This report was prepared by Greenhill Research & Planning

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The case studies presented in this report were prepared by Greenhill Research and Planning on the basis of information provided by the event managers, council representatives and information that is sourced from public websites, academic journals or published reports.

We acknowledge that the information and images for some international/national & state-wide events were obtained from the relevant organisations websites and information publicly available. Whilst every effort has been made to ensure that the information contained in this resource was accurate at the time of publication the LGA of SA accepts no responsibility for the results of any actions taken on the basis of information, its accuracy or completeness contained in this resource. Before relying on the resource or any part of it you should independently verify its accuracy or completeness.

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Foreword

Councils support their communities in a variety of ways and now make a significant contribution to the economic and social well-being of residents. The days of ‘Roads, Rates and Rubbish’ are well and truly in the past.

As we all know, South Australia is facing economic challenges and many regions are competing for residents, business and visitors to maintain viable, healthy communities.

With the transition to a serviced based economy, tourism and events will play a greater role in regional development by attracting new money, supporting jobs and by contributing to the attractiveness of councils as places to ‘live, work and play’.

While not all councils boast attractions that result in large numbers of visitors, all councils are involved in strengthening and showcasing their communities, and events provide a mechanism to achieve this.

The information contained in this Festival and Events Guide is designed to provide an understanding of festivals and events from a local government perspective and to support councils in their planning for the sector.

The Guide covers topics such as strategic planning; event attraction; leveraging events; reinvigorating events; event funding; and event impacts and evaluation. The Guide adopts a case study approach and includes cases covering a range of festivals and events in South Australia and elsewhere.

The Local Government Association of South Australia (LGA) has also produced an accompanying Background Paper on Tourism and Local Government and a number of planning templates and check lists. The LGA will also continue to provide research and analysis relating to tourism and events.

It is anticipated by the LGA and the South Australian Tourism Commission that these resources will assist councils to:

- Develop an appreciation of the potential for tourism and events to contribute to the economic and social well-being of their communities.
- Strategically plan for tourism and events.
- Measure and report the economic and social impacts of tourism and events to their communities.
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Unley Gourmet Gala – Leveraging a Major Event  
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Artisans Unearthed – Leveraging a Major Event  
Peats Ridge Festival – A Focus on Environmental Sustainability

Acronyms used in this Guide:

ACC – Adelaide City Council  
LGA – Local Government Association of South Australia  
RDA – Regional Development Australia  
SATC – South Australian Tourism Commission  
SMA – Sports Marketing Australia  
TDU – Tour Down Under  
VIC – Visitor Information Centre
1. Introduction

This guide has been prepared as a resource for local government to assist in the planning, management and evaluation of festivals and events.

Over recent decades cultural policy in Australia has shifted from a supply to a market orientation and events are increasingly supported to achieve economic and social outcomes for host communities1.

The benefits delivered by festivals and events include:

**Economic**
- Economic impact through expenditure by visitors.
- Retained expenditure where residents choose to ‘holiday at home’ rather than travel elsewhere.
- Employment opportunities and skills development.
- Place branding - improving the awareness and image of the host region.
- Return visitation.
- Reducing seasonality.
- Business leveraging and investment opportunities.
- Diversification of the economy.

**Environmental**
- Education and promotion of environmental programs.

**Physical**
- Legacy of infrastructure and facilities.

While events offer a range of benefits there may also be costs for residents. The benefits of festivals and events should therefore be distributed through the community, and the disadvantages - where possible - minimised, managed or compensated.

This guide uses case studies to provide an overview of best practice with respect to event development and attraction, leveraging and evaluation. The guide is strategic in focus. In many instances, councils will have developed event kits and guidelines to assist event proponents with approvals and the logistics of event management.

A number of check lists have also been developed covering event planning, event marketing and management which are included as an Appendix.

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2. Background

2.1 Events typology

From a tourism perspective, a special event is defined by Jago and Shaw as ‘A one-time or infrequently occurring event of limited duration that provides the consumer with a leisure and social opportunity beyond everyday experience. Such events, which attract, or have the potential to attract, tourists are often held to raise the profile, image or awareness of a region’.

Festivals and events may be classified on the basis of the type of experience they deliver, and their level of significance from a tourism perspective.

At the most basic level, events may be categorised as community (primarily of interest to local residents), tourism (attracting visitors to a region) or business (meetings, incentives, conferences and exhibitions).

Getz (2008) has identified four distinct types of leisure events: local events; regional events; hallmark events; and mega events.

**Mega events**

Mega events are events of international significance that will attract international visitors and confer a substantial economic benefit to the host region / country.

Bidding for these events is generally competitive and may involve a significant investment to participate in the bid process. Mega events such as the Olympic Games, Commonwealth Games, Asian Cup Football etc. will not be a planning objective for most councils, although there may be opportunities to leverage these types of events when they occur.

**Regional events**

Regional events have the capacity to attract visitors and media interest from outside the host region and are associated with medium levels of tourism demand. These events may be periodic or held just once.

Examples include: Kernewek Lowender, Port Festival, Sea and Vines, Day on the Green, State Masters Games, Unley Gourmet Gala.

Regional events that strongly represent the heritage, industry or other aspects of the host region may become Hallmark events over time.

**Local events**

The most common events are local, which are associated with low levels of demand and low value (from an economic perspective). Local events are likely to be community driven and provide primarily social benefits. They may be periodic or one time only.

Examples include: school fêtes, farmers’ markets, trash and treasure, local sporting events, charity and fund raising events.

**Hallmark events**

Hallmark events are those that become strongly identified with the spirit or ethos of a town, city or region and gain widespread recognition and awareness. They will attract a range of visitors including those from interstate and overseas, and will be associated with high levels of tourism demand and significant economic impact.

Examples include: Adelaide Festival and Fringe, Tour Down Under, Clipsal 500 Adelaide, Barossa Vintage Festival, Tunarama.

**Low demand and low value**

**Medium tourist demand**

**High tourist demand & high value**

---


2. Background

A portfolio of events

Getz (ibid) argues that destinations should establish a portfolio across the three levels of local, regional and hallmark events. Where possible an events strategy should include hallmark events for regional areas which will provide a focus for place branding and community development objectives.

For Chalip ‘the portfolio’s value derives from the contribution that each event makes to the destination’s capacity to build its brand for residents and visitors alike.’

The key areas to consider with a portfolio management approach are:

- Event portfolios should include a range of event types such as sports, entertainment and cultural events.
- Different types of events will appeal to different visitor markets, and therefore will add value to the region and its brand as a whole.
- The value of the total event calendar should be far greater than the sum of the individual parts.
- Events should be strategically placed to stimulate demand across the year – in particular in quieter periods.
- Complementary events may be clustered at particular times of the year to capture attention and increase tourism yield.

Figure 2.1 Likelihood of travel by type of events

![Likelihood of travel by type of events](image-url)
2.2 Events – drivers of regional tourism

Festivals and events provide a mechanism to stimulate travel to regional areas. Tourism Research Australia (TRA), in association with the South Australian Tourism Commission (SATC) and Tourism Victoria^4, has found that almost one quarter (24%) of Australians have been to at least one event in a regional area within the last two years. One tenth (9%) had attended a regional event located interstate.

Event travellers had attended an average of three events within the last two years with the most popular being: food and wine; music related; garden and botanical; sport (as a spectator); and art exhibitions.

An event was the main reason for visiting the region for 57% of first time visitors and 69% of repeat visitors. Event patrons were most likely to travel as a couple (41%) or with friends (34%). One quarter (24%) travelled as a family with children.

The types of events identified by TRA based on the experiences sought and the characteristics of event patrons are described in Table 2.1.

The likelihood of travelling to attend different types of events is illustrated in Figure 2.1.

<table>
<thead>
<tr>
<th>Event Type</th>
<th>More likely to</th>
<th>Less likely to</th>
</tr>
</thead>
</table>
| Food and wine events (15%) | Be pre-planned (71%) | Be a trip driver (55%)
| | Attended by couples (49%) | Have purchased a ticket (41%)
| Music events, festivals and concerts (13%) | Attract females (60%) | Be intrastate day trips (26%)
| | Attract 15-34 years olds (49%) | |
| | Intrastate overnight trip (43%) | |
| | Attend with friends (61%) | |
| Garden or botanical events (11%) | Attract 65 year olds and older (25%) | Attract 15-34 year olds (25%)
| | Be an intrastate overnight trip (50%) | Have purchased a ticket (44%)
| Sporting events you go to watch (10%) | Attract males (59%) | |
| | Be a trip driver (71%) | |
| | Be pre-planned (86%) | |
| | Have purchased a ticket (68%) | |
| Art exhibitions (10%) | Attract females (61%) | |
| Cultural events or festivals (8%) | | |
| | | Be pre-planned and decided on the road (28%)
| | | Have purchased a ticket (50%)
| Theatrical productions or shows (8%) | Attract females (63%) | |
| | Have purchased a ticket (82%) | |
| Agricultural events (8%) | Attract males (58%) | |
| | Be attended with other family (25%) | |
| | Have purchased a ticket (68%) | |
| Quirky or unusual events (6%) | Attract males (59%) | |
| | Be intrastate day trips (43%) | |
| Historical events (6%) | Be attended as a family with children (32%) | Be a trip driver (52%)
| | Visit to experience new things (36%) | Be intrastate day trips (43%)
| Sporting events as a participant (5%) | Be a trip driver (88%) | Attract 15-34 years old (24%)
| | Be pre-planned (52%) | Be attended by couples (32%)

Proportion of respondents attending each type of event within last 2 years

Overview

The Tunarama Festival, held annually in Port Lincoln over the Australia Day weekend, is one of the longest standing and most significant regional events in South Australia. It began in 1962 as an initiative of state and local government in association with local industry stakeholders.

The Festival was initially developed to help promote the tuna industry, which was emerging in Port Lincoln at that time. The event also coincided with the tuna fleet putting to sea. While fishing operations have changed, the Festival continues as a celebration of the region’s most lucrative industry as well as the other successful primary producers in the region.

The current objective of the event is to promote tourism and support economic growth in Port Lincoln and the Lower Eyre Peninsula. Now branded as the Seafood Capital of Australia, the region is home to a wide range of fish species and is well known for its pristine natural environment.

The Festival program features the well-known World Champion Tuna Toss, street parade and fireworks plus a range of community, cultural and entertainment activities.

Tunarama is run by a community not for profit association and is independent of the Port Lincoln Council except for a nominal negotiated sponsorship and a small in-kind component.

Two thirds (65%) of the event budget is derived from sponsorship (20% government and 80% local business), 30% from the box office and a further 5% from other government grants. The event also hosts a Charity Quest with donated funds used to directly support infrastructure in Port Lincoln and local charitable organisations.

The event has in the past received 50% of its budget from the Port Lincoln Council and while it has been successful in attracting sponsorship, future viability may require an increased contribution from the council when compared to current levels.

Capacity to host the event

The estimated commercial bed capacity of the City of Port Lincoln, and the surrounding region falling under the council areas of DC Tumby Bay and DC Lower Eyre Peninsula, is around 10,000.

In addition there are 3,000 to 5,000 ‘hosted’ beds for family and visitors within private homes in the area. The capacity of the region to host overnight visitors is around 14,000.

The tourism impact of the Festival is supported by the involvement of private householders and the capacity to grow further is limited by the accommodation supply.

Anecdotal evidence suggests the Tunarama has been ‘at capacity’ since the 1980s, with no known years of substantial decline in patronage.

The program for the event is also limited by lack of additional infrastructure within the city boundaries; however a program of fringe events has developed outside of the city including Dirt Circuit Racing and Golf Days.

Economic impact

Conservative estimates place the Tunarama attendance in excess of 25,000 people, more than double the city’s population.

Research conducted for the event suggests that whilst some 73% of visitors stay for the 3 nights of the Festival, there is a large number who spend between 6 nights and 5 weeks in the region – resulting in a substantial additional tourism impact.

Surveys undertaken onsite by the event management suggest the return to the region is approximately $7 million dollars.

Linkage across councils

Tunarama was an initiative of the City of Port Lincoln and its partners, the South Australian Tourism Commission and the Australian Hotels Association.

As the event has grown, its impact has spread to the surrounding regions of DC Lower Eyre and DC Tumby Bay, although these councils make no direct contribution to the event and do not link to the event with their own associated activities.

Case Study
Leveraging the event to maximise economic and other benefits

Tunarama works closely with local businesses, and the event is to be used as a platform for marketing the region at a national and international level.

As more national companies seek to establish themselves in the region there is an opportunity for local businesses and suppliers to develop relationships through the event.

A networking model is in development and a small trial was conducted in 2015 with further promotion to be undertaken for the event in 2016.

Taking a more proactive stance in leveraging the event for business outcomes may also provide a basis for additional support from other spheres of government.

The event is also leveraged by promoting tourism in the region to event patrons to encourage return visitation. Increasing tourism will result in further investment in accommodation and retail. This involves a dedicated tourism information booth at the Festival with referrals back to the Visitor Information Centre. Tourism related sponsors are also promoted on-site and through the event website and social media.

Key findings

The Tunarama is an authentic representation of the region, its industry and its community. It has successfully evolved over time and expresses the region’s brand or story.

The World Championship Tuna Toss is a key distinctive element for the Festival and provides a focus for publicity outside the immediate region.

Half of the event budget is now derived from sponsorship by local business. Local support has however decreased over time and support from outside the region is still necessary to maintain the event’s financial viability.

The event is at maximum capacity due to supply constraints with respect to accommodation and event related infrastructure within the city of Port Lincoln.

There is an opportunity to grow the Festival through a more direct involvement of other councils on the Eyre Peninsula.

The event will be leveraged in the future through the facilitation of business linkages between local suppliers and larger businesses interested in establishing a presence in the region.
2. Background

2.3 Events, social capital and urban renewal

Social capital relates to the relationships that individuals have with each other, and is a measure of mutual understanding, cooperation and the existence of relationships that can be leveraged for mutual benefit. Just as governments commit to physical infrastructure, investment in social capital will support a harmonious and productive community.

Events build social capital through the development of new social networks; training and development; volunteering; and ethnic diversity.

The celebration experienced through events also has the potential to support economic development. As Mules has pointed out if such feelings of optimism are translated into higher levels of business investment and worker productivity, then the event’s intangible effects can be seen as having more subtle economic effects.

The United Kingdom has been a pioneer in the use of events to achieve urban regeneration. A series of five National Garden Festivals were conducted during the 1980s and early 1990s in Liverpool, Stoke-on-Trent, Glasgow, Gateshead and Ebbw Vale to transform derelict sites into attractive housing estates and parkland.

The Manchester 2002 Commonwealth Games has also been cited as an outstanding example of the impact of a major event on a city that has been in decline.

Over the last decade many towns and main street precincts all over the world have established Business Improvement Districts (BIDs). A BID is a ‘private sector led management organisation for a precisely defined geographical area, where business rate payers have identified projects and services that will have a positive impact on their trading environment’.

The objective of a BID is to inject vibrancy and social cohesion into business precincts that will ensure they remain sustainable and function as community hubs.

BIDs will support activities that are improvements to the area that are wholly additional to those already delivered by local statutory bodies. Festivals and events represent a key element of a BID strategy.

BIDs derive income from a levy applied to businesses in the BID district.

Overseas, legislation may be introduced to define a BID precinct, record registered voters, run an electoral system and establish a business plan and budget.

In Australia, businesses may ask council to apply a special levy on an area. Council may then determine how many businesses are in favour and vote to impose a levy which is reviewed on an annual basis.

Businesses may then vote on projects to be delivered.

Overseas, BIDs generally have a maximum duration of five years at which point they are reviewed and the decision made to support a second or subsequent round where they have been successful in meeting their objectives.

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Plymouth Waterfront BID

Overview
The Plymouth Waterfront BID proposes a range of activities with a budget of more than 6 million pounds over five years, based on a local business contribution of one million pounds and the remaining budget from grants and other sources. Under the business plan a program of major events is a substantial category of expenditure projected at 1.3 million pounds, delivering an enlivened waterfront with new events, street performances, tall ships and sea and shore activities.

Other project initiatives under the business plan include:

<table>
<thead>
<tr>
<th>Budget (£)</th>
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<tbody>
<tr>
<td>Permanent and dedicated management</td>
</tr>
<tr>
<td>Improved marketing</td>
</tr>
<tr>
<td>Visitor welcome, access, signage and information</td>
</tr>
<tr>
<td>Safer waterfront</td>
</tr>
<tr>
<td>Cleaner waterfront</td>
</tr>
<tr>
<td>Waterfront environment</td>
</tr>
<tr>
<td>Inward investment and regeneration</td>
</tr>
<tr>
<td>Lobbying and influence</td>
</tr>
<tr>
<td>Business Improvement District Member Benefits</td>
</tr>
</tbody>
</table>

What are the implications for my council?
- Is there an opportunity to work more closely with local business to support events that will reinvigorate retail precincts?
- Will local businesses through retail associations agree to provide financial support for events that will contribute to place branding?

A heading for this about BID’s in SA?
For councils there are opportunities to work with business associations and encourage initiatives that will support renewal through events and other activities.

While formal BIDs have not been established in South Australia, businesses in some areas pay a precinct levy. These include Rundle Mall, King William Road, Unley Road, Jetty Road – Glenelg, Norwood Parade, Stirling and Mount Barker.

The precinct levy paid by the traders on the Norwood Parade resulted in the City of Norwood, Payneham and St Peters hosting the Adelaide Fashion Festival for seven years, to promote the precincts developing fashion offering.

In Australia BIDs have been established in Fremantle and Gosford.

The Port Festival Supporting urban renewal

Overview

The Port Festival was held for the first time in 2007 as a major cultural event engaging local residents and attracting visitors to the region. The festival has been held biennially and has continued to evolve over this period.

The Festival was established to celebrate and promote the cultural, artistic and natural assets of Port Adelaide, to attract visitors to the area; and to provide opportunities for the local community to engage in festival celebrations and events.

The Port Festival has been a significant component of the urban renewal strategy for Port Adelaide by supporting the place branding objectives and the re-energisation of the business and resident communities.

It has successfully combined community and tourism objectives.

The event has an ambitious agenda, particularly in its initial configuration when the program extended over 9 days and covered a substantial arts, heritage and community program.

The Festival has become leaner and more focused over time and the objectives are more closely aligned with tourism and place branding.

In 2013, the Festival was held over two days and included Future Portal - a light projection showcasing the heritage precinct; the Complete Seafood Experience - a food and wine event; the Artists Market – a market of artists’ stalls; Salute to the Suitcase – an installation celebrating the migrant history of the Port; free access to galleries and museums in the Port plus other entertainment, community and ancillary events.

The event attracted around 26,400 unique visitors in 2013 (allowing for attendance on both days) with total event related expenditure estimated to be $618,000. The impact based on spending by visitors to the City of Port Adelaide Enfield was $336,000.

The event had a positive impact on the patron’s perception of Port Adelaide with more than one third (36%) stating that their image of Port Adelaide had changed as a result of attending the Festival.

What are the implications for my council?

- Can events play a role in urban renewal and regeneration in the community?
- Do the objectives for our event reflect the needs and interests of the broader community?
- Is there a process of community engagement through which key stakeholders can be involved in event planning?
- Does the events team have a shared vision for the event including prioritisation of potentially competing objectives?
- Is there a process for evaluating the economic, place branding and social impacts of the event?
Community engagement

The Port Festival, from its inception, has had a history of community involvement. Port Adelaide is a special part of Adelaide and South Australia with unique attributes including its maritime history, heritage buildings and aboriginal and arts communities.

The program in 2013 included performances and events initiated by or involving a range of community groups:

- City Band concert and organ recital.
- Henley & Grange Concert Band.
- Hope and Harmony Choir.
- Kurruru Youth Performing Arts – performances by young Aboriginal and Torres Strait Islander performers.
- Open mike sessions.
- PortVal – A movement installation featuring local residents participating in a choreographed/staged live art performance set against the backdrop of the Port Lighthouse.
- The Art Market – market stalls where local artists exhibit their work.
- Tell Me Straight Up – a street-based community art project.
- Every Suitcase Holds a Story – micro cinema featuring stories told by community members.
- Artists in Motion – Open workshops conducted by seven local artists over the duration of the Festival.
- Councillor Carol Martin Millinery Design Exhibition – Textile competition open to professional and amateur milliners.
- Wood Revisited 2013 – expo of wood-working by the Northern Turners Woodworking Club.
- Young@art – Exhibition of art work by local school children.
- Range of workshops relating to art, photography, acrobatics and circus.

The Festival has been directed by a committee which includes representatives of the business community and various stakeholder groups.

The community is engaged through a process where community groups are invited to submit expressions of interest for planned activities. Ideas are considered for inclusion in the Festival program and those short listed are invited to complete the second stage of the registration process.

Events that are accepted following the second stage evaluation may receive assistance with venues, performance opportunities, infrastructure and funding.

Key findings

The tourism objectives for an event must be balanced with the needs and expectations of the host community.

The event team must have a clear agreement and understanding regarding the relative importance of potentially competing objectives.

A process of community engagement will ensure that the event is firmly rooted within, and supported by, the host community giving rise to long term sustainability.

Events such as the Port Festival will contribute to place branding objectives and support attitude change and urban renewal.
Notes/ideas
3. Planning for festivals and events

3.1 An events strategy

A strategy for events should be developed within the context of council’s broader strategic planning and / or tourism planning framework.

It should also reference external plans such as:
- The South Australian Tourism Plan
- Destination Action Plans (DAPs)
- Regional Strategic Tourism Plans
- Regional Development Australia Regional Roadmaps.

An events strategy for a council or region may include the following components.

- Vision, mission, objectives, strategies and related actions. The vision and mission should address broader strategic objectives from the strategic plan or tourism plan (where applicable).
- Target markets and types of events that will appeal to these markets.
- Events-related SWOT analysis for the region.
- Review of event-related infrastructure – including identification of infrastructure gaps.
- Recommendations for open space planning where appropriate.
- Council’s role in regard to events – approvals / regulation; product development; management.
- Type of support provided by council – direct funding, grant funding, facilitation, in-kind.
- Types of events to be supported and criteria for assessment.
- Strategies for leveraging the events program to maximise the economic and social impacts.
- The events calendar – existing and proposed. The events calendar should include a mixture of local, regional and hallmark events. The calendar should complement seasonal highlights and avoid calendar clashes with competing events.
- A process for identifying new events for the region through the establishment of an events committee representing key stakeholders.
- Strategies for linking with other councils to facilitate coordinated bidding for larger events.
- Council organisational structures to achieve an integrated approach to approvals and event management (where applicable).
- Budgets (including target budgets where dependent on external funding and intention to apply for external funding).

An events strategy should defend and extend existing events while identifying and planning events for the future. A planning horizon for the development and implementation of new events should be specified.

New events should be authentic and reflect the qualities and characteristics of host towns and regions. Destinations that produce events for tourists rather than ones that are rooted within the host community run the risk of creating events that are unsustainable in the long-term.

An events strategy must have community support and its development should include community workshops or other mechanisms of stakeholder consultation.

The vision / mission statement should be a clear statement of purpose which is shared and agreed by all stakeholders.

Councils may also produce an events kit which will help event planners to obtain relevant approvals from council and other authorities, and to understand their obligations when conducting an event.
Barossa Regional Events Strategy 2014-16

Background

The Barossa Regional Events Strategy (the Strategy) was conducted to describe a process for identifying, developing and supporting festivals and events in the Barossa region. Importantly, the Strategy reflected the broader planning framework for tourism and the branding objectives for the region.

The need for an events strategy was identified as an outcome of the Barossa Product Gap Audit (2011) completed under the National Long Term Tourism Strategy. Events also represent an important component of the 2012-14 Barossa Destination Action Plan and the Barossa Regional Roadmap, developed by Regional Development Australia (RDA) Barossa.

A Steering Committee representing key stakeholders was established to direct the strategy development process. The Committee included the Barossa Grape & Wine Association (BGWA), Barossa Council, Barossa Food, Light Regional Council, RDA Barossa, South Australian Tourism Commission (represented by Events South Australia) and Tourism Barossa.

The purpose of the strategy was ‘to increase the number of high quality, professionally managed events which are true to the region’s story’.

In this case the events strategy is driven by a body that represents a range of stakeholders involved in the events industry. The council is a significant stakeholder but not necessarily the key driver of the strategy.

Methodology

The process for developing the Strategy involved the following steps:

- Development of a clear purpose for the Strategy by the Steering Committee.
- Desktop research to review best practice and an environmental scan of the external operating environment for event host destinations.
- A process of consultation involving workshops with the events community; discussions with key stakeholders; and online surveys of event managers and the local community.
- Development of a positioning assessment for the Barossa as an event host region.
- Development of mission, objectives and key strategies.
- Assignment of roles, resources and key performance indicators to determine successful implementation and monitoring of the Strategy.
- Finalisation and communication of the Strategy to stakeholders.

Implementation

A challenge has been reaching agreement on the responsibilities of the events advisor. The operational aspects of event initiation and management are extensive and may not be appreciated by all stakeholders.

By working together to become a leading event host destination in Australia.

By 2016 we will collaboratively achieve:

- An annual event calendar which is consumer focused and uses key underlying themes of food, wine & heritage.
- The Barossa Vintage Festival on its way to reclaim its lead in Australian Food & Wine Festivals, with three other events which have Hallmark capability identified & developed along this path.
- Consumer intimacy and connecting with them through events will provide a point of difference for our region.
- Best practice operational event models for Councils & the regional event community.
- Strategic alliances developed outside the region including with Adelaide based events.
- A growth in business events by maximizing this opportunity.

[References]
Key aspects of the strategy

An events strategy must adopt a portfolio approach in which a program of complementary events is developed covering a range of levels, activities and interests. Each type of event will add value in a distinct way and ensure the value of the event portfolio as a whole is greater than the sum of the parts.

A portfolio approach will allow for a planned process to event development.

The events should appeal to the target market segments identified within the broader marketing plan for the region.

If economic impact of the events program is the primary objective, then priority should be given to events that will attract visitors to the region and will extend the visitors’ duration of stay.

To continue to attract visitors to a region, events need to be refreshed and to innovate.

Clustering of events at a particular time of year can provide a sense of excitement and engagement – particularly where the events have some commonality and can share promotional strategies.

A holistic events program should also, where possible, avoid ‘calendar crowding’ which will result in events directly competing with other events within or external to the region.

Community support is a key aspect of event development.

An events strategy should adopt a three horizon approach which will:

- Defend and extend core events;
- Build emerging events;
- Create viable options.

The strategy included an assessment of internal and external operating environments for the region and a SWOT analysis.

What are the implications for my council?

- Are key stakeholder groups involved in the strategic planning process for events?
- Is responsibility for event planning and ownership clearly allocated?
- Is assistance provided for event managers to navigate council requirements?
- Is the events calendar planned to avoid calendar clashes?
- Does council provide infrastructure that will support event signage?
- Does council provide permanent stage/s with power to facilitate cost effective music events?
- Does council provide other public infrastructure relevant to events?
- Does council plan public transport solutions for key events?
- Does council support or manage a volunteer program that can supply volunteers for events?
- Does council communicate the benefits of events with regular feature articles (online / press) to educate the broader community?

Other councils that have developed and published an events strategy include:

3. Planning for festivals and events

3.2 Clustering of events

Attractions that have a degree of synergy will result in an overall level of appeal which is greater than the attraction of the individual parts. The synergy of a number of complementary events may contribute to a critical mass of attractions which can exceed an attraction threshold.

Clustering of events may however result in supply constraints (e.g. supporting infrastructure and equipment, accommodation) in which case event related expenditure may occur outside the regional economy. Supply constraints will also limit the potential for events to grow.

Clustering of events may also have a greater impact on the region’s brand objectives where the clustered events attract higher levels of media interest than would be case for the events individually.

3.3 Value adding to events and increasing return on investment

The economic impact of an event is derived primarily from the visitor spending it attracts to the region. Event related expenditure by local residents is generally considered to be a transfer from other sectors of the economy and does not represent a net benefit to the local economy.

The economic impact of an event will be greatest where:

- The event attracts a large number of visitors from outside the region.
- Visitor segments are high yielding.
- The event is conducted over a number of days resulting in overnight stays in the region.
- The region offers a range of ancillary services and activities that will maximise the opportunity for visitors to spend.
- There are links between the event and ancillary services and activities.

The TRA events study found that the highest value events - those with broad mainstream appeal and potential to attract overnight stays were:

- Music;
- Food and wine;
- Cultural;
- Spectator sporting events.

Events with broad appeal that were more likely to be undertaken as day trips were:

- Garden / botanical;
- Theatrical productions or shows;
- Historical events;
- Art exhibitions.

Participatory sporting events were found to be high value niche events - low in mainstream appeal but with a high degree of overnight travel.

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12 Review of South Australian Events held in March

13 Tourism Research Australia, 2014. Events - Drivers of Regional Tourism
Chalip has developed a model of event leverage for participatory sporting events. Under the model, events may be regarded as providing ‘seed capital’ which can contribute to long-term and wide ranging outcomes. Immediate short-term impacts may be derived through visitor spending; increased length of visitor stays; retaining event expenditures; and enhanced regional business relationships.

Long-term event leverage involves the enhancement of the destination image, repeat visitation and positive word of mouth. The application of Chalip’s model to a regional surfing event is described as a case study.

Figure 3.1  Chalip’s model of event leverage

Noosa Festival of Surfing
Leveraging a niche sporting event

The Noosa Festival of Surfing (the Noosa Festival) is a long board surfing competition that has been held annually in Noosa Heads on the Queensland Sunshine Coast since 1994. It is one of the largest and most popular events on the Australian and international long boarding calendar.

The event was studied by O’Brien in 2004 who was interested in event impacts for a smaller sporting event in the context of Chalip’s model of event leverage. Under this model an understanding of the subculture of those who participate in and support the sport is crucial in developing ancillary activities that will leverage the event and contribute to longer term event impacts.

In 2004 the Festival attracted 400 participants from Australia, New Zealand, the United Kingdom, France, mainland USA, Hawaii, Tahiti and Japan. The participants were amateur and professional surfers competing in a range of classifications.

The event was created by a local volunteer run longboard club that stages the Festival each year as its main source of annual fundraising.

The event’s location at Noosa Heads is said to be a key element of its popularity. Noosa Heads has a long association with the evolution of surfing in Australia and offers a sub-tropical climate and a series of world-class point breaks.

Event leveraging was achieved through a range of activities which were described by O’Brien in accordance with Chalip’s framework.

Facilitate visitor spending

Visitor spending is encouraged by providing links to local businesses through event sponsorship and shop front theming, and by providing a range of ancillary events and activities such as coaching workshops; memorabilia auctions; live bands; classic movie screenings; and talks by surfing legends.

The event registration kit for participants included sponsors’ marketing collateral and products, and concessions provided by sponsors. The event program also included the logos of major sponsors.

The event lanyard provided access to discounts across a range of sponsoring businesses.

Each division of the event had a naming sponsor e.g. Gerry Lopez Surfboards Over 35 Men’s Division.

In many instances shop fronts also displayed event themed paraphernalia to attract event patrons.

The theming by businesses was also found to enhance the celebratory atmosphere of the event and contribute to both the community and visitors’ experience.

Lengthening visitor stays

The competitive program for the Noosa Festival in 2004 included 15 divisions and specialty events held over five days. The program included a range of age and gender classifications for amateur participants, a professional competition for males and females and specialty events such as antique long boards. Most programs for long board competitions are of a shorter duration.

The extensive program:

- Resulted in longer stays in the region;
- Differentiated the event from other, shorter festivals;
- Reinforced the ‘family’ aspect of the event and provided linkage with broader surfing culture;
- Provided opportunities for ancillary activities.

It was found that cultural augmentations – celebration of heritage and aspects of the subculture – contributed to the celebratory nature of the event.
Retaining event expenditures

The event management used local suppliers where possible. This included event infrastructure such as scaffolding, tents, public address systems, trophies and prizes, competition singlets, commemorative t-shirts and competitors’ show bags.

26 of the Festival’s 40 sponsors were from Noosa Heads or had a local business presence. Sponsors included surfing products, clothing and accessories, hospitality, accommodation and event related infrastructure.

The Festival provided direct links between the participants and local sponsors e.g. concessions which facilitated spending with sponsoring businesses.

The contribution of sponsors enhanced the Festival experience, and led to repeat visitation to the Festival and to Noosa.

The involvement of local business in sponsoring and celebrating the event also contributed to the continuation of community recognition and support for the event.

Enhancing business relationships

The leading sponsor for the event was provided with a display area which served as a networking zone.

While participants and visitors were exposed to the sponsors’ product, the zone also provided an opportunity for participants, observers, local retailers and sponsors to mingle, resulting in the development of business relationships.

The ancillary components of the Festival were also regarded as networking opportunities.

Sponsors with potentially complementary products or services were offered opportunities to work together, were seated together at dinners or introduced to each other at Festival venues.

The Festival managers took a pro-active role in developing business relationships that would benefit the community.

Showcasing the region through event advertising and reporting

The Festival was promoted nationally and internationally through web-based promotion by the event organiser; a listing in Tourism Noosa’s calendar of events; specialist magazine advertising; and through sporting club networks.

Word of mouth was historically regarded as the most effective method of promotion for the event.

In 2004 the Festival was covered in 17 articles in the print media including national and international surfing magazines, with the majority of the coverage focusing on the ancillary aspects of the Festival.

One article profiled three families that had moved to Noosa Heads permanently after attending the Festival.

The Festival organisers and Tourism Noosa supported travel and accommodation for the editor of an American surfing magazine – Longboarding – which has a worldwide circulation. A full page article which focused on the natural beauty of Noosa and the cultural aspects of the event was subsequently published.

Awareness of the event and the region may also be leveraged through sponsors’ advertising. A surf clothing brand used an image from the Festival as a visual focus for a print advertisement – the location and the event were attributed in the advertising copy.
Using the event in regional advertising and promotion

Where the event and the broader regional brand share common attributes, the event may be used in advertising and promotion for the region. Surfing provides a good fit with the regional branding of the Sunshine Coast, which can be used as a focus for its marketing communications.

Events that fit with the destination's brand should be promoted more broadly by regional tourism bodies than simply listing the event on its website.

O’Brien suggested that there was potential for tourism authorities to do more with the event in its tourism marketing.

Key findings

The integration of a sports sub-culture into the event program will increase visitor spending and length of stay.

Sport sub-culture is central to event leveraging. Ancillary events and activities that reflect an understanding of the sub-culture of the sport and its participants will be successful.

Small scale events can play a vital role in fostering a community’s enthusiasm for events and building the capacity to host larger events.

To fully realise the potential of event leverage, stakeholders need to approach their events in a more strategic way.

What are the implications for my council?

- Does council understand the behaviour and culture of the groups it is seeking to attract with the event?
- Is further market research warranted to better understand event participants and the ancillary services and activities that may be of interest to visitors?
- Are there ways in which the duration of stay by visitors could be lengthened?
- Is council capturing images and other creative resources that can be used to contribute to marketing and place branding initiatives for the region?
- Does council engage with the media to encourage publicity for the event?
- Is the event engaging with local business as subcontractors and sponsors?
- Are incentives offered for event participants to use local businesses?
- Are there opportunities to facilitate business networking through the event?
SnowFest at Gloucester in NSW is an event that has developed an unusual way of encouraging the participation of local businesses in the festival. The event has initiated the Snow Dollar promotion to encourage sponsorship by retailers and spending by event participants in those businesses.

Businesses that sponsor SnowFest are entitled to receive and give out Snow Dollars. For every $5 spent in a sponsoring business the customer receives one Snow Dollar ticket. Event patrons can then use their Snow Dollars in an auction to bid for a donated ski holiday.

Unsuccessful bidders place their Snow Dollars in a barrel for lucky draws.

All local schools, pre-schools and day care centres are invited to ‘Adopt a Shop’. The students and children decorate shop windows in the main street using a snow theme, which are judged by a local personality. The school that wins is provided with a tour of event sponsor NBN’s Studios in Newcastle.

What are the implications for my council?

- Are there innovative ways in which local business and the community can engage with and leverage my event?
3. Planning for festivals and events

3.4 Risk and insurance

This section currently being prepared by LGA Risk Services
4. Managing festivals and events

4.1 Event attraction

Event attraction should be conducted within the context of the council’s event strategy. Before committing to a bid application, Events South Australia ensures that the event will sit within the South Australian Tourism Commission’s (SATC) Strategic Plans which are closely linked with national and state 2020 strategies, as well as Regional Destination Action Plans.

Councils may bid directly for events or facilitate event attraction through the provision of grants and in-kind support.

Guidelines for event proponents that will describe the type of support available, and the application process, should be developed.

Councils may pay a ‘hosting fee’ to attract an event to its region – for example, the Tour Down Under. See the Bike SA case study.

In some instances a destination may seek to actively compete to attract events that will meet its objectives. Event bidding in these circumstances will involve the development of a proposal that will present the destination's case to the event managers / promoters.

The event manager / promoter will generally issue a Request for Proposal (RFP) that specifies the information to be provided by interested host regions.

The proposal will include the attributes of the region that will attract visitors and provide support for the event e.g. infrastructure, climate, culture and community support.

Prior to developing a proposal destination, managers should undertake preliminary market research and other investigations to assess the potential benefits and risks associated with hosting the event.

In some cases a number of regions may participate in a consortium bid with other regions and bodies such as Events South Australia to attract hallmark events.

Examples include:


Barossa Duathlon (test event for Australia Duathlon 2014 which was a test for the World Duathlon 2015).

4.2 Assessing capacity to host event

The capacity of a region to host an event will be determined on the basis of factors such as:

- Availability and quality of relevant infrastructure e.g. sporting facilities, public stages, performance spaces;
- Attitude of residents / host community;
- Proximity of host region to centres of population (as a source of visitors);
- Established visitor markets;
- Availability of volunteers;
- Capacity to train / manage volunteers;
- Capacity to promote the event – event budget, tourism board etc;
- Capacity to package the event for tourists and to work with tour operators;
- Public transport to town / region;
- Transport to / around event site;
- Overnight accommodation;
- Parking / access;
- If time specific – event timing / clash with competing events;
- Impact on residents.

Where possible an audit of the council’s capacity to host events should be conducted which will cover the attributes described above. The audit will then provide the basis of proposals to host events.

Support for events will be determined by the attitude and involvement of host communities. Strategies adopted by event managers to facilitate community support include:

- Free events;
- Discounted tickets for residents or local clubs;
- Free or discounted transport;
- On-site facilities and services for those with special needs.
Rural City of Murray Bridge Event attraction

The Rural City of Murray Bridge has identified events, and sports events in particular, as a key strategy to develop tourism and deliver the associated economic and community benefits for the region.

The vision of the Rural City of Murray Bridge is to become the regional sporting capital of South Australia and it has an objective of securing 26 major events annually for the region.

To achieve this objective, the Rural City of Murray Bridge has partnered with Sports Marketing Australia (SMA) and has approached other event promoters and associations to attract events.

SMA is a consultancy established in 1999 that works with local government throughout Australia, including five regional councils in South Australia. The consultancy has strong links with sports associations, promoters of sporting and other events and conference organisers, and facilitates the process of event attraction and bidding. The consultancy places over 400 events a year with regional partners.

Once a relationship is established with a council SMA undertakes a comprehensive assessment of the region’s capacity to host an event which then becomes the primary tool used by SMA in its discussions with associations and promoters.

The capability assessment will cover:
- The demography of the local government area.
- Access to centres of population.
- An overview of sports and sporting associations in the region including attributes such as management structure, facilities, insurances.
- A detailed description of sporting and related infrastructure in the region.
- A listing and review of the accommodation supply and conferencing facilities in the region.
- Analysis of accommodation demand and seasonality (the accommodation analysis may identify gaps in supply).
- Public transport.
- The identification of sporting events with a high, medium and low level of potential for the council area.

The assessment includes maps and images as appropriate.

As an outcome of the association with SMA, a total of fifteen events have been held in Murray Bridge since 2014.

The Rural City of Murray Bridge has also worked with Williams Event Marketing, Cattleyard Promotions, Sunset Events and Roving Enterprises, as well as directly with sporting associations such as Rowing SA to attract events.

Where the Rural City of Murray Bridge has not been successful in attracting an event, barriers have included:
- Lack of wheel chair access / capacity to host larger groups of disabled visitors.
- Facilities for competition not quite up to the required standard.
- Metropolitan location preferred – access for volunteers to travel each day from Adelaide to set up deemed to be too difficult.
- Location is too close to an established event in Adelaide.

The Rural City of Murray Bridge does not directly manage events (with the exception of a few minor community events). The relationship with event consultants and promoters ensures the event attraction process and the event itself are professionally managed and that the risk to the Rural City of Murray Bridge is minimal.

The Rural City of Murray Bridge has also investigated the potential for other types of events such as music concerts. Entertainment events with a significant artist roster may involve a high degree of financial risk which the Rural City of Murray Bridge is unable to accept as a promoter.

Further details regarding two events secured by the Rural City of Murray Bridge are provided on the following page.
The 2016 State Masters Games

In 2014 the Rural City of Murray Bridge decided to respond to the call from Sport SA for submissions to host the 2016 SA Masters Games. The Masters Games is a significant major event with more than 850 participants.

The council initially conducted a workshop with representatives of 23 sporting associations in the region to assess their interest in being involved in the submission.

With the subsequent support of these associations the council prepared a bid document. A significant component of the bid consisted of material prepared for the statement of capability developed by SMA.

Sport SA then conducted a site inspection and the Rural City of Murray Bridge made a presentation to the business development officer at Sport SA. The Rural City of Murray Bridge was advised in late 2014 that they were the successful bidders for the event.

The Murray Cods

The Murray Cods Regatta is a rowing event developed by Rowing SA in association with the Rural City of Murray Bridge. It is a 2 day event with more than 1,200 participants delivering an estimated economic benefit in excess of $1.1 million.

The event celebrates the heritage of rowing in Murray Bridge and in particular a crew from the Murray Bridge Rowing Club nicknamed the ‘Murray Cods’ which represented Australia at the 1924 Paris Olympic Games. A film about the heroic achievements of the team is in production.

The event, while showcasing the natural attributes of the Murray River, also draws on the history of the region with the potential to contribute to the sense of community pride for residents.

If the story becomes more widely known it will stimulate further interest in the event.

Key findings

For the Rural City of Murray Bridge key success factors and learnings in the establishment of a program of sporting events have been:

- Engaging with local sporting associations to determine their interest and capacity to host or support events.
- Conducting a formal assessment of the region’s capacity to host events, and preparing an events capability statement.
- Developing personal relationships with sports marketing consultants and promoters who can facilitate relationships between events and the council.
- Enthusiastically embracing opportunities that arise.
- Evaluating opportunities on the basis of the region’s capacity to host, and the economic and other benefits to the community.
- Ensuring that council is not exposed to unacceptable risk.

What are the implications for my council?

- Is council supportive of a policy to attract participatory sporting events to the region?
- Has council conducted an audit of its sporting and transport infrastructure and capacity to host participatory sporting events?
- Has council prepared a capability statement that describes its capacity to host sporting events?
- Does council have experience in bidding for participatory sporting events?
- Does council have an appreciation of the potential risks associated with bidding for events and working with event consultants?
- Would the development of an events program be facilitated by the engagement of an events consultant?

* Establishing a relationship with an events marketing consultant may not be appropriate for all councils. Councils should carefully consider their capacity to host events before entering into a commercial arrangement with a consultant.
Clare SA Masters Games

The 2015 South Australian Masters Games was hosted by the Clare and Gilbert Valleys Council (the council). The event was the culmination of 18 months planning and preparation by the council’s Event Management Team.

The SA Masters Games is a four day event, with the majority of participants historically being visitors to the host region. It generally attracts more than 1,000 participants and delivers a range of benefits to the host community.

In 2014, the council made the decision to bid for the SA Masters Games with an objective of stimulating the region’s economy and showcasing the sporting infrastructure, tourist attractions and regional produce of the Clare Valley.

In preparing the bid the council’s Event Management Team completed an Expression of Interest in accordance with criteria specified by Sport SA. The Expression of Interest was submitted to the Elected Members, along with an anticipated budget that was based on a target of 1,000 participants. The Elected Members voted to continue the application process on the basis of the potential economic benefit to the region.

The Event Management Team then prepared a full bid for the event again based on the criteria provided by Sport SA.

The council did not have any specific KPIs for return on investment as the event was supported on behalf of the community.

When deciding to bid, the anticipated benefits for the community were the promotion of the Clare Valley and its regional produce in addition to increased occupancy for accommodation businesses; produce sales; and an increase in trade across all local businesses.

Word of mouth promotion and return visits to the Clare Valley were also anticipated as a by-product of the Games. It was also believed that local sporting groups would benefit from the Games through funds raised via registration fees and any fundraising the clubs had taken on individually; for example food and drink sales. The potential for grant applications for sporting groups was also an anticipated benefit.

In preparing its submission council needed to describe the sports that could be supported in the region and to provide letters of support from local sporting clubs. Council was also required to outline how it could accommodate an event with over 1,000 competitors.

While the impact of the event was not formally evaluated it was judged to be an outstanding success attracting 1,404 participants.

The social aspects of the Masters Games were a key element in the events success. These included the Opening and Closing Ceremonies and the Masters Games Dinner. Local businesses offered special meal prices and entertainment which also proved to be popular in creating an enjoyable social atmosphere.

What are the implications for my council?

- Does council have an events officer or team that has the capacity to commit to securing and delivering an event over an extended planning horizon?
- Has council undertaken appropriate community consultation with sporting and other groups to determine its capacity to deliver the event?
- Are local businesses involved in supporting or delivering social aspects of the event?
- What criteria do Elected Members need to consider when deciding to support a bid for an event?
- Will council expect a specific ROI or will support be based more broadly on support for the community?
- Is there an expectation by stakeholders that the event will be formally evaluated?
Innovative digital tools are becoming available that will assist event planners to assess the capabilities of regions to host events.

The Conference Shop is a free website that provides access to information regarding the capacity of a region to host a conference or corporate event.

The website showcases regional areas and is described as a one stop shop that allows planners to research and compare regional destinations. It is said to be particularly important in providing a platform for regions that may not be top of mind and may be overlooked by planners.

The website www.theconferenceshop.com.au covers operators in regional areas of NSW and greater Sydney and there are plans to expand to other States and Territories.

Event planners can select a region and then identify potential suppliers within the region they may wish to contact to directly discuss their requirements.

It is likely that other platforms will emerge that will enable planners of leisure events to compare the merits of various regions including the level of support provided by councils and other authorities.

**What are the implications for my council?**

- Has council considered digital platforms and other mechanisms of communicating with event managers to ensure that their region will be considered to host an event?
4. Managing festivals and events

4.3 Event funding

In some instances a council may wish to provide funding to attract or support an event that meets its objectives for economic impact, place branding or community development.

Councils may fully fund an event e.g. Port Festival, Unley Gourmet Gala, or provide more limited financial support.

A hosting fee may be paid to attract a major event such as the Tour Down Under. Councils may also offer seed funding to support events on an ad hoc basis for a limited period with the requirement that the event become self-supporting. See the Waymouth Street Party case study. For a new event seed funding may be required for a number of years for the event to become sustainable.

Funding may also be offered for a limited period to reinvigorate an existing event. See the Mt Barker Highland Gathering case study.

Return on investment for financial support of events by councils needs to be agreed as event impacts accrue to the community rather than the council budget.

The preparation of an event budget will identify the costs involved in delivering the event and provide an indication of feasibility based on a realistic assessment of demand and available funding.

An event should not rely on achieving forecast sales / attendance figures to pay its contractors.

As much of the expenditure associated with an event may occur prior to the receipt of income from the box office the event budget should also be cash flowed to determine whether funding is in place to support the event during the start-up phase.

Other sources of funding for events include grants and sponsorship.

There are grants for various types of events and the event business plan should be broadly specified to ensure that grant and sponsorship applications can be made to a range of bodies. For example a cultural event may include a food and wine component which, although not the primary focus of the program, may be of interest to a potential sponsor.

Event managers should develop sponsorship packages that deliver benefits at a range of levels for potential sponsors.

Potential sources of grant funding

<table>
<thead>
<tr>
<th>Funding body</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>SA Tourism Commission / Events South Australia</td>
<td>Regional Events and Festivals program – no maximum. Community Event Development Fund – up to $5,000. The SATC may also provide in-kind support for marketing, public relations, operations and event management.</td>
</tr>
<tr>
<td>SA Office for Volunteers</td>
<td>Volunteer Support Fund – up to $3,000.</td>
</tr>
<tr>
<td>Foundation for Rural and Regional Renewal</td>
<td>Culture, Arts, Tourism &amp; Community Heritage (CATCH) – up to $20,000. Small Grants for Rural Communities (SGRC) – up to $5,000.</td>
</tr>
<tr>
<td>Department of Social Services – Future of DSS grants unclear at present.</td>
<td>Multi-cultural Arts and Festivals Grants. Volunteer Grants – Up to $5,000 to support volunteers.</td>
</tr>
<tr>
<td>Australia Council for the Arts</td>
<td>Range of grant opportunities to support artists and art related events. Festivals Australia Regional Festivals Project Fund – no limit.</td>
</tr>
</tbody>
</table>
Waymouth Street Party
Transitioning from council to private ownership

The Waymouth Street Party is an event that is held during the Adelaide Fringe Festival period and is included in the Fringe Program. It was initiated in 2012 with one event held on a Friday night. In 2013 the event was staged over three consecutive Fridays, with 2 events being presented in 2014 and one in 2015.

The event was initiated by the Adelaide City Council (ACC) with an objective of reinvigorating and showcasing the western area of the city in association with development that was occurring at the time. The event has been supported by the ACC's City Activation program and marketed under the Splash Adelaide branding. Splash Adelaide is under the City Activation program and is essentially concerned with:

- Supporting and testing new ideas that bring activity and vibrancy to the city;
- Activating the cities underused places and spaces;
- Working with the community to bring community ideas and wishes to fruition.

As a component of the ACC's sponsorship of the Fringe and the associated Street Theatre Festival it was negotiated that the Fringe would deliver a pitch in Waymouth Street for the Street Party.

The street is closed for the event, a stage set up, music and theatrical performances are delivered and food and beverage traders set up trading stalls. The Waymouth Street Party has proved to be very popular right from the very first street party that was staged.

In total, 7 Street Parties were staged between 2012-2015, with total attendance numbers at each event ranging from approximately 3,000 to 5,000.

Whilst the audience is predominantly city workers, the event attracts many families with young children who attend to see the street festival element of the event.

The event has been delivered by the ACC in association with the traders in the area, primarily hotels, cafes, restaurants and clubs.

For the first two years the event was mainly funded by the ACC, and in the third year the trader's contribution increased by changing the contribution model to a percentage of turnover fee. However the event was still primarily funded by the ACC.

The objective of the ACC is for the event to be precinct owned and trader led and for 2015 the governance of the event was transferred to the Adelaide West End Association – although council remained a sponsor and mentor in the first transition year.

The IP for the event in terms of plans and schedules and risk assessment was handed over to the Association. The extent of ACC sponsorship for future events is unknown although as a component of its sponsorship of the Fringe, the ACC would potentially still request Fringe Street Theatre to be delivered at the site.

The transition of the event has been a gradual process however it is still unknown whether the event will continue in the absence of council support.

Key findings

- Event sponsorship can be used to extend the scope of major events to address council objectives for reinvigoration and place branding.
- The transition of council initiated events to community or precinct ownership is possible but requires the event to be established and the benefits to stakeholders clearly identified before this will occur.
- A legal structure for the event and responsibility for insurances and other aspects of risk management must be clearly established to ensure that the event can be successfully transitioned from council to the community.

What are the implications for my council?

- Is there an opportunity to work with a community group or business association to develop an event that will provide benefits for the community or business?
- Is council prepared to provide seed funding / sponsorship to support the event for a number of years as it becomes established?
- Will a legal structure be established that will allow ownership of the event and associated IP to be transferred from council to a community body or business association?
- Have the risks associated with the event been identified and the potential impact for council if the event cannot be transitioned to a community body or business association?
Mt Barker Highland Gathering
Re-invigorating an event

Overview

The Highland Gathering has been held in Mt Barker for more than 50 years and is managed by the Mt Barker Caledonian Society.

The event is a reflection of the Scottish heritage of South Australia and is the largest such event in the State. The single day program includes a range of highland games and other activities including highland dancing and pipe bands. There are four competitions which are run simultaneously on the day. Nine different clans participated in the 2015 event and there were more than 50 stalls.

The climax of the day is a grand parade of massed pipes and drums.

In recent years the event had become to some extent tired, and the event committee found it more difficult to attract volunteers and participants. The committee decided to approach the District Council of Mt Barker to discuss how the event could be re-invigorated.

Council took the view that the event has tourism potential for the area and provided financial support for a period of 3 years to re-position the event with the first of the restructured events occurring in February 2015.

The event was supported within the context of council’s broader strategic objective of encouraging economic development for the region through tourism.

The council’s events manager reviews events on the basis of a life-stage model in which events will have an initial growth phase, followed by a period of maturity and decline. Council support can be effective in stimulating a new growth phase where the enthusiasm of the original event proponents and volunteers may have waned.

Re-invigorating the event

For the Highland Gathering the process of reinvigoration involved the following steps:

- The event committee was asked to complete a feasibility study which included an event budget and income statement. The event committee of six people was asked to seek new committee members and volunteers through Hills Volunteering and word of mouth through friends and colleagues.
- The event location was shifted from a sports oval to a park – Keith Stephenson Park – which was fenced for the event. The council covered the relocation costs and the fencing.
- Assistance was provided by council to ensure that the site was correctly set up and safe for the event.
- An event website was created.
- Advertising with Adelaide Hills radio was purchased (a package was negotiated which included free advertising for all community events).
- A digital marketing strategy was initiated ensuring that the event was exposed to potential visitors intrastate and interstate via social media.
- Qualitative assessment of the event was also undertaken by the council’s event manager through personal observation.

The District Council of Mt Barker has also benefited from working with Channel 9’s ‘South Aussie with Cosi’. The program has provided footage of the Highland Gathering which can be used for further promotion in the future. Linkage with the program’s Facebook page has also greatly increased the social media reach of the event.
Key findings

The role of council is to empower community groups and others to initiate and manage events in the region. The council should not be seen as the ‘authority’ for operational aspects of an event which can be safely undertaken by the event managers or volunteers.

Council has been more directly involved in event management in the past but has found that direct involvement has limited its capacity to facilitate a broader events program. Over recent years the Council has increased the number of community events supported from around 20 to more than 80.

Direct stimulus by the Council is most appropriate during the growth phase of an event and for re-energising an event where it has been successful and entered a period of stagnation and decline resulting in a loss of enthusiasm and increasing pressure on the remaining volunteers.

Using ‘buying power’ with the radio station will benefit a number of events in the host council area.

What are the implications for my council?

- Are there events in the region with tourism potential that would respond to a short term stimulus to support a change in the structure and / or management of the event?
- Does council have the capacity to financially support events for limited periods of time where there are clear benefits for the community?
- Have discretionary funds been allocated for the purpose of event funding on an ad-hoc basis?
- Is council successful in delegating responsibility for public events to the community or is there a tendency to centralise decision making through the council’s events officer / unit?
- Has council been able to grow the number of community events in the region? If not, why not?
BikeSA event attraction and financial incentives

Bike SA runs a number of cycling events which deliver economic and other benefits to host regions in South Australia.

Each spring Bike SA conducts its Annual Tour which involves 200 cyclists visiting a region in South Australia for nine days. The Annual Tour is a supported camping holiday and the event makes a significant economic contribution to the regions it visits through spending with local service clubs to provide meals, caravan parks, B&Bs, hotels, cafes and restaurants and other service providers. The estimated direct expenditure is of the order of $200,000.

Bike SA requests a hosting fee from local councils of $1,500 per night for the time the tour spends in each region. For Bike SA the investment represents a commitment to the event; the creation of local links with active tourism and cycling; and complementing Bike SA's other activities such as bike education, school holiday programmes and other events.

Amy's Ride, a separate Bike SA event that has been running since 2008, is an annual one-day mass participation community bike ride from Adelaide to McLaren Vale, attracting 2,000-3,000 cyclists. The event has been supported every year to varying degrees by the City of Onkaparinga through its Tier 2 grant funding programme, combining cash and in-kind resources.

In return the Council is recognised as a major event sponsor with commensurate branding benefits throughout the event collateral and merchandise, including the jersey.

In September 2015, Bike SA delivered the ride component of a new community event, designed in partnership with Copper Coast and Clare and Gilbert Valley Councils, known as ‘Wine, Wheels & Whiting’ to drive tourism and showcase each region’s brand – seafood and wine.

Both councils shared the cost of contracting Bike SA to deliver the ride component of the event. Bike SA is a partner, but not the event owner. This approach is said to demonstrate what can be achieved when councils are prepared to be proactive and accept financial risk to deliver events for their communities.

What are the implications for my council?

The issues for consideration by councils identified by Bike SA as a promoter and manager of events are as follows:

- Identify a clear point of contact within council with the authority to discuss support for events.
- Develop consistent, clear protocols for approvals and support for events across all councils.
- Simplify the grant application process including the provision of a mechanism to apply for multiple year grants rather than completing separate documentation for each year of a multiple year application.
- Provide an agreed formula to value each visitor dollar – what it contributes to the local community and in turn what it is worth for each council to secure that visitor dollar.
4. Managing festivals and events

4.4 Leveraging major events

In most cases councils do not have the capacity to initiate or host hallmark events. The State Government however through its events arm, Events South Australia, does manage or support a program of hallmark events which provide opportunities for council involvement. Perhaps the most significant of these is the Tour Down Under which involves stage starts and finishes in around ten council areas in metropolitan and regional areas of the State.

In a number of cases the councils that are involved with the Tour Down Under undertake ancillary events, the most significant of which is the Unley Gourmet Gala.

Details of other council events associated with the Tour Down Under are described in the Tour Down Under case study.
Unley Gourmet Gala Leveraging a major event

Background

The Unley Gourmet Gala is a significant community event which has been held by the City of Unley since 1999 as a prelude to the stage start of Tour Down Under (TDU) on King William Road, which is always held the following morning.

The event is held in the King William Road shopping precinct and the program features children’s entertainment, fashion parades, live music, food and beverage stalls and celebrity cooking demonstrations. In the past, cycling activities have also been included to reflect the association with the TDU.

The Gourmet Gala was first conducted to leverage the City of Unley’s involvement with the TDU and has grown substantially over the years. The TDU, while still an important component, has been augmented by food and fashion as the major themes.

For the City of Unley the objectives of the event are to:

- Provide opportunities for the local community to celebrate the lifestyle and amenity of the City of Unley;
- To promote alternative forms of transport;
- To showcase King William Road as a vibrant and diverse commercial precinct;
- To attract visitors who will spend money in the region and return to shop in the area at other times.

While less dominant than in the past from a theming perspective, the Unley Gourmet Gala leverages the Tour Down Under through:

- Themed shop fronts;
- Cycling-themed activities;
- Promoting the event to TDU patrons through the TDU web site and program.

Event impacts

The event has been evaluated each year since 2011 using a consistent approach which has involved surveys of patrons, temporary stall holders and King William Road traders. Event patrons are interviewed on a face to face basis at the event, while traders and stallholders are surveyed online and by phone.

In 2015 a record 30,057 persons attended the event – up by half (49%) from 2014.

It was estimated that 19,100 of the event patrons were visitors from outside of the region with event related expenditure by these visitors estimated to be $792,000. The total expenditure by all event patrons is estimated at more than $1.1 million.

The Unley Gourmet Gala is now arguably the most popular street party event held in South Australia. The success is attributed to:

- Continuing to refine the program for the event to ensure a balanced program that will appeal to all members of the community while also maintaining a focus on the key themes of fashion, food and wine.
- Continuing to fine tune the layout and operational elements to improve the event experience for patrons.
- Evaluating the event and encompassing feedback from patrons, traders, stallholders and other stakeholders in the planning for future events.
- Event continuity. After more than 15 years, the event has become a part of the ‘DNA’ of the City for its community, and has been noted as a key attraction of the Tour Down Under calendar.
- A distinctive, consistent and clear application of brand; patrons know that they will get a consistent experience and know what to expect from the event.

The survey of King William Road traders at the 2015 event found that for those businesses that had experienced an increase in turnover, the average increase was $4,900 for cafes / restaurants and $4,200 for retail businesses.

Not all businesses directly benefited from the event however, empirically the food and beverage retailers achieve the most economic benefit. Retailers and services often choose to capitalise by inviting key customers and clients to be their guests at the event.

As the street is closed for the event, non-food and beverage traders may lose income on the day. However it is also the case that the event raises awareness of the street and introduces patrons to businesses - particularly those that remain open for the event.

To estimate the impact of the Unley Gourmet Gala on return business a survey of King William Road patrons was conducted on two ‘normal’ shopping days in early December 2014 – a Thursday and a Saturday.

Of those street patrons who were South Australian residents, almost half (43%) had attended the Unley Gourmet Gala in the past. Of those that had attended the Unley Gourmet Gala one quarter (23%) stated that their attendance at the event had increased the likelihood that they would visit the street at other times. This equates to 10% of all SA resident event patrons.

The survey found that event had influenced return visitation through the general atmosphere of street, raising awareness of businesses and the association with the Tour Down Under.
Promotion

The promotional budget for the Gourmet Gala is small by any standards. Cost efficiency is key, with the following elements included:

- road banners, signage and posters;
- a dedicated Facebook page which is maintained throughout the year;
- a social media schedule that encompasses YouTube, Facebook and Twitter;
- a half-page advertisement in the local Messenger paper;
- media liaison in the lead-up to the event;
- Merchandise (hats and glasses) sold at the event.

For the 2015 event, a total national audience reach of over 12 million was achieved with articles and reports including the word “Unley” from 1 Dec 2014 to 31 January 2015.

Key findings

- Events will develop over time, and continuing to refine and improve the program and operational elements will contribute to substantial increases in patronage and economic impact.
- While events may be disruptive for traders on the day they occur, over time they will contribute to the destination brand and result in increased patronage for the precinct.
- Actual measurement of economic benefit is problematic: no agreed baseline exists for comparative evaluation, the day of the Gala changes annually, and the retailer/trader approach to reporting revenue is highly variable.
- Sponsorship is difficult to secure where the event is only approved on an annual basis.
- The cessation of serving alcohol at 10pm has been attributed as the key factor in the zero reported police incidents in the last 3 years.
- Multi-channel and frequent communications with businesses and residents in the area in the months leading up to the event is critical.

What are the implications for my council?

- Does council have a commitment to events that will provide opportunities for community celebration and place branding?
- Is council prepared to support an event over an extended period to realise its full potential?
- Does council undertake to raise awareness of significant community events with residents and business during the lead up to the events?
- Does council have a clear alcohol management policy for community events?
- Does council have a strategy for encouraging support amongst traders for community events that may not directly benefit their businesses?
- Is council committed to the evaluation of significant community events to determine return on investment to the community and local business?
Santos Tour Down Under
Leveraging a major event

The Santos Tour Down Under was held for the first time in 1999 and is now the largest cycling race in the southern hemisphere. The event is sanctioned by the UCI World Tour which is the highest possible ranking for a cycling event. It is however far more than a cycling race, and has become a hallmark festival celebrating all things cycling in South Australia.

In 2015, the Santos Tour Down Under attracted 786,000 spectators and 37,370 event specific visitors from interstate and overseas. The event in that year contributed $47.9 million to the State’s economy.

A key feature of the event is the number of regional areas of the State that it visits, and the extent to which regional councils and towns have been able to link with the event to deliver economic and other benefits for their regions.

In 2015 the councils that were involved with the event through hosting a stage, stage start or finish were: Adelaide; Adelaide Hills; Alexandrina; Barossa; Campbelltown; Glenelg; Mt Barker; Norwood, Payneham & St Peters; Onkaparinga and Unley.

There are substantial differences between councils in the way they seek to leverage their involvement ranging from the substantial street party hosted by the City of Unley – the Unley Gourmet Gala – through to other councils such as Adelaide Hills with limited direct involvement beyond securing the stage finish and facilitating the activities of community groups.

The involvement of participating councils in 2015 – where information was provided – and their attitude to the event are described in the following pages.

City of Adelaide (formerly Adelaide City Council)

The Adelaide City Council (ACC) was a naming rights sponsor of the Tour Down Under (TDU) Village and Bike Expo in 2015. In Adelaide, the ACC leverages its investment through the benefits received as part of its sponsorship of the event rather than through the delivery of additional events. There are other bodies that can support organisations wishing to undertake ancillary activities, for example Enterprise Adelaide and the Rundle Mall Management Authority.

Individual businesses may choose to theme with the TDU but it is up to the business to do this. The council does not actively engage with business around the event.

The TDU is one of more than 20 events sponsored by the ACC. The event is sponsored as it creates vibrancy, brings visitors and generates significant economic benefit for the City. Sponsorship opportunities are used as a marketing channel to promote a range of key council messages that have some synergy with the event e.g. cycling in the City, being active in the City, and to provide information to visitors.

Sponsorship benefits include advertising space and branding opportunities, scripts as part of on-course commentary, utilisation of screens at the circuits and the take up of village exhibition space. In 2015 a City of Adelaide visitor information booth was set up in the village and a mobile visitor information service, set up as a rickshaw, was also provided at various points around the city.

The ACC event team’s involvement with the TDU is primarily operational – coordinating logistics, road closures, licences, infrastructure etc.

The ACC is not an initiator of events and its challenge to a degree is to achieve a balance with the events that apply to be held in Adelaide and the needs of the community to maintain open space – particularly in the parklands.

Council has an events officer who is the single point of contact for events and can manage the internal communication that needs to occur around an application.

A challenge for the local government sector generally is demonstrating the benefits of events to Elected Members and adopting a consistent approach to event evaluation.
City of Holdfast Bay

The Tour Down Under returned to Glenelg in 2015 for the first time since 2008. Glenelg also hosted the start of the BUPA Challenge which included about 6,000 participants.

The council worked in association with the Jetty Road Main Street Committee to convert the patronage associated with the event into foot traffic and visitor spending. The Jetty Road Main Street Committee provided funding to host a street party on the evening prior to the stage start and established a working group to achieve this.

The target market for the street party was families with young children aged 12 years or less. The street party featured a range of entertainment and trading was restricted to Jetty Road businesses.

General promotion of the TDU by the council included print, outdoor and digital. Promotion for the street party was via radio, Facebook, endorsement by event ambassadors and promotion through TDU channels.

Trader involvement in the TDU was via:
- Involvement in the street party working group;
- Trading during the event – including a street stall or satellite bar on the street;
- Encouragement to participate in the best dressed town award – run by the TDU;
- Coffee traders opened early for the BUPA Challenge Tour.

The council’s community development team worked with local community groups to involve them in the event. The Glenelg North Community Centre, Glenelg Primary School OSHC and members of the community dressed up the town by:
- Providing petunias;
- Yarn bombing bikes;
- Providing paper pom poms;
- Providing old bikes and wheels;
- Dressing up their homes or business;
- Sewing hundreds of meters of bunting for the street decorations.

Local artists installed cycling specific art works throughout the Glenelg precinct and local artists provided free entertainment at the street party and stage start.

The council’s community development team produced a ‘Dress Up Our Town’ pack which included a free bunting pattern and information about how to get involved.

Adelaide Hills Council

The Adelaide Hills Council was not directly involved with the stage finish beyond securing the area and coordinating the logistics. There is some community involvement in providing street stalls for the stage finish. There was also a major regional festival known as Crush held in the area on this weekend.

Campbelltown City Council

The City of Campbelltown hosted a stage finish and hosted a free event – Gear Up @ Campbelltown. The event offered a range of activities and entertainment including children’s water activities, garden and on stage entertainment, street cycle display, mini cycle track and food and drink from Flavours of Campbelltown Food Trail vendors.

The event was promoted via web sites, social media, street signs and banners, council newspaper, Messenger Press and mail outs.

Copies of the Flavours of Campbelltown Food Trail booklet were included in the visitor pack distributed by Events SA.

Local businesses sponsored the event which significantly reduced the cost to council of hosting the stage. Local service clubs were involved in selling goods or assisting with traffic control.

Local residents directly affected by the event were specifically advised of the upcoming road closures.

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Local residents directly affected by the event were specifically advised of the upcoming road closures.
Santos Tour Down Under
Leveraging a major event

Mount Barker District Council (formerly District Council of Mount Barker)

The Tour Down Under is supported by the District Council of Mt Barker for the economic and social benefits delivered by the event.

In recent years the Council has hosted a stage finish of the TDU in Mt Barker which has been leveraged through a community event which includes entertainment and food and beverage stalls. In 2015 Mt Barker also hosted the BUPA Challenge Tour. There were an estimated 15,000 event patrons on the day delivering an economic benefit of $0.6 million.

Council is responsible for operational elements of the TDU such as traffic management, signage and display boards.

The community is involved through town dressing and theming and through the contribution of service clubs and community groups. The council also hosts a VIP tent for business networking.

In 2015 the council coordinated the service clubs selling food and beverages at the event by providing a single marquee that was shared by the clubs. This enabled a sufficient number of volunteers to effectively manage a single facility rather than each club managing their own stall with limited resources.

For the Council there are significant issues in the evaluation of event impacts. Compared with other events, council’s commitment to the TDU is substantial and the event may not seem to be providing the same economic return on investment when compared with smaller events.

There is a need for a consistent evaluation methodology that:

- provides an accepted and consistent method for estimating patronage;
- enables meaningful comparison between events hosted in the region;
- can be applied in a cost effective manner;
- will be accepted by Elected Members in addition to council staff.

There is also a need for indicators that will demonstrate the social benefits of a substantial event such as the TDU.

City of Norwood, Payneham & St Peters

The Norwood, Payneham & St Peters Council host a stage start of the TDU from Norwood Parade. An event breakfast is held between 8.30 to 11.00 am which includes free entertainment and food vendors. The program has a family focus. It is estimated that between 20,000 and 30,000 patrons attend the event.

The council’s events team engage with community groups who may wish to be involved in the breakfast.

An event kit is provided to businesses on the Parade. Those that choose to participate dress their businesses to theme with the event and participate in the best dressed business competition. Businesses may also offer specials that will be promoted by council.

A VIP function is held at 10 am for sponsors and dignitaries.

The objective for council in supporting the TDU and the associated activities is place branding – to build the awareness and appeal of the Norwood Parade.
City of Onkaparinga

Historically hosting stage 5 of the Santos Tour Down Under, the City of Onkaparinga has for a long time been an active participant in the Tour’s associated event program. In 2015, the City hosted three community events, with these taking place in McLaren Vale, Aldinga Beach and Willunga. Each featured a variety of family activities, live race coverage on a big screen, arts and crafts, food and entertainment. Other activities within McLaren Vale included market stalls; a community bowls day; craft market; CFS barbeque and live music.

The City of Onkaparinga has also hosted Love Velo Seaside, SA’s longest silver service style dinner held on the Port Willunga beach the evening prior to the stage. The dining experience allows hundreds to dine together on a continuous table, stretching along the sand enjoying a three course menu, showcasing the regional produce and local wine and beer. In 2015 the entertainment for the evening featured high profile entertainers, roving fire jugglers and a light projection show illuminated over the cliffs of Port Willunga.

City of Unley

The City of Unley conducts an extensive street party as a precursor to the stage start of the Tour Down Under from King William Road. The event – the Unley Gourmet Gala – is described in greater detail as a separate case study.

What are the implications for my council?

- Are there major events such as the Tour Down Under that could deliver economic and social benefits to the community?
- Does Council have a mechanism for demonstrating to Elected Members the benefits of supporting major events in the council region?
- Does council have an appreciation of the resource implications of working with a major event e.g. stakeholder management, traffic management, signage, obligations regarding sponsors product?
- Does council currently conduct or support ancillary events for major events that are held in the council region?
- Has council considered shared resources for service clubs that wish to be association with major events in the council region?
- Does council host networking events in association with major events in the council region?
- Does council work with the local business association to leverage major events in the region e.g. through sales promotions, competitions etc.?
- Does council work with businesses and community groups to engage the community around major events through theming and town ‘dressing’?
- Does council have a mechanism for measuring the economic and social impacts of major events that are held in the council region?
Artisans Unearthed
Leveraging a major event

Background
Tasting Australia is another major event managed by Events South Australia which provides opportunities for council involvement.

In 2014 the City of Holdfast Bay developed an event for the Tasting Australia program event known as Artisans Unearthed.

The City of Holdfast Bay supports a varied events program in the region including sponsored events and, in some cases, events that are initiated by council.

The event strategy links to the following council plans:

Council Plan
- Building a strong community
- Delivering economic prosperity.

Holdfast Bay Corporate Plan 2009-2014
- 1.2 - Providing cultural enrichment
- 1.6 - Family friendly city
- 3.1 - Remain Adelaide’s premier seaside destination.

Economic Development Strategic Plan
- Increase average length of stay and daily expenditure of residents and visitors.
- Increase visitation from day tripper market by 3% in the first year, building by 3% annually over the next three years.
- Aligning with well-established Adelaide events Fringe and Tasting Australia to extend their offerings locally.
- To establish boutique events in off peak season.

Funding for events is limited and council seeks to optimise its return on investment through strategic partnerships.

Council had approached Events South Australia to discuss opportunities to leverage the State’s major events program to deliver outcomes that are consistent with the Council’s broader strategic planning and place branding objectives.

As an outcome of this process it was decided that the Council would develop an ancillary event in association with the biennial Tasting Australia food and wine festival.

The new event – Artisans Unearthed – was held for the first time on 4 May 2014 in the City of Holdfast Bay’s Partridge House.

The event was targeted at young professionals with a higher household disposable income and empty nesters.

Event program
The event leveraged the growing interest in food and wine that is prepared from a craft perspective - by people with an interest in boutique production methods and fresh local produce.

The program included the following elements:
- A competition for local residents in which they were invited to submit an heirloom recipe. The two winning recipes were prepared at the event by 2014 MKR winner Bree May and Natalia von Bertouch. The recipes were also printed on cards and distributed at the event.
- McLaren Vale Winemakers served McLaren Vale wine and offered wine blend sessions.
- Goodiesons Brewery offered craft beer, and beer and chocolate pairing sessions.
- The Organic Corner Store Market featured a range of organic, ethically grown and local fruit and vegetables, spices, unique products and homewares.
- Wood fired pizza & tapas from restaurant Ambient and Bracegirdles chocolatier.
- Art performances and screen printing.
- DJ Juddo and friends offering chilled out tunes and soulful beats.

The primary objectives were to deliver an event that would meet the needs of the resident community while also attracting visitors who are not residents and encouraging these visitors to return to the area at other times and patronise local businesses. The event was free to the public.

The event was also linked with the councils ‘Two Sides’ advertising campaign.
Promotion

Promotion for the event involved banners and road signage within the City of Holdfast Bay; flyers and posters distributed to businesses and other information outlets; print advertising –Advertiser, Messenger Press, Adelaide Review; social media – Holdfast Bay and Jetty Road Facebook and Twitter; Holdfast Bay website; SAFM Friday morning WIP around; Yourview Holdfast; resident notices and media releases.

Through the association with Tasting Australia the event was featured as a component of the official Tasting Australia program.

Outcomes

The event attracted 1,600 patrons on the day – exceeding the target of 1,000. The Facebook events page had over 600 people invited and 195 confirmed attendees.

Traders reported excellent sales on the day.

The Messenger Press provided free editorial after the event and printed the winning recipe.

Key findings

The Artisans Unearthed event was possible due to the linkage with the broader Tasting Australia program and the alignment with the strategic objectives for the City of Holdfast Bay. This enabled budget to be sourced for the event across a number of budget lines. Sponsorship was sought and was successful.

What are the implications for my council?

- Is the opportunity to leverage a major event linked to specific council plans and objectives?
- Has council been in touch with Events South Australia to discuss opportunities to leverage major events?
- Is the event linked to broader place branding strategies?
5. Evaluating festivals and events

Evaluation

The evaluation of festivals and events may include the assessment of economic, social and environmental impacts.\(^{17}\) While economic impacts have been a priority in the past, social and environmental metrics are increasing in importance.

Sponsoring and granting organisations in many instances will require a report summarising the event impacts.

5.1 Economic impact

The measure accepted for reporting the economic performance of an event by the South Australian Tourism Commission / Events South Australia is in-scope or new expenditure defined as ‘expenditure that would not have occurred in the host region had the event not taken place’.

While accepted as a measure of economic benefit, in-scope expenditure is not strictly a measure of economic ‘impact’ which is derived from a model of the economy, and includes measures of value added and employment. Economic modelling using input-output or CGE approaches for events is controversial – particularly for small geographic areas – and is not recommended.\(^{18}\)

New expenditure may come from:

- Visitors attracted to the area by an event;
- Exhibitors, participants and organisers;
- Externally sourced sponsorships and grants.

Spending by local residents is generally considered to be a transfer from other sectors of the economy rather than new expenditure.

In some instances expenditure by local residents may be included where it is shown that the resident ‘holidayed at home’ to attend the event as an alternative to travelling outside the region. This is known as retained expenditure.

Event related expenditure is generally greater than the expenditure that occurs through the event budget as it includes spending by visitors in sectors such as accommodation, food and beverage, transport and related services.

Common errors in determining economic performance of an event within a specific town/region include:

- Taking into consideration the event related expenditure of local residents.
- Counting event attendances rather than unique visitors i.e. a unique visitor may attend a number of events or days at the event and be represented more than once by the box office data.
- Including expenditure by visitors that does not occur within the local region e.g. transport costs.
- Failure to account for expenditure made on behalf of others by event patrons.
- Basing the expenditure estimate on the number of days where expenditure has been determined on a per night basis e.g. a 3 day stay will involve a stay of 2 nights for many visitors.
- Using economic multipliers inappropriately.

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\(^{17}\) For those interested in a detailed overview of event impacts see the evaluation of the 1985 Australian Formula 1 Grand Prix by Burns, J. P. A et al., 1986. The Adelaide Grand Prix, The Impact of a Special Event. SA Centre for Economic Studies.

\(^{18}\) Jago and Dwyer, 2006.
5. Evaluating festivals and events

Event surveys

The information used to calculate tourism expenditure is usually derived from patron/participant surveys and data provided by event managers including box office and event budget. The Sustainable Tourism CRC has published a kit which provides a methodology for surveying event patrons and calculating the event impacts.

It is important that surveys capture visitor expenditure that relates to the geographic area that is the focus of the economic assessment – which will be the local government area for most council events.

Expenditure data derived from secondary sources such as Tourism Research Australia’s National Visitor Survey is likely to include expenditure for transport and other items that do not occur within the local economy and will overstate the regional impact.

If a budget or a group of volunteers is available the most effective method of collecting data is to interview patrons on a face to face basis at the event. Alternatively patrons can be asked to complete and return a paper based survey questionnaire.

Universities or TAFE colleges may be a source of volunteer interviewers.

If a patron database with email is available and the database can be contacted for research purposes (permission to be contacted for research should be a condition when patrons provide this information) the survey can be hosted online using a program such as SurveyMonkey. An incentive should be offered to motivate response and reminder email sent out before the closing date.

Examples of questionnaires used to survey event patrons and businesses are attached as appendix c.

Where possible a sample of 200 or more event patrons is recommended.

Estimating event patronage

Event patronage is generally derived from the box office for the event where tickets are sold. The age categories adopted to classify patrons for a survey should correspond with the age categories used for the ticketing. For some events the type of ticket should also be recorded by the survey.

If the event is conducted over a number of days or a program of events, then the ticket sales will record the number of attendances rather than the number of unique visitors. In this situation the visitor survey must capture an estimate of the average number of events or days attended to derive an estimate of unique visitors. The economic benefit is derived from the estimate of unique visitors rather than attendances.

For participatory events, the event management will know the number of registered participants. However, if conducted a survey should record the number of non-registered relatives and friends accompanying the participant.

The attendance at free events may be recorded by security staff using counters or by other techniques such as spot counts. Spot counts involve dividing the event site into roughly equivalent areas, sampling a number of these areas and counting the patrons. The attendance within the sampled areas can then be used to estimate total attendance based on the sample fraction. If patrons come and go over the duration of the event, counts may be taken at different times of day and the average length of stay at the event derived from the patron survey used to estimate attendance.

For food and wine events the patrons may purchase a glass. If this is recorded as a component of the patron survey, and the number of glasses sold is known, the number of patrons can be estimated.
5. Evaluating Festivals and Events

Secondary sources

In some instances a survey of patrons may not be feasible and an estimate of economic benefit may be derived from the information collected through the box office and data from secondary sources regarding visitor expenditure.

Tourism Research Australia publishes comprehensive information regarding tourist expenditures, and customised data may also be obtained on the basis of purpose of visit.

The table below provides an expenditure breakdown for visitors whose purpose of visit is to participate in or watch sporting events.

**Visitor Expenditure by Sport Tourists, Australia, Year to March 2014**

<table>
<thead>
<tr>
<th>Expenditure category</th>
<th>Total expenditure ($ - 000s)</th>
<th>Expenditure per visitor ($)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Taxis</td>
<td>20,147</td>
<td>7</td>
</tr>
<tr>
<td>Airfares</td>
<td>221,734</td>
<td>76</td>
</tr>
<tr>
<td>Car hire</td>
<td>30,678</td>
<td>11</td>
</tr>
<tr>
<td>Fuel</td>
<td>202,733</td>
<td>70</td>
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<tr>
<td>Other transport</td>
<td>24,986</td>
<td>9</td>
</tr>
<tr>
<td>Accommodation</td>
<td>544,115</td>
<td>188</td>
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<tr>
<td>Takeaways and</td>
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<td>106</td>
</tr>
<tr>
<td>restaurant meals</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Groceries for self-catering</td>
<td>90,702</td>
<td>31</td>
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<tr>
<td>Alcohol, drinks</td>
<td>141,335</td>
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<tr>
<td>Shopping, gifts, souvenirs</td>
<td>154,478</td>
<td>53</td>
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<tr>
<td>Entertainment, museums, movies</td>
<td>178,558</td>
<td>62</td>
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<tr>
<td>Gambling</td>
<td>34,704</td>
<td>12</td>
</tr>
<tr>
<td>Other</td>
<td>152,741</td>
<td>53</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>2,105,030</strong></td>
<td><strong>726</strong></td>
</tr>
</tbody>
</table>

Source: Tourism Research Australia, National Visitor Survey. Purpose of visit is to participate in or watch sport.

When applying data from secondary sources it should be noted that:

- Expenditure estimates may include spending that does not occur in the host region – e.g. transport.
- Expenditure where collected on a per night basis should not be applied on a ‘per day’ basis as length of stay in days will not be same as length of stay in nights.

In addition to research by Tourism Research Australia, individual event surveys may be have been conducted for similar events in other States and Territories. Check the web sites of State and regional tourism authorities as well as stand-alone web sites for similar events. If the events are comparable the survey results in terms of profile and behaviour may be applicable to your event.

Estimating return on investment

While economic impact studies represent the most appropriate method of determining the value of an event, in some circumstances it may be appropriate to publish results based on total turnover figures – these should be clearly labelled as such however, and clearly distinguished from economic impacts.

The table below provides an example of a method for assessing return on investment (ROI) to a local community which includes the income received through the event budget (including ticket sales to local residents) plus the additional expenditure made by visitors to the region (which excludes expenditure by local residents).
5. Evaluating festivals and events

**Estimating ROI for a festival or event**

<table>
<thead>
<tr>
<th>Description</th>
<th>Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total income to council from box office, vendor concessions, external sponsorship etc</td>
<td>$80,000</td>
</tr>
<tr>
<td>Income accruing to the community from visitor spending (excluding ticket sales)</td>
<td>$170,000</td>
</tr>
<tr>
<td>Cost to council of staging the event</td>
<td>$200,000</td>
</tr>
<tr>
<td>Net gain (loss) to the community</td>
<td>$50,000</td>
</tr>
<tr>
<td>Return on investment to residents</td>
<td>25%</td>
</tr>
</tbody>
</table>

**Impacts on business**

In some instances surveys of local business may be conducted to determine the impact of an event from a 'Main Street' perspective.

Questions may include:

- Impact on turnover when compared with a 'normal' trading day;
- Level of direct involvement with the event;
- Value of turnover attributed to the event;
- Employment attributed to the event.

A sample questionnaire is attached as appendix c.

**Legacy of physical infrastructure**

The physical infrastructure that results from the hosting of an event is a direct benefit to the community, although it may not be considered an economic impact if the budget would have been spent elsewhere in the community i.e. where the expenditure is a transfer from other sectors of the local economy.

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19 Adapted from Crompton, J. Economic impact studies; instruments for political shenanigans? Journal of Travel Research, 45. 2006, 67-82.
5.2 Marketing impacts

In recent times there has been a greater discussion of the concept of induced tourism, which relates to the additional visitation that occurs after an event as a result of the contribution of the event to the destination brand.\(^\text{20}\)

Events may contribute to the place branding objectives for the region by raising awareness of the area within the broader population and through attitude change.

To determine the publicity attracted by an event a media audit may be conducted to determine the extent and value of editorial copy that appears in print, electronic and digital media.

The value of the exposure may be calculated on the basis of the advertising rates for equivalent levels of exposure e.g. column inches for press or duration for electronic media.

Specialist media monitoring agencies can provide estimates of media impacts if required.

Media impacts may also be determined through indicators such as the number of visiting journalists hosted by the event.

The marketing impacts of an event may also be determined through interviews with event patrons.

Questions may include:

- Likelihood of return visit in the future.
- Likelihood of recommending the event and / or the region.
- Recall of shops and businesses in the area.
- Attractiveness of shops and businesses in the area.
- General perception of the host region by visitors and impact of the event on attitude change.
- Recall of sponsors.

Events may be used as a platform to attract potential business investors and to showcase the region to these companies or individuals. Relevant metrics in this context include:

- Number of businesses hosted at the event.
- Category of business representatives hosted: senior management, middle management, other.
- Number of visiting journalists hosted.

---

\(^{20}\)Macfarlane, I and Jago, L. (2009) The role of brand equity in helping to evaluate the contribution of major events. Sustainable Tourism CRC.
5. Evaluating festivals and events

5.3 Social impacts

Events that involve local communities can contribute to a community’s sense of self-worth and pride. A focus on social impacts is regarded as increasingly necessary as community dissatisfaction will affect the long term viability of an event. Local residents also play an important role in the hosting of events.

Events may play a role in urban renewal and the community engagement and optimism associated with events may translate into higher levels of business investment and worker productivity.

Social impacts may be measured through surveys of host communities and / or event patrons. Metrics may include the proportion of residents who agree with statements such as:

- This event makes me proud of my community.
- This event has improved the quality of life of the community.
- This event has improved my personal quality of life.

Negative impacts may also be included such as:

- This event led to increased traffic in my community.
- This event led to unacceptable noise levels in the areas surrounding the event venue/s.

A sample social impacts questionnaire is included in the Encore Festival and Event Evaluation Kit: Review and Redevelopment.

Consumer surplus

Consumer surplus is the value that a consumer will place on a product or service that exceeds the monetary cost of the product or service. This is often measured when determining the value to the community of free events such as the Tour Down Under and the Christmas Pageant.

Consumer surplus may be measured using techniques such as Contingent Valuation in which consumers are asked how much they would pay to access an event.

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23 Schlenker et al. (2010), Ibid

5.4 Environmental impacts

Events may be used as a vehicle to promote green messages and behaviours.

Event metrics relating to the promotion of environmentally responsible practices may include:

- Amount spent on promotion of environmental programs as a percentage of event related expenditure.
- Existence of an environmental education plan.
- Recall by patrons of environmental messages associated with the event.

Operational metrics for the event may include:

- Energy usage.
- Water usage.
- Estimate of energy used for transport to and from the event.
- Net water consumed (minus water recycled) per event visitor.
- Percent of energy that comes from renewable sources.
- Waste sent to landfill.
- Ratio of recycled waste compared with non-recycled waste.
- Amount of solid waste per visitor.

See the Peats Ridge Festival case study on the following page.

Event carbon calculators have become more popular and there are tools that will assist event managers to determine carbon emissions associated with staging an event.

EPA Victoria has developed a Carbon and Ecological Footprint Events Calculator (EPA Victoria).25

5.5 Cost benefit analysis

It is generally the case that event evaluations will focus on the economic benefits delivered to the host community. In some cases the marketing, social and environmental benefits will be listed; however it is rarely the case that a full cost benefit analysis will be undertaken.

Costs associated with events include:

- Infrastructure costs;
- Competition for limited resources;
- Environmental damage;
- Inconvenience;
- Infrastructure costs;
- Changes to the traditional characteristics of an event to accommodate tourism;
- Noise / nuisance;
- Overcrowding / congestion;
- Parking restrictions;
- Public safety;
- Road closures;
- Tension between visitors and residents;
- Waste management.

Peats Ridge Festival
A focus on environmental sustainability

The Peats Ridge Festival was one of the first festivals in the world to promote and advocate sustainability. It was also the first major Australian event to run solely on renewable energy.

Volunteer staff collected rubbish and sorted through it before disposal.

The festival featured many initiatives for running a sustainable event such as using composting toilets, rafted reed bed grey water management system, sourcing separated waste streams, composting, using low impact cleaning products, reclaiming materials for Festival décor and using container return systems on all drink containers and cups. Other initiatives included:

**Eco Living Village**
As part of the sustainability program, Peats Ridge featured an Eco Living Village, which is an educational space promoting sustainability activities. Here, a diverse series of workshops examined a broad range of sustainability issues including: waste reduction, grey water management systems, composting, community gardening and improving workplace sustainability. The Eco Village also featured an organic shopping market with organic food and coffee outlets. Markets featuring clothes, crafts, music, toys, food and more were open every day.

**Educational opportunities**
The Festival team promoted event sustainability through university lectures, guest speaking to new event managers, event case studies, and collaboration with government and community programs. In 2010 the Festival was the only Southern Hemisphere founding partner in the United Nations Music & Environment Initiative.

**Online communities**
The festival developed the online “Model Event” gateway on the Peats Ridge Festival website. This portal shared information on areas such as green procurement, waste management, grey water systems and emission reductions for events of all sizes.

**Environmental benchmarking for events**
Arcodia and Cohen²⁶ suggest that an environmental benchmarking program for events could be developed from the Green Globe system (Green Globe 21, 2004a) which includes:

- **Sustainability Policy** – Policy in place
- **Energy Consumption** – Energy consumed / Customer
- **Potable Water Consumption** – Water consumed / Customer
- **Solid Waste Production** – Volume of waste / Customer
- **Social Commitment** – Employees living within 20km / Total employees
- **Resource Conservation (Paper)** – Ecolabel paper purchased / Total paper purchased
- **Cleaning Chemicals Used** – Biodegradable chemicals used / Total chemicals used
- **Vehicle Management** – Vehicle services / Vehicle services required.

Appendix a

References


Dept of State and Regional Development NSW. Main Street / Small Towns Program. Self-help module 14: Event Management.


Macfarlane, I. and Jago, L., 2009. The role of brand equity in helping to evaluate the contribution of major events. Sustainable Tourism CRC.


### Appendix b Event checklist template

**Key questions**

<table>
<thead>
<tr>
<th>Question</th>
<th>Yes</th>
<th>No</th>
<th>N/A</th>
</tr>
</thead>
<tbody>
<tr>
<td>Is the community engaged by the event?</td>
<td></td>
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</tr>
<tr>
<td>Do the objectives for our event reflect the needs and interests of the broader community?</td>
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<tr>
<td>Is the event an authentic representation of the region and community?</td>
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<tr>
<td>Does it represent the region’s brand or story?</td>
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<tr>
<td>Does the event offer a key distinctive element that will provide a focus for publicity outside of the immediate region?</td>
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<tr>
<td>What can be done to ensure continued support?</td>
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<tr>
<td>Does council understand the behaviour and culture of the groups it is seeking to attract with the event?</td>
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<td></td>
<td></td>
</tr>
<tr>
<td>Is further market research warranted to better understand event participants and the ancillary services and activities that may be of interest to visitors?</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Has council been able to grow the number of community events in the region? If not, why not?</td>
<td></td>
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</tr>
</tbody>
</table>

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27 See Chapter 2.3 - Events, Social Capital & Urban Renewal

28 See Chapter 2.2 - Events - Drivers of Regional Tourism - Case Study: Tunarama

29 See Chapter 3.2 & 3.3 - Clustering of Events & Value Adding to Events & Increasing Return on Investment
### Funding considerations 30

<table>
<thead>
<tr>
<th>Question</th>
<th>Yes</th>
<th>No</th>
<th>N/A</th>
</tr>
</thead>
<tbody>
<tr>
<td>Is it financially viable?</td>
<td></td>
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<tr>
<td>Does the event attract financial support from a range of sources?</td>
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<tr>
<td>Will local businesses through retail associations agree to provide</td>
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<tr>
<td>financial support for events that will contribute to place branding?</td>
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<tr>
<td>Is council prepared to provide seed funding / sponsorship to support</td>
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<tr>
<td>the event for a number of years as it becomes established?</td>
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<tr>
<td>Is there an opportunity to work with a community group or business</td>
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<tr>
<td>association to develop an event that will provide benefits for the</td>
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<tr>
<td>community or business?</td>
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<tr>
<td>Are there opportunities to use corporate relationships to support and</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>leverage the event? 31</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Is council prepared to support an event over an extended period to</td>
<td></td>
<td></td>
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<tr>
<td>realise its full potential?</td>
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<tr>
<td>Have discretionary funds been allocated for the purpose of event funding</td>
<td></td>
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<tr>
<td>on an ad-hoc basis?</td>
<td></td>
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<tr>
<td>Will council expect a specific ROI on its investment or will support be</td>
<td></td>
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<tr>
<td>based more broadly on support for the community?</td>
<td></td>
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<tr>
<td>Have the risks associated with the event been identified and the</td>
<td></td>
<td></td>
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<tr>
<td>potential impact for council if the event cannot be transitioned to a</td>
<td></td>
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<tr>
<td>community body or business association?</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Does council have an appreciation of the potential risks associated</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>with bidding for events and working with event consultants? 32</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

30 See Chapter 4.3 - Event Funding
31 See Chapter 2.2 - Events - Drivers of Regional Tourism
32 See Chapter 4.1 & 4.2 - Event Attraction & Assessing Capacity to Host an Event
### Communication considerations

<table>
<thead>
<tr>
<th>Question</th>
<th>Yes</th>
<th>No</th>
<th>N/A</th>
</tr>
</thead>
<tbody>
<tr>
<td>How can the footprint of the event be increased? Are there nearby towns that would assist with cross promotion, accommodation, infrastructure support etc.?</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Does council engage with the media to encourage publicity for the event?</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>What external networks will broaden the reach of event communications?</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Has council considered digital platforms and other mechanisms of communicating with event managers to ensure that their region will be considered to host an event?</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Is council capturing images and other creative resources that can be used to contribute to marketing and place branding initiatives for the region?</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Does council communicate the benefits of events with regular feature articles (online / press) to educate the broader community?</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

---

33 See Chapter 3.3 - Value Adding to Events and Increasing Return on Investment - Case Study: Noosa Festival of Surfing
## Stakeholder engagement and the local community

<table>
<thead>
<tr>
<th>Question</th>
<th>Yes</th>
<th>No</th>
<th>N/A</th>
</tr>
</thead>
<tbody>
<tr>
<td>Are stakeholders committed to the event’s success?</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Are key stakeholder groups involved in the strategic planning process for events?</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Is there a process of community engagement through which key stakeholders can be involved in event planning?</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Is there an opportunity to work more closely with local business to support events that will reinvigorate retail precincts?</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Are local businesses involved in supporting or delivering social aspects of the event?</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Does council have a strategy for encouraging support amongst traders for community events that may not directly benefit their businesses?</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Is the event engaging with local business as sub-contractors and sponsors?</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Are incentives offered for event participants to use local businesses?</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Is council successful in delegating responsibility for public events to the community or is there a tendency to centralise decision making through the council’s events officer / unit?</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Are there opportunities to facilitate business networking through the event?</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>How will council know if the event has reached capacity?</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>What stakeholders will need to be consulted to determine whether there is a capacity to grow and the quality of the event will not be compromised?</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Is council committed to the evaluation of significant community events to determine return on investment to the community and local business?</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Is there an expectation by stakeholders that the event will be formally evaluated?</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Does council undertake to raise awareness of significant community events with residents and business during the lead up to the events?</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

34 See Chapter 2.3 - Events, Social Capital & Urban Renewal
35 See Chapter 5 - Evaluation
## Appendix b Event checklist template

### Place branding and renewal

<table>
<thead>
<tr>
<th>Question</th>
<th>Yes</th>
<th>No</th>
<th>N/A</th>
</tr>
</thead>
<tbody>
<tr>
<td>Is the event linked to broader place branding strategies?</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Does council have a commitment to events that will provide opportunities for community celebration and place branding?</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Is there a process for evaluating the economic, place branding and social impacts of the event?</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Can events play a role in urban renewal and regeneration in the community?</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Are there events in the region with tourism potential that would respond to a short term stimulus to support a change in the structure and/or management of the event?</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

36 See Chapter 5 - Evaluation
37 See Chapter 2.3 - Events, Social Capital & Urban Renewal
38 See Chapter 4.3, Case Study: Mt Barker Highland Gathering
### Planning considerations

<table>
<thead>
<tr>
<th>Question</th>
<th>Yes</th>
<th>No</th>
<th>N/A</th>
</tr>
</thead>
<tbody>
<tr>
<td>Is the events calendar planned to avoid calendar clashes?</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Does the events team have a shared vision for the event including</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>prioritisation of potentially competing objectives?</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Is responsibility for event planning and ownership clearly allocated?</td>
<td></td>
<td></td>
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<tr>
<td>Does council provide infrastructure that will support event signage?</td>
<td></td>
<td></td>
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<tr>
<td>Does council provide permanent/temporary stage/s with power to</td>
<td></td>
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<tr>
<td>facilitate events?</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Does council provide other public infrastructure relevant to events?</td>
<td></td>
<td></td>
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<tr>
<td>Does council plan public transport solutions for key events?</td>
<td></td>
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<tr>
<td>Does council support or manage a volunteer program that can supply</td>
<td></td>
<td></td>
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<tr>
<td>volunteers for events?</td>
<td></td>
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<tr>
<td>Does council have a clear alcohol management policy for community</td>
<td></td>
<td></td>
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<tr>
<td>events?</td>
<td></td>
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<tr>
<td>Are there ways in which the duration of stay by visitors could be</td>
<td></td>
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<tr>
<td>lengthened?</td>
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<tr>
<td>Will a legal structure be established that will allow ownership of the</td>
<td></td>
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<tr>
<td>event and associated IP to be transferred from council to a community</td>
<td></td>
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<tr>
<td>body or business association?</td>
<td></td>
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<tr>
<td>Is assistance provided for event managers to navigate council</td>
<td></td>
<td></td>
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<tr>
<td>requirements?</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

39 See Chapter 3.1 - An Events Strategy
Appendix b Event checklist template

Leveraging major events 40

<table>
<thead>
<tr>
<th>Question</th>
<th>Yes</th>
<th>No</th>
<th>N/A</th>
</tr>
</thead>
<tbody>
<tr>
<td>Does council currently conduct or support ancillary events for major</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>events that are held in the council region?</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Does council host networking events in association with major events in</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>the council region?</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Does council work with the local business association to leverage major</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>events in the region e.g. through sales promotions, competitions etc.?</td>
<td></td>
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<tr>
<td>Does council work with businesses and community groups to engage the</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>community around major events through theming and town dressing? 41</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Has council been in touch with Events South Australia to discuss</td>
<td></td>
<td></td>
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<tr>
<td>opportunities to leverage major events?</td>
<td></td>
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<tr>
<td>Are there major events such as the Tour Down Under that could deliver</td>
<td></td>
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<tr>
<td>economic and social benefits to the community?</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Is the opportunity to leverage a major event linked to specific council</td>
<td></td>
<td></td>
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<tr>
<td>plans and objectives?</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Has council considered shared resources for service clubs that wish to</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>be associated with major events in the council region?</td>
<td></td>
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<tr>
<td>Does council have an appreciation of the resource implications of working</td>
<td></td>
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</tr>
<tr>
<td>with a major event e.g. stakeholder management, traffic management,</td>
<td></td>
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<td></td>
</tr>
<tr>
<td>signage, obligations regarding sponsors product?</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Does council have a mechanism for demonstrating to Elected Members the</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>benefits of supporting major events in the council region?</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Does council have a mechanism for measuring the economic and social</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>impacts of major events that are held in the council region? 42</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

40 See Chapter 4.4 - Leveraging Major Events
41 See Chapter 4.4 - Leveraging Major Events, Case Study: Santos Tour Down Under
42 See Chapter 5 - Evaluation
### Sporting events

<table>
<thead>
<tr>
<th>Question</th>
<th>Yes</th>
<th>No</th>
<th>N/A</th>
</tr>
</thead>
<tbody>
<tr>
<td>Does council understand the behaviour and culture of the groups it is</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>seeking to attract with the event?</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Does council have a clear alcohol management policy for sporting events?</td>
<td></td>
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<td></td>
</tr>
<tr>
<td>Is council supportive of a policy to attract participatory sporting</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>events to the region?</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Has council conducted an audit of its sporting and transport infrastructure and capacity to host participatory sporting events?</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Has council prepared a capability statement that describes its capacity to host sporting events?</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Does council have experience in bidding for participatory sporting events?</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Has council undertaken appropriate community consultation with sporting and other groups to determine its capacity to deliver the event?</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Does council provide or support appropriate venues with power to facilitate the sporting event?</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

---

43 See chapter 4.1 & 4.2 - Event Attraction & Assessing Capacity to Host an Event; & see Chapter 2.2 - Events - Drivers of Regional Tourism, Table 2.1

44 For more information contact the Office of Consumer & Business Services
## Appendix b  Event checklist template

### Music, festivals and concerts 45

<table>
<thead>
<tr>
<th>Question</th>
<th>Yes</th>
<th>No</th>
<th>N/A</th>
</tr>
</thead>
<tbody>
<tr>
<td>Does council understand the behaviour and culture of the groups it is seeking to attract with the event?</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Does council have a clear alcohol management policy for music events?</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Does council provide permanent stage/s with power to facilitate cost effective music events?</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Is council supportive of a policy to attract participatory music events to the region?</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Has council conducted an audit of its venue and transport infrastructure and capacity to host music events?</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Has council prepared a capability statement that describes its capacity to host music events?</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Has council undertaken appropriate community consultation with other groups to determine its capacity to deliver the event?</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

---

45 See chapter 2.2 - Events - Drivers of Regional Tourism, Table 2.1

46 For more information contact the Office of Consumer & Business Services
### Food and wine events

<table>
<thead>
<tr>
<th>Question</th>
<th>Yes</th>
<th>No</th>
<th>N/A</th>
</tr>
</thead>
<tbody>
<tr>
<td>Does council understand the behaviour and culture of the groups it is seeking to attract with the event?</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Does council have a clear alcohol management policy for food and wine events?</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Does council provide permanent stage/s venues with power to facilitate music/demonstrations etc. at events?</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Has council conducted an audit of its venue and transport infrastructure and capacity to host food and wine events?</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Has council prepared a capability statement that describes its capacity to host these types of events?</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Does council have experience in bidding for food and wine events?</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Has council undertaken appropriate community consultation with other groups to determine its capacity to deliver the event?</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

---

47 See chapter 2.2 - Events - Drivers of Regional Tourism, Table 2.1

48 For more information contact the Office of Consumer & Business Services
Appendix c  Event evaluation surveys

Events will be conducted for a range of reasons including:

- For community / social development;
- For economic impact;
- For place branding;
- For urban renewal.

The method of evaluating the success of an event will be determined on the basis of its objectives which must be clearly identified in the planning for the event. Where possible identify specific KPIs – for example:

- The event will attract xxx visitors to the Council area;
- The event will generate $xxx in visitor spending;
- X% of event visitors will state that they will attend the event again in the future or recommend the event to friends or family.

Objectives may vary depending on the target market – for example social impacts may relate to local residents and economic impact to visitors.

Triple bottom line measures of event impacts are summarised below.

<table>
<thead>
<tr>
<th>Economic impact on the host community</th>
<th>Direct expenditure of event induced visitors.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employment opportunities and skills development</td>
<td>Number of full time equivalent jobs created.</td>
</tr>
<tr>
<td></td>
<td>Number of people receiving training as part of the event.</td>
</tr>
<tr>
<td>Legacy of infrastructure and facilities</td>
<td>Dollar value of new infrastructure and facilities established for the event.</td>
</tr>
<tr>
<td>Business leveraging and investment opportunities</td>
<td>Number of businesses hosted at an event.</td>
</tr>
<tr>
<td></td>
<td>Category of business representatives hosted: senior management, middle management, other.</td>
</tr>
<tr>
<td>Destination promotion</td>
<td>Dollar value of positive, negative and balanced newspaper, television and radio coverage of the destination in target areas.</td>
</tr>
<tr>
<td></td>
<td>Number of visiting journalists from target areas.</td>
</tr>
<tr>
<td></td>
<td>Social media generated.</td>
</tr>
<tr>
<td>Social</td>
<td>Environmental</td>
</tr>
<tr>
<td>------------------------</td>
<td>-------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>Celebration of community values</td>
<td>Percentage of the community believing that the event enhances their sense of community.</td>
</tr>
</tbody>
</table>
| Community pride         | Number of positive letters to the editor in local newspaper during event period.  
                          | Strength of agreement from local residents that ’The event makes me proud of my community’. |
| Impact on the quality of life of the host community | Strength of agreement from local residents that ’This event has improved the quality of life of the community’. |
| Impact on the quality of life of local residents | Strength of agreement from local residents that ’This event has improved my personal quality of life’. |
| Education and promotion of environmental programs | Amount spent on promotion of environmental programs as a percentage of event related expenditure.  
                          | Existence of an environmental and education plan. |
| Energy and water consumption | Amount of energy used for the event.  
                          | Amount of water used for the event.  
                          | Estimate of energy used for transport to and from the event.  
                          | Net water consumed (minus water recycled) per event visitor.  
                          | Percent of energy that comes from renewable sources. |
| Waste generation        | Amount of waste sent to landfill.  
                          | Ratio of recycled waste compared with non-recycled waste.  
                          | Amount of solid waste per visitor. |

Source: Sustainable Tourism CRC.
Appendix c Event evaluation surveys

The following information should be collected if conducting an economic impact assessment.

- Event attendance – with a break down by type e.g. adult, child, concession etc.
- Proportion of attendees from outside the local region.
- Visitor type – overnight vs day trip.
- Reason for visit – was the event the main reason for the visit.
- For overnight visitors – length of stay in the local region. Record nights rather than days particularly if using expenditure figures from a secondary source such as Tourism Research Australia.
- Event related expenditure – for visitors include all expenditure: accommodation, food and beverage, event tickets, transport, personal services, other shopping. If surveying visitors record the number of persons covered by the expenditure so that an average per person can be derived.

**Event impact** = no. of visitors attracted to region by the event * length of stay * expenditure per night (per day for day trip visitors).

In some circumstances the total event related expenditure may be reported. This figure includes expenditure by local residents and while it is not an estimate of ‘economic impact’ it may be reported as a measure of event related turnover.

To calculate event impact you may need to conduct a survey of event patrons. A sample questionnaire is attached.

In some circumstances a survey of business impacted by an event may be conducted to measure the impact of the event from a supply perspective. Information collected from business may include:

- Type of business;
- Involvement with the event;
- Impact of the event on business turnover (% change and $ value);
- Impact of the event on employment (staff hours);
- Satisfaction with various aspects of the event.

A sample questionnaire follows.
**ABC festival – patron survey**

Good afternoon / evening. My name is ……… from …….. Research. We are conducting a survey on behalf of ……… to evaluate the ABC Festival. The interview will take just a few minutes and the survey is anonymous.

1.1 Where do you usually live?
- XYZ Council area   1
- Adelaide metropolitan area    2
- Other South Australia   3
- Interstate     4
- Overseas – GO TO Q2  5

Specify country _____________________________

1.2 What is your postcode of residence?

Specify postcode:

2. What was the main reason for your visit to the XYZ Council area today?
- To attend the ABC Festival  1
- Other - SPECIFY   2

3.1 Are you staying overnight in the XYZ Council area?
- Yes    1
- No - GO TO Q4  2

3.2 How many nights are you staying in the XYZ Council area? Include intended stay.

Specify number of nights:___________________________

3.3 What type of accommodation are you using?
- Hotel / motel    1
- Bed and breakfast    2
- Holiday house / unit   3
- Caravan park     4
- Backpacker / hostel  5
- House of friend / relative 6
- Other - specify    7

4. What Festival events / performances have you attended or do you plan to attend? Record all that apply.

Insert program elements.

5. How much do you think you have spent – or will spend – attending the ABC Festival. Please include any spending you have made with local traders in the XYZ Council area.

Please include all spending:

- by cash, cheque or credit card
- by yourself and any member of your ‘family’ group i.e. family and/or friends attending the event together.
- include estimates of spending you anticipate making.

If you are not sure please provide your best estimates. If unable to estimate components ask respondent to estimate total spend – item g.

a) Festival tickets?

$A [______][______][______][______]

b) Accommodation?

$A [______][______][______][______]

c) Food and drink – not included in accommodation?

$A [______][______][______][______]

d) Transport? (eg Incl. petrol, pub. trans. taxi, parking costs.)

$A [______][______][______][______]

e) Other shopping?

$A [______][______][______][______]

f) Any other spending?

$A [______][______][______][______]

g) Total expenditure?

$A [______][______][______][______]
6. How many people aged ……. did / will this expenditure cover? Please include yourself. Ask for each age group.

Number of adults (18 years plus) [_____]  
Number of persons under 18 years [_____]  

7. Who are you attending the ABC Festival with?

No one else 1  
Partner / spouse 2  
Family 3  
Friends 4  
Family and friends 5  
Other - SPECIFY 6

8. Including yourself how many people are attending the ABC Festival today in your group?

Number of adults (18 years plus) [_____]  
Number of adolescents (15 - 17 years) [_____]  
Number of children (14 years or less) [_____]  

9. On a scale of 1 to five with 1 being ‘very dissatisfied’ and 5 ‘very satisfied’, how satisfied were you with the following aspects of the ABC Festival?

<table>
<thead>
<tr>
<th>Aspect</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
<th>6</th>
<th>N/A</th>
</tr>
</thead>
<tbody>
<tr>
<td>Quality of events/performances</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Quality of exhibitions/displays</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Quality of tours/activities</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Festival venues</td>
<td></td>
<td></td>
<td></td>
<td></td>
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<td></td>
<td></td>
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<tr>
<td>Program brochure</td>
<td></td>
<td></td>
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<tr>
<td>Food and beverage</td>
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<tr>
<td>Access</td>
<td></td>
<td></td>
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<tr>
<td>Parking</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Event staff</td>
<td></td>
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<td></td>
<td></td>
<td></td>
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<tr>
<td>Value for money</td>
<td></td>
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</tr>
<tr>
<td>Overall standard</td>
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<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

If dissatisfied with any items (score of 1 or 2) why is that?
10. How did you become aware of the ABC Festival? Record all that apply.

TV commercial  1
Messenger Press 2
Billboard / Street banner 3
Bus backs  4
Poster 5
Festival program brochure 6
Council magazine 7
Council / festival web site 8
Other communication from Council 9
Other web site 10
Newspaper 11
Radio 12
Local traders 13
Social network e.g. Facebook, Twitter 14
Visitor information centre 15
Word of mouth (someone told me) 16
Other - SPECIFY 17

11. What would be the best way to inform you about the ABC Festival in the future?

12. Can you recall the names of any sponsors of the ABC Festival?

Yes  1
No - GO TO Q13 2

12.1 Can you recall the names of any sponsors of the ABC Festival?

12.2 IF YES – Please specify. Do not prompt.

Insert sponsors

12.3 Which of the following organisations do you recognise as sponsors of the ABC Festival? Prompt. Record above.

13. How did you travel to the event today?

Car 1
Bike 2
Walked 3
Bus / train 4
Taxi 5
Other - SPECIFY 6

14. What is the likelihood that you will attend the next ABC Festival?

Very likely – GO TO Q17 1
Somewhat likely – GO TO Q17 2
Not sure / no opinion 3
Unlikely 4
Very unlikely 5

14.1 What is the likelihood that you will attend the next ABC Festival?

14.2 IF UNSURE / UNLIKELY: Is there any reason why you would not attend the event again in the future?

15. What is your age group?

18 - 19 years 1
20 - 29 years 2
30 - 39 years 3
40 - 49 years 4
50 - 59 years 5
60 or more years 6

16. Gender. (DO NOT ASK)

Female 1
Male 2

17. What is your usual occupation?

18. Other comments?
## Appendix c  Event evaluation surveys

### ABC festival – trader survey

Good morning / afternoon. My name is ……… and I am calling from … Research. We are conducting research on behalf of the XYZ Council to evaluate the ABC Festival. The interview will take just a few minutes and your answers will be treated with strictest confidence.


<table>
<thead>
<tr>
<th>Retail – clothing / accessories</th>
<th>1</th>
</tr>
</thead>
<tbody>
<tr>
<td>Retail – homewares / gifts</td>
<td>2</td>
</tr>
<tr>
<td>Restaurant / café / hotel</td>
<td>3</td>
</tr>
<tr>
<td>Grocery / convenience</td>
<td>4</td>
</tr>
<tr>
<td>Personal services</td>
<td>5</td>
</tr>
<tr>
<td>Professional services</td>
<td>6</td>
</tr>
<tr>
<td>Other - SPECIFY</td>
<td>7</td>
</tr>
</tbody>
</table>

### How did you participate in the event? ACCEPT MULTIPLES.

| Sponsored the event           | 1 |
| Opened for the duration of the event | 2 |
| Set up trading stall outside premises | 3 |
| Had special sale / discounts  | 4 |
| Window display / event theming | 5 |
| Conducted advertising in assoc. with the event | 6 |
| Promoted the event via our social media | 7 |
| Invited regular customers to visit | 8 |
| Other – SPECIFY               | 9 |

### 3.3 Why didn’t you participate in the event? Accept multiples.

| No benefit for my business    | 1 |
| Too busy / lack of time       | 2 |
| Other - SPECIFY               | 3 |

### 2. How long have you been operating this business in the XYZ Council area?

| Less than 12 months          | 1 |
| 1 to 2 years                 | 2 |
| 3 to 5 years                 | 3 |
| 6 to 10 years                | 4 |
| More than 10 years           | 5 |

### 3.1 Did you participate in the ABC Festival in any way?

| Yes                           | 1 |
| No - GO TO Q3.3               | 2 |
4. On a scale of 1 to five with 1 being ‘very dissatisfied’ and 5 ‘very satisfied’, how satisfied were you with the following aspects of the ABC Festival?

<table>
<thead>
<tr>
<th>Aspect</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
<th>6</th>
<th>N/A</th>
</tr>
</thead>
<tbody>
<tr>
<td>Communication with traders</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Promotion of the event</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Entertainment / activities</td>
<td></td>
<td></td>
<td></td>
<td></td>
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<td></td>
<td></td>
</tr>
<tr>
<td>Management of the event</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Litter collection / street cleaning</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Event staff</td>
<td></td>
<td></td>
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<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Event security</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Overall rating</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

If dissatisfied with any items (score of 1 or 2) how can the event be improved?

5.1 What impact did the ABC Festival have on your revenue? When compared to a ‘normal’ comparable trading day / period was turnover:

About the same – GO TO Q6
Increased slightly (up to 10%)  1
Increased moderately (11% - 20%)  2
Increased substantially – (more than 20%)  3
Decreased slightly (up to 10%)  4
Decreased moderately (11% – 20%)  5
Decreased substantially – (more than 20%)  6
No opinion / refused – GO TO Q6  7

5.2 Can you estimate the dollar value of the increase or decrease in turnover that you would attribute to the ABC Festival? Please be assured that this information will be treated in strict confidence and reported only in aggregate – that is as an estimate for the event as a whole.

Value of trade: $ __________________

6. How many additional paid staff hours did you use because of the ABC Festival?

None
Number of add. staff hours: __________________

7. Were there any other benefits for your business, or do you anticipate any other benefits in the future, as a result of the ABC Festival? Accept multiples.

Increased awareness of the precinct
Positive imagery / branding for the precinct
Increased awareness of my business
Positive imagery / branding for my business
Other – SPECIFY

8. Do you have any other comments or suggestions for improvement regarding the ABC Festival?

Name of trader: (Optional)
APPENDIX B  Business Planning for Events

B.1 The Business Plan

Events South Australia requires event business plans supporting grant applications to cover:49

- Event description – including the need for the event, strategic objectives and how these relate to broader tourism objectives for the region, competitive advantage, demand trends.
- Event positioning – aims & objectives, mission and vision, short and long term goals.
- Estimated tourism value – visitors, visitor nights and expenditure.
- Marketing plan – target markets, strategies, media coverage, partnerships.
- Organisational structure – legal structure, organisational chart, key individuals and advisers.
- Key working relationships – sponsors, community, other stakeholders.

The vision and mission statements can provide a common understanding of the event direction and support unity within the team.

The business plan may also cover:

- Insurance and risk management;
- KPIs and evaluation.

B.2 Event Budget

In addition to the box office and registration fees other sources of income include:

- Government grants;
- Sponsorship;
- Local fundraising e.g. raffles, auctions;
- Rentals and site hire;
- Advertising revenue;

- Franchise fees/concessions;
- Permit fees;
- Parking;
- Food and beverage sales;
- Merchandising.

Expenditure items in the event budget may include:

- Administration / staff;
- Catering;
- Decorations / displays;
- Entertainment / presenters;
- Evaluation;
- Hiring costs – venue / equipment;
- Insurance / legal / accounting;
- Licences / permits;
- Marketing / promotion;
- Merchandise;
- Power / water;
- Prizes / incentives;
- Security;
- Site works / infrastructure;
- Staging costs (PA, audio visual, lighting etc.);
- Transport;
- Waste management / cleaning.

---

APPENDIX C  Event Marketing

Event marketing is a specialised area as an event is transitory and successful marketing should build momentum and excitement for the event within a specific period of time.

A marketing plan should be developed for events particularly for those events that are designed to attract visitors from outside the host region.

The marketing plan for the event should describe:
- the key attributes of the event;
- target markets;
- pricing;
- advertising and promotion;
- distribution.

The plan should clearly identify the role of communication at each stage leading up to the event. Elements of the plan are described below.

C.1 Market research

- Is information available from secondary sources regarding the target market and similar events conducted elsewhere?

- Would the event benefit from primary research conducted with target markets to understand the appeal of the event and how best to communicate with potential visitors?

C.2 Product

- Can the appeal of the event be broadened by linking to other attractions in the host region?

- Are supporting attributes such as parking, security, transport to and from the venue, level of access for people with disabilities and availability of shade and water clearly specified?

- Is the event at a point in the product life cycle at which it requires rejuvenation and renewal?

C.3 Pricing

- Is the pricing for the event consistent with expectations for return on investment?

- Is the pricing for the event competitive with similar events held elsewhere?

- Is a range of ticket prices offered to reflect the circumstances of the patron (e.g. single vs family; concession vs full price) and value adding (seating quality, access to hospitality tents, special dinners, opportunities to meet performers, etc.)?

C.4 Advertising and promotion

Relatively inexpensive methods of event promotion include:

- Web site linkage – Council web site and regional tourism web-site, special interest web sites, community sites, ‘what’s on’ listings – Ensure that the event is listed on the Australian Tourism Data Warehouse;

- Social media – Tourism Research Australia has produced a comprehensive social media tool kit for events which describes the application of social media to event promotion 50;

- Email marketing where lists are available;

- Posters, banners and signs – includes street signs and banners, posters in cafes, galleries, markets, Visitor Information Centres;

- Press – Messenger Press for local events and The Advertiser state wide;

- PR – editorial through local press and electronic media;

- Pre event performances and interviews for media.

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Appendix d

Other mechanisms that have greater time and / or resource implications include:

- Event program / brochure / flyers – through newspaper / magazine inserts, accommodation, cafes, galleries, markets, visitor information centres in addition to households;
- Advertising on television, radio, billboards, taxis, buses, etc.;
- Direct mail / telemarketing to past and potential attendees – subject to the availability of suitable lists;
- Attendance at consumer travel shows;
- Developing and promoting event packages in association with tour operators;
- Hosting visiting journalists.

Communication resources will include:

- Event logo, tag lines and associated creative material such as fonts and colour schemes. In some instances an event style guide or brand book can be developed to guide the look and feel of the branding and communications for an event;
- Content for social media;
- Press releases;
- Media kits for journalists.

C.5 Distribution

- Will tickets be pre-sold through the event website and/or an online agent?
- Is it feasible to use a toll-free number as a call to action for event advertising where phone sales can be processed?
- Will a box office be available at the event to process ticket sales?
- Will tickets be sold as a component of an event package developed and sold by a tour operator?

C.6 Event Merchandise

Event merchandise is an additional method of raising awareness of an event and also attracting additional expenditure. Merchandise includes clothing such as caps and T-shirts and product which is directly related to the event such as CDs for music festivals, wine glasses for food and wine events, etc.
C.7 Sponsorship

Approaching sponsors requires a clear plan which will involve:

- Identifying a list of potential sponsors that have synergies with the event or may benefit from the exposure offered by the event (i.e. their customer base is similar to the characteristics of the event patrons).
- Understanding the benefits sought by potential sponsors.
- Preparing a sponsorship proposal for potential sponsors which describes the characteristics and history of the event; the size and characteristics of the patronage (where known); the sponsorship package (i.e. what is offered to the sponsor in exchange for a specified level of direct or in-kind support). The proposal should emphasize the benefits to the sponsor rather than the attributes of the event.

Sponsorship packages may be developed at a range of levels ranging from naming rights sponsor, major sponsor, minor sponsor and official supplier. Sponsors may also be offered a particular component of the program (e.g. the XYZ Cooking Demonstrations where XYZ is a supplier of kitchen ware).

The benefits offered to sponsors may include:

- General awareness raising / branding:
  - event naming rights;
  - signage at the event;
  - media exposure – where possible provide figures on the extent of media cover;
  - inclusion of sponsors logo in advertising materials, event program and other collateral – provide figures on the reach of advertising and the event program brochure

- Merchandising opportunities including agreement to purchase product or services for the event.
- Exhibition space at the event.
- Networking opportunities / opportunity to host clients in corporate facilities.
- Discount / free tickets.

A standard contract should be signed with all sponsors which specifies the responsibilities of both the event management and the sponsor.

In some instances larger companies may have published sponsorship guidelines on their web-site.

C.8 Measurement

The impact of marketing activity can be monitored through:

- Ticket sales/ registrations/ numbers of enquiries;
- Click throughs and page views on the event website;
- Monitoring online referral sources;
- Monitoring social media platforms;
- Advertisement recall measures from surveys of event patrons.
Appendix d

APPENDIX D   Event Management

D.1 Operational Plan

Event management relies on a comprehensive description of the operational components and the assignment of tasks. Steps in this process include:
- Breaking the project down into stages and areas of activity.
- Listing the tasks to be completed at each stage.
- Assigning staff and resources to each task.
- Developing timelines for all tasks.
- Listing tasks under broad headings:
  - program;
  - marketing;
  - sponsorship;
  - site selection / setup;
  - stage;
  - catering;
  - traffic management;
  - security;
  - first aid;
  - bump-out.

Creating a Gantt chart or similar management tool to provide an overview of work tasks, completion dates and responsibilities.

Implementing regular work-in-progress meetings and reporting procedures to ensure that key milestones are delivered on time. The time line must take into account the time required to secure any approvals required to stage the event.

The overall management of an event, particularly a recurring event, may be directed through the establishment of an Operations Manual.

D.2 Staffing

Questions for consideration in regard to event staffing:
- Do managerial staff have a shared understanding of the objectives and priorities for the event?
- Is the relative importance of potentially competing objectives formally understood by managerial staff?
- Have the human resource requirements for the event been considered including an assessment of:
  - The mix of paid and voluntary staff;
  - The skills required;
  - The training required?
- Does Council have a volunteers program in place that will support staffing for events?
- Have job descriptions been prepared describing the voluntary roles including the tasks to be undertaken, the time commitment and the required skill set?
- Will workshops be conducted with those interested in volunteering?

A briefing session should be conducted for the volunteers, with training, where applicable. The briefing should include an overview of the event, familiarisation with venues and the physical layout of the event, overview of rights and responsibilities of the event management and the volunteers to each other, introduction to staff and other volunteers, OH&S, explanation of tasks and training where necessary.

A kit may be assembled for volunteers containing an event badge and/or pass, t-shirt or other clothing, site map, briefing notes with contact details for site manager/s for reporting.

It is important to acknowledge and reward the volunteers where possible. This can include letters/certificates of thanks, free tickets, opportunities to meet performers, small gifts, or event parties.

Understanding the motivation behind why certain groups of people are volunteering for your event, will help guide which form of thanks is most appropriate.
D.3 Site Map

The site map describes where activities and performances will take place and may also include attributes such as:

- Entrances for event patrons and proximity to transport and parking;
- Placement of stage/s to provide optimal viewing conditions for audiences;
- Bump-in access to the stage;
- Access to power and water for the stage area, catering and toilets;
- Access to shade and shelter;
- Flow of people around the site;
- Placement of stages to avoid sound spill;
- Placement of merchant tents and concession stalls in high traffic areas;
- Access for emergency services, performers and deliveries;
- Placement of information, first aid, security in central, highly visible locations;
- Directional signage where needed;
- Overall configuration of the venue.

D.4 Risk Management

A risk management strategy should be in place as a component of the management plan.

Steps in the assessing and managing risk include:

- Hold a risk management meeting with key stakeholders including police, emergency services, staff and suppliers.
- Identify and describe risks for each stakeholder group using commonly understood terminology.
- Rank the risks in terms of their likelihood of occurrence and potential severity.
- Devise strategies to manage risk.
- Establish a risk monitoring and incident report system.

Legal issues and other responsibilities relating to risk include:

- Advice to participants;
- Contracts;
- Copyright and intellectual property;
- Duty of care – preventing any foreseeable risk of injury;
- Environmental impacts;
- Insurance – public liability, professional indemnity, directors liability, loss of profits / business interruption, fire, workers compensation;
- Occupational health and safety;
- Permissions and permits;
- Waivers to be signed by participants where applicable.

The advice of a solicitor and / or insurance broker should be sought where applicable.
Notes/ideas
Notes/ideas