

5 IMPLEMENTATION SECTION

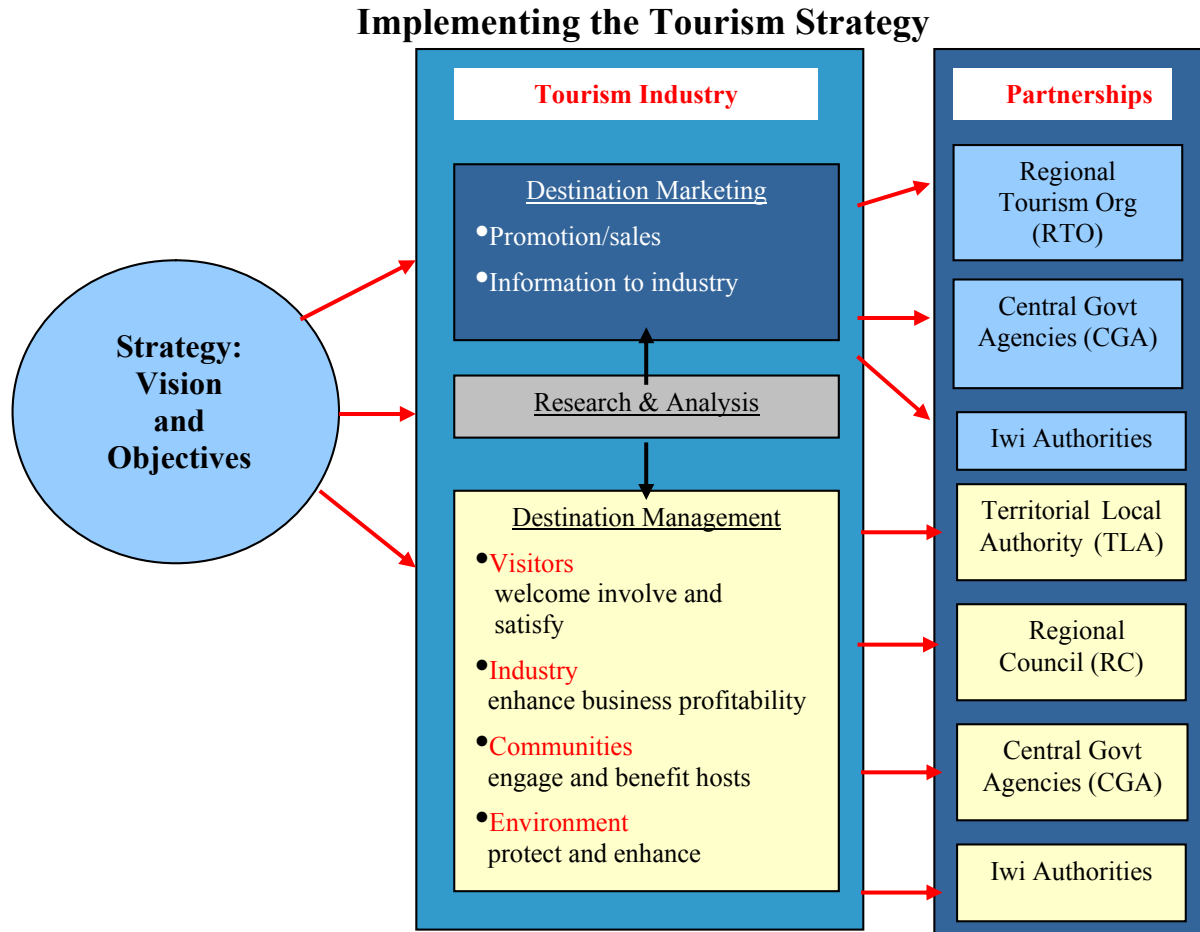
To implement a tourism strategy, or make informed decisions about local authority involvement in major tourism projects and events, you need to have the right information and decision criteria.

The Implementation Section builds on the vision and objectives, developed in the Strategic Planning Section (4.1-4.3). It includes the following Toolboxes, which provide a framework and resources to assist local authority decision-making:

- 5.1 Tourism Partnerships Toolbox;**
- 5.2 Project Design, Appraisal and Development Toolbox;**
- 5.3 Tourism Project Evaluation Toolbox;**
- 5.4 Event Development, Funding and Evaluation Toolbox.**

This section focuses on the information required for decision-making on destination management issues. It does not deal with destination marketing, since in most areas this is the responsibility of regional tourism organisations (RTOs). Separate information has been prepared to assist in the function, structure, design, governance and operation of RTOs.

The destination management section of the following diagram identifies the agencies responsible for implementation of core elements of a tourism strategy. The key outcome for destination management is to meet the requirements of visitors, industry, community and the environment (see VICE model, 1.3).



5.1 Tourism Partnerships Toolbox

5.1.1 Introduction and Scope

When travelling around New Zealand, visitors generally have little awareness of, or interest in, local authority boundaries. There is an increasing need for local authorities to take into account how visitors move around New Zealand and how the impact of decisions in one area could affect a neighbouring region.

Visitor growth in the major tourism destinations of Auckland, Rotorua, Wellington, Christchurch, Queenstown and Dunedin is likely to have a major impact on smaller destinations within easy travelling distance (such as Akaroa, Hanmer Springs and Kaikoura, in the case of Christchurch).

The Toolbox covers the use of partnerships as a destination management tool for tourism-related issues that are beyond the capacity of one organisation or area to address. The Toolbox provides information on establishing tourism partnerships, the likely stakeholders and factors that influence the success of partnerships.

The Toolbox follows the standard format (see Tourism Planning Toolkit Structure, 1.2):

- 5.1.1 Introduction and Scope
- 5.1.2 Why use this Toolbox?
- 5.1.3 Toolbox Resources
- 5.1.4 Good Practice and Case Studies
- 5.1.5 Additional Information

5.1.2 Why use this Toolbox?

The Toolbox identifies how local authorities can use partnerships to manage tourism-related issues that are beyond the capacity of one organisation, including:

- Resolving issues common to a number of local authorities in the same region – such as provision of amenities and infrastructure to meet visitor needs on a highway that traverses a number of council boundaries, or freedom camping for campervans;
- Developing a regional approach to identifying visitor attraction needs;
- Marketing a region that comprises a number of smaller visitor destinations.

The benefits associated with tourism-related partnerships include:

- Encourages cooperation and coordination between agencies;
- Partners working towards shared strategic objectives;
- Reduced costs for the same level of services;
- Shared and more effective research.

5.1.3 Toolbox Resources

This Toolbox provides information on setting up tourism partnerships, the likely stakeholders and factors that influence the success of partnerships. The Toolbox builds on information in section 4.2, on working with the tourism industry.

a) The Key Stages in Developing a Successful Partnership

- Identify participants, invite participation and agree shared overall objectives;
- Devise a strategy and action plan;
- Obtain resources;
- Manage delivery of the action plan;
- Monitor developments and provide results to stakeholders;
- Keep the partnership alive.

b) The Stakeholders

The stakeholders in most cases need to represent visitors, industry, community and the environment (see VICE model, 1.3), although they will not all need to be involved in every partnership. Representation will be determined by need.

- Visitors are unlikely to be personally represented, but their views can be obtained through surveys and user group representatives (eg tour companies).
- Industry can be represented by major operators, industry organisation representatives and existing business forums.
- Community can be represented by elected members, community groups and interest groups.
- Environment can be represented by Department of the Conservation, conservation organisations, Ministry for the Environment and other environment agencies.

c) Factors that Determine Success or Failure of Partnerships

International research¹ has identified the following factors as key to the success of tourism partnerships:

- Involve all stakeholders (VICE) early in the process – it is time-consuming to introduce a group later. With large partnerships it may be necessary to gather smaller, like-minded groupings, prior to bringing everyone together, so that each grouping feels it is relevant (eg attraction operators may initially meet separately from transport operators);
- Be open and honest. Use the partnership to identify and develop the ideas of others, not just rubber stamp your own;
- Commit to the partnership for the long-term. Be realistic about time resource requirements and do not be too ambitious in the number of groups established;
- Accept that it takes longer to reach decisions when working in a partnership – allow longer timescales;
- Communicate regularly and effectively both with partnership members and externally on the work and success of the partnership;

¹ www.unwto.org/pub/index.htm

- Keep the partnership alive by investing time and effort into its management, maintaining activity, and demonstrating and reporting progress.

For a copy of a draft partnership constitution see Partnership Constitution.

Partnership Constitution – Key Elements

Detailed below is an outline of a draft constitution for a Tourism Partnership.

1) Partnership name

The name shall be: XYZ Tourism Partnership

2) Goals/objectives

The objectives of the XYZ Partnership are to provide strategic support and guidance and to promote, deliver and advise on initiatives that will:

- | | |
|---------------------------------------|--------------------|
| ▪ Welcome, involve and satisfy | Visitors |
| ▪ Achieve a profitable and prosperous | Industry |
| ▪ Engage and benefit host | Communities |
| ▪ Protect and enhance the local | Environment |

Its purpose will be to prepare and publicise a Regional Tourism Strategic Plan, to identify sources of funding and to coordinate and to establish small working groups to progress projects identified in the plan

3) Membership of the Partnership

The Partners will be drawn from the public and private sector and represent:

Visitors
Industry
Community
Environment

4) Funding

The objective will be to identify sources of funding from the public and private sectors to achieve the goals, or specific initiatives, of the Partnership.

5) Board membership and responsibilities

The Board membership will comprise representation from the four stakeholders groups:

Visitors
Industry
Community
Environment

It will elect its own officers (Chairperson etc)

Key responsibilities include:

Take decisions on policies, projects and initiatives
Actively participate with other bodies
Identify and secure sources of external funding
Help facilitate cooperation between interest groups

6) Meetings

The Partnership will meet at such intervals, time and place as shall be determined

7) Sub group representatives and responsibilities

Sub groups will comprise representation from the four stakeholder groups, based on the needs of specific projects/initiatives

8) Administration

The administration including secretariat will be undertaken by one of the public agencies in the first instance, with the potential for the partnership to manage its own administration if and when appropriate.

5.1.4 Good Practice and Case Studies

a) West Coast

Research undertaken by Lincoln University on the West Coast highlighted the need for a partnership approach at the regional planning level. Specific recommendations from the research included:

- Issues should be addressed within a strategic and integrated planning context, both within individual district councils and on an inter-organisational basis at the regional level;
- The need for a more collaborative approach to develop a sustainable regional tourism strategy for the West Coast and to build more effective partnerships between central and local government and between government and industry. The councils and RTO should assume the lead roles in this exercise.

The Local Government Act 2002 clearly acknowledges the potential of partnership approaches, which are particularly appropriate for the tourism sector where the client groups are highly mobile across local authorities. Many RTOs already provide a regional focus for tourism marketing; the challenge is to provide a similar focus for tourism management.

TRREC Report No. 29: Tourism in Westland: Challenges for Planning and Recommendations for Management, 2001.

<http://www.lincoln.ac.nz/trrec/trrecpub.htm>

b) Milford Road



Transit New Zealand, Opus International Consultants, Works Infrastructure and the Department of Conservation developed a Partnering Charter with the overriding objective of:

“Through our collective efforts we will ensure that users enjoy the Milford Road Experience”

In addition to undertaking road improvements, the Partnership has been responsible for marketing the road through a ‘Travel Tips for Drivers’ brochure and the development of a website www.milfordroad.co.nz.

The website provides information on road conditions, any avalanche updates and links to the Destination Fiordland website for visitor information on Milford Sound.

c) Northland Tourism

The Ministry for Environment (MfE) is working with the Northland tourism sector to develop a sustainability charter and to help implement sustainable business practices. It is partnering with the region’s lead economic development agency, Enterprise Northland, to reach and work with businesses interested in sustainability. Currently more than thirty tourism businesses are participating in the charter.

<http://www.mfe.govt.nz/issues/sustainable-industry/initiatives/>

5.1.5 Additional Information

TRREC Report No. 28: Evolving Role of Local Government in Promoting Sustainable Tourism Development on the West Coast, 2001.

<http://www.lincoln.ac.nz/trrec/trrecpub.htm>

Cooperation and Partnerships in Tourism: A Global Perspective; World Tourism Organisation (2003). www.unwto.org/pub/index.htm

5.2 Project Design, Appraisal & Development Toolbox

5.2.1 Introduction

Local authorities play a critical role in shaping the way a project contributes to or detracts from the overall quality of a destination.

A responsible local authority will undertake an independent design appraisal of every major project that is proposed, whether public or private, and engage creatively with the developer to ensure that it adds value to the overall destination.

This Toolbox outlines the basic steps of project design appraisal and provides resources to enable you to undertake successful appraisals.

The Toolbox follows the standard format (see Tourism Planning Toolkit Structure, 1.2):

- 5.2.1 Introduction and Scope
- 5.2.2 Why use this Toolbox?
- 5.2.3 Toolbox Resources
- 5.2.4 Good Practice and Case Studies
- 5.2.5 Additional Information

5.2.2 Why use this Toolbox?

A successful project design appraisal will have benefits for the developer and operator, host community, visitors, and the local authority:

- Undertaking a robust appraisal at an early stage reduces the possibility of problems (like litigation or redesign) emerging later in the development process;
- Creates a positive environment for collaboration;
- Helps identify opportunities for synergy between previously unrelated projects (eg road improvement and site development);
- Promotes greater integration between different attractions within a destination (eg improved access);
- Can strengthen the distinctive identity and character of a destination (eg through selecting appropriate design styles, materials etc).

5.2.3 Toolbox Resources

There are two related procedures that are combined in a project design appraisal:

- a) Assessment of Environmental Effects;
- b) Project Scoping.

a) Assessment of Environmental Effects (AEE)

The issue of a resource consent under the Resource Management Act (RMA) requires an AEE.²

An AEE analyses the way in which a proposed project is likely to change the environment in which it will be located. This is a systematic process, whose basic procedures are well documented. An AEE should cover all the environmental dimensions of a project, including effects upon soil, water, land, and other physical resources.

Landscape Assessment is an integral part of an AEE for a tourism project, and focuses on two types of effect - the specific visual and sensory effects of the project (what it looks like, etc), and the effect these changes will have upon the character and identity of the overall landscape setting. It is particularly important to undertake a robust evaluation of the wider cumulative landscape effects of a project. The New Zealand Institute of Landscape Architects has identified a number of key elements that should be included in any landscape assessment.³

Part of an AEE process will include the identification of ways in which the effects of a project can be avoided, remedied or mitigated. The objective is to minimise the net effect of a project on the environment. This may include redesign of parts of a project to avoid adverse effects, for example by relocating an access road to preserve a wetland; actions to remedy a potential effect, such as revegetation of disturbed land to prevent erosion; or actions to mitigate effects that cannot be entirely avoided, such as the revegetation of an area of degraded land to compensate for unavoidable visual effects.

The use of environmental compensation is highly contentious, as it involves balancing different aspects of 'sustainable management'. In an AEE of a tourism project it is important to assess the effects of change and any proposed environmental compensation upon both the host community and the visitors. Whilst a revegetation programme may well enhance the long term indigenous biodiversity of an area, the immediate visual effects of a development may make an area appear less natural for visitors seeking an 'unspoilt' experience of rural New Zealand.

Satisfactory resolution of these sorts of trade-offs requires appropriate experience and expertise that is frequently not available to small local authorities. It may be necessary to employ a consultant (see www.nzila.org.nz for a list of registered landscape architects and their areas of expertise).

The problems of evaluating environmental compensation highlight another contentious aspect of tourism development, which is the cumulative effect of a succession of projects. Whilst individually modest in scale, the aggregation of effects can cause significant changes in overall landscape character (eg the subdivision of the Wakitipu Basin in the Queenstown Lakes, or subdivision around Wanaka). Cumulative effects demonstrate one of the limitations of an approach based primarily upon AEE.

² The Tourism and RMA Guide currently under development is closely linked to this Toolkit and will be available on the Local Government New Zealand section of the Ministry of Tourism website.

³ Summary of NZILA key elements, and website address.

Whilst it may be feasible to avoid, remedy or mitigate the effects of a single small project within a wider landscape, it is impossible to repeat this over and over again for a succession of projects. It is inevitable that the overall character of the setting will change. One of the dangers of an incremental use of AEE without a strategic planning framework is that it becomes harder to take effective mitigating actions, as the whole setting may be steadily degrading. Ideally, a robust strategic plan will help to address this risk, but even then, a total focus on reducing effects can become unhelpful. This is where more creative thinking is required in the appraisal process.

Project Scoping

Project scoping is normally undertaken by a developer as part of the project implementation process, but also has relevance for a local authority in implementing a tourism strategy. Whilst a developer will be focused entirely upon shaping a project to meet their own needs, a local authority will be interested in the connections between a project and its setting.

Here we focus upon the landscape dimensions, but a local authority might also address functional connections such as car parking or water demand in the same way. The key feature of a ‘landscape’ approach to project implementation is that it looks across land titles and boundaries.

Project scoping involves:

- An assessment of the basic project requirements;
- Analysis of potential and limitations (eg site analysis); and
- Identification of design opportunities.

It is the identification of design opportunities that offers greatest potential for creative collaboration. Local authorities will have their own capital investment and asset management plans, which may include projects that could complement the developers proposals. A common example of this type of synergy is the Mainstreet programmes that have been implemented throughout New Zealand, in which local authorities have invested in public infrastructure in partnership with businesses and land owners upgrading their land and buildings. In other cases, the opportunity may lie in getting two developers to collaborate. This checklist will help you identify opportunities for collaboration between your council and developers on tourism project proposals. [Click here for a checklist on collaboration opportunities](#)

Checklist to Identify Collaboration Potential

Area	Yes	No
Redesign of stormwater and sewerage to create more sustainable systems (eg through stormwater retention ponds)		
Revitalisation of a stream		
Shared car parking facilities		
Improved public walkways and access		
Re located public parks and open space, for example through land swaps		
Complementary planting schemes, for example to carry revegetation seamlessly across property		
Boundaries, or extend street trees into hotel developments		
Complementary design styles and colour schemes		

In most cases, a creative engagement between a local authority and developer can identify win-win outcomes. If the project is large enough, it may provide a stimulus for regeneration of a neighbourhood, acting as an anchor for other public and private investment. Involvement of a local authority can also improve the chances of attracting other forms of support (such as from central government agencies).

In order to realise these types of outcomes, it is essential for a local authority to nominate a well qualified and experienced coordinator, who can work with the developer and their consultants on an equal footing. This may be an existing planner or designer within the council, or for a major project it could be efficient to engage an external consultant. This has been successful on a number of inner city projects in recent years. The overall aim is to identify ways in which a developer's initiative can add value to, and receive benefit from, the landscape setting for which it is proposed.

5.2.5 Additional Information

Tourism & the RMA (to be completed) local government section of Ministry of Tourism website. www.tourism.govt.nz

Relevant sources of good practice in Assessment of Environmental Effects, Landscape Assessment and Project Appraisal include:

Quality Planning New Zealand: www.qualityplanning.org.nz

Ministry for Environment www.mfe.govt.nz

Standards NZ is www.standards.co.nz

Ministry for the Environment Report: People+Places+Spaces: A Design Guide for Urban New Zealand. MfE March 2002

Ministry for Environment Report: Live+Work+Play: Liveable Urban Environments: Process, Strategy, Action. MfE June 2002

Ministry for Environment Report: The Impact of Rural Subdivision and Development on Landscape Values. MfE July 2000

Standards New Zealand Handbook: Subdivision for People and the Environment. SNZ HB 44:2001

New Zealand Institute of Landscape Architects: Proceedings of 1999 Conference on Landscape Assessment (Landscape Review 5(1) Lincoln University)

5.3 TOURISM PROJECT EVALUATION TOOLBOX

5.3.1 Introduction and Scope

As tourism continues to grow, local authorities in popular destinations are increasingly being approached by commercial developers seeking local authority investment in new or existing tourism projects.

Developers argue that without such investment a project may not proceed, causing the area to become less competitive than its neighbours, and potentially losing opportunities to others. How should local authorities respond to these requests?

This Toolbox provides guidance on the key areas to be assessed and the questions that a local authority should ask as part of its evaluation. The Toolbox could be provided to potential tourism developers to ensure that the essential information required to obtain local authority support is prepared.

The Toolbox follows the standard format (see Tourism Planning Toolkit Structure, 1.2):

- 5.3.1 Introduction and Scope
- 5.3.2 Why use this Toolbox?
- 5.3.3 Toolbox Resources
- 5.3.4 Good Practice and Case Studies
- 5.3.5 Additional Information

5.3.2 Why use this Toolbox?

Tourism is an important economic development tool for many local authorities. To obtain maximum community benefit, TLAs need good systems for assessing commercial tourism projects proposed by developers. For a local authority, there are a number of benefits from taking a systematic approach to evaluating projects:

- No resources wasted on projects which won't achieve local authority economic and social objectives;
- Investment will be targeted to potentially successful projects, limiting the council's exposure to risk;
- The local authority retains credibility with its community by implementing a robust evaluation methodology;
- Decision-making is based on sound information rather than emotional commitment;
- The process is transparent and fair for developers.

5.3.3 Toolbox Resources

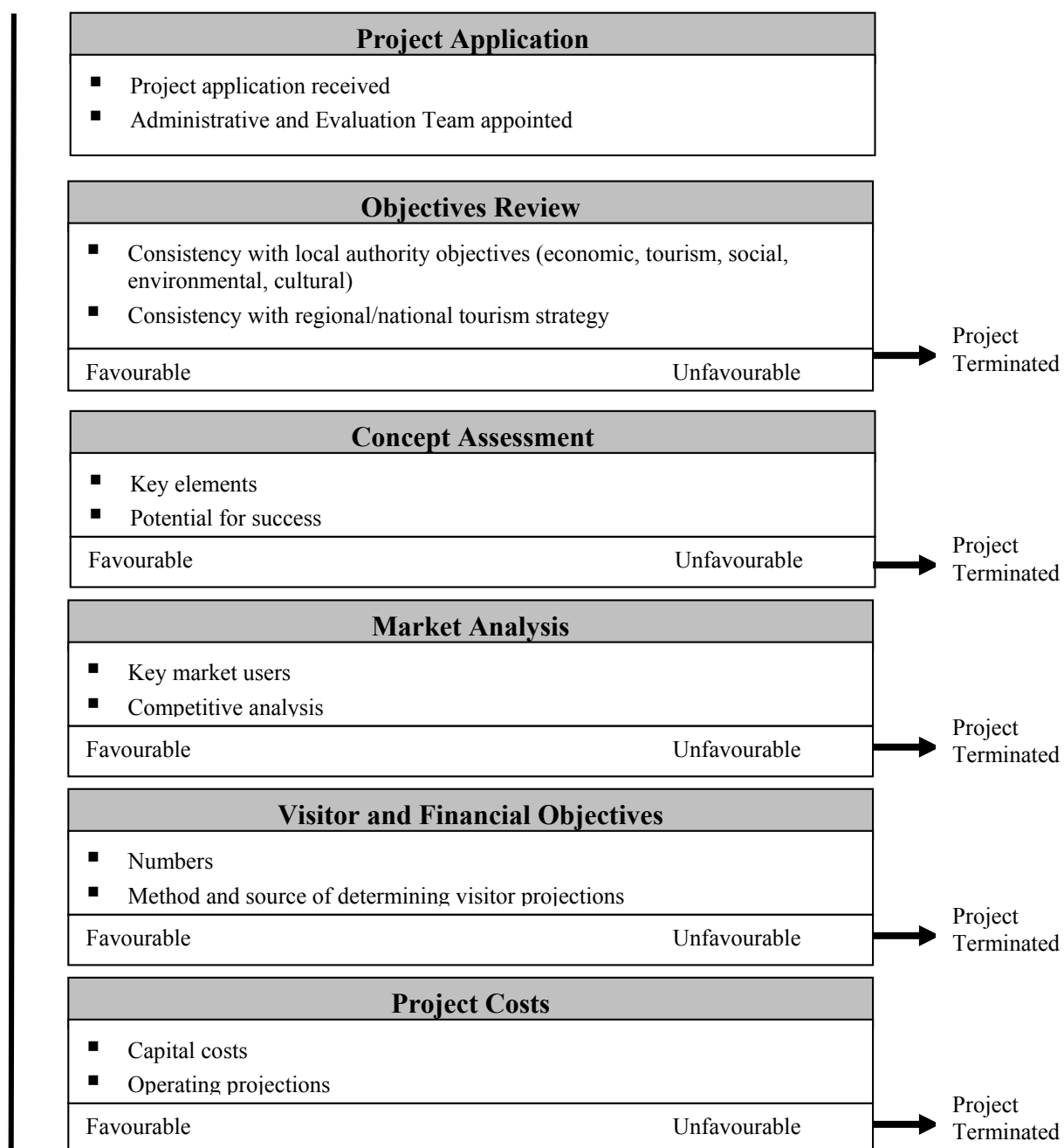
Complete the project evaluation checklist to identify your council's existing approach to project evaluation, and to ascertain where you may need more information.

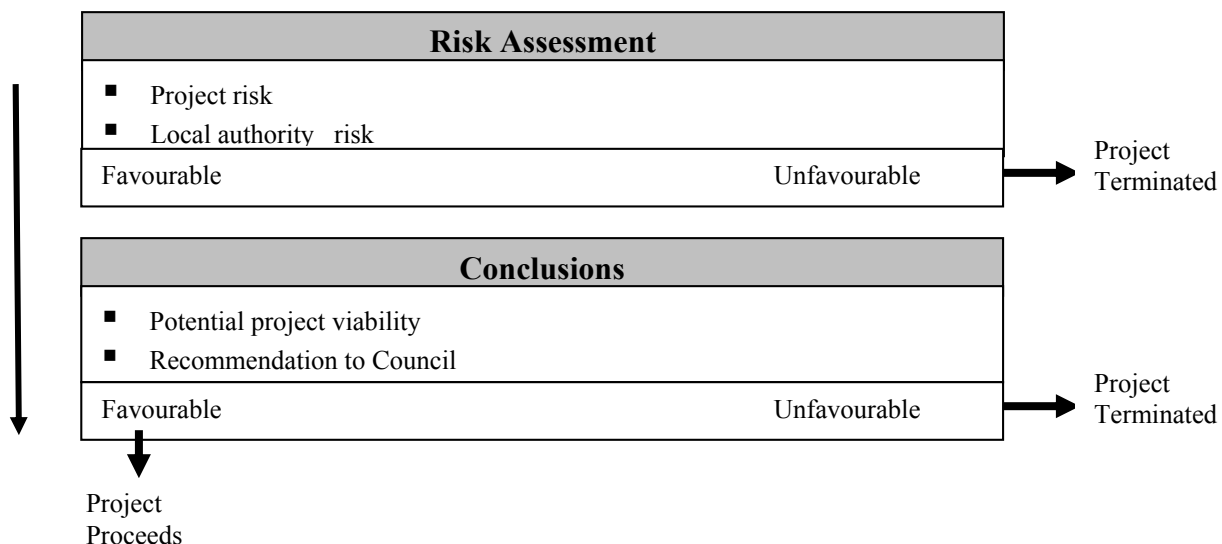
Checklist: Project Evaluation

Key Criteria	Yes	No	Unsure/ Partially
1. Local authority has a specific policy for dealing with external projects seeking Council investment			
2. Local authority has a specific process for evaluating the potential benefits of external projects			
3. The majority of external projects supported by the local authority have been successful in meeting the local authority objectives			

The following model can be used to evaluate a range of tourism-related projects.

Stages in Local Authority Assessment of the Feasibility of a Tourism Project





For a detailed checklist and specific information requirements for each of the feasibility stages described in the model. The extent to which commercially sensitive information is made available to the local authority will depend on the proposed role of the council in the project.

Project Analysis

Project Application

No	Tasks	Completion Date
1.1	General description of project including details of the promoters.	
1.2	Confirm that all required information to make a decision has been received.	
1.3	Appoint a project team covering the key requirements to evaluate the project prior to presentation to Council. The local authority may consider it appropriate to appoint external expertise to the project team to assist it in specialist areas.	

Objectives Review

No	Tasks	Completion Date
2.1	Confirmation that project meets local authority objectives (tourism, economic, social, environmental, cultural).	

No	Tasks	Completion Date
2.2	Confirmation that project meets local, regional and national tourism strategy objectives.	

Concept Assessment

No	Tasks	Completion Date
3.1	What is the concept? (general outline of the project).	
3.2	What are the key elements of the project.	
3.3	Where will the project be located (provide a map and site plan).	
3.5	Who are the likely users of the facility/service? (international, domestic, day visitors).	
3.6	What is the capacity of the project? (eg number of visitors per day).	
3.7	What potential constraints might prevent the project from occurring?	
3.8	What is likely capital cost of developing the project?	

Site Analysis

No	Tasks	Completion Date
4.1	Is the site located in an existing or potential visitor destination area, or is it en route to an existing established areas? (describe pros and cons of site in relation to markets).	
4.2	Is the site well located in the area? (accessible, visible and close to complementary facilities and services).	
4.3	Is the site accessible from the likely major markets? (number of kilometres, time, cost).	
4.4	What form of transport will people use to reach the area? (bus, car, helicopter etc).	

No	Tasks	Completion Date
4.5	Is it travel time and cost effective in comparison with competing areas? (list competitors with time, costs etc).	
4.6	What are the attributes of the site and are they sufficient to attract visitors?	
4.7	Is the attraction base of the area sufficient to draw and hold visitors? (list other facilities/services).	
4.8	Are there any new developments proposed for the area that are likely to impact on the site? (list developments and describe potential impacts).	
4.9	Are there any apparent constraints to development on the site? (eg flooding).	
4.10	What are the competitive advantages of the site and location over existing established facilities? (list).	
4.11	What is the community response to the project/site?	

Market Analysis

No	Tasks	Completion Date
5.1	What is the status of the local and regional economies? (list any issues likely to impact on the economies).	
5.2	Is the area growing or declining? (eg population).	
5.3	What is the level and structure of visitation to the area? (number of visitors from each market, growing or declining, accommodation used).	
5.4	Are there any proposed developments in the area that could impact on the project? (list and state how).	
5.5	What markets could potentially be attracted to the site and locality? (list with size and market trends).	
5.6	Is there a seasonality issue? (describe with possible impacts).	
5.7	Is there a strong existing market in the area or will the project need to create its own market? (analyse).	

No	Tasks	Completion Date
5.1	Where will the competition for the project come from?	
5.2	What does the competition offer in terms of facilities, location and services? (list competitors and describe offers).	
5.3	How are the competitors performing? (numbers, profitability, customer service etc).	
5.4	What other visitor developments are proposed for the area that could provide competition for the proposed project? (list and describe).	
5.5	What is the likely impact of the proposed project on existing businesses?	

Visitor and Financial Objectives

No	Tasks	Completion Date
6.1	What is the capacity of the facility/service? (hourly, daily).	
6.2	How many people will visit? (daily, monthly, annually).	
6.3	What will visitors be charged? (list for each element, discounts).	
6.4	What are the other revenue earning opportunities? (retail, catering etc).	
6.5	What are the revenue projections for the first five years?	
6.6	What are the projected operating costs for the first five years?	
6.7	What is the projected financial performance for the first five years?	

Project Costs

No	Tasks	Completion Date
7.1	What are the projected costs to complete the project and be ready for opening? Costs to include site acquisition, design and approval, construction, set up and pre opening.	

Risk Assessment

No	Tasks	Completion Date
8.1	What are the potential risks for the developer (eg higher capital costs, lower visitor numbers and revenue, higher operating costs). How will these risks be addressed?	
8.2	What are the potential risks for the local authority (eg up front investment with no guarantee that project will proceed). How will these risks be addressed?	

Conclusions

No	Tasks	Completion Date
9.1	Will the project improve the range of tourism products available in the district/region?	
9.2	Does the project have potential for financial success?	
9.2	Will it potentially increase the number of visitors and/or length of stay to the district/region?	
9.3	Will it support the local authority's tourism and economic development strategies for the district/region?	
9.4	Can the local authority's investment be liquidated in the future?	
9.5	Are there potential future costs that the local authority will be committed to?	
9.6	What will be the local authority's strategy to maximise the potential from the project?	
9.7	What is the likely community response to the project?	
9.8	What are the recommendations to Council?	

5.3.4 Good Practice and Case Studies

a) Christchurch Tram

A case study example of a local authority and a commercial operator relationship is the Christchurch Tram. The Christchurch City Council, following a feasibility study, developed the infrastructure for the Christchurch Tram including tracks, overhead gear,

tram shed, sub-station and tram refurbishment at a cost of almost \$6 million. The Council then went through a public process (Registration of Interest and Request for Proposal) seeking offers from operators to secure a licence to run the tram operation for a period of 10 years with a Right of Renewal for a further 10 years.

The Tramway Co. offered to pay the Council an annual licence fee plus a %turnover rent. The annual licence fee has been subsequently negotiated down over the last few years, when the passenger numbers failed to achieve the due diligence figures. The Tramway Co pays all operational costs including the sub-lease of trams from the Heritage Tramway Trust.

The Christchurch Tram is an important attraction and in a survey of international and domestic visitors to the city in 2001, was used by 30% of those interviewed.

b) TelstraClear Pacific Events Centre

TelstraClear Pacific is a new events centre for arts, culture, business and leisure in Manukau City. It comprises an outdoor arena, an indoor arena, 700 seat theatre, a gallery, a large plaza and ancillary facilities which will allow the hosting of festivals, arts, performance, business and sports events. The Events Centre is owned and operated on behalf of the community by the Counties Manukau Pacific Trust. Manukau City Council's involvement in the project is by way of a grant.

In 1983 Council purchased a site of approximately 26 hectares which had long been considered for the development of a civic facility. Several proposals for the site's development were launched, without success. The concept of the Events Centre was supported by Council at a special meeting on 3 March 2000, which resolved, *"That Council supports the concept of the 'Pacific' project as a focal point for sports, arts, culture and business in Manukau, as it contributes to the strategic vision of the City."*

The independent Counties Manukau Pacific Trust to date has raised more than \$30 million from grants, trusts, commercial sponsorship and land sales. This figure excludes Council's grant of \$8,890,268 and an operating grant of \$385,000 per annum. A Funding Deed outlines the terms and conditions on which Council committed funds to the Trust for the development. The Trust is required to satisfy the terms and conditions of the Funding Deed before any allocation of the grant is made.

The development of the TelstraClear Pacific Events Centre is very closely aligned with a number of Council strategies, including a statement in "Tomorrow's Manukau – A Plan to 2010" that Manakau is a progressive city of proud and prosperous people). The Economic Development Strategy also recommends that a 'cultural complex be investigated' and notes that the Manukau Events and Tourism Strategies would benefit substantially from this type of infrastructure. To find out more got to: www.manukau.govt.nz

5.3.5 Additional Information

It is difficult to list many reports in this section, due to the commercial sensitivity of most projects. Detailed below is a list of other projects already in place or at the planning stage. For further details contact the local authority involved.

Projects involving public/private sector investment include:

- Tamaki Cultural Village – Christchurch City Council;
- Sovereign Sports Super Centre – North Harbour City Council;
- Wellington Waterfront – Wellington City Council.

5.4 EVENT DEVELOPMENT, FUNDING & EVALUATION TOOLBOX

5.4.1 Introduction and Scope

Local authorities are actively involved in developing, managing and funding events. Events can be used as a specific marketing tool to promote awareness of a destination, and if events are successful they can generate significant economic benefits.

This Toolbox outlines how to go about developing, managing and funding successful events. It provides resources for local authorities to prepare event development, management and funding policies, as well as evaluate the economic impact of events. (Other Toolboxes related to this include 3.2 Economic Impact and 5.3 Tourism Project Evaluation.)

The Toolbox follows the standard format (see Tourism Planning Toolkit Structure, 1.2):

- 5.4.1 Introduction and Scope
- 5.4.2 Why use this Toolbox?
- 5.4.3 Toolbox Resources
- 5.4.4 Good Practice and Case Studies
- 5.4.5 Additional Information

5.4.2 Why use this Toolbox?

The potential benefits for local authorities from this Toolbox include:

- The development of an events policy, including a strategic approach to the funding of events;
- Development and funding only of events that meet economic and social objectives;
- Effective use of ratepayer funds;
- Save council time by only considering events that meet agreed criteria;
- Focus on complementary, not competing, events.

5.4.3 Toolbox Resources

The resources for this Toolbox have been developed from New Zealand and international sources. While the resources will meet the needs of many local authorities, others will want to adapt them to meet specific local requirements.

a) Event Policies

Because many events are organised by local groups, for local people, local authorities are often the first port of call for the funding required to deliver them. Local authorities are also becoming more involved with larger events, which require significant seed funding.

Policies and objectives for events are therefore essential to ensure cost-effective use of ratepayer funds.

To develop policies for the funding of events, a local authority first needs to confirm the objectives of its involvement. These could include:

- The need to determine local authority objectives in providing support to events;
- The need to establish funding criteria, predetermined maximum levels and effective measuring tools, which will primarily award funding on a combination of product quality, organisational merit, economic and social benefits;
- The need for funding mechanisms;
- The need to determine the role of local authority officers and Councillors;
- Investigating means of introducing incentives for the better management and development of events in general;
- Establishing a system whereby a regular analysis of local authority-funded events is undertaken to determine future direction.

This has been developed as a generic model and can be changed to suit specific local authority needs.

EVENTS FUNDING PROGRAMME – APPLICATION REQUIREMENTS

Application Requirements

1. Event Categories

For the purpose of the Events Funding Programme, events have been divided into three categories:

Category A

Events considered under Category ‘A’ usually have one or more of the following characteristics:

- Are new
- Have a focus limited to a particular group within the town/city
- Have the potential for town/city/region appeal
- Report a total projected gross budget between \$..... and \$.....

Category B

Events considered under Category ‘B’ usually have one or more of the following characteristics:

- Possess definite town/city/region wide appeal
- Have potential visitor appeal
- Report a total projected gross budget between \$..... and \$.....

Category C

Events considered under Category ‘C’ usually have one or more of the following characteristics:

- Are a major event and have definite impact beyond the region
- Have established themselves as visitor attractions
- Have potential for alternative sources of revenue
- Report a total projected gross budget in excess of \$.....

2. Required Documentation

All applicants must include the following information in addition to completing and signing the Application Form.

- Copies of documents that identify the legal structure of the organisation
- An outline of the organisational structure (board and staff)
- A list of full time staff (if any) including names and their responsibilities within the organisation
- A brief history of the organisation and its involvement with the event
- The goals and objectives of the event – why is the event being organised?
- A description of the event for which the funds are being requested
- A planning document which outlines all the major steps involved in organising the event as well as deadlines for each of these steps
- A detailed promotional strategy which outlines what steps have or will be taken to promote the activity to the local community and/or to potential visitors
- A description of volunteer involvement including the total number of volunteers and their role(s) within the organisation
- Projected attendance figures including an explanation of how the projection is derived
- A brief description of future goals and objectives of the event (in what position does the event hope to find itself in three to five years)
- A list of those participating in the event (cultural/entertainment/sporting events and their level of prominence – local, national, international, specify confirmed or tentative bookings
- Detailed budget, including expenditure, confirmed and projected revenue and the amount of support requested

Application for Category ‘B’ and ‘C’ events should also include:

- A brief biography of each member of the Executive Board
- A summary of job opportunities which will be provided including full time positions, part time positions, placements, as well as short term staff hired for implementation of the event

- If applicable detail any public consultation and the public reaction to the event

3. Post Event Report

All applicants are required to submit a post event report which includes the following information on the completed event

- Event evaluation by organisers (including feedback from event attendees)
- Audited Financial Report
- Inventory of marketing/promotional achievements; list and include copies of newspaper ads or articles; approximate number of radio and television ads; all promotional material (brochures, posters, programmes); website use if appropriate and all other marketing material and achievements)
- Attendance figures (spectators and event participants) including a breakdown of confirmed figures and estimated totals
- The number of volunteers and volunteer hours
- Inventory of employment opportunities provided, list of full time and part time positions as well as staff hired for the implementation of the event
- An economic impact report identifying the amount of money spent locally by the organisation for goods and services; the number of out of town/city/region visitors; the spending by visitors on specific services

4. The Process

- a) **Deadline for Application**
Applications for funding under the Event Funding Programme must be received by 1 March in the year preceding the local authority's financial year (July to June).
- b) **Staff Review**
Staff will conduct a review of applications and prepare an interim report detailing the number and range of applications, in addition to the total funding requested. During this process applicants may be contacted for additional information, as well as clarification of certain items. Staff evaluations of previous events will be also be used in the preparation of the interim report.
- c) **Festival Committee or Appropriate Local Authority Committee**
The staff interim report and recommended funding levels will be reviewed. Applicants may be asked to appear before the committee.
- d) **Recommendations Report to Appropriate Local Authority Committee**
A report recommending funding levels will be submitted to the appropriate local authority committee for approval.
- e) **Issuing of Funds**
Funds will be distributed to the event sponsors following final approval of the report. 5% of funding will be retained until the Post Event Report has been

1. Is this your first visit to the Event?

Yes -1 No -2

How many times have you been before

If Yes is it your first visit to the (insert region/city/town)?

Yes -1 No -2

2. How many people have you come to the Event with?

.....

3. Is your visit to the (region/city/town) specifically for the Event?

Yes -1 No -2

If No what is the reason for your visit to the (region/city/town)?

.....

4. Where do you normally live?

Home town/city (NZ).....

Province (NZ).....

Country (Int).....

5. Are you staying overnight in (region/city/town)?

Yes -1 How many nights..... (Go to Q 6)

No -2 Specify

Live in -1

Travelling home -2

Staying elsewhere -3 (go to Q 7)

6. What type of accommodation are you staying in while in (region/city/town)?

Hotel -1

Motel -2

Farm/home stay -3

Rented home -4

Luxury lodge -5

Caravan park -6

Camping ground (formal) -7

Camping (informal) -8

Private home of friend/relative -9

Motor home -10

Other (specify) -11

.....

7. How did you find out about the Event?

Brochure/flyer	-1
Poster	-2
Radio advertising	-3
TV advertising	-4
Newspaper advertising	-5
Newspaper/magazine articles	-6
Through friends	-7
Other (specify)	-8

.....

8. We are interested in your opinions of various aspects of the Event. On this scale how would you rate the following:

Poor	-1	Very good	-4
Average	-2	Don't know	-5
Good	-3		

Location of the Event Site

-1	-2	-3	-4	-5
----	----	----	----	----

Ease of Finding Way Around

-1	-2	-3	-4	-5
----	----	----	----	----

Variety of Stalls

-1	-2	-3	-4	-5
----	----	----	----	----

Value for Money of the Stalls

-1	-2	-3	-4	-5
----	----	----	----	----

Uniqueness of the Stalls

-1	-2	-3	-4	-5
----	----	----	----	----

Quality of the Food and Beverage

-1	-2	-3	-4	-5
----	----	----	----	----

Availability of Unique Food at the Stalls

-1	-2	-3	-4	-5
----	----	----	----	----

Variety of Entertainment

-1	-2	-3	-4	-5
----	----	----	----	----

Quality of Entertainment

-1	-2	-3	-4	-5
----	----	----	----	----

Availability of Toilets

-1	-2	-3	-4	-5
----	----	----	----	----

Cleanliness of Toilets

-1	-2	-3	-4	-5
----	----	----	----	----

Value for Money (Ticket Price)

-1	-2	-3	-4	-5
----	----	----	----	----

9. How would you rate your overall enjoyment of your visit to the Event?

Low	-1	Very high	-4
-----	----	-----------	----

Average -2 Don't know -5
 High -3

10. What do you like most about the Event?

.....

11. What, if anything, spoilt your visit to the Event?

.....

12. What improvements or changes, if any, would you like to see at the Event?

.....

13. Did you pre purchase your Event tickets?

Yes -1 No -2

14. Which age and gender group do you fit into?

	Age	Male	Female
A	0-15		
B	16-24		
C	25-34		
D	35-44		
E	45-54		
F	55-64		
G	65+		
Undisclosed -1			

THANK YOU FOR YOUR TIME

- Any other expenditure
\$NZ.....

8. How much have you and your party budgeted to spend in total during your stay in?

\$NZ.....

8b Does this include expenditure on others?

Yes -1 No -2

If YES: How many others is the expenditure for?

.....

9. Is the convention the main reason for you being in?

Yes -1 No -2

10. Are you combining your attendance at the congress with a holiday in NZ?

Yes -1 No -2

If YES: Where are you going in New Zealand (places you intend to visit)?

.....

For how longDays

Can you provide us with an approximate idea of your total budget for this part of your trip?

\$NZ.....

11. Having spent a number of days in we would value your opinion on the City and its facilities for major conventions. For questions 11 to 15 we would appreciate your rating using the scale below.

Very poor	-1	Good	-4
Poor	-2	Very Good	-5
Average	-3	Don't know	-6

Suitability of as a convention destination

-1 -2 -3 -4 -5 -6

Comment

.....

12. Suitability of the Centre for your convention

-1 -2 -3 -4 -5 -6

Comment

.....

13. Suitability of supporting facilities for conventions in (accommodation, transport etc)

-1 -2 -3 -4 -5 -6
Comment
.....

14. How did the information you received regarding the congress prior to registering meet your requirements/expectations?

-1 -2 -3 -4 -5 -6
Comment
.....

15. Were the pre/post tours and partners' programme information appropriate to your interests?

-1 -2 -3 -4 -5 -6
Comment
.....

Thank you for your time in completing the questionnaire.

5.4.4 Good Practice and Case Studies

Hokitika Wildfoods Festival

The Hokitika Wildfoods Festival had been very successful in terms of increasing visitor numbers. So successful (over 22,000 in 2003) that the event was creating problems for local residents through excessive litter and freedom camping. There were numerous health and safety risks caused by people sleeping on the beach and in other potentially dangerous areas.

Lincoln University, The Tourism & Leisure Group and Via Training were engaged by the Westland District Council to develop a strategic plan for the Festival. In the first instance this required the gathering of information from consumers, organisers and residents. The surveys clearly showed that some changes were needed. Recommendations were made to reduce the number of tickets sold, increase shade and seating areas, redesign the site, increase security, ban camping in certain areas, make areas of the town accessible only to pedestrians, and ban the sale of alcohol in bottles.

The new structure for the Festival was a great success. The extensive surveys and community consultation provided the essential information to develop the strategic plan. For more information go to: www.westland.govt.nz/wildfoods/foodfest/

5.4.5 Reports and Resources

Whangarei District Council – Arts Promotion Trust www.wdc.govt.nz/agendas_online/CFL_7082003/A571016.html

Auckland City Council – V8 Supercar Street Race
<http://www.aucklandcity.govt.nz/council/documents/v8/why.asp>

Comparison of America's Cup Economic Impacts 2000 – 2003; Market Economics
<http://www.tourism.govt.nz/policy/pol-reports/res-ac-2000-2003-comparison/res-ac-2000-2003-comparison.pdf>

Sparc – Event Management Model
http://www.sparc.org.nz/sports_admin/pdfs/rs1/event_management.pdf

Waikato – Economic Impact of Events (2003), Bridget Daldy, Senior Lecturer in Economics, Waikato University
<http://www.waikatohockey.org.nz/economicreport/bridgetreport.html>

V8 Supercars Street Race (Proposed), Wellington April 2006: Projection of Economic Impacts. McDermott Miller Limited, 28 February 2005.