STADIUMS TASMANIA

TASMANIA'S MAJOR VENUE CONTENT STRATEGY

2025 TO 2030

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EXECUTIVE SUMMARY

Background

Stadiums Tasmania is a statutory authority, established under the Stadiums Tasmania Act 2022 and operational since 1 July 2023. Its purpose is to manage, operate, maintain, and invest in Tasmania's major public stadiums, maximising both economic and community benefits for the State. Commissioned by the Hon, Nick Duigan, Minister for Sport, this Major Venue Content Strategy provides a blueprint to attract, create and retain high-quality events that elevate Tasmania's national profile, activate venues year-round, and deliver long-term value.
Stadiums Tasmanian oversees a statewide portfolio of venues:

- UTAS Stadium: AFL, Cricket, National Sport, Concerts
- Silverdome: Netball, Basketball. Cycling, Concerts
- MyState Bank Arena; Netball, Basketball, Internationals, Business / Corporate Events, Concerts
- Ninja Stadium; AFL, Cricket
- Macquarie Point Multipurpose Stadium (Future): Flagship for elite, marquee sport / entertainment, and business / corporate events

These venues support a diverse mix of sport, entertainment, festivals, and business events across Tasmania.

Events Strategy Vision and Ambition

Stadiums Tasmania's vision is to foster community engagement and pride by leading the growth, activation, innovation, and optimisation of Tasmania's major sporting and entertainment venues and precincts.
Further, Stadiums Tasmania ambition is to lead the strategic attraction and delivery of premier events that elevate Tasmania's brand, stimulate economic growth, and deliver lasting community outcomes across the venue network.

In order to deliver against the vision and ambition, the Strategy is underpinned by the following guiding principles:

- **Brand** - Increase exposure of brand Tasmania through national and international events and competitions.
- **Economic Impact** - Maximise the economic contribution of events by attracting interstate and international visitation, encouraging extended stays, and generating increased visitor spend.
- **Seasonal Programming** - Events are spread throughout the calendar year to drive year-round visitation and enhance outcomes for the Tasmanian economy.
- **Diversification** - Deliver a wide array of events, anchored in sport and complemented by entertainment, business and community events.
- **Geographic Access** - Ensure equitable access to high-quality events across Tasmania, promoting state-wide engagement, and distributing socio-economic benefits.

Recommendations

As a result of comprehensive consultation with key local and national stakeholders and in-depth analysis and benchmarking, Stadiums Tasmania recommends the following targeted actions to deliver a coordinated strategy that will position Stadiums Tasmania's venues as premier destinations for major events, driving significant economic, cultural and community benefits statewide:

1.) **Planning and Prioritisation** – aligning events and infrastructure for future growth with key actions including:
    - Develop, and annually refresh, an aspirational venue-based content calendar, prioritising content for attraction.
    - Maintain a long-range content attraction pipeline aligned with national / international bidding cycles.
    - Prepare and maintain an infrastructure investment roadmap to support venue readiness.
    - Develop a decision-framework to evaluate and secure short-lead-time opportunities.
    - Prepare an Opening Events Strategy for MPS.
2.) **Investment and funding** – Securing funding to attract premium content with key actions including:
    - Advocate for increased, recurrent and dedicated State funding to support content attraction and marketing for events held at Stadiums Tasmania venue, including:

        - A targeted attraction fund to secure high-profile sporting and entertainment events.
        - An events grant fund to support the broader event profile across Stadiums Tasmania venues.
    - Pursue co-investment with leagues, promoters, and corporate partners.
    - Deliver the MPS project, improving Tasmania's hosting capacity for significant events.
    - Support venue improvements across the venue portfolio to enhance capacity, experience, and competitiveness.
3.) **Content attraction** – Targeting high value events that deliver impact with key actions including:
    - Develop clear criteria for event evaluation, based on impact, strategic alignment, and infrastructure suitability.
    - Develop venue-based prospectuses to target "hero" events (e.g., concerts at MPS, basketball at MSBA, netball at the Silverdome).
    - Development of a multi-year content pipeline aligned to infrastructure readiness and major event bid cycles.
    - Promote and leverage venue upgrades and developments as a platform for content attraction.
    - Develop and implement an annual engagement plan with leagues, promoters, and other major event organisers to secure events.
    - Undertake more regular industry engagement, including with rights holders, promoters, and leagues.
    - Support scalable venue hire models to encourage promoter confidence and reduce barriers for events.
    - Develop dedicated internal capability for business case development, funding approvals, and commercial negotiations.
    - Promote better integration between acquisition, funding, marketing, and scheduling across multiple agencies.
    - Track event impact and success stories to support future bids and renewals.
4.) **Partnerships and Collaborations** – Working together to amplify statewide outcomes with key actions including:
    - Establish, in conjunction with Events Tasmania, a Major Sporting and Entertainment Event Committee to promote inter-agency and regional coordination, including the development of a centralised events calendar to prevent conflicts and maximise state-wide impact.
    - Develop and activate a major events identity aligned with the broader Tasmania destination brand.
    - Collaborate with Tourism Tasmania, Events Tasmania, Brand Tasmania, and Business Events Tasmania to support them in event marketing, destination marketing, embedding Tasmanian branding into event broadcasts, curating event-adjacent experiences that extend visitor stay and spend.
    - Engage with the State Government and key infrastructure partners to resolve event-enabling constraints.
    - Regularly engage with local councils and community groups to align events with local needs and identity.
5.) **Capability and Delivery** – Building systems and skills to deliver excellence with key actions including:
    - Enhance major event attraction capability at board and executive level.
    - Invest in systems for scheduling, partnership tracking, event pipeline management, and reporting.
    - Embed post-event evaluation and continuous improvement across all venues.

Value of statewide content strategy

The implementation of these targeted actions can deliver a major venue content strategy that yields the following returns:

- **Economic uplift and infrastructure legacy -** A coordinated strategy is a driver of long-term economic growth and resilience across the state.
- **Social impact and inclusion -** Major events contribute to stronger, healthier, and more inclusive communities.
- **Regional engagement and identity -** Statewide content delivery fosters pride, vibrancy, and community participation across Tasmania.

- **Destination brand and strategic positioning -** Leveraging major events to amplify the state's profile and attract new opportunities.

Stadiums Tasmania extends its sincere thanks to stakeholders who contributed to the development of the Strategy. Their insights and collaboration were essential in shaping a strategy that reflects the needs and aspirations of Tasmania's venues and event landscape.

STRATEGIC CONTEXT

BACKGROUND

Stadiums Tasmania was established under the *Stadiums Tasmania Act 2022* and commenced operations as a statutory authority on 1 July 2023. Its core mandate is to oversee the effective use, management, operations, maintenance, and investment in Tasmania's major public stadiums and related assets. The overarching goal is to maximise both economic and community benefits derived from Tasmania's major sporting and entertainment infrastructure.

As part of its remit, it is proposed that Stadiums Tasmania will assume responsibility for up to five key venues across the state. Two venues have already transferred to Stadiums Tasmania, namely the Silverdome and University of Tasmania Stadium (**UTAS Stadium**) in Launceston, both of which are now owned and operated by Stadiums Tasmania in addition to MyState Bank Arena (**MSBA**) and Ninja Stadium, based in Hobart. It is also planned that Stadiums Tasmania will become the owner and operator of the Macquarie Point Stadium (**MPS**) in Hobart once construction is completed.

In alignment with its role, Stadiums Tasmania has been commissioned by the Hon. Nick Duigan, Minister for Sport, to lead the development of a *Major Venue Content Strategy* (**the Strategy** or **Content Strategy**). This Strategy will establish a vision for attracting, creating, and retaining high-quality sporting and entertainment content across Tasmania's stadium network. The intent is to drive year-round visitation, enhance economic activity, and provide cross-generational community benefits. The Strategy will also serve as a guiding blueprint to support government decision-making and prioritisation of future investment.

STRATEGIC SCOPE

The scope of the Strategy encompasses:

- **Timing:** A five-year period, from 2025 to 2030, with the Strategy to be monitored and reviewed annually.
- **In-scope venues:** A focus on venues currently, or planned to be, included in the Stadiums Tasmania portfolio.
- **Geography:** A whole-of-state focus, albeit aligned to Stadiums Tasmania venues.
- **Event types:** Core focus on national and international level sporting events, complemented by entertainment and large-scale community events. Despite not being the focus of the Strategy, it is also recognised that state-wide, regional and local sporting and entertainment content will continue to be hosted at Stadiums Tasmania venues and supported via separate funding.

CURRENT STATE OF PLAY

VENUES

As part of its remit, it is proposed that Stadiums Tasmania will assume responsibility for up to five key venues across the State, including two in Launceston and three in Hobart, as follows.

UTAS STADIUM (LAUNCESTON)

UTAS Stadium is a large-capacity outdoor oval located in Launceston, primarily used for AFL and cricket at the national level, as well as concerts. With a seating capacity of approx. 17,500, it also supports corporate and community use. The stadium is home to teams like the Hawthorn Football Club and the Hobart Hurricanes and regularly hosts major sporting events. The venue is currently undergoing a $130 million upgrade to modernise and enhance its offering for major sporting and entertainment events[1]. Stadiums Tasmania took over ownership and operational control of the venue on 17 July 2025.

SILVERDOME (LAUNCESTON)

Also located in Launceston, the Silverdome is an indoor arena with a velodrome. A $12 million redevelopment is planned for the arena, with a focus on expanded food and beverage services (both corporate and general), expanded seating capacity, upgraded AV / tech, and enhanced high-performance player amenities. Post-redevelopment, which is expected to align with the commencement of the 2025-26 NBL Season, the arena is expected to provide around 4,000 seats, with a total capacity of 5,000. It serves a wide range of national and state-level sports, including basketball, cycling, futsal, and netball, and hosts concerts and corporate events. The venue is the northern home of the Tasmania JackJumpers. Stadiums Tasmania took over ownership and operational control of the venue on 7 May 2025.

NINJA STADIUM (HOBART)

Situated in Bellerive (Hobart), Ninja Stadium is an outdoor oval with a capacity of approximately 17,000 (in cricket mode) and 18,500 in AFL mode. It caters to both national and international cricket and AFL and is used for corporate events. It supports a range of users including the Hobart Hurricanes, Tasmanian Tigers, the Clarence Football Club and the North Melbourne Football Club and is one of the State's most frequently activated venues.

MYSTATE BANK ARENA (HOBART)

This indoor arena in Glenorchy (Hobart), with a seated capacity of approximately 5,000 and 7,500 in concert mode, supports a national-level basketball franchise (the Tasmania JackJumpers), as well as netball, exhibitions, and corporate events. It is also host to concert and entertainment events.

MACQUARIE POINT MULTIPURPOSE STADIUM (HOBART)

This Hobart-based stadium is planned as a large-scale outdoor oval with a roof, with a capacity of 24,500. It is intended to support international and national events across AFL, NRL, cricket, and concerts, with additional potential for soccer, rugby league and other sporting and entertainment events. Construction completion of the Stadium is expected to be determined following the current planning process.

[1] https://www.infrastructure.tas.gov.au/major_projects/utas_stadium_redevelopment

KEY CHARACTERISTICS

- **Geographic Distribution:** Balanced geographic spread of major venues across the north and south.
- **Indoor & Outdoor Options:** Mix of indoor (Silverdome, MSBA) and outdoor (UTAS Stadium, Ninja Stadium, MPS) configurations, catering to varied event types and conditions.
- **Capacity Range:** Venues vary significantly in capacity (from 5,000 at Silverdome to 24,500 at the proposed MPS) supporting both smaller-scale and large events.
- **Diverse Use Cases:** Facilities are designed to accommodate sport, entertainment, community, and corporate event types.
- **Underutilisation:** Many venues are underutilised, hosting relatively few major events per year.
- **No Rectangular Venues:** Stadiums Tasmania is not envisaged to take responsibility for any rectangular venues. Such venues are available in Tasmania, if required, and are typically owned by councils.

The combination of high-quality infrastructure, indoor / outdoor flexibility, and geographic distribution places the state in a strong position to grow its events calendar, but a coordinated effort is needed to fully realise the benefits.

Further details on each of the venues is provided in the table on the following page.

STRENGTHS, CHALLENGES AND GAPS

The five venues offer a diverse mix of capacity and capabilities across Tasmania's north and south. While recent upgrades and refurbishments have improved functionality at some sites, challenges remain around underutilisation, capacity / infrastructure suitability, ageing infrastructure, technological readiness, and accessibility.

The following strengths exist in relation to venue infrastructure

- **Venue diversity enables flexibility across event types:** Tasmania's network includes both indoor and outdoor venues across Hobart and Launceston, supporting sport, entertainment, exhibitions, and community events.
- **Recent and planned investments are improving infrastructure:** Major upgrades at UTAS Stadium, Silverdome, and MSBA are enhancing quality, capacity, and compliance with national standards. Development of the MPS will significantly enhance the capability and capacity of the State's venue mix.
- **Geographic spread offers whole-of-state benefit:** The distribution of venues across the north and south ensures regional equity in access and economic impact. Government investment into Dial Park will also support additional event activity in the north-west of the state.

Consultation findings suggest the following challenges and gaps exist in relation to venue infrastructure

- **Venues are underutilised despite year-round capability:** Surplus capacity exists throughout the content calendar for all venues, particularly in the traditional winter sports season.
- **There's a gap in capacity and competitiveness for major events:** Tasmania lacks a venue, until MPS is delivered, that can compete with the major stadium infrastructure in other states for high-profile national or international content.
- **Absence of a suitable rectangular venue:** There is no fit-for-purpose rectangular stadium to support rectangular field sports or events requiring such a configuration. While UTAS Stadium and Ninja Stadium can be reconfigured to suit, and there are smaller non-Stadiums Tasmania venues, none currently offer a high-quality, purpose-built solution for such events.
- **Insufficient indoor multi-court infrastructure in Hobart:** Hobart lacks indoor multi-court infrastructure to support national championships which require multiple courts to be functioning concurrently. This activity is limited to Silverdome in the north, presenting a clear gap in the south.
- **Ageing technology infrastructure limits appeal to promoters:** Outdated AV, lighting, and PA systems at venues such as UTAS Stadium and Silverdome reduce their competitiveness for touring acts and televised sport.
- **Back-of-house limitations reduce operational viability:** Several venues lack essential event delivery and production logistics like adequate change rooms, loading docks, and green rooms, deterring larger events.
- **Transport and parking limitations impact audience experience:** Venues such as Ninja Stadium have poor public transport access and limited on-site parking, which can constrain attendance and event operations.
- **Limited premium and corporate hospitality restrict commercial potential:** Currently, there are some challenges with the corporate offering of some venues, however, these will largely be addressed with the planned redevelopments. This will enhance appeal to sponsors and support increased revenue from high-value ticketing and partnerships.

CONTENT

NATIONAL TRENDS

SPORTING EVENTS

Australia has experienced significant growth in stadia-based (indoor and outdoor) sporting fixtures over the past decade, with growth of 3.6% per annum since 2019, to reach around 1,150 games played in Australia (including finals) in 2024. This was largely driven by expansions in AFLW, NRLW, Women's A-League, and NBL over this period. Around 80 of these events were international fixtures, covering cricket, rugby (league and union), football, netball, and basketball.

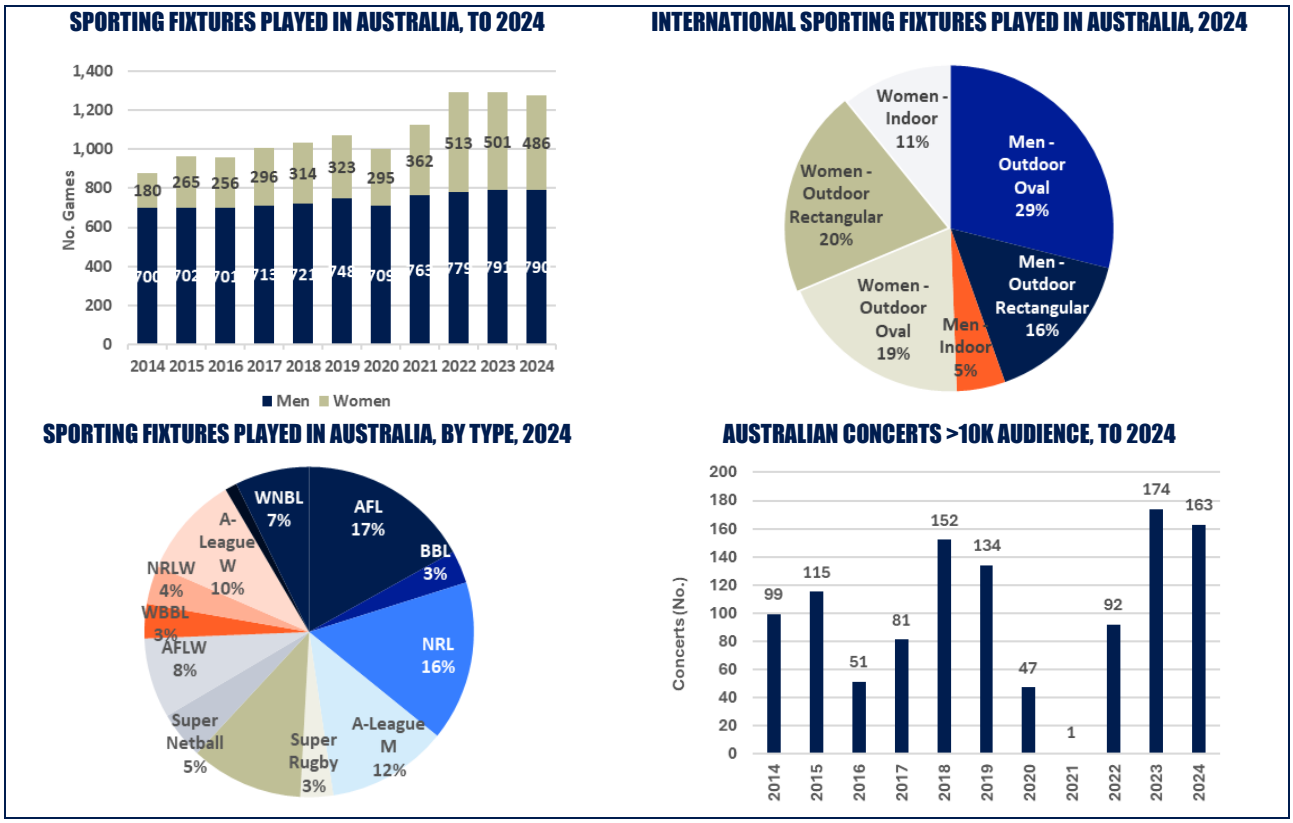
WOMENS PARTICIPATION

Significant momentum has been gained in women's sport across the country, with women's competitions introduced in AFL, BBL, NRL, and Super Rugby over the past decade. In 2024, women's games represented just under 40% of total games held in Australia. More international women's sporting content is also being held in Australia, representing around half of international fixtures held in Australia in 2024. This has been accompanied by increased media visibility, record-breaking attendance, and a cultural shift toward greater gender equity in sport. In recent years, the Australian Government has provided targeted support for women's sport, including through the $200 million Play Our Way program[2] and $1.125 million Empowering Women and Girls in Sport program[3]. These targeted investments will continue to support participation.

CONCERT TOURS

Major concerts held in Australia (with above 10,000) attendees have recovered to above pre-COVID levels, reaching around 160 concerts in 2024[4]. The majority of these were held in Sydney, followed by Melbourne, Brisbane, and Perth. Over this period, all states experienced growth in attendance, except for the ACT and Tasmania[5].

Figure 1. Major Content Trends, 2024



[2] https://www.health.gov.au/our-work/play-our-way-program
[3] https://www.sportintegrity.gov.au/what-we-do/empowering-women-girls-sport-integrity-program
[4] https://pollstar.com/data
[5] https://liveperformance.com.au/australians-support-live-performance-in-record-numbers-in-2023/

TASMANIA TRENDS

CONTENT CALENDAR

Tasmania has around 50 major events and 40 minor events scheduled for 2025, primarily focused on sporting content. Major events have experienced a significant increase over the past decade, peaking in 2021 (around 70 events) when Tasmania became a hub for AFL and AFLW events during the COVID-19 pandemic and stabilising around 40 to 50 major events annually since. Tasmania is now a regular host of major competitions including the AFL, NBL, BBL, and WBBL, with women's teams becoming a core fixture since 2015. Refer to **Appendix A** for the current major content calendar.

SPORTING FRANCHISES

Tasmania has two sporting franchises participating in national sporting competitions, in cricket (BBL and WBBL) and basketball (NBL and forthcoming WNBL team). The Tasmania Devils Football Club (AFL and AFLW) are set to join the AFL and AFLW competitions from 2028. The competitions without a Tasmanian team include the NRL, Super Rugby, Super Netball and the A-Leagues.

CONTENT DISTRIBUTION

Currently, Ninja Stadium is the most frequently used venue, followed by UTAS Stadium, with Silverdome hosting the fewest number of major events. The distribution of sporting content across Tasmania remains uneven. The South-East region, with nearly twice the population of the North-East, continues to dominate in event volume. The concentration of events in the South-East reflects the region's larger population, but it also highlights a lack of distribution across other parts of the state. The current event profile is heavily concentrated in the summer months, with winter months hosting fewer events. This imbalance suggests opportunities to increase event content during the traditional winter sporting season.

INTERNATIONAL CONTENT

In 2025, Tasmania is only scheduled to host four international sporting fixtures, namely the T20I, ODIW, Boomers basketball and Darts Premier League. Historically, international sport content in Tasmania typically remains limited to cricket and netball.

CONCERT TOURS

In the entertainment sector, Tasmania's concert offerings are limited, with around 90% of Australia's mid-sized indoor concerts concentrated in the five mainland capital cities from 2022 to 2024. Tasmania does not typically attract artists on the international touring circuit, and only few artists touring nationally. Tasmania has only hosted one major outdoor concert in recent years.

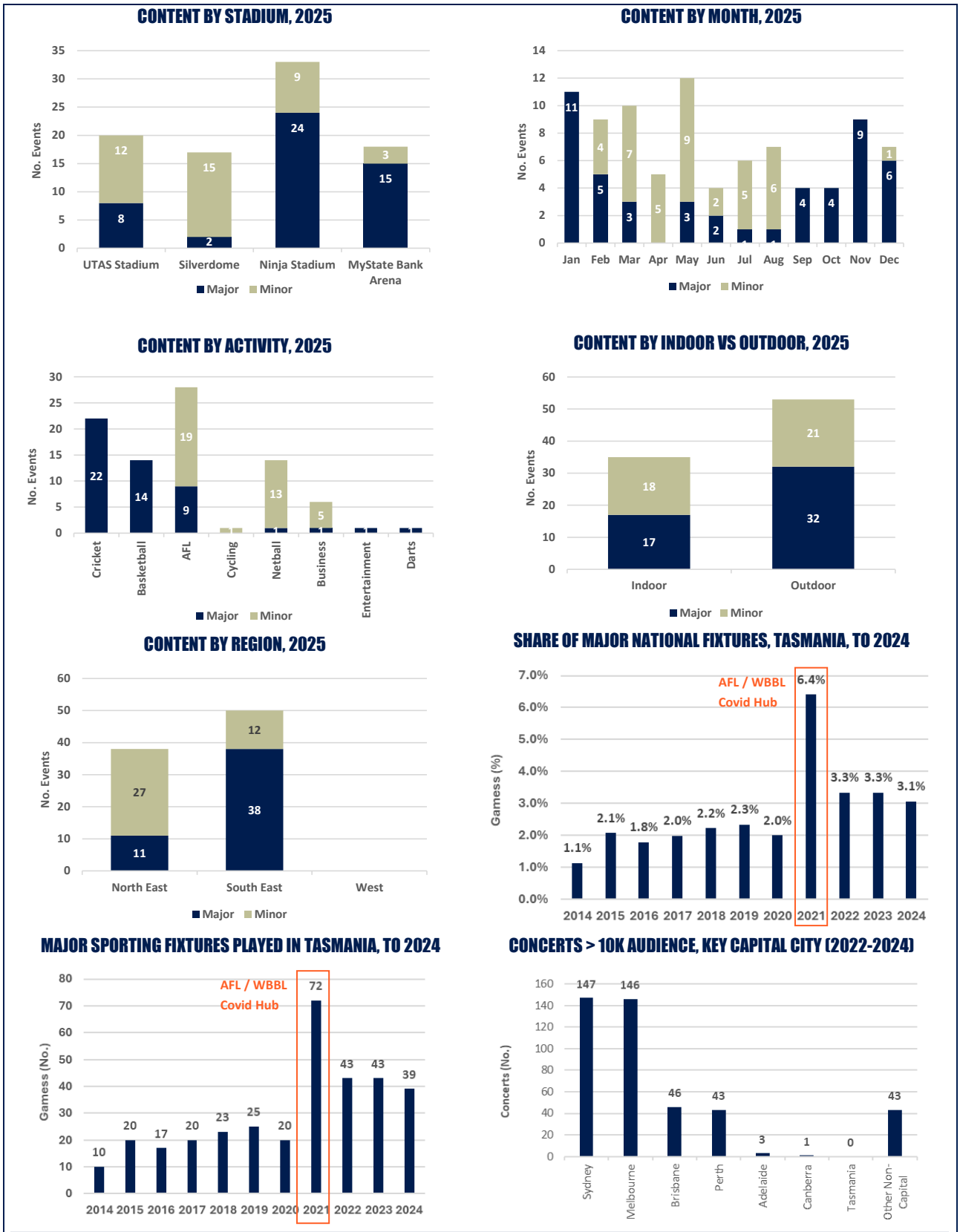
BUSINESS & CORPORATE

The Tasmanian business events sector contributed $110 million in direct expenditure, $99 million in gross value add, and 1,000 direct and indirect jobs in Tasmania and extending across Australia in 2022-23[6]. There is a further $332 million in market opportunity that Tasmania is currently unable to access due to the absence of suitable stadium venue infrastructure. Tasmania expects to host approximately 110 business events in 2025, with aspirations to increase this to around 160 in the following years. This growth is being supported by a $5 million allocation in the State Budget for subvention funding[7] and targeted marketing, which Stadiums Tasmania venues may seek to leverage where facilities allow. Business events, concerts, and community-focused activities remain underrepresented, particularly in indoor settings, where venue flexibility could be better utilised. Business and corporate events will be a strong focus of the Macquarie Point Stadium and also a renewed focus for UTAS Stadium, post redevelopment.

As Stadiums Tasmania continues to formalise its role in managing these venues, there is a clear opportunity to expand the diversity of content, better balance seasonal programming, and deliver greater value to communities across Tasmania.

6 Economic Impact of Business Events Tasmania, 2022-23, PwC
[7] https://mice.net.au/business-events-tasmania-gets-5-million-in-state-budget/

Figure 2. Major & Minor Content, Stadiums Tasmania Potential Venues (a), Latest Year Available (2024 & 2025 Planned Content)



CONTENT CLASSIFICATION

Major Content: National or international level events (such as the BBL, WBBL, NBL, AFL Regular Season, Sheffield Shield, T20I, ODIW, etc.).

Minor Content: State or regional level-events of scale (such as the Tasmanian Netball League, Premier SFL, NFTA, Tasmanian Track Cycling Championships, etc.).

Community Content: Local-level events (such as school carnivals, local performances, etc.). These have not been included in this assessment.

Note: (a) The above analysis (and the calendar presented in Appendix A) has been based on information provided by Stadiums Tasmania, supplemented with limited desktop research.

FUTURE CONTENT

There are a number of planned additions to the Tasmanian content landscape in the coming years, as presented below.

Table 1. Secured Future Content

Tasmania Devils	Tasmania has secured a conditional licence for a Tasmanian AFL team (the Tasmania Devils Football Club). The Club will first compete in the VFL and the Coates League from 2026. By 2028, the goal is for the Tasmania Devils to compete in the AFL and AFLW competitions. Their entry of the Tasmania Devils into these competitions have had flow on impacts for the North Melbourne Football Club who will no longer play in Hobart after 2025 and potentially the Hawthorn Football Club who currently host home games in Tasmania.
NBL	Two additional home games have been secured for 2026, with an increase from 14 home games in 2025 to 16 home games in 2026[8]. This is due to the incorporation of an In-Season tournament, which adds 20 games to the overall 2025-26 schedule. It is planned for 13 games are to be held in the south (MSBA) and three in the north (Silverdome). It is anticipated the number of NBL games will continue to grow over the next five years.
WNBL	Tasmania securing a license for a Tasmanian WNBL team will elevate the WNBL's profile, improve competitive balance, and grow national interest in women's professional basketball. The team would be based in the north-east of the state, aligning with the expansion of the Silverdome and a new facility in Devonport, with higher drawing fixtures played at MyState Bank Arena.
U/16 & U18 Australian Hockey Championships	Tasmania secured both the Under 16 and Under 21 Australian Championships for Hockey in 2026 and 2027 respectively. The most likely venue will be the Tasmanian Hockey Centre (in Hobart). There is interest from Hockey Tasmania in expanding the hockey schedule into the northern region. This is currently limited by a lack of facilities in the north that meet required standards, with the Northern Hockey Centre not being fit for purpose for any event. The attraction of a national hockey event provides an opportunity to expand supporting events in the lead up, with the opportunity to explore the Silverdome as a potential venue.

GAPS & CHALLENGES

Tasmania hosts a growing but narrowly focused content calendar, with strong foundations in AFL, cricket and basketball. This current mix lacks variety, particularly in rectangular sports and entertainment programming. Seasonal and geographic imbalances, along with venue constraints and limited national touring inclusion, present gaps.

The following gaps exist in relation to content attraction

- **Diversity in event types:** Tasmania currently lacks diversity across key event types, such as premium domestic or international sporting events (particularly in football, NRL, netball, and rugby union), entertainment events (such as music festivals, major concerts, theatre, stage shows, arts content) and business events.
- **Presence of national and international marquee events:** The state is underrepresented in finals series, one-off or exhibition matches, and international sports, particularly in the north. This limits Tasmania's visibility on national and global event calendars.
- **Programming in winter and shoulder seasons:** There is a noticeable drop-off in event activity during March to September (i.e., during the winter season). This is partially due to Tasmania not having any rugby league or rugby union content and the A-League being played over summer. This has impacted year-round venue activation, employment, and visitor engagement.

Consultation findings suggest the following challenges exist in relation to content attraction

- **Lack of a coordinated, statewide content calendar:** Events are often scheduled in isolation, which can lead to clashes, where multiple high-interest events occur on the same day or weekend. This forces Tasmanians and visitors to choose between experiences, limits audience numbers, and reduces the success of individual events. The absence of a shared calendar system or collaborative planning network among event organisers is a key contributor.
- **Infrastructure constraints limit content attraction:** As outlined in the venues section, ageing technology, inadequate performer facilities, and inflexible venue configurations prevent Tasmania from being competitive for large touring acts or national sports fixtures.
- **No central agency driving content strategy or partnerships:** Tasmania currently lacks a centralised content agency or authority with a mandate to lead content attraction, manage calendar planning, and build long-term relationships with national and international promoters, sports leagues, and cultural institutions.

8 HTTPS://WWW.BASKETBALL.COM.AU/NEWS/NBL-TO-LAUNCH-IN-SEASON-TOURNAMENT-FOR-2025-26-SEASON

- **Tasmania is often overlooked on national and international tour plans:** Without a consistent track record of high-volume audiences or strong venue infrastructure, Tasmania is not regularly included on touring circuits, whether for artists, stage productions, or sports events.

ENABLERS

Tasmania's capacity to grow its content ecosystem is shaped by a range of enablers, including:

- Acquisition capability and coordination
- Investment and funding
- Freight and logistics
- Marketing and national positioning
- Coordination and collaboration
- Infrastructure, accommodation, and visitor experience.

Compared to other jurisdictions (see Appendix D: Table 4), the absence of sufficient and sustainable funding, coordinated planning, and inclusion of stadia content in tourism marketing limits the state's ability to consistently attract and deliver premium content. A more integrated, long-term approach to these enablers is essential to unlock Tasmania's event potential.

ACQUISITION CAPABILITY & COORDINATION

Event acquisition is a key enabler of Tasmania's capacity and capability to grow its content ecosystem. As such, Tighthead Advisory was engaged by Stadiums Tasmania to provide a foundational understanding of event acquisition. Currently, Tasmania's event acquisition approach is largely reactive, driven by inbound interest from rights holders and dependent on ad hoc funding. This model limits the state's competitiveness and makes it difficult to build a long-term pipeline of major events.

Crucially, Tasmania lacks the institutional structures and coordination mechanisms that underpin successful acquisition strategies in other jurisdictions, namely, a clearly defined governance model, a dedicated acquisition unit, and streamlined approval and funding pathways. In contrast, states like New South Wales and Victoria benefit from centralised or hybrid models that align acquisition efforts with strategic priorities, funding cycles, and venue readiness.

The Tighthead Advisory report outlines three possible governance models for Tasmania:

- Centralised Agency Model – all acquisition functions housed within one entity (i.e. a government department).
- Shared Responsibility Model – split between Stadiums Tasmania (sport) and Events Tasmania (cultural).
- Consolidated Stadiums Tasmania Model – a dedicated acquisition unit within Stadiums Tasmania, with cross-agency support.

Regardless of the preferred model, the analysis emphasises the need for role clarity, structured decision-making, and dedicated resourcing. Without this, Tasmania's investment in stadium infrastructure may not deliver its intended return due to underutilisation or missed acquisition opportunities. Ultimately, the findings reinforce that venue investment alone will not guarantee premium content. A dedicated, well-resourced acquisition function is required to position Tasmania competitively on the national and international stage.

INVESTMENT & FUNDING

Attracting high-value content requires both investment in premium infrastructure and dedicated financial investment in attracting content (including for bidding, underwriting events, or marketing). Currently, Tasmania lacks a sufficient scale of funding (compared to other states) and a dedicated and sustainable content investment model, meaning it often operates reactively, responding to opportunities rather than strategically pursuing them. This inhibits the ability to build long-term relationships with promoters or secure recurring, large-scale content. Without a dependable funding mechanism and larger investment in events, Tasmania risks falling further behind.

Funding mechanisms for tourism and events across other states are typically supported through grants provided by a central department, then distributed to dedicated events and tourism agencies. These entities often administer attraction funds strategically deployed to secure high-impact events, encourage geographic spread, and raise the destination profile. This is also supported by ad hoc, but proactive, investment by the State Governments in subsidising international artists or major sports events. New South Wales and Victoria have traditionally dominated the market for

major sporting and entertainment content, with significantly more funding available than other states, however, Western Australia provides an example of the impact of a strong injection of funds on events attraction (see below).

CASE STUDY – WESTERN AUSTRALIA EVENTS BOOM (SINCE 2018)

The WA Government strategically used the opening of Optus Stadium (in 2018) to boost and attract events through strong marketing and funding efforts. In 2018, Optus Stadium attracted more than two million people, including 120,000 visitors from outside of Perth[9]. This included the highest ever sporting attendance for the State with around 60,000 attendees at the AFL Preliminary Final and around 55,000 attendees at the Chelsea vs Perth Glory match. In this first year, the venue attracted premier sports (NRL double header, Australia vs England One Day international cricket match, and the Big Bash League) and entertainment acts (Ed Sheeran and Taylor Swift). Since then, the Western Australian Government has continued these efforts, for example by providing an $8 million subsidy to secure two exclusive concerts by Coldplay for Australia in 2023[10] and attracting English Premier League teams. This has led to Optus Stadium gaining a place on the international map and has supported ongoing event attraction.

FREIGHT & LOGISTICS

Smooth and efficient freight and logistics are vital for event viability. Tasmania's geographic separation adds time and cost to event planning and delivery, often requiring events to extend their schedules in ways that may not be commercially viable. To help address these challenges, Tasmania has the freight equalisation scheme[11] (government program providing financial assistance to businesses shipping goods between Tasmania and mainland Australia) and overnight freight capability across the Bass Strait, which help reduce the burden of moving equipment to and from the State. MSBA, for example, is already registered for this scheme, which supports some touring acts.

MARKETING & NATIONAL POSITIONING

Content attraction is most successful in jurisdictions with clear content priorities and marketing efforts supporting national positioning (and funding for this). Tasmania is often not considered for national and international sporting events and left off touring schedules, not due to lack of interest, but because the state lacks a clear focus as well as visibility and perceived viability among promoters. Other jurisdictions, such as South Australia, have strategically positioned themselves on the national and international map for certain event types (see below).

CASE STUDY – SOUTH AUSTRALIAN GOVERNMENT'S FOCUS ON MARQUEE MAJOR EVENTS

The South Australian Government is increasingly investing in building its economy and global profile through major events and festivals. A dedicated Major Events Fund, with a funding commitment of $73 million in 2024, has allowed South Australia to attract events like the AFL Gather Round, Rugby League State of Origin, Adelaide International, LIV Golf Adelaide, and Rugby World Cup 2027[12]. A focus on marquee events, such as LIV Golf and the AFL Gather Round, has contributed to the State's success. These events were strongly pursued by the South Australian Government, with the AFL Gather Round rights costing in the realm of $16 million to $20 million per annum[13]. This investment delivered $91 million in total economic impact in 2024, with over 190,000 visitor nights in South Australia.

Beyond the development of clear content priorities, Tasmania needs an associated marketing campaign that forms part of the broader positioning of the State. Consultation findings suggest Tourism Tasmania does not actively promote or support sporting events as part of its core programming, with resourcing constraints restricting the focus to leisure events. Inclusion of sport and cultural content in statewide marketing efforts could significantly enhance Tasmania's profile, signalling to promoters and governing bodies that the state is serious about playing a larger role in the national content ecosystem.

[9] https://www.wa.gov.au/government/media-statements/McGowan%20Labor%20Government/First-year-of-Optus-Stadium-an-overwhelming-success-20190129
[10] https://www.ausleisure.com.au/news/western-australia-government-paid-8-million-subsidy-to-live-nation-entertainment-for-2023-coldplay-concerts/
[11] https://www.servicesaustralia.gov.au/tasmanian-freight-equalisation-scheme

[12] https://tourism.sa.gov.au/events/event-funding
[13] https://www.noticesports.com.au/p/afl-gather-round-success

COORDINATION & COLLABORATION

Coordination and collaboration across entities supporting funding, content attraction, and scheduling is a key contributor to the success of other jurisdictions. In states such as New South Wales and Victoria, the responsibility for attracting and managing events is either carried out by a dedicated entity or there is clear delineation or roles / responsibilities and strong collaboration amongst multiple entities. In contrast, Tasmania's content attraction responsibilities are currently shared across several organisations with challenges in coordination and collaboration.

Consultation findings suggest a key example of this is a lack of a centralised events calendar and booking system for major events. Without this shared infrastructure, event organisers operate in silos, often unaware of competing events scheduled nearby or on the same day. This can lead to unnecessary content clashes, where audiences are forced to choose between events, splitting attendance and reducing the success of both. A centralised calendar would not only reduce scheduling conflicts but also create a platform for better collaboration among venues, promoters, and government partners.

INFRASTRUCTURE, ACCOMMODATION & VISITOR EXPERIENCE

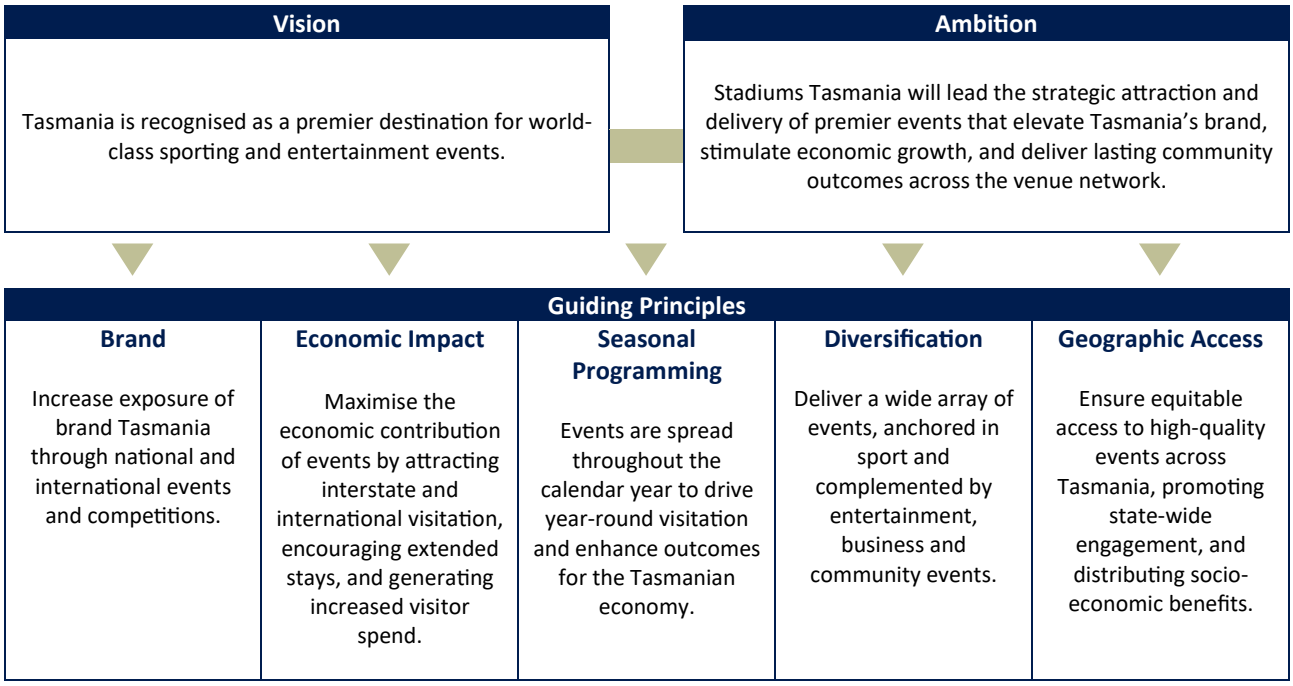
Even when events are secured, infrastructure limitations, particularly in northern Tasmania, can restrict their scale and economic impact. Consultation findings suggest the availability of hotel accommodation and offsite hospitality venues is limited in regions like Launceston, making it difficult to host large-scale multi-day events, conferences, or tournaments. Tasmania's relatively small population and geographic isolation also mean that most major events rely on drawing interstate visitors, further increasing the pressure on transport and accommodation. Consultation findings suggest that during peak seasons or when multiple events occur in proximity, capacity is often stretched, creating a suboptimal experience for both organisers and attendees. These constraints must be considered when planning future events and developing the state's visitor economy strategy.

RECOMMENDATIONS- FUTURE DIRECTION

EVENT FRAMEWORK

The Event Framework sets out Stadiums Tasmania's vision, ambition and guiding principles that will shape both everyday decision-making and long-term direction. It provides a cohesive foundation for driving growth, community engagement, and economic outcomes across Tasmania through strategically curated content retention and attraction.

Figure 3. Event Framework



FOCUS AREAS

Tasmania has a unique opportunity to build upon its sporting foundations, recent investment in venues, and increasing national profile to establish itself as a premier destination for high-quality events. This Strategy identifies a range of key focus areas to attract and develop diverse event content and elevate the state's reputation as a leading events destination. In addition to these focus areas, it will be important for Stadiums Tasmania to maintain strong community connections by providing access to grassroots events at major venues, fostering inclusion and local pride.

THE VISION FOR OUR VENUES

UTAS Stadium

Vision: Northern home of AFL and cricket, and gateway for national sport in regional Tasmania.

- **AFL / AFLW:** ongoing Hawks games, New Tasmanian franchise (men, women, academy).
- **International Cricket:** ODI, T20.
- **Magic / Gather Rounds:** AFL multi-game rounds in the North.
- **A-League:** Potential host for future men's and women's Tasmanian teams.

Silverdome

Vision: Northern hub for elite indoor sport and cycling in Tasmania.

- **Super Netball:** Ongoing regular season, Potential future Tasmanian franchise, gather rounds.
- **WNBL:** New Tasmanian franchise.
- **Basketball Internationals / Camps:** Training and friendly matches.
- **Women's International Netball:** National and international fixtures
- **Cycling:** National and international events.

Ninja Stadium

Vision: Southern hub for elite cricket and AFL in greater Hobart.

- **Cricket:** International and domestic matches, including Test, ODI, and T20 formats (men and women's).
- **AFL / AFLW:** Ongoing North Melbourne games, New Tasmanian franchise (men, women, academy).

MSBA

Vision: Southern home of elite basketball and netball in Tasmania.

- **WNBL:** New Tasmanian franchise.
- **NBL / WNBL Gather Rounds:** Host for multi-game league events.
- **Basketball Internationals:** Opals, Boomers, and touring teams.
- **Super Netball:** Backup or showcase venue for future Tasmanian franchise.
- **Women's International Basketball:** Exhibition or qualification matches.

Macquarie Point

Vision: Flagship southern venue for elite AFL, cricket, and multi-code national and international sport.

- **AFL / AFLW:** new Tasmanian franchise (men, women, academy).
- **International Cricket:** Test, ODI, T20.
- **Football:** A-League, Socceroos / Matildas
- **Marquee sporting events:** State of Origin, English Premier League exhibition matches, International rugby, UFC, etc.
- **Magic Round-Style Events:** AFL or NRL.
- **World cups and international tournaments**

State-Wide

Vision: Coordinated network of venues delivering vibrant entertainment experiences.

- **Concerts:** 1-2 major outdoor; 2-3 major indoor annually.
- **Music Festivals:** Multi-day, touring.
- **Exhibition Motorsports**
- **Business/ Conferences**
- **Major Exhibitions:** Caravan, boating, lifestyle shows.
- **Food & Beverage Festivals:** Wine, beer, and produce-led events
- **Cultural Celebrations:** Diwali, Greek Festival, others.

RECOMMENDATIONS - ROADMAP

The roadmap provides a coordinated strategy to position Stadiums Tasmania venues as premier destinations for major events, driving significant economic, cultural, and community benefits statewide. Stadiums Tasmania will support or lead the delivery of these targeted actions to realise this vision.

PLANNING & PRIORITISATION

Working alongside Events Tasmania, Stadiums Tasmania will support structured, proactive planning across venues to ensure event attraction efforts are strategic, future-focused, and aligned with evolving market opportunities, infrastructure capacity, and Tasmania's broader event ambitions.

Key actions supporting this include

- Develop, and annually refresh, an aspirational venue-based content calendar, prioritising content for attraction.
- Maintain a long-range content attraction pipeline aligned with national / international bidding cycles.
- Prepare and maintain an infrastructure investment roadmap to support venue readiness.
- Develop a decision-framework to evaluate and secure short-lead-time opportunities.
- Prepare an Opening Events Strategy for MPS.

INVESTMENT & FUNDING

Stadiums Tasmania will advocate for sustainable funding models that support venue enhancement, competitive event attraction, and long-term operational success, ensuring Tasmania can compete nationally for premium content and deliver a world-class venue experience.

Key actions supporting this include

- Advocate for increased, recurrent and dedicated State funding to support content attraction and marketing for events held at Stadiums Tasmania venue, including:
    - A targeted attraction fund to secure high-profile sporting and entertainment events.
    - An events grant fund to support the broader event profile across Stadiums Tasmania venues.
- Pursue co-investment with leagues, promoters, and corporate partners.
- Deliver the MPS project, improving Tasmania's hosting capacity for significant events.
- Support venue improvements across the venue portfolio to enhance capacity, experience, and competitiveness.

CONTENT ATTRACTION

Stadiums Tasmania will partner with Events Tasmania to identify, pursue, and secure high-value events that are best suited to each venue's profile, prioritising content that drives economic impact, builds audience loyalty, and supports Tasmania's reputation as a destination for sport and entertainment.

Key actions supporting this include

- Develop clear criteria for event evaluation, based on impact, strategic alignment, and infrastructure suitability.
- Develop venue-based prospectuses to target "hero" events (e.g., concerts at MPS, basketball at MSBA, netball at the Silverdome).
- Development of a multi-year content pipeline aligned to infrastructure readiness and major event bid cycles.
- Promote and leverage venue upgrades and developments as a platform for content attraction.
- Develop and implement an annual engagement plan with leagues, promoters, and other major event organisers to secure events.
- Undertake more regular industry engagement, including with rights holders, promoters, and leagues.
- Support scalable venue hire models to encourage promoter confidence and reduce barriers for events.
- Develop dedicated internal capability for business case development, funding approvals, and commercial negotiations.
- Promote better integration between acquisition, funding, marketing, and scheduling across multiple agencies.
- Track event impact and success stories to support future bids and renewals.

PARTNERSHIPS & COLLABORATION

Stadiums Tasmania will act as a proactive collaborator to attract, deliver, and promote high-impact events that position Tasmania as a leading destination for sport, entertainment, and tourism.

Key actions supporting this include

- Establish, in conjunction with Events Tasmania, a Major Sporting and Entertainment Event Committee to promote inter-agency and regional coordination, including the development of a centralised events calendar to prevent conflicts and maximise state-wide impact.
- Develop and activate a major events identity aligned with the broader Tasmania destination brand.
- Collaborate with Tourism Tasmania, Events Tasmania, Brand Tasmania, and Business Events Tasmania to support them in event marketing, destination marketing, embedding Tasmanian branding into event broadcasts, curating event-adjacent experiences that extend visitor stay and spend.
- Engage with the State Government and key infrastructure partners to resolve event-enabling constraints.
- Regularly engage with local councils and community groups to align events with local needs and identity.

CAPABILITY & DELIVERY

Stadiums Tasmania will invest in the internal skills, systems, and processes required to consistently attract, deliver, and evaluate major events, ensuring operational excellence and maximising the return on public and private investment.

Key actions supporting this include

- Enhance major event attraction capability at board and executive level.
- Invest in systems for scheduling, partnership tracking, event pipeline management, and reporting.
- Embed post-event evaluation and continuous improvement across all venues.

PARTNERS IN PROGRESS

Delivering on the vision, ambition and opportunities outlined in this Strategy requires a united effort. Stadiums Tasmania recognises that our success will be built on deep, sustained partnerships across the public, private and community sectors. We are committed to engaging collaboratively with our partners, not just as stakeholders, but as co-creators and enablers of progress.

Table 2. Partners and Roles

Partner	Role in Progress
State Government	The State Government has a role in policy leadership, major infrastructure investment, funding for content attraction, regulatory facilitation, and whole-of-state marketing and branding. Key State entities supporting this include: • **Events Tasmania:** Administers funds from the State to support event funding, supports event development, and promotes Tasmania as a destination for events. • **Brand Tasmania:** Leading authority for developing, strengthening, and promoting the Tasmanian brand locally, nationally, and internationally. • **Tourism Tasmania:** To drive tourism to the State, through branding and marketing efforts.
Local Government	Local engagement and activation, planning and logistics, community communications, and regional economic development.
Non-Government Organisations (NGO)	A key NGO is Business Events Tasmania, who are responsible for supporting business event organisers, bidding support, content recommendations, subvention and site inspection funding, promotion of Tasmania as a business event destination nationally and internationally, amongst others.
Sporting Leagues & Associations	Provide content / schedules, act as brand ambassadors, undertake grassroots engagement, co-develop talent pathways, and support local programming linked to national events.
Event Promoters & Commercial Partners	Secure and deliver major content, invest in high-value events, co-market destinations, drive innovation in event experience.
Tourism and Hospitality Sector	Enhance visitor experience, increase capacity (accommodation, dining, attractions), amplify economic impact, support regional activation, and partner in destination campaigns.
Volunteers & Workforce Providers	Contribute to high-quality event delivery and customer service, create employment and development pathways for locals.
Local Communities & Interest Groups	Provide insight and advocacy to ensure events are inclusive, community-relevant, and socially sustainable.
Sponsors & Funders	Support event viability, build brand value, create shared investment models that benefit both commercial and public interests.
Media & Broadcasters	Extend reach, elevate the Tasmanian brand nationally and internationally, and generate compelling content.

VALUE OF STATEWIDE CONTENT DELIVERY

Major events across Tasmania do more than entertain, they provide key economic, social, wellbeing, and community outcomes. While the upfront investment can be significant, the long-term returns span job creation, regional activation, and enhanced state identity. With strong planning and collaboration, these events become powerful tools for shaping Tasmania's future, elevating its national profile and delivering broad, measurable benefits across the state.

ECONOMIC UPLIFT & INFRASTRUCTURE LEGACY

A coordinated strategy is a driver of long-term economic growth and resilience across the state:

- **Boosting Visitation and Spend:** Expanding the Tasmanian content calendar will increase both interstate and international travel, with major fixtures encouraging new trips and extending existing stays. Visitors contribute across the economy, through accommodation, dining, retail, and transport, helping to lift business revenues and grow the economic contribution of the tourism sector.
- **Catalysing Infrastructure Development:** Hosting major events accelerates investment in venues and supporting infrastructure, including transport links, public space upgrades, and precinct activation. These improvements support community use beyond the event itself and increase the long-term viability of regional assets.
- **Creating Local Jobs and Skills Pathways:** Events support direct employment in event delivery, logistics, security, and operations, and stimulate additional jobs across hospitality, retail, and tourism. They also build transferable skills, particularly for young people and regional workers.
- **Enabling Year-Round Economic Activity:** By programming events outside of traditional peak seasons, Tasmania can smooth demand, extend business viability year-round, and reduce the boom-bust cycle common in seasonal economies.

CASE STUDY – SOUTH AUSTRALIA'S AFL GATHER ROUND (2024)

South Australia's AFL Gather Round illustrates the strong economic returns from strategic event investment. In 2024, the four-day event generated $91.6 million in economic impact, a 10% increase from its first year, and attracted around 45,900 visitors, with 33% from interstate[14]. Independent analysis found the event created around 191,700 visitor nights, up by over 40,000 from 2023, with 52,000 nights spent outside Adelaide, supporting around 650 full-time jobs. Most interstate visitors stayed an average of 4.5 nights, amplifying spend across hospitality, tourism, and retail sectors. With more than 265,000 attendees, Gather Round showcases how promotion, venue investment, and regional delivery can elevate a state's visitor economy and establish an enduring national event asset.

SOCIAL IMPACT & INCLUSION

Major events contribute to stronger, healthier, and more inclusive communities:

- **Inspiring Healthy Participation:** Elite-level events drive increased engagement in sport and physical activity, particularly among young people and underrepresented groups. This visibility can trigger long-term behavioural change, support public health goals, and create momentum for grassroots sport initiatives. Host locations often use events as platforms for wellness campaigns and participation drives, increasing both physical and mental wellbeing.
- **Developing Local Talent & Franchises:** Hosting national and international events and expanding local franchises opens pathways for emerging athletes, coaches, and officials. Local talent benefits from exposure to high-performance environments, while communities gain skills in event delivery, officiating, media, and logistics. These experiences can catalyse stronger sporting ecosystems and boost Tasmania's pipeline of elite competitors.
- **Fostering Volunteerism:** Events generate opportunities for volunteers to play meaningful roles in delivering major event experiences, building skills, confidence, and civic pride. The legacy of these efforts is often a more engaged and connected community, with enduring support networks that extend into everyday life.

[14] https://www.noticesports.com.au/p/afl-gather-round-success

- **Supporting Youth Development:** Youth audiences benefit from exposure to elite athletes and aspirational role models, particularly when events are designed with schools, talent academies, and development pathways in mind. Engaging young people in major events can improve aspiration, identity, and long-term social outcomes.
- **Promoting Gender Equity and Inclusion:** Strategically curating content that features women-led competitions and underrepresented groups helps reshape perceptions and deliver more inclusive participation outcomes. Events also provide advocacy platforms for inclusive infrastructure, safe participation environments, and diverse representation across sport and entertainment.

CASE STUDY – VICTORIA'S FIFA WORLD CUP HOST MATCHES (2023)

As a co-host of the FIFA Women's World Cup in 2023, and with the introduction of the *Victorian Fair Access Policy Roadmap* in 2022, Victoria experienced a measurable surge in female football participation and strengthened policy focus on inclusive sport. Legacy initiatives included grassroots funding, targeted grants for female-friendly facilities, and visibility campaigns showcasing women athletes. These efforts translated into long-term momentum: more girls in local clubs, improved infrastructure, and broader public recognition of the value of gender equity in sport. In 2024, Football Victoria reported a 20% increase in female registrations in futsal and social football compared to 2023[15].

REGIONAL ENGAGEMENT & IDENTITY

Statewide content delivery fosters pride, vibrancy, and community participation across Tasmania:

- **Strengthening Local Identity:** Hosting high-profile sporting events unites communities in shared celebration, strengthening local pride and regional identity. Events showcase Tasmania's unique culture and sporting spirit to broader audiences, positioning the state as a confident, capable host on the national stage. Delivering events across multiple venues allows regional centres to shine alongside Hobart, creating a statewide sense of belonging and achievement.
- **Promoting Cultural Celebration:** Major sporting events attract athletes, fans, and media from diverse backgrounds, fostering cultural exchange and broader understanding. Integrating Tasmanian stories, heritage, and experiences into event programming amplifies the state's identity and creates memorable connections for visitors and locals alike.
- **Enhancing Social Cohesion:** Bringing people together through sport helps build social cohesion, breaking down barriers and encouraging inclusivity. Community engagement and volunteer opportunities around events create lasting bonds and nurture a culture of active participation.
- **Activating Public Spaces:** Sporting events activate stadia precincts, surrounding public spaces, and regional hubs, generating vibrancy beyond the venue. This activation supports local businesses, encourages community interaction, and enhances the liveability of towns and cities across Tasmania.
- **Promoting Regional Equity:** The adoption a "right venue, right event" approach ensures events are distributed to optimise venue use across Tasmania. This approach supports regional prosperity by attracting visitors and investment beyond the capital, fostering a balanced, statewide economic and social impact.

CASE STUDY – SOUTH AUSTRALIA'S AFL GATHER ROUND (2024)

South Australia's AFL Gather Round is a prime example of regional event delivery driving statewide engagement and identity. By staging matches across multiple regional venues, the state leveraged sporting passion to boost local pride and activate communities beyond Adelaide.

15

forward#:~:text=In%20Victoria%2C%20over%2027%2C000%20women,2024%20were%20women%20and%20girls.

DESTINATION BRAND & STRATEGIC POSITIONING

Leveraging major events to amplify the state's profile and attract new opportunities:

- **Amplifying Brand Tasmania:** Major events generate extensive national media coverage and public attention, embedding Tasmania in the minds of travellers, sports fans, and investors alike. This visibility helps establish the state as a dynamic and attractive destination beyond its natural beauty, showcasing its capacity to host world-class sporting and entertainment experiences.
- **Reinforcing National Credibility:** Delivering a consistent pipeline of high-quality events builds lasting trust and strong relationships with promoters, leagues, broadcasters, and event owners. This credibility is essential for securing future content and attracting marquee events that elevate Tasmania's status in competitive markets.
- **Attracting Private Investment and Partnerships:** A visible, steady calendar of major events makes Tasmania a more appealing partner for national promoters, sponsors, and broadcasters. This creates new commercial revenue streams, reduces reliance on public funding, and drives innovative collaborations that further enhance event offerings and venue experiences.
- **Global Exposure and Branding:** Hosting major events places Tasmania on the international map, showcasing the state to global audiences and travel markets. This exposure strengthens Tasmania's brand as a world-class destination for sporting and entertainment events, leading to sustained growth in international visitation, tourism investment, and long-term economic benefits.

CASE STUDY – NSW "10 WORLD CUPS IN 10 YEARS" STRATEGY

NSW's ambitious "10 World Cups in 10 Years" strategy demonstrates the power of a sustained commitment to global content[16]. By aligning major event hosting with targeted infrastructure development and tourism strategies, Sydney has positioned itself as a premier destination for elite sport. This approach has generated significant economic returns, enhanced national and international profile, and fostered deep partnerships across government, industry, and sporting bodies.

[16] https://www.sport.nsw.gov.au/media-releases/10-world-cups-10-years-for-nsw

ACKNOWLEDGEMENTS

Stadiums Tasmania extends its sincere thanks to the stakeholders who contributed to the development of the Strategy. Their insights and collaboration were essential in shaping a strategy that reflects the needs and aspirations of Tasmania's venues and event landscape.

This collaborative effort has laid the foundation for a strategic, statewide approach to content attraction that aims to optimise venue use and deliver lasting economic benefits.

The consultation process included a statewide survey to gather information on current content frameworks, future ambitions, challenges, and economic impacts. This was followed by meetings and workshops in December 2024, where stakeholders provided valuable feedback and helped identify key themes, including:

- Current and future content strategies
- Opportunities for new or complementary events
- Barriers to attracting and delivering large-scale content
- Infrastructure and statewide coordination challenges
- Economic and financial considerations

We thank the following organisations for their active participation:

- AFL Tasmania
- Basketball Tasmania
- Cricket Tasmania
- Hockey Tasmania
- Tasmania JackJumpers
- Netball Tasmania
- Tasmania Football Club
- Tennis Tasmania
- Business Events Tasmania
- TEG
- Frontier Touring
- Ticketmaster
- Hospitality Tasmania
- Tourism Tasmania
- LK Group (MSBA)

APPENDIX A: EXISTING CONTENT CALENDAR

Table A. 1. Major & Minor Content, Stadiums Tasmania Potential Venues, 2025 [a] [b]

January	February	March
BBL (x6, MA)	Australia One-Day Cup (x2, MA)	AFL Regular Season (MA)
ODIW (MI)	AFL Pre-Season (MA)	Sheffield Shield (x2, MA)
NBL (x4, MA)	Sheffield Shield (MA)	AFL Tasmania Academy (x2, MI)
	NBL (MA)	Tasmanian Netball League (x4, MI)
	Tasmania Track Championship (MI)	Tasmanian Youth Symposium (MI)
	Tasmania Netball League (x8, MI)	
April	**May**	**June**
Premier SFL (x2, MI)	AFL Regular Season (MA)	AFL Regular Season (x2, MA)
NFTA (x2, MI)	Premier SFL (x2, MI)	Tasmania Netball League (MI)
Southern Tasmania Careers Expo (MI)	Super Netball (MA)	National Reconciliation Week (MI)
	NFTA (x2, MI)	
	Coates Talent League (MA)	
	AFL Tasmania Academy (x2, MI)	
	Tasmania Netball League (x3, MI)	
July	**August**	**September**
AFL Regular Season (MA)	AFL Regular Season (MA)	NBL (MA)
Premier SFL (MI)	Premier SFL (x2, MI)	AFLW (MA)
NFTA (MI)	NFTA (x2, MI)	AFL Ladies Lunch (MI)
Tasmania Netball League (x2, MI))	CFT Gala Ball (MI)	Paul Kelly (MA)
WorkSafe Tasmania Conference (MI)		
October	**November**	**December**
PDC Darts ANZ Premier League (MA)	T20I (MA)	BBL (MA)
WBBL (MA)	WBBL (x4, MA)	Sheffield Shield (MA)
NBL (x2, MA)	Sheffield Shield (MA)	NBL (x3, MA)
	NBL (x3, MA)	Festival of Indoor Hockey (MI)
		Australia One-Day Cup (MA)

EVENT TYPE INDICATOR

- Concerts
- Business
- Sports

STADIUM INDICATOR

- UTAS Stadium
- Silverdome
- Ninja Stadium
- MSBA

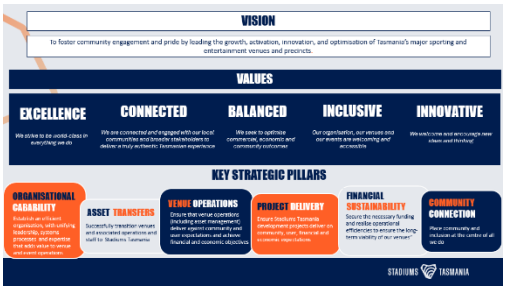
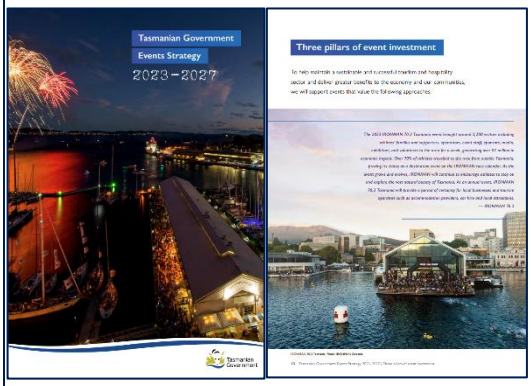
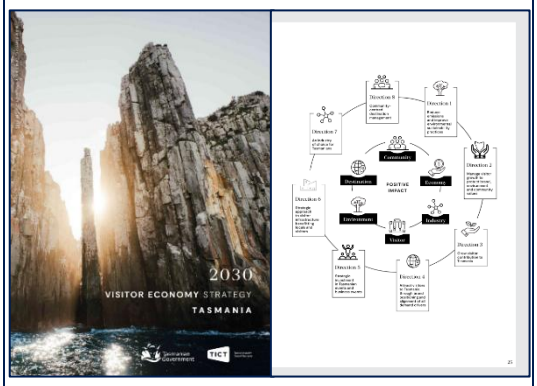
EVENT SCALE

Major (MA)	National or international level events.
Minor (MI)	State or regional level-events of scale.
Community	Local-level events – these have not been included.

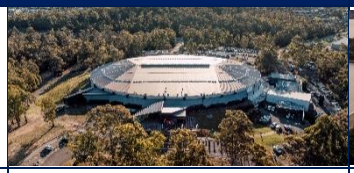
APPENDIX B: STRATEGIC ALIGNMENT

The Strategy aligns with *Stadiums Tasmania's strategic framework* as well as broader strategic objectives for the State.

Table 3. Strategic Alignment

STADIUMS TASMANIA STRATEGIC FRAMEWORK 2024-25 TO 2027-28 	The *Stadiums Tasmania strategic framework* outlines the role of Stadiums Tasmania in building a cohesive, state-wide network of major public stadiums, centralising ownership, managing / optimising / developing venues, and maximising benefits to the Tasmanian community. Venue operations is one of five strategic pillars for Stadiums Tasmania and encompasses content creation, retention, and attraction. **Tasmania's Major Venue Content Strategy will support Stadium's Tasmania's purpose and vision by attracting / delivering a diverse range of events, optimising major venues, and driving beneficial outcomes for the Tasmanian community.**
TASMANIAN GOVERNMENT EVENTS STRATEGY 2023-2027 	The *Tasmanian Events Strategy* highlights the role of events in enhancing state-wide outcomes, with 80 major events contributing towards around $303 million in ancillary visitor spend in 2022-23 as well as jobs, quality of life, community pride, legacy impacts, amongst others. To help maintain a sustainable and successful tourism and hospitality sector, the Tasmanian Government supports events that generate economic growth opportunities, contribute to social outcomes, and create brand recognition. The Tasmanian Government is committed to collaborating to ensure a co-ordinated approach to management and development of Tasmania's major stadiums and content. **Tasmania's Major Venue Content Strategy will support the Tasmanian Government's focus on supporting events that enhance economic growth, contribute to environment / wellbeing / connectedness, and build the destination brand.**
2030 VISITOR ECONOMY STRATEGY 	The *2030 Visitor Economy Strategy* sets a bold vision for Tasmania, aiming to attract year-round visitors, grow the financial contribution of visitors to conservation, embrace the net zero future, develop and deliver a ten-year infrastructure plan, and grow job and training opportunities. There are eight key directions supporting this vision, including to grow the visitor contribution to Tasmania, attract visitors through brand positioning and alignment of demand drivers, strategic investment in Tasmanian events and business events, and a strategic approach to visitor infrastructure. **Tasmania's Major Venue Content Strategy will support the Tasmanian Government's vision for the visitor economy, focused on growing the visitor contribution to Tasmania through brand positioning and investment in infrastructure and events.**

APPENDIX C: STADIUMS TASMANIA VENUES

Feature	UTAS Stadium	Silverdome	Ninja Stadium	MyState Bank Arena	Macquarie Point Multipurpose Stadium
					
Location	Launceston	Launceston	Bellerive (Hobart Eastern Shores)	Glenorchy	Hobart
Capacity	~ 17,500 seated post-redevelopment [a]	~ 5,000 (~ 4,000 seated post-redevelopment)	~ 17,000[d] in cricket mode, ~ 18,500 in AFL mode	~ 7,500 [b] (~ 5,000 seated)	~ 24,500 [c]
Configuration	Outdoor / Oval	Indoor & Velodrome	Outdoor / Oval	Indoor Arena	Outdoor / Oval (retractable roof)
Primary Uses	**National:** AFL, Cricket, Concerts **Other:** Corporate, Community	**National:** Basketball, Concerts **Other:** Cycling, Futsal, Tennis, Hockey, Netball, Corporate, Community	**International:** Cricket **National:** Cricket, AFL **Other:** Corporate	**National:** Concerts, Basketball, **Other:** Netball, Exhibitions / Trade Shows, Corporate / Social	**International:** Cricket **National:** AFL, BBL, AFLW, WBBL **Other:** Concerts, conferences, trade shows, functions, corporate social events, rectangular sports, showcase.
Regular Users / Hirers	Hawthorn Football Club, Hobart Hurricanes, North Launceston Football Club, Greater Northern Raiders Cricket, Mowbray Cricket Club	Tasmanian Institute of Sport, Tasmanian Jack Jumpers, Launceston City Cycling Club, Community Sporting Clubs	Tasmanian Tigers, Hobart Hurricanes, North Melbourne Football Club, Clarence District Football Club	Tasmania Jack Jumpers, Concerts, Exhibition Sports, Other Events	Tasmania Devils Football Club, Hobart Hurricanes BBL, Cricket Australia, Cricket Tasmania
Other Assets / Facilities	Function rooms, Invermay Park, Cricket Nets	3x small, hireable rooms	Function rooms, external café	Function rooms	1,500 pax function room, goods shed gastro pub / bar, cricket chairs club, media centre, sports bar, members' restaurant, Evans Street restaurant
Regular Major Event Profile	**~ 8-10 major events** **Events:** Australia One-Day Cup, AFL Pre-Season, AFL Regular Season, AFL Tasmania Senior Talent Academy, NFTA, Coates Talent League	**~ 7-10 major events** **Events:** Tasmania Track Cycling State Championships, Tasmanian Netball League, High School Netball Championships, NBL, Concerts	**~ 18-20 major events** **Events:** BBL, ODIW, Sheffield Shield, Australia One-Day Cup, Premier SFL, AFL Regular Season, WBBL, T20I	**~ 15+ major events** **Events:** NBL, Super Netball, Concerts	**~ 34+ major events, 37 days** **Events:** AFL, AFLW, BBL, WBBL, International Cricket, NRL, A Leagues, Concerts, major conferences and tradeshows
Other Event Profile	Local sports events, community events, club matches.	TIS cycling, community sports, exhibitions, concerts.	Corporate / social functions (over 200 functions per year)	Corporate / social functions, concerts, exhibitions, other	Corporate / social functions, arena style concerts, exhibitions, other ad hoc sport and entertainment events

Notes: (a) Proposed capacity post completion of the $130 million redevelopment. (b) Subject to proposed expansions and development around the venue. (c) Subject to final designs and project completion. (d) the Green Guide for safe venue operations has not been applied by the current venue operators at Ninja Stadium.

APPENDIX D: TABLE 4. BENCHMARKING OTHER JURISDICTIONS, 2024

Detail	Tasmania [a]	Queensland	NSW	Victoria	WA
Key Entities					
Primary Responsibility	Multiple entities (Events Tasmania, Business Events Tasmania, Stadiums Tasmania)	Tourism and Events Queensland	Destination NSW	Multiple entities (Visit Victoria, Melbourne Convention Bureau, Department of Jobs, Skills, Industry and Regions)	Tourism WA
Collaboration	Moderate – Department of State Growth, Events Tasmania, Stadiums Tasmania, Tourism Tasmania, event organisers, industry, councils	High – regional tourism organisations, Stadiums Queensland, DestinationQ, Queensland Tourism Industry Council, DTIS, councils, and other government agencies	High – local councils, tourism organisations, operators, Tourism Australia, Austrade, and other agencies	High – regional tourism boards, tourism industry, major tourism entities, industry organisations, and businesses	High – Tourism Council WA, Tourism Australia, Australian Tourism Export Council, Austrade, TCWA, Business Events Perth
Strategic Direction					
Priorities	Sporting and business events with some entertainment and regional events	High-value sport and entertainment events, including exclusive content and major league fixtures	International and national sport, blockbuster entertainment, marketing	Major sport (e.g. F1, AFL), arts and culture, major concerts, business events	Premium entertainment, international sport (e.g. EPL, cricket), concerts, state branding
Regions Focus	Some – through regional grants	Strong regional focus	Yes – through regional grants	Yes – regional touring and sport	Moderate – mostly metro focused
Funding					
Funding Provider	Department of State Growth	Department of Sport, Racing and Olympic and Paralympic Games	Department of Enterprise, Investment and Trade	Department of Jobs, Skills, Industry and Regions	Department of Jobs, Tourism, Science and Innovation
Co-Invest Models	Limited – largely state-funded	Actively pursued for major events	Common for entertainment and arts	High – often partner with private sector	Increasing – especially post Optus Stadium development
Funding Approach	Operating grants and targeted attraction funds administered by Department of State Growth	Operating grants, with attraction funds administered by Tourism and Events Queensland	Operating grants, with attraction funds administered by Destination NSW	Operating grants, with attraction funds administered by Visit Victoria	Operating grants, with attraction funds administered by Tourism WA
Common Criteria	• Attract interstate attendees • Pre-and-post event travel • Regional focus • Off peak season events • Independent co-funding • Socio-economic benefits	• Complementary held in off-season • Attraction of interstate / international visitors, increase stay • Raise profile of destination • Socio-economic benefits	• Regional location • New events • Multiculturalism and cultural diversity • Socio-economic benefits	• Creative, cultural, or community sporting event • Socio-economic benefits • Regional location • Attract many attendees	• Out of state visitors • Economic and media impact • Regularity and diversification • Private co-contribution • Community involvement • Prestige
Funding Amounts ($)	Events Tasmania = $17.54M, Business Events = $1.1M, Other = $799,000 **Total = $19.4M[17]**	Tourism and Events Queensland Grants = $142.6M[18] **Event funding = $100.8M[19].**	Destination NSW Grants = $196.6M[20] **Cannot determine event funding.**	Visit Victoria Grants = $157.6M[21] **Cannot determine event funding.**	Tourism WA Grants = $165.4M [22] **Events funding = $85.2M [18].**

[17] https://www.stategrowth.tas.gov.au/__data/assets/pdf_file/0006/547872/DSG_Financial_Statements_2023-24.pdf
[18] https://www.sport.qld.gov.au/__data/assets/pdf_file/0007/1925656/dts-annual-report-2023-2024.pdf
[19] https://teq.queensland.com/content/dam/teq/corporate/corporate-searchable-assets/industry/annual-reports/annual-report-2023-24/TEQConsolidatedFinancialStatements2023-24-FINAL.pdf
[20] https://www.destinationnsw.com.au/annual-report-2023-24/financial-performance
[21] https://djsir.vic.gov.au/__data/assets/pdf_file/0019/2324350/DJSIR-Annual-Report-2023-24.pdf
[22] https://www.wa.gov.au/system/files/2024-11/00392_23_24_annual_report_v8_web.pdf