

GORE DISTRICT COUNCIL

EVENTS STRATEGY AND ACTION PLAN

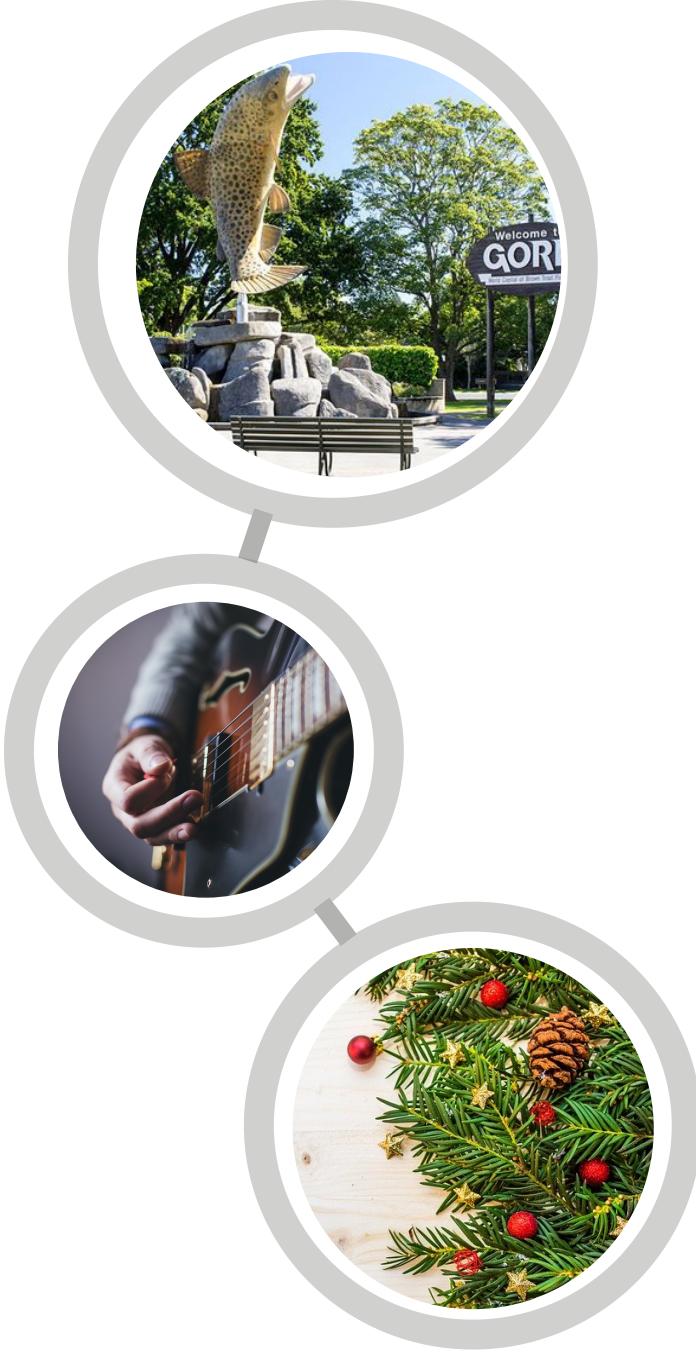
2021-2024





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Purpose of Events Strategy

The purpose of this events strategy is to **DEFINE**:

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Role of Gore District Council

Events owned and run by Gore District Council

Events held in Gore District

Required resources to deliver leading edge events
within Rural City Living positioning

A photograph of a person from the waist down, wearing a light-colored t-shirt and dark pants, playing a multi-colored electric guitar (yellow, orange, red) on a stage. Stage lights in shades of blue and white are visible in the background.

VISION

"To provide city events in a rural environment"

Events in Gore District - A Snapshot



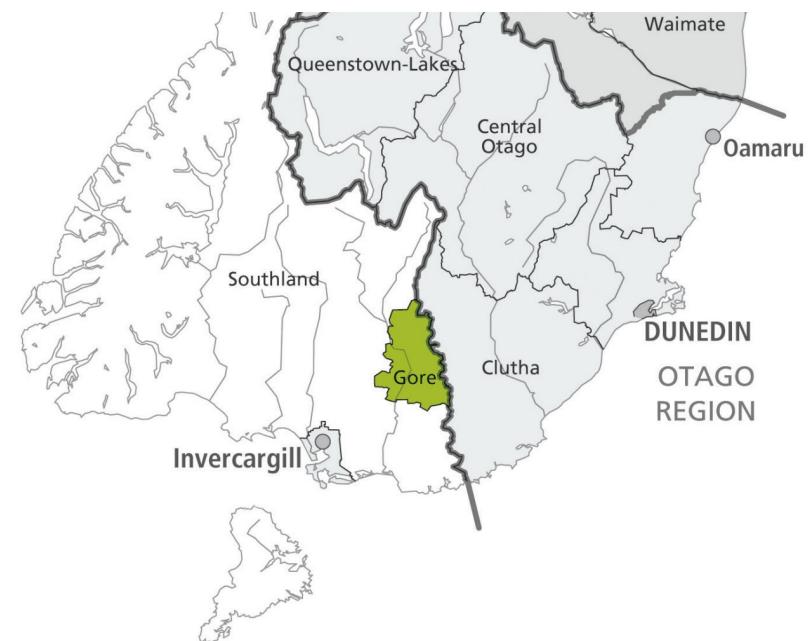
Events in Gore District – A Snapshot

Location and population

Our district is located within the Southland region. The District covers 1,251 km². Our neighbouring regions are the Southland District and the Clutha District. The main township of Gore is 50 minutes from Invercargill and 1.5 hours from Queenstown.

The district has a strong agricultural-led economy with complementary industries established. The population is 12,900 (June 2020). The urban area estimated resident population at the June 2020 was 8,230, the second largest in Southland.

Gore is a service town for the surrounding farm communities. It is divided by the Mataura River into Gore and East Gore, the majority of the town being situated on the western banks of the river. The Mataura River runs through the district with both the townships of Gore and Mataura situated on its banks. The river is a focus for the district and provides many recreational opportunities. The Gore district also includes the farming localities of Mandeville, Pukerau and Waikaka.



Culture and Arts

Gore is well known for its connection with country music, celebrating 50 years of NZ Gold Guitar Awards in 2024. It has a sister city relationship with Tamworth, New South Wales, the "Country Music Capital of Australia".

Recently Gore has gained a reputation as a centre for the visual arts in the southern South Island. A major bequest to the town's Eastern Southland Art Gallery by Dr. John Money has left Gore with one of the country's best collections of ethnological art. This is partnered by an impressive collection of modern New Zealand work, including several notable pieces by Ralph Hotere.



History

Gore District Council (GDC) has been instrumental in attracting, creating, and organising many events in Gore. Over the last 5 years, council has provided resources to the organisation of several key events. Namely, 'On the Fly' Mataura River Festival, 'Freeze Ya Bits Off' Busking, Gore District Community Awards, Hokonui Culture Feast, Gore Youth Awards, Santa Parade, Christmas in the Park and Parks Week. In addition, council has also liaised with Tussock Country, Southern Field Days, Hokonui Moonshiners Festival and Hokonui Fashion Design Awards.

Tussock Country and 'On the Fly' Mataura River Festival have grown over the last year both in size and popularity as Gore strives to be known as the **New Zealand Capital of Country Music** and the **World Capital of Brown Trout Fishing**.



Vision

Gore District Council has an exciting vision to put Gore district on the map as a district that offers '**City Events in a Rural Environment.**' Gore District Council will continue to strive towards being innovative and a **leader** in the arena of community events delivery.

This vision would assist in placing Gore as the town that provides the best **Rural City Living** in New Zealand. As rural city living encapsulates the luxuries that city life has to offer alongside the lifestyle that rural community living provides. In achieving this, Gore District would be attracting a wide variety of cultural, lifestyle and sporting event options to the town and the region.



Gore District Council's Role in Events

Gore District Council plays a vital part in the success of individual events due to its role as organiser, funder, partner and promoter of many events. Council's role in events may include one or more of the following:



FUNDER

Gore District Council (GDC) has allocated a specific amount to fund council owned and run events. Gore District Council also provides funds to other events organised by not for profit organisations.



EVENT ORGANISER

Events solely run by GDC are managed and organised from start to finish by GDC.



COMMUNICATOR AND PROMOTER

Gore District Council ensures information provided to them by events organisers for events held in the Gore District is available on the www.gorenz.com events calendar.



HOST AND PROVIDER

Gore District Council provides facilities, grounds and designated areas for events in Gore to take place.



REGULATORY

Council supports events by providing a coordinating, regulatory and advisory role (e.g. consents, road closures, alcohol licensing, environmental health etc.).



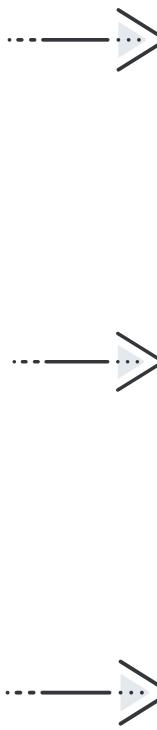
PROVIDING ADVICE

Gore District Council regularly provides advice to community events organisers.





D E F I N I N G



Defining different types of Events

Premiere Events held in Gore

Premiere events are high anticipated events in the Gore Events Calendar. They are organised by various Trusts and organisations. These events aim to draw people from outside the district, both nationally and internationally. Southland has 3 destination events. Two of these events, Tussock Country (held annually) and Southern Field Days (held biennially) are held in Gore.

Events owned and run by Gore District Council

Gore District Council own and manage seven community events. These events have the heart of the community in mind. Community events focus on bringing the community together, utilising community facilities/assets, showcase talent, achievement or creativity. They are free or ticketed at a low cost.

Special Interest and Regional Events held within Gore District

These events attract local, regional and national audiences. International people attend some of these events. These events include:

Hokonui Moonshiners Fest
Hokonui Fashion Design Awards
SBS Bank Tour of Southland

Premiere Events held
in Gore District



Events Owned and Run by Gore District Council



Special Interest and Regional
Events held within Gore District
(Grants provided by GDC)



Premiere Events held in Gore



Tussock Country

Tussock Country is New Zealand's country music festival.



This event is held annually in May-June over 9 days. It boasts a selection of 32 different events. With country music as the heart and focus, each event provides something for everyone. Tussock Country has cemented Gore's position as NZ's Capital of Country Music, as it strives to attract more people from New Zealand, as well as abroad.



Tussock Country's has a firm and well established foundation as New Zealand's biggest country festival. Its long term objective is to maintain this **high standard** and continue to grow in size and reputation.



Gore District Council funds 50K per annum for the Event Coordinator and has committed to three years of funding. The Event Coordinator sits in on the monthly board meetings for Tussock Country and plays a support role where needed. The time allocated for this is 40 hours per year,



Southern Field Days

Southern Field Days is held biennially and draws over 40,000 people over three days from all over New Zealand as well as abroad. The main focus of the event is on **working demonstrations** of all kinds of machinery on display. This attracts many potential buyers, as well as those from the community who seek to enjoy the additional activities that the event has to offer. Southern Field Days has an very **positive** economic impact on the region.



Southern Field days seeks to continue to offer this event with **excellence** to both the exhibitors and those attending.



Gore District Council has a promotional site onsite at **Southern Field Days** showcasing the various activities the GDC organises as well as highlighting GDC's services. GDC also funds the Traffic Management Plan for this event (\$15k). The time allocated for this is 35 hours per year.

Gore District Community Awards

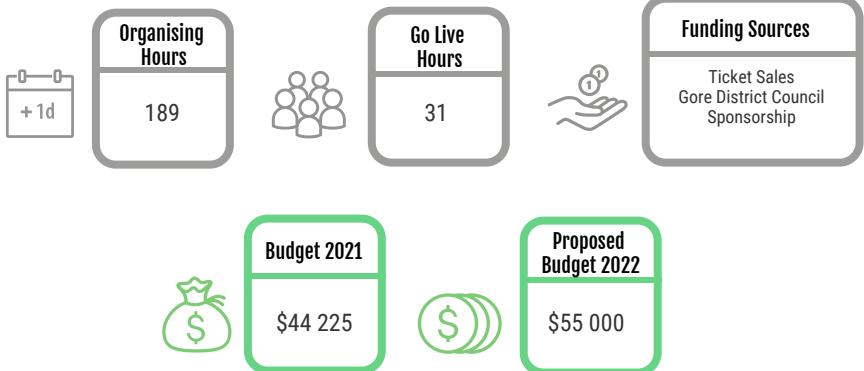
Events run and owned by Gore District Council

The Gore District Community Awards is a significant event on the Gore District Council's event calendar. This event is about celebrating the **high achievers** in the Gore District as well as acknowledging the **heroes** in our community.

i Gore District Community Awards is held in October each year. There are award **categories** for sport, performing arts, environmental, business, Maori, national contributions to the district and community spirit. The Mayoral Civic Award and The Woman of the Year are also presented at this event. In 2020 the event promoted existing events in the region and showcased performances from areas such as dance, kapahaka and cultural elements thriving in the community. The future of the Gore District Community Awards is a gala dinner, entertainment and awards ceremony combined.

⌚ The **Objective** of the Gore District Community Awards is to continue to reward those in the community that achieve and give back selflessly. The Gore District Council aims to continue providing a meaningful and memorable event that has the minimum standard of **excellence**.

📋 Gore District Council Community Awards is solely run and organised by Gore District Council.





'Freeze Ya Bits Off Busking'

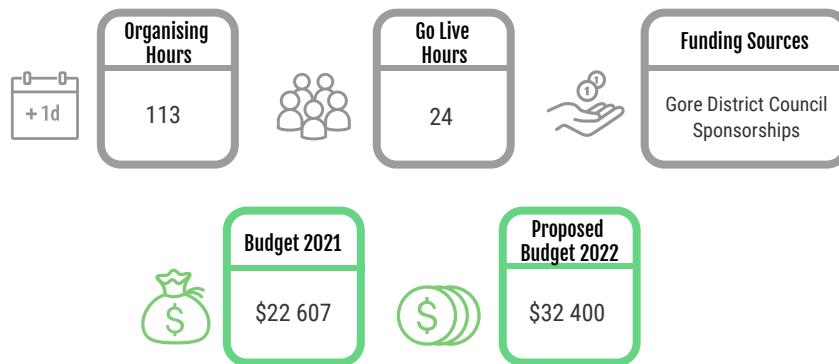
'Freeze Your Bits off Busking' (FYBOB) is held as part of Tussock Country every year and draws many aspiring musicians to Gore.

This event is a **much loved and anticipated** part of Tussock Country. It provides a special opportunity for musicians to promote and showcase their unique style of music. The streets of Gore come alive with music over 3 days as musicians play and entertain while being observed by the public and mystery judges. Year after year this event continues to grow in popularity and enjoyment. The competition now offers two first prize awards of \$1,300 and a total prize pool of more than \$5000.



The **objective** of FYBOB is to provide an opportunity for both professional and amateur artists to busk during the Tussock Country festival. As an event it seeks to expand and attract more musicians and people from within New Zealand and internationally.

Gore District Council is the sole organiser and promoter of 'Freeze Ya Bits Off Busking' competition.



Events owned and run by Gore District Council



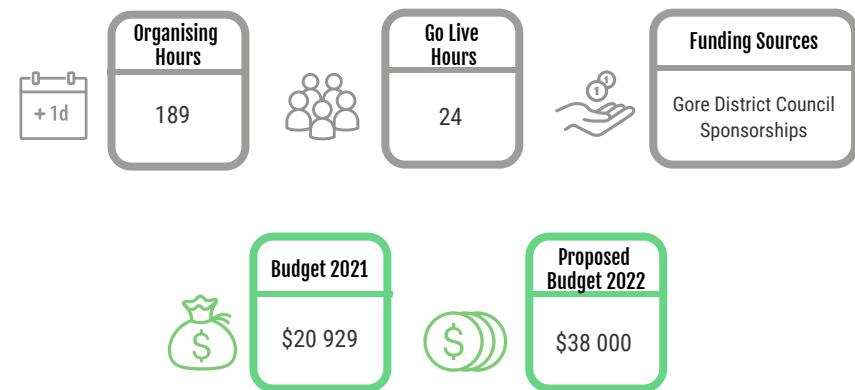
'On the Fly' Mataura River Festival

The banks of the Mataura River is the perfect place to catch the elusive brown trout. For this reason Gore hosts and Gore District Council organises the annual 'On the Fly' Mataura River Festival in the warm summer month of March. This festival attracts **enthusiasts** of all ages and skills. Those eager to have a go have the chance to learn from the masters, and those already accomplished can relax and enjoy their **fishing experience**. The event also invites a wide variety of experts to share their skills, such as a professional chef and fly fishing masters. This fun filled day is an exciting addition to the Gore community as it is inclusive of the family and encourages as many types of people to get involved.



Within New Zealand, Gore is known for its brown trout and fly fishing. This is an established and prized part of Gore's identity. The long term **objective** for this event is to grow beyond the borders of the South Island and New Zealand. This event has the potential to become a premiere event and place Gore on the map as the **World Capital of Brown Trout Fishing**.

Gore District Council is the sole organiser and promoter of 'On the Fly' Mataura River Festival'.



Santa Parade

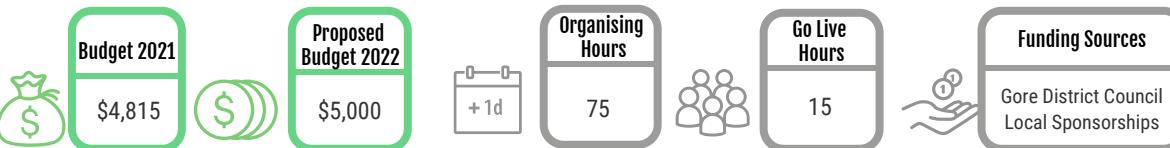
Each year in December the Gore District Santa Parade takes place down the main street of Gore. Any community organisation, club, school, kindergarten, business or group in the District is welcome to enter a float. This event is a free way for the community to promote what they do as there is no entry fee to take part in the parade. There are also various prizes awarded to different floats and individuals for those that make the extra effort to stand out.



This event is a vital part of Gore's Christmas celebration. The **objective** of this event is to continue to provide an enjoyable day out for all those attending.



Gore District Santa Parade is solely run and organised by Gore District Council



Christmas in the Park

Christmas in the Park is set in the Gore Gardens and is held after the parade. The event showcases a variety concert where local entertainers can perform to the community. While many attend the parade they do not proceed on to the Christmas in the Park. The common theme from the community is the event lacked variety, they did not enjoy it and subsequently never went back. There is an opportunity in 2021 to 'bring the party to the people'. An option currently being investigated is to deliver the parade, followed by a street party in Irk Street, followed by the MLT Christmas in the Theatre production at St James. Retailers and hospitality could take advantage of the location change to open their doors and support both events.



This event is a vital part of Gore's Christmas celebration. The **objective** of this event is to continue providing an enjoyable day out for all those attending.



Christmas in the park is solely run and organised by Gore District Council

Events run and owned by Gore District Council



New Zealand Parks Week

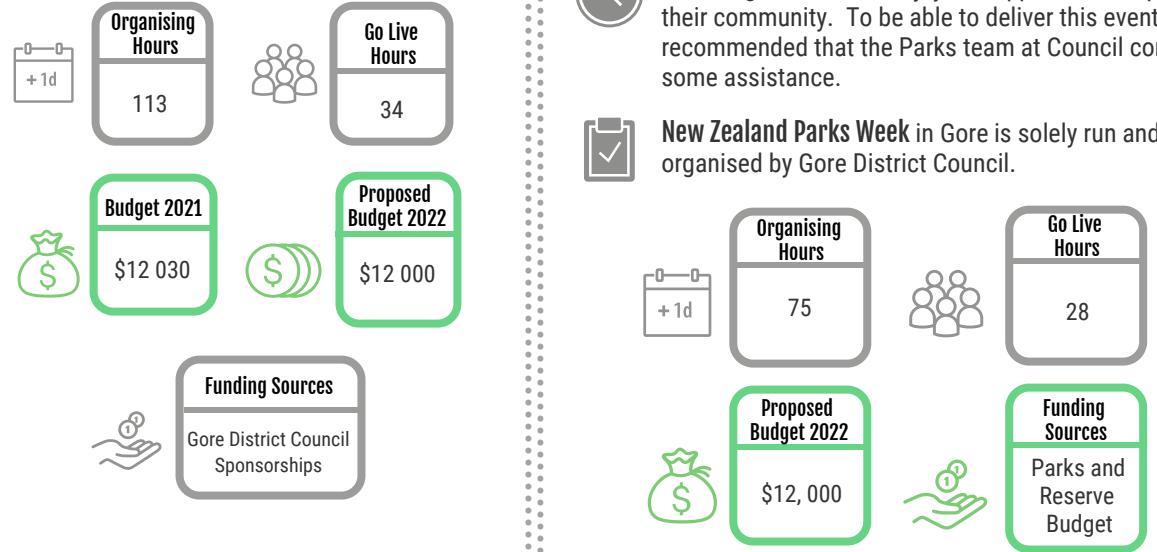
New Zealand Parks Week, held in March, is a nationwide initiative to encourage families to get outside and **utilise** the parks in their community. Gore's first foray into Parks Week was highly successful and saw families get out into **12 parks** around the district hunting fairy and goblin doors.



The **success** of the event has opened up a door for GDC to continue organising this event so as to promote and encourage families to enjoy and appreciate the parks in their community. To be able to deliver this event, it is recommended that the Parks team at Council contract in some assistance.



New Zealand Parks Week in Gore is solely run and organised by Gore District Council.





Hokonui Culture Feast

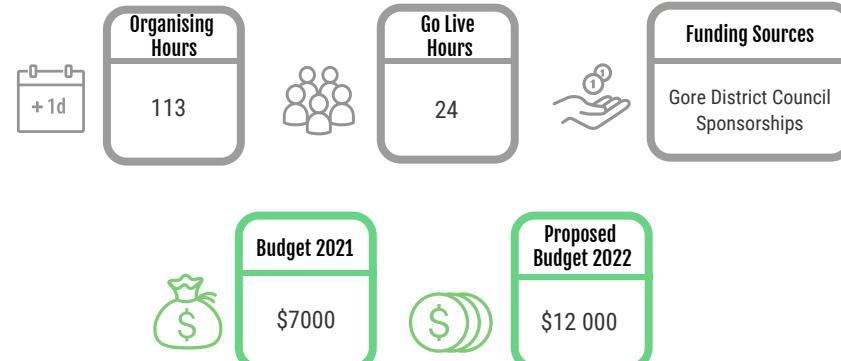
The Hokonui Culture Feast is a fun and **colourful** event that boasts a wide selection of music and food. The heartbeat of this event is to showcase the diversity and culture within the Gore community. This event is held in mid winter (July) and injects culture and entertainment into the community as well as attracts people from within the region. Performers bring a wide selection of entertainment to those attending the event. Another key part of this event is the wide selection of food prepared by the community. It is a true Gore community event that strives to offer an enjoyable time for all ages.



The Hokonui Culture Feast's **objective** is to be an event that provides an essential way for newcomers to stay connected with their culture and demonstrate a sense of pride for their cultural heritage. It's more than just a celebration of the ethnic food or dance, it's a celebration of the diverse community we enjoy in Gore and Southland.



Gore District Council is the sole organiser and promoter of **Hokonui Culture Feast**.



Events owned and run by Gore District Council



Matariki (possible new event)

Traditionally the Matariki festivals around New Zealand is celebrated annually in June. Matariki is an important time in **Maori culture** as it heralds the start of the new year. This event is an exciting way to bring the community together and to collectively enjoy and appreciate our culture and heritage. Although the schools around Gore **celebrate** Matariki, it has not yet been elevated to a community event.



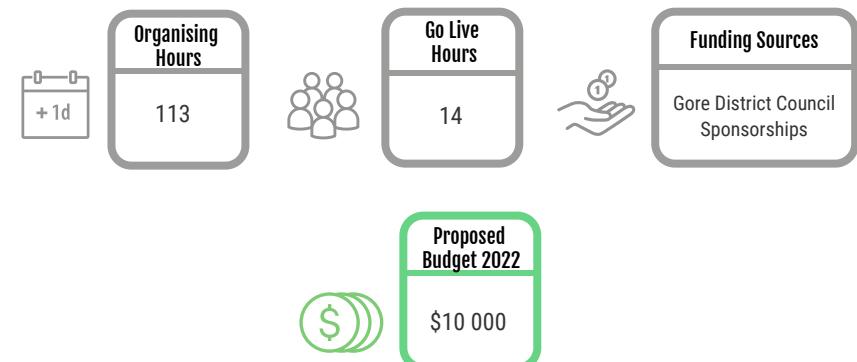
This event would showcase the various school's artwork and potentially a lightshow in one of Gore's beautiful gardens. Matariki also allows the community to connect with Gore's local Iwi and to show appreciation and respect for the history of Iwi within Gore district.



As Matariki will be a **public holiday** from 2022, Gore District Council has the opportunity to create an event around Matariki. The objective is to grow this into an enjoyable and much anticipated community event.



Matariki will be solely organised and run by Gore District Council.



Special Interest and Regional Events held in Gore District (Grants provided by GDC)



Hokonui Moonshiners Festival



Held biannually in February, this event is a staple part of the core event calendar. The Hokonui Moonshiners Festival celebrates a unique part of the Gore District's **history**. A history where the Gore District was 'dry' and alcohol had to be made secretly in the surrounding hills. The local community enjoy all that this event has to offer, which is a time to enjoy good food, crafted beer, wines, cider and the famous **Old Hokonui Whiskey**.



The **objective** of this event continues to offer a high standard event to the local community as well as branching out and attracting people from all around the district and New Zealand.



Gore District Council grants \$24,500 towards the Hokonui Moonshiners Festival.



Hokonui Fashion Design Awards



The Hokonui Fashion Design awards is a much anticipated event in the Gore events calendar. It is held in late July each year and draws fashion designers from all over New Zealand. This well attended and professionally presented event brings life and colour to the town of Gore.



This event has been running for over three decades and continues to draw top quality designers. The objective of this event is to maintain its high standard of excellence and grow in reputation and **exposure**.



Gore District Council grants \$9,104 towards the Hokonui Fashion Design Awards.



SBS Bank Tour of Southland



The SBS Bank Tour of Southland is an **exciting part** of Southland's Events calendar. This event is held over 7 days around October/November. Over 100 cyclists from around the world compete as the cycle over 800km. The tour is enjoyed by the locals and visitors alike.



This event has been **successfully** running for many years. It is grown in size and prestige. The objective of this event is to maintain this high standard and attract cyclists both locally and from abroad.



Gore District Council grants \$1,000 towards the SBS Bank Tour of Southland.

Why does Gore District Council do Events?

Vibrancy

Growth

Image

Culture

Exposure

Identity

Revenue

Why does Gore District Council do Events?

Why are events important?

Events allow a community to **showcase** what makes it unique and attractive. They draw people and revenue from all over the region, country and potentially the world. This adds to the vibrancy of a town and region. Events help raise the profile of our town, nationally and internationally, providing a 'wow' factor which helps attract visitors, boost the hospitality and tourism industries and support economic development in the city. A more vibrant event friendly city will help attract and retain **creative** people.

Events can provide significant **benefits for the local community and visitors** alike. They are acknowledged as opportunities to stimulate tourism and economic growth by showcasing the destination and attracting visitors from outside the district. A positive experience for a visitor at an event can prompt them to become a destination advocate, promoting an area, and potentially prompting a return visit during the off season.

Events also ignite something very special in a community. They promote a positive sense of unity and comradery amongst all those involved in, and attending the event. This can encourage an increased **sense of well being** in a community as those attending the event enjoy all that the various festivals and events have to offer.



Why events are important to Gore?

Events are important for Gore because they give **life** to our community, they create interest in and reflect the kind of community that Gore is. Gore District Council supports events due to the wide array of social, cultural, and economic benefits that events provide. Events can lead to stronger communities by bringing people together, raising community spirit and pride in local neighbourhoods and the district. They also help celebrate our identity.

Events offer businesses the opportunity to benefit financially from the various events and to provide the needed resources as required. The knock on effect of this is a **increased revenue and income for the businesses of Gore** and the Gore district.

What events provide Gore

Community

Revenue

Identity

Culture

Exposure

Vibrancy

Image

Growth

It is important to note that the provision of council events is received well by the community. Recent anecdotal feedback for events, especially the Gore Community Awards 2020 and Parks week 2021, has been very positive. This helps Gore District Council to be able to continue to build positive relationships with its community.

Why does Gore District Council do Events?

Trend assessment

Events and festivals are a global phenomenon in a competitive industry that has experienced rapid growth. Consumers are spending more disposable income on travel and attend – and expect more – from events and festivals.

Events (e.g., sporting, cultural and business) are one means of attracting visitors (primarily domestic and potentially Australian) to a region.

Before Covid-19, 60% (\$23.7 billion) of New Zealand's tourism expenditure came from New Zealanders holidaying domestically, while New Zealanders also previously spent \$9 billion on overseas travel per year.

Capturing a portion of this international holiday spend from New Zealanders while borders are closed is critical to the sector's recovery. Tourism New Zealand was asked to help kickstart domestic tourism to help the sector get back on its feet in a bid to restart New Zealand's economy. To meet this objective, Tourism New Zealand required in-depth understanding of the domestic audience's travel attitudes, sentiment and behaviours.

In February 2021, Kantar published a Domestic Travel Quarterly View for Tourism New Zealand with the following key findings:

- 70% of New Zealanders are planning a holiday within New Zealand in the next 12 months.
- This appetite is likely to be sustained in the next 12 months: a high 59% of New Zealanders are thinking of spending all or most of their overseas holiday funds on domestic travel in the next 12 months.
- Short getaways and week-long trips remain the most desirable domestic holiday options for New Zealanders.

By and large New Zealanders' desire to take longer holidays comes down to having enough annual leave to do so; and, for the regions, events are an opportunity to drive desire for weekend getaways.

For Gore to be competitive, events and festivals within the district need to constantly evolve in line with current consumer trends to attract repeat and new attendees. These trends include:

- More choices and more personalised experiences (such as exclusive, personally tailored, interactive and behind-the-scenes experiences).
- Environmentally conscious consumers (there is opportunity to promote sustainable green and nature-based events).
- Adding complementary activities and attractions (could develop quality add-on bundling and packaging).
- Digital and online ticketing (make event information easily accessible online, including use of mobile-accessible websites, digital programmes, online ticketing and merchandise).
- Interactive live event entertainment (immersive experiences can take many forms; e.g. Instagrammable moments).
- A focus on diversity and inclusion (from inclusive language on signage, inclusive food options, better representation on panels etc.).
- Unique venue experiences (think outside the box and truly create a one-of-a-kind event experience).



Strategic Links

The Gore District Events Strategy and Action Plan 2021–2024 has been developed in consideration of – and aims to leverage from – the following local (Gore District), regional (Southland region), and national strategies:

Gore District

Rural City Living

Gore has all the advantages of a city – café culture, nationally renowned arts and events, and outstanding sports facilities – in a rural location. We call this combination Rural City Living.

These three words encapsulate what we are and what we offer. They tell the story of all the services, facilities, attractions and the lifestyle, while promoting the rural values and benefits they bring.

The "Ready for Growth" Action Plan provides a framework for the Gore District on how to achieve 'rural city living'. Developing and improving our role in events directly contributes to the following goals from the framework:

Community Well-being

- Maximise coordination and impact of the Gore District volunteer network.
- Improving awareness of services, businesses, facilities, clubs and events.

Attraction

- Develop and implement a marketing plan that reflects the needs of the Gore district.
- Maximise the value, accessibility and utilisation of existing facilities.
- Identify and progress options for new infrastructure.
- Develop the attractiveness and vibrancy of the Gore CBD.

Business Development and Workforce

- Generating professional development opportunities throughout the district.

Gore District Council -10 year plan

A 10-Year Plan sets out the Gore District Council's strategic direction and work programme for 10 years ahead. It is the blueprint for our services, the projects we will undertake, how much things will cost and how they will be paid for. Events are specifically listed in the plan as follows:

- To provide support for events in the District, which cater for local residents and visitors, offer fun and entertainment, together with engendering pride in the District and what it has to offer.

Gore District Council - Parks, Recreation and Facilities strategy

By encouraging events that recognise the value of our parks and landscape and make the most of the district's facilities for sports and recreational events.

Southland Region

Southland Murihiku Events Strategy 2020-2025

This Strategy reflects a regional commitment and desire to maximise the benefit of events for the region, the community and its people.

National

New Zealand Major Events Strategy

Government is involved in major events to achieve specific benefits, including (immediate) economic benefits and also a wider range of outcomes, such as increased national pride and improved social connectedness.

How Gore fits with Southlands events scene

Gore district is included within the Southland region. For tourism and events, the regional tourism organisation is Visit Southland (looked after by Great South) and the national body is Tourism New Zealand.

Since COVID, Great South have been focusing significantly on their role in events and the economic and social benefits they bring to the region. Great South acknowledge that by encouraging vibrancy and celebrating diversity, events play a vital role in positioning Southland as the best place to live, work and play.

To help contribute to this, Great South is committed to strengthening the local events sector by leading strategic conversations in the sector, delivering and supporting regional events, connecting event organisers with the resources needed for successful event delivery and by positioning Southland as a preferred place to hold conferences and other large-scale events.

Great South have been working with 36 destination events to develop assets and content (videos, copy, digital imagery) to help use events as a key driver of domestic visitation. A number of these 36 events (and others) they have worked with are related to Gore e.g. Hokonui Fashion Design Awards, Tussock Country, Southern Shears, On the Fly Mataura River Festival, Mandeville Aviation, Hokonui Moonshiners Festival, mountain biking events etc. Others go through Gore such as the SBS Bank Tour of Southland and Southern Field Days. Gore is often added into itineraries for pre and post family activity for conferences and Great South are continuing to work with Gore district operators as they grow and develop.

Southland Murihiku Events Strategy 2020-25

Gore District Council was part of the events strategy strategic advisory group for the development of the Southland Murihiku Events Strategy 2020-25. Four key goals were identified:

Attract, retain, grow and enhance sustainable events

Event organisers, business and community working together to ensure maximum economic, social, cultural and environmental benefits are achieved. Events will celebrate and showcase Southland's people, places and unique selling points.

Maximise community wellbeing: Economic, social, cultural and environmental

Event organisers, business and community working together to ensure maximum economic, social, cultural and environmental benefits are achieved. Events will celebrate and showcase Southland's people, places and unique selling points.

Encourage excellence in event management

Southland's event sector will be strengthened with regional event organisers' skill and capabilities developed and improved.

Provide a balanced events calendar

Provide a balanced, all-season calendar of premier, special interest, regional and community events that celebrate Southland's key attributes and industries.

Regional event fund

As part of the Government's Tourism Recovery package, in late 2020 a \$47.75 million Regional Events Fund (REF) was established and allocated to Regional Tourism Organisations. For Southland, \$180,000 of this funding is contestable and available for events to apply for.

Events within Gore district have the potential to have access to this fund until fully subscribed as a catalyst for growing current or developing new events if they meet the above criteria.



Achieving our vision – To provide city events in a rural environment

The purpose of developing this events strategy and action plan is to provide a framework and recommendations of how Gore District Council could best enable, along with event stakeholders, the growth of events for the economic, cultural and social benefit of the Gore District.

The Gore District Council's 10 Year Plan 2018-28 signals the importance of continuing to develop our communities and district to become an even better place to live and work by providing efficient, quality services and facilities that meet the affordable needs and aspirations of our community. Gore's "Ready for Growth" Action plan has a similar aspiration with the objective being to grow Gore's population by 1,500 people by 2030.

Success in achieving our vision will come from how much Gore chooses to encapsulate and embrace these aspirations and work towards actioning its priorities. Success will also come from our ability to work together in collaboration with our community and our key partners, both in industry and in government.

To understand how we achieve our vision of providing city events in a rural environment, we need to understand the challenges that Gore is facing within the events space. The following **challenges have been identified**.



Event coordination, development and investment opportunities

- Limited council resources to deliver on and support events
- Inconsistent internal processes for event enquiries
- Limited understanding around requirements of events, both by event organisers
- Many events are managed by volunteers with limited professional event experience or support, making it difficult to further develop potential signature/destination events or attract major conferences
- Event timeframes clash, particularly in the summer period
- Financial support for event organisers - grants, sponsorship (cash and in-kind) and fees and charges
- Limited processes in place to assess and monitor event impacts
- Limited understanding of benefits events bring to the district
- No clear 'road map' to follow when organising events



Event promotion and networking opportunities

- Many events in Gore are not externally visible or online
- No marketing and promotional strategy for Gore to assist in marketing Gore as a destination
- Lack of awareness/take up of upskilling opportunities for event organisers
- Limited collaboration between event organisers and local businesses
- Lack of event bundling and packaging with tourism operators
- Limited networking opportunities for event industry



Infrastructure and service opportunities

- Limited transport options both within Gore and to/from Gore to airports
- Limited accommodation options to cater for large events
- Limited catering and food options(e.g vegan options, hours of opening)
- When organising events often , organisers cannot source all the equipment and technology required to host the event from within Gore. (e.g sounds equipment, sound engineers, lighting etc.
- The current GDC procurement policy around using external suppliers and vendors is relatively restrictive.

A photograph of a large crowd at a concert. The people are silhouetted against a bright, orange-yellow light from stage spotlights. Many hands are raised in the air. The background shows a stage structure and more lights.

EVENT COORDINATION, DEVELOPMENT AND INVESTMENT OPPORTUNITIES



Event Coordination, Development and Investment Opportunities

Gore District Council events department

To help grow Gore's events portfolio and realise the event vision of providing city events in a rural environment, resourcing for the events unit within Council needs to increase. Currently, the events department has one full-time employee (Events Coordinator) who has sole responsibility for the following:

- Event delivery - Delivering seven Council owned and run events for the Gore community
- Support - Providing event organisers with advice and information
- Approval - Coordinating and facilitating the Council event approval process and act as a main point of contact for event organisers
- Compliance - Providing event organisers with a clear understanding of event compliance requirements and legislative requirements of Council, and contacts for other relevant authorities
- Safety - Actively facilitate risk management with event organisers to ensure the safety of event attendees and staff
- Fees and charges - Ensuring appropriate fees and charges are in place for venue usage, application fees and permits
- Advocacy and advice - Advising stakeholders during the event planning stage to deliver best-practice events
- Sponsorship and grants - Clear parameters around support channels are in place, event organisers are encouraged to apply for funding through the Grants application program and Council's support for events is recognised
- Event sustainability - Facilitating training to improve event organiser capacity to deliver well managed, budgeted, safe, accessible, sustainable, creative and innovative events that are responsive to the community needs and embrace our culture.
- Networking opportunities for event organisers and local suppliers to form partnerships are provided.
- Event attraction - Attracting suitable new events; e.g conferences (and retaining suitable existing events), identifying opportunities to leverage significant community, social, cultural or economic benefits
- Communication - Promoting Council and community events through the online events calendar, social media, links to Tourism New Zealand, publications and other mediums
- Event evaluation - Facilitating event monitoring and post evaluation of the impact of events and festivals with event organisers against key performance indicators

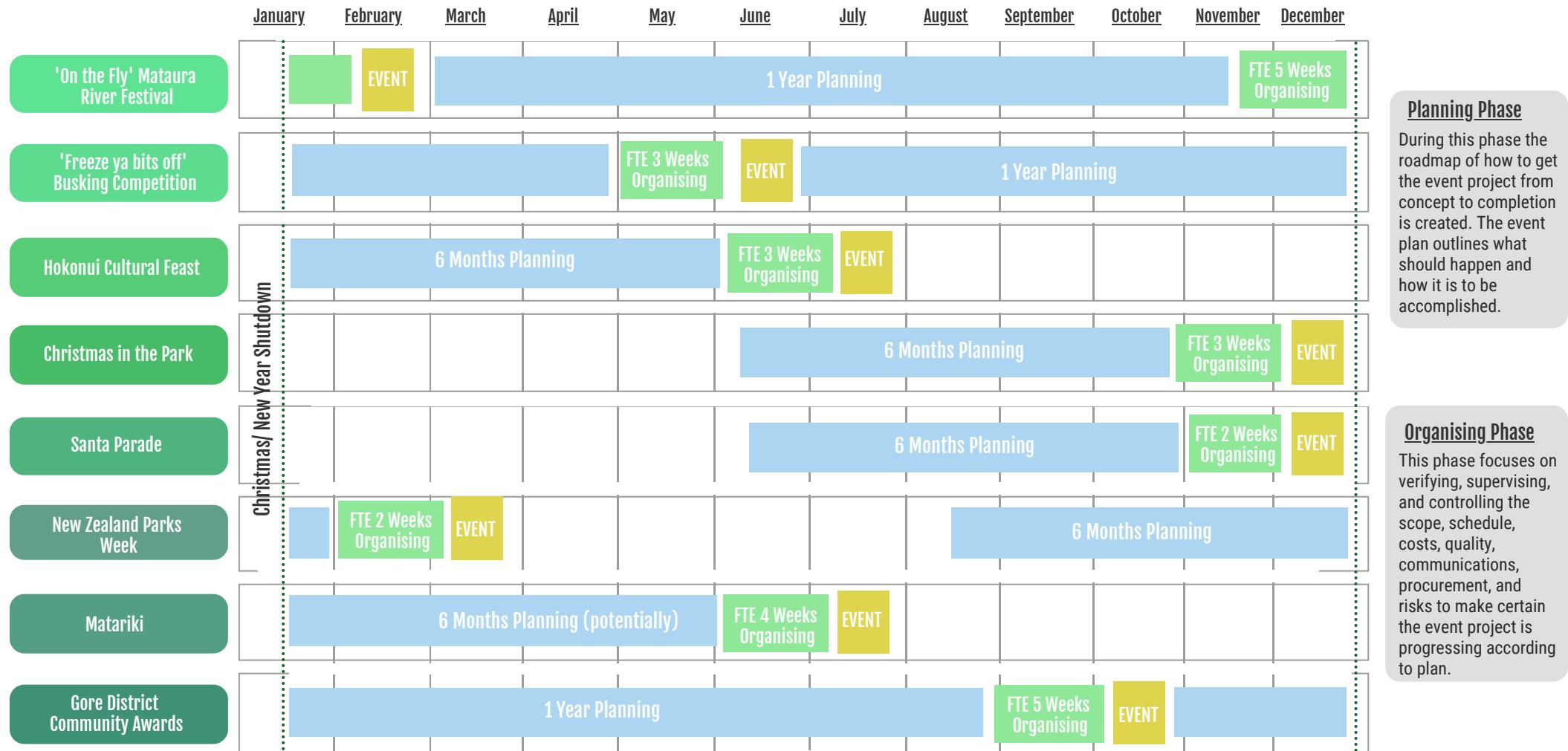


Undertaking these responsibilities requires more hours than the current one FTE position that Council funds. Increasing events resourcing within Council will enable council to deliver on and grow council owned and run events, provide a main point of contact for ease of communication, improve consistency in the approval process of events, increase service levels and identify opportunities for internal efficiencies.

After consulting with Council staff, it is apparent that the events unit at GDC is under-resourced. Suggestions to resolve this include:

- Increase resourcing within the events unit to a minimum one full-time (Events Manager) employee and one part-time (Events Coordinator) employee, recognising the need for strategic oversight and planning and that the year-round, out-of-hours nature of the role, is required; OR
- Rationalise events by reducing the number of Gore District Council owned and run events.
- Ensuring the events department is fully equipped with the tools required to deliver on events effectively and efficiently.
- Future resourcing of the events department should be based on the economic outcomes and benefits for the Gore community and their monitored economic impact.

Gore District Council Events Planning Calendar



This calendar of work planning for council owned and run events clearly shows that there are times when there is more work required than hours in the day for the current 1 FTE Council employs. Please note that this calendar does not take into consideration the support given to other community groups and organisations events (approximately 125 hours per year) within the role, carrying out day to day functions or working on strategy for events in our district.



Event Coordination, Development and Investment Opportunities

Support required for lead up to, planning and go live for events

The below tables depict the support required in the lead up to, planning of and go live stages of our council owned events.

Additional support required to assist in planning Council events

To allow the current Events Coordinator to deliver, market, promote, manage, facilitate, grow and source sponsorship for council owned and run events, further resource to help with the planning and organising of events is required. The below shows the amount of extra resource required to be able to continue delivering all Council owned and run events.

Event Support Role			
Event name	Planning phase resource required	Total hours per event	Total cost per event*
On the Fly Mataura River Festival	1 x FTE 5 weeks	189	\$ 5,292
Parks Week (new)	1 x FTE 2 weeks	75	\$ 2,100
Freeze Your Bits Off Busking	1 x FTE 3 weeks	113	\$ 3,164
Hokonui Culture Feast	1 x FTE 3 weeks	113	\$ 3,164
Matariki (new)*	1 x FTE 3 weeks	113	\$ 3,164
Community Awards	1 x FTE 5 weeks	189	\$ 5,292
Christmas in the Park	1 x FTE 3 weeks	113	\$ 3,164
Santa Parade	1 x FTE 2 weeks	75	\$ 2,100
<i>*rate \$28.00 per hour</i>	Total Event	980	\$ 27,440

Additional support on the day of the event

The below information depicts the resource required to help deliver the event on the day. Currently, the Events Coordinator at Council relies on the goodwill of council staff members from other departments to give up their time and help out on the day without recompense.

Go Live Resources			
Event name	Resources required	Hours	Total costs*
On the Fly	2 resource set up/pack down (8 hrs) 3 resource during event (4 hrs)	16 12	\$ 784
Parks Week	2 resource each day (1 hour)	18	\$ 504
	1 resource Thursday (2 hrs) 1 resource Friday & Saturday (4 hrs)	10	
Freeze Your Bits Off Busking	2 resource set up/pack down finals (4 hrs) 2 resource during event stage & green room management (3 hrs)	8 6	\$ 672
Hokonui Culture Feast	2 set up/pack down (6 hrs) 2 during event (3 hrs)	12 6	\$ 504
Matariki	2 set up/pack down (4 hrs) 2 during event (3 hrs)	8 6	\$ 392
Community Awards	2 set up/pack down (8 hrs) 3 during event (5 hrs)	16 15	\$ 868
Christmas in the Park	4 set up/pack down (7 hrs) 2 during event (3 hrs)	28 6	\$ 952
Santa Parade	4 coordinating entrants (3 hrs) 2 monitoring parade (30 min)	12 1	\$ 364
<i>*rate \$28.00 per hour</i>	Total support required @ event go live	180	\$ 5,040

Tasks include: set up, pack down, clean up, stage or entrant management, food vendor coordination, stall holder management, pick up/drop off facilities, health & safety monitoring, assistance with general issues



Event Coordination, Development and Investment Opportunities

Funding for Council owned and run events

Currently there is not enough funding in Council's budget to deliver all seven of the council owned and managed events. As mentioned earlier in the document, the requirements of the current Events Coordinator position exceed the number of hours available to deliver on and grow the events. To continue to deliver current events as they are (without growing them or adding more, i.e. Matariki), a support position is required OR the number of current Council owned and managed events need to be rationalised.

To ensure council owned and run events can continue to deliver to our community, and grow (with the potential to bring in visitors from outside the district), the current budget that is allocated to particular events needs to increase.

The below tables highlight the current and proposed events budget, including staffing support required. The proposed budget recommends that GDC increase the events budget by \$68,516. Of this funding, \$27,440 will allow council to employ a part time person to help deliver current events, while freeing up some time for the proposed Events Manager position to work on lifting the quality of these events as well as as sourcing further sponsorship. Event Coordinators are required to have a wide skillset and it should be noted that the proposed funding for support is at the low end of the pay scale for this sort of position.

The remaining \$41,076 is recommended to go towards enhancing the experience of each event and adding Matariki to councils event portfolio.

Current budget

Annual Events FY 2020-2021	Current GDC Events Budget	Sponsorship Sourced FY 2020-2021	Ticket Sales or Entrant Fees	Total Current Budget
Event Coordinator Salary	\$ 67,000			\$ 67,000
On the Fly Mataura River Festival	\$ 15,622	\$ 5,307	\$ -	\$ 20,929
Parks Week	\$ -	\$ -	\$ -	\$ -
Freeze your bits off busking	\$ 5,207	\$ 17,000	\$ 400	\$ 22,607
Hoknui Culture Feast	\$ -	\$ 7,000	\$ -	\$ 7,000
Community Awards	\$ 10,000	\$ 25,200	\$ 9,025	\$ 44,225
Christmas in the Park	\$ 12,030	\$ -	\$ -	\$ 12,030
Santa Parade	\$ 3,240	\$ 1,575	\$ -	\$ 4,815
Miscellaneous small events	\$ 10,325	\$ -	\$ -	\$ 10,325
Totals	\$ 123,424	\$ 56,082	\$ 9,425	\$ 188,931

Proposed budget

Annual Events FY 2022 and beyond	Proposed GDC Events Budget	Proposed Sponsorship Required	Ticket Sales or Entrant Fees	Total Proposed Budget
Event Manager Salary	\$ 67,000			\$ 67,000
Event Support Salary	\$ 27,440			\$ 27,440
On the Fly Mataura River Festival	\$ 18,000	\$ 20,000	\$ -	\$ 38,000
Parks Week (new)	\$ 9,000	\$ 3,000	\$ -	\$ 12,000
Freeze your bits off busking	\$ 15,000	\$ 17,000	\$ 400	\$ 32,400
Hoknui Culture Feast	\$ 5,000	\$ 7,000	\$ -	\$ 12,000
Matariki (new)	\$ 5,000	\$ 5,000	\$ -	\$ 10,000
Community Awards	\$ 20,000	\$ 25,000	\$ 10,000	\$ 55,000
Santa Parade and Street Party	\$ 15,500	\$ 1,500	\$ -	\$ 17,000
Miscellaneous small events	\$ 10,000	\$ -	\$ -	\$ 10,000
Totals	\$ 191,940	\$ 78,500	\$ 10,400	\$ 280,840



Event Coordination, Development and Investment Opportunities

Community Grants Policy & other in-kind support

Gore District Council has a community grants policy. The objectives of this policy are:

- to support not for profit community organisations which have a positive impact on the social, cultural, environmental or economic capacity of the Gore community;
- to recognise the volunteer effort in the community by providing financial support so that the essential expenditure can be funded;
- to support the District's art galleries and museums,
- to make principled decisions on grant applications which target and promote the GDC community outcomes as profiled in the Long Term Plan; and
- to recognise community diversity and aspirations of those who are less able to realise their aspirations without a modicum of financial assistance.

The grants policy stipulates that the council has a deliberate policy of not having contestable funding rounds. The Council instead gives consideration to funding applications received either through the long term or annual planning consultation process. In special circumstances, council may receive and consider applications outside the long term or annual planning process if the sum applied for is less than \$2,000.

After researching best practice in New Zealand, the majority of Councils have moved to providing a contestable grant. This is seen as the best way to enable decision-makers (i.e. governing body committees and local boards) to compare the relative merits of the funding proposals they receive, and to allocate grants from limited funding pools as fairly as possible. A contestable grant allows for a set criteria to be established to ensure that any funding given out contributes to Gore District Councils priorities as set out in its plans and strategies.

Having a contestable fund also puts the onus on organisations receiving funding (especially significant funding) to propose appropriate outcome measures, and a plan for how these will be monitored and reported back. Currently Gore's grants policy states that all grant recipients are required to account for how they have spent the funds and share what they have achieved, however, this is not always happening.

As part of dealings with Council, many event organisers request additional in-kind support such as development of flyers, marketing and use of equipment. Event organisers also regularly request for fees and charges to be waived such as venue hire fees. It would be beneficial for in-kind support to be captured centrally.

Sponsorship

Event sponsorship is one of the most popular and effective forms of sponsorship. It is a type of advertisement, where businesses take the opportunity to raise their brand awareness through events in exchange for financial support. It is, however, not just the money that could be involved. It could be built upon in-kind values as well, such as providing the venue, catering services, technology facilities, or donating prizes for attendee engagement activities at the event.

Sponsorship benefits our events not only by provision of the above mentioned support but also by creating awareness of the event through our sponsors networks and audiences. Sponsorship can also improve the perception of our events and attract more people to create a more successful event.

Sponsorship makes up a significant portion of funding for our current Council owned and managed events and is essential for the delivery of these events into the future.

Due to many factors (i.e. sponsorship fatigue, Covid, not enough time for the Events Coordinator to put into this area etc.), approaching businesses for sponsorship has become more challenging. To ensure council owned events (as well as other community events) can continue to deliver to our community, and grow, council needs to develop a sponsorship package to showcase the benefits to businesses of sponsoring individual events. Sponsoring an event is a way for businesses to reach out to the community in a way that is effective and affordable. Events provide sponsors with a chance to network with new businesses, create new relationships and showcase their brand.



Event Coordination, Development and Investment Opportunities

Increase event organiser capacity and capability

Council staff are often approached by community run event organisers and volunteers to assist them with promotion (through development of flyers or web based promotion), funding applications and various other queries. Although staff are happy to assist with these queries, they do take time away from focusing on council owned events. There have also been missed opportunities for Gore to host various events (e.g. Rhododendrum conference) as organisers are not aware that there is the infrastructure and opportunities for assistance in providing these types of events.

One of the actions of The Southland Murihiku Events Strategy is for Great South and Gore District Council to work together to help Gore District to build capability and capacity in relation to delivery of events. On a regional level, this is to ensure that Gore continues to welcome a number of visitors to the region through the provision of well supported special interest and premier events.

On a local level, this will help events organisers of community run events to build their expertise and knowledge enabling the delivery of sustainable events for the community and to ensure we 'don't miss out'.

Events Toolbox

To assist in building capacity and capability of events organisers, it is recommended that council staff direct event organisers and volunteers to Great South's Event Toolbox located at <https://greatsouth.nz/projects/events/event-planning>.

The toolbox has been developed to help event organisers with a wide range of event types/sizes. It includes tips on planning, budgeting, promoting, assessing risks and evaluating events.

As part of the Southland Murihiku Events Strategy 2020-2025, Great South are looking to review and update the Great South Event Toolkit (providing advice, links and resources i.e. waste management, financial management) in 2021 to ensure it is a valued resource for event organisers.

Event growth

To grow and add (i.e. Matariki) to our current council owned and run events, training and professional development for our current staff is required.

Consideration of off-peak and shoulder periods also needs to be taken into account when looking at adding a new event to the events calendar in Gore. This would potentially assist with event clashes during the favourable weather months.





Monitoring events

To make informed decisions for Council event investment and to monitor event growth and performance, a system of measuring event impact is recommended. This could include a number of assessments, including economic, social and environmental impacts. It should be noted that Great South is looking at developing assessment templates and it is recommended that GDC work with them to do this.

Economic impacts

Ideally, full economic impact studies should be undertaken by major events attracting more than, for example, 10,000 – 15,000 visitors. For events where Council is making a substantial cash and in-kind sponsorship, a requirement could be the undertaking of an event impact assessment from event organisers. Council has undertaken a survey in 2019 and 2020 to measure the impact of the Tussock Country Music Festival event. Evaluation measures included average number of days attended, number of people from each group that attended, day spend, how many times they had been, overall experience etc. Other evaluation measures could include the following:

- average time spent at the event
- % of local and % non-local attendees
- number of commercial accommodation stayers and number of non-commercial stayers
- average cost per bed night (per person)

To encourage the collation of standardised data, an event visitor survey could be developed and distributed to event organisers to conduct during and post events. It could help to determine whether the attendee will return to the District and if they will attend future events (event legacy).

Social impacts

The social and cultural aspects of events should also be considered and measured. This could include a combination of the following:

- Council's Resident Satisfaction Survey - Questions could be added relating to events and the community's perception of them.
- Cultural/local participation - As part of sponsorship applications and post event reporting, information could be requested to be including local arts, cultural heritage and local participation in events.
- Visitor surveys - Cultural and social perception questions could be added to a standardised event visitor survey.

Environmental impacts

The environmental impacts of events are important to consider for Gore. Environmental impacts of events are typically measured by:

- waste
- water
- transport
- carbon footprint i.e. offset initiatives
- sustainability
- environmental contribution/awareness.

It is recommended to encourage events with sound environmental and sustainable practices.



Event Coordination, Development and Investment Opportunities

Action plan

#	Action	Tasks	Responsibility	Timeframe
1	Events resources	<ul style="list-style-type: none">• Increase funding within the events budget by to employ one part-time employee (Events Support Coordinator) to deliver on and grow council owned events and to assist community and commercial event organisers; OR• Rationalise GDC's owned and managed events to a realistic number for the current Event Coordinator to deliver.• Increase targeted funding towards current events to ensure GDC has enough funding for each event to enhance its experience and grow (including providing funding to the parks department at GDC to contract assistance in to help deliver NZ Parks Week 2022 event for Gore).	Council	Immediate
2	Community Grants policy	<ul style="list-style-type: none">• Undertake a review of Councils Community Grants Policy (including current guidelines and reporting back mechanisms) taking into consideration the development of a contestable fund.	Council	Short term
3	Sponsorship	<ul style="list-style-type: none">• Develop a process to identify potential key sponsors. Once they have been identified then a targeted plan and sales pitch should be developed. Each potential sponsor should clearly 'see' the benefit to their business if they sponsor an event.• Develop sponsorship policy, associated guidelines and application form to reflect requirements of measurement of event value and impact, marketing/media coverage and in-kind contribution by Council.• Record in-kind support for events in a central location.	Council	Short term
4	Measuring event value and impact	<ul style="list-style-type: none">• Conduct an annual survey to measure the value of events held in the Gore District.• Work with Great South to develop social and environmental impact assessment templates for use by event organisers.• Work with Great South to develop event visitor survey template for use by event organisers.• Include event impact question(s) in Council's Resident Satisfaction Survey.• Encourage events with sound sustainable and environmental practices.	Council Great South	Medium term

Timeframe Definitions

Immediate = Needs to be actioned now

Short term = Needs to be actioned within one year

Medium term = Needs to be actioned between one and three years



Event Coordination, Development and Investment Opportunities

Action plan

#	Action	Tasks	Responsibility	Time Frame
6	Build capacity	<ul style="list-style-type: none">• Ensure events organisers are aware of and participate in capability workshops provided throughout the region.	Council	Ongoing
7	Events toolbox	<ul style="list-style-type: none">• Direct event organisers and volunteers to Great Souths online toolkit as and when required.	Council	Ongoing
8	Event Growth	<ul style="list-style-type: none">• Work with event organisers to influence timing for new events and venue availability.• Council staff to attend event industry conferences for training and professional development	Council	Ongoing



EVENT PROMOTION AND NETWORKING OPPORTUNITIES



Event Promotion and Networking Opportunities

Marketing and promotional strategy

The development of a Marketing and Promotional strategy for Gore is essential to help council achieve its goals and aspirations outlined in its 10 year plan. The purpose of developing this strategy is to create a framework through destination marketing the positive outcomes of growing a visitor market within the districts economy.

This includes attracting small conferences/business events to the district.

Sister city networking opportunity

Gore District Council has a sister city relationship with Tamworth, New South Wales, Australia. The relationship was signed in Tamworth on 13 July 1992 and is founded on both towns' strong country music community. Gore is New Zealand's capital of country music and (as previously mentioned in this document) hosts Tussock Country Music Festival each year in June while Tamworth has the Tamworth Country Music Festival, Australasia's biggest country music event, in January.

There have been various exchanges throughout previous years involving school, sporting and cultural groups. Council representatives from Gore have visited Tamworth and vice versa, during the respective country music events.

This event is a great opportunity for GDC to network and strengthen the relationship with the organisers of the Tamworth Country Music Festival and create interest in bringing performers and spectators to Tussock Country.

Gore NZ website – calendar of events

The Gore NZ website promotes the Gore District and all it has to offer whether you live or are planning to live there, would like to visit or do business there. As part of this website there is a calendar of events listing what is on in the Gore District. This is a useful tool for event organisers to use when promoting their events.

It has been noted that as event organisers are often volunteers and busy people, there is a skill gap in being able to upload events to the website themselves. Ensuring the photos are the right resolution and other technical details are some of the challenges that have been identified. This means that staff from the Gore Visitor Centre upload events given to them from various events organisers which takes time and resource. Encouraging event organisers to upskill in this area is recommended, however ensuring there is enough resource in Council to be able to carry out this function may be more practical.



Event Promotion and Networking Opportunities

Action Plan

#	Action	Tasks	Responsibility	Time Frame
1	Networking opportunities	<ul style="list-style-type: none">• Attend events industry conferences• Subscribe to event industry networks• Strengthen the relationship between Tamworth and Gore• Facilitate networking events between events organisers, suppliers and venue managers	Council	Short-medium term
2	Marketing and Growth Strategy	<ul style="list-style-type: none">• Develop a Marketing and Growth strategy for Gore incorporating a role for conferences/business events to be drawn to the district.	Council	Short-term
3	Calendar of events - Gore NZ website	<ul style="list-style-type: none">• Ensure the calendar of events located on the Gore NZ website (www.gorenz.com) is kept up to date.• Encourage event organisers to upskill to be able to upload their own events.• Ensure there is enough council resource to keep calendar of events updated.• Promote the calendar of events through councils social media.	Council and event organisers	Ongoing

A photograph of a wooden fence in a park. A single vertical post is in the foreground, leaning slightly. A horizontal board is attached to it, pointing towards the right. In the background, there is a paved path, a grassy area, and some trees.

INFRASTRUCTURE AND SERVICE OPPORTUNITIES



Infrastructure and Service Opportunities

Dedicated facilities for events and activation of open spaces

Growing existing events and attracting new, larger events /conferences to the Gore District is currently hampered by aging event facilities.

To build on one of Gore's competitive advantages – open green space – activation of Gore's open spaces and parks for events across the town is recommended.

To successfully activate these open spaces, specific infrastructure needs to be considered, such as water, power, lighting, provision of marquees, amenities, including toilets and parking.

Accommodation availability

Currently in Gore there are limited accommodation options to cater for large events in the district. More accommodation, including temporary pop-up accommodation, would be an attractor for conferences and events.

Transport services

Connectivity throughout Gore when travelling for an event, as well as connections from the regions cities and airports provides a challenge for events organisers. Availability of car rental companies has decreased since the Covid-19 pandemic began.

Catering and food services

To provide rural city living, Gore must expand its offering of catering and food services within the district. Currently there are limited options for dietary requirements offered in Gore. Rural city living sets an expectation of being able to source excellent food options. Additionally, the opening hours of various restaurants is restrictive and can be a challenge for event goers who want to continue enjoying the festivities after the event is complete.

Technology equipment

When organising events, events organisers cannot often source all the equipment and technology required to host the event. For example, sounds equipment, sound engineers, lighting etc. As a result of this these services need to be procured from outside of Gore. Council's procurement policy needs to be reviewed to ensure that services can be acquired from outside of Gore if need be.

Aging venues

While Gore does have several venues that are able to host the various events that Gore District Councils runs, these venues have aged over time and could potentially benefit from an upgrade or refurbishment. As these event venues are privately owned there is potential for GDC and these event owners to work together to solve the challenges of these ageing venues.



Infrastructure and Service Opportunities

Action Plan

#	Action	Tasks	Responsibility	Time Frame
1	Procurement Policy	<ul style="list-style-type: none">Review Council's procurement policy to ensure services can be sourced from outside the district when needed.	Council	Short-term
2	Connectivity to events	<ul style="list-style-type: none">Improve transport to events both within Gore and to Gore from outside the region.	Council Flight companies Bus companies Events organisers	Medium term
3	Provide excellent catering and food services	<ul style="list-style-type: none">Advocate for food and catering services within Gore to provide for diversity (e.g. dietary requirements such as vegan, gluten free etc.) and ensure they are open when events are on.	Council Various industries (food, retail etc)	Medium term
4	Activation of open spaces across the district for events Support Gore's 'Ready for Growth Action Plan in maximising the value and usage of existing facilities and identifying and progressing opportunities for new infrastructure.	<ul style="list-style-type: none">Develop a list of Council-owned open spaces including infrastructure i.e. power, water, toilets, lighting and car parking available to support events.Prioritise infrastructure upgrades for open spaces/ areas identified as event venues.Identify events specific venues and encourage the development of new infrastructure	Council	Medium to ongoing
	Aging facilities	<ul style="list-style-type: none">Assist private venue owners in investigating funding sources to upgrade aging facilities.	Council Private venue owners	Medium term