

# **Events and Festivals**

## **Activity Management Plan**

### **Long Term Plan 2015–2025**

*As amended through the Annual Plan 2017/18*

1 July 2017

## Quality Assurance Statement

|   |  |                                     |
|---|--|-------------------------------------|
| Christchurch City Council<br>Civic Offices<br>53 Hereford Street<br>PO Box 73015<br>Christchurch 8154<br>Tel: 03 941 8999 | <b>Version</b>                           | <b>V 3 1<sup>st</sup> July 2017</b> |
|   | <b>Status</b>                            |                                     |
|   |  |                                     |
|   | <b>Activity Manager: John Filsell</b>    |                                     |
|   | <b>Chief / Director: Mary Richardson</b> |                                     |
|   | <b>Asset Manager:</b>                    |                                     |
|   | <b>Finance Manager:</b>                  |                                     |

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## 1 Key Events and Festivals Activity

The Council has a key role to play in the local, national and international events industry by being a leader, an enabler and encouraging the development of the events industry profile by enhancing the promotion of a calendar of events, improved industry workforce capacity, development of an event portfolio, greater industry participation, improved sustainability and ongoing competitor analysis.

Why events are important?

- They give life to the city
- They create interest in the city
- They reflect the kind of city Christchurch is
- They produce benefits for the city's economy

Whilst there are many challenges facing the industry as the city rebuilds, not the least of which is the continued strengthening of national and international competition, it is important that Council works alongside the local industry towards a common goal which should be determined through the process of developing and implementing a new events policy and strategy.

The local events industry makes a vital contribution to the social fabric of Christchurch, through its vibrancy, diversity, economic growth and employment. It is important the industry in Christchurch produces a diverse range of city-wide events that reflect the city's landscape, culture and sporting background.

Events have an impact on the community and economy that are much broader than short-term economic impact. The non-economic contribution of events which include innovation, enhanced opportunities for business relationships and transactions, branding, and social cohesion and participation must not be understated. While many of these broader impacts are difficult to measure, they do have an important and 'real' value and it is essential that these impacts are assessed and reported.

It is currently unknown what the events sector is estimated to be worth to Christchurch; this should be investigated further to enable us to understand the investments Council makes towards events.

It is vital that investment in new infrastructure and events, together with ongoing improvements to existing infrastructure, assists the city's position in the wider events industry so that opportunities that arise during the city's rebuild are maximised.

### 1.1 Community Outcomes

Everything that the Council does in its day-to-day work is focused on achieving community outcomes. All activities outlined in this plan aim to deliver the results required to achieve these outcomes, contribute to Council strategies and meet legislative requirements. Likewise, all Council capital and operating expenditure is directed towards a level of service that moves the community closer to these outcomes now or at some future point.

The effective management of Events and Festivals for Christchurch means achieving outcomes such that:

- Christchurch is recognised as a great place to work, live, visit, invest and do business
- Events and Festivals thrive in Christchurch
- People are actively involved in their communities
- Christchurch has globally competitive businesses driving exports and generating wealth
- Cultural and ethnic diversity is valued and celebrated
- Events help provide and promote the quality of lifestyle available in Christchurch, as an important factor in attracting the sharpest thinkers and innovators
- Profile Christchurch and its diverse localities, and build a sense of place

Section 4 shows how these outcomes flow down into and influence the Council's activities and levels of service in relation to Events and Festivals.

## 1.2 Effects of growth, demand and sustainability

### Population Growth and Demand:

Events and Festivals have been affected by the 2010 and 2011 earthquakes, specifically the loss of event spaces and places, where residents live, the central city no longer being the destination it once was, the perception changes that have reduced visitors to Christchurch and the lack of understanding of the local environment as it now is.

Ongoing demographic change forecast will influence how Council will provide and support Event and Festivals namely:

- Stronger recovery over 2016 to 2026.
- Growth areas emerging to the north and south west of Christchurch.

As the population grows especially in new geographic areas, the Event and Festivals Activity should be complimentary and relevant.

Visitor growth will increase as the rebuild continues, and new residents move to live in Christchurch. The demand for the number and the quality of Event and Festivals will increase in addition to the current high demand for community, city and major events.

The importance of events is highlighted by the positive impact on personal well-being that events have on residents. Events also play a key role in bringing local communities together, keeping the city alive, attracting visitors to the city and supporting the key anchor projects being completed and opened.

### Sustainability:

There are three aspects to sustainability in relation to events and festivals:

- Sustainability of the events industry
- Sustainability of individual events
- Sustainable event management

Sustainability of the events industry requires a solid events strategy at its core to allow events organisers to plan over the longer term. There needs to be investment in capacity building to increase the number of skilled event organisers.

For individual events, organisers need to develop plans that identify means to sustain an event over the long-term. This requires sound business planning and related investment strategy, strong engagement from stakeholders and a commitment to high quality content and production that attracts the public year on year.

Everyone in the events sector needs to proactively consider sustainability in their event management plans, from resource use and waste management through to encouraging audiences to consider travel plans that minimise carbon footprint. Council needs to lead on this by encouraging all events to have a sustainability plan in place as standard.

## 1.3 Key Challenges and Opportunities for Events and Festivals

In working towards the outcomes and influenced by population growth and demand, Council faces the challenge of making decisions that prioritise resources to deliver the best mix of services at the right level and in a sustainable way. The key challenges and opportunities that have been prioritised by Council are below in Table 1-1.

Table 1-1

| Key Issue   | Discussion  |
|---|---|
| Delivering changed Levels of Service in line with operational expenditure reductions  | <p>Operational savings of a minimum of 2% per annum compounding are required over the 2015/16, 2016/17 and 2017/18 financial years.</p> <p>Events have a very high degree of visibility and connection in the community. Lowering levels of service will have an impact on the quality and quantity of events delivered in the city. Opportunities to reduce the number or frequency or change the quality and content of existing events will need to be identified and prioritised to maximise savings with minimal impact on residents or visitors.</p>  |
| Major events will be identified and actively pursued that utilise the city's existing and planned spaces and places e.g.: Metropolitan Sports Facility, Nga Puna Wai Sports Hub, Hagley Park, Avon River Precinct, Cathedral Square, Victoria Square. | <p>The hosting of major events is a key component of the business case for sports facility development and the ongoing financial viability of these facilities.</p> <p>This will require actively identifying and pursuing these major events and a strong partnership with the facility owners, event owners, government and local stakeholders.</p>   |
| The Council will collect a wider range and increased charges from users of events spaces and events facilitation services   | <p>Currently events facilitation and space costs are only partially passed on to the user. A moderate increase in charges reflecting the user's ability to pay will more equitably reflect the balance between community and commercial users' ability to pay.</p> <p>Increased charges will be resisted by the events industry. Increased costs will need to be passed on to the end user and could result in less participation in events.</p> <p>Investigations are needed on the structure of these changes and sources of assistance for those users most affected.</p> <p>Benchmarking with other cities will be completed.</p> |
| Council will investigate options to recoup some of its investment in events by directly benefiting from the economic impact that comes from hosting events.   | <p>Events, particularly large ones that attract high numbers of visitors provide significant economic benefit to the city through the additional income these visitors spend on accommodation, food, beverages, entertainment, and retail purchases. This additional income does not accrue directly to Council in most cases but to goods and service providers in the city and region.</p> <p>Any new levy or charge scheme would be resisted by the business and tourism community. Investigations of options will need to be undertaken.</p> <p>Benchmarking with other cities will be part of those investigations.</p>          |



## 2 Proposed changes to activity

Table 2-1 summarises the proposed changes for the management of the Events and Festivals activity since the Three Year Plan 2013-16 Activity Management Plan.

**Table 2-1 Proposed changes to activity**

| Key Change   | Reason   | Level of significance? What investigations are needed?   | Options for consultation and engagement | Financial Implications (if any)                   |
|--|--|--|---|---|
| Coordination of events activity across Council: all event activity requiring specialist event management to be coordinated by the one team within Council. | <p>To effectively manage events to the highest standards, in particular health and safety</p> <p>To achieve resource and cost efficiencies</p> <p>To improve decision making about the full programme of events produced and supported by Council</p> <p>To provide clarity to the industry that there is one area of events in the Council.</p> <p>To ensure the correct events staff are involved in the decisions around the investment in events.</p> <p>To ensure a consistent and cohesive understanding of funding within Council</p> | <p><b>High:</b> No investigations are required due to the feedback we have received from events organisers.</p> <p>Internal discussions with other groups and units within Council and understanding the implications of not working together.</p> | None                                    | None  |
| Further investment in Council-produced Events through sponsorship  | <p>The proposed review of events provides opportunities for Council to attract sponsorship for events and to increase the engagement from the Commercial sector</p> <p>To increase the standard of events the Council delivers</p> <p>To ensure the portfolio of events the Council invests in is leveraged.</p> <p>The Council does not yet have a designated staff member focused on sponsorship.</p>  | <p><b>High:</b> Understanding the requirements for Events and the level of the staff member before a Sponsorship Manager is hired.</p>   | None                                    | Staff will be found within the current FTE levels |

| Key Change   | Reason  | Level of significance? What investigations are needed?   | Options for consultation and engagement | Financial Implications (if any) |
|--|---|--|---|---------------------------------|
| Change of Level of Service to review all events as a portfolio of events to enable flexibility and responsiveness. | The programme of events delivered by the Council has not changed for a number of years. Although successful the Council would like to have the opportunity to review its programme and to be more responsive to the changing needs of the residents, lead by a new Events Policy and Events Strategy.   | <b>High:</b> This will enable the Council to be more responsive and present a programme of Events to Council on a yearly basis and be reviewed on the satisfaction of the programme rather than individual events. |   | None                            |
| Long term commitments to event organisers for their events   | Current event sponsorship is set annually.<br>Investing in events over 2 – 3 years provides organisers with certainty to develop their events.<br>To allow Council to leverage off the investment Council has with the event<br>To provide seed funding to events over 2- 3 years and to enable the event organiser to set a clear strategy over the term of investment.  | <b>Low:</b> To review the current format of investment and inform the events industry of the change.   | None                                    | None                            |
| Develop capacity of Christchurch events sector   | Christchurch has a rich supply of local performers, artists, musicians, cultural organisations, sporting organisations and event staff to support the events that are run in the city.<br><br>Investment in events enables local businesses to secure staff and build sustainable events.<br><br>Feedback from the events sector has identified the need for a full database of local talent and support for the events sector, which will be implemented and updated on a regular basis. | <b>Low:</b> Research the events sector and its capacity of skills required to run events within Christchurch, and begin recording that research into a usable database.  | Research events sector providers.       | None                            |

| Key Change   | Reason  | Level of significance? What investigations are needed?   | Options for consultation and engagement   | Financial Implications (if any)                  |
|--|---|--|---|--|
| <p>Development of an Events Policy.</p> <p>Then revise and update the Events Strategy before 2017 in line with policy.</p> | <p><b>Policy:</b></p> <p>The policy sets out the strategic framework to guide the Council's involvement in Events, and the direction for future activity.</p> <p>It provides clarity as to why Council is involved in events and the types of events we invest in.</p> <p>The policy provides direction and articulates the roles and responsibilities of the Council and how events can contribute to supporting the city's vision.</p> <p>The policy will cover the full range of events from community to major events</p> <p>There is currently a Trading and Events In Public Places 2010 policy in place is held by another group in Council.</p> <p><b>Strategy:</b></p> <p>The current Events Strategy (2007-17) was created pre-earthquakes and requires updating to reflect the current events landscape</p> <p>The Strategy is due to expire 2017</p> <p>Consultation for the Strategy took place in April 2006 for a 2007 release</p> <p>The Strategy is linked to</p> <ul style="list-style-type: none"> <li>· Visitors Strategy</li> <li>· Arts Strategy</li> <li>· Physical Recreation and Sport Strategy</li> <li>· Strengthening Communities Strategy</li> </ul> | <p><b>High:</b> Development of an Events Policy will drive all Council decisions regarding it's support of and its involvement in events</p> | <p>LTP</p> <p>Sport NZ</p> <p>Event owners</p> <p>Local and Regional Tourism</p> <p>Business and Economic Development Agencies</p> <p>CIAL</p> <p>CDC</p> <p>New Zealand Major Events</p> | <p>None - To be included in existing budgets</p> |

| Key Change | Reason  | Level of significance? What investigations are needed? | Options for consultation and engagement | Financial Implications (if any) |
|------------|---|--|---|---------------------------------|
|            | <p>To have the strategy implemented in early 2017 to allow event organisers review and to apply to 2017/18 sponsorship process.</p> <p>The Events Industry (locally, nationally and internationally) and type of events favoured by the public have changed and will continue to change</p> <p>There is more competition for events around New Zealand.</p> |  |   |                                 |

### 3 Activity description

#### 3.1 Focusing on what we want to achieve

Council undertakes activities in order to deliver on the community outcomes for Christchurch. The outcomes that relate most directly to the management of the city's Events and Festivals are that:

- Christchurch is recognised as a great place to work, live, visit, invest and do business
- Arts and culture thrive in Christchurch
- People are actively involved in their communities.
- Cultural and ethnic diversity is valued and celebrated
- There is increasing participation in recreation and sporting activities

#### 3.2 How we will know we are achieving the outcomes

We will know we are achieving the above outcomes when we see the following results:

- The perception of Christchurch as an attractive place to live and invest in is enhanced by producing, and partnering on a range of events and festivals.
- Opportunities for residents to get involved in their communities through events are provided by the support of the events industry and managing the distribution of event funding and sponsorships.
- Christchurch has events and festivals that are inextricably linked to the city's location and character and engages with the local community.
- Christchurch attracts international events that drive significant visitor expenditure in to the local economy and engages with the local community and drives the international media profile for the city.
- Supporting, managing, and funding events that celebrate cultural diversity contributes to the celebration of cultural and ethnic diversity in the city.

#### 3.3 What services we provide

This activity includes the following services:

- Manage delivery of CCC Events and Festivals, provided by CCC
- Event promotion and marketing
- Manage the central city event spaces
- Management of sponsorship to events
- Co-ordination and support of festivals and events, not provided by CCC
- Management and delivery of Council Arts Strategy and Policies

#### 3.4 Benefits and Funding Sources

##### 3.4.1 Who Benefits?

| Who benefits?                      |      |
|------------------------------------|------|
| Individual                         |      |
| Identifiable part of the community |      |
| Whole community                    | Full |

**Explanatory Comments:****Residents**

Events that are held in our city's parks, reserves and venues provide residents with the opportunity to visit or participate in an event that bring people together for the primary purpose of participating in an uplifting community, cultural, commemorative, recreational, sport, art, educational or entertainment experience. Events have played an important role in recent years in providing residents with light relief and raising and improving community wellbeing.

**The City and Commercial Sector**

We invest in commercial events to attract more visitors to the city, boosting the local GDP. There are opportunities to build upon and enhance Christchurch's reputation and as a destination through media exposure and city marketing.

Events build long-term relationships by providing Christchurch business and community leaders with the opportunity to meet visiting industry leaders that can enhance business or community development through investments and or creation of jobs.

**Event Sector**

Council is committed to supporting local event organisers in developing quality events. by providing sponsorship and/or funding, providing advice to the events we are investing in and building on the capacity of the people who work within the industry. This then leads to a sustainable events industry within the city

**3.4.2 Who pays?**

| Funding - Fees / User Charges | Other revenue Grants & Subsidies | General rate | Targeted rate |
|-------------------------------|----------------------------------|--------------|---------------|
| 0%                            | 4%                               | 96%          | 0%            |
|                               |                                  | Full         |               |

Note, Funding Split % is derived from the 'Summary of Cost for Activity' ( section 13).

| Key:     |   | Typically |
|----------|---|-----------|
| Full     | All or almost all the cost is funded from that source. If the comment is made in the general or targeted rate columns it does not preclude making minor charges for the service but indicates that the charges are a negligible part of the fund. | 95%+      |
| Majority | The majority of the activity is funded from this source.  | 50%+      |
| Some     | Some revenue is derived from this source.   | <50%      |

Does this Activity generate surplus funds that can be applied to other areas? **No**

**Explanatory Comments:**

Almost the entire Events and Festivals function is funded from rates. The balance of the budget comes from attracting community trust organisations or commercial sponsorship. There is opportunity to increase commercial sponsorship in events.

### **3.5 Our Key Customers**

Customers include Christchurch residents, visitors, attendees of events, event managers, suppliers of event equipment and venues, performers, artists, musicians, local, national and international cultural organisations, Maori and other ethnic communities, community groups, disabled community, volunteers and volunteer groups, commercial sponsors, local and national recreation and sporting organisations, New Zealand Major Events, New Zealand Trade and Enterprise, Sport New Zealand, Ministry of Culture and Heritage, Ministry of Business and Innovation, New Zealand Police, St John Ambulance, New Zealand Fire Service, Civil Defence, Christchurch Airport, Christchurch and Canterbury Tourism, Canterbury Employers Chamber of Commerce, Canterbury Earthquake Recovery Authority, Canterbury business community, Canterbury Development Corporation, Community Boards, other Councils, tertiary education providers, New Zealand Association of Event Professionals (NZAEP) and transport providers.

### **3.6 Key legislation and Council strategies**

Trading and Events in Public Places 2010

Christchurch Events Strategy 2007-17

- Generates significant media coverage in markets of interest for tourism and business opportunities.

## 4 Levels of service and performance measures

Table 4-1 summarises the levels of service and performance measures for the Events and Festivals activity.



Table 4-1

| Performance Standards Levels of Service<br>(we provide)             | Results<br>(Activities will contribute to these results, strategies and legislation) | Method of Measurement (We will know we are meeting the level of service if.....) | Current Performance | Benchmarks | Future Performance (targets) |         |         | Future Performance (targets) by Year 10<br>2024/25 |
|---|--|--|---------------------|------------|------------------------------|---------|---------|--|
|   |  |  |                     |            | Year 1                       | Year 2  | Year 3  |  |
|   |  |  |                     |            | 2015/16                      | 2016/17 | 2017/18 |  |
| <b>Manage delivery of CCC Events and Festivals, provided by CCC</b> |  |  |                     |            |                              |         |         |  |

| Performance Standards Levels of Service<br>(we provide) |   | Results<br>(Activities will contribute to these results, strategies and legislation)  | Method of Measurement (We will know we are meeting the level of service if.....)   | Current Performance   | Benchmarks  | Future Performance (targets)  |   |  | Future Performance (targets) by Year 10<br>2024/25   |
|---|---|---|--|---|---|---|---|--|--|
|   |   |   |  |   |   | Year 1  | Year 2  | Year 3   |  |
|   |   |   |  |   |   | 2015/16   | 2016/17   | 2017/18  |  |
| 2.8.1   | Attract, manage and sponsor the delivery of major events. | <p>The perception of Christchurch as an attractive place to live and invest in is enhanced by producing, coordinating and funding a range of Events and Festivals. Such events and festivals will help ensure consistently high visitor numbers to the city</p> <p>Christchurch extracts international events that drive significant visitor expenditure in to the local economy and engages with the local community and international media profile for the city.</p> | <p>Events Strategy Goal 1 is 'Events attract visitors and strengthen the distinctive identities and lifestyle qualities of Christchurch.'</p> <p>Evaluation of major events is through market research to determine economic impact and attendee satisfaction; and analysis of bed nights and media coverage.</p> <p><b>Definition of a Major Event for Christchurch.</b></p> <p>Generates significant immediate and long-term economic, social and cultural benefits to Christchurch.</p> <p>Attracts significant numbers of participants and spectators.</p> <p>Has a national profile outside of the region in which it is being run.</p> <p>Generates significant media coverage in markets of interest for tourism and business opportunities</p> | <p>Events in place (NZ Cup and Show Week, CWC2015, FIFA U20, NZ Women's Golf Open.</p> <p>Opportunities are assessed and recommendations for opportunities that deliver at least \$10m to the Christchurch economy are presented to Council</p> <p>Deployment of Christchurch Events Strategy 2007-17</p> | <p>Wellington and Auckland now have major event funds to attract one off major international events</p> <p>Auckland Events Strategy - secure/develop four world-class, new, major events for Auckland</p> <p><b>Auckland:</b><br/>Pacifica, NZ Fashion Week, Auckland Arts Festivals, 2013 ITU World Triathlon Champs, World Rally Champs, 2013 World BMX Champs</p> <p><b>Wellington:</b><br/>IRB Sevens, WOW</p> <p><b>Melbourne:</b><br/>Australian Open Tennis, Melbourne Cup Carnival, Australian Grand Prix</p> | <p>2.8.1.2 Attract a range of regional, national and international events</p> <p><i>Non-LTP</i><br/>2.8.1.3 Assess opportunities and present to Council potential major events, on a case by case basis</p> <p>2.8.1.1 Two events in place at Major Event level</p> | <p>2.8.1.2 Attract a range of regional, national and international events</p> <p><i>Non-LTP</i><br/>2.8.1.3 Assess opportunities and present to Council potential major events, on a case by case basis</p> <p>2.8.1.1 Two events in place at Major Event level</p> | <p>2.8.1.2 Attract a range of regional, national and international events through TEED</p> <p><i>Non-LTP</i><br/>2.8.1.3 Assess opportunities and present to Council potential major events, on a case by case basis</p> <p>2.8.1.1 Two events in place at Major Event level through TEED (subject to revision once updated Events Strategy adopted)</p> | <p>2.8.1.2 Attract a range of regional, national and international events</p> <p><i>Non-LTP</i><br/>2.8.1.3 Assess opportunities and present to Council potential major events, on a case by case basis</p> <p>2.8.1.1 Three events in place at Major Event level (subject to revision once updated Events Strategy adopted)</p> |

| Performance Standards Levels of Service<br>(we provide) |  | Results<br>(Activities will contribute to these results, strategies and legislation)  | Method of Measurement (We will know we are meeting the level of service if.....) | Current Performance   | Benchmarks   | Future Performance (targets)   |  |  | Future Performance (targets) by Year 10<br>2024/25   |
|---|--|---|--|---|--|--|--|--|--|
|   |  |   |  |   |  | Year 1   | Year 2   | Year 3   |  |
|   |  |   |  |   |  | 2015/16  | 2016/17  | 2017/18  |  |
| 2.8.3   | Deliver, partner and produce events, programmes and festivals for the city | <p>Christchurch has the capability to produce top quality events. Our role is to lead by example and ensure that Council delivered events are of the highest standard and encourage good practice for events management across the sector.</p> <p>The presentation of the annual programme enables more flexibility and responsiveness to community needs.</p> <p>Opportunities for residents to get involved in community events are provided by the support of the events industry.</p> | <p>Annual Residents Survey</p> <p>Programme is presented by March.</p>           | <p>2013/14: 87%<br/>2012/13: 90%</p> <p>(measured across three Council produced events annually)</p> <p>Programme examples include, Guy Fawkes, Summertimes, KidsFest, New Years.</p> | <p>Auckland, Wellington and Dunedin all produce and partner with event organisers to deliver events.</p> | <p>2.8.3.1</p> <p>At least 90% attendee satisfaction with the content and delivery across three Council-funded events</p> <p><i>Non-LTP</i></p> <p>2.8.3.2</p> <p><i>Present programme of events and festivals to Council for approval, annually by March.</i></p> | <p>2.8.3.1</p> <p>At least 90% attendee satisfaction with the content and delivery across three Council-funded events</p> <p><i>Non-LTP</i></p> <p>2.8.3.2</p> <p><i>Present programme of events and festivals to Council for approval, annually by March.</i></p> | <p>2.8.3.1</p> <p>At least 90% attendee satisfaction with the content and delivery across three Council-funded events</p> <p><i>Non-LTP</i></p> <p>2.8.3.2</p> <p><i>Present programme of events and festivals to Council for approval, annually by March.</i></p> | <p>2.8.3.1</p> <p>At least 90% attendee satisfaction with the content and delivery across three Council-funded events</p> <p><i>Non-LTP</i></p> <p>2.8.3.2</p> <p><i>Present programme of events and festivals to Council for approval, annually by March.</i></p> |



| Performance Standards Levels of Service<br>(we provide) | Results<br>(Activities will contribute to these results, strategies and legislation)               | Method of Measurement (We will know we are meeting the level of service if.....) | Current Performance   | Benchmarks  | Future Performance (targets)   |   |   | Future Performance (targets) by Year 10<br>2024/25      |   |
|---|--|--|---|---|--|---|---|---|---|
|   |  |  |   |   | Year 1   | Year 2  | Year 3  |   |   |
|   |  |  |   |   | 2015/16  | 2016/17   | 2017/18   |   |   |
| <b>Manage the central city event spaces</b>             |  |  |   |   |  |   |   |   |   |
| 2.8.4   | Manage and develop central city event spaces and advise on future venues and facilities for events | Event activity brings a sense of vitality into the central City.                 | A record of events is kept.<br><br>By the number of days each event runs for. | Event activity in Cathedral and Victoria Squares, Avon River precinct, Latimer and Cranmer Squares, Hagley Park | Events teams are considered as stakeholders for spaces within their city's. City's in both New Zealand and Australia have designated spaces for events as part of their drive to become liveable cities. | Average of 2 event days per week in central city spaces | Average of 2 event days per week in central city spaces | Average of 2 event days per week in central city spaces | Average of 2 event days per week in central city spaces |

| Performance Standards Levels of Service<br>(we provide) | Results<br>(Activities will contribute to these results, strategies and legislation) | Method of Measurement (We will know we are meeting the level of service if.....)   | Current Performance   | Benchmarks   | Future Performance (targets)   |   |   | Future Performance (targets) by Year 10<br>2024/25   |   |
|---|--|--|---|--|--|---|---|--|---|
|   |  |  |   |  | Year 1   | Year 2  | Year 3  |  |   |
|   |  |  |   |  | 2015/16  | 2016/17   | 2017/18   |  |   |
| <b>Management of Grants to events</b>                   |  |  |   |  |  |   |   |  |   |
| 2.8.5   | Manage, sponsor and fund a diverse and balanced portfolio of city events             | <p>The perception of Christchurch as an attractive place to live and invest in is enhanced by producing, and partnering on a range of events and festivals.</p> <p>Supporting, managing, and funding events that celebrate cultural diversity contributes to the celebration of cultural and ethnic diversity in the city.</p> | <p>The benefits of all event activity is significant, therefore, contracts must be in place and monitored to ensure delivery.</p> <p>A report is presented to Council by May on the events and Festivals Sponsorship programme.</p> | <p>Sponsorship contracts in place and managed for all approved events.</p> <p>Aligned to the Community Grants approvals, which are undertaken in May.</p> <p>World Buskers Festival, Arts Festival, Christchurch Marathon.</p> | <p><b>Auckland:</b> Has introduced a portfolio of events that is spread across the calendar.</p> <p><b>Melbourne:</b> a world leader in events has attracted a broad portfolio of events that is for both city residents as well as visitors to the state.</p> | <p>2.8.5.1<br/>Sponsorship contracts in place and managed for all approved events.</p> <p>2.8.5.2<br/>Present events and festivals sponsorship programme to Council for approval by May</p> | <p>2.8.5.1<br/>Sponsorship contracts in place and managed for all approved events.</p> <p>2.8.5.2<br/>Present events and festivals sponsorship programme to Council for approval by May</p> | <p>2.8.5.1<br/>Sponsorship contracts in place and managed for all approved events.</p> <p>2.8.5.2<br/>Present events and festivals sponsorship programme to Council for approval by June</p> | <p>2.8.5.1<br/>Sponsorship contracts in place and managed for all approved events.</p> <p>2.8.5.2<br/>Present events and festivals sponsorship programme to Council for approval by May</p> |

| Performance Standards Levels of Service<br>(we provide)                       | Results<br>(Activities will contribute to these results, strategies and legislation)      | Method of Measurement (We will know we are meeting the level of service if.....)  | Current Performance   | Benchmarks   | Future Performance (targets)                               |   |   | Future Performance (targets) by Year 10<br>2024/25  |   |
|---|---|---|---|--|--|---|---|---|---|
|   |   |   |   |  | Year 1   | Year 2  | Year 3  |   |   |
|   |   |   |   |  | 2015/16  | 2016/17   | 2017/18   |   |   |
| <b>Co-ordination and support of festivals and events, not provided by CCC</b> |   |   |   |  |  |   |   |   |   |
| 2.8.6   | Provide the events sector with strategic leadership, events support and advisory services | Christchurch has events and festivals that are inextricably linked to the city's location and character and engages with the local community. | Targeted events survey is implemented annually.<br><br>Percentage of attendees who record level of satisfaction as good or very good on feedback forms completed at bi-annual industry forum. | 80% satisfaction with CCC event support from users of the service.<br><br>Currently not measured | Annual Residents survey<br><br>Benchmark to be established | 2.8.6.1<br>At least 80% event organiser satisfaction with CCC event support from users of the service.<br><br>2.8.6.2<br>80% Attendee satisfaction with bi-annual events industry forum | 2.8.6.1<br>At least 80% event organiser satisfaction with CCC event support from users of the service.<br><br>2.8.6.2<br>80% Attendee satisfaction with bi-annual events industry forum | 2.8.6.1<br>At least 80% event organiser satisfaction with CCC event support from users of the service.<br><br>2.8.6.2<br>80% Attendee satisfaction with bi-annual events industry forum | 2.8.6.1<br>At least 80% event organiser satisfaction with CCC event support from users of the service.<br><br>2.8.6.2<br>80% Attendee satisfaction with bi-annual events industry forum |

| Performance Standards Levels of Service<br>(we provide)              |  | Results<br>(Activities will contribute to these results, strategies and legislation)   | Method of Measurement (We will know we are meeting the level of service if.....)  | Current Performance              | Benchmarks | Future Performance (targets)   |  |   | Future Performance (targets) by Year 10<br>2024/25  |
|--|--|--|---|----------------------------------|------------|--|--|---|---|
|  |  |  |   |                                  |            | Year 1   | Year 2   | Year 3  |   |
|  |  |  |   |                                  |            | 2015/16  | 2016/17  | 2017/18   |   |
| 2.8.7<br>(New)   | Support and develop the capacity of the Christchurch events sector | The perception of Christchurch as an attractive place to live and invest in is enhanced by producing, and partnering on a range of events and festivals. | Christchurch has a rich supply of local performers, artists, musicians, cultural organisations, sporting organisations and event staff to support the events that are run in the city.<br><br>Investment in events enables local businesses to secure staff and build sustainable events.<br><br>Feedback from the events sector has identified the need for a full database of local talent and support for the events sector, which will be implemented and updated on a regular basis. | No measure is currently in place | TBD        | 2.8.7.1<br>Create a base line database of the events sector including event managers, community groups, performers and entertainers, suppliers etc | 2.8.7.1<br>Maintain a database of the events sector including event managers, community groups, performers and entertainers, suppliers etc | 2.8.7.1<br>Maintain a database of the events sector including event managers, community groups, performers and entertainers, suppliers etc<br><br>2.8.7.2<br>Provide research findings on growth in the events sector to Council and the Events Sector, annually by April<br><br>Discontinued | 2.8.7.1<br>Maintain a database of the events sector including event managers, community groups, performers and entertainers, suppliers etc<br><br>2.8.7.2<br>Provide research findings on growth in the events sector to Council and the Events Sector, annually by April<br><br>Discontinued |
| <b>Management and delivery of Council Arts Strategy and Policies</b> |  |  |   |                                  |            |  |  |   |   |
| 2.8.8<br>(new)   | A review of Arts Strategy and Policy instigated                    |  | <i>Level of service added as part of the adopted final Long Term Plan</i>   |                                  |            | Revision of Strategies and Policies in consultation with sector on local arts priorities   | Revised policy, strategy and processes have been adopted and implemented   | Revised policy, strategy and processes have been adopted and implemented  |   |



| Performance Standards Levels of Service<br>(we provide) |  | Results<br>(Activities will contribute to these results, strategies and legislation) | Method of Measurement (We will know we are meeting the level of service if.....) | Current Performance | Benchmarks | Future Performance (targets)   |  |   | Future Performance (targets) by Year 10<br>2024/25 |
|---|--|--|--|---------------------|------------|--|--|---|--|
|   |  |  |  |                     |            | Year 1   | Year 2   | Year 3  |  |
|   |  |  |  |                     |            | 2015/16  | 2016/17  | 2017/18   |  |
| 2.8.9<br>(new)  | Public arts framework is developed and adopted; procedures for commissioning and accepting gifts are clearly set out |  | <b>Level of service added as part of the adopted final Long Term Plan</b>        |                     |            | Public arts framework is developed and adopted; procedures for commissioning and accepting gifts are clearly set out | Implement framework and procedures for Communities to support, develop and manage robust, quality private and public arts projects | Maintain framework and procedures for communities to support, develop and manage robust, quality private and public arts projects |  |
| 2.8.10<br>(new)   | Economic impact assessment commissioned  |  | <b>Level of service added as part of the adopted final Long Term Plan</b>        |                     |            | Review successful CISF ventures and identify key growth points for discussion with funder partners and investors     | Review successful CISF ventures and identify key growth points for discussion with funder partners and investors                   | Review successful CISF ventures and identify key growth points for discussion with funder partners and investors                  |  |

## **5 Review of cost effectiveness - regulatory functions and service delivery**

Not applicable for this activity

## 6 Significant Effects

The significant negative and significant positive effects are listed below in Tables 6-1 and 6-2 respectively.

**Table 6-1 Significant Negative Effects**

| Effect   | Council's Mitigation Measure   |
|--|--|
| <b>Local disruption by events:</b><br>traffic, noise, public misdemeanour, waste | Ensure that measures are in place to manage local disruption such as Public Communication Plans, Alcohol Management Plans, Traffic Management Plans and Noise Management Plans |

**Table 6-2 Significant Positive Effects**

| Effect   | Description  |
|--|--|
| <b>Economic development.</b>   | Events and festivals contribute to the economic development of the city by increasing visitor numbers, providing employment and business opportunities and showcasing city businesses to the world.  |
| <b>Improved social cohesiveness</b>  | Events and festivals with a community / participatory focus can increase the engagement of residents in their communities, with each other and with the city. There is also significant opportunity for capacity building within communities to increase local delivery of activity of event activity.   |
| <b>City reputation</b>   | Significant events draw national and international attention to the city, enhancing its reputation as dynamic and viable.  |
| <b>Christchurch is recognised as a great place in which to:</b> <ul style="list-style-type: none"> <li>· <b>work, live</b></li> <li>· <b>visit</b></li> <li>· <b>invest and do business</b></li> </ul> | Events and festivals improve the liveability of a city by offering activities that are engaging, vibrant and attractive.<br>Visitor attractiveness: events and festivals are recognised world-wide as a powerful means of destination marketing.<br>Good quality, well-attended events showcase a city's overall economic health   |
| <b>Healthy residents</b>   | Events and festivals with a sports and recreation focus can increase the number of people who participate in sporting and recreation activities, improving physical and mental fitness.  |
| <b>Arts and culture thrive in Christchurch</b>   | Many Christchurch events and festivals are arts and culture focused, providing significant opportunities for the city's creative communities to present their work and engage with audiences. Events and festivals are cornerstones of creative economies, providing employment and business opportunities.<br><br>Events and festivals delivered by Council free to audiences ensuring that such activity is accessible and inclusive to all residents. |

## 6.1 Assumptions

Council has made a number of assumptions in preparing the Activity Management Plan. These are discussed in detail in Appendix Q. Table 6-3 lists the most significant assumptions and uncertainties that underline the approach taken for this activity.

**Table 6-3 Major Assumptions**

| Assumption Type  | Assumption                               | Discussion   |
|------------------|--|--|
| <b>Strategic</b> | Revised events strategy in 2015/16       | A revised events strategy will provide a necessary framework for strategic investment in events and festivals, achieving ambitious outcomes for the city and leading the local events industry   |
| <b>Financial</b> | Continued investment in events           | Council continues to invest in events (staff and operational budgets) as a valued means of achieving reputational, community and economic development outcomes                                   |
| <b>Financial</b> | Expenditure levels remain as pre-planned | Achieving the levels of service are dependent on expenditure levels remaining as pre-planned: some events and festivals have long planning time frames and are dependent on certainty of income. |

## 7 Risk Management

Table 7-1 Significant Risks and Control Measures

| Risk Description  | Current Control   | Proposed Control   | Target Risk Level |
|---|---|--|-------------------|
| <p><b>Lack of Strategy:</b> the impact of a lack of strategy is significant:</p> <ul style="list-style-type: none"> <li>· Poor understanding of the value of events leading to reduced public perception</li> <li>· Lack of leadership for the local events industry</li> <li>· Poor investment decisions</li> <li>· Failure to meet outcomes</li> <li>· No investment from central government</li> <li>· Failure to leverage off events to meet potential multiple objectives / public benefits</li> </ul> | Current strategy in place although considered outdated  | New events strategy  | HIGH              |
| <p><b>Reputation:</b></p> <ul style="list-style-type: none"> <li>· City – external perception of the city</li> <li>· Council</li> <li>· Within Events Industry</li> </ul>   | Ad-hoc management   | <p>New events strategy</p> <p>Communication strategy to increase understanding of the value of events</p> <p>Communication strategy for events to leverage off the positive benefits events bring to the city</p> <p>Proactive internal management including engagement with Councillors</p> | HIGH              |
| <p><b>Negative public perception of expenditure on events</b></p>   | Ad-hoc management   | <p>New events strategy</p> <p>Proactive communication</p> <p>Good evaluation strategy</p> <p>Production of high quality events that people want to attend</p> <p>Ensure events achieve expectations (quality, attendance, content)</p>   | HIGH              |
| <p><b>Financial – failure to attract central government income</b></p>  | Ad-hoc management   | <p>New events strategy</p> <p>Staff resource allocated to identifying, securing and maintaining central government relationships</p>   | HIGH              |
| <p><b>Weather</b></p>   | Ensure that all events have measures in place to suitably manage the effects of bad weather, including communication plans. | On going risk for all outdoor events   |                   |

| Risk Description  | Current Control   | Proposed Control   | Target Risk Level |
|---|-------------------|--|-------------------|
| <b>Financial – loss of or failure to attract sponsorship income</b> | Ad-hoc management | New events strategy<br>Associated sponsorship strategy<br>Staff resource allocated to identifying, securing and maintaining sponsors | HIGH              |

## 8 Improvement Plan

Not applicable to this activity

## 9 Key Projects

Events contracted



## 10 Summary of Cost for Activity

Figure 10-1

| RESILIENT COMMUNITIES - EVENTS & FESTIVALS                             | Funding Caps in 2015/16 Dollars |              |              |              | Funding splits exclude EQ Costs from all calculations |               |              |               |                           |   |
|--|---------------------------------|--------------|--------------|--------------|---|---------------|--------------|---------------|---------------------------|---|
|  | 2014/15 Annual Plan             | 2015/16      | 2016/17      | 2017/18      | Funding - User Charges                                | Other revenue | General rate | Targeted rate | Period of Benefit (years) | Comments  |
|  | 000's                           |              |              |              |   |               |              |               |                           |   |
| <b>Operational Budget</b>  |                                 |              |              |              |   |               |              |               |                           |   |
| Management of sponsorship to events                                    | 2,253                           | 1,729        | 1,886        | 1,849        |   |               |              |               |                           |   |
| Co-ordination and support of festivals and events, not provided by CCC | 709                             | 717          | 716          | 706          |   |               |              |               |                           |   |
| Central City Event Spaces  | 137                             | 135          | 133          | 130          |   |               |              |               |                           |   |
| Manage delivery of CCC Events and Festivals, provided by CCC           | 4,277                           | 3,416        | 3,180        | 3,125        |   |               |              |               |                           | Movement 2014/15 to 2015/16 relates to the support provided to FIFA, Cricket World Cups & IceFest |
| Event Promotion & Marketing  | 150                             | 148          | 145          | 142          |   |               |              |               |                           |   |
| <b>Activity Costs before Overheads</b>                                 | <b>7,526</b>                    | <b>6,146</b> | <b>6,060</b> | <b>5,952</b> |   |               |              |               |                           |   |
| Earthquake Response Costs (Events Seeding Fund)                        | 75                              | 74           | 72           | -            |   |               |              |               |                           |   |
| Corporate Overhead   | 417                             | 332          | 327          | 304          |   |               |              |               |                           |   |
| Depreciation   | 297                             | 322          | 331          | 298          |   |               |              |               |                           |   |
| Interest   | 41                              | 57           | 68           | 58           |   |               |              |               |                           |   |
| <b>Total Activity Cost</b>   | <b>8,355</b>                    | <b>6,931</b> | <b>6,859</b> | <b>6,612</b> | 0%  | 2%            | 98% Full     | 0%            |                           |   |
| <b>Funded By:</b>  |                                 |              |              |              |   |               |              |               |                           |   |
| Fees and Charges   | 11                              | 15           | 15           | 15           |   |               |              |               |                           | \$400k relates to MBIE grant for IceFest, \$155k sponsorship revenue for other community events   |
| Grants and Subsidies   | 555                             | 155          | 155          | 155          |   |               |              |               |                           |   |
| Earthquake Recoveries  | -                               | -            | -            | -            |   |               |              |               |                           |   |
| <b>Total Operational Revenue</b>                                       | <b>566</b>                      | <b>170</b>   | <b>170</b>   | <b>170</b>   |   |               |              |               |                           |   |
| <b>Net Cost of Service</b>   | <b>7,790</b>                    | <b>6,761</b> | <b>6,689</b> | <b>6,441</b> |   |               |              |               |                           |   |
| <b>Funded by:</b>  |                                 |              |              |              |   |               |              |               |                           |   |
| Rates  | 7,715                           | 6,687        | 6,617        | 6,441        |   |               |              |               |                           |   |
| Earthquake Borrowing   | 75                              | 74           | 72           | -            |   |               |              |               |                           |   |
|  | <b>7,790</b>                    | <b>6,761</b> | <b>6,689</b> | <b>6,441</b> |   |               |              |               |                           |   |
| <b>Capital Expenditure</b>   |                                 |              |              |              |   |               |              |               |                           |   |
| Earthquake Rebuild   |                                 |              |              |              |   |               |              |               |                           |   |
| Renewals and Replacements  |                                 |              |              |              |   |               |              |               |                           |   |
| Improved Levels of Service   |                                 |              |              |              |   |               |              |               |                           |   |
| Additional Demand  |                                 |              |              |              |   |               |              |               |                           |   |

Figure 10-2



