

City of Mandurah

# Events Strategy

2019-2023



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# Background

## Events Review

From September 2018 to February 2019, an independent review of the City's Events Strategy, and functional structure was undertaken.

The review focused on;

- the events that the City of Mandurah currently delivers
- identifying improvements in their delivery and management
- the City's potential to attract diverse and high profile externally delivered events.

During the review period, the City's role within the event's function included;

- the management and delivery of five key events (Crab Fest, Christmas Pageant, Children's Festival, New Year's Eve and Australia Day),
- partnering with other organisations to deliver events or being a financial contributor to events held in the city.
- external event approval for community/commercial events held within the city,

The review recommended that Council;

- continue with the delivery of the 5 key City events
- attract additional major events to Mandurah which have a fit with the current infrastructure and event spaces.

## City of Mandurah Events Function

The City has a dedicated events team with a wealth of knowledge and experience in the design and delivery of major events. The team is responsible for coordinating, funding and delivering the 5 City owned events, providing event support and direction to other teams internally and advising external groups holding events in Mandurah.

In 2018 the MARKYT Community Scorecard ranked the delivery of the City's festivals and events very highly (above industry average and high performance) and the signature event, Mandurah Crab Fest is regarded as a key annual event within Western Australia's tourism calendar (winning GOLD in the Major Festivals and Events category in the WA Perth Airport Tourism Awards for 3 consecutive years 2016-2018).

Whilst the events review and external community perceptions survey indicates that there is a high level of satisfaction with the City's owned and run events, the review highlighted a number of areas where improvement and efficiencies could be achieved.

These have been considered in the City of Mandurah Events Strategy 2019-2023 and will form an integral part of its implementation over the next 5 years.

# Definitions

## City Event

A City (or 'internal') event is one wholly managed and delivered by the City of Mandurah. The City currently deliver 5 of these events, Mandurah Crab Fest, Mandurah Children's Festival, Christmas Pageant, New Year's Eve and Australia Day.

## External Event

An external event is one which is owned and delivered by a third party. A partnered external event is one which is supported financially by the City and could involve varying levels of in-kind support from the City.

## Marquee Event

A marquee event would be a major event which is delivered over 2 or more consecutive days. For marquee events the City would usually have a partnership role (rather than a delivery role) in the planning and delivery of the event with defined responsibilities being assigned to the City. In addition, marquee events would;

- be high profile and with logistical complexities
- generally involve a large number of participants or attendees
- be held over multiple days (2 days +)

AP&ES Games is an example of a partnered marquee event and Mandurah Crab Fest is a City delivered event which would also be considered a marquee event.

## Major Event

A major event is defined as any single one-off event either indoor or outdoor fitting one or more of the following:

- audience or participation of more than 5,000 people
- brings significant economic and social benefits to the Mandurah region
- includes significant social or community issues which require consideration (e.g. noise, road closures, safety impacts).

Examples of a major event would be the City of Mandurah Christmas Pageant, JLT (AFL) Match.

## Large Event

A large event is defined as any single one-off event either indoor or outdoor fitting one or more of the following:

- audience or participation of less than 5,000 and more than 1,000 people
- has significant temporary infrastructure installed (e.g. stage, large marquee etc).

An example of a large event would be the City's Australia Day event.

# Definitions

## Medium Event

A medium event is defined as any single one-off event either indoor or outdoor fitting one or more of the following:

- audience or participation of less than 1,000 and more than 100 people;
- community benefit consistent with the accepted use of the reserve or facility
- may have some tourism and economic benefits for the Mandurah region
- does not involve loud noise impacts or significant road closures; and
- possible commercial elements to the activity but must be incidental to the event

An example of a medium event would be the Aussie Masters Australia Day Swim.

## Small Event

A small event is defined as any single, one-off event either indoor or outdoor fitting one or more of the following:

- audience and or participation of less than 100 people;
- community run event;
- provides for physical, cultural or intellectual well-being of the community; and
- primarily for community and/or recreational benefit and is consistent with the accepted use of the reserve or facility.

An example of a small event would be a neighbourhood morning tea or a charity event.



# Strategic Direction

Mandurah's unique natural environment, accessible location and diverse range of quality infrastructure and amenity combines to provide an attractive and versatile destination for hosting events.

The objectives of the City's Events Strategy 2019-2023 exist to support a diverse range of events that contribute to the provision of local economic opportunities, build community capacity, enhance the City's vibrancy, provide cultural, safe and accessible experiences for the community and deliver unique experiences for locals and visitors alike.

- the Strategy works in conjunction with the City's Events Policy (POL-RCS 05)
- the Strategy will guide the direction and delivery of events for 5 years from 2019 to 2023.
- alignment with City of Mandurah Strategic Community Plan (see highlighted areas on page 5).

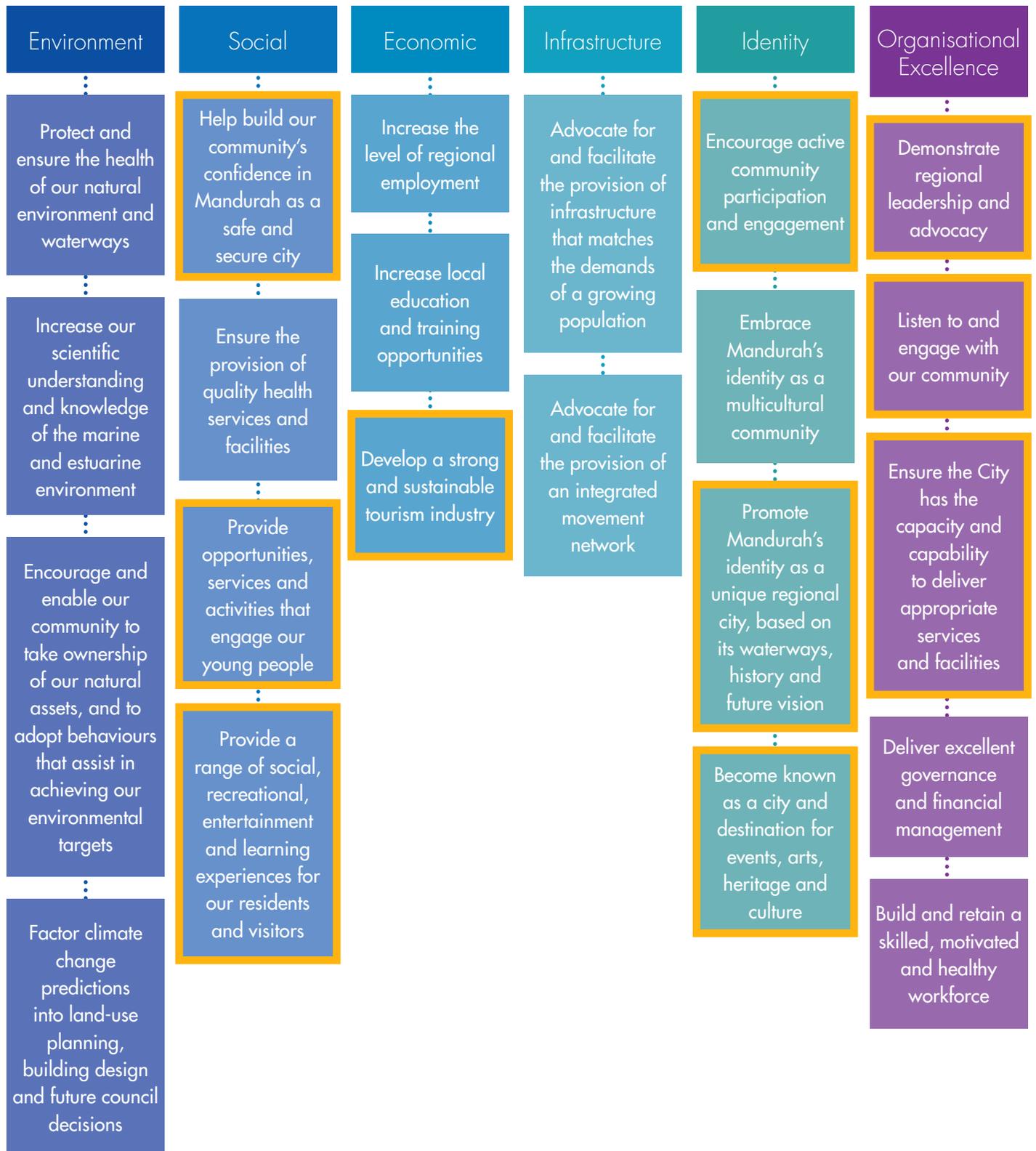
The Strategy does NOT support hosting events which are;

- aligned to a political party
- aligned to an activist group or
- is deemed as a risk to the community or the City's reputation.

The City's Events Strategy will relate to marquee, major, large and medium events only. Small events are strongly encouraged by the City and will continue to be supported by various internal departments depending on the nature and requirements of the event.



# Alignment to Strategic Community Plan



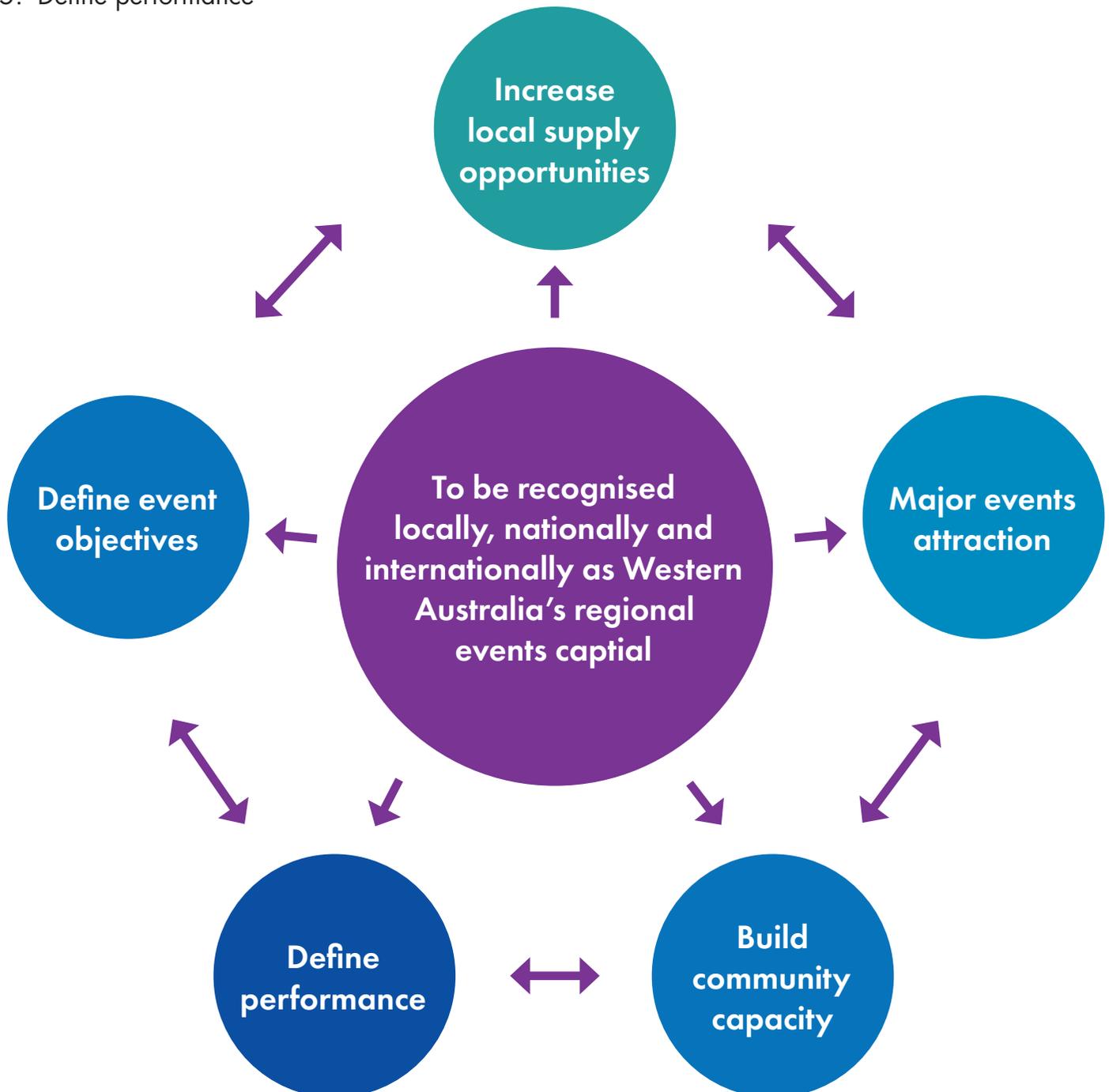
# Vision

'To be recognised locally, nationally and internationally as Western Australia's regional events capital'



# Objectives

1. Major event attraction
2. Increase local supply opportunities
3. Build community capacity
4. Define event objectives
5. Define performance



# Strategic Objectives

## 1. Major Event Attraction - Increase the number and range of major and large external events hosted in Mandurah

External event attraction is a key focus of the City of Mandurah Events Strategy 2019-2023.

Successful and well attended events result in increased local economic impact, awareness of destination and community and business engagement and participation.

The City's signature event, Crab Fest is an example of where a major festival provides an, albeit temporary, 'must visit' destination which not only creates a halo effect on the local economy but cements Mandurah's place brand.

Major event attraction is an important function in the delivery of a number of desired outcomes within the City's Strategic Community Plan;

### Social:

- Help build our community's confidence in Mandurah as a safe and secure city
- Provide opportunities, services and activities that engage our young people
- Provide a range of social, recreational, entertainment and learning experiences for our residents and visitors

### Economic:

- Develop a strong, sustainable tourism industry

### Identity:

- Encourage active community participation and engagement.
- Promote Mandurah's identity as a unique regional city, based on its waterways, history and future vision.
- Become known as a city and destination for events, arts, heritage and culture.

### Organisational Excellence:

- Ensure the City has the capacity to deliver appropriate services and facilities

The Strategy will support the intent by Council to attract more external events to Mandurah through a focus on establishing new partnerships with event brokers and tourism and event marketing organisations to assist the sourcing of new event leads and opportunities.

It is acknowledged that the City of Mandurah and MAPTO share a mutual objective in attracting inbound tourism opportunities through events. The development of a strategic partnership and framework to leverage experience, networks and intellectual property is therefore a key priority within this Strategy.

The appetite to host new events, outside of the current traditional sports focus, supports the objective of attracting lifestyle, cultural and sporting events to Mandurah. A portfolio approach to external event attraction will be developed.

In line with this objective, the Strategy supports the development of a funding model to pursue external event attraction including an external event contribution fund and additional staff resourcing to facilitate this process.

The City's unique natural landscape and unrivalled waterway system, foreshores, existing public open spaces, sporting amenity and built infrastructure provides a versatile destination for a diverse range of events. The event spaces that have been identified for attracting external events to Mandurah are:

- Eastern Foreshore (including Smart Street Mall and the City Centre)
- Western Foreshore
- Mandjar Square
- Keith Holmes Reserve (including Mandurah Ocean Marina)
- Rushton Park
- Peelwood Reserve

These locations are deemed suitable and appropriate for a range of community and commercial based events. Other locations may also be attractive for certain events requiring specific site/ infrastructure facilities, however it is envisaged that the six (6) key locations listed above will host the majority of City and externally delivered events over the next 5 years.

It is noted that the lead time for major events is 2-3 years and the type of events will be determined following an audit of event space and capacity. The focus will be on the quality of the event and its benefit/outcomes for the community.

Outcomes	Actions	Performance Measures	Target
<p><b>Increased number of externally delivered events in Mandurah from the following portfolios;</b></p> <ul style="list-style-type: none"> <li>• <b>Food and wine festivals</b></li> <li>• <b>Sport and recreation</b></li> <li>• <b>Arts and culture</b></li> <li>• <b>Music and entertainment</b></li> <li>• <b>Specialist interest/hobby</b></li> </ul>	<ol style="list-style-type: none"> <li>1. Provide clear direction on the type of current and future events that the City of Mandurah would like to attract</li> <li>2. Develop Event Prospectus (Value Proposition)</li> <li>3. Engage external event brokers/agencies</li> <li>4. Advocacy and networking with key event stakeholders</li> <li>5. Continue partnership with Sports Marketing Australia (SMA Events)</li> <li>6. Provide incentives for external event providers</li> <li>7. Advise/build capacity to obtain/increase third party funding</li> </ol>	<ol style="list-style-type: none"> <li>1a. Total number of NEW external events per annum</li> <li>1b. Delivery of a vibrant and diverse annual events calendar</li> <li>2. Production and circulation of prospectus (reviewed annually)</li> <li>3. Establish broker/agency partnership(s) for each portfolio</li> <li>4a. Demonstrated leadership, best practice and industry benchmarking</li> <li>4b. Streamlined engagement process and bi-annual review</li> <li>5. Effective management of Events Attraction Fund (annual report and review)</li> </ol>	<p>2019 - Externally Delivered 60%</p> <p>2020 - Externally Delivered 65%</p> <p>2021 - Externally Delivered 70%</p> <p>2022 - Externally Delivered 75%</p> <p>2023 - Externally Delivered 80%</p>
<p><b>Facilitate the activation of preferred event spaces and locations</b></p>	<ul style="list-style-type: none"> <li>• Identify Event spaces and Public Open Space/infrastructure capacity</li> </ul>	<p>Publicised location audit for the following key event locations:</p> <ul style="list-style-type: none"> <li>• Eastern Foreshore</li> <li>• Western Foreshore</li> <li>• Mandjar Square</li> <li>• Keith Holmes Reserve</li> <li>• Rushton Park</li> <li>• Peelwood Reserve</li> </ul>	<p>2019 - 2020</p>
<p><b>Increased visitation to Mandurah</b></p>	<p>Agree framework with MAPTO to:</p> <ul style="list-style-type: none"> <li>• Develop packaging opportunities with local business and tourism providers</li> <li>• Leverage key communication channels to promote out of region; and</li> <li>• Identify joint opportunities with external event organisers to promote Mandurah as a destination</li> </ul>	<ul style="list-style-type: none"> <li>• Total Event Attendance</li> <li>• % of 'out of region visitors'</li> <li>• Number of overnight stays in Mandurah</li> <li>• Marketing reach on major/large events</li> </ul>	<p>Targets will be calculated for each dependant upon the nature and scale</p>

## 2. Increase Local Supply Opportunities - Increase opportunities for local business to be actively involved in the supply and delivery of events in Mandurah.

The Strategy will support further development of existing opportunities for local business in the supply and delivery of City owned and partnered events. New opportunities for local business will also be identified and local capacity building will be a key focus in event planning.

Processes will work in conjunction with the City's local procurement policy. This objective will be regarded as a key performance measure in the planning and delivery of City events and local business involvement will be advocated for during external event planning and engagement.

Outcomes	Actions	Performance Measures	Target
<b>Provide opportunity for significant local economic benefit</b>	<ul style="list-style-type: none"> <li>• Connect local business to external event providers</li> <li>• Encourage commercial partnerships</li> <li>• Demonstrate innovation in supply partnering</li> </ul>	<ul style="list-style-type: none"> <li>• Number of local businesses engaged in event supply/delivery</li> <li>• ROI measurement</li> <li>• Local business testimonials/case studies</li> </ul>	City owned events local supply % 2019/2020 - 55% 2020/2021 - 58% 2021/2022 - 60% 2022/2023 - 63%
<b>Increased local supply and procurement</b>	Ensure local procurement is a key consideration in the supply and delivery of large and major events	% spend per event	Ongoing
<b>Local suppliers register</b>	Establish a network of local suppliers/businesses across all facets of event supply/delivery	Establish and maintain local suppliers register/database	Ongoing
<b>Integrated business development framework</b>	Cross functional (internal process) alignment to promote local business opportunities	Streamlined internal stakeholder process	Ongoing

### 3. Build Community Capacity - Provide support and assistance for an increase in the number of events that are planned and delivered in Mandurah by local community groups, clubs and organisations.

To enrich the diversity of events within the City of Mandurah, a key focus will be on community and business empowerment to encourage locally delivered events. The City can assist with local capacity growth and streamlining processes to make it easier to hold events in Mandurah.

A gap in the commercial market currently exists as Mandurah does not have a registered/active commercial events management company in operation.

The City will therefore focus on;

1. Community capacity building through guidance, support and process streamlining.
2. The management of Event Attraction Grants that specifically target and support local community clubs and groups to deliver events in Mandurah.

The Events Attraction Grants that specifically target and support local community clubs and groups to deliver events in Mandurah will be under the management of the Events Team.

Outcomes	Actions	Performance Measures	Target
<b>A diverse annual events calendar which promotes community led event delivery</b>	Create a 'Toolkit' for the planning and delivery of events in Mandurah	Creation of a publicised 'Toolkit' and training module	2019-2020
	Management of Events Attraction Grants	In line with annual budget allocation	Ongoing
	Support community and local business capacity building	Host/Co-host 3 x events management workshops per annum	Per Annum
	Review/redesign Events Application process/ supporting documentation to ensure accessibility for all	Annual review of process and procedure	2019/20 - ongoing

#### 4. Define Event Objectives - Ensure event objectives are clearly aligned to the City's vision and strategic goals.

Within the chosen events portfolios, it is important to have clear, defined objectives, aligned to the City's wider Strategic goals. When attracting major events to the City, these objectives will become the key criteria to determine the viability of the event and will therefore be used as a guide to the level of City funding and support.

The following will serve as a guide for medium, large and major event selection/attraction.

Event Type	Event Objectives				
	Economic Impact	Tourism - Promotion & Destination	Community & Social Engagement	Creativity, Vibrancy & Diversity	Promotion of City of Mandurah Brand/Identity
Arts, Culture	✓	✓	✓	✓	✓
Community			✓	✓	✓
Food & Wine	✓	✓		✓	✓
Music & Entertainment	✓	✓	✓	✓	✓
Sport & Recreation	✓	✓	✓	✓	✓
Specialist Interest/Hobby			✓	✓	✓

## 5. Define Performance - Establish clear measures for performance and a reporting framework for the City's events portfolio.

The strategy will set the performance measures for events to ensure that they provide the desired outcomes. A measurement tool (such as the one below) will be used to determine the performance measures against key event objectives.

Performance Measures	Event Objectives				
	Economic Impact	Tourism - Promotion & Destination	Community & Social Engagement	Creativity, Vibrancy & Diversity	Promotion of City of Mandurah Brand/Identity
Total Event Attendance	✓	✓	✓	✓	✓
Breakdown of Visitation % of Attendance from out of region	✓	✓			✓
Economic Impact	✓	✓			✓
Accommodation Capacity or Average Length of Stay	✓	✓			
No. Local Businesses Engaged	✓		✓	✓	✓
No. Community Groups / Clubs / Volunteers Engaged			✓	✓	✓
Satisfaction	✓	✓	✓	✓	✓

In order to ensure all stakeholders are fully informed of event activity, progress and future opportunities which impact the community, a regular reporting structure will be established for marquee, major, large and medium events.

Prior to the delivery/hosting of Marquee or Major events Elected Members will be provided with an event briefing note or presentation which identifies the objectives, performance measures and targets for the event. The outcomes of these types of events will be reported back to Council upon completion.

A bi-monthly report will be issued to the Executive Leadership Team detailing progress on upcoming events and those the City have 'pitched/applied'.

For events such as Crab Fest, the City may need some third party assistance to validate measures such as the economic impact. This is often a requirement of external event funding agreements.

### Draft Reporting Framework

Event Type	Event Objectives			
	Council Approval	Council Pre-Event Briefing Note/ Presentation	Annual Event Report (ELT and Council)	External Event Progress Report (ELT)
Marquee Event (Internal & External)	✓	✓	✓	✓
Major Event (Internal & External)	✓	✓	✓	✓
Large Event (External)	✓ *	✓	✓	✓
Medium Event (External)			✓	✓
Event Portfolio (all)			✓	✓

Note: Council approval may be provided via the budget process for internal events or through a separate report to council, for external events.

\* Dependent upon community impact and the level of funding being requested. (i.e >\$20K)

# Considerations

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## **Sponsorship**

Commercial sponsorship is a key revenue stream for City owned events and the process of obtaining and managing these partnerships should be considered as a 'whole of City' approach. Whilst this is essentially a strategy that will fall outside of the Events Strategy, an approach aimed at maintaining sponsorship opportunities should be developed.

## **Volunteering**

The City's Events Team currently recruit, train and administer over 150 volunteers annually. This is a time consuming project which would be best streamlined as part of a whole of City function. Should an organisation wide approach be adopted for volunteer management, this would be integrated to maximize efficiency within the Events Team.

## **Marketing and Communications**

The marketing and promotion of City owned events is delivered in-house by the Corporate Communications Team. Essentially, event promotion is resource intensive, especially those events with tourism objectives whereby targeting is required through specialised channels. Investigating synergies with MAPTO in terms of tourism marketing will be prioritised to ensure cross organisational efficiencies and resource sharing.

The approach to in-kind marketing and communication support and resourcing will also be a consideration for external events.

# Strategy Implementation

An implementation plan will be compiled and phased for execution over a 5 year period and reviewed annually (commencing July 1, 2019). The plan will be delivered by the City's Events Team with support from internal stakeholders and, in the case of external event attraction, in close collaboration with MAPTO.

This implementation plan will include;

- Reviewed Events Guidelines
- Guidance/Support Pack Toolkit for Events in Mandurah
- Framework for Community Capacity Building (training/workshops/support)
- Budget and Funding Model – (Sponsorship and External Grant funding)
- Events Prospectus and Value Proposition for Mandurah
- MOU/Strategic Partnership – City of Mandurah and MAPTO
- Identification of Event Spaces and POS/Infrastructure Capacity (Location Audit)



