

8 Portfolio of Major Events in Auckland, Wellington and Dunedin

The overall purpose of this chapter is to analyse the inter-relations between institutional arrangements, event policy frameworks and applied portfolio approaches. The chapter aims to explore the influence of the public sector institutional and policy environments on the realisation of portfolio approaches in three cities in New Zealand, Auckland, Wellington and Dunedin. The cities have a core national status (Ministry of Business Innovation and Employment, 2012) in terms of economic, political and socio-cultural share, and represent a variety of different contexts.

Auckland is located in the North Island of New Zealand. It is the largest urban area in the country with a population of 1,415,500. It contains around 190 ethnic groups. Auckland is New Zealand's principle business centre and accounts for 35.3% of New Zealand's GDP as major national gateway for imports and exports (Statistics New Zealand, 2014). It is the most visited tourist destination in New Zealand, attracting around 70% of all visitors to the country (aucklandnz.com, n.d.). Auckland has been recognised in different international comparative studies such as Mercer Quality of Living Survey is 2015 and 2018, where it was ranked the third most liveable city in the world (Mercer, 2015, 2018).

Wellington is the capital of New Zealand and the main city in the Greater Wellington region. The region is the third largest in the country in terms of population, with 471,315 residents: 11.1% of the total national population (Statistics New Zealand, 2013). Wellington City's total population is 190,959 residents with 77% being of European ethnic origin. Geographically, the city is located at the south-western edge of the North Island. The city houses the national Parliament and the head offices of Government Ministries. It is an important centre for creative industries, including the film and theatre industry. Wellington is home to the country's major arts and cultural institutions such as the Royal New Zealand Ballet, New Zealand Symphony Orchestra and the National Museum of New Zealand, Te Papa Tongarewa. Wellington has been positioned as the 'coolest little capital in the world' and 'a smart capital' (wellingtonnz.com, n.d.). Lonely Planet Best in Travel 2011 ranked Wellington as fourth in its Top

10 Cities to Visit in 2011 (Lonely Planet, 2011). In 2014, Wellington was named the 12th city of the best quality of living in the world by Mercer (Mercer, 2014).

Dunedin is the second largest city in the South Island of New Zealand. It is located on the central western coast of the Otago region. The population of 120,249 residents ranks it fifth in size out of the 67 districts in the country. This represents 2.8% of New Zealand's total population, and 83% of residents belong to the European ethnic group. The city's primary industry is tertiary education, housing the University of Otago and Otago Polytechnic, and students represent 21% of the city's population. It is the oldest New Zealand city with a rich Scottish legacy. Dunedin is also a UNESCO creative city of literature and the 'heritage capital' of New Zealand.

The analysis of the data, collected for this chapter in 2015-2016, including interviews with the industry experts and relevant public documents, has revealed an interplay of the four elements which explain the relationship between local institutional contexts and applied portfolio approaches (see Figure 8.1).

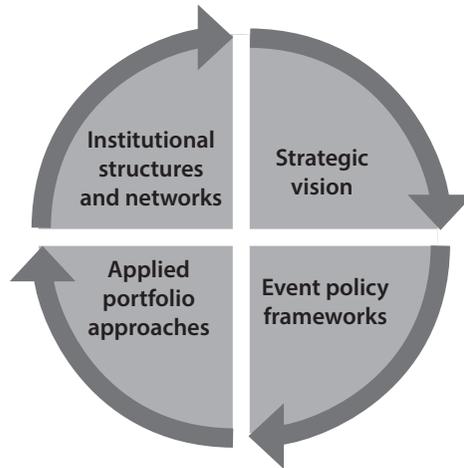


Figure 8.1: Local institutional context and portfolio approaches in Auckland, Wellington and Dunedin.

The first element, 'Strategic vision' examines the rationale for designing portfolios of major events in Auckland, Wellington and Dunedin. It describes the desire of city event planners to use major events as a tool to enhance and promote the expected desirable city profiles and their competitive points of differences. The second element, 'Institutional structures and networks', describes the current relationships in the public sector. The third element, 'Event policy frameworks', outlines the public policy aspects of major events programming in the cities. The fourth element, 'Applied portfolio approaches', describes the relatively different strategic initiatives in the cities, which incorporate diverse financial, planning and managerial aspects of event portfolio development.

Element 1: Strategic vision. City desirability through major events

The reason behind planning and delivering portfolios of major events is rooted in the vision that major events can significantly contribute to the development of city personality and distinctiveness or, in other words, unique place identity (see Table 8.1).

Table 8.1: City vision on the value of major events and destination attractiveness.

City	Vision on major events
Auckland	Events not only attract visitors beyond our borders, helping to grow the visitor economy, they also enhance and shape public perceptions of Auckland as an exciting and vibrant place to live and work as well as enhancing the quality of people's lives. Major event help us tell the story of our region and strengthen our identity. They raise awareness of Auckland as a potential destination through domestic and international media and digital coverage (ATEED, 2018, p. 4).
Wellington	Wellington events are highly valued by Wellingtonians. Residents and rate-payers have told us that events are what makes Wellington great. Events generate economic benefits, attract, inspire and retain talent and give a sense of community belonging and a sense of place. The arts and culture, sports, business and community sectors all organise events and rely on them for success both for themselves and for the broader community (Wellington City Council, 2012, p. 4).
Dunedin	Festivals and events play a role in creating great cities. They provide economic benefits, social connection, and a chance to share and highlight culture, identity and the things that matter to us. Through festivals and events, we show the best of ourselves and make Dunedin feel like home (Dunedin City Council, 2018, p. 9).

In Auckland, place identity has been expressed in the concepts of city liveability and ethnic diversity. Public documents describe liveability as being a globally connected city, an internationally competitive destination, a city that attracts talented people. Liveability reflects a diversity of experiences which visitors and locals can enjoy while exploring the city, including nature and urban attractions. Another aspect of liveability correlates with a sense of pride and enjoyment of being a city resident. Major events should “make people proud of who they are, where they live by making Auckland more interesting and exciting” (ATEED, 2011, p. 14).

Auckland's ethnic diversity is another key factor that contributes to the city's uniqueness. Some major events have been labelled as 'distinctively Auckland' because of their thematic orientation on celebrating cultural and ethnic variety. For example, the Pasifika Festival is an annual Pacific Islands-themed that presents a wide variety of authentic cultural experiences. Annually the event attracts over 200,000 visitors.