ROTORUA EVENTS STRATEGY
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INTRODUCTION

Both nationally, and locally, the current scale, number and sophistication of festivals and events have evolved. In more recent times, festivals and events have been seen to be a key element in promoting the City and District as a great place to visit, live, and work. These events will also make a major contribution to the districts growth strategy and add to the Destination brand. As a result, the Rotorua District Council (RDC) sees itself playing a major part in the events sector locally.

The Rotorua District Council’s current role includes providing facilities for events, making funding available for events, regulatory control of events, research and evaluation, event bids and supporting others to stage events through running workshops and forums.

With Rotorua’s local economy being reliant on Tourism, a strong events strategy is of particular importance, not only to grow the visitor market, but also to defend its position as a Tourism heavyweight. Fortunately Rotorua has some distinct advantages over other areas as an events destination that will help its development such as:

- central location
- strong accommodation sector
- population of 1.6 million within three hours drive
- Cultural and Geographic diversity

In fact Rotorua’s domestic reputation and popularity means in many cases you just have to give people an “excuse” to visit. People love to come to Rotorua, and an event that sounds appealing is just the excuse people need. In addition to boosting local business the community also stands to benefit from the “feel good” factor from a vibrant calendar of events that the community can enjoy by getting involved, that give their city recognition and that the community can become proud of.

Council as a result needs to signal its long-term intentions and to provide a level of certainty for the industry, for this reason the Events Strategy has been created.

For the purposes of this Strategy, events can be defined generally and by their type;

‘An event is a celebration, activity or display of an educational, commemorative, exhibitive or competitive nature which occurs for a limited time and is not considered a regularly scheduled happening.’

The following definitions have been created for Event types:

An **iconic event** represents the essence of the Rotorua brand. It provides clearly identifiable major economic returns to Rotorua and provides positive media for Rotorua as a destination. The event has a track record of growth and shows sustainable operating systems. There is strong community involvement and support with a focus on family involvement.

A **major event** portrays elements of the Rotorua brand. It provides economic returns to Rotorua and creates limited media coverage on Rotorua as a destination. The event has begun to show signs of developing growth and sustainability as well as growing community spirit and family involvement.

A **community event** has a focus on developing and enhancing community spirit and involvement, encompassing families and local residents alike. Has limited potential to enhance the Rotorua brand, drive economic returns or positive media for Rotorua. Through targeted in-kind support growth and sustainability can be achieved.
WHO IS THIS STRATEGIC PLAN FOR?

The Strategic Plan has been principally prepared for:
A. The Rotorua District Council
B. The Rotorua Community
C. Local Industry partners
D. Current and Potential Event organisers

ROTORUA'S VISION

A survey was undertaken last year to find out what Rotorua residents feel are the most important priorities for the district over the next ten years. This resulted in more than 800 responses from a broad cross-section the community. The results (below) show that a safe and caring community is the most important priority for Rotorua residents. Other high priorities include a healthy community, a prosperous community, and a community that respects its environment.

Many survey respondents put forward additional issues that they felt were also important. Common suggestions included:

- Supporting young people
- Promoting multi-culturalism
- Ensuring strong leadership

These and other ideas will be considered over the next two years as part of a review of the list of community outcomes and form a very important part of the Events Strategy.

![Bright Future Rotorua Community Outcomes Pyramid](image)
The purpose of the Strategic Plan is:

- To provide the Rotorua District Council with a strong, clear focus for supporting events of all types.
- To guide event development within the region.
- To foster and encourage a strong sense of community spirit.
- To provide visitors to our community with an enjoyable experience.
- To provide a greater diversity of experiences for our community to participate in.
- To provide local industry partners with a vision with which to encourage their strategic support for events.
- To attract additional visitors to Rotorua, particularly during the shoulder and low seasons.
- To build upon and highlight the key elements of Rotorua as a visitor destination.
- To offer Rotorua as a realistic and viable location within which to run events.

“A SPIRIT OF CO-OPERATION”

This plan is formulated on the basis that a collaborative approach across benefiting industries is central to the development of Events in the district. An Events Strategic Plan (as opposed to an individual firm’s one) is far more difficult to compile since, in order for it to be a working document from which business plans can be derived, it first requires ‘meaningful’ rather than just ‘token’ agreement by parties to the plan. Ensuring that desired strategic actions are backed by financial resources is critical.

This strategy will enable the Rotorua District Council and industry partners to have an understanding of where we are now and most importantly where we wish to go and how to measure what we have done. It will enable us to rationalize our involvement and quantify the cost/benefit ratio of each event undertaken.

This strategy seeks to incorporate events that require support from the Council and Community in one or more of the following ways:

1. Seed funding
2. Ongoing funding
3. Organisational or management support
4. Assistance with proposals and bids
5. Direct delivery

“STRIKING A BALANCE”

Establishing and maintaining a ‘balanced’ calendar of festivals/events has been and will continue to be an aim of the Rotorua District Council. Given that there are so many variables involved in managing such a process, assessing the degree of balance is largely a question of perception. ‘Balance’ can be considered with regards to a number of aspects:

- Timing during the year
- Safety
- Paid and free entertainment
- Target age groups.
- Mass participation and mass audience events.
- Those primarily focused on visitors and those primarily for locals.

The Events Strategic Plan should also take into consideration the possible impact of community strategic plans and government policy. For example the Community Outcomes results, Tourism Rotorua Marketing’s Sustainable Charter, Green Globe 21, Resource Management Act, Council’s Annual Plan Objectives and the Long Term Council Community Plan.
**ROTORUA EVENT STRATEGY: MISSION STATEMENT**

*To co-ordinate activity which focuses on the identification, development and implementation of event opportunities that enhance Rotorua as a great place to live and a premier destination.*

This can be achieved by linking into the following strategies:

**Council Strategic Goal A2**
To work closely with its Communities to make Rotorua special as a unique bicultural partnership of two peoples who together control the District’s destiny.

**Council Strategic Goal B1**
“Rotorua – Manaakitanga – Feel the Spirit”: To be a District that is welcoming, vibrant and exciting.

**Council Strategic Goal D1**
To be a District that is committed to developing and positioning itself as a world-class visitor destination.

**Council Strategic Goal B2**
To be a District with abundant opportunities for cultural and therapeutic activities as well as an abundance of sporting, recreational and outdoor pursuits.

**Council Strategic Goal C1**
To be a District that values and protects its uniqueness as the world’s premier geothermal wonderland and looks after its lakes, forests, rivers and historic places.

**Council Strategic Goal C3**
To be a District where planned growth ensures sensitive development within the natural environment and easy access to and from the District as well as within.

**Council Strategic Goal E1**
A District with a strong “Community Spirit” where all residents are proud to belong and are able to feel safe, participate fully in community life and develop their potential irrespective of socioeconomic background.

This can be achieved directly by: *(not in priority)*

**Strategic Direction 1:**
Develop an internal infrastructure that supports a vibrant Events sector.

**Strategic Direction 2:**
Developing and Working with Event Partners and Processes

**Strategic Direction 3:**
Timing of Events

**Strategic Direction 4:**
Developing and Promoting Rotorua’s Event Sites & Resources

**Strategic Direction 5:**
Identifying and develop existing and new events

**Strategic Direction 6:**
Marketing of Events

**Strategic Direction 7:**
Event Funding
THE EVENT STRATEGY IMPLEMENTATION PROCESS

STAGE ONE:
Provide a sustainable Events structure for the identification and implementation of Event bids, including;

1) Events Manager (RDC)
2) Community Sports and Event Co-ordinator (RDC)
3) Rotorua Event Strategy and Strategic Directions finalized and adopted under Council’s strategic planning framework.
4) Develop and implement a “Heads of Agreement” document to foster and encourage strong working relationships with industry and Council departments.
5) Develop management plans for;
   a) Events Advisory Group
   b) Event Seed funding
   c) Ongoing Event funding
   d) Organisational or management support
   e) Assistance with event proposals and bids
   f) Direct delivery of events

STAGE TWO:
Put in place an ‘Events Advisory Group’ to provide practical contacts for each Event bid and support processes. The Events Advisory Group will be designed in a way which reflects the different types of event partners within the community. The group will be defined by the type of event and will be ‘put together’ on an event by event basis.

1) RTAB to review and provide ongoing advice on Strategic Plan

2) ‘Events Advisory Group’ to help identify and approach potential financial partners, create and implement Heads of Agreement to raise required funds

STAGE THREE:
Gather funding through Industry, Council and other sources for;
1. Event Seed funding
2. Ongoing Event funding
3. Organisational or management support
4. Assistance with event proposals and bids
5. Direct delivery of events

STAGE FOUR:
Implementation and ongoing development of the strategic plan in association with industry and Council departments.
STRATEGIC DIRECTION 1 -

DEVELOP AN INTERNAL INFRASTRUCTURE THAT SUPPORTS A VIBRANT EVENTS SECTOR IN ROTORUA

The creation of an internal Event infrastructure to provide a mechanism to tap into the expertise and develop shared goals within the entire events sector. The following is a list of possible roles for Council in Events.

Communicator and promoter: Council is a generator of enthusiasm and energy about events put on by Council or others, through enhancing communication and undertaking promotion and public relations.

Leader: Council co-ordinates, plans and provides an events focus for the City. It is a catalyst for partnerships and co-operative arrangements in events.

Bidder: Council provides a bid fund and seeding fund to assist the "winning" of the right to hold an event in Rotorua.

Provider: Council directly organises budgets and provides for events. Council employs and manages Event Coordinators as direct providers of events.

Funder: Council gives financial assistance to put on an event either as a sponsor through the granting of monies or through direct provision.

Facilitator: Council enables events to happen by taking a co-ordinating, regulatory and advisory role. Council manages the Events Advisory Board.

Rotorua District Council has already recognised the importance of Events to the City. Funding for two full time staff has been made available to provide proactive support for all levels of events.

- Events Manager
- Community Events and Sports Co-ordinator

These positions sit within Event Venues Rotorua, and co-ordinate the many different aspects involved within the event process.

STRATEGIC STEPS

1. ✔ Continued employment of the Events Manager and Community Events Co-ordinator.
2. Actively manage and continue to develop funding opportunities.
3. ✔ Continue to review the way in which we provide support for events.
STRATEGIC DIRECTION 2 -

EVENT PARTNERS AND PROCESSES

There are a number of different parties both internally within RDC and externally that play an important role in making sure Events can firstly go ahead and are subsequently successful.

The Events Manager and Community Event Co-ordinator's role is to build awareness with these parties that they are considered partners to the Event process and facilitate and communicate with all of the parties to ensure efficient operation of events. The parties can be divided into three groups:

1. RDC
The Event Manager and Community Event Co-ordinator need good working relationships and communication channels with all RDC departments that work with event organisers and must have an understanding of the role each department plays when assisting event organisers in meeting their requirements.

Ease of implementing an event is of great importance to event organisers. Rotorua can increase its popularity as an events destination by ensuring effective processes are put into place that make it easy for events to be brought to and executed in Rotorua. All RDC departments that communicate with event organisers should consider them a customer and aim to deliver a high standard of customer service.

Events key internal relationships include:

- The Mayors office
- Event Venues
- Destination Rotorua - Tourism
- Parks and Reserves
- Environmental Services
- Castlecorp
- Business Development Manager
- Iwi Communications Manager

2. Event Organisers
A positive relationship between the Council and the Event Organiser is critical in making the experience of holding the Event in Rotorua a positive one.

3. The Rotorua Community
There are a number of community relationships where the Event Manager needs to develop a point of contact to communicate the strategy to get ownership for Events in Rotorua including:

- Local business including accommodation providers, retailers, hire companies
- Local Iwi
- National and local government departments and bodies including TNZ, Industry NZ
- Community leaders
- Local youth groups, sports clubs and artistic organisations

STRATEGIC STEPS

1. Develop an appropriate structure, representation and terms of reference and formalise all RDC interdepartmental processes

2. ✔ Develop a Heads of Agreement Template for use in event partnerships

3. ✔ Build a comprehensive database of Event Managers, Sponsors and Community Stakeholders
STRATEGIC DIRECTION 3 -

TIMING OF EVENTS

Timing of events is of real significance to the local economy. By focusing on placing events during the shoulder and low seasons Rotorua can enjoy increased business during what would normally be quieter times. Accordingly, the primary focus must be to gain events during the May to October period.

In some cases there will be overwhelming reasons to take on an event during the high season. In this instance the Event should help to provide a more complete calendar of Events for the community and have the potential to grow Rotorua’s future capacity.

Events may vary widely with regards to how often they occur. Some will be held on an annual basis, other bi-annual, 4-yearly or one-offs. Unless a one-off event is of significant national or international scale the preference will be to attract annual recurring events in the first instance so that Rotorua can build and develop a calendar of popular and reputable iconic events.

STRATEGIC STEPS

1. To have one annually recurring icon Event during each month from May to October by 2007
2. Pursue Events that will have an impact on the visitor industry and local economy during the shoulder and low seasons
3. Extend the calendar of icon Events to include, 10 events, 1 per month by 2010.
4. Evaluate all existing events which are funded or otherwise supported by RDC.
STRATEGIC DIRECTION 4 –

EVENT SITES & RESOURCES

Events can only be as good and/or as big as the locations they are held at. To be able to attract a variety of Events Rotorua must have the required infrastructure that is kept at an acceptable standard. For the purpose of this strategy Rotorua’s Event Resources have been divided into three categories:

Natural Resources
Rotorua has a distinct advantage in this area. As a significant destination, world famous for its natural environment and resources, there is a range of events that would increase or optimise this appeal to spectators, competitors and media by utilising Rotorua’s natural resources. The main area of concern is sustainability. An Event should not be supported if it is considered to be detrimental to the local environment.

Event Venue Facilities
Event Venues play a very important role in hosting events. As more events are attracted to the area these venues will add significant benefit with their capabilities, as long as they are able to provide the capacity and facilities required by event organisers. In many cases these facilities may well be the deciding factor when event organisers are making their final decisions on location.

Currently Event Venues have some outstanding facilities including the International Stadium, Civic Theatre, the award winning Convention Centre, Soundshell and historic Te Runanga Tea House. However, Rotorua is constantly up against stiff competition with major players such as Auckland, Wellington and Christchurch in bidding for events and will constantly need to re-evaluate the services offered. Many of the facilities such as the Sportsdrome and Soundshell are either too small or simply out of date, not offering the level of technical services or customer comfort expected of modern facilities.

Parks and Reserves
Parks and Reserves play an important role in helping to attract events to the area. Some events will use a large number of parks and/or want to use a central location such as the Village Green or the Blue Lake. In all cases event organisers will expect grounds to be maintained to a high standard.

STRATEGIC STEPS

1. ✔ Target events that will promote Rotorua’s world class natural resources
2. ✔ Support Event Venues and Parks and Reserves in the development/addition of venues capable of holding Events
STRATEGIC DIRECTION 5 –
IDENTIFY AND DEVELOP EXISTING AND NEW EVENTS

IDENTIFY

With the variety of events available to Rotorua it is important to put a strategy in place that sets a clear direction. By doing this Rotorua can develop a calendar of events that does much more than simply deliver a random array of events to the community and visitors. An Events strategy will enable Rotorua to respond to specific needs of the community, build upon its strengths as a destination and attract high yield visitors to the benefit of the local economy. It will also enable Rotorua to proactively enhance, pursue or create Events to fit the desired direction rather than react to event proposals that don’t necessarily work as effectively for the district.

Below are three strategic categories that will give Rotorua a clear direction to follow when identifying or developing Events. They will also help in the ongoing development of current Events.

An Event in Rotorua should fall into at least one of these categories to ensure that it fits the direction Rotorua plans to take with Events. (in order of priority)

1. Fit with Rotorua Brand
Destination Rotorua has put considerable time and money into developing a strong brand identity for the region. Events in Rotorua can play an integral role in highlighting and strengthening the key elements of the brand by hosting Events that either promote those elements directly (e.g. a Maori Cultural Event promotes Rotorua as the home of Maori Culture), or indirectly by basing Events at or upon the elements (e.g. a trout fishing events promotes Rotorua’s world class natural resources including rivers, lakes and trout).

The key elements of the Rotorua destination include:
- Maori culture – including arts and crafts
- Geothermal activity – including geysers, boiling mud, hot water springs and spas
- Natural resources – including lakes, mountains, rivers and forests
- Adrenalin activities

Emphasising the elements of the Rotorua brand through Events enables Rotorua to strengthen its overall positioning and will increase visitor numbers not only in the short term as a result of attending Events but also in the long term by increasing:
- Media coverage of the area
- Wholesale tourism interest
- Return Event visitors
- Additional business generated by Event visitors
- Strengthening the profile of Rotorua as a domestic and international destination.

2. Families
It is important that Rotorua has Events that are appealing to the community, including children, youth, parents and grand-parents. It has been proved that if events are to be successful in Rotorua, the community needs to be supportive of and knowledgeable about events. This will help reinforce Rotorua’s positioning as a great place for families to live and visit. Events can plan for including the community by planning activities that are low cost, easily accessible, offer collective experiences.

3. Increase spend in local economy by attracting high yield visitors
There will always be events that do not fit in the two categories above but are events that would be beneficial to Rotorua to host as they will attract ‘high yield visitors’ and bring a significant amount of money into the local economy.
The 'The Golden Oldies Cricket tournament' that attracted a high number of participants who spent more than the average visitor to Rotorua is an excellent example of this type of event.

A part of the process of assessing an Event’s potential will be to do an estimated Economic Impact Report before the event. The event must show a return on investment to be considered. The event managers must agree to follow up with an Economic Impact Report upon conclusion.

DEVELOP EVENTS

Rotorua District Council will take a “partnership” approach to working with event organisers.

The intention is to grow events to their absolute maximum by:
- developing a joint marketing plan for the event
- utilising all appropriate Destination Rotorua marketing collateral
- inviting media to cover the build up, occurrence and aftermath of events
- adding on other complementary events/expos/conventions to grow the overall event
- provide planning and regulatory assistance to ensure the smooth process of planning phase
- Identify and link into appropriate sources of funding and sponsorship where it is felt that an Event is unable to obtain optimum results without support.

Rotorua District Council departments must work closely together, as they have a large impact upon events. The Rotorua District Council (through Event Venues) has a Community Events Coordinator that works with local organisations that are involved in organising community and regional events. There is an opportunity to identify organisations and their events that fit the Events Strategy and work with them to develop their events.

STRATEGIC STEPS

1. ✓ Ensure that current Events fulfill at least one, and where possible all of the ‘three strategic categories’ above
2. ✓ Assess events for their fit using the Criteria assessment form
3. ✓ Identify new Event opportunities and develop plans for creation and implementation
4. Gain support from the Rotorua community for the strategy and encourage involvement in Events by increasing the awareness of events and their impact upon the community.
5. Actively promote and distribute the Strategy to the community.
6. ✓ Develop plans with current Event organisers to maximise events to their full potential
7. ✓ Develop and manage up-to-date and realistic software and programmes for calculating Economic Impact results of events.
8. Develop strong communication channels between Council, industry organisations and the community.
STRATEGIC DIRECTION 6 -

**MARKETING**

Effective marketing can be the difference between the success or failure of any event. Individual Events must have a strong marketing plan that is well implemented to raise awareness of the event and attract participants, supporters, spectators and the community. With local councils and industry becoming more involved in Events, the marketing expertise and resources available are extended further.

**MARKETING INDIVIDUAL EVENTS**

A Rotorua Event must have a comprehensive business and marketing plan. Event organisers need to be prepared to share and develop their plans with Council to ensure:

- Both parties combine ideas and resources to maximise the marketing of the event
- All media opportunities are recognised and followed up
- The individual event’s marketing complements/fits with the additional event marketing undertaken by Destination Rotorua - Tourism
- Destination Rotorua branding opportunities are maximised in the marketing of the Event
- All sponsorship opportunities are pursued and sponsors are encouraged to leverage their involvement

**Destination Rotorua MARKETING OF EVENTS**

Marketing Events is still relatively new to councils and many opportunities are yet to be taken up. Rotorua is in a strong position as it has a lot to offer event organisers in additional marketing mediums for Events. Destination Rotorua is able to promote Events in a number of ways that may include;

- A variety of recurring publications
- www.rotoruaNZ.com
- Tourism wholesalers, particularly those that specialise in events
- Media famils based around events
- Tourism trade shows
- Through TNZ
- PR campaigns to regional, national and international media
- Leverage existing media relationships
- Gateway billboards
- Database of event publications including event websites

The above does not only promote individual Events, but also gives Rotorua the benefits of being marketed as an events destination. To do this effectively we must ensure:

- A consistent approach to Destination Rotorua branding within individual events
- A strong events presence in all Destination Rotorua publications

**STRATEGIC STEPS**

1. ✓ Establish a partnership approach to marketing plans with event organisers
2. Develop Event marketing plans with the Domestic and International Marketing Manager
3. Work with Domestic and International Marketing Managers to develop new marketing initiatives that will lead to more opportunities for Events
4. Establish Event Rotorua brand standards
STRATEGIC DIRECTION 7 –

FUNDING EVENTS

The growth in the events industry is being taken advantage of both in Australia and New Zealand by local government. In many cases local businesses are also supporting the growth of Events in their area by contributing financially.

To move forward Rotorua needs to build and maintain an “Events Fund”. The objectives of the fund are:

1. Seed funding for new events (one off for start-up or new / special event)
2. Ongoing funding for existing events (annual ‘icon’ / ‘major’ events that are deemed to provide real value to the City.)
3. Organisational or management support (Operating Overheads)
4. Assistance with proposals and bids (Operational Overheads)
5. Direct delivery of events (Operational Overheads)

There are three 'organisations' that are appropriate for financing the Events Fund.

1. **Rotorua District Council**
   Local councils in both Australia and New Zealand are seeing the overwhelming benefits in making significant financial contributions to attract events to their area. Local Councils see it as their role to contribute for a number of reasons including
   - the significant impact Events have on the community “feel good” factor
   - the large amounts of money Events draw into the local economy

   Some regions will benefit more than others in hosting such events, particularly those places that have appropriate venues, large accommodation capacity, a strong tourism industry etc. Rotorua is in a strong position to be able to utilize these attributes. Rotorua must act swiftly and aggressively to retain and increase its market share of events. This will only be achieved if the Council provides adequate resources to implement the strategies.

   The starting annual amount requested is minimal when compared to contributions being made by other councils around New Zealand – refer appendix 5

2. **Local Trusts**
   There are a variety of local Trusts in the Rotorua area whose objectives are based on supporting and/or giving something back to the local community by making grants to a variety of organisations. These Trusts could also realise their objectives by contributing to an Events Fund.

3. **Local Businesses**
   Many local businesses benefit directly from successful events. It also needs to be recognised that these significant amounts injected into the local economy will flow on to benefit a wide range of businesses and will have an overall impact in boosting the local economy. It is envisaged that the 'targeted rate' currently under consideration will provide the fund with the added resources required. Money paid into the fund would be 'for the good of Rotorua' without direct or specific benefits to any individual.

   Further sponsorship or other such opportunity deals would be made event by event independently of the above process with the private sector.
Following is a current breakdown for the Events Fund (without further funding - no targeted rate) for the next three financial years;

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<thead>
<tr>
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</thead>
<tbody>
<tr>
<td>1. Seed Funding</td>
<td>$15,000</td>
<td>$20,000</td>
<td>$20,000</td>
</tr>
<tr>
<td>2. Ongoing Funding</td>
<td>$70,000</td>
<td>$90,000</td>
<td>$101,000</td>
</tr>
<tr>
<td>3. Organisation Support</td>
<td>$116,400</td>
<td>$117,000</td>
<td>$153,000</td>
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<tr>
<td>4. Bids</td>
<td>$2,500</td>
<td>$6,000</td>
<td>$9,000</td>
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<tr>
<td>5. Delivery</td>
<td>$7,500</td>
<td>$12,000</td>
<td>$15,000</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$211,400</strong></td>
<td><strong>$245,000</strong></td>
<td><strong>$295,000</strong></td>
</tr>
</tbody>
</table>

Following is a breakdown for the additional Events Fund (if targeted rate is approved) for the next three financial years (this is added to the above figures);

<table>
<thead>
<tr>
<th></th>
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</tr>
</thead>
<tbody>
<tr>
<td>Allocated against;</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1. Seed Funding</td>
<td>$70,000</td>
<td>$-</td>
<td>$30,000</td>
</tr>
<tr>
<td>2. Ongoing Funding</td>
<td>$40,000</td>
<td>$20,000</td>
<td>$30,000</td>
</tr>
<tr>
<td>3. Organisation Support</td>
<td>$37,392</td>
<td>$400</td>
<td>$1,000</td>
</tr>
<tr>
<td>4. Bids</td>
<td>$16,000</td>
<td>$-</td>
<td>$-</td>
</tr>
<tr>
<td>5. Delivery</td>
<td>$36,000</td>
<td>$7,000</td>
<td>$-</td>
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<tr>
<td><strong>Total extra</strong></td>
<td><strong>$200,000</strong></td>
<td><strong>$27,000</strong></td>
<td><strong>$61,000</strong></td>
</tr>
</tbody>
</table>

In comparison to other areas that are actively involved in attracting events to their region these are relatively small figures and reflect a shared approach across the community. Bids would be undertaken in partnership with the community providing volunteer resource and significant product in kind. Accordingly community organisations would still be approached to sponsor individual events and those involved in accommodation, attractions, entertainment and dining would still assist Council during the bidding process. Rotorua will undoubtedly have to rely on its outstanding natural and physical features as in strictly cash terms we will never be able to compete.

**STRATEGIC STEPS**

1. Process Events using the Event Qualification process.
2. Establish clear and consistent protocols for tendering and contracting events.
3. Clearly communicate funding, tendering and contracting processes to all those in the events sector.
4. Establish a clear and consistent process to determine which events the City should bid for.
5. Clearly communicate bidding criteria and processes to those in the events sector
6. Develop Heads of Agreement for funding given with a forecasted commitment
7. Develop marketing and PR plans to promote businesses that contribute to the Event Fund