



*Shaping our future is a community engagement entity designed to produce governance that engages **Community, Council and Commerce** networks that work to ensure our well being as a district, into the future.*

Shaping our future is governed by a volunteer steering group which co-ordinates activity including future forums which are open to the public and volunteer task force groups which carry out specific tasks requested by the forums. The forums then make recommendations to decision making agencies.

Detail can be seen at www.shapingourfuture.org.nz

Events Task Force Report

March 6th, 2012

Task force convenor

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Events Task Force

Name	From	Known for
Brent Harridge	Wanaka	Business owner Base
Lyal Cocks	Wanaka	Deputy Mayor
Jan Maxwell	Queenstown	QLDC Arts and Events Facilitator
James Helmore	Wanaka	Lake Wanaka Tourism CE
Jay Cassells	Queenstown	Film, Lawyer
Olivia Porter	Queenstown	RemarkablesMarket
Penny Clarke	Queenstown	NZ Hotel Council
Simon Green	Queenstown	Winter Festival, Destination Queenstown Events
Tony Everitt	Queenstown	Destination Queenstown CE
Victoria Murray-Orr	Wanaka	Events Manager Challenge Wanaka, Festival of Colour

Events Task Force TERMS OF REFERENCE from Steering group

1. Summarise Lakes Events current situation

2. Summarise/categorise views from Forums re Events

3. Define 'Events' and:

- Consider '**Scope**' of Interest e.g. Tourism, Regional, Local Community??
- Consider Event Categories "Events" e.g. Icon, Major, Community, One-off, Perennial, Sports, Arts, Cultural, Heritage

4. Identify key parameter issues relating to Events Lakes

- **District** – Queenstown, Wanaka etc
- **Funding sources** - Council? Independent organisation, wider funding appeal?
- **Infrastructure** - Staffing/offices e.g. consider potential for co-operation with other not-for-profits e.g. Economic Futures Agency, Tourism Offices, Chamber of Commerce, QLDC??

5. Consider: Purpose of an Events Lakes organisation – e.g. Is role Advisory?? Facilitation? Endorsement/Accreditation, Lead/Initiation, Funding, Seed-funding etc

6. Consider Strategy/Objectives

- **Overall** including balance tourism/community events considerations?
- **Short Term** – Strategy/objectives) consider how could
- **Medium Term** – Strategy/objectives) Events Lakes
- **Long Term** – Strategy/objectives) role evolve?

7. Consider Organisational Model options

- Review national and international Events Models (e.g. Wellington, Canada, Gothenburg etc)
- New Entity – form?
- Governance/representation/selection term etc...
- Role for Taskforce going forward? e.g. Disband or Peer Review body or?

8. Provide a Report responding to the above Terms of Reference including:

- Staged Recommendations including considerations of

- Indicative Costs
- Benefits/Drawbacks

9. Timeline

- Report and recommendations
 - 25 Nov 2011 draft to Steering Committee
 - 2 Dec 2011 Steering Committee to review and respond to Taskforce
 - 20 Jan 2012 final draft and PowerPoint presentation by Taskforce to Steering Committee
 - Early February 2012 Public Forum to consider Taskforce Presentation and PowerPoint – identify amendments (if any) endorse recommendations

1. Current Situation

Recent years have seen a proliferation of events being staged across the Southern Lakes District. From major sporting events, festivals and concerts to school fairs and community barbecues, there is a plethora of events being staged throughout the calendar year delivering a variety of benefits both economic and social to the district.

At present, however, the industry is extremely fragmented with no established point of contact or acknowledged event agency for events (community and commercial) across the district. There are literally hundreds of individuals and organizations engaged in the production and delivery of events in the district on an annual basis and most continue to operate in isolation with no sharing of knowledge, expertise, networks or equipment/infrastructure.

There is ongoing confusion among event organisers and regulatory bodies surrounding consent requirements, permissible activities and use of public spaces making it difficult, time-consuming and in many instances costly to produce events in the district.

There is also a continued lack of understanding and appreciation of the impact of events to the district not only in terms of economic and promotional benefit but also the social contribution made to building communities, fostering pride of place and improving the district's livability.

When compared to other centres, the Southern Lakes District receives significantly less funding and support for events both at a community and commercial level and from local and national government sources. It is important to note that the contribution of events is becoming increasingly recognized around New Zealand and that funding for them is being increased exponentially at a national and local government level.

This lack of funding and support is coupled with the Southern Lakes being an expensive place to produce events. We lack significant event infrastructure and our geographic isolation from main centres impacts not only on production costs but also increases reliance on the ongoing participation of a small local population and business sector for event success.

2. Event Forum Summary

Much of the feedback from the forums is included in the background to the current situation provided above.

The forums quickly concluded that some form of centralised event agency was desperately required for the district to provide a co-ordinated approach to events, to develop an event strategy for the district, offer support and advisory services and, where appropriate to assist with funding.

It was observed that it was not necessarily about more events, but perhaps about better scheduling of events through one coordinated hub, ensuring the sustainability and development of key existing events and establishing a balanced calendar of events across the year.

Thoughts were also provided around how we can target / support events that are complimentary to the district and that support the overall social, environmental and commercial objectives established for the district such as:

- Delivering economic benefit (more visitors, increased spend, filling shoulder seasons, promotion of the district as destination, enhancing brand values and positioning of different destinations within the district
- Foster pride amongst residents, bring residents together, build stronger communities and make the district more livable
- Showcase and where possible enhance the natural environment, concentrate on sustainability, zero waste, minimum impact.

Discussions around a model for a District Event Office and its governance indicated the desire for a lean, highly efficient, cost effective structure that would allow available contestable funds to benefit events directly. The events office would have a clear focus on facilitation, coordination and support and not apply for outside event funding. A “one-stop-shop” that can establish a long term strategy for events in the district, target a balanced calendar of events, streamline the processes involved, advise and assist, provide contacts and networks, advise on securing funding, provide infrastructure and represent the event interests of the entire community.

A range of potential governance models were submitted as part of the Queenstown forums with Destination Queenstown, Film OtagoSouthland and the Queenstown Trails Trust all being floated as worth consideration. It was recommended that while the entity could be “housed” within Queenstown Lakes District Council (QLDC), Destination Queenstown (DQ), or Lakes Leisure it should retain operating independence of any individual organisation but instead be governed by a board representing a cross section of political, commercial and community stakeholders.

As expected, discussions around how the organisation should be funded was fairly vocal, but almost without exception it was acknowledged that the entity would need to be funded by some form of entity or rate. There was some support for a visitor levy, but for the most part it was acknowledged that some general rate (residential and commercial) would be the best solution. A targeted rate was seen as the only way to insure the long term future of the entity.

3. Event Definitions and Categories

For the purpose of this report, events have been defined as:

An occasion, activity, gathering, display or celebration of a social, cultural, competitive or commemorative nature that is open to the public, which occurs for a limited time.

Private corporate events such as conferences, conventions and incentive-based events are not included in this event definition.

Throughout discussions, the working group has endeavoured to retain a general outlook on events, continually relating back to the various events on the Southern Lakes calendar and the various stakeholders involved. As such, any definition will be general by default.

Significant time has been spent on how the various events need to be classified.

For purposes of classification, the following system has been adapted from Auckland’s “Fresh Thinking” event review.

Auckland’s “Fresh Thinking” review adopted a portfolio approach where the event calendar was viewed as an investment portfolio with a focus on delivering five key outcomes:

1. Economic Growth
2. Visitor Growth
3. International Exposure
4. Social Wellbeing and Pride
5. Minimum impact on the environment

The system includes a sliding scale in terms of size of the event, level of exposure and the economic versus social benefits it delivers. The advantage of this system is that it can be scaled to still be relevant whether events are being examined on a national, district wide or local scale.

It is believed that this model not only provides a sound basis for classifying events but will also help form the basis for evaluating the current position, setting a direction for the future and establishing funding criteria should a contestable event fund be established as part of this review.

The event tiers outlined below are established via the three scales:

Size	Large to small
Benefit	Commercial to Social
Profile	International to local

Some events will clearly fit into one box, some will sit across a number of boxes, but by examining events in this light will allow a degree of classification and then flow on to providing guidelines for determining what a balanced “portfolio” could look like.

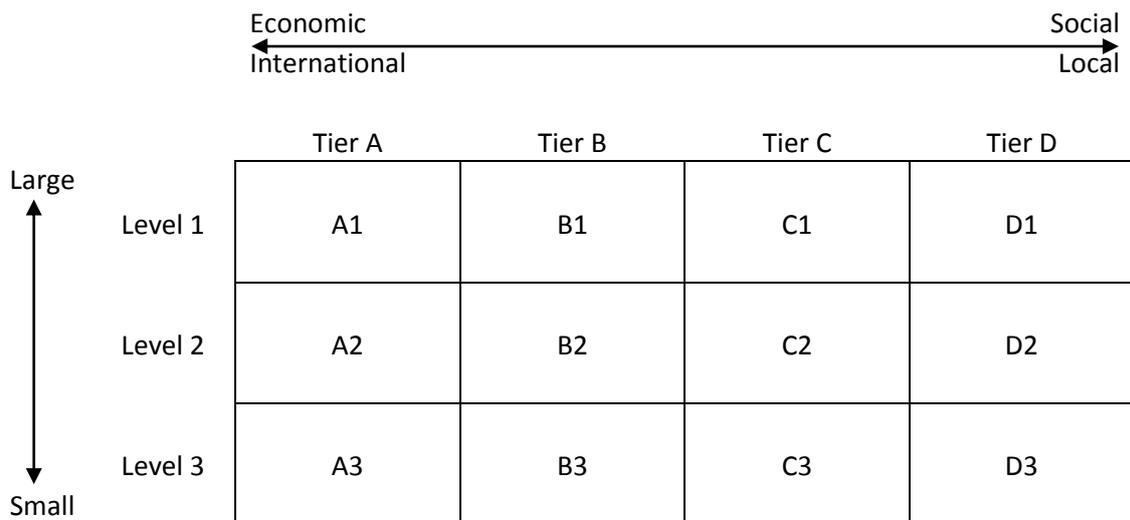
For example, in Auckland the America’s Cup would have sat clearly in A1. This is not to say there was no social or local benefit to the event, but it was a very large event that had a major economic benefit to the city and a significant international profile.

For the Southern Lakes District it could be that the Winter Games would fit into A1 or perhaps Warbirds over Wanaka. These events are unique to the district, make a significant economic impact, have a large international profile and are produced on a major scale.

A major concert such as the Gibbston Valley events or Rippon would sit in A2.

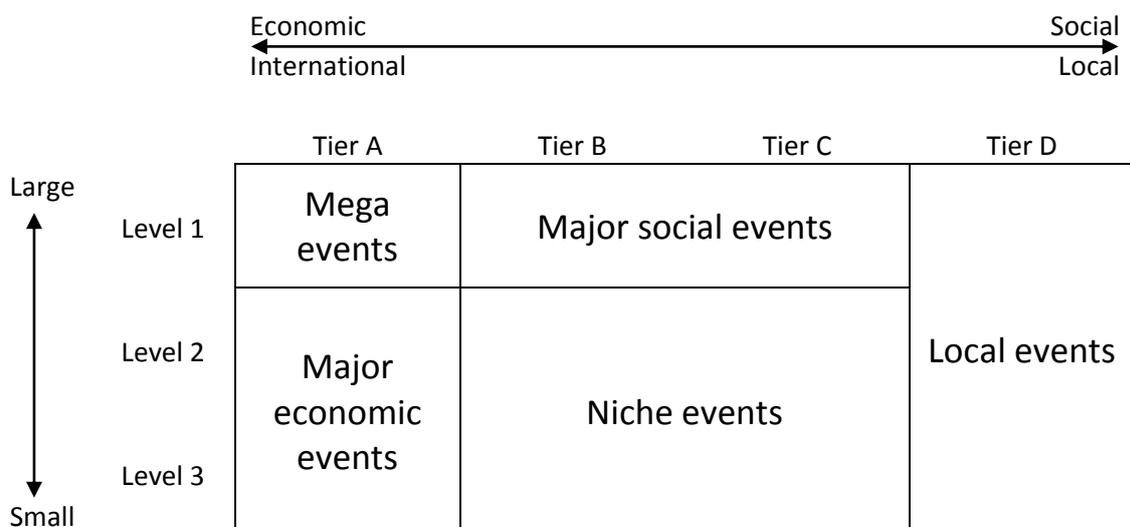
At a smaller scale events such as a local theatrical production would sit in C2 as events which contribute to community identity and realizing social and cultural benefits.

Figure 1 - Event Tiers



The various tiers above have then been grouped to provide 5 core event classifications:

Figure 2 – Event Categories



Mega Events

- Nationally unique to Southern Lakes District and recognized as such.
- Can be either a recurring or one-off event, but possesses such significance, in terms of tradition, attractiveness, image, or publicity that it provides the host community with a competitive advantage.
- Primary Drivers are celebrating the district's identity, realising community benefits and delivering significant economic benefit and national/international profile
- Primary drivers are celebrating the globally iconic nature of the unique event realising district wide benefits and delivering significant economic benefit and national/international profile.
- On a national scale the Rugby World Cup would be considered a Mega Event. At a district wide level we would consider the following as examples of Mega:

Examples: Warbirds over Wanaka, 100% Pure New Zealand Winter Games

Major Economic Events – Level 2

- Event is of significant prestige to generate international and/or national media profile.
- Event may not be unique to Southern Lakes District and may be able to be replicated, and does not have to be ongoing
- Primary drivers are economic benefit and international profile.
- Generally involving large audiences
- Events that by way of size or significance, yield extraordinarily high levels of tourism, media coverage, prestige or economic impact for the destination
- Primary Drivers are celebrating district's identity, realising district wide benefits and delivering significant economic benefit and national/international profile.

Examples: Queenstown Winter Festival, NZ Golf Open, Michael Hill International Violin Competition, Southern Lakes Festival of Colour, Challenge Wanaka

Major Economic Events – Level 3

- Event is of significant prestige to generate significant district wide benefit and national media profile.
- Event may not be unique to Southern Lakes District and may be able to be replicated.
- Does not have to be ongoing.
- Generally involving large audience or participants.
- Primary Drivers are celebrating district's identity, providing district community entertainment, delivers some economic benefit and contributes to district wide/national profile.

Examples: Queenstown Jazz Festival, Sevens Rugby, Cricket one-day test, Gibbston Valley Concert, Rippon, Wanaka A&P Show

Major Social Events

- **Community events with district wide attraction**
- Unique to the district and has wide recognition and involvement by the community
- Proven track record of success, not “one hit wonder”
- Major contributor to the district’s vibrancy, identity and realizing social and cultural benefits
- Event is of significant prestige to generate district media profile.
- Fits with strategic outcomes/values/branding of the community providing cultural, educational and social value

Examples: Arrowtown Autumn Festival, Wanakafest, Gibbston Harvest Festival, Summerdaze Festival, Wanaka Autumn Art School

Niche Events

- **Social and Economic events in local areas.**
- Event is of significant prestige to generate local media profile.
- Event can be “one-off”.
- Event may not be unique to the district and may be able to be replicated.
- Major contributor to community identity and realizing social and cultural benefits.
- Fits with community strategic outcomes and values.

Examples: Locally produced theatrical productions and concerts including Stars in your eyes, Showbiz annual show, Remarkables Theatre and Margaret O’Hanlon productions, Chamber of Commerce Business Awards, Queenstown Bike Festival

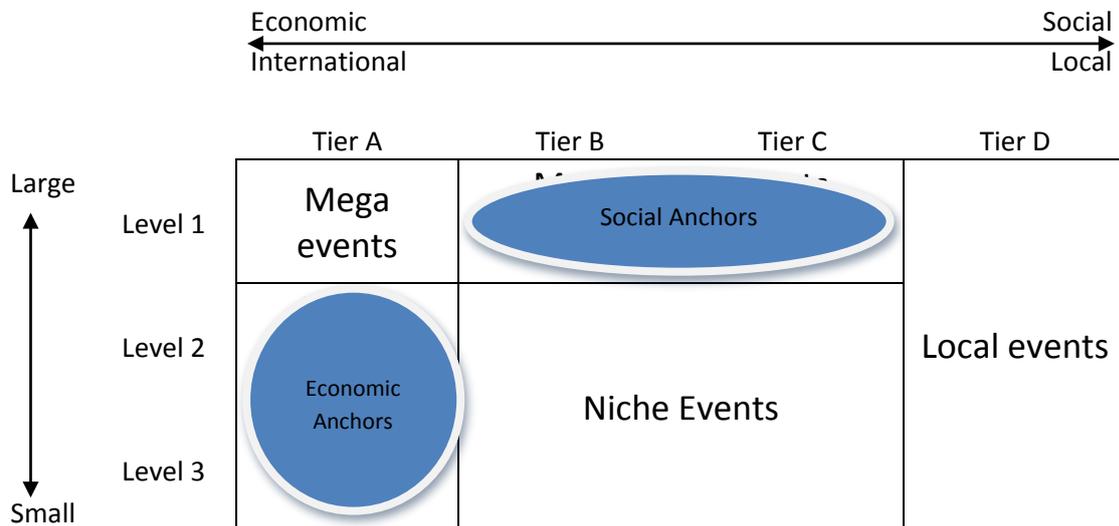
Local Events

- **Social events in local areas**
- Event is typically targeted at a specific part of the community
- Local school’s or educational events
- Event may generate local media profile
- Event can be “one-off”
- Event may not be unique to the district and may be able to be replicated
- Contributes to community identity and realizing social and cultural benefits
- Fits with community strategic outcomes and values

Examples: Lake Hayes Estate Community BBQ, Plunket Information Evening, Parenting Seminars, Family Fun Days, Community Awards, Local Markets – Queenstown Arts and Crafts Market, Remarkables Market, Wanaka Farmers Market, and Queenstown Farmers Market, Christmas events.

When it comes to balancing the event portfolio, the Auckland model observes that it is the Major social events that are the social anchors in the portfolio and it is the Major economic events that are the economic anchors of the event “portfolio” (see Figure 3).

Figure 3 – Portfolio Anchors



This is not to devalue the importance or contribution of the local events and niche events and the role they play in fostering a sense of community, “place-making” and livability however, as for smaller communities such as the Southern lakes, these events are often the most important components of the event portfolio.

4. Purpose of a District Event Office.

A one-stop district event office with the purpose of coordinating and facilitating event interests, both community and commercial, for the Southern Lakes District.

Leader

Champion, advocate and provide an events focus and strategy for the district
Market the district as an event friendly destination

Coordinator

Centralized contact for events in the district
Co-ordination of infrastructure and support services for the district

Provider

Provide continued and enhanced support for social/community events in the district
Develop contestable fund to support sustainability, development and growth of economic events in the district

Communicator

Provide regular event industry information, news, research and updates to the district's event organizations and individuals

Promoter

Promote district-wide event calendar and event-relevant information direct and via other channels

Facilitator

Catalyst for partnerships and cooperative arrangements for events

Advisor

Provide advisory services for organizations and individuals with event interests in the district

Funder

Secure a contestable fund made available to support the sustainability and development of events across the Southern Lakes District

5. Strategy and Objectives

It is envisaged that any District Event Office (DEO) will work with, facilitate and represent the interests of the entire event sector – commercial and community across the whole district. All discussions, frameworks and recommendations to date have been formulated under this assumption.

At present the QLDC Arts and Events Facilitator role and community event funds are very much focused towards the community / social events. It is the recommendation of the working group that this role be enhanced and the discretionary funds available to community-driven events be increased while at the same time the DEO moves more into the commercial sector and in providing assistance with these events also.

The following 4 strategies have been formulated as the key platforms upon which the DEO could be established.

1. Strengthen and develop the Southern Lakes District's ability and reputation as an event-friendly destination.
2. Provide a strategic framework and guiding principles for a balanced and coordinated calendar of events which provide community, economic and destination marketing benefit to the district.
3. Develop and coordinate the infrastructure and support services required to support events across the district.
4. Establish a framework and funding model to facilitate the provision of financial assistance to support the sustainability and growth of events in the district.

The suggested name for the DEO is Southern Lakes Events.

1. **DEVELOP - Develop the Southern Lakes as an event-friendly destination**

OBJECTIVES & ACTIONS

- Strengthen and improve the ability to respond to event industry needs and enquiries.
- Provide cross-organisational liaison between event organizers and regulatory processes, funding bodies and key infrastructure and venue providers
- Develop a one-stop-shop approach where DEO becomes the key point of contact for the event industry in the Southern Lakes District
- Develop a coordinated funding strategy and assessment criteria to support wise funding decisions across the full spectrum of existing and potential events.

2. COORDINATE - Coordinate a calendar of events that supports the district's strengths and identity, contributes to the local community, the economy and the positioning of the district as a domestic and international tourism destination

OBJECTIVES & ACTIONS

- Action a shared long-term vision for events across the district that enables, and supports a balanced portfolio of event experiences that meet the community, economic and marketing objectives of the district as a whole.
- Celebrate our community identity by engaging people's connection with their home town and the district to foster pride in our district, our community and our environment. Making efforts to support social interaction, community involvement and the strengthening of community networks.
- Contribute measurable economic benefit by adding value to the visitor experience and deliver compelling reasons for people to visit the district.
- Provide regional, national and/or international profile to the district.
- Support the position and image of the district (the seasons, the landscapes and the lifestyle)
- Improve the accessibility and profile of events via a coordinated, district-wide events calendar, networking opportunities, funding assistance and leveraged marketing opportunities.

3. SUPPORT - Develop and coordinate infrastructure and support services for events across the district

OBJECTIVES & ACTIONS

- Work with key stakeholders to support the development of key venues, infrastructure and support services in the district.
- Develop streamlined processes and advisory services to facilitate ease of access to and use of event structure and associated services.
- Develop strong relationships with organisations and individuals with interests in events (district wide and national) including:

Event organisers and promoters
Service providers and event contractors
Venues and infrastructure Owners / Managers (QLDC, private and public)
Regional Tourism Authorities
Chambers of Commerce and industry groups / associations
Central Government agencies (TNZ, NZTE, MED)
Community Funding Agencies

4. FUND - Establish a framework and funding model to facilitate the provision of financial assistance to support the sustainability and growth of events in the district

OBJECTIVES & ACTIONS

- Clear funding criteria and rules will be set by the governance board which will reflect the objectives of the events strategy, community and district plan.
- The DEO will be provided clear objectives and Key Performance Indicators which will be set by the governing body as per the strategy and reviewed annually.
- Continue and enhance existing support of a range of large and small community events throughout the year that demonstrate significant community engagement and support.
- Establish a long-term funding base for the DEO that provides for a contestable fund to support the sustainability and growth of events where primary drivers are in accordance with this strategy.
- Celebrate the district's identity and realizing cultural and social benefits.
- Realise economic benefit and international profile including attracting major national and international sporting events.
- New events that support the vision for events in the district, fill a gap in the calendar, utilize venues and infrastructure and, assist in showcasing the best of the district

6. Options for Organisational Model and Governance

It is our recommendation that the DEO be centralised and governed by a representative board with an independent legal structure.

Members of this board should include:

- QLDC
- Lake Wanaka Tourism
- Destination Queenstown
- Chambers of Commerce
- Lakes Leisure
- Community group events representative
- Representation of 2-3 key event industry/commercial/local stakeholders

It is recommended that the office should be housed within QLDC (along similar lines to Film Otago-Southland) sharing and benefiting from common resources, cost efficiencies, knowledge, information and support.

It is envisaged that in the short to medium term the DEO would have two key staff functions and some administrative support working from both Queenstown and Wanaka offices in order to provide proper communication and support over the whole district.

One being the existing QLDC Events Facilitator whose role would remain fairly consistent with a focus on the support and facilitation of community/social events throughout the district.

The second staff function would be focused on the “economic” events, working in the short term to develop processes, databases and relationships to assist organisers to deliver events in the district:

- Website
- Centralised event calendar
- Event organiser and promoter database (district and national)
- Funding database (district and national)
- Infrastructure Inventory (district)
- Event contractor and supplier database (district)
- Entertainment and artist database (district, national and international)
- Event knowledge base – (research and information database including event trends, best-practice, new event ideas, feasibility studies, economic impact studies, post-event evaluations)
- Volunteer databases

Both staff functions would undertake a review of QLDC/ Lakes Environmental policies, district plan/ bylaws and venue/ infrastructure management to enable more event-friendly and streamlined processes for all events (community and commercial).

7. Parameter Issues for District Event Office

Community versus Commercial Interests

QLDC existing investment in events is exclusively at the community level.

DEO will need to acknowledge the value and benefit of both commercial and community events and work both sides of the spectrum.

Funding and Governance

If there is no funding there will be no DEO. Funding needs to be sourced on a district basis. The Events forums and task force have concluded that the establishment of a dedicated rate while not the only way would be the best way to fund this.

It is suggested that while QLDC would instigate and collect the rate, governance would be overseen by a representative board including; QLDC, event organisers, community group representation, tourism, commercial and community stakeholders.

District versus Local

While the office would represent the entire district, the dynamics and diversity amongst various resident communities must be acknowledged and the respective event priorities and requirements observed.

Cross-Organisational Responsibilities

A major roadblock for events at present is the number of organizations, volume of administration and resultant costs involved in the consenting process. The DEO will be tasked with establishing and maintaining a cross-organisational liaison and facilitation role to streamline these processes. It will ensure costs/funding are not doubled up or replicated across different council departments or funding organisations.

National Representation

There is currently no united representation of the district's event interests at a national or international level. Work can be done here with tourism, event and funding entities to further our interests

Infrastructural Deficiencies

While there is an inventory and some events infrastructure housed at Lakes Leisure in Frankton, the Queenstown Lakes district as a whole, lacks a broad range of events infrastructure.

8. Indicative Costs

At present it is approximated that QLDC is currently investing \$380,000 in events on an annual basis. This investment is split amongst direct funding support, human resources and support services. 100% of this investment is at the community end of the spectrum.

Year 1: Investment for success

- Establish the District Event Office and invest in more community events by increasing the funding a further \$175,000 per annum.

Task	Cost(\$)
<i>Existing investment (includes Summerdaze, Christmas, small events, arts and events facilitator salary and administration)</i>	<i>\$380,000</i>
Recommended new investment	\$175,000
✓ Southern Lakes Events Manager/Facilitator	✓ 50,000
✓ Administration support wages	✓ 25,000
✓ Office Expenses – offices expenses, travel, phone, etc	✓ 25,000
✓ Contractor fees for website development and consultant fees for strategic plan	✓ 25,000
✓ Discretionary funding for community events (additional)	✓ 50,000

Year 2: Aiming for Growth

- Increase of discretionary funding to \$150,000 with view to being able to support larger community events to help ensure sustainability and development of the social anchor events on the annual calendar.

Task	Cost(\$)
<i>Existing Investment (includes Summerdaze, Christmas, small events, Arts and Events Facilitator salary and administration) plus year 1 investment</i>	<i>\$555,000</i>
Recommended new investment	\$150,000
✓ Discretionary funding for community events (additional)	✓ 150,000

Year 3 – Growth towards contestable funds

- Addition of \$250,000 contestable fund for economic events and \$150,000 for additional community events

Task	Cost(\$)
<i>Existing investment of years 1,2,</i>	<i>\$705,000</i>
Recommended new investment	\$400,000
✓ Contestable fund for economic events	✓ 250,000
✓ Discretionary funding for community events (additional)	✓ 150,000

Year 4 & 5 – Success for future growth/broader engagement

- Addition to contestable fund for economic events – making it \$500,000 per annum. Please note, criteria for this contestable fund are yet to be determined. Decisions on its allocation should be made to the fit with the event strategy and objectives. Clear funding criteria and rules will be set by the governance board which will reflect the objectives of the events strategy as set out by the community (through the Events Forum process) and district plan. Key Performance Indicators and objectives will be set by the governing body and reviewed annually. The goal is to use these funds as leverage to help major events gain funding from other outside sources.

Task	Cost (\$)
<i>Existing investment of years 1,2,3</i>	<i>\$1,105,000</i>
Recommended new investment	\$500,000
✓ Contestable fund for economic events	✓ 500,000

9. Recommendations

The task force suggests the events forum make the following recommendations;

1. To Event Organisers

- Become a partner in Shaping our Future
- Endorse the 5 year plan laid out in principle and provide comment on the Shaping our Future website

2. To members of the public

- Endorse the 5 year plan laid out in principle and provide comment on the Shaping our Future website

3. To QLDC

- Endorse the 5 year plan laid out in principle and provide comment
- Commit to the establishment and funding of the District Events Office and its strategies.

4. To Destination Queenstown (DQ) and Lake Wanaka Tourism

- Endorse the 5 year plan laid out in principle and provide comment to the Events task force and Shaping our Future steering group.

5. To The Queenstown Chamber of Commerce and Wanaka Chamber of Commerce

- Endorse the 5 year plan laid out in principle and provide comment to the Events task force and Shaping our Future steering group.

6. To The Ministry of Economic Development

- Become a partner in Shaping our Future
- Meet the task force and discuss funding opportunities for events development in the district