Major Events Strategy
Ōtautahi Christchurch 2018
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Foreword

Mayor of Christchurch

ChristchurchNZ has been charged with igniting bold ambition in our city and region.

Attracting visitors, migrants, students, businesses and investors is an important element of their work, and what’s great is that their work helps make Christchurch and our region a great place to live as well. If it’s good for attraction, then it’s great for everyone who lives here as well.

The Major Events Strategy will succeed because we already have an excellent foundation – a city that is reimagining itself, with creativity and innovation to the fore; a stunningly beautiful region that is the backbone of the NZ economy; and of course, a lifestyle that is second-to-none. Literally, it’s where there’s more to life...everyday!

Christchurch’s reinvention has added a creative and innovative vibe to our new central city, with fabulous hospitality and retail offerings, along with new public spaces and facilities. At the same time, we remain a fantastic national and international gateway to our region.

Lianne Dalziel
Mayor of Christchurch

Our natural assets have long been a drawcard for residents and visitors alike – our beaches, parks, gardens, hills and beaches – so when we add high profile events to the mix then the sky’s the limit.

Christchurch residents and those who live in the region have always loved the opportunity to get out and enjoy great events – they don’t call us the country’s sporting capital for nothing. And we’re not just spectators either; we’re participants; we love to get involved. And great events will also attract visitors, who will always want to see more of the region.

ChristchurchNZ has presented a refreshingly bold approach to how we attract investment in our city and region through high profile events; events that will see long-term benefits, raise our global profile and add significant value to our growing economy.

The contribution to the life of the city will be enormous and I look forward to welcoming a programme of major events, second-to-none, that will truly ignite the region’s potential.
As the economic development and city profile agency for Christchurch City, ChristchurchNZ is charged with creating a major events portfolio that builds a strong profile for Christchurch, nationally and internationally, attracts visitors throughout the year and leaves a positive legacy for the community.

We know that events amplify the spirit of our people; ignite excitement and bring communities together, attracting visitors and stimulating economic activity.

We are delighted to present the city’s first Major Events Strategy which has been developed following extensive engagement leading up to and shortly after the formation of ChristchurchNZ in 2017.

We know that Christchurch is a place where people choose to be. We are New Zealand’s oldest and newest city and we know we need to capitalise on the opportunity to showcase our city on a global stage. We are also a city where it is possible to try new things and test new ideas.

The city currently has a range of major events on offer but we need to strengthen and develop our core offerings to ensure we leverage the events to their fullest extent, maximise their long-term benefits for our residents and drive economic growth.

This Major Events Strategy sets out our collective approach to secure the very best major events for the people of Christchurch, to generate a legacy and leverage our profile on the world stage and to celebrate our collective camaraderie by getting out and supporting talented sportspeople and artists.
The New Zealand Government invests in major events through the Major Events Development Fund, which recognises the immediate and long-term economic, social and cultural benefits they can deliver through: increased tourism revenue; increased opportunities for New Zealand brand promotion; creation of business and trade opportunities; increased participation in sports, art or culture; increased employment opportunities; opportunities to increase national identity and pride; and, enhanced capability in the events sector.

[Source: New Zealand Major Events Strategy]
Christchurch City Council (‘the Council’) has invested in events, both large and small, for many years. It clearly values the contribution they make to the life of the city, by bringing communities together, attracting visitors, stimulating economic activity and raising our city’s profile nationally and internationally.

Different events have different outcomes. Some emphasise community outcomes more strongly than others; for example, local food markets. Major events help build a city’s profile and often have a stronger economic focus than small-scale community events.

This is the first Major Events Strategy for Christchurch city and it sets a clear vision for the sector. It outlines goals, outcomes, responsibilities and an action plan for implementation.

The Strategy is focused on building on our city’s existing major events scene and addressing gaps in the sector identified through stakeholder engagement.

What is a “major” event?

The Christchurch Major Events Strategy (‘the Strategy’) uses the definition of a “major” event outlined in the Council’s Events Policy Framework.

A major event:
- generates significant immediate and long-term economic, social and/or cultural benefit to Christchurch; and/or,
- attracts significant numbers of international, as well as national, participants and spectators; and/or,
- is pivotal in building the Christchurch brand because it has a national profile outside of the Canterbury region and generates media coverage in markets of interest for tourism and business opportunities.

Major events include:
- leisure events such as concerts, festivals and sporting fixtures that are open to the public;
- business events that are open to the public; and,
- “mega” events such as the Rugby World Cup, which have primarily international participants and audiences, are hosted by New Zealand Major Events and include the involvement of multiple agencies at the national and regional level.

This Strategy is informed by stakeholder engagement undertaken from 15 August 2017 to 11 September 2017. ChristchurchNZ sought feedback through workshops, meetings and engagement with local stakeholders and national agencies such as: SportNZ, New Zealand Major Events, New Zealand Story, Ministry of Heritage and Culture - with an interest in major events. The Strategy framework was also available for feedback via ChristchurchNZ’s website.

The ChristchurchNZ Board reviewed the final strategy on the 29 September 2017 and it was endorsed by the Council on [date].
“The Major Events Strategy will succeed because we already have an excellent foundation – a city that is reimagining itself, with creativity and innovation to the fore.”

Lianne Dalziel, Mayor of Christchurch
The $40 billion rebuild of Christchurch following the Canterbury earthquakes of 2010 and 2011 has created a platform for the city to excite and engage residents, actively promote itself as a destination for visitors and attract and retain business investment and people. New Zealand’s oldest city – and the South Island’s largest – is fast becoming its newest.

While the quakes created significant challenges for our city as a major event destination, with serious damage to key venues and a reduction in visitor numbers, events played a vital role in post-quake Christchurch: raising people’s spirits, connecting communities, providing continuity with the past and helping to express and shape a new identity and profile for the city – as a vibrant, energetic place where urban regeneration and creativity thrive.

It is time to build on this profile and fortunately, the physical fabric of our new city will include a range of new venues designed to deliver international events with flow on benefits to the wider region.

The Christchurch Economic Development Strategy (2017) and Christchurch Visitor Strategy (2016) identify major events as a key mechanism to grow confidence and ignite excitement in Christchurch and raise its profile.

The strategic challenges we face in Christchurch are:

- a heavy dependency on local government to fund and deliver events, compared with other New Zealand cities;
- a weak overall major events portfolio;
- amplified seasonality issues in post-quake visitor trends;
- a major events sector that needs support to grow its capability and capacity; and,
- the lack of country-level datasets/agreed standards for data collection.

ChristchurchNZ is responsible for bringing together business and government to identify common aspirations and priorities for the major events sector, community and wider city through the Major Events Strategy (‘the Strategy’), including a plan to optimise outcomes.

In delivering the Strategy, it will focus on:

- strengthening the annual calendar of major events;
- growing the funds available for sponsorships by engaging with existing partners, key stakeholders and the private sector;
- primarily profiling and promoting the city, with flow on benefits to the region;
- working with national partners to improve the availability and access to data;
- building capability in the major events sector; and,
- monitoring and reviewing the Strategy with the sector.

The success of the Strategy will be measured against an Outcomes framework (page 18).
VISION

Christchurch has a focused portfolio of major events, business events and festivals that expresses the spirit of Christchurch and its people, including the aspirations of mana whenua.

Builds a strong profile for Christchurch, nationally and internationally, attracts visitors throughout the year and leaves a positive legacy for its community and wider region.
Roles & Responsibilities

The Council, ChristchurchNZ and Vbase have complementary roles in relation to major events in Christchurch.

The Council sets overall policy outlining the role of events in the city in the Events Policy Framework. It supports and/or delivers a variety of local and community events, often in partnership with the community, through its Community Events Implementation Plan. It also provides regulatory support, approval and compliance functions (such as traffic management planning) for all events. Finally, it funds Council Controlled Organisations such as ChristchurchNZ to manage the city’s major events portfolio and event facilities.

ChristchurchNZ is responsible for developing the city’s major events portfolio and Major Events Strategy. It must attract, sponsor and partner with event producers, promote and market major events as part of the overall promotion of Christchurch, maximise leverage and legacy benefits, grow available funding through private sector partnerships and support the development of the major events sector.

Vbase secures commercial events for the venues it controls and delivers on-the-ground event experiences.
The focus is on balancing the overall impact of the combined portfolio on all three outcome areas. Individual major events will likely impact strongly in one or two areas, but contribute overall to a balanced portfolio of outcomes.

**Outcomes**

Major events deliver a variety of benefits for host communities, including some that are not easy to quantify or monetise. The success of this Strategy will be measured against three outcome areas: Economic Value, City Profile and Leverage and Legacy.

**Economic Value**

Major events generate immediate, direct and indirect economic benefit for the city as a whole, including its businesses and communities.

**City Profile**

Major events enhance the profile of Christchurch, amplify the spirit of our people and attract visitors, migrants, investors and businesses. Major events provide an opportunity to engage residents as ambassadors for our city.

**Leverage & Legacy**

Major events generate additional benefits to Christchurch around the event itself (leverage) and long-term benefits to the city (legacy), such as new skills and knowledge gained through hosting events, a ‘feel-good factor’ for people who live here or new facilities that can be used by the community in other ways.
Outcomes from major events

Economic Value

City Profile

Leverage & Legacy
Goals & Priorities

This Strategy has four goals: to enhance Christchurch’s profile both nationally and internationally through the major events portfolio; to deliver significant economic, social, cultural and environmental benefits for the city; to grow and diversify funding and partnership collaboration for major events; and, to make Christchurch a more event-friendly city.

Enhance Christchurch’s profile both nationally and internationally through the major events portfolio.

Major events need to reflect and celebrate what is distinctive about Christchurch if they are to build a strong profile and engage the community in the city. The city has an established portfolio of events but there are opportunities to grow existing events, develop fresh ones and create scale and momentum by working with partners in innovative ways – in particular with mana whenua to ensure the events programme expresses their values and aspirations.

Priorities:
- Develop a mechanism to ensure that Councillors can contribute future event ideas for consideration.
- Attract/develop events that are recognised worldwide and particularly in key visitor and trade markets.
- Attract/develop events that align to the spirit of Christchurch.
- Ensure that events showcase our places and reflect the spirit of our people, including mana whenua.
- Ensure that visitors have a positive experience of the city when attending major events in Christchurch.
- Encourage collaboration with private sector and/or community partners beyond sponsorship.
Deliver significant economic, social, cultural and environmental benefits for the city.

One of the defining characteristics of a major event is that it attracts large numbers of spectators/participants from outside the host location, which drives economic activity such as visitor spend and employment. This generates social and cultural benefits by providing opportunities for the community to connect, learn and celebrate their culture and identity and create legacy infrastructure (e.g. additional hospitality or leisure facilities).

Priorities:
- Increase the contribution the major events portfolio makes to the city’s economy.
- Achieve a spread of events over the year, including the shoulder seasons and winter.
- Attract/develop major events that increase business opportunities.
- Ensure major events include significant opportunities for the community to participate.
- Ensure all major events generate significant social, cultural or environmental legacy benefits for the city.
- Ensure the major events portfolio makes a positive contribution to the individual community’s perceptions of their quality of life.

Grow and diversify funding and partnership collaboration for major events.

Establishing a strong major events portfolio for the city cannot be achieved within existing funding levels. The city will require new business models and funding sources locally, nationally and internationally to grow funding for major events.

Priorities:
- Establish an investor network with strong co-ordination that leads to meaningful and long-term sponsorship partnerships between the public and private sector.
- Ensure major event investment opportunities are credible, commercial and attractive for the private sector.
- Activate opportunities for private sector investment to grow available funding for major events and reduce the dependency on public sector funding.
- Build and leverage international partnerships (such as sister city relationships) for investment.

Make Christchurch a more event-friendly city.

The delivery of a major event has many moving parts – from the initial idea or opportunity through to securing suitable facilities, sponsorship and consents, marketing and ticket sales and delivering the event itself. All these parts of the process need to work together to create an event-friendly environment.

Priorities:
- Ensure the business environment (regulatory and planning environment) is fit for purpose and delivers the best outcomes for the city.
- Ensure venues and other infrastructure (e.g. accommodation, transport, utility networks) are fit for purpose and provide a high-quality event experience.
“We know that Christchurch is a place where people choose to be. We are New Zealand’s oldest and newest city and we know we need to capitalise on the opportunity to showcase our city on a global stage.”

Joanna Norris, Chief Executive, ChristchurchNZ
## Action Plan & Summary

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<th>GOAL</th>
<th>PROJECT</th>
<th>AGENCY</th>
<th>STATUS</th>
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<td>Goal 1 &amp; 2</td>
<td>Establish a Major Events team within ChristchurchNZ and develop tools, such as a prioritisation framework, to assess and prioritise Major Event opportunities and programming across the city calendar. This will enable us to attract and grow Major Events, partner with sponsors to engage the community and promote Christchurch as a visitor destination.</td>
<td>ChristchurchNZ</td>
<td>Underway</td>
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<td>Goal 1 &amp; 2</td>
<td>Establish an Advisory Group to provide strategic input into the portfolio, including procurement, event development, funding and leverage opportunities.</td>
<td>ChristchurchNZ</td>
<td>To commence Q2 2017/18</td>
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<td>Goal 2</td>
<td>Manage and promote a Christchurch Major Events Calendar, as part of an integrated approach to engage the community and promote Christchurch externally.</td>
<td>ChristchurchNZ and Council</td>
<td>To commence Q2 2017/18</td>
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<tr>
<td>Goal 2</td>
<td>Develop an impact assessment methodology which recognises economic, city profile benefits and leverage and legacy effects.</td>
<td>ChristchurchNZ</td>
<td>Underway</td>
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<td>Goal 1-4</td>
<td>Position ChristchurchNZ as a leader that creates confidence and supports the Major Events sector. Establish a Major Events Sector Forum to share information on opportunities and challenges, to enable sector input.</td>
<td>ChristchurchNZ</td>
<td>Underway</td>
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<td>Goal 3</td>
<td>Develop a city level sponsorship strategy to facilitate connections between public/private sponsors and event organisers.</td>
<td>ChristchurchNZ</td>
<td>To commence Q3 2017/18</td>
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<td>Goal 2 &amp; 4</td>
<td>Review the city’s venues and other event-related infrastructure to identify if a strategic review is required. If a strategic review is required, engage with stakeholders to identify gaps and opportunities.</td>
<td>ChristchurchNZ</td>
<td>To commence Q2 2017/18</td>
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<td>Goal 4</td>
<td>Review and streamline processes to facilitate event organisation and delivery, including regulatory approvals and compliance.</td>
<td>Council and ChristchurchNZ</td>
<td>To commence Q4 2017/18</td>
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How decisions will be made

ChristchurchNZ has several roles in Major Events; as a facilitator, broker, sponsor and champion for identifying and attracting events, including developing or partnering on bids for the city.

ChristchurchNZ operates under a ‘no surprises’ approach with Council and key partners by formal and informal reporting and discussion and through an open and trusting relationship. Authority is delegated to ChristchurchNZ to assess current and future events and decisions will be made based on city priorities and special considerations as outlined in this strategy.

When developing new concepts, testing feasibility, deciding to enter a competitive bid for an event, or assessing whether to support a private sector partner in the form of sponsorship or in-kind support - our prioritisation gives special weighting to events that meet at least one of the following outcomes:

- Has potential to be recognised worldwide and particularly in key visitor and trade markets.
- Increases the contribution that major events make to the city’s economy.
- Achieves a spread of events over the year, including winter and the shoulder seasons.
- Increases business opportunities and connections.
- Generates significant social, cultural or environmental legacy benefits for the city.

Special consideration will be given to events that also:

- Align with the City Narrative.
- Showcase our place and reflect the spirit of our people, including mana whenua.
- Engage with our community and provide opportunities for participation.
- Make a positive contribution to our communities’ perceptions of their quality of life.
- Provide valuable data and/or connections aligned to key visitor or trade markets.

Decisions relating to iconic events

This strategy recognises that some major events hold a special ‘iconic status’ due to a long history in the city or other significant factors. Decisions relating to these events which may impact their continuation or involve major changes to event format, event name, or timing, ChristchurchNZ will engage with Council for input via a Council workshop.

Events within this category currently include:

- New Zealand Cup and Show Week.
- World Buskers Festival.

Future events may be afforded 'iconic status' via a recommendation from ChristchurchNZ to Council.
Implementation & Review

ChristchurchNZ is responsible for the development of the Major Events Strategy and has a dual role when it comes to implementation. First, it must drive implementation through engagement, monitoring and reporting of the whole major events programme, facilitating regular dialogue with stakeholders on progress, opportunities and challenges. In addition, it will lead some projects alongside other private sector partners and stakeholders.

ChristchurchNZ’s implementation framework is driven by four principles:

- Leadership roles and responsibilities need to be clear so stakeholders know who is doing what.
- What gets monitored gets managed, so the monitoring and reporting role of ChristchurchNZ is a core driver of implementation.
- Where there is no logical lead, projects will need public sector support to get started.
- Public agencies facilitating connections and delivering projects need to be credible role models for stakeholder groups by being transparent, inclusive and following industry standard project disciplines.

Project delivery will be driven by ChristchurchNZ’s internal project management function that monitors and reports to Senior Management against milestones and budgets.

During the implementation of this Strategy, ChristchurchNZ will invite stakeholders to meet regularly to build stronger relationships and improve information sharing within the sector.

It will use this engagement platform as a vehicle to regularly report on progress and will also involve the sector in the Strategy’s three-year review.