



WARRNAMBOOL  
CITY COUNCIL



# Warrnambool

*A Cosmopolitan City by the Sea*

## Events Strategy 2018-2022



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# Warrnambool Events Strategy 2018 -2022

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# EXECUTIVE SUMMARY

This five year strategy provides for a collective vision for Warrnambool to become known as one of regional Victoria's most event friendly destinations, that can host a diverse and balanced calendar of events.

Attracting visitors, boosting the visitor economy, building community connectedness whilst enhancing this cosmopolitan city by the sea for all to enjoy.

Council acknowledges that events, regardless of scale, play a critical role in community health and wellbeing, creating economic stimulus, encouraging community pride and participation, and generating legacy infrastructure and capacity for our region.

Events around Victoria and Australia are changing rapidly and profoundly. The increasing availability of local events, growth in targeted "interest group" events and competition in the domestic tourism market has all combined to dramatically impact visitation to, revenue from and sponsorship awarded to events.

Consequently Warrnambool City Council (Council) has worked with key stakeholders to review its Events Strategy to ensure Council is best placed to maximise its investment into events and remain relevant and competitive in an increasingly crowded landscape.

The review considered the funding mix Council allocates to events, the return on investment, lifecycle and potential for growth of events and the market segments attracted to different types of events. The review determined that while the type of events Warrnambool is hosting, supporting and creating is strong, the mix needs to change to ensure Council delivers on its objectives.

## Council has agreed to focus on four key goals of:

**LIFESTYLE:** Develop a diverse, vibrant and inclusive annual calendar of events and activities that promote the region as a highly desirable place to live, work and invest.

**TOURISM AND MARKETING:** Encourage, support and develop events that increase visitation and enhance the profile of the region as a destination to experience.

**ECONOMY:** Develop partnerships and support events that provide maximum benefit to the city and deliver a sound return.

**INVESTMENT:** Invest in events that align with the city's strategic goals and outcomes and that maximise the existing assets and facilities.

This strategy has a clear and straight forward objective to spread the investment across a mix of events and to ensure existing and new events are supported and assessed. Through supporting our local community organisers, building capacity and skill sets as well as attracting new events, the portfolio will grow in a sustainable and creative manner during the coming five years.

*A Cosmopolitan City  
by the Sea*

Enriching  
Attracting  
Entertaining



# OVERVIEW

Council recognises events play an important role in enriching the cultural fabric of our community. They act to bring people together, foster creativity and provide opportunities for new experiences and understanding. In doing so, events encourage connectedness and greater participation.

Events also play an important part in generating community pride and sense of place. All are important indicators of community wellbeing and quality of life.

Events also provide economic benefits. They are an essential driver of visitation and a catalyst for infrastructure investment. They raise the profile and reputation of our destination.

Council's aspiration is for Warrnambool to be a must visit destination for high yield market segments. For this to occur, Warrnambool must be a place alive with festivity and offer our community and visitors a combination of significant tourism events, a range of community events that celebrate our unique attributes and various celebrations.

This strategy provides a guide to the development of a vibrant events calendar for our community and region. It explains why and how Council supports events and includes a framework for Council decision-making and planning, key priority areas and an outline of Council's roles. It also establishes a clear pathway for Council to maximise outcomes and optimise its resources, while outlining the activities associated with identifying, attracting and supporting community and tourism events in Warrnambool.

In developing this Events Strategy, Council consulted extensively with other council business units involved in events as well as with other relevant stakeholders (**APPENDIX A Community Consultation List**).

This consultation has included workshops with:

- current event partners;
- event owners;
- tourism operators;
- community organisations;

- peak bodies; and
- state-level event stakeholders.

The following topics were consistently raised during these consultation sessions:

- The importance of a robust, diverse and fresh events program to tourism success
- The increasingly crowded regional events market
- The need for innovation, capacity building and private sector involvement
- The recognition of event lifecycles and the consequent need for clear, measurable community benefits
- Shortage of skilled volunteers and committee members pose a significant issue to event compacity

This strategy has been developed to support the sustainability of the events program, ensure events and festivals can continue to evolve and meet the needs of the community, visitors and the local economy.

Recognising it is not financially viable to support all events, Council will prioritise its support to events that deliver key priorities within the Events Strategy.

Council reviewed the event funding process as part of the development of this strategy. This Event Strategy has formulated a new funding model Festivals and Events Fund (FEF), which will allow Council to develop existing events, while also allowing for the consideration of new opportunities.

This funding model will ensure that Council is capitalising and building on previous event successes to deliver economic, social, sporting and cultural legacies for the city. It recognises that across the event sector, it is only generating the right mix of significant and community events that Warrnambool will realise its vision of being a cosmopolitan city by the sea.

Consequently, a new funding application process has also been adopted, which will assist community groups and organisations in aligning their events to Council's, and therefore the community's goals and expectations and streamline the application process.

Tour of the South West

# STRATEGIC ALIGNMENT AND PARTNERSHIPS

## VISION

Warrnambool has a diverse, vibrant and inclusive portfolio of events that make its people proud of who they are and where they live. Events are understood as positive social and economic drivers of community wellbeing and on quality of life.

## INTENT

To increase community participation, pride, economic and infrastructure benefits and add to the cultural fabric of the Warrnambool region.

This strategy will provide the City of Warrnambool with a clear direction to build on its foundation of events success and achieve greater social, economic and cultural benefit from its events portfolio.

## OBJECTIVES

- Generate a diverse and vibrant annual calendar of events
- Identify and attract new, iconic event/s to Warrnambool that drive tourism visitation
- To ensure measurable community benefits are derived from events including community:
  - » connectedness
  - » participation
  - » tolerance and understanding
  - » pride in place and reputation
- Support the development and sustainability of existing events
- Support individuals, community groups, organisations and businesses to deliver high quality events in the city
- Support and promote the Warrnambool brand “A Cosmopolitan City by the Sea”
- Strengthen the city’s appeal as an enviable place to live, visit and invest
- Develop partnerships to increase investment and support of events in the city
- Ensure alignment with local, regional and state plans and strategies

Summer Night Markets



## STRATEGIC GOALS

### GOAL 1: LIFESTYLE

Warrnambool has a diverse, vibrant and inclusive annual calendar of events and activities that promote the region as a highly desirable place to live, work and invest.

### GOAL 2: TOURISM AND MARKETING

Encourage, support and develop events that increase visitation and enhance the profile of the region as a destination.

### GOAL 3: ECONOMY

Develop partnerships and support events that provide maximum benefit to the city.

### GOAL 4: INVESTMENT

Invest in events that align with the city's strategic goals and outcomes.

## STRATEGIC ALIGNMENT

The Events Strategy has been developed in consideration of and aligns with relevant local, regional and state community, business, and tourism plans and strategies. It supports the strategic objectives in:

- Warrnambool City Council Plan 2017 – 2021
- Warrnambool Economic Development and Investment Strategy 2020
- Warrnambool Destination Action Plan
- Great Ocean Road Regional Tourism Strategic Master Plan
- Victorian Visitor Economy Strategy
- Visit Victoria Strategic Plan
- Warrnambool City Council Health & Wellbeing Plan 2017 -2020
- Warrnambool City Council Asset Management Strategy
- Warrnambool City Council Public Art and Cultural Management Plan
- Warrnambool City Council Environmental Sustainability Strategy
- Warrnambool City Council Recreation Plan
- Warrnambool City Council Botanic Gardens Materplan
- Warrnambool City Council Lake Pertobe Master Plan

## Warrnambool City Council Plan 2017 - 2021 provides an overarching structure for all City programs and services. The Events Strategy aligns with the following Key Priority Areas and Objectives:

### KEY PRIORITY 2: Foster a healthy city that is socially & culturally rich

- Increase community health and social connections
- Encourage and support participation in sport, recreation and physical activity
- Develop community programs that have a health & wellbeing focus and respond to community need
- Recognise the importance of indigenous culture to the region and explore with Great Ocean Road Regional Tourism the potential for an increased Aboriginal tourism offer
- Deliver inclusive community engagement activities which provide a variety of opportunities to participate

### KEY PRIORITY 3: Maintain and improve the physical fabric of the city

- Create a more vibrant city through activating high-quality public spaces

### KEY PRIORITY 4: Develop a modern economy with diverse and sustainable employment

- Develop and circulate economic data and analysis to business and industry

- Support the development of new tourism and economic development proposals
- Enhance the visitor experience
- Partner with Great Ocean Road Regional Tourism and other stakeholders to implement the recommendations of the Warrnambool Destination Action Plan
- Produce and implement a marketing strategy to promote Warrnambool in partnership with Great Ocean Road Regional tourism industry
- Continual Improvement of the Events Planning Guide

### KEY PRIORITY 5: Practice good governance through openness and accountability

- Achieve a low-risk financial sustainability rating through the preparation of the annual budget and ongoing monitoring of the financial performance
- Develop policies, strategic plans and processes to address local and regional issues, guide service provision and ensure operational effectiveness

## Related Strategies and Plans

The Events Strategy supports and complements a number of other regional strategies:

### Warrnambool City Council Economic Development & Investment Strategy 2020

- Develop product and experiences to match visitor demand and improve seasonal dispersal
- Work with partners to investigate the attraction of new major events worthy of further development – including sporting, cultural, food and agricultural events and conferences
- Support the growth of creative industries and awareness of their economic value across our business community



Australia Day Celebrations

## PARTNERSHIPS AND STAKEHOLDERS

Event organisers and visitors are at the core of this Events Strategy. Regular communications and consultation will occur with event organisers, and ongoing feedback sought from event visitors on their experiences in Warrnambool.

Internal and external stakeholders will be coordinated and collaborated with to ensure positive outcomes and successful delivery of Council's objectives. The Event Strategy will be delivered in partnership with a range of stakeholders.

- A range of Council Directorates and Service Units
- Event organisers
- Event venue operators
- Visit Victoria
- Victorian Tourism and Events Industry
- Great Ocean Road Regional Tourism
- The local tourism industry

### Warrnambool City Council Health & Wellbeing Plan 2017-2021:

Increase opportunities and encourage people to participate in active travel, sport and active recreation

- Increase opportunity for all people to participate in and feel connected to their community
- Improve access to services and programs that support health and wellbeing of all residents
- Increase activities to identify, create and support local employment opportunities

### Shipwreck Coast Master Plan

### Victoria's Tourism and Events Industry Strategy 2020

Priority 4: Major Events and Business Events: The attraction of business events to Regional Victoria creates economic benefit for the destination. The Victorian Government supports regional cities in this sector through funding of a regional business events program

### VTIC Policy Agenda

- Regional Victoria will have a compelling tourism events offering that attracts more visitors to stay longer and travel further



# CURRENT EVENT LANDSCAPE

ANZAC day march

Key stakeholders were involved in an analysis of the current approach to developing and attracting events as well as a scan and review of current and related tourism, event and economic development strategies. Key state-level events and tourism bodies were consulted on emerging trends, future growth markets and government priorities.

An audit and review of all Council's existing events considered attendance patterns over recent years, long term business plans, expenditure, community involvement, organisational succession planning, and revenue and funding mixes.

Feedback was sought by Council at several workshops (internal and community-based) to gain a better understanding of the benefits as well as challenges being faced by event organisers in the city.

Finally, Council reviewed the return on investment of events against the measures of economic impacts, overnight visitation, enhanced liveability and branding potential.

## SWOT ANALYSIS OF CURRENT LANDSCAPE

### STRENGTHS

- Waterfront and Cultural heritage
- Indigenous Culture
- Open Green Spaces
- Natural Environment
- Plethora of creative arts people
- Strength of the local sports industry

### OPPORTUNITIES

- Online portal for event organisers
- Corporate conferences, business events, retreats
- Embrace the bay (foreshore), heritage and culture
- Increased arts and cultural events
- Improved council processes

### WEAKNESSES

- Limited venues with the capacity to cater for large attendance numbers
- Uneven spread of events
- Limited venues suitable for conferences
- Volunteer burnout
- Community engagement and participation

### THREATS

- Level of competition from regional destinations for events and conferences
- Increased competition for funding and sponsorship
- Decreasing participation in event activities by the community including volunteers

## CURRENT MARKETS

Overseas visitors are predominantly from New Zealand, the United Kingdom, Western Europe and the growth markets of China, India and developing Asian countries.

**The interstate tourism market offers the most opportunity for regional Victoria accounting for:**

- 9.6 million overnight visitors
- 27.9 million visitor nights which equates to \$3.3 billion in overnight expenditure
- 26 million day trips which contribute to \$2.5 billion in expenditure

Over the past decade and a half, visitation yield has decreased across all domestic travel segments, while outbound travel has increased from 4.2 million to 8.6 million overseas departures. Specific market segments primarily drive this long-term decline from capital cities, who are choosing outbound destinations over regional Victoria.

Contributing factors to the decline in regional tourism which relates to events include increased options, particularly for those in large regional centres or capital cities, such as:

- Out of category competition, i.e. dining out
- Strong local events calendars, convincing people to stay local
- The decline in traditional family holidays and increase in day trips, short breaks and trips related to interests and hobbies

While these factors have contributed to a decline in intrastate visitation, they also pose an opportunity, as they highlight the desires of the modern traveller.

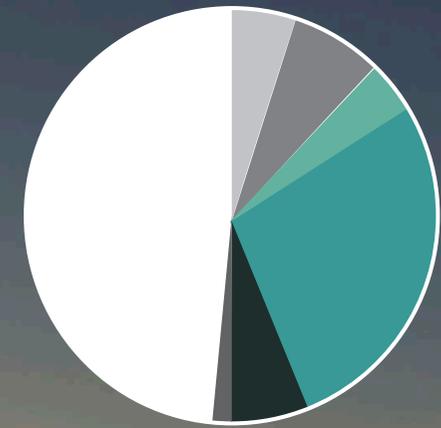
Further, the most substantial segments of travellers who are participating in these changed behaviours are those known as Lifestyle Leaders.

## Warrnambool Visitors by Location



■ Melbourne ■ Regional Victoria  
■ Interstate and International

## Warrnambool Events by Category



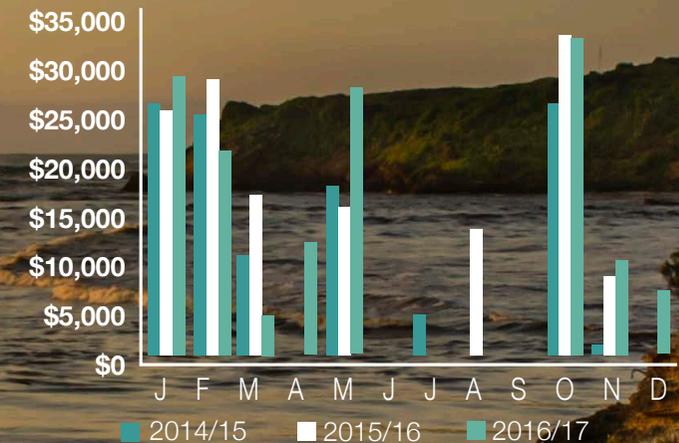
■ Hallmark ■ Arts and Culture ■ Business  
■ Community ■ Entertainment  
■ Food and Wine ■ Sport

## Warrnambool Calendar of Events by Month



■ Events ■ Event Days

## Total Funding by Month



■ 2014/15 ■ 2015/16 ■ 2016/17



# CURRENT INVESTMENT

Council invests in a range of events each year

Existing significant events on Council's calendar include:

- Grand Annual Sprintcar Classic
- May Horse Racing Carnival
- Wunta Fiesta
- Melbourne to Warrnambool Classic
- Tour of the South West
- Sports carnivals (many and varied)

Conservative estimates indicate that the existing significant events in Warrnambool add more than \$20 million per year to the local economy and increase the number of room nights occupied by 500,000 annually.

This is in addition to the estimated \$15 million per year that regional events generate in economic impact through their visitation spend and the extra room nights.

Council has historically supported regional events through its recurrent events budget. These events exhibit different characteristics to significant events.

Nevertheless, these events all serve to grow the region's reputation for supporting and hosting an extensive events program and play an essential role in facilitating community well-being, attracting visitors and generating business activity.

Council also provides financial support to a range of small and community events.

## CURRENT EVENT ORGANISATION STAFFING AND PROCESSES

Not-for-profit organisations organise a significant number of events with a smaller portion of events run by council and private enterprise. The high proportion of events run by not-for-profit groups means that the event is reliant upon community volunteers with limited professional event experience. There is also a high turnover rate due to "volunteer burnout", which impacts the growth of events. Further, some event organisers, either volunteers or private enterprise do not understand processes required for appropriate completion of applications, including those seeking cash and in-kind support. These groups will benefit from support including training and assistance with applications.

## REVIEW FINDINGS AND RECOMMENDATIONS

The consequent findings determined that one-off events bring the least return on investment, followed by annual events at particular times of the year that had not been recently refreshed, or appealed to a low spend demographic.

Council has since determined that a new approach to event attraction be required, which will be guided by the Council Plan. This new approach will involve:

- A higher level of long-term planning
- A portfolio approach, where each portfolio group has its own set of criteria and return on investment measures
- Build on Warrnambool's existing natural, community and infrastructure strengths
- Specifically targeted market segments
- Staging or hosting events during specific low occupancy periods



# WARRNAMBOOL'S FUTURE

Tourism has been identified as a key growth sector across the nation, particularly for regional centres, at all levels of government. Tourism events are a key driver behind visitation and can be an effective tool in increasing tourism numbers during off-peak seasons.

Warrnambool City Council has identified tourism events as a core component of a broader strategy to raise awareness and increase visitation to Warrnambool and its surrounding region, as well as brand Warrnambool as an attractive place to visit, live and invest.

Warrnambool has identified the visitor economy as being fundamental to the economic success of the city and events are one of the core pillars of the visitor economy.

Warrnambool must plan its development and progress in a disciplined way – balancing its responsibility with a

due commitment to time and public money. A diverse and rich events calendar attracts a diversity of people, which in turns increases the range of people who would consider Warrnambool as a place to live and invest.

Events may create legacy infrastructure and activate open spaces, which can be of great value to communities long after the event has finished.

## THE OPPORTUNITY OF EVENTS

There are four main benefit streams associated with events:

**Immediate economic benefits:** Events can deliver immediate economic benefits by bringing new money into the economy.

**City branding:** Hosting events has beneficial impacts on a city's image and can be a cost-effective way of promoting the city's brand to potential visitors and investors.

**Social wellbeing:** Events make cities more vibrant and interesting places to live, bringing people and communities together and give them a sense of identity and place.

**Legacy benefits:** Accelerating economic and social development and triggering investment in legacy infrastructure or investment, i.e. upgrade a park to hold events and the community benefits, this can deliver over the long term.

# FRESH THINKING

## PORTFOLIO APPROACH TO EVENTS

The benefits of an improved events portfolio extend well beyond the immediate social and economic impacts - the bigger picture is a vibrant city that is a highly desirable place to live, work and invest.

Warrnambool's event portfolio encapsulates these outcomes in the following vision statement:

*Warrnambool has a diverse, vibrant and inclusive portfolio of events that make its people proud of who they are and where they live. It understands the positive, social and economic outcomes events can deliver and their impacts on quality of life.*

Given the link between social wellbeing and long-term economic growth, Warrnambool needs to strike a careful balance between events that result in increased economic activity and events that make Warrnambool a more exciting and attractive place to live.

## NEW OUTCOMES FROM EVENTS

**Warrnambool has identified four key outcomes for its events portfolio.**

1. Expand Warrnambool's economy - tourism yield will increase, and as a result, the community will reap more benefits.
2. Grow visitor nights in Warrnambool - attract

3. Enhance Warrnambool's liveability - support a diverse events calendar that contributes to making Warrnambool a desirable place to live, work and invest.
4. Increase opportunity for the branding of Warrnambool to the desired market, by using events as a platform for promoting Warrnambool to a wide, targeted audience of potential visitors and investors.

## NEW TARGET MARKETS

The desires of the modern traveller include increased short breaks related to interests and hobbies and experiences relating to accommodation, activities and food and beverages. The most substantial segments of travellers who are participating in these changed behaviours are those known as Lifestyle Leaders.

Lifestyle Leaders are white collar, skilled professionals that are higher than average in affluence and discretionary spend, are well educated and are more likely to take leisure trips (4.2 leisure trips per year compared to the Australian average of 3.9). Further, when they do travel, they spend around 20% more than the average Australian traveller, travel based on interest or triggers (hobby, interest area or passion) and make up about one-third of the Australian population.

This market segment is culturally curious and regularly seeks out new experiences and therefore is a high event attendee.

The traditional tourism Roy Morgan Value Segments that display Lifestyle Leader behaviours are:

- Visible achievers
- Socially aware
- Young optimists
- Traditional Family Life value segment included when driven to take short trips for children's hobbies and sports

The new Events Strategy will deliberately attract, support and develop events attractive to these high yield markets.

## NEW BENEFITS CRITERIA

The events portfolio will be a mixture of established successful events, new events that have the potential for development, providing a longer event lifecycle, and national events.

When developing the portfolio consideration will be given to the events that will bring the following benefits:

- Fit with the Warrnambool brand
- Ability to build on, highlight or strengthen Warrnambool's unique characteristics
- Market segment it will attract
- Origin of the event
- Frequency of event
- Time of year of the event
- The potential for the event to generate long-term legacy benefits

## THE NEW PORTFOLIO

Annually Council aims to present at least one major event each year, at least four significant events, two business events and a range of medium to small events or activities.

## THE GUIDING PRINCIPLES

Events will focus on one or more of the following six guiding principles:

- Family friendly
- Nature and marine-based
- Heritage
- Artistic and creative
- Active outdoor and sporting
- Business and/or Conference

In most instances, the council will work in partnership with one or more organisations to deliver the events.

All events should be contributing to at least two of the event benefits so across a year the full program should support all benefits as outlined through:

- Direct and immediate benefit to the local economy
- Provide opportunity for city branding to a wide audience of potential visitors and investors
- Cultivate social wellbeing by bringing people and communities together and giving them a sense of identity and belonging
- Leave a legacy – elevating the host's stature and accelerate its economic and social development

## DEFINITIONS

**Significant events** will make an important contribution to Warrnambool's events calendar and image. They will help build Warrnambool's sense of place as a cosmopolitan city by the sea, enhance its cultural and environmental heritage (including its stunning topography and location), and its unique sense of

identity, while supporting its diversity. They will be major attractions for residents and visitors.

- Significant events will bring major economic benefits and international profile to the city
- Significant events will contribute largely to building strong communities and people's connection to the city
- Significant events will contribute to celebrating Warrnambool's identity
- Significant events will support Warrnambool's key strategic directions

**Local and community** focused events will support social interaction, community involvement and strengthen community networks; and some will have economic benefits as well. The majority of event visitors will be local.

**One-Off special events** will attract both locals and visitors from outside the city. They will generate significant economic, tourism, social, community and cultural benefits. These events may have a regional, state or national profile. Special events differ from significant events in their tendency to be one-off opportunities which can showcase the municipality, for example national/state sporting events.

**Business events** has been the broad term used by associated tourism bodies when discussing the Meetings, Incentives, Conferences and Exhibitions (MICE) industries. The Business Events Council of Australia defines a business event as "any public or private activity consisting of a minimum of 15 persons with a common interest or vocation held in a specific venue or venues, and hosted by an organisation(s). This may include but not limited to: conferences, conventions, symposia, congresses, incentive group events, marketing events, special celebrations, seminars, courses, public or trade shows, product launches, exhibitions, company annual general meetings, corporate retreats, study tours or training programs".

Business events represent a high yield component of the visitor economy and can provide significant and regular contribution to the host destination including:

- High yielding business for industry - the business events sector is regarded as one of the highest yielding market segments because of the high yield per delegate spend
- Incentive for repeat visitation - business events promote a destination to investors and decision makers, who would otherwise not have come to the destination
- Mid-week inflows to venues and businesses - which means that local industry and businesses have greater opportunity to benefit from the event tourism industry
- Opportunities for pre and post event touring - increasing economic impact for the region



*Junior CFA Championships*

# EVENT CLASSIFICATION AND ANALYSIS

The following table outlines the event classification system Council uses to categorise the city's events portfolio. This enables Council to strategically explore new event opportunities that stimulate the visitor economy and support community development.

## Characters of Event Classifications

Evaluation Criteria	Event Category Matrix			
	Significant Events (Tier 1)	Regionally Significant Events (Tier 2)	Regional Events (Tier 3)	Community Events
<b>Positioning</b>	<ul style="list-style-type: none"> <li>National or state marketing tools</li> <li>Supports destination brand showcasing regional attributes</li> </ul>	Positioning Warrnambool as an attractive event destination showcasing regional attributes	<ul style="list-style-type: none"> <li>Triggers some destination brand support</li> <li>Positions Warrnambool for other events</li> <li>Builds reputation as an events destination</li> </ul>	Minimal
<b>Recognition</b>	National/State	National/State	State	Local
<b>Occurrence</b>	<ul style="list-style-type: none"> <li>Recurrent</li> <li>One off event with a strong brand recognition to Warrnambool</li> </ul>	Recurrent or one off	Recurrent or one off	Recurrent or one off
<b>Visitor Nights</b>	Capacity to generate 3,000 visitor nights	Capacity to generate in excess of 1,000 visitor nights	Capacity to generate 500 visitor bed nights	Limited in terms of economic value
<b>Economic Impact</b>	<ul style="list-style-type: none"> <li>Significant economic impact in excess of \$1 million</li> <li>Economic value clearly measurable</li> </ul>	Economic value measurable	<ul style="list-style-type: none"> <li>Economic value over \$500,000</li> <li>Economic measurable</li> </ul>	Limited mostly local
<b>Media Exposure</b>	<ul style="list-style-type: none"> <li>National/state coverage</li> <li>Live/delayed TV coverage</li> </ul>	<ul style="list-style-type: none"> <li>State level media exposure with potential for some national coverage</li> <li>Delayed highlights media package</li> </ul>	<ul style="list-style-type: none"> <li>Regional coverage outside Warrnambool</li> <li>Warrnambool media coverage</li> </ul>	Limited mostly local
<b>Participants/visitors from outside the region</b>	More than 60% participants/visitors outside the region	At least 50% of participants/visitors from outside the region	Between 30% and 50% of participants /visitors outside the region	Up to 10% participants/visitors outside the region

## DETERMINING OUR PRIORITIES

Priority support from the Warrnambool City Council will be given to events that are able to generate substantial tourism, economic, profile, community, social or cultural benefits. Specifically, these benefits will be:

- 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 significant 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

Significant and community events will receive council support. A relatively higher proportion of the event funding budget will be allocated to significant events to reflect the higher operating costs and the more significant and broader economic and tourism returns they generate.

Council will undertake a cost-benefit analysis on all events seeking significant support from Warrnambool City Council, with the key focus being on attracting and supporting events that deliver the highest yield and return on investment.

Council will work with existing event organisers who have been receiving ongoing annual funding to ensure these events demonstrate renewal and initiatives that contribute to the outcomes sought within this strategy.

Recognising that community and professional event organisers deliver events, the Warrnambool City Council will:

- Implement transparent, proactive and customer focused event compliance programs to support all event organisers
- Value and actively facilitate collaborations and

- partnerships with key stakeholders
- Promote and support only best practice event management

## EVENT SUBMISSIONS – DECISION MAKING CRITERIA

Council has established an Event Control Group (ECG) that is tasked with assessing event proposals and providing a recommendation to council.

Some event opportunities will arise at very short notice, outside the (ECG) meeting cycle, or requiring a prompt response from Council. Therefore Council needs an agile, flexible approach to react quickly and balance such opportunities with ongoing commitments.

***The following criteria will guide the ECG in its assessment of event proposals and ensure transparent, flexible, and accessible decision making by Council.***

**The event proposal will be considered if it meets the following principles:**

- The proposed event meets the earlier identified criteria of building on at least one of the city's strengths, attracting a key market segment, meeting at least one of the portfolio guiding principles, and contributing to at least two of the Council Plan success criteria
- The event and its organisers meet the required legislative and regulatory requirements
- The proposed event will provide community, social, cultural, economic, tourism and profile benefits
- It will contribute to making Warrnambool a vibrant and great place to live
- It will encourage creativity and innovation
- The proposed event acknowledges and respects the city's natural environment
- The event opportunity is unique to Warrnambool
- The proposed event provides opportunities to showcase the I AM WARRNAMBOOL destination

- brand including our natural environment, sport, food and wine, arts and culture and heritage
- The event opportunity includes entrepreneurial approaches and planning for long-term self-sufficiency
- Implementation of best practice event management including respecting local amenity and minimising adverse impacts

**This decision-making criteria will help Council to:**

- Ensure Council has the correct mix and spread of events across the year to future-proof the event portfolio
- Ensure Council delivers those events which are right for Warrnambool with an appropriate geographical spread across the city
- Maximise and utilise city infrastructure
- Improve our success rate in attracting state and national events to the city against fierce competition
- Demonstrate the genuine value of hosting events
- Build capacity opportunities for local event stakeholders, businesses and suppliers
- Maximise opportunities for local suppliers



# COUNCIL'S ROLE IN EVENTS



## LEADER

Council champions, coordinates and advocates an event focus for the City and is a catalyst for partnerships.

## PROVIDER

Council organises a series of significant regional events for the community and its visitors, as well as provides potential venues, open-spaces and in-kind support for festivals and events.

## HOST

Council invests in events organised by others through targeted funding programs.

## FACILITATOR

Council empowers and develops event organisers and community groups through skills development, information and regulatory advice, and relationship management.

## PARTNER & STAKEHOLDER

Council works with event organisers, community groups, businesses and individuals to support events and create new opportunities.

## COMMUNICATOR AND PROMOTER

Council champions event initiatives and their benefits to stakeholders; utilising Council's marketing and communications resources to promote and generate audiences.

## ENABLER

Council to wherever possible assist in supporting and permitting events to occur and be receptive to innovative and new concepts

## APPROVE

Council coordinates the event approval process, ensures regulatory requirements are met and acts as main point of contact for event organisers.

## EVENT DELIVERY

Council delivers Council owned events.

# THE NEW PLAN

## GOAL 1: LIFESTYLE

Develop a calendar of events that supports Warrnambool's strengths and identity, and enhances a vibrant atmosphere that promotes the region as a highly desirable place to live, work and invest

ACTION	TASKS
Increase capacity of local events industry	<ol style="list-style-type: none"> <li>1. Work with event organisers to identify training opportunities beneficial to them.</li> <li>2. Deliver two community capacity building workshops annually.</li> <li>3. Deliver one event organiser, supplier, venue manager networking event annually.</li> <li>4. Develop an online event guide to assist event organisers.</li> <li>5. Review and update event guide quarterly.</li> </ol>
Develop a balanced calendar of events	<ol style="list-style-type: none"> <li>1. Review and update calendar of events.</li> <li>2. Identify and support the growth of two significant events where the primary driver is social and cultural benefits.</li> <li>3. Identify and support the growth of two significant events where the primary driver is economic benefit.</li> <li>4. Identify and secure two national or state sporting events.</li> <li>5. Maintain and promote Warrnambool calendar of events.</li> </ol>
Improve Council's ability to respond to event industry needs	<ol style="list-style-type: none"> <li>1. Establish a senior cross-organisational team (Event Control Group) to manage the Council's involvement in the event endorsement and support.</li> <li>2. Develop an event portal as part of the Council website.</li> <li>3. Develop and implement online event and permit application forms.</li> <li>4. Provide a "relationship manager" as the key point of contact for event organisers.</li> </ol>
Maximise the value of existing significant events and enable them to grow	<ol style="list-style-type: none"> <li>1. Secure investment from Council, other levels of government and private sector stakeholders to optimise the growth potential of existing significant events.</li> <li>2. Develop a stronger partnership with state government as a priority.</li> <li>3. Foster long-term commitments by event organisers/promoters through offering longer-term funding.</li> </ol>
Support a range of large and small community events	<ol style="list-style-type: none"> <li>1. Continue to support existing popular events.</li> <li>2. Support local community and event organisers to establish new events to fill gaps.</li> </ol>

## GOAL 2: TOURISM AND MARKETING

Encourage, support and develop events that increase visitation and enhance the profile of Warrnambool as a destination

ACTION	TASKS
Establish Warrnambool as a business event and conference destination	<ol style="list-style-type: none"> <li>1. Produce a Warrnambool event and conference guide.</li> <li>2. Participate in one event conference expo annually.</li> <li>3. Deliver one famil per year for event organisers to visit venues, open spaces and tourism facilities.</li> <li>4. Deliver one famil per year with Professional Conference Organisers.</li> <li>5. Facilitate two workshops annually with conference venue owners/operators.</li> </ol>
Collect Evidence	<ol style="list-style-type: none"> <li>1. Participate in regional research initiatives to monitor changes in visitation and market behaviours.</li> <li>2. Partner with Great Ocean Road Regional Tourism to monitor and track visitor trends and develop actions to address them.</li> <li>3. Work with industry to capture Warrnambool centric trends.</li> </ol>
Event Infrastructure Plan	<ol style="list-style-type: none"> <li>1. Undertake an infrastructure and asset audit to identify strategic priorities for future infrastructure investment, and incorporate into Council's capital works and asset upgrade programs.</li> <li>2. Identify and facilitate agreements.</li> </ol>
Significant Event Development	<ol style="list-style-type: none"> <li>1. Identify key events that show potential to elevate to signature event status (based on event monitoring).</li> </ol>

## GOAL 3: ECONOMY

Develop partnerships and support events that provide maximum benefit to the city

ACTION	TASKS
Event attraction	<ol style="list-style-type: none"> <li>1. Identify new significant event opportunities.</li> <li>2. Undertake a gap analysis of the 'type' and 'timing' of events required to fill identified gaps in the calendar year.</li> <li>3. Attract and host events that support our shoulder periods and activate quiet seasons.</li> </ol>
Measuring event value and impact	<ol style="list-style-type: none"> <li>1. Develop an event visitor survey template for use by event organisers.</li> <li>2. Implement an event survey protocol to capture data to enable analysis of achievements against strategic objectives.</li> <li>3. Record and assess return on investment for all Council funded events.</li> </ol>
Identify and support the growth of two significant events where the primary driver is economic benefit	<ol style="list-style-type: none"> <li>1. Support an identified key portfolio of events and assist them to be more strategic.</li> <li>2. Work with event organisers to identify potential for growth.</li> <li>3. Secure investment from Council, other levels of government and private sector stakeholders to optimise the growth potential of existing significant events.</li> <li>4. Foster long term commitments by event organisers/promoters through offering longer-term contracts.</li> </ol>

## GOAL 4: INVESTMENT

Invest in events that align with the city's strategic goals and outcomes

ACTION	TASKS
Provide event funding to support growth and development of new and significant events	<ol style="list-style-type: none"> <li>1. Conduct review of current event funding procedure.</li> <li>2. Establish and implement a funding model (Festivals and Event Fund) and robust assessment framework to support the city's investment in events.</li> <li>3. Secure investment from Council, other levels of government and private sector stakeholders to optimise the growth potential of festivals and events.</li> </ol>
Retain existing significant events	<ol style="list-style-type: none"> <li>1. Develop a retention (future proofing plan) to nurture current events.</li> <li>2. Work with other levels of government and private sector stakeholders to overcome any obstacles to the successful delivery of events.</li> <li>3. Commence contract renewal no later than 12 months prior to contract expiry date.</li> <li>4. Provide a "relationship manager" as the key point of contact for event organisers.</li> </ol>
Event Evaluation	<ol style="list-style-type: none"> <li>1. Develop and implement an event evaluation program.</li> </ol>
Investment and Partnerships	<ol style="list-style-type: none"> <li>1. Develop an event infrastructure investment plan that supports future event growth and sustainability.</li> </ol>

# FESTIVALS AND EVENTS FUND



The new Festivals and Events Fund will be Council's funding program for festivals and events conducted within the municipality. This program will provide seed funding to assist with the establishment of new event initiatives and also supports the development and growth of established events.

The aims and objectives of the Festivals and Events Fund will be to:

- Provide financial assistance to conduct established professional and quality festival or event activities
- Improve the quality of life experiences for communities within the municipality by increasing access to quality festivals and events
- Promote cultural diversity and greater awareness, appreciation and participation in activities
- Promote a sense of pride and community identity
- Stimulate visitation and tourism to the area and increase economic and social development opportunities
- Contribute to the recognition of the city as a region to host festivals and events
- Create an environment for innovation and creativity

**Guidelines and applications will be open  
October 1, 2018 for events commencing  
January 1, 2019**

## Appendix A - Event Strategy Consultation List

Abrigo Warrnambool  
 Ace Radio  
 All Fresh Seafood & Poultry  
 Amelda's Tower Hill  
 Anchor Belle Motel  
 Atmosphere Events  
 Atwood Motor Inn  
 Aus Music Festival  
 Austin 7 Car Rally  
 Austral Place 88  
 Australian Schools Triathlon Challenge  
 Australian Caravan Club  
 Bastion EBA  
 Baulch Motor Group  
 Bayside Lodge  
 Bendigo Bank  
 Best Western Colonial Village Motel  
 Best Western Olde Maritime Motor Inn  
 Bicycle Network Victoria  
 Big4 Hopkins River Caravan Park  
 Blue Whale Motor Inn  
 BMX Victoria  
 Board Riders Festival  
 Business Events Victoria  
 Capitol Cinema  
 Carols by Candlelight  
 Carols by the Merri  
 Cattleya Thai Restaurant  
 CFA State Championships  
 Charles on Victoria Street  
 Cheese World & Museum Allansford  
 City Memorial Bowls Club  
 Coastal Vibe Apartments  
 Coates Hire  
 Coles Coaches  
 Comfort Inn Warrnambool International  
 Comfort Inn Western Warrnambool  
 Cooks retreat warrnambool  
 Corangamite Shire  
 Crayola  
 Cycling Victoria  
 Daktari Surf & Dive  
 Darrivill Farm Warrnambool  
 Deakin University  
 Defy Fitness  
 Discovery Holiday Parks  
 Downtown Motel  
 Economic Development Database  
 Elm Tree Motel  
 Emmanuel College  
 Events Geelong  
 Fairholme Apartments

Figtree Holiday Village  
 Flagstaff Hill Lighthouse Lodge  
 Flying Horse Bar & Brewery  
 Food Truck Fiesta  
 Fresh Market  
 Friends of the Warrnambool Botanic Gardens  
 Gateway Motor Inn  
 Gem Show  
 George Taylor's Store  
 Girt By Sea Warrnambool  
 Great Ocean Road Regional Tourism  
 Great Ocean Road Ten Pin Bowl  
 Hampden Football Netball League  
 Hopkins Hideaway  
 Hose Electrical  
 Hotel Warrnambool  
 Images Restaurant Café & Cocktail Bar  
 Inside the Brick  
 Lady Bay Resort  
 Lighthouse Theatre  
 Loco Group  
 Logan's Beach Apartments  
 Loop Studio  
 Macey's Bistro  
 Mahogany Motel  
 McKinnon Quarries  
 Melbourne to Warrnambool Committee  
 Mid City Motel Warrnambool  
 Mini Golf by the Sea  
 Moonmother Productions  
 Motel Warrnambool  
 Moyne Shire  
 Ngatanwarr Welcome Mural  
 Oktoberfest  
 Pavilion Café & Bar  
 Piccolo Restaurant  
 Picken Designs  
 Pinky's Pizza  
 Pippies By the Bay  
 Port Fairy Folk Festival  
 Portugese Festival  
 Premier Speedway  
 Pronto Fine Food Merchants  
 Red Spoon Thai Eatery  
 Regional Development Victoria  
 Riverview Holidays  
 Rotary Daybreak  
 SC Dragons  
 SCOPE Galleries  
 Scott Consulting  
 Scripture Union Kids Holiday Program  
 Shipwreck Coast Fishing Classic

Sinclair & Wilson  
 South West Sports Assembly  
 South West TAFE  
 Southwest Explorer  
 Sports Marketing Australia  
 Statewide Waste  
 Sufferfest  
 Summer Markets  
 Sungold Field Days  
 Sungold Milk  
 Surf 'T' Surf  
 Surfside Holiday Park  
 SWICH Rentals  
 Tait's Legal  
 Taylors Surfodesy  
 The Australian Event Symposium  
 The F Project  
 The Liebig Asian Restaurant  
 The Loft  
 The Standard  
 The Surf Co.  
 Timor Street Market  
 Tower Hill Challenge  
 Victorian Dance Festival  
 Victorian Events Industry Council  
 Visitor Economy Advisory Committee  
 Visit Victoria  
 Warrnambool Buslines  
 Warrnambool Show Society  
 Warrnambool & District Historic Car Club  
 Warrnambool Art Show  
 Warrnambool Athletics Club  
 Warrnambool Beach Backpackers  
 Warrnambool BMX Club  
 Warrnambool Bus Lines  
 Warrnambool City Council Airport Reporting/  
 Works Safety Officer  
 WCC City Renewal Placemaking Officer  
 WCC Communications Officer  
 WCC Construction Engineer Infrastructure Services  
 Warrnambool City Council Construction  
 Supervisor Infrastructure Services  
 WCC Coordinator Asset Management  
 WCC Coordinator Building Services  
 WCC Coordinator City Assist  
 WCC Coordinator City Sustainability  
 WCC Coordinator Destination Marketing  
 WCC Coordinator Lake Pertobe  
 WCC Coordinator Local Laws Traffic Fire and  
 Animal Control  
 WCC Coordinator Municipal Depot Operations  
 WCC Councillor Kylie Gaston

WCC Councillor Susan Cassidit  
 WCC Councillor Tony Herbert  
 WCC Curator Exhibitions Warrnambool Art Gallery  
 WCC Director City Growth  
 WCC Director Warrnambool Art Gallery  
 WCC Economic Development Administrator  
 WCC Flagstaff Hill Village Activation Coordinator  
 WCC Grants Officer, Economic Development Unit  
 WCC Manager Capacity Access & Inclusion  
 WCC Manager City Amenity  
 WCC Manager City Strategy & Development  
 WCC Manager Communications  
 WCC Manager Community Planning & Policy  
 WCC Manager Economic Development  
 WCC Manager Infrastructure Development & Projects  
 WCC Manager Recreation & Culture  
 WCC Manager Revenue and Property  
 WCC Municipal Building Surveyor  
 WCC Recreation Planner  
 WCC Rural Access Officer  
 WCC Senior Recreation Planner  
 WCC Service Manager Lighthouse Theatre  
 WCC Strategic Waste Management Officer  
 WCC Team Leader Parks Gardens and Environment  
 WCC Team Leader Trees and Botanic (Parks and  
 Gardens)  
 WCC Technical Officer Infrastructure Services  
 WCC Volunteer Program Coordinator, Access Aging  
 and Inclusion  
 WCCI Youth Development Planner  
 WCC Coordinator Community Programs  
 Warrnambool District Cricket Association  
 Warrnambool Gift  
 Warrnambool Golf Club  
 Warrnambool Greyhound Club  
 Warrnambool Hire Motor Boats  
 Warrnambool Holiday Park  
 Warrnambool Holiday Village  
 Warrnambool Motocross Club  
 Warrnambool Organ Festival  
 Warrnambool Party Hire  
 Warrnambool Racing Club  
 Warrnambool RSL  
 Warrnambool Surf Lifesaving Club  
 Warrnambool Toy Library  
 Warrnambool City Council Health & Local Laws  
 Winter Solstice Surf Film Festival  
 Worn Gundidj - Tower Hill  
 Wsarrnambool Greyhound Club  
 Wunta

## REVIEWING THE PLAN

The Warrnambool City Council Events Strategy is a living document and will be reviewed as part of the strategic planning process to ensure that it continues to meet the changing needs of the community and the evolving events and tourism sectors.

## CONTACT DETAILS

### Visiting us in person

Visitor Economy Office  
89 Merri Street, Warrnambool  
Open from 8.30am - 5pm, Mon–Fri.

### Postal address

Warrnambool City Council  
P.O Box 198  
Warrnambool 3280

### Telephone

03 5559 4800

### Website

[www.warrnambool.vic.gov.au](http://www.warrnambool.vic.gov.au)

### Email

[events@warrnambool.vic.gov.au](mailto:events@warrnambool.vic.gov.au)



I AM WARRNAMBOOL



[www.warrnambool.vic.gov.au](http://www.warrnambool.vic.gov.au)

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