



Mackay Region Event Strategy 2020-2025




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Executive Summary





Mackay Regional Council (Council) has sought a new direction, mindset and framework for events. This undertaking is founded on a desire for increased levels of economic, social and environmental wellbeing and stability.

The purpose of this document, the *Mackay Region Event Strategy (2020-2025)*, is to set this new direction, mindset and framework; and in doing so, maximise the outcomes and benefits that the region receives, as a result of Council's investment in events.

The new direction is presented via a suite of two documents:

***Mackay Region Event Strategy (2020-2025)*, being this document, which presents:**

- An introduction and overview to the strategic context
- A summary of key gaps and opportunities; and
- An Implementation Plan to deliver the identified strategy goals and projected outcomes.

***The Supporting Research Document*, which presents the research foundations for the strategy document and includes:**

- An in-depth industry analysis
- Stakeholder insights
- Event impacts, notable destinations and best-practice events; and
- Evaluation and review of Mackay and its surrounding regions.

The identified gaps and opportunities within the strategy document itself (i.e. this document) has shaped four key delivery priorities, these being:

Priority one: Set the structures in place.

Priority two: Create the environment for success and sustainability.

Priority three: Develop, acquire and partner.

Priority four: Evaluate and evolve.

These priorities are further discussed through the strategic framework, which outlines planning, delivery, implementation and a number of actions necessary to enable the future direction of events for the Mackay region (in order to deliver against the strategy and realise a new event vision).

Through the implementation of this strategy, the Mackay region will benefit from a new:

1. Mindset based on the triple bottom-line benefits of events.
2. Direction for Council's involvement in events; and
3. Framework for the collection of foundational data, relating to event benefits (for potential increased portfolio investment and improved economic prosperity, beyond the next five years).

Introduction and Strategic Context



A group of five Indigenous children, three girls and two boys, are standing outdoors under a large tree. They are wearing traditional dark brown dresses and have white body paint on their faces and chests. The children are smiling and looking towards the camera. The background is a lush green forest.

Introduction to the Mackay Region

Positioned in the heart of Queensland's coast; the Mackay region is one of the fastest growing local government areas in Queensland¹. Its varying landscapes from secluded islands and coastal beaches, to lush sub-tropical rainforests cover an approximate 7,622 square kilometres².

Within 90 minutes of Queensland's capital city, the region is serviced by two major highways (Bruce Highway and Peak Downs Highway), a regional airport (offering direct connections to Brisbane, Townsville and Rockhampton) and a rail network².

Historically, Mackay's regional economy has been built on the back of sugarcane and resource service industries; however, it is continuing to grow a sustainable and diversified economic base with a broad range of emerging industries and investment opportunities³.

In-keeping with the region's evolution, the Mackay Regional Council has sought a new direction, mindset and framework for events, founded on a desire for increased levels of economic, social and environmental wellbeing and stability.

This direction seeks to maximise outcomes and benefits that Mackay receives as a result of Council's investment in events through the development and implementation of this document, the *Mackay Region Event Strategy (2020-2025)*.

DOCUMENT PURPOSE

The purpose of the Mackay Region Event Strategy is to provide a strategic framework for events within the region.

This document immediately responds to Mackay Regional Council's desire for a:

- Solid foundation for event growth and sustainability
- New strategic direction (and focus) for support and acquisition of events in the Mackay region; and
- Framework to set the foundations for increased economic prosperity through events, following the initial five-year term.

¹ Communityprofile.com.au. (2019). Summary - Mackay (R) - Mackay Regional Council. [online] Available at: <https://www.communityprofile.com.au/mackay/> [Accessed 23 Jul. 2019].

² Mackay.qld.gov.au. (2019). *Enabling Infrastructure*. [online] Available at: http://www.mackay.qld.gov.au/business/invest_mackay/regional_economy/enabling_infrastructure [Accessed 8 Sept. 2019].

³ Mackay.qld.gov.au. (2019). *Emerging Sectors*. [online] Available at: http://www.mackay.qld.gov.au/business/invest_mackay/regional_economy/emerging_sectors [Accessed 22 Jul. 2019].

Strategic Context

This strategy responds to the *Mackay Region Corporate Plan (2016-2021)*'s desire to deliver a sustainable, vibrant future for the region; and improve its economic, social and environmental wellbeing.

The vision is specifically founded on:

- Pride in our community
- A strong regional identity
- An active and healthy community that is resilient
- Building an informed, involved and connected community
- Managing and delivering infrastructure that enhances our region
- The natural environment that is highly valued
- An innovative organisation
- A diverse and buoyant economy
- Supporting local business
- Being a major contributor to the development of Northern Australia.

This vision is shaped through a number of key themes identified in the Corporate Plan, with those that are relevant to this strategy being provided below:

- Community Pride
- Regional Identity
- Environment
- Economy
- Organisational Performance.

Alignment has also been noted within a number of Council's core values, specifically:

- Accountability
- Client satisfaction
- Teamwork
- Respect.

For the purpose of establishing context:

- This strategy has been developed for Mackay Regional Council; however has also been designed to be collectively implemented (i.e. in partnership and collaboration with key regional stakeholders).
- The 'Mackay region' is defined as the local government area of Mackay including all Mackay Regional Council locality boundaries (being the City, Northern Suburbs, North Coast & Beaches, Western Region and Southern Region).
- For the purpose of this strategy, the term 'event' refers to a planned or organised activity that is staged to bring residents, visitors, business people and /or stakeholders together. The scope of the strategy is centred on events; and therefore excludes activities such as activations (i.e. With an 'activation' being, the art of driving residents, guests or consumers toward a specific action or increased level of awareness, via a planned experience).

THIS STRATEGY...

has been informed by over 200 individual reports, research articles and Mackay Regional Council previous/current strategic reports and sources of data.

THE NEED

This strategy is a strategic undertaking aligned with the region's desire for continual evolution and process improvement aligned with the *Invest Mackay Events and Conference Attraction Program*.

POLICY, GUIDELINES AND PROCESSES

Key policies, program guidelines and resulting processes (specifically outlined in the *Invest Mackay Events and Conference Attraction Program*) will be revised in alignment with the endorsed strategy.

PARTNERS AND ACKNOWLEDGEMENTS

Although Council is Mackay region's primary custodian and lead event facilitator, it is important to acknowledge the vital role its community, event proponents, partners and industry participants play in achieving its overall vision.

The strategy was informed by government, organisational and event proponent consultation with its implementation intended to be undertaken in collaboration.

The strategy would not have been possible without the assistance and involvement of a number of key organisations and individuals, including:

- Tourism and Events Queensland
- Mackay Tourism Ltd
- Mackay Airport
- Regional Development Australia
- Community and Stakeholder groups
- Individuals working in the events industry
- Mackay Regional Council staff and executives; and
- Mackay Regional Council Mayor and Councillors.

These stakeholder groups provided event and regional insights to inform the draft strategy via workshops, surveys and interviews.



Summary of Opportunities



The Mackay region has an opportunity to develop into a leading regional events destination by driving social, economic and environmental prosperity through events.

Throughout the research undertaking of this project, a number of key opportunities for the region were identified. These have now been classified into the following areas:

AREA OF OPPORTUNITY	IDENTIFIED OPPORTUNITY FOR MACKAY REGION
MARKETING AND PROMOTION OPPORTUNITIES	<ul style="list-style-type: none"> • Consider opportunities for events to market into key domestic source-markets - specifically, regional Queensland, Brisbane and the Southern Great Barrier Reef (as a reason to trigger revisitation of increased average length of stay). • Facilitate shared marketing and promotional opportunities and/or umbrella event marketing campaigns between event organisers. • Facilitate the marketing of events as a key trigger for regional and first-time visitation to the Mackay region.
EVENT SUPPORT SERVICES AND RESOURCES:	<ul style="list-style-type: none"> • Investigate the potential for an increase in the scope/breadth of services, offered to support event organisers, specifically via the development of the Mackay Events One-Stop-Shop and Events Concierge Service. The business case investigation should include consideration for: <ul style="list-style-type: none"> • Access to Council expertise and assistance in: Traffic Management, Event Operations Plans, Food and Local Laws and OH&S Requirements. Access to partner expertise in: Event Packaging, Destination and Event Marketing and Event Networks. • Collective/collaborative solutions for: Temporary Event Infrastructure, Event Volunteers and Data Collection Assistance. • Potential mentoring and up-skilling of local event organisers in the areas of: Strategic Event Plans, Marketing Plans, Sponsorship, Event Scheduling (to avoid clashes and leverage from shared target markets), Volunteer Programs (and Succession Plans for Volunteers), and Attendee Surveys and/or Attendee Event Data Collection. The business case should also include the potential model, costs, potential partners and whether these responsibilities are assigned to external agencies (such as Mackay Tourism Ltd). • Develop one centralised Event Notification/Application Form on Council's website. This form is to function as a live form which notifies the required departments within Council of the event's details; and also informs event organisers of the full list of requirements (by all Council departments) in order for their event to be approved.

AREA OF OPPORTUNITY	IDENTIFIED OPPORTUNITY FOR MACKAY REGION
ORGANISATIONAL STRUCTURE AND PROGRAM FRAMEWORK:	<ul style="list-style-type: none"> • Structural / Efficiencies Audit: Further investigate the opportunity for human and financial efficiencies via the centralisation of event teams. Specifically, this will focus on: <ul style="list-style-type: none"> • The whole of Council spend on events and staff resourcing, particularly given the span of events across three different directorates and numerous teams. • Provision for an increased allocation of staff (and the increased scope of this staff, to further assist event organisers) with event: Processing, Permits, Health and Regulatory and Traffic Management Plans. • Alternative models and structures for increased efficiencies within areas of delivery, given the whole of Council spend. <p><i>Please refer to pages 23 and 24 for further information.</i></p> <ul style="list-style-type: none"> • Redevelop Council's methods and metrics (So that Council may quantify and capture the economic, social and/or environmental impact of identified events); and that these measurements may be applied consistently throughout the organisation. • Investigate the potential re-establishment of the Mackay Business and Events Convention Bureau. • Undertake a region-wide venue capability study (i.e. For all potential venues in the Mackay region, being for both built and natural infrastructure). • Facilitate the movement toward one universal events calendar for the region as currently, numerous are in use via different parties. Specifically, work with the event and calendar asset owners to select and integrate one calendar (or one data entry portal) which serves as the central point of information and then disseminates information as needed. This undertaking will be focused on improved integration, centralised information and data input efficiencies. • Establish a portfolio approach to events for the Mackay region; and in doing so: <ul style="list-style-type: none"> • Consider the mix of event types (i.e. Business vs. Lifestyle and Culture vs. Sporting vs. Civic vs. Community) in accordance with the needs of the economy at that point. • Consider the needs of a changing local population and regional landscape, including future infrastructure needs. • Ensure each supported event provides the region with a quantifiable and valuable social, economic and/or environmental benefit. <p><i>Please refer to pages 21 and 22 for further information.</i></p>

AREA OF OPPORTUNITY	IDENTIFIED OPPORTUNITY FOR MACKAY REGION
BROADER / INCREASED BENEFITS THAT COULD BE DELIVERED VIA EVENTS:	<ul style="list-style-type: none"> • Transition to a minimum Return on Investment (ROI) of 1:18 across all future Invest Mackay event investments. For clarity this means that the Mackay region receives its \$1 investment back, plus an additional \$18 for every dollar strategically invested in events. This is to increase as investment efficiencies increase: <ul style="list-style-type: none"> • Year 1 and 2: Minimum: 1:18 • Year 3: Minimum: 1:20 • Year 4: Minimum: 1:25 • Year 5: Minimum: 1:30. • Facilitate the promotion of add-on tourism experiences to be packaged with events (i.e. To increase average length of stay and therefore increase Economic Impact (EI)). • Facilitate education campaigns and strategic education for local businesses to increase awareness and recognition of event benefits (i.e. So as to allow local businesses to better leverage event opportunities and sponsorship support). • Investigate future opportunities to leverage existing business event visitation (i.e. To increase the average length of stay via priority leisure add-ons and VIP event experiences).
BEST-PRACTICE AND CONTINUAL IMPROVEMENT:	<ul style="list-style-type: none"> • Develop message consistency between departments (and standardised requirements within departments) regarding events. • Coordinate Council services to best showcase the region in key event periods (e.g. mowing surrounding parkland and assets prior to events). • Review of universal requirements placed on events for waste and amenities with respect to the Federal Government Guidelines, Australian Disaster Resilience Handbook Collection – “Safe & Healthy Crowded Places” Handbook 15 2018. • Quarterly review and adjustment of the portfolio of events, with special consideration to accommodation occupancy rates, inbound/outbound airport data, drive visitors, key tourism markets and other time relevant data and opportunities). • Structured review periods: <ul style="list-style-type: none"> • Quarterly review and reporting on implementation progress • Annual revision of Implementation / Action Plan.
COLLABORATION AND JOINT-PARTNERSHIP OPPORTUNITIES:	<p>Local</p> <ul style="list-style-type: none"> • Facilitate partnerships between event organisers to increase the regional event offering and event visitation (i.e. specifically encourage partnerships between events hosted within a similar period or with shared target markets). • Facilitate the introduction of event opportunities and ideas to local event organisers ‘where appropriate’ prior to seeking solutions outside of the region. • Involve local event organisers (where appropriate) in event acquisitions and development (i.e. Industry-led / joint-approach).

AREA OF OPPORTUNITY	IDENTIFIED OPPORTUNITY FOR MACKAY REGION
COLLABORATION AND JOINT-PARTNERSHIP OPPORTUNITIES:	<p>Regional</p> <ul style="list-style-type: none"> • Further investigate potential partnership opportunities. Specific actions could include: <ul style="list-style-type: none"> • Establishment of a Local Government (LG) Annual Event Summit between Townsville, Rockhampton, Whitsundays and Mackay. The purpose of the summit would be: <ul style="list-style-type: none"> - Discussion, debate and consensus on differentiating strengths (event and event-based experiences) within each region. - Identification of complementary event-visitor offerings and shared event opportunities. - Consideration of joint and complementary overarching marketing campaigns to encourage event-based tourism visitation (i.e. messaging, campaign timing and leverage opportunities for surrounding regions). - Collaborative approach to advocacy and lobbying for additional resources, consideration, training and support regarding events. - Shared goals / 12mth mission (i.e. As a result of summit involvement). • Collaborative out-of-region initiatives (i.e. showcasing, external event acquisitions, tradeshow etc). • Development of a collaborative MOU to formalise the partnerships and ensure longevity of the initiatives. • Cost and resource sharing (i.e. up-skilling and resources for local event organisers). • Specific opportunities for Mackay (within the above context) are as follows: <ul style="list-style-type: none"> • Townsville: <ul style="list-style-type: none"> - Increased leverage of the existing domestic connectivity between Townsville and Mackay (i.e. for access to expanded target markets / event audiences). - Further investigation of opportunities relating to sport, a joint desire to build Tourism Events Queensland (TEQ) -supported event acquisitions, event packaging systems / offerings and potential opportunity to tap into connecting flights (i.e. Darwin direct to Townsville, therefore potentially increasing Mackay's access to new geographic markets). • Rockhampton: <ul style="list-style-type: none"> - Increased leverage of the existing domestic connectivity between Rockhampton and Mackay (i.e. for access to expanded target markets / event audiences). - Further investigation of opportunities relating to coastal offering, culinary delights and focus on experiences. • Whitsundays: <ul style="list-style-type: none"> - Increased leverage of the existing domestic connectivity between Whitsundays and Mackay (i.e. for access to expanded target markets / event audiences). - Further investigation of opportunities relating to coastal offering, leveraging international appeal of proposed Airlie Beach Resort, complementary offerings for business events, specific opportunities linked to the development of joint event initiatives surrounding mountain biking and fishing events (amongst offers).

AREA OF OPPORTUNITY

IDENTIFIED OPPORTUNITY FOR MACKAY REGION

COLLABORATION AND JOINT-PARTNERSHIP OPPORTUNITIES:

State

- Further investigate opportunities pertaining to Tourism and Events Queensland and Greater Queensland (and the Mackay region), specifically focused on:
 - Continued relationship development and maintenance with Tourism and Events Queensland (as the peak tourism and events body for state government).
 - Further development of iconic natural event experiences for Mackay
 - Opportunities to increase levels of support for developmental events (specifically via increased Queensland Destination Event Program (QDEP) event funding), in addition to value optimisation activities (specifically focused on further activation of the region's events).
- Further investigate potential partnership opportunities between Brisbane and the Mackay region, specifically focused on the:
 - Increased leverage of the existing domestic connectivity between Brisbane and Mackay (i.e. for access to expanded target markets / event audiences).
 - Potential linkages with 'welcoming and spirited' character / destination persona.
 - Further investigation of Brisbane's potential to act as an international event gateway for Mackay (i.e. conduit for international event-based visitation), potentially facilitated by Mackay events which showcase authentic Australian experiences or culture and heritage.



AREA OF OPPORTUNITY	IDENTIFIED OPPORTUNITY FOR MACKAY REGION
EVENT DEVELOPMENT AND ACQUISITION (INCLUDING BUSINESS EVENTS):	<ul style="list-style-type: none"> • Prioritise events (and event development) which increases levels of domestic tourism visitation (and/or increases the length of stay of international visitors). • Consider the development of future events which deliver upon essential criteria and offer (or include elements of): <ul style="list-style-type: none"> • Significant ‘cultural capital’ via unique and memorable food, wine and music events. • Technology to improve the event experience (i.e. augmented reality). • Showcase the paddock-to-plate movement (whilst promoting local primary industry). • Alignment with emerging industries and/or dominant industries to the Mackay region. <p>And provide priority to events which:</p> <ul style="list-style-type: none"> • Evoke positive human interactions and create a sense of personal belonging and acceptance. • Balance the event attendee’s desire to escape the realities of their everyday life and have fun with a desire for safety and to avoid discomfort (or making complex decisions at events). • Provide a personalised, unique and memorable event experience. • Showcase positive, unique and authentic elements of the region. <ul style="list-style-type: none"> • Consider the development and placement of future events in alignment with: <ul style="list-style-type: none"> • The changing age structure of residents, specifically an increase in aging residents (75-85+), therefore creating opportunities for new event content suited to seniors. • Localities forecast to be the most sizable by 2026. These are (ranked in order): Andergrove - Beaconsfield, Eimeo - Rural View, Sarina, Mount Pleasant - Glenella and Seaforth - Calen. • Localities with the largest population growth in residents by 2026. These are (ranked in order): <ul style="list-style-type: none"> - Eimeo - Rural View (1,990 additional residents, representing a 16% increase in population). - Seaforth - Calen (1,605 additional residents, representing a 20% increase in population). - Andergrove - Beaconsfield (1,574 additional residents, representing a 10% increase in population). - Shoal Point - Bucasia (917 additional residents, representing a 16% increase in population). - It is also worth noting that Mackay Harbour is forecast to experience a 74% increase in population, however this only accounts for an additional 393 residents by 2026). • Levels of disadvantaged residents (i.e. research suggests events provide opportunities for disadvantaged residents to feel valued and boost community pride and social cohesion).



The New Direction



WHERE WE WANT TO BE

In five years, Mackay will be recognised as a leading regional events destination.

The region's strategic approach to events will focus on creating and nourishing a successful regional events economy so that the optimised event benefits are able to be harvested.

This will be measured through the introduction and implementation of key regional economic, social and environmental metrics.

OUR NEW VISION

"Reflecting the essence of our region, our events portfolio is unique. It is strategic yet authentic and always positively memorable for everyone involved.

Our events represent who we are; in addition to who we strive to become. We invest in events for their social, economic and environmental benefits to the region. We encourage showcasing our authentic events and we cultivate these for the national stage.

Our approach to events extends beyond any one organisation; and as a result of events, our region is lifted to new heights."

INTRODUCING NEW STRATEGIC PRIORITIES

The strategic opportunities identified within this strategy have shaped the below priorities which will be used to drive the region forward and meet its vision and event goals.

Priority one: Set the structures in place.

Priority two: Create the environment for success and sustainability.

Priority three: Develop, acquire and partner.

Priority four: Evaluate and evolve.

RESULTING OUTCOMES

Improved recognition of economic, social and environmental benefits delivered to the region as a result of events.

This will provide the region with a new:

1. Mindset based on the triple bottom-line benefits of events.
2. Direction for Council's involvement in events; and
3. Framework for the collection of foundational data, relating to event benefits (for potential increased portfolio investment and improved economic prosperity, beyond the next five years).

WHAT DOES THIS LOOK LIKE FOR THE MACKAY REGION?

At the completion of the strategy's implementation, it is envisaged that the Mackay region will realise their vision for events, and the following will be achieved:

- Mackay Regional Council will have adopted a strategic portfolio approach, with each supported event providing social, economic and/or environmental benefits to the region. A ROI of the holistic event portfolio is therefore likely to become higher.
- Economic, social and environmental benefits will be captured and recognised as strategic event benefits.
- Event organisers will be better supported through improved processes, resources, programs and structures.
- Strategic event development and support programs will prioritise authentic events with national appeal, and those which deliver superior social, economic and environmental benefits to the region.
- Council's holistic investment in events will be optimised for strategic and structural efficiencies.

WHAT DOES THIS NEW APPROACH REQUIRE OF COUNCIL?

In endorsing this strategy, certain undertakings and commitments will be required by Council. This will specifically require a commitment to:

1. A new mindset to events.

Specifically focused on recognition and evaluation of the social, economic and environmental benefits delivered by events.

Further information on this element can be found on pages 21 and 22.

2. New evaluation methods.

Development of a new event evaluation method which is capable of measuring the above and falls in line with best-practice. Specifically, the evaluation method will need to include:

- A revision of current calculation methods for Economic Impact (EI)
- The establishment of a minimum acceptable Return of Investment (ROI) at 1:18. For clarity this means that the Mackay region receives its \$1 investment back, plus an additional \$18 for every dollar strategically invested in events.
- The capture of social and environmental impacts of events.

Further information on this element can be found in the Supporting Research Document.

3. Increased event support (levels of staff resourcing and scope of programs).

Specifically founded on the increase of event support in order to optimise the success and sustainability of events (for increased benefit delivery).

Further information on this element can be found in the Supporting Research Document.

4. Centralisation and realignment of resources for events (within Council).

Specifically focusing on a whole of organisation Efficiencies Audit of event related roles and movement toward a centralised events team.

Further information on this element can be found within 'The New Direction'

5. Delivery and resourcing to allow the successful execution of the Implementation Plan.

The Implementation Plan is presented in the proceeding section.

WHY DOES COUNCIL NEED A 'PORTFOLIO OF EVENTS'?

The purpose of a new portfolio-based approach to events, is for the region to move toward an optimal mix of events.

The purpose of each event within that portfolio is to deliver a level of social, economic and/or environmental benefit to the Mackay region.

Whilst each event would need to be assessed individually (i.e. Following Council's development of a triple bottom-line event evaluation metric/tool as outlined in the *Implementation Plan*); specific types of events can have a tendency to deliver a dominant type of benefits (be it social, economic and/or environmental).

A guideline has been developed on page 21 and 22, to assist in the guidance of future event investment. Please note that this table refers to the whole of region rather than limited to the Invest Mackay portfolio.

	EVENT TYPE	FUTURE ACQUISITIONS AND DEVELOPMENT OPPORTUNITIES*
POTENTIAL HIGH-VALUE ACQUISITIONS	SPORTING EVENTS CURRENT PORTFOLIO (2019 CALENDAR): 58 sporting events hosted in the Mackay region.	<p>Events of Potential Interest</p> <ul style="list-style-type: none"> • Mass participation, high accompanying partner rates, high out-of-region visitation rates, extended length of stay and/or high yields (such as Masters/Seniors) for optimal economic impact. • Grass-roots, regional and state-level events for opportunities pertaining to vertical integration of skill, youth aspirations and community involvement and well-being (for optimal social benefits). • Events which promote green initiatives; and also promote the profiling, enjoyment, restoration and nourishment of the natural environment for optimal environmental benefits. <p>The Future State</p> <ul style="list-style-type: none"> • Given that Council's investment in events is likely to remain at similar levels for the next five years, focus should be shifted to sporting events which return optimal economic, social and environmental benefits for the portfolio. • New event acquisitions: Whilst each event opportunity should be considered and assessed individually (using the incoming metric tool), Council may choose to look to individual events with elements of (and opportunities for): <ul style="list-style-type: none"> • Optimal economic benefits. These are sporting events with mass participation, high accompanying partner rates, high out-of-region visitation rates, extended length of stay and/or high yields (such as Masters/Seniors). • Optimal social benefits. These are sporting events which provide opportunities for vertical integration of skill, youth aspirations and community involvement and well-being. • Optimal environmental benefits. These are sporting events which promote green initiatives and also promote the profiling, enjoyment, restoration and nourishment of the natural environment.
	BUSINESS EVENTS CURRENT PORTFOLIO (2019 CALENDAR): 54 business events hosted in the Mackay region.	<p>Events of Potential Interest</p> <ul style="list-style-type: none"> • Business events with high numbers of out-of-region visitation and maximum bed nights for optimal economic impact. • Business events which support local industry and business for optimal social benefits. • Events which promote green initiatives and/or programs and also promote the profiling, enjoyment, restoration and nourishment of the natural environment for optimal environmental benefits. <p>The Future State</p> <ul style="list-style-type: none"> • Given that Council's investment in events is likely to remain at similar levels for the next five years, focus should be shifted to business events which return optimal economic, social and environmental benefits for the portfolio. • New Event Acquisitions: Whilst each event opportunity should be considered and assessed individually (using the incoming metric tool), Council may choose to look to individual events with elements of (and opportunities for): <ul style="list-style-type: none"> • Optimal economic benefits. These are business events with high numbers of out-of-region visitation and bed nights. • Optimal social benefits. These are business events which provide opportunities to support, showcase or create pathways for local business, industry and/or employees. • Optimal environmental benefits. These are business events which promote green initiatives; and also promote the profiling, enjoyment, restoration and nourishment of the natural environment.

	EVENT TYPE	FUTURE ACQUISITIONS AND DEVELOPMENT OPPORTUNITIES*
POTENTIAL HIGH-VALUE ACQUISITIONS	<p>LIFESTYLE AND CULTURE EVENTS</p> <p>CURRENT PORTFOLIO (2019 CALENDAR): 83 lifestyle and culture events hosted in the Mackay region.</p>	<p>Events of Potential Interest</p> <ul style="list-style-type: none"> • Lifestyle and culture events which showcase the authenticity of the region and/or create cultural capital opportunities (as outlined within the Strategy). • Events which showcase local culture and draw high numbers of out-of-region visitation with maximised bed nights for optimal economic and social impact. • Events which promote green initiatives and/or programs; and also promote the profiling, enjoyment, restoration and nourishment of the natural environment for optimal environmental benefits. <p>The Future State</p> <ul style="list-style-type: none"> • Given that Council's investment in events is likely to remain at similar levels for the next five years, focus should be shifted to lifestyle and culture events which return optimal economic, social and environmental benefits for the portfolio. • New Event Acquisitions: Whilst each event opportunity should be considered and assessed individually (using the incoming metric tool), Council may choose to look to individual events with elements of (and opportunities for): <ul style="list-style-type: none"> • Optimal social and economic benefits. These are lifestyle and culture events which: <ul style="list-style-type: none"> - Showcase the authenticity of the region and/or create cultural capital opportunities (as outlined within the Strategy). - Showcase local culture and/or; - Draw high numbers of out-of-region visitation with maximised bed nights. • Optimal environmental benefits. These are lifestyle and culture events which promote green initiatives; and also promote the profiling, enjoyment, restoration and nourishment of the natural environment.
REGIONAL CITY EVENT STAPLES	<p>CIVIC EVENTS</p> <p>CURRENT PORTFOLIO (2019 CALENDAR): 9 civic events hosted in the Mackay region.</p> <p>COMMUNITY EVENTS</p> <p>CURRENT PORTFOLIO (2019 CALENDAR): 39 community events hosted in the Mackay region.</p>	<p>Events of Potential Interest</p> <ul style="list-style-type: none"> • These events have a natural affiliation with the desires and needs of a growing and ever-evolving community. • Events which reflect the changing needs of the population are paramount. • The primary driver of Civic and Community events should be social benefit founded on social cohesion, regional livability, celebration of local culture, people and places. <p>The Future State</p> <ul style="list-style-type: none"> • The supply and demand of Civic and Community events will naturally increase, with the growth of the population.

*Please note: This table is only issued as a guide. Council should be primarily guided on the social, economic and environmental assessment of each event (on a case-by-case basis).

WHAT COULD THE 'REALIGNMENT OF COUNCIL EVENT RESOURCES' LOOK LIKE?

Within the context of the increasing demand for event related assistance, the plans for increased end-to-end event servicing and Council's undertaking to maximise event-related impacts; additional resourcing for events is both fundamental and critical.

There is no question that the facilitation of these needs will come via the development and implementation of additional programs, structures and service offerings.

Whilst the *Implementation Plan* incorporates joint-undertakings and shared responsibilities- Council's role in the optimisation of social, economic and environmental event benefits will remain paramount.

Rather than simply designating additional human resources to the delivery of the strategy, the greater opportunity for Council is a whole of Council events efficiency audit. This is outlined within the *Implementation Plan* as a key undertaking of the strategy.

Investigations into the human resources and service expectations of the *Invest Mackay Events and Conference Attraction Program* suggest a serious under-resourcing of the program within the current parameters of program delivery. This is consistent through the event-related roles within Council, examined as part of the project undertaking. Initial indications suggest that there are more than sixty event related roles within Council; and that Council's current investment into these roles exceeds \$600,000 (2017 financial year).

It is for this reason a whole of Council Event Structural / Efficiencies Audit (with the move toward a centralised events team) is considered the best way forward; and also provides the greatest opportunity for financial and human resource efficiencies.

In-keeping with the above; a draft structure has been developed (page 24) as a starting point for Mackay Regional Council.



Strategic Events Outcome Manager

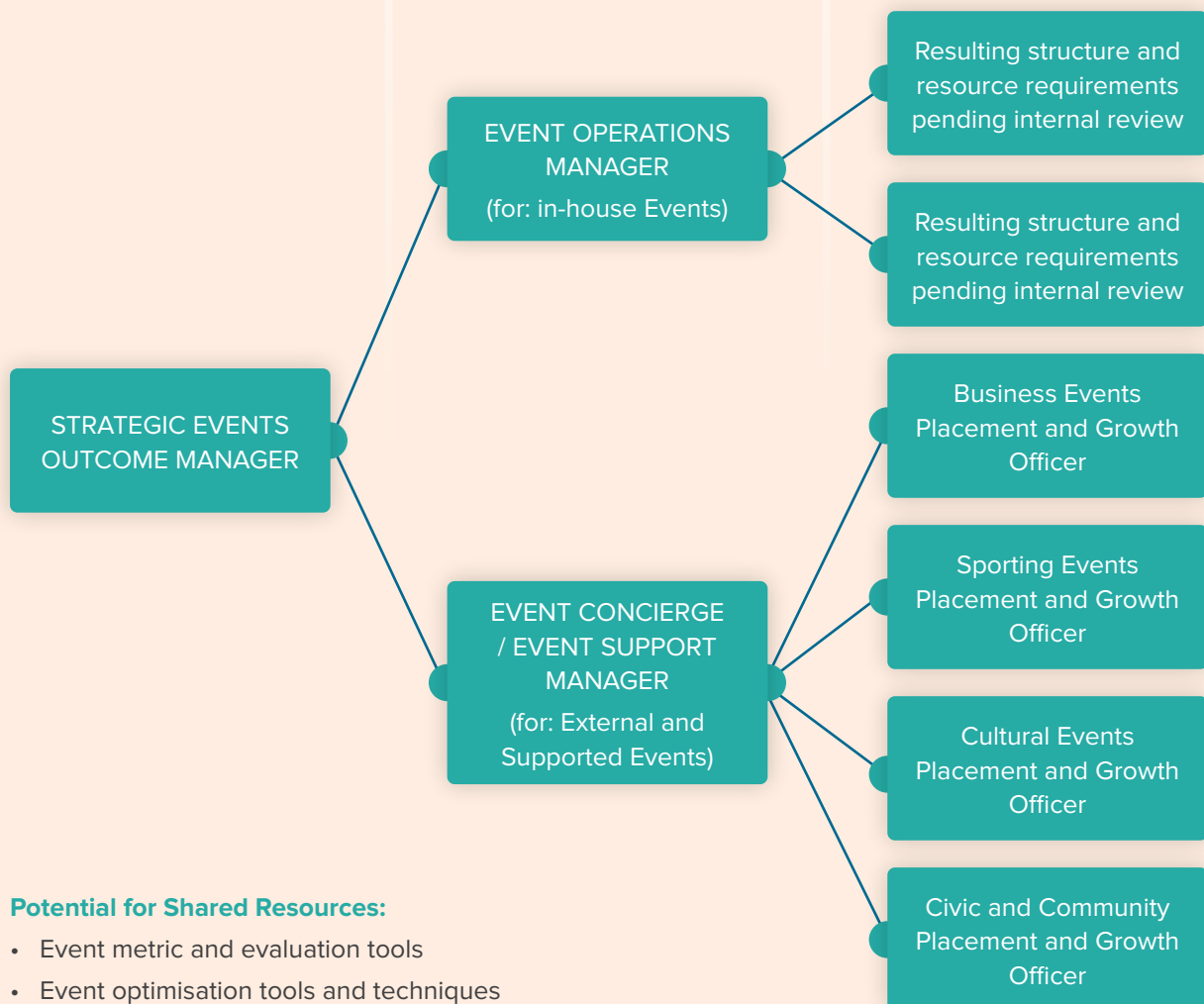
Purpose: Measurement and optimisation of event-related benefits from both in-house and supported events. This role would also be charged with the management of the assessment of acquisition opportunities and the implementation of the strategy + Cumulative Impact Reporting (Social, economic and environmental).

Department Managers

Purpose: Management of the two key teams (being event operations; and event support). The Event Operations Manager would be proposed to oversee the roll-out of all events currently hosted by Mackay Regional Council. The Event concierge / Support Manager would be proposed to oversee all streams of event support provided by Mackay Regional Council (in addition to assisting with the acquisition and placement of new events in region).

Event Roll-out and Event Concierge Operations

Purpose: Efficient and effective roll-out of event operations and event assistance. There is expected to be a level of cross-pollination and joint collaboration between the teams (specifically looking at growth and mentoring opportunities, the sharing of event infrastructure and umbrella marketing opportunities).



Potential for Shared Resources:

- Event metric and evaluation tools
- Event optimisation tools and techniques
- Temporary event infrastructure
- Growth and vertical integration opportunities (between events)



Our Future and Roadmap to Success





Our Future

PLANNING PRINCIPLES

Planning principles of the *Mackay Region Event Strategy (2020-2025)* are event results driven, focusing on economic prosperity and event-related social and environmental benefits to the region.

The strategy's framework is designed to guide the implementation of delivery priorities in a way which will deliver the Mackay region's overarching goal and vision.

DELIVERY PRIORITIES

Delivery of the Mackay Region Event Strategy is structured according to the outlined priority categories. These are reinforced by the realisation of the region's vision.

Council's targeted events strategy is delivered via an array of Council partnerships, with the implementation of some specific programs and items completed in collaboration with major stakeholders, industry partners and external agencies.

Roadmap to Success (Implementation Plan)

DELIVER PRIORITY ITEM	SPECIFIC ACTIONS AND TASKS	BRANCH OWNER / LEAD	PRIORITY RATING
SET THE STRUCTURES IN PLACE Aim: Refine and develop the structures, framework and tools within council to best support and progress the new events direction. Outcomes: Newly developed and/or improved internal structures, measurements, support systems and framework, to ready the region for change.	ACTION: DEVELOP BEST-PRACTICE EVENT EVALUATION METHODS AND METRICS FOR COUNCIL		
	1.1 Redevelop Council's methods and metrics (So that Council may quantify and capture the economic, social and/or environmental impact of identified events); and that these measurements may be applied consistently throughout the organisation.	Championed and led by Economic Development; and Mackay Entertainment and Convention Centre (MECC)	Priority: High Timeframe: Immediate. Commence 2019/2020 FY then ongoing.
	1.2 Transition toward a minimum ROI of 1:18 across all future Invest Mackay event investments. For clarity this means that the Mackay region receives its \$1 investment back, plus an additional \$18 for every dollar strategically invested in events. This is to increase as investment efficiencies increase: Year 1 and 2: Minimum: 1:18 Year 3: Minimum: 1:20 Year 4: Minimum: 1:25 Year 5: Minimum: 1:30	Economic Development	Priority: Medium Timeframe: Commence 2020/2021 FY then ongoing.
	ACTION: MOVE TOWARD A PORTFOLIO-BASED APPROACH TO EVENTS:		
	1.3 Establish a portfolio approach to events for the Mackay region (Specifically Council supported); and in doing so: <ul style="list-style-type: none"> • Ensure each supported event provides the region with a quantifiable and valuable social, economic and/or environmental benefit. • Consider the mix of event types (i.e. Business vs. Lifestyle and Culture vs. Sporting vs. Civic vs. Community) in accordance to the needs of the economy at that point. • Consider the needs of a changing local population and regional landscape (including future infrastructure needs). Please refer to pages 21 and 22 for further information.	Whole of Council, however championed and led by Economic Development; however this should be assigned to the centralised events team (once established).	Priority: High Timeframe: Commence 2020/2021 FY then ongoing.

DELIVER PRIORITY ITEM	SPECIFIC ACTIONS AND TASKS	BRANCH OWNER / LEAD	PRIORITY RATING
SET THE STRUCTURES IN PLACE Aim: Refine and develop the structures, framework and tools within council to best support and progress the new events direction. Outcomes: Newly developed and/or improved internal structures, measurements, support systems and framework, to ready the region for change.	ACTION: ADEQUATELY RESOURCE COUNCIL'S NEW APPROACH TO EVENTS		
	1.4 1.4.1 Structural / Efficiencies Audit: Further investigate the opportunity for human and financial efficiencies via the centralisation of event teams. Specifically, this will focus on: <ul style="list-style-type: none"> • The whole of Council spend on events and staff resourcing (particularly given the span of events across three different directorates and numerous teams). • Provision for an increased allocation of staff (and the increased scope of this staff, to further assist event organisers) with event: Processing, Permits, Health and Regulatory and Traffic Management Plans. • Alternative models and structures (for increased efficiencies within areas of delivery, given the whole of Council spend). Please refer to pages 23 and 24 for further information. 1.4.2 Implement the above recommendations with allocation of required financial and human resources.	CEO/Directors and supported by People and Culture.	Priority: High Timeframe: Commence 2020/2021 FY then ongoing.
	1.5 Undertake a region-wide venue capability study (i.e. For all potential venues in the Mackay region, being for both built and natural infrastructure).	Economic Development. Or assigned to new centralised events team (once established).	Priority: Medium Timeframe: Commence 2021/2022 FY

DELIVER PRIORITY ITEM	SPECIFIC ACTIONS AND TASKS	BRANCH OWNER / LEAD	PRIORITY RATING
SET THE STRUCTURES IN PLACE Aim: Refine and develop the structures, framework and tools within council to best support and progress the new events direction. Outcomes: Newly developed and/or improved internal structures, measurements, support systems and framework, to ready the region for change.	ACTION: IRON OUT THE WRINKLES		
	1.6 Develop message consistency between departments (and standardised requirements within departments) regarding events.	IEEM Working Group	Priority: Medium Timeframe: Commence 2021/2022 FY
	1.7 Coordinate Council services to best showcase the region in key event periods (e.g. mowing surrounding parkland and assets prior to events).	IEEM Working Group	Priority: Medium Timeframe: Commence 2020/2021 FY then ongoing.
	1.8 Review of universal requirements placed on events for waste and amenities with respect to the Federal Government Guidelines, Australian Disaster Resilience Handbook Collection – “Safe & Healthy Crowded Places” Handbook 15 2018.	Health and Regulation (as part of IEEM Working Group undertaking).	Priority: Medium Timeframe: Commence 2020/2021 FY then ongoing.
	ACTION: INCREASE THE SCOPE OF SUPPORT OFFERED TO EVENT ORGANISERS		
	1.9 Develop one centralised Event Notification/ Application Form on Council’s website. This form is to function as a live form which notifies the required departments within Council of the event’s details; and also informs event organisers of the full list of requirements (by all Council departments) in order for their event to be approved. Please note: This form should also have the ability to integrate with Item 1.10.	Corporate Communications and Marketing	Priority: High Timeframe: Commence 2021/2022 FY and then ongoing.
	1.10 Facilitate the movement toward one universal events calendar for the region (as currently, numerous are in use via different parties). Specifically, work with the event and calendar asset owners to select and integrate one calendar (or one data entry portal) which serves as the central point of information and then disseminates information as needed. This undertaking will be focused on improved integration, centralised information and data input efficiencies.	Corporate Communications and Marketing	Priority: High Timeframe: Commence 2021/2022 FY and then ongoing.



DELIVER PRIORITY ITEM	SPECIFIC ACTIONS AND TASKS	BRANCH OWNER / LEAD	PRIORITY RATING
CREATE THE ENVIRONMENT FOR SUCCESS AND SUSTAINABILITY Aim: Create the correct environment for event success and sustainability via supporting programs, increased awareness of Mackay as an events destination and increased leverage of event benefits for the region. Outcomes: Increased social, economic and environmental benefits resulting from events.	ACTION: DEVELOP AND REDEVELOP SUPPORT PROGRAMS FOR EVENT SUCCESS AND SUSTAINABILITY		
	<p>2.1 Investigate the potential for an increase in the scope/breadth of services, offered to support event organisers, specifically via the development of the <i>Mackay Events One-Stop-Shop and Events Concierge Service</i>.</p> <p>The business case investigation should include consideration for:</p> <ul style="list-style-type: none"> • Access to Council expertise and assistance in: Traffic Management, Event Operations Plans, Food and Local Laws and OH&S Requirements. • Access to partner expertise in: Event Packaging, Destination and Event Marketing and Event Networks • Collective/collaborative solutions for: Temporary Event Infrastructure, Event Volunteers and Data Collection assistance. • Potential mentoring and up-skilling of local event organisers in the areas of: Strategic Event Plans, Marketing Plans, Sponsorship, Event Scheduling (to avoid clashes and leverage from shared target markets), Volunteer Programs (and Succession Plans for Volunteers); and Attendee Surveys and/or Attendee Event Data Collection. <p>The business case should also include the potential model, costs, potential partners and whether these responsibilities are assigned to external agencies (such as Mackay Tourism Ltd).</p> <p><i>Please note: This could be investigated in conjunction with Item 1.4 (i.e. Potential for efficiencies of scale).</i></p>	<p>Council in partnership with Mackay Tourism Ltd and Tourism and Events Queensland.</p>	<p>Priority: High</p> <p>Timeframe: Commence 2021/2022 FY and then ongoing.</p>
	ACTION: RAISE AWARENESS OF THE MACKAY REGION AS AN EVENTS DESTINATION AND ENCOURAGE INCREASED VISITATION:		
	<p>2.2 Investigate the potential re-establishment of the Mackay Business and Events Convention Bureau. Specific areas for investigation:</p> <ul style="list-style-type: none"> • Potential undertaking of Item 2.3 through to Item 2.8 within the area of remit • Consideration of this entity to provide the delivery framework for the outcomes resulting from Item 1.4 and Item 2.1. • Business Case and Management Model: The management model, costs, potential partners and whether these responsibilities are assigned to external agencies (such as Mackay Tourism Ltd). 	<p>Study to be commissioned by MECC.</p>	<p>Priority: Medium</p> <p>Timeframe: Commence 2021/2022 FY and then ongoing.</p>

DELIVER PRIORITY ITEM	SPECIFIC ACTIONS AND TASKS	BRANCH OWNER / LEAD	PRIORITY RATING
CREATE THE ENVIRONMENT FOR SUCCESS AND SUSTAINABILITY Aim: Create the correct environment for event success and sustainability via supporting programs, increased awareness of Mackay as an events destination and increased leverage of event benefits for the region. Outcomes: Increased social, economic and environmental benefits resulting from events.	2.3 Consider opportunities for events to market into key domestic source markets (Specifically, Regional Queensland, Brisbane and the Southern Great Barrier Reef).	Championed and led by Economic Development (in partnership with Mackay Tourism Ltd).	Priority: Medium Timeframe: Commence 2021/2022 FY and then ongoing.
	2.4 Facilitate the marketing of events as a key trigger for regional and first-time visitation to the Mackay region.	Championed and led by Mackay Tourism Ltd; in partnership with Council and event organisers.	Priority: Medium Timeframe: Commence 2021/2022 FY and then ongoing.
	2.5 Facilitate shared marketing and promotional opportunities and/or umbrella event marketing campaigns between event organisers.		Priority: Medium Timeframe: Commence 2020/2021 FY and then ongoing.
	ACTION: LEVERAGE FOR OPTIMISED BENEFITS		
	2.6 Facilitate the promotion of add-on tourism experiences, to be packaged with events (i.e. To increase average length of stay and therefore increase Economic Impact (EI)).	Championed and led by Mackay Tourism Ltd.	Priority: Medium Timeframe: Commence 2021/2022 FY and then ongoing.
	2.7 Facilitate education campaigns and strategic education for local businesses to increase awareness and recognition of event benefits (i.e. So as to allow local businesses to better leverage event opportunities and sponsorship support).	Championed and led by Economic Development; in partnership with local industry.	Priority: Medium Timeframe: Commence 2021/2022 FY and then ongoing.
	2.8 Investigate future opportunities to leverage existing business event visitation (i.e. To increase the average length of stay via priority leisure add-ons and VIP event experiences).	Championed and led by MECC (with Economic Development in a supporting role).	Priority: Medium Timeframe: Commence 2021/2022 FY and then ongoing.

DELIVER PRIORITY ITEM	SPECIFIC ACTIONS AND TASKS	BRANCH OWNER / LEAD	PRIORITY RATING
DEVELOP, ACQUIRE AND PARTNER Aim: Develop and acquire strategic events aligned with the new vision and look to partner on a Local, National and State level for increased opportunities. Outcomes: Increased social, economic and environmental benefits resulting from events.	ACTIONS: DEVELOP AND ACQUIRE STRATEGIC EVENTS		
	3.1 Prioritise events (and event development) which increases levels of domestic tourism visitation (and/or increases the length of stay of international visitors).	Economic Development; in collaboration with internal/external partners. NB: This may become a key responsibility of the centralised events team (once established).	Priority: High-Medium Timeframe: Commence 2021/2022 FY and then ongoing.
	3.2 Consider the development of future events which deliver upon <i>Item 1.1 through to Item 1.3</i> ; and also offer (or include elements of): <ul style="list-style-type: none"> • Significant 'cultural capital' via unique and memorable food, wine and music events • Technology to improve the event experience (i.e. augmented reality) • Showcase the paddock-to-plate movement (whilst promoting local primary industry) • Are aligned with emerging industries and/or dominant industries to the Mackay region And provide priority to events which: <ul style="list-style-type: none"> • Evoke positive human interactions and create a sense of personal belonging and acceptance • Balance the event attendee's desire to escape the realities of their everyday life and have fun with a desire for safety and to avoid discomfort (or making complex decisions at events). • Provide a personalised, unique and memorable event experience • Showcase positive, unique and authentic elements of the region. 		
	3.3 Consider the development and placement of future events in alignment with: <ul style="list-style-type: none"> • The changing age structure of residents (Specifically an increase in aging residents (75-85+), therefore creating opportunities for new event content suited to seniors). • Localities with the largest population growth in residents, by 2026 (with appropriate event infrastructure). • Levels of disadvantaged residents (i.e. Research suggests events provide opportunities for disadvantaged residents to feel valued; and boost community pride and social cohesion. 		

DELIVER PRIORITY ITEM	SPECIFIC ACTIONS AND TASKS	BRANCH OWNER / LEAD	PRIORITY RATING
DEVELOP, ACQUIRE AND PARTNER Aim: Develop and acquire strategic events aligned with the new vision and look to partner on a Local, National and State level for increased opportunities. Outcomes: Increased social, economic and environmental benefits resulting from events.	ACTION: PARTNER AND COLLABORATE (ON A LOCAL, REGIONAL AND STATE LEVEL)		
	<p>3.4 Local</p> <ul style="list-style-type: none"> Facilitate partnerships between event organisers specifically focused on increasing the regional event offering and event visitation (specifically encouraging partnerships between events hosted within a similar period or with shared target markets). Facilitate the introduction of event opportunities and ideas to local event organisers where appropriate (prior to seeking solutions outside of the region). Involve local event organisers (where appropriate) in event acquisitions and development (i.e. Industry-led / joint-approach). <p>3.5 Regional</p> <ul style="list-style-type: none"> Further investigate potential partnership opportunities. Specific actions could include: <ul style="list-style-type: none"> Establishment of a Local Government (LG) Annual Event Summit between Townsville, Rockhampton, Whitsundays and Mackay. The purpose of the summit would be: <ul style="list-style-type: none"> Discussion, debate and consensus on differentiating strengths (event and event-based experiences) within each region. Identification of complementary event-visitor offerings and shared event opportunities. Consideration of joint and complementary overarching marketing campaigns to encourage event-based tourism visitation (messaging, campaign timing and leverage opportunities for surrounding regions) Collaborative approach to advocacy and lobbying for additional resources, consideration, training and support regarding events. Shared goals / 12mth mission (i.e. As a result of summit involvement). Collaborative out-of-region initiatives (showcasing, external event acquisitions, tradeshow etc). Development of a collaborative MOU (to formalise the partnerships and ensure longevity of the initiatives). Cost and resource sharing (Up-skilling and resources for local event organisers). 	<p>Economic Development; in collaboration with provided internal/ external partners.</p> <p>NB: This may become a key responsibility of the centralised events team (once established).</p>	<p>Priority: Medium</p> <p>Timeframe: Commence 2022/2023 FY and then ongoing.</p>

DELIVER PRIORITY ITEM	SPECIFIC ACTIONS AND TASKS	BRANCH OWNER / LEAD	PRIORITY RATING
<p>DEVELOP, ACQUIRE AND PARTNER</p> <p>Aim: Develop and acquire strategic events aligned with the new vision and look to partner on a Local, National and State level for increased opportunities.</p> <p>Outcomes: Increased social, economic and environmental benefits resulting from events.</p>	<ul style="list-style-type: none"> Specific opportunities for Mackay (within the above context) are as follows: <ul style="list-style-type: none"> Townsville: <ul style="list-style-type: none"> Increased leverage of the existing domestic connectivity between Townsville and Mackay (i.e. for access to expanded target markets / event audiences). Further investigation of opportunities relating to sport, a joint desire to build TEQ-supported event acquisitions, event packaging systems / offerings; and potential opportunity to tap into connecting flights (i.e. Darwin direct to Townsville, therefore potentially increasing Mackay's access to new geographic markets). Rockhampton: <ul style="list-style-type: none"> Increased leverage of the existing domestic connectivity between Rockhampton and Mackay (i.e. for access to expanded target markets / event audiences). Further investigation of opportunities relating to coastal offering, culinary delights and focus on experiences. Whitsundays: <ul style="list-style-type: none"> Increased leverage of the existing domestic connectivity between Whitsundays and Mackay (i.e. for access to expanded target markets / event audiences). Further investigation of opportunities relating to coastal offering, leveraging international appeal of proposed Airlie Beach Resort, complementary offerings for business events, specific opportunities linked to the development of joint event initiatives surrounding mountain biking and fishing events (amongst offers). 	<p>Economic Development; in collaboration with provided internal/ external partners.</p> <p>NB: This may become a key responsibility of the centralised events team (once established).</p>	<p>Priority: Medium</p> <p>Timeframe: Commence 2022/2023 FY and then ongoing.</p>

DELIVER PRIORITY ITEM	SPECIFIC ACTIONS AND TASKS	BRANCH OWNER / LEAD	PRIORITY RATING
<p>DEVELOP, ACQUIRE AND PARTNER</p> <p>Aim: Develop and acquire strategic events aligned with the new vision and look to partner on a Local, National and State level for increased opportunities.</p> <p>Outcomes: Increased social, economic and environmental benefits resulting from events.</p>	<p>3.6 State</p> <ul style="list-style-type: none"> • Further investigate opportunities pertaining to Tourism and Events Queensland and Greater Queensland (and the Mackay region), specifically focused on: <ul style="list-style-type: none"> • Continued relationship development and maintenance with Tourism and Events Queensland (as the peak tourism and events body for state government) • Further development of iconic natural event experiences for Mackay • Opportunities to increase levels of support for developmental events (specifically via increased QDEP event funding), in addition to value optimisation activities (specifically focused on further activation of the region's events). • Further investigate potential partnership opportunities between Brisbane and the Mackay region, specifically focused on the: <ul style="list-style-type: none"> • Increased leverage of the existing domestic connectivity between Brisbane and Mackay (i.e. for access to expanded target markets / event audiences) • Further investigation of Brisbane's potential to act as an international event gateway for Mackay (i.e. conduit for international event-based visitation), potentially facilitated by Mackay events which showcase authentic Australian experiences or culture and heritage. 	<p>Economic Development; in collaboration with provided internal/ external partners.</p>	<p>Priority: Medium</p> <p>Timeframe: Commence 2022/2023 FY and then ongoing.</p>

DELIVER PRIORITY ITEM	SPECIFIC ACTIONS AND TASKS	BRANCH OWNER / LEAD	PRIORITY RATING
EVALUATE AND EVOLVE Aim: Evaluate progression of strategic implementation, resulting outcomes and market forces for continual improvement and evolution. Outcomes: A continual improvement based approach to enable meaningful implementation and quantifiable results.	ACTIONS: EVALUATE AND EVOLVE		
	4.1 Structured review periods: <ul style="list-style-type: none"> a. Quarterly review and reporting on implementation progress b. Annual revision of Implementation / Action Plan 	Economic Development; however this may become a key responsibility of the centralised events team (once established).	Priority: High Timeframe: Commence 2020/2021 FY, with quarterly and annual reviews.
	4.2 Quarterly review and adjustment of the portfolio of events, with special consideration accommodation occupancy rates, inbound/outbound airport data, drive visitors, key tourism markets and other time relevant data and opportunities.		





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