



# ADDISON



EVENTSTRATEGY

# 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 and development that directly impacts Addison's economy, brand and quality of life.



### **\$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**

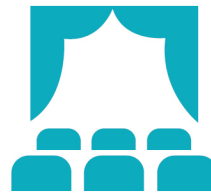
hotel occupancy rates are steadily decreasing with the development of newer hotels and full-service hotels, conference centres and DMO/CVBs in close proximity to Addison.

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.

## **HISTORY OF HOSTING – EVENT ORIGINS**

- Addison is a thriving municipality
- Addison Kaboom Town! originated in 1985, Addison Oktoberfest in 1987 and Taste Addison in 1993
- Reputation for producing quality events

# Visitor Economy

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

# Addison's Value Proposition & 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.

# Event Marketing & Destination Marketing go hand in hand

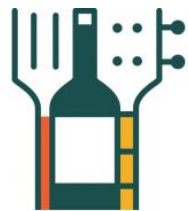
Event Marketing and Development	Destination Marketing
<b>Vision:</b> Addison offers dynamic event and destination experiences year-round, attracting and engaging visitors from throughout Texas and across the country.	<b>Vision:</b> Addison is a distinctive and attractive destination for leisure and business visitors.
<b>Focus:</b> Marketing of <i>Events</i> to support Addison attractiveness. Marketing of <i>Addison Calendar</i> and <i>Destination Attractions</i> to support attractiveness	<b>Focus:</b> Marketing of <i>Destination Addison</i> to attract spending/visitors.
<b>Funding:</b> Hotel Occupancy Tax	<b>Funding:</b> Hotel Occupancy Tax
<b>Brands:</b> Aligned	<b>Brands:</b> Aligned

MORE CONTENT

MORE VISITORS

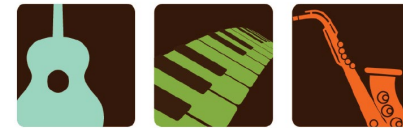
# Glimpse of Addison's Destination Assets

## Addison's Signature Events

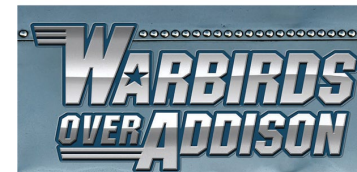


**TASTE  
ADDISON**

## Key Events in Addison

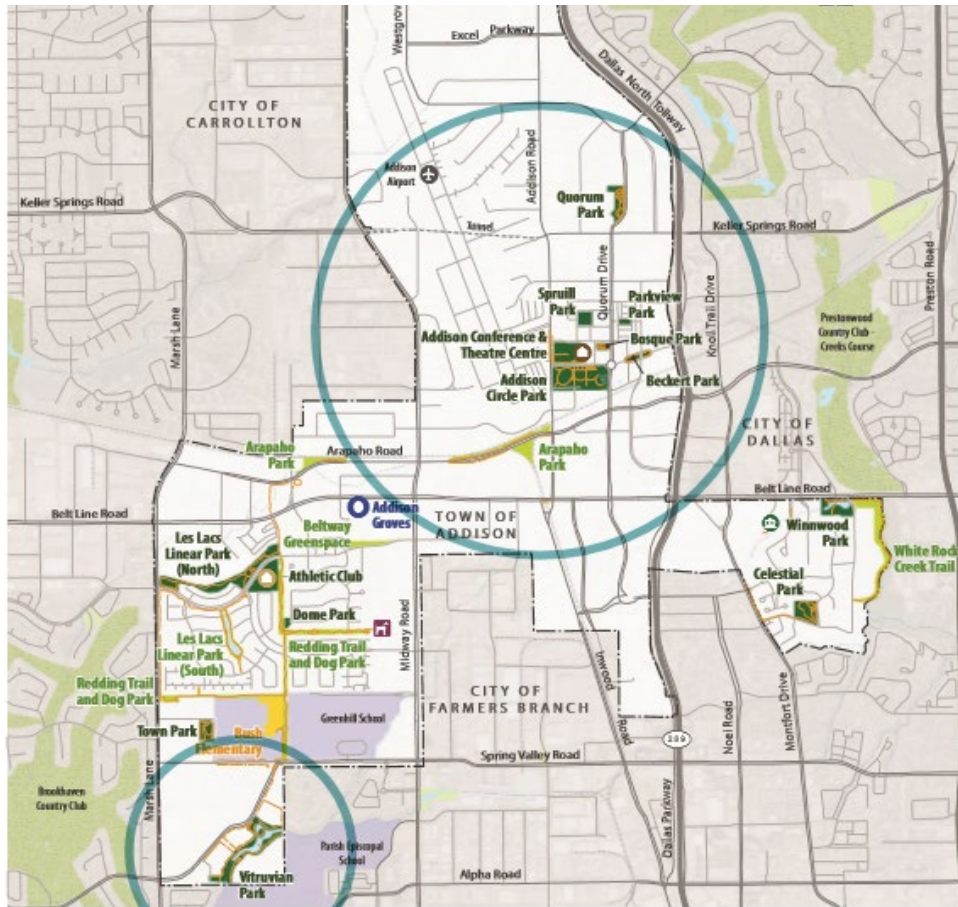


**VITRUVIAN NIGHTS  
LIVE**



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

# Existing Parks & Greenbelts



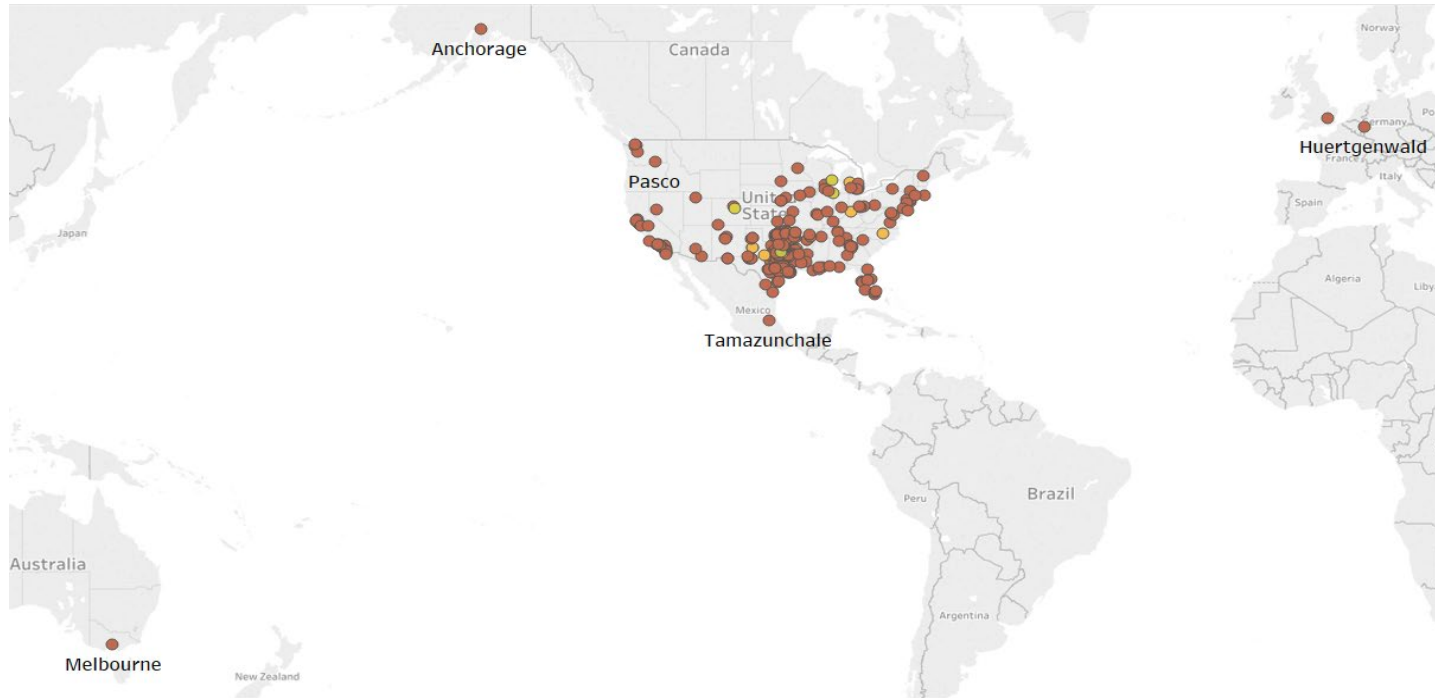
\* Addison Parks, Recreation and Open Space Masterplan, December 2018



## 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.

# Total Online Ticket Sales



## Audit Snap Shot:

This map is for Taste Addison 2018 and Addison Oktoberfest 2018 – representing 9,593 online tickets sold.

Sale of online tickets has potential to grow with “secure” site and ease of navigation focused on sales and services.

# 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.

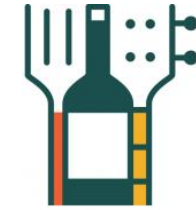
# Event Product Audit



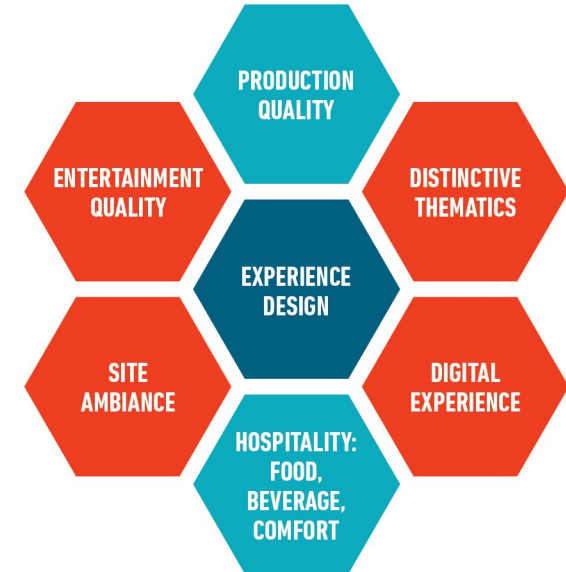
- ◆ Developed Areas
- ◆ Improvement Areas



- ◆ Developed Areas
- ◆ Improvement Areas



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- ◆ Developed Areas
- ◆ Improvement Areas

# Position for Future Success

**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



### STRATEGIC APPROACH

Identity, Vision, Mission and Core Values

<p><b>IDENTITY</b></p> <p>Addison is a premier destination known to provide quality experiences through its events and destination attractions.</p>	<p><b>MISSION</b></p> <p>Develop, produce and support quality events that promote Addison as a destination of choice, enhance quality of life and economic impact.</p>	<p><b>VISION</b></p> <p>Addison offers dynamic event and destination experiences year-round, attracting and engaging visitors from throughout Texas and across the country.</p>	<p><b>CORE VALUES</b></p> <p>Integrity, Respectfulness, Fun, Innovation/ Creativity, Accountability, Efficiency, Kindness, Openness, Transparency</p>
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Core Commitments

<b>ENHANCE IMPACT OF EVENTS</b>	<b>CREATE QUALITY EXPERIENCES</b>	<b>FOCUS ON VENUE REDEVELOPMENT/ ADAPT TO CHANGE</b>	<b>INCREASE AWARENESS</b>	<b>FOCUS ON SUSTAINABILITY</b>
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Strategic Goals

<p><b>1</b></p> <p>Enhance Event Products and Calendar</p>	<p><b>2</b></p> <p>Excellence in Event Asset Management and Development</p>	<p><b>3</b></p> <p>Winning Strategic Alliances</p>	<p><b>4</b></p> <p>Focus on Event and Destination Marketing</p>	<p><b>5</b></p> <p>Maximize ROI, Effective Financial and Risk Management</p>	<p><b>6</b></p> <p>Centralized Frameworks</p>
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### SIX KEY STRATEGIC PRIORITIES



Strategic Goals





# Enhance Event Product and Calendar

## 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.



# Excellence in Event Asset Management & Development

## Desired Outcomes

- A) Successful transition of Addison-hosted events during construction/redevelopment of its major venues (Addison Circle Park, Airport, Vitruvian Park).
- B) Addison Circle Park redevelopment has successfully integrated/aligned the needs of events and the new Cotton Belt DART Line.
- C) Addison Kaboom Town! air show and fireworks production continue to attract national attention from its 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.



# Winning Strategic Alliances

## Desired Outcomes

- A) Destination attractions' and third-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.



# Winning Strategic Alliances

## **Desired Outcomes** (continued)

- 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



# Focus on Event & Destination Marketing

## 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.



# Focus on Event & Destination Marketing

## **Desired Outcomes** (continued)

- 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.



# Maximize ROI, Effective Financial & Risk Management

## 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.



## Maximize ROI, Effective Financial & Risk Management

### Desired Outcomes (continued)

- 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.



# Centralized Frameworks

## 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 attraction 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

An aerial photograph of a city, likely Los Angeles, with a blue color overlay. The image shows a dense urban landscape with numerous buildings, roads, and green spaces. A prominent highway runs through the center of the city. In the background, a city skyline is visible under a clear sky.

Thank you