

ADDISON

ADDISON

EVENTSTRATEGY

®



Preface

Special Events, Economic Development and Tourism, and Marketing and Communications under the leadership of the Director of Special Events recognized the need for Addison to develop an event strategy to provide vision and direction for the future.

In January 2019, Strategic Event Initiatives Inc. (SEI) began collecting data and research as part of the discovery and collection process. Stakeholder meetings were held with hotels, restaurants, planners and Addison staff, followed by online surveys, emails, and telephone calls with stakeholder groups to analyze the current situation and identify challenges.

Addison is actively positioning itself for the future and as part of the development of this event strategy findings and recommendations were analyzed from numerous data sources, reports, and studies, including:

- Addison Traveler Impact Report 2017
- Addison Tourism Brand Perception and Awareness Study 2018
- Addison Circle Special Area Study 2018
- Addison Parks Master Plan 2018
- Addison Strategic Plan 2019
- Addison Economic Development Strategic Plan 2019

Following the collection and discovery phase, Strategic Event Initiatives Inc. performed an assessment of the event sector in Addison. Findings and insight from this analysis form the basis for the recommendations summarized on the event strategy map in chapter eight. The goals and objectives presented align with the critical success factors required for Addison to position itself for success as a premier destination that hosts events.

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EXECUTIVE SUMMARY

Municipalities across the USA and the globe recognize the value in the development of an event strategy. The State of Texas recognizes the value of the “visitor economy” and through legislation has funding directed from the hotel occupancy tax to support the tourism, conference, and hotel industry.

The economic impact of the visitor economy for Addison is significant, for example, direct travel spending has increased from \$406 million in 2006 to \$486 million in 2016. (Addison 2017 Traveler Impact Report)

With approximately 15,760 residents and over 125,000 people visiting Addison on any given day, the impact of visitors to Addison is phenomenal. *Note – the 125,000 visitors is inclusive of those employed in Addison and those visiting for business and/or leisure purposes as per the 2019 Economic Development Strategic Plan. With 71% of travelers being leisure visitors, it is important for Addison to focus on an event strategy aligned to sustainability and growth of Addison’s visitor economy.

Events play a key role in supporting Addison’s brand as a premier destination. In addition to events, destination assets for Addison include its 180+ restaurants, shops, museums, airport, 23 hotels, and other destination attractions all providing reasons for visitors to work, play, stay and meet.

Addison is much more than the center of it all, it is “the” place to visit for both leisure and business visitors.

WHY AN EVENT STRATEGY?

Addison invests considerable resources annually to support the planning, promotion, and infrastructure required to host events and attract visitors to Addison.

This strategy aims to ensure that funds and resources invested by Addison within its visitor economy build on its success and address the challenges of unprecedented growth and competition within other regions within Texas.

These are exciting and challenging times for Addison and taking a strategic approach to event sector development will support and guide growth that directly impacts Addison's economy, brand, and quality of life.

HISTORY OF HOSTING – EVENT ORIGINS

Addison is a thriving municipality located on the northern border of Dallas, Texas, and a vibrant destination that hosts a number of Signature Events to support brand awareness and economic impact. Festivals and events have played a key role in showcasing Addison as a primary destination, promoting Addison's brand, attracting visitors, raising awareness of Addison as a destination, supporting economic impact and increasing "conversion" – a reason for visitors to work, play, stay, and meet.

Addison has been hosting events for several decades with Addison Kaboom Town! originating in 1985, Addison Oktoberfest in 1987 and Taste Addison in 1993. In the early years, Addison led in festival innovation with the introduction of festival concepts, such as Taste Addison, which were later replicated by other regions within Texas.

The longevity of Addison's festivals has earned it a reputation for producing quality events. In addition to Addison-hosted events, destination attractions and hotels attract both the leisure and business visitor.

ADDISON TODAY CURRENT SITUATION AND CHALLENGES

INCREASED COMPETITION

1. The number of festivals and events is growing, not only in Texas, but across the USA and worldwide as municipalities recognize the impact these events have on their economies and brands.
2. The number of quality events within the region has increased competition substantially, and has impacted Addison-hosted events (attendance, revenues, sponsorships, partnerships, hotel occupancy).
3. For Addison to remain competitive it must enhance its event products and offerings, create an excitement for audiences to attend its events and brand Addison as a destination of choice.
4. Other regions have higher capacity conference centres/full service hotels with greater capacity to attract conferences, meetings, and events.
5. Hotel occupancy is decreasing as hotels are finding it difficult to compete with increasing hotel inventory within the region.

VENUE CAPACITY & REDEVELOPMENT

1. Addison is undergoing significant change to all of its event venues.
2. Addison Circle Park's event footprint will be impacted by the Cotton Belt DART rail line development. The Cotton Belt DART rail line will increase access for visitors. A portion of the green space will reduce the event footprint and venue capacity to facilitate the new station. Traffic and the ability to shut down roads adjoining the park for events will be impacted. Noise tolerance will impact events on site. All of Addison's Signature Events - Taste Addison, Addison Oktoberfest, and Addison Kaboom Town! are located at Addison Circle Park.
3. Vitruvian Park will be impacted by UDR's next phase of development which will reduce the event footprint and venue capacity. Parking is a major issue impacting access for event patrons. Balancing development goals and Vitruvian Park event growth is challenging. Vitruvian Park is rated the most popular park and hosts many popular events that attract visitation. Success of events have been "curbed" due to venue capacity limitations, in spite of the fact events have the potential to grow and attract visitors. Event concepts will need to be redeveloped to replace events that are being impacted by development.
4. Addison Airport redevelopment is anticipated to impact current staging areas for airshow and fireworks for Addison Kaboom Town! In this case, the Airport will need to remap and develop a new staging area.
5. Transitional plans will be required for all events during construction and redevelopment of Addison Circle Park, Vitruvian Park, and Addison Airport.
6. Planning considerations are needed to ensure all event venues are optimized for events to avoid a negative impact on Addison's visitor economy.
7. New crisis and risk management plans need to be developed for all venues.
8. Addison's conference centre is aging with low capacity which limits the types and size of events held in Addison which is impacting the number and types of events hosted, hotel occupancy rates and the economy.
9. Addison has no mixed use/multiplex centre to host larger indoor events to diversify its offerings.

NEW PARADIGM – THE VISITOR ECONOMY:

1. Addison has a segmented approach to tourism, event, and destination marketing. A new approach to event and destination marketing is needed to support growth and sustainability of the visitor economy.
2. Opportunity exists to create synergies to promote and support all destination assets. Currently destination attractions and 3rd party events' promotions are segmented.
3. Addison needs to address advancements in technology and their impact on how leisure and business visitors make decisions. Segmented digital platforms are not providing optimal digital experiences for visitors, planners, and event patrons.
4. No central branded calendar to market "all" events and destination assets.

LACK OF CENTRALIZED FRAMEWORKS:

1. No event central model exists to support structural alignment, systems, processes, and policies to support event sector development, improve efficiencies and effective use of resources.
2. No destination management/singular delivery mechanism to support one lead service and promotion of Addison's destination assets, which impacts the number of events, both business and leisure, hosted in Addison.
3. Addison moved from a visitor services to tourism model evolving to advance opportunities to support the visitor economy. However, adjustments in systems and structures are required to deliver support to leisure and business visitors, meeting planners and event planners that will translate marketing initiatives into economic impact.

POSITIONING FOR FUTURE SUCCESS

Addison's event strategy addresses both the challenges and opportunities to support Addison's identity as a premier destination known to provide quality experiences through its events and destination attractions.

Strategic Priorities:

Action is needed to address the challenges impacting event sector development in Addison. It is imperative that Addison build on its success, reputation, and brand, and advance the goals and objectives necessary to achieve its vision.

Core Commitments: Call to Action

- Enhance impact of events.
- Create quality experiences.
- Focus on venue redevelopment and adapt to change.
- Increase awareness.
- Focus on sustainability.

1 ENHANCE EVENT PRODUCTS AND CALENDAR



Enhance event products and develop a branded Addison unified calendar that provides diversified event offerings throughout the calendar year.

DESIRED OUTCOMES

(see page 112 for breakdown of key objectives)

- A)** Addison has a dynamic and attractive calendar of events.
- B)** Events are providing distinctive and quality experiences to patrons.
- C)** Addison events' attendance are at capacity and attracting visitors to stay and play.
- D)** 3rd party and destination attraction events are enhancing Addison's calendar of events throughout the year, increasing the offerings and attracting visitors.
- E)** Addison's reputation as an event destination continues to be reinforced.

2 EXCELLENCE IN EVENT ASSET MANAGEMENT AND DEVELOPMENT



Support successful growth and redevelopment of Addison's event infrastructure to maximize capacity and to facilitate growth of the visitor economy.

DESIRED OUTCOMES

(see page 114 for breakdown of key objectives)

- A)** Successful transition of Addison-hosted events during construction/redevelopment of its major venues (Addison Circle Park, Addison Airport, Vitruvian Park).
- B)** Addison Circle Park redevelopment has successfully integrated/aligned the needs of events and the new Cotton Belt Line.
- C)** Addison Kaboom Town! airshow and fireworks production continue to attract national attention from its anticipated new site within the newly redeveloped airport.
- D)** New recreational events are occurring in Addison parks and attracting those who work and live in Addison.
- E)** Access points provide attractive wayfinding, mapping, and signage that enhances Addison's brand as a destination of choice.
- F)** New event plan established for Vitruvian Park.

3 WINNING STRATEGIC ALLIANCES



Foster winning synergies amongst stakeholders: Addison departments, visitors, destination attractions, planners, sponsors, partners, and community.

DESIRED OUTCOMES

(see page 116 for breakdown of key objectives)

- A)** Destination attractions' and 3rd party planners' events are successfully promoted as part of Addison's branded calendar.
- B)** Addison is attracting and retaining value-based sponsorships and partners that offset event operation costs and enhance the event brands.
- C)** Number of restaurants and businesses engaged in events in Addison has grown.
- D)** Addison is effectively responding to the needs of planners, destination attractions, and visitors.
- E)** Addison's resources are more efficiently used; effective communication and achievement of common goals is embraced by all departments.
- F)** Addison's special event volunteer program successfully expanded and volunteer numbers are increasing.
- G)** Event patron loyalty and engagement has increased (i.e. increased ticket sales, social media channel activity, YouTube/other channel increase in followers)
- H)** Cultural arts groups/entertainment are hosting events and/or enhancing events in Addison.

4 FOCUS ON EVENT AND DESTINATION MARKETING



Branding and marketing influence the perception of Addison as a premier destination. A unified approach is essential to position Addison and provide invaluable destination equity that shape visitors' perceptions. The visitor economy plays a key role in Addison's success.

DESIRED OUTCOMES

(see page 118 for breakdown of key objectives)

- A)** Addison has branded a reputation as a premier destination providing quality experiences through its events and destination attractions.
- B)** The visitor economy is growing, attracting both leisure and business visitors.
- C)** Increased number of visitors traveling to Addison.
- D)** Visitor per person spending/yield has increased.
- E)** Elevated digital experience of event patrons and visitors is translating into higher digital conversion rates/sales.
- F)** Addison's Signature Events are attracting more visitors within the region, with attendance at capacity.
- G)** Addison-hosted events are recognized as quality and distinctive/unique experiences.
- H)** New Addison calendar is centrally and successfully promoting all events in Addison (Addison-hosted, destination attraction, 3rd party-hosted, cultural/arts, recreation).
- I)** Hotel occupancy rates are rising.
- J)** Centralized and quality service provided to meeting, conferences, and event planners.

5 MAXIMIZE ROI, EFFECTIVE FINANCIAL AND RISK MANAGEMENT



Focus on maximizing the return on investment, impact and sustainability of Addison's event sector. Effectively evaluate, monitor and assess growth, development and risk.

DESIRED OUTCOMES

(see page 121 for breakdown of key objectives)

- A)** Addison's signature/hosted events are being evaluated against a matrix to support ongoing development.
- B)** 3rd party event investment framework has been adopted.
- C)** Benefit/cost ratio of Addison's signature/hosted events are positively increasing.
- D)** Event patron/visitor yield/spend has increased.
- E)** Online admission/package sales and event revenues have increased.
- F)** Destination attraction and 3rd party event attendance is increasing.
- G)** New emergency/crisis management plans and resources in place.
- H)** Risk management review completed. Insurance and liability risks associated with events, both those hosted by Addison and externally hosted, have been mitigated.
- I)** Cost effective and value based contractual agreements in place for Addison's events.
- J)** Visitor economy is being measured.

6 CENTRALIZED FRAMEWORKS



Enhance decision-making and structural alignment within the government of Addison to support the growth of the visitor economy. Ensure the right systems, structures, processes, and policies are in place to enhance visitor experiences.

DESIRED OUTCOMES

(see page 123 for breakdown of key objectives)

- A)** Event Central framework successfully launched, along with a unified calendar system.
- B)** Destination Management/central one-lead system and processes actively promoting Addison's destination attractions and services.
- C)** Visitor and planner experiences are improved with an increase in visitation.
- D)** Information technology, systems, and platforms meet expectations of visitors and patrons.



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ADDISON

1 **Addison's
Event Sector** 

Preamble

A new paradigm is needed to support the growth and development of Addison's visitor economy. Events play a key role in supporting visitation, economic impact and Addison's brand. This chapter defines and provides an overview of the visitor economy and its diverse assets.





Overview: Why an Event Strategy?

The Town of Addison is a thriving municipality located on the northern border of Dallas, Texas, and a vibrant destination that hosts a number of Signature Events to support brand awareness and economic impact. Festivals and events have played a key role in showcasing Addison as a primary destination, promoting Addison's brand, attracting visitors, raising awareness of Addison as a destination, supporting economic impact and increasing "conversion" – a reason for visitors to stay and play.

Municipalities across the USA and the globe recognize the value in the development of an event strategy. The State of Texas recognizes the value of the "visitor economy" and through legislation has funding directed from the hotel occupancy tax to support the tourism, conference, and hotel industry.

Addison invests considerable resources annually to support the planning, promotion, and infrastructure required to host events and attract visitors to Addison.

This strategy aims to ensure that funds and resources invested by Addison within its visitor economy build on its success and address the challenges of unprecedented growth and competition within other regions within Texas.

This strategy will complement and support the Council's values, Addison's Seven Strategic Pillars, and its vision for the future. A number of goals outlined in Addison's Strategic Plan can be supported by the recommended goals and objectives outlined in this report. These are exciting and challenging times for Addison, and taking a strategic approach to event sector development will support and guide growth that directly impacts Addison's economy, brand, and quality of life.

Events provide Addison the opportunity to showcase itself as a premier event and visitor destination.



\$486 Million impact from travelers

(2017 Addison Travel Impact Report - includes all purchases by travelers during their trip, includes lodging taxes and other applicable local and state taxes paid at the point of sale.)



71% of travelers visit Addison for "leisure"

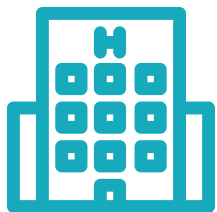
Driven by factors such as Addison's abundance of events, restaurants, hotels.

(Addison Tourism Brand Perception and Awareness Study Feb 2018)



Over 43,219 attendees over 27 days over 15 3rd party events

i.e. Vitruvian Salsa Festival, Vitruvian Nights Live, and Vitruvian Lights (sponsored by Town of Addison), Warbirds Over Addison, Wheels and Warbirds, Hotcake Hustle, Walk MS, MK5K, and more



Hotel Fund \$8,970,239 in 2018 and decreasing

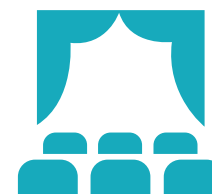
hotel occupancy rates are steadily decreasing with the development of newer hotels and full-service hotels, conference centres, and DMO/CVBs in close proximity to Addison.

The number of visitors to the region is not growing, but the competition within the region has increased.



567,000 attendees

attracted though 21 days of Addison produced events.



18,300 patrons and 300 performances through 10 productions

hosted at the Addison Theatre Centre.

Defining the Visitor Economy:

The visitor economy is the means of describing the wider economic benefit of tourism and visitor traffic.

Definitions

The terms “visitor economy” and “tourism” are often thought to be interchangeable, but have subtle differences. The UN World Tourism Organization's definitions are as follows:

‘Tourism comprises the activities of persons traveling to and staying in places outside their usual environment for not more than one consecutive year for leisure, business, and other purposes not related to the exercise of an activity remunerated from within the place visited.’

The visitor economy defines the economic benefit of tourism and visitor expenditure, not only for the industry directly related to tourism but in a much wider sense. ‘Visitors’ by this definition can be day visitors/local residents or visitors from further afield who stay for a night or longer.

The visitor economy best describes Addison's unique position as a distinct destination. The economic impact of the visitor economy for Addison is significant, for example direct travel spending has increased from **\$406 million in 2006 to \$486 million in 2016.**

(2017 Addison Travel Impact Report - includes all purchases by travelers during their trip, includes lodging taxes and other applicable local and state taxes paid at the point of sale.)

Addison is a premier destination fueled by its visitor economy.

With approximately 15,760 residents and over 125,000 people visiting Addison on any given day, the impact of visitors to Addison is phenomenal. *Note – the 125,000 visitors is inclusive of those employed in Addison and those visiting for business and/or leisure purposes as per the 2019 Economic Development Strategic Plan.

Visitors travel to Addison for work and leisure.

Events play a key role in supporting Addison's brand as a premier destination. In addition to events, destination assets for Addison include its 180+ restaurants, shops, museums, airport, 23 hotels, and other destination attractions all providing reasons for visitors to work, play, stay, and meet.

Addison is much more than the center of it all, it is “the” place to visit.

With 71% of Addison's visitors being “leisure”, it is important to focus on an event strategy aligned to sustainability and growth of Addison's visitor economy.

Event marketing & destination marketing go hand in hand.

Event Marketing and Development

Vision:

Addison offers dynamic event and destination experiences year-round, attracting and engaging visitors from throughout Texas and across the country.

Focus:

Marketing of *Events* to support Addison attractiveness. Marketing of *Addison Calendar* and *Destination Attractions* to support attractiveness

Funding:

Hotel Occupancy Tax

Brands:

Aligned

Destination Marketing

Vision:

Addison is a distinctive and attractive destination for leisure and business visitors.

Focus:

Marketing of *Destination Addison* to attract spending/visitors.

Funding:

Hotel Occupancy Tax

Brands:

Aligned

Addison Destination Performance – Sample Key Matrices

Indicators

Visitors
 Room Nights
 Average Length of Stay (in Days)
 Rooms Available
 Rooms Occupied (includes Hotel Venue Space)
 Occupancy Rate
 Room Revenue (includes Hotel Venue Space)
 Event Attendance
 Event Revenues
 # of Events
 # of Event Days
 # of Addison Venue Bookings
 # of Destination Attraction Visitors
 # of Arrivals Airport
 # of Conferences/Meetings Booked
 Conference/Meetings Revenues
 Total \$ Visitor Impact/ Revenue

MORE CONTENT

MORE VISITORS

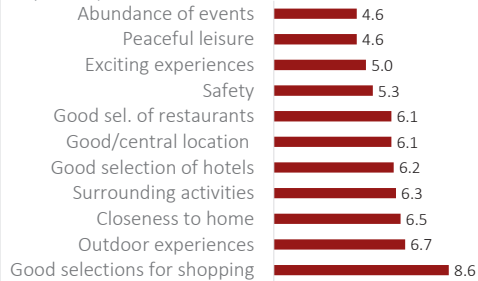


Respondents are driven by basic wants such as 'hotels' and 'restaurants', as well as needs like 'peace' and 'safety'; Destination's abundance of events is a most important feature.

Importance of Features

In general, which of the following characteristics of a travel destination are most important to you?

Mean rank (Scale: 1 = Most important, 11 = Least important)



Time Spent Planning

How far in advance of a trip within 50 miles of your home do you typically plan your itinerary?

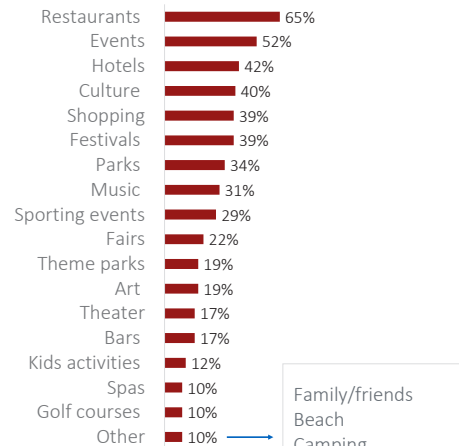
Percent selected



Desirability of Destination Attractions

When you travel for leisure within Texas, which of the following destination features do you seek out?

Percent selected

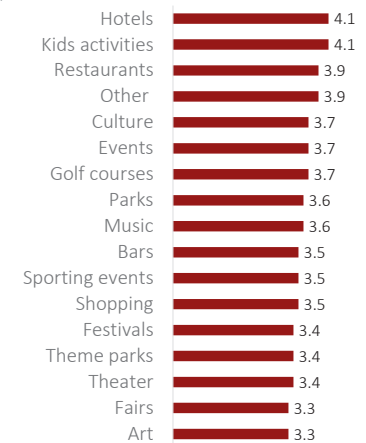


Family/friends
Beach
Camping
Scenery/site-seeing
Wineries/breweries

Importance of Attractions

How important are each of the following when planning a trip within Texas?

Mean score (Scale: 1 = Not at all important; 5 = Extremely important)

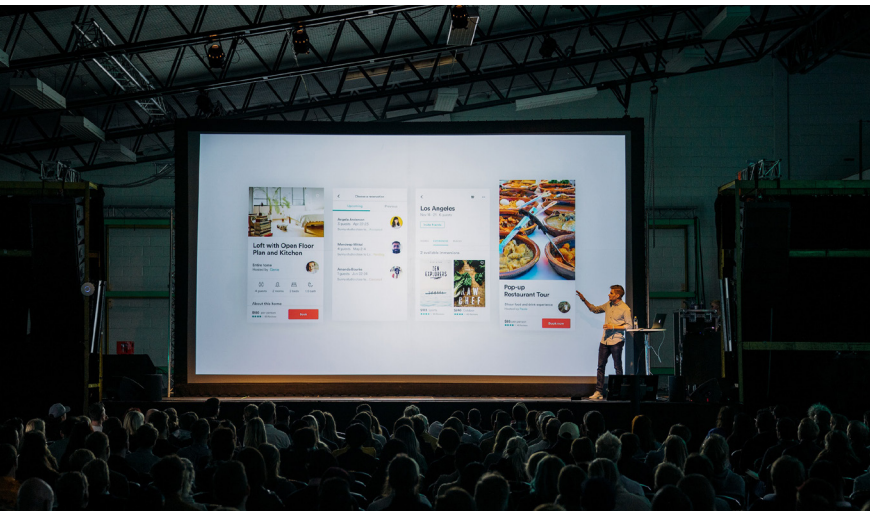


* Addison Tourism Brand Perception and Awareness Study February 2018

Events play a key role in attracting visitors to Addison.

Why Choose Addison? Potential Value Proposition

Business Visitor



- 1,600 Businesses – Employment, Meetings
- Addison Airport – Preferred airport of corporate executives
- 4,000 rooms – 23 Hotels
- Regional investment opportunities
- Custom programs for small/medium groups
- Mix business and pleasure
- Small conference/event facilities

Leisure Visitor



- Signature Events hosted by Addison
- 3rd Party Events i.e. Vitruvian Park Events, Cavanaugh Flight Museum and Events
- Premier Destination
- Unique Outdoor Venues

- 180+ Restaurants, Shops, plus destination attractions
- 23 Hotels – 4,000 rooms
- Peaceful, quiet and safe
- Family friendly

Hotel
Stays

Draw from
Broader Region

Interesting
Things to Do

Quality and
Unique Events

Distinctive
Experiences

Addison to drive

Addison to influence

Addison's Value Proposition and Key Visitor Mechanisms



1. Addison Calendar: Quality Experiences and Attractive Events

Addison Signature Events and 3rd party event offerings.



2. Unique Infrastructure

Addison is home to distinctive venues: Addison Circle Park, Vitruvian Park, Addison Conference & Addison Theatre Centre, Cavanaugh Flight Museum, Hotels Plus the Addison Airport



3. Destination Attractions

Cavanaugh Flight Museum, Mary Kay Museum, Epic Helicopter Tours, Addison Improv, Pete's Dueling Piano Bar, AMC Movie Theatre, Village on the Parkway, Paniq Room, Pinot's Palette, The American Fallen Soldiers Project



4. Thriving Business Community

1,600 businesses, employment, investment opportunities, meetings, Addison Treehouse



5. Culinary Experiences

More restaurants per capita than anywhere in the country, 180+, culinary experience for everyone.



6. Hotels: Best Place to Stay/Meet

4,000 Rooms, 23 Hotels, Center of it all, safe & friendly.

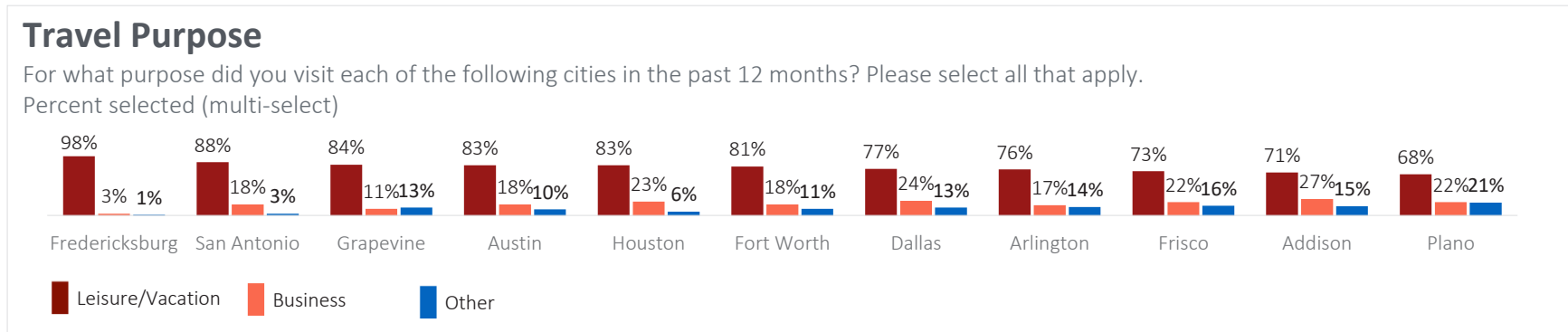


Visitor Profile – Purpose and Demographic

Travel Purpose

For what purpose did you visit each of the following cities in the past 12 months? Please select all that apply.

Percent Selected (multi-select)



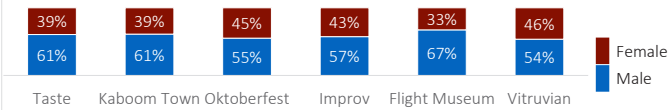
* Addison Tourism Brand Perception and Awareness Study February 2018



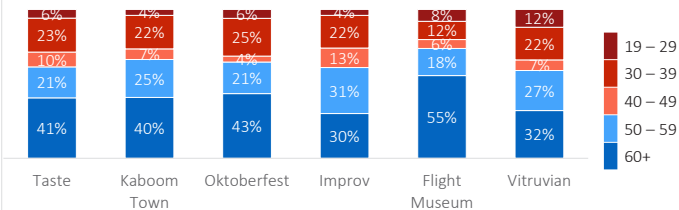
Visitor Profile – Event Attendees

Demographics by Event Attendance

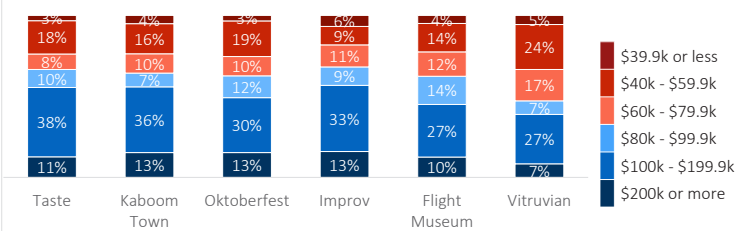
Gender



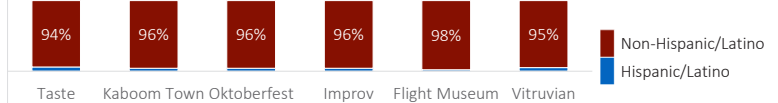
Age



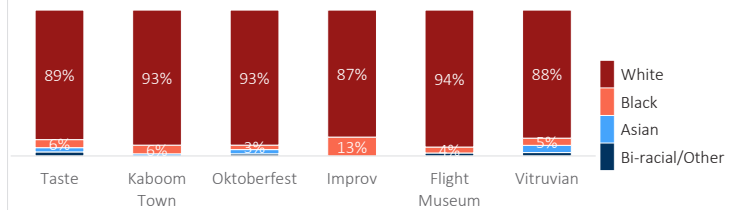
Income



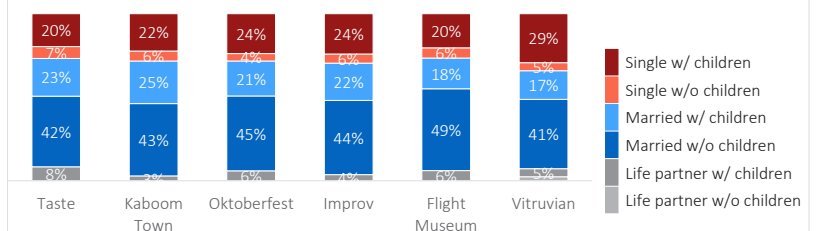
Ethnicity



Race



Family Structure



* Addison Tourism Brand Perception and Awareness Study February 2018

Glimpse of Addison's Destination Assets

Addison's Signature Events



Key Events in Addison

Addison is located in the heart of the DFW Metroplex and provides a number of event experiences.



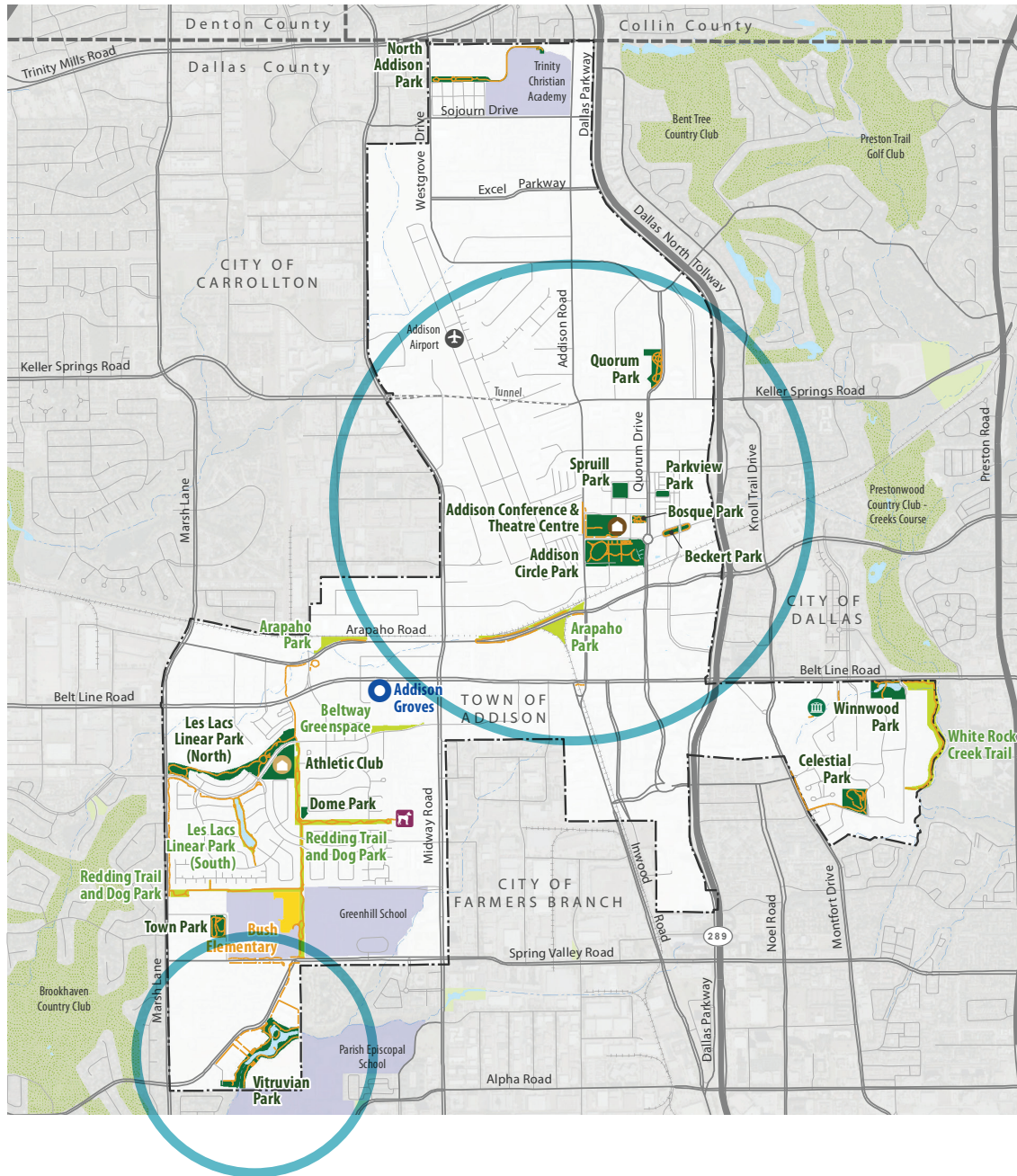
VITRUVIAN NIGHTS
LIVE



MAJOR IMPACT:
Key venues will be redeveloped:
Addison Circle Park, Vitruvian Park

* Addison Visitor & Restaurant Guide

Existing Parks and Greenbelts



Audit Snap Shot:

1. All major venues (Addison Circle Park, Addison Airport and Vitruvian Park) will be undergoing redevelopment that will alter the event footprint and capacity.
2. Planning for long term success is essential.

* Addison Parks, Recreation and Open Space Masterplan, December 2018



Audit Snap Shot:

Factors Impacting Events:

1. Redevelopment plans will impact Addison's major Signature Events: Addison Kaboom Town!, Addison Oktoberfest, Taste Addison.
2. Transitional plans need to be developed for each event.
3. Planning considerations are needed to ensure venue is optimized for events.
4. With the Cotton Belt DART rail line development, access to the venue will increase.
5. Development plans will remove a portion of the green space/ reduce the event footprint to facilitate the station.
6. Development will decrease venue capacity. When visitors arrive on the Cotton Belt DART rail line, consideration needs to be given to avoid onsite bottlenecks at the station and access points to events (see also Risk Management).
7. Ability to shut down roads adjoining the park will also be impacted.
8. Noise tolerance will also impact events on site.
9. Potential to block traffic flow north and south bound.

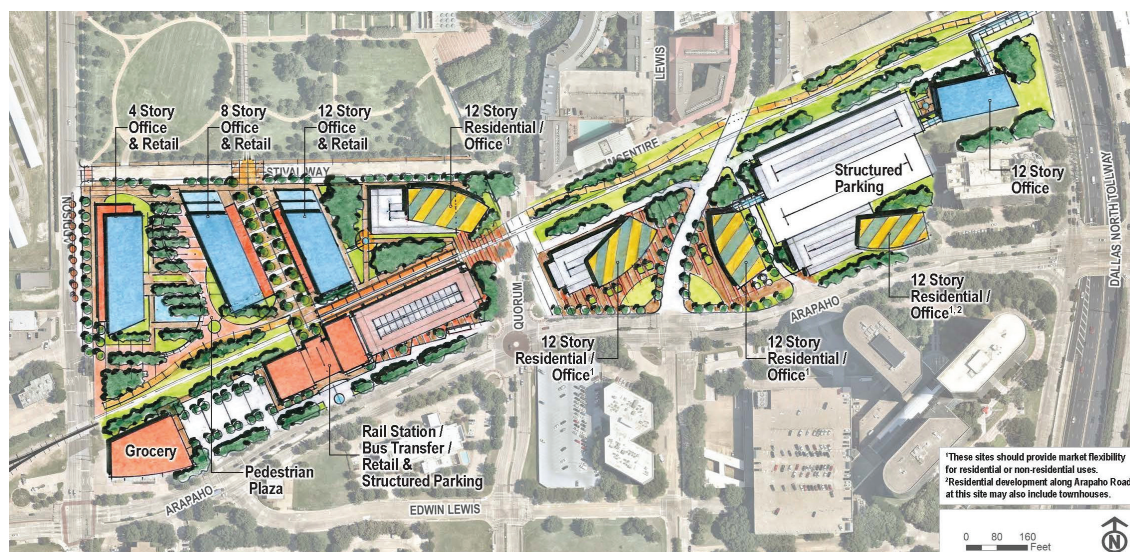
Addison Circle Park

A lush green space featuring a water garden, interactive fountains, walking trails, performance venues, and picnic areas with over 372,000 square feet of outdoor and indoor space with supporting full utility infrastructure. This venue will undergo redevelopment (influenced by the pending Cotton Belt DART rail line), impacting event space. A transition plan and optimization of event space required.



Addison Circle Park

With the addition of the Cotton Belt Light Rail Station and regional trail hub, it will become easier for visitors to come to Addison for activities and festivals. The Parks Department, in conjunction with the Special Events, Economic Development and Tourism Departments, have an opportunity to maximize the synergies between parks, events, and other entertainment and shopping opportunities; to create a “stay, play, eat, and shop” environment to support Addison’s businesses and economic vibrancy. System enhancement such as trails should be prioritized to connect parks to businesses and other destinations. Park activation and events can be prioritized to further attract visitors and encourage them to stay longer in Addison.



Audit Snap Shot:

Factors Impacting Events:

1. Optimize land use for events where possible.
2. Synergy between Infrastructure, Parks & Events is essential to ensure impact on events and visitor economy is minimized.
3. Impact on venues can impact the visitor economy.

Parks & Recreation Master Plan :

“Given the development’s location, Addison Central will remove the open space area previously used to support the regional events and festivals held at Addison Circle Park. As the vision for this area is refined and details of the project are determined, Parks and Recreation Department staff must be involved in decisions because of the implications for parks, facilities, events and programs.”

Transitional Planning

Event footprint is changing.

Remapping.

Focus on and minimize impact on visitor economy.
Opportunity with development to promote "new" in branding/marketing.

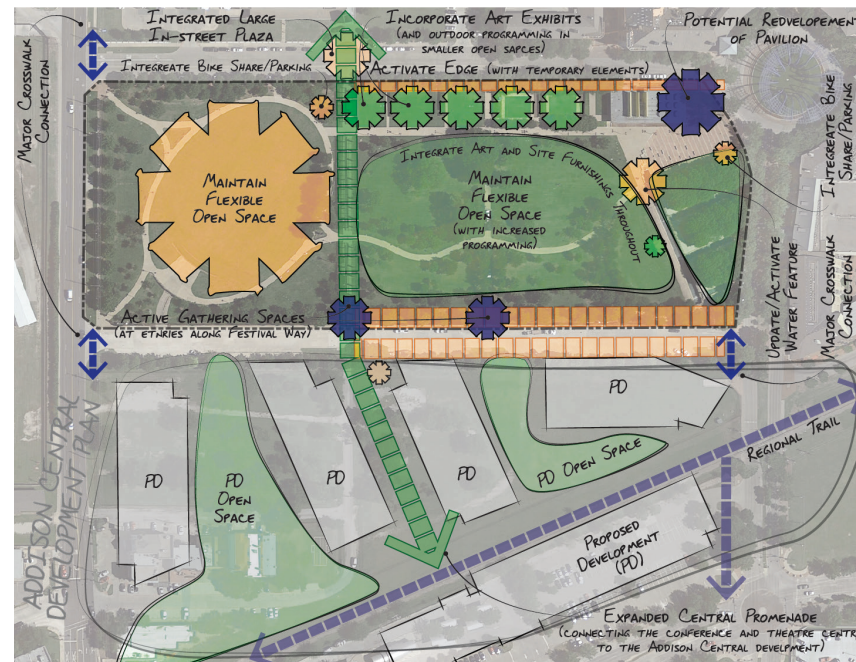
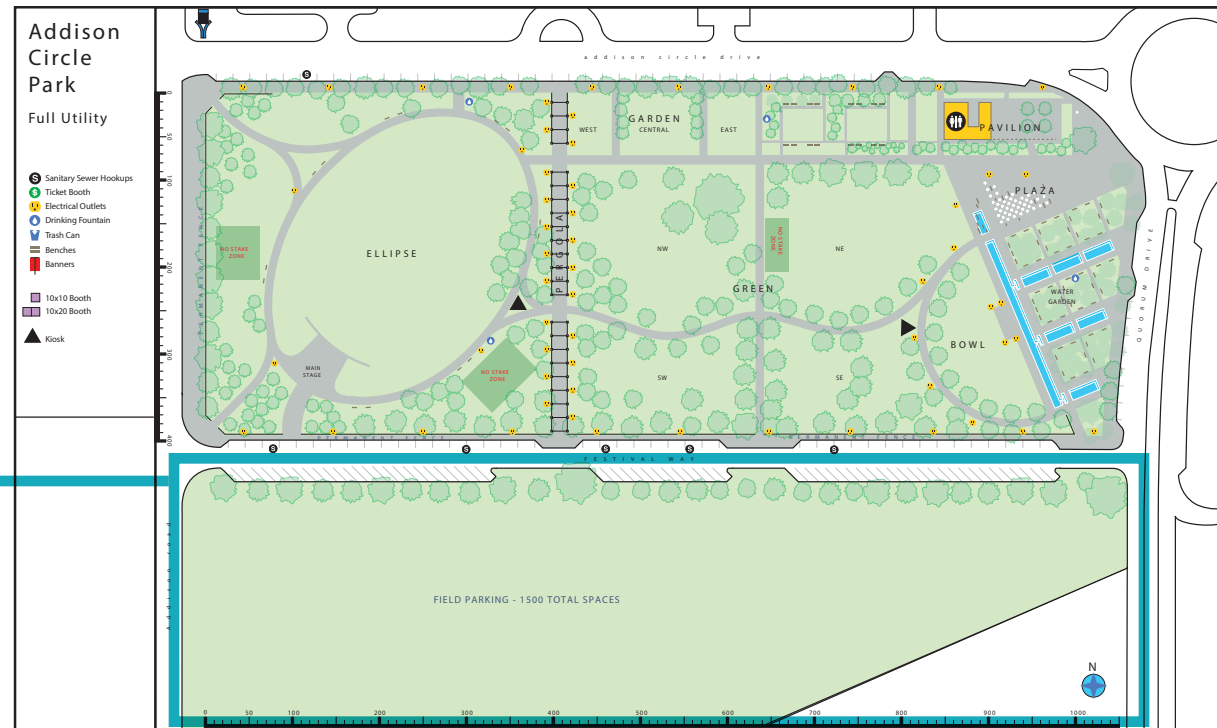


Figure 3-5 Addison Central/Circle Diagram, page 43 of Addison Parks, Recreation and Open Space Master Plan (December 2018)

Remap – All Signature Events



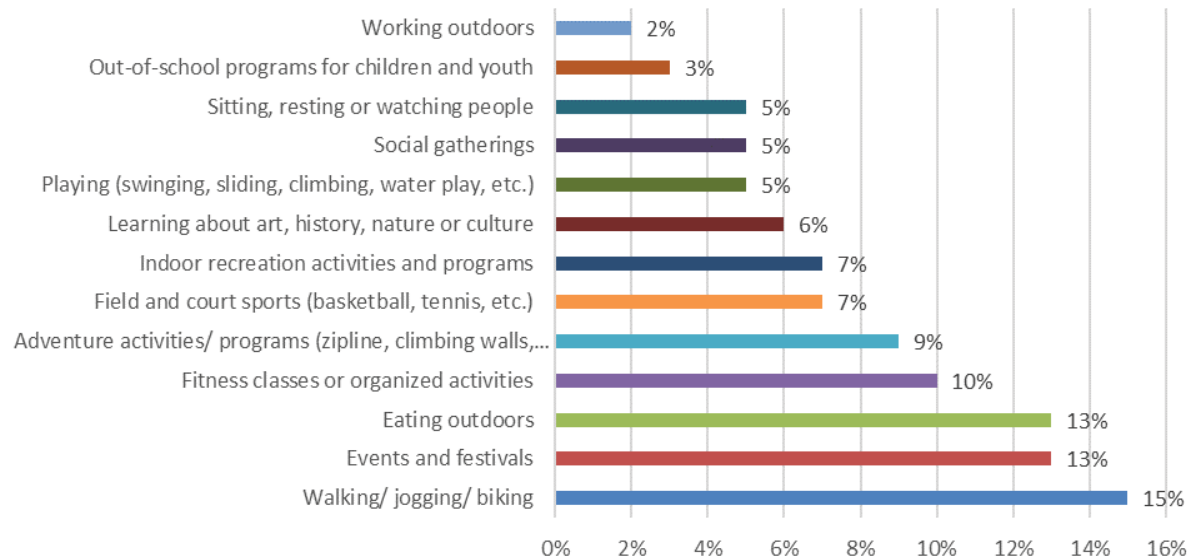
Audit Snap Shot:

1. All Signature Events: Addison Kaboom Town!, Addison Oktoberfest, and Taste Addison site maps will require redevelopment.
2. In addition to capacity and risk management, it is also important that remapping consider both:
 - a) The quality of the attendee experience
 - b) Capability to maximize onsite revenue generation.





What recreation activities do we need more of in Addison?



Desired Recreational Activities

Respondents would like to see a variety of recreation activities expanded. Trail-related opportunities, events, and festivals, and outdoors eating options were favored by most respondents.

Economic Development and Tourism Initiative Recommendations

Explore options to provide more frequent events and programs at Addison Circle Park and other sites. Explore the use of contract event staff for set-up, clean-up, and event operations.

Revisit the fee philosophy, permitting, and market pricing strategy to ensure groups that provide events, races, festivals, food trucks, concessions or similar uses in parks are paying the full cost for staff administration, set-up/clean-up, maintenance, and event operations, including an added facility fee to support long-term asset renovation and replacement due to event and use impacts.

Source: Addison Parks & Recreation Master Plan, Page 39

Events and Festivals are favored.

Addison would need an Event Central Model to support efficiencies.

Vitruvian Park

Vitruvian Park is in a residential community with exclusive amenities and activity space for young professionals and families. This includes green space, activity and event spaces, and retail, restaurants and office spaces. In addition to the 12-acre Vitruvian Park, the area currently features sports fields and sand volleyball courts that support very active kickball, softball, and volleyball leagues. However, these sports fields and courts are located in an area slated for development, and a new park is planned for this area. While the existing park is designed to hold large events and features a meandering walkway, pond, and manicured landscape, the new park has been proposed as a smaller site, focused on recreation programs and social uses. As such, the recommendations in Vitruvian Park emphasize balanced uses and programs to support a growing resident population.

Identifying an opportunity to retain or replace existing sports uses is integral to Vitruvian Park, as well as the entire community. This area is also anticipated to be connected to the rest of Addison via the local trail network. Together, Vitruvian Park, the new park at Vitruvian and trail corridor are recommended to feature event space, sport facilities, social space, and outdoor fitness.



Audit Snap Shot:

Factors Impacting Events:

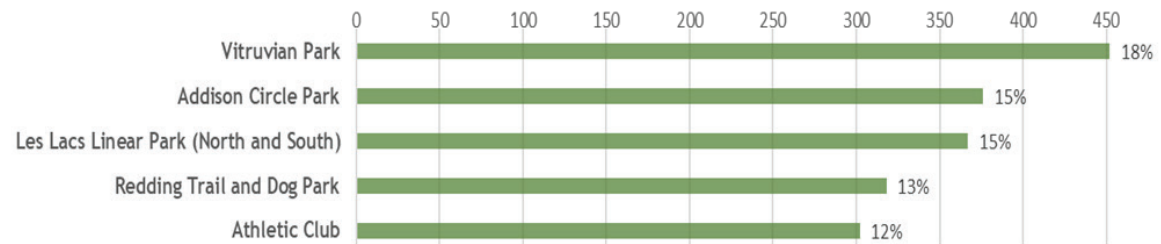
1. UDR's next phase of development will impact event capacity. The footprint of events will change and be reduced.
2. Balancing development goals and Vitruvian Park event growth is challenging.
3. Will need to redevelop event concepts to replace events that are being impacted by development. Successful events that no longer have a home at Vitruvian Park can be relocated to Addison Circle Park.
4. Parking is a major issue impacting access to the event site. Not enough adequate parking.
5. Success of events at Vitruvian Park has been "curbed" due to venue capacity limitations, in spite of the popularity of these events. The events have the potential to grow and attract more visitors for longer stays but the capacity of the venue does not facilitate growth.

Vitruvian Park

Ranks first over other venues

Figure 2-4: Most Popular Parks

The most popular parks "pinned" in the Mapita Questionnaire include three sites recognized for their events, social activities and recreation programs.



Source: Addison Parks & Recreation Master Plan, Page 14



Future Event Plan Development Must Consider Changes.

Recommendations as per: Parks & Recreation Master Plan

Strengthening Existing Park Features And Programs

- Maintain successful park elements such as the waterfront seating area and pathways.
- Allow boating/waterplay activities through controlled access points.
- Integrate more naturalized plantings to create the sense of these parks being an oasis in the middle of the planned development.
- Support increased small-group programming such as weddings, chocolate and wine tasting events, outdoor fitness programs and 5K races.

Establishing A Home For Social Gatherings And Competitive Sports

- Coordinate with the developer to update the park concept for the new park, creating a larger site with better opportunities to meet the needs of residents, hotel patrons, and event visitors.
- Develop or preserve sports opportunities. Integrate new sports courts such as futsal courts and tournament caliber pickleball court(s) with built-in stadium seating.
- Recognize the parks as a destination (even when not programmed) and ensure parking needs are met in conjunction with other development needs.

Source: Addison Parks & Recreation Master Plan, Page 48





Audit Snap Shot:

Factors Impacting Events:

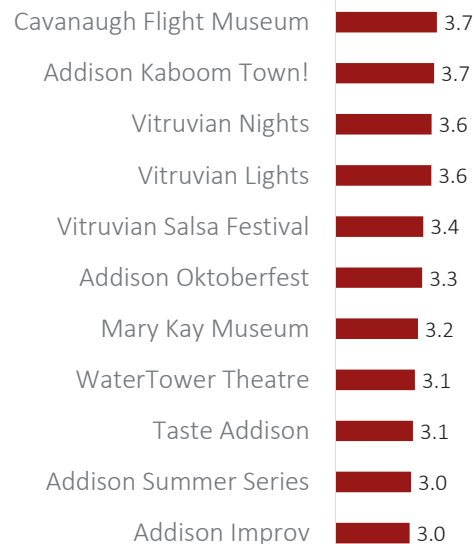
1. The Cavanaugh Flight Museum's lease is expiring in 2-3 years at the Addison Airport. Renewal of lease and retaining this destination asset would support the visitor economy.
2. Loss of the Museum will negatively impact visitation, also the Museum is involved with the Addison Kaboom Town! airshow.
3. Improved synergy between Museum and Addison would support visitation.
4. Need to leverage this unique destination attraction and its events.
5. Include in destination marketing initiatives.

Cavanaugh Flight Museum

Uniqueness of Addison Events/Attractions

How unique are these Addison events/attractions compared to the events/attractions offered by other Texas destinations?

Mean score (Scale: 1 = Not at all unique; 5 = Extremely unique)



Rated as one of the "most unique" destination attractions in Addison along with Addison Kaboom Town!

The Cavanaugh Flight Museum is an important destination attraction, event host, and event venue.

Source: Addison Tourism Brand Perception and Awareness Study, February 5, 2018



Addison Conference and Addison Theatre Centre



Audit Snap Shot:

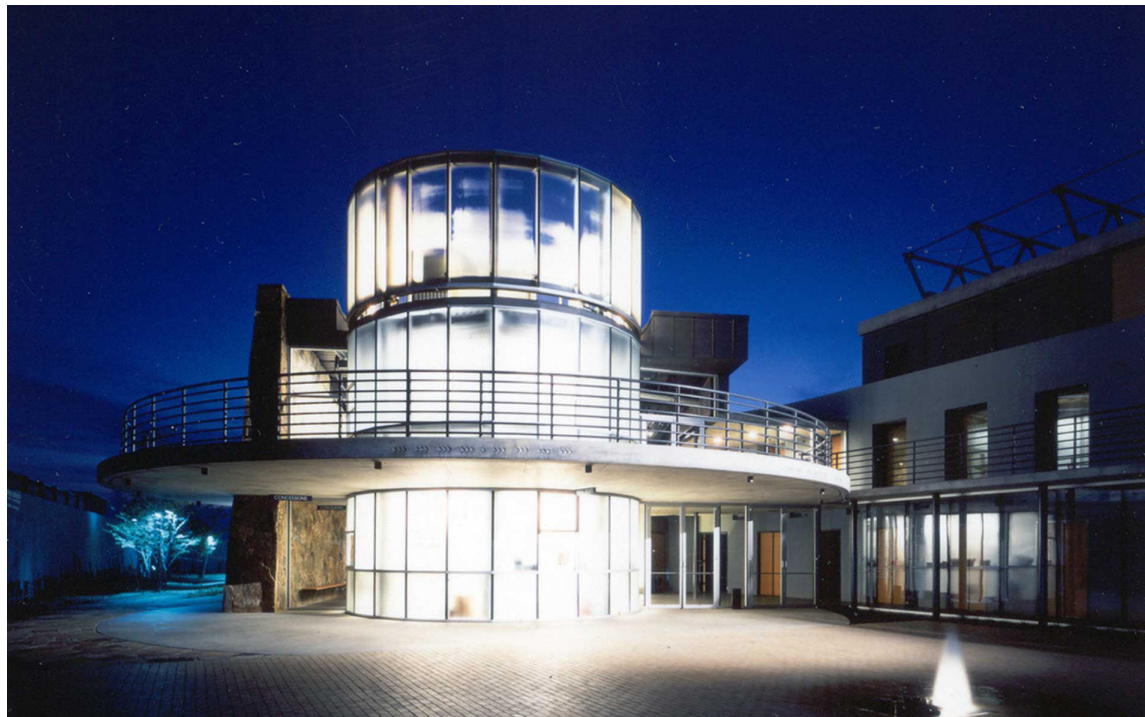
Factors Impacting Events:

1. Aging and low capacity conference center has difficulty competing with newer centers in the region.
2. Functions as a unique venue for smaller business events or special events.
3. Minimal resources.
4. Meeting/event planners prefer a DMO/central lead service when sourcing meeting space.
5. Poor digital experience.



Facts:

1. Revenues are declining.
2. Hotels and conference centers in surrounding regions have the infrastructure, capacity, and singular service mechanisms in place to attract planners.





Audit Snap Shot:

Factors Impacting Events:

1. Airport produces quality airshow and hosts fireworks for nationally recognized Addison Kaboom Town! Event also rated high for "uniqueness".
2. Airport redevelopment is anticipated to impact where fireworks and airshow will be staged.
3. Airport tenant relationships important in supporting restaging of event.
4. Cavanaugh Flight Museum participates in the airshow.
5. Addison Airport is a premier general airport supporting the visitor economy – both business and leisure.

Addison Airport

Preferred airport of corporate executives. Premier General Aviation Airport (368 acres), FAA designated. Reliever for the region's two commercial service airports, DFW and DAL. Top tier of general aviation airports in the country. Located in the heart of Addison and less than 10 minutes from most office buildings; FAA Control Tower - Ranked 4th Nationally by Pilot's Choice Award; Airport is city-owned and self-sustaining; Runway 15/33: 7,200 X 100 ft; 24-hour full service fixed base operators, including Million Air and Atlantic Aviation; 24-hour security and 24-hour US Customs; 750 based aircraft; No touch-and-go training operations allowed; Quick access to upscale hotels, restaurants & shopping; Airport professionally managed by URS Corp. with SAMI overseeing real estate services.

New staging is anticipated for fireworks & airshow as redevelopment impacts footprint.

Source: Addison Overview 2018.



Other Visitor Mechanisms: Destination Attractions

Addison is located in the heart of the DFW Metroplex. Addison puts you at the center of fine dining, upscale shopping, events, live theatre, music, and more. Leverage destination attraction experiences to promote visitation.



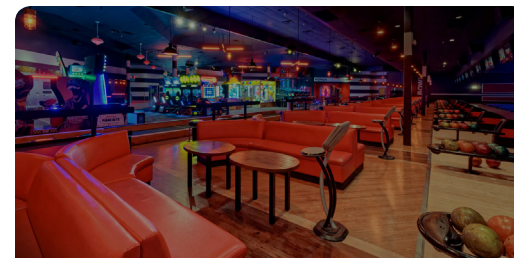
Village on the Parkway



Pete's Dueling Piano Bar



Cavanaugh Flight Museum



Bowlmor



Mary Kay Museum



Bitter Sisters Brewery



American Fallen Soldiers Project



Addison Improv



AMC Movie Theatre



Audit Snap Shot:

Factors Impacting Events:

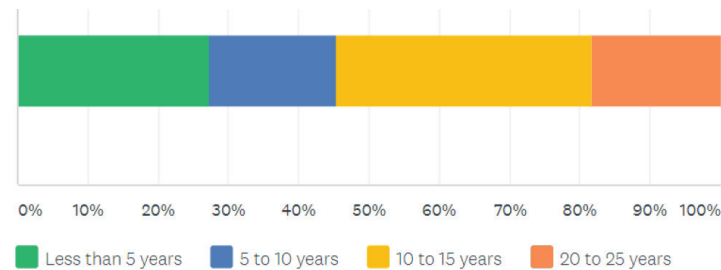
1. Number of restaurants involved in Taste Addison has dropped since the Fork & Cork event was introduced.
2. Taste Addison is working to regain its brand position after the transition to and from Fork & Cork.
3. Addison needs to emphasize in its marketing – more restaurants per capita than any other region.
4. Promote dine around events, tastings, tours to promote restaurant visits – especially during lower sales periods.
5. Promote culinary art present in Addison – distinctive culinary experiences.

Addison: A Culinary Delight!

With 180+ restaurants ranging from Asian, Italian, Mediterranean, French, and more, Addison is a true destination for culinary delights.



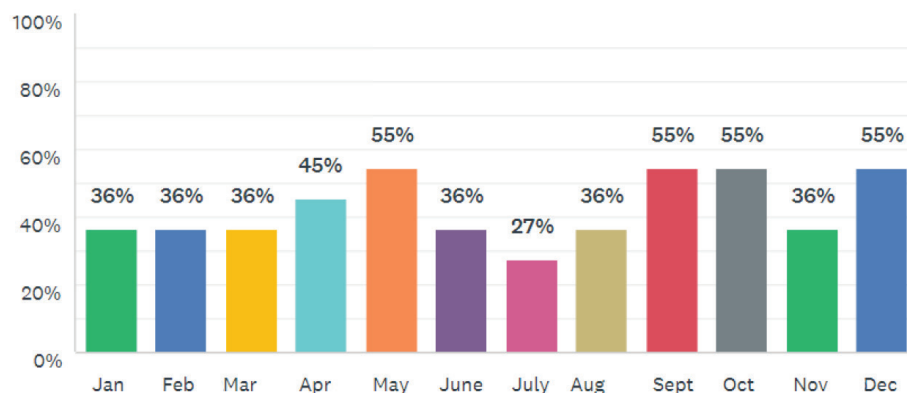
How many years has your restaurant been in Addison?



Restaurant Survey Participants:

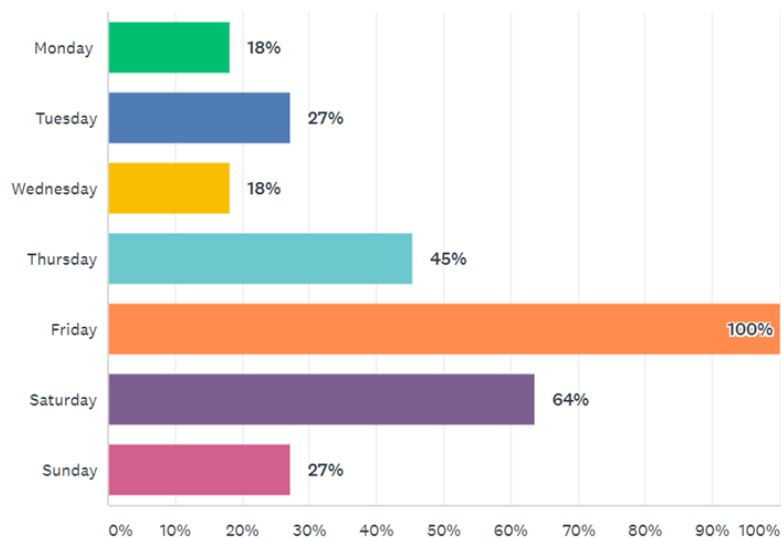
The Hub
Pho Que Huong
Los Lupes
Taqueria La Ventana
Nate's Seafood & Steakhouse
Andiamo Italian Grill
Jimmy John's Gourmet Sandwiches
Yard House
Buffalo Wild Wings
Lazy Dog Restaurant and Bar
La Comida

Generally, which months does your restaurant experience the greatest sales/business?

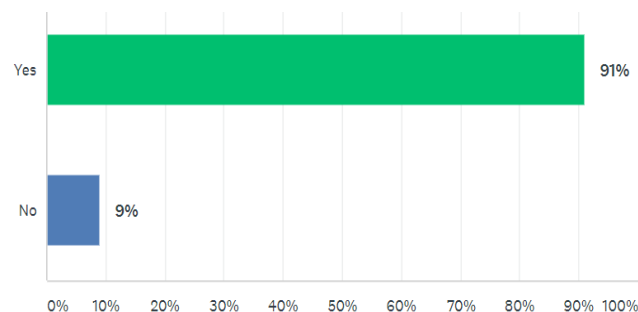


RESTAURANTS SURVEYED:
Greatest Sales and Business
in May, September, October,
December.

Generally, which days of the week is your restaurant the busiest/highest sales?



Generally, is your restaurant positively impacted when there are events hosted by Addison?



Restaurants in Addison
see the greatest sales over
Friday and Saturday

What marketing initiatives would you like to see Addison implement that would help support your restaurant's success?

- *Promoting the surroundings as a local area for diversified nightlife and daytime hangout spot.*
- *Advertise Addison as a dining destination. There are many areas to dine. So, the more Addison brings in the bigger our share.*
- *Town of Addison Magazine, Free*
- *What you all are doing works. It would be nice if the Taste Addison event was a bit more affordable.*

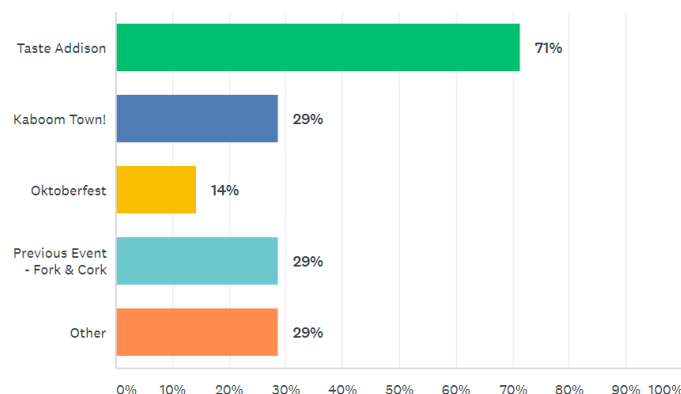
What changes or improvements should Addison focus on to support the ongoing success of its events?

- *Allow other vendors/restaurants to serve alcohol during Addison Kaboom Town!*
- *The professional manner in which the town promotes and produces events is fine with me.*
- *Over the last 4 years the city has lost some major commercial businesses. This I think single handedly is the biggest draw of business.*
- *Changing the Taste Addison date this year was a good move.*

Overall, what are your restaurant's greatest challenges in attracting patrons to your restaurant?

- Engaging customers during sporting off-seasons.
- Ease of access - we've built up awareness over the years but the construction on Midway has cause some issues and there's not a direct turn into our parking lot. Someone has to go across Belt Line and make a U-turn, or access the parking lot over by Starbucks and go around. You really have to know where we are to get there.
- Taking care when they come so we benefit from word of mouth advertising.
- Parking
- Lots of dining choices here.
- Visibility – we are in the least accessible/visible area of our shopping center.
- Setting ourselves apart from all the other options.

Is your restaurant involved in an event or events in Addison? Please check all that are applicable.



Addison Restaurants are a key destination asset. Taste Addison is the event that engages restaurants the most.

Addison Hotels



Audit Snap Shot:

21% Business Moderate

27% Extended Stay

37% Full Service

15% Economy

4,000 Rooms

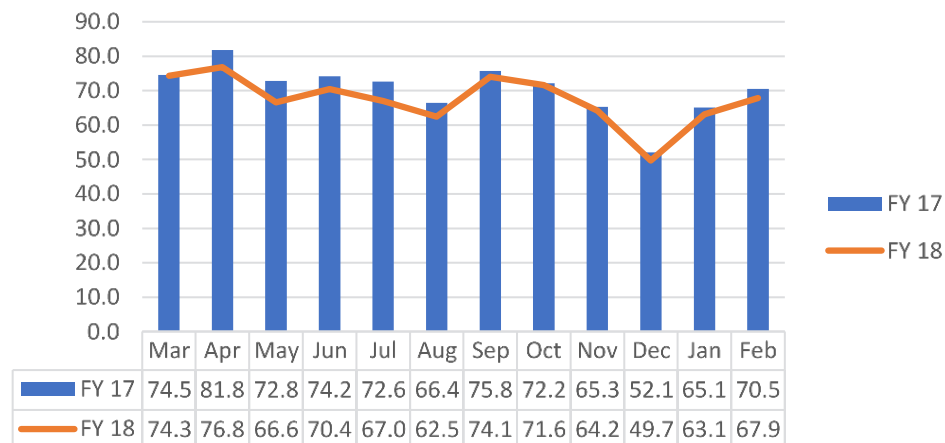
Factors Impacting Events:

1. High number of new full-service hotels have been built in the region, making it very difficult for Addison Hotels to compete.
2. Hotel Occupancy is declining.
3. Hotel Occupancy Tax (HOT) revenue supports events

Hotel Survey Participants:

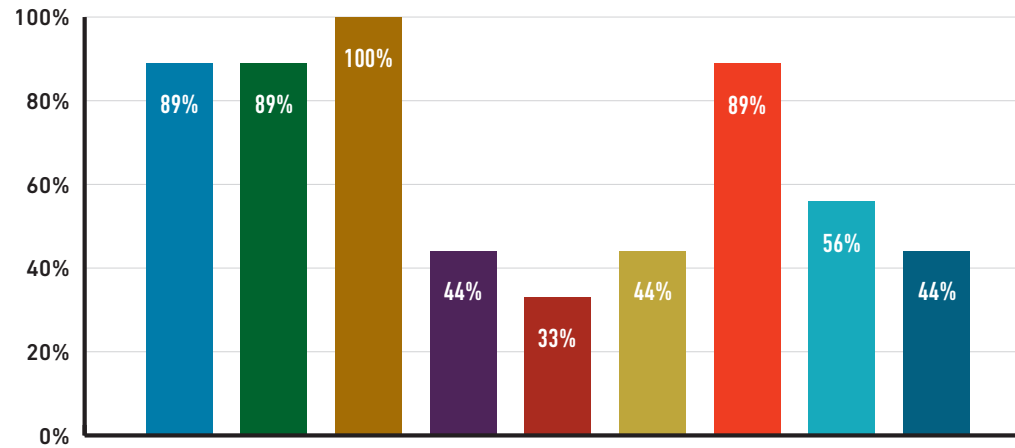
Radisson Hotel Dallas
North-Addison
Homewood Suites
Hyatt House Addison
Renaissance Dallas Addison
Hilton Garden Inn Dallas/Addison
Courtyard Addison Quorum
Marriott Quorum
Courtyard on Quorum
Marriott Quorum

Hotel Occupancy FY 17 vs. FY 18



**Facts:**

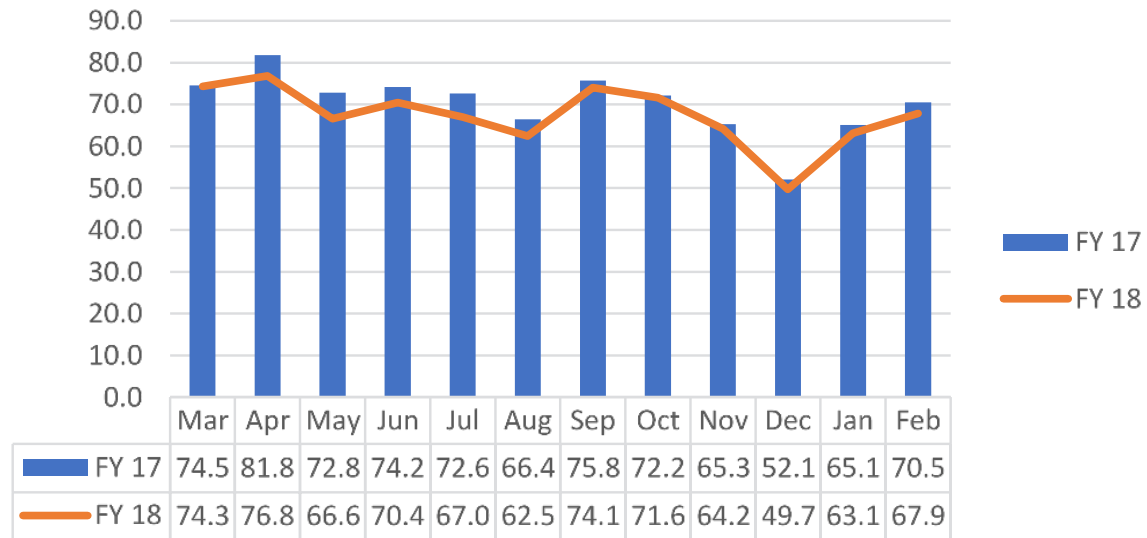
1. Hotels are utilized for a large number of events.
2. Marketing hotels for overnight stays and as a venue will support growth.
3. Centralized Destination Marketing approach will support occupancy.
4. Opportunities to partner with hotels to market on lead generating digital platforms.

**What type of events occur at your hotel?
Please check all that apply.**

ANSWER CHOICES	RESPONSES	
Entertainment or Leisure	89%	8
Corporate and Business Events	89%	8
Meetings	100%	9
Conferences	44%	4
Conventions	33%	3
Fundraising or Cause-Related	44%	4
Private Social Events	89%	8
Cultural or Arts	56%	5
Exhibitions and/or Tradeshows	44%	4



Hotel Occupancy 2017 vs 2018



Audit Snap Shot:

Addison statistics indicate April, followed by March, has the highest occupancy rate. Not all hotels have the same trends in occupancy. Those surveyed felt January, February, March, and October to be their busiest times. Multiple factors impact hotel occupancy, as each hotel varies in location, amenities, quality, and brand.

Hotels would like to see more events in the slower months to attract visitation.

SURVEY:

Occupancy impacted by numerous factors.

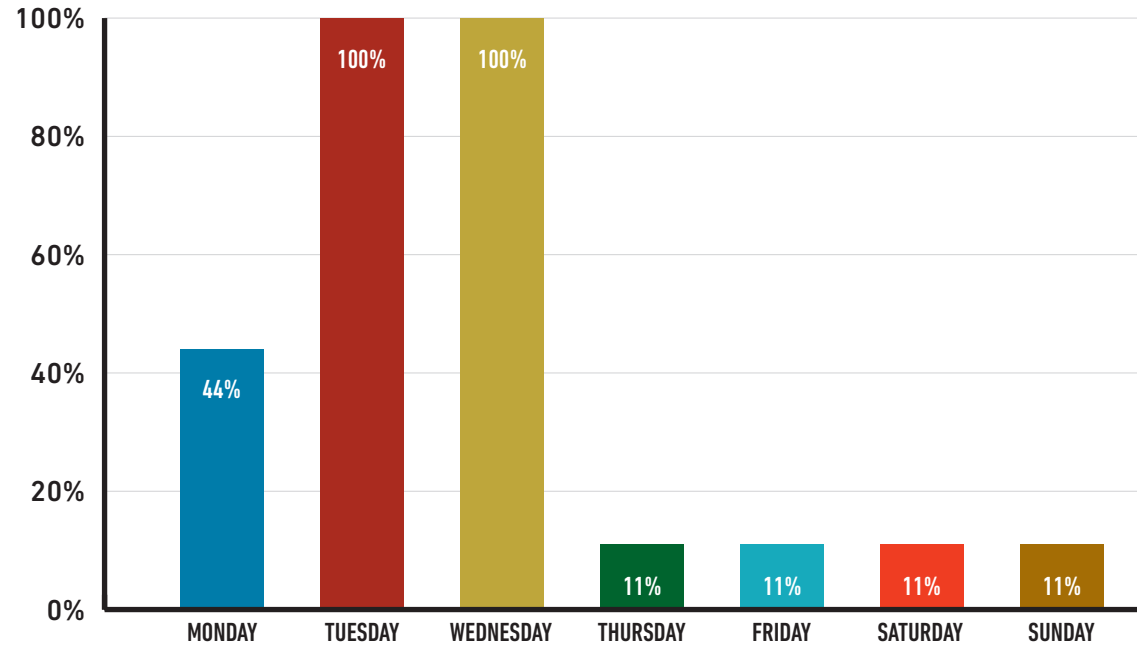


Audit Snap Shot:

Facts:

1. Weekends/Thursday to Sunday are slower occupancy periods.
2. Hotels would like to see more weekend events to support visitation and overnight stays.
3. Holidays are slower for the hotels – events associated with the holidays could support visitation.

Generally, which days of the week is your hotel the busiest, highest occupancy?



Audit Snap Shot:

Facts:

1. Addison and Addison Hotels are collaborative.
2. Special packages and rates are offered to encourage event patron stays.
3. Hotels closer to Addison Circle are positively impacted by events.
4. Those hotels with a view of Addison Kaboom Town! are impacted positively.
5. Packages have a positive impact on hotel occupancy.

How does your hotel support events in Addison?

ANSWER CHOICES	RESPONSES	
Offer special rates or packages to event goers	100%	9
Offer special weekend and/or holiday rates	67%	6
Hotel staff promote Addison events to guests staying at the hotel	67%	6
Hotel staff promote Addison events to business travellers staying at the hotel	67%	6
Hotel communications share information on Addison events	44%	4
Our hotel is an event sponsor or partner	56%	5
Our hotel is a venue for events	33%	3
Our hotel is a venue for activities related to events hosted in Addison	44%	4
We support meeting planners hosting events in Addison or surrounding area	67%	6
We support event planners hosting events in Addison or surrounding area	67%	6

Hotel

Event Audit SWOT

Strengths	Weaknesses
<p>Hotels closer to event venues see benefit to Addison hotel packages that include event admissions. For example, Addison Kaboom Town! and Addison Oktoberfest are events that positively impact hotels closer to the venue.</p> <p>Addison Kaboom Town! impact provides exposure to Addison and reinforces brand.</p> <p>Addison Kaboom Town! does impact occupancy in Addison – for hotels with a view of the fireworks and/or airshow.</p> <p>Monday to Wednesday – Corporate bookings higher related to business meetings/events. These are the hotels' peak business days.</p> <p>Addison has great restaurants and entertainment options.</p> <p>New developments and improvement plans i.e. Cotton Belt – DART Line will increase access to Addison and its event venue Addison Circle Park.</p> <p>Hotels that provide full service to business events – target all markets – corporate, business travel, corporate groups, “smerf” (social, military, educational, religious, and fraternal groups), associations.</p>	<p>Hotels farther from event venues see no benefit in Addison hotel packages.</p> <p>Summer series events had no benefit to hotels.</p> <p>Downside of Addison Kaboom Town! is parking and traffic is negatively impacted. Hotels that are outside view of fireworks/venue don't experience a great impact.</p> <p>Parking is a concern for both hotels and venues.</p> <p>Recent cancellation of Addison Oktoberfest negatively impacted hotels who lost business and were originally booked by event goers.</p> <p>Thursday to Sunday – Addison needs a draw to increase visitors/bookings.</p> <p>Type of guests Addison hotels receive on Thursday to Sunday – have a greater negative impact on hotel resources, impact facility.</p> <p>July and August are low season for hotels, very challenging.</p> <p>Holidays impact occupancy – hotels experience lower occupancy around holidays.</p> <p>Main leads are through hotel corporate franchise and their sales managers. Addison does not facilitate communication or leads like other municipalities – providing support through a CVB or DMO.</p>

Hotel

Event Audit SWOT

Strengths	Weaknesses _{ont.}
	<p>Addison Conference Centre – hotels don't have same relationship other municipalities have with their conference center who also provide CVB/DMO support. Addison Conference Centre role is focused on 3rd party private events (in most cases). Addison is too small for full service CVB. Hotels feed off Dallas CVB. However awareness of proximity of Addison by planners is low.</p> <p>Lack of Sporting Venue in Addison to host tournaments that attract teams, players, and families that would support occupancy over the weekend. Sport teams travelling with families are a key target for hotels.</p> <p>No Addison centralized calendar of events to promote Addison as a destination.</p> <p>Hotels would like to have ongoing meetings with the Economic Development team.</p> <p>Entertainment provided by other events within the region were well known compared to Addison's entertainment lineup.</p> <p>Competing events were held at same time as Addison events. For example, Taste Addison is competing with other events held at the same time as other regions i.e. Grapevine, Wildflower.</p> <p>Difficult to predict if Cotton Belt – DART will impact hotels or not. People may not choose to stay if they can take the train.</p> <p>Corporate/Business market is important for Addison Hotels but it is difficult to compete with the newer full service hotels.</p> <p>Taste Addison impact on hotel revenues is low.</p> <p>Addison does not experience compression related to the larger music or sporting events that are occurring outside Addison.</p> <p>Only two museums in Addison and one is not open during weekend.</p>

Hotel

Event Audit SWOT

Opportunities	Threats
<p>If Addison could invest in a multiplex sporting complex, it could attract teams for tournaments and help support the hotels to increase weekend bookings. Hotels recognize the opportunities teams and families have on weekend occupancy. Not a facility for major sporting events rather one for school aged leagues.</p> <p>Also multiplex/multiuse venue could facilitate events like Comic Con, E-sports, and other events that attract event goers.</p> <p>Addison hotels can fill overflow from surrounding regions but awareness needed of Addison's proximity.</p> <p>Addison can provide marketing support of Addison Hotels.</p> <p>Cotton Belt – DART development could benefit hotels in proximity of station.</p> <p>Monday to Wednesday – Hotels see demographic age 30 plus corporate/business, predominately males, older guests, educated.</p> <p>Thursday to Sunday – Hotels see more families, couples.</p> <p>Music events/festivals are driving visitation to local regions. Addison could increase its visitation by providing bigger name musicians/artists.</p> <p>Opportunity to market and promote Addison as a place to go for fun – entertainment, restaurants.</p> <p>Success of full service hotels in Addison also support success of smaller hotels in region. Support promotion of full service hotels in Addison.</p> <p>Main market for hotels are corporate/business related bookings.</p>	<p>Increase supply of hotels is taking away from Addison's hotel occupancy/bookings. Hotel supply is too high in the region and negatively impacting hotels.</p> <p>Occupancy rates continue to decrease as surrounding regions build new higher capacity venues.</p> <p>Hotel revenues are declining which also impacts the Hotel Occupancy Tax fund.</p> <p>Without the right size and capacity venues – difficult to attract larger number of visitors.</p> <p>Hotels are underperforming and highly challenged in the current environment.</p> <p>Lack of demand for hotels in Addison.</p> <p>Lack of investment in marketing Addison as a destination.</p> <p>If more hotels are built in Addison, it will continue to negatively impact hotels. Stop building hotels!</p> <p>Misperception of Addison location and lack of marketing Addison's proximity.</p> <p>Hotels are aging and some are not being remodeled.</p> <p>Hotels have quite a bit of turnover with management and directors of sales.</p>

Hotel

Event Audit SWOT

Opportunities <small>cont.</small>	Threats
<p>Another market that supports hotel success is the association market – which provides impact on weekdays/weekends and varies with group. Good target for marketing.</p> <p>City can share more information with hotels on what is occurring in Addison and new corporate/business leads.</p> <p>Addison marketing should consider ways to integrate hotel links and to connect hyperlinks where possible.</p> <p>Increase Addison destination marketing.</p> <p>Hotels want to feature “Where Addison” magazine over other regions.</p> <p>Addison could host a restaurant week and set menus for a week – i.e. Chef Stephan Pyles – pop up and pull down – wine pairings – promote experience to visitor. Higher end restaurants could offer three to four course meals at set price . Promote Addison as one of the food capitals. Craft brewery down the street.</p> <p>Also potential for a “Pub Crawl”.</p> <p>Opportunity for an event first quarter of the year. Currently no events held in Addison during the first quarter.</p> <p>HelmsBriscoe and Cvent major lead generators for hotels in Addison. Addison should consider marketing options. Important Addison market close proximity.</p>	

ADDISON

2 Event Audit



Preamble

An Event Audit of Addison's event sector was undertaken along with a detailed SWOT+ analysis. Key findings of the analysis and summary of the stakeholder input have been included.

Collection and analysis included the review of Addison's:

- a. Current calendar of events
- b. Classifications of all events; ratings were identified
- c. History of events in Addison and region
- d. Tourism marketing initiatives
- e. Regional branding/tourism initiatives and strategy
- f. Market research data and statistics; including hotel and visitation statistics and other economic indicators
- g. Review of zones and related development plans
- h. Review of event facilities/venues
- i. Risk assessments of current environment
- j. Review funding strategies, analysis of financial/revenue data, capital investments/improvement plans
- k. Systems/Structures: Addison laws as it relates to event licensing/permit system, event infrastructure, resource requirements; gather information on admission/ticketing structures, communication channel assessment, images; reports on current events.

In addition:

- l. Online surveys were developed and SWOT analysis collected from all key stakeholders
- m. Meetings were held with Stakeholder groups: hotels, restaurants, planners, Addison staff.



Addison's Event Sector faces a few challenges

Current Issues

Impact

No Central Approach to the Visitor Economy

Segmented approach to tourism, event, and destination marketing; strategy needed to create synergies, promote and support all destination assets.

Segmented digital platforms –Not optimal digital experiences: visitor, planner, event patron.

No central branded calendar to market “all” destination assets.

Splintered marketing, no overall destination brand strategy (*marketing is evolving/developing).

Destination attractions and event revenues impacted; lower levels of synergy; destination attractions not always connected to marketing.

Digital Experience - Not achieving optimal expectations; impact conversion rates/earned media: events, attractions, hotels, conference center.

Increased Competition

Increased number of events and experiences being hosted in surrounding communities.

Other regions have higher capacity conference centers/full service hotels with greater capacity to attract conference/meetings/events.

Addison hotels finding it difficult to compete.

Greater competition for event audiences within region is impacting Addison's attendance and revenues.

Addison's event products are challenged to compete with its competitors i.e. quality of entertainment, production, and experiences.

Reduction in number of meetings, conventions, hotel occupancy.

Venues Capacity and Redevelopment

All major outdoor venues will be impacted by redevelopment.

Addison venues have limited capacity to grow and expand.

Small capacity Conference Center

No significant indoor venue

Addison venues are at capacity, limiting growth; reduces the number of larger events and/or multiple day experiences that would positively impact hotel occupancy.

Development will impact/reduce venue capacity.

No large capacity facilities to attract business events or other indoor events.

Lack of Centralized Framework

Segmented Structures and Systems

No DMO/singular delivery mechanism/one lead to service and promote destination assets.

No centralized event hub to support efficiencies.

Addison has evolved from a visitor services to tourism model. However, adjustments in systems/structures are required to deliver support to leisure and business visitors, meeting and event planners.

Conference/meeting/event planners seek out municipalities with support services i.e. DMO/CVB/one lead support/service. Impacts the number of business events.

Does not facilitate the needs of producers and planners. Impacts the number of events hosted in Addison that could compliment calendar offerings and increase visitation.

No centralized approach to resources to promote efficiencies.

Brand

Event Audit SWOT

Strengths	Weaknesses	Opportunities	Threats
<p>Addison-hosted Signature Events are well branded and known within the region. Brand integrity is good.</p> <p>Reputation for quality events; safe events; well-run events.</p> <p>Long standing Signature Events (Addison Kaboom Town!, Taste Addison, Addison Oktoberfest) are a key part of Addison's brand.</p> <p>Addison's brand as a destination is also enhanced by events hosted by 3rd parties i.e. UDR, Cavanaugh Flight Museum.</p>	<p>Lack of evolution of Addison's Signature Events; Addison's brand image is stagnating.</p> <p>Weak links between all events held within Addison – brand strategy is not integrating all events/event assets.</p> <p>Addison Signature Event brands – “identity does not clearly identify purpose and targets.”</p> <p>“Attachment to the legacy of its Signature Events, fear of changing too much, trying to be “all things” to everyone.”</p> <p>Weak digital experience, impacts brand and conversion rates (see also Event/Tourism Marketing, Finance, Event Experience).</p> <p>Taste Addison change to Fork & Cork – Taste Addison brand recovering.</p>	<p>Addison's events are well branded, build on brand success; be innovative in event branding, product offerings and revive image.</p> <p>Develop “destination” brand integrity.</p>	<p>Addison's brand integrity and reputation for offering quality events will be impacted by lack of innovation/growth.</p> <p>Competing events are gaining more brand recognition and event components are exceeding quality offered in Addison.</p> <p>Addison must build its brand as a premier destination to support growth in its visitor economy.</p>

Marketing

Event Audit SWOT

Strengths	Weaknesses	Opportunities	Threats
<p>Addison events are known in the DFW area.</p> <p>Addison Kaboom Town! is nationally known.</p> <p>Successful public and media relations strategies.</p> <p>Digital presence is evolving.</p> <p>Success in online sales beyond Addison.</p>	<p>Addison does not have an enhanced centralized calendar that captures all the events and destination attractions to position itself as a premier destination. Plans do not factor in that all events hosted in Addison have an impact on visitation and brand enhancement.</p> <p>No cohesive/unified event marketing strategy – Addison-hosted and 3rd Party.</p> <p>New framework required for Event/Tourism/ Destination Marketing plan(s) and strategy.</p> <p>Current focus is mainly on public and media relations. *Important delivery and service mechanism must be in place to convert sales and earned media.</p> <p>Segmented digital presence – need uniform and updated approach to digital marketing.</p> <p>Weak digital experience, impacts brand and sales/conversion rates (not tracked). (see also Brand, Finance, Event Experience).</p> <p>Limited marketing – not reaching all potential markets that could positively impact hotel visits.</p> <p>Limited statistics on event audiences (demographic, experiential assessment).</p>	<p>Develop an enhanced calendar of events that promote all events hosted in Addison (3rd Party/Addison) throughout the year.</p> <p>Develop Visitor/Destination Marketing Plan.</p> <p>Grow visitor/tourism base and expand outside of metroplex. Are you a regional host and only want to attract within the region? Or do you want to expand your market?</p> <p>“Expand event/tourism markets outside metroplex to secondary markets such as Denton, Hillsboro/Waco, Tyler, Mineral Wells, etc.)” Supporting overnight hotel stays/bookings.</p> <p>Attract more out of town guests.</p>	<p>Without a new unified and centralized approach to event/tourism/ destination marketing Addison will lose market share (refer to weaknesses for specifics).</p> <p>Segmented digital presences are not competitive.</p> <p>Weak digital experiences impact brand and conversion rates.</p> <p>Lack of “experiential” statistics on event audiences impact growth.</p>

Finance

Event Audit SWOT

Strengths	Weaknesses	Opportunities	Threats
<p>Funding is in place to support Addison-hosted events.</p> <p>Established contractors and partners.</p> <p>Sponsorship revenues to support events.</p> <p>Hotel Occupancy Tax fund supports Addison events.</p> <p>Online ticket sales revenues for events.</p>	<p>Weak digital experience, impacts brand and conversion rates for all events (see also Brand, Marketing, Event Experience)</p> <p>Overall Event sector: Finance</p> <p>Hotel occupancy rates are declining, hotel occupancy tax fund impacted by decline.</p> <p>No clear strategy in place to define/grow/develop event sector – impacts economy.</p> <p>Need to increase event revenues (direct or indirect impact).</p> <p>No defined incentive program for 3rd party events and/or planners to host in Addison.</p> <p>No centralized one-stop shop approach for coordinating information, resources to provide positive client experience to planners, residents, organizations, and businesses that plan to host an event in Addison (various venues). (See also People/Resources).</p> <p>Aging and low capacity conference center limits type and size of events held in Addison which has an impact on number of events hosted, hotel occupancy, and local economy. (see also Infrastructure).</p> <p>Addison-hosted: Finance</p> <p>No evaluation/measurements in place.</p> <p>Lack of cost efficiencies “overpaying with belief that changing things would be bad for morale/quality of service.”</p> <p>“Overdependence on outside contractors leads to lack of control over aspects of the events and lack of ownership.”</p> <p>“Event costs are expensive resulting in higher than average admission prices.”</p> <p>“Attempt to run “Super Bowl” size events on country fair budgets, this model is not sustainable.”</p> <p>“Taste Addison attendance low – not big enough gate attendance.”</p>	<p>Focus on revenue generation, cost reduction where possible; with no impact on quality.</p> <p>Increase return on investment and cost efficiencies.</p> <p>Develop incentives for planners, businesses, corporation to host, play, and stay in Addison.</p> <p>Develop a centralized one-stop shop approach to serve planners/ organizations/ businesses that want to host event(s) in Addison. Potential for more direct and indirect revenue/ economic benefit (see also People/Resources).</p> <p>Addison-hosted events: Increase revenues (diversify revenues), cost efficiencies; Increase spend per person.</p>	<p>Health of Hotel Occupancy Tax fund impacted by competitive challenges hotels in Addison are experiencing (decline in occupancy rates).</p> <p>Costs (security, infrastructure, entertainment, technology, etc.) are continuing to rise while revenues are decreasing.</p> <p>If costs exceed projections, funding is not sustainable.</p> <p>Decreased attendance and visitation.</p> <p>Constant fluctuations in admission pricing negatively impacting patrons.</p>

Event Experience

Event Audit SWOT

Strengths	Weaknesses
<p>Addison-hosted: Well planned and executed event offerings. Offerings are fun; good quality of food, entertainment. Tradition/Consistency of Addison Kaboom Town!, Taste Addison, Addison Oktoberfest. Engages community and businesses. Well attended events; quality customer service. Name recognition for Signature Events. Addison staff are engaged at events and promote the "Addison Way". Distinctive feature of Addison's event is the involvement of staff. (see also People/ Resources). Distinguishing events like Addison Kaboom Town! Airshow to enhance fireworks display – separates Addison from competing events. Addison Oktoberfest authenticity provides an authentic/distinctive experience.</p> <p>3rd Party Addison events: Quality events hosted within Addison provide a variety of experiences and enhance visitation.</p>	<p>Addison-hosted: Weak digital experience, impacts brand and conversion rates for all events. Visitors first impression/experience begins online. (see also brand, event/tourism marketing, finance, event experience). Need to keep events "fresh; try new things; new ideas" to retain current and engage new visitors . No audience experience data – "listen to what visitors want". Addison's events are somewhat stagnant. Increased event competition within the region; level of quality of competing events is increasing. Addison has poor level of engagement of cultural, arts, music sectors. Addison's Signature Events were unique and distinctive when they were initiated but now many communities are hosting similar type events i.e. Taste. "Lack of focus, clear vision for some events i.e. Taste Addison – is it a food event, a music event?" Experiences can appear "muddled". Event experience (Addison-hosted) can be improved. "Sponsorships can bring in irrelevant event experiences that don't fit i.e. Medieval Times performers". "Signature Event Taste Addison switch to Fork & Cork negatively impacted Addison's event market and it has not fully recovered." "Addison Oktoberfest 2018 reputation tarnished with the event cancellation on Saturday and the type of mug that was offered." Musical entertainment same/similar to other events in region, patrons feel they have "been there, done that". Entertainment not competitive.</p>

Event Experience

Event Audit SWOT

Strengths	Weaknesses <small>cont</small>
	<p>Addison-hosted: “Stuck in tradition of always doing the same thing, it’s always been done this way”. Quality of entertainment not attracting visitors. “Pride – feel it has been successful, so why change it”. Experiences in other cities/regions are attracting Addison’s citizens and event attendees. Becoming more difficult to retain event patron/visitors. “Experience impacted by onsite confusion at front gates about ticket sales/purchases – which line. Information available online but event patrons don’t always have access to internet”. Improved onsite signage/communications required. “Not enough family/children friendly activities/entertainment”. During Addison Kaboom Town! Disconnect between venue stage activities and airshow – better connectivity to enhance visitor experience. Mainly outdoors – adverse weather impacts experience.</p> <p>3rd Party Addison events: Quality events and experiences are being hosted but are not connected to overall strategy. Addison is not leveraging the event experiences outside of its hosted events. Weak system/structure/communications and lack of incentive for 3rd party organizations/ planners to create new or retain events in Addison. Vitruvian venue being impacted by next phase development. Capacity for events will be reduced, parking is a major issue. Popularity of Vitruvian events such as the Salsa Festival were exceeding the capacity of the venue. Planner had to reformat event to eliminate capacity issues/reduce growth momentum of the event.</p>

Event Experience

Event Audit SWOT

Opportunities	Threats
<p>Develop Addison's "distinctive/unique" factors for its Signature Events.</p> <p>Develop an enhanced calendar of events that promote all events hosted in Addison (3rd Party/ Addison) throughout the year.</p> <p>"Offerings that attract a diverse demographic/ target market– young professionals, families, and retirees".</p> <p>Fill in experiential gaps – look at types/classes of event offerings throughout the calendar year.</p> <p>"Offerings that attract beyond the current economic demographic profile to increase attendance, still offering VIP/upgrade opportunities".</p> <p>Provide multiple day offerings that would support hotel bookings.</p> <p>Provide attractive offerings that increase spend per person.</p> <p>"Explore offering(s) geared towards children and family friendly events."</p> <p>Design events that align with the interests of visitors/audiences and target markets.</p> <p>Develop strategic alliances with various nonprofit organizations, cultural, arts, music, and theatrical communities to enhance product offerings. (See also People/Resources)</p>	<p>Addison's event offerings are not distinctive/unique and different from other city/ regions. Lack of ongoing improvements/change will impact experiences.</p> <p>Event offerings are not enhanced to effectively compete with other events in the region.</p> <p>Addison's reputation for events can eventually wane due to competing innovative and attractive offerings in the region.</p> <p>Entertainment offerings are not highly attractive to audiences.</p> <p>Lack of clear experiential goals for each event.</p> <p>Conflicting events within the region that detract visitors from Addison.</p> <p>"Other cities/regions taking Addison's concepts and enhancing them".</p> <p>All events held in Addison impact visitation/tourism. Addison does not facilitate a centralized calendar approach to events. There is a disconnect between Addison-hosted events and other events hosted.</p> <p>Audience expectations are increasing – both from a digital/technology perspective as well as interactive, onsite quality.</p> <p>Event experiences are impacted by changes to venues as a result of developments: a) Airport – Addison Kaboom Town!; b) Addison Circle Park -Taste Addison & Addison Oktoberfest – DART Rail/Cotton Belt; c) Vitruvian Park – next phase residential development.</p> <p>Constant fluctuations in admission pricing frustrates event audiences – impacts experience.</p> <p>Cavanaugh Flight Museum (a distinctive attraction, host events and attracts visitors to Addison) lease expires in two/three years, potentially leaving the museum without a home at the airport. If the museum leaves, the airshow component of Addison Kaboom Town! would need to be redeveloped. (see also Infrastructure).</p> <p>The Cavanaugh museum attracts visitors to Addison and is an asset and its loss would impact Addison tourism/visitation. (see also Infrastructure).</p>

Infrastructure

Event Audit SWOT

Strengths	Weaknesses
<p>Addison Circle Park venue was built to host events which staff fully utilize/maximize capacity and use.</p> <p>Quality, location and unique factor of venues. Attractive venues.</p> <p>Free parking</p> <p>Proximity of Addison's venues</p> <p>Addison developments: Airport, Cotton Belt/ DART, Vitruvian – Addison departments/resources are responsive in addressing changes.</p> <p>Addison Conference Centre an important indoor venue for smaller events.</p> <p>Addison Theatre is a unique adaptable venue.</p> <p>Addison known for its restaurant districts</p>	<p>Addison Conference Centre: Aging and low capacity conference center limits type and size of events held in Addison which has an impact on number of events hosted, hotel occupancy rates and local economy. (see also finance) Other regions are building newer convention/conference facilities with higher capacity/amenities.</p> <p>Conference Centre is an important “indoor” option for events but is limited in size/amenities.</p> <p>Theatre: Limited resources, aging.</p> <p>Hotels: Hotels are finding it difficult to compete with newer full service hotels that are being developed outside/ surrounding Addison. Declining occupancy.</p> <p>No Mixed Use/Multiplex Center to host larger indoor events and sporting events.</p> <p>Major changes to occur in all major event venues. All venues have reached capacity and will be impacted by upcoming developments:</p> <p>Vitruvian Park: Next phase development will impact events, larger events are discouraged as venue can't facilitate the larger audiences. Vitruvian Salsa Festival attendance grew to capacity of the venue and was growing in popularity. However, venue capacity is limiting growth. Parking is an issue for events.</p> <p>Addison Circle Park: With the Cotton Belt DART line development – access to the venue will increase. Development plans will remove a portion of the park/reduce the event footprint (area) to facilitate the station. Development will decrease venue capacity. When visitors arrive on the Cotton Belt DART line consideration needs to be given to the wayfinding/people traffic to avoid onsite bottlenecks at the station and access points to events. (see also Risk Management). Ability to shut down roads adjoining the park will also be impacted. Noise tolerance will also impact events on site. Potential to block traffic flow north and south bound.</p> <p>Addison Airport: a) Redevelopment of the airport's southeast quadrant is anticipated to begin in 2019 and may impact Addison Kaboom Town! - both the airshow and fireworks.</p> <p>b) The Cavanaugh Museum lease expires in 2-3 years and if the lease is not renewed, this could leave the Museum without a suitable home at the airport. If they leave the airshow part of Addison Kaboom Town! would need to change; the museum attracts visitors and is a valuable attraction and host of events in Addison.</p>

Infrastructure

Event Audit SWOT

Opportunities	Threats
<p>With redevelopment of Addison Circle Park, Vitruvian Park, and the Addison Airport, plans can position events for continued success.</p> <p>Develop a staffing plan to support Addison's visitor economy.</p> <p>Review the Dallas ISD, Loos Fieldhouse in Addison as a potential large indoor venue.</p>	<p>Lack of development/improvements to event venue spaces (including adjacent spaces) and capacity will impede Addison's ability to expand/grow.</p> <p>Lack of improved access (expanded/more efficient transportation) into and out of town to improve visitor experience.</p> <p>Parking and transportation issues remain unresolved; will continue to decrease attendance.</p> <p>EMS access during high capacity events impede access at critical moments i.e. Addison Kaboom Town!</p> <p>No indoor multiplex available to host larger events; all event venues are outdoors.</p> <p>Addison Conference Centre: Aging and low capacity conference center limits type and size of events held in Addison which has an impact on number of events hosted, hotel occupancy rates and local economy. (see also finance) Conference Centre is an important "indoor" option for events but is limited in size/amenities. <i>(Also included as a weakness)</i></p> <p>Theatre: Limited resources, aging. <i>(Also included as a weakness)</i></p> <p>Hotels: Hotels are finding it difficult to compete with newer full service hotels that are being developed outside/surrounding Addison. Lack of 4 and 5 star hotel options in Addison. <i>(Also included as a weakness)</i></p> <p>Competing cities/regions who have invested in larger capacity events and venues.</p> <p>Changes to all major event venues (See Weaknesses for more details). Limited venue space/decreased capacity – decreased by changes to venues as a result of developments:</p> <p>a) Airport – Addison Kaboom Town! – airshow & fireworks staging areas need to be redeveloped</p> <p>b) Addison Circle Park – event space is being reduced</p> <p>c) Vitruvian Park – next phase residential development impacts venue space.</p> <p>Redevelopment of the southeast quadrant of the Addison airport impact on Addison Kaboom Town!</p> <p>New challenges due to redevelopment at Addison Circle park related to Cotton Belt/DART which will impact the capacity/types of events held at the park. Future design must address potential bottleneck access due to new access point that will drive people to venue – ensure plans take into account capacity of visitors to accommodate ease of access to and from DART train station to venue.</p>

People/Resources

Event Audit SWOT

Strengths	Weaknesses
<p>Competent and experienced staff and departments. Dedicated, knowledgeable, friendly, and professional.</p> <p>Addison staff are engaged at events and promote the "Addison Way". Distinctive feature of Addison's event is the involvement of staff. (see also Event Experience).</p> <p>Special Event Department focused on ongoing improvements .</p> <p>Addison Airport support/plan innovative Addison Kaboom Town! Airshow.</p> <p>Community leader support of events and businesses.</p> <p>Departments/staff responsive to upcoming developments within Addison: Airport, Cotton Belt/DART.</p> <p>Vitruvian Event Planner link/synergy between UDR and Addison.</p> <p>Hotels and Restaurants – engaged in Addison-hosted events.</p> <p>Addison Conference Centre team responsive to opportunities.</p> <p>Addison Theatre collaborates with performing artists/theatre group(s).</p> <p>Dedicated and competent police force.</p>	<p>No Centralized Licensing/one-stop shop for coordinating information, resources and to support operational efficiencies; provide a positive client experience to planners, organizations, businesses and residents that plan to host a event in Addison. (See also Event Experience) No SEAT model – Special Events Advisory Team – centralized approach – calendar, licensing.</p> <p>Special Event Department – highly specialized roles, succession planning impacted, higher capacity required for overall planning.</p> <p>Lack of full-time Emergency Management person to support events. "Unrealistic expectations placed on current resources."</p> <p>"Addison continues to try to do more, make events bigger, draw more people, increase revenues, etc., however city staff is not large enough to handle these events; the city infrastructure is not set up for these events. Creating larger "super size" events negatively impact the City staff/people/resources – work needed to create them extends to every department in the town taking staff away from their primary jobs for weeks (sometimes months) at a time and this is a requirement. People/resources are "exhausted" for little return on investment. "</p> <p>"Events too big for Addison's infrastructure and personnel to handle at times".</p> <p>"Ownership of events must be with those staff leading events within Addison -if not event brands negatively impacted by direction from multiple areas – top down versus strategic."</p> <p>"Need to engage more restaurants – Taste Addison number of restaurants involved has decreased."</p> <p>Businesses are engaged but there is minimum/poor engagement of cultural/arts/music communities.</p> <p>Splintered/segmented staff roles/resources – no centralized strategy/tactics for destination marketing.</p>

People/Resources

Event Audit SWOT

Opportunities	Threats
<p>Develop a centralized one-stop shop approach to serve planners/ organizations/businesses that want to host events in Addison.</p> <p>Potential for more direct and indirect revenue/economic benefit (see also Finance).</p> <p>Through efficiencies, ability to absorb work imposed by events and avoid associated operating pressure.</p> <p>Events must also provide the security/ risk reduction resources as prescribed by Addison as there are limited Addison Police/Security forces (see People/ Resources).</p> <p>Develop a resource plan for Addison Signature Events that effectively utilizes staff time, encourages the development of a competent volunteer base and use of paid contractors.</p> <p>Develop strategic alliances with various nonprofit organizations, cultural, arts, music, and theatrical communities to enhance product offerings and resources. (See also Event Experiences)</p>	<p>Lack of Centralized Event Hub:</p> <ul style="list-style-type: none"> • Higher risk to event organizers • Over-extended resources/lack of service support • Limited communication • Higher risk to Addison • Potential for competing events – lack of strategic view of events overall • Lack of financial accountability/measurements • Lack of data collection to support development • No oversight of insurance requirements • Higher risk to communities • Impact on facilities/management of resources • Lack of coordination and increased Impact on community and traffic • Lack of availability of emergency services resources <p>Lack of designated Destination Management Entity/one lead support – segmented resources, deficient service and delivery model.</p> <p>Lack of Human Resource Plan: no alignment to achieve goals.</p>

Risk Management

Event Audit SWOT

Strengths	Weaknesses	Opportunities	Threats
<p>Addison has a highly competent and experienced police force.</p> <p>Crisis and emergency management plans in place and supported by all relevant departments.</p> <p>Regulations and permits systems in place.</p> <p>Effective procurement processes in place.</p> <p>Competent legal resources</p> <p>Insurance policies in place for Addison-hosted events.</p>	<p>Emergency measurement services (Police, Fire & Paramedics) have limited resources.</p> <p>With the growing number of events in the region, the police department is finding it difficult to recruit police officers for events in Addison.</p> <p>Insurance policies do not cover all losses associated should an Addison-hosted event be cancelled.</p> <p>No event central model to track all city costs and in-kind related services to events, no unified permitting system for event organizers. No events' tracking or calendar.</p> <p>No SEAT (Special Events Advisory Team) focused on providing logistical support and guidance for the producers/planners to ensure success of their event in conjunction with the various regulatory policies.</p>	<p>Update security and emergency management plans</p> <p>Audit insurance requirements i.e. cancellation.</p> <p>Integrate risk reduction into all venue redevelopment plans.</p>	<p>Addison Circle Park: With the Cotton Belt DART line development – access to the venue will increase. Development plans will remove a portion of the park/ reduce the event footprint (area) to facilitate the station. Development will decrease venue capacity. When visitors arrive on the Cotton Belt DART line consideration needs to be given to the wayfinding/people traffic to avoid onsite bottlenecks at the station and access points to events. (see also Infrastructure). Ability to shut down roads adjoining the park will also be impacted. Noise tolerance will also impact events on site.</p> <p>High concentration of people in one small area – venue size/capacity stressed.</p> <p>Preparedness for security and safety threats with limited resources.</p> <p>Limited Addison Police/Security forces (see People/Resources).</p> <p>Lack of adequate insurance to cover all possible risks.</p> <p>Maintaining order during larger events with limited resources.</p> <p>Adverse weather impacts all Signature Events as they occur outdoors. Limited shelter to protect attendees during storms.</p>

ADDISON

3 Event Evaluation



Preamble

It is essential to measure and monitor event success to support ongoing development. Addison-hosted events have been occurring for many decades and must be measured against key factors defining success. As festivals and events mature they can experience different challenges that impact their ratings. Currently all of Addison's Signature Events have been assessed and are rated "standard".

Classification of events in Addison also involve measurements related to scope and impact. Addison's three main events (Addison Kaboom Town!, Addison Oktoberfest, Taste Addison) are classified as "Signature Event".

Analyzing gaps in event offerings over a calendar year is also essential to identify potential growth opportunities.



Guidelines for Event Classification

	Local Event	Community Event	Signature Event	Mega Event
Attendance	Anticipated attendance of less than 2,000	Anticipated attendance of less than 25,000.	Anticipated attendance between 25,000 and 500,000	Anticipated attendance over 500,000
Number of Venues	Single venue	Single venue	Multiple venues	Multiple venues; redevelopment of existing venues or construction of new facilities
Frequency/ Length	One-time or recurring event	Recurring event	Recurring event	One-time event or Distinctive Recurring event
Visitation	Attracts mostly local or community visitors	Attracts mostly local or community visitors	Attracts significant share of outside visitors and participants	Attracts significant share of outside visitors and participants. High level of overnight visits
Economic Benefit	Economic and business benefit. Little or no media coverage.	Local economic and business benefits. Potential to increase benefits over time. Moderate local media coverage	High economic and business benefits. High local media coverage, moderate regional and national coverage. Local, Regional Media Branding Opportunities – Municipality, Sponsors. Event has potential or is strongly associated with municipality.	High economic and business benefits. High level of national and international media coverage. National and international media and branding opportunities – Municipality, Sponsors
Scope of Municipality Services Required	Nominal or no services	Moderate level of services; departments engaged.	Moderate to high level of services; several departments significantly engaged.	High level of services; departments significantly engaged; significant commitment at all levels
City Engagement and Financial Impact	Nominal, no financial impact	None, Limited financial impact, No funding or May receive funding	Requires City financial support, Grants, Sponsorship	Significant funding and investment required. In kind services, grants and sponsorship
Community Benefits	Limited	Some development of community capacity.	Supports Developments of community capacity/unique program content.	Legacies (Capital and Community), Rare exposure to content.
Impact– Public/Services	Minimal public/site intrusion	Some public intrusion/ disruptions in municipal services	May have significant disruption of municipal services and public intrusion.	Significant disruption of municipal services and public intrusion.



Audit Snap Shot:

Event Classifications & Ratings

Classifications: As indicated in the Event Guidelines for Classification on the previous page, Addison's three main events have been classified as "Signature Events" based on:

- attendance
- number of venues
- frequency/length
- visitation
- economic impact
- scope of municipal services required
- city engagement and financial impact
- community benefits
- impact on public services

Measuring Addison-hosted events is essential in evaluating growth and sustainability.

Ratings: All of Addison's events are also rated "**standard**" against the event maturity matrix.

For an event to move into an "outstanding" rating would require significant changes related to product development, financial benefit, and/or economic impact.



OUTSTANDING

Characteristics:

1. Meets and supports council's mission and vision, goals, and objectives
2. Achieving positive earned revenues
3. Positive economic impact
4. Engaging audiences
5. Highly experienced and innovative team
6. Effective use of resources, minimal use
7. Healthy alliances
8. High potential to grow

Action: Focus on growth, development and monitor/adapt to changes.

STANDARD

Characteristics:

1. Meets most of Council's goals/objectives tied to mission and vision/relevancy
2. Impact on earned revenues
3. Some economic impact
4. Use of resources – mild to effective
5. Annual event works

Action: Actively monitor development.

UNSPECIFIED

Characteristics:

1. Connected to some Council goals/objectives related to mission and vision
2. Impact not defined
3. Unknown impact on attracting and retaining audiences
4. Unknown potential – may mature, flourish or dissolve

Action: Focus on development or termination and be aware of changes.

NON PERFORMING

Characteristics:

1. Not connected to mission and vision or no longer connected/not meeting objectives/not relevant
2. Poor/incompetent management
3. Utilizes too many resources
4. Not achieving financial goals
5. No ability to develop with time

Action: Terminate Support

Seasonality and Calendar

2019	Venue	Est. Attend	Day#	Jan	Feb	Mar	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec
Addison Events				W1 W2 W3 W4	W1 W2 W3 W4	W1 W2 W3 W4	W1 W2 W3 W4	W1 W2 W3 W4	W1 W2 W3 W4	W1 W2 W3 W4	W1 W2 W3 W4	W1 W2 W3 W4	W1 W2 W3 W4	W1 W2 W3 W4	W1 W2 W3 W4
Hotcake Hustle	Addison Conference Centre	2018	1												
Walk MS	Addison Circle	3200	1												
War Birds Over Addison	Cavanaugh Flight Museum	4800	2												
Taste Addison	Addison Circle	25000	3												
Vitruvian Nights Live	Vitruvian Park	1643	1												
Addison After Dark	Addison Circle	300	1												
Vitruvian Nights Live	Vitruvian Park	1643	1												
Addison Kaboom Town!	Addison Circle	25000	1												
Addison Kaboom Town! Fireworks & Airshow Public	Addison Airport	500000	1												
Vitruvian Nights Live	Vitruvian Park	1643	1												
Addison After Dark	Addison Circle	300	1												
Vitruvian Nights Live	Vitruvian Park	1643	1												
Vitruvian Salsa Festival	Vitruvian Park	5500	1												
Vitruvian Nights Live	Vitruvian Park	1643	1												
Vitruvian Salsa Festival	Vitruvian Park	5500	1												
Iant Anand Bazaar	Addison Circle	8500	1												
Addison After Dark	Addison Circle	300	1												
Vitruvian Salsa Festival	Vitruvian Park	5500	1												
Addison Oktoberfest	Addison Circle	50000	4												
WOKC SK	Addison Circle	tbc	1												
Wheels and Warbirds	Cavanaugh Flight Museum	tbc	2												
MK5K	Mary Kay	1000	1												
Texas V. OU	Addison Circle	1702	2												
Addison After Dark	Addison Circle	300	1												
Breast Cancer 3 Day	Addison Circle, Les Lac, Vitruvian	825	1												
Addison After Dark	Addison Circle	300	1												
Vitruvian Lights Lighting Ceremony	Vitruvian Park	10000	1												
Vitruvian Lights Festival	Vitruvian Park	8000	1												
Vitruvian Lights Festival	Vitruvian Park	6000	1												

Audit Snap Shot:

Seasonality and Calendar

Addison-hosted events are mainly outdoors and concentrated in the 2nd and 3rd quarter of the year. Developing synergy with destination partners that host events and productions will enhance Addison events year-round.

The lack of a large capacity indoor venue impacts opportunities to host different types of festivals and events.

Two Signature Events, Taste Addison & Addison Oktoberfest, are multi-day events. Larger multi-day events have potential to support longer stays in Addison.



ADDISON

4 Geo Mapping Online Sales

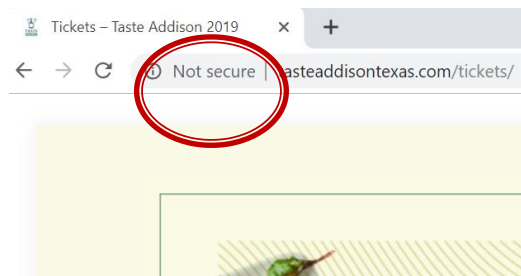


Preamble

Geography plays an important part in targeted and customized event and destination marketing campaigns. Metrics that support geotargeting can substantially increase the performance of marketing methods. The following information maps the location of online purchases for Taste Addison and Addison Oktoberfest in 2018. This data also supports the analysis of current marketing campaigns within Texas. Dallas is the number one target market for Addison-hosted events.



Total Ticket Sales, Taste Addison and Addison Oktoberfest 2018



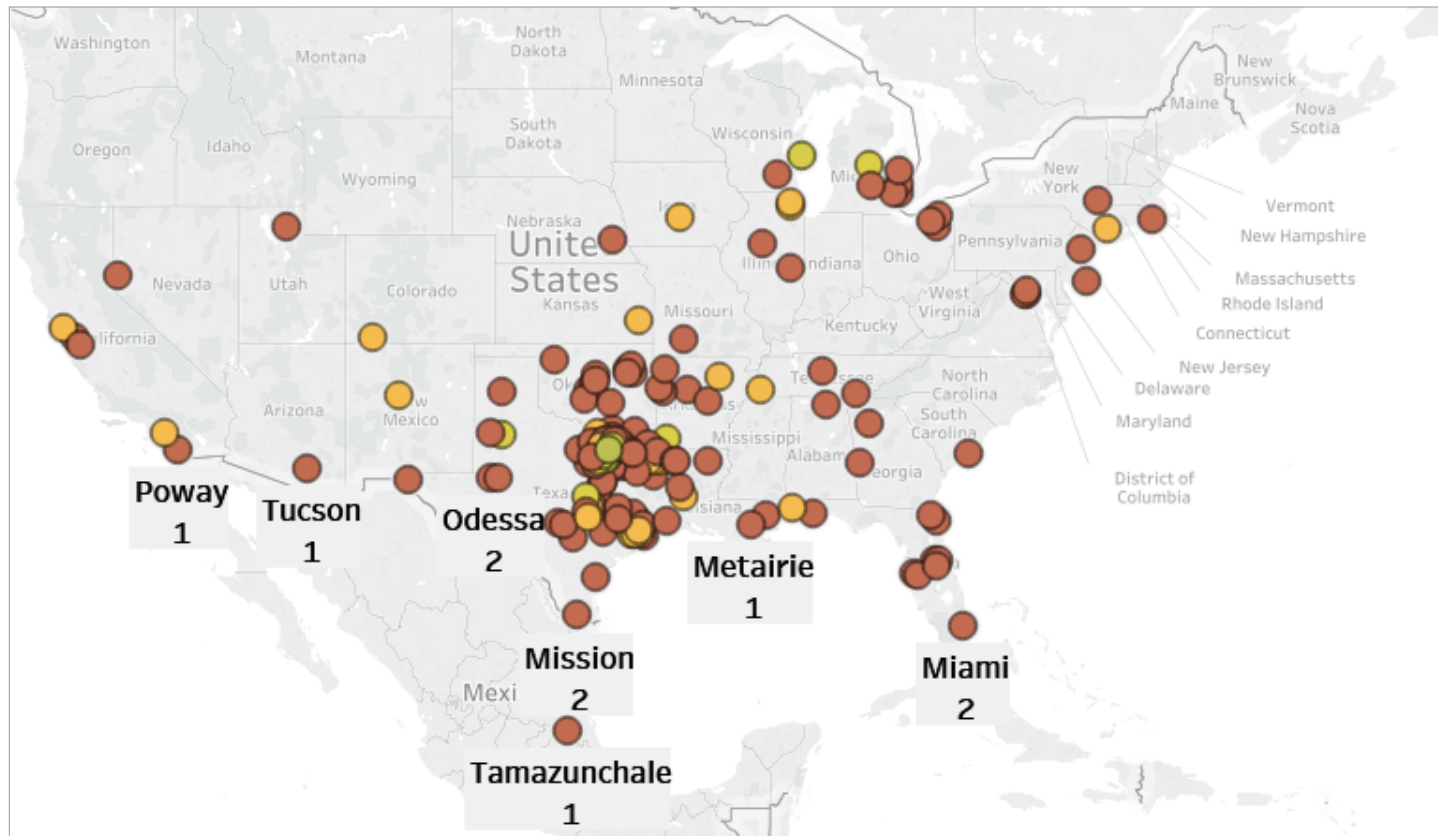
Audit Snap Shot:

This map is for both events, Taste Addison 2018 and Addison Oktoberfest 2018 representing 9,997 combined total number of live tickets, including both direct online tickets and hotel packages (2 tickets per package). Sales of online tickets has potential to grow with "secure" site and ease of navigation focused on sales and service.

Addison tickets are sold online through a 3rd party source "Showclix" which is a secure source. However, those navigating online will be deterred by the "not secure" site they must navigate through before entering the secure site.



Addison Oktoberfest 2018



Audit Snap Shot:

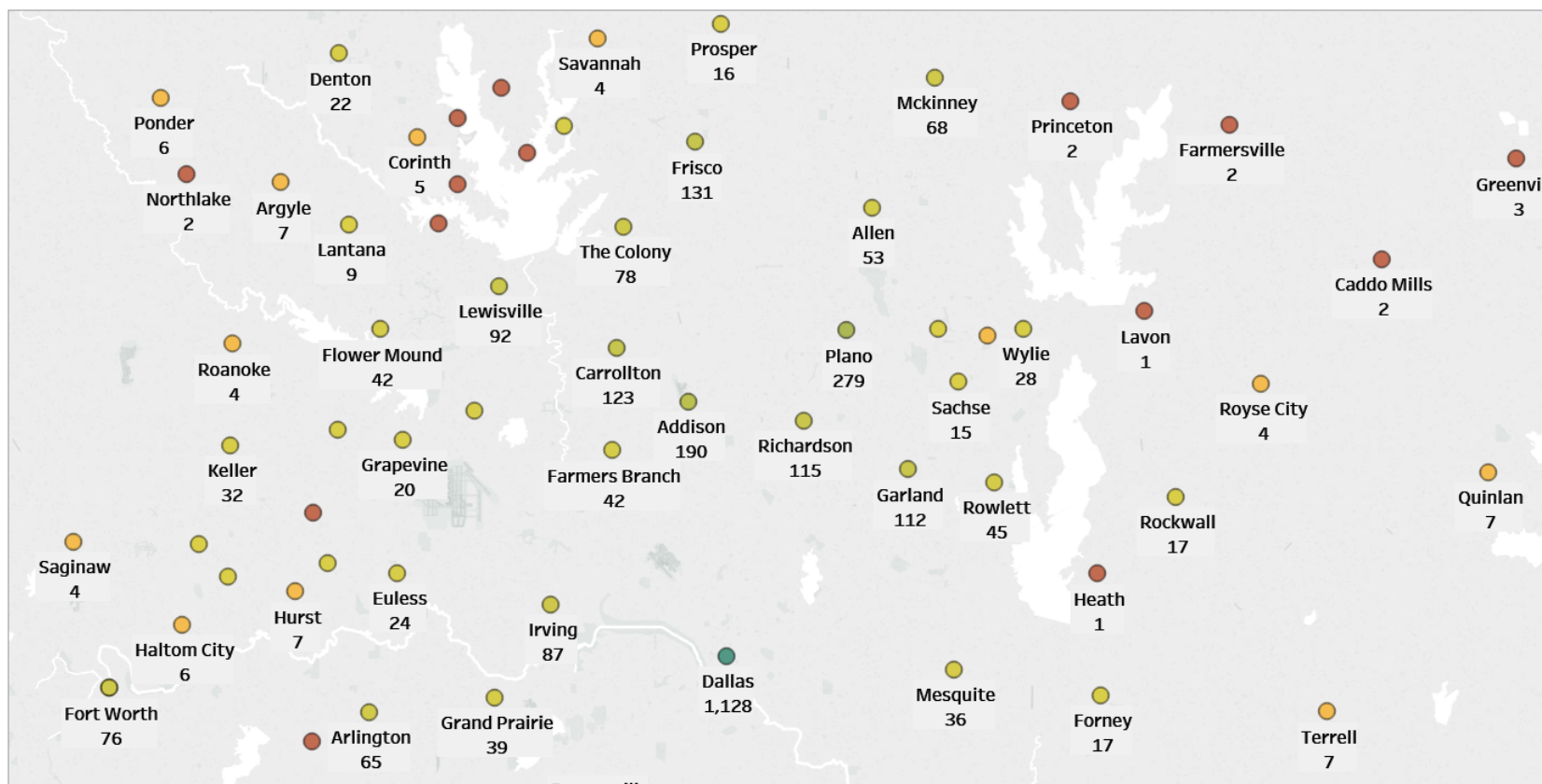
Addison Oktoberfest 2018 total live tickets sold = 3,752.

*Live Tickets include both direct online tickets and hotel packages (2 tickets per package).

There is a high concentration of sales in North East Texas.



Addison Oktoberfest 2018, North East Texas



Audit Snap Shot:

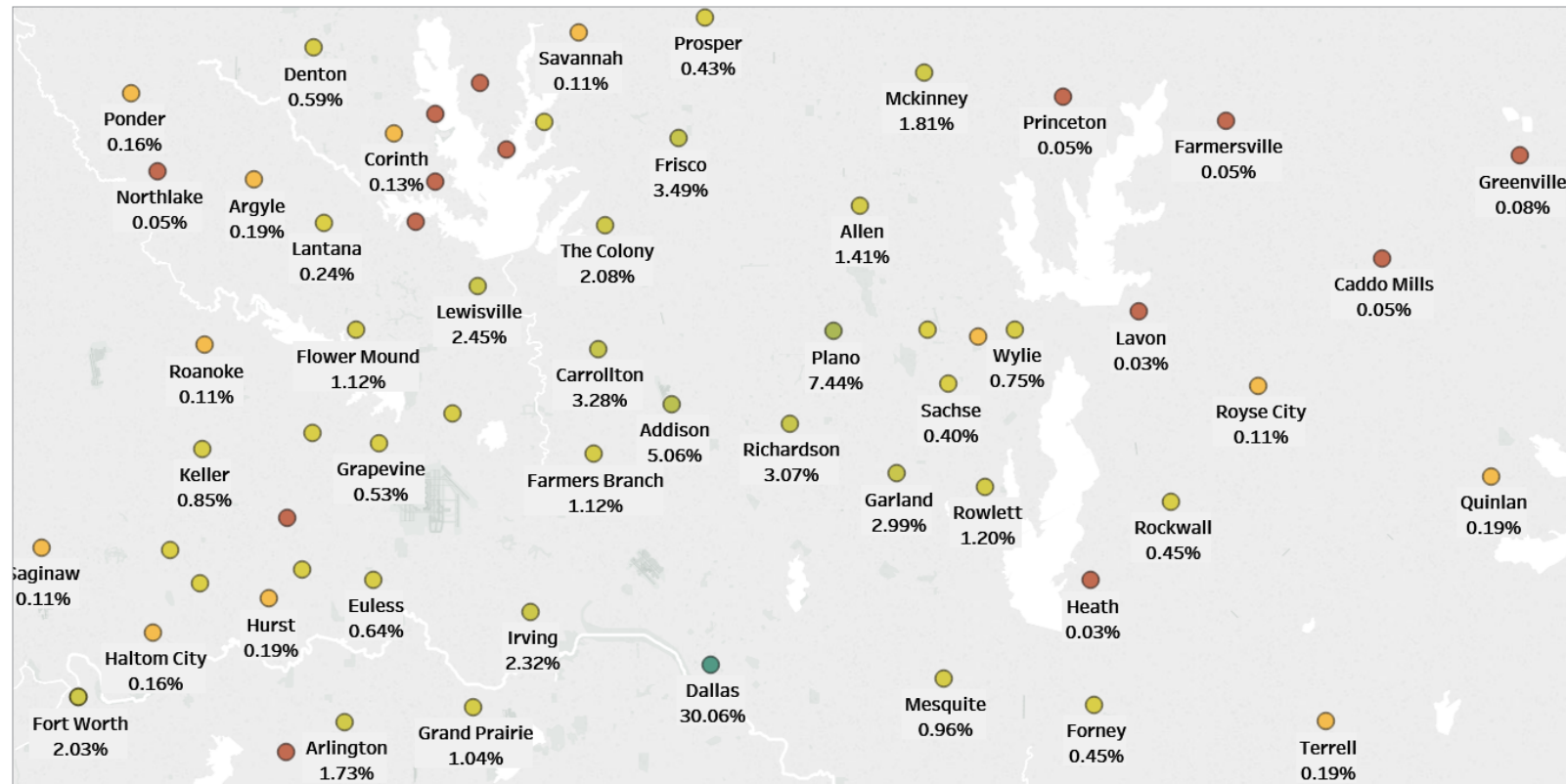
The total number of live ticket sales on mappable cities for Addison Oktoberfest 2018 is 3,752. This is a relatively low number in comparison to overall attendance which indicates opportunities exist to increase online sales.

Dallas, with the greenest circle, has the most tickets sold with 1,128. Dallas is the largest ticket sales market.

The other locations that sold more than 100 tickets are Plano, Addison, Carrollton, Frisco, Richardson and Garland. The locations furthest from Addison that sold more than 50 tickets are Fort Worth, Arlington and McKinney.



Percentage sold



Audit Snap Shot:

Almost a third of total live tickets sold for Addison Oktoberfest 2018, were sold in Dallas. Next is Plano with almost 8%, then Addison with around 5%. It is important to maintain these markets.

There is great potential to increase online sales revenue by ensuring all sites are “secure” so that those navigating online will advance to the “Showclix” secure online sales site.

Top three online sales markets for Addison Oktoberfest in 2018: (Opportunity to expand digital promotions)

- 1) Dallas 30.06%
- 2) Plano 7.44%
- 3) Addison 5.06%



Taste Addison 2018



Audit Snap Shot:

The total number of live tickets sold of mappable cities for Taste Addison 2018 = 6,245.

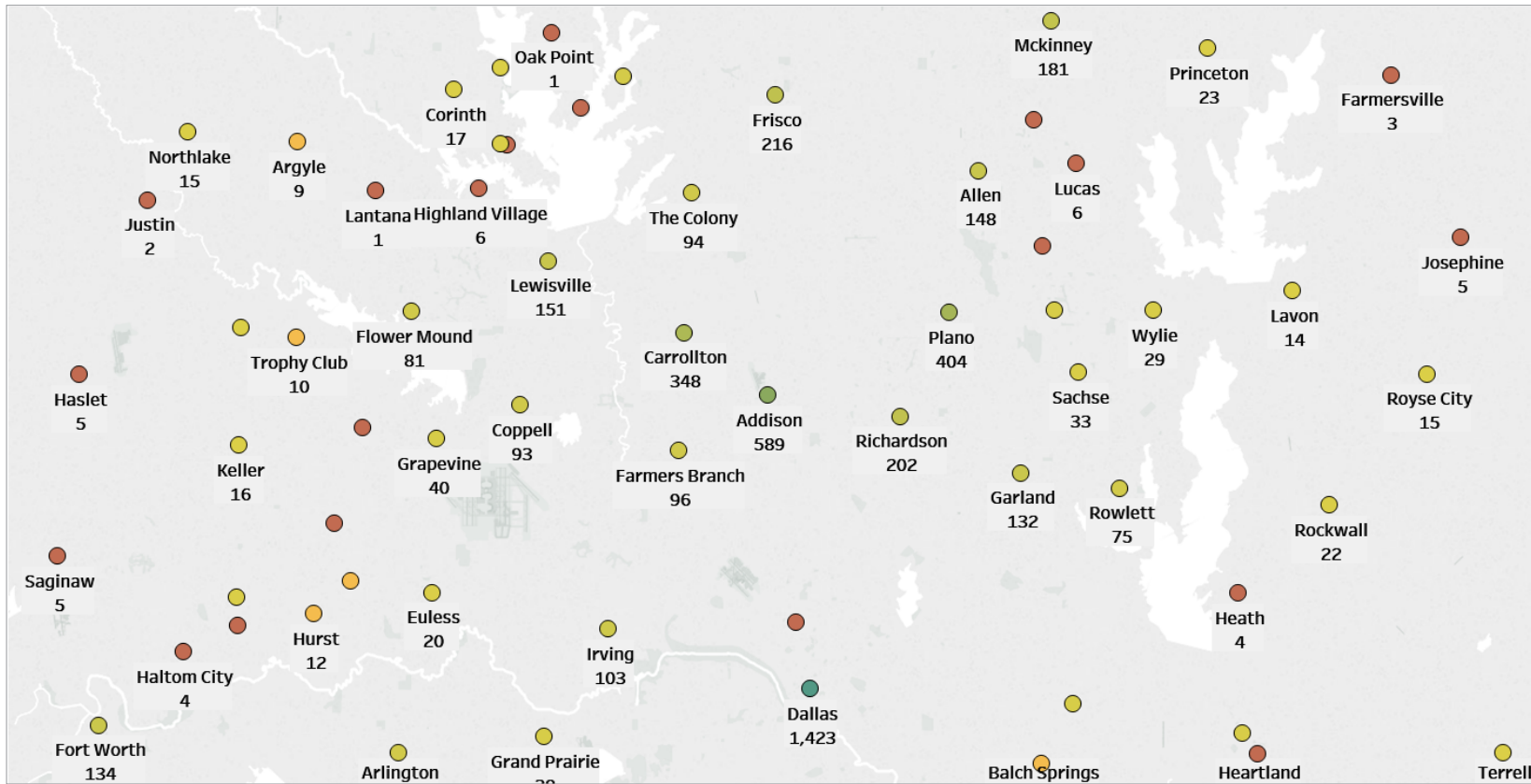
*Live Tickets include both direct online tickets and hotel packages (2 tickets per package).

This map shows a world view as there are a couple of non-North American locations, such as Melbourne, Australia and Huertgenwald, Germany.

There is a high concentration of online sales for Taste Addison 2018 in North East Texas. There is a great opportunity to increase online sales revenue.



Taste Addison 2018, North East Texas

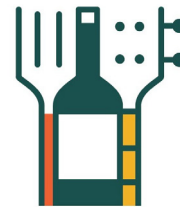


Audit Snap Shot:

Dallas, with the greenest circle, has the most tickets sold at 1,423.

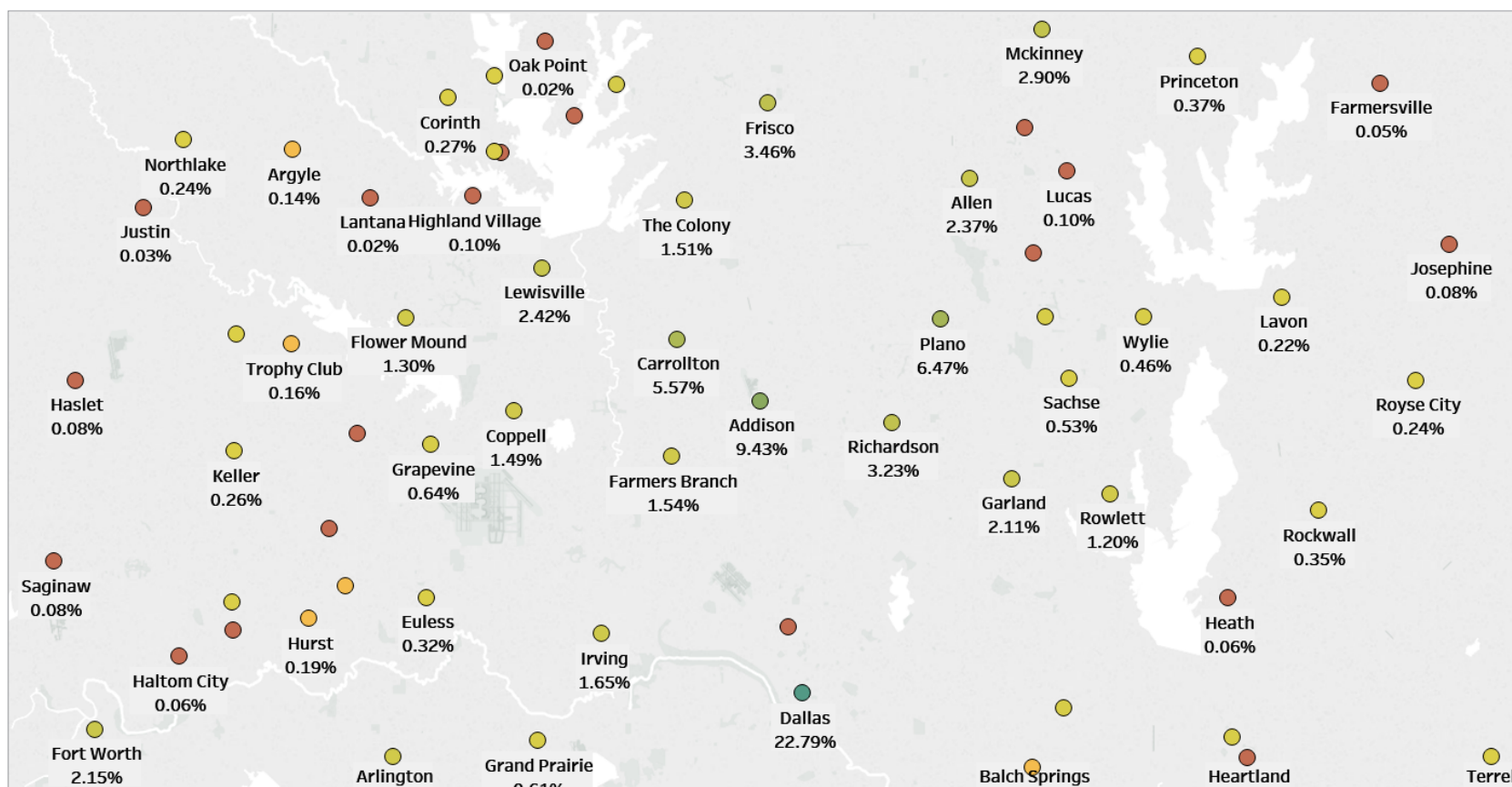
The other locations that sold more than 200 tickets are Addison, Plano, Carrollton, and Frisco.

The locations furthest from Addison that sold more than 100 tickets are Frisco, McKinney, and Fort Worth.



TASTE ADDISON

Taste Addison 2018, North East Texas Percentage of Total



Audit Snap Shot:

The majority of online tickets sold for Taste Addison 2018 were from:

- 1) Dallas ~23% (1,423)
- 2) Addison ~10%
- 3) Plano 6.5%
- 4) Carrollton ~5.5%



ADDISON

5 **Event
Products**



Preamble

Enhancing Addison's events will support their appeal and ability to compete and attract visitors. Improving the "experiential" elements of each event has a direct impact on quality. Attendance and revenues can be indicators of overall success and challenges. Enhancing events, combined with cost efficiencies, can increase return on investment.



History of Hosting Events

Addison has been hosting events for several decades with Addison Kaboom Town! originating in 1985, Addison Oktoberfest in 1987 and Taste Addison in 1993. Addison led in festival innovation with the introduction of festival concepts, such as Taste Addison, which were later replicated by other regions within Texas. The longevity of Addison's festivals has earned it a reputation for producing quality events. However, the number of festivals and events is growing, not only in Texas but across the USA and worldwide, as municipalities recognize the impact these events have on their economies and brands.

Addison has an advantage with the longevity and brand recognition it has gained over the years, but the number of quality events within the region has increased competition substantially. For Addison to remain competitive, it is important that it build on its successes to date and create an excitement for audiences to attend its events.

Each one of Addison's Signature Events can be enhanced and improved to support an increase in attendance and overall success.

The focus on improving "experience design" elements which enhance the journey of the attendee from digital, pre-site, site to post-event are essential for Addison's events to compete and succeed.

For Addison's Signature Events to meet the current needs of its audiences, each event must continue to be innovative and improve all experiential elements. There are opportunities to increase Addison's market share of festival and event patrons within the region. "New and with a twist" factors need to be introduced into all Signature Events to refresh current events and appeal to audiences.

In Addendum A "Competitive Analysis", information is shared on competing festivals and events and the attributes of each.

This chapter will look at each Signature Event and identify opportunities related to "experience design" to support the positioning of each event for success in the future. Trends in attendance and financial analysis will also be highlighted.





Addison Kaboom Town!

Experience Design
Development Areas:

Entertainment Quality: Build on the distinctive qualities. Increase onsite entertainment value – both spectator and interactive.

Production Quality: Synchronize airshow and Addison Circle Park show components. Engage audiences.

Site Ambiance: Addison destination branding, enhance site, Addison Circle Park redevelopment remapping. Address transportation access/parking.

Hospitality: Create distinctive hospitality experiences both onsite at Addison Circle Park and within Addison.

Digital Experience: Improve digital navigation/access. Increase level of engagement/earned media (attendee posts) on social media. Opportunity to increase hotel bookings and onsite revenues – unique package offerings and ensure “secure” site for ecommerce. Develop event patron loyalty. Increase awareness.



Developed Areas
 Improvement Areas

Signature Event:

Addison Kaboom Town!

Recognized as the most “unique/ distinctive” Addison-hosted event. Produces quality fireworks and airshow.

Date: July 3rd

Event Inception: July 3, 1985

Description: Addison’s most explosive party of the year features dazzling fireworks choreographed to music, food, live music, the Addison Airport Airshow featuring the spectacular Cavanaugh Flight Museum’s historic warbird flyover and more. Admission is free.

Produced by: Addison Airport and Special Events Department

Impact: National, regional media exposure

Addison Kaboom Town! Rated: Standard

1. Meets most of Council's goals/objectives tied to mission and vision/relevancy.

Addison Kaboom Town! is the most distinctive and unique of all Signature Events due to its combined airshow and fireworks display. These distinctive qualities have gained national media coverage and supported brand awareness of Addison. Site lines for the show extend beyond Addison Circle Park and engage a wider audience of approximately 500,000.

*Maintaining Addison Kaboom Town! as a distinctive event is essential.

2. Impact on earned revenues – Financial contributions made to Addison Kaboom Town! are seen as an investment. Impact on earned revenues are not on a cost recovery basis. Improvements can be made to increase revenues.

3. Some economic impact – many Addison restaurants, hotels, and businesses are impacted by activities related to the event.

4. Use of resources – mild to effective - Addison resources are fully activated to support the event. Use is greater than mild.

5. Annual event works – each year the Addison Airport, Special Events and other departments are engaged in supporting the logistics. Partners are important in supporting the airshow and other components.

Action:

Actively monitor development.

For Addison Kaboom Town! to develop each one of these factors must be monitored. For this event to move into an “outstanding” rating would require considerable development and advancement in a number of key areas.

STANDARD

Characteristics:

1. Meets most of Council's goals/objectives tied to Mission and Vision/relevancy
2. Impact on earned revenues
3. Some economic impact
4. Use of resources – mild to effective
5. Annual event works

Action: Actively monitor development.





Audit Snap Shot:

Addison Kaboom Town! attendance within the park was recorded in excess of 60,000 prior to 2011*. The past five years attendance has been under 30,000.

For Addison Kaboom Town! to regain attendance all components on the "Event Experience" need to be enhanced. Build on the unique experiential factors. Introduce "New and with a Twist" must experience factors.

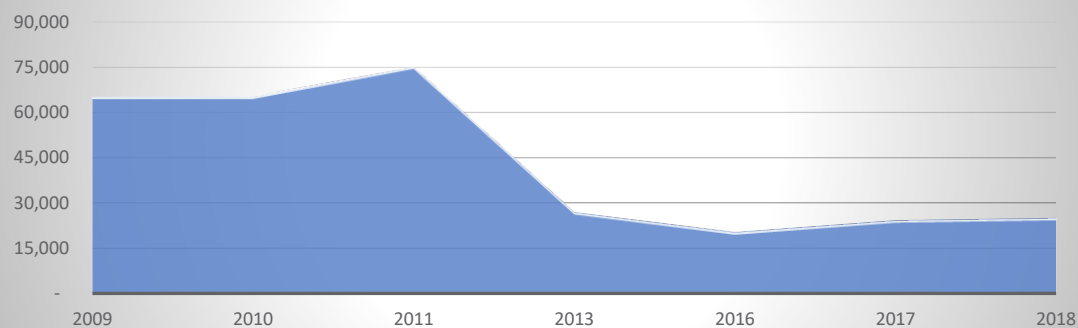
Revenue per attendant has increased considerably with 2018 representing the highest yield at \$6.25 per attendee.

It is necessary to increase earned revenues at Addison Kaboom Town!

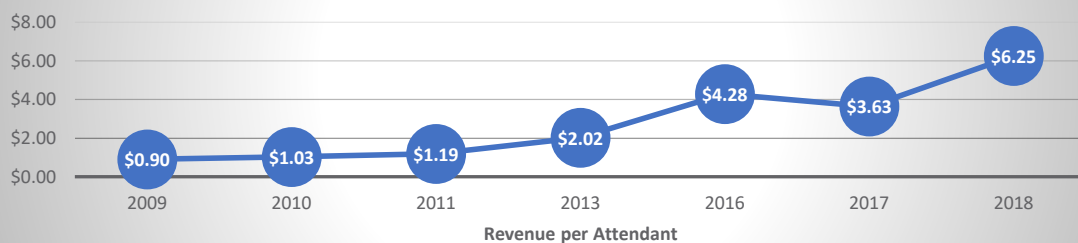
**Note: Addison Circle Park was not fenced and attendance was estimated. The addition of fencing and attendee count provided more accurate figures.*



Total Attendance comparison for Kaboom Town!

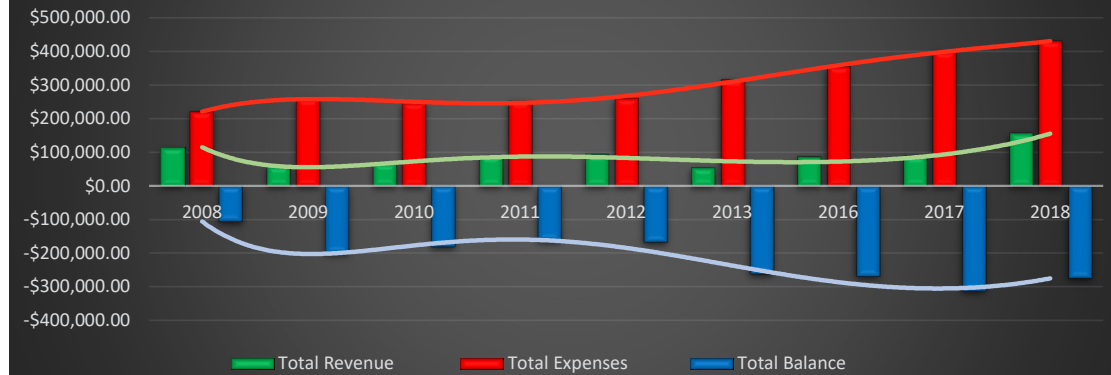


Revenue per Attendant comparison for Kaboom Town!

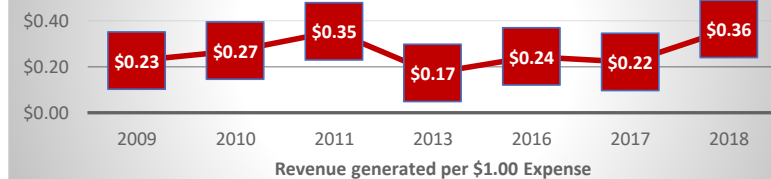


Formula: Total Revenue / Total Attendance

Total Revenue-Expense-Balance Comparison for Kaboom Town!



Revenue per Expense comparison for Kaboom Town!



Audit Snap Shot:

Addison Kaboom Town! has a negative Benefit-Cost Ratio and negative balance of revenues over expenses. Revenues are gradually increasing; however, costs are also steadily increasing.

Priority Focus: Increase cost efficiencies and earned revenues. Maximize onsite revenues to increase benefit cost ratio. Increase sponsorship, partner and in-kind contribution values.

Formulas:

Reservations per Attendant = # of Reservations / Total Attendance;
Room Nights per Attendant = Room Nights / Total Attendance.

Reservations per Attendant is the percentage of hotel reservations compared to the total number of attendants at the event.

Room Nights per Attendant is the percentage of hotel room nights compared to the total number of attendants at the event.

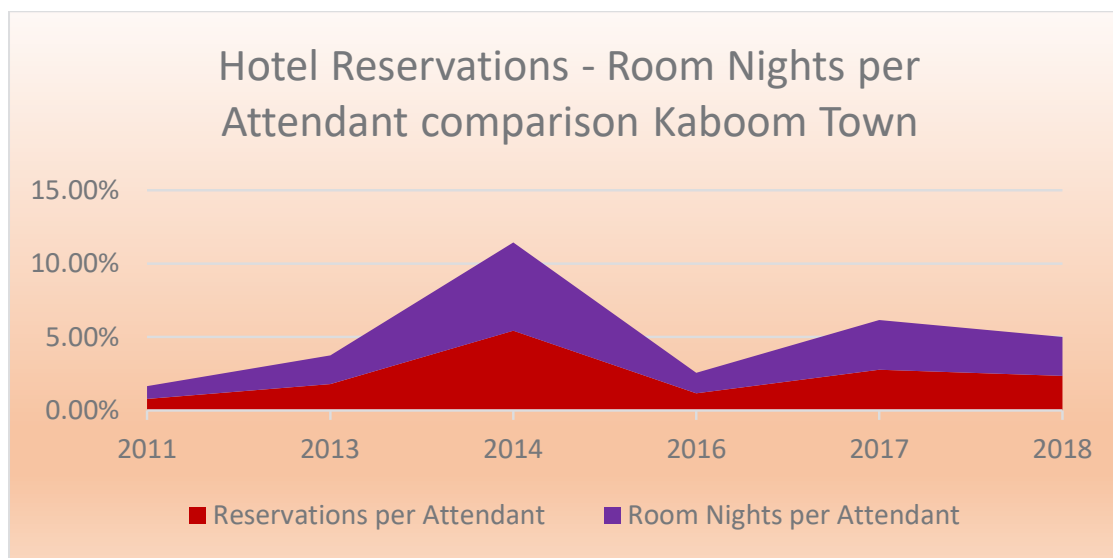


Audit Snap Shot:

Addison Kaboom Town! currently has the greatest impact on room nights over other Signature Events. However, in 2012 Addison Oktoberfest had 891 room nights.

Addison Kaboom Town! in 2014 had a spike in reservations per attendant and room nights per attendant due to the low attendance level.

Promotions and ease of online sales can support hotel occupancy rates.



Year	# Of Reservations	Room Nights	Total Attendance	Reservations per Attendant	Room Nights per Attendant	ROOM REVENUE	# OF VOUCHERS	HOTEL OCCUPANCY % TOWN-WIDE
2011	589	660	75,000	0.79%	0.88%	\$ 51,745.94	258	75.27%
2013	486	530	27,000	1.80%	1.96%	\$ 51,977.00	176	71.00%
2014	513	567	9,437	5.44%	6.01%	\$ 57,980.00	241	70.40%
2016	238	280	20,226	1.18%	1.38%	\$ 21,601.00	176	78.80%
2017	670	823	24,239	2.76%	3.40%	\$ 92,297.65	504	75.50%
2018	590	664	25,000	2.36%	2.66%	\$ 75,724.00	407	71.40%

Signature Event:

Addison Oktoberfest

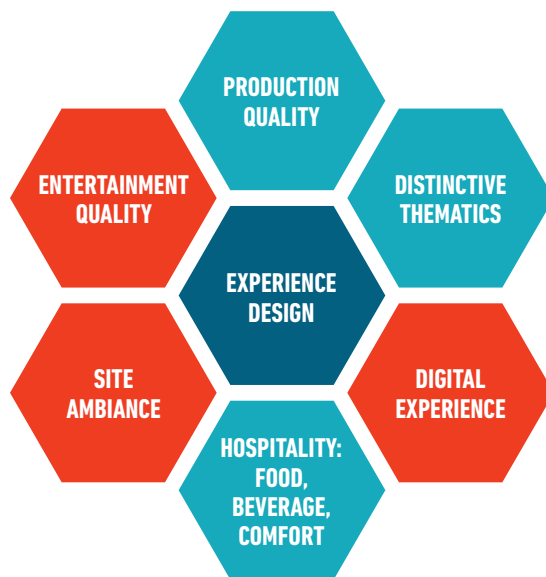
Held: end of September, multiple days (four)

Event Inception: 1987, originally hosted at an Addison Hotel prior to being hosted by Addison.

Description: Named one of the country's most authentic Oktoberfest celebrations by *Forbes* and *USA Today*, Addison Oktoberfest features four days of family-oriented entertainment. Serving special "Oktoberfest" bier along with incredible German culinary fare. The festival also includes a marketplace, music, and kid-friendly options like rides, midway games, and much more.

Produced by: Special Events Department, supported by all departments.

Impact: Regional media exposure



 Developed Areas
 Improvement Areas

Addison Oktoberfest

Experience Design
Development Areas:

Entertainment Quality: A number of activities and entertainment options are provided at Addison Oktoberfest. Build on success and enhance quality of all offerings. Offerings should distinguish Addison from other Oktoberfest events within Texas.

Site Ambiance: Create a unique ambiance that accentuates authenticity of Addison Oktoberfest. Reinforce Addison destination branding. Develop "Hot Spots" and incentives for social media posts.

Digital Experience: Improve digital navigation/access. Increase level of engagement/earned media on social media. Opportunity to increase online sales – unique package offerings. Develop event patron loyalty. Increase awareness.





Addison Oktoberfest Rated: Standard

1. Meets most of Council's goals/objectives tied to mission and vision/relevancy. Addison Oktoberfest promotes visitation and economic impact for Addison.
2. Impact on earned revenues – financial contributions made to Addison Oktoberfest are seen as an investment. This event has the potential to achieve a breakeven/ cost recovery over expenses.
3. Some economic impact – there is a positive impact as a result of the festival.
4. Use of resources – mild to effective - Addison resources are fully activated to support the event. Use is greater than mild.
5. Annual event works – in 2018, Addison Oktoberfest was partially cancelled due to a flooded venue site. Weather impacted what was anticipated to be a successful event.

Action:

Actively monitor development.

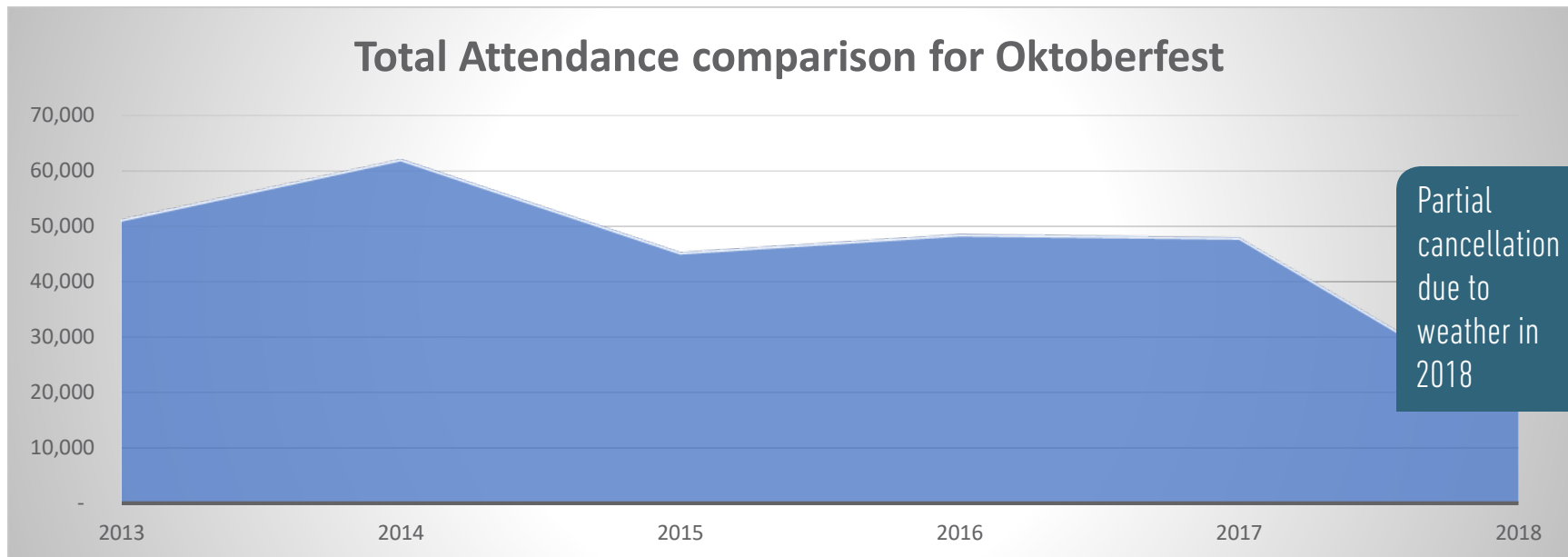
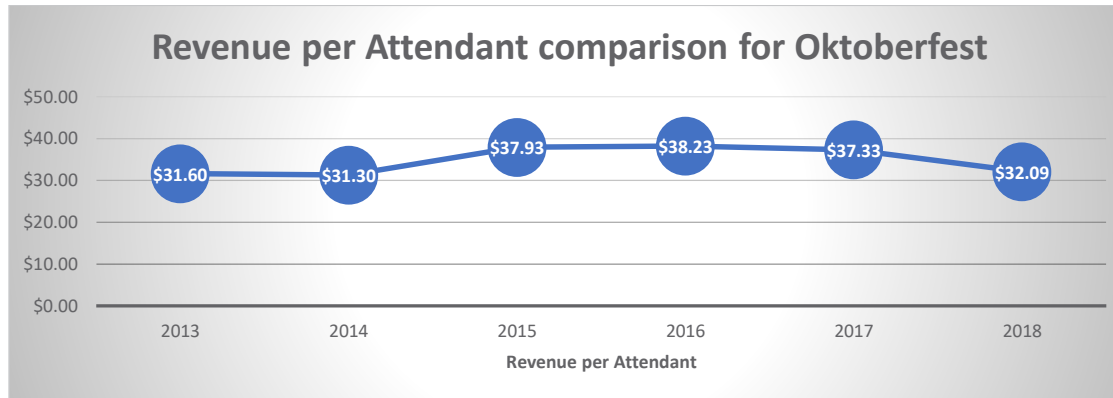
For Addison Oktoberfest to move into an "outstanding" rating, it must provide a positive impact on earned revenues, increase overall awareness through a higher level of audience engagement and provide greater economic impact.



Audit Snap Shot:

Addison Oktoberfest has the capacity to grow its attendance through ongoing development.

Revenue per attendant is being maintained. Yield per attendant averages approximately \$34.75.



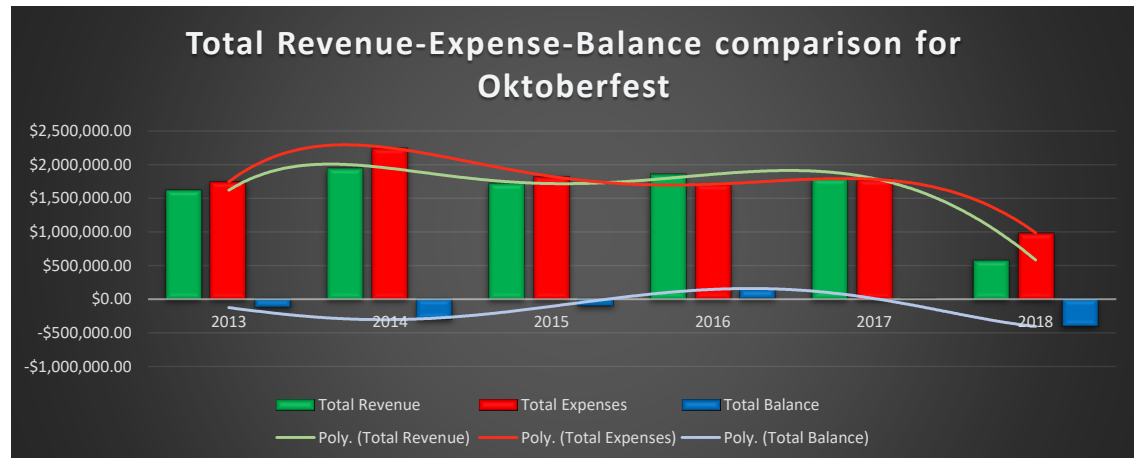
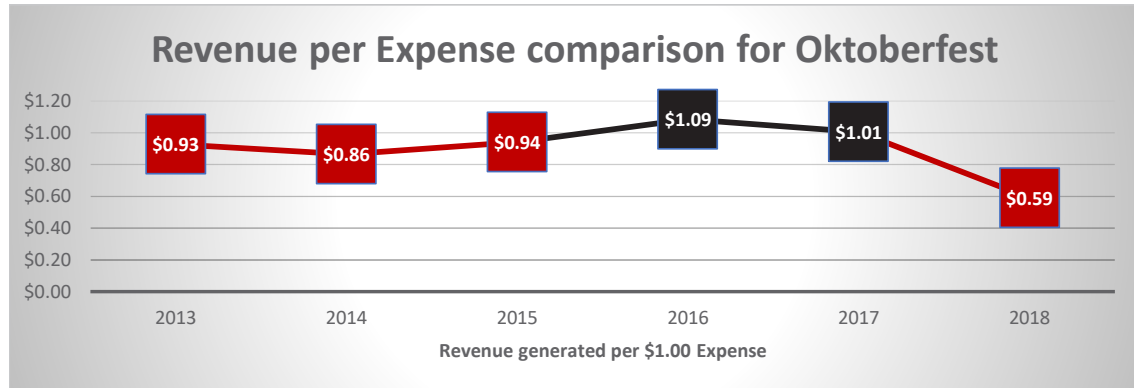


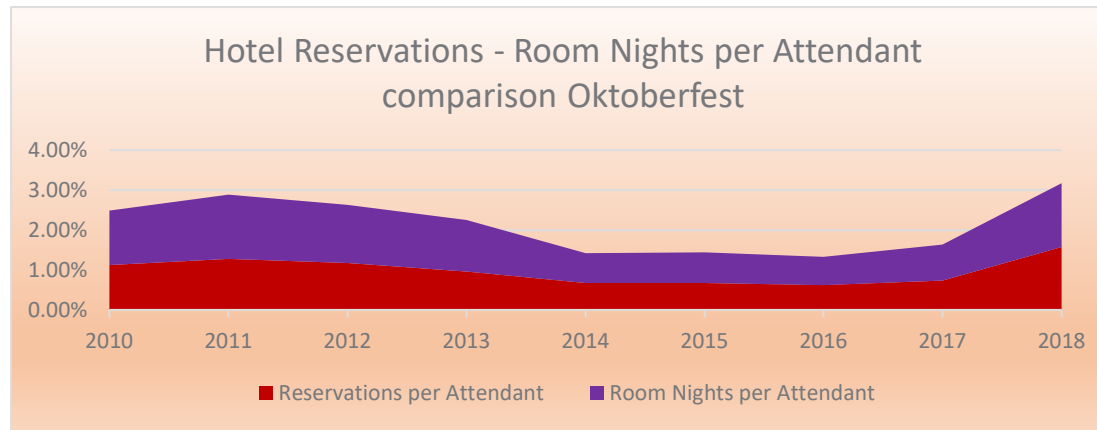
Audit Snap Shot:

Addison Oktoberfest has the potential of achieving a positive balance with a focus on increasing earned revenues and cost efficiencies.

2018 incurred a loss as a result of the partial cancellation due to weather.

2016 and 2017 were slightly over the break-even point.





Year	# of Reservations	# of Room Nights	Total Attendance	Reservations per Attendant	Room Nights per Attendant
2010	578	706	51,637	1.12%	1.37%
2011	653	819	50,940	1.28%	1.61%
2012	719	891	61,317	1.17%	1.45%
2013	492	662	51,269	0.96%	1.29%
2014	421	460	62,174	0.68%	0.74%
2015	305	349	45,322	0.67%	0.77%
2016	301	344	48,574	0.62%	0.71%
2017	352	432	48,046	0.73%	0.90%
2018	286	290	18,155	1.58%	1.60%

Audit Snap Shot:

Addison Oktoberfest has seen a decline in the number of room nights with 891 room nights in 2012 to 432 room nights in 2017.

In 2018 hotels were negatively impacted with the partial cancellation due to weather which resulted in cancellations of hotel room nights booked.

Promotions and ease of online sales of hotel packages can support hotel occupancy.





Taste Addison

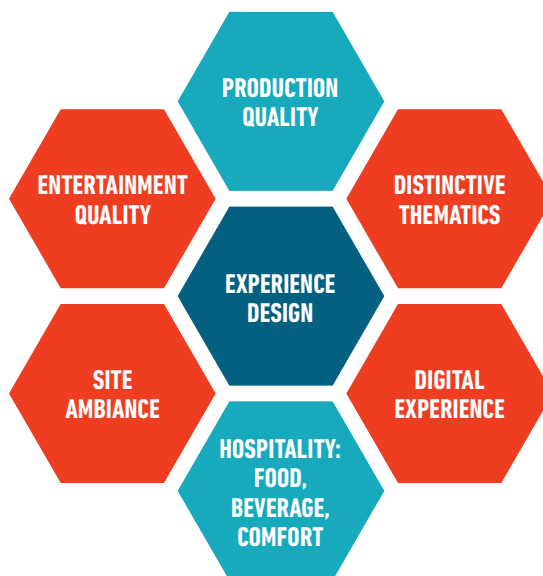
Experience Design
Development Areas:

Entertainment Quality: Enhance the quality of entertainment offerings and distinguish Taste Addison's entertainment offerings from other Signature Events in Addison. With the increase in number of "Taste" type events, Addison needs to regain its appeal after Fork & Cork in 2014 and 2015. Successful Fork & Cork concepts that appealed to visitors can be integrated into Taste Addison.

Site Ambiance: Create a unique ambiance that will distinguish Taste Addison from other similar events. Reinforce Addison destination branding. Develop "Hot Spots" and incentives for social media posts.

Distinctive Thematics: Taste Addison is focused on regaining its audience post Fork & Cork. Addison needs to develop "New and with a Twist" concepts to increase appeal.

Digital Experience: Improve digital navigation/access. Increase level of engagement/earned media on social media (posts by attendees). Opportunity to increase online sales – unique package offerings. Develop event patron loyalty. Increase awareness.



- Developed Areas
- Improvement Areas

Signature Event:

Taste Addison

Held: Weekend after Memorial Day
(3 days), moved from mid May

Event Inception: 1993, two-year hiatus in 2014 & 2015 with the Fork & Cork event.

Description: A celebration of food, music, and fun, this three-day festival features more than 25 Addison restaurants serving generous samplings of their food at reduced prices. Festivities include musical entertainment, carnival rides, wine & beer tastings, children's entertainment, and more.

Produced by: Special Events Department, supported by all departments.

Impact: Regional media exposure

Taste Addison Rated: Standard

1. Meets most of Council's goals/ objectives tied to mission and vision/relevancy

Taste Addison promotes visitation and economic impact for Addison.

2. Impact on earned revenues – Financial contributions made to Taste Addison are seen as an investment. Impact on earned revenues are not on a cost recovery basis.

3. Some economic impact – There is impact as a result of the festival.

4. Use of resources – mild to effective – Addison resources are fully activated to support the event. Use is greater than mild.

5. Annual event works – Taste Addison occurs annually and has seen a considerable decline in attendance when Fork & Cork was introduced in its stead. Addison is working on building back its audience base lost in the transition. "New and with a Twist" will be important to differentiate Taste Addison from the competition.

Action:

Actively monitor development.

Taste Addison is a standard rated event that needs to build its appeal to regain attendance lost with the introduction of the Fork & Cork event.



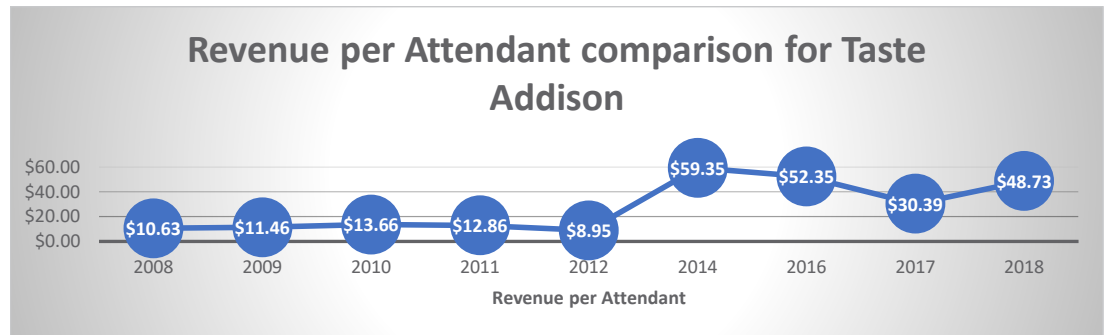
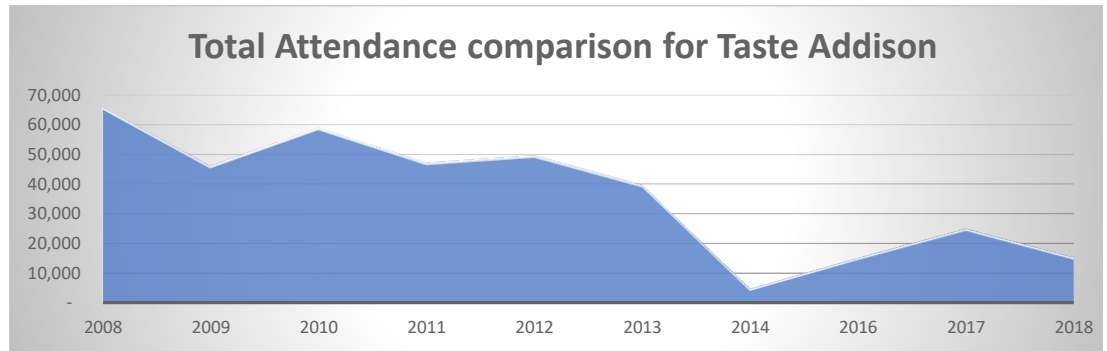


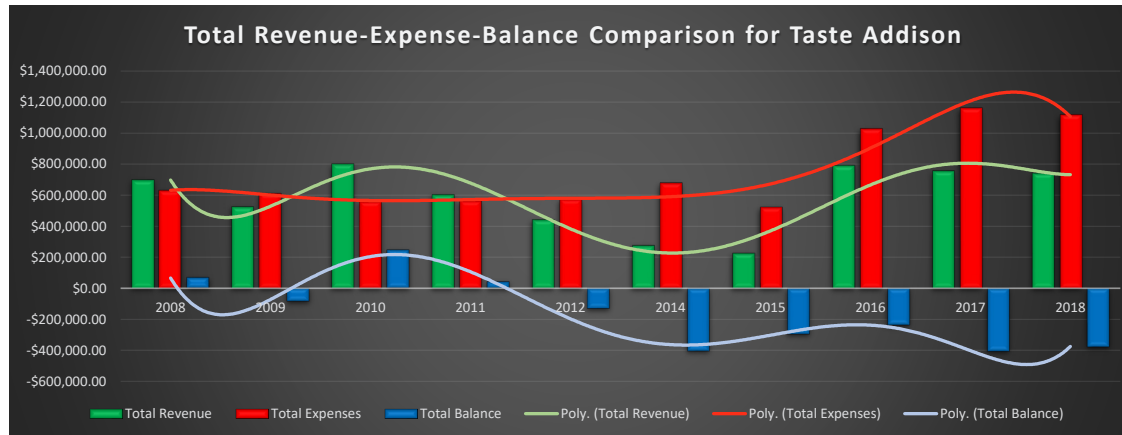
Audit Snap Shot:

Fork & Cork replaced Taste Addison for two years 2014 and 2015 but did not attract the same number of attendees

*Chart includes 2014 Fork & Cork attendance. Taste Addison is working to rebuild its audience to pre-Fork & Cork numbers.

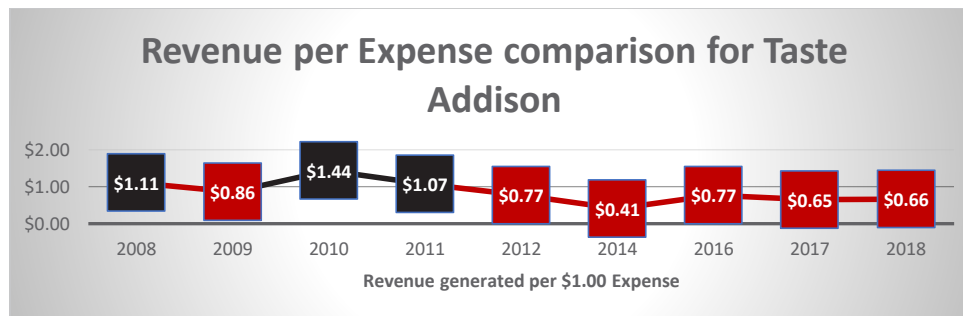
Fork & Cork had a better yield/ revenue per attendee. Taste Addison yield in 2018 was \$48.73 per attendee versus the \$8.95 per attendee in 2012.





Audit Snap Shot:

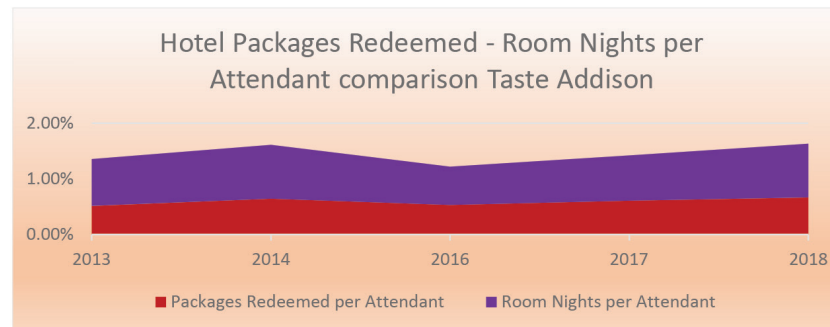
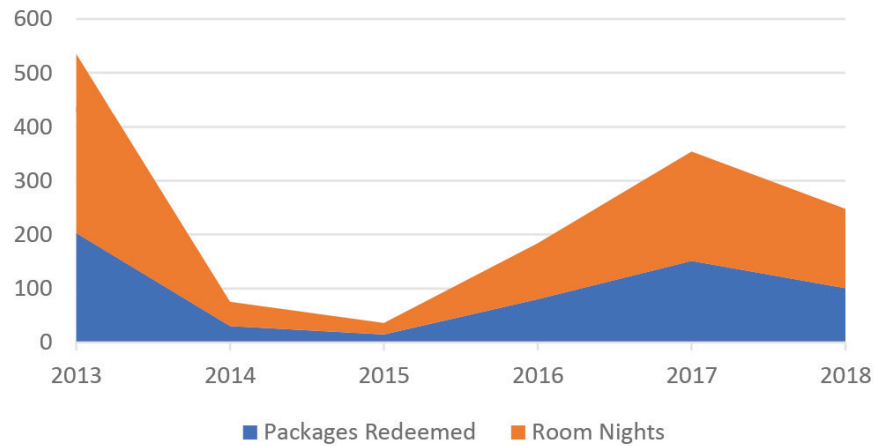
Taste Addison has not seen a positive balance since 2011 when it was near a breakeven point. Taste Addison costs are exceeding revenues and development needs to focus on increasing the Benefit-Cost ratio for the event.





Audit Snap Shot:

Taste Addison room nights have fluctuated from 332 room nights in 2013 with a drop to 45 in 2014 with Fork & Cork. 2017 had 203 room nights with a drop in 2018 to 147. Focus on promotions and ease of access of online sales for hotel packages will support hotel occupancy.



Year	Packages Redeemed	Room Nights	Total Attendance	Packages Redeemed per Attendant	Room Nights per Attendant
2013	203	332	39,443	0.51%	0.84%
2014	30	45	4,657	0.64%	0.97%
2016	80	104	15,094	0.53%	0.69%
2017	151	203	24,852	0.61%	0.82%
2018	101	147	15,191	0.66%	0.97%

ADDISON

6 Centralized
Frameworks



Preamble

Municipalities across the country and around the globe are taking a centralized approach to event sector development.

Addison's current structures and systems were assessed and indicate the development of centralized frameworks can support the growth of its visitor economy.





Audit Snap Shot:

Addison needs a Destination Management Entity/Single Service Mechanism to support its visitor economy.

As part of the event sector audit, Addison's destination management systems and service mechanisms were evaluated and tested.

Although Addison is making advancements in promotions, there is no destination management entity/single delivery mechanism to support one-lead service and promotion of Addison's destination assets.

This greatly impacts both visitation and the number of events, both business and leisure, hosted in Addison.

Municipalities in Texas and across the country leverage their destination with the systems and structures in place to promote, sell, and service to visitors (leisure and business) and planners.



Audit Snap Shot:

Development of a Human Resource Plan

In addition to the feedback from staff as part of the SWOT analysis, Addison's organizational charts from 2006 to 2018 were reviewed as part of the event sector assessment.

Addison moved from a visitor services to tourism model evolving to advance opportunities to support the visitor economy.

However, adjustments in systems and structures are required to deliver support to leisure and business visitors, meeting and event planners that will translate marketing initiatives into economic impact.





Audit Snap Shot:

Event Central Model will:

Enhance decision-making and structural alignment within the government of Addison to support the growth of the visitor economy.

Ensure the right systems, structures, processes and policies are in place to support event sector development.

Attract events to Addison by offering an efficient application process and service mechanism. Support positive economic impact for Addison.

1. Provide a “one stop shop” for all types of events such as festivals and special events to ensure effective and efficient use of Addison resources.
2. Streamline communication both internally and externally.
3. Responsible for coordinating resources
4. Provides a positive client experience for those that plan to host a special event in Addison.
5. Partners with the Special Events Advisory Team (SEAT) Comprised of City staff and external agency representatives that oversee logistical requirements for special events.
6. Special events are an area of complete and ongoing partnership between the City and event-specific staff, services and activities.
7. The Special Event Advisory Team (SEAT) provides ongoing assistance related to City services resulting in efficiencies for both the City staff and the Event organizer.
8. Provides one centralized location for coordination of all city departments through the Special Event Advisory Team
9. Mechanism to track all city costs and in-kind related services to events.
10. Mechanism to track and measure event growth.





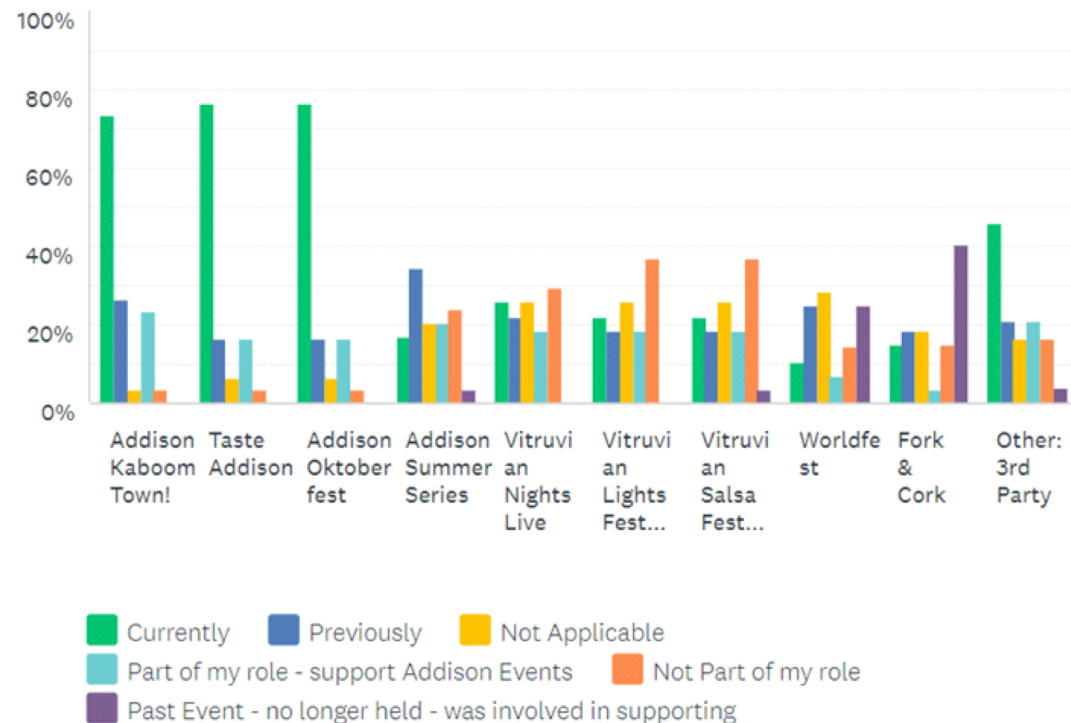
Audit Snap Shot:

Addison Staff are highly engaged and involved in Addison's Signature Events.

Event Central framework will support effective use of resources.

The Event Central model provides significant operating efficiencies that will offset operating pressures associated with growth in events and support cost recovery.

30 Addison Staff Members completed the Event Audit Survey



Municipal Sample – Event Central Benefits: Event Organizers

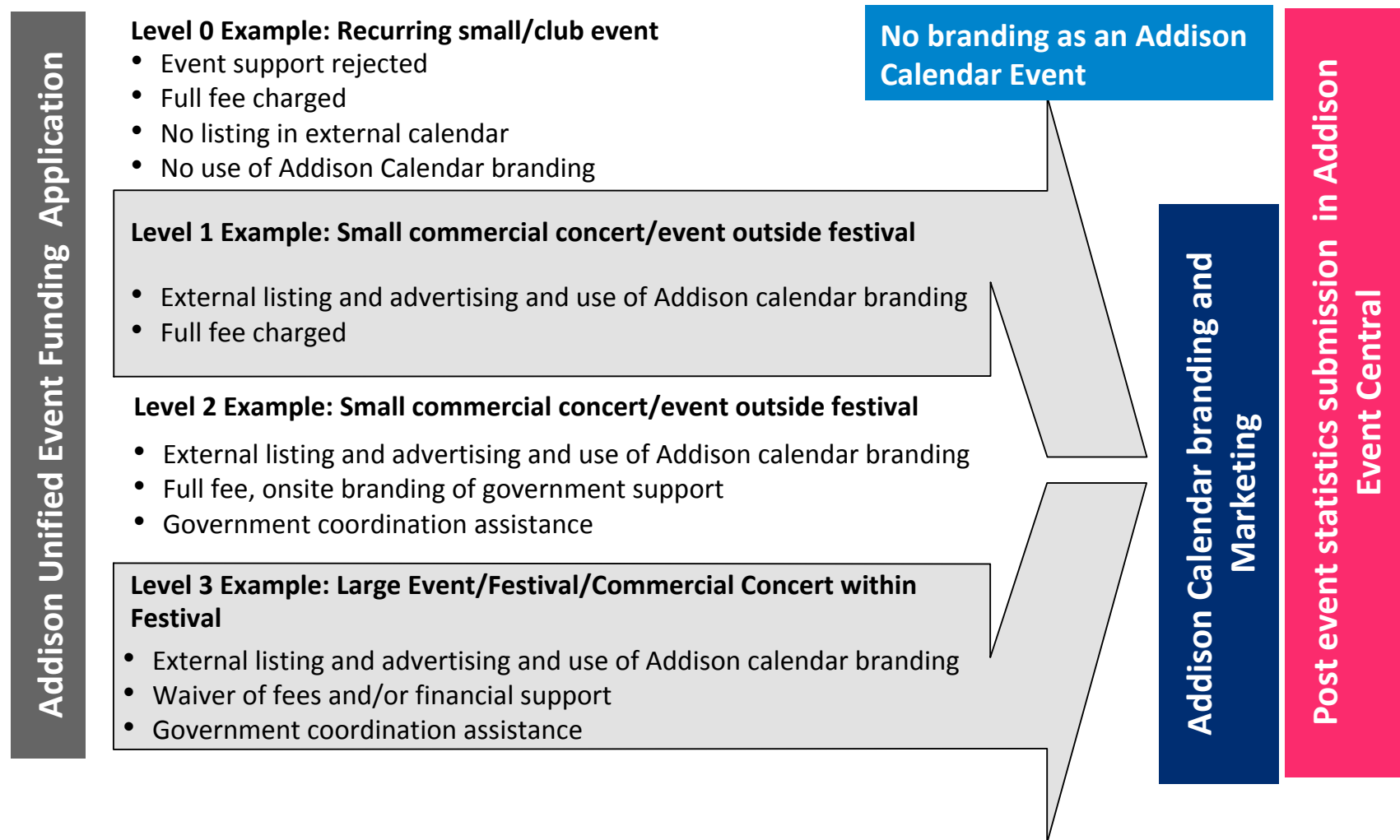
- Easier event application through an online application.
- Better service through automated process/workflow.
- New shared, online calendar enables more strategic planning and minimizes competition for same target audiences.
- Improved communication with quicker response times, Better system to support timely event information to businesses and external stakeholders.
- Efficient and transparent atmosphere; Events recognized as “key business area” within City structure for their economic impact.



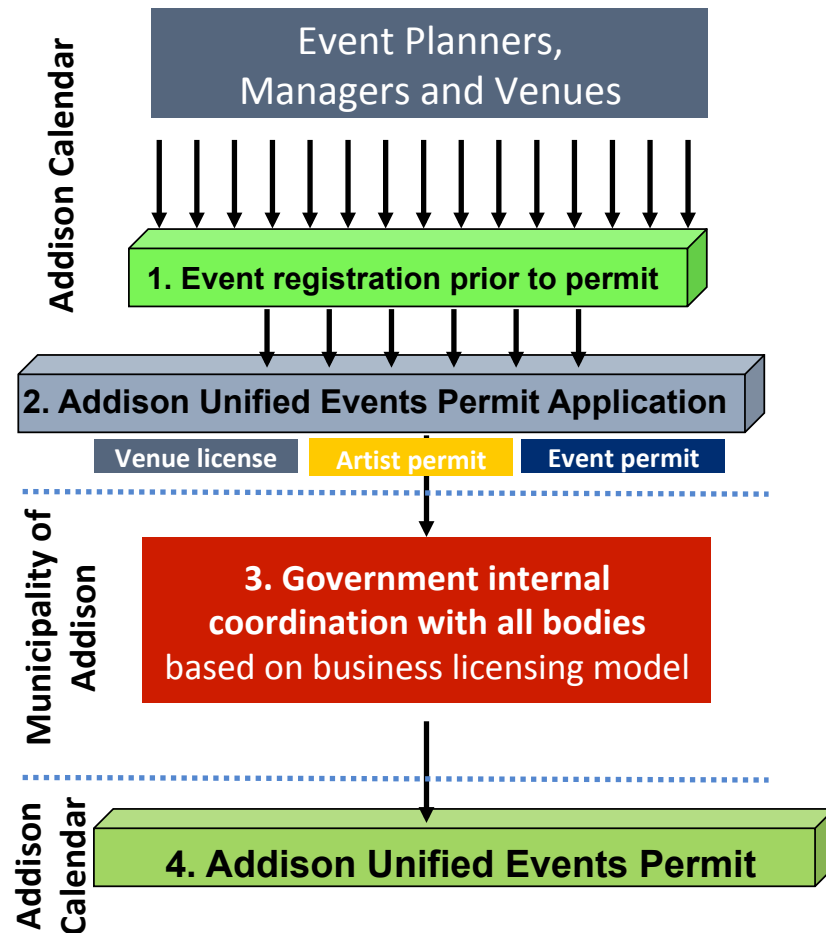
Municipal Sample – Event Central Benefits: City and SEAT Partners

- Potential to increase direct and indirect revenues through events
- Enhanced working environment with automated workflow capabilities
- Ability to review online event applications
- Enablement of a mobile working group
- New reporting and analysis capabilities
- New online calendar identified as the tool for the coordination, financial tracking, and event planning. Supports/feeds information for the newly branded Addison marketing calendar
- Supports Addison in streamlining business processes for event permits in the City
- Provides enhanced service experience (online application, event calendar, better closed loop service) for customers and partners.
- Through efficiencies, ability to absorb additional work imposed by growth in number of events and avoid associated operating pressure
- Protects and enhances the City’s image as special events grow in number and profile.

Sample Initiative: Festivals and Events Investment Criteria



Sample Initiative: Launch of Unified Events Permits



Based on best practice and current system of business registration and licensing :

Compulsory event registration on Addison Event Central to have overview of all events

All relevant government have access to operational calendar, not visible to public

Addison Unified Event Permit Application for all event related permits and licenses

One application process

All relevant approvals and non objections are handled in the back office mostly electronic

For major/larger events involvement of government Special Events Advisory Committee (SEAT)

Issuance of Addison Unified Events Permit Listing on Addison Calendar (Internal, Public)

Sample Initiative:

Launch of Addison's Unified Events Permits Regulatory Implementation and Fees

RULES AND POLICIES

Unified policies for event permits, classification of events and a unified service catalogue of government artist, license and event permit fees will be developed in collaboration with the appropriate Departments: i.e. Finance, Legal Affairs, Special Events

All permit issuing authorities

Under the coordination of the i.e. Special Events Department

APPROVAL

Approval by Addison (body to be identified)

COLLECTION OF FEES

All permit fees collected in the Addison Unified Events Permit system shall be credited with the Department of Finance and/or where appropriate.

DISTRIBUTION OF FEES

Based on the classification of the event, and the role of the government entities, fees collected will be allocated to the relevant department budgets

Department	Roles Associated with Events
Health Sample	Ensure food booth is constructed and equipped in compliance with Food Premises Regulations; Inspect and approve all food preparation, storage, display, and serving of hazardous and non-hazardous food; Ensure food comes from an approved source, sampling; Ensure food handler hygiene; Ensure proper waste/garbage and waste water disposal; Inspect, sample and approve potable water supply; Provide food safety training; Review site plan of food vendors, washrooms; Investigate all environmental health hazards and food related complaints; Inspect petting zoos (if applicable) to ensure public health compliance and that animals are properly vaccinated; A water supply is necessary for a hand washing station and it must be equipped with soap in a dispenser and paper towels
Fire Sample	Review all open burning of flammable liquids or any other substance (including wood) applications; Review site plans including structures (stages, tents, concessions...etc.) and recommend changes to ensure adequate access and manoeuvrability by emergency vehicles and identification of hazardous activities and their locations; Ensure that a contingency plan (as required) is provided by the promoters for evacuation and crowd control and review for suitability; Inspect all structures for fire code compliance, food concessions for propane installation; Inspect site for approval of fireworks permit (display fireworks and pyrotechnics) All pyrotechnics discharged within Addison require a site inspection and a permit from the Fire Dept. If they are deemed to be dangerous, a stand-by Fire Suppression crew and Fire Inspector must be arranged.
Transportation Sample	Evaluate how the event will impact regular service; Mitigate that impact; Re-routing services if need be; Be prepared for extra loads/ visitors/event attendees; Inform internal clients; Website, Information Centre, Transit; Supervisors, Transit Law
Police Sample	<p>Responsible for the planning, coordination, and deployment of policing resources in response to events. Major Events Single point of contact” for policing services relating to events; Event Central provides the Police Service with a central clearing house for all events in the City. Manages the Police Special Events Unit – Paid/Volunteer Duty Assignments (Identify policing resources required for that event (Paid Duty minus cost recovery vs. Regular Duties (ensure event covers costs – integrated into fee structure); Support Emergency Services/Measurements; Police provide advice to the S.E.A.T. Committee on topics such as: recommended street closures for events; event impacts on public safety and policing issues: Alcohol, Traffic Management, Crowd Management; Conduct a threat assessment to assist in planning for a safe event.</p> <p>Review security plan to ensure adequate resources are in place (including private security);</p> <p>Support development of emergency / contingency plans in partnership with other emergency service providers. Ensure adequate support in place for any OPS resources deployed (i.e. communications, logistics, command, and control, etc.) Post Event: Complete an After-Action Report</p>
Paramedic Sample	Provide a medical risk analysis for the event site; Develop a deployment plan in response to the event. Ensure emergency first aid capabilities are available on site; Ensure appropriate resources are in place to support the event; Respond to the sick and injured; Major Incidents; Disasters; Identify access and egress routes for Paramedic Units; Consult with and plan for allied agency support such as Police, Fire, and Public Health; If required: Develop a communications strategy to collaborate with the Paramedic Service for medical response; Provide paid duty paramedics and response vehicles dedicated to the event. Plan for an integrated medical response to special events (Med Vent, surrounding municipal EMS providers, air ambulance)
Traffic Sample	Ensure that event attendees can arrive, participate, and leave safely: alter bus routes; road closures; install temporary regulatory signs; change signal timing; barricade turning lanes; bag parking meters; design and sign detours; route, identify parking and departure for out-of-town buses; Implement special enforcement arrangements: install special guide signs; identify secondary traffic implications; Secure insurances to protect City property; public notification for change in transit/traffic; arrange for barricades; Assist in pre-planning with event organizers
Parking Enforcement Sample	The basic mandate of Parking Enforcement is to facilitate the safe and even flow of vehicular and pedestrian traffic. Through enforcement activities the Parking division support various stakeholders within the City such as emergency service providers, public transit, and traffic management to name a few.

ADDISON

7

**Brand and
Marketing**



Preamble

Addison's visitor economy is directly impacted by brand, destination and event marketing initiatives. As technology and digital advancements change how visitors are reached and make decisions, Addison needs to respond in how it markets and communicates. Events play a key role in reinforcing Addison's brand and event marketing plans to support brand equity, along with raising awareness of the quality experiences awaiting visitors.



Branding is impacted by

Strategy & Mission

Call to Action

Customer Service

Messaging

What Makes Addison Special

Quality

Related to the “What and How” of everything Addison does at every level.

The People – how they work & what they represent

The Events – the experiences provided

The Destination Attractions – the experiences provided

Facilities – impact image, access to and home for experiences

Visuals and Logos – set the tone

Branding is telling the Addison story...ability to evoke emotion/action to attract visitors.



Addison's Brand:

Must reinforce its position as a premier destination.

Slogans such as “At the center of it all” and “It all comes together” – are effective in promoting awareness of where Addison is located, so it is not overshadowed by surrounding communities. However, these messages are passive and do not evoke emotion or ignite action to support visitation. Location is not enough to draw people to Addison.

However, the “reasons” for finding Addison need to be emphasized and reflected in the overall branding and marketing of Addison as a premier destination.

The brand of Addison must be tied to its vision, mission, and values and indicative of everything Addison represents.

“Brand Value” can be impacted by multiple factors; however, Addison must focus on transitioning to a more active versus passive brand position.

A key success factor is the “what” visitors will “experience” throughout all aspects of their engagement and equate their impressions with quality experiences.

Addison is at a pivotal crossroads in its brand development, where positioning its brand and marketing towards the visitor economy will support long term sustainability and reinforce Addison as a destination of choice for both business and leisure.

Everything Addison does impacts its image and great brands reinforce relevancy.

Developing an Event Marketing plan involves a number of elements beyond media and public relations.

Addison has been extremely successful with its campaigns over the years, but with the increase in competition and action indicators such as a decline in attendance and revenues (see Chapter 5), there is a need for individual event marketing plans.

Prior to developing an event marketing plan it is important to perform an event-focused situational analysis and gather information.

Competitive Analysis:

With the growing number of events taking place in Texas, it is essential to understand what the competition is doing and not doing well, in addition to details related to their attendance, pricing, packages, entertainment, venue, amenities, and services. A competitive analysis is included as an addendum to this report and provides insight into the event product offerings within the region.

Event Product Offerings:

It is important to look at the event product and determine the features and content that will advance your marketing initiatives, and reinforce the event's relevancy and value to its audiences. "New and with a twist" are important for Addison, considering the high level of competition and the longevity of its Signature Events.

Weaknesses/Challenges:

What challenges does the event have that may prevent the conversion/sales of tickets or attendance. It is important to look at what marketing initiatives are effective, and what has not provided the earned media (attendee posts) and sales. It is important to develop a strategy to offset and overcome any barriers related to timing (competing events/date), venue, admission fees, packages, and other elements. Addison changed the dates of Taste Addison 2019 to overcome a challenge with timing as a competitor event was being held at the same time. Decisions like this are an example of positioning to be more competitive.

It is important to also determine if there are any new ways to market and reach your audience. Digital technology is rapidly changing and growing, and it is essential to consider new event marketing trends around the globe and be innovative.

- **Social media** is a strong communication channel and an integral part of all event marketing plans. Channels such as Facebook, YouTube, Instagram, Snapchat, and LinkedIn need to be considered in a social media marketing plan for all events. YouTube is the second largest search mechanism for users after Google, and earned and developed content is a must for events. Potential attendees and visitors are first going to search an event before taking the step forward to purchase tickets. Building attendee loyalty and satisfaction will feed earned media through attendee online activity and posts.
- **New platforms and applications are rapidly evolving** and it is important to keep current on new digital marketing capabilities. For example, Shuttlerock can be used to run promotions, help you aggregate content for your website, and be utilized for video/photo contests. This digital platform enables event organizers to capture photos and videos that can be utilized for marketing.
- **Media partners with multi-platform ability** need to be part of an event sponsor/partner campaign. Digital technology is an important success factor for events.
- **Centralized destination calendar** is an important marketing tool. Addison does not have a centralized destination calendar that serves as a central point for all events and destination attractions.
- **Digital Assessment** is an important tool to assess your digital and online performance. As part of the event audit a digital assessment of Addison's website was performed to assess navigation and ease of converting activity to sales. The results of the assessment are attached as an addendum to this chapter.

Elements of the Event Marketing Plan

Understanding Your Audience and Target Markets

Who is your audience: In Chapter 1, a profile of event attendees and demographics is included. It is also important to understand how your audience makes decisions and what appeals to them. Addison needs to collect more information related to their event attendees' digital behaviors, motivators, and influencers.

What interests your audience: Understanding what interests your event attendees and the audiences you wish to attract can help support event product development. Also, it is important to understand "what" information the attendee or potential attendee wants and needs to know about your event, and what will convert their interest to attendance.

Where your audience is from: In Chapter 4, online sales have been geomapped to provide insight into current key markets and volume of online sales. Addison has great potential to increase its online sales through digital promotions, improving navigation and ease of access to information online for its events.

As well, it was discovered that Addison's websites were "not secure" which is a deterrent for online sales, even though sales are conducted on a secure 3rd party site.

When your audience prefers to attend events is also important, understanding the motivators related to seasonality, month, and day of the week.

Why they attend your event, and what their expectations are, is important to retain and attract your audience.

Setting Event Goals and Objectives:

Setting SMART (Specific, Measurable, Achievable/Attainable, Realistic, Timely) goals related to attendance, revenues, sales, and satisfaction will support growth.

Admission and Package Strategy:

In the SWOT analysis it was determined that an admission fee review is necessary to address fluctuating prices that are impacting attendee perception of events. As well, it is important to determine capacity, number of available tickets/package and the allocation of tickets/packages for promotions and/or media partners.

Marketing Budget Considerations:

Budget review are part of the event marketing plan and the allocation of funds to the various marketing channels. Other considerations are: influencers, signage, merchandise, complimentary tickets, contests, and giveaways. Leveraging partnerships can offset marketing costs. Digital/media partnerships are important alliances to support event marketing.

Marketing Channel Strategy:

The final step in the event marketing plan is establishing the marketing channel strategy. Addison annually produces a media and public relations strategy and measures performance. Reviewing trends, the demographics, and reach of each channel first will support the alignment of marketing to channels with the greatest impact and sales conversion. **Ticket sales and attendance should be factored into the measurement of Addison's marketing channel strategy.**



Building Strategic Alliances to promote Addison

Sponsorships and Partnerships:

Sponsorship and partnership revenues help offset event costs. Retaining and attracting win-win alliances through “event specific” sponsorship and partnership programs will provide value to Addison. It is essential for Addison to build and retain relationships with its sponsors and partners. An evaluation of Addison’s current sponsorship and partnership program will build on its successes to date and address any challenges due to the increase in competition for sponsors within the region.

Destination Attractions and 3rd Party Events:

Addison has a number of destination attractions including museums, restaurants, hotels, and 3rd party events. Municipalities are partnering with their destination assets for cross promotions and cost share marketing initiatives (lead generation, tradeshow, City promotion packages).

Destination Marketing:

Promoting destination attractions through a “centralized calendar” leverages content for destination marketing. Building strategic alliances with destination assets and 3rd party events will support their success, visitation, and the economy. If Addison wishes to attract more business events, it needs to have the targeted promotions and service delivery mechanisms in place to convert interest to sales with meeting planners. Addison needs to promote itself as a primary destination that provides exceptional service – “The Addison Way” and delivers quality experiences to its visitors.

Addison's Brand:
Premier Destination
– Business and Leisure

Positioning, Promoting,
Selling – Cut through the noise
of the competing regions

Priorities:
Understand
the Market

Develop Strong Motivational
Destination Brand Strategy

**INCREASE VISITATION
INVESTMENT IMPACT**

Centralized Calendar –
Promoting all events and
destination assets

Marketing Strategies must be
responsive to developments in
technology, digital marketing,
social media and how visitors
make decisions

ADDISON

**8 Strategic
Approach**



Preamble

Over its history, Addison has hosted and showcased itself to millions of visitors who have enjoyed its events, culinary delights and a multitude of destination attractions. This event strategy focuses on growth and development to support its visitor economy so that countless more visitors can experience “The Addison Way”.





EVENTSTRATEGY

STRATEGIC APPROACH

Identity, Vision,
Mission and Core Values

IDENTITY

Addison is a premier destination known to provide quality experiences through its events and destination attractions.

MISSION

Develop, produce and support quality events that promote Addison as a destination of choice, enhance quality of life and economic impact.

VISION

Addison offers dynamic event and destination experiences year-round, attracting and engaging visitors from throughout Texas and across the country.

CORE VALUES

Integrity, Respectfulness, Fun, Innovation/ Creativity, Accountability, Efficiency, Kindness, Openness, Transparency

Core
Commitments

ENHANCE
IMPACT
OF EVENTS

CREATE QUALITY
EXPERIENCES

FOCUS ON VENUE
REDEVELOPMENT/
ADAPT TO CHANGE

INCREASE
AWARENESS

FOCUS ON
SUSTAINABILITY

Strategic
Goals

1



Enhance
Event
Products
and
Calendar

2



Excellence
in Event
Asset
Management
and
Development

3



Winning
Strategic
Alliances

4



Focus
on Event
and
Destination
Marketing

5



Maximize ROI,
Effective
Financial
and Risk
Management

6



Centralized
Frameworks



Short-Term Goals
2019–2020

Mid-Term Goals
2021–2022

Long-Term Goals
2023–2024

SIX KEY STRATEGIC PRIORITIES

Strategic Goals

1



Enhance
Event
Products
and
Calendar

2



Excellence
in Event
Asset
Management
and
Development

3



Winning
Strategic
Alliances

4



Focus
on Event
and
Destination
Marketing

5



Maximize ROI,
Effective
Financial
and Risk
Management

6



Centralized
Frameworks



EVENTSTRATEGY

Goals Align with 7 Pillars, Addison's Strategic Plan

Strategic Goals



PILLAR 4:
Gold Standard in Customer Service

PILLAR 2:
Excellence in Asset Management

PILLAR 1:
Entrepreneurship and Business Hub

PILLAR 1:
Entrepreneurship and Business Hub

PILLAR 5:
Gold Standard in Financial Health

PILLAR 2:
Excellence in Asset Management

PILLAR 5:
Gold Standard in Financial Health

PILLAR 3:
Excellence in Transportation Systems

PILLAR 4:
Gold Standard in Customer Service

PILLAR 7:
Optimize Addison Brand

PILLAR 6:
Gold Standard in Public Safety

PILLAR 4:
Gold Standard in Customer Service

PILLAR 7:
Optimize Addison Brand



1. Enhance Event Products and Calendar

Enhance event products and develop a branded Addison unified calendar that provides diversified event offerings throughout the calendar year.

Desired Outcomes

- A) Addison has a dynamic and attractive calendar of events.
- B) Events are providing distinctive and quality experiences to patrons.
- C) Addison events' attendance are at capacity and attracting visitors to stay and play.
- D) 3rd party and destination attraction events are enhancing Addison's calendar of events throughout the year, increasing the offerings and attracting visitors.
- E) Addison's reputation as an event destination continues to be reinforced.

	Key Objectives	Who	Timing
1.1	Enhance Addison's Signature Event product offerings (Addison Kaboom Town! Addison Oktoberfest, and Taste Addison) by: <ul style="list-style-type: none"> a) Increasing the "unique" and "distinctive" factors of each event b) Enhancing the quality of the experiences c) Increasing the quality of production i.e. syncing Addison Kaboom Town! airshow with Addison Circle Park stage 	Special Events	Short-Term 2019–2020
1.2	Develop synergies with Addison's destination attractions, i.e. Cavanaugh Flight Museum, that attract visitors and host public events that fill gaps in seasonality, types & classification of offerings, enhance Addison's calendar and attract visitation.	Special Events, Marketing & Communications, Economic Development & Tourism	Short-Term 2019–2020
1.3	Engage the community in supporting recreational type events in Addison Parks to enhance the type/classification of offerings, i.e. Yoga in the Park, pop-up events.	Special Events, Parks & Recreation	Short-Term 2019–2020
1.4	Develop a social media policy for Addison staff and encourage activity on channels and support (protect) the brand and level of engagement.	Marketing & Communications	Short-Term 2019–2020

	Key Objectives	Who	Timing
1.5	Develop a dynamic “Addison Calendar” that enhances Addison as a premier destination, synthesizing all event offerings (diversified types/ classifications) by season and animating Addison as “the” destination with each season offering event products supporting the visitor economy.	Economic Development & Tourism, Marketing & Communications, Special Events, Information Technology	Short-Term 2019-2020 (Development) to Mid-Term 2021-2022 (Launch)
1.6	Ensure “Addison Calendar” is well coordinated and planned to ensure events complement each other, rather than be competitive, and provide year-round attractive event offerings.	Special Events	Short-Term 2019-2020 (Development) to Mid-Term 2021-2022 (Launch)
1.7	Develop synergies with 3rd Party event planners to increase the quantity of events held in Addison. Engage event planners through the centralized one stop shop model to develop and promote the production of high-quality events that enhance Addison’s calendar, fill gaps in seasonality, types & classifications of offerings, enhance Addison as a destination, attract visitation, and increase length of stay.	Special Events, Conference & Addison Theatre Centre, Information Technology, Infrastructure & Development Services, Economic Development & Tourism, Marketing & Communications	Short-Term 2019-2020 (Development) to Mid-Term 2021-2022 (Launch)
1.8	Foster relationships with cultural, arts, and entertainment groups to encourage the enhancement of current or creation of new festivals, productions and/or events that would enhance Addison’s event calendar.	Special Events	Mid-Term 2021-2022
1.9	Identify 3rd party or destination attraction events that have the potential to grow, then develop and create a plan to maximize capacity and overall impact for Addison.	Special Events	Mid-Term 2021-2022



2. Excellence in Event Asset Management & Development

Support successful growth and redevelopment of Addison's event infrastructure to maximize capacity and to facilitate growth of the visitor economy.

Desired Outcomes

- A) Successful transition of Addison-hosted events during construction/redevelopment of its major venues (Addison Circle Park, Addison Airport, Vitruvian Park).
- B) Addison Circle Park redevelopment has successfully integrated/aligned the needs of events and the new Cotton Belt Line.
- C) Addison Kaboom Town! airshow and fireworks production continue to attract national attention from its anticipated new site within the newly redeveloped airport.
- D) New recreational events are occurring in Addison parks and attracting those who work and live in Addison.
- E) Access points provide attractive wayfinding, mapping and signage that enhances Addison's brand as a destination of choice.
- F) New event plan established for Vitruvian Park.

	Key Objectives	Who	Timing
2.1	Utilize Addison parks to support recreational type events such as "Yoga in the Park" to engage those who are employed in, but don't live in, Addison to increase their stay.	Parks & Recreation, Special Events	Short-Term 2019–2020
2.2	Develop an Event Transition Plan for Taste Addison, Addison Oktoberfest, and Addison Kaboom Town! to address the redevelopment of Addison Circle Park due to the new Cotton Belt Line, and position Addison's Signature Events for success.	Special Events, Infrastructure & Development, Parks & Recreation	Short-term 2019–2020 to Mid-Term 2021–2022

	Key Objectives	Who	Timing
2.3	Review Addison Circle Park redevelopment plans and optimize changes to facilitate: <ul style="list-style-type: none"> a) The increase in access b) Event capacity c) Crisis/emergency management d) Long term sustainability 	Special Events, Infrastructure & Development, Parks & Recreation, Police/ Emergency Management	Short-Term 2019-2020 to Mid-Term 2021-2022
2.4	Maintain Addison Kaboom Town! ability to utilize the Addison Airport for the staging of the fireworks and airshow through the redevelopment of the Addison Airport. Develop a new fireworks and airshow staging map that addresses the changes.	Addison Airport & Special Events	Short-Term 2019-2020 to Mid-Term 2021-2022
2.5	New Vitruvian Park event plan developed in response to redevelopment and reduction in event space to support larger capacity events impacted as a result of development.	UDR, Addison Special Events, Infrastructure & Development Services, Parks & Recreation	Short-Term 2019-2020 to Mid-Term 2021-2022
2.6	Improve wayfinding, mapping, and signage considerations for visitors to enhance their experience and reinforce Addison's brand.	Infrastructure & Development, Marketing & Communications	Short-Term 2019-2020 to Mid-Term 2021-2022
2.7	Develop an infrastructure plan that responds to the venue/capacity issues facing Addison to: <ul style="list-style-type: none"> a) Effectively compete, host, and attract business events/conferences b) Host larger indoor events 	Infrastructure & Development Services, Special Events, Conference Centre	Mid-Term 2021-2022



3. Winning Strategic Alliances

Foster winning synergies amongst stakeholders: Addison departments, visitors, destination attractions, planners, sponsors, partners, and community.

Desired Outcomes

- A) Destination attractions' and 3rd party planners' events are successfully promoted as part of Addison's branded calendar.
- B) Addison is attracting and retaining value-based sponsorships and partners that offset event operation costs and enhance the event brands.
- C) Number of restaurants and businesses engaged in events in Addison has grown.
- D) Addison is effectively responding to the needs of planners, destination attractions and visitors.
- E) Addison's resources are more efficiently used; effective communication and achievement of common goals is embraced by all departments.
- F) Addison's special event volunteer program successfully expanded and volunteer numbers are increasing.
- G) Event patron loyalty and engagement has increased (i.e. increased ticket sales, social media channel activity, YouTube/other channel increase in followers)
- H) Cultural arts groups/entertainment are hosting events and/or enhancing events in Addison.

	Key Objectives	Who	Timing
3.1	Build relationships with current and new event patrons to increase online conversion, sales revenues, and enhanced experiences - through both digital and onsite communications. Evaluate effectiveness of current communication channels in reaching current and attracting new patrons; creating "earned" media.	Marketing & Communications, Special Events	Short-Term 2019–2020
3.2	Evaluate sponsorship and partner offerings and develop value-based plans/agreements with outcomes that demonstrate consistent positive ROI, retains and attracts new sponsors, and enhances Addison's event brand.	Special Events	Short-Term 2019–2020

	Key Objectives	Who	Timing
3.3	Develop a relationship strategy to increase level of engagement for Addison's Signature Events with local restaurants, hotels, businesses, and organizations. Align businesses to events with similar target markets through value added options/special packages for visitors/event attendees.	Special Events, Economic Development & Tourism, Marketing & Communications	Short-Term 2019–2020
3.4	Work closely with Addison hotels to support an increase in hotel occupancy and the generation of hotel occupancy tax.	Special Events, Economic Development & Tourism, Marketing & Communications	Short-Term 2019–2020
3.5	Encourage Addison's local business community to leverage our special events and destination assets as a way to attract labor to their companies. Align engagement with the new Economic Development Strategic Plan.	Economic Development & Tourism	Short-Term 2019–2020
3.6	Develop a centralized platform for collaboration within Addison departments to: a) Create synergies and common vision with respect to Addison events. b) Advance tourism, event, and destination marketing initiatives. c) Successfully position venue redevelopment that support the success of Addison's events. d) Ensure the efficient and effective use of resources. e) To effectively respond to the needs of event patrons, planners, and visitors.	All Departments, Lead by Special Events	Short-Term 2019-2020 to Mid-Term 2021-2022
3.7	Develop alliances with Addison's destination attractions and 3rd party planners to support the enhancement of Addison's calendar/event offerings throughout the year.	Special Events, Conference & Addison Theatre Centre, Economic Development & Tourism, Marketing & Communications	Short-Term 2019-2020 (Development) to Mid-Term 2021-2022 (Launch)
3.8	Develop an Addison special events volunteer program that attracts and retains volunteers that support "The Addison Way" at Addison-hosted events. Providing training and leadership development opportunities to support healthy succession planning.	Special Events, Volunteer Coordinator	Mid-Term 2021-2022
3.9	Develop alliances with cultural, arts, and entertainment attractions/groups to increase the number of cultural events and/or activities.	Special Events	Mid-Term 2021-2022



4. Focus On Event & Destination Marketing

Branding and marketing influence the perception of Addison as a premier destination. A unified approach is essential to position Addison and provide invaluable destination equity that shape visitors' perceptions. The visitor economy plays a key role in Addison's success.

Desired Outcomes

- A) Addison has branded a reputation as a premier destination providing quality experiences through its events and destination attractions.
- B) The visitor economy is growing, attracting both leisure and business visitors.
- C) Increased number of visitors traveling to Addison.
- D) Visitor per person spending/yield has increased.
- E) Elevated digital experience of event patrons and visitors is translating into higher digital conversion rates/sales.
- F) Addison's Signature Events are attracting more visitors within the region, with attendance at capacity.
- G) Addison-hosted events are recognized as quality and distinctive/unique experiences.
- H) New Addison calendar is centrally and successfully promoting all events in Addison (Addison-hosted, destination attraction, 3rd party-hosted, cultural/arts, recreation).
- I) Hotel occupancy rates are rising.
- J) Centralized and quality service provided to meeting, conferences and event planners.

Key Objectives		Who	Timing
4.1	Develop brand positioning framework for Addison as a premier destination. Build on current brand development and integrate event and destination positioning and messaging into the broader brand strategy for Addison. Drive key messages that attract visitation, both leisure and business.	Economic Development & Tourism, Marketing & Communications, Special Events	Short-Term 2019–2020
4.2	Develop a cohesive event and destination marketing strategy to enhance visitation to Addison. Position Addison as a “premier destination known to provide quality experiences through its events and destination attractions.” Develop theme approach and consistent messaging through all key marketing partners.	Economic Development & Tourism, Marketing & Communications, Special Events	Short-Term 2019–2020

	Key Objectives	Who	Timing
4.3	Develop an event marketing plan for each event and ensure each plan leverages the “distinctive and unique” experiential factors of each event.	Marketing & Communications & Special Events	Short-Term 2019–2020
4.4	<p>Redevelop and elevate the digital experience for visitors and event patrons to increase sales and conversion rates. Digital strategy focused on increasing penetration rates within Texas and nationally. Be responsive to the developments in technology and social media that have impacted how visitors seek information, communicate and make decisions online. Addison needs to better capture and convert visitor interest.</p> <p>For example, make accessibility and usability the basis for website quality. Central point for social media, marketing activities, paid advertising, and public relations; method of extending the relationship and driving engagement using social media, e-mail newsletters or RSS; website is the point where users will be converted into leads and visitors.</p>	Economic Development & Tourism, Marketing & Communications, Special Events, Information Technology, Conference Centre	Short-Term 2019-2020 to Mid-Term 2021-2022
4.5	<p>Focus on visitor economy target markets. Increase Addison’s market share within Texas and nationally (where applicable):</p> <ol style="list-style-type: none"> Develop a strategy to preserve and hold current markets. Identify priority growth markets and market segments. Develop a strategy to grow market share. Integrate geographic and demographic targeting into the marketing strategy. Focus on key visitor economy segments which represent growth potential: events, leisure (destination attractions), business, visiting friends and relatives, holidays (non-event related). Develop a content strategy aligned with an understanding of the target market segments – i.e. visitors. Identify networks utilized by potential visitors and engage those networks (i.e. YouTube) with quality content. Search engine marketing strategy – optimization, align with domains. Develop well integrated e-marketing campaigns and the development of online brand equity versus delivering specific and isolated SEO tactics. Note: multiple domains reduce effectiveness of search engine marketing Ensure content management system and site information framework supports content visibility in natural search and optimization for your target key phrases. 	Economic Development & Tourism, Marketing & Communications, Special Events	Short-Term 2019-2020 to Mid-Term 2021-2022

Key Objectives		Who	Timing
4.6	Develop a paid media advertising plan with capability to feed “owned” media and create “earned” media. Measure and evaluate effectiveness and align resources.	Marketing & Communications, Special Events	Short-Term 2019-2020 to Mid-Term 2021-2022
4.7	Ensure overall event and destination marketing strategy includes initiatives that support and engage Addison destination attractions and hotels to support economic impact through revenues and sales.	Economic Development & Tourism, Marketing & Communications, Special Events	Short-Term 2019-2020 to Mid-Term 2021-2022
4.8	Ensure a one-stop-shop quality service and centralized approach for meeting and event planners is provided to align with marketing and digital campaigns targeting these groups. Align positioning of products and promotions with quality sales and services. (See also Centralized Framework).	Economic Development & Tourism, Marketing & Communications, Special Events	Short-Term 2019-2020 to Mid-Term 2021-2022
4.9	Brand and market a new “Addison Calendar” that features all of Addison’s events (hosted by Addison, those by destination attractions and 3rd party planners) that can: <ul style="list-style-type: none"> a) Contribute to Addison’s offerings; diversified types/classifications. b) Attract visitors. c) Reinforce Addison as a premier destination. d) Enhance Addison’s brand. e) Potentially increase visitor length of stay. 	Economic Development & Tourism, Marketing & Communications Special Events, Info Technology	Short-Term 2019-2020 (Development) to Mid-Term 2021-2022 (Launch)
4.10	Develop brand strategies for each of Addison’s Signature Events to develop online brand equity: <ul style="list-style-type: none"> a) Addison Kaboom Town! b) Addison Oktoberfest c) Taste Addison 	Marketing & Communications, Special Events	Mid-Term 2021-2022



5. Maximize ROI, Effective Financial & Risk Management

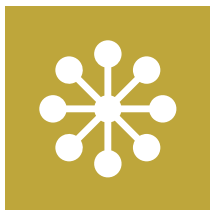
Focus on maximizing the return on investment, impact, and sustainability of Addison's event sector. Effectively evaluate, monitor, and assess growth, development, and risk.

Desired Outcomes

- A) Addison's signature/hosted events are being evaluated against a matrix to support ongoing development.
- B) 3rd party event investment framework has been adopted.
- C) Benefit/cost ratio of Addison's signature/hosted events are positively increasing.
- D) Event patron/visitor yield/spend has increased.
- E) Online admission/package sales and event revenues have increased.
- F) Destination attraction and 3rd party event attendance is increasing.
- G) New emergency/crisis management plans and resources in place.
- H) Risk management review completed. Insurance and liability risks associated with events, both those hosted by Addison and externally hosted, have been mitigated.
- I) Cost effective and value based contractual agreements in place for Addison's events.
- J) Visitor economy is being measured.

	Key Objectives	Who	Timing
5.1	Review the admissions and packages structure for all events and address the issues patrons experience with fluctuating costs.	Special Events	Short-Term 2019-2020
5.2	Implement an event matrix/evaluation process to measure outcomes, collect data to monitor and support growth and development. The event matrix/evaluation process will support the evaluation of the effectiveness of events hosted by or held in Addison.	Special Events, Finance, Information Technology	Short-Term 2019-2020 to Mid-Term 2021-2022
5.3	Increase cost efficiencies and the overall benefit/cost ratio for each Signature Event budget: a) Addison Kaboom Town! b) Addison Oktoberfest c) Taste Addison	Special Events	Short-Term 2019-2020 to Mid-Term 2021-2022

Key Objectives		Who	Timing
5.4	Develop new Emergency/Crisis Management Plans for events in Addison to address the changes due to redevelopment of venues: Addison Circle Park, Vitruvian Park, Addison Airport.	Police, Fire, Infrastructure & Development, Special Events	Short-Term 2019-2020 to Mid-Term 2021-2022
5.5	Review event procurement and contract relationships to ensure value to Addison, while maintaining key relationships tied to critical success factors for the event(s).	Special Events	Short-Term 2019-2020 to Mid-Term 2021-2022
5.6	Update digital platforms to increase online sales/conversion rates for event ticket sales, “experience” packages, and other destination products in Addison. Increase the ease to purchase securely online.	Marketing & Communications, Special Events, Information Technology	Mid-Term 2021-2022
5.7	Develop a plan to increase revenues and spend per destination/event visitor (visitor yield). Establish priority areas for increasing visitor spend: a) Prior to and during events b) Supporting hotel occupancy c) At destination attractions	Economic Development & Tourism, Special Events	Mid-Term 2021-2022
5.8	Review and assess insurance requirements for Addison and 3rd party planners to reduce any financial or liability risks to Addison.	Special Events, Finance	Mid-Term 2021-2022
5.9	Develop a visitor economy performance matrix for evaluation to support ongoing growth and development.	Economic Development & Tourism	Mid-Term 2021-2022
5.10	Investigate the possibility of developing a fund to provide incentives to grow and develop destination attraction/3rd party hosted events that support visitation.	Economic Development & Tourism, Special Events, Finance	Mid-Term 2021-2022 to Long-Term 2023-2024



6. Centralized Frameworks

Enhance decision-making and structural alignment within the government of Addison to support the growth of the visitor economy. Ensure the right systems, structures, processes, and policies are in place to enhance visitor experiences.

Desired Outcomes

- A) Event Central framework successfully launched, along with a unified calendar system.
- B) Destination Management/central one-lead system and processes actively promoting Addison's destination attractions and services.
- C) Visitor and planner experiences are improved, with an increase in visitation.
- D) Information technology, systems, and platforms meet expectations of visitors and patrons.

	Key Objectives	Who	Timing
6.1	Adopt a standardized method for the classification and event type identification for Addison events.	Special Events, Marketing, Economic Development & Tourism	Short-Term 2019-2020 to Mid-Term 2021-2022
6.2	Digital/internet technology systems and framework review to respond and meet the e-marketing/digital requirements to attract visitors and streamline navigation. Support "secure" access to digital visitors and provide optimal experience to access information and facilitate conversion (ecommerce).	Marketing & Communications, Information Technology,	Short-Term 2019-2020 to Mid-Term 2021-2022
6.3	Develop a staffing plan to align resources to support structures and systems required to advance impact on the visitor economy.	Human Resources, Special Events, Marketing & Communications, Economic Development & Tourism, Conference Centre	Short-Term 2019-2020 to Mid-Term 2021-2022

Key Objectives	Who	Timing
<p>6.4 Develop Special Event Advisory Team (SEAT). Function is to oversee the requirements for 3rd party special events:</p> <ul style="list-style-type: none"> a) Provide a coordination service with effective internal and external groups having an interest in the special event. b) For larger events, meet at the request of the Event Planner regarding application for special events. c) Identify cost for city services to the organizers prior to event. d) Collect advance payments as required. e) Track organizer's accountability, previous balances, financial issues or other concerns within the City. f) Look for inequities across events and promote transparency. g) Collect data for annual reporting. h) Profile costs and resources across all City departments. 	All Departments	Mid-Term 2021-2022
<p>6.5 Develop an Addison Event Central system to support efficient and effective use of resources:</p> <ul style="list-style-type: none"> a) Unified events application/calendar system/one-stop shop for event planners. b) Provides structure & centralized approach for new/reoccurring events. c) Includes financial and in-kind tracking of city services. d) Used to identify resources & risks to consider. e) Provides an overview of Addison event activities and where they are taking place. <p>Centralized registration and licensing include:</p> <ul style="list-style-type: none"> • Compulsory event registration on Addison calendar for overview of all events. • All relevant government departments have access to operational calendar (not visible to public). • Addison Unified Event Permit Application for all event related permits and licenses; one application process. • All relevant approvals and objections are handled mainly electronically. • Special Events Advisory Team (SEAT) meets regularly to review applications; once approved - issuance of Addison Unified Events Permit and listing on Addison centralized calendar (visible to public). 	Special Events, Economic Development & Tourism, Marketing & Communications, Information Technology, Parks & Recreation, Finance, Conference Centre	Mid-Term 2021-2022

	Key Objectives	Who	Timing
6.6	Develop policies for events in Addison to balance the needs of the event organizer and Addison government with respect to liability, compliance and public safety.	Special Events, Finance	Mid-Term 2021-2022
6.7	<p>Establish a dedicated Destination Management/centralized “one-lead” strategic approach to increase growth of the visitor economy (leisure, event, business events/conferences). This entity would:</p> <ul style="list-style-type: none"> a) Attract and promote b) Act as an “experience gateway” c) Build strong commercial relationships with Addison’s destination products d) Provide single delivery mechanisms <p>Focused on attracting business events, improving the visitor experience, and the delivery and coordination of destination/visitor information and services.</p> <p>Visitors include leisure and business. Assess supply and demand. Align role of a traditional destination marketing entity with digital technology to increase the economic impact. Benefits include:</p> <ul style="list-style-type: none"> a) Streamline digital service from multi-format b) Availability of accurate, timely, engaging, and relevant information c) Support conversion and sales for Addison destination attractions/events, business/conference/meetings. d) Integrated sales and ticketing systems 	Economic Development & Tourism, Marketing & Communications, Special Events, Conference Centre, Finance, Information Technology	Mid-Term 2021-2022 (Development) to Long-Term 2023-2024 (Launch)

ADDISON

An aerial photograph of a city, likely Addison, Texas, showing a dense urban landscape with various buildings, roads, and green spaces. A large, semi-transparent blue circle is superimposed over the image, containing the word 'ADDISON' in a bold, white, sans-serif font.

Thank You