

events and venues activity plan

Why we do it

To provide venues for conventions, theatre shows, entertainment, sporting events for local residents and visitors to Rotorua.

To attract major events to Rotorua District to provide substantial economic benefit and to make Rotorua an attractive place to live and visit.

To strategically manage and promote recreation programmes to contribute to healthy lifestyles for Rotorua residents.

What we do

Venues

This activity covers the operation of the Rotorua Convention Centre (including the Civic Theatre and ticketing agency), Te Runanga Tea House, Soundshell and the Energy Events Centre (including the Sportsdrome), and International Stadium (including Number 2 field).

Council provides quality event facilities for the Rotorua community which supports endeavours to attract large, high yield local, regional, national and international events.

The venues are used for a variety of activities including:

- Local amateur performance
- Sport and recreation
- Conference and incentive activities
- Social functions
- Touring and local professional performing groups
- Cultural activity performances



Civic Theatre Stagehouse Redevelopment

By the end of the current financial year design, contract documentation and tendering will have been completed. Construction is planned for the 09/10 financial year funded by \$3.8m from Council, (\$3.5m capital and \$300k renewals) and \$1.9m from corporates, philanthropic and community funding.

Events

This activity contributes to the identification and attraction of large major events to Rotorua and their subsequent growth. Provides assistance to event promoters and organisers in dealing with the array of people, processes and legislation that must be dealt with in organising a major event. It supports local event organisers through provision of the equipment shed and recreation programmes.

Community outcomes

Community Outcome	How the Council contributes
 Health	<ul style="list-style-type: none"> ■ By providing recreational opportunities for the community at sporting events and venues.. ■ By contributing to improved health status for residents using sporting venues. ■ By providing effective responses to developing health issues, and developing partnerships to promote healthy living.
 Prosperity	<ul style="list-style-type: none"> ■ By high utilisation of the various RDC venues and the attraction of major events to Rotorua which encourages growth and promotes employment opportunities.
 Facilities & Services	<ul style="list-style-type: none"> ■ By providing Rotorua with a range of venues of national and international standard. ■ By providing a range of venues for both major events and community use.
 Happening	<ul style="list-style-type: none"> ■ By attracting/hosting events including sporting, cultural festivals, arts, leading edge activity events, celebrating and nurturing traditional Maori Culture and fostering artistic expression in art, music, dancing, public performance and exhibitions.

events and venues activity plan **cont.**

What does the council plan to do in the future

What is the Council currently doing?	What will we do in years 1 to 3?	What will we do in years 4 to 10?	How will we know if we achieve our objective? (key result areas)
	Compete for significant national and international conferences/ events of size		Increased numbers at conferences/events etc.
	Diversifying use of the International Stadium.		
	Use of Energy Events Centre as an indoor space for recreation, events, and exhibitions.		
Established a working party to actively promote and secure funds needed for the stage house redevelopment project. Completed detail design of the stage house redevelopment.	Construction of the Stage house redevelopment for the Civic Theatre.		Completion of the stage house redevelopment within budget.
	Establish a sustainable events infrastructure and maintain.		Retention and growth of events.
Has pursued the allocation of games and team hosting for the 2011 Rugby World Cup.			More games and teams hosted in Rotorua.
Bid for events so that we are competitive with other provincial indoor and outdoor facilities.			More events hosted.
	Investigate ongoing development or replacement of the Soundshell as part of the Lakefront redevelopment.		Resolution on the future of the Soundshell.
Replacing the sand carpet at the International Stadium in preparation for the Rugby World Cup.	Prepare International Stadium in preparation for Rugby World Cup		Completion of work on time and within budget



events and venues activity plan **cont.**

Measuring our achievements

Level of Service	Performance measures	Current performance	Performance targets										
			09/10	10/11	11/12	12/13	13/14	14/15	15/16	16/17	17/18	18/19	
Excellent well maintained and well used venues.	Number of Rotorua residents who use an Events and Venues facility during the year.	80%	80%										
	% of residents satisfied with the level of service.	80%	80%										
	% of repeat bookings from commercial clients within a three year period.	50%	50%										
Encourage and promote a wide range of events and conferences with high levels of participation that add to the appeal of Rotorua for its citizens and visitors.	% of hirers are from community groups.	40%	40%										
	% increase due to growth in relation to participation levels.	5%	5%	3%					1.5%				
	Number of conferences each year.	25	>25										
	Number of delegates attending each year.	11,000	>11,000										

events and venues activity plan **cont.**

Negative effects

Negative effects	Mitigation options
Community can be excluded from venues as a result of high revenue events and conferences securing bookings.	Manage and consult with the community and commercial operators to ensure balanced and fair usage of venues by all.
Increased traffic congestion arising from major events and sports.	Develop and follow traffic management plans.
Perceived increase in crime – vehicle, theft and assault resulting from increased numbers of people in and around venues during events/sports.	Education through personal safety campaigns lead by the Police, Community Safety Projects Officer and CARV – (Curbing Alcohol Related Violence).
Move to sustainability policies with associated costs.	Costs to be met by retention of existing business and attraction of new business as a result of these policies.
Competition from planned indoor facility developments in Hamilton and Tauranga.	Expanding the market and retention of existing client base due to high levels of service.

Funding considerations

Who benefits from the activity?

- The community as a whole benefits:
 - from the city's vibrant image and attraction of visitors.
 - by the contribution to economic growth and employment from providing upmarket venues.
- Event organisers, community groups and sports bodies benefit from availability and use of the facilities and infrastructure.
- Local businesses, including suppliers, tourism operators, retailers, conference organisers, and the private event industry derive a commercial benefit.
- Individuals and groups who attend events benefit from this activity.

What is the period of benefit?

- Benefits are intergenerational and ongoing by way of city image, promotion, and diversity as long as the infrastructure/service is maintained.
- Event managers and spectators derive both short and long term benefits from specific events.

Who creates need for the activity?

The need to undertake this activity derives from:

- The community as a whole in respect of events and facilities for community development and maintenance.
- Event promoters who need development and maintenance of event infrastructures.

Funding source

It is considered to be in the interests of residents and ratepayers to maximise both commercial revenue and local use for all venues. The level of user charges is driven by market conditions at both local and commercial levels; these determine ability to increase revenues as adjustments and price changes need to be carefully transitioned. Funding of this activity is 25% - 35% from user fees and charges, 30% - 40% from targeted rates and 25% - 45% from general rates.

Asset management

Key assets

- Energy Events Centre
- Rotorua Convention Centre
- Rotorua International Stadium
- Soundshell
- Te Runanga Tea House
- Equipment Shed

Maintaining our assets

The assets are maintained by council's maintenance contractors. Council assets are maintained as per agreed specifications and are reviewed every 3 years to ensure that the service is up to date with current levels of service requirements. Major works are competitively tendered out to specialised contractors ensuring that the final product is of a high standard and delivered at a competitive cost to council.

Council employs a staff member within corporate services who is responsible for the maintenance of all council buildings. In the course of assessing buildings for short and long term needs, future needs are determined and replacement requirements highlighted.

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Major changes planned for assets

Reason for change	What will be done?	Year 1 (\$000s)	Year 2 (\$000s)	Year 3 (\$000s)	Year 4 - 10 (\$000s)
Renewals and backlog	Convention Centre/Civic Theatre	1,111	629	107	1,978
	Energy Events Centre	141	35	161	6,311
	Equipment Shed	-	-	-	83
	Rotorua International Stadium	56	19	178	628
	Te Runanga Teahouse	-	-	9	18
	Subtotals	1,308	684	456	9,018
Increased levels of service	Civic Theatre – Stagehouse Redevelopment	5,700	-	-	-
	Energy Event Centre - Power upgrade	80	-	-	-
	Subtotals	5,780	-	-	-
Increased demand	No changes planned for assets related to increased demand				

Convention Centre

Year 1 – Furniture/fittings: major expenditure carpeting of backstage and auditorium of Civic Theatre

Year 2 – Furniture/fittings: major expenditure piano, audiovisual and lighting

Years 4-10 – Furniture/fittings: major expenditure carpeting, counter weight system in control room Civic Theatre and auditorium seating.

Energy Events Centre

Year 1 – Roof – major expenditure: sportsdrome roofing

Years 4-10 – Furniture/fittings: major expenditure – lighting, security, audiovisual, carpeting and furniture

Years 4-10 – Plant – major expenditure: air handling units, pumps

International Stadium

Year 3 – Furniture/fittings: major expenditure – carpet changing rooms and corporate lounges

Years 4-10 – Furniture/fittings: major expenditure – kitchen equipment, audiovisual, ticket counter, furniture



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Financial summary (plan 2009/10 and forecast 2010/11 to 2018/19)

Event & Venues (\$000s)	Actual 2007/08	Annual Plan 2008/09	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
Operating Expenses												
Direct Costs	5,030	5,347	5,660	5,825	6,104	6,106	6,300	6,419	6,717	6,827	6,898	7,095
Financial Costs	602	660	551	602	614	649	677	700	682	694	699	661
Depreciation	1,618	1,804	1,791	2,043	2,014	2,176	2,244	2,263	2,419	2,444	2,420	2,797
Other	-	-	-	-	-	-	-	-	-	-	-	-
Total Costs	7,250	7,811	8,002	8,470	8,732	8,931	9,221	9,382	9,818	9,965	10,017	10,553
Revenue												
Capital Revenue	2,039	977	1,232	1,025	604	219	241	238	255	263	271	279
Fees and Charges	1,997	1,722	1,621	1,983	1,924	1,986	2,129	2,112	2,171	2,328	2,310	2,384
Investment Income	34	-	-	-	-	-	-	-	-	-	-	1
Subsidies and Grants	100	36	-	-	-	-	-	-	-	-	-	-
Targeted Rates	-	-	1,569	1,601	1,633	1,667	1,701	1,737	1,774	1,811	1,850	1,890
Total Revenue	4,170	2,735	4,422	4,609	4,161	3,872	4,071	4,087	4,200	4,402	4,431	4,554
Internal Recoveries												
Internal Recoveries	1,323	1,337	1,481	1,522	1,565	1,606	1,648	1,692	1,738	1,792	1,842	1,898
Total Internal Recoveries	1,323	1,337	1,481	1,522	1,565	1,606	1,648	1,692	1,738	1,792	1,842	1,898
Net Cost of Service	1,757	3,739	2,099	2,339	3,006	3,453	3,502	3,603	3,880	3,771	3,744	4,101
Capital Costs												
Renewals	-	-	722	369	456	1,325	1,243	520	1,327	1,067	1,082	2,454
Growth	-	-	-	-	-	-	-	-	-	-	-	-
Backlog	-	-	411	315	-	-	-	-	-	-	-	-
Level of Service	-	-	5,875	-	-	-	-	-	-	-	-	-
Total Capital	719	1,993	7,008	684	456	1,325	1,243	520	1,327	1,067	1,082	2,454
Operational Funding												
Net Cost of Service	-	-	2,099	2,339	3,006	3,453	3,502	3,603	3,880	3,771	3,744	4,101
Plus Capital Revenue	-	-	950	690	220	20	20	-	-	-	-	-
Less Depreciation	-	-	(1,791)	(2,043)	(2,014)	(2,176)	(2,244)	(2,263)	(2,419)	(2,444)	(2,420)	(2,797)
Add back Depreciation Funded by Rates	-	-	722	369	456	1,325	1,243	520	1,327	1,067	1,082	2,454
Self Funding/DC Reserve Movements	-	-	(51)	(2)	47	(135)	(122)	(114)	(104)	(104)	(103)	(103)
Operations Funded by General Rates	-	-	1,930	1,353	1,715	2,487	2,399	1,746	2,683	2,289	2,301	3,655
Capital Funding												
Funding from Depreciation (Rates)	-	-	722	369	456	1,325	1,243	520	1,327	1,067	1,082	2,454
Loans from/(to) Corporate Fund	-	-	4,286	315	-	-	-	-	-	-	-	-
Capital Grants	-	-	2,000	-	-	-	-	-	-	-	-	-
Development Contributions	-	-	-	-	-	-	-	-	-	-	-	-
Total Capital	719	1,993	7,008	684	456	1,325	1,243	520	1,327	1,067	1,082	2,454

Minor roundings may occur in above totals