



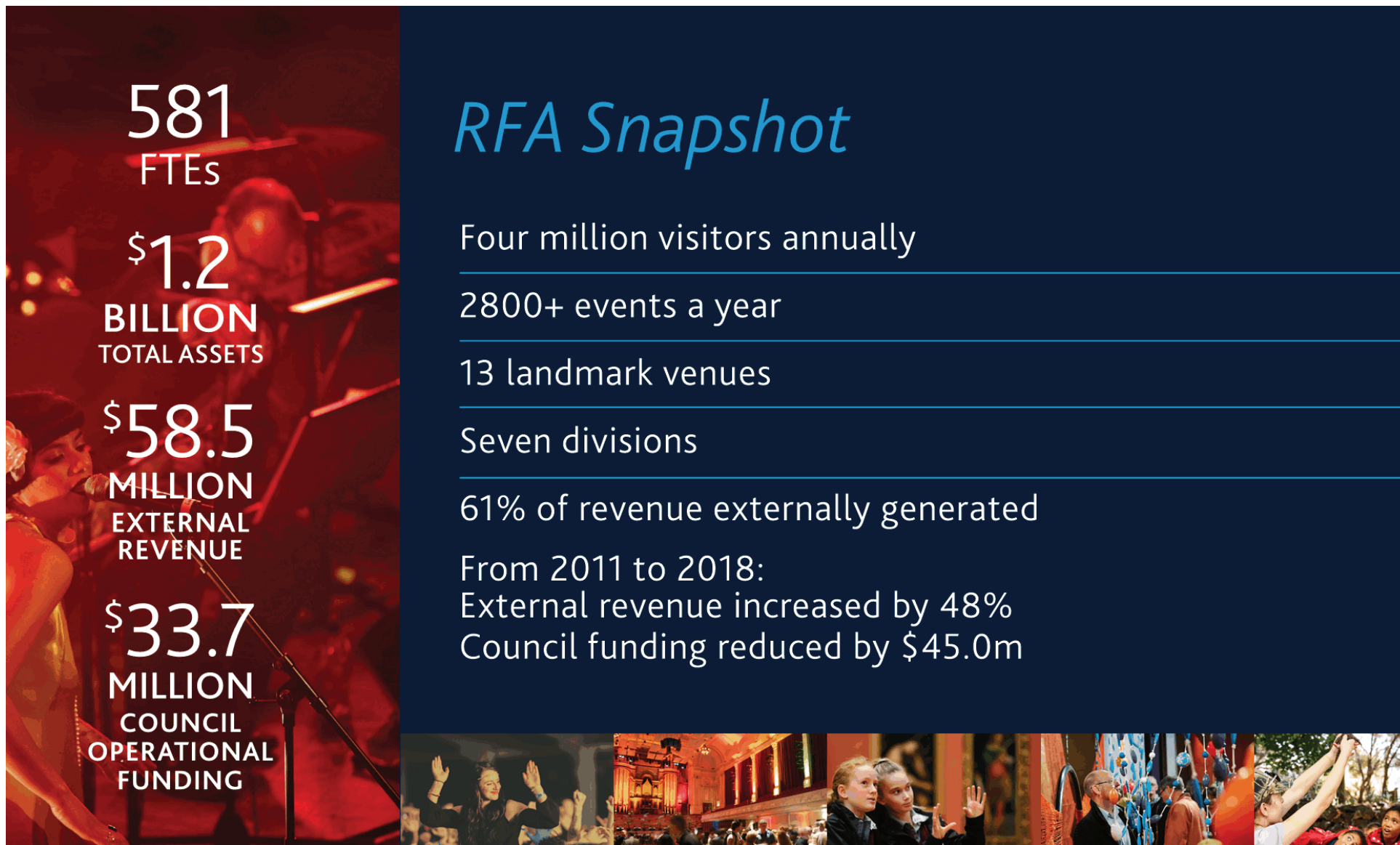
Enriching life in Auckland by engaging people in the arts, wildlife, sport and events



Overview

- Who we are and what we do
- Our business model
- Financial snapshot
- Our strategic focus
- Venue development strategy
- Capital projects





RFA Snapshot

- 581 FTEs
- \$1.2 BILLION TOTAL ASSETS
- \$58.5 MILLION EXTERNAL REVENUE
- \$33.7 MILLION COUNCIL OPERATIONAL FUNDING

Four million visitors annually

2800+ events a year

13 landmark venues

Seven divisions

61% of revenue externally generated

From 2011 to 2018:
External revenue increased by 48%
Council funding reduced by \$45.0m



RFA Snapshot

OUR PORTFOLIO

- Auckland Art Gallery Toi o Tāmaki
- Auckland Conventions
- Auckland Live
- Auckland Stadiums
- Auckland Zoo
- NZ Maritime Museum
- RFA Corporate

OUR VENUES

- ANZ Viaduct Events Centre
- Aotea Centre & Square
- Auckland Art Gallery
- Auckland Town Hall
- Auckland Zoo
- Bruce Mason Centre
- Mt Smart Stadium
- NZ Maritime Museum
- QBE Stadium
- Queens Wharf
- The Civic
- Western Springs Stadium



Our Landmark Venues



How It Fits Together

AUCKLAND PLAN

A 30-year plan for the whole of Auckland that is delivered by Auckland Council, central government and external stakeholders

LONG TERM PLAN

A 10-year plan for Auckland Council that is delivered by Council and its CCOs stakeholders

RFA STATEMENT OF INTENT

RFA's agreement with Auckland Council about the activities that it will deliver in support of the Long Term Plan and how its performance in delivering those activities will be measured

RFA STRATEGIC PLAN

A three-year plan of organisation-wide priorities to deliver RFA's strategic vision

BUSINESS PLANS

One-year division plans outlining key priorities aligned to RFA's strategy

TEAM PLANS

Set out team goals to help the team know what its overall purpose is, the direction it is heading and ensure alignment with the division plans and RFA strategy

How we measure success

- Effective prioritisation and implementation
- Performance goals, measures and targets
- Quarterly performance reviews



Our Business Model

- Delivers public good outcomes from a predominantly commercial basis
- Complex
 - Six unique businesses, all customer facing
 - Thirteen venues geographically spread across the region
 - Balance between commercial and public good outcomes
- Track record of turning struggling organisations into successful operations
 - Economies of scale
 - Leverage RFA-wide expertise, systems and resources
- Proven record of securing top international acts, commercial entertainment, conventions and exhibitions that deliver significant social and economic benefits for Auckland
- Negotiates concerts, events and shows that generate commercial revenue



Enriching Life in Auckland

In 2017/18

- RFA's stadium concerts attracted 105,000 visitors to Auckland, contributing **\$29.5 million** in visitor spend and **\$19.4 million** to regional GDP
- More than **4 million** people participated in a diverse programme of arts and cultural, entertainment, sporting and environmental experiences across 13 iconic venues
- More than **1 million** children experienced the arts, maritime heritage, sport and the natural environment
- More than **900,000** people enjoyed live shows, festivals and concerts
- Over **700,000** people enjoyed subsidised entry to Auckland Zoo
- More than **640,000** people participated in stadium events and activities
- More than **350,000** children participated in RFA's education and learning programmes



★★★★★ “Excellent gallery, absolutely world class and one of the highlights of my trip to Auckland.”

– TRIPADVISOR REVIEW

Auckland Art Gallery Toi o Tāmaki

- Award-winning and internationally recognised visual
- Holds New Zealand’s largest collection of national and international art
- **500,000 visitors** a year, **90%** satisfaction
- Innovative public access, education and outreach programmes
- 36 exhibitions staged in FY17/18 including:
 - *Once Upon a Time in Art*
– 151,437 visitors
 - *The obliteration room*
– 149,804 visitors
 - *The Body Laid Bare; Masterpieces from Tate*
– 46,805 visitors
 - *The Corsini Collection: A Window on Renaissance Florence*



“Thank you so much for pulling out all the stops to help make our Diversity Forum a success! The feedback we’re receiving is very positive. My sincere thanks to the team at Auckland Conventions.”

– KARINIA LEE, NEW ZEALAND

Auckland Conventions

- New Zealand’s largest conventions business
- Secures and delivers more than **750** events every year
- Multi-venue programming: ANZ Viaduct Events Centre, Aotea Centre, Auckland Art Gallery, Auckland Town Hall, Auckland Zoo, Bruce Mason Centre, Mt Smart Stadium, QBE Stadium, Queen’s Wharf, The Civic
- More than **360,000** attendees per annum
- Grows Auckland’s reputation as a viable market and secures international conventions for the city



"We can't thank Auckland Live enough for the incredible Royal New Zealand Ballet performance and workshop at today's Pick & Mix event. My three little girls were mesmerised from start to finish. To be able to give a child that kind of experience is priceless, and for that we can't thank you enough."

Auckland Live

- New Zealand's largest performing arts and entertainment organisation
- Secures, produces and delivers more than **1,260** shows/concerts a year
- Multi-venue programming: Aotea Centre, Aotea Square, Auckland Town Hall, Bruce Mason Centre, The Civic
- **900,000** visitors a year
- Annual ticket sales of **\$58 million**
- **280** free events and performances a year
- Negotiates and secures the big shows/concerts for the city



★★★★★ *“Travelled all the way from Brisbane to see the Broncos play the Warriors. I really enjoyed myself, loved the atmosphere and the stadium itself. I was amazed at how close you could get to the field. Thanks again New Zealand for your hospitality. We will be back again next year.”*

Auckland Stadiums

- Secures and stages more than **1,200** sports events, concerts and music festivals across Mt Smart, QBE and Western Springs stadiums every year, attracting more than **640,000** people
- Supports high-performance sports organisations through the provision of training and administration facilities across all three stadiums
- Supports a significant community sports programme for schools, and local and regional clubs – more than **192,000** participants a year



★★★★★ *“An awesome zoo guys! I’ve been to zoos around the globe and would have to say this has been the best..... A big tick from this Aussie tourist. Keep up the great job!”*

– TRIPADVISOR REVIEW

Auckland Zoo

- New Zealand’s leading centre for wildlife conservation, with internationally recognised breeding programmes for critically endangered species
- More than **700,000** visitors a year, **95%** satisfaction
- For **81%** of Aucklanders, Auckland Zoo enhances their appreciation of wildlife
- Contributes more than **10,000** hours a year working with conservation partners in the field
- In partnership with The Warehouse, innovative Zoofari programme for low decile schools extended to Northland



★★★★★ *“Fantastic Museum! Excellent exhibits and beautifully displayed. A delight for all ages.”*

– TRIPADVISOR REVIEW

NZ Maritime Museum

- Celebrates Aotearoa New Zealand’s bond with the seas and our unique stories of discovery, exploration, immigration and sailing
- Largest maritime collection in New Zealand
- More than **160,000** visitors a year engage in NZMM’s galleries, programmes, shop and function centre
- Passionate volunteers contribute more than **40,000** hours every year
- More than **19,800** children and students participate in education and learning programmes annually
- Over **16,500** people experience a heritage sailing on the Waitematā Harbour every year



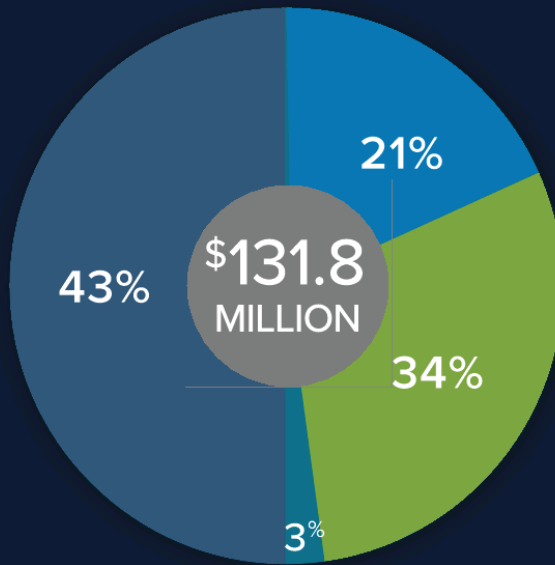
Our Regional Role

- Advises Auckland Council on levy setting and governance for MOTAT and Auckland War Memorial Museum
- Provides operational and/or capital funding for:
 - Trusts Arena
 - Vodafone Events Centre
 - North Shore Events Centre
 - Stardome Observatory and Planetarium

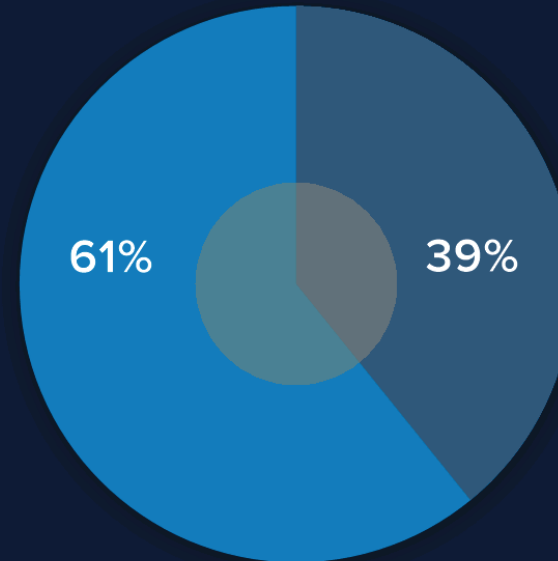


Financial Snapshot – FY17/18

TOTAL REVENUE



OPERATING COSTS MET THROUGH EXTERNAL REVENUE



■ COUNCIL OPERATIONAL FUNDING	\$27.5M
■ COUNCIL CAPITAL FUNDING	\$44.5M
■ PHILANTHROPIC	\$3.3M
■ COMMERCIALY GENERATED	\$56.5M

■ EXTERNAL REVENUE
■ COUNCIL OPERATIONAL FUNDING



Our Strategic Focus

- Customer experience
- Venue Development Strategy
- Capital programme
 - Auckland Zoo
 - Aotea Centre
 - Stadiums
- Programming and event attraction
- Iwi engagement





Venue Development Strategy

Fit-for-purpose stadiums

High utilisation

Optimal use of capital

Lower operating costs

Reduced burden on ratepayers

High performance facilities

Enhanced fan experience





Capital Programme

- **Auckland Zoo renewals**
 - 10-year renewals programme to address aging infrastructure, increasing international standards of animal care, health and safety, and improved visitor experience/services
 - South-east Asia precinct underway; two-year build
- **Aotea Centre**
 - Refurbishment Project
 - 12-month programme of work to be completed March 2019
 - Aotea Studios Expansion Project
 - Auckland's first fully resourced dedicated home for performing arts development
- **Stadiums renewals**
 - Continuation of key renewals across RFA's stadiums to ensure fit-for-purpose venues, financial sustainability and increased utilisation



Summary

- Delivers public good outcomes from a predominantly commercial basis
- 71% of revenue externally generated
- Delivers significant social, cultural and economic benefits to Auckland

Example

- RFA's success in negotiating and securing concerts over the summer brought \$29.5 million of visitor spend into Auckland





Monster Energy S-X Open,
14 November 2018

Coming Up

UNTIL 30 SEPT	<i>World Builder – The Bob Gerrard Story</i>	NEW ZEALAND MARITIME MUSEUM
UNTIL 4 NOV	<i>Gordon Walters: New Vision</i>	AUCKLAND ART GALLERY
UNTIL 20 JAN 2019	<i>The Walters Prize 2018</i>	AUCKLAND ART GALLERY
UNTIL 6 OCT	North Harbour plays teams from across NZ	QBE STADIUM
29 & 30 SEPT	Bill Bailey	AOTEA CENTRE
13 OCT	Kiwis v Kangaroos	MT SMART STADIUM
20 OCT	Kangaroos v Tonga	MT SMART STADIUM
25 OCT	APO: Power and Brilliance	AUCKLAND TOWN HALL
27 & 28 OCT	New Zealand Taiwan Day	AOTEA SQUARE
1–4 NOV	Taste of Auckland	QUEENS WHARF
9 NOV	Taylor Swift	MT SMART STADIUM
18 NOV	Friday Jams	WESTERN SPRINGS STADIUM
24 NOV	Monster Energy S-X Open	MT SMART STADIUM
28 & 29 NOV	The Catherine Tate Show	BRUCE MASON CENTRE
6–15 DEC	<i>Royal NZ Ballet: The Nutcracker</i>	THE CIVIC & BRUCE MASON CENTRE
19 JAN 2019	Fat Freddy's Drop	WESTERN SPRINGS STADIUM
23 FEB 2019	SIX60	WESTERN SPRINGS STADIUM

Questions

