



TOWN OF
VICTORIA PARK

Events Strategy

2022-2026

Mayor's Message

Message to come

Acknowledgement of Country

We acknowledge the traditional custodians of this land and respect past, present, and emerging leaders, their continuing cultural heritage, beliefs, and relationship with the land, which continues to be important today.

INTRODUCTION

The Town of Victoria Park Events Strategy 2022-2026 provides the strategic framework for guiding the Town's event activities.

The Events Strategy provides Council with clear directions for its planning, delivery, decision-making and support for events across the Town. It also establishes a clear pathway to optimise the outcomes and resources associated with identifying, attracting, delivering, and supporting community and major events hosted across the Town of Victoria Park.

PURPOSE

Events are integral to the heart and culture of our Town. The Events Strategy enables delivery of events to build a strong community, both socially and economically, and a vibrant, liveable Town inclusive of all.

The Event Strategy defines the Town of Victoria Park's role and ways it will support a program to ensure 'Vic Park' events are relevant, inclusive, best practice, safe and environmentally and economically sustainable.

OBJECTIVES

The objectives of the Town of Victoria Park Events Strategy 2022-2026 are:

- Provide an events program that is content diverse, supports social equity, and is geographically spread across the municipality.
- Connect local arts and cultural development with event programming.
- Align the strategy and resourcing for events to the Strategic Community Plan 2022-2032.
- Support communities in Vic Park to deliver inclusive, well managed and safe events.
- Develop audiences and promote events, bringing new audiences and offerings.
- Assist events to be financially viable, environmentally, and economically sustainable and continue to evolve successfully.
- Seek partnerships and opportunities that will support a vibrant events program.

OUR TOWN

The Town of Victoria Park is a vibrant and diverse urban community located just 10 minutes from Perth's CBD, across the causeway on the south side of the Swan River. The Town is centred around the bustling Albany Highway, famed for its culinary smorgasbord, buzzing café strip and unique retail stores.

The Town promotes a 'vibrant lifestyle' and its vision for the future is to foster a creative, attractive, friendly, and environmentally sustainable place for members of the local community to live, work and play.

Events are important for community wellbeing, as they build feelings of belonging, identity, and a sense of pride in our Town as well as helping to grow awareness of our diverse community.



SNAPSHOT OF VIC PARK

Growing population

38,000 now
Over 77,000 by 2050

Young(ish) population

Largest age group: **25 to 34** years

2nd largest age group: **35 to 49** years

Increasingly multi-cultural

27% of people speak a language other than English at home

**Mandarin
Italian
Cantonese**
top three of these languages

Well educated

Compared to the rest of Greater Perth

- higher proportion of people in the Town hold formal qualifications
- lower proportion of people with no formal qualifications

One or two people households dominate

Nearly **55%** of people living in the Town live in a one or two-person household

Live relatively close together

47.8% vs **25%**

medium or high density dwellings in the Town vs medium or high density dwellings in Greater Perth

Likely to work as either a professional, in administrative work or as a technician

55% of Town residents work in one of these three jobs

Comparable incomes

Wage categories are equally distributed across the population

WHAT MAKES VIC PARK AWESOME?

Location

Central and close to the city, Swan River and Curtin University. Everything you need or want close by.

Albany Highway strip

A thriving meeting place with good vibes and diverse options for every time of day.

Sense of community

Village atmosphere with a close-knit community. Friendly, welcoming and supportive people that celebrate inclusion.

Diversity

A mix of cultures, personalities, ages, occupations, lifestyles, housing options and building uses.

Restaurants, cafes and entertainment venues

Many to choose from with a variety of cuisines and lively nightlife.

Public open spaces

A choice of parks, recreation and green spaces all nearby, loved by people and their four-legged friends.

Community events

Something always happening whether it be a market, concert or other free event.

Variety of businesses

A good mix of boutique and quirky small businesses, some tucked in suburban commercial precincts.

Vibrancy

Trendy, cultural, lively, urban – our inner-city vibe.

Heritage

A rich history visible today through our architecture and character properties.

STAKEHOLDER ENGAGEMENT

The process of developing this strategy created an opportunity to talk with and understand the aspirations and priorities of the diverse Vic Park community. We have heard there is both a need and opportunity to use events, arts, and culture to foster a sense of wellbeing, encourage social connectedness and to contribute to the economic sustainability of the Town.

What we heard from our Engagement:

- The Town of Victoria Park Summer Street Party is an annual drawcard and a signature event/competitive asset to the Town that should be retained and grown year-on-year
- Arts and culture – more please!
- Aside from major iconic events, events in the Town should cater to local residents, businesses and local identity.
- The Town should be proactive and look to leverage new and exciting opportunities to be held in the Town.
- Sustainability should be a key consideration for events.
- Our multicultural identity should be reflected in the types of events available in the Town.
- Events should be inclusive and accessible and offer something for everyone.



WHY WE LOVE EVENTS





Liveability

**Attract
people**

**Increase
attractivity
/ safety**

**Generate
economic
benefits**

**Animate
public
spaces**

**Combat
seasonality**

**Sense of
belonging
and pride**

**Create local
identity**

Based on the clear feedback received from our community and key stakeholders, we have the following vision for the Town of Victoria Park for 2026.

Our Vision

Vic Park is loved, local and alive.

Vic Park is alive with community and events activity that reflects our local identity and is loved by our community.

OUR EVENT PRINCIPLES

The following key principles underpin the Events Strategy, guiding decision making for the allocation of resources in the identification, attraction, development, and support of events.

Connected Community

Encourage and support a diverse calendar of events that contribute to making Vic Park a desirable place to live, work and play.

Creative and Artistic

Events celebrate and ignite the creativity in our community.

Diverse and Inclusive

Events are inclusive, accessible, embrace diversity and offer something for everybody.

Support and Grow Local

Events support and showcase our local businesses and community organisations so they may thrive.

Sustainable and Green

Vic Park leads in sustainability¹. Events will support a best practice approach to being environmentally, economically sustainable and evolve successfully.

¹ Strategic Community Plan - vision

WHAT DOES SUCCESS LOOK LIKE?

Through engaging with our community, we have a clear vision of where we want to be.

	<p>Our events positively contribute to the Town's local identity and showcase our local flavour.</p>	<p>Increased local identity (cultural/social)</p>
	<p>We are a highly engaged community. Our events are loved by our community, cater to local appetite, and are frequented by our community and visitors.</p>	<p>Highly-engaged community (social)</p>
	<p>It doesn't matter what time of year, 'there's always something on in the Town of Victoria Park'.</p>	<p>Year-round vibrancy (social)</p>
	<p>Our events cater to our whole community and offer something for everybody.</p>	<p>Something for everybody (social)</p>
	<p>Our events support, promote and champion our brand and local businesses.</p>	<p>Local business supported (economic)</p>

THE TOWN'S ROLE IN THE DELIVERY OF EVENTS

The Town of Victoria Park currently undertakes a range of roles in events and festivals as outlined below:

Event Organiser/Producer

The Town delivers and is fully responsible for the event.

Delivery may be wholly organised in-house; outsourced to a contracted event manager or a combination of in-house leadership and delivery with contractors. Can also be produced through a partnership arrangement.

Partner/Supporter

The Town provides a financial contribution and/or in-kind support for an external organisation.

We provide in-kind and financial support for events organised by others through targeted funding programs, as well as partnering with other agencies to co-deliver/contribute to external opportunities.

Approver/Host

The Town assists the creation, attraction or presentation and approval of events but without providing material assistance.

We coordinate the event approvals process for events in the Town ensuring events are safe, fun, and able to meet community needs. As well as ensuring regulatory requirements are met, we empower and develop event organisers through skills development and the sharing of information and advice.

Advocate

The Town will strongly advocate for events and activities.

We are a champion and advocate for events so they may deliver positive outcomes to community and catalyse partnership opportunities.

Communicator/Promoter

The Town contributes to promotion of the event to the public.

We utilise the Town's marketing and communication resources to promote 'what's on' to maximise benefits and generate audiences.

For the purposes of this Events Strategy, **OUR PRIORITIES** will be (in order):

- 1. Event Organiser/Event Producer**
- 2. Partner/Supporter**
- 3. Approver/Host**
- 4. Advocate**
- 5. Communicator/Promoter.**

EVENTS STRATEGY

Roadmap to success

Through extensive stakeholder engagement, research and benchmarking, internal reviews, and gap analysis we have identified four key elements which when integrated with the Strategic Community Plan will transition the Town of Victoria Park to our desired future state.

STRATEGIC PILLARS

1	<p>Create <i>the</i> plan</p> <p>We will create 'the plan' to generate year-round vibrancy and offer something for everyone</p>	<p>How?</p> <ul style="list-style-type: none"> • Identifying strategic opportunities • Holistic, future-focused planning • Reduced red tape/barriers of entry
2	<p>Amplify local identity</p> <p>We will positively contribute to the Town's local identity and showcase our local flavour</p>	<p>How?</p> <ul style="list-style-type: none"> • Direct-delivery focus of loved local content • Strategic sponsorship programs / support • A 'support local' approach
3	<p>Harness the community</p> <p>We will engage, involve and harness our community, and partner with others</p>	<p>How?</p> <ul style="list-style-type: none"> • Community involvement/empowerment • Community capacity building • Partnership and collaboration • Proactive approach to seek new events and opportunities
4	<p>Tell the world</p> <p>We will support, promote and champion our local businesses and brand</p>	<p>How?</p> <ul style="list-style-type: none"> • Promoting the Town's unique brand • Using our channels to increase local identity and generate attendance

OUR STRATEGY – IN DETAIL

STRATEGY ACTION 1

ALL	
1. Create <i>the</i> plan	
Vision	<i>It doesn't matter what time of year, 'there's always something on in the Town of Victoria Park'. Our events cater to our whole community and offer something for everybody.</i>
Objective(s)	Year-round vibrancy (social) + Something for everybody (social)
Strategic links	<i>CL3 Well thought out and managed projects that are delivered successfully² CBP - Better utilise and beautify existing parks and reserves for the benefit of the community³ 7.5 Profile a major events calendar as a key economic and visitation stimulator highlighting the broad events program to a state and national level.⁴</i>
Evidence:	Particularly in current times of changing dynamics and uncertainty, a well thought out plan will offer the best chance of success, create a year-round calendar of activity that is sustainable, inclusive, and accessible.
1.1 - Review current landscape / identify strategic opportunities	
How?	
<ul style="list-style-type: none"> • Comprehensive event provision analysis • Benchmarking • Desktop research. 	
1.2 - Develop an annual events program	
How?	
<ul style="list-style-type: none"> • Annual review • Annual Council review • Budget planning • Trend analysis. 	
1.3 - Create a destination of choice for event organisers	
How?	
<ul style="list-style-type: none"> • Streamlined processes • Reduced red tape • Review of existing event infrastructure • Process improvement • Additional services/support. 	

² Strategic Community Plan

³ Corporate Business Plan

⁴ Economic Development Strategy

STRATEGY ACTION 2

LOCAL

2. Amplify local identity

Vision	<i>Our events positively contribute to the Town's local identity and showcase our local flavour.</i>
Objective(s)	Local identity increased (cultural) + Local business supported (economic)
Strategic links	<i>CBP - Ensure a strong sense of place that emphasises each suburbs' unique characteristics and sense of community⁵</i> <i>S4 A place where all people have an awareness and appreciation of arts, culture, education and heritage⁶</i>
Evidence:	Through the review of community engagement and the Town's strategic vision, key themes emerged that the Town of Victoria Park is unique – and its unique local identity should be supported, central to activities taking place, and enriched.

2.1 - Facilitate and deliver loved, local content

How?

- Delivery based on community and stakeholder feedback
- Leveraging existing assets
- Align events with Place Plan approaches

2.2 - Provide event funding to support growth and development of new and significant events

How?

- Annual review and grant budget allocation
- Strategic partnerships.

2.3 - Strategically support events that develop local identity and build sense of place

How?

- Tailored sponsorship programs
- Local-centric assessment criteria Supporting place-centric rather than cookie cutter events.

2.4 - Support local business and endeavours / incorporate positive outcomes for local businesses

How?

- Implementing measures to facilitate local business involvement

⁵ Corporate Business Plan

⁶ Strategic Community Plan

STRATEGY ACTION 3

LOVED

3. Harness the community

Vision	<i>We are a highly engaged community. Our events are loved by our community, cater to local appetite, and are frequented by our community and visitors.</i>
Objective(s)	Highly engaged community (social)
Strategic links	<p>We are Perth's most empowered and engaged community⁷</p> <p>S3 <i>An empowered community with a sense of pride, safety and belonging</i>⁸</p> <p><i>CBP - Positively impact the social health and wellbeing of the community.</i></p>
Evidence:	The Town's Strategic Community Plan's vision is to be Perth's most empowered and engaged community. A strategic focus for events to involve and empower community facilitates this vision.
3.1 - Encourage community involvement in event planning and delivery	
How?	<ul style="list-style-type: none"> • Collaborative event design • Increased external decision-making.
3.2 - Build capacity and capability in the local community	
How?	<ul style="list-style-type: none"> • Community skills boosting programs • Increased access to Town expertise and resources • Financial/human resource availability.
3.3 - Partner with community organisations and other agencies to work together to achieve the vision	
How?	<ul style="list-style-type: none"> • Develop new/existing partnerships with other key stakeholders.

⁷ Strategic Community Plan - vision

⁸ Strategic Community Plan

STRATEGY ACTION 4

ALIVE

4. Tell the world

Vision	<i>Our events support, promote and champion our brand and local businesses.</i>
Objective(s)	Local business supported (economic) + Local identity increased (cultural)
Strategic links	<i>EC1 A desirable place for commerce and tourism that supports equity, diverse local employment and entrepreneurship⁹</i> <i>We are Perth's premier place for entertainment and entrepreneurship¹⁰</i>
Evidence:	Using the Town's marketing and communication channels to spread the word and promote the Town's unique, place-centric events will reinforce the Town's brand identity, support entrepreneurship, as well as generate attendance by local residents.

4.1 - Promote and position the Town through events to increase local identity and brand recognition

How?

- Identity and brand focused promotion of the Town's event strengths, achievements, and competitive advantages
- Leverage cross promotional opportunities through partnerships.

4.2 - Utilise the Town's communications channels to improve awareness of 'what's on' in the local community

How?

- Proactive use of stakeholder engagement systems and marketing channels.

⁹ Economic Development Strategy

¹⁰ Strategic Community Plan - vision

KEY MEASURES OF SUCCESS

1. Create *the plan*

We will create 'the plan' to generate year-round vibrancy and offer something for everyone

Indicators	Format	Frequency
Number and location of events per year	Internal event approvals report	Annual
Number and location of events per month	Internal event approvals report	Annual
ROI – cost per participant / attendee	Budget	Annual

2. Amplify local identity

We will positively contribute to the Town's local identity and showcase our local flavour

Indicators	Format	Frequency
Resident satisfaction	Community surveys	Annual
Level of Belonging – <i>Feeling part of the Community</i>	Community surveys	Event
Level of insight – <i>Insight or knowledge</i>	Community surveys	Event
Level of safety – <i>Feeling safe and welcome</i>	Community surveys	Event
Number of local business opportunities created	Event plans/grants/sponsorships	Annual
Direct local spend	Event organiser data	Annual

3. Harness The Community

We will engage, involve and harness our community, and partner with others

Indicators	Format	Frequency
Level of community support	Community surveys	Annual
Level of Impact – <i>It's happening here</i>	Community surveys	Event
Number of community collaborators	Grants/Sponsorships	Annual
Number of new partnerships/joint initiatives	Partnership agreements	Annual
Level of funding provided to community / partners	Grants/Sponsorships	Annual

4. Tell The World

We will support, promote, and champion our local businesses and brand

Indicators	Format	Frequency
Awareness of event	Post event report	Annual
Quantity of event promotion	Media monitoring	Annual
Value/market reach of media	Marketing/comms reports	Annual
Level of digital engagement	Marketing/comms reports	Annual

BACKGROUND INFORMATION

Strategy Development

Research and Information Gathering

The Events Strategy has been developed on a sound evidence base with targeted consultation and engagement.

Key steps in developing the strategy have included:

- Review of the national and international literature
- Benchmarking with other Local Governments
- Conducting an online community survey – Your Thoughts
- Consultations with key stakeholders both internal and external to Council
- Analysis of the Town’s current events portfolio
- Review of the Town’s strategic plans, strategies, and policy documents relevant to the development of the Events Strategy.

The outcomes of all this research and information gathering have been used to underpin the Events Strategy.

Consultation and Engagement

Talking to the community to understand what they value, how they see themselves and what priorities they have was an essential part of the process to develop the Events Strategy.

Discussions with businesses, community organisations and community members, and event/industry specialists have informed the contents and focus of the Strategy.

Our conversations were open and diverse, but also included the following areas of focus:

- places and spaces and resources
- issues and challenges and
- activities, programs, and events.

The feedback and ideas provided reflected the diversity of our community and has helped to shape the vision, goals, strategies, and actions contained in this document.

Engagement included:

- Pop-up engagement activations at local events and facilities
- In-depth workshops with community groups, residents, and Town staff
- Online surveys to community and Elected Members
- Concept Forums with Elected Members
- Engagement with the Town’s Access and Inclusion Advisory Group
- Engagement with the Town’s Mindeera Advisory Group.

Strategic Alignment:

The following Town of Vic Park Strategies, Plans and documents were reviewed to inform the development of the Events Strategy:

- Strategic Community Plan 2017 - 2032
- Corporate Business Plan 2017 - 2022
- Vic Vision Engagement Outcomes
- Vic Vision Future Trends Paper
- Community Benefits Strategy 2019 - 2024
- Economic Development Strategy 2018 - 2023
- Public Open Space Strategy
- Place Plans
- Social Infrastructure Plan
- Youth Action Plan 2021 - 2024
- Reconciliation Action Plan 2018 - 2020
- Arts and Culture Plan
- Policy 226 Recreational reserve hire
- Policy 261 Sustainable events
- Policy 405 Events on parks and reserves – notification to residents
- Other Event Strategies – local, regional, and national.

Other Events Strategies

Upon review of events strategies from various local governments, the following themes emerged:

- Widespread acknowledgement of the positive role/value events play in social, cultural and economic contexts
- Lack of year-round vibrancy is cited as a common issue
- Increasing issues with competition from other entertainment options (e.g., at home streaming/food delivery, sports, gaming, adjacent Local Government areas etc.)
- The need for a proactive rather than reactive approach.

Common key objectives

- Increase visitation, length of stay and economic benefit for the region
- Attracting events
- Community health and wellbeing
- Supporting event organisers to deliver better market-led results.

CURRENT TRENDS

The trends listed below were relevant at the time of the strategy development.

Sustainability – Aware of how human activity has impacted our planet and climate, we have growing expectations of ourselves, collectively and individually, in how we address this toll. A rising number of consumers, particularly among younger demographics, are demanding genuine action in relation to sustainable consumerism.

The Victoria Park community is no different. In feedback, residents have indicated that while they love gatherings and events, they want sustainability to be a key consideration for event designers and organisers. As far as Victoria Park's people are concerned, events that also address carbon footprint, minimise single-use plastics and the impact on local environment are all key considerations for the Town of Victoria Park (the Town) and event organisers in fulfilling corporate—and community—responsibility expectations.

COVID-19 disruptions – Since 2020, the pandemic has disrupted lifestyles, livelihoods and industries, and caused the cancellation of countless events. And while we are learning to live with COVID, this disruption is not yet over. Supply-chain issues, travel restrictions, changing health requirements, and reduced capacities due to social distancing are ongoing challenges that continue to create uncertainty for the events market.

Despite, and maybe because of, these challenges, Victoria Park's community is 100% behind events that reunite people and families, boost local businesses, and build a sense of confidence and solidarity as everyone emerges from pandemic conditions. Community is not only calling for the large, annual, 'headline' gatherings, which attract numbers from beyond Victoria Park, but are also keen to see more 'neighbourhood-level' events that speak directly to local residents and businesses and reflect the multicultural identities across various districts. It's important also that these events are universally inclusive and accessible.

Hybrid work models – 2021 was a year of experimentation with many organisations implementing hybrid work experiences and models. Some organisations are now choosing to continue these hybrid models, resulting in a different geographical spread of population, and changed commuting habits.

For example, working from home patterns might mean an increased and more varied demographic calling on neighbourhood amenities and accessing services during weekdays or unusual hours. Being closer to home, these people might want to participate in community life in different ways, maybe offer some time and talent for the greater good. This new mix of energy could offer the Town a key opportunity identified in community feedback: to be proactive and leverage new and exciting opportunities in the Town.

Increased competition – Compared to a decade ago, there is a plethora of convenient entertainment options now available in people's homes. Access to food delivery services, content streaming services, and virtual performances are almost second nature for many now, increasing the pressure on real-time, live events to innovate and perform to higher standards. And this competition can only be a good thing. It's evident that, especially with the COVID-induced social isolation challenges and their aftermath, there truly is no substitute to that 'being there in person' experience. Consequently, event quality is ever more important.

Perhaps this is why Victoria Park people are asking for more arts and culture, indicating a healthy appetite for an increase in live happenings and events. They've also given the Summer Street Party a ringing endorsement as an annual asset to the Town that should be retained and grown, year-on-year. It's a sign that even with the ease of online and dial-in entertainment, we only truly thrive and connect in the real world.

Experiences over products – An evolution in customer expectations is taking place, with Millennials and Gen Z valuing participatory experiences over material possessions. People are calling for better and deeper engagement, and an increasingly important factor in event

design is considering how to address personal relevance for audience segments: the 'what does this mean for me' element.

Accordingly, events that offer individual points of contact with collective, immersive, sensory experiences are now in high demand, and this demand is only expected to increase post-COVID.

With their feedback, Victoria Park's people have given the Town a golden opportunity to make the most of this 'event expectation evolution.' By demanding more events that speak to residents, businesses and diverse cultures, asking for more arts and culture, and encouraging the Town to be proactive with new and exciting opportunities, Victoria Park is showing it is open and ready to engage with innovative strategies and interventions in the events realm.

Culture is king – In 2017-18 (before COVID, in other words), over 82% of Australians attended at least one cultural venue or event⁴⁴. Incredibly, the COVID lockdowns in 2020 and 2021 did not adversely impact this appetite for arts and culture. On the contrary, Australians accessed virtual content and streaming services in place of live experiences at record levels. It's clear that as a nation (and this trend has also been observed in other countries), we love and need culture.

So, when the people of Victoria Park say—as they are—that they want more arts and culture, and more events celebrating local distinctiveness and diversity, they are also articulating the blueprint for the intangible things they consider essential to quality of life in Victoria Park. They're saying what Victoria Park can give to them. Entertainment, enjoyment, dialogue, discovery, exchange. The opportunity to get together, debate, reflect, celebrate, collaborate, connect. And the gateway to all of this is culture.

OPPORTUNITIES AND CHALLENGES

Strengths

- History and track record of successful and community valued events
- Strong internal events expertise
- Culturally diverse community
- Transport – four train stations in the Town of Vic Park
- Major entertainment venues i.e., Optus Stadium and Crown Complex, State Tennis Centre, Perth Hockey Stadium
- Education institutions i.e., Curtin University, South Metropolitan TAFE – Carlisle Campus and Bentley Campus
- Inner City location.

Challenges

- COVID-19 disruptions / Impacts from Covid
- Limited venues/event spaces to hold small-medium, localised events
- Limited parking at localised parks and reserves
- Disruption (traffic and noise) to the local residents when event held
- Increased competition to events (e.g., home entertainment)
- Limited events attraction budget.

Opportunities

- Revitalising the Town's events
- Growth of the Town
- Capacity to grow visitor economy
- Optimising world appetite for recycling/waste management with our unique strengths in this area.
- Event attraction potential
- Investment in event infrastructure
- Promote engagement with youth
- Connecting stakeholders to promote collaboration
- Hybrid work models (e.g., captured market)
- Cutting of red tape for community event organisers.

Threats

- Competition from other neighbouring Councils for the same audience and funding/events opportunities
- Competition from Perth CBD.

REAR COVER PAGE