



City of Launceston Events Strategy 2016 -2019



Contents

| | |
|----|--|
| 3 | A Message from the Mayor of Launceston |
| 5 | Introduction |
| 6 | Scope |
| 7 | Event Benefits |
| 8 | Strategic Alignment and Partnerships |
| 10 | Key Principles |
| 12 | Key Goals |
| 21 | Reviewing the Plan |

A Message from the Mayor of Launceston

“The City of Launceston’s 2016 – 2019 Events Strategy provides the strategic framework for the City’s event related activities.”

This Strategy aims to gain optimal benefits for the city through events. We are committed to ensuring that the City of Launceston provides the community and visitors with the opportunity to experience and participate in a diverse range of vibrant and stimulating events and cultural activities.

Every year organisations and individuals stage events that create a sense of fun and vibrancy, resulting in a strong sense of community connectivity, pride and sense of place. The Strategy recognises that there is a range of benefits available and that the mix of benefits varies from event to event depending on the event’s nature.

Events deliver a range of positive impacts including direct and indirect economic and tourism benefits, promotion of the city’s image as a tourism destination, opportunity to build profile and reputation as a great place to live, visit and invest, community, social and environmental outcomes, creativity, innovation and a sense of pride and community experience.

This Events Strategy demonstrates we are committed to making Launceston an even better place to live, visit and invest. City of Launceston recognises this importance by

providing event funding to the value of \$446,000 during the 2015/2016 financial year.

We are proud to support events in Launceston and we look forward to building on relationships in the events sector and broader community to bring more enjoyment, energy and excitement to Launceston and the wider region.

I am excited about the opportunity the City of Launceston Events Strategy 2016-2019 presents and we are confident this direction will result in an outstanding calendar of events for our residents and visitors to enjoy.



› Alderman Albert van Zetten

Mayor
City of Launceston



1. Introduction

The City of Launceston's Events Strategy 2016 - 2019 provides the strategic framework for the City of Launceston's event related activities. The Strategy establishes a clear pathway for City of Launceston to maximise outcomes and optimise its resources and activities associated with identifying, attracting and supporting community and major events in Launceston.

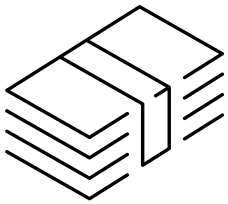


Scope

The Events Strategy includes major and community events and festivals that take place annually, biennially, occasionally or once-off. It includes arts and cultural events, food and beverage, sporting and special interest events, community celebrations and civic commemorations, as well as one-off major events that have capacity to draw a substantial number of visitors to the city. The Strategy does not include business events, or regularly occurring (e.g. weekly or monthly) sporting, arts, cultural and special interest activities and events.



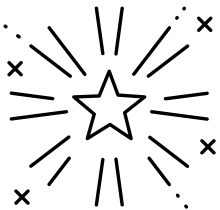
Event Benefits



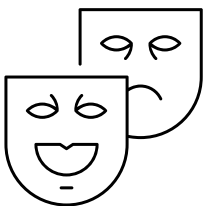
Direct and indirect economic and tourism benefits including new visitors and money into the economy, acting as a catalyst for job creation and employment.



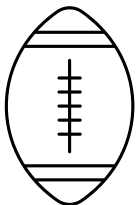
Promotion of Launceston and the region, providing the opportunity to build our profile and reputation as a great place to live, visit and invest.



A range of community, social and environmental outcomes that contribute to making Launceston a great place to live.



Creativity, innovation, a sense of pride and community spirit, increased participation opportunities, enjoyment and entertainment.



Utilisation and activation of community assets including cultural, entertainment, sport and recreation venues, and attracting people to our city centre precincts.

2. Strategic Alignment and Partnerships

› 2.1 City of Launceston Strategic Plan

The Events Strategy aligns with relevant local, regional and state community, business, tourism and venue plans and strategies. It supports the strategic objectives in the City of Launceston's 2014 – 2024 Strategic Plan:

- A creative and innovative city
- A city where people choose to live
- A diverse and welcoming city
- A city that values its environment
- A city that stimulates economic activity and vibrancy
- A secure, accountable and responsive organisation



Esk Beerfest

› 2.2 Partnerships and Stakeholders

Event Organisers and Event Visitors

Event organisers and event visitors are at the core of the Events Strategy. Regular communications and consultation will occur with event organisers and on-going feedback will be sought from event visitors on their experiences in Launceston.

Internal and External Stakeholders

The Events Strategy requires a coordinated and collaborative approach to maximise the positive outcomes from events. The Strategy will be delivered by a number of City of Launceston Directorates and Service Units, and collaborate partnerships will be implemented with a range of external stakeholders including:

- Event organisers
- Event venues
- Tourism Northern Tasmania
- Events Tasmania
- Tourism Tasmania
- Cityprom
- Launceston Visitor Information Centre
- Launceston Chamber of Commerce
- Launceston Tamar Valley Tourism Association
- Hawthorn Football Club and Australian Football League
- Tourism industry



3. Key Principles

The following key principles underpin the Events Strategy and will guide decision making in relation to the allocation of resources for the identification, attraction, development and support of events.

The City of Launceston values a diverse calendar of events, spread throughout the year that provides:

- community, social, cultural, economic, tourism and profile benefits
- a contribution to making Launceston a vibrant and great place to live
- encouragement of creativity and innovation
- a celebration and acknowledgement of our diversity
- an acknowledgment and respect for our natural environment
- event opportunities that are unique to Launceston
- opportunities to showcase the Launceston destination brand including our natural environment, sport, food and wine, arts and culture and heritage
- entrepreneurial approaches and planning for long term self-sufficiency
- implementation of best practice event management including respecting local amenity and minimising negative impacts

› Our Priorities

Priority support from the City of Launceston will be given to events that are able to generate substantial tourism, economic, profile, community, social or cultural benefits. This will include:

- attracting and securing new events where a cost benefit analysis indicates a substantial and satisfactory return on investment

- supporting, developing and maximising the value of existing events that already deliver substantial benefits
- emerging events when they have the potential to deliver substantial benefits
- encouraging events in off-peak and shoulder tourism seasons to provide the sought-after impacts when demand is traditionally lower

Facilitation support will be provided to both major and community events. A relatively higher proportion of the event funding budget (up to 65%) will be allocated to major events to reflect the higher operating costs of major events and the positive economic and tourism returns they generate. A cost benefit analysis will be conducted on all events seeking significant support from City of Launceston, with the key focus being on attracting and supporting events that deliver the highest yield and return on investment.

In order for City of Launceston to support new opportunities and initiatives, the City of Launceston will work with event organisers who have been receiving ongoing annual funding to ensure those events receiving funding demonstrate new initiatives that contribute to the outcomes sought within this Strategy.

Recognising that events are delivered by community and professional event organisers, the City of Launceston will:

- implement transparent, proactive and customer focussed event compliance programs to support event organisers
- value and actively facilitate collaborations and partnerships with key stakeholders
- promote and support best practice event management.

“Priority support from the City of Launceston will be given to events that are able to generate substantial tourism, economic, profile, community, social or cultural benefits.”



4. Key Goals

- › Five key goals have been identified for the City of Launceston in relation to its investment in events.



Goal 1 → **Tourism, economic and profile.**

Maximise the economic, tourism, community and profile benefits achievable from events.

Goal 2 → **Community, social and lifestyle.**

Encourage and support a diverse events calendar that contributes to making Launceston a desirable place to live, work and invest in.

Goal 3 → **Asset usage.**

Maximise the promotion, usage and financial return on City of Launceston owned and managed event venues.


Goal 4 → **City activation.**

Plan an events program that activates and creates vibrancy in the city centre

Goal 5 → **Community safety and amenity.**

Facilitate the safe conduct of events and fulfil the City of Launceston's regulatory responsibilities in a customer-focussed manner.





› 4.1 Goal 1: Maximise the economic, tourism and profile benefits achievable from events

The City of Launceston will strategically assess major event opportunities to determine which events will deliver the most beneficial economic, tourism, destination promotion and community returns. Priority support will be given to events that align to the key principles (page 10) and:

- Generate increased visitation, length of stay and high economic yields.
- Positively promote the profile of Launceston and the region in intra and interstate markets, and align with the unique brand attributes of Launceston.
- Fill gaps in the existing events calendar, particularly when there is low accommodation occupancy and minimal impacts on existing events.
- Utilise the City of Launceston's key facilities as event venues.



Key Strategies

- Event Attraction Plan - identify new major event opportunities, conduct feasibility and business case analysis to determine likely returns, and facilitate key stakeholders' involvement.
- Marketing, leveraging and brand - coordination of key marketing and leveraging activities to maximise outcomes and promote the Launceston brand.
- Calendar coordination and promotion - where possible, coordination of the events calendar to maximise outcomes, and promotion of the calendar.
- Event Sponsorship Program - support to events delivering the most beneficial economic, tourism and community outcomes.
- Event industry development - support the development of skills, networking and the sharing of resources between event organisers.
- Measuring impacts - research and monitoring to measure impact of events, perceptions and visitor experiences.



Measures of success

Key measures of success will include:

- An increase in the number of events generating a significant tourism impact including:
 - An increase in the number of event visitors;
 - Increased length of stay and economic yield from visitors (measured by accommodation occupancy, visitor numbers and likely spend per visitor).
- An increased profile and positive exposure for Launceston.
- High levels of satisfaction of event organisers and event visitors.
- A diversified calendar of events, spread throughout the year, including outside of peak tourism season.

› 4.2 Goal 2: Community, social and lifestyle outcomes

The City of Launceston will encourage and support a diverse calendar of events that contributes to making Launceston a desirable place to live, work and invest in.

The City of Launceston will prioritise support to events that align to the key principles (section 3) and achieve the following outcomes:

- Contribute to a vibrant and diverse calendar of events throughout the year that are affordable and accessible to local residents.
- Strengthen Launceston’s position as a highly desirable place to live, visit and invest.
- Encourage and support creativity, innovation and local talent.
- Build community spirit, pride and a sense of place.
- Enable social connections to take place within the community, including volunteering and participation opportunities.
- Celebrate or commemorate unique aspects of Launceston and significant occasions.



Key Strategies

- Event development and support - support the conduct of community events delivering beneficial outcomes, provide training and information to event organisers and their volunteers to improve capacity and capability, facilitate partnerships to aid growth and sustainability.
- Event funding program - funding to support events delivering community outcomes.
- Calendar management - collate, promote and disseminate the Launceston calendar of events and provide advice to event organisers on suitable dates.
- Marketing – promotion of events to residents, ratepayers, businesses, visitors and other stakeholders.
- Event delivery - deliver key civic events and other events when they align to the City of Launceston’s Strategic Priorities and Department Business Plans.



Measures of success

Key measures of success will be:

- A diverse calendar of community-focused events throughout the year, catering for large sections of the community.
- High levels of community participation, engagement and satisfaction with events, measured by attendance numbers, event surveys and City of Launceston’s Community Satisfaction Survey.
- Community pride and sense of belonging.



› 4.3 Goal 3: Maximising the promotion, usage of and financial return on City of Launceston owned and managed facilities and infrastructure as event venues.

The City of Launceston will prioritise its support of events that maximise the use of key event assets including Aurora Stadium, QVMAG, Princess Theatre, Albert Hall, City Park, Cataract Gorge Reserve, Launceston Aquatic Centre and other parks and gardens, laneways and various sport and recreation venues.



Key Strategies

- Event attraction and marketing – develop an Event Attraction and Marketing Plan to identify strengths, assets, new event opportunities and key target markets for venues.
- Event Infrastructure Plan - undertake an infrastructure and asset audit to identify strategic priorities for future infrastructure investment, and incorporate into the City of Launceston's capital works and asset upgrade programs.
- Community Access - review the community usage policy to enable greater access by community organisations.



Measures of success

- Development of event infrastructure investment plan.
- Development and implementation of a marketing plan and event attraction plan to promote the City of Launceston's facilities and infrastructure as event assets.
- Increased usage and economic yield from City of Launceston's event venues.

MUSEUM



› 4.4 Goal 4: City Activation

Plan a program of events that activate and create vibrancy in the city centre.



Key activities

- Launceston City Heart Events and Activation Program - identify, develop, fund, deliver and measure events in the city centre.
- Marketing and communications - develop and implement a Marketing and Communications Plan to promote the event activities in conjunction with relevant stakeholders.
- Infrastructure planning - event related input into the infrastructure and capital works programs associated with the City Heart program.



Measures of success

- Comprehensive events program that appeals to the local community, measured by attendance, satisfaction surveys and community perception.
- Positive feedback from the majority of retailers and businesses in the city centre.



› 4.5 Goal 5: Community Safety and Amenity

The City of Launceston will facilitate the safe conduct of events and fulfil the City of Launceston's regulatory responsibilities in a customer focused manner.



Key Activities

- Event approvals - updated and streamlined, user-friendly event application and permit process, tailored to suit the size and impact of the event.
- Event information and best practice event management - provision of user-friendly on-line event resources (including updated Events Toolkit), encourage and support best practice event management including environmental sustainability and accessibility.
- Training and communications - regular communications with and training of event organisers.
- Fees and charges policy - review policy to reflect the needs and capacity of community and commercial event organisers and the goals of the Events Strategy.
- Monitoring - implement a program to monitor the impact of events on the community, amenities and environment, and implement continuous improvement activities.



Measures of success

- Event organiser satisfaction with event compliance process.
- Improved efficiencies in the approval and permitting of events.
- Development and distribution of an Event Toolkit.
- Regular communications with and training of event organisers.
- Safe events, with no or minimal incidents or negative impacts on the community.

5. Reviewing the Plan

“The City of Launceston’s Events Strategy will be reviewed as part of strategic planning process to ensure that it continues to meet the changing needs of the community and the evolving tourism and events sectors.”

