



Auckland's Major Events Strategy

2018–2025

aucklandnz.com/major-events

Auckland
Tourism, Events and
Economic Development
An Auckland Council Organisation



In May 2018, the *Destination AKL 2025* strategy was launched to guide the development of Auckland's visitor economy. The strategy, which aims to deliver a more sustainable future for Auckland, was the outcome of a process initiated by Auckland Tourism, Events, & Economic Development (ATEED) and guided by an industry leadership group.

ATEED is the guardian and driver of *Destination AKL 2025* and has a major role in its implementation through its primary areas of focus across the visitor economy.

The *ATEED Destination Plan* outlines the work ATEED will undertake to contribute to *Destination AKL 2025's* vision, actions and targets over the 2018/19 financial year and beyond. New annual work programmes will be added over the lifecycle of the strategy.

This new *Auckland's Major Events Strategy 2018-2025* is informed by *Destination AKL 2025* and complements the *ATEED Destination Plan* and should be read in conjunction with them for greater depth and detail.

It replaces *Auckland's Major Events Strategy 2011-2021* but utilises much of the thinking used in the original strategy's development and the lessons learned from its implementation. *Auckland's Major Events Strategy* will be reviewed again after 2021.

ATEED's priorities and work programme are guided by our annual Statement of Intent (SOI), which aligns to the *Auckland Plan 2050* and the Auckland Council's long-term plans. The SOI details ATEED's key performance indicators.



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COVER PHOTO: VOLVO OCEAN RACE - AUCKLAND STOPOVER
COVER PHOTO CREDIT: AINHOA SANCHEZ / VOLVO OCEAN RACE
IMAGE ON RIGHT: PASIFIKA FESTIVAL - WESTERN SPRINGS

Introduction

Major events are one of the core pillars of the visitor economy.

Events not only attract visitors from beyond our borders, helping to grow the visitor economy, they also enhance and shape public perceptions of Auckland as an exciting and vibrant place to live and work as well as enhancing the quality of people's lives.

Major events help us tell the story of our region and strengthen our identity. They raise awareness of Auckland as a potential destination through domestic and international media and digital coverage.

IMAGE: AUCKLAND DIWALI FESTIVAL



ATEED'S STRATEGIC LANDSCAPE

As Auckland Council's economic growth agency, Auckland Tourism, Events and Economic Development's (ATEED) purpose is to support the growth of quality jobs across our region.¹

Through its tourism, major events, business events, and international education activity, ATEED supports the sustainable growth of Auckland's visitor economy so that the region is better off economically, socially and environmentally. ATEED works in partnership and collaboration across business units and with external partners to maximise the value of every opportunity and deliver clear and measurable returns to Auckland.

This work is guided by the *Destination AKL 2025* strategy and the *ATEED Destination Plan*. This document updates the internationally recognised, award-winning *Auckland's Major Events Strategy* to align with this strategic direction and implementation plan. It reflects changes since the original strategy was adopted in 2011 and ensures ATEED's major events approach is fit for purpose.

This document has two sections. The first identifies how major events can deliver benefits for Auckland and contribute to *Destination AKL 2025*. The second explains the key role ATEED plays in making this happen.

¹ATEED Statement of Intent 2018-2021, which aligns to the *Auckland Plan 2050* and the Long-term Plan 2018-2028.

How major events deliver for Auckland

THE VALUE OF MAJOR EVENTS TO AUCKLAND

Auckland's major events portfolio plays a vital role in defining Auckland as a destination and delivering a range of impacts for the region and its people, including:

ECONOMIC BENEFITS

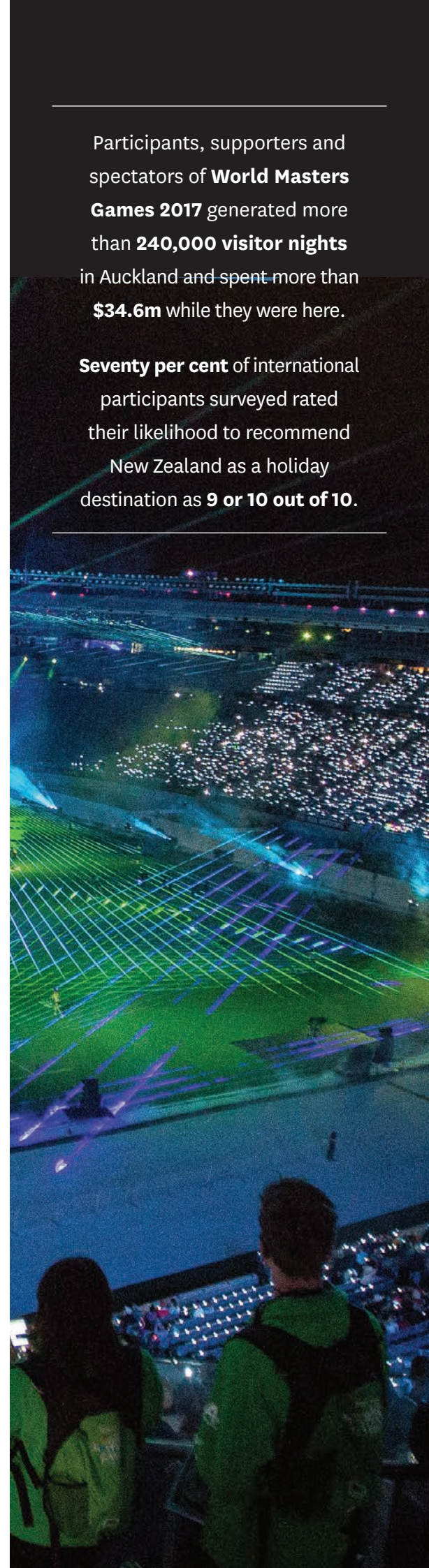
Tourism: Major events compel people to visit places they have never been before and provide others with the incentive to finally visit somewhere on their bucket list. Domestic and international visitors spend on accommodation, food and beverage, entertainment, retail and other goods and services. Tourism activity can be immediate from event attendance, and longer term as attendees return to the region or others are inspired by event coverage to visit later.

The impact of tourism can be measured by the number of visitor nights directly caused by the event, and by the money spent in Auckland by these visitors. It can also be measured by the number of jobs required to service this tourism activity.

Event Operations: In addition to tourism activity, extensive business to business transactions are required to deliver major events, such as security, ticketing, venue hire, entertainment, waste management and other services. When money from outside the region is spent in the region to deliver the event, there are positive economic returns from event operations.

Participants, supporters and spectators of **World Masters Games 2017** generated more than **240,000 visitor nights** in Auckland and spent more than **\$34.6m** while they were here.

Seventy per cent of international participants surveyed rated their likelihood to recommend New Zealand as a holiday destination as **9 or 10 out of 10**.





5.8M

5.8 million people in key markets watched the Auckland matches of the **2017 DHL NZ Lions Series**, worth an equivalent advertising value of **\$2.8 million**.

POSITIONING AND NARRATIVE

Regional identity: Events have an important role to play in destination marketing as they can grasp the imagination of the public and the media and leave a long-lasting impression in people's minds. Events play a key role in promoting the Auckland narrative and showing visitors what makes Auckland unique.

Measures include media reach in target markets, hours of coverage received and the equivalent advertising value.

COMMUNITY ENGAGEMENT

Liveability: Events bring people together to share an interest or experience, have fun and be social. They can create and enhance a sense of community and be targeted geographically to shape the identity of an area and bring vibrancy to the region.

Liveability can be measured through participation numbers, attendee satisfaction, and by asking participants whether events give them a sense of pride in their area.

Volunteering: Major events provide opportunities for volunteers to develop skills and improve their career prospects by gaining experience. Skills gained while hosting major events can be transferred back to local sport clubs and other organisations.

Measures include the number of volunteers, including the number from target groups (such as youth or unemployed) and feedback from volunteers around the impact volunteering has had. We can also measure volunteer hours and then attribute these at minimum wage to present a minimum dollar value of the time given by volunteers.

More than **165,000 people** attended the **2018 Auckland Lantern Festival**, and **91% of the Auckland attendees** surveyed agreed that the festival **makes Auckland a more enjoyable place to live.**



IMAGE: AUCKLAND LANTERN FESTIVAL - AUCKLAND DOMAIN



78%

World Masters Games 2017 had **3,216 volunteers**, of whom **78%** felt that volunteering provided them with learning and development opportunities.

SUSTAINABILITY

Economic: Annual events should be economically sustainable and not dependent on public funding for their ongoing existence. Ratepayer funding should be used to grow and develop an event, increasing its economic value in its community. Events should also contribute to the economic sustainability of the area, community or region, such as the ITM Auckland SuperSprint bringing thousands of visitors to Pukekohe every year.

Environmental: Events offer an opportunity to raise awareness about environmental issues and help Auckland demonstrate its credentials in this important area, as well as influence business and public attitudes and practices.

LEVERAGE AND LEGACY BENEFITS

Leverage: Events can provide opportunities for commerce, trade and foreign investment. This could include boats getting refitted while in Auckland to attend sailing events or hosting conferences thematically aligned to an event. Events such as Auckland Art Fair and NZ Fashion Week provide a platform for local businesses to gain exposure and facilitate trade partnerships.

Legacy: This refers to benefits that endure well after the event has been delivered and often include physical infrastructure, such as the creation of The Cloud on Queens Wharf for the 2011 Rugby World Cup. Other legacy benefits include increased participation in sports or engagement with the arts following an event, leading to health and wellbeing benefits.



IMAGE: SPLORE MUSIC AND ARTS FESTIVAL - TAPAPAKANGA REGIONAL PARK

A STRATEGIC APPROACH

Major events can attract the people we want, at times we want them to be here, to deliver maximum benefits to Auckland. They also provide great experiences that make visitors and locals alike proud advocates of our region.

Auckland's Major Events Strategy has been in place since 2011, and its implementation has stimulated powerful outcomes for the region, including generating more than \$400 million for the region's economy, more than 2.5 million visitor nights and improved infrastructure for the region.²

Many aspects of the strategy remain relevant, in particular:

- Major events must not just be a priority of the events agency but of the broader region, with co-operation between the Council group, local boards, transport agencies, venues and all other relevant partners
- Major events are part of the region's wider event landscape
- Wherever possible events should be planned to complement one another.

Auckland's Major Events Strategy 2018-2025 sets out: what Auckland needs from its events sector to support the *Destination AKL 2025* strategy; what ATEED's role is in ensuring this happens; reflects changes that have occurred since 2011; and addresses the increased sophistication and capability of events in the region and in the wider international events landscape. It also acknowledges the important role the 36th America's Cup will play in driving Auckland's approach to events over the next three years.

Auckland's major events activity will complement and interrelate with ATEED's other *Destination* work programmes, encompassing tourism, business events and international education, all contributing to the goals of the *Destination AKL 2025* strategy and the region's inclusive economic development.

Auckland's Major Events Strategy implementation has stimulated powerful outcomes for the region, including generating more than **\$400 million for the region's economy**, more than **2.5 million visitor nights** and improved infrastructure for the region.²

² Cumulative total, contribution to regional GDP from and visitor nights generated by major events invested in, Statement of Service Performance, ATEED Annual Reports, 2011-2017/18. These figures do not include events from those years that were evaluated after the Annual Reports were published; Rugby World Cup 2011 as a catalyst for waterfront and Eden Park precinct development and improved public transport patronage, *Rugby World Cup 2011 – Auckland Plays Host* post event report, 2012.

AUCKLAND'S EVENTS LANDSCAPE

Auckland's events landscape covers the region and includes events of different scale, size, frequency and genre. Major events hosted in Auckland often have national significance, given Auckland's position as New Zealand's largest city and event host venue.

Different agencies across the region, including the Auckland Council group, have roles in delivering aspects of this wider events landscape.³

There needs to be a common approach shared by all Auckland's agencies and partners in the region, acknowledging each partner has a different, complementary role to play in ensuring Auckland's overall events landscape delivers the maximum benefits to all parts of the region.

For this approach to be successful, it is essential there is communication, coordination and close collaboration among these various agencies and partners.

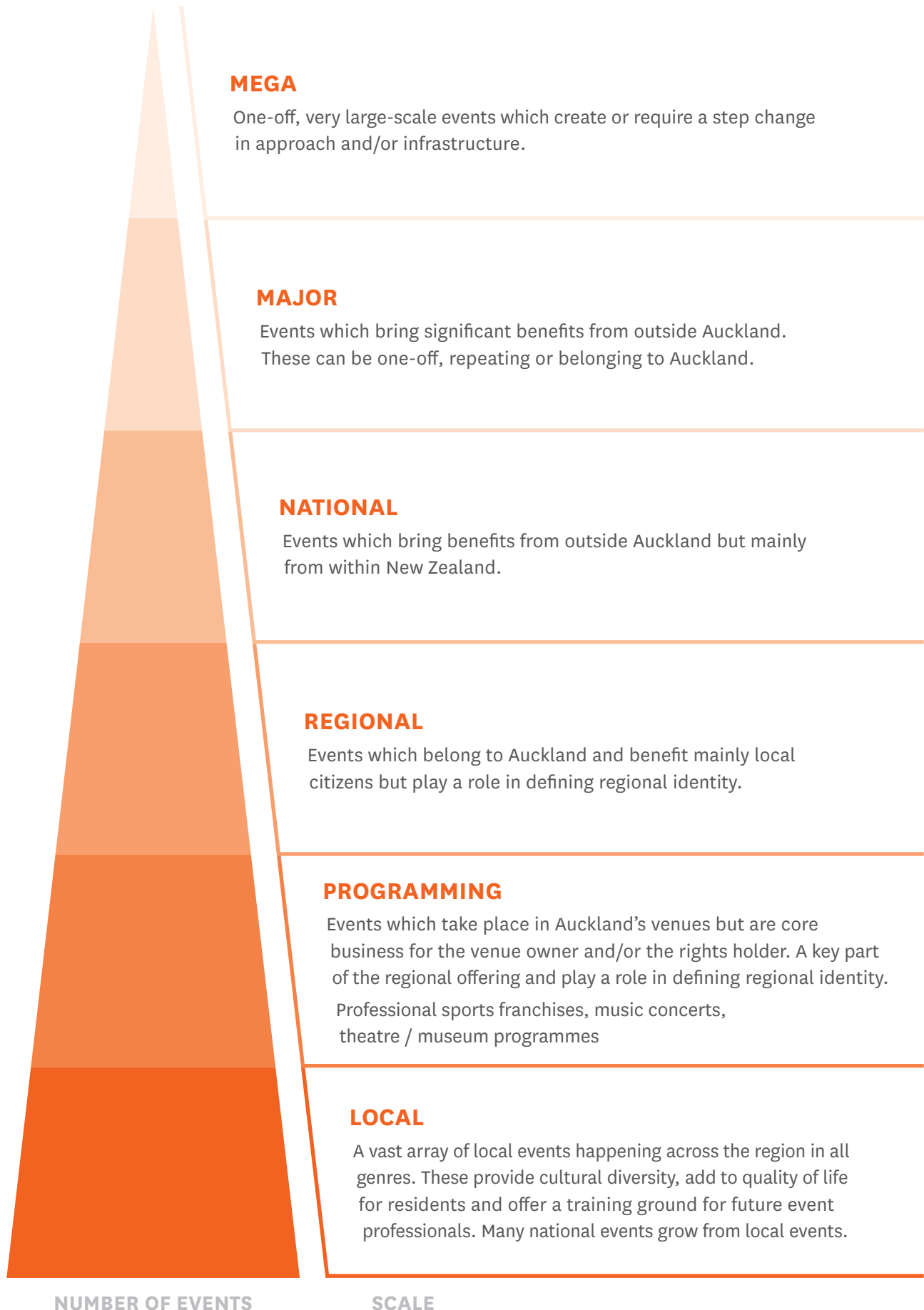
A simple event classification system has been developed to understand Auckland's events landscape.

³ Auckland Council's Events Policy details how different council agencies are involved in different aspects of Auckland's events landscape.

IMAGE: AUCKLAND WILL BE HOST CITY TO THE 36TH AMERICA'S CUP IN 2021



Classification of events



ATEED's role

THE ROLE OF THE ATEED MAJOR EVENTS TEAM

To maximise the benefits major events can deliver for Auckland and the *Destination AKL 2025* strategy, there is a need for strategic overview and alignment, partnership, co-ordination, active promotion and intervention in Auckland events landscape.

This is the role of ATEED's Major Events Team. The team will continue to intervene on behalf of Auckland in the events landscape by:

Strategic influencing

Meeting partners and facilitating connections at Auckland, national and international levels and ensuring approaches are aligned, co-ordinated and delivering what Auckland requires.

Investment

Working with partners on event propositions and investing on behalf of Auckland Council to create additional benefits for the region and its people.

Event production

Taking a lead role in producing events which are owned by and important to the region.

Facilitation

Supporting event partners and city agencies to make it easier to put on major events in Auckland, enabling the events to realise maximum additional benefits to the region while keeping it flowing and functioning.

Activation, leverage and marketing

Identifying ways to create greater value around an event through targeted interventions to enhance the experience of attendees, provide opportunities for business, trade and foreign investment, and/or ensuring the events most effectively contribute to and communicate the Auckland narrative to desired targeted audiences.

IMAGE: NEW ZEALAND FASHION WEEK

PHOTO CREDIT: GETTY IMAGES | DESIGNER: TRELISE COOPER



FRESH THINKING: ATEED'S UPDATED APPROACH TO MAJOR EVENTS

The Major Events Team at ATEED will work to deliver on *Destination AKL 2025* by supporting a range of events that align with the new direction for Auckland's visitor economy and provide additional impact that would not have otherwise happened.

This will involve leading, coordinating, partnering with and promoting events. Our team will provide a range of services including expertise and advice, practical support, media and marketing assistance and financial investment. This will be organised in a suite of well-defined programmes designed to deliver different levels and areas of impact.

PARTNERSHIP

ATEED is focused on partnership and working with people and organisations who can help deliver the *Destination AKL 2025* strategy.

Consistent with ATEED's guiding principle of kotahitanga, working in partnership with other ATEED business units, the Auckland Council group, other city agencies and external partners will underpin the Major Events Team's approach.

The events team will work in partnership with the Auckland and New Zealand events industry, as well as with international rights holders and event property owners, to build a strong portfolio of events for Auckland. Shared objectives and joint work towards those objectives will characterise our work.

Partnership will be key to our whole approach, aiming to keep open and ongoing dialogue with any and all partners who can contribute to the Destination strategy.

IMAGE: AUCKLAND LANTERN FESTIVAL - AUCKLAND DOMAIN



PORTFOLIO

ATEED will continue to develop a portfolio of events that complements the overall Auckland event landscape and delivers outcomes for the *Destination AKL 2025* strategy.


A portfolio approach focuses less on the stand-alone outcomes of individual events, and more on how their outcomes combine with those of other events and Destination activity, as well as the work of other partners in the region, to drive benefits and promote Auckland.

ATEED will continue to focus on events in the mega, major and national categories, as well as delivering Auckland's major cultural festivals. The Major Events Team will ensure the portfolio complements Auckland's wider events landscape, including venue programming and local events.

In addition, ATEED's destination marketing activity will use the wider events landscape in the region as well as our Major Events Portfolio to promote Auckland locally, nationally and internationally as a destination and build on the regional identity.

In assessing whether to support an event as part of the portfolio, ATEED will consider the event's contribution to the following portfolio attributes as well as the individual benefits for Auckland identified in ATEED's standard event feasibility process:

ATTRIBUTE	DETAIL
Seasonality	<p>Events throughout the year to achieve a year-round calendar, particularly events that happen outside of the peak summer months of January, February and March. Acknowledging some existing events and some we want to secure can only take place in the summer.</p> <p>The Major Events Team will measure its levels of investment and numbers of supported events outside the summer months.</p>
Genre	<p>A balanced mix of sporting and cultural events, including facility-based events, events that showcase our natural environment and those that best complement the existing venue programming in the region.</p> <p>The Major Events Team will measure the split of sport and culture by both investment level and number of events supported.</p>
Frequency	<p>A mix of one-off and repeating events, complemented by events that belong to Auckland.</p> <p>The Major Events Team will measure the percentage and numbers of supported events that are one-off, repeating and belong to Auckland.</p>
Size	<p>Events that range in scale from small and niche through strong regional events up to major and occasional mega events.</p> <p>The Major Events Team will measure the numbers of mega and major events secured.</p>
Geography	<p>Events that take place in different parts of Auckland, ensuring a greater regional dispersal of visitors and spread of benefits and engagement.</p> <p>The Major Events Team will measure the regional spread of supported events by geographical area and investment.</p>
Reach	<p>Events that generate media and digital coverage in different markets, with a focus on key identified domestic and international markets.</p> <p>The Major Events Team will measure audience reach and views.</p>

A large crowd of people is gathered behind a metal barricade at what appears to be a Pride event. Many individuals are holding up rainbow flags. The scene is captured from a low angle, looking through the crowd. A large, semi-transparent orange rectangle is overlaid on the center of the image, containing white text. The background shows green trees and a blue sky.

Auckland's major events portfolio plays a vital role in defining Auckland as a destination and delivering a range of impacts for the region and its people.

PROGRAMMES

Within the overall portfolio, ATEED will operate a suite of programmes designed to deliver different facets of the *Destination AKL 2025* strategy and different benefits for Auckland.

PROGRAMME	DETAIL
36th America's Cup	Working with central government, the wider Auckland Council family and the event organiser to maximise economic development and leverage opportunities the 36th America's Cup will bring the region as well as creating a memorable experience for all visitors and stakeholders of the event.
Major Events	Investing and supporting events that drive international as well as domestic visitation and generate international media exposure for Auckland. These events showcase Auckland's unique identity to the world, as well as making it a vibrant and interesting region where people love to live, and love to visit.
National Events	Focusing on events that drive predominantly domestic tourism to Auckland. These events play an important role in supporting Auckland's unique identity, as well as making it a vibrant and interesting region where people love to live, and love to visit. ATEED's investments will support additional elements or new activity for events to maximise the benefits for the region while supporting events to become financially self-sustainable and potentially grow into major events.
Winter Festival	Working with ATEED's Tourism Team and Auckland's event, tourism, accommodation, restaurant, tech and retail sectors to develop a compelling proposition to attract domestic and international visitors to Auckland in the winter months, using the region's food and beverage offering and lighting up the city, overlaid with Auckland's unique Māori and Pasifika identity.
Cultural Festivals	Delivering events which are owned by and important to the region, that showcase and celebrate Auckland's diverse people and cultures.
Partner Venue	Working with investment and Auckland major venue partners to ensure their events are permitted and legally compliant and that their event approaches are aligned, coordinated and delivering the desired outcomes for Auckland and the <i>Destination AKL 2025</i> strategy.
ALM	The Major Events Team will create a plan for every event in ATEED's Major Events Portfolio, identifying what activation, leverage or marketing (ALM) activity will best deliver <i>Destination AKL 2025</i> -aligned outcomes for Auckland.

The Major, National and Winter programmes are all open for applications for support. Detailed descriptions of the programmes, funding rounds, event characteristics and eligibility criteria are available on aucklandnz.com/major-events

All ATEED's investments in events are subject to feasibility assessments, availability of funds and agreed activity-related contracts.

PEOPLE

This work will be underpinned by our people. This includes engaging fully with staff, other delivery organisations and Auckland agencies, listening to our stakeholders –including the accommodation sector, and ensuring that stakeholders and the public know about events and their impacts.

Central to everything we do at ATEED is people. Our people are our greatest asset. We will ensure our staff are well informed and well-equipped to perform their roles and are empowered to make decisions at the appropriate level. We will ensure our staff have up-to-date knowledge and the tools they need to do their jobs.

We acknowledge the strong Māori heritage of Auckland and respect the values, cultures and traditions of the Māori people. We will also acknowledge Auckland's multi-cultural population and ethnic diversity.

We will treat the people we serve with respect, making sure that we provide opportunities for the people of Auckland to enjoy events including opportunities to attend for free and volunteer.

We will provide good levels of information to our stakeholders, particularly Auckland Council's elected members, Aucklanders, and the events, accommodation and tourism sectors.



IMAGE: PASIFIKA FESTIVAL - WESTERN SPRINGS

ATEED's Major Events Team operates to a set of principles:

- We, and the partners we work with, are here to promote and work for Auckland using major events
- We will support events which tell the Auckland story and enhance our regional identity
- We will be open and clear in our communications, locally, nationally and internationally
- We will seek to invest time, expertise and money where we can bring additional benefits to Auckland
- We will work in a transparent and well-structured approach but retain enough flexibility to make good decisions and negotiate good value for the public money we invest in major events
- We will prudently invest public money in projects that will deliver the best results for Auckland and the *Destination AKL 2025* strategy
- We will work on the principle that every visit must be maximised and every visit builds the destination.



IMAGE: VOLVO OCEAN RACE 2017 - AUCKLAND STOPOVER
 PHOTO CREDIT: AINHOA SANCHEZ / VOLVO OCEAN RACE

Decision-making & measurement frameworks

To ensure our work is focused, and that our resources are not over-stretched, ATEED has developed a decision-making matrix to help guide the activity we undertake in support of *Destination AKL 2025*.

Six key areas have been identified which ATEED will use to inform decision-making on destination-related activities. Using this matrix, the Major Events Team will prioritise supporting events which align to a majority of these key areas.



VISITORS

Events which drive visitation either in significant numbers or identified niche markets and generate profile for the Auckland region in target markets, with an emphasis on stimulating 'off peak' visitation.



PEOPLE

Events which appeal to Aucklanders; provide strong leverage and partnership opportunities to enable Auckland's communities to derive benefit; and/or tell the story of Auckland people including its Māori heritage.



IDENTITY

Events which promote, showcase and celebrate Auckland's distinct identity, including its history and its diversity of arts and culture.



PLACES

Events which promote sub-regional dispersal throughout the wider Auckland region, and utilise regional assets to promote Auckland's distinct buildings, open spaces and natural environment, including the marine environment.



SUSTAINABILITY

Events which help promote and celebrate sustainable business practices to the betterment of Auckland.



KEY SECTORS

Events which promote Auckland's areas of competitive advantage and help create globally relevant career pathways, particularly events which promote and create opportunities for our food and beverage sector.

ATEED's Major Events Portfolio will deliver a range of positive impacts, with responsibility for delivering these impacts shared between ATEED and its events partners.

ATEED's post-event evaluation allows us to understand the value each event provides to the region and the portfolio, as well as supporting evidence-based decision making for future investments. The shared impacts and relevant measures are below.

To accurately assess the outcomes of ATEED's Major Events Portfolio and the impact of ATEED's major events investment, post-event evaluation methodology needs to be robust and consistent across the events in the portfolio.

The evaluation includes a thorough examination of the flows of money into and out of Auckland's economy via the event delivery and associated activities, as well as the visitation and tourism expenditure generated by the event, and attendee satisfaction.

ATEED will report on the outcomes of its Major Events Portfolio annually.

IMPACT	IMPACT AREA	MEASURES	NOTES
Economic	Tourism	GDP, bed nights	Data from previous five years will be used to estimate outputs
	Business	% and value of contracts awarded to Auckland companies	Baseline data to be established in 2018/19
Profile	Regional identity	Fit with Auckland's Destination narrative	Assessment matrix for strategy fit to be established
	Media coverage	Viewers / readers by market	Target markets to be identified and measurement built into evaluation
Social	Volunteering	Number of volunteers, volunteer hours, value of volunteer hours	Baseline data to be established in 2018/19
	Geographical spread	Statistics by local board area	Baseline data to be established in 2018/19
	Satisfaction	Level of satisfaction among event attendees	Asked via standard questionnaire
Sustainability	Environmental	Event has plan in place	Each event measured against its own plan
	Financial	Long-term business stability plan in place	Measure of events moving off the portfolio



Summary

Major events are unique investment opportunities for destination organisations thanks to the wide variety of benefits they can deliver.

ATEED is committed to managing our major events investment strategically to ensure that the benefits derived from our major events portfolio can be linked to and leveraged by all other business areas in ATEED. Major events are a core mechanism for all parts of our organisation and its partners to deliver the *Destination AKL 2025* strategy and benefit Auckland and its people.



FOR MORE INFORMATION

Major Events Team
majorevents@aucklandnz.com
aucklandnz.com/major-events

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