



Ballarat Events Strategy 2018 – 2028

Executive Summary

Events will play a pivotal role in achieving Ballarat's economic and social ambitions over the next 10 years. The Ballarat Events Strategy 2018-2028 (the strategy) presents a clear vision for Ballarat to be a compelling destination for world-class events, supported by tangible actions to generate legacy benefits, grow reputation and appeal and optimise economic impact.

The strategy is an initiative of City of Ballarat and Visit Ballarat to introduce robust planning and structure in event assessment and support. With this strategy, Ballarat has the platform to increasingly attract and sustain a vibrant events calendar that increases visitor nights and spend in the city and surrounds.

The strategy advances best practice in event attraction, development and management, drawing on the learnings from other destinations and the aspirations of Ballarat's event stakeholders. In an increasingly competitive visitor market, a single voice for events, strategic leadership and the collaboration of event stakeholders are fundamental elements for success.

A framework for events selection will create a balanced portfolio of events that builds and celebrates Ballarat's strengths, fosters local talent, activates the city's precincts and delivers strong economic and social return on investment. Ballarat is well positioned to deliver an events calendar that makes the vision a reality.



Image credit: australia.com

VISION

Ballarat is a compelling destination for world-class events

ASPIRATIONS

Every event makes a positive difference for Ballarat

Ballarat is a 'must do' event city

Events expand Ballarat's economy

PILLARS & STRATEGIES

Generate legacy benefits

- Activate key infrastructure (sporting, leisure and business) across Ballarat
- Activate event precincts and Ballarat as a city-wide event experience
- Develop new products and experiences
- Build the capacity and capability of event organisers
- Grow Ballarat's industry sectors

Grow reputation and appeal

- Build Ballarat's competitive positioning as an event city
- Develop a reputation as an event-friendly destination
- Leverage the brand to strengthen Ballarat's point of difference

Optimise economic input

- Increase the economic contribution from visitor markets
- Maximise the impact of event marketing
- Maximise the benefits from event support

Contents

1. Introduction	4
2. Strategic Context	5
3. Ballarat's Story	7
4. The Opportunity	8
5. What Does Success Look Like?	9
6. The Right Events	11
7. A Balanced Portfolio	14
8. Delivering Success	15
9. Organised for Success	16
10. Action Plan	17
11. Measuring Success	23



DISCLAIMER

The information and recommendations provided in this Ballarat Events Strategy 2018-2028 are made on the basis of information available at the time of preparation and the assumptions outlined throughout the document. While all care has been taken to check and validate material presented in this report, independent research should be undertaken before any action or decision is taken on the basis of material contained in this report. This report does not seek to provide any assurance of project viability and Tilma Group/JJ Strategic Consulting accept no liability for decisions made or the information provided in this report.



Image credit: visitvictoria.com

1. Introduction

Events are a cornerstone of Ballarat’s visitor economy. Ballarat has a robust calendar of events across the year due to the City of Ballarat’s support with event funding and staff resources. Amid growing competition from other regions and states for events and visitors, Ballarat must ensure it is nimble and state of the art to increase the economic and social outcomes events offer the city.

The Ballarat Events Strategy 2018-2028 (the strategy) provides a 10-year blueprint to build on the current successes, enhance Ballarat’s competitive position and drive an increase in visitor nights and expenditure in the city. It will promote Ballarat’s unique identity and story to increase the attractiveness of the city and surrounds to visitors and residents alike.

Success will require balancing the attraction of new events with growth of existing events and development of a strong local event industry as part of the sustained growth of Ballarat’s visitor economy. The strategy sets out a plan for determining the types of events that are right for Ballarat now and in the future.

These are events that provide compelling reasons to visit and spend in the region, enhance the perception of the city, extend Ballarat’s competitive strengths and increase the vibrancy of the city and region for visitors and residents. Ballarat’s unique heritage fabric overlaid with contemporary experiences and services and proximity to metropolitan Melbourne position the region well.

To stimulate and sustain growth in an increasingly competitive environment, the strategy must be underpinned by effective governance. A best practice framework is advanced that builds on recent changes in events governance to propel Ballarat forward as a cutting-edge regional event city.

The strategy is designed to be adaptive to changing trends, funding and priorities, and draws on the considered thinking of event stakeholders. In support of the strategy, event planning and development tools and assessment resources (Part B) have been developed to assist stakeholders.

¹ Local community events are excluded; however, the strategy recognises the opportunity for these events to grow to become important tourism or business events. For the purpose of the strategy local community events are defined as civic and sporting events for local residents.



2. Strategic Context

The strategy has been developed based on desktop research and analysis of best practice models for event attraction, development and growth, and in consultation with event organisers, tourism operators, City of Ballarat, Visit Ballarat, Commerce Ballarat, Regional Development Victoria, Visit Victoria, Business Events Victoria and the Association of Australian Convention Bureaux Inc. (as summarised in the Event Strategy Discussion Paper). The City of Ballarat's Events and the Arts Business Management Review was also drawn on, particularly with regard to governance scenarios.

The strategy aligns with and is guided by the Ballarat Visitor Investment Plan 2017, the City of Ballarat's Plan 2017-2021, the Ballarat Strategy 2015, the City of Ballarat Economic Program 2015-2019 and the Live Music Strategic Plan. The Victorian Visitor Economy Strategy, the Victorian Creative Strategy and the Central Highlands Regional Strategic Plan (2010) have also been taken into account.

VISIT BALLARAT AND CITY OF BALLARAT STRATEGIC PLANS



A number of factors in play will support the strategy in delivering sustainable success for Ballarat's event future:

- The continued implementation of the Ballarat Major Events Precinct Master Plan
- Investment in infrastructure upgrades including Civic Hall restoration and the private development of exhibition space and a four-star hotel alongside Ballarat's railway station
- The development and implementation of Ballarat's Creative City Strategy and Arts Precinct Master Planning that seeks to achieve a thriving, vibrant creative sector in Ballarat and an arts precinct in the CBD that is a cornerstone of a nationally-recognised creative city
- Master planning for Lake Wendouree as a community recreational asset and visitor destination
- Continued development and enhancement of Ballarat's sporting infrastructure
- Strong backing from local event stakeholders for a central agency focused on event attraction, development and growth.



Image credit: ballarat.events

3. Ballarat's Story

Ballarat has built on its long-standing history in events, including the launch of the Begonia Festival in 1953, to create a reputation for holding successful events. Through the efforts of the City of Ballarat and Visit Ballarat, the city has secured major events such as the Cycling Australia Road National Championships and White Night Ballarat, and supported many regional festivals and events.

The city's image, originally forged from its world-class heritage attractions, is beginning to change through a focus on arts and culture, sports, seasonal food and wine, and craft beer. Population growth is bringing sophistication and energy into the city, with artisans and new business operators shaping a fresh face for Ballarat and solidly positioning it as the capital of Western Victoria. Ballarat is now at a pivotal stage, ready to take the next step.

Continuing to shape and refine Ballarat's extensive events calendar with a focus on encouraging visitors to extend their stay in the city and surrounds and fully capturing the benefits events offer is vital. Ballarat is facing mounting competition to attract events and event visitors as a growing number of regional destinations look to events to increase visitation and expenditure.

Building on the existing calendar to create a contemporary events portfolio against a unique backdrop of goldfields heritage buildings and streetscapes will competitively present Ballarat as regional Victoria's leading event destination. This events portfolio will align with and bring to life Ballarat's brand essence of a destination where earthly treasures inspire daring adventure.

4. THE OPPORTUNITY

EVENTS GENERATE ENORMOUS ECONOMIC AND SOCIAL VALUE FOR BALLARAT EACH YEAR:

\$51M+
**IN VISITOR
EXPENDITURE**²



171,143



**OVERNIGHT
STAYS**

104
EVENTS^{*}



375
**EVENT
DAYS**³



Events draw visitors to Ballarat, encourage expenditure locally and are vital in reducing seasonality for the tourism and events industry. Sovereign Hill's Winter Wonderlights attracted 50% more visitors year on year in July, and, together with the city's Winter Festival, transformed a typically slow period.

There are other significant benefits of events. Events can be a catalyst for change, facilitating infrastructure and private development, and business connections. Hosting events builds the profile of Ballarat, effectively promoting the destination to potential visitors, and can enhance perceptions of the city and

region. Events bring people together to explore and experience the region, and the colour and energy they create in the city's precincts and streets make Ballarat a more vibrant and interesting place to visit and live.

Ballarat has an opportunity to gain greater leverage from events to increase visitor nights and expenditure and maximise the economic and social outcomes for the city and surrounds. Success will demand building on what is working well and embracing contemporary best practice in event attraction, development and growth as competition from other regions for events intensifies.

^{*} Tourism events, excludes community events

² Visit Ballarat, Annual Report 2016-17

³ The sum of all event days is 367, where 'event days' are the number of days an event runs

5. WHAT DOES SUCCESS LOOK LIKE?

**OUR VISIONS & ASPIRATIONS
FOR THE NEXT 10 YEARS**



VISION

BALLARAT IS A COMPELLING DESTINATION FOR WORLD-CLASS EVENTS

EVERY EVENT MAKES A POSITIVE DIFFERENCE FOR BALLARAT

BALLARAT IS A 'MUST DO' EVENT CITY

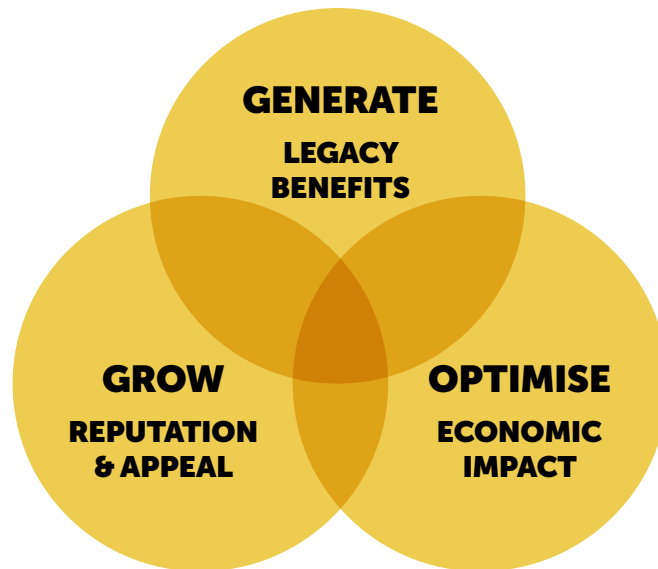
EVENTS EXPAND BALLARAT'S ECONOMY

ASPIRATIONS

ACHIEVEMENT OF THE VISION AND ASPIRATIONS WILL BE DRIVEN THROUGH THREE PILLARS OF ACTIVITY

GENERATE, GROW & OPTIMISE

AND THE OUTCOMES THEY SEEK TO DELIVER



OUTCOMES

GENERATE LEGACY BENEFITS

- Facilitate new product, business and experiences
- Activate key infrastructure in Ballarat
- Enable new infrastructure development and growth
- Build the capability of the local event industry
- Support growth in key industry sectors

GROW REPUTATION & APPEAL

- Align to the brand pillars
- Create local pride
- Leverage year-round experiences
- Increase repeat visitation
- Enhance competitive advantage in priority sectors
- Increase media coverage (AVE)

OPTIMISE ECONOMIC IMPACT

- Increase visitor nights
- Increase visitor expenditure
- Grow new visitor markets
- Reduce seasonality and extend peak
- Increase mid-week visitation
- Maximise ROI and Cost Benefit*

*Return on Investment (ROI): Visitor nights x average visitor spend (NVS)/Total grant value = ROI ratio
 Cost Benefit: Total annual grant value/Total event attendance = Cost per visitor



Image credit: visitballarat.com.au

6. The Right Events

To attract overnight visitation and higher yield and build experience development opportunities and reputation for Ballarat, a shift in focus is needed from growing the number of events to building a balanced portfolio of events that can be

fully leveraged. Events will be assessed according to sector, category and their capacity to deliver on the Key Performance Indicators (KPIs).

EVENT SECTORS

Ballarat's event growth will be centred in three distinct event sectors: Sport, Leisure and Business. These sectors and the assigned weighting have been identified from, firstly, combining the city's existing strengths in infrastructure, natural assets,

talent and location, and then considering the potential these strengths offer to activate the Ballarat destination brand pillars and build competitive advantage for Ballarat as a compelling events destination.

Sectors	Priority Weighting
SPORT (including adventure, participatory and spectator sports)	30%
LEISURE:	
Heritage	20%
Arts/Culture	20%
Live Music	10%
Culinary	5%
BUSINESS**	15%

*Sectors for business events will differ and need to be treated differently.

These sectors will be revisited annually to ensure they reflect the city's strengths and the outcomes to be delivered by the events portfolio.

EVENT CATEGORIES

Events are categorised based on scale (large to small) and reach (international to local):

Event Category	Reach	Attributes
Tier 1: Mega Events	Internationally or nationally recognised events that may be one-off or recurring; provide variety and richness; and are important for building profile, reputation and drawing visitors from outside the region.	<ul style="list-style-type: none"> Attract significant tourism and economic benefits Often subject to a bidding process Can be supported by state or federal funding Commit to a level of exclusivity to Ballarat as host destination Managed by professional event organisers and a host of specialists Require a 2 to 3 year lead time
Tier 2: Flagship Events	Celebrate Ballarat's competitive advantage and deliver enormous value as destination marketing tools.	<ul style="list-style-type: none"> Showcase local cultural, sporting, community or lifestyle opportunities Developed by a local group, council, business or individual Attract significant tourism and economic benefits Typically considered Ballarat's 'own', creating a regional legacy Rely on support from government and corporate sponsors Managed locally by a professional event organiser or volunteer committee or council Require 8 to 12 months' lead time
Tier 3: External Events	Extend the annual event calendar, enhance Ballarat's profile as an event destination and offer the greatest potential to attract higher-yield and mid-week visitation.	<ul style="list-style-type: none"> Draw visitors from outside the region Attract significant tourism and economic benefits May be one-off or recurring Managed by external promoters and specialists Typically part of a travelling circuit and not exclusive to Ballarat Rely on support from government and corporate sponsors Often involve participatory elements Require 12 to 18 months' lead time
Tier 4: Home-grown Events	Present the greatest opportunity for growth, with the focus to be on capability-building and support around growth and development.	<ul style="list-style-type: none"> Celebrate aspects of community and bring energy and colour to the city Deliver social value for primarily local audiences rather than economic impact Organised by local charities, schools, sporting groups and commemorative organisations Rely on support from City of Ballarat and corporate sponsors Managed locally by a volunteer committee Generally attract less than 5,000 people from the local community/region Require 6 months' lead time

Tier 3 and 4 incorporate Business Events which include corporate and government meetings, incentive travel reward programs, association conventions, exhibitions and expos. They can be considered Ballarat’s ‘own’ that create a regional legacy or external opportunities to benefit local industry sectors. As one of the highest yielding sectors in Australia’s visitor economy, Business Events represent a significant growth opportunity for Ballarat.

KEY PERFORMANCE INDICATORS

The following KPIs will be used in identifying the best-fit events to attract and fund to build a balanced events portfolio. These indicators will provide a comprehensive picture of the outcomes an event offers. Assessment will consider the expected outcomes of a single event and how those outcomes combined with those of the other events in the calendar ‘tick all the boxes’ and create a balanced portfolio rather than requiring each event to meet all KPIs. Some events may attract significant visitor numbers but brand alignment may be low. Others may be smaller but present unique legacy benefits and investment opportunities for an industry sector. ⁴

Event Category	Generate	Grow	Optimise
Tier 1: Mega Events	<ul style="list-style-type: none"> • Activate key infrastructure • New experiences • Enable new infrastructure • Multi-year contract 	<ul style="list-style-type: none"> • 2 brand pillars • Media: Regional to international • AVE \$1 million+ • Repeat visitors • Industry sectors* 	<ul style="list-style-type: none"> • Visitor #: 15,000+ people • Visitor spend: \$5 million+ • Visitor nights: 2 to 4 min • Target markets • Time of year (reduce peaks) • Exclusive to Ballarat • ROI: 20:1
Tier 2: Flagship Events	<ul style="list-style-type: none"> • Activate key infrastructure • New experiences • Build capability 	<ul style="list-style-type: none"> • 1 brand pillar • Media: Regional to national • AVE \$500,000+ • Local pride • Repeat visitors • Industry sectors* 	<ul style="list-style-type: none"> • Visitor #: 5,000 to 20,000 people • Visitor spend: \$2 million+ • Visitor nights: 2 to 4 min • Target markets • Time of year (shoulder/low) • ROI: 15:1
Tier 3: External Events	<ul style="list-style-type: none"> • Activate key infrastructure • New experiences • Enable new infrastructure • Local pride 	<ul style="list-style-type: none"> • 1-2 brand pillars • Media: Local to Regional • AVE \$500,000 • Repeat visitors • Industry sectors* 	<ul style="list-style-type: none"> • Visitor #: 5,000 to 20,000 people • Visitor spend: \$2 million+ • Visitor nights: 3 to 5 min • Target markets • Time of year (reduce peaks/mid week) • ROI: 20:1
Tier 4: Home-grown Events	<ul style="list-style-type: none"> • Build capability (system, skills) • Visitor satisfaction • Local pride 	<ul style="list-style-type: none"> • 1 brand pillar • Media: Local district • AVE \$200,000+ • Industry sectors* 	<ul style="list-style-type: none"> • Visitor #: Up o 5,000 people • ROI: 10:1

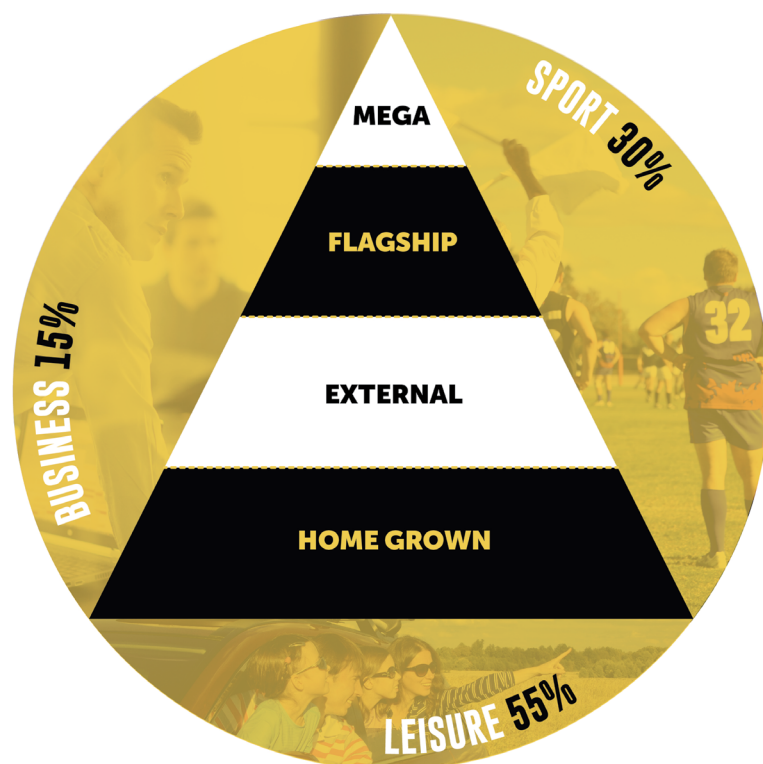
⁴ Refer to the *Recommended Events Assessment Framework* for further details.

⁴For assessment of Business Events to attract and support



7. A Balanced Portfolio

A portfolio approach to events will enable the gaps and opportunities for new event attraction and development to be readily identified. A focus on the overall portfolio also introduces flexibility in the assessment process, with the focus on the sum of all parts rather than the merits of an individual event alone.



The overarching outcomes sought from the portfolio are as follows:

- Increase overnight visitation and visitor expenditure in Ballarat.
- Leverage Mega Events to enhance Ballarat's reputation as a world-class event destination and catalyse the development of home-grown events and tourism experiences.
- Continue to grow the Flagship Events so that they create a competitive advantage for Ballarat, build reputation, celebrate everything that is special about Ballarat, and form the foundation of the events calendar.
- Use External Events to extend the calendar with complementary events.
- Progress appropriate Home-grown Events to a Tier 1 or 2 level.
- Target Ballarat's priority economic growth industries and sectors to grow Business Events and establish a reputation for delivering consistently high-quality events.



8. Delivering Success

Bold actions and smart choices will create the shift needed to transform Ballarat into a compelling destination for world-class events. The overarching strategies to achieve the aspirations and vision for Ballarat events are summarised as follows:





Image credit: visitvictoria.com

9. Organised for Success

Pivotal to Ballarat’s success over the next 10 years in achieving and sustaining the vision is an effective, dynamic governance structure for events, supported by collaborative partnerships in the strategy’s delivery. The governance structure takes the notion of a centralised events unit as recommended in City of Ballarat’s Events and the Arts Business Management Review and provides a best practice operating framework.

A ‘one stop shop’ Event Units and single voice for leisure, business and sporting events will deliver the coordinated approach required to maximise the ROI from events for Ballarat and will remove the confusion and duplication arising from separate event entities.

EXPANDED ECONOMIC & SOCIAL PERFORMANCE

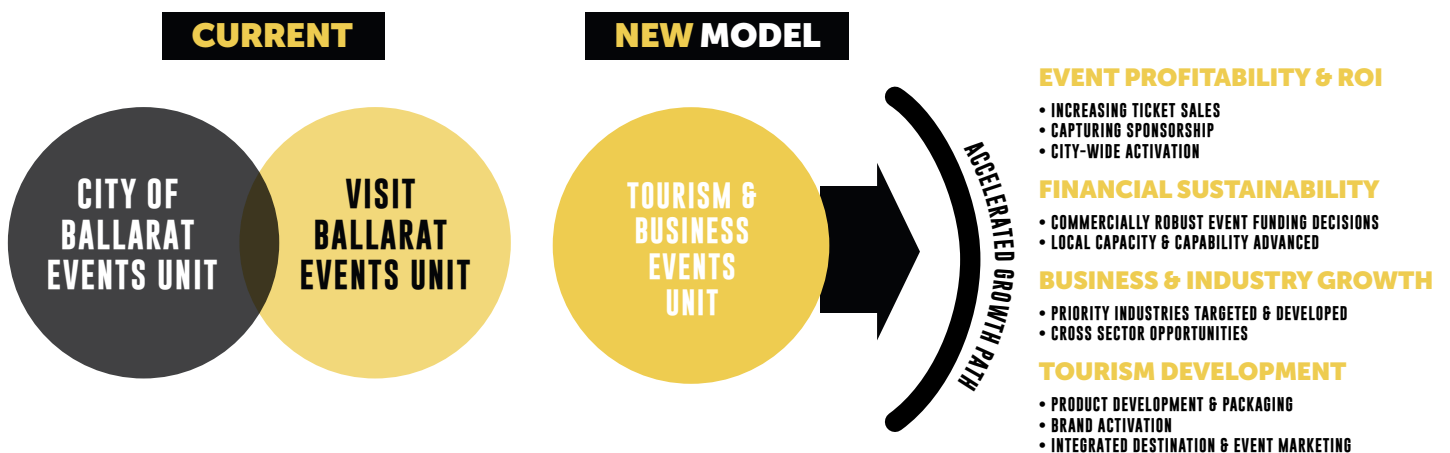




Image credit: ballarat.com

10. Action Plan

The Action Plan summarises the strategies and actions to realise the vision and aspirations for Ballarat events to 2028. It includes the three pillars of activity Generate, Grow and Optimise, and critical supporting actions to ensure success.

Actions will be implemented over the following time frames:

- Short-term – within one year (2018)
- Medium-term – between two to four years (2019 and 2022)
- Long-term – in five years or more
- Ongoing actions will be implemented between 2018 and 2028

Actions are listed in order of timeframe, not priority.

1. GENERATE LEGACY BENEFITS

Strategies	Actions	Time frame	Responsibility	KPI
Activate key infrastructure (sporting, leisure and business) across Ballarat	Provide and maintain a database of event infrastructure, capacity and event requirements for internal use, and public access via the event portal	Short term	CoB	Database available online December 2018
	Identify and prioritise infrastructure needs and the places and spaces for events the city is seeking to attract and grow	Ongoing	CoB	Annual report
Activate event precincts and Ballarat as a city-wide event experience	Develop and maintain a five-year event calendar on the event portal, to support forward planning by local businesses and the community	Short term/ongoing	CoB	Five-year event calendar online by December 2018
	Increase awareness and understanding amongst local businesses and the community of the benefits events generate for Ballarat	Short term/ongoing	CoB, VB	Local stories and event impact information included on an online event portal (see action at 2. below)
	Provide local businesses and the community with tips on leveraging events including new product development, collaboration, product packaging and marketing	Short term/ongoing	VB	Tips provided on Event Portal
	Ensure the Creative City / Arts & Culture Strategy and the City of Ballarat Arts & Culture Precinct Masterplan align with the Ballarat Events Strategy 2018-2028	Short term	CoB	Masterplan increases and enhances activation of event precincts
Develop new products and experiences	Work with local businesses to identify opportunities to extend existing products or create new products that enhance the event experience and increase the range and quality of things to see and do in Ballarat	Ongoing	VB	Minimum of five product opportunities scoped per year
	Draw on local talent wherever possible to develop a uniquely Ballarat flavour.	Short term/ongoing	CoB	Database of local event suppliers available on event portal by December 2018
Build capacity and capability of event organisers	Develop an online event toolkit to assist and increase the knowledge of event organisers that includes: <ul style="list-style-type: none"> marketing (planning, media, budgeting, templates) event management (planning, contacts, templates) approvals/compliance (contacts, templates) 	Short term	CoB	Online event toolkit developed by March 2018
	Facilitate mentoring support between organisers of larger events and local organisers to build capacity	Short term/ongoing	CoB	At least one mentoring relationship established per year
	Encourage event organisers' participation in local start-up and innovation hubs to extend skills	Ongoing	CoB	Event organisers invited to innovation/knowledge hub
Grow Ballarat's industry sectors	Develop a Business Events Action Plan that includes: <ul style="list-style-type: none"> target business sectors and the type of business events to attract and grow online information and support required for event organisers critical partnerships to attract and grow business events 	Medium term	CoB	Business Events Action Plan completed by February 2019

2. GROW REPUTATION & APPEAL

Strategies	Actions	Time frame	Responsibility	KPI
Build Ballarat's competitive positioning as an event city	Provide and maintain a database of event infrastructure, capacity and event requirements for internal use, and public access via the event portal	Short term	CoB	Database available online December 2018
	Identify and grow three to five Flagship Events across leisure, sports and business that are synonymous with Ballarat, celebrate and enhance regional strengths, activate city precincts, resonate with target markets and encourage repeat visitation	Ongoing	CoB	3-5 Flagship Events hosted per year
	Undertake a strategic review of Begonia Festival and Heritage Week that identifies the actions required to improve efficiencies, generate revenue, enhance competitive strengths, and transform into nationally and internationally recognised events	Medium term	CoB	Strategic reviews completed June 2019
	Host a Mega Event annually that is exclusive to Ballarat, solidifies Ballarat as a world-class destination, and catalyses product and experience development to enhance and extend destination appeal	Ongoing	CoB	One Mega Event hosted per year
	Encourage Home-grown Events that showcase competitive strengths and increase local pride including events that: <ul style="list-style-type: none"> • activate the heritage buildings and spaces as unique backdrops and venues • leverage Ballarat's range of quality sporting infrastructure • celebrate Ballarat's strong arts and creative assets • use Lake Wendouree, particularly during summer months • leverage the growing craft beer industry 	Ongoing	CoB	Home-grown Events receive funding/ in-kind support each year

Develop a reputation as an event-friendly destination	Provide a one-stop-shop for event organisers, local business and community that includes: <ul style="list-style-type: none"> a concierge service to event organisers to streamline access to funding and the regulatory process an online events portal with an events calendar, supporting information for event organisers (toolkits, venue and supplier's database, feed from the Australian Tourism Data Warehouse, step by step regulatory requirements (flowchart) and compliance checklist, funding opportunities, key contacts) and resources for media (stories, familiarisation opportunities, event packs) content on events and associated experiences to encourage promotion to Visiting Friends and Relatives (VFR), increase awareness of the economic and social benefits events contribute, and opportunities for community involvement 	Medium term/ ongoing	CoB	Online Events Portal launched by June 2019
	Offer twice yearly event funding rounds, with an initial Expression of Interest (EOI) process prior to full application	Ongoing	CoB	EOIs and funding submissions received and funding allocated
	Identify key event precincts and provide pre-approved sites, with supporting information on the site requirements and the types of events possible	Medium term	CoB	Pre-approved sites handbook developed by June 2019
	Establish an asset pool of portable event equipment available for hire to event organisers i.e. barrier fencing, traffic cones, staging, bunting and small marquees	Medium term/ ongoing	CoB	Initial asset pool of event equipment established by June 2019
Leverage the brand to strengthen Ballarat's point of difference	Ensure assessment of potential events includes consideration of the brand pillars that would be activated	Ongoing	CoB	Assessment criteria includes requirement for activation of minimum of one brand pillar
	Identify new events and associated product and experience opportunities consistent with the brand pillars	Ongoing	CoB, VB	Inclusion of brand pillars in event and product scoping

3. OPTIMISE ECONOMIC IMPACT

Strategies	Actions	Time frame	Responsibility	KPI
Increase the economic contribution from visitor markets	Develop new event 'stay & play' experiences that convert 'daytrippers' to 'overnighters'	Ongoing	VB	Minimum of four new experiences created per year
	Create product packages of luxury stays that appeal to high-yield visitor markets	Ongoing	VB	Product packages created for Mega and Flagship Events
	Attract multi-day sporting events and extend stays with product packaging	Ongoing	CoB, VB	Minimum of six multi-day sporting events held with product packaging
	Encourage events that would be held in off-peak and shoulder seasons and mid-week	Ongoing	CoB	Assessment criteria includes time of year and week
Maximise the impact of event marketing	Ensure events are integrated into strategic destination marketing	Ongoing	VB	Destination marketing campaigns include events component
	Encourage co-promotion by local businesses to extend reach	Ongoing	VB	Co-promotion required by all events funded
	Undertake regular VFR campaigns that build local advocates and encourage positive word of mouth promotion	Ongoing	VB	Annual VFR campaign
	Maintain an internal five-year events calendar to enable proactive marketing and product planning	Short term/ongoing	CoB, VB	Five-year calendar launched by December 2018
	Secure budget for event marketing in addition to destination marketing	Short term	CoB, VB	Three-year event marketing budget secured
	Leverage regional and state event body event bidding initiatives	Ongoing	CoB	2-3 initiatives per year
Maximise the benefits from event support	Evaluate individual events against the Assessment Tool and the overall events portfolio	Ongoing	CoB	Balanced events portfolio
	Prioritise allocation of funding to growing local event capacity through Flagship and Home-grown Events	Ongoing	CoB	Majority of funding allocated to Flagship and Home-grown Events annually
	Promote local event organisers and suppliers to event bodies and business community	Short term/ongoing	CoB	Database completed and available by December 2018
	Require event organisers that receive funding to use a consistent and systematic measurement tool across the region, to assess economic impact, and encourage other events to make use of the tool	Medium term	CoB	Measurement tool provided to event organisers by January 2020

4. ENABLING SUCCESS

Strategies	Actions	Time frame	Responsibility	KPI
Ensure competitive, best practice governance of event planning, management and facilitation	Establish a robust network (Strategic Steering Committee) to support the planning and delivery of events in Ballarat, with representatives from: <ul style="list-style-type: none"> • City of Ballarat • Visit Ballarat • Commerce Ballarat • Federation University • Arts/culture • Regional Development Victoria • Sport • Private operator/s • New Events Unit (Manager) 	Short term	CoB	Committee established June 2018
	Introduce an Interagency Events Consultation Group that brings together representatives from regulatory bodies to streamline processing of approvals and licenses and ensure the safe and appropriate conduct of events	Short term	CoB	Group established June 2018
	Establish a Ballarat Tourism and Business Events Unit offering a 'one stop shop', single voice for leisure, business and sporting events, with CoB event staff transitioning from event delivery to event facilitation by 2028	Medium term	CoB	Ballarat Tourism and Business Events Unit established by January 2020
	Ensure the Tourism and Business Events Unit has capable, credible and experienced human resources aligned to the needs of the Events Strategy	Medium term	CoB	Unit structure and positions approved
Increase and enhance engagement with event stakeholders	Foster collaborative partnerships between event organisers, tourism industry, businesses, the community and all levels of government	Ongoing	CoB	Deliver two networking events per year (first provided by June 2018)
	Maintain strategic relationships with Visit Victoria, Regional Development Victoria, Commerce Ballarat, Central Highlands Region, Pyrenees Shire and tourism touring routes	Ongoing	VB, CoB	Positive working relationships maintained
	Align with event organisers, tourism industry, business and government on targeted initiatives to optimise event attraction and marketing in delivering the strategy	Ongoing	CoB, VB	Joint project initiatives
	Centralise event communications with event organisers, businesses and the community through the Tourism and Business Events Unit	Medium term	CoB	Online event portal launched by June 2019 and concierge service by March 2020



Image credit: ballarat.events

11. Measuring Success

The strategy will be reviewed annually, with a full review undertaken in 2024 in collaboration with all key event stakeholders. The event assessment process, strategies and actions will be considered and updated as relevant to ensure the strategy remains on target in pursuit of the vision and aspirations.

The performance of Ballarat’s event portfolio in delivering the strategy’s vision, aspirations and outcomes will be monitored, measured and reported on as part of the annual review.

Measurement will be based on quantitative and qualitative indicators as follows:

Quantitative: Visitor nights and expenditure (based on NVS data) and overall ROI across the events supported. (ROI = Visitor nights x average visitor spend (NVS)/Total grant value.)

Qualitative: Assessment of optimal sectoral weighting, reflecting competitive strengths, brand pillars and infrastructure, and the resultant balanced portfolio of events.

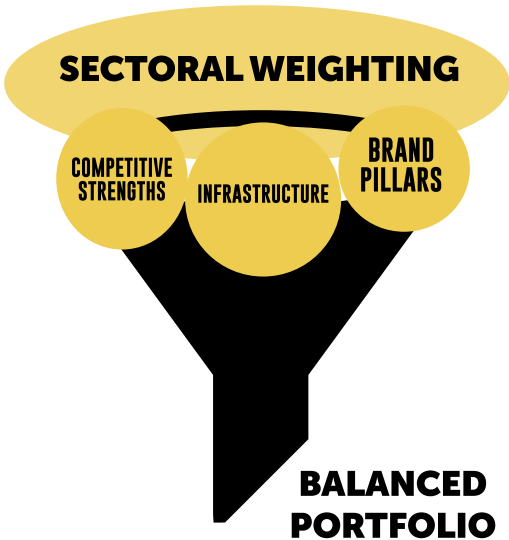
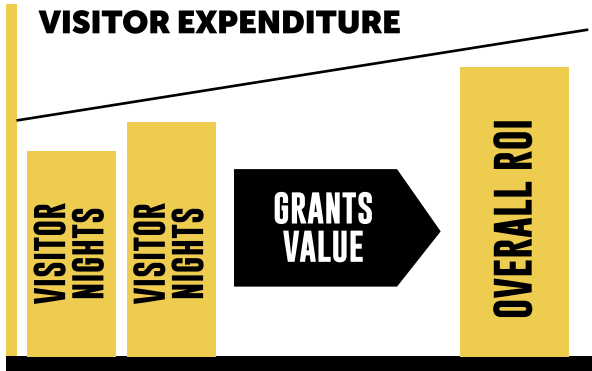




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