

The logo consists of a solid orange circle. Inside the circle, the word "pracsys." is written in a white, lowercase, sans-serif font.

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City of Busselton

EVENTS STRATEGY



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1.0

Foreword



Cr Grant Henley
Mayor

Message from the Mayor

I am proud to present our Events Strategy 2022.

The Events Strategy is a blueprint for the City's ongoing commitment to events as a driver to bring benefits of economic prosperity and social connection and enrich the lives of our community and visitors.

After the struggles of the past two years, we have seen events emerge as an opportunity to bring communities together, to re-connect, to heal, and to celebrate all that makes our region great.

The Strategy aims to build on the efforts of the past ten years, that have seen events grow and flourish in a region that provides both natural and man-made environment to support them. It provides a framework that outlines our priorities and deliverable actions over the next five years.

We have the opportunity to delve into what works well for us, what we can improve on, and what this region can do more to attract or create events that showcase our natural assets and people.

Acknowledgement of Country

The City of Busselton acknowledges the Traditional Custodians, the Wadandi people, on whose land we live, and pays our respects to Elders, past, present and emerging.

2.0

Introduction

Located within the world-renowned wine growing and tourism region, the City of Busselton (the City) is recognised for being a centre for agriculture, and a significant hub for technology-based and creative industries with several organically emerged clusters. The City of Busselton is increasingly recognised as a hub for the arts and creative industries with a vibrant entrepreneurial start-up culture.

The current City of Busselton Events Strategy was developed in 2011 and adopted in April 2012. With the growing reputation as the Events Capital of Western Australia, the City has strong emerging industries in architecture, design, visual arts and music & performing arts. It is one of the few places in the world with many wineries, breweries, natural caves and wetlands supplementing built infrastructure as creative venues.

The region has a long-standing connection to the film industry and multimedia production, having hosted

the CinefestOZ Film Festival for over fifteen years and frequently welcoming film crews to the area.

The City's growing portfolio of events has something for everyone, from families (Festival of Busselton) to foodies and culture lovers (Cabin Fever and CinefestOZ) to adventurers seeking to challenge themselves, such as IRONMAN WA.

This updated events strategy was created considering:

- Review of 2012 Events Strategy
- Context Analysis: current state of events and funding, and comparative analysis with similar localities and their events strategies
- Community and stakeholder consultation
- Venue Audit
- Strategies and Actions review.



Figure 1: City of Busselton Events Strategy Approach



3.0

Context Analysis

3.1 State, Regional and Local Strategy

Diversify WA (2019)

Diversify WA sets a vision for the State's economy and identifies tourism and events as key economic drivers for Western Australia, providing a foundation for vibrant and liveable communities. Western Australia's regions are recognised as strong tourism attractors capable of making important contribution to the economy. Offering unique tourism and creative industries experiences is one of the key objectives of this strategy, with relevant focus on:

- Attracting more people, more often to Regional WA
- Promote engagement with cultural and creative agencies throughout the regions to increase regional tourism and liveability
- Improve aviation access to Perth and key regional centres

The need to attract more people to Regional WA aligns with the planning and implementation of an effective events strategy in the City.

Jina – Western Australian Aboriginal Tourism Action Plan 2021 - 2025

Western Australia's rich, diverse and authentic Aboriginal culture experiences are a unique point of difference over other holiday destinations and will play an important role as international travel resumes following the COVID-19 pandemic. The four-year plan, backed by the \$20 million Aboriginal Tourism Fund will support a range of initiatives including:

- The development of new Aboriginal tourism experiences

- Encouraging more Aboriginal people to work in the tourism industry

The City could capitalise on opportunities to promote and encourage events aligned with the strategy.

Tourism WA Brand

Led by Tourism WA, the WA tourism industry has built a destination brand which aims to show global travellers what is unique about the state. The narrative, Our Story: Spirit of Adventure, centres on five story pillars: 'Ancient Tracks, New Journeys™'; 'barefoot luxury'; 'otherworldly phenomena'; 'majestic landscapes and big skies'; and 'full of characters'. This has inspired the consumer-facing Walking on a Dream which launched in 2022, with the added themes of Time, Space, Connection and Freedom added to the narrative to represent attributes that global travellers are seeking from a destination in a post-pandemic world.

Tourism WA – Regional Events Scheme

The Regional Events Scheme (RES) is an annual funding round administered by Tourism WA. The RES aims to support events that bring additional tourism income to regional communities by increasing visitor numbers and expenditure, attract media coverage that will help raise the profile of the region as a tourist destination, and involve and inspire the local community. Funding available is between \$5,000 to a maximum of \$40,000 a year.

Tourism WA – Regional Aboriginal Events Scheme

The Regional Aboriginal Events Scheme provides funding for start-up and established regional events that showcase and celebrate Aboriginal activities and experiences through the leadership and participation of Aboriginal people.

South West Development Commission Strategic Plan 2021-2023 (2021)

The plan sets a vision for events in the South West, with the aim to promote iconic events and support new events that substantially enhance the region's reputation as a tourism, business and lifestyle destination.

The need for an updated events strategy aligns with these objectives.

South West Blueprint (2014)

The South West Blueprint identifies the following opportunities for the City:

- Increase interstate and overseas visitation
- Develop infrastructure in core South West experiences of wine and food, art and culture, events, Aboriginal Noongar experiences and landscapes
- Increase the number of high-quality international events
- Attract large scale events strategically positioned on an annual calendar to maximise visitation to the region especially on shoulder and low periods
- Identify event opportunities associated with industry sectors

The updated events strategy will need to consider these important strategic directions.

Margaret River Region Branding Strategy (2021)

The Margaret River Region Strategy's objective is to undertake an evolution of the *Margaret River Region* brand. The strategy identifies the region's unique identity and experience pillars, nature and nurture, adventure, culture and creativity, wine and culinary experiences and connection to the coast. It also identifies the City of Busselton's key attributes and brand values. In particular, the brand strategy identified the City as:

- Active: Busselton is for getting out and doing things
- Outgoing fun: With a smile and energy that's infectious
- Communal and shared: Experiences which are shared and social
- Affordable and accessible: Everyone's welcome to join in

The City is identified as a holiday destination for families, rich of history and memorable experiences. The Jetty, the beaches, the cultural precinct, craft breweries and free events are all elements that contributes to create the Busselton experience.

City of Busselton Economic Development Strategy 2022 -2027

The Economic Development Strategy 2022-27 harnesses the potential of our City and positions it into the future, whilst providing a framework that outlines our priorities and deliverable actions over the next five years.

It outlines key goals and objectives for sustainable and achievable socio-economic growth across our District.

A key objective of the strategy is to capitalise on our strength in Tourism, Events and Creatives Sector. With abundant natural beauty and tourism assets and a relaxed yet progressive outlook, we are a renowned destination and the setting for a plethora of extraordinary culinary experiences, outdoor tours and activities, art and cultural immersions and festivals and events.

Key strategies to deliver socio economic outcomes focus on advancing Tourism, Events & Creatives through:

- Advancing Town Centre Activation, Place-making and Night economy
- Advancing Business Tourism and Creative Industries
- Supporting events and projects that promote the region nationally and internationally
- Enhancing City's destination brand awareness
- Supporting and growing a vibrant community events program

City of Busselton Cultural Precinct –Cultural Interpretation Strategy (2020)

The strategy sets a vision for the City of Busselton Cultural Precinct. Initiatives and programmes identified as suitable for the precinct include programmed hallmark events and installations aligned with the precinct place essence and interpretation themes, as well as regular initiatives and activations that happen frequently throughout the precinct and the Busselton Performing Arts and Convention Centre (BPACC).

City of Busselton Strategic Community Plan 2021-2031 (2021)

The strategy identifies community priorities for the City such as activating town centres, during the day through the activation and opening of businesses, and at night with increased vibrancy and local events. Under identified 'Lifestyle' priorities, relevant actions are:

- Recognise, respect and support community diversity and cultural heritage
- Establish a performing arts facility for the District
- Facilitate and plan for event and cultural experiences that provide social connection

Under identified 'Opportunity' priorities, relevant actions are:

- Work with key partners to facilitate the activation of our town centres, creating vibrant destinations and consumer choice
- Continue to promote the District as the destination of choice for events and unique tourism experiences

3.2 2012 Events Strategy

The City of Busselton Events Strategy set a vision for the City to become the 'Events Capital of Regional WA'. The strategy identified actions to be undertaken to attract visitors and extend the traditional visitor season, increase length of stay and visitor spend. An analysis of events delivered in 2011/2012 showed how the majority of events delivered in the City were based around three broad themes, sport, culture and lifestyle. The following strategies were identified to establish and then maintain the status of the City as the Events Capital of Regional WA:

- Ensure identified gaps in the range and seasonality of current events are addressed
- Establish the City as number one regional destination for events
- Provide support to venue providers and organisers
- Provide support to individuals and organisations to grow and manage community events
- Have efficient internal processes
- Measure impact of events socially, economically, and environmentally
- Ensure appropriate infrastructure is available to support events

3.3 Event Types

The City's annual event calendar has increased from 44 events in 2012 to 140 in 2019. The City hosts a number of hallmark, major, community and developing events – a classification that has been developed for the Events Strategy 2012. An explanation of this classification and examples are provided in the figure below.

Figure 2: Events Classification

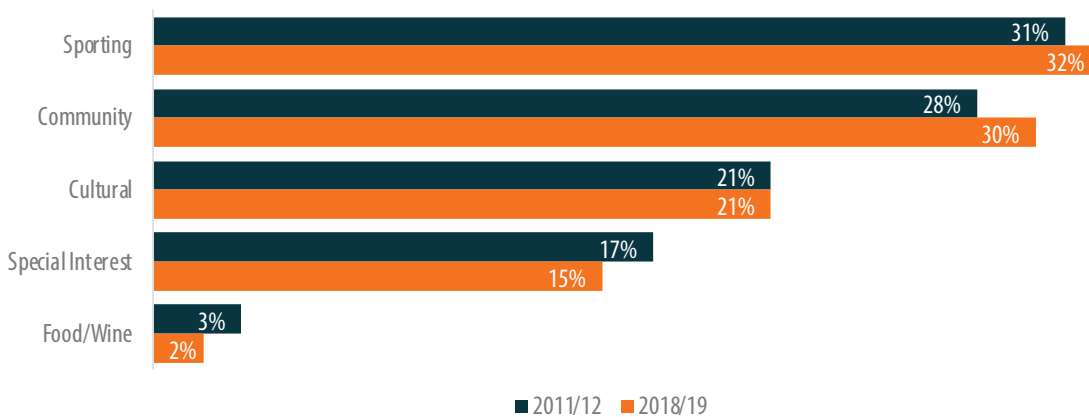
CLASS	FEATURES	EXAMPLES
Hallmark	Hallmark events are classified as generally occurring annually, are internationally recognised, unique to the region and have provide significant community interaction and media exposure.	<ul style="list-style-type: none"> • IRONMAN WA • CinefestOZ • Festival of Busselton • Busselton Jetty Swim
Major	Major events are typically held annually and may be internationally recognised. In a similar way to hallmark events, this type also provides high opportunities for community interaction and media exposure.	<ul style="list-style-type: none"> • Eagle Bay Epic Adventure Race • Cabin Fever Festival • South West Craft Beer Festival • Cape to Cape MTB • Pedal Prix WA
Developing	Developing events have the potential of becoming major or hallmark events. They generally have strong local support and promote the council's assets.	<ul style="list-style-type: none"> • Fine Vines Festival • Busselton Mardi Gras • Raising The Vibe
Community	Community events typically celebrate an aspect of community life. These events would typically attract a locally based participation and are linked to strong social benefits. They also have limited economic benefits and media exposure.	<ul style="list-style-type: none"> • Radiance Festival • Carols by the Jetty • Battle of the Bands • Busselton Show • South West Youth Festival • Art in the Park

Source: City of Busselton 2022

3.4 Event Analysis

Sporting events are still prevalent in the City's events calendar. Community events have grown over the years. Cultural events did not change as a proportion. Food and wine have slightly decreased.

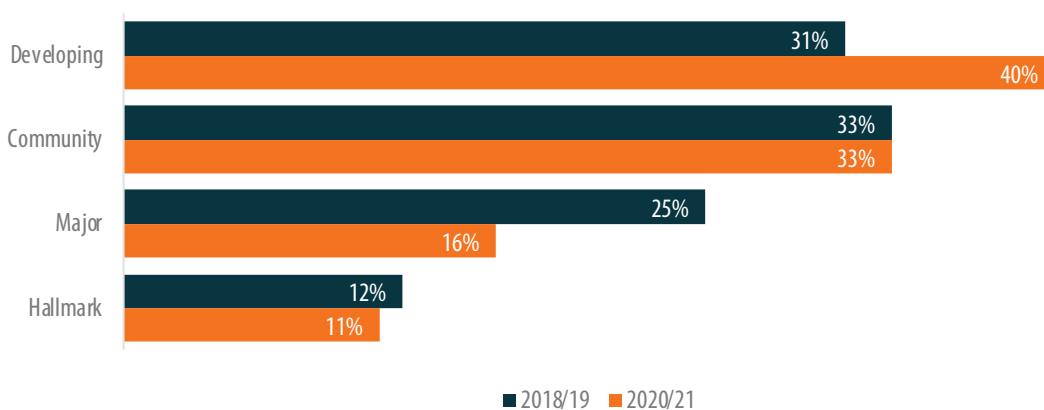
Figure 3: Events Type Comparison 2011/12 vs 2018/19



Source: City of Busselton 2022

The largest percentage of events delivered in 2018/19 were classified as 'community (33%)'. The second most common event classification was 'developing (31%)'. Covid-19 had impact mainly on the delivery of major events.

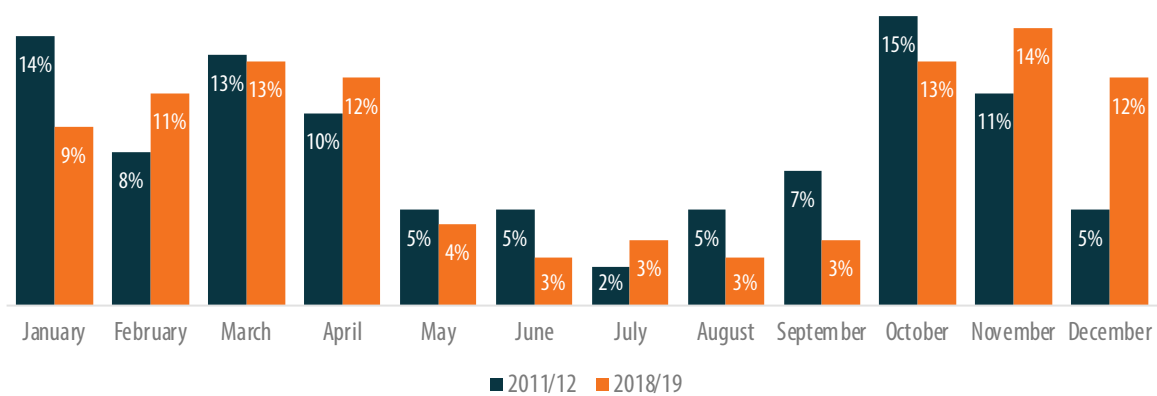
Figure 4: Events Counts by Type



Source: City of Busselton 2022, Pracsys 2022

The distribution of events across the year is similar to what reported in the event strategy for 2012, with the majority of events being held in the Spring, Summer, and Autumn months. March was the month with the highest number of events.

Figure 5: Seasonality 2011/12 vs 2018/19 Events Calendar



Source: City of Busselton 2022, Pracsys 2022

Figure 6 shows event allocation by type in the 2018/19 calendar. It is evident how the distribution of events is concentrated during high season, with the month of June being the quietest month of the year. Sporting events are evenly distributed and happen every month, whereas community and cultural events are more concentrated.

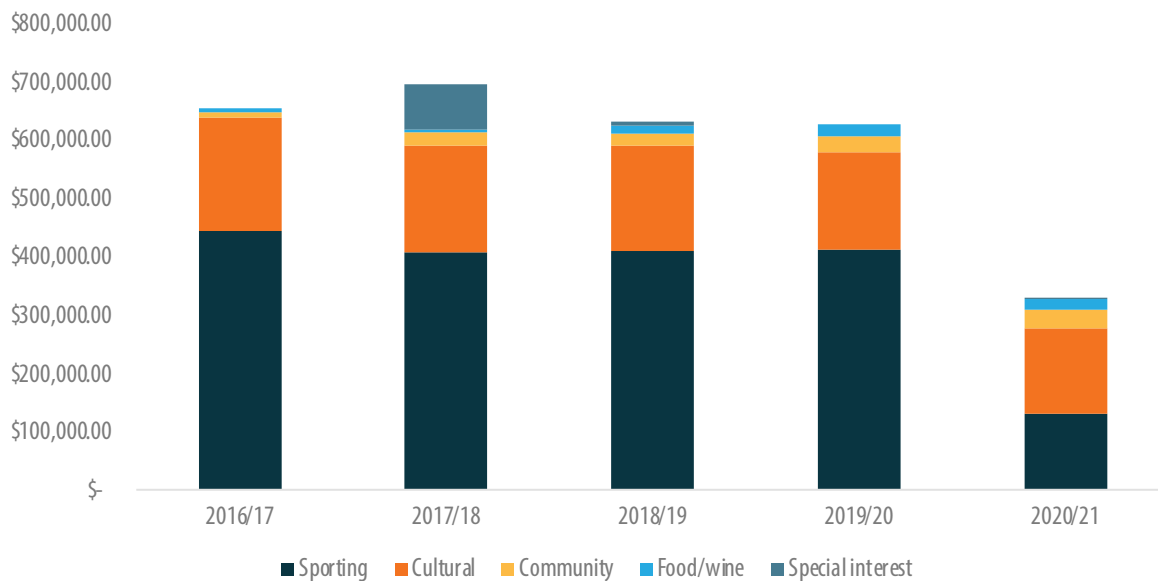
Figure 6: 2018/19 Events Calendar

Source: City of Busselton 2022

3.5 Funding

Historically, sporting events have received most of the available funding, with cultural events second followed by food and wine events and special interest events.

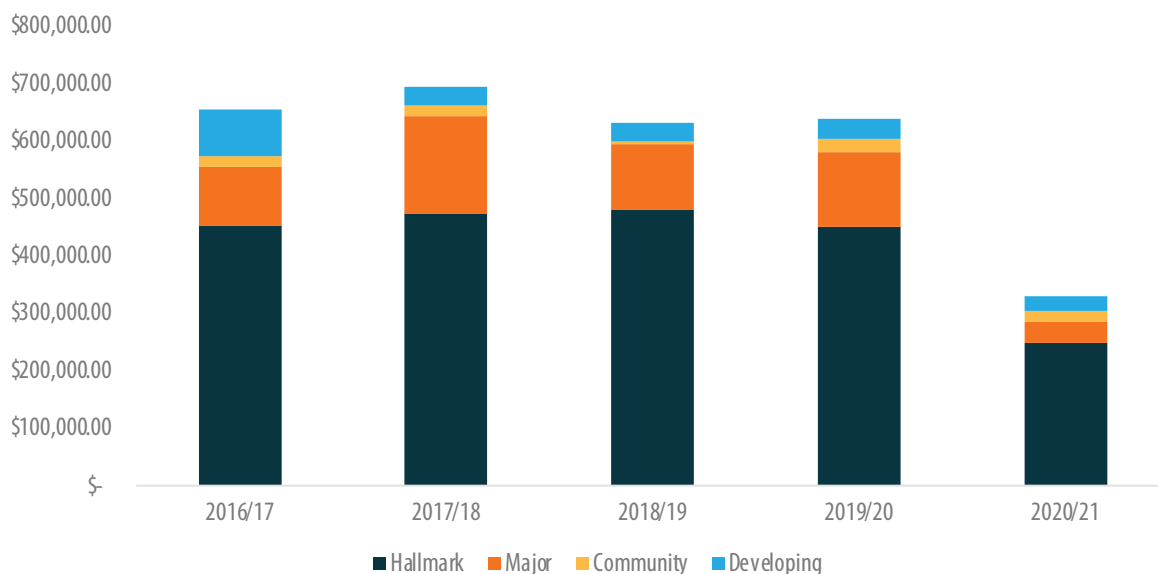
Figure 7: Funding Allocation by Event Category 2017-2021



Source: City of Busselton 2022, Pracsys 2022

By classification, hallmark events were the most common funded event across all years.

Figure 8: Funding Allocation by Classification 2017-2021



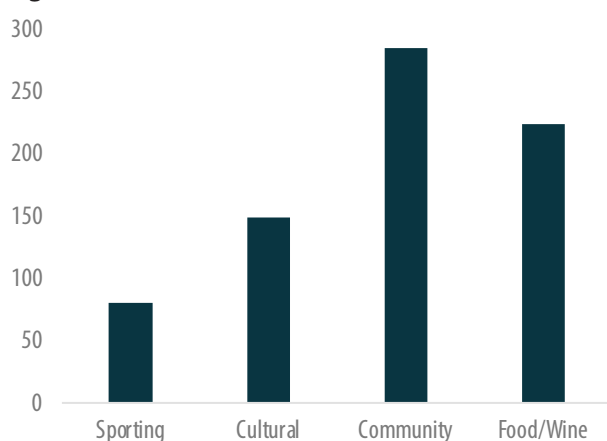
Source: City of Busselton 2022, Pracsys 2022

3.6 Evaluation

Following any funded activity, grant recipients must provide the City of Busselton with a post-event evaluation report within three months of the project's completion.

Return on the City's Investment (ROI) was calculated based on the economic impact reported by event organisers against the City of Busselton investment. Figure 8 shows ROI by category of events for the 2018/19 calendar year.

Figure 9: ROI 2018/19 Events Calendar



Source: City of Busselton 2022, Pracsys 2022

3.7 Strategic Projects

Busselton Margaret River Airport

The Busselton Margaret River airport expansion, with almost \$10 million in State funding, has facilitated private operator Jetstar to operate a new direct route between Melbourne and Busselton. Flights currently operate three times a week on a Monday, Wednesday and Saturday.

Funding for expansion of the airport terminal and other supporting infrastructure would allow route expansion to further interstate and international destinations, and remains an ongoing focus for the Council.

Busselton Foreshore Upgrades

The redevelopment of the foreshore was delivered in three stages over a decade of development. Elements delivered to date include the construction of the Railway House, Precinct and Skate Park, Adventure Play Space, Jetty Train' Toddlers, Jetty Precinct Amenities, Amphitheatre Stage and Sound Shell, Coastal Defences, Foreshore Parade West Realignment and Barnard Park Sports Pavilion. The redevelopment allowed the location of new hospitality venues alongside the foreshore, including a micro-brewery, Shelter Brewing, which opened its doors in November 2020 and includes a central open brewery, function rooms, lounge area, viewing gallery and a playground. The redevelopment and co-location of new hospitality venues is expected to increase visitation to the area and encourage longer dwelling times by providing activities and refreshments. A further development to the Busselton Foreshore is the 4.5 Star Hilton Garden View Hotel. A welcome addition to the Busselton Foreshore, the hotel will offer 110 hotel rooms, bar, restaurant and function space. Construction commenced 2021, with the hotel expected to open in 2023.

The Busselton Jetty Village and Marine Discovery Centre "The Village"

Built 1.7kms out to sea at the end of the iconic Busselton Jetty, the Village will transform the visitor experience, offering something for everyone. The Village will include a new Marine Discovery Centre, Ocean Café and bathroom amenities for divers, snorkelers and swimmers. Federal and State Government funding has also been secured to activate the space at the end of the Jetty, including a new platform, glass bottom semi-submersible boat and underwater sculptures forming a new artificial reef trail.

Construction is expected to be completed in mid 2023.

Busselton Performing Arts and Convention Centre (BPACC)

There is currently no indoor venue/ facility within Busselton, one of the State's most visited regions and one of Australia's key growth regional centres, to attract and cater for large conventions or provide adequate performance space to support the performing arts regional touring circuit. The vision for the precinct is:

'The BPACC will reflect the rich heritage of our jetty, timber industry and picturesque region, energising Busselton as a vibrant creative town, connecting the bustling foreshore with a thriving CBD. Loved for the extraordinary range of experiences and diversity of high-quality events. There is always something happening at BPACC.'

The following objectives were identified for the venue:

- Diversify the City of Busselton's event offerings
- Create new markets for business in convention, conferences, trade shows and the performing arts
- Fill the gap in indoor venues with capacity that can reach over 1,000 to service the winter and shoulder seasons
- Enrich the lives of the community and its visitors by increasing the spectrum of quality arts and culture events
- Provide opportunities for the region's burgeoning creative industries sector and a home for local artistic, cultural and educational groups and individuals
- Broaden the horizons and prospects for our youth

Conference space and a new art gallery is planned as part of the facility. The new gallery will enable the hosting of touring exhibition by upgrading security, temperature, and humidity controls. The facility will also have an outdoor space to host events. The broader Busselton Cultural Precinct is already a hub for the creative and performing arts. The site includes a historic courthouse complex housing courtroom, gaol cells, bond store exhibition/workshop space, retail store, artist's studios, and fodder room workshop, outdoor courtyard performance space with stage, community arts space, acting school and café.

Plans for the facility aligns with the City's Strategic Community Plan objective of providing events and unique tourism experiences and attract visitors and investment.

Dunsborough Developments

Dunsborough continues to be a popular destination for holiday makers, wanting to enjoy the relaxed down south lifestyle. While locations for events are limited in Dunsborough and surrounding areas, some new developments in the area will lend themselves to activating as event spaces. These include the development of the new Dunsborough Lakes Sporting Precinct, which will increase the ability to stage high level sporting competitions and will allow for the further event activation of the existing Dunsborough Playing Fields. This is scheduled to be completed in 2023. Located adjacent to the Naturaliste Community Centre, the opening of the new youth facility 'The Break' in 2022 will support the expansion of youth activities and events in Dunsborough.

The addition of new tourism, hospitality and accommodation venues currently underway and proposed for future development will bring more opportunity for activation as event spaces. Continuing upgrades to the Dunsborough townscape adds to the attractiveness and useability of the town centre.

Vasse Developments

Ideally located centrally between Busselton, Margaret River and Dunsborough, the Vasse township continues to grow, as more housing is released, and the town centre further develops and adds to its offerings. Among the new developments are the additions of a three screen cinema complex, a substantial farmer's market development, and new public open spaces suitable for the hosting of events.

4.0

Visitor Segmentation

Analysis of tourism data and event visitation trends suggests that the City's typical visitor is between 25-40 years old, on holidays, visiting from intrastate and staying one to three nights. Visitors would usually attend events whilst on holidays or come to the City with the primary purpose of attending an event.

Figure 10: Event Target Audience

AUDIENCE	INTEREST	EVENT TYPE	SEASONALITY
Entertainment Follower	Social gatherings, party, surf culture	Music festival, community event, tailored sporting event (such as surfing competition)	All year, weekends
South West Holidayer	Food and wine, nature and national parks, arts and culture	Food and wine festival, arts and culture festival, community events, children-friendly event, day-time events	School holidays, weekends
Sports Enthusiast	Sports and competition, nature and national parks, tailored food and wine events	Sporting festival and competitions	Weekends, coinciding with sport events
Arts and Culture Enthusiast	Arts and culture, music, performing arts, food and wine	Arts and Culture Festival, Music Festival, Community events with a cultural edge	All year, weekends
Epicurista	Food and wine	Food & Wine festivals, events staged by local producers and/or hospitality venues with regional specialities	All-year, weekends

Source: Pracsys 2021

5.0

Venues Audit

A venue audit conducted on both council-owned and private venues in the City of Busselton, including the localities of Busselton, Vasse, Yallingup, Dunsborough, Eagle Bay, Metricup, Jindong and Wilyabrup.

Figure 11: Summary of venues

TYPE OF STRUCTURE	COUNT
Indoor	
Meeting room	23
Conference Room	16
Cinema	1
Theatre	1
Exhibition Space	4
Other workshop/event/function space	42
Accommodation on site	6
Total Indoor	93
Outdoor	
Courtyard/Garden	8
Park	8
Beach	7
Total Outdoor	23
Grand Total	116

Source: City of Busselton 2022, Pracsys 2022

5.1 Gaps

The City is well-positioned in its accessibility to both indoor and outdoor venues. However, the majority of indoor venues can only accommodate up to 150 guests. Outdoor venues such as parks and beaches require council permits to be used and are oftentimes located close to residential areas, hindering

opportunities to host larger events such as music festivals. The most evident gaps are:

- The availability of conference space suitable for a large convention (such as a convention centre)
- The limited availability of on-site accommodation
- Physical distance between venues
- A limited number of venues with permanent structures for theatrical performances and other performances, such as PA systems and/or AV systems
- A limited number of outdoor venues with enough flexibility and access for the organisation of large festival

5.2 Opportunities

The City has the opportunity to access new event venues, either through further development of public open spaces and buildings, or through working with private venue owners and developers to identify new locations and maximise event suitability. Some of the opportunities that exist are:

- Influencing design of public open space and sporting ground redevelopments, to ensure they are suitable for the staging of events
- Seeking funding for additional infrastructure to support events in public spaces ie onsite PA and AV equipment
- Assisting existing venues to determine suitability of their property for particular events, and supporting them in seeking additional approvals as required
- Contacting owners of empty shopfronts, buildings and vacant land to assess appetite for use for pop up events and short-term activations

6.0

SWOT Analysis

Strengths, weaknesses, opportunities, and threats were identified based on industry mega-trends, current state, comparative, demand analysis and consultation.

Figure 12: SWOT Analysis

STRENGTHS	WEAKNESSES
What do you do better than others? What unique assets do you have?	What others do better than you? What should you be avoiding?
<ul style="list-style-type: none"> • Established event calendar • Established funding system and management • Low impact of COVID-19 • Popular holiday destination for intrastate visitors • Unique and internationally renowned tourism icon - Busselton Jetty • Abundance of natural environment and seaside • Abundance of local produce • Strong volunteer base • Concentration of creatives • Food, wine and the growing craft beer industry • Family-oriented environment • Several unconventional event venues • Connection to the airport • Proximity to Perth • Future indoor venue • Strong relationship and commitment from the City and broader region • Local business involvements with events • Regular event attendance from the community • Music concerts were the most popular type of event, following by Markets and Food & Wine events • Creative industry hotspot 	<ul style="list-style-type: none"> • Outdated vision • Lack of measurable outcomes / impacts • Funding criteria likely not up to date with current needs • Funding model has no differentiation between community and major events outcomes • Lack of consistency in post-evaluation reports • Type of events delivered, with the majority being sports event dedicated to a targeted audience segment • Lack of an indoor fit-for-purpose event facility, currently • hindering the ability to expand seasonal event offer • Process for events application is lengthy, could potentially discourage people with less resources and/or volunteers' groups • Historically difficult to source, engage and collaborate with local Aboriginal representatives in the organisation of events • There is an undersupply of appropriate accommodation at times • Transport options • Night time activation • Competing demands for outdoor spaces • Lack of appropriate event venues in Dunsborough and Yallingup.

OPPORTUNITIES

What can you improve on? What consumer trends can you take advantage of?

- Request proof of increased visitation and attraction of out-of-region attendees, together with segmented economic impact and tourism impact
- Provide two streams of funding differentiating objectives for community and major events
- Include bespoke evaluation objectives for different event types
- Standardise post-event evaluation
- Provide standard template for evaluation surveys
- Evaluation linked to application to reduce time spent reporting, providing consistent output
- Provide training for funding application process
- Activate the new BPACC precinct by expanding existing event programming, hosting other events and offering opportunities for place activation (such as artisan markets)
- Leverage on Busselton airport redevelopment to gauge interest and attract visitation from interstate and international attendees
- Increase the number of quality food & wine related events
- Increase the number of arts and culture events and music festivals
- Focus on uniqueness and quality of events
- Leverage on existing partnership with relevant industries
- Identify event opportunities associated with industry sectors
- Identify and increase event offer for demographics not currently targeted by existing event calendar
- Promote benefits of hosting winter events to venues
- Fringe Festival potential winter event
- Conferences, wedding expos and Busselton after dark
- Events showcasing and celebrating local Aboriginal culture
- Opportunity for event organisers to work together such as sporting and community events
- Encourage event organisers to communicate with each other more often/offer opportunities for meetings
- Create a 'City of Busselton marketing toolkit' for event organisers
- Create event/holiday packages with tourism bodies
- A combination of uniqueness and shelter from weather are the factors that would encourage community members to venture out for event during the Winter
- Broaden the offer for families and children
- Film friendly destination accreditation

THREATS

What are your obstacles to growth? Who are your competitors?

- Failure to activate BPACC
- Failure to attract interest from event organisers
- Extended lockdowns, hindering people's capacity to travel to the region might impact future events
- Reduced event capacity following COVID-19 outbreaks
- The City is not able to adapt to latest trends, including usage of technology
- Survey results skewed as only one part of the population answers surveys
- Need volunteers to do data collection
- Survey fatigue
- Volunteer fatigue
- Different set of criteria between events could make some events look like they are not bringing enough economic benefits
- Perception BPACC funding to absorb current events funding
- Competition from other LGA's and regions for state and federal funding



6.0

Strategy

The following strategic vision, goals and strategic themes were identified based on context analysis, stakeholder and community consultation, and comparison with other event and funding strategies for localities with similar characteristics to the City of Busselton.

1. Vision

The following vision is proposed to guide the City of Busselton Events Strategy:

'The City of Busselton is recognised as the Events Capital of WA, offering diversified events for both local communities and visitors, capitalising on Busselton's unique natural landscape and cultural characteristics.'

The vision was informed by the 2012 strategy, updated to include opportunities identified through analysis and consultation.

2. Goals

The City's objectives for the event strategy are to:

- a. Attract a diversified events offering with high yielding social and economic benefits, across the region all year round
- b. Grow current hallmark events (detailed in the context) by increasing attendance, sustainability and local impact
- c. Yield opportunities from the BPACC, Busselton Margaret River Airport, foreshore upgrades and Busselton Jetty developments
- d. Identify private and public event venues and their capabilities and opportunities
- e. Manage events in a post COVID world

The strategic directions were aligned with the current state, future state (identified gap) and referenced to the City's objectives.

3. Roles of the City

- Lead: Lead the organisation of significant regional events for the City's community and visitors
- Fund: Administer funding through efficient and targeted funding programs
- Facilitate: Assist and facilitate community groups and event organisers with opportunities for collaboration, information and assistance
- Promote: Assist in the promotion of events, through Council marketing and resources
- Monitor and assess: Monitor events' impact on the local community and economy

Key local government levers:

- Fiscal incentives (cash grants, in-kind support) – impacts on the potential event funding
- Site, land and premises availability
- Infrastructure investments (attractive streetscapes, co-working spaces, roads, major infrastructure, common user infrastructure – cheaper)
- Improved process (fast-tracked approval and assessment, reduce reporting requirements)

4. Strategy Summary

Diversity Strategy

- To leverage existing strengths whilst addressing gaps in the type and distribution of events in the calendar
- To provide events for different audience segments and to augment the number of interstate and overseas attendees
- To activate winter months for both the community and visitors alike

Localise Strategy

- To emphasise the distinctive character and is unique in its combination of natural landscape, ocean, wine and food culture
- This strategy will work because these characteristics are attractive to a range of market segments, which will form a loyal and sustainable audience base for City events if they are true to local values and culture

Hallmark Strategy

- The City is already positioned to leverage an existing list of annual hallmark events
- Focus on recurring events that possesses such significance, in terms of tradition, attractiveness, image or publicity, that the event provides the host venue, community or destination with a competitive advantage
- The traditions of hallmark events generate a stronger sense of community and place identity than one-off or occasional events. The event and city images become inextricably linked
- With new venues such as the BPACC and the Busselton Jetty developments, there will be ample opportunities to attract and retain events that draw the loyalty of special interest groups and build a more diverse and sophisticated tourism brand

Monitoring Strategy

- The City can build a stronger portfolio of high-quality events with a high economic impact if it is able to identify relevant metrics and create an impact measurement regime that gives clear quantified feedback, on which resource allocation (funding) decisions can be made
- Regularly evaluate a cross section of events to ensure that annual resource allocations can be optimised

Venue Strategy

- Showcases the City's unique venues and natural environment as a sustainable competitive advantage
- This strategy will work because venues form a key part of the event value chain and a conduit for transferring successful event strategies into local economic impact
- The City should ensure that events are distributed amongst new and existing venues to create a unique event program for locals, intrastate, interstate and overseas visitors
- The City should continue to investigate non-traditional venues to develop opportunities for new event spaces and locations

Capability Strategy

- The City fosters a collaborative network of event organisers by providing strategic advice, communications, mentoring, branding, and marketing support
- This strategy will work because it complements the delivery, localise, hallmark and monitoring strategies
- Having a capable and well-resourced network of event organisers, venues and other suppliers will underpin a sustainable event delivery system for the future

Funding Strategy

- The City supports the identified strategies by structuring funding allocation to retain existing strong events, attract new events to address gaps in the variety and distribution of the events calendar, and to preference events that provide high quality, local, unique experiences
- This strategy will complement all above strategies, by providing the financial leverage to guide the future direction of events in the City of Busselton

7.0

Strategic Actions

7.1 Diversity Strategy

Goal: A city offering year-round events for both community and visitors with an inclusive, diverse and vibrant event calendar, developing a varied and sustainable portfolio of events (type, locations, and timing).

Rationale: To leverage existing strengths whilst addressing gaps in the type and distribution of events in the calendar. To provide events for different audience segments and to augment the number of interstate and overseas attendees. To activate winter months for both the community and visitors alike.

	ACTIONS	TIMEFRAME	CITY TEAM RESPONSIBILITY	EXTERNAL PARTNERS
1.1	Winter Months Activation			
	Incentivise organisation of events in off-peak season Assist event organisers to identify other funding sources Identify and introduce suitable indoor venues	Short term, ongoing	Events team, MERG	Event organisers
1.2	Event Mix – Aboriginal Cultural Events			
	Encourage the organisation of Wadandi community led events City's Cultural Development Officer to work with local groups to develop a guide for event organisers on how local Aboriginal culture can be incorporated into events Engage with Wadandi Elders and community to share themes and understand feasibility and appetite for events Seek collaboration opportunities with local community event organisers to include Aboriginal cultural experiences in their programming Apply for Tourism WA regional Aboriginal Events Scheme funding and other identified funding sources, in partnership with Aboriginal groups	Short term, ongoing	Events team Cultural Development Officer	Event organisers Cultural venues Local businesses Local Elders Local aboriginal groups, businesses and tourism operators BCCI DYCCI MRBTA

	ACTIONS	TIMEFRAME	CITY TEAM RESPONSIBILITY	EXTERNAL PARTNERS
1.3	Event Mix – Food and Wine Events			
	<p>Development and expansion of the current offer of food and wine/beverage events</p> <p>Collaboration with current event organisers to expand their current offerings or add other food related events to the calendar</p> <p>Collaboration with local industry representatives</p>	Short term, ongoing	Events team	<p>Event organisers</p> <p>Hospitality venues</p> <p>Local businesses</p> <p>MRBTA</p> <p>BCCI</p> <p>DYCCI</p> <p>MR Wine Association</p> <p>Industry leading bodies</p>
1.4	Event Mix - Music and Arts Festivals			
	<p>Development and expansion of the current offering of music and arts festivals, and cultural community events</p> <p>Collaboration with current event organisers to expand their offerings or add new events</p> <p>Targeted approach to event promoters for inclusion on national touring schedules</p> <p>Development of regional 'satellite event' partnership opportunities such as Perth International Jazz Festival</p>	Short term, ongoing	Events team	Event organisers
1.5	Event Mix - Family Events			
	<p>Work with existing event organisers to develop family friendly aspects to current events</p> <p>Explore opportunities to attract 'satellite events' of existing children's festivals ie Awesome Festival</p> <p>Work with other City areas to collaboratively promote their programs of children's activities and events</p>	Short term, ongoing	<p>Events team</p> <p>CoB Libraries</p> <p>ArtGeo</p> <p>Youth Services</p>	Event organisers
1.6	Event Mix - Business events (conferences, seminars, meetings, trade shows)			
	<p>Work with conference organisers from other regions/LGAs/venues to secure satellite events or post-conference touring opportunities</p> <p>Identify opportunities to host conferences in collaboration with Business Events Australia, Business Events Perth</p> <p>Investigate opportunities to work with local businesses/vendors to encourage collaboration on exhibition/trade show events ie wedding expos</p> <p>Explore events which leverage the Place Project Workshop Outcomes Report and Economic Development Strategy to support the identified initiatives:</p> <p>Town Team activities</p> <p>Town centres activation</p> <p>Night time economy</p> <p>Fostering creative industry</p> <p>Attraction of film making in the region</p>	Medium term	Events team	<p>South West Development Commission</p> <p>Australia's South West Tourism Australia</p> <p>Business Events Aust</p> <p>Business Events Perth</p> <p>Local businesses/venues, Creative Corner</p>

	ACTIONS	TIMEFRAME	CITY TEAM RESPONSIBILITY	EXTERNAL PARTNERS
1.7	Event Mix – Markets Development			
	Explore opportunities to support regular artisan/sunset/food truck markets with local event organisers	Short term	Events team	Event organisers
1.8	Supporting Filming in the City			
	Build relationships with Screenwest and other Government bodies to advance the reputation and online presence of the City as a Film Friendly destination	Medium term	Events team	Screenwest
	Work with production companies to ensure that the application process for filming in the City is streamlined and relevant to the industry			
	Identify criteria to assess the support of filming projects that showcase the City of Busselton			

Measurement: Increase in number of events in off peak months, increase in the number of night-time activations, increase in visitation in off peak months, successful event acquisition, increase in total number of interstate and international attendees across the year, increase in diversity of events, number of events proposals received and considered each year, number of events adopting sustainable practices.

7.2 Localise Strategy

Goal: A City that celebrates its unique cultural, social and economic strengths by engaging with local content, characters and infrastructure.

Rationale: The City has a distinctive character and is unique in its combination of natural landscape, ocean, wine and food culture. This strategy will work because these characteristics are attractive to a range of market segments, which will form a loyal and sustainable audience base for City events if they are true to local values and culture.

	ACTIONS	TIMEFRAME	CITY TEAM RESPONSIBILITY	EXTERNAL PARTNERS
2.1	Events that reflect the Region			
	Review strategic benefit criteria to include uniqueness of events, event diversity and location, and linkage to regional branding strategy	Short term, ongoing	Events team MERG	MRBTA
2.2	Event Selection			
	Strategically focus event selection to preference events that provide high quality, local, unique experiences	Short term, ongoing	Events team MERG	Event organisers
2.3	Local Business Collaboration			
	Communicate with local businesses about events happening in the region to encourage cross-promotion Work with businesses to host events either on their own or in conjunction with other businesses	Short term, ongoing	Events team	BCCI DYCCI MRBTA Local business
2.4	Town Centre Activation			
	Maximise foot traffic flow by encouraging events, local business and groups to collaborate to create walking trails and maps around major attractions and venues Implement outcomes from Town Centre Activation consultation reports Encourage and support Town Teams to plan and host events to activate town centres	Short and medium term	Events team Economic Development	Event organisers BCCI DYCCI MRBTA Local business Town Teams
2.5	Understand Events in the Region			
	Look at neighbouring cities major events calendar to understand opportunities for flow-on effect on visitation (Perth, Bunbury, Mandurah, Margaret River) Look at ways to collaborate with neighbouring local governments on cross-boundary events	Medium term	Events team	Neighbouring LG's

Measurement: An event calendar that reflects the City's cultural and natural environment and provides high quality, local, unique experiences.

7.3 Hallmark Strategy

Goal: A City that partners and supports events that increase visitation and local economic impact. Attract and retain sustainable, high-quality iconic events for maximised direct economic return.

Rationale: The City is already positioned to leverage an existing list of annual hallmark events. Focus on recurring events that possesses such significance, in terms of tradition, attractiveness, image or publicity, that the event provides the host venue, community or destination with a competitive advantage.

The traditions of hallmark events generate a stronger sense of community and place identity than one-off or occasional events as the event and city images become inextricably linked. With new venues such as the BPACC and the Jetty Village, there will be ample opportunities to attract and retain events that draw the loyalty of special interest groups and build a more diverse and sophisticated tourism brand.

	ACTIONS	TIMEFRAME	CITY TEAM RESPONSIBILITY	EXTERNAL PARTNERS
3.1	Strategic Event Retention and Development			
	Identify existing hallmark and major events with potential to grow and support them to develop strategies for their events	Short term, ongoing	Events team MERG	Event organisers
3.2	Application Process Improvements			
	Review the event and sponsorship application processes to streamline for long running events with proven track record of good economic and community impact. Manage the relationship from start to end to ensure event organisers have a positive experience and will return to the City	Short term, ongoing	Events team	Event organisers

Measurement: Increased overnight visitation, increased visitor spend, growth in business and event organiser capability, increase in local employment.

7.4 Monitoring Strategy

Goal: Measurement of outcomes using standard metrics and targeted event support as key enablers for ensuring major event outcomes continue to be achieved and reviewed.

Rationale: The City can build a stronger portfolio of high-quality events with a high economic impact if it is able to identify relevant metrics and create an impact measurement regime that gives clear quantified feedback, on which resource allocation (funding) decisions can be made.

	ACTIONS	TIMEFRAME	CITY TEAM RESPONSIBILITY	EXTERNAL PARTNERS
4.1	Data Collection			
	Provide standard survey to collect data on the event's impact, including standard measures for social and economic impact, and level of satisfaction including questions to: <ul style="list-style-type: none"> • Measure support of community diversity, culture and heritage • Measure opportunities for social connection • Gauge uniqueness of event • Identify respondents' origin • Quantify respondents activity spend • Identify respondents' primary reason for visiting the City • Quantify accommodation spend • Ensure standard surveys are short enough to give event organisers the possibility to add personalised questions 	Short term, ongoing	Events team MERG	Event organisers
4.2	Standard Templates			
	Provide a standard template for reporting, connected to survey questions, including: <ul style="list-style-type: none"> • Standard reporting for social and cultural measures • Standard calculation for Economic Impact, based on respondents' origin, spend at the event, spend in the City, accommodation spend and primary reason for visiting • A set of standardised quality measures (Net Promoter Score, Level of Satisfaction) • Provide document to event organisers with clear instructions on how to calculate economic impact based on collected data 	Short term	Events team MERG	Event organisers
4.3	Assessment Criteria			
	Event Sponsorship Application Process: distinguish between economic impact of specific event visitation versus general tourism impact by including new reporting criteria and evaluation tools.	Short term	Events team MERG	

	ACTIONS	TIMEFRAME	CITY TEAM RESPONSIBILITY	EXTERNAL PARTNERS
4.4	Automate Event Evaluation			
	Procure and subscribe to an event evaluation software package	Medium term	Events team & IT	
4.5	Reporting Results			
	Bi-annually report to Council, business and community on events impact	Short term, ongoing	Events team MERG	

Measurement: Community sentiment towards events at least >90% positive, increase in average ROI for events, successful implementation of new evaluation system.

7.5 Venues Strategy

Goal: An event program that showcases the City's unique venues and natural environment as a sustainable competitive advantage.

Rationale: This strategy will form a key part of the event value chain and a conduit for transferring successful event strategies into local economic impact. The City should see to it that events are distributed amongst new and existing venues to create a unique event program for locals, intrastate, interstate and overseas visitors.

	ACTIONS	TIMEFRAME	CITY TEAM RESPONSIBILITY	EXTERNAL PARTNERS
5.1	Event Distribution			
	<p>Strategically distribute events across the City (Busselton, Dunsborough, Vasse, Yallingup, Eagle Bay) to ensure communities get access to a variety of events and are not adversely impacted by event saturation</p> <p>Develop promotional material to promote the City's diverse locations as event destinations including updating current Event Prospectus annually.</p>	Ongoing	<p>Events team</p> <p>PR team</p>	
5.2	Busselton – Margaret River Airport			
	<p>Collaborate with airlines to promote major events and connected flights</p> <p>Investigate opportunity to organise shuttle buses from the airport to the City</p> <p>Work with airlines to accommodate specific event needs ie bike or surfboard handling</p>	Short term	<p>Events team</p> <p>Airport team</p> <p>Economic Development</p>	<p>Airline providers</p> <p>Transport providers</p> <p>Tour operators</p> <p>Accommodation providers</p> <p>MRBTA</p>
5.3	Busselton Jetty developments			
	Work with the Jetty to host events and support the diversity strategy	Medium- long term	Events team	Busselton Jetty Inc
5.4	Busselton Performing Arts & Convention Centre (BPACC)			
	<p>Develop and implement a programming strategy for centre activation</p> <p>Include appropriate technology to deliver online events</p> <p>Use the centre to host indoor events and support the diversity strategy</p> <p>Expand major events programming</p> <p>Use the centre to market to business events throughout Australia as a suitable destination</p>	Medium term	<p>Events team</p> <p>MERG</p> <p>BPACC management</p>	<p>Event organisers</p> <p>Business Events Perth</p> <p>Business Events Australia</p> <p>Arts & creative industries</p>
5.5	Farmers Markets & Hospitality Venues			
	Explore collaboration opportunities for events such as: cooking shows, bake offs, workshops and community and visitors' events	Short term	Events team	Event organisers Venues

	ACTIONS	TIMEFRAME	CITY TEAM RESPONSIBILITY	EXTERNAL PARTNERS
5.6	Venue List			
	<p>Audit and document a list of identified suitable event venues and include relevant detail such as: suitable for both indoor and outdoor use, type of event suited to the facility, power accessibility, indication on the need to apply for event permit and limitation on number or type of events</p> <p>Pre-approve identified venues to reduce the need for approval for certain kinds of events and to reduce the need to reapply for permits</p> <p>Investigate spaces and locations that are not traditionally used for events, which can create new and unique venues ie laneways, vacant buildings, industrial areas etc</p>	Medium term	Events team	Venues
5.7	City Venue Development			
	<p>All council departments to collaborate with the events team on all asset development in community parks and infrastructure, to ensure that event specific needs are addressed in the planning stage</p> <p>Develop policies and practices that provide direction on priorities for shared use events spaces such as ovals</p>	Short term, ongoing	CoB	

Measurement: Updated list of venues available for events, identification of opportunities with BPACC, Busselton Jetty and Busselton Margaret River Airport.

7.6 Capability Strategy

Goal: The City fosters a collaborative network of event organisers by connecting event organisers with strategic advice, communications, mentoring, branding, and marketing support.

Rationale: This strategy will complement the delivery, localise, hallmark and monitoring strategies. Having a capable and well-resourced network of event organisers, venues and other suppliers will underpin a sustainable event delivery system for the future.

	ACTIONS	TIMEFRAME	CITY TEAM RESPONSIBILITY	EXTERNAL PARTNERS
6.1	Marketing Support			
	Provide marketing support to event organisers by using the City's channels to promote events Develop a City of Busselton branding and marketing toolkit for event organisers Provide on-line accessible resources for event organisers to promote the City's attractions as part of their events (flyers etc.)	Short term	Events team PR team	MRBTA BCCI DYCCI Australia's South West
6.2	Capability Building			
	Organise or facilitate in-person or online workshops for event organisers on a variety of specific topics such as event management, risk management, marketing skills or current issues/trends to help grow home grown events into financially self-sufficient events	Medium term	Events team	LGIS MRBTA BCCI DYCCI Event subject matter experts
6.3	Value Adding to Events			
	Encourage and support event organisers to 'value add' by organising or hosting satellite activities for event participants	Medium term	Events team	Event organiser MRBTA BCCI DYCCI Local business Tour operators
6.4	Event Packaging			
	Investigate the creation of event packages in conjunction with hallmark and major events with relevant stakeholders, such as accommodation providers	Medium term	Events team	Event organiser MRBTA Accommodation providers

	ACTIONS	TIMEFRAME	CITY TEAM RESPONSIBILITY	EXTERNAL PARTNERS
6.5	Sustainability			
	Provide event organisers with information about climate friendly options and environmentally friendly options for waste management, disposable goods and products Develop a policy for 'Plastic Free' events Consider event impacts on the natural environment as part of the assessment process	Short term, ongoing	Events team Waste team	Event organisers
6.6	Accessibility			
	Work with event organisers to plan events that provide an inclusive and enjoyable experience for people of all abilities, ethnicity and gender diversities Develop an inclusive events checklist to guide event organisers	Short term, ongoing	Events team Community Development Officer	Event organisers Disability Access & Inclusion Reference Group

Measurement: Number of businesses and event organisers participating in capacity building programs, number of new cooperative event marketing and/or product development activities



7.7 Funding Strategy

Goal: The City supports the identified strategies by structuring funding allocation to retain existing strong events, attract new events to address gaps in the variety and distribution of the events calendar, and to preference events that provide high quality, local, unique experiences.

Rationale: This strategy will complement all above strategies, by providing the financial leverage to guide the future direction of events in the City of Busselton.

	ACTIONS	TIMEFRAME	CITY TEAM RESPONSIBILITY	EXTERNAL PARTNER
7.1	Create Two Funding Streams			
	<p>Community Events – Events that significantly benefit the local community, target different demographics, activate and engage with local areas and facilities, while enhancing community identity and pride</p> <p>Hallmark/Major/Developing Events – Events that have an economic focus and generate significant spending in the City; attract high percentage of out-of-region attendees; promotes the region on an interstate or international platform; promotes the City's image and branding strategy as active, welcoming, generous, sustainable, fun and affordable</p>	Medium Term	Events team MERG	
7.2	In-kind Support			
	Provide in-kind support to event organisers through subsidised use of City venues, marketing support through City billboards and online platforms, and subsidised event fees and charges	Short term, ongoing	Events team MERG	
7.3	Targeted Event Funding			
	<p>Structure the allocation of funding to actively target events to fill existing gaps or meet strategic direction</p> <p>Allocate an event acquisition budget, with a proactive and flexible approach to targeting new events in the City</p>	Medium term	Events team MERG	
7.4	Develop Funding Criteria			
	Work with MERG members to develop a revised funding criteria with different weighting applied to the two funding streams and the desired outcomes for each	Medium term	Events team MERG	
7.5	Improved Event Sponsorship Application			
	<p>Review sponsorship application processes to ensure that the process is streamlined, easy to use and information collected is relevant and measurable</p> <p>Procure and subscribe to a sponsorship application software program</p>	Medium term	Events team IT/ Business Development	

Measurement: Vibrant and fresh calendar of events, increase in average ROI for events, event organisers satisfied with event sponsorship process, community satisfaction with return on event investment.

