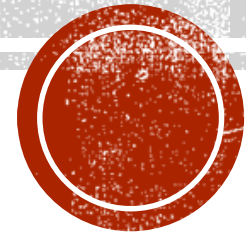


ROTORUA EVENT STRATEGY - EXECUTIVE SUMMARY 2021

December 2023



PRIOR MAJOR EVENTS STRATEGY

- RLC's previous major events strategy defined events as:
 - **Showcase events** - positioning Rotorua internationally, providing economic return over \$5m; fitting with brand and providing positive national and international media
 - **Iconic events** – hosted in Rotorua for over 10 years and unique across New Zealand; providing economic return over \$1m; with New Zealand media interest
 - **Major events A** – providing economic return over \$1m; creating media interest in NZ; with over 50A% of attendees from outside Rotorua
 - **Major events B** – providing economic return under \$1m, with some media interest outside Rotorua
 - **Community events** – with a focus on developing and enhancing community spirit and involvement

WHY INVEST IN EVENTS?

Prior rationale for major event
investment

RLC major event policy previously identified four rationales for investment in or to deliver strategic outcomes from events.

These included:

- **Economic growth** – helping to grow Rotorua’s economy
- **Showcase Rotorua** – enhance Rotorua’s reputation as a world-class destination to live, work and invest
- **Community engagement** – increase community participation and involvement
- **Capability** – to improve our ability to support events

A NUMBER OF POLICIES FOR EVENTS

Rotorua Major Events Policy, 2012-2014

- To inspire and support events, which enhance Rotorua as a great place to visit, live, work and invest

RLC Sports Event Strategy, 19 August 2020

- Rotorua as a vibrant and inclusive events district that enables and supports a diverse range of sports events that encourage active, creative and engaged communities
- Sports Event; Value Proposition Sports Event, Brand Rotorua Sports Event; and Community Sports Event, with priority areas of MTB, paddling sports, aquatic/swimming; multi-sport; high Maori participation sport; and indigenous sport

Te Rautaki Toi (Arts Strategy 2021-2026)

- To uplift and inspire through inspirational and transformational arts experiences

Arts and Culture Event Strategy

- Inspiring, connecting and sustaining our community through arts and culture events
 - Enhance and sustain community wellbeing through social connectedness, belonging and identity
 - A thriving and vibrant inner city
 - Enhance Rotorua's reputation as the heart of Maori cultural expression in New Zealand
 - A sustainable and flourishing creative arts sector in Rotorua
 - Inspire the community to engage in art and cultural activities and events

Rotorua Nui Event Platform Strategy

- Our community loves Rotorua Nui as the place to go to find out about all events in Rotorua

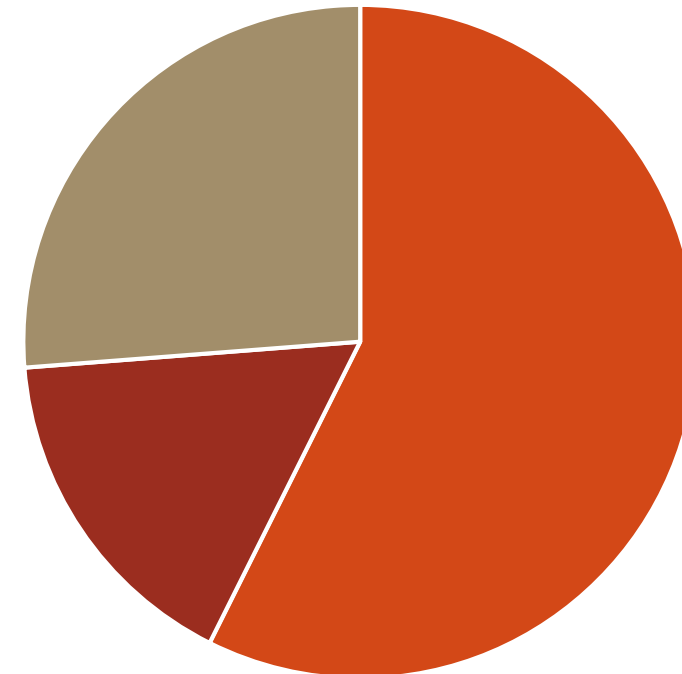
Business Events

- No policy but a history of investing in the attraction of business events to the city

2021 INVESTMENT IN EVENTS

- We estimated that in 2021 RLC invested over \$6m annually in events:
 - \$3.5m direct investment in event delivery across multiple teams and budgets
 - A further \$1.6m likely to be event related direct expenditure
 - An estimated \$1+m in people costs, directly involved in events
- This does not take into account VIK (value in kind) invested in events through:
 - Indirect people time (corporate volunteering)
 - Venues provided at discount
 - Services included in core budgets (e.g. grounds maintenance, cleaning etc)

Event Investment \$6m p.a.



■ Direct event costs \$3.5m ■ Direct people costs \$1m
■ Other event costs \$1.6m

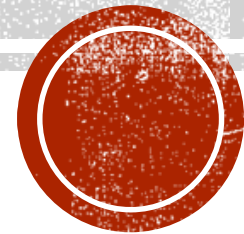
OPPORTUNITIES TO LEVERAGE

There are a number of opportunities for RLC to leverage, when considering its event strategy going forward.

- **The unique positioning of Rotorua**
 - As work is underway to complete the Rotorua Destination Management Plan (now complete), there is an opportunity to consider how events can support this overall positioning
 - Rotorua is the home of manaakitanga, and yet it does not yet have a signature event that talks to Rotorua's unique offerings
- **Balancing investment and benefits, for all**
 - There has historically been an over-reliance on sporting events. With arts and cultural events and facilities now emerging, there is an opportunity to re-balance the portfolio both from an investment perspective, but also to broaden the benefits to Destination Rotorua, local businesses, and the community at large
- **A powerful portfolio of events**
 - There are a number of existing events and events under development in the Rotorua portfolio that can be built on and extended/refined or refreshed

EVENTS STRATEGY – LOOKING FORWARD

Recommendations



EVENT STRATEGY

Key issues

- Lack of a single aligned strategy and events policy for events
- No clarity on what Rotorua is wanting to achieve from attracting or investment in events
- Disparity between sports and arts and business events – driven by historical events, rather than strategy
- Lack of diversity in event offering and investment
- No alignment between teams, sectors and stakeholders
- Poor or simplistic resource allocation
- Short-term thinking and investment
- Insufficient attention given to business events and their role and contribution

Strategy to address

- Development of a comprehensive event strategy that includes
 - Clear objectives for investment in events for the next five to ten years
 - Criteria in support of this investment and recommended levels of investment and resource allocation
 - Articulation of current event investment and delivery, and a transition and procurement plan to achieved desired event position and programme

WHAT ARE WE TRYING TO ACHIEVE WITH EVENTS?

FOUR NEW OBJECTIVES

Primary Objectives

1. Economic Growth

- **Visitation** as measured by visitor numbers (domestic and international), and the value they bring to Rotorua (as measured by spend)
- **Employment** - the number of jobs created or maintained through the staging & delivery events
- **Sponsorship and investment** – additional investment (new money) into Rotorua including sponsorship and investment from public and private sources, and ticket sales
- **Net benefit of the event**, as independently assessed and validated

2. Build Brand Rotorua

- Evidence of **reinforcing the unique Rotorua character and spirit**
- **Satisfaction in the event delivery** and hosting of events
- **Positive media coverage** in New Zealand and where appropriate overseas
- **Engagement** (not just impressions/views) with event followers via digital channel
- **Visitor perceptions** around living, visiting and doing business in Rotorua

WHAT ARE WE TRYING TO ACHIEVE WITH EVENTS?

FOUR NEW OBJECTIVES

Secondary Objectives

3. Engage our Community

- Contribute to building community pride, identity, cohesion and inclusion as measured by
 - Resident **pride**;
 - Resident **liveability**; and
 - **Participation** by residents in the event, in a volunteer or attendee capacity.

4. Enable Sector Development

- The extent to which they contribute to the achievement of the prioritised sector development strategies
 - **Sport** – value proposition sports events leveraging Rotorua’s unique capitals, and supporting the positioning of the home of Māori sport
 - **Arts and culture** – a focus on the performing arts sector and those events that enhance Rotorua’s reputation as the heart of Māori cultural expression in New Zealand
 - **Business events development** – with a focus on indigenous culture (including film), forestry and forest based sciences, geothermal, environmental sciences (i.e. volcanology) and health and wellness
- Measured by GDP by sector; and other sector specific measures, to be agreed

WHAT EVENTS WILL WE INVEST IN?

Sporting Events

Deliver on Rotorua's unique positioning, and natural landscape

Arts and Culture Events

Deliver on Rotorua's position as the centre of Maori arts and culture

Community and CBD Revitalisation

Creating a sense of place, connecting and supporting communities

Business Events

Leverage Rotorua's accommodation and venue offering outside the big centres, off-peak and accessible

UNDERPINNED BY:

- Manaakitanga - naturally and authentically delivered and experienced
 - High quality event venues and open spaces
 - Wide range of accommodation offerings and price-points
- Strategic relationships with tourism, travel and event stakeholders
 - Long-term strategy, bidding and sales leadership

A FRAMEWORK FOR INVESTMENT

Delivery on outcomes (Economic, Brand, Community and Sector Development)	Sports Events	Arts and Culture Events	Business Events	Community and CBD Revitalisation Events	Level of investment (% of total event funding available)
Tier 1: Deliver on all four outcomes	One major event	One major event	N/A	N/A	40%
Tier 2: Deliver on three or more outcomes	Up to three events	Up to three events	One event per priority sector	N/A	30%
Tier 3: Deliver on two or more outcomes	Up to 20 events	Up to 20 events	Unlimited provided they meet revenue targets	Up to 10 unique events	30%
Underpinned by:					
Event Marketing and Communications Design, digital marketing, communications (internal within RLC, visitor within RED)	Event Delivery Dedicated Event Manager from wo to go, within one event team	Event Sales/Bidding Dedicated team to assess and recommend events for investment and to drive sales of RLC venues	Insights and Review impact assessment and ROI analysis in via RLC event measurement tool	Rights based agreements with obligations around destination branding, ROI, KPIs, obligations for any funding - direct and indirect	

THREE TIERS OF INVESTMENT

TIER 1

Deliver on all four outcomes

- Position Rotorua both domestically and internationally
- Provide net benefit to Rotorua of over \$1m per annum
- Create media interest and digital following in both New Zealand and internationally
- Attract visitors, participants or attendees from around New Zealand, and overseas

Two events – sport/arts & culture

40% of investment fund

TIER 2

Deliver on three or more outcomes

- Position Rotorua both domestically with potential to do so internationally
- Provide net benefit to Rotorua of over \$.5m per annum
- Create media interest and digital following in New Zealand with potential internationally
- Attract visitors, participants or attendees from around New Zealand, with high levels of Rotorua participation and engagement

Up to 11 events (3 sport, 3 arts & culture, 1 event in each priority sector)

30% of investment fund

TIER 3

Deliver on two or more outcomes

- Position Rotorua as a great place to live or visit
- Provide net benefit to Rotorua of under \$.5m per annum
- Create local and regional media interest and digital following
- Attract visitors, participants or attendees from around the region, with high levels of Rotorua participation and engagement

No limit to number of events

30% of investment fund

OTHER SUPPORT FOR EVENTS

- There will be a number of other events that will receive **low level event facilitation and support**, including value in kind access to open spaces, rubbish collection, cleaning and associated Council assistance
- While not candidates for event *investment*, these events will still need to **demonstrate that they meet one of more of the council event criteria**, and that they can be delivered to an acceptable standard with appropriate event management systems, health and safety plans, and adherence to agreed event marketing and branding protocols
- General event facilitation services will be managed by the new events team, as a means of facilitation through Council and other regulatory bodies – via the **Event Permitting Office**
- In return for this low level support, **these events will be required to provide core metrics** - details on the number of participants and volunteers (local and visitors), any local or regional media coverage secured, and the extent to which they contributed to one or more of Council's event outcomes.

A SUPPORTING STRUCTURE AND CAPABILITY

PEOPLE

- Head of Events with major event bidding experience - cross-functional leadership and collaboration
- Event Sales and Bidding
- Event Delivery – in RLC venues – producers of events
- Insights and Review capability
- Event services – design, marketing, communications and media support
- Agreements – where invested, with clear deliverables, reporting and accountability

PROCESS

- Event Permitting Office
 - License processing
 - All events in Rotorua
 - Event Calendar
 - Facilitated through Council divisions and infrastructure, e.g. road closures, rubbish, use of utilities
- Refinement of Event Measurement tool
- Core metrics for all events
- New event investment agreements and processes
- Review of venues

NEXT STEPS

- Agree strategy and four new objectives for investment in events
- Complete work on the structure and capabilities required to deliver the event strategy
- Establish new operational requirements, policy and processes to support strategy
- Assess current event investment, and develop a transition plan to free up existing investment to align to new strategy



THANK YOU ...

svgunlimited