

**TOWN OF ADDISON, TEXAS**

**RESOLUTION NO. \_\_\_\_\_**

**A RESOLUTION OF THE CITY COUNCIL OF THE TOWN OF ADDISON, TEXAS ADOPTING AND APPROVING THE SPECIAL EVENTS STRATEGIC PLAN; AND PROVIDING AN EFFECTIVE DATE.**

**WHEREAS**, the staff from the Special Events, Marketing and Communications, and Economic Development and Tourism Departments met to discuss the need for a strategic plan to make recommendations to enhance and expand special events to attract more visitors and increase economic impact; and

**WHEREAS**, the City Council has determined that it is in the best interest of the Town of Addison and its residents to adopt a Special Events Strategic Plan.

**NOW, THEREFORE BE IT RESOLVED BY THE CITY COUNCIL OF THE TOWN OF ADDISON, TEXAS:**

**Section 1.** The Executive Summary to the Special Events Strategic Plan, a copy of which is attached hereto as **Exhibit A**, and The Final Special Events Strategic Plan and Appendices, a copy of which is available at the City Secretary's Office, is hereby approved and adopted as the Special Events Strategic Plan.

**Section 2.** This Resolution shall take effect from and after its date of adoption.

**PASSED AND APPROVED** by the City Council of the Town of Addison, Texas this the 8<sup>th</sup> day of October, 2019.

\_\_\_\_\_  
Joe Chow, Mayor

ATTEST:

By: \_\_\_\_\_  
Irma Parker, City Secretary

APPROVED AS TO FORM:

By: \_\_\_\_\_  
Brenda N. McDonald, City Attorney

**EXHIBIT A**





## 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. (SEII) 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.

Special thanks to the Addison Project Team:

**Jasmine Lee**, Special Events Director  
(Project Lead)

**Orlando Campos**, Economic Development and Tourism Director

**Crystal Cho**, Marketing & Communications Specialist

**Alisha Holmberg**, Tourism Coordinator

**Monica Marsh**, Special Events Coordinator

**Mary Rosenbleeth**, Director of Public Communications

**Shelbi Stofer**, Special Events Manager

**Yesenia Saldivar**, Special Events Coordinator II

**Joseph Tautges**, Conference Centre Supervisor

and

**Wes Pierson**, City Manager

**John Crawford**, Deputy City Manager



# 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.

