

2020-2030 TARANAKI REGIONAL EVENTS STRATEGY

JUNE 2020



1.0 INTRODUCTION

Taranaki has built a deserved reputation as a compelling events destination, establishing an engaging regional events programme that continues to generate lasting economic and social benefits.

The competition to attract, develop and retain event content is intensifying globally, with cities and regions increasingly seeking to capture associated economic, social, cultural and environmental benefits.

In New Zealand, regions have become increasingly sophisticated in their approach to event attraction, with many also investing heavily in supporting infrastructure that ultimately needs to be utilised through increased event procurement.

The 2020-2030 Taranaki Regional Events Strategy (the 'Strategy') outlines Taranaki's future direction and seeks to both maximise the broader value of the regional event programme, and continue to grow the region's reputation as a leading events destination.

The Strategy was developed by Venture Taranaki in consultation with New Plymouth District Council, Stratford District Council, South Taranaki District Council and a broad stakeholder group consisting of iwi, event promoters, Sport Taranaki and conference venue operators. The Strategy sets out the Vision for Taranaki as an events destination in 2030 and how this will be achieved.

Key objectives, values and strategic priorities that will guide the region's approach over the next decade are defined, along with a coordinated set of practical actions, alongside a set of coordinated practical actions to serve as a roadmap for implementation.

THE VALUE OF EVENTS AND STRATEGIC CONTEXT

THE VALUE OF EVENTS TO TARANAKI

As competition to attract visitors, investors and skilled migrants while retaining residents intensifies, a compelling events programme provides a key point of difference for regions, while delivering significant immediate and longer term benefits including:

ECONOMIC BENEFITS

Events are a vehicle to supercharge a region's visitor economy, generating incremental expenditure as a direct consequence of staging an event, with the objective of achieving a net increase in regional GDP.

Taranaki's regional events programme continues to deliver meaningful economic returns to the region, with major concerts and signature events such as WOMAD in particular performing strongly. In 2019, WOMAD returned a \$6.5 million net increase in regional GDP, underlining the importance of attracting, retaining and developing event content that can materially assist Taranaki in achieving its broader regional ambitions.

A 10:1 annual return on investment in the form of contribution to GDP is targeted across the regional programme of events as a whole.

POSITIONING AND LIFESTYLE BENEFITS

Events provide a powerful platform to tell the 'Taranaki Story', positioning the region as a vibrant and dynamic lifestyle destination, increasing its appeal to potential visitors and assisting in the attraction and retention of investment and talent.

SOCIAL BENEFITS

Events amplify civic pride, social inclusion and cultural connection while encouraging participation and supporting talent pathways. They also assist in underwriting community infrastructure, providing employment, and facilitating learning opportunities.

STRATEGIC ALIGNMENT

Tapuae Roa: Make Way for Taranaki identified the development of a Regional Events Strategy as a priority for the region. A high-performing regional events programme will assist Taranaki in achieving the ambitions outlined in Tapuae Roa.

STRATEGIC ALIGNMENT OF TAPUAE ROA AND THE 2020-2030 REGIONAL EVENTS STRATEGY

TAPUAE ROA OBJECTIVES	ROLE OF REGIONAL EVENTS PROGRAMME
Building an economy based on natural competitive advantage powered by human comparative advantage	– Enhance and showcase the Taranaki lifestyle to assist in the attraction and retention of talent
Sustainably capture greater value from the visitor sector	– Platform to share the ‘Taranaki Story’, increasing awareness and appeal of the region as a destination
Maintain/increase the quality of life	– Contribute to a vibrant and engaging region, while enhancing cultural and social connections
Celebrate and support Māori culture	– Celebrate cultural identity and profile Māori culture among visitors and the local community
A strong and stable environment	– Opportunity to raise awareness and engagement with environmental issues, demonstrating Taranaki’s commitment to sustainability



LEADERSHIP OF EVENTS IN TARANAKI

ROLES AND RESPONSIBILITIES

Multiple partners are involved in the attraction, development, implementation and leverage of events to maximise regional outcomes.

VENTURE TARANAKI

Venture Taranaki will oversee the implementation of the Strategy, including administering the Major Events Fund, facilitating regional coordination and reporting on outcomes. Venture Taranaki collaborates with public and private partners to support major event and Meetings, Incentive, Conferences, Exhibitions (MICE) attraction, development and leverage.

DISTRICT COUNCILS

Responsible for the attraction, funding, development and delivery of events occurring within their boundaries, in addition to managing venue assets. New Plymouth (NPDC), Stratford (SDC) and South Taranaki District Councils (STDC) are all critical to the successful implementation of the Strategy. They collaborate with Venture Taranaki and other stakeholders to maximise regional benefits in the form of joint bids, enhanced regional leverage, and growing event footprints.

KEY PARTNERS

The passion and support of event partners is crucial to a high-performing regional events programme. Key partners in the attraction, funding, development, leverage and delivery of events across the region include iwi, Taranaki Regional Council (TRC), Sport Taranaki, event owners and promoters (such as TAFT, owners, conference event owners/operators), the broader private and public sectors, philanthropic partners and central government.

RESIDENTS

Residents' proactive engagement with, and attendance at, events has played a substantial role in establishing Taranaki as a leading events destination.

The support of Taranaki residents, who understand and appreciate the broader contribution the regional events programme makes to the community, continues to be critical to the region's success.

EVENT CLASSIFICATION

The Strategy employs the following event definitions and classifications:

CLASSIFICATION	DESCRIPTION	LEAD AGENCIES
Signature Event	A regularly occurring event that generates a minimum of 10,000 incremental visitor nights, contributes a minimum of \$5m to regional GDP and achieves significant promotion of the region through national and/or international media exposure	Venture Taranaki and District Councils
Major Event (Economic/Profile)	An event that generates a minimum of 2,000 incremental visitor nights and/or promotes the region by achieving significant national and/or international media exposure	Venture Taranaki and District Councils
Major Event (Social)	An event that measurably generates significant immediate and long term social benefits such as enhanced civic pride, social inclusion, cultural connection, education and engagement with active recreation	District Councils and Venture Taranaki*
MICE (Meetings, Incentives, Conferences and Exhibitions)	Significant meetings, conferences and incentive events whose target audience includes professionals, academics, industry associations, clubs and societies	Venture Taranaki, District Councils and conference venue owners/operators
Community Event	An event generally aligned to philanthropic, cultural, sporting, hobbyist, educational or commemorative organisations whose target audience is geographically limited and is often of interest to specific community segments	District Councils and Venture Taranaki* Note: Community events are often independently run without the involvement of an agency.

TARANAKI'S EVENT LANDSCAPE

Taranaki's ambition and capability have established the region as a leading events destination, however infrastructure constraints and intensifying competition present an increasing challenge.

EVENT CAPABILITY

Taranaki's ability to attract high profile events has underpinned its reputation for 'punching-above-its-weight'. The capability and commitment of Venture Taranaki, District Councils and broader stakeholders continues to be a strength, however it is becoming increasingly challenging to compete with regions who are prioritising the development of their events programme alongside the attraction of visitors to their events and maximising investment in public infrastructure. For the region to achieve its ambitions, it is critical that appropriate capability and resources are in place.

EVENT PROGRAMME

While slightly skewed towards social outcomes, all the events that currently comprise Taranaki's regional events programme deliver economic, destination profile and social benefits, with some performing particularly strongly in certain areas. WOMAD and the Festival of Lights are currently the region's only 'signature events' by virtue of the significant economic, profile and social outcomes they achieve on a regular basis.

As with other regions, Taranaki's current regional events programme is heavily skewed towards the spring and summer months, reflecting seasonal weather variations, infrastructure constraints and domestic travel patterns. Current infrastructure constraints also make it challenging for Taranaki to attract elite sporting content.

When Yarrow Stadium reopens it will enable the region to compete more aggressively in this area.

EVENT FUNDING

Taranaki's major events programme is primarily funded through the New Plymouth District Council's Major Events Fund, which enables the region to attract, develop and retain content. The Fund is exclusively for events held, or predominantly held, within the New Plymouth District, and is administered by Venture Taranaki. While remaining competitive, the Fund has decreased in real terms over recent years although the establishment of a separate NPDC Venue Attraction Fund over this period and additional investment in the Festival of Lights must also be noted. SDC and STDC fund event content held within their boundaries, based on their own objectives.



Securing private investment can be challenging due to the region's smaller corporate sector and population relative to metro cities. However, the region benefits from the presence of multiple engaged philanthropic funders (i.e. community trusts) who fund events on an ad-hoc basis.

EVENT INFRASTRUCTURE

Infrastructure presents an increasing competitive disadvantage for Taranaki, magnified by the current significant reduction of Yarrow Stadium's current capacity. The iconic TSB Bowl of Brooklands and Pukekura Park Cricket Ground are also constrained by their capacity and facilities. The lack of a fit-for-purpose, indoor/outdoor multisport and large event/conference facility located near a major population hub hinders Taranaki's ability to attract events, and compromises community access.

Business events of up to 400-500 delegates are well catered for, however the absence of a sizeable fit-for-purpose conference venue makes larger gatherings a challenge. Furthermore, occasional accommodation constraints and internal and external access challenges such as public transport within the region, and a perceived lack of connectedness to main centres, can impact the region's capability to attract and deliver events.

STRENGTHS, WEAKNESSES, OPPORTUNITIES AND THREATS

Taranaki must overcome internal and external challenges to best capitalise on future opportunities.

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> Proactive and collaborative region, with an experienced and capable local events industry 	<ul style="list-style-type: none"> Lack of fit-for-purpose indoor/multisport/ large conference or expo facilities located near major population base
<ul style="list-style-type: none"> Strong public engagement, high propensity to attend events and appreciative of broader benefits 	<ul style="list-style-type: none"> Broader infrastructure constraints: <ul style="list-style-type: none"> Yarrow Stadium and Pukekura Park unable to host international cricket TSB Stadium not compliant for elite sports TSB Bowl of Brooklands capacity and lack of fixed amenities Limited indoor/multisport/large conference or expo facilities
<ul style="list-style-type: none"> Major Events Fund (NPDC) enables the region to compete strongly for content, with opportunity for philanthropic funding 	<ul style="list-style-type: none"> Small population and local corporate sector size relative to main centres increases perceived promoter and external sponsor risk
<ul style="list-style-type: none"> Iconic outdoor venues and natural spaces (some capacity and infrastructure constraints) 	<ul style="list-style-type: none"> Commercial accommodation constraints for major events and lack of venues capable of accommodating large business events (of 400+ delegates)
<ul style="list-style-type: none"> Diverse regional events programme with a growing regional footprint 	<ul style="list-style-type: none"> Regional events programme is skewed towards summer months and weeks pre and post

OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> – Spending power and increasing discretionary time of Baby Boomers who seek experiences and are increasingly attending events 	<ul style="list-style-type: none"> – Intensifying competition to attract and host events as regions prioritise destination appeal and return on public infrastructure investment
<ul style="list-style-type: none"> – Growing influence and spending power of Gen X, Millennials and Gen Z, who prioritise experiences, travel and alignment to social values, presenting an opportunity; to capture immediate value and aid talent attraction, and retention 	<ul style="list-style-type: none"> – Competition for discretionary spend and time as a result of: <ul style="list-style-type: none"> – Flat economic forecast – Increasing entertainment alternatives – Shifting in consumption trends, e.g. broadcast vs. live event attendance
<ul style="list-style-type: none"> – Exploring opportunities to establish and grow key cultural assets and offerings that are unique to the region 	<ul style="list-style-type: none"> – Potential for ongoing global economic uncertainty to contract the domestic economy and impact the ability to attract international event content
<ul style="list-style-type: none"> – Formalising partnerships with domestic and international destinations to increase effectiveness and efficiency of event content attraction 	<ul style="list-style-type: none"> – Continuing challenge of securing significant public/private investment due to economic forecast and intensifying competition
<ul style="list-style-type: none"> – Focusing on business events aligned to key sectors targeted for acceleration 	



Plymouth
International
Triathlon
World Cup

0:53

PLYMOUTH INTERNATIONAL
HOTEL AND CONFERENCE CENTRE

PLYMOUTH INTERNATIONAL
HOTEL AND CONFERENCE CENTRE

TARAS
Venture
1st Floor, Limango

SPECIALIZED
MURRAY
RSA

ZONER3
HUUB

ITU

THE 2030 VISION

With a proven track record of consistently attracting and delivering high profile events, Taranaki is bold in its future ambitions.

2020-2030 REGIONAL EVENTS STRATEGY VISION

Taranaki is recognised as New Zealand's leading regional events destination.

MISSION OF THE 2020-2030 REGIONAL EVENTS STRATEGY

To build a sustainable and coordinated regional events programme that maximises immediate economic, social and tourism benefits, whilst supporting Taranaki's long term regional growth objectives and environmental goals.

VALUES

The following values will inform long term and day-to-day decision making and interactions.

KAITIAKITANGA GUARDIANSHIP	Long term thinking – the decisions we make today enable where we want to go tomorrow
WHANAUNGATANGA RELATIONSHIPS	Strong connections enable us to think global and act local
MANAAKITANGA RESPECT	We care for each other, welcome our guests and look after our region
KOTAHITANGA UNITY	Stronger together – great collaboration leads to great outcomes
RANGATIRATANGA LEADERSHIP	We seek to inspire, guide and support our stakeholders to succeed
TŪTURU AUTHENTICITY	Our events programme authentically reflects and profiles our region

KEY OBJECTIVES

The 2030 Vision is underpinned by objectives spanning key economic, profile, social and infrastructure drivers.

OBJECTIVE ONE	2030 TARGET	MEASURE
Attract More: Attract incremental visitation (new and repeat) and enable greater value capture	<ul style="list-style-type: none"> – 3 x regular signature events – 8 x major economic/profile events per year (with the objective of more than 50% occurring on an annual basis) – 100% increase in the number of 50+ pax business events hosted annually in the region 	<ul style="list-style-type: none"> – GDP impact – Visitation and visitor nights – Central Government measurement (MICE)

OBJECTIVE TWO	2030 TARGET	MEASURE
Showcase and Promote Taranaki: Positively profile the region and promote active internal and external advocacy	<ul style="list-style-type: none"> – Increased awareness of, and intent to visit, Taranaki – Increased visitation and visitor nights – The perception of Taranaki is positive 	<ul style="list-style-type: none"> – Event attendee perceptions (visitor) – Perception surveys – Level of exposure and recall into key markets – Social media engagement (internal and external) around events

OBJECTIVE THREE	2030 TARGET	MEASURE
<p>Enhance Quality of Life:</p> <p>Enhance regional vibrancy, social inclusion and connection, and civic pride, supporting the attraction and retention of talent</p>	<ul style="list-style-type: none"> - 90%+ average attendee satisfaction rating with event experience - 90%+ average community satisfaction rating with event programme - 100% of events have an environmental plan in place 	<ul style="list-style-type: none"> - Event attendee perceptions (visitors and residents) - Community perceptions of events (e.g. community value) - Environmental impact

OBJECTIVE FOUR	2030 TARGET	MEASURE
<p>Maximise Return on Public Infrastructure Investment:</p> <p>Maximise return on investment in regional infrastructure and public spaces</p>	<ul style="list-style-type: none"> - Venue utilisation and revenue targets are annually met or exceeded - 90%+ average community satisfaction rating with venues 	<ul style="list-style-type: none"> - Annual venue reporting - Utilisation of council venues - Utilisation of new or upgraded council venues - Community surveys

OBJECTIVE FIVE	2030 TARGET	MEASURE
<p>Broaden the Benefits of the Programme:</p> <p>Broaden the geographic and seasonal benefits of the regional events programme across the year and region</p>	<ul style="list-style-type: none"> - 15% of events held during off-peak - Target 3 x collective bids (involving two or more District Councils) annually, subject to content availability 	<ul style="list-style-type: none"> - Number of events held during off-peak period - Submission of collective bid - Community survey

STRATEGIC PRIORITIES

Achieving the stated Vision will require a coordinated and collaborative regional effort across four key cross-cutting strategic priorities.

These strategic priorities are interdependent, being mutually reliant on each other; e.g. building a compelling regional events programme requires the right infrastructure to be in place, appropriate funding, and adequate internal capability to maximise outcomes.

While an elevated focus may be placed on any one priority from time to time, all four will inform the broader decision making process.

The collective achievement of the Vision's objective relies on success across all four strategic priorities, as guided by a set of practical associated actions.

1. EVENT INFRASTRUCTURE
Identify and address region-wide event infrastructure gaps
2. EVENT PROGRAMME
Proactively grow and restructure the events portfolio to deliver on the regional Vision and objectives
3. EVENT FUNDING
Bring together and expand the public and private funding opportunities to maximise regional return on event investment
4. EVENT CAPABILITY
Build on regional capability, collaboration and decision-making

STRATEGIC PRIORITY ONE: EVENT INFRASTRUCTURE

The right infrastructure is critical to attracting high profile content and maximising outcomes.

While Taranaki boasts iconic outdoor venues and enviable natural assets, some gaps constrain the region's ability to confidently compete for targeted event content.

Areas of strategic focus:

NEW PLYMOUTH DISTRICT

INFRASTRUCTURE CONSTRAINTS

The development of a fit-for-purpose, mixed-use facility is identified as critical to the region in competing for event content: especially those occurring off-peak and in shoulder seasons, for example secondary school sports and age-group tournaments and large indoor events or conferences. Situating the facility in close proximity to major accommodation, retail and transport hubs would enable broader economic and social outcomes to be maximised.

Such a facility would also better serve the needs of a growing community; one often compromised by commercial event utilisation. Proactive advocacy for the development of a facility fit to meet the future needs of both the regional events programme (especially event owners), and, the broader community is therefore a primary focus of the Strategy.

Upgrading the TSB Bowl of Brooklands' capacity and facilities to both enhance content attraction and attendee experience should be explored.

Pukekura Park Cricket Ground can be preserved as a leading domestic venue, with any broader structural upgrades to be considered post the term of the Strategy.

YARROW STADIUM STRENGTHENING AND UPGRADE

With earthquake strengthening repairs to the main stands and other essential upgrades planned, focus must shift to ensure regular content is secured for maximum asset utilisation come reopening.

STRATFORD DISTRICT

The development of the Stratford Hockey Turf highlights the benefits of adopting a future focused approach, in which future opportunities are considered alongside broader community needs.

The resulting world-class facility enables the region to regularly attract high profile national and international content, while strengthening the sport and providing the community with access to high-quality infrastructure.

STRATEGIC PRIORITY ONE:
EVENT INFRASTRUCTURE

A key focus for SDC moving forward will be maintaining this venue and others across the district venues to ensure that both community and event needs continue to be met. Opportunities to further utilise natural assets and broader infrastructure to host, support and leverage event content should also be explored.

SOUTH TARANAKI DISTRICT

The TSB Hub and surrounding facilities remain critical to South Taranaki District’s ability to consistently attract regional, national and international content.

As with the Stratford Hockey Turf, the TSB Hub requires regular maintenance and targeted investment to ensure that it remains a compelling venue for mass participation events such as the Taranaki Māori Rugby League Tournament.

Arts in the Park and Paepae in the Park demonstrate STDC’s proactivity in the utilisation of natural assets and broader infrastructure, an approach that will continue to be an important enabler of future event growth.

CONSIDERATION OF EVENT OPPORTUNITIES IN FUTURE INFRASTRUCTURE PLANNING

The ongoing review of the region’s broader infrastructure footprint will rightly be driven by future community needs and broader commercial factors. While all proposed infrastructure developments demonstrate merit, it is critical that future event opportunities and associated requirements are incorporated into the planning process.

Beyond the broader economic and social benefits that events provide to the community, they also assist in ‘underwriting’ facilities that may otherwise have been unaffordable, in addition to contributing to ongoing operational costs.

Venture Taranaki and District Councils will continue to advocate for the needs and potential of the regional event programme to be proactively considered when determining the feasibility of such projects.

NATURAL ASSETS

Natural assets (e.g. landscape and coastline) and broader infrastructure (e.g. roads and trails) present an opportunity to overcome some existing infrastructure gaps, while providing a platform to showcase the wider Taranaki region.

EVENT INFRASTRUCTURE KEY ACTIONS	TIMING
1. Proactively advocate for the development of a fit-for-purpose indoor arena/multisport and conference hub, located in close proximity to accommodation/transport/retail	— Year 1 onwards
2. Explore feasibility of upgrading TSB Bowl of Brooklands capacity and infrastructure to maintain its positioning as an iconic national venue and maximise ongoing utilisation	— Year 1 onwards
3. Explore opportunities to sustainably maximise use of natural assets to overcome infrastructure constraints	— Year 1 onwards
4. Proactively advocate for future event needs to be proactively considered as part of ongoing rationalisation and coordination of regional facilities	— Year 1 onwards

STRATEGIC PRIORITY TWO: EVENT PROGRAMME

Taranaki will continue to strategically and proactively build a high-performing regional events programme.

Taranaki has gained a reputation as a leading events destination and already boasts a compelling regional events programme. Successful in both attracting and developing events, the challenge is now to maintain momentum in an increasingly competitive market.

Areas of strategic focus:

ENHANCING ECONOMIC OUTCOMES

While maximising the broader benefits generated by events (e.g. social inclusion and cultural connection) remains a priority, a key focus for the next 10-years will be sustainable growth of the regional event programme's broader economic contribution, in line with the ambition of Tapuae Roa.

Key to achieving this goal will be the strategic attraction of new, and development of existing, events, with the objective for Taranaki to host three signature events and eight major economic/profile events per year by 2030.

EVENT PROGRAMME GROWTH PATH

2020 BASELINE

2 X SIGNATURE EVENTS PER YEAR

- WOMAD
- Festival of Lights

4 X ANNUAL MAJOR ECONOMIC/PROFILE EVENTS

- Taranaki Garden Festival
- NZ Tattoo & Art Festival
- AmeriCARna
- ITU Triathlon World Cup

ONE OR MORE ONE-OFF MAJOR ECONOMIC/PROFILE EVENTS

- E.g. major concerts & sporting events

2030 TARGET

3 X SIGNATURE EVENTS PER YEAR

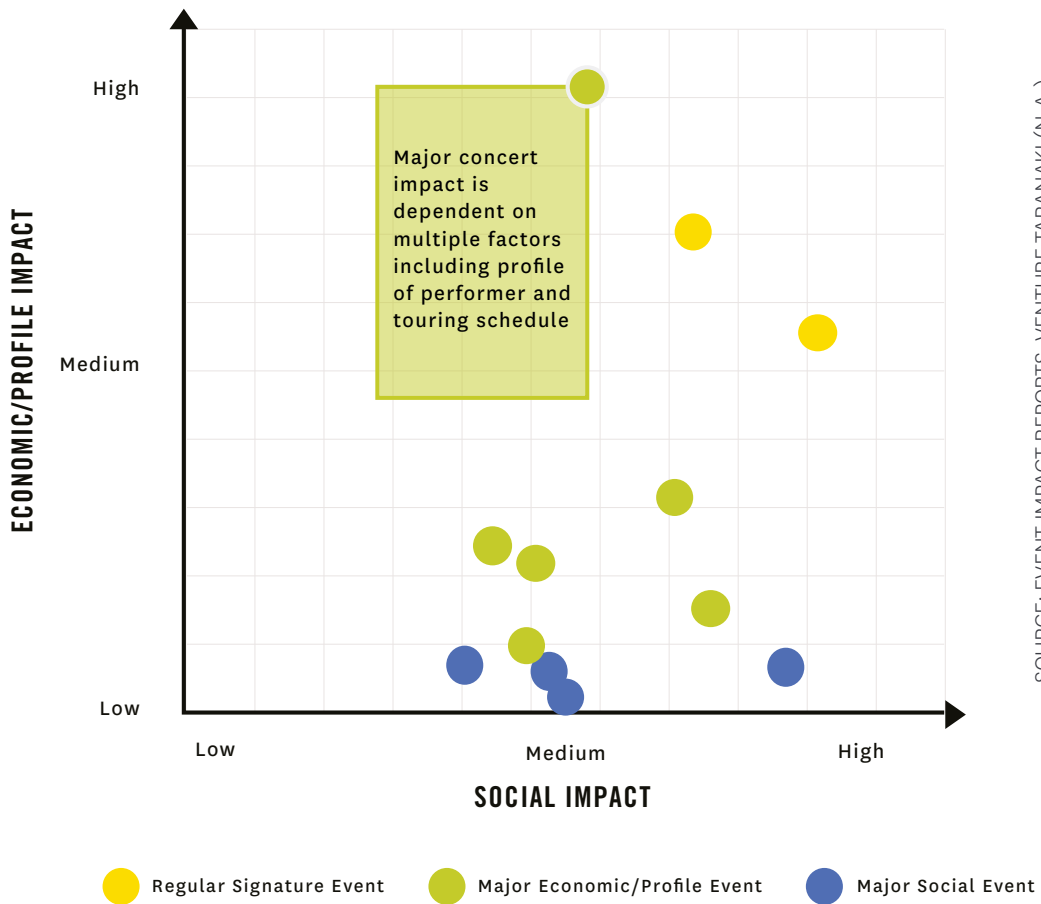
8 X MAJOR ECONOMIC/PROFILE EVENTS PER YEAR

(WITH THE OBJECTIVE ON MORE THAN 50% OCCURRING ON AN ANNUAL BASIS)

This will require increasing the number of signature events from two in 2020, to three by 2030. The number of annual major economic/profile events must also increase to eight by 2030: 50% of which occur on an annual basis. It is therefore equally important that in addition to attracting and developing new content, existing content is retained or replaced.

The 2030 aspiration for Taranaki's regional events programme sees the addition of incremental signature and major economic/profile content, with the broader aspiration of increasing the economic/profile and social outcomes of all events.

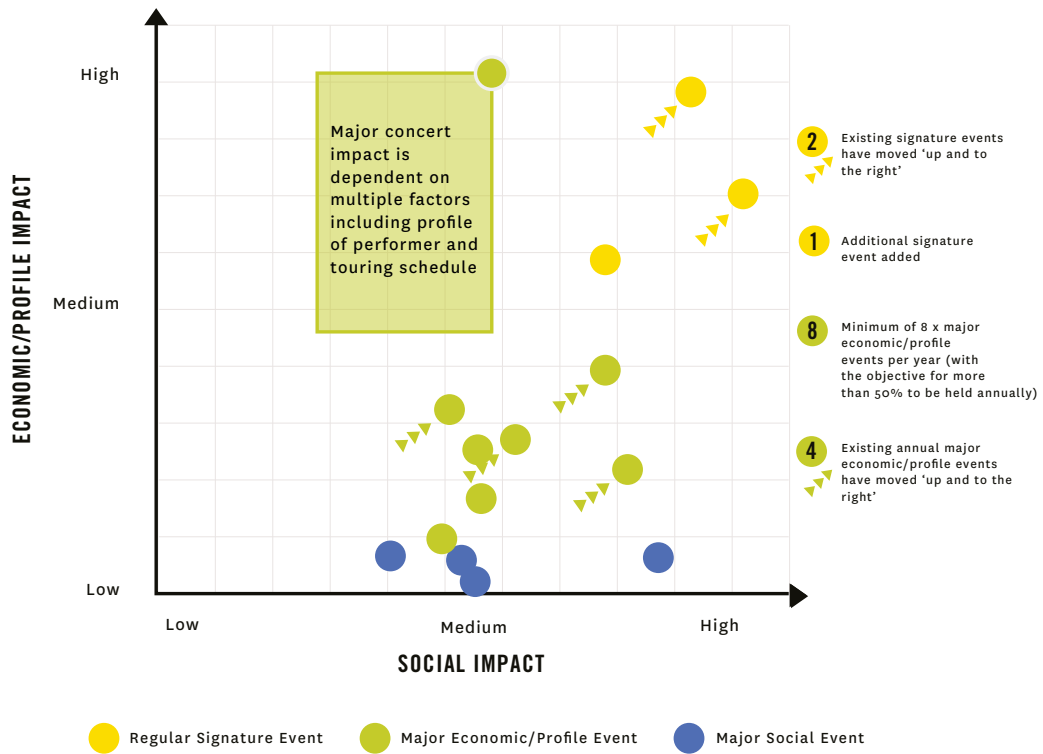
TARANAKI'S 2020 REGIONAL EVENTS PROGRAMME (NOT EXHAUSTIVE)



SOURCE: EVENT IMPACT REPORTS, VENTURE TARANAKI (N.A.)

STRATEGIC PRIORITY TWO:
EVENT PROGRAMME

TARANAKI'S 2030 PROJECTED REGIONAL EVENTS PROGRAMME (NOT EXHAUSTIVE)



While each district has its own focus, a coordinated approach across districts will be critical to achieving the 2030 Vision.

NEW PLYMOUTH DISTRICT

Home to a large proportion of Taranaki's event infrastructure (e.g. Yarrow Stadium and TSB Bowl of Brooklands), accommodation and residents, the New Plymouth District hosts the majority of major events in the region, including WOMAD, the Festival of Lights and high profile sporting content and concerts. While proactive in the community events space, NPDC has a strong focus on, and continues to invest in, building its major event programme to maximise broader economic and social outcomes.

Moving forward, NPDC will work closely with Venture Taranaki to identify major event opportunities, leverage built infrastructure and natural assets (e.g. the coastline), while also exploring broader regional and private-public attraction and leverage opportunities.

STRATFORD DISTRICT

While historically focusing on events that directly drive community outcomes, the Stratford Hockey Turf and Stratford Speedway enable the district to regularly attract international and national content. Baldrick's Big Day Out Medieval Festival remains an iconic regional event, while the SDC continues to proactively leverage regional events such as AmeriCARna and, most notably, the region's annual garden festivals through the establishment of the corresponding Scarecrow Trail.

The district's comparatively small population means community events, proactive leverage of event activity, and attraction/development of content to maximise infrastructure remain the primary focus. Additionally, there is opportunity for the SDC to partner with Venture Taranaki and other districts to attract content that directly or indirectly benefits Stratford.

SOUTH TARANAKI DISTRICT

Community events remain STDC's priority, in addition to leveraging the highly regarded TSB Hub to generate broader economic and social outcomes. The Taranaki Māori Rugby League Tournament held at the TSB Hub, the Davis Cup Tennis and the New Zealand Lawn Tennis Championships/Taranaki Tennis Open demonstrate the district's ability to successfully attract and host mass participation events.

Arts in the Park and Paepae in the Park highlights the diversity of the district's event programme, while also exhibiting how natural spaces are proactively utilised in the absence of built infrastructure.

Priorities include: enhancing the district's strong community events programme, leveraging the district's reputation as a mass participation event host, and proactively identifying further opportunities to partner with Venture Taranaki and neighbouring District Councils in the attraction and leverage of regional content.

STRATEGIC PRIORITY TWO:
EVENT PROGRAMME

TARGETED CONTENT

The diversity of Taranaki's events programme is viewed as critical to both the attraction of visitors and, wider community needs.

However some events are deserving of greater focus due to one, or a combination of, factors such as exceptional capability, reputation, experience, comparative natural advantage or opportunity identification.

2020-2030 TARGETED CONTENT WILL INCLUDE:

TARGETED CONTENT	RATIONALE	CLASSIFICATION
EVENTS UTILISING NATURAL ASSETS Active recreation Arts and Culture	Builds on existing reputation Utilises and showcases natural assets Aligns to broader brand proposition Minimal permanent infrastructure required Broader community and youth engagement	Signature event Major economic/profile event
MASS PARTICIPATION EVENTS Active recreation Age-group, masters and secondary school sports Cultural focus	Return on investment for comparatively modest investment Length of stay and visitor spend Utilisation of regional assets Youth engagement	Major economic/profile event Major social event
CONCERTS WITH BROAD APPEAL Multigenerational artists	Builds on existing reputation and capability Profile, vibrant and relevant region Economic return	Major economic/profile event
HIGH PROFILE SPORTING CONTENT	Utilisation of regional assets Multigenerational appeal Relevance and lifestyle appeal	
CULTURAL AND CREATIVE EVENTS	Unique to Taranaki - authentic Builds on rich Māori heritage and strong community Potential to showcase natural assets Broader community engagement Builds on the creative strengths of the region	Major economic/profile event Major social event

STRATEGIC PRIORITY TWO:
EVENT PROGRAMME

MEETINGS, INCENTIVES, CONFERENCES AND EXHIBITIONS (MICE)

Growing the value and volume of the region’s MICE portfolio across the region is a key focus for the next decade. MICE will also be increasingly utilised to address seasonality and accelerate targeted sector development by facilitating knowledge exchange, relationship building and external investment.

CULTURAL AND CREATIVE EVENTS

Venture Taranaki and NPDC will proactively seek opportunities to assist cultural and creative events (which demonstrates genuine potential to generate broader regional economic and social outcomes); growing to a point of viable application to the Major Events Fund. This approach recognises both the broader value of such events, and the significant challenges faced in developing and attracting such content.

SEASONALITY

Attracting and developing events which occur off-peak (winter and shoulder seasons) will be prioritised. The feasibility of establishing a broader annual winter programme of clustered events will also be investigated. The reopening of Yarrow Stadium should also assist in attracting off-peak content.

REGIONAL COORDINATION

The adoption of a more coordinated regional approach to event attraction and development will enable greater alignment between district programmes: enhancing the broader regional offering.

EVENT PROGRAMME KEY ACTIONS	TIMING
1. District Councils to confirm future programme focus (e.g. community events) and priorities (e.g. leverage of regional events and bid partnerships) in line with the broader Strategy	– Year 1 onwards
2. Target new content and/or develop existing content aligned with Taranaki’s strengths, including those that utilise and showcase the region’s natural assets. There is potential to support additional signature events with a target of 3 x signature events by 2030	– Year 1 onwards
3. Attract, retain and develop economic/profile events which generate a minimum of 2,000 incremental visitor nights or promote the region by achieving significant national and/or international media exposure. Target of 8 per year by 2030 of which more than 50% occur on an annual basis	– Year 1 onwards
4. Proactively target age-group, school and cultural mass participation groups (aligned to infrastructure constraints) including investigating opportunities to acquire and develop high potential/undervalued events	– Year 1 onwards

STRATEGIC PRIORITY TWO:
EVENT PROGRAMME

EVENT PROGRAMME KEY ACTIONS	TIMING
5. Provide ongoing support for cultural and creative events (e.g. promotion and facilitation of funding) and assist the growth of events identified as having broader regional economic and/or social potential	— Year 1 onwards
6. Adopt a strategic and coordinated public-private approach to grow the value and volume of the region's MICE portfolio with a focus on seasonality and sector alignment	— Year 1 onwards
7. Investigate opportunities to procure new and/or develop existing content occurring over off-peak winter months, including the potential for the establishment of a broader annual winter programme	— Year 2 onwards
8. Develop and maintain a list of confirmed events for District Councils to check against prior to confirming events to avoid duplication and/or cannibalisation	— Year 1 onwards

STRATEGIC PRIORITY THREE: EVENT FUNDING

Having the right funding model in place is critical to long term strategic success.

MAJOR EVENTS FUND

Events held within the New Plymouth District that are forecast to attract a minimum criteria of 2,000 incremental visitor nights and/or generate significant national/international profile for Taranaki will remain the primary focus of the Major Events Fund. Events that occur outside of the district, but which can demonstrate that New Plymouth will directly benefit at a comparable level, will also be considered.

It is proposed that up to 30% of the Fund is available for strategic investment in events that have demonstrated strong potential for regional growth ('incubating' and 'supercharging'), or to facilitate enhanced leverage and/or evaluation. There would be no obligations pertaining to frequency and/or minimum level of investment. More broadly, the potential for the Fund to 'rollover' across financial years will also be investigated as a means to facilitate a more strategic approach to procurement.

DISTRICT COUNCIL FUNDING

STDC and SDC remain responsible for funding their own events programme in their entirety, including components of Major or Signature Events which occur within their boundaries. NPDC will continue to fund its own community and major social events programmes, with the option of applying for Major Events Fund investment via Venture Taranaki for signature, major economic/profile and identified strategic growth event opportunities.

To enable the ongoing enhancement of district event programmes, and to maximise opportunities to partner with Venture Taranaki and NPDC in jointly attracting and/or broadening the benefits of major event content, SDC and STDC are encouraged to explore opportunities to grow their event funding. A target of doubling annual event funding by 2030 is proposed, to be partly achieved through expanded public-private partnerships.

PROPOSED MAJOR EVENTS ANNUAL FUND STRUCTURE

MINIMUM OF 70% INVESTMENT BASED ON STANDARD EVALUATION PROCESS AND CRITERIA
<ul style="list-style-type: none"> — Standard application and evaluation process — Economic focus — Event must generate a minimum of 2,000 visitor nights and/or gain national/international profile
UP TO 30% IN IDENTIFIED GROWTH OPPORTUNITIES
Business-case analysis portfolio to deliver on the regional Vision and objectives. No obligation as to frequency and/or minimum level of investment.
Incubator
Supercharger
Leverage/Evaluation

STRATEGIC PRIORITY THREE:
EVENT FUNDING

COLLABORATIVE BIDDING AND LEVERAGE OPPORTUNITIES

Venture Taranaki and District Councils will collaborate to identify opportunities to jointly fund the attraction of major events of regional significance and broaden the benefits of major events across district boundaries.

The potential for philanthropic partners to invest in securing regionally significant event content will also be investigated.

YARROW STADIUM AND NPDC VENUE ATTRACTION FUNDING

Upon its planned reopening, proactive prospecting and procurement of content is critical to maximising the return on the public investment in Yarrow Stadium. TRC and NPDC, as owner and operator respectively, must work together to ensure that adequate funding (outside of the Major Events Fund) is in place to support this objective. This may also include venue cost relief and introducing a levy to subsidise community use and/or future event attraction.

A private/public partnership model should also be explored to grow NPDC’s existing Venue Attraction Fund for venues other than Yarrow Stadium; primarily to enable the region to remain competitive in the attraction of concerts and festival content. In this way, it is envisaged the fund could be doubled by 2030.

MICE FUNDING

Venture Taranaki will continue to provide in-kind support for the attraction and leverage of the region’s MICE programme.

CENTRAL GOVERNMENT FUNDING

Opportunities to access central government investment via the New Zealand Major Events Fund should continue to be explored. Central government’s increased focus on internationally unique cultural and/or creative content may present a future opportunity for Taranaki.

EVENT CAPABILITY KEY ACTIONS	TIMING
1. Establish ‘Regional Major Events Advisory Group’ to facilitate enhanced regional collaboration and coordination	– Year 1
2. Funding decisions to be informed by the Strategy (evaluation tool) and relevant funding criteria	– Year 1 onwards
3. Establish funding windows and proactively promote the Major Event Fund and the opportunity to apply	– Year 1 onwards
4. Establish a regional advisory group (TRC, NPDC and Venture Taranaki) to lead the strategic and proactive attraction of high-profile content to Yarrow Stadium (post reopening)	– Year 2
5. Request for Proposals (RFPs) to be proactively issued in response to programme ‘gaps’	– Year 1 onwards

STRATEGIC PRIORITY THREE:

EVENT FUNDING



EVENT CAPABILITY KEY ACTIONS	TIMING
6. Proactively engage with NSOs, RSOs and relevant stakeholders on a regular basis	— Year 1 onwards
7. Regional procurement partnerships to be explored	— Year 1 onwards
8. Establish a 'MICE Advisory Group' to facilitate enhanced regional collaboration and coordination and proactively engage with industry associations	— Year 1
9. Undertake regular 'Regional Event Industry Forums' to facilitate industry communication, collaboration and best practice	— Year 1 onwards

STRATEGIC PRIORITY FOUR: EVENT CAPABILITY

The collective expertise, experience and passion of stakeholders throughout the region is vital to realising the 2030 Vision.

REGIONAL MAJOR EVENTS ADVISORY GROUP

Representatives from Venture Taranaki and the District Councils will meet on a regular basis to ensure regional coordination and communication, and to monitor progress on delivery of the Strategy. This group will operate in an advisory capacity, with each organisation remaining responsible for their own budgets and work programmes.

MAJOR EVENTS FUND APPLICATION PROCESS

Venture Taranaki will continue to oversee the management and allocation of the Major Events Fund. Investment decisions will be guided by the Strategy and relevant criteria, and in the case of identified strategic growth opportunities, robust business-case assessments.

YARROW STADIUM WORKING GROUP

To facilitate aggressive procurement of event content, a Yarrow Stadium Working Group made up of NPDC, TRC and Venture Taranaki will be formed with the objective of maximising venue utilisation and enhancing regional contribution. Its focus will include venue prospecting, identification of bidding and funding opportunities, stakeholder engagement and venue promotion.

MICE ADVISORY GROUP

A MICE Advisory Group will be established to promote regional coordination and communication in the MICE sector and to monitor MICE related progress on delivery of the Strategy. The group, consisting of Venture Taranaki (Chair), District Council venue operators and private sector representatives, will primarily focus on prospecting, regional bidding opportunities, leverage, promotion and advocacy. The Advisory will also coordinate and support the ongoing measurement of regional MICE activity.

STRATEGIC PRIORITY FOUR:
EVENT CAPABILITY

PROACTIVE ENGAGEMENT AND COMMUNICATION

Promoters and content owners will be proactively engaged in response to identified programme gaps, ultimately transferring much of the up-front risk and effort involved in the creation and prospecting of new content.

Regional Event Industry Forums will be held on a regular basis to facilitate industry communication, collaboration and best practice, with updates on progress against the Strategy’s objectives provided by Venture Taranaki and District Councils.

EVENT LEVERAGE AND DELIVERY

Venture Taranaki and District Councils will continue to proactively leverage the regional event programme to maximise immediate and longer term benefits, with additional focus placed on content identified as strategically important to the region.

Operational and delivery requirements will continue to be the responsibility of the District Council where the events are located.

RESOURCING

While it is anticipated that existing and planned resources will be sufficient to facilitate the initial implementation of the Strategy, the broader capacity and ongoing capability of Venture Taranaki and District Councils will be reviewed on a regular basis to ensure it is appropriate.

EVENT CAPABILITY KEY ACTIONS	TIMING
1. Establish ‘Regional Major Events Advisory Group’ to facilitate enhanced regional collaboration and coordination	Year 1
2. Funding decisions to be informed by the Strategy (evaluation tool) and relevant funding criteria	Year 1 onwards
3. Establish funding windows and proactively promote the opportunity to apply	Year 1 onwards
4. RFPs to be proactively issued in response to programme ‘gaps’	Year 1 onwards
5. Proactively engage with NSOs, RSOs and relevant stakeholders on a regular basis	Year 1 onwards
6. Regional procurement partnerships to be explored	Year 1 onwards
7. Establish a ‘Regional Advisory Group’ (TRC, NPDC and Venture Taranaki) to lead the strategic and proactive attraction of high profile content to Yarrow Stadium (post reopening)	Year 2
8. Establish a ‘MICE Advisory Group’ to facilitate enhanced regional collaboration and coordination and proactively engage with industry associations	Year 1
9. Undertake regular ‘Regional Event Industry Forums’ to facilitate industry communication, collaboration and best practice	Year 1

EVALUATION AND MEASUREMENT

Evaluation and measurement of the regional events programme will build on the robust framework currently in place.

EVALUATION

Applications to the Major Events Fund will be evaluated against weighted measures spanning four broad categories both prior to, and post the event.

EVALUATION CATEGORIES	DESCRIPTION
Economic	Economic impact including return on investment, incremental visitation and spend generated, frequency, origin and employment generated
Profile	Distinctness, international and national reach, brand alignment and opportunity to showcase the region
Social and Cultural	Broader community benefits, sustainability and profiling culture and heritage
Infrastructure	Utilisation of NPDC venues

While all four categories represent critical outcomes of the regional events programme, economic benefits will continue to be prioritised in line with the broader ambition to accelerate Taranaki's economy.

Evaluation will be undertaken both individually and collectively to promote a balanced regional events programme aligned to broader strategic objectives.

Strategic investment in identified incubator, supercharger or enhanced leverage/evaluation opportunities will be informed by robust business-case assessments.

MEASUREMENT

Event outcomes will be measured on both an individual and programme basis, with economic impact assessments and broader inputs enabling the comparison of forecasted versus actual performance.

While committed to robust programme measurement, Venture Taranaki recognises that analysis of broader event outcomes can often be costly and time intensive; the requirements of which can ultimately inhibit the performance of the event itself.

Accordingly, Venture Taranaki and District Councils will continue to employ a pragmatic approach to measurement, working closely with event owners to identify the most efficient and effective process.

SUMMARY AND NEXT STEPS

SUMMARY

- Taranaki has built a deserved reputation as a compelling events destination, establishing an engaging regional events programme that continues to generate lasting economic and social benefits
- Regional infrastructure constraints and intensifying competition present an increasing challenge, requiring the region to refocus its efforts to best achieve its broader ambitions
- The 2020-2030 Regional Events Strategy sets a bold Vision: for Taranaki to be New Zealand’s leading regional events destination by 2030, underpinned by a set of key objectives spanning key economic, profile, social, cultural and infrastructure drivers
- To achieve this Vision requires a coordinated and collaborative regional effort, focused around four strategic priorities and associated actions

STRATEGIC FOCUS

VISION	MISSION
To be recognised as New Zealand’s leading regional events destination	To build a sustainable and coordinated regional events programme that maximises immediate economic, social and tourism benefits, while best supporting Taranaki’s long-term regional growth objectives and environmental goals.

OBJECTIVES				
1. Attract more	2. Showcase and promote Taranaki	3. Enhance quality of life	4. Maximise return on infrastructure investment	5. Broaden the benefits of the programme

VALUES					
1. Kaitiakitanga <i>GUARDIANSHIP</i>	2. Whanaungatanga <i>RELATIONSHIPS</i>	3. Manaakitanga <i>RESPECT</i>	4. Kotahitanga <i>UNITY</i>	5. Rangatiratanga <i>LEADERSHIP</i>	6. Tūturu <i>AUTHENTICITY</i>

TACTICAL FOCUS			
STRATEGIC PRIORITIES			
1. Event Infrastructure	2. Event Programme	3. Event Funding	4. Event Capability

ACTIONS UNDERPINNING STRATEGIC PRIORITIES															

NEXT STEPS

Please contact Venture Taranaki if you would like to discuss the 2020-2030 Taranaki Regional Events Strategy.

P/ 06-759 5150

info@venture.org.nz



venture

TARANAKI

Te Puna Umanga