

Mackay Region

How to Organise Special Events and Festivals



Tourism and Events
Queensland



Mayor's Message for Mackay Region Event Planning Guide

Major events and conferences play a vital role in attracting visitors to our region, supporting the tourism industry as well as the business sectors who provide ancillary services. It is great to note that the Mackay Region's Event Calendar is growing each year.

Mackay Regional Council has a range of funded programs designed to stimulate the local economy through investment in and support for major events, conferences and sport and eco-tourism.

Any event which raises the awareness of our Region or attracts overnight visitation or utilises the services of regional businesses, will generate a positive impact on our local economy. That impact in turn stimulates investment and

fosters community pride, so we are a region which actively invests in event attraction and management.

The secret to staging a successful event lies of course in planning.

That's where this guide can help. No matter how big or small the event, this publication delivers a handy tool kit on the planning of an event. Produced by Tourism and Events Queensland and Mackay Tourism with the help of Council's Economic Development Department, it is an essential reference if you are planning an event.

We look forward to seeing your event on the region's calendar.

Cr Greg Williamson
Mackay Regional Council Mayor



Welcome

Welcome

Special events are widely recognised as a growth sector of the tourism industry with potential to generate substantial economic benefit for the city, region or community involved. With only 5% of visitors currently travelling to the Mackay region for business or leisure tourism events, there is potential to grow visitation for events as well as provide the perfect opportunity for mid-week visitation and dispersal. Because of the many different types of special events, the planning, management and marketing requirements will vary from event to event. Nevertheless, there are a number of fundamental principles which apply to all events irrespective of size, scope and type.

This handbook explains principles for special events and provides a practical step-by-step guide to assist clubs, associations and event committees with the event planning, management and marketing process, including the preparation of submissions for sponsorship, and conducting a post-event evaluation.

It has been produced by Tourism and Events Queensland in partnership with Mackay Tourism, Mackay Regional Council and Isaac Regional Council.

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Introduction

Preparing a Business Plan

All events should have a Business Plan. If grant funding is required, a Business Plan will be essential to support your application. However, the plan does not need to be a large document, you can keep it simple as long as you focus on key issues including:

- What is the aim of your organisation (why does it exist)?
- Describe the event
- What is the objective of the event?
- What will make the event 'special/different/unique'?
- How will the event be funded?
- What is the event budget?
- How will the event be staffed?
- How will the event be promoted?
- What is the action plan (main tasks) and time-line?
- What is the event program?
- How will you evaluate the benefits created by the event?
- If an ongoing event, how do you plan to ensure its ongoing viability (financially and sustainably).

REFER TO APPENDIX A – BUSINESS PLAN TEMPLATE (p21)

What type of event?

Tourism events can act as a hook that complements the already existing tourism infrastructure and product of an area AND:

- Give visitors a reason to visit.
- Extend the nature and length of a visitor's stay.
- Increase visitor spend/yield.
- Provide valuable media exposure, bolstering image, branding and positioning.
- Foster regional pride.
- Create jobs.

A Typical Event Hierarchy

Major

Hallmark festivals or events (including major exhibitions):

- World Class, annual or biennial.
- Create substantial economic impact;
- Attract significant interstate and international visitation to the state;
- Attract significant national/international broadcast coverage;
- e.g. *Townsville V8s, Brisbane International (Tennis), Magic Millions, PGA Golf.*

Significant Regional

Festivals or events (including exhibitions) in-region that:

- Create economic impact by bringing significant domestic visitation to the region (and possibly the state);
- Get significant regional/state/national coverage.
e.g. *Mt Isa Rodeo, Toowoomba Carnival of Flowers, Hamilton Island Race Week*

Regional

Festivals or events (including exhibitions) in-region that:

- Bring visitation to the region and gain some regional (and maybe some state) coverage.
- Local passionate supporters; potential to grow and evolve over time.
- e.g. *Mackay Harbour Beach Race Day, River Sessions, Airlie Beach Race Week.*

Community

Festivals or events that do not attract visitation from outside the region:

- A community activity is a not for profit, non-fee charging activity which is open to the community and serves a particular local community or local organisations' needs or interests.
e.g. *Walkathons and community fairs.*

Assessing the Idea and Opportunity

In planning a new event you need to consider if there is a clearly identified opportunity to stage the proposed new event.

Refer to local event calendars or check with Mackay Tourism and your local Council when planning a new event to assess:

- The number and type of events held annually in the community and elsewhere in the region.
- Any likelihood that the new event may duplicate (wholly or partly) an existing event.
- The peak and low months in the region's annual events calendar.

In the planning stage you will also need to consider:

- The human resources likely to be available at the time the event is to be held.
- If the event is reliant on sponsorship support, is your target list or style of sponsors being considered already saturated in supporting similar style events within the region?

Setting Objectives and Theme

From the outset, a clear objective (or objectives) should be established for the event and all key stakeholders (committee members, partnering organisations) must be fully aware of it/them.

Typical objectives could be:

- To increase local or regional tourism during off-peak seasons.
- To raise funds for a charity or community service organisation.
- To raise funds for a particular project.

Your objective/s can play a major part in generating support for your event. As well as having clear objectives, it is important to establish a strong theme. This theme should be innovative, and one that 'grabs' attention to stimulate wide interest in the event.

Strive to create a strong and unique identity, preferably based on an aspect of the local area. An event may generate interest because of its scale or, as with competitive events, the prizes to be won. Nevertheless, the important elements for a successful even are the theme, identity and originality to ensure the event provides a compelling reason for people to want to attend/participate.

The Importance of Lead Time in Event Planning

When the objectives and theme have been established, the next step is to estimate the required lead time to undertake the planning process.

As well as establishing how the event will be financed, by far the most critical consideration in planning a special event is allowing sufficient lead time: the time it will take to plan, organise and promote the event. As a very general guide, suggested lead times are:

- Small local events: 6 – 12 months.
- Medium scale events: 1 – 2 years.
- Large events: 2 years +.

Ideally, planning should start at *least* 12 months prior to any event. Inadequate lead time invariably increases the chances of errors and of overlooking some aspect of the planning process. It also provides insufficient time for sponsors to consider submissions, and can result in ineffective promotion. Also, as the pressures compound, the workload on the committee during the lead up to the event can become intense; therefore, it is crucial to make a realistic estimate of the length of time (months) needed to complete the many tasks required. Realistically, only then should the date of the event be set and the venue booked.

Setting the Event Date

Clashing of event dates is one of the main constraints faced by many event committees, and as regional event calendars are increasingly being expanded, finding clear dates at suitable times of the year can be difficult.

The selection of a suitable date should take into account such factors as:

- Venue availability.
- Probable weather conditions at the particular time of the year.
- The potential market/s, if there is likelihood of other events placing constraints on gaining patronage.
- The type of event and possible competitive influence from any similar events to be held at the same time.

Staging the Event during an Off-Peak Period

This can substantially boost off-season business and would normally be well supported by local tourism operators and the business community.

Staging the Event during a Peak Tourist Season

If the objective of the event is to raise funds for a worthy cause, then advantage can be gained by tapping into the large numbers of visitors staying in or travelling through the area. Nevertheless, caution should be exercised when endeavouring to attract more visitors from outside the area for an event held during a peak period, in a popular holiday destination region at a time when traffic density is high, little accommodation is available, and the area is already crowded.

Developing the Action Plan

As soon as the lead time has been defined, an action plan or schedule should be drawn up for each month detailing tasks and responsibilities, and distributed to all key stakeholders (each committee member and partnering organisations).

The **Action Plan** must identify all the activities needed to make the event happen, what is to be done, when it has to be done, and by whom – this forms the core of a **Business Plan**. However, the date by which everything must be completed should be set at 2 – 4 weeks before the event, thereby establishing a buffer period to allow for unexpected delays in getting things organised. If it is necessary to alter the timing and/or sequence of some tasks, the Plan should be immediately revised and redistributed. Another important advantage is that if a key committee member leaves the area or becomes ill, the person taking over can quickly find out the status of the planning process in any given month.

REFER TO APPENDIX B – ACTION PLAN TEMPLATE (p22)

Using Professional Services

A wide range of specialist expertise is available on a consultancy basis to assist clubs and associations with special events. This expertise includes:

- Preparation of business and marketing plans.
- Preparation of applications for grants and subsidies.
- Professional event organisers.
- Marketing.
- Public relations.
- Advertising agencies
- Sponsorship submissions.
- Risk management
- Security.
- Traffic control/management.
- Catering.
- Entertainment promoters.

The capacity to employ a specialist will be tied to the budget available. For larger events engaging professional assistance may be advantageous given the increasing competition for event patronage in many regions. However, specialist expertise is not essential and many good regional events are organised and staged without employing consultancy services.

If the appointment of a specialist is being considered, the first step is to prepare a brief which outlines as precisely as possible what they will be required to do, and the expected outcomes of this work. The next step is to identify appropriate individuals or firms to undertake the activity, this could be done by advertising for proposals or by inviting recommended individuals/firms to submit proposals.

REFER TO APPENDIX C – CONSULTANT BRIEF TEMPLATE (p23)

Strategic Planning

With a more demanding market that is constantly seeking new experiences, and much greater competition in the events sector, long-term strategic planning is essential to ensure sustainability. The fundamental question to ask here is: *Where do we want our event to be in future years?*

If your event is more than a once-off, you should develop a 3-5 year strategic plan that will establish the foundation and duration for the sustainability of your event i.e. *how to make sure it is viable each year and will attracting visitors.*

It is important to make sure the event program focuses on the core business. In regular events there is the tendency, as the years go by, to add program components that have little relevance to the event name and/or objectives or theme. With a far more selective market, keep in mind that quality of the components, not quantity, is the most important factor.

You may also want to consider opportunities across 'boundaries' and join with other communities and regions – there may be co-operative opportunities that are being overlooked.

The Constraints of Tradition

It is important for event committees to be receptive to new ideas, perhaps to improve the planning process, gain membership, improve the event in some way, or achieve more effective promotion.

Organisations that have been staging an annual event over many years usually undertake a traditional approach which they believe has proved to be successful. While tradition can be a good thing, it can also be a constraint. Some event organising committees have a tendency to do certain things – not necessarily because they produce the desired results, but simply because 'it has always been done that way', which may not work in the present as effectively as in the past.

Resolving Stagnation or Decline of Annual Events

Over time, some events that have been held annually for a number of years may experience stagnation or gradual decline in attracting public interest and patronage.

This is usually caused by any one, or a combination of, the following reasons:

- Public attitude of 'we've seen it all before'.
- Inadequate market research.
- Decline in the effectiveness of marketing methods traditionally used to promote the event
- Events being held too frequently to maintain the level of public interest and support.
- Oversupply of special events in the community or region.
- Competition from other events in the region or elsewhere, aimed at similar markets.
- Spectator and/or competitor dissatisfaction with a previous event.
- Seasonality factors.
- Consistent inclement weather.
- Economic conditions.
- Similarity to other events in the community or region or even the state.

Over time, society and attitudes change and the rate of this change is increasing. As a result, an event that has been popular for a number of years may no longer generate the same level of patronage simply because the public is no longer interested in the experiences offered by that event, despite the best efforts of the organising committee.

Event organisers can consider the following options when faced with a decline in interest or attendance at their event:

- Expanding the marketing effort to attract new markets.
- Boosting the event program with new experiences.
- Changing the date/s of the event to a more appropriate time of the year.
- Extending the time between the events to every two/three years.
- Combining with other compatible events to create greater impact and wider interest
- Discontinuing the event

Planning an Event

When you are planning an event, you should develop a detailed site plan. Depending on the type of event, a site plan should identify access routes, proposed road closures, parking, emergency, first aid location, proposed fireworks, toilets, power, lighting, stalls, staging, bins, information stand etc. For events in the Mackay Regional Council catchment, your site plan can be attached to your initial 'Temporary Entertainment Event Approval Application' to Mackay Regional Council so that there are no delays in processing the permit¹ (REFER TO APPENDIX D – EXAMPLE SITE PLAN P24).

Environment & Sustainability

When holding an event it is important to ensure there is minimal impact on the environment.

The Mackay Region values waste minimisation and litter reduction. It's recommend that all events minimise packaging and 'disposable items' (plastic plates, cups, straws, coffee stirrers etc.). Waste and waste water must be contained and disposed of correctly in waste or recycle bins and waste water pods at events and removed from the event site by organisers or a waste collection contractor. A confirmation of waste services booked should be submitted with your event application.

Waste Management Plan

If you are planning an event in a public space you must ensure that the area is adequately cleaned before and after the event. A **Waste Management Plan** is suggested and depending on the size of the event this plan can be simple or complex. The plan should include an event site map which indicates bin numbers, locations, and delivery and collection points.

Bins

Bin infrastructure and configuration is very important. It is recommended that for appropriate disposal options, general waste bins be placed adjacent to recycling bins with signage clearly identifying the respective bin use. Suggested bin locations include:

- Near entrances and exits,
- Near tables or picnic grounds, where food is consumed, not necessarily purchased,
- Walkways and high traffic areas,
- Near toilets or other utilities, and car parks.

Toilets

The number of toilets required at your event will depend on a number of factors including:

- Anticipated crowd numbers.
- The gender of patrons (*women require more facilities than men*).
- If alcohol is available on-site.
- Duration of the event.

Existing or additional toilet facilities must:

- Be accessible.
- Be cleaned and restocked regularly.
- Be located away from food storage/service areas.
- Be weather protected.
- Be well lit so as to not provide a security or safety risk.
- Provide nappy changing facilities.
- Provide sharps disposal.

¹ The information on these pages has been developed in consultation with Mackay Regional Council. While much of this information may apply to any council area, if your event is being held within the Isaac Regional Council please contact their office on 1300 472 227 to find out what specific license, permit and other requirements you may need to meet.

- Be available for people with disabilities.
- Provide soap and hand drying equipment.

At the outset you will need to assess the existing toilet facilities at your event site and consider whether these are adequate. If your event is small this may mean that the local public toilets are sufficient. For larger events, you may be required to hire additional portable toilets. Recommendations on toilet facility requirements can be found in the event application.

Grass cutting

If your event is being held on property owned by the Mackay Regional Council, the council can arrange to have the grass cut before your event, they just require notification at least 4 weeks prior.

Electricity Supply

Limited electricity is supplied at some parks and community halls across the region. If your event requires additional electricity you should consider a generator rental company or contact your energy provider who will advise all necessary electricity requirements. A qualified electrician will need to connect the power and then lodge the appropriate paperwork as all electrical equipment brought onto council land for your event must have a current tag of electrical safety.

Noise Levels

Sound levels from an event must not exceed 75 dB(A) within the event boundary. Where noise levels may exceed reasonable levels, your Event Approval may specify that noise levels be detailed in advance and that an independent Acoustic Engineer monitors the levels on the day of the event. You may also be required to notify residents and the local community.



Noise requirements for Temporary Entertainment Events are set out by Environmental Protection Act 1994, Section 440X Open-air Events which states:

- (l) An occupier of premises must not use, or permit the use of, the premises for an open-air event on any day—
 - (a) before 7a.m, if the use causes audible noise; or
 - (b) from 7a.m. to 10p.m, if the use causes noise of more than 70dB(A); or
 - (c) from 10p.m. to midnight, if the use causes noise of more than the lesser of the following—
 - (i) 50dB(A);
 - (ii) 10dB(A) above the background level.

Please note that if a noise complaint is received by Council, recordings for these levels would be taken from the source the nuisance for example the complainants house.

Access

When submitting your event application you must also supply a traffic management plan that is specific to your event, it should include the following access details:

- A clearly drawn map of the occupation area/route and surrounding streets must accompany all applications for the road closure, street parades and street activities.
- Roads/Street Closures including closure times.
- Alternate Routes.
- Type and location of signage/barriers/bollards to be shown on plan.
- Location of Marshall/traffic controllers (accredited).
- Car parking areas (for patrons and staff).
- Separate paths for vehicle and pedestrian access.
- Disability Discrimination Act (DDA) Compliant pedestrian access.
- Public Transport.
- Provide details of advisory signage proposed identifying the event and access points.
- Designated pick/drop off areas.

The following checklist identifies the initial information required as part of your event application to the Mackay Regional Council, however further information specific to the event may be requested.

- Application for minor events must be submitted a minimum of 10 working days prior to the event.
- Applications for a major event a minimum of 3 (preferably 6) months prior to the event.
- Summary of insurance, in particular Public Liability Insurance.
- Written letter of no objection from the Mackay Regional Council’s Traffic Officer and if the proposed closure is located on an arterial road then you will need a letter of no objection from the Queensland Department of Main Roads.

Written notification is required to properties within the road closure and if access is denied consent is required.

- Local residents and business.
- Queensland Police.

- Emergency Services.
- Notice/Newspaper advertising.
- Other Council Units (Parking Enforcement, Customer Service, Parking Enforcement).
- Queensland Department of Main Roads.
- Mackay Metropolitan Transit if applicable.

Parking

To allow the loading and unloading of goods and equipment to your event site, you may need to obtain an exemption from some parking restrictions. On-street parking is a community and public asset. The local community may need to be consulted regarding any proposed changes.

Parking must be identified on your event site map. Please note that patrons and staff at your event are not exempt from parking restrictions and these restrictions cannot be altered. Remember to ensure that designated accessible parking bays are available for people with disabilities participating in your event.

For more information of providing full disability access please contact [Accessible Events – a Guide for Organisers](#).

Marshals

Marshals are recommended for larger events and processions as they can perform a range of roles such as directing people to toilets and medical assistance. Marshals should be well briefed in advance and be easily identified with appropriately marked armbands, vests or T-shirts.

In the event of problems with crowds or individuals, marshals should be able to act, where appropriate, to correct problems and, when required, inform an event organiser or Police of any problems.

Road Closures

Road closures and street barricades are appropriate where it is proposed to hold an event on a road (i.e. Christmas street party), or where there is a chance that many people would be walking along or crossing the road which may create a safety hazard (i.e. A fun run). For all traffic and parking modifications, suitable barricades and warning signs are required so that motorists are aware of the changed conditions.

If you wish to close a road within the Mackay Council region for an event, please contact [Mackay Regional Council](#) at least 3 months before the proposed event to discuss your proposal (major road closures may require 6 months' notice). Please note that all road closure require accredited traffic controllers for each closure barricade.

Check your street directory to see if your event is likely to affect significant public facilities such as hospitals or bus or tram routes. In some situations, closing these roads may not be feasible and an alternative location or modification to the event may have to be considered.

As part of your event application you are required to advise residents living within a 500 metre radius of the event at least a week prior that your event or festival will be taking place, especially if it may impact them in any way. This is also great opportunity to market the event and invite local residents. You will also need to forward a copy to the Mackay Regional Council's Festivals & Events Officer prior to the event.

REFER TO APPENDIX E – EXAMPLE NOTIFICATION LETTER TO RESIDENTS (p25)

Public transport

If your event is likely to affect public transport by causing an alteration in route, delaying a service, causing a service to be replaced, causing the cancellation of a service or requiring additional services, you must notify the Mackay Metropolitan Transport Service.

Risk Management

Organisers must have a **Risk Management Plan**, which identifies:

- Risks associated with your event.
- Person/s responsible for ensuring that all risks are managed and how each risk will be managed.
- For large events Council may insist that a professional Risk Manager be employed.

Public events of all sizes must have an **Emergency Management Plan**, which outlines how you will respond in the event of an emergency. The plan must consider:

- Possible emergency interruptions.
- Access & evacuation routes.
- Personnel responsible in emergencies & evacuations.
- Emergency services meeting point.
- Ambulance & emergency vehicle loading areas.
- An incident control centre.
- Arrangements for additional emergency services personnel.
- Lines of communication in order of authority.
- Risk Management Checklist.

Police & emergency services

Please note that in all cases, emergency services must be notified of your event AT LEAST one week in advance. Depending on the nature of the event, Queensland Police may need to be consulted prior to the submission of an Event Application. You will need to provide written acknowledgement from Queensland Police if:

- A liquor license is issued (or being applied for).
- The event is expected to attract over 1,000 people.
- The event is expected to have significant impact on traffic or pedestrians.
- The event is likely to attract large-scale media attention.

You must also notify the Fire Brigade and Ambulance Service of your event and any potential risks, which you identify in the week of the event. This is required to ensure emergency services are aware of your event and can plan any potential movements around the activity.

Security

Event organisers are responsible for all security associated with their event. This could include securing of roadblocks and any street decoration as well as crowd control. Several security firms can provide security for a fee, or Queensland Police can sometimes assist with security for a fee.

Information Services

In the case of large events, an information centre should be established as a hub for event information and a focal point for incidents, eg, lost children.

Other Information Services you will need to consider include:

- Appropriate directional signage to toilets.
- First aid.
- Food Stalls.
- Other Activities.

You may wish to consider translation of information into other languages.

Sun Smart Policy

Weather extremes can affect outdoor events dramatically. With appropriate planning this can be managed. Consider providing suitable shade for your event plus a contingency plan for wet weather. Heavy winds should always be considered when planning an event site. Sunscreen should be made available at your information stall if appropriate.

REFER TO APPENDIX F – RISK MANAGEMENT CHECKLIST EXAMPLE (p26)

It is recommended that organisers make drinking water available free to event patrons, especially for events where a risk of participant dehydration is present, eg fun runs. There are also a number of companies who provide a 'hydration station' service.

Licenses & Permits

Licences and permits needed for an event should be identified as early as possible and applications submitted to the relevant authorities. Early action is essential to allow time for applications to be processed and the necessary licences and permits to be issued. Depending on event requirements, licences or permits may be needed from:

- Local Government.
- Venue managing body.
- State Government Departments including Police Service, Department of Main Roads and Liquor Licensing

License or Permit	Why would I need it?	How do I apply?
Temporary Entertainment Event Application	<p>If you answer YES to one or more of the following questions, then an event permit IS required.</p> <ul style="list-style-type: none"> • Are you providing entertainment to the public? • Will you have more than 50 people attending your event? • Will your event have any catering, infrastructure, fireworks, amplified sound? • Will your event impact on neighbouring residents or businesses? 	<p>Complete the application form available from Mackay Regional Council and include supporting documentation.</p> <p>For events in the Isaac Regional Council area please contact 1300 472 227</p>
Busking Permit	<p>Busking is performing or providing entertainment in the street for money from passers-by. It does not involve a set fee for a return service (eg. fortune telling).</p> <p>Groups of more than 6 performers will not be granted a permit in the Mackay Region and Buskers may not use amplified music, live animals, fire or materials that may pose a threat to public safety in their act.</p>	<p>Complete the application form available from Mackay Regional Council.</p> <p>For events in the Isaac Regional Council area please contact 1300 472 227</p>
Fireworks Permit	<p>Only licensed operators of pyrotechnics may discharge fireworks and must receive a permit at least 14 days in advance.</p> <p>All residents within 500m of the venue must be notified a minimum of 7 days prior to the event. Obtaining a Queensland Department of Mines & Minerals Permit will be a condition of your Event Permit.</p>	<p>Contact the Queensland Department of Natural Resources & Mines.</p>
Temporary Food Permit	<p>If you plan to serve, give away or sell food to the public at your event, inform each food business proposing to operate at the event that they are required to complete and submit, an application for Temporary Food Permit (along with the appropriate fee) or Non-Profit Food Event Notification (no fee).</p> <p>Applications must be lodged at least six weeks prior to the event.</p>	<p>Complete the application form available from Mackay Regional Council or Isaac Regional Council.</p>
Liquor Licence	<p>If you intend to sell alcohol at your event or serve free alcohol at an event subject to admission fees, you must obtain a Temporary Liquor Licence. Please also note that it is compulsory to engage security officers when alcohol is being consumed at a public event.</p>	<p>Contact the Office of Liquor & Gaming Regulation.</p> <p>Phone: 07 4967 0936. www.olgr.qld.gov.au</p>
Music	<p>At any event or festival, entertainers who perform songs that are not their own original composition must obtain a permit from APRA prior to the event.</p>	<p>Contact APRA on 9426 5200 or visit www.apra.com.au.</p>



Sponsorship and Grants

In the economic climate of today businesses and governments are becoming far more selective in providing sponsorship funding and other resources for special events; they also being asked more often, making it a competitive market place.

The underlying question businesses are asking is 'What's in it for us?' sponsors seek value in return for their investment. Public funding schemes such as festival and event and even community grants also will require some level of return on investment.

To gain and maintain support from sponsors or grant schemes, event organisers must focus on:

- A professional approach.
- Giving sponsors/funders value for money and demonstrating financial stability of the event.
- Delivering on promises.
- Building goodwill and an ongoing relationship.

This section talks about sponsorship and grant funding separately.

Sponsorship Plan

If you want sponsors you must develop a sponsorship plan before submitting any requests.

This plan should complement your business/marketing plan, and address the following:

- What benefits the event sponsors.
- Which organisations would be likely to provide sponsorship (eg: local, national, regional, state).
- What type of sponsorship will be sought from each potential sponsor (cash, in-kind, other).
- Identification of any potential conflict/s of interest between the objective/s of the event and any sponsor - including any likely conflict of interest if more than one major sponsor is involved.
- For annual events, any opportunities for sponsorship to be maintained for longer than one year.
- Recognition of the time required to allow for the preparation, submission and approval of sponsorship applications.

REFER TO APPENDIX G – SPONSORSHIP PLAN TEMPLATE (p27)

Sponsorship Submission Guidelines

With the above points in mind, these guidelines outline the methods that should be adopted when seeking sponsorship.

- Submit sponsorship applications well in advance of the event; give sponsors ample time to consider the applications; set a time-frame for the preparation and submission of applications, and allocate these responsibilities.
- Ensure the sponsor's products/services are compatible with the event.
- Be realistic with your request; a sponsor's product may be much easier to obtain than cash, and depending on the product/s, this could help to offset costs.
- Gain an understanding of sponsor expectations; once potential sponsors have been identified, do some homework to find out what each sponsor expects in the submission, and the benefits they require. Consider tailoring each sponsoring proposal to each sponsor you approach rather than a generic version to them all.
- Address sponsorship proposals to the relevant decision-maker.
- If an approach is to be made to competitive companies, for example, airlines, submit the sponsorship request to one company only, and make this point clear in the application. If this application is unsuccessful, only then should an application be sent to a competitor.
- Ensure the application is professional; there is only one opportunity given to create a good first impression, so it is essential that the submission is professional in every way – well written and typed with good page layout, and professionally presented.
- Maintain effective communication with sponsors; once sponsorship has been gained, ensure good communication is maintained throughout the period leading up to the event. Keep them informed of any media releases, instances where sponsors' names have been publicised, and any other relevant information.
- Take advantage of every opportunity to 'plug' the sponsor/s; take every effort to give maximum publicity to sponsors in pre-event media releases and interviews.
- Deliver on agreed outcomes; standing by your commitments to sponsors and giving recognition wherever and whenever possible are the keys to building a foundation for future sponsorship. Make sure that each and every outcome proposed in the sponsorship

application is delivered (and only include outcomes you know you can deliver!). If possible, work on the basis of delivering a little more than the sponsor expects, i.e. under-promise and over-deliver.

- Reporting; as soon as possible after the event a comprehensive report should be prepared for ALL sponsors. Apart from being a matter of courtesy, this will demonstrate *their* return on investment and potentially strengthen the partnership in order to gain support for future events.

How to Prepare a Submission for Sponsorship

Content of the submission may vary according to the type of event, but all submissions should include the following information:

- Full details of the event. If it is a regular event, include copies of press clippings and other relevant information on past events.
- Event committee expertise/experience, and if a regular event – the track record.
- Contact name/address/telephone number/email.
- Sponsorship requested, i.e. funding and/or in kind.
- How the sponsorship will be used.
- Detail benefits for the sponsor, for example:
 - Naming rights.
 - Signage.
 - Advertising.
 - Presentation of prizes by sponsor representatives.
 - Unique or special benefits.
 - Other participation.

Make sure the major sponsor is offered the greatest benefit. Make every effort to give equivalent monetary value for the benefits given. Most large sponsors will look for an indication of the worth of the sponsorship.

Clearly state sponsor entitlements. There have been occasions when several sponsors were involved, that a major sponsor has attempted to 'take over' an event and indeed the town, with saturation signage and other forms of advertising, resulting in a strong, negative backlash from the community and local businesses.

Grant Funding and Subsidies

Depending on the type of event, a range of grants and other assistance may be available from Local, State and Federal Government sources.

While event committees shouldn't rely on grant funding to run their event, grant funding can be useful to boost marketing activity or employ professional services to assist in running or promoting the event. Tourism grant programs will generally look for a focus on marketing activity which will draw visitors to the region, ultimately contributing to creating a direct economic impact to the destination. Each funding source will have different submission requirements, however most will require an event to have a business plan, marketing plan, evidence of financials and event statistics, which is where the Evaluation section of this handbook will be useful. Remember, these grant funds are from public money so the organisations or agencies offering them will be looking for a return on investment just as private enterprise would.

Some grant funding options to consider for special events are:

Tourism and Events Queensland Programs: Queensland Destination Events Program

Tourism and Events Queensland's Destination Events Program (QDEP) seeks to leverage the crucial link between events and the destinations in which they are staged, extending the flow of the economic, marketing and social benefits of events throughout metropolitan and regional Queensland.

The QDEP offers two funding options for regional events:

1. Destination Event Funding – single year event support.
2. Significant Event Funding – single or multi-year support (up to three years).

Further details can be found at www.teq.queensland.com

Major Event Investment

One of TEQ's objectives is to identify, attract, develop and promote major events in Queensland that deliver significant value against each of the following four outcomes:

1. Contribute to the Queensland economy.
2. Attract visitors to Queensland.
3. Enhance the profile of Queensland.
4. Foster community pride in Queensland.

Organisations seeking financial support from Tourism and Events Queensland for major event funding must have a well-developed business case. Those seeking to make a submission for support are required to fill out the online checklist which can be found at www.teq.queensland.com

Mackay Regional Council Program

Mackay Regional Council offers a number of grant programs, visit <http://www.mackay.qld.gov.au/community/grants>

Isaac Regional Council Program

Isaac Regional Council offers a number of grant programs, visit <http://www.isaac.qld.gov.au/isaac-community-grants>.

Acquittal of Grant Funding

In just about every case government departments and authorities will require a funding acquittal; i.e: confirmation that the funds were used for what they were awarded for.

This information will need to be supplied accurately and promptly following the event. Many programs will generally supply an acquittal template, and you should be sure to keep accurate and detailed records that show how the funding was received and spent (eg: via your financial statements).

Accountability is paramount for public funds and supplying details of funding acquittal must always be treated as a mandatory and priority part of the post-event action. Event organisers that fail to properly address acquittal requirements of grant funding will have little if any chance of gaining future grant funding from the same grant program and may even be asked to repay the funding they were awarded.



Marketing and Promotion

Preparing a Marketing Plan

A marketing plan is crucial for three main reasons:

1. The events industry is competitive, and an ad hoc or scattered approach to marketing may increase the risk of failure and financial loss, as indicated earlier. Marketing activity must be carefully planned and targeted to achieve maximum results from each dollar spent.
2. If approaches are to be made to Government or semi-Government organisations for grant subsidies or other assistance, in most cases these organisations will request a marketing plan as part of submissions.
3. Major sponsors will want to see how the event is to be promoted. A marketing plan assists in obtaining a favourable outcome from sponsorship submissions.

REFER TO APPENDIX H – MARKETING PLAN TEMPLATE (p28)

Identifying your Target Markets

Know who you are targeting; consumers today are constantly being bombarded by an ever-increasing stream of advertising messages, and if event promotion is to achieve maximum effectiveness, it must be carefully targeted at the right audience. This means taking the time to identify the target groups by conducting market research and formulating the appropriate strategies to reach these markets.

A basic marketing plan can be developed from some fundamental investigations, focusing on three questions:

Who are the target markets?

E.g. age groups, families, couples, children, special-interest, competitors, spectators, tourists.

Where are these markets?

E.g. local community, region, state, national, international. Be realistic – determine what type/s of tourists already visit the region.

How do we reach the target markets?

Formulating marketing strategies necessitates identifying the most appropriate and cost-effective ways to get the message across to the particular group (or groups) you wish to attract.

Consider alignment to the markets that Mackay Tourism is targeting for the destination; Visiting Friends and Relatives (VFR), Family holiday-makers and Tourists.

A great place to find this information is in the [Destination Tourism Plan](#).

Both Mackay Tourism and Tourism and Events Queensland can assist with research tools and resources, including destination data, visitor profiles and market segmentation. These can be found at www.teq.queensland.com/research and www.teq.queensland.com/marketing

Market Research

In-depth market research is usually beyond the resources of smaller events. Even so, market research can be done easily and at minimal cost.

The simplest method is to request a postcode when a ticket is purchased. This information will indicate the existing trade catchment area for your event. Ideally a survey should be conducted to seek information on such factors as:

- Place of origin (town or region or state).
- Age group.
- Number in party (adults/children).
- Accommodation used (if staying over).
- Method of travel, i.e. own vehicle or type of public transport; fly/drive etc.
- How they heard of the event.
- What attracted them to book/buy a ticket.
- What they considered were the highlights of the event.

The more information you can obtain the better because it is this hard evidence that sets the foundation for subsequent sponsorship, grant funding and other assistance.



Timing

Timing of promotional activities is extremely important. The initial promotion should start as soon as the date has been set to create awareness of the event in the target market and enable people who may have to travel some distance to make plans to attend. For larger events, promotion should continue throughout the lead up time, for example, news releases, other media publicity and newsletters.

For smaller events, budgets are normally limited so promotion should be considered in two main stages: Firstly, initial promotion early in the planning process, and secondly, during the three/four weeks prior to the event. In the interim, every effort should be made to gain media support to generate ongoing publicity.

Marketing Activities

There are a number of options available for promoting a special event, the most common methods used for events are:

- Online – event website, social media advertising.
- Press/radio advertising.
- Leaflets and posters.
- E-newsletters.
- Direct mail to special-interest groups.
- Co-operative marketing with other organisations.
- Banners and signs.
- Australian Tourism Data Warehouse (see below).

In addition to paid promotion, full advantage should be taken of opportunities for low or no cost publicity, such as:

- Event calendars in print and online: local/regional/state.
- News releases.
- Media interviews.
- Public speaking about the event.
- Word-of-mouth through friends and relatives.
- Social media.
- Complimentary website links.
- Any channels your sponsors can offer that fit with your target audience.

For more information and tips on marketing your event check out TEQ's [The Big Marketing Guide](#).

Australian Tourism Data Warehouse (ATDW)

Opportunity exists for event organisers to have events listed on the Australian Tourism Data Warehouse free of charge. The ATDW is a database of Australian Tourism product held in a common format ready made for distribution via websites such as:

Tourism Australia www.australia.com.

Tourism and Events Queensland www.queensland.com

Mackay Tourism www.mackayregion.com.

Event listings are free and up to four images can be included. Mackay Tourism and Tourism and Events Queensland use events on ATDW to populate their events calendar and for any media promotion. Event organisations can provide event information to ATDW using the online link at www.atdw.com.au.

Regional Tourism Organisations, Local Tourism Organisations and Visitor Information Centres

Ensure that you contact Mackay Tourism and your local council when putting together your marketing plan. They may not be able to provide financial support but in most cases they may be able to provide marketing advice and include information about your event on websites and in some of their own communication tools/channels.

Accredited Visitor Information Centres can also be a great distribution point for information on your event. Brief the staff about your event and keep them up-to-date on new events or other information they can pass on to visitors to the region. Consider VIC's within and outside of your region, depending on your target market.

REFER TO SECTION 7 (P19) – KEY CONTACTS



Developing a Dedicated Website

The event website is today what the special event brochure was a generation ago: a place to provide information, create interest, entice people to attend and even buy tickets online.

The best websites allow people to find out everything they need to know about the event. The core rules of a successful event website include:

- Present a clear, easy way to find information.
- Focus on the 5 W's about the event (who, what, where, when and why).
- How your customers can book/buy tickets if applicable, remembering that many people like the immediacy of being able to purchase online.
- Complimentary information such as accommodation & transport/ tour options, maps, destination information etc.

It is vital to have a website developed in the early stages of your event planning. As soon as you have an event name and date, place a static display page on the site with a note 'additional information coming soon' – ensure that the critical information is entered as soon as possible and is updated on a regular basis. Also make sure your website is mobile friendly so people can access information about your event on the go.

Prepare Media Releases

To get a media release published it is important to prepare newsworthy items. The level of success achieved will be proportional to the initiative and amount of effort put into preparing the media release.

Become familiar with the relevant papers and media outlets both online and print that are consumed by your target market/s. Determine the times of the different editions and the publication dates. For example, monthly magazine require a long lead time as they go to print well before the magazine release date. Ensure the angle of your media release is attractive to the publication i.e. it is 'newsworthy'. If sending photographs, provide high resolution images and avoid those that are vague in content, quality or composition, and ensure images are labelled clearly.

REFER TO APPENDIX I – MEDIA RELEASE TEMPLATE (p29)

Social Media Networks

Social media includes the various online technology tools which enable people to communicate easily via the internet to share information and resources.

Social media can include text, audio, video, images, podcasts and other multimedia communications. Accessible world-wide, social media has substantially changed the way organisations, communities, and individuals communicate. Some social media networks to consider that can assist in promoting your special events and 3 ways to strike up a conversation with Tourism & Events Queensland:

1. **Post a Queensland photo** to the Visit Queensland, Australia Facebook page. This is one of the places where the social media team looks for new content to post. When a photo is reposted a credit will be given by tagging the Facebook page of the photo owner.
2. **Use the #thisisqueensland** hashtag in Twitter, Instagram, Facebook, Google + and Pinterest. This hashtag is one of the tools TEQ uses to collect community photos and stories for retweeting or resharing.
3. **Mention @queensland** on Twitter and Instagram to let us know what's happening.

Make sure you also use the following when sharing your images so the Mackay Tourism and the Mackay Regional Council see your images too:

#meetmackayregion
#mackaypride

Who →
What ↓

		Where QUEENSLAND hangs out: @queensland #thisisqueensland	Where MACKAY hangs out: @visitmackay #meetmackayregion
Instagram	A mobile sharing app that is perfect for capturing holiday moments.	TEQ monitors the #thisisqueensland hashtag for awesome photos to feature and every two weeks there is a guest instagrammer who takes over our account to share their patch of Queensland with the world.	Mackay Tourism monitors the #meetmackayregion hashtag for awesome photos. Outstanding pics are reposted on Mackay Tourism's various social channels, with credit given to the photo owner.
Facebook	A visual way of enticing prospective travellers into a holiday; and for holidaymakers to share images with their own social networks.	The Visit Queensland, Australia Facebook page is managed by TEQ. We entice visitors by featuring Queensland photography, latest competitions and events.	The Visit Mackay, Queensland, Australia Facebook page is managed by Mackay Tourism. It aims to inspire potential visitors to the Mackay with interesting images.
You Tube	User generated videos including network and professional content.	The Queensland You Tube Channel features entertaining and informative destination videos.	The Visit Mackay, Queensland, Australia YouTube channel features entertaining and informative destination videos.
Twitter	In-the-moment updates in 140 characters or less.	TEQ shares Queensland photos, blog posts and answering traveller's questions.	Mackay Tourism also shares Mackay photos, blog posts, travel deals and answers travellers questions.
Google +	Where like-minded communities gather and share content.	Queensland (TEQ) shares stories and photos on Google + communities like 'Amazing Places to See', 'Animal Lovers' and 'Travel Photography'.	@vistmackay is not currently using Google +
Pinterest	A virtual pin board of favourite things, bucket lists and travel plans.	Queensland (TEQ) uses Pinterest to browse, organise and share visually inspirational content with fellow pinners to help them plan their perfect holiday.	@vistmackay is not currently using Pinterest
Foursquare	Location-based social networking for mobile devices.	Queensland (TEQ) shares the best destination tips and curates must do lists for visitors to check-in and tick off their buckets lists.	@visitmackay is not currently using Foursquare



Advertising

Print Media

When preparing advertising for print media:

- Be clear.
- Be brief.
- Be believable.

Convey information in short, simple sentences or in points – which should act as links in a chain, leading from one point to another and maintaining interest. When the copy is written, carefully go over it several times and delete all unnecessary wording. Strive for simplicity and clarity. Make it as easy as possible for the reader to become motivated. Importantly, highlight the benefits for the reader. Ensure spelling is correct. Research has shown that advertisements with photographs or illustrations will be read by more people than those without.

When deciding which media outlet to provide your advertising, consider:

- Your target audience – does it align with the media outlet's readership.
- Timing.
- Circulation and readership numbers.
- Deadlines for material.

Newspapers have the shortest lead in time with advertisements accepted up to a few days prior to publication. Magazines have a much longer lead time with advertisements due 1 – 2 months prior to the publication date.

Online Media

When preparing advertising for online media:

- Be relevant.
- Keep it simple.
- Be shareable.

Tune into the type of content that engages your target audience and create advertising that aligns with this. Make your advertising appropriate to the context of the site and your audience. Reduce confusion by simplifying the message and imagery, and making call-to-actions clear and concise. A great way to extend reach is to make your ad easily shareable with a message that appeals to your audience.

When deciding on websites or social media channels for advertising, consider:

- Target audience – does it align with the website's readership?
- Timing and website visitation – who looks at the website and when?

Signage

Signage is often displayed during the period leading up to major local or regional events, and this method of promotion can be effective in assisting to get the message across to the local community and passing visitors.

When using signage, keep the messaging simple and copy at a size that can be easily read from a distance. A common mistake is too much wording – in most cases, the name of the event and the date will be sufficient. If a permanent sign is erected for a regularly occurring event, ensure the sign is properly maintained. Also ensure you have permission to erect the signage to avoid unwanted fines!



Evaluation

Evaluating the success of events and identifying the benefits generated for sponsors/funders and the community is the foundation stone for gaining future sponsorship and community support.

Because of limited financial resources and time constraints, some event organisers can find it difficult to undertake an evaluation, particularly in the case of events that are not ticketed. However, time should be committed to evaluating three key areas in order to generate sufficient information for meaningful reports to sponsors and the community.

1. Debriefing Meeting/Planning Assessment

The first step is to arrange a debriefing meeting of the event organisers / main committee / sub-committees as soon as possible after the event, while everything is still fresh in the collective memory.

The aim of this meeting is to review each aspect of the event planning, management and marketing, examine any problems, and identify ways future events can be improved. Importantly, the event outcomes should be evaluated against the goals. As part of this review, organising committees also need to recognise what worked well, i.e. the successes achieved throughout the planning and staging processes.

2. Event Assessment

This step should examine the event in the context of patronage and financial performance. When estimating attendance, there is often a tendency to over-estimate numbers and committees should guard against this. If the event is not ticketed and there are no counts of attendance, estimates should be sought from several different sources, particularly any participating individuals who may have experience in special events such as stallholders/concessionaires and police.

3. Business Activity Assessment

The final stage in the evaluation process looks beyond the event itself to gain an indication of the economic benefit gained by local business by investigating the business activity which occurred during the event. This means contacting frontline tourism operators and other key businesses either by email, phone or in person.

For annual events, the most significant issue is the comparison of evaluation results with the previous year.

REFER TO APPENDIX J – EVENT EVALUATION TEMPLATE



Key Contacts

Tourism and Events Queensland

Level 10, 30 Makerston Street, Brisbane
Phone: 07 3535 3535
www.teq.queensland.com

Mackay Tourism Ltd

320 Nebo Road, Mackay
Phone: 07 4944 5888
www.mackayregion.com/corporate

Mackay Regional Council

Sir Albert Abbott Administration Building,
73 Gordon Street, Mackay
Phone: 1300 622 529
www.mackay.qld.gov.au

Isaac Regional Council

Grosvenor Complex,
Batchelor Parade, Moranbah
Phone: 1300 47 22 27
www.isaac.qld.gov.au

Bowen Visitor Information Centre

Bruce Highway, South Bowen
Phone: 07 4786 4222
www.tourismbowen.com.au

Mackay Visitor Information Centre

Nebo Road, Mackay
Phone: 1300 130 001
www.mackayregion.com

Sarina Tourist Art and Craft Centre

Railway Square, Sarina
Phone: 07 4956 2251
www.sarinatourism.com

Whitsundays Regional Information Centre

Bruce Highway, Proserpine
Phone: 07 4945 3967
www.tourismwhitsundays.com.au

APRA Queensland

Locked Bag 5000 Strawberry Hills NSW 2012
Phone: 02 9935 7900
www.apra.com.au

Australian Red Cross

PO Box 196 Carlton South VIC 3053
Phone: 03 9345 1800
www.redcross.org.au

Environment Protection Authority

40 City Rd, Southbank VIC 3006
Phone: 03 9695 2722
www.epa.vic.gov.au

Liquor Licensing Queensland

Department of Justice and
Attorney-General
PO Box 1032 Mackay QLD 4740
Phone: 13 74 68
www.olgr.qld.gov.au

Queensland Ambulance Service

PO Box 345 Walkerston QLD 4751
Phone: 07 4938 4928
www.ambulance.qld.gov.au

Queensland Fire Brigade

PO Box 8410 Mt Pleasant, QLD 4740
Phone: 07 4944 8000
www.fire.qld.gov.au

St John Ambulance

3 Leisure Court Mackay QLD 4740
Phone: 07 4951 2428
www.stjohnqld.com.au

Queensland Health

GPO Box 48 Brisbane QLD 4001
Phone: 07 3234 0111
www.health.qld.gov.au

Queensland Police

Sydney Street Mackay QLD 4740
www.police.qld.gov.au

Queensland Department of Main Roads

PO Box 525 Fortitude Valley QLD 4006
www.tmr.qld.gov.au

Queensland Work Cover Authority

GPO Box 2459 Brisbane QLD 4001
Phone: 1300 362 128
www.workcoverqld.com.au

Volunteering Queensland

GPO Box 623, Brisbane QLD 4001
Phone: 07 3002 7600
www.volqld.org.au



Appendices

- A. Business Plan Template
- B. Action Plan Template
- C. Consultant Brief Template
- D. Example Site Plan
- E. Example Notification Letter to Residents
- F. Risk Management Checklist Example
- G. Sponsorship Plan Template
- H. Marketing Plan Template
- I. Media Release Template
- J. Event Evaluation Template

APPENDIX A

BUSINESS PLAN TEMPLATE

What is the aim of your organisation (why does it exist)?
Describe the event
What is the objective of the event?
What will make the event 'special'?
How will the event be funded?
What will be the event budget?
How will the event be staffed?
How will the event be promoted?
What will be the action plan and time line?
What licences and approvals will the event need?
What will be the event program?
How will you evaluate the benefits created by the event?

APPENDIX C

CONSULTANT BRIEF TEMPLATE

DATE: _____

ISSUED BY: _____

EVENT: _____

Background of the event
Management structure
Work required
Expected outcomes
Timeline
Budget for the consultancy OR requirement for a quotation
Outline of proposed method <i>Request a brief outline of the consultant's proposed method or approach to the work</i>
References <i>Request for two to three references</i>
Contact name:
Address:
Email:
Phone:
Closing date for proposals <i>(indicate if required by mail or electronically):</i>

APPENDIX E

EXAMPLE NOTIFICATION LETTER TO RESIDENTS

(Insert Date)

FOR YOUR INFORMATION NOTIFICATION OF EVENT

Dear Resident,

The (Event Name) will be held on (Event Date) at (Location). This event will run from (Time) and conclude at approximately (Time), with set up preparations beginning at (Time).

There will be a variety of attractions and entertainment (List these). We are expecting approximately (number of patrons) people throughout the day. (List the issues that will affect the residents including noise and traffic and the times) (List how these issues have been addressed e.g. parking provisions and parking attendants).

If you require further information regarding this event, feel free to contact

(Name) on

(Phone Number, Mobile Number, Website and Email address).

We would also like to take this opportunity to invite you along to this wonderful event.

Yours Sincerely,

(Your Name)

(Contact Details)

APPENDIX F

RISK MANAGEMENT CHECKLIST EXAMPLE

NO.	DESCRIPTION	OK	NOT OK	N/A	DETAILS
1	Barriers in place				
2	Catering Checklist				
3	Confined Spaces				
4	Disabled Access & facilities				
5	Drinking Water				
6	Electrics—lights stands				
7	Elevated work platforms				
8	Emergency Access				
9	Emergency Exits unlocked/clear				
10	Emergency Services Notified				
11	Exit Signage				
12	Extension leads, cables, plugs				
13	Flammable Storage				
14	Fire Extinguishers in position				
15	Gas bottles secured				
16	Hot surface out of public reach				
17	House-keeping				
18	Ladders				
19	Manual Handling				
20	Volunteers Briefed				
21	Noise				
22	Pedestrian Access				
23	Performers Briefed				
24	Radio function				
25	Roads and Walkway Condition				
26	Sharp & Protruding Objects				
27	Steps and Handrail condition				
28	Stage Equipment				
29	Sufficient number of toilets				
30	Tents / Marquees Secured				
31	Toilets functioning				
32	Trees and Branches				
33	Tripping hazards				
34	Umbrella Secured				
35	Vehicles removed from site				
36	Wardens				
37	Warning Signage				
38	Weather and Wind Conditions				
39	Work Involving Heights				

Safety concerns transferred to checklist and handed to Chief Warden.

APPENDIX G

SPONSORSHIP PLAN TEMPLATE

What benefits can we offer potential sponsors?
Which organisations would be likely to provide sponsorship: Local, Regional, State, National?
What type of sponsorship will be sought from each potential sponsor: Cash, In kind, Other assistance?
Is there likely to be a conflict of interest between the objective/s of the event and the sponsor?
Is there likely to be a conflict of interest if more than one major sponsor is involved?
For annual events, can any sponsorship be maintained for longer than one year?

APPENDIX H

MARKETING PLAN TEMPLATE

For smaller events, a basic marketing plan should address the following subjects:

Event objectives
Management structure
Target markets
Event budget
Marketing budget and how the budget is to be allocated
Implementation program

For larger events the marketing plan should also include:

Market research
Competitive analysis
Competitive advantages
Product packaging

APPENDIX I

MEDIA RELEASE TEMPLATE

MEDIA RELEASE

(date) or Embargoed for (date)

MAIN TITLE

Subtitle

FIRST PARAGRAPH – include all of the important information up front:

- who?
- what?
- where?
- when?
- why?
- how?

SECOND PARAGRAPH

THIRD PARAGRAPH

(In most cases the media release should be limited to one page.)

–ENDS–

Contact name:

Phone number:

Email address:

APPENDIX J

EVENT EVALUATION TEMPLATE

DEBRIEFING MEETING/PLANNING ASSESSMENT	
Committee structure & operation	
Funding	
Budget	
Sponsorship	
Event program	
Timing	
Venue	
Equipment	
Support services	
Risk management	
Transport and parking	
Accommodation	
Security	
Volunteer resources	
Marketing	

EVENT ASSESSMENT	
Number of spectators and origin	
Number of competitors and origin	
Number of exhibitors	
Gate takings	
Number of programs sold/distributed	
Food, beverage and other stallholder revenue/patronage estimates	
Number of vehicles/traffic management, including car parking	
Number of 'hits' on the event website (if relevant)	
Ticket sales processed through the event website (if relevant)	

BUSINESS ACTIVITY ASSESSMENT	
Accommodation bookings	
Airline/coach/rail bookings	
Restaurant and fast food sales trends	
Taxi usage and revenue trends	
Retail sales trends, e.g. at supermarkets, clothing stores, souvenir outlets, photographic	
retailers and processors, and chemists	
Did operators experience an increase in patronage and revenue during the event?	
If so, by what percentage?	
How did this performance compare with the time of last year's event?	

