

12 International Comparison of Festival and Event Cities and their Portfolios

In this chapter a systematic comparison of 23 eventful cities has been conducted to gain insights on event portfolio development and management. All the selected cities are the recipients of the IFEA (International Festivals and Events Association) World Festival and Event City Award (<https://www.ifea.com/p/industryawards/worldfestivalandeventcityaward>).

The application documents were downloaded from the IFEA website, covering awards from 2014-2018. These submissions by cities are available to members only. Some cities have received the award multiple times; only their most recent submission has been reviewed.

This data collection method has limitations, as the geographic representation is weak (See Figure 12.1) which limits opportunities for generalisation. Another limitation is that the application documents follow a pro-forma set by the IFEA that does not specifically pertain to portfolios and their design and management.

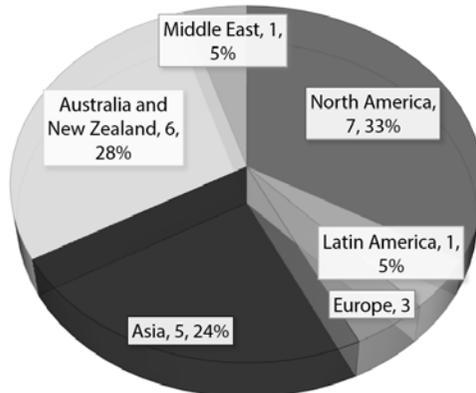


Figure 12.1: Geographical representation of the IFEA Award winners.

Award criteria and requirements

The IFEA website provides award criteria, and these can be interpreted as the association's perspective on what a city should be doing to be supportive of events and maximise their positive contribution across economic, social and cultural domains:

- ◆ Adding to the quality of life for local residents;
- ◆ Driving tourism;
- ◆ Showcasing a positive community brand and image to the media, business community, and visitors;
- ◆ Creating economic impact that translates into jobs, tax revenues and enhanced infrastructure improvements;
- ◆ Providing enhanced exposure opportunities for the arts, not-for-profit causes and other community programmes and venues;
- ◆ Promoting volunteerism and bonding the many elements of the community together;
- ◆ Encouraging community investment, participation, creativity and vision; and
- ◆ Building irreplaceable 'community capital' for the future.

IFEA selects an international panel to review applicants each year. Applicants pay a fee and follow a pro-forma procedure. This is not a contest, so there are no 'winners'. Because the submissions follow a prescribed format and details are specified by IFEA, the material cannot be assumed to reflect all the policies and actions by cities related to festivals and events. The entry requirements consist of six sections, including:

- ◆ Community Overview to provide a better understanding of the community and the infrastructure in place to host events and support event industry;
- ◆ Community Festivals and Events to provide an understanding of the diversity and success of current festivals and events in a city;
- ◆ City Governmental Support of Festivals and Events. This section describes the strength and depth by the applicant city and other area governmental bodies (County, State, taxing districts, etc.);
- ◆ Non-Governmental Community Support to understand the commitment to festivals and events and direct support provided by community individuals and non-governmental organisations;
- ◆ Leveraging and Community Capital should provide information how the City and its non-governmental partners maximise the 'community capital' created by festivals and events in your market;
- ◆ Extra Credit to highlight any other programmes, services, resources, activities around public event planning and management.

Comparative analysis of the 23 cities

The results of the comparative analysis are presented in Table 12.1. For each city the year of award is given, plus the population indicated in the document - sometimes for both a city and a metropolitan area. Addresses are listed for one or two websites for each city, enabling the reader to find out more about the city and its events.

In Column 1, is an indication of whether the words 'portfolio' and 'strategy' are mentioned, and what that means in context. Some quotations are provided to illustrate these points, but there can be a portfolio strategy without use of these terms. Also shown are examples of the events the document highlights, as the emphasis does differ, especially between sports and festivals. Business events are mentioned in most, but emphasized only in a few. This is likely owing to the fact that in many jurisdictions there are one or more convention bureaus attached to venues that attract conventions and exhibitions (usually through a mix of sales and competitive bidding) and these operate rather independent of DMOs and government agencies. Key stakeholders and their roles are noted, with the city government being the most common focal organisation, and tourism or a DMO the next most frequent. In Column 2, specific points about the events strategy or plans, and major goals where available have been summarised.

Table 12.1: Comparison of award cities.

PORTFOLIO MANAGEMENT -including stakeholders, funding & synergies	STRATEGY & MAJOR GOALS
<p>Greater Palm Springs California (2018) Area population: 500,000 http://www.visitgreaterpalmsprings.com</p>	
<p>No explicit mention of 'portfolio'</p> <p>The area hosts 200+ events in 9 constituent cities</p> <p>Events highlighted: festivals, golf, tennis</p> <p>"All of the sponsors, departments, agencies, schools, bureaus and cooperatives mentioned in the preceding sections are heavily involved in the local and regional event, tourism and hospitality industries. This team effort enables the local and regional event industry to thrive. Also, through networking events, including those organized by chambers of commerce, companies are encouraged to be actively involved in the events community. The Greater Palm Springs Convention and Tourism Bureau ensures that the Palm Springs Convention Center is booked with exciting meetings and conferences throughout the year, and local event service and equipment providers keep event producers and meeting planners supplied with the essential tools of the trade."</p> <p>Direct funding and support for events provided by cities</p>	<p>Events are core to tourism, the top industry</p> <p>Destination Development Plan provides the strategy</p> <p>"Recognizing the value and unlimited potential of events as both a tool of economic diversification as well as a driver of social cohesion, Greater Palm Springs leadership works closely with public and private sectors to put events on the forefront of Greater Palm Springs' growth and brand development strategies."</p> <p>Not clear if there is direct government ownership of events (if there is it is minor)</p>