



BREAD  
& CIRCUS  
2021

# Major Events Strategy

Ōtautahi Christchurch 2021

ChristchurchNZ

A vibrant street scene at night, likely during a festival or event. In the foreground, a woman with blonde hair is lying back in a black, fringed chair, wearing a red and white patterned top. To her left, a band is performing, with a saxophonist in a blue and yellow patterned shirt and a drummer. A crowd of people is gathered around, some holding up phones to take pictures. In the background, there's a building with purple and blue lighting, and a sign that says "HEAD CIRCUS 2021".

OUR VISION FOR  
MAJOR EVENTS

Ōtautahi Christchurch  
will build a portfolio  
of major events that  
excites and engages our  
people throughout the  
year, while showcasing  
our city as an exceptional  
place to live, visit,  
and invest.

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# Mayoral Foreword



ChristchurchNZ has a mission to ignite bold ambition for Ōtautahi Christchurch.

Through the delivery of a balanced portfolio of Major Events, ChristchurchNZ helps make Christchurch a great place to visit. Furthermore, what is good for visitor attraction also makes Christchurch and our region a great place to live, and that helps make Christchurch attractive to talented migrants, students, businesses and investors.

Our natural assets have long been a drawcard for residents and visitors alike – our beaches, hills, parks and gardens. When we add a new, vibrant central city with

fabulous hospitality and retail offerings, along with new public spaces and facilities AND high profile major events to the mix then the sky's the limit!

Major events attract visitors throughout the year, who will always want to see more of our amazing city and region. This lifts the visitor economy, and supports the associated workforce, particularly outside of high season.

Christchurch residents and those who live in the wider region have also always loved the opportunity to get out and enjoy great events. We're not just spectators either; we're participants that love to get involved in the action.

ChristchurchNZ has developed a bold approach to investment in our city and region through major events. Events that deliver community benefits, raise our global profile and help tell our city narrative, while adding significant value to our growing economy.

The enhancement to the life of the city from major events is enormous and I look forward to welcoming a programme of bold and vibrant major events, that will truly ignite and inspire our community and people visiting Christchurch to attend.

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**Hon. Lianne Dalziel**  
**Mayor of Christchurch**

# ChristchurchNZ Foreword

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ChristchurchNZ's purpose is to stimulate sustainable economic growth for a more prosperous Ōtautahi Christchurch. We work to a mission of igniting bold ambition for our city.

We profile Christchurch as a city of opportunity, where exploration is part of who we are, has shaped us and is the pathway to create our future.

We are charged with creating a major events portfolio that embodies and breathes life into this purpose and mission.

Major events create value far beyond their face value – events amplify the spirit of our people, ignite excitement and bring communities together. They help people explore their passions and develop new ones and support a positive work-life balance.

Major events stimulate economic activity across multiple sectors in the city and across the region, creating jobs.

For visitors, major events can be the catalyst for exploring our city and the launch pad for venturing further out into Waitaha Canterbury and beyond.

Events provide an opportunity to position Ōtautahi Christchurch nationally and internationally as an inclusive, progressive and welcoming city. We do this through selecting a portfolio that reflects our city narrative and aspirations – events that are diverse, positive and reflect our spirit of exploration, innovation and bold ambition.



This Major Events Strategy sets out our approach to secure the very best major events for Ōtautahi Christchurch, to showcase our city on the world stage, to create an even more attractive city for our residents, visitors and future residents, and curate long lasting legacies for the city and its people.

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**Joanna Norris**  
**Chief Executive,**  
**ChristchurchNZ**



**“Events provide an opportunity to position Ōtautahi Christchurch nationally and internationally as an inclusive, progressive and welcoming city”**

Joanna Norris, Chief Executive, ChristchurchNZ

# Upoko, Ngāi Tūāhuriri



Tēnā koutou,

This strategic plan is a welcome departure from the language of the past decade wherein the word ‘rebuild’ dominated much of our minds, language and news. With the major city projects completed or nearing completion our task over the next decade is clearly stated in the plan, namely, to enhance the profile of the city both nationally and internationally and from that we need to deliver economic, social, cultural and environmental benefits to the city and the people.

This is a strategy that Ngāi Tahu needs to be engaged in. Our territory covers most of the South Island, starting at Te Parinui-o-whiti (Cape Campbell) across to Kahurangi Point above Westport then tracking all the way south to the Southern Ocean. Within its tribal boundary, Christchurch sits as a core pillar of its tribal economy. Between 1990 and 2018, Ngāi Tahu membership grew from 3000 to 61,000.

Likewise, individual equity was projected to have grown from \$81 per member to \$27,000. On a wider front, Ngāi Tahu sub-divisions at Wigram, Preston’s Road, Karamū and Te Whāriki (Lincoln) and its commercial developments at Tower Junction, Pita Te Hori Centre and elsewhere are part and parcel of the regional economy.

Ngāi Tahu, Christchurch and Canterbury is simply too important to the Ngāi Tahu economy and the reverse applies.

We know from our past experience that Christchurch knows how to host events and to welcome manuhiri whether it be the 1974 Commonwealth Games or the 2015 Te Matatini Festival at Hagley Park wherein 25,000 visitors attended the festival over five days.

Our Mayor, Lianne Dalziel is right when she says we know the strategy will succeed because we now have a city that is rebuilt and now reimagining itself.

Ngāi Tahu understand the importance of planning for events and we welcome this document and we offer these words in support.

*Kia hanahana ai te tiwhanawhana a Kahukura kei runga i a Waitaha – Let the rainbow arch and glisten over Christchurch and Canterbury*

**Dr Te Maire Tau**  
**Upoko, Ngāi Tūāhuriri**



**“We know from our past experience that Christchurch knows how to host events and to welcome manuhiri whether it be the 1974 Commonwealth Games or the 2015 Te Matatini Festival at Hagley Park wherein 25,000 visitors attended the festival over five days.”**

Dr Te Maire Tau, Upoko, Ngāi Tūāhuriri



# Context

Christchurch has invested in major events for many years. There is significant value in the contribution they make to the life of the city, by defining Christchurch as a destination, bringing communities together, attracting visitors, stimulating economic activity and raising our city’s profile nationally and internationally.

The Christchurch City Council sets the overall policy outlining the role of events in the Events Policy Framework.

Different events have different outcomes. The Christchurch City Council is responsible for the support and delivery of local and regional community events.

ChristchurchNZ is responsible for major events. Major events help build a city’s profile and often have a stronger economic focus than small-scale or community focussed events.

**This Major Events Strategy sets a clear direction for the attraction and delivery of major events by ChristchurchNZ. It outlines our vision, outcomes sought, responsibilities, priorities and implementation approach.**

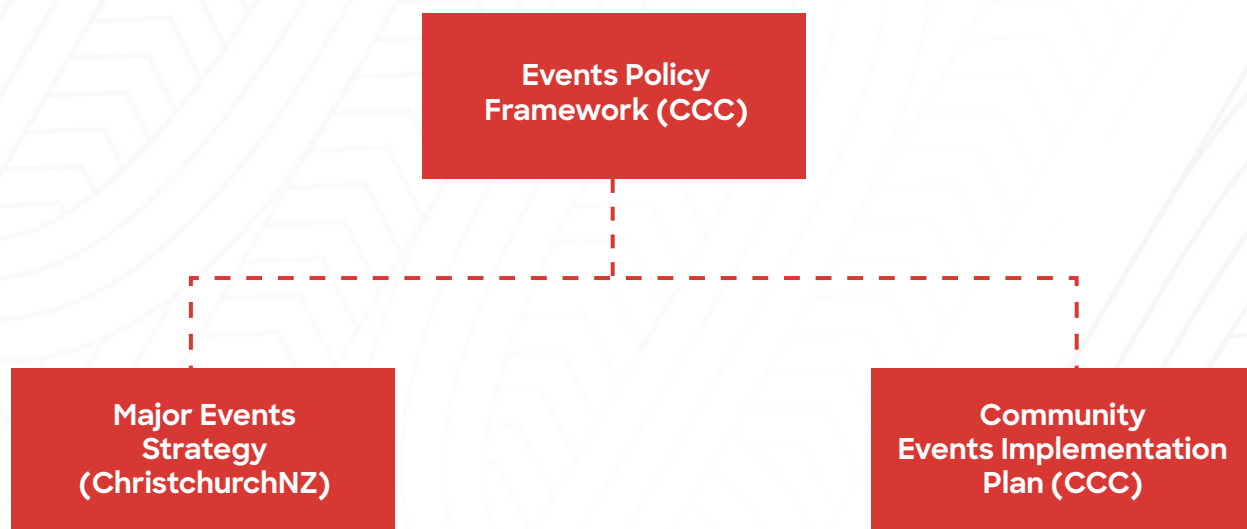
## WHAT IS A MAJOR EVENT?

The Christchurch Major Events Strategy (‘The Strategy’) defines a “major” event as outlined in the Council’s Events Policy Framework.

A major event:
Delivers significant social, cultural, or economic benefits to Christchurch.
Attracts significant domestic and/or international visitors to Christchurch.
Provides positive media exposure for Christchurch in key domestic and international markets.

## Major events include:

One-off, repeating or home grown events of any genre - including concerts, festivals, sporting, arts, and cultural events, as well as international “mega” events such as World Cups.



# Our Journey

The rebuild of Christchurch following the earthquakes in 2010 and 2011 has created a strong platform for long-term social, cultural, and economic prosperity. We have a new city with fantastic infrastructure, venues, and quality of life.

It is time to leverage this platform to position Ōtautahi Christchurch as a unique destination, a hub for business innovators, and a home for those seeking balance. We are doing this by working in partnership with public, private, and community entities to create a strong proposition and associated narrative for our city that resonates with residents, visitors, and businesses.

Events played a vital role in post-quake Christchurch by raising people’s spirits and connecting communities. They also provided continuity with the past and helped to shape a new identity and profile for the city as a vibrant, energetic place where exploration and creativity thrive. Major events will play an even stronger role in driving future prosperity by exciting and engaging our people, and actively promoting Christchurch as an exceptional place to live, visit, and invest.

## Christchurch has many strengths that position it as a great major event host city, including:

A world class international airport with exceptional connectivity for a city of our size.

New highly accessible and versatile venues.

A friendly city that is easy to get around.

The largest population centre in the South Island with great crowd participation.

A modern central city with a good range of accommodation options and quality hotel infrastructure.

Many and varied natural assets and open spaces that can be utilised for outdoor events.

An enthusiastic and helpful events sector that is willing to try new things.

A temperate and seasonal climate, favourable for a variety of outdoor events.



📍 The Terrace


While the city is already benefiting from existing, new, and improved infrastructure, there is a forward work programme that will further amplify the city’s ability to host major events.

Existing infrastructure		
Christchurch Town Hall	Christchurch Arena	Christchurch Adventure Park
Orangetheory Stadium	Ngā Puna Wai Sports Hub	Hagley Oval and Hagley Park



The planned timeframes for completion of these additional infrastructure assets are:

Additional infrastructure	2021	2022	2023	2024	2025
Te Pae Christchurch Convention Centre					
Naval Point Redevelopment (10-year plan commencement)					
Parakiore Recreation and Sports Centre					
Court Theatre at the Performing Arts Precinct - Te Whare Tapere					
Canterbury Multi-Use Arena					



**As a company we always love delivering events such as Synthony in Christchurch, it's a city full of people that embrace the event experience and always have a great time!**

David Higgins, Founder and Managing Director Duco Events Group

# Roles and Responsibilities

The Christchurch City Council, ChristchurchNZ and Venues Ōtautahi have complementary roles in relation to major events in Christchurch.

The Council supports and/or delivers a variety of local and regional events, often in partnership with the community, through its Community Events Implementation Plan. It also provides regulatory support, approval, and compliance functions (such as traffic management planning) for all events. Council funds ChristchurchNZ to manage the city’s major events portfolio.

Venues Ōtautahi, is owned by the Christchurch City Council. It attracts events for the venues they operate. It plans and delivers on-the-ground event experiences.

## ROLE OF CHRISTCHURCHNZ IN MAJOR EVENTS

ChristchurchNZ is responsible for building and managing the city’s major events portfolio. We do this by working in partnership with key event stakeholders including event organisers, prospecting partners and Christchurch City Council.



The team at ChristchurchNZ undertake the following activities to maximise the benefits of major events in Christchurch with a strategic view and best- for-city approach.

<b>Strategic Attraction, Bidding and Prospecting</b>	Identify major and mega events that align with this Strategy.
	Work collaboratively with local and national partners to bid for and secure major events that deliver social, cultural, or economic benefits to Christchurch.
	Create a pipeline of event hosting opportunities that support the delivery of a balanced portfolio.
	Ensure a collective city-wide approach is maintained by key event stakeholders including Venues Ōtautahi.
<b>Partnership Investments</b>	Partner with event owners and producers when there is a demonstrable benefit to the city.
	Proactive procurement and seed funding of new events that have the potential to enhance our major event portfolio.
<b>Marketing Leverage and Activation</b>	Use major events to promote Christchurch as an exceptional place to live, visit, and invest.
	Ensure major event messaging builds the profile of Christchurch and champions the city narrative.
	Leverage major events to provide additional opportunities for business, trade, and investment.
	Enhance the engagement of event participants and the local community.
<b>Strategic Influence and Partnerships</b>	Facilitate connections and partnerships at the local, national, and international levels.
	Ensure the approach to events is aligned with this Strategy.
	Support local capability and capacity building in the events community.
	Advocate on behalf of Christchurch’s major events industry with central government and other key influencers.
	Seek guidance and advice from mana whenua to ensure major events appropriately express their culture and realise their aspirations.
<b>Event Feasibility and Evaluation</b>	Measure the costs and benefits of our major events using best practice methods.
	Use the results of pre- and post-event evaluations to inform our major investment decisions.

# Outcomes

Major events deliver a variety of benefits for host cities, including some that are not easy to measure or quantify. The success of this Strategy will be considered against three outcome areas:

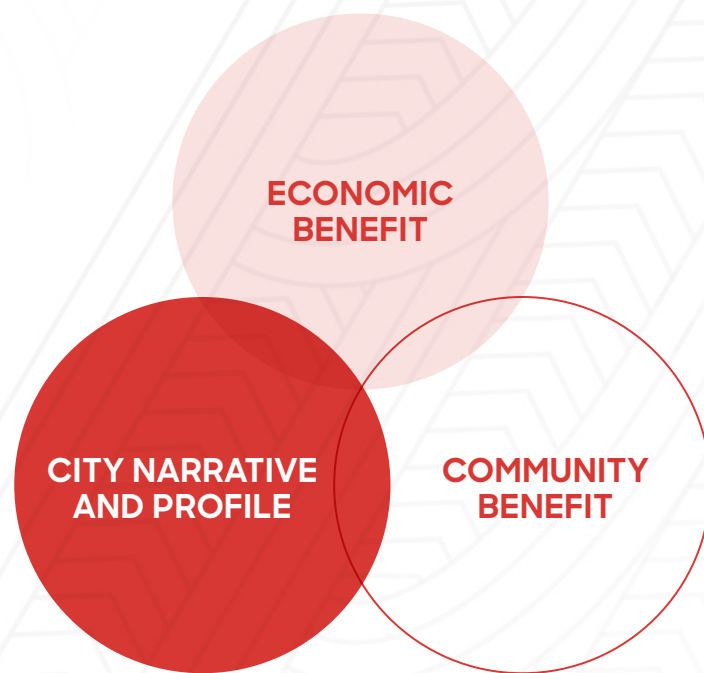
Economic Benefit

City Narrative and Profile

Community Benefit

Individual major events will likely contribute strongly to one or two outcome areas so we will build a portfolio that provides a collective balance across all three outcome areas.





**CITY NARRATIVE AND PROFILE**

Major events give us the opportunity to positively promote Christchurch to local, domestic, and international audiences. We will target major events that align with the city narrative, delivering media exposure that we can use to profile and amplify our story with potential visitors, migrants, investors, and businesses. The uniqueness of the partnership between Mana Whenua, Christchurch City Council and ChristchurchNZ provides a platform for all events to express their cultural values and aspirations in an authentic manner, reflecting the spirit of the city and the people in it. We will also leverage our event platforms to excite and engage our residents.

**ECONOMIC BENEFIT**

We will target events that are likely to increase the economic wellbeing of our city. This could be through expenditure by the event organisers and visitors or by leverage activity that stimulates ongoing economic growth or our Supernodes. Our evaluation methods will capture as many of these effects as possible.

**COMMUNITY BENEFIT**

Major events can provide a platform for additional benefits around the event itself (leverage) such as opportunities for business or social engagement and long-term benefits to the city (legacy) like new infrastructure or skills and knowledge gained through hosting the event. Community benefit can also include increased participation in sport, active recreation and the arts and a ‘feel-good factor’ for people who live here. We will proactively seek leverage and legacy outcomes from major events to ensure that we maximise the long-term value of our investments for our people.

Our overall portfolio of events will seek to deliver on all three outcome areas. However, the focus for the next three years will be weighted towards events that support the building of city profile to positively influence perceptions of Christchurch. This reflects the current situation, where our ability to achieve all the outcomes from major events, particularly international visitor attraction, is compromised by the controls put in place to manage the Covid-19 pandemic. Events that maintain city profile and improve perception will help to position the city for when borders reopen. In the short to medium term a shift towards domestic visitors is required.



# Priorities to Build and Enhance Major Events in Christchurch

The Strategy has three priorities over the next three years:

## 1. Enhance Christchurch’s profile both nationally and internationally by hosting a balanced, year-round portfolio of Major Events

Major events need to reflect and celebrate what is distinctive about Christchurch if they are to build a strong profile, enhance the city’s overall narrative and engage our people.

The city has an established portfolio of events but there are opportunities to grow existing events, seed-fund new events that create greater balance across the calendar and create scale and momentum by working with partners in innovative ways – in particular with mana whenua to ensure the events programme expresses their values and aspirations.

### To achieve this ChristchurchNZ will:

Reflect the spirit of the city and all its people, including mana whenua, in the major events portfolio.

Attract/invest and seed events that are recognised nationally and internationally particularly in key visitor and trade markets.

Attract/invest and seed new events that align with and demonstrate the Christchurch narrative.

Ensure that events showcase our emerging modern city and the incredible natural assets on our doorstep.

Attract/invest and seed events to provide a balance across the strategy outcomes and across seasons and genres.

Enhance seasonal destination campaigns including elevation of the BLOOM brand proposition.

## 2. Deliver significant economic and community benefit

One of the defining characteristics of a major event is that it attracts large numbers of people from outside the host location. This creates economic benefits through increased expenditure and business activity, long lasting benefits for the community, as well as creating opportunities for people to connect, learn, and celebrate their cultures and identities.

### To achieve this ChristchurchNZ will:

Develop a balanced portfolio with a spread of events over the year, including the shoulder and winter seasons to reduce the gap between peak and off-peak visitation.

Attract/develop major events that utilise local businesses in event delivery and leverage events to provide business development opportunities.

Ensure major events include significant opportunities for the community to participate and engage in major events, enhancing spirits and enjoyment for our people.

Work with event organisers to generate significant community benefits for the city, including environmental benefits.

Ensure the major events portfolio excites our people, generates pride, and makes a positive contribution to resident’s perception of their city and quality of life.

### 3. Grow and diversify funding and partnership collaboration for major events

Establishing an increasingly strong major events portfolio for the city cannot be achieved without working collaboratively and further developing partnership opportunities. The city will require new business models and funding sources locally, nationally, and internationally to grow investment in major events.

#### To achieve this ChristchurchNZ will:

Seed fund new event opportunities for a defined period with a clear pathway that they can become financially self-sustaining and have the potential to become a major event of international significance.

Ensure major event investment opportunities are credible and commercially focussed.

Utilise temporary Regional Event Funding to deliver events that drive inter-regional visitation to help compensate for the lack of international visitors in the era of COVID.

Activate opportunities for private sector investment to grow available funding for major events and reduce the dependency on public sector funding.

Proactively pursue event opportunities (including through seed funding) that unlock Government partnerships and support private sector desires.

Collaborate with Venues Ōtautahi and Council to attract events to Christchurch applying a best-for-city approach.



📍 Hagley Oval

# Implementation - How Decisions will be Made

When assessing the feasibility of an event, seeding new events, deciding to enter a competitive bid for an event, or evaluating whether to invest and partner with a major event, our decisions will be based on the following:

<p><b>Outcomes</b></p>	<p><b>What will the major event contribute to:</b></p> <ul style="list-style-type: none"> <li>Economic benefit.</li> <li>City narrative and profile.</li> <li>Community benefit.</li> </ul>
<p><b>Portfolio Balance</b></p>	<p><b>Does the event contribute to a portfolio of major events that are balanced across:</b></p> <ul style="list-style-type: none"> <li>Delivery of our three outcome areas.</li> <li>Achieving a spread of events over the year, including winter and the shoulder seasons.</li> <li>Provide a diverse, inclusive, and engaging mix of events from a timing, genre and location perspective.</li> <li>One-off major or mega events of significance e.g. concerts and international sporting fixtures.</li> <li>Seed funding in support of unique, new, and creative event opportunities that build towards a fuller seasonal major events calendar.</li> </ul>

**Required Event Attributes**

**All major events supported by ChristchurchNZ will need to:**

Align with the City narrative.

Showcase the city and its people.

Generate significant and positive media exposure both nationally and internationally.

Provide a quality experience through best-in-class or exclusive content, in the most fit for purpose venue, that enhances Christchurch’s reputation.

Demonstrate a pathway to achieve financial sustainability.

Demonstrate that local suppliers will be utilised whenever possible.

Provide opportunities for decent work in line with the UN sustainable development goals.

Demonstrate how the event is working towards lessening the impact on our environment, including a pathway to achieve carbon neutrality and waste diverted from landfill through waste management initiatives e.g. Christchurch City Council’s composting food packaging at events project.

Engage with our community and provide opportunities for participation.

Make a positive contribution to our communities’ perceptions of their quality of life.

Major event programme delivery will be driven by ChristchurchNZ’s internal project management function that monitors and reports against milestones and budgets.

The implementation of the Strategy will be assessed in an annual report on performance of the major event portfolio against the Major Events Strategy. This is a Level of Service reporting requirement in the Christchurch City Council Long-Term Plan. Outcomes reporting will also be captured through the organisational KPI’s for ChristchurchNZ as set out in its Statement of Intent.



A woman with curly hair is sitting on a man's shoulders. They are at an outdoor event with many people and orange balloons in the background. The scene is bright and festive.

GET IN TOUCH

**ChristchurchNZ**  
**BNZ Centre, Level 3**  
**101 Cashel St**  
**Christchurch, New Zealand**

**Ph: +64 3 379 5575**  
**[majorevents@christchurchnz.com](mailto:majorevents@christchurchnz.com)**

**[christchurchnz.com](http://christchurchnz.com)**

**ChristchurchNZ**