



QUEENSTOWN  
LAKES DISTRICT  
COUNCIL

# EVENTS STRATEGY

2015-2018

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## 1. QLDC's Event Strategy

Council has committed to provide significant investment to support both commercial and community events in the district. Council's vision of this strategy is to:

***"Promote and support a balanced portfolio of sporting and cultural events that meet community objectives for the District as a whole in respect of recreational activities, community infrastructure and economic growth."***

Events are evaluated on their individual merits and how they combine with other events to contribute to Council's vision for a balanced event portfolio.

Key outcomes of this strategy have been defined in these four areas:

### 1. Maximise the economic benefit that events bring to the district by:

- a. Injecting new money into the District through national funding and sponsorship sources;
- b. Minimising competition between events;
- c. Minimising leakage out of the district by maximising use of local personnel, suppliers, contractors, products, services and infrastructure; and
- d. Attracting domestic and/or international visitors that would otherwise not have visited and/or extend length of stay – especially in shoulder seasons.

### 2. Optimise the use of District assets and venues by:

- a. Encouraging event organisers to make maximum use of venues and assets (whether at commercial rate, subsidised or FOC); and
- b. Establishing and maintaining a comprehensive venue database.

### 3. Improve the event profile in the District by:

- a. Using events as platforms to promote and communicate key messages about the District to New Zealand and the world as a visitor destination and place to live;
- b. Working with Destination Queenstown, Arrowtown Promotion and Business Association and Lake Wanaka Tourism to produce and implement a targeted national events marketing and promotion strategy;
- c. Encouraging a balanced portfolio of supported events in terms of type (sports, culture, etc.) and category (commercial, community).

### 4. Minimise the barriers to establishing and maintaining events in the District by:

- a. Providing a single, coordinated point of Council contact for event organisers;
- b. Assigning a suitably qualified and senior person for key major events;
- c. Making appropriate recognition of the value and contribution of events to the District in the District Plan and relevant bylaws; and
- d. Providing 'how to' information for new event organisers.

The pursuit of these outcomes will guide the work undertaken by the Events Office and the decision-making both within Council and amongst event stakeholders around the style, scale, timing and objectives of events in the district. This co-ordinated portfolio approach will also help minimise the possibility of competition between events while maintaining a balance both in programming and funding support between community and commercially driven events.

## 2. QLDC's Role in Events

### Advisory Service

The QLDC Events Office offers advice for event organisers, especially around use of QLDC property and consenting issues. The Events Office works with other QLDC departments and APL on behalf of and alongside event organisers.

### Direct Supplier

The Council directly undertakes the initiation, planning and delivery of events to the community. This includes fully funding or part funding (by seeking sponsorship). Such events include New Year's Eve celebrations, and the annual Christmas Spectacular concert.

### Indirect Supplier

The Council owns and manages a range of event related infrastructure and also undertakes to support events with reduced hire fees through sponsorship. The Council also works alongside certain events to assist with planning, marketing and delivery.

### Financial Supporter

A contestable fund has been established to provide increased financial support for commercial and community events through this strategy. Support for community activities is also provided through Local Community Support (under \$5,000), according to policy and budget requirements.

## 3. QLDC Events Office

Work undertaken by Councils all over New Zealand and around the world and the funding of events that has subsequently followed indicated strong support for the notion that events contribute to social well-being and long term economic growth.

There is also fairly wide consensus that developing and maintaining a strong, vibrant and well balanced event portfolio requires public sector investment not only by way of direct funding support, but also in helping create an 'event-friendly' destination, infrastructure support and streamlining of regulatory processes.

To achieve these objectives, the key roles of the Events Office as a whole are:

### Structural

- Develop a balanced portfolio of events that includes sport and cultural related events, and ranges from commercial to community events.
- Develop and administer an evaluation process for funding applications to Council (whether for direct financial or in-kind support).
- Act as the centralised advisory, co-ordination and facilitation service for event organisers (local, national and international).
- Act a first point of contact for all funding and support enquiries and operate clear communication channels between all funding and support providers.
- Work with key stakeholders to support the development of key venues, infrastructure and support services in the region.
- Provide cross-organisational liaison and facilitation services for events when dealing with regulatory processes, consents, permissions and infrastructure.

- Ensure that there are consequential Memoranda of Understanding (MOUs) with other relevant District-wide bodies (e.g. Destination Queenstown, Lake Wanaka Tourism, Arrowtown Promotion and Business Association) to give maximum effect to the role of an Events Office.

### Operational

- Provide coordinated assistance and liaison to new and existing events ranging from regulatory consents to event planning.
- Review, and where appropriate, encourage amendments to regulatory processes to better facilitate the staging of Council supported events.
- Encourage events to be staged in a coordinated and (where possible) non-competing manner with a focus on shoulder seasons to maximise benefit for district. And where feasible, link any funding or assistance to an agreement to coordinate in such a manner.
- Target events and festivals that reinforce key marketing, visitor demographic and brand objectives for the District (e.g. Chinese New Year).

### Financial

- Assist with the procurement of event specific infrastructure for the district, provided it can also be used for community purposes.
- Management of the Events Fund which provides a clear and consistent process for providing QLDC assistance (financial and in-kind) for events in the District. The decision making criteria and process includes:
  - a. ensuring events fit with Strategic and Council outcomes and objectives;
  - b. a cost/benefit analysis;
  - c. a risk assessment;
  - d. a five-year business plan that provides for financial self-sustainability of the event; and
  - e. opportunities for leveraging the event.

## 4. Funding Framework

Each year's budget will be agreed as part of the usual Annual Plan budgeting process, and any pre-approved funding will be subject to overall budget approval.

The agreed strategy put forward Funding support to be allocated across the four event categories for future years to a total of \$800,000.

A primary intention of support is to provide seed funding / development funding - available for up to three years. Flexibility is retained around the allocation of funds depending on the merit of applications received and the overall balance of the portfolio trying to be achieved.

The Council will fund no more than six major events in excess of \$30,000 per annum.

It is important to note that while this funding is to be made available on an annual basis, it does not imply that all funds must be distributed. For any event to receive funding support it must meet the funding criteria for its relevant funding criteria.

If funds are left over in any given year in either the Commercial or Community fund, they are to be accrued for allocation in the following funding year, or towards further development of key objectives and goals of the Events Office.

### Funding Rounds

Council holds one funding round per annum from April 2014. Applications will open 1 April and close 30 April each year.

For example, applications for events taking place any time between 1 July 2014 and 30 June 2015 must be submitted no later than 30 April 2014.

Event organisers are encouraged to contact the QLDC Event Office as early as possible to discuss their application.

### Funding Panel

As part of this strategy a funding panel has been established to evaluate the funding applications and recommendations made by the Events Office for final approval. The Events Office will evaluate the applications prior to panel consideration and will submit a list of applications that meet the criteria for consideration, a list of those that do not, and the recommendations that have been made. This Panel will convene annually to make major funding decisions.

The funding panel consists of the following:

- Mayor
- QLDC CEO or General Manager, Corporate Services
- Two elected members of Council selected by the Mayor

Independent advice will also be sought by the panel as deemed necessary for events of national significance or subject to national funding.

The General Manager, Corporate Services and Events Office staff will attend funding meetings and provide further information and feedback, but the final funding decisions (under \$30k) and

recommendations (over \$30k) will be at the discretion of the panel. Recommendations for applications over \$30k will go to Council for approval.

### Funding Assessment and Evaluation Process

#### Assessment Process

- Step 1** Applications received, logged and acknowledged.
- Step 2** Applications reviewed and assessed by QLDC Events Office staff (utilising Event Impact Calculator).
- Step 3** Meetings held as appropriate with relevant QLDC officers and event organisers.
- Step 4** Preliminary funding recommendations made to Funding Panel.
- Step 5** Funding decision by panel (under \$30k) and recommendation to Council for approval (over \$30k).
- Step 6** Final funding decision by Council (over \$30k).
- Step 7** Notification of funding results (and contract of agreed funding if applicable) sent to applicants.

#### Evaluation and Dispersal process

- Step 1** Event Funding Uplift Forms (including Post-Event Summary Report, event budget, invoices and financial details) received by the Events Office.
- Step 2** Uplift Forms reviewed and assessed by relevant QLDC Events Office staff member.
- Step 3** All conditions for funding are satisfied.
- Step 4** Summary report detail included in an annual report to Council.
- Step 5** Payment of cash funding amounts.

*QLDC reserves the right to withhold funding if it deems an event has fallen short of delivering what it claimed it would deliver as part of the Funding Application.*

*QLDC reserves the right to withhold funding if it deems an event has not met the terms and conditions of the Event Funding letter of support, or Hire Agreements issued by QLDC for the staging of the event.*

The key considerations when evaluating funding applications are:

- How does the event add value to the overall event portfolio?
- What level of direct, incremental economic benefit will the event deliver?
- How will the event contribute to long term economic growth and/or development of the regional event industry?
- How does the event reinforce the District’s position as a tourism icon and key district objectives?
- How will the event bring the community together and foster civic pride?
- How will the event celebrate the District’s diversity, culture, sport, participation and heritage?
- Does the event showcase the District’s natural environment?
- Will the event generate media profile for the District and deliver leverage opportunities?
- Is the event financially sustainable?
- How does the event work towards environmental sustainability (waste, recycling, packaging, etc.)?

Depending on the nature and scale of the event and the level of funding being sought, different considerations will carry different weight in the evaluation process, but regardless of whether the event is of a Community or Commercial nature, all of the above should be taken into account.

## 5. Funding Objectives

First and foremost, the funding objectives must translate back to the vision of the Events Strategy:

***“Promote and support a balanced portfolio of sporting and cultural events that meet community objectives for the District as a whole in respect of recreational activities, community infrastructure and economic growth”***

Pivotal to the success of this strategy is that the portfolio is considered when making all individual funding decisions and that special attention be given to supporting those events that are identified as being anchor events as part of the portfolio.

Anchor events are the social and economic pillars of the district’s event portfolio. They are typically large events with distinctive qualities that our district is or could become known for. It is important to distinguish between Community Anchors – events that generate significant social capital; and Commercial Anchors – events that attract new money into the economy.

Community Anchors play a key role in celebrating and showcasing local culture, activity and achievements. They make the district a more vibrant and attractive place to live, foster community pride and bring the community together on a large scale. Events of this nature are typically the hardest ones to assess in terms of measurable benefit as their contribution to the event portfolio is by way of social capital as opposed to economic benefit.

Commercial Anchors are much easier to assess as they must generate a direct economic benefit to the district. Some Commercial Anchors will also deliver significant social benefits – such as the Queenstown Winter Festival, but it is rare for Community Anchors to deliver significant economic benefits.

**The specific objectives for funding as part of this strategy are:**

1. Identify, secure and support one new Major Economic Event for the district that will attract over 10,000 incremental visitors / \$10m economic benefit per annum – one off or recurring.
2. Support development of one existing Major Economic Event to grow incremental visitation to 10,000 plus visitors / \$10m economic benefit per event per annum.
3. Identify and support one new or developing Major Economic Event annually – priority to recurring events (2,500 plus visitors / \$2.5m plus in economic benefit) per annum.
4. Identify and support one new Niche Event – can be one off, annual or biennial (1,000 plus visitors / \$1m plus in economic benefit) per annum.
5. Support development of two new Major Community Events per annum.
6. Encourage the development of events in shoulder seasons.
7. Support development of one Local Community Event to achieve Major Community or Major Economic Status per annum.
8. Continue to support Local Community Events both financially and in-kind.
9. Provide facility to support events in need on a case-by-case / one-off basis.



## 6. Categories of Events

### Major Economic Events

***Events that by way of size or significance yield high levels of tourism, media coverage, prestige and economic impact for the district – 2,500 – 10,000+ visitors; 5,000 to 30,000+ visitor night; and/or \$2.5m to \$20m+ direct incremental economic benefit.***

- Event is nationally or internationally unique to Queenstown Lakes District and recognized as such.
- Event is of significant prestige to generate international and/or national media profile.
- Can be either a recurring or one-off event, but possesses such significance, in terms of tradition, attractiveness, image, or publicity that it provides the host community with a competitive advantage.
- Primary drivers are celebrating iconic nature of the event, celebrating the region's identity, realizing regional benefits, delivering significant economic benefit and generating national/international profile.
- Generally involving large audiences.
- Acknowledged that a wide range of scale, attendance and economic impact will exist between events.

*Examples:* Warbirds over Wanaka, Queenstown Winter Festival, Challenge Wanaka, Major Concert Events

### Category Description

- Events that by way of size or significance yield high levels of tourism, media coverage, prestige and economic impact for the District.
- 2,500 to 10,000 plus visitors, 5,000 to 30,000 plus visitor nights.
- \$2.5m to \$10m plus direct incremental economic benefit.
- Significant national and/or international media profile.
- Preference for events nationally or internationally unique to Queenstown Lakes District but not essential.
- Strong marketing and promotional campaigns including support from local RTOs.
- Reinforce district/destination's brand messages and tourism marketing objectives.
- Events can be one-off or recurring annually/biennially (preference for recurring events).
- Shoulder seasons preferred.

### Portfolio Objectives

- Aim for 8-10 Major Economic Events per annum spread across the calendar year, with focus on new events for shoulder seasons.
- Aim to secure 1 new 'mega' event - 10,000 plus visitors/\$10m plus economic impact.
- Aim to support the development of one existing event to achieve 10,000 plus visitors/\$10m plus economic impact.
- Focus to provide seed funding / development funding - available for up to three years.

### Funding Criteria

- Illustrate how the event is unique to the Queenstown Lakes District.
- Demonstrate the national and international appeal of the event.

- Outline how the event plans to bring national and international media attention to the event
- Provide details of support from visitor industry.
- Estimate how many visitors from outside the district (national and international) are likely to attend the event and for how many days (figures should reflect the number of visitors travelling to the district for the event over and above those visitors who would otherwise be in the district at that time (minimum target for major economic events is 2,500+ visitors / \$2.5m direct incremental economic impact.
- Provide full economic impact study and/or show evidence that event will bring in excess of \$2.5m in direct incremental expenditure to the local economy.
- Provide evidence of proven record of successfully delivering events and/or demonstrate ability to successfully organise the event.
- Describe the event’s target market (participants/competitors and audience)
- Show how the event will reinforce the town/district’s key marketing and brand messages.
- Describe legacy the event will have over and above the direct benefits of staging the event.
- Outline the level to which local infrastructure, suppliers and contractors will be used to assist in delivery of the event versus what will be sourced from outside the District.
- Provide a detailed summary of all other forms of funding being sought / have confirmed and provide a detailed budget including all revenue sources.
- Provide full business plan and marketing plan for event.

### Niche Events

***Events that have a more targeted appeal, but which still deliver direct benefits to the district by way of tourism, media coverage and economic impact – 1000 – 2500 visitors; 2000 to 7500 visitor nights; and/or \$1m to \$5m in direct incremental economic benefit.***

- Event may not be unique to Queenstown Lakes District and may be able to be replicated, and does not have to be ongoing.
- Primary drivers are celebrating region’s identity, realizing regional benefits and delivering significant economic benefit and national/international profile.
- Generally involving large audiences.
- Proven track record of success, not ‘one hit wonder’.
- Major contributor to region’s vibrancy, identity and realizing social and cultural benefits
- Event is of significant prestige to generate regional media profile.
- Fits with strategic outcomes/values/branding of the community providing cultural, educational and social value.

*Examples:* Queenstown Bike Festival, Motatapu Race Series, One Day International Cricket Matches, National Rugby Sevens

### Category Description

- Events that by way of size or significance make a positive incremental contribution to tourism, media coverage, prestige and economic impact for the District.
- 1,000 to 2,500 visitors, 2,000 to 7,500 visitor nights.
- \$1m to \$5m plus direct incremental economic benefit.
- Local and/or national media profile.
- Not necessarily unique to Queenstown Lakes.
- Marketing and promotional campaigns including support from local RTOs.

- Reinforce district/destination’s brand messages and tourism marketing objectives.
- Events can be one-off or recurring annually/biennially (preference for recurring events).
- Shoulder seasons preferred.

### Portfolio Objectives

- Aim for 12 Niche Events per annum spread across the calendar year, but with focus on shoulder seasons.
- Focus to provide seed funding / development funding - available for up to three years.

### Funding Criteria

- Demonstrate the regional / national appeal of the event.
- Outline plans to secure local / regional / national media coverage of the event.
- Estimate how many visitors from outside the district (national and international) are likely to attend the event and for how many days (figures should reflect the number of visitors travelling to the district for the event over and above those visitors who would otherwise be in the district at that time (minimum target is 1,000+ visitors / 3,000+ visitor nights).
- Provide full economic impact study and/or show evidence that event will bring in excess of \$1m+ in direct incremental expenditure to the local economy.
- Provide evidence of proven record of successfully delivering events and/or demonstrate ability to successfully organise the event.
- Describe the event’s target market (participants/competitors and audience)
- Show how the event will reinforce the town/district’s key marketing and brand messages.
- Describe legacy the event will have over and above the direct benefits of staging the event.
- Outline the level to which local infrastructure, suppliers and contractors will be used to assist in delivery of the event versus what will be sourced from outside the District.
- Provide a detailed summary of all other forms of funding being sought / have confirmed and provide a detailed budget including all revenue sources.
- Provide full business plan and marketing plan for event.

### Major Community Events

***Generally large scale community events and festivals (2,000-10,000 plus attendees) distinctly Queenstown Lakes in nature that celebrate local culture, activity and achievements – enhancing the district’s livability and community’s pride of place.***

- Primary Drivers are celebrating district’s identity, providing regional community entertainment, delivers some economic benefit and contributes to regional/national profile.
- Event may not be unique to Queenstown Lakes region and may be able to be replicated.
- Ongoing, preferably annual.
- Generally involving large audience or participants.
- Event is not for profit.

*Examples:* Festival of Colour, Arrowtown Autumn Festival

### Category Description

- Distinctly, if not uniquely Queenstown Lakes.
- Large scale community events and festivals.

- Not subject to economic thresholds, but should be of a size or significance to attract visitors to the district/destination, media coverage and economic impact.
- Celebrate local culture, activity and achievements.
- Enhance the district's livability and community's pride of place
- Strong regional / national marketing and promotional campaigns including support from local RTOs.
- Reinforce district/destination's brand messages and Council strategies.
- Events should be recurring.
- Shoulder seasons preferred.
- Generally involving large audience or participants.
- Primary drivers are celebrating region's identity, providing regional community entertainment, delivers some economic benefit and contributes to regional/national profile.

### Portfolio Objectives

- Aim for 12 major community events per annum spread across the calendar year, but focus on new events for shoulder seasons.
- Ongoing funding available for recurring events.
- Seed funding available for new events, development funding available for established events.

### Funding Criteria

- Describe the event's target market (participants/competitors and audience).
- Show how the event will appeal to the local community and reinforce the town/district's key community messages.
- Describe legacy the event will have over and above the direct benefits of staging the event.
- Demonstrate the local, regional and national appeal of the event.
- Outline plans to bring media attention to the event.
- Estimate how many attendees are expected at the event including how many visitors from outside the district (national and international) are likely to attend the event (figures should reflect the number of visitors travelling to the district for the event over and above those visitors who would otherwise be in the district at that time. (target for Major Community Events is 2,000-10,000+ attendees, 20% from outside district)
- Provide evidence of proven record of successfully delivering events and/or demonstrate ability to successfully organise the event.
- Outline the level to which local infrastructure, suppliers and contractors will be used to assist in delivery of the event versus what will be sourced from outside the District.
- Provide a detailed summary of all other forms of funding being sought / have confirmed and provide a detailed budget including all revenue sources.
- Provide full business plan and marketing plan for the event.
- Provide evidence that all other forms of funding have been fully pursued.

### Local Community Events

***Community driven events with local/regional attraction typically with a targeted appeal or focus on a special interest area or sector of the community.***

- Primarily community-based events with regional attraction.
- Event may not be unique to region and may be able to be replicated.

- Event has recognition and involvement by the community.
- Proven track record of success, not ‘one hit wonder’ but can be ‘one-off’.
- Event contributes to district’s vibrancy, identity and realizing social and cultural benefits.
- Event is of significant prestige to generate local/regional media profile.
- Fits with strategic outcomes/values/branding of the community providing cultural, educational and social value.
- Event is not for profit.

*Examples:* Wanakafest, Harvest Festival, Performing Arts, A & P Shows, Wanaka Rodeo, Lake Hayes Estate Community BBQ, Plunket Information Evening, Parenting Seminars, Family Fun Days, Community Awards, Arts & Crafts Markets

### Category Description

- Community driven events.
- Primarily community-based events with local/regional attraction.
- Has recognition and involvement by the community.
- Can be targeted to specific part of the community and/or special interests
- Can be one off and may not be unique to the District.
- Should contribute to region’s vibrancy, identity and realizing social and cultural benefits.
- Provide evidence of proven record of successfully delivering events and/or demonstrate ability to successfully organize the event.
- Event is of significant prestige to generate local media profile.
- Fits with strategic outcomes/values/branding of the Council providing cultural, educational and social value.
- Shoulder seasons preferred.

### Portfolio Objectives

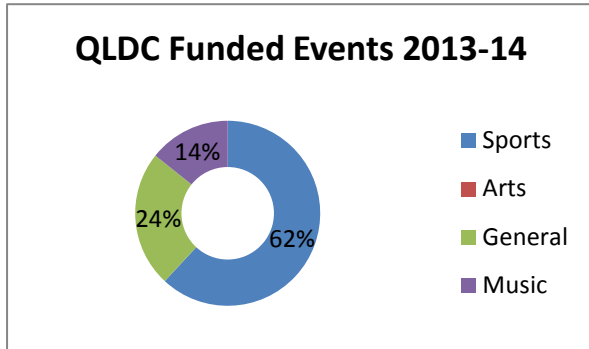
- Aim for a range of regularly recurring events throughout the year catering for all sectors of the community which bring people together to celebrate and embrace the District’s diversity.
- Ongoing funding available for recurring events.
- Seed funding / development funding available for new events.

### Funding Criteria

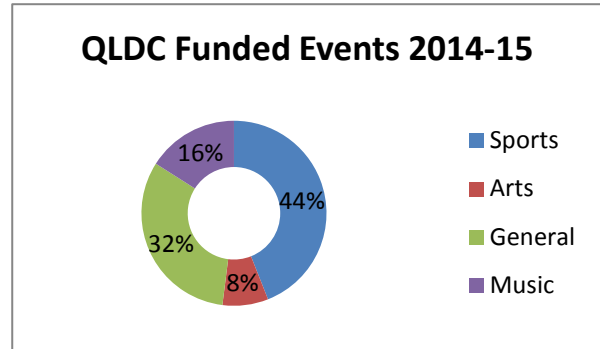
- Illustrate how the event adds value to the District’s identity.
- Identify the social and cultural benefits realized/promoted by the event.
  - Healthy Lifestyles
  - Sustainability
  - Building strong communities
  - Educational values
- Estimate how many people will attend the event.
- Describe event target market(s).
- Provide a detailed summary of all other forms of funding being sought / have confirmed and provide a detailed budget including all revenue sources.

## 7. Queenstown Lakes Events Portfolio

The Strategy of the QLDC Events Office is to enable and support a balanced portfolio of event experiences that meet the economic, marketing and community objectives of the district as a whole. QLDC has made progress in promoting this balance through events funding approved for different types of events as noted below:

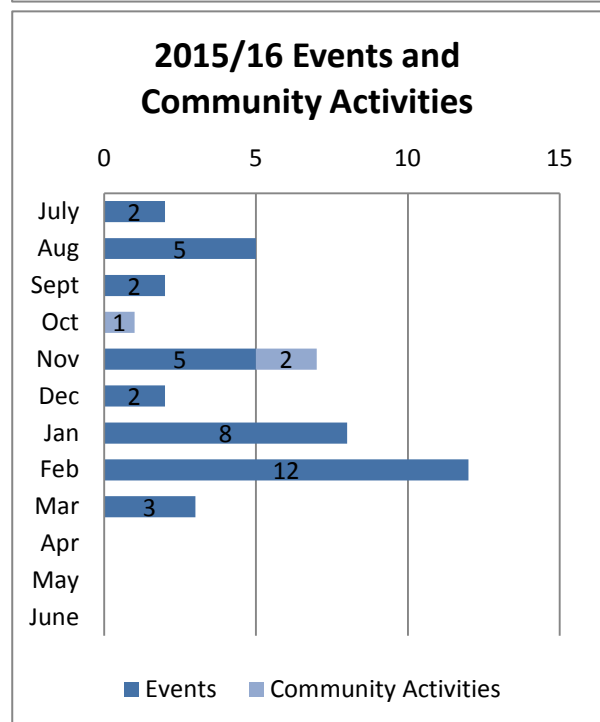
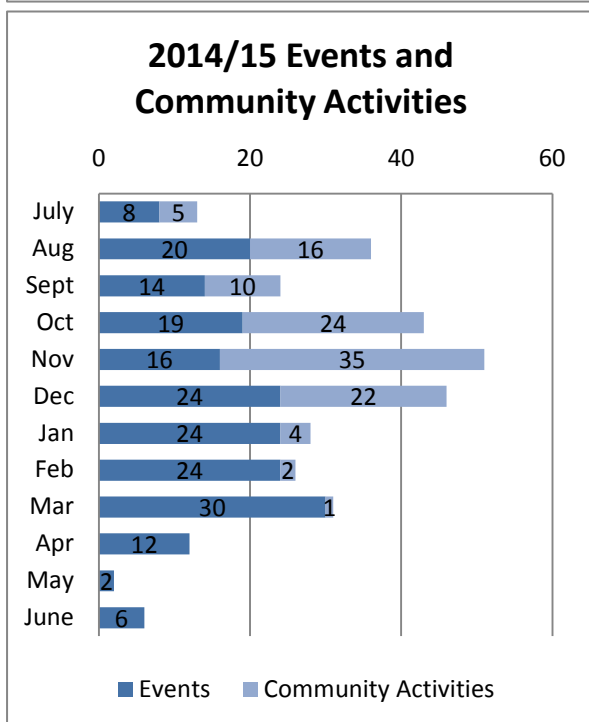
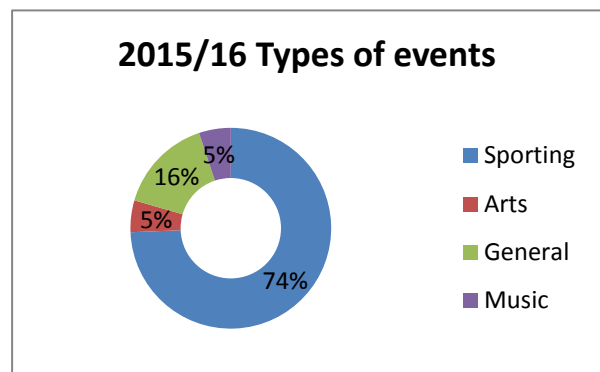
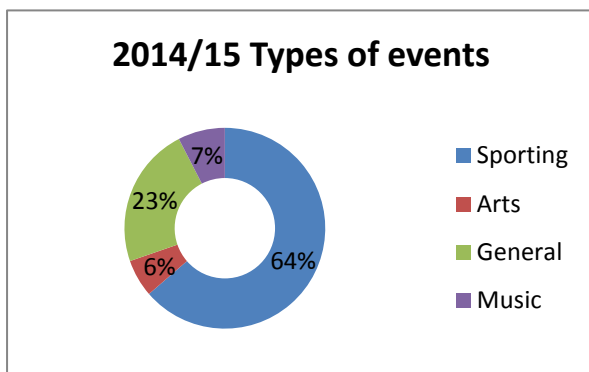


Total 21 events supported.



Total 25 events supported.

It is important to note the market's influence on events in the District as represented below:



Event statistics as at January 2015.

## 8. Strategic Goals and Actions

The Events Office will report annually on progress towards delivering strategic goals, Events Office satisfaction survey results, performance against objectives of the strategy and economic benefit of funded events in October each year, to align with the financial end of year.

Strategy Goal	Action
<p><b>1. <i>Develop the Queenstown Lakes District as an Event Friendly Destination.</i></b></p>	<p><b>a) Strengthen and improve the ability to respond to event industry needs and enquiries.</b></p> <ul style="list-style-type: none"> <li>• Provide facilitation and advisory services to assist event organisers in navigating the regulatory environment, access venues and infrastructure and secure funding support both from QLDC and other sources.</li> <li>• Maintain and promote a district-wide event calendar.</li> <li>• Review and update information available to organisers via the events website to assist them with planning, delivering and promoting their event, meeting regulatory requirements and securing funding.</li> <li>• Deliver a minimum of two industry training seminars/events annually.</li> </ul> <p><b>b) Champion, advocate and provide an events focus for the region.</b></p> <ul style="list-style-type: none"> <li>• Meet annually with representative(s) from New Zealand Major Events to provide and receive feedback about the events landscape in the district, future opportunities and understand how the Government can support events in the Queenstown Lakes District.</li> <li>• Produce an Event Communications Plan.</li> </ul>
<p><b>2. <i>Encourage and support the development of a balanced portfolio of events that reinforce key economic, community and strategic directions of the District.</i></b></p>	<p><b>a) Maintain and promote District-wide event calendar and event-relevant information direct, online and via other channels.</b></p> <ul style="list-style-type: none"> <li>• Maintain District-wide online events calendar.</li> <li>• Maintain Event Organiser information and event planning resource on website.</li> </ul> <p><b>b) Encourage events to be staged in a coordinated and where possible, non-competing manner with a focus on shoulder seasons to maximise benefit for district.</b></p> <ul style="list-style-type: none"> <li>• Provide clear direction and criteria around encouraging event organisers to co-ordinate event dates and liaise with the QLDC Events Office when planning their events.</li> <li>• Use funding to encourage events to be staged in a non-competing fashion.</li> </ul> <p><b>c) Target events and festivals that reinforce key marketing, visitor/community demographics and brand objectives for the District.</b></p> <ul style="list-style-type: none"> <li>• Work closely with tourism promotion bodies when identifying and assessing potential events to ensure fit with key marketing, visitor and brand objectives for the</li> </ul>

	<p>District.</p> <p><b>d) Encourage the development of events that:</b></p> <ul style="list-style-type: none"> <li>○ contribute to economic growth;</li> <li>○ reinforce the District’s tourism reputation;</li> <li>○ encourage community pride of place;</li> <li>○ celebrate the District’s diversity, culture, sport, participation and heritage;</li> <li>○ showcase the District’s natural environment; and</li> <li>○ are environmentally sustainable.</li> </ul> <ul style="list-style-type: none"> <li>● Research and, where appropriate, survey to determine event types currently missing from the event calendar (style, scale, timing) and work with organisers to fill these gaps.</li> <li>● Provide first point of contact, advisory and facilitation support for event enquiries (as per Goal 1).</li> <li>● Ensure funding decisions acknowledge and support the overall portfolio (style, scale, timing) of events not just individual events in isolation.</li> </ul>
<p><b>3. Maximise and measure the economic benefit that events bring to the district.</b></p>	<p><b>a) Encourage events that attract domestic and/or international visitors that would otherwise not have visited and/or extend length of stay/spend – especially in shoulder seasons.</b></p> <ul style="list-style-type: none"> <li>● Work closely with event organisers and RTOs to ensure maximum promotional leverage of events in potential visitor markets.</li> <li>● Assess existing and potential events for maximum growth/development potential to attract visitors.</li> </ul> <p><b>b) Encourage events that inject new money into the District through national funding and sponsorship sources.</b></p> <ul style="list-style-type: none"> <li>● Work closely with Event Organisers and regional and national funding organisations to assist with and support funding applications and leverage opportunities.</li> <li>● Provide training and advice for Event Organisers seeking sponsorship for events.</li> </ul> <p><b>c) Minimise competition between events.</b></p> <ul style="list-style-type: none"> <li>● Maintain annual event calendar and work with event organisers to avoid date clashes.</li> <li>● Establish and adhere to clear criteria around funding support in regards to the utilization of local resources wherever possible.</li> </ul> <p><b>d) Minimise leakage out of the District by maximising use of local personnel, suppliers, contractors, products, services and infrastructure</b></p> <ul style="list-style-type: none"> <li>● Compile and disseminate comprehensive event industry database (personnel, suppliers, contractors, event services and infrastructure).</li> </ul> <p><b>e) Ensure funding decisions are guided by real information in regards to economic and environmental impact of events.</b></p> <ul style="list-style-type: none"> <li>● Develop evaluation and measurement systems for economic and environmental impact of events in Queenstown Lakes District.</li> </ul>



	<ul style="list-style-type: none"> <li>• Ensure, as part of funding application process, necessary data/information is provided by event organisers to facilitate accurate assessment of likely impact.</li> <li>• Ensure, as part of funding uplift process that, where appropriate, event organisers provide real data to facilitate accurate assessment of actual impact.</li> <li>• Use impact data to identify which events have the highest ROI and to guide future funding decisions.</li> </ul>
<p><b>4. Enhance the District’s profile and reputation as a leading events destination in New Zealand and leverage events to improve the regional, national and/or international profile of the District.</b></p>	<p><b>a) Market region as an event friendly destination.</b></p> <ul style="list-style-type: none"> <li>• Work with Destination Queenstown, Arrowtown Promotion and Business Association and Lake Wanaka Tourism to produce and implement a targeted national events marketing and promotion strategy.</li> </ul> <p><b>b) Identify and support showcase events that can be used to promote the Queenstown Lakes District as a world-class events destination.</b></p> <ul style="list-style-type: none"> <li>• Annually identify or recommend two events that meet or have the potential to meet the definition of a showcase event for Queenstown Lakes District (i.e. positions Queenstown Lakes District internationally, provides an economic return in excess of \$5 million, aligns with District-wide brand messaging and delivers significant positive media both nationally and internationally).</li> </ul> <p><b>c) Increase local and national awareness of events in the District and QLDC’s investment and support of these events</b></p> <ul style="list-style-type: none"> <li>• Develop and maintain strong relationships with Central Government and local/national organisations and individuals with interests in events (regional and national).</li> <li>• Increase marketing leverage pre/during and post event by establishing explicit expectations around branding and other marketing benefits to be granted to QLDC when support and assistance has been provided.</li> </ul> <p><b>d) Encourage use of events as platforms to promote and communicate key messages about the District to New Zealand and the world as a visitor destination and place to live.</b></p> <ul style="list-style-type: none"> <li>• Work closely with event organisers and RTOs to ensure maximum promotional leverage of events in potential visitor markets.</li> </ul>
<p><b>5. Minimise barriers to establishing and maintaining events in the District.</b></p>	<p><b>a) Establish QLDC Events Office as the central point of Council contact for event organisers.</b></p> <ul style="list-style-type: none"> <li>• Provide cross-organisational liaison between event organisers and regulatory processes, funding bodies and key infrastructure and venue providers.</li> <li>• Establish protocol across all QLDC departments, RTOs and event organisers where all event enquiries are forwarded to the QLDC Events Office in the first instance.</li> <li>• Develop and provide information, planning and funding resources that are easy to understand, accessible and</li> </ul>

	<p>complete.</p> <ul style="list-style-type: none"> <li>• Provide qualified event advice and where appropriate provide liaison and facilitation services to assist event organisers in their planning, regulatory requirements, funding and event delivery.</li> <li>• Provide 'how to' information for new event organisers.</li> </ul> <p><b>b) Simplify compliance processes and reduce compliance costs.</b></p> <ul style="list-style-type: none"> <li>• Review, and where appropriate, encourage amendments to regulatory processes to better facilitate the staging of events in the District.</li> <li>• Make appropriate recognition of the value and contribution of events to the District in the District Plan and relevant bylaws.</li> <li>• Work with key Council Officers to refine consenting processes.</li> <li>• Work with and on behalf of event organisers to navigate compliance processes.</li> </ul> <p><b>c) Improve supply of and access to local equipment, infrastructure and suppliers.</b></p> <ul style="list-style-type: none"> <li>• Invite feedback from event organisers on existing capabilities and infrastructure at least annually.</li> <li>• Meet with key venues and suppliers to assess capabilities and identify opportunities for improvement.</li> <li>• Work with key stakeholders to support the development and procurement of event specific infrastructure for the District.</li> </ul>
<p><b>6. <i>Develop event organisation capabilities and optimise use of District assets, venues and infrastructure.</i></b></p>	<p><b>a) Provide leadership and sound management to ensure Queenstown Lakes maintains a strong position as an events destination in New Zealand.</b></p> <ul style="list-style-type: none"> <li>• Build and maintain strong relationships with Central Government.</li> <li>• Be actively involved with industry bodies such as NZAEP.</li> <li>• Communicate regularly with key event organisers, RTOs, suppliers and other key stakeholders.</li> <li>• Facilitate a minimum of two training and/or information seminars per annum for event stakeholders in the region to develop skills in areas such as event planning, sponsorship management, marketing and promotion and funding.</li> <li>• Provide regular event industry information, news, research and updates to regional event organizations and individuals.</li> </ul> <p><b>b) Encourage use of local resources such as performers, technical and production companies, event managers and personnel, equipment supply and media.</b></p> <ul style="list-style-type: none"> <li>• Provide clear criteria as part of any funding or support around the use of local resources wherever possible in the planning, delivery and promotion of events.</li> <li>• Maintain a comprehensive event industry database.</li> <li>• Develop and disseminate information and event planning</li> </ul>

	<p>resources to improve skills and expertise of local providers.</p> <p><b>c) Encourage event organisers to make maximum use of venues and assets (whether at commercial rate, subsidised or FOC).</b></p> <ul style="list-style-type: none"> <li>• Maintain a comprehensive venue and infrastructure database.</li> <li>• Encourage venues to identify and bid for events that fit with the QLDC Event Strategy.</li> <li>• Ensure any funding or support provided by QLDC is, where practicable, conditional upon/weighted towards utilisation of QLDC assets, venues and infrastructure.</li> <li>• Work with venues to identify periods of excess capacity/availability and encourage events to fill these periods.</li> <li>• Develop streamlined processes and advisory services to facilitate ease of access to and use of event structure and associated services.</li> </ul> <p><b>d) Actively seek to increase the amount of other Financial support available to Events in the Queenstown Lakes District.</b></p> <ul style="list-style-type: none"> <li>• Look for new funding opportunities for events and assist organisers with funding applications when appropriate and necessary.</li> <li>• Actively seek support from local businesses and organisations for events in the Queenstown Lakes District.</li> <li>• Liaise with regional funding agencies.</li> </ul>
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