> <p>Average spend per night \$47</p> <p>Average spend per night in commercial \$63</p>	<p>Major Source Markets¹</p> <p>1 Regional Queensland - 400km radius (Rockhampton, Gladstone, Mackay/Whitsundays, Bundaberg/Hervey Bay)</p> <p>2 Brisbane</p>
<p>Visitors¹</p> <p>Total Visitors 509,000</p> <p>International 14,000</p> <p>Domestic Overnight 176,000</p> <p>Domestic Day-trippers 319,000</p>		<p>Generating¹</p> <p>731,000 nights</p>
		<p>Length-of-Stay¹</p> <p>Domestic 4 nights</p> <p>International 6 nights</p>



¹ Local Government Area Profiles 2017, Livingstone (R) Queensland, Tourism Research Australia
² Capricorn Coast Region Event Strategy Survey

THE VALUE OF EVENTS

The overall Economic Impact (i.e. Value Added) for the Region of events is \$7.9 million per annum, creating 51 direct local jobs and contributing to over .5% of the Gross Regional Product.

2025 Projection

A target attendance level of approximately 158,600 persons per annum has been conservatively estimated by the year 2025. This is based on potential for growth in both local and visitor markets for events held in Livingstone Shire, as calculated from comparative benchmarks for other local areas similar to Livingstone Shire along with broad visitor trends for the region.

This includes an expected increase in total visitors for events in Livingstone Shire to 54,730 persons, with an associated spend of approximately \$10.7 million.

Impact of a Major Festival

Were the region to develop an existing event or attract a major iconic event (e.g. the size of the Byron Bay Blues Fest or Gympie Muster), the economic impact would be substantial, with an estimated direct output of over \$32 million, more than 240 associated direct jobs and total economic contribution exceeding \$25 million.

Source: Economic Impact of Livingstone Shire Events 2018, Lawrence Consulting

“The key to creating greater economic return on investment is to attract a significant larger number of overnight visitors from outside the region.”

WHAT'S ON

(calendar of events)

A vibrant and balanced event portfolio can generate awareness by providing a definite, time-based reason to book now, driving visitation to the Capricorn Coast Region.

The table below illustrates events with attendance over 1,000.

<p>January</p> <p>26 Great Australia Day Beach Party</p>	<p>February</p> <p>3 Figtree Markets</p>	<p>March</p> <p>3 Figtree Markets</p>
<p>April</p> <p>20 Krabtastic</p> <p>14 Festival of the Wind</p> <p>27 Caves Show</p> <p>27 Yeppoon Races</p>	<p>May</p> <p>5 Yeppoon Races</p> <p>26 Classics by the Coast</p>	<p>June</p> <p>8-9 Yeppoon Show Society</p> <p>2 Beef to Beach</p>
<p>July</p> <p>8-13 Naidoc Week</p> <p>20-21 Fitzroy Frogs Triathlon</p> <p>20-21 Yeppoon Triathlon Festival</p> <p>26-28 Tropical Bloom Festival</p>	<p>August</p> <p>2 Brisbane to Keppel Tropical Yacht Race</p> <p>2-11 The Village Festival</p> <p>31 St Brendan's Rodeo</p> <p>Yeppoon Races</p>	<p>September</p> <p>16 Teddy Bear's Picnic</p> <p>16 Beach Day Out</p> <p>28 Caves Rodeo</p> <p>28-29 Enduro X</p>
<p>October</p> <p>12-14 Pinefest</p> <p>20 Yeppoon Running Festival</p>	<p>November</p> <p>2 Yeppoon Races</p> <p>2 Oktoberfest</p> <p>24 Sunset Sessions</p>	<p>December</p> <p>1 Figtree Markets</p> <p>4 Emu Park Carols</p> <p>16 Bell Park Picnic Markets</p> <p>21 Carols by the Beach</p>

THE STAGE

(event locations + facilities)



Location	Events	Number of events
Yeppoon	CQU Village Festival Great Australia Day Beach Party Yeppoon Triathlon Fitzroy Frogs PineFest Yeppoon Running Festival Carols by the Beach Yeppoon Races Yeppoon Show St Brendans Rodeo Figtree Markets	13
Keppel Sands	Krabtastic Naidoc Week	2
Rosslyn Bay	Brisbane to Keppel Tropical Yacht Race	1
Emu Park	Festival of the Wind Classics by the Coast Beef to Beach Beach Day Out Oktoberfest Emu Park Carols Bell Park Picnic Markets	7
Caves	Caves Show Caves Rodeo	2
Heolow Creek	Tropical Bloom Festival	1
Cooee Bay	Teddy Bears Picnic	1
Coastal Park Motorcross Track	Enduro	1
Great Keppel Island	Sunset Sessions	1

To gauge regional dispersal and future infrastructure needs, the map above depicts current event locality.

Most major events, that is, those with 1,000+ attendance, occur in Yeppoon (particularly on the foreshore) and Emu Park, with sailing events from Keppel Bay Marina, Roslyn Bay.

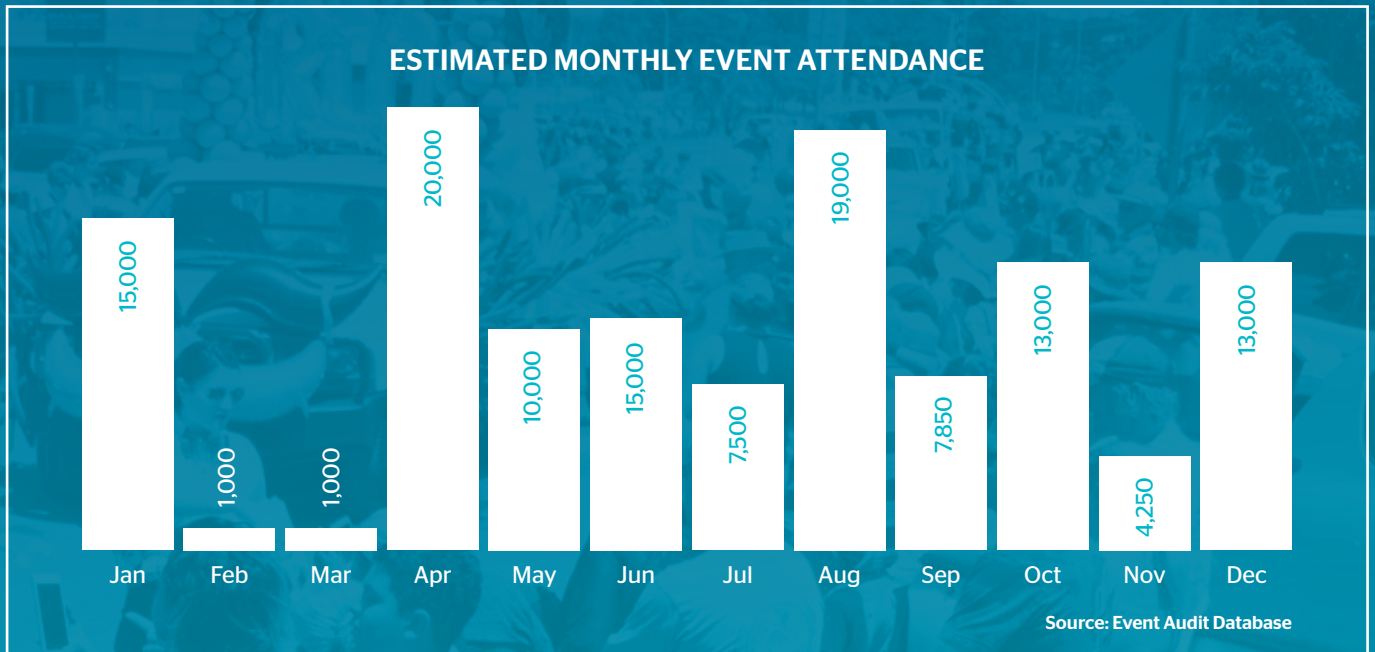
Into the future, the Yeppoon foreshore and Emu Park (Bell Park) will require event site development to cater for future growth of events (e.g. parking and facility upgrades of Bell Park).



OUR FANS

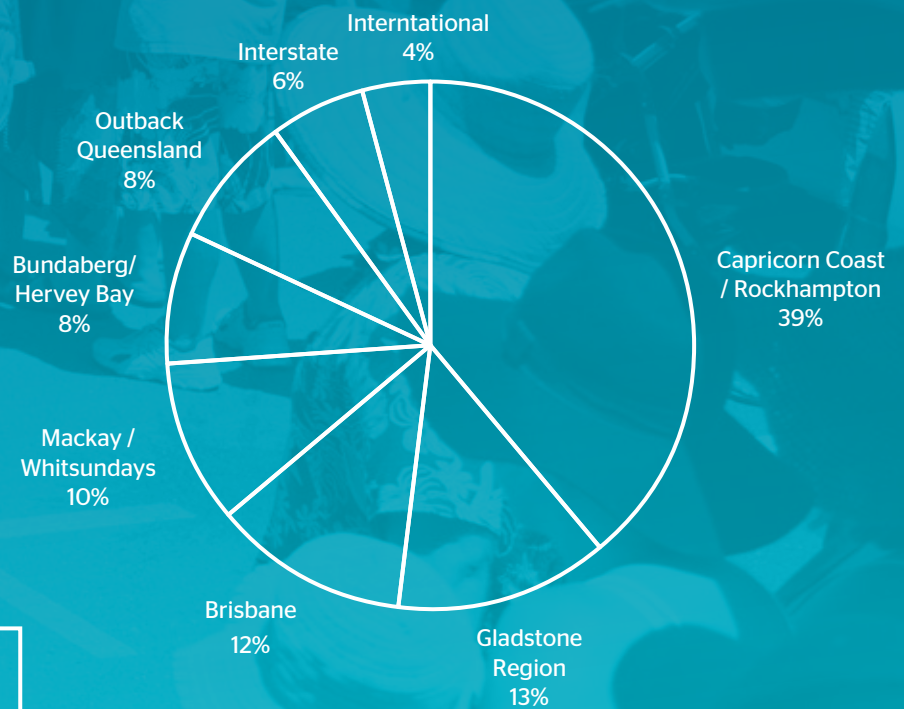
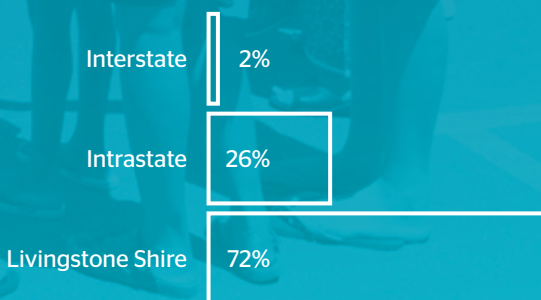
event attendees

The chart below illustrates the estimated total attendance at events in the Capricorn Coast Region with over 1,000 attendees. The months of April, August, October and December have the highest event attendance estimates with January being high due to Australia Day celebrations.



Where They're From

Events in the Capricorn Coast Region attract over 125,235 attendees, with approximately 72% originating from the local and Rockhampton regions, followed by 26% intrastate visitors. Rockhampton is a key non LGA target market, followed by Gladstone Region, Brisbane, Mackay/Whitsundays and wide bay (Bundaberg/Hervey Bay)

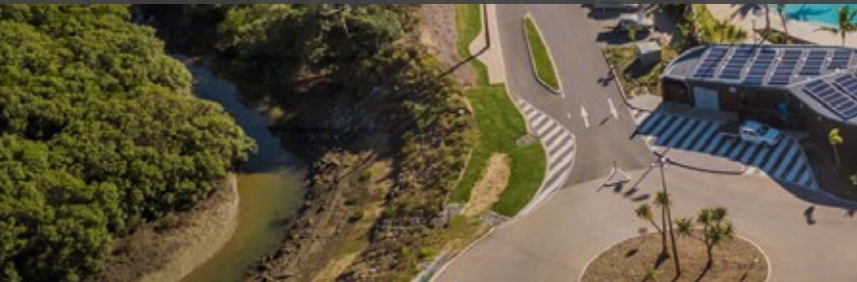


Source: Capricorn Coast Region Event Strategy Survey

TARGET MARKETS

Geographic Profile

The Capricorn Coast is within 40 minutes' drive of Rockhampton and just over a 1 hour flight from Brisbane. Within the 400km radius of Gladstone, Mackay, Emerald, Bundaberg and Hervey Bay.



Market Segmentation

Primary Markets



Self-Drive/Short-Break
- 400km radius



Fly/Drive - Brisbane.



Special Interest e.g. music, arts, health and well-being, eco, car enthusiasts, yachting.



Sporting Events - triathlons, ocean swims, dirt bikes, regional and state sporting club tournaments.



Business + Conferences -smaller group meetings + conferences.

High Value Travellers (HVT)

To increase the economic impact from events and the ROI for council and the region, it is recommended to further attract events and develop event experiences to appeal to domestic travellers who will generate a greater overnight visitor expenditure (OVE).

Tourism and Events Queensland has identified such visitors as High Value Travellers (HVT's) who engage in domestic leisure travel, spend more than the average traveller on leisure trips, and are aligned to experiences offered in Queensland.

These intrastate and interstate markets could offer good potential for Capricorn Coast events which develop experiences aligned with their holiday needs. Of note are those markets 18-49 travelling with children (for family friendly events e.g. Village Festival, Australia Day, Pinefest), 18-49 travelling without children (e.g. Octoberfest, Sunset Sessions, Yeppoon Races) and 50+ market travelling without children (Classics by the Coast).

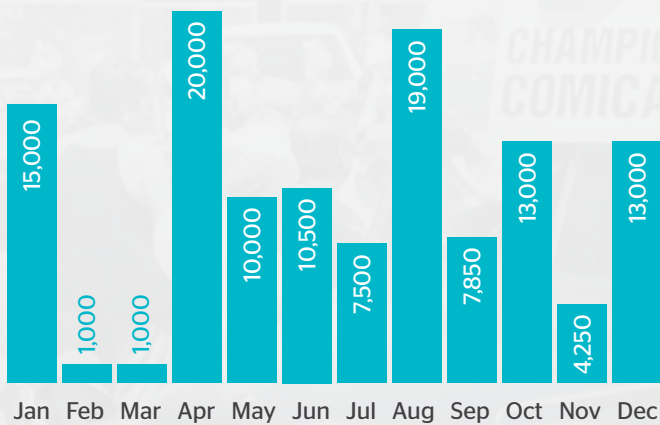
Travelling with children	1.4 million interstate	288,000 intrastate
18-49 travelling without children	1.3 million interstate	408,000 intrastate
50+ travelling without children	1.5 million interstate	440,000 intrastate

SEASONALITY

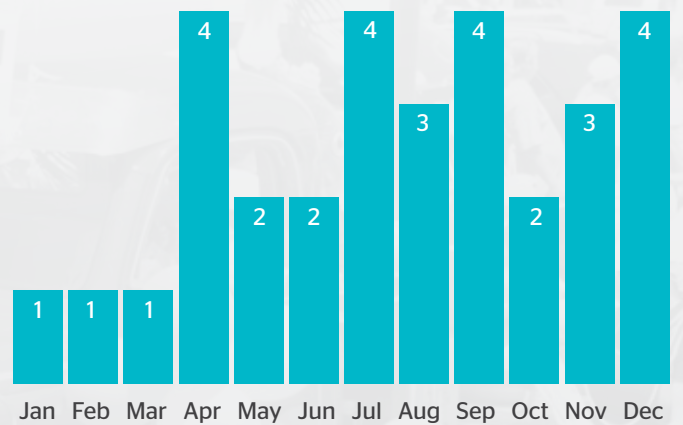
Events in the Capricorn Region are generally staged during the autumn and winter months when the weather conditions are more consistent and stable. The weather during summer is typically the high tropical wet season and associated with commercial risk.

The chart below illustrates the number of events staged monthly in the Capricorn Coast Region with over 1,000 attendees. The months of April, August, October and December have the highest event attendance estimates with January being high due to Australia Day celebrations.

ESTIMATED MONTHLY EVENT ATTENDANCE



CAPRICORN COAST NUMBER OF EVENTS BY MONTH

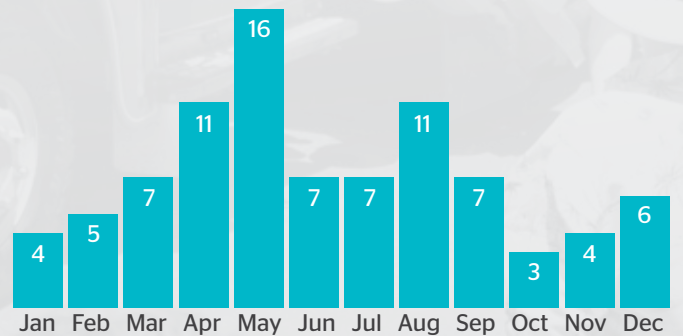


Greater Capricorn Coast Region

In contrast to the Capricorn Coast Region, May is the busiest month for events, followed by April and August in the Greater Capricorn Region, including Rockhampton and the Central Highlands.

Source: Event Audit Database

GREATER CAPRICORN COAST NUMBER OF EVENTS BY MONTH

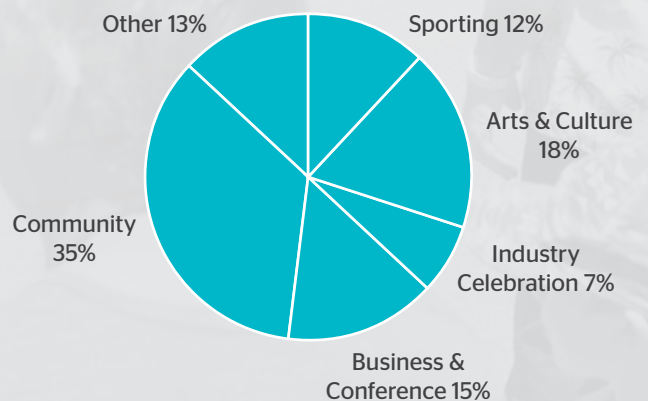


Event Type

There are over 80 events and festivals staged in the Capricorn Coast Region ranging from civic, community, arts and culture, leisure and sporting events.

Approximately 35% of the events staged in Capricorn Coast are community events, followed by 18% arts and culture, business and conference events, 12% sports and 7% industry celebration events.

EVENT TYPE



BENCHMARKING

Benchmarking with similar local government areas was undertaken to further develop the Capricorn Coast Region's competitive advantage. The local government areas included Byron Shire Council, Shire of Noosa and Redland City Council.

Objective of Events

Noting the importance of events in regional areas, the key objectives of council investment in events included:

- Increase visitation in the region.
- Increase the length of stay.
- Increase economic benefit for the region.
- Community health and wellbeing benefits.
- Supporting local event organisers.
- Attracting events to the region.

Event Friendly Destination Profiling

To be known as an event friendly destination, local government areas are:

- Implementing a one-stop-shop with exceptional customer service to streamline the approval process for event organisers to assist in growing the event destination brand.
- Streamlining procedures to minimise red tape.
- Encourage reinvigoration of events to stimulate growth and increase destination profiling and visitation.

KEY LEARNINGS

- **Event Attraction** - be **competitive** in Event Attraction, a budget needs to be established.
- **Infrastructure** - existing infrastructure should enable and support event and visitation growth - right fit event + infrastructure.
- **Sponsorship** - is assessed against criteria aligned to the council objectives.
- **Event acquittals** - councils, are moving towards making events **accountable** for funding by enforcing **mandatory event acquittal** post event to receive ongoing future funding.
- **Industry training** and **networking opportunities** assist in growing the event capacity and uniting the tourism and events industries within the region. Know the importance of working as a team - events + tourism + council.
- **Training** - assists in event **sustainability, reinvigoration** and networking providing opportunities for operators to **collaborate** and **package** products and experiences to ultimately **enhance** visitor experiences.
- **Economic benefit** - demonstrated economic benefits are often the **catalyst** to **attract funding** to build and invest in infrastructure.

RECOMMENDATIONS

- **Sponsorship** assessment should be aligned to Council objectives identified through **selection criteria** and potential economic benefit.
- **Event Acquittals** should be mandatory to receive ongoing funding and to provide data for future planning, marketing and budgeting.
- **Event Attraction** - bid for events that will provide significant **reputational** and **economic impact** to increase the **destination profile** and overnight visitor expenditure.
- Provide **training** and networking opportunities for the event and tourism industries to unite, collaborate and develop product and experience packages and build capacity.

CHALLENGES + OPPORTUNITIES

Event attendees have high expectations of experiencing something new at events they attend and what experiences events in the Capricorn Coast Region should deliver.

Consultation for the strategy was undertaken with Capricorn Coast Region events and tourism representatives, council and key stakeholders through workshops, face-to-face meetings and an online industry survey during the development of this strategy.

The key consultation findings were:

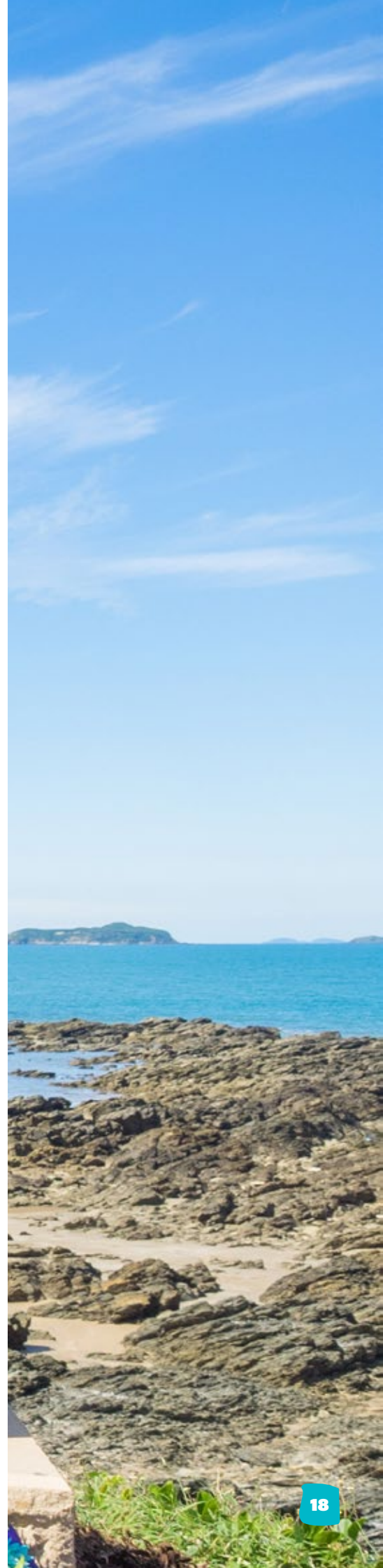
Challenges	Opportunities
<ul style="list-style-type: none"> • Lack of brand or identity - who are we? Need a point of difference. • Reinvigoration of events, becoming generic, losing the soul. • Sponsorship - naming rights, multi-year funding. • Sponsorship from local business - requests are increasing, events are not offering a value proposition to make sponsorship attractive. • Increasing support from Council and other government agencies. • No seed funding for new events. • Destination profiling - not promoting what we have got. • Capacity buildings - volunteer retention, attraction and upskilling. • Aging volunteers, limited youth volunteers. • Lack of succession planning. • Limited knowledge in governance, risk management, safety. • Operation checklist - timeline, leaving the programming to the last minute. • Limited packaging with tourism, accommodation & restaurants. • Events donating all profits to charity. • Cost of travel • Limited accommodation/infrastructure. • Cost of infrastructure and hire equipment. • Marketing - limited use of technology and digital presence. • Linking with the greater region and cross promote. • Penetrating market with larger events. • Local support for ticketed events. • Education for locals - diversification, same retail. 	<ul style="list-style-type: none"> • Destination Profile - development of a Brand and brand toolkit. • Development of Hallmark Event. • Potential event opportunities - bird and bat watching in the wetlands - Promoting what we have - natural beauty, climate, islands. • Health and wellness events. • Potential to host sporting events in the sports complex - regional sporting events. • Activation of indigenous events. • Profiling local arts and artists. • Encourage visitors to stay one more day - use the location to offer people holiday, outside event during planning stages. • Development of sponsorship assessment criteria aligned to Tourism and Events Queensland criteria. • Facilitation of workshops - capacity building, governance, succession planning, public liability, police cost, traffic management • Upskilling - sending volunteers to other events • Mentoring by industry to upskill • Inviting outside events like Woodford to come and talk to the committee • Connectivity with Rockhampton - partnering with neighbours to cross-promote • Packaging with industry • Collaboration - All events could contribute to engaging a digital marketing specialist to do marketing • Purchase community events temporary infrastructure- marquees, chairs, toilets, fencing etc. to save hiring costs • Equestrian and relocation of showgrounds - potential use • Smart region strategy - use of technology driving digital community

AUDIT FINDINGS

The audit of events and venues in the Capricorn Coast

Region identified:

- Although there is a diverse range of events in the Calendar of Events, they are not evenly distributed throughout the year, and in some instances, smaller events clash with other events locally and in the wider Capricorn Region.
- The Calendar of Events is not comprehensive, and multiple sources are required to find events.
- Events do not have a pathway to growth to elevate to the next level. Event organisers have limited capacity to grow sustainable and viable events, leading to lack of planning/ short lead time and unprofessional delivery of events with limited a long-term partnerships with sponsors and tourism industry.
- Events such as Pinefest have the potential to elevate to a unique destination event through reinvigoration and celebrating the essence of the event.
- Event organisers have limited industry collaboration and packaging.
- Limited accommodation in some locations, highlighting the need to package with accommodation in neighbouring villages and the wider region.
- Events are not profiling the destination with branding due to limited awareness of the resources they can access.
- Adding pre and post programming to events has the potential to increase the OVE, economic benefit and visitor experience.
- To be competitive with regions such as the Sunshine Coast, Mackay, Townsville and Whitsundays, an event attraction budget needs to be bolstered. Collaboration with neighbouring regions to develop regional bids for sporting events will increase opportunities to host events.
- The lack of a dedicated conference and convention centre inhibits the potential to being known as a business event destination.
- Positioning the region as a business event destination to compete with Gladstone, Mackay, Townsville, Cairns, the Whitsunday's and Sunshine Coast is limited without a dedicated conference and convention facility with seating capacity of 1,000+
- The development of the proposed Keppel Bay Convention and Sporting Hub will position the region as a business events destination and provide opportunities to attract major national exhibitions and conferences with a breakout or plenary rooms, concerts and performances.
- In some instances, event growth is limited to existing space and infrastructure.
- Many major events are staged at the Yeppoon Foreshore, Merv Anderson Park and Emu Park's Bell Park which all offer ideal atmospheric and destination backdrop profiling opportunities.



WHAT FANS LOVE

(consumer + event trends)

Consumer and event trends that offer the Capricorn Coast Region opportunities to further harness their competitive advantage include:



Live like a local. With the explosion of Airbnb, tourism blogs and publications relating to eating like a local, hang out where the locals go, speak like a local.

Opportunities for Capricorn Coast Region Events

Highlight the coastal lifestyle of the region and create regional dispersal, encourage event attendees to develop a deeper connection with the region, including local hangouts, “a day in the life”, ancient cycads in Byfield National Park or the Todd’s Road natural wetland areas - Kakadu of Yeppoon and local community’s desire for sustainability e.g. Lure Café encouraging customers to borrow a bucket to collect rubbish for a free cup of coffee.



Superfoods + Wholesome Foods are major recent Australian trends, with food and coffee culture, paddock to plate experiences and health and well-being relating to food high on consumer agendas.

Opportunities for Capricorn Coast Region Events

Provide signature Capricorn Coast Region food experiences at all events, e.g. seafood, reef & beef and tropical flavours, particularly incorporating the “pineapple” heritage of the region.



Health + Wellness is high on food and corporate culture and according to the Deloitte Health & Wellness Progress Report a record number of two million employees engaged in health and wellness initiatives in 2018.

Opportunities for Capricorn Coast Region Events

Health and wellness experiences , such as beach yoga, alternative health and locally sourced/organic foods could be incorporated into existing events and pre and post corporate events.



The Green Consumer, being environmentally aware, wanting to consume environmentally sustainable products and experiences and wish to contribute and give back are major consumer trends affecting all events, particularly in meetings and events and events targeting Millennials and Gen Z.

Opportunities for Capricorn Coast Region Events

Develop the Region as a “green” event stage for all events, from sporting, arts, music to conferencing.



WHAT FANS LOVE (consumer + event trends)

Consumer and event trends that offer the Capricorn Coast Region opportunities to further harness their competitive advantage include:



BUSINESS TOURISM - Queensland experienced a 24.6% growth in the high-yielding business traveller during 2017, with research revealing people who come for a conference, often return with family.

Opportunities for Capricorn Coast Region Events

As the home of Australia's leading Natural Disaster Hub, opportunities exist to develop conferences and training in natural disaster technology. Wellness themed conferences would also align well with the Capricorn coastal lifestyle and attracting the Green Consumer.



Innovative Arts + Live Performances are two trends creating enormous followings and media profiling e.g. Dark Mofo.

Opportunities for Capricorn Coast Region Events

Embracing Keppel Coast Arts environmental art installations at events will profile and support local artists and the commitment to environmental sustainability in the Capricorn Coast Region.



Social Media uptake across all demographics, interaction and sharing, with many events actively using social media advertising and e-mail marketing as primary marketing tools, with increasing livestreaming.

Opportunities for Capricorn Coast Region Events

Quality and creative content creation incorporating stunning destination footage, actively incorporating social media advertising and developing e-mail data bases.



Smartphone responsive and Digital Retail, with 2/3rd of Australians using mobile internet for 90 minutes per day. APPs are increasing in use to convey event information and programming updates.

Opportunities for Capricorn Coast Region Events

Events must be easily sourced and booked online, via a smart phone. Online ticketing services could be provided as part of the in-kind package for eligible events.



Measuring + Monitoring in a competitive environment, understanding the event visitor, attendee satisfaction ratings to improve event delivery, understanding where they're from, spending and how they purchase the event is increasingly important to remain competitive

Opportunities for Capricorn Coast Region Events

The surveying and monitoring of event patrons will need to be given higher priority to meet changing consumer needs, increase visitor satisfaction and be more targeted for future marketing.

THE HEADLINE ACTS

(our competitive advantages)

With its stunning coastline, unique coastal villages and backdrop of the Keppel Group on the shores of the Southern Great Barrier Reef, the Capricorn Coast has a distinct competitive advantage in the areas of iconic locations, coastal lifestyle, wellness, creative arts, environmental sustainability and water related sports.



Iconic Locations

Leveraging the brand profile of Great Keppel Island and the Great Barrier Reef.



Active Water Sports

With its calm waters and coastline villages, the Capricorn Coast offers an ideal location for active water sports, such as triathlons, ocean swims, coastal runs, kite surfing, and yachting.



Home Grown Arts + Music

With more than 50 published authors and 40 artists performing at a national level, supporting sustainable creative industry through the further development of home grown music and arts festivals is highly recommended.



Climate

Year round sub-tropical climate.
max 25.9°C min 18.6°C



New Age Wellness

Linking to its climate and coastal lifestyle, environmental sustainability and local culture, the Capricorn Coast could significantly capitalise on the Health and Wellness space for events from active sports, ocean to plate, organic, yoga, alternate therapies. Leisure and corporate events could further develop this theme.



Coastal Village Lifestyle

- Untouched, unspoilt, becoming more sophisticated
- Undeveloped coastline with coastal vistas to the Keppel Island Group
- Coastal villages, coastal vibe/ relaxed atmosphere
- Accessible islands (Great Keppel Island within 30 minutes)
 - Sand



Environmentally Friendly

All events could build on environmental sustainability to create a destination well known for sustainable events, including environmental art.

VISION

Positioning the Capricorn Coast as a leading event destination, famous for iconic event experiences that reflect an enviable coastal village lifestyle, which brings focus to our simply stunning locations on the shores of the Southern Great Barrier Reef.



THE MAIN EVENT

(vision + goals)

In 5 Years Time....

The Capricorn Coast is recognised as a leading event destination, with iconic event experiences that reflect her unique coastal village lifestyle and simply stunning locations on the shores of the Southern Great Barrier Reef.

Capricorn Coast is a leader in environmentally friendly leisure, sporting and business events, famous for active water sports, wellness and home grown creative arts and music.

Capricorn Coast Events is original, imaginative and high quality, showcasing the region's iconic locations and attracting increased overnight visitor expenditure, creating a strong economic impact and return on investment for the region.

Event attraction will be aligned with the region's competitive advantage and bolster visitation during shoulder and low seasons.

Strategic Approach

Grow capacity of home grown events.

Attract brand aligned events in shoulder and low seasons.

All events to better reflect the Capricorn Coast's competitive advantages.



Goals

1

ECONOMIC GROWTH

Long-term positive economic growth, including job creation and investment attraction.

2

DESTINATION PROFILE

Build destination brand through events that attract external visitation and significant media profile.

3

SUSTAINABILITY

Facilitate financially and environmentally sustainable events.

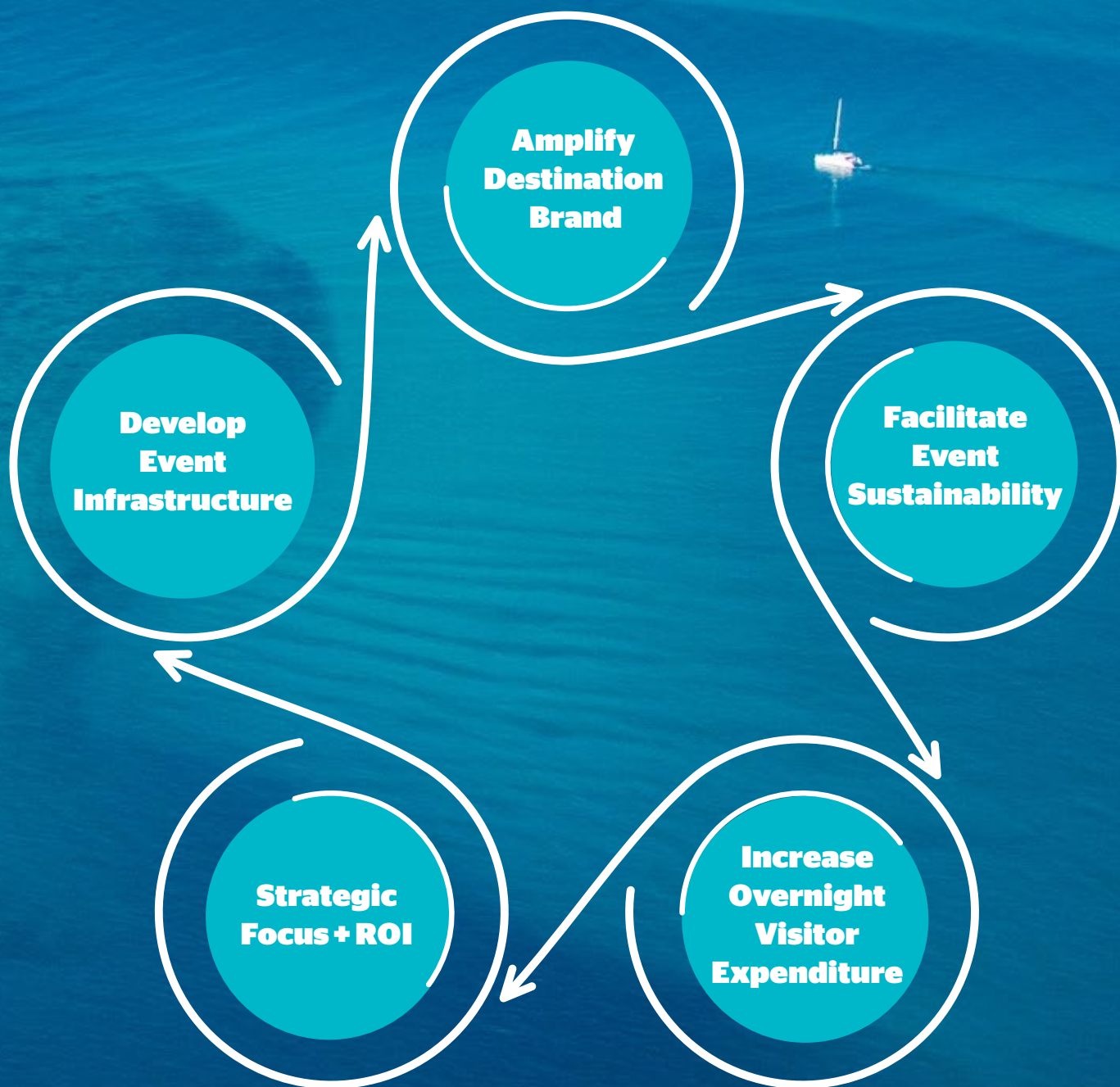
4

COMMUNITY

Strengthen community connectedness of Capricorn Coast villages, civic pride and home grown creative talent.

HITTING THE HIGH NOTES

(critical success strategies)



AMPLIFY DESTINATION BRAND

Creating significant and competitive destination event experiences that are distinctly Capricorn Coast will be crucial for the long-term success of the Capricorn Coast event economy.

Elevate Competitive Advantages

In a highly competitive event market place to position itself as an event destination and to attract increased external visitation, Capricorn Coast needs to further differentiate its events.

Existing events in the region need to elevate their unique selling points, building on the region's competitive advantages. This includes leveraging its iconic locations of Great Keppel Island, the Great Barrier Reef and stunning coastal vistas. Further elevation of event experiences relating to active water sports, new age wellness, home grown creative arts and music and encouraging environmental best practice in the delivery of events will be essential components to achieving competitive advantage.

Major Event Attraction

Securing major events for the Capricorn Coast that are aligned to the region's competitive advantages with national and/or international distribution channels, could contribute greatly to amplifying the brand profile of the Capricorn Coast.

Attracting major events in low and shoulder seasons will help to stimulate the economy for the Capricorn Coast.

Bolstering the event attraction budget will allow the region to be competitive in bidding for business events, leisure and sporting events. Develop an in-depth database to monitor bids, clearly articulating the outcome of the bid - why it was accepted or rejected.

Develop a partnerships with surrounding regions to collaborate in the attraction of major sporting events that could be dispersed across the greater Capricorn Region is highly recommended (e.g. joint bidding for the. International Triathlon Union (ITU) World Triathlon Multisport Championships, World Kiteboarding Championships, ICF Stand Up Paddling World Championships etc.)

Reinvigorate Home Grown Events

Some existing events may have hallmark event potential through significant reinvigoration, innovation of the event experience, and increased corporate professionalism to grow media profile and external visitation.

The USQ Village Festival and Pinefest are just two homegrown events which could be transformed to meet changing consumer trends and amplify the region's competitive advantage, particularly in relation to coastal lifestyle, home grown arts and music and wellness.

Branding, Media PR + Digital

Home grown and existing events need to amplify their content, messaging and digital distribution to create cut-through in a competitive market place and gain greater media profile.

Strategies to amplify destination profiling include:

- Integrating Capricorn Coast and Southern Great Barrier Reef destination images into event marketing, linking the regional visitor website and social media channels to event/festival websites.
- Subject to privacy laws, developing a database of visitors from event online ticketing systems to provide targeted visitor insights.
- Encouraging event organisers to participate in tourism marketing and leverage the Southern Great Barrier Reef destination brand with strategic partners (e.g. Capricorn Enterprise, Tourism & Events Qld and Tourism Australia).
- Developing an event brand toolkit that aligns with the destination brand could improve the quality and consistent messaging projected by events.
- Maximising Capricorn Coast exposure at events, e.g. with signage placement, provision of destination images and footage to event organisers for social media and television broadcasts.



The Capricorn Coast is the only region in Australia to grow pineapples all year. Celebrating 52 years in 2019, Tropical Pinefest is a unique celebration of pineapples.



- Developing professional drone and film footage, with stills and social media correspondence at events staged in iconic locations with high visual impact, such as (but not limited to) the Keppel Brisbane to Keppel Tropical Yacht Race, Yeppoon Triathlon Festival and Festival of the Wind is essential to increase the featuring of Capricorn Coast events in media and tourism partners' social media networks.
- Encouraging established events to enter business, tourism and event awards could further profile Capricorn Coast events on a regional, state and national stage.

Centralised Event Calendar

The development of a centralised event calendar will eliminate event clashes, identify gaps, create a balance event portfolio and provide tools for future planning. Educating event organisers to list events in the calendar will provide additional marketing and the opportunity to attract outside visitors to attend the event. In addition to a centralised Capricorn Coast Region event calendar, consideration should be given to a comprehensive region event calendar for tourism related events by managed by Capricorn Enterprise.

Encouraging smaller community events to combine with complimenting events could help to grow events and increase overnight visitor expenditure.

Environmental Best Practice

To further build on the Capricorn Coast's desire to be environmentally friendly and capitalise on the green consumer demand, events should be encouraged to use environmental best practice in the delivery of their events. This may require in-kind assistance in "how to" and initial financial/in-kind incentives.

Capricorn Coast Event Survey 2019

64% of survey respondents indicated their business or event was not listed with the ATDW (Australian Tourism Data Warehouse).



FACILITATE EVENT SUSTAINABILITY

Professionalism in event delivery, financial sustainability, marketing and innovative programming requires a new approach to grow events.

Event Organiser Capacity Building

To facilitate the pathway to the growth for events and event sustainability, long-term capacity building, networking and collaboration opportunities should be provided to event organisers. Upskilling and educating event organisers in event management, budgeting, marketing, succession planning, risk management, governance and customer service will assist in supporting the growth of events, in addition to meeting consumer trends and demands.

Event organisers were surveyed as part of the Capricorn Coast Event Survey to indicate areas of training need.

Financial Sustainability

The need to further develop income diversification and profitability is required for long-term event financial sustainability.

Lack of income, sponsorship and reliance on grant funding was identified by many events as a major inhibitor to growth, as was a local audience's dependence on and expectation of "free entertainment".

Strong financial training and the need to generate surplus to innovate future event programs is required.

Human Resourcing

Human resourcing, an aging population and overstretched volunteers was cited by many event organisers as another major inhibitor to growth, identifying the urgent need for succession planning and understanding corporate culture to attract volunteers.

With events that show Hallmark potential, the contracting of professional event organisers is highly recommended to assist in the professional delivery of the event.

Sharing Resources + Skills

Greater networking between events and the wider tourism industry and community could facilitate the sharing of information and resources, including:

- Co-promotion at events e.g. Village Festival music stage or arts at a conference or sporting event.
- Volunteer exchanges.
- Skills exchanges.
- Co-marketing on websites, social media and potential data base sharing.

Facilitate Networking + Mentoring

To facilitate the process of resource sharing, it is recommended for council

to lead and work in partnership with Capricorn Enterprise and industry partners to coordinate and deliver regular facilitated and engaging networking and training opportunities for event organisers and wider tourism industry.

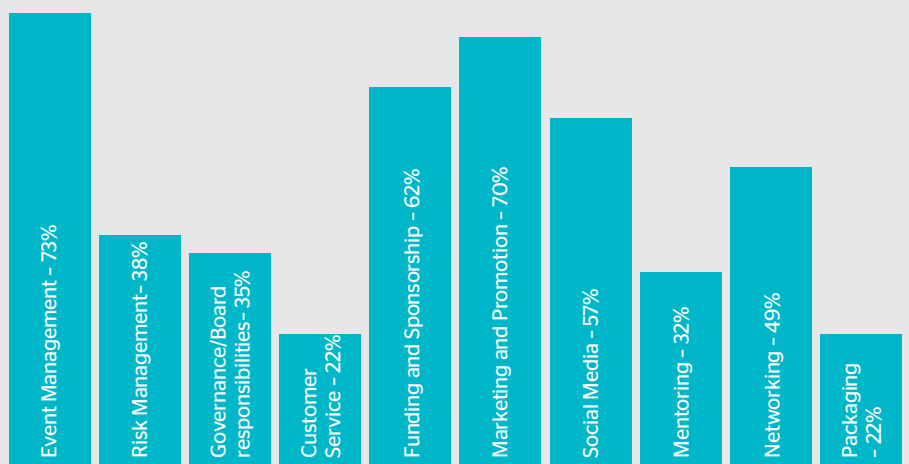
During consultation there was a strong desire to bring leading event organisers from other regions to work with local event organisers.

Event Toolkit

Develop an online event portal for event organisers and professional conference organisers that could include a 'clash calendar', event templates, brand guide and toolkit including destination images/ footage, conferencing information, such as unique locations, settings and venues, venue/accommodation capacities and, packages, event suppliers and support networks.

The portal could act as a central, "one stop shop" for event organisers, both local and external to seek government approvals with links to relevant departments.

DESIRED AREAS OF TRAINING FOR EVENT ORGANISERS



INCREASE OVERNIGHT VISITOR EXPENDITURE

Multi-Day Events

To increase overnight stays, multi-day event programming is essential to increase overnight stays. For example developing a German Feast on the Friday night before Oktoberfest and a family friendly German themed brunch and market on the Sunday morning could significantly increase the economic impact of the event and attract new visitor markets to the event.

Increase Conversion

Online ticketing and packaging can create a higher conversion rate; making it easier for visitors to purchase with one click or one phone call.

Experience Development + Value-Add Packaging

Encourage the development of Capricorn Coast Region hero experiences to meet changing consumer trends.

Developing new and tailored experiences within events, such as behind the scenes and VIP experiences could increase profit margins for events to assist with income diversification.

Encourage packaging with existing tours will help to ensure wider distribution.

Packaging should include the wider visitor economy, e.g. wellness experiences, crocodile farm, By field National Park, Capricorn Caves, tours, dining.

Developing and packaging dawn, dusk and evening experiences, such as yoga at sunrise, business breakfasts, sunset cocktails and island tour, could further convert regional event day-trippers into overnight stays.

Tourism And Event Packaging

Increase length-of-stay with event passes packaged with accommodation and iconic Capricorn Coast Region experiences, such as Great Keppel Island is essential.

Cross-Regional Packaging

Consideration of cross-regional packaging within the greater Capricorn and Southern Great Barrier Region could provide opportunities to appeal to the mid to long-haul drive market.

Capricorn Coast Event Survey 2019

75% of survey respondents do not package their events, festivals, and/or conferences with accommodation.



STRATEGIC FOCUS + ROI

To grow return on investment, the following hierarchy of events has been developed for council to support and invest in events.

The strategic focus is to identify and support events that meet the strategic goals of economic growth, destination profile, sustainability and community. These criteria are also aligned with Tourism & Events Queensland event funding programs.

The following is provided as recommendations and is not confirmed council policy.

Event Hierarchy

HALLMARK + MAJOR EVENTS

Destination profile, economic impact and overnight visitor expenditure. 25% out of region visitors. Meets 5 criteria.

DESTINATION EVENT

Demonstrates regional profiling and economic stimulus. 5,000+ total attendance. Over 10% out of region visitors. Meets 4 criteria.

HOME GROWN EVENTS

Demonstrates regional profiling and economic benefit. 2,500 - 5,000 total attendance. 5-10% out-of-region visitors. Meets 3 criteria.

EMERGING + COMMUNITY EVENTS

Events that contribute social + community benefit. Contribute to community pride and social outcomes. Up to 2,500 total attendance. Meets 2 criteria.

It is recommended the allocation of funding, in-kind support and resourcing be distributed with higher weighting on Hallmark, Major Event and Destination Events to deliver a higher return on investment.

In some regions Hallmark and Major Events represent over 50% of total support. With 30%, 10% and 10% respectively.

Criteria

CRITERIA	DESCRIPTION
1. Economic Impact	Generates economic activity in the Capricorn Coast Region.
2. Destination Profile	Enhances the profile and appeal of the Capricorn Coast Region.
3. Overnight Visitation	Attracts external visitation specifically generating overnight visitor expenditure.
4. Sustainability	Demonstrates financial and environmental sustainability.
5. Community	Drives social and community outcomes, including community connectedness.
6. Shoulder Season	Is staged in a shoulder/low season and does not conflict with other event dates.

Post Event Reporting

Destination, Hallmark and Major Events should undertake a standardised visitor survey, with substantiated attendance records to successfully acquit their funding. With funding paid upon delivery of:

- Confirmation of signed contract/ partnership agreement.
- Submission of preliminary program and marketing strategy.
- Completion of Post Event Report.

Major Event Fund

It is recommended to develop a **Major Event Fund**, where funds are used to bid for Major Events and develop Hallmark events.

As part of this potential fund, the contracting of professional event coordinators to assist in developing and delivering events with hallmark potential is recommended.

Multi-Year Funding

Where events have successfully acquitted funding for 2 or more consecutive years, eligibility to apply for a three-year partnership agreement could be considered, whereby funding is committed for up to three years to allow for longer-term, strategic planning.

Incubator Fund

To encourage new and innovative events that meet key criteria, the development of an Event Incubator Fund to offer seed funding for new events in their first and second year could be considered.

In-Kind Support

Council has current and potential resources that could be offered to event organisers as part of in-kind support including:

- Event evaluation (including online surveys, event tourism impact study).
- Event training and networking.
- Potential marketing partnerships with Capricorn Enterprise/industry/

sponsors and engagement of professional footage, photographers and content creators as part of in-kind support for Destination and Major Events.

- Development of an online event toolkit.
- Initial incentives for event organisers to stage innovative and engaging events in council venues and public spaces

Event Evaluation

To effectively measure ROI against key criteria, post event reporting needs to identify:

- **TOTAL ATTENDANCE** - aggregated total attendance (i.e. daily attendance x number of days). Including visitors, participants (competitors, performers, stall holders, volunteers).
- **ESTIMATED ATTENDANCE** - for free events, estimated attendance can be based on police/security/SES estimates of people per square meter x geographic footprint of event.
- **ESTIMATED VISITOR SPEND** - estimated spend can be calculated by daily and/or overnight visitor expenditure with total attendance. Visitor expenditure figures can be sourced from the Local Government Area Profile report Livingstone Shire published by Tourism Research Australia (TRA).
- **MEDIA MONITORING** - can be undertaken by a paid 3rd party, such as iSentia, or through Google Alerts, monitoring number of interviews undertaken.
- **SOCIAL MEDIA INSIGHTS** and website analytics can provide audience insights.

To overcome limited economic data to measure the impact and effectiveness of Hallmark and Major Events, an event tourism impact model could be undertaken by firms specialising in event analysis.

This analysis is conducted for events that receive Significant Destination Event Funding and Major Event Funding from Tourism and Event Queensland and could potentially be shared with Livingstone Shire Council to assist with event evaluation.

Event Tourism Impact Model

TOURISM METRICS

- The number of visitors to the LGA/Queensland
- The number of direct (event related) visitor nights
- Total attendances and the number of attendees (breakdown into attendee categories of participants, spectators and accompanying persons)
- The visitor profile (breakdown of visitors from intrastate, interstate and overseas)
- Day trip visitors compared to overnight stays
- The total number of visitor nights (within the host region and other parts of Queensland)

ECONOMIC IMPACT

- Event organiser income and expenditure
- Total overnight visitor expenditure
- The direct and incremental spending
- The economic impact of the event to LGA/Queensland

COMMUNITY AND CULTURAL VALUE

- The community pride generated by the event
- Social Impacts



DEVELOP EVENT INFRASTRUCTURE

To enhance the Capricorn Coast's ability to develop home grown events, business events and attract major events will require future development of key infrastructure and green spaces in the Capricorn Coast region.

Investment in event infrastructure in locations that offer destination profiling opportunities, atmosphere and easy access to Capricorn Coast villages and accommodation to maximise visitor spend is recommended.

Convention and Exhibition Centre

To position the Capricorn Coast Region as a business events destination and be competitive in attracting major national exhibitions, conferences and performances, it is recommended a dedicated venue, such as the proposed Keppel Bay Convention and Sporting Hub, is developed.

The upgrading of existing smaller conference and meeting facilities to better reflect the competitive advantages of the Capricorn Coast is also recommended. This would include venues with potential views of the coastline, rainforest and Great Keppel Island.

Bell Park

Developing Bell Park with event infrastructure, such staging, additional power and water supplies, will assist in the growth of events. Consultation for future infrastructure needs and

resources would benefit from a collaboration between Council and event organisers to identify needs to promote event growth.

The natural amphitheatre near the Singing Ship at Emu Park also provides a pop event infrastructure opportunities.

Yeppoon Showgrounds

Support the redevelopment of Yeppoon showgrounds to increase opportunities to stage more events in open spaces and equestrian events.

Aspirational Projects

Great Keppel Island and the Capricorn Resort redevelopment could provide incredible opportunities for the Capricorn Coast event industry.

Where possible, continued lobbying to ensure event infrastructure is included in their redevelopments into the future is highly recommended.

Key Infrastructure Projects

- Development of the proposed Keppel Bay Convention and Sporting Hub.
- Improved power, lighting and staging at key event locations (including Emu Park, Merv Anderson Park).
- Yeppoon Show Grounds redevelopment, including possible enhancement of site to stage large events/festivals.
- Potential event green space development to attract large events/festivals. e.g. Barmaryee Multi-Sports Precinct
- Long-term upgrading of sporting facilities to meet state, national and international standards

ACTION PLAN

The following Action Plan outlines the priority implementation of critical success strategies of the Invest Capricorn Coast Region Events Strategy 2025. It is intended as a working document that is regularly reviewed and updated.

In the Action Plan, stakeholders have been identified in a potential support role with the lead agency/organisation bolded.

The critical success strategies to “hit the high notes” are:

1 Amplify Destination Brand.

2 Facilitate Event Sustainability.

3 Increase Overnight Visitor Expenditure.

4 Strategic Focus + ROI.

5 Develop Event Infrastructure.

TIMEFRAMES

Short-term 2019 - 2021.

Mid-term 2021 - 2023.

Long-term 2024 - 2025.

1. AMPLIFY DESTINATION BRAND

The lead agency/organisation is bolded. The other stakeholders are identified as providing a potential facilitation role.

STRATEGY	ACTION	STAKEHOLDERS	TIMEFRAME	KPI'S
Elevate Competitive Advantages.	Facilitate events through the development of competitive advantages and experiences within event programs.	Event organisers. LSC.	Short to long-term.	Evidence of use of iconic locations and increased number of events reflecting competitive advantages.
Major Event Attraction.	Securing major events aligned to region's competitive advantages.	LSC. CE. Major event organisers.	Mid to long-term.	Attraction of new events in low and shoulder periods.
Reinvigorate Home Grown Events.	Facilitate pathway of growth to reinvigorate home grown events with Hallmark potential.	LSC. Event organisers.	Short to long-term.	Reinvigorated events with evidence of sustainable growth.
Branding, Media PR + Digital	Integrating destination branding into event marketing and participation in tourism marketing.	Event organisers. CE. LSC.	Short to mid-term.	Increased use and integration of destination brand in event marketing.
	Develop event brand toolkit for event organisers.	LSC. CE.	Short to mid-term.	Event toolkit completed and uptake by events.
	Development of professional event drone/moving/stills footage + content.	LSC. CE.	Short-term.	Library of event footage and stills. Increased event content in tourism marketing.
Centralised Event Calendar	Develop centralised event calendar with dedicated human resourcing.	LSC. CE.	Short-term.	Increased number of events on calendar.
Increased Digital Distribution.	Facilitate and encourage event listings on ATDW, Trip Advisor. Content and image sharing with tourism partners.	LSC. C.E.	Short to mid-term.	Increased number of events on ATDW and 3rd party sites.
Environmental Best Practice.	Encourage environmental best practice in the delivery of events.	LSC. Event Organisers.	Short to mid-term.	Increased number of events with reduced carbon footprint.

2. FACILITATE EVENT SUSTAINABILITY

STRATEGY	ACTION	STAKEHOLDERS	TIMEFRAME	KPI'S
Event Organiser Capacity Building	Develop program of event organiser training.	LSC. Event Organisers.	Short-term.	Participation in training.
	Networking to facilitate sharing of resources + skills. Networking with tourism industry.	LSC. Event Organisers.	Short-term.	Evidence of shared resources and tourism partnerships.
	Develop mentoring program with event experts and external event organisers.	LSC. Event Organisers.	Short to mid-term.	More sustainable events with evidenced outcomes.
Development of online Event Toolkit.	Develop of event toolkit, including branding, content and templates. Phase 2 with portal as “one stop shop” including venues and local event suppliers.	LSC.	Short -term.	Completion of event toolkit online.

3. INCREASE OVERNIGHT VISITOR EXPENDITURE

STRATEGY	ACTION	STAKEHOLDERS	TIMEFRAME	KPI'S
Multi-Day Events.	Extend one day events to multi-day experiences and/or pre and post packaging.	Event organisers. LSC.	Short to long-term.	Increase in multi-day events and measured economic impact.
Increase Conversion.	Promote the use of online ticketing.	Event organisers. LSC.	Short-term.	Increased number of events with on-line ticketing.
Experience Development + Value-Add Packaging.	Encourage development of hero experiences to meet changing consumer trends e.g. behind the scenes.	Event organisers. LSC.	Short to mid-term.	New event experiences.
Tourism + Event Packaging.	Engage packaging expert to develop event packages with accommodation, tours and experiences. Where possible using existing packages. Greater regional packaging with Capricorn Region and SGBR.	Event organisers. C.E. LSC.	Short to mid-term.	Number of packages in the market place.

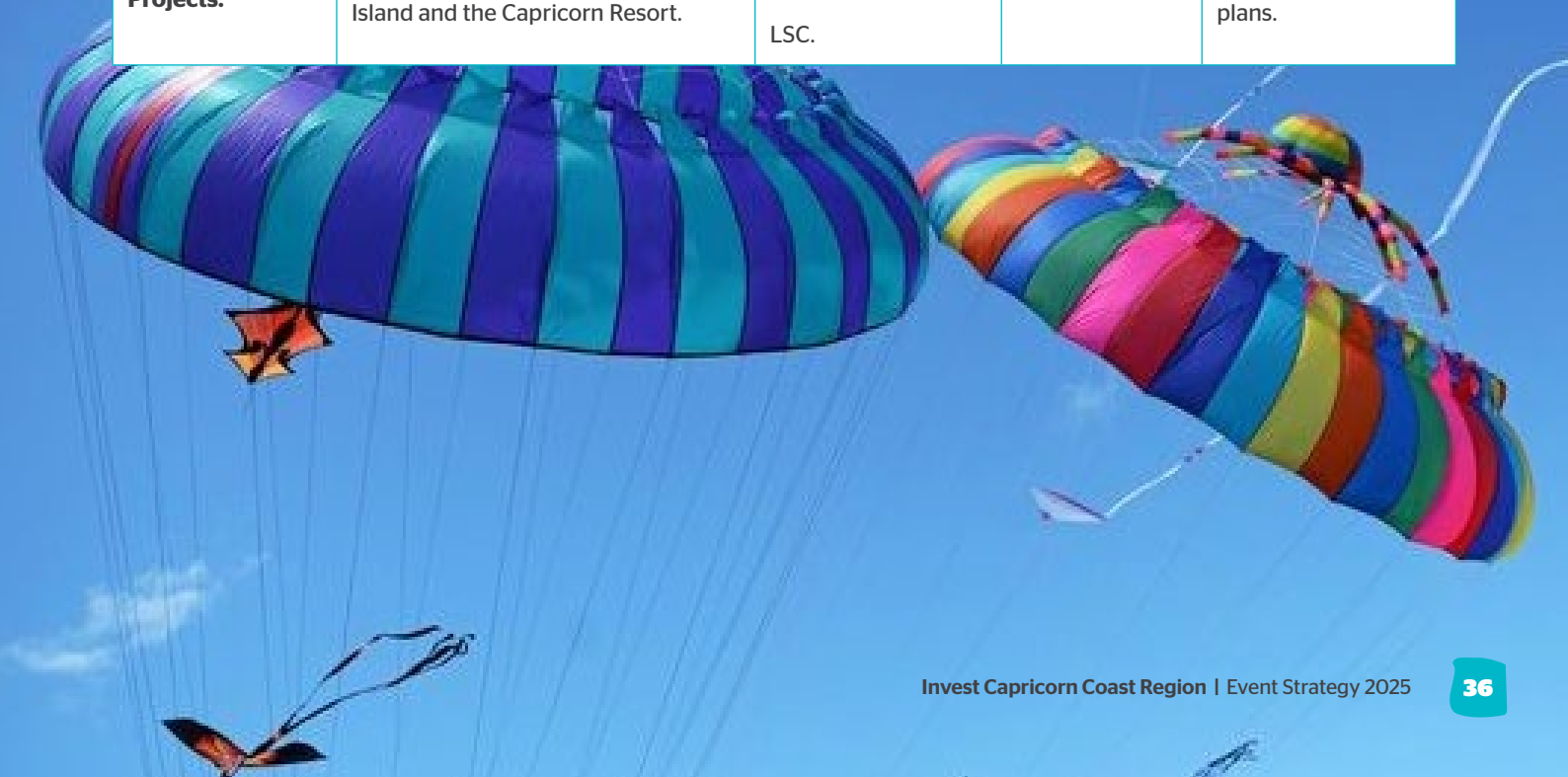
4. STRATEGIC FOCUS + ROI

STRATEGY	ACTION	STAKEHOLDER	TIMEFRAME	KPI'S
Event Hierarchy.	Develop assessment criteria policy based on event hierarchy. Funding and resourcing to reflect focus on criteria outcomes.	LSC.	Short-term.	Development of assessment criteria policy.
Post Event Reporting.	Develop acquittal reporting system to capture attendance, visitor origin, marketing using logo, visitor expenditure.	LSC.	Short-term.	Development of Acquittal Reporting Policy.
Event Evaluation.	Implement event evaluation for Destination, Major and Hallmark events.	LSC.	Short to mid-term.	Increased visitation. Increased external visitor expenditure.
Major Event Fund.	Develop Major Event Fund to bid for Major Events and develop Hallmark Events.	LSC.	Short to long-term.	No. of event bids. Successful bids. Hallmark event.
Incubator Fund.	Develop Event Incubator Fund for new, innovative events.	LSC.	Mid to long-term.	No. of new events.
Multi-year Funding.	Multi-year funding agreements with events who have successfully acquitted 2 or more consecutive years.	LSC.	Short to long-term.	Multi-year funding agreements with Destination + Major Events.



5. DEVELOP EVENT INFRASTRUCTURE

STRATEGY	ACTION	STAKEHOLDERS	TIMEFRAME	KPIs
Event Infrastructure Investment.	Investment in event venues, places + spaces with destination profiling opportunities.	LSC. CE.	Ongoing.	Focused investment in event locations.
Convention + Exhibition Centre.	Development of the Keppel Bay Convention and Sporting Hub.	Keppel Bay Sailing Club. CE.	Short to mid-term.	Completion of centre.
Bell Park.	Develop event infrastructure e.g. staging, lighting, and water to assist with event needs.	LSC. Event users.	Short-term.	Upgrade of infrastructure to better cater for events.
Yeppoon Showgrounds.	Undertake feasibility study for event infrastructure development.	Show society. Event users. LSC.	Mid to long-term.	Feasibility study completed.
Activate underutilised venues.	Activate underutilised spaces and places and smaller venues.	Venue owners. LSC.	Short to long-term.	Increased activation of spaces + places.
Sporting Facilities.	Long-term upgrading of sporting facilities to meet state, national and international standards.	Sporting venues. LSC.	Long-term	Sporting venues of state, national and international
Aspirational Projects.	Lobby for inclusion of event facilities in redevelopment of Great Keppel Island and the Capricorn Resort.	Resort owners. CE. LSC.	Long-term	Inclusion of event facilities in proposed plans.



ACTION PLAN TIMELINE

CRITICAL SUCCESS STRATEGIES	2019-21	2021-23	2023-25
1. AMPLIFY DESTINATION BRAND			
Elevate Competitive Advantages.			
Major Event Attraction.			
Reinvigorate Home Grown Events.			
Branding, Media PR + Digital.			
Centralised Event Calendar.			
Increased Digital Distribution.			
Environmental Best Practice.			
2. FACILITATE EVENT SUSTAINABILITY			
Event Organiser Capacity Building Program.			
Tourism Networking + Resource Sharing.			
Mentoring.			
Online Toolkit.			
3. INCREASE OVERNIGHT VISITOR EXPENDITURE			
Multi-Day Events.			
Increase Conversion.			
Experience Development + Value-Add Packaging.			
Tourism + Event Packaging.			
4. STRATEGIC FOCUS + ROI			
Event Hierarchy.			
Post Event Reporting.			
Event Evaluation.			
Major Event Fund.			
Incubator Fund.			
Multi-year Funding.			
5. DEVELOP EVENT INFRASTRUCTURE.			
Event Infrastructure Investment.			
Convention + Exhibition Centre.			
Bell Park.			
Yeppoon Showgrounds.			
Activate underutilised venues.			
Sporting Facilities.			
Aspirational Projects.			

CONSULTATION PROCESS

The development of this Event Strategy has been undertaken by listening and engaging with the Capricorn Coast community. Consultation and feedback has been provided by a diverse range of people through community workshops, cross departmental workshops and councillor meetings. Face-to-face meetings have been held with Capricorn Enterprise, Keppel Coast Arts, event organisers and other key stakeholders.

In addition to in region workshops and face-to-face meetings, the strategy development process included a desktop audit of reference materials and benchmarking Byron Shire Council, Shire of Noosa and Redland City Council.

Mystery shopping was undertaken as an outside event organiser to potentially bring an event to the Capricorn Coast Region with Council, an event organiser and supplier.

Both the events and tourism industries were invited to participate in an online event survey distributed to participants by the council and Capricorn Enterprise. The survey was sent to over 300 tourism and event operators and strategic partners with 67 survey respondents.

Invest Capricorn Coast Region Events Strategy Process

1

FACE-TO-FACE CONSULTATION
10 December 2018

2

DESKTOP AUDIT
January/February 2019

3

ONLINE SURVEY
February 2019

4

BENCHMARKING - DESKTOP + PHONE INTERVIEWS
April 2019

5

EVENT CAPACITY AUDIT
May/June 2019

6

EVENTS STRATEGY
June 2019

APPLAUSE

a special thank you

To the people who gave time, input and advice into the making of this strategy

NAME	ORGANISATION	POSITION
Brett Bacon	Livingstone Shire Council	Executive Director Liveability and Wellbeing
Callan Buchholz	Stage & Audio Event Solutions	GM
Chris Murdoch	Livingstone Shire Council	CEO
Cr Belot	Livingstone Shire Council	Councillor
Cr Bill Ludwig	Livingstone Shire Council	Mayor
Cr Eastwood	Livingstone Shire Council	Councillor
Cr Jan Kelly	Livingstone Shire Council	Councillor
Cr Mather	Livingstone Shire Council	Councillor
Cr Nigel Hutton	Livingstone Shire Council	Deputy Mayor
Cr Tom Wyatt	Livingstone Shire Council	Councillor
Dennis Ratcliffe	EP Lions/October Festival	Coordinator/committee member
Ellie Wallin	Livingstone Shire Council	Project and Support Officer Economy & Places
Emily Szilveszter	Livingstone Shire Council	Coordinator Marketing & Communications
Gemma Hinchcliff	Livingstone Shire Council	Community Development and Engagement Officer
Glenn Skinner	Yeppoon Triathlon & Run	Owner
Jackie Senior	Emu Park Lions	Octoberfest and Festival of the wind events
Jared Thomsen	Livingstone Shire Council	Principal Community Development
Jenny Shillington	Livingstone Shire Council	Customer Support Supervisor
Jens Kraeft	Capricorn Coast Mirror	Advertising Manager
Julie Barrett (Arts)	CQRASN	Regional Arts Officer
Julie Bennett	Keppel Coast Arts	Committee member
Julie Robertson	Keppel Bay Sailing Club	Marketing Manager
Julie Strudwick	CEO Keppel Bay Sailing Club	General Manager
Karen Durkhavroz	Livingstone Shire Council	Support Officer
Karen Sandy	Livingstone Shire Council	Resilience & VOI Coordination Officer
Karla McPhail	The Real Group	Owner
Kelly	Hideaway	GKI
Ken Rutherford	Yeppoon Show	President

NAME	ORGANISATION	POSITION
Kerry Kerr	Capricorn Enterprise	Tourism & Marketing Manager
Kylie Smith	Keppel Bay Marina - Waterline	Director
Kylie Keech	Livingstone Shire Council	Bookings Officer
Laura Bradford	Livingstone Shire Council	Support Officer, Community Development & Disaster
Leanne Smith	Keppel Coast Arts	Committee member
Lee Sunderland	All Classic Motor Club	Coordinator - Classics by the Coast
Leise Childs	Livingstone Shire Council - NRM	Coordinator, Natural Resource Management
Lorna Rossiter	Emu Park Lions	Octoberfest and Festival of the Wind
Lou Shipway	Cap Coast Community Events	Secretary
Lyn Nichols	Emu Park Lions	Market Coordinator
Mary Carroll	Capricorn Enterprise	CEO
Matt Baldock	Livingstone Shire Council	Senior Sustainability Officer
Meegan Armstrong	Livingstone Shire Council	Coordinator Engagement Events
Michael Suthers	Harcourts Real Estate	Principle
Molly Saunders	Livingstone Shire Council	Community Development & Engagement
Narelle Housman	Livingstone Shire Council	Events Officer
Phil Henry	CQ University Village Festival	President
Phil Luzi	Bendigo Community Bank	Director
Ross O'Reilly	Rosslyn Bay Wellness	Principle/owner
Russell Claus	Livingstone Shire Council	Urban Strategist
Sharon Spelling	Keppel Bay Marina - Waterline	Customer Service Supervisor
Sonia Barber	Livingstone Shire Council	Economic Development
Steve Marshall	Village Festival	Marketing
Sue Hamilton	Livingstone Shire Council	Supervisor, Comm Program & Events
Suzette Garden	Livingstone Shire Council	Events Officer
T Delalande	Livingstone Shire Council	Vegetation Rehabilitation Officer
Tam Waters	Keppel Sands Community Advancement League Inc.	Coordinator - Krabtastic
Trish Weir	Livingstone Shire Council	Manager Customer Engagement

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