



**Evaluation Report**  
**Lyttelton Harbour Festival of Lights**  
**March 2012**

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## Executive summary

**Purpose.** The purpose of this report is to present findings from an evaluation of the 2011 Lyttelton Harbour Festival of Lights undertaken by Project Lyttelton in partnership with Social Foci (Limited), an independent research company that specialises in evaluation. This report is part of a larger *Project Lyttelton Community Research and Evaluation* project funded by the Lottery Community Sector Research Fund.

**Background.** The Lyttelton Harbour Festival of Lights, which was established by Project Lyttelton in 2005, involves decorative lighting on the main street of Lyttelton, and encouraging homes and businesses to display lights for the festival. The festival is made up of a number of events, and typically includes music, performance, art exhibitions, a grand opening event, speaker sessions, fringe events, community events, and a large Lyttelton Harbour Street Party. In 2011, due to the Canterbury earthquakes, which significantly affected Lyttelton, the festival was reduced to the Street Party, the main event at previous festivals. This decision was largely due to lack of availability of venues for the other events. The Street Party was held on 29 July 2011.

**Evaluation objectives.** The objectives of the evaluation were: (1.) to describe the operational model of the 2011 Festival of Lights; (2.) to identify which activities involved in the planning and running of the festival (i.e. the operational model) worked well and why; (3.) to identify which activities involved in the planning and running of the festival could be improved and why; (4.) to identify which aspects of the festival appealed the most to the general public and which aspects could be improved; and (5.) to identify the best ways to promote the festival in the future.

**Evaluation methodology.** Evaluation activities included: (1.) the development of a logic model diagram showing activities that are part of the planning and running of the festival and expected outcomes resulting from the festival, and a short report detailing information such as, resources (people and budgetary) required in setting up and running the festival, and risk factors that might impact on the festival's success; (2.) an email survey of all Festival Advisory Group members involved in the planning and/or running of the festival; (3.) a paper survey of the general public (on the night of the event); and (4.) in-depth interviews with people who had extensive involvement in the planning and/or running of the festival.

**Research limitations.** Due to the disruption caused by the Canterbury earthquakes, the scope of the evaluation was limited to the Street Party only, and many of those who may otherwise have been happy to participate in surveys or interviews were unable to do so due to time constraints and other commitments caused by earthquake disruption.

**Key findings - survey for Festival Advisory Group members.** Four out of seven Festival Advisory Group members responded to the survey. Aspects of the festival organisation that they felt worked well included: (1.) the Festival Advisory Group, which had clearly delineated roles and responsibilities, effective email communication, and new members who added *energy* to the meetings; (2.) effective liaison with performers where there was one key contact person who had defined area of responsibility, and in most cases, expertise in that area; (3.) robust planning that incorporated information from previous festivals accessed through Project Lyttelton's electronic records; (4.) effective liaison with stallholders given established relationships with Advisory Group members; (5.) distribution of

promotional material using Phantom Bill stickers (poster placement); and (6.) the large numbers of volunteers that were available.

Advisory Group members suggested a number of improvements including: (1.) effective rubbish collection; (2.) having a community brainstorm; (3.) better matching tasks for volunteers; (4.) better communication with, and management of traffic management contractors; and (5.) better processes for contracting and increased liaison with community groups.

**Key findings - survey for the general public on the night of the festival.** Of 400 surveys distributed on the night of the event, 168 were returned (48% response rate). The majority of respondents were female (71%), aged 25 - 45 (51%), and came from Christchurch (63%) followed by Lyttelton (21%).

Half of the respondents (52%) indicated that they had not previously participated in the festival, and nearly all of the respondents (91%) indicated that they were likely to attend next year's festival. Nearly a quarter of respondents found out about the festival from a newspaper (23%), but 64% of respondents learnt about the festival from seeing a festival poster or through word of mouth. The main mode of transport used to get to the festival was a car (76%) followed by walking (20%).

The majority of respondents were satisfied or very satisfied with community stalls (63%), buskers (75%), bands (80%), decorative lights (83%) and the festival fireworks (98%). Of those who used the toilet facilities, more than half of respondents were satisfied or very satisfied (62%), while 21% were either dissatisfied or very dissatisfied with them. Similarly for rubbish facilities, just 51% were satisfied or very satisfied, while 28% were either dissatisfied or very dissatisfied.

Almost two thirds of respondents indicated that their awareness of sustainability had not increased at all (65%) but over half of respondents indicated that their awareness had increased a little about community groups (51%), local businesses (59%), local bands and buskers (55%), and festival sponsors (51%).

Survey respondents noted aspects of the overall festival that they liked the most. Respondents appreciated that the event occurred despite the ongoing Canterbury earthquakes, the general friendly atmosphere of the festival, the feeling of safety and security, the fireworks, the entertainment, the food and beverage stalls, and the lighting displays.

The respondents made a number of suggestions for improvements including the need for more toilets in obvious and well lit locations, the need for more and better signposted bins, a variety of food and beverages with smaller queues and more food, access to cash (EFTPOS), more parking, smaller crowd sizes, and enhancing the promotion of the festival.

**Key findings - interviews with key stakeholders.** Of the six planned interviews, four people that had extensive involvement in the planning or running of the festival were interviewed to identify what aspects of the festival worked well (and why) and what activities could be improved (and ideas for implementation).

Aspects that worked well included: (1.) having everyone on the main street in Lyttelton which contributed to the overall lively atmosphere; (2.) the stage set up where people could stand shoulder to shoulder (resulting in a *good vibe*); (3.) the entertainment including buskers, the mask parade, face painting and the mix of performers; and (4.) the fireworks which were seen as the highlight of the event because it was well organised with good communication between those involved in running the festival.

Interviewees also noted a number of additional benefits. These included (1.) the festival atmosphere; (2.) the strong sense of community and family-friendly and safe environment; (3.) strengthened connections between Project Lyttelton, the performers, stallholders, sponsors and contractors (who had been involved with past festivals); (4.) the freedom and welcome associated with the festival which reinforces and enriches Lyttelton's positive brand; (5.) the festival's contribution to building a stronger community; (6.) economic benefits generated for businesses and stallholders; and (7.) the fact that the festival had shown people outside of Lyttelton that it is still viable and functioning despite the February 2011 earthquake.

The four interviewees suggested the following improvements: (1.) increasing the festival promotional activity (e.g. more festival posters, enhanced media exposure, dedicated public relations person); (2.) enhancing the accessibility of the festival stage (e.g. reducing queues around the stalls, and managing crowds); (3.) improving the quality of sound engineering from the main stage; (4.) earlier sign off on performer contracts; (5.) providing performers with a *green room* where they prepare properly before going on stage; (6.) increasing the number of food and beverage stalls including make beer and wine more available, while emphasising host responsibility; (7.) having more lights on the night of the festival; (8.) better promoting the use of waste stations and providing more bins; and (9.) ensuring better communication between Project Lyttelton and the Lyttelton Port Company around the placement of the Port Company tent, stall, and supply of power and lights. Three ideas for future festivals included a simultaneous art show or exhibition, establishing sub groups to develop new festival activities, and a drive-in movie.

**Recommendations.** It is recommended that Project Lyttelton (including the Festival Advisory Group) undertake the following activities to inform planning of future festivals.

- Develop a way of promoting the festival to a wider cross section of age groups and genders. An increase in people participating is likely to contribute to economic benefits for Lyttelton.
- Increase promotion of the festival, using appropriate mediums (e.g. social media), and for a longer period of time, so that more people from different age groups and genders get involved.
- Promote (and if possible organise) better and more sustainable transport options for those attending the festival to avoid the need for car use. Easily accessed public transport, most likely in the form of buses, should be considered.
- Consider options for festival parking facilities and signage to parking for people arriving by car.
- Start the planning for each festival with a community brainstorm to allow new ideas to develop and to attract new people to the advisory group or to organise new events.
- Develop ways to encourage local businesses and Lyttelton residents to light up their dwellings on the festival night.
- Manage the volunteers effectively by drawing up a list of festival tasks, and then assigning volunteers to these tasks prior to the event.

- Develop a process for working effectively with rubbish bin contractors. This includes processes for communicating effectively with contractors to ensure sufficient numbers of bins are supplied, that bins are signposted clearly, and the bins are coded for effective recycling in a way that festival attendees will understand.
- Develop a process for working effectively with traffic management contractors. This includes processes for effective communication to ensure that road closures during the festival are carried out as planned.
- Develop a process for working effectively with festival performers. This includes processes for providing a contract to be signed and returned immediately on confirmation of their appearance, and a pro-forma invoice to be submitted in respect of fees.
- Develop a process for working more closely with local community groups in advance of the festival to try and get more community groups participating.
- Ensure the festival stallholders are briefed as to the number of people expected to attend the event (based on the numbers in 2011), so they can ensure they have enough stock (e.g. food and beverages) available during the festival.
- Raise issues around queuing and the need to have enough food and beverages and a variety available, so that stallholders can best provide for festival participants needs, and increase their economic benefits.
- Consider the placement of stalls for future festivals, to allow people to queue without blocking the road.
- Consider sound engineering options for future festivals to ensure quality of sound and containment of sound where it works best.
- Consider providing more toilet facilities with better signage and lighting.
- Provide a *green room* for the performers with seating, mirror, food, and beverages in close proximity to the stage.
- Consider options for including EFTPOS facilities at future festivals.



# 1 Introduction

The purpose of this report is to present findings from an evaluation of the 2011 Lyttelton Harbour Festival of Lights undertaken by Project Lyttelton in partnership with Social Foci (Limited), an independent research company that specialises in evaluation. This report is part of a larger *Project Lyttelton Community Research and Evaluation* project funded by the Lottery Community Sector Research Fund.

The Lyttelton Harbour Festival of Lights was established by Project Lyttelton in 2005, and is an annual event, which runs in June each year for a week. This is a time when traditionally there are very few public events. The festival is intended to *bring some light* to the middle of winter. It is an opportunity for Lyttelton to be showcased to large numbers of festival-goers, and in particular represents an opportunity for Lyttelton community groups, performers and businesses to be recognised. The festival is also intended to generate economic activity for local businesses and festival stallholders at a time of the year when economic activity would traditionally be at its slowest.

The festival is made up of a number of events, which typically includes music, performance, art exhibitions, a grand opening event, speaker sessions, fringe events, community events, and a large Street Party on London Street (Lyttelton's main street). The festival Street Party presents an opportunity for Lyttelton musicians, performers, community groups, businesses and residents to be involved in a community event. Local sponsors support the festival, which is managed by a Festival Advisory Group and a festival manager. The Street Party includes music, dancing, street stalls, local businesses, local schoolchildren, a masked parade, fireworks, buskers, roving entertainers and other activities. It is a family-focused event, and is planned to be attractive to a wide age range of people.

In 2011, due to the series of earthquakes in Canterbury, which have significantly affected Lyttelton, the festival was reduced to include the Street Party only. This was largely due to lack of availability of venues for the other events. It is anticipated that in the future the festival will return to being made up of a variety of events.

For the 2011 festival, an evaluation was undertaken of the Street Party. This report describes the type of evaluation and its intended use, the key evaluation objectives and questions, the evaluation methods used and limitations, and evaluation findings, followed by a conclusion and recommendations.

## 2 What we wanted to find out

This section details the information this evaluation collected.

### 2.1 Key evaluation objectives and questions

The key objectives of the evaluation and related evaluation questions are as follows.

- **Objective 1: To describe the operational model of the 2011 Festival of Lights**
  - What activities occurred in the planning and running of the 2011 Festival of Lights?

- What resources (people and budget) were needed to plan for and run the 2011 Festival of Lights?
- What are the assumptions that underpinned the way that the 2011 Festival of Lights was planned for and run?
- What key indicators (or performance measures) would tell Project Lyttelton that activities associated with the 2011 Festival of Lights worked well?
- What risks were there for the 2011 Festival of Lights and how were these managed?
- **Objective 2: To identify which activities involved in the planning and running of the 2011 Festival of Lights worked well and why**
  - What activities or aspects of the 2011 Festival of Lights do key stakeholders think worked well? For what reasons?
- **Objective 3: To identify which activities involved in the planning and running of the 2011 Festival of Lights could be improved and why**
  - What activities or aspects of the 2011 Festival of Lights could be improved or carried out differently? For what reasons?
  - How could improvements to activities or aspects relating to planning and running the 2011 Festival of Lights be implemented?
- **Objective 4: To identify what aspects of the 2011 Festival of Lights appeal most to the general public, and aspects of the Festival that could be improved**
  - What aspects of the 2011 Festival of Lights appeal to the general public?
  - What aspects of the 2011 Festival of Lights do the general public think need to be improved?
- **Objective 5: To identify the best ways to promote the Festival of Lights**
  - How did they general public find out about the Festival of Lights?
  - What are the best ways to promote the Festival of Lights?

### **3 Description - Lyttelton Harbour Festival of Lights**

The Lyttelton Festival of Lights has been running since June 2005, and receives a vast amount of media attention, locally, nationally and internationally. The festival comprises of a series of unique events, which take place during the winter in Lyttelton Harbour. During the festival, the township is encouraged to light up their streets.

For the past couple of years the festival has run over a ten-day period. Prior to 2011, the festival consisted of a series of events featuring music, theatre, photography, culinary activities, and art and crafts. The main event was always the Street Party with a mask parade, circus spectacular, music and dance, exhibitions, an outdoor street market with winter warmers, quality art and craft, and a large

fireworks display. However, because of the damage caused to local infrastructure by the 2010-2011 Canterbury earthquakes, the Street Party was the only feature for the 2011 event. The event was postponed from its usual date of 17 June 2011 by six weeks and was held on the 29 July 2011.

## 4 What we did - methodology

The evaluation was intended to give two Project Lyttelton team members *hands on* applied learning opportunities to enhance their evaluation capability. As such, they were supported by Social Foci<sup>1</sup> to undertake evaluation design activities, collection of quantitative and qualitative information from fieldwork, analysis of data, and reporting. This section sets out the methodology that was used in undertaking the evaluation of the festival.

### 4.1 Project description – 2011 Lyttelton Harbour Festival of Lights

Social Foci met with Project Lyttelton team members to discuss and document information related to the 2011 festival. This included the objectives of activities that were part of planning and running the 2011 festival, the key stakeholder groups that participated in the process, and the measures of success (or indicators) that might demonstrate whether these activities were efficient and effective. In addition, the following were clarified: activities/outputs that were part of planning and running the festival, the types of resources (financial and people) that were needed, and the assumptions underpinning how the festival was planned for and run, and mediating influences (risks to objectives for activities being met).

A logic model diagram was developed for the festival and a short report, which includes the information described above (Appendix A).

### 4.2 Survey for Festival Advisory Group members

A survey was designed for Advisory Group members that were part of the 2011 Festival of Lights. The aim of the survey was to identify which activities involved in the planning and running of the festival worked well, and also those that could be improved. In addition, the survey aimed to gather ideas about how any improvements could be implemented, and to identify barriers that might prevent the suggested changes being made.

- **A survey for Festival Advisory Group members was developed** (and an email message to which the survey was attached)<sup>2</sup> and pilot tested on an Advisory Group member that was part of the planning or running of the 2011 Festival of Lights. The survey was then finalised. A copy of the survey to Advisory Group members is included as Appendix B.
- **The survey was distributed to Advisory Group members.** The survey was emailed to seven Advisory Group members who were given one week to complete and return the questionnaire via email or post. A reminder email was sent to Advisory Group members as necessary.
- **Survey data was analysed.** The returned questionnaires were counted, and the response rate calculated by dividing the number of completed surveys by the total number of surveys administered. For each close-ended survey question, the number of respondents who selected each answer was identified. For each open-ended survey question, qualitative responses were tabled and a thematic content analysis of the results was completed.

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<sup>1</sup> <http://www.socialfoci.co.nz>

<sup>2</sup> The email message explained details of the research, how Advisory Group members could return the survey (e.g. via email or post), and by when.

### 4.3 Survey for festival participants

Project Lyttelton collected evaluative information about past Festivals of Light (including 2010) using a survey, which was completed by festival goers at the festival Street Party. Social Foci assessed the survey and made modifications to ensure it gathered the necessary information for evaluation. The following processes were undertaken:

- The survey was designed by Social Foci and reviewed by Project Lyttelton.
- The survey was pilot tested with someone who was involved in the planning for or running of the 2011 Festival of Lights, and changes were made to the survey as necessary. A copy of the survey is included in Appendix C
- 400 surveys were printed off and pre-paid envelopes prepared, so that people participating at the Festival of Lights could take the survey home and post it back to Project Lyttelton.
- The survey was handed out by paid workers on behalf of Project Lyttelton on the night of the Festival of Lights street party (29 July 2011). Festival goers were offered the chance to win a prize (two nights at Terrace Downs Resort for four adults) if they took the survey home, completed it and returned it in the self-addressed envelope that was provided.
- **Survey data was analysed.** The returned questionnaires were counted, and the response rate calculated by dividing the number of completed surveys by the total number of surveys administered. For each close-ended survey question, survey results were tabled and the percentages of respondents who selected each answer were identified. For each open-ended survey question, qualitative responses were tabled and a thematic content analysis of the results was completed.

### 4.4 Interviews with key stakeholders

Project Lyttelton conducted face-to-face key informant interviews with people who had extensive involvement in the planning or running of the 2011 Festival of Lights. Project Lyttelton completed interviews with four people, each interview lasting for an estimated 20-30 minutes.

- **Interview documents were developed.** These included an interview topic guide to inform potential participants of the general topics that were likely to be covered in the interview, a participant consent form, and an interview guide (the interviewer's question list). A copy of the interview topic guide is included as Appendix D.
- The interview guide was pilot tested with someone who was involved in the planning for or running of the 2011 Festival of Lights, and changes were made to the interview guide as necessary.
- **Key informants were selected.** Key stakeholder groups were identified and then randomly selected from an alphabetically ordered list of individual stakeholders.
- **Key informants were contacted by telephone.** Those wishing to participate were sent a confirmation of the time and date for the interview, a consent form, and an interview topic guide.

- **Key informant interviews were conducted.** Each key informant was interviewed for 20-30 minutes. Notes were taken during the interviews, as agreed in the participant consent form. After the interviews were completed, notes were typed up and sent to participants (via email or post) to give them an opportunity to correct notes, or to make additional comments.
- **Interview data was analysed.** Once interview notes are finalised, a thematic content analysis of information from the interviews was undertaken.

## **4.5 Research limitations**

Due to the disruption caused by the Canterbury earthquakes, the scope of the evaluation was limited to the Street Party only, and many of those who may otherwise have been happy to participate in surveys or interviews were unable to do so due to time constraints and other commitments caused by earthquake disruption.

## **5 What we found - Evaluation findings**

This section presents findings from research activities that were completed for the evaluation of the Festival of Lights. These include (1.) an email survey to Advisory Group members (August 2011), (2.) a paper survey provided to the general public on the night of the event (July 29 2011), (3.) and interviews with people that had extensive involvement in the planning or running of the 2011 Festival of Lights (October 2011).

### **5.1 Survey for Festival Advisory Group members**

A survey was administered to Advisory Group Members who were part of the 2011 Festival of Lights. The aim of the survey was to identify which activities involved in the planning and running of the festival worked well, and also those that could be improved. In addition, the survey aimed to gather ideas about how any improvements could be implemented, and to identify barriers that might prevent the suggested changes being made.

#### **5.1.1 Survey response rate**

Four out of seven Advisory Group members who were emailed the survey responded to the survey.

#### **5.1.2 Advisory Group members' involvement in the 2011 Festival of Lights**

The four Advisory Group members were involved in various activities involved in planning and/or running the festival:

- Participation in a community brainstorm planning for the festival (one person).
- Participation in Advisory Group meetings (four people).
- Seeking sponsorship and funding (two people).
- Festival promotion and design (three people).
- Overall festival management (three people).
- Logistics (three people).
- Event management on the day (two people).
- Monitoring and evaluation activities (three people).
- Management of volunteers (three people).
- Stallholder liaison (two people).
- Liaison with local businesses (two people).
- Distribution of promotional material (three people).

- Liaison with local community groups (three people).
- Liaison with individual events (two people).
- Liaison with performers (one person).

### **5.1.3 Activities that worked well and why**

The four Advisory Group members were asked to comment on activities that were part of the planning for and running of the festival that worked particularly well.

#### **5.1.3.1 Festival Advisory Group**

Two Advisory Group members commented that they felt the Advisory Group had worked well for the following reasons:

- Weekly meetings - the constant change caused by the earthquakes and the need to be making decisions based on changing circumstances made having weekly meetings beneficial.
- Consistent attendance at these meetings, which involved each Advisory Group member looking after a key area and having a delegated responsibility from the group in that area.
- Communication via email outside of the weekly meetings.
- Getting new people on the Advisory Group, who brought new ideas and energy to the group, including a new festival manager.

#### **5.1.3.2 Liaison with performers**

One Advisory Group member commented that liaison with performers had worked well. Liaising with one person as a representative of each group of performers made management and planning effective in this area. Three Advisory Group members had expertise in the performing arts (e.g. music) and the ability to manage that area well. Delegating responsibility for each area, and having clearly defined areas of responsibility helped with effective management of performers.

#### **5.1.3.3 Logistics**

One Advisory Group member commented that logistics (planning for running and setting up the festival) had worked well. Having access to all the information from the previous year's festival via Project Lyttelton's electronic records (stored in *Drop Box*<sup>3</sup>) made administration of logistics much easier.

#### **5.1.3.4 Liaison with stallholders**

One Advisory Group member commented that liaison with stallholders was an area that had worked well, because Project Lyttelton has good existing relationships with most of the stallholders, having worked with them in previous Lyttelton events. All but three stallholders had previously been to a festival run by Project Lyttelton (i.e. the Festival of Lights or Summer Street party). It was also noted by one Advisory Group member that stallholders appeared to value the festival in 2011, as other Lyttelton events had been cancelled due to the Canterbury earthquakes, and that stallholders had a particularly profitable evening due to large numbers of people attending.

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<sup>3</sup> An online document storage system, see <http://www.dropbox.com/>



### 5.1.3.5 Distribution of promotional material

Two Advisory Group members commented that they felt the distribution of promotional material was time and cost effective. Specifically, the following activities worked well:

- Distribution of posters by *Phantom*.<sup>4</sup>
- The distribution of flyers about the festival around Lyttelton by festival organisers and volunteers.
- The production of a promotional video on You Tube and Facebook. The video may have added a level of excitement and anticipation for the event, and enabled the event to be promoted to a wider audience, than through previous mediums.

The promotional material was noted as being excellent. In particular, the fact that a festival sponsor, AMG Agency, was able to assist with producing promotional material at all, given the destruction of their business as a result of the earthquakes was noted.

### 5.1.3.6 Community brainstorm

A community brainstorm workshop occurs at the start of the planning process for the festival each year. For this session an invitation is made to the whole community to attend and contribute ideas for the next festival in an open forum. Community members can talk about their ideas for the festival and can get involved to whatever extent they wish. One Advisory Group member commented that the community brainstorm had worked well in past years, because it provides an opportunity for anyone in the community to get involved, and even if a person does not want to be involved in the festival itself, there is the opportunity for them to *voice* their ideas for the upcoming festival, which can contribute to new events, or new ways of doing things. Because of the earthquake disruption, the community brainstorm was not held in 2011.

### 5.1.3.7 Masked parade

During the festival there is a masked parade. This is a parade which starts from a Lyttelton location – this year the Recreation Centre – and ends at the main stage. The masked parade is the opening of the street party, and consists of local children and adults in mask with giant puppets. One Advisory Group member commented that the masked parade had worked well for the following reasons:

- The involvement of the schools and families added to the friendly atmosphere of the event.
- The masked parade had colour, music and excitement to get the night started.
- The route of the parade - leaving the recreation centre and proceeding down Canterbury Street and onto London Street made it safer, as there was less time spent in areas where there was traffic.

### 5.1.3.8 Overall festival management

One festival Advisory Group member commented that the overall management of the festival had worked well, because the Advisory Group members worked well together, producing a *fantastic result under extremely difficult circumstances*. The group strategised to successfully set a new date for the festival when the original date was compromised by the earthquakes, and managed the constant change caused by the unique situation this year. When one Advisory Group member was going to be overseas on the new date for the festival, a new member stepped in to ensure that that part of the event

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<sup>4</sup> Phantom Billstickers is the promotional company used for poster placement.

was a success. Advisory Group members worked together on a new safety plan including earthquake risk, and to constantly make amendments to the planning for the festival as circumstances changed.

Having someone manage the main stage without the festival manager's input on the night was helpful for the festival manager. In addition, having more than one person who could manage an activity such as the masked parade was helpful, especially since the event was postponed.

It was generally agreed by the four Advisory Group members that this was an excellent event, with one member describing the event as *a bright light on a dark night*. Advisory group members felt that it was a *miracle* that they managed to hold the festival at all in the circumstances, and felt that the festival was a success, since there were many positive comments from festival attendees, and attendance was high - *The crowd was great, the atmosphere fabulous, the entertainers brilliant and the fireworks magical*.

Good existing relationships amongst Project Lyttelton and sponsors such as the Lyttelton Port Company (LPC) were built upon.

Prior to the event it had been accepted that this would probably be a Lyttelton only event, and many thought Christchurch people would not come through the tunnel. However, this was not the case and far more people came than expected. The stall vendors were very happy and most of them sold out of stock.

*This was a turning point for the township with people streaming through the tunnel to take part in the fun. I think we excelled, I think we also got people away from the earthquake misery. So many houses still managed to hang lights when things were collapsing all around. So many children made masks and went into the parade. Local participation was high and the need to celebrate was high. We have survived the earthquakes with our hearts and souls intact and with our community spirit stronger than it has ever been.*

#### **5.1.3.9 Volunteers**

It was noted by one Advisory Group member that the response from volunteers was particularly strong this year. This was interpreted as a sign that volunteers felt there was a need to hold the Street Party, despite circumstances (or perhaps because of them), and so people were happy to volunteer to help make it happen.

#### **5.1.3.10 Sponsorship and funding**

One Advisory Group member commented that the sponsorship and funding was an area which had worked well. The following points were made:

- Project Lyttelton did incredibly well to obtain any funding at all, given the disruption from the earthquakes, and the fact many businesses were unable to operate.
- Despite the disruption, sponsorship and funding targets were met. Some local businesses contributed more than in previous years, and there was still funding available from poker machine trusts.
- Sponsors and supporters had noted how important it was to go ahead with the festival in 2011, and some sponsors contributed more to cover the additional expenditure of postponement. Therefore, the festival was viewed by sponsors as a vital part of the earthquake recovery process.

## **5.1.4 Suggested improvements and ideas for their implementation**

### **5.1.4.1 Rubbish collection**

Three Advisory Group members identified rubbish collection as an area for improvement. The person who had co-ordinated waste collection in the past did not want to be involved in 2011, so there was a need to improvise. On the night of the festival, the bins arrived late and not enough bins were delivered, as the contractor had forgotten about the delivery. The shortfall in bins caused rubbish overflows.

The management of the bins also caused problems. It was assumed that most people would understand the usual Christchurch City Council colour coding for bins and what the red, yellow, and green designations meant. It appears many people did not know this, and more detailed signage is needed.

Respondents also noted that the bins needed to be placed in better locations. Rubbish was piled on top of the existing street bins that were taped over. A sign attached to each of the street bins advising that rubbish bins were located in the middle of the street would be helpful in future. It was also noted that certain businesses were responsible for the generation of large amounts of rubbish (e.g. the fish and chip shop), and it was suggested that such businesses should take responsibility for the disposal of rubbish generated by their customers.

Respondents noted a need for tighter control of the waste contractor and better written communication as to exactly what is to be done and when. The festival manager reconfirmed the arrangements for delivery of the bins the day before the festival, but despite this there were problems with forgotten delivery. Written communication kept on file by both parties would help to assist with misunderstandings in this area in future. Confirmation of exact delivery times would be of assistance. Loose arrangements such as *mid-afternoon* should be avoided and definite times for delivery confirmed in advance.

### **5.1.4.2 Community brainstorm**

Two Advisory Group members identified the community brainstorm as an area for improvement. This Community Brainstorm did not occur this year – as a result of the earthquakes and disruption, the advisory group went ahead and designed the festival with just a small team. It was suggested that in future festival planning should always start with a community brainstorm, as it leads to a more diverse festival and more people being involved. It can also lead to new advisory group members.

### **5.1.4.3 Management of volunteers**

Two Advisory Group members identified management of volunteers as an area for improvement. While there were plenty of volunteers available before and during the event, so many people volunteered that it was difficult to give them all meaningful jobs, and to match people to jobs on the night. This could be improved by registering volunteers, and then assigning them a particular role prior to the event.

### **5.1.4.4 Traffic management**

One Advisory Group member identified traffic management as an area for improvement. The road closure occurred correctly in the afternoon but the signs and cordons were still in place at 4:00am when the road closure was to be in place only until 1:00am. This is another area where there needs to be tighter control of the contractor and better communication. Written communication, and confirmation by both parties, would assist in reducing any confusion. The festival manager should reconfirm all arrangements by telephone the day before the festival and have specific timeframes for deliveries and actions so that these can be followed up if anything is running late.

#### **5.1.4.5 Liaison with performers**

One Advisory Group member identified liaison with performers as an area for improvement, referring in particular to administration of performer contracts and invoices. Many of the performers felt that by filling out their performer contract, they would be paid without the need to further submit an invoice. Attaching a pro-forma invoice, to be filled out with the performer contract, with clear instructions about who they should be emailed back to was suggested.

#### **5.1.4.6 Liaison with local community groups**

One Advisory Group member identified liaison with local community groups as an area for improvement, noting that most community groups chose not to be involved. This could be improved by having a specific area for community groups at the festival, advising the benefits to the community organisation of having a presence at the event, and asking for a donation rather than charging a stall fee.

#### **5.1.4.7 Choice of day for the Festival of Lights**

One advisory group member felt the festival would work better on a Saturday as a day/night event, allowing greater integration with the Lyttelton Farmers Market, and making it easier for working people and parents to attend the 6:00pm start time.

## **6 Survey for festival participants**

A survey was designed and administered by paid workers on behalf of Project Lyttelton on the night of the Festival of Lights Street Party (29 July 2011). Four hundred surveys were printed off and pre-paid envelopes were organised, so that people participating at the Festival of Lights could take the survey home and post it back to Project Lyttelton.

### **6.1.1 Survey response rate**

A total of 168 surveys were returned (giving a 42% response rate).

### **6.1.2 Previous participation in the Festival of Lights**

Just over half of respondents (52%) indicated that they had not previously participated in the festival.

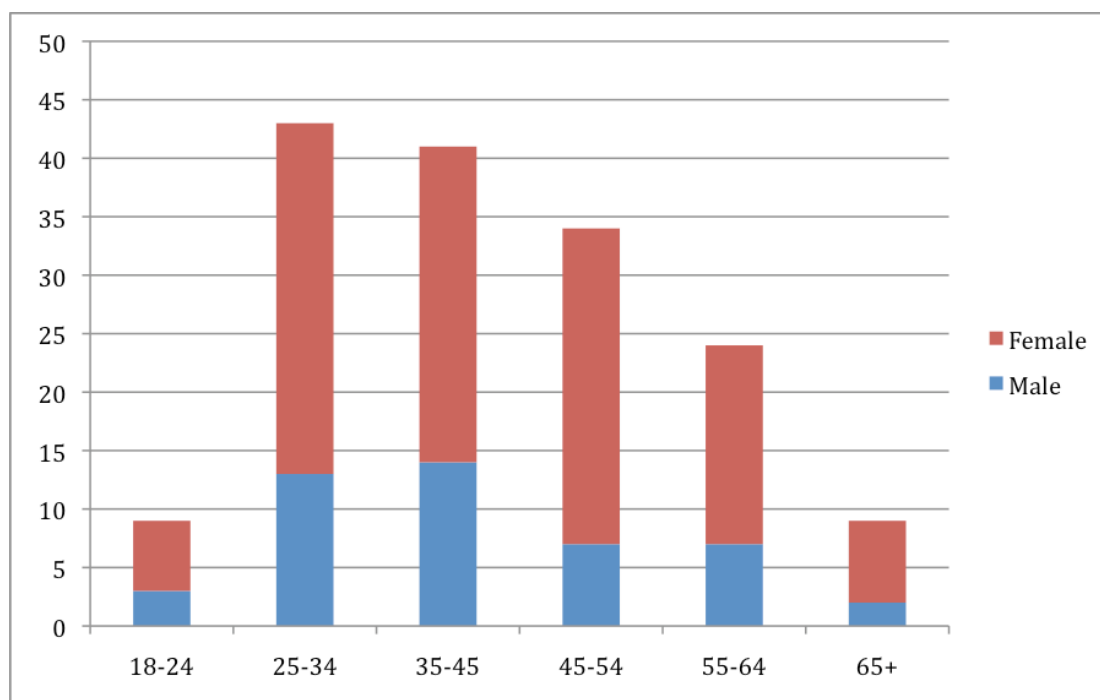
### **6.1.3 Demographics of participants**

This section provides a summary of the age and gender of participants at the festival, and where they live.

#### **6.1.3.1 Age and gender of participants**

The following graph presents the age and gender of survey respondents.

**Figure 1 - Age and gender of survey respondents (N=160)**



Respondents fit within the following age categories (N=166):

- 18-24 (10 people - 6%).
- 25-34 (43 people - 26%).
- 35-45 (42 people - 25%).
- 45-54 (34 people - 20%).
- 55-64 (26 people - 16%).
- 65+ (11 people - 7%).

In terms of gender, overall, 29% were male and 71% were female.

The majority of respondents were in the age groups 25-54, and half were aged between 25 and 45. Almost three quarters of respondents were female, with males making up less than one third of respondents.

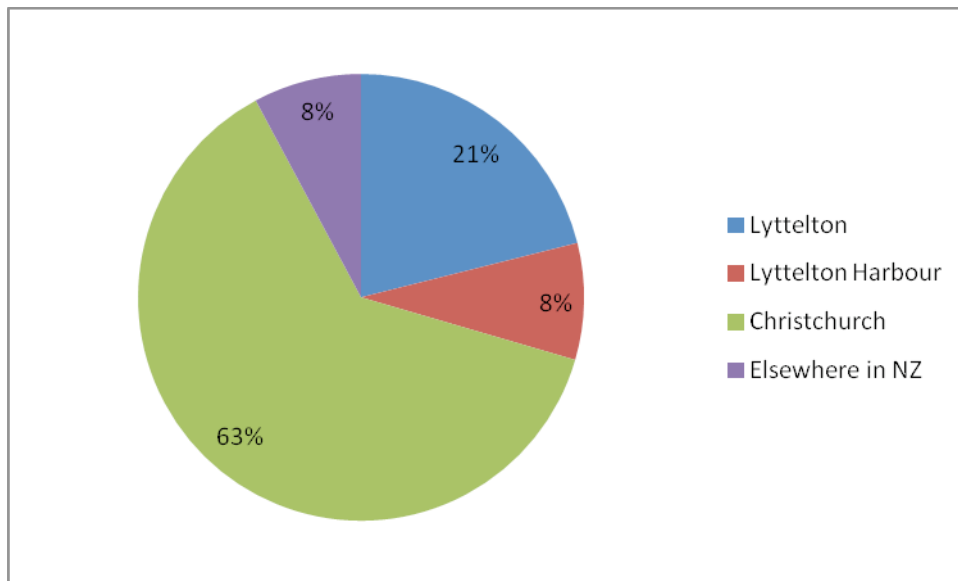
### **6.1.3.2 Where participants lived**

Participants were asked where they lived at the time of the festival. The following table and pie graph outline their responses.

**Table 1: Where participants lived at time of festival (N=166)**

Category	Number of responses	Percent
Lyttelton	35	21%
Lyttelton Harbour (Banks Peninsula)	14	8%
Christchurch	104	63%
Elsewhere in New Zealand	13	8%
Overseas (international)	0	0%
<b>TOTAL</b>	166	100%

**Figure 2: Where participants lived at time of festival (N=166)**



These figures suggest that a large proportion of festival-goers travelled from Christchurch to attend the festival. Of those respondents who indicated that they live in Lyttelton (21%), the average time they had lived in Lyttelton was 11 years (the shortest time being three months to 43 years).

Respondents who indicated they lived in Lyttelton Harbour (8%) were most likely to come from Cass Bay, Corsair Bay, Governors Bay and Diamond Harbour.

Whilst participants from Christchurch (63%) came from a variety of suburbs, more people come from neighbouring suburbs such as Mt Pleasant, Sumner, Heathcote and Hillsborough. Other suburbs with particularly high numbers of participants were Halswell, St Albans and Beckenham.

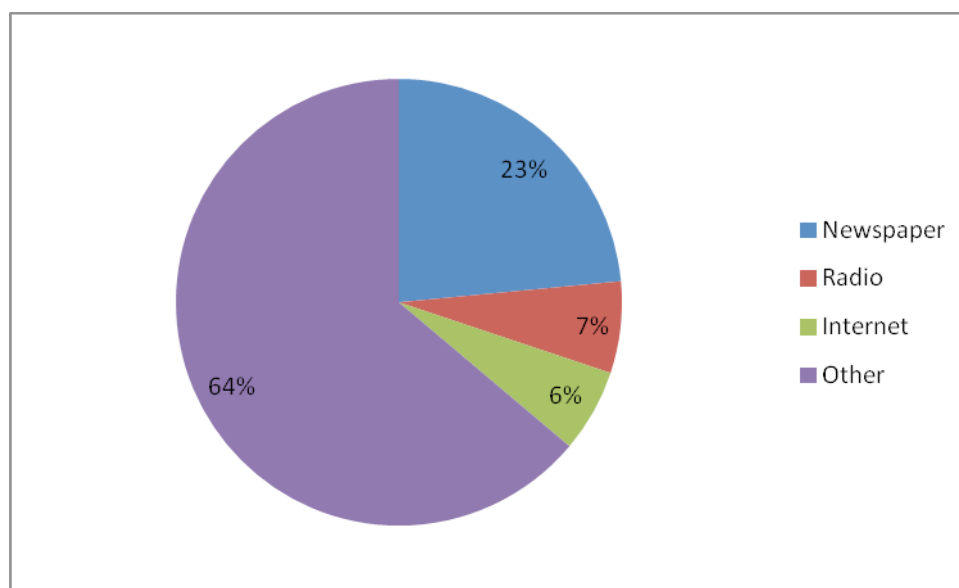
#### **6.1.4 How people found out about the Festival of Lights**

Participants were asked how they found out about the festival. The following table and pie graph outline their responses.

**Table 2: How survey participants heard of festival (N=166)**

Source	Number of responses	Percent
Newspaper	39	23%
Radio	11	7%
Internet	10	6%
Other	106	64%
TOTAL	166	100%

**Figure 2: How survey participants heard of festival (N=166)**



Of 166 responses, 39 people (23%) found out about the festival via a newspaper. The newspaper which most of these participants had read to find out about the festival was *The Press*, followed by the *Mainland Press/Bay Harbour News*.

Eleven people (7%) found out about the festival on the radio. The radio station where all eleven respondents had heard about the festival was *More FM*. *More FM* was one of the festival sponsors.

Ten people (6%) had heard about the festival through the Internet. Facebook, BeThere.co.nz, and the Project Lyttelton website were mentioned. BeThere is a website of a festival sponsor the Christchurch City Council (CCC). Facebook was one of a number of social media websites used to publicise the festival, using a short video with festival information. In addition, Project Lyttelton knows from other research that its website experienced an increased level of activity at the time of the festival, indicating that people were accessing the website specifically for festival information.

106 people (64%) indicated they had found out about the festival through other sources. Most indicated they had found out about the festival by seeing a poster, or through word of mouth, indicating that poster publicity was highly effective.

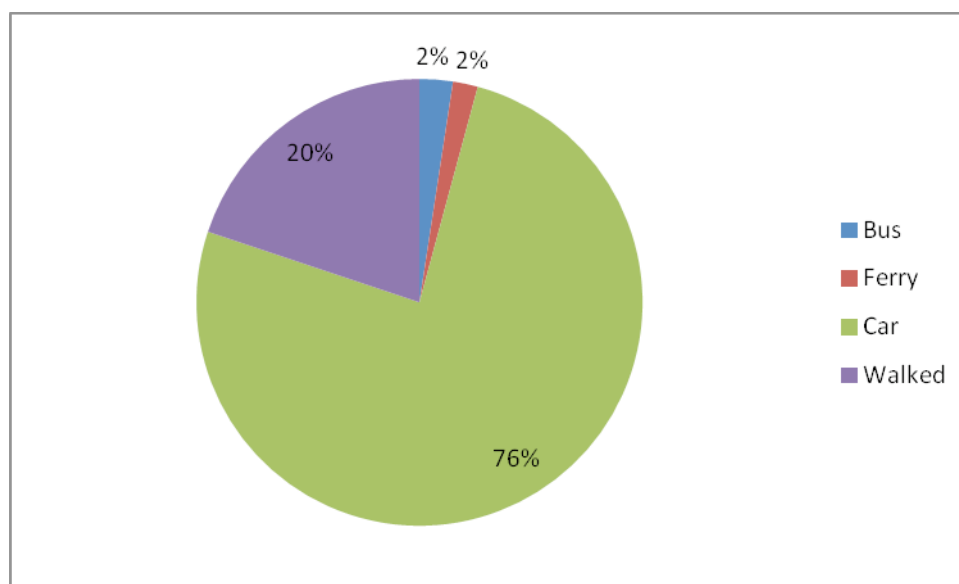
### 6.1.5 Transport used to get to the event

The following table and pie chart present the transport that respondents used to get to the festival.

**Table 3: How survey participants travelled to festival (N=166)**

Source	Number	Percent
Bus	4	2%
Ferry	3	2%
Car	126	76%
Walked	33	20%
Other	0	0%
TOTAL	166	100%

**Figure 3: How survey participants travelled to festival (N=166)**



Of the 166 responses to the question about the mode of transport used to get to the festival, the largest category selected was *car* followed by *walked*. 126 participants travelled to the festival by car (76%), 33 walked (20%), four took the bus (2%) and three took a ferry (2%). Of those that walked, all were from Lyttelton, and those that took the ferry were from Diamond Harbour, Church Bay and Charteris Bay. Those taking the bus came from Richmond, Waltham, St Andrew's Hill, and Mount Pleasant.



### 6.1.6 Whether people intend to come again

The following table presents the number and percentage of respondents who indicated whether they were likely to participate in the next festival.

**Table 4: Likelihood of participation in next year's Festival of Lights (N=141)**

Category	Number of responses	Percentage
Yes	129	91%
No	10	7%
Not sure	2	1%
TOTAL	141	100%

Of the 141 responses to the question about likelihood of participating in the next festival, 129 people (91%) indicated that they would return, ten indicated that they would not attend again, and two were unsure.

All of the people from Lyttelton (and all but one of the people from Lyttelton Harbour), who answered this question, indicated that they would participate in the next festival.

Of the ten people who said they would not return, five were from other cities in New Zealand (Napier, Nelson, and Blenheim), four were from Christchurch, and one person was from Governors Bay. The two that were unsure whether or not they would return were from Woolston and Oxford respectively.

### 6.1.7 Overall quality of the event

Survey respondents were asked to rate their satisfaction with key aspects of the festival events. The following table outlines the results, for those that indicated that they had experienced this particular aspect of the festival.

**Table 5: Survey participants' ratings of aspects of the Festival of Light**

Rating	<i>Very dissatisfied</i>	<i>dissatisfied</i>	<i>average</i>	<i>satisfied</i>	<i>Very satisfied</i>	Average Rating
	1-2	3-4	5-6	7-8	9-10	
<b>Bands</b> (N=132)	2%	2%	17%	45%	35%	8.1
<b>Buskers</b> (N=91)	1%	7%	16%	34%	41%	9.1
<b>Community Stalls</b> (N=142)	3%	5%	29%	32%	31%	8.6
<b>Food Stalls</b> (N=146)	2%	4%	14%	42%	38%	8.0
<b>Decorative Lights</b> (N=146)	5%	12%	18%	33%	32%	7.1
<b>LPC Fireworks</b> (N=143)	2%	2%	13%	35%	48%	8.9
<b>Toilets</b> (N=60)	9%	12%	17%	33%	29%	9.0
<b>Rubbish Facilities</b> (N=120)	11%	17%	22%	33%	18%	6.9

Of the different aspects of the festival, the buskers were the most highly rated, with an average rating of 9.06. Other aspects of the festival which rated highly were the toilets (9.0) the fireworks (8.9), the community stalls (8.6), and the bands (8.1). Thirty seven percent of respondents did not experience the community stalls, and over half of respondents did not experience the toilets (52%). The lowest rated aspect of the festival was rubbish facilities, with an average rating of 6.9.

### **6.1.8 The extent that awareness of participants was raised**

Respondents were asked about whether participation in the festival had raised their awareness about environmental sustainability, local community organisations, local businesses, local bands and buskers, and festival sponsors. Respondents were also asked to provide examples of how their awareness had been raised for each of these areas.

#### **6.1.8.1 Environmental sustainability**

The following table presents the number and percentage of respondents whose awareness of environmental sustainability was raised. Examples of how awareness was raised are also set out below.

**Table 6: Extent to which awareness of environmental sustainability was raised (N=156)**

Category	Number of responses	Percent
Not at all	102	65%
A little	47	30%
A lot	7	5%
Total	156	100%

Sixty five percent of respondents indicated that their awareness of sustainability had not been increased at all, whereas 30% indicated that their awareness had been increased a little, and 5% indicated that their awareness had been increased a lot.

Of those respondents whose awareness was raised to some degree, most comments related to the availability of recycling at the event (six comments), and a further two comments related to the compostable coffee cups.

*Learnt that by covering up general waste containers, the festival could be environmentally friendly by ensuring rubbish sorted.*

Three respondents suggested the provision of more rubbish/ recycling bins, both near the food stalls, and at regular intervals along the street.

#### **6.1.8.2 Local community organisations**

The following table presents the number and percentage of respondents whose awareness about local community organisations was raised.

**Table 7: Extent to which awareness of local community organisations was raised (N=157)**

Category	Number of responses	Percent
Not at all	57	36%
A little	80	51%
A lot	20	13%
Total	157	100%

Thirty six percent of respondents indicated that their awareness of local community organisations had not been increased at all, whereas 51% indicated that their awareness had been increased a little, and 13% indicated that their awareness had been increased a lot.

Respondents mentioned specifically that their awareness of the following organisations had been raised: St John's Ambulance, Rotary, Lions, the Petanque club, the local belly dance school, Project Lyttelton, and the Greens and the Labour Parties.

#### **6.1.8.3 Local businesses**

The following table presents the number and percentage of respondents whose awareness of local business was raised. Examples of how awareness was raised are also set out below.

**Table 8: Extent to which awareness of local businesses was raised (N=158)**

Category	Number of responses	Percent
Not at all	34	21%
A little	93	59%
A lot	31	20%
Total	158	100%

Twenty one percent of respondents indicated that their awareness of local business had not been increased at all, whereas 59% indicated that their awareness had been increased a little, and 20% indicated that their awareness had been increased a lot.

Of those respondents whose awareness was raised to some extent, seven respondents commented that the festival was a chance to see what businesses were running again after the earthquake. For example:

*Good to be aware of what retail spaces are still available and open in Lyttelton post-quake.*

Two made general mention of the *excellent* cafe options, and two mentioned that the stalls at the festival increased their awareness of local businesses. Specific businesses were also mentioned by respondents including: the fish and chip shop, Himalaya and Lyttel Piko, and the picture framing business.

#### **6.1.8.4 Local bands and buskers**

The following table presents the number and percentage of respondents whose awareness of local bands and buskers was raised. Examples of how awareness was raised are also set out below.

**Table 9: Extent to which awareness of local bands and buskers was raised (N=159)**

Category	Number of responses	Percent
Not at all	25	16%
A little	88	55%
A lot	46	29%
Total	159	100%

Sixteen percent of respondents indicated that their awareness of local bands and buskers had not been increased at all, whereas 55% indicated that their awareness had been increased a little, and 29% indicated that their awareness had been increased a lot.

Respondents commented that they saw new bands they had not seen before (five comments). Bands that were experienced for the first time included the Loons, Harbour Union, Eastern and the CSM Samba Band. The local Dance Group was also mentioned. General comments were also made about how enjoyable the local music was (six comments).

#### **6.1.8.5 Festival sponsors**

The following table presents the number and percentage of respondents whose awareness of festival sponsors was raised. Examples of how awareness was raised are also set out below.

**Table 10: Extent to which awareness of festival sponsors was raised (N=157)**

Category	Number of responses	Percent
Not at all	59	38%
A little	80	51%
A lot	18	11%
Total	157	100%

Thirty eight percent of respondents indicated that their awareness of festival sponsors had not been increased at all, whereas 51% indicated that their awareness had been increased a little, and 11% indicated that their awareness had been increased a lot. Six mentioned Lyttelton Port Company as a major sponsor, Project Lyttelton was mentioned twice, and the Christchurch City Council and More FM were given one mention each.

Four people commented that they could not name the sponsors, and one person had seen sponsorship signage on the stage and in other areas, but did not remember who the sponsors were.

### **6.1.9 What people aspects people liked the most**

Respondents provided written feedback on aspects of the overall festival that they liked the most. 149 responses were recorded, with many respondents listing several different aspects they enjoyed. The following is a summary of the main themes.

#### **6.1.9.1 General Atmosphere**

Eight five respondents commented that they enjoyed the overall atmosphere of the festival. They enjoyed meeting friends, seeing the happy crowd, and the warm weather. People commented on feeling safe despite the large numbers of people attending, and acknowledged the family friendly nature of the event and its suitability for a wide age range (nine specific comments). Many felt it was good to see so many people attending the event and they enjoyed being part of the large crowd.

It was noted that Lyttelton had lost a lot as a result of the earthquakes but the spirit of the local people had not been diminished. People were amazed that even though much of the commercial area had been demolished the spirit of the Lyttelton community remained strong. For example:

*I love the buzz of lots of people. Sense of community seeing friends and neighbours. I liked the sense of reclaiming the town after the earthquakes. It did not feel empty.*

*The way people mixed with each other and enjoyed the atmosphere of the event. Their cares seemed to have been blown away even though it may only have been a few hours. The timing of this event was so right and the warmer temperature helped to make it a wonderful success.*

#### **6.1.9.2 Fireworks**

The fireworks were seen as a highlight of the festival by almost half of respondents (73 comments). They are clearly the most popular entertainment aspect of the festival. For example: *the fireworks were magnificent.*

### **6.1.9.3 Music/entertainment**

Almost a third of respondents (53 comments) made positive comments about the entertainment in general, and specifically the music on stage. Among the musicians, specific mention was made of almost all of the bands and the belly dancers. Nineteen specific comments were made about the buskers and street performers, and a further seventeen people mentioned that they really enjoyed the parade. The following are some examples of comments about the entertainment:

- *The parade of masks, the people, entertainment, buskers, music, mulled wine.*
- *Atmosphere, light, smoke, setting, funky ideas. Music - great, especially songs from the Harbour Union CD. Sami sisters - loved them and their music.*
- *We enjoyed the whole show. Nice to see people not having to pay to go to things. The local Lyttelton band. The Eastern were really great. Just a good show all round.*

### **6.1.9.4 Stalls: food, beverages and other items**

Forty six respondents commented that they liked the wide range of food and beverage choices available. People enjoyed the quality of the food and beverages from the stalls, with particular comments relating to the mulled wine, which was clearly very popular (13 comments). A further eleven people were impressed with the stalls in general, and the opportunity to support local bars and businesses. The following are some examples of comments:

- *Enjoyed the mulled wine and variety of food stalls.*
- *Fireworks, Food (monster bar), music, beer (Cassells), great atmosphere.*
- *Food stalls. Variety. Mulled wine and hot chocolate.*

### **6.1.9.5 Lighting displays**

Just over 10% of respondents commented on the lighting displays. Respondents were particularly impressed with the way that vacant building sites had been lit up. For example:

- *The use of the empty spaces for light displays. It put them to good use.*
- *The balls of light in the space previously occupied by a building.*

## **6.1.10 Suggested improvements**

Respondents provided feedback on aspects of the overall festival that could be improved. These aspects are summarised under themed headings below.

### **6.1.10.1 Toilets**

Comments were made that there needed to be more or better toilet facilities (five respondents) and that the toilets needed to be better lit (two respondents). For example:

- *Please have lights to see by the toilets.*
- *Toilets down both ends of London Street as well as in the place they were on Friday.*
- *Better toilet facilities - we do understand the lack of portaloos this year.*

#### **6.1.10.2 Waste disposal**

A number of comments and suggestions were made about waste disposal. Respondents commented that there needed to be more bins (eight respondents) that the rubbish bins were not easy to find (two respondents), that it was not clear which items should go into which bin (one respondent), and that the bins were overflowing (two respondents). It was suggested that at future festivals there should be more bins in various places down the centre of the street (one respondent). One respondent was amazed that despite the street bins being taped up, people were still piling rubbish on top of the taped up bins. Better signage as to the location of the recycling bins was suggested by two respondents. Some examples of comments are included here:

- *Rubbish bins to be clearly marked. I had to walk around for 15 minutes amongst people to find rubbish bins.*
- *More rubbish containers. Very poor. Lots of rubbish hanging around.*

#### **6.1.10.3 Food stalls**

People commented that there was not enough food at the event, that they would like a wider variety of food, and that the stalls should have more food available. In all there were 28 comments suggesting there should be more food available or more food stalls. Many stalls sold out of food before the end of the night. The length of the queues at the food stalls was also noted (21 respondents), and people commented that with so many people queuing for food it made it difficult to walk along the street (five respondents) It was acknowledged that there were large numbers of people at the event, but the time taken to queue for food was considered unacceptable. Suggestions were made that more seating would be good (11 respondents) with some specific suggestions that seating be provided for people eating food (two respondents). The following are some examples of comments made about the food stalls:

- *More food stalls - variety. Most had run out of food by 7:45pm.*
- *The food stalls could be better laid out. There was too much congestion around the food and the queues far too long.*

#### **6.1.10.4 Cash availability**

Several comments were made about the lack of EFTPOS facilities. Many people had not brought cash with them so needed to use the one available ATM machine on the street to withdraw cash. This resulted in long queues. Others had withdrawn cash through EFTPOS at some of the shops which were open, which had caused long queues in those shops. It was suggested that at future events mobile cash machines should be provided (one respondent), that EFTPOS should be available at more stalls (four respondents), and that people should be advised of the need to bring cash prior to the event (three respondents). For example:

- *Nobody carries cash any longer - stallholders need to provide eftpos or more cash machines.*
- *Advise people prior to coming it's a good idea to have cash on you. As the wait for ATMS are quite long.*

#### **6.1.10.5 Parking**

Both visitors to Lyttelton and local people mentioned parking as an area for improvement (11 comments). People had found parking difficult and had to park some distance from the event itself. Local people had commented on the need for better management of parking. Suggestions were made that, alternative transport should be provided and advertised (two respondents), and that more angle parking should temporarily be made available (one respondent). Examples of comments included:

- *Parking facilities could be provided. Trying to find a park was hopeless.*
- *Open the port up for parking and advise people where to go to best view the fireworks.*
- *Parking was a little stressful.*

#### **6.1.10.6 Large crowds**

Whilst some people had commented that they had enjoyed the atmosphere of being part of a large crowd, others had felt uncomfortable being in a large crowd of people (two respondents). Comments were made that it was difficult to see the stalls because of the large crowd (one respondent), and that people had felt that there were too many people at the event for it to be enjoyable. It was suggested that the event should take place over a wider area to accommodate the large numbers of people attending (one respondent). Comments about the crowds included:

- *Perhaps cordoned walkways to make access through the crowds easier - especially for prams and old people.*
- *Somehow creating more space so there is less crowding.*

### **6.1.11 General comments**

Respondents also provided general comments on the overall festival. Some of these have been included in the sections above in instances when they relate to aspects of the festival that people liked the most, and improvements to future festivals. The remaining general comments are summarised as follows.

#### **6.1.11.1 Appreciation**

Appreciation was expressed to the organisers and the sponsors for putting on the event, particularly in such difficult circumstances. In total 40 respondents specifically thanked the organizers, and many also commented that they would be back next year. For example:

- *Thank you all. Brilliant night.*
- *Well done to the organisers. A great night!*

#### **6.1.11.2 Community atmosphere**

Sixteen comments were made about the strength of the Lyttelton community. Lyttelton people commented that the festival had made them feel proud to live in Lyttelton, that they loved being part of the Lyttelton community, and that they had enjoyed the opportunity to spend time with other local people at the event. People from outside Lyttelton commented that they felt Lyttelton has a strong community spirit and they recognized the community nature of the event. For example:



- *It's good to live in Lyttelton. I feel very proud of the community - such positive good energy. It may not be home and garden but it is a grand place to live and work.*
- *Kia Kaha Lyttelton. I would live there if I could. My heart is in Lyttelton. Glad you are all starting to get back on your feet.*

### **6.1.11.3 Advertising**

Five respondents suggested more advertising was needed as they had heard about the event at very short notice, often through friends or family members. The spirit of these comments was that people were concerned they could have easily missed the event due to not knowing it was happening. For example:

- *The only reason I knew the festival is on is because of my daughter. It should be promoted more in Christchurch.*
- *Where is your advertising? I only saw one poster that was on the day of the event so we almost missed it. Advertise more!*

## **6.2 Interviews with key stakeholders**

Project Lyttelton planned to conduct interviews with up to 12 people that had extensive involvement in the planning or running of the 2011 Festival of Lights, with each interview lasting for an estimated 20-30 minutes<sup>5</sup>.

### **6.2.1 Response rate**

This planned number was reduced to six, due to the earthquake impacting on Project Lyttelton team members and potential participants. Four of the six identified agreed to participate. Interviewees were asked questions about what they thought had worked well and why, what areas could be improved, suggested ways of making improvements, and changes they thought would enhance future festivals.

### **6.2.2 What activities worked well and why**

The four interviewees were asked about activities that were part of the festival that worked well and why. Their combined responses are as follows.

- *The atmosphere at the Festival of Lights:* - People were happy and having a good time, and that the event has a strong family-friendly image - *a safe, relaxed, friendly environment which felt like a night away from rules and authority after all the disruption and worry of the earthquakes.*
- *Having everyone on London Street:* This location made the event *compact, lively, and busy.*
- *The stage set:* All of the activity was in one area (London Street), and people could stand shoulder to shoulder, resulting in a *good vibe.*

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<sup>5</sup> Some key stakeholders are on the Advisory Group. Key informants were not selected from this group unless it was absolutely necessary (e.g. festival management who had the most knowledge about processes involved in planning and running the festival, and who are happy to complete the survey and to participate in an interview).

- *The freedom and the welcome associated with the festival:* This was seen to reinforce and enrich Lyttelton's brand. There is a perception locally and nationally that Lyttelton's brand is creative innovation and forward thinking. The festival has a positive reputation embedded in previous events, and there is a perception that the brand is strong.
- *Economic benefits for businesses and stallholders:* The fact that the festival went ahead after the original event was postponed due to the earthquake was appreciated. The festival was seen to build on the connections with the performers, stallholders, and contractors who have been involved with past festivals. Respondents felt that in the short and long term, the festival is likely to contribute to building a stronger community.
- *Post-earthquake exposure for Lyttelton:* The festival showed people from outside Lyttelton that Lyttelton is still viable and operating, with people from Christchurch driving through the tunnel to attend.
- *The performers:* Specific mention was made of the buskers, the masked parade, and the fact that they had attracted such a large crowd.
- *The setup of the stage and the good mix of performers:* The festival Advisory Group chose the performers and one contributed to the successful selection by providing advice on Lyttelton musicians and knowledge of which bands would be suitable for main stage performances. The music programme worked well due to his experience in planning music programmes, organising events, and working with musicians.
- *The face painting:* This was a good aspect of the festival because it was fun, centrally located, and something for the children.
- *Sponsorship recognition:* One interviewee was very pleased with the awareness of their sponsorship and their brand created by the event, mentioning that displaying their logo so prominently on the stage had particular value.
- *The fireworks:* One interviewee who had been involved with organising the fireworks was impressed at how smoothly communications on the night regarding the fireworks had gone.
- *Sense of community:* Interviewees enjoyed feeling connected with the Lyttelton community. The fact that the event went ahead symbolised *hope, strength of character, liveliness, and true vibe*. The community got right behind the event and that helped with the success of the festival. For example, members of the community came out on the night to support local bands, and bars (which are closed due to earthquake damage, but sold food and drink at the festival).

### 6.2.3 What activities could be improved and how this could be implemented

Interviewees were asked about activities that were part of the festival that could be improved and how this could be done. Areas for improvement mentioned by some of the interviewees are as follows.

- *Have more promotional activity:* (e.g. more posters) and more hype (e.g. more media exposure) about the Festival of Lights. It was noted that the promotion was effective considering disruption caused by the earthquakes. It was assumed that less people would come to the Festival of Lights because of the earthquakes, but in the end the turnout exceeded expectations.
- *Involve the media in the event more:* Having a Public Relations (PR) person whose job it is to do the media relations would help. Increased use of social media and free advertising was suggested. For example, getting interviews about the Festival of Lights on television shows such as the TV One Good Morning show.
- *Make the stage more accessible:* People need to be able to walk the length of the street and get to the stage, but they could only get half way along the street, because of the number of people in the street, and people queuing at the stalls who were blocking the way.
- *Project the sound system from the main stage further down the length of London Street:* This would ensure that everyone is connected to the activity on main stage. Discuss sound system and lighting options with [Lighting expert known by Project Lyttelton], as being aware of budget constraints is important.
- *Get contracts to performers as soon as they agree to perform:* There was a delay in getting contracts to performers for the 2011 festival.
- *Provide a green room for the performers:* The performers need a place to prepare before going on stage, and a secure place to store gear. Payment to the performers is not high and having a suitable *green room* would be a way of showing appreciation to them. In a performer's *green room*, provide seats, a mirror, a dressing room, and snacks and drinks.
- *Improve the quality of sound engineering on stage:* Performers found it difficult to hear themselves and no competent sound engineers were available to make required adjustments to the sound.
- *Increase the number of food and drink stalls, and the amount of food per stall.* This would result in more spending, and an opportunity for increased business for stallholders, and would shorten queues.
- *Move the food stalls back, or manage the queues to stalls better.* This would keep the queues off the street.
- *Increase options available for purchasing hot drinks such as tea, coffee, and juices.*
- *Have a better light display with more lights on the night of the festival:* It was noted that with more business open in London Street there would have been more lights. Consider encouraging more Lyttelton residents to *light up* their dwellings.

- *Better promote the use of waste stations at the festival:* Despite promotion from the MC on the stage, people were still leaving rubbish in taped off bins. Provide more bins on the night.
- *Ensure that the festival manager is easily contactable by other festival organisers:* One interviewee commented that communication with the project manager did not run as smoothly as in previous years. Ensure that communications between the festival project manager and others involved are regular and timely.
- *Ensure better communication between Project Lyttelton and Lyttelton Port Company (LPC) around the size and placement of the LPC tent, stall, and supply of power and lights.*

### 6.3 Ideas about future Festivals of Light

Interviewees were asked about their ideas for future festivals, ideas mentioned by some or all of respondents are as follows.

- Food areas could be set up in pods. These are food stall grouped together. Pods would allow for more food stalls down the street, as the queues were too long.
- Having more beer and wine available and emphasising *host responsibility* would ensure that the family friendly atmosphere remains, while *leaving the spirits drinks to the bars*.
- Performers are very supportive of the event. Payment for performers is at the lower end of scale and future events should not offer any less than is currently paid.
- Consider including a simultaneous art show or exhibition at future Festival of Lights, which reflects Lyttelton's strong arts community. Music is promoted, but other artistic forms should be too.
- Establish subgroups of people who are focused on a new project, such as working groups, to be the passionate drivers of a particular project. For example, if artists put on an art show, keep specialists in their group contributing to an art project.
- Consider including a drive-in movie at future Festival of Lights, because it is something that would extend, or give diversity to the event.

### 6.4 Changes to the logic model

With regards to sustainability outcomes, there was a perception that sustainability at the festival was only really practiced through the recycling of rubbish. There was an expectation that the word *recycling* would be used instead of *sustainability*. The event itself is sustainable and self-sustaining in as much as it has huge support. Sustainability of the event (long-term viability) is a long-term outcome. Respondent's suggested the following changes to the logic model, which is attached as Appendix B:

- Long term outcomes - add Health and Wellbeing.
- Short term outcomes - add sense of togetherness – especially post-earthquake.
- Change *more people are sustainable* to *more people practise sustainability*.

## 6.5 Key findings

The following is a summary of key findings from this evaluation.

### 6.5.1 Survey for Festival Advisory Group members

Four out of seven Festival Advisory Group members responded to the survey. Aspects of the festival organisation that they felt worked well included: (1.) the Festival Advisory Group, which had clearly delineated roles and responsibilities, effective email communication, and new members who added *energy* to the meetings; (2.) effective liaison with performers where there was one key contact person who had defined area of responsibility, and in most cases, expertise in that area; (3.) robust planning that incorporated information from previous festivals accessed through Project Lyttelton's electronic records; (4.) effective liaison with stallholders given established relationships with Advisory Group members; (5.) distribution of promotional material using Phantom Bill stickers (poster placement); and (6.) the large numbers of volunteers that were available.

Advisory Group members suggested a number of improvements including: (1.) effective rubbish collection; (2.) having a community brainstorm; (3.) better matching tasks for volunteers; (4.) better communication with, and management of traffic management contractors; and (5.) better processes for contracting and increased liaison with community groups.

### 6.5.2 Survey for festival participants

Of 400 surveys distributed on the night of the event, 168 were returned (48% response rate). The majority of respondents were female (71%), aged 25-45 (51%), and came from Christchurch (63%) followed by Lyttelton (21%).

Half of the respondents (52%) indicated that they had not previously participated in the festival, and nearly all of the respondents (91%) indicated that they were likely to attend next year's festival. Nearly a quarter of respondents found out about the festival from a newspaper (23%), but 64% of respondents learnt about the festival from seeing a festival poster or through word of mouth. The main mode of transport used to get to the festival was a car (76%) followed by walking (20%).

The majority of respondents were satisfied or very satisfied with community stalls (63%), buskers (75%), bands (80%), decorative lights (83%) and the festival fireworks (98%). Of those who used the toilet facilities, more than half of respondents were satisfied or very satisfied (62%), while 21% were either dissatisfied or very dissatisfied with them. Similarly for rubbish facilities, just 51% were satisfied or very satisfied, while 28% were either dissatisfied or very dissatisfied.

Almost two thirds of respondents indicated that their awareness of sustainability had not increased at all (65%) but over half of respondents indicated that their awareness had increased a little about community groups (51%), local businesses (59%), local bands and buskers (55%), and festival sponsors (51%).

Survey respondents noted aspects of the overall festival that they liked the most. Respondents appreciated that the event occurred despite the ongoing Canterbury earthquakes, the general friendly atmosphere of the festival, the feeling of safety and security, the fireworks, the entertainment, the food and beverage stalls, and the lighting displays.

The respondents made a number of suggestions for improvements including the need for more toilets in obvious and well lit locations, the need for more and better signposted bins, a variety of food and beverages with smaller queues and more food, access to cash (EFTPOS), more parking, smaller crowd sizes and enhancing the promotion of the festival.

### **6.5.3 Interviews with key stakeholders**

Of the six planned interviews, four people that had extensive involvement in the planning or running of the festival were interviewed to identify what aspects of the festival worked well (and why) and what activities could be improved (and ideas for implementation).

Aspects that worked well included: (1.) having everyone on the main street in Lyttelton which contributed to the overall lively atmosphere; (2.) the stage set up where people could stand shoulder to shoulder (resulting in a *good vibe*); (3.) the entertainment including buskers, the mask parade, face painting and the mix of performers; (4.) and the fireworks which were seen as the highlight of the event – well organised with good communication.

Interviewees also noted a number of additional benefits. These included (1.) the festival atmosphere; (2.) the strong sense of community and family-friendly and safe environment; (3.) strengthened connections between Project Lyttelton, the performers, stallholders, sponsors and contractors (who had been involved with past festivals); (4.) the freedom and welcome associated with the festival which reinforces and enriches Lyttelton's positive brand; (5.) the festival's contribution to building a stronger community; (6.) economic benefits generated for businesses and stallholders; and (7.) the fact that the festival had shown people outside of Lyttelton that it is still viable and functioning despite the February 2011 earthquake.

The four interviewees suggested the following improvements: (1.) increasing the festival promotional activity (more festival posters, enhanced media exposure, dedicated public relations person); (2.) enhancing the accessibility of the festival stage (reducing queues around the stalls, and managing crowds); (3.) improving the quality of sound engineering from the main stage; (4.) earlier sign off on performer contracts; (5.) providing performers with a 'green room' where they prepare properly before going on stage; (6.) increasing the number of food and beverage stalls including make beer and wine more available (and emphasising host responsibility); (7.) having more lights on the night of the festival; (8.) better promoting the use of waste stations and providing more bins; and (9.) ensuring better communication between Project Lyttelton and the Lyttelton Port Company around the placement of the Port Company tent, stall, and supply of power and lights. Three ideas for future festivals included a simultaneous art show or exhibition, establishing sub groups to develop new festival activities and a drive-in movie.

## 7 Conclusion and recommendations

The festival attracts participants who mainly come from Lyttelton, Lyttelton Harbour and Christchurch. However, the results suggest that the majority of festival goers travelled from Christchurch to attend, and for over half of those who attended, this was their first festival. Whilst participants range in age from the very young to the elderly, most participants appear to be in the 25-45 age group.

Festival goers appear to be attracted to the general atmosphere of the festival more than any single aspect. However, the fireworks are clearly the most popular part of the festival. The buskers, music and stalls also rate highly. People like that the event is in the middle of winter when there is little else happening, and feel that this event brings some brightness to the dark days at this time of the year. The festival is felt to be a family-friendly, safe event which has something for all ages. The festival attracts large crowds. Some attendees like being part of a large crowd and feel that the large numbers of people adds to the atmosphere. Others feel that large crowds detract from the event, leading to overcrowding and queuing.

People attending the festival feel some improvements could be made, in particular by providing more bins, more toilets, and more food opportunities. It was noted that at this year's festival, because of large numbers of people attending there was insufficient food available, and long queues for the food. Provision of improved parking facilities or better public transport options is also an area of improvement. More than three quarters of attendees drove to the festival, and parking was noted to be difficult.

Sponsors are recognised and appreciated for their contribution to the festival, and people attending the festival appreciate the work done by the organisers, volunteers and the Lyttelton community in putting on the festival. Sponsors are happy with the exposure provided by the event.

The festival raises some awareness of Lyttelton's community groups, businesses, musicians and entertainers. Awareness of sustainability issues is raised, but to a lesser extent. The festival raises awareness of Lyttelton's strong community spirit and creativity.

Those involved with the planning of the festival have a positive view of the festival and are generally happy with the way it is run and managed. They are pleased to be a part of the event and think the event is valuable. The main areas of improvement suggested by these people are better facilities for the musicians, better communications with contractors, and to have the community brainstorm when planning the festival each year.

Festival attendees generally expect to come back to a future festival and there is an expectation among the attending public that the festival will continue to happen. Overall, the 2011 event was a success, and a true community celebration. The results of the evaluation will help to strengthen and improve the Festival of Lights as it goes forward.

It is recommended that Project Lyttelton (including the Festival Advisory Group) undertake the following activities to inform planning of future festivals.

- Develop a way of promoting the festival to a wider cross section of age groups and genders. An increase in people participating is likely to contribute to economic benefits for Lyttelton.
- Increase promotion of the festival, using appropriate mediums (e.g. social media), and for a longer period of time, so that more people from different age groups and genders get involved.

- Promote (and if possible organise) better and more sustainable transport options for those attending the festival to avoid the need for car use. Easily accessed public transport, most likely in the form of buses, should be considered.
- Consider options for festival parking facilities and signage to parking for people arriving by car.
- Start the planning for each festival with a community brainstorm to allow new ideas to develop and to attract new people to the advisory group or to organise new events.
- Develop ways to encourage local businesses and Lyttelton residents to light up their dwellings on the festival night.
- Manage the volunteers effectively by drawing up a list of festival tasks, and then assigning volunteers to these tasks prior to the event.
- Develop a process for working effectively with rubbish bin contractors. This includes processes for communicating effectively with contractors to ensure sufficient numbers of bins are supplied, that bins are signposted clearly, and the bins are coded for effective recycling in a way that festival attendees will understand.
- Develop a process for working effectively with traffic management contractors. This includes processes for effective communication to ensure that road closures during the festival are carried out as planned.
- Develop a process for working effectively with festival performers. This includes processes for providing a contract to be signed and returned immediately on confirmation of their appearance, and a pro-forma invoice to be submitted in respect of fees.
- Develop a process for working more closely with local community groups in advance of the festival to try and get more community groups participating.
- Ensure the festival stallholders are briefed as to the number of people expected to attend the event (based on the numbers in 2011), so they can ensure they have enough stock (e.g. food and beverages) available during the festival.
- Raise issues around queuing and the need to have enough food and beverages and a variety available, so that stallholders can best provide for festival participants needs, and increase their economic benefits.
- Consider the placement of stalls for future festivals, to allow people to queue without blocking the road.
- Consider sound engineering options for future festivals to ensure quality of sound and containment of sound where it works best.
- Consider providing more toilet facilities with better signage and lighting.
- Provide a *green room* for the performers with seating, mirror, food, and beverages in close proximity to the stage.
- Consider options for including EFTPOS facilities at future festivals.



## **8 Appendices**

### **Appendix A - Project description - logic model and short report**



#### **Lyttelton Harbour Festival of Lights**

#### **Event Description**

**Project Lyttelton Research and Evaluation Project May 2011**

**Wendy Everingham**

## Introduction

In January 2010, Lottery Community Sector Research funding was provided to Project Lyttelton so they could work in partnership with Social Foci (an independent research company, which specialises in evaluation) on a project, to enable them to better monitor and evaluate their work. This report, focuses on Project Lyttelton's Festival of Lights and has been developed as part of the wider project, *Project Lyttelton Community Research and Evaluation*. This report provides the following information.

- A short description of the Festival of Lights.
- The objectives of the Festival of Lights.
- Groups that the festival aims to appeal to.
- A logic model diagram showing broad areas of activity that are part of the festival and outcomes/benefits that are expected to result from festival activities.
- Details of the resources (financial and people) that support the event.
- Assumptions underpinning the way the festival is run.
- Mediating influences outside of the event that may impact on expected festival outcomes/benefits being met.
- Preliminary performance measures, which might indicate that the event is efficient, effective, and resulting in expected outcomes.
- Current information that is collected about the festival.

## Short description of Lyttelton Harbour Festival of Lights

The Lyttelton Harbour Festival of Lights has been running since June 2005 and grows in numbers each year. The Lions Rugby Tour of 2005 was the catalyst for the event. The Festival has quickly become a *destination event* for the Christchurch/Canterbury region. Each year, the event project team act to improve and enhance the event further refining its various elements. In 2010, approximately 12,000 people attended the festival in 2011 Project Lyttelton expected a similar crowd, as there has not been much entertainment for people due to the earthquake.

The festival is supported by the Christchurch City Council and other community sponsors, and receives a vast amount of media attention, locally, nationally and internationally. The festival comprises of a series of unique and interesting events, which take place, during the winter, in a majestic location – Lyttelton Harbour. During the festival the township is encouraged to light up their streets. Part of the attraction is to come and see the interesting light installations.

For the past couple of years, the festival has run over a ten day period. Prior to this year, the festival would normally consist of a series of events featuring music, theatre, photography, culinary activities, and art and crafts. The highlight event is always a street party with a mask parade, circus spectacular, music and dance, exhibitions, an outdoor street market with winter warmers (e.g. mulled wine), art and crafts, and a major firework display.

2011 was an abnormal year for the festival due to the effects of the Christchurch earthquakes and in particular the event on 22 February 2011. Prior to 22 February, Lyttelton had a very vibrant food and music scene with multiple locations within the township, now most of those venues are destroyed. For that reason, for this year Project Lyttelton only had a street party on 17 June 2011.

Project Lyttelton trust that in 2012 more of the township will have re-opened and it can host the event on a larger scale as in the past, but realise this will be dependent on reconstruction progress during the year.

## **Objectives of the Event**

The vision for the 2011 Lyttelton Harbour Festival of Lights is: *To create an annual event celebrating Lyttelton Harbour as the leading creative, eclectic, community-focused area in Canterbury.*

Through running the street party Project Lyttelton aims to:

- *Provide a mid-winter festival that has a minimal environmental impact, and which provides a magical community space for celebrating cultural diversity and community.*
- *Promote and increase awareness about environmental sustainability, such as alternative modes of transport and waste minimisation.*
- *Create a significant arts event that incorporates minimum impact/zero waste principles.*
- *Promote the use of sustainable transport options to people coming to the Festival of Lights (e.g. travelling there by bus, walking, on the ferry, or by carpooling.*
- *Provide a range of interesting and locally focused activities within the Festival of Lights programme each year.*
- *Attract Christchurch residents to Lyttelton.*
- *Engage and involve local people in the Festival of Lights.*
- *Improve community health and wellbeing by having laughter and light during winter.*
- *Develop strong and reciprocal relationships with other community groups in Lyttelton.*
- *Promote and increase support for Project Lyttelton.*
- *Boost the local economy.*
- *Improve employment opportunities for local artists.*

## **Groups reached by the event**

Key groups that the Festival of Lights is intended to reach are:

- Local people of all ages.
- Local businesses and community organisations that get involved in the Festival of Lights.

- People visiting from Christchurch or surrounding areas.
- People from outside of Christchurch.

## **Planning and Operations of the Event**

### **Planning the event**

Planning for each event starts 15 months out and continues almost up until the time of the event. The first stage in this process begins with a major grant application.

### **Christchurch City Event Grants - March prior year**

Even before the current Festival is held we are planning for the year ahead. The Christchurch City Events funding round is yearly and 15 months out before the event. Each March we create a detailed event application for the next years' event.

### **Sponsorship opportunities (July to April)**

Sponsorship opportunities are the main focus for the remainder of the year. The de-brief from the Festival in July marks the beginning of this phase for the new Festival ahead. A sponsorship brief needs to be developed and sent out to interested parties or new contacts sought. Most years existing sponsors are happy to participate again. Project Lyttelton have been fortunate the Christchurch City Council continues to be our main supporter. Lyttelton Port of Christchurch and the Canterbury Community Trust have also been sponsors since 2005. Other sponsors have been and or continue to be, The Lion Foundation, Southern Trust, Hang-Up-Entertainment, The Press, AMG, The Breeze, More FM, Volcano Radio, Lyttelton Engineering, Environment Canterbury, Blackwell's Holden, Science Alive, and RDU. Generally most years we get a new sponsor or two and one or two drop off. We did have some new opportunities lined up for this year through Christmas Jones and Ainger Tomlin, but the Christchurch Earthquake impacted on those outcomes.

### **Appointing the Event Organiser – February prior**

In conjunction with the Festival Advisory Group, an Event Organiser needs to be appointed. Generally this is an easy task as a person from the Advisory Group generally takes the position. This has the benefit that not too much training is required because the person has been involved previously; this was the case in 2011. The Event Organiser needs to start work in April.

### **Community Brainstorm – February**

Each event starts with a public meeting where any members of this community are invited to share their ideas about what the festival should be this time round. These ideas along with the previous event de-brief and Advisory Group ideas form the basis of the new Festival. There was not a community brainstorm before the 2011 event. The 2011 evaluation has highlighted that the brainstorm is a useful part of planning for the festival, so Project Lyttelton will include a community brainstorm in the next festival.

## **Operations Phase – starting festival activities**

The operations phase is marked by the appointment of the Event Organiser. Operations are clearly laid out in well-organised documents within Project Lyttelton's Drop Box<sup>6</sup>. The process begins with an event time line that is developed by the Festival Manager and a systematic process of making sure that all tasks are completed on time.

### **Resources**

To produce the festival requires lots of paid and volunteer hours. Each year the roles change around slightly depending on the skill base of the staff. For example in 2010, the Event Organiser did all of the business development work and event creation, but no media work. The year previous, the Event Organiser did the media work.

**Festival Manager:** TASKS Hours of work approximately 80 hours.

This person oversees the entire festival and helps train new people. To date, this role has been a volunteer role. In the future some of this role should be passed onto the new Festival Manager. Tasks include:

- Christchurch City Event Grant Application (five hours).
- Developing the sponsorship brief and making contact with existing and potential sponsors (Approximately 20 hours of work for the entire Festival).
- Developing event timelines (one hour).
- Often running the community brainstorm for new event ideas (one hour).
- Liaising with the organiser, students, administrator, and development/sales person. (Approximately 20 hours work for the entire Festival). In 2011 we have no students to oversee and this is a direct result of the earthquake.
- Creating and monitoring the budget (five hours).
- Event setup/down supervision (ten hours).
- Writing Festival outcomes report (six hours).
- Running the post Festival de-brief meeting (one hour).

### **Advisory Group**

- This group meets at regular intervals to set the direction of the festival. Some members are paid and others are volunteers (Approximately six hours).

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<sup>6</sup> See <http://www.dropbox.com/>

## **Festival Development/Sales**

- This did not happen for the 2011 Festival of Lights.

### **Event Organiser: TASKS - 200 hours of work**

(Hours of Work: 10 weeks work (20 hours per week, \$25 per hour = \$5,000 for 200 hours). Tasks include:

- Keeping all the records for the festival up to date (i.e., performers, volunteers etc.).
- Contracting all the performers for festival stages.
- Updating all Drop Box files for the new festival.
- Liaising with all contractors.
- Completing all the compliance work (i.e., street closure, council application forms).
- Facilitating new events or passing on suggested ideas to others for future events.
- Updating the media data base.
- Creating a Marketing strategy/plan in association with the Festival Advisory Group.
- Developing media releases and being the media spokesperson.
- Reviewing the previous year's Festival and updating all documents for the new Festival.
- Setting up Advisory Group Meetings.
- Updating the survey forms, if necessary.
- Liaising with local businesses for advertising stalls etc. (this activity has not happened in 2011 because the business community is decimated)..
- Liaising with the creative team.
- Developing a festival Health and Safety Plan
- Helping with some of the poster/flyer distribution.
- Organising contractors for the waste collection.
- Co-coordinating the volunteers.
- Confirming all infrastructure and performers roles.
- Developing event run sheets and briefing the festival MC.
- Arranging to collect and return sponsor signage.
- Creating the media summary report.

- Sending Thank You letters to performers and sponsors.
- Authorising festival bill payments.

**Creative Manager for Mask Events** (paid a set fee of \$1000).

**Event Administrator** (Estimated 100 hours of work over the entire year (\$18 per hour = \$2000). Tasks include:

- Taking the minutes at Advisory Group meetings.
- Administering all stallholders for the street party.
- Completing all correspondence to community groups, residents, and emergency services.
- Creating street signage and Festival programmes.
- Helping find volunteers for events and working with the Timebank co-ordinators.
- Completing all financial transactions for the Festival, including wages payments, performer fees etc.
- Helping to co-ordinate the street party events.
- Answering all queries about the Festival year round.
- Photocopying all run sheets, and health and safety requirements for staff on the day.
- Helping with some of the poster/flyer distribution.
- Creating local signage for the event.
- Co-coordinating the stalls on the street party evening.
- Sending Thank You notes to all volunteers.

**Grant administrator** (12 hours of work at \$85 per hour = \$1000). Tasks include:

- Obtaining quotes for all infrastructure activities for the Festival.
- Completing application forms for two poker machine Trusts.

### **Media Person**

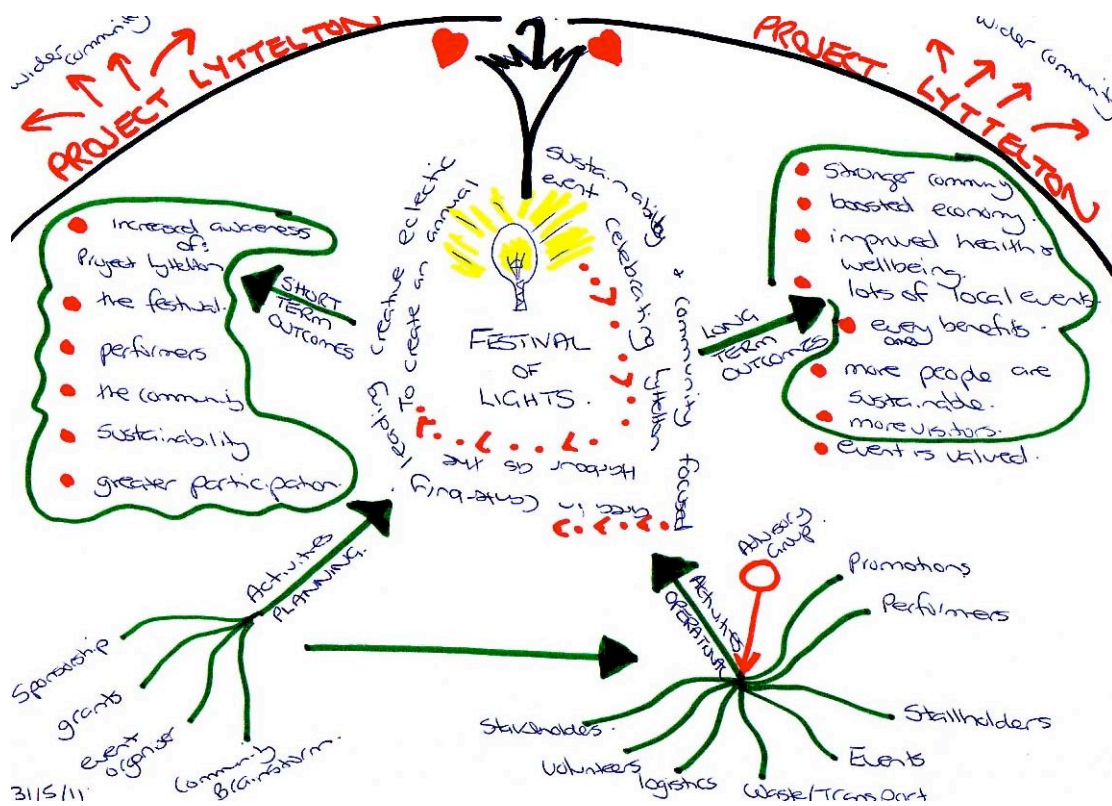
No media person has been paid for this festival, however, an Advisory Group member is being paid to create a short film promo (\$1000), and an independent person is updating the web site (\$500).

### **CPIT Students – Project Based 100 hours of work**

Generally for each festival, there is a team of students helping out who are studying event management from Christchurch Polytechnic Institute of Technology (CPIT). They usually take on a project and develop work around that. For example, last year they helped develop and promote the light theme and competition, plus found a new sponsor Science Alive and liaised with them for street performances and a planetarium etc. They also provide valuable help on the evening of the street party. Generally a team

of students provide 100 hours of work for the Festival. Unfortunately because of the earthquake their course work has moved to Lincoln and it has proved too difficult to make this partnership work.

## Logic model diagram



## Assumptions

Assumptions underpin the *theory of change* suggested in the Festival of Lights logic model (i.e. if we provide these activities, these outcomes are likely to occur, because...). There is an assumption that:

- Individuals and different groups in the community (e.g. young people, the elderly, and people from different ethnic groups) want a festival.
- Enough people will be available to help organise and run the festival.
- Adequate sponsorship/funding will be found each year.
- The festival is an effective avenue for promoting Project Lyttelton's branding.
- People will participate in the festival and spend money.
- Local businesses want to get involved in the festival.
- People who take part in the festival will incorporate anything that they have learnt about sustainable practice in to their day-to-day activities.
- People will spend additional money in and around the Lyttelton Harbour area as a result of the festival.



- The activities and events that are part of the Festival of Lights meet the needs of different groups that attend the festival (e.g. different age groups, or different cultural groups).

## **Mediating influences**

Mediating influences (factors that may impact positively or negatively on Festival of Lights related outcomes) are as follows.

### Negative:

- The weather.
- A local business is unable to operate a planned activity at their venue on the day of the festival for some unforeseen reason.
- Lack of funding/sponsorship to sustain the festival (e.g. through a time of recession).
- Another festival is initiated in Christchurch over the same time period as the Festival of Lights.
- There is not enough parking available.
- Unforeseen natural disasters (e.g. earthquakes).

### Positive

- A huge amount of support for the festival from local businesses.

## **Key performance measures**

Some preliminary performance measures that were developed in 2010, and have been revisited as part of a wider monitoring and evaluation project include:

- # People who come to the festival (locals, people from Christchurch, people from outside of Christchurch).
- % People who attend festival events from different groups (e.g. different age groups).
- # People who come to the festival again.
- # Local businesses supporting the festival.
- # Stallholders complying with sustainable practice.
- % Waste from the event that is not sent to a landfill.
- # People coming by sustainable means (e.g. bus, ferry, walking, car, and carpooling).
- # Sponsors and amount of funding provided.
- % Surplus after the festival ends.
- # Stallholders (especially locals).

- # Stallholders returning each year.
- # Volunteers and paid staff.
- # Local community organisations participating in the festival.
- # Time bank hours used.
- # Activities and events as part of the festival.
- # People wanting to help at the festival.
- # Website hits from visitors.
- # People who found out about festival events from different Project Lyttelton communication channels.
- #/% People who are satisfied with the event.

## **Current information collection, analysis, and reporting**

Previously after every festival, Project Lyttelton interview attendees to find out about their festival experiences and what they think about Lyttelton. Project Lyttelton also finds out where they have come from and how they have heard about the festival. Sometimes businesses and stallholders are also asked about their experience, and then Project Lyttelton's organisational de-brief gives feedback from the festival Advisory Group and some of the sponsors.

All of the results are tabulated, and then included in a festival summary where we assess if we have met our objectives for the Festival. This year, the previous survey was adapted by Social Foci<sup>7</sup> to address more of Project Lyttelton's information needs. The survey was piloted at the 2011 Festival of Lights with the general public and the results are presented in this report.

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<sup>7</sup> <http://www.socialfoci.co.nz>

# Appendix B - Survey for Festival Advisory Group members



## Evaluation of 2011 Festival of Lights

### Survey for Festival Advisory Group members

1. Where do you live (e.g. city/suburb)?

2. What is your age group in years?

	0-15		16-24		25-34		35-44		45-54		65+
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3. Please indicate activities that were part of the planning for and running of the 2011 Festival of Lights that you were involved in:

Aspects	Yes/No	Aspects	Yes/No
Community brainstorm		Management of volunteers	
Festival advisory group		Liaison with stallholders	
Festival sponsorship and funding		Liaison with local businesses	
Festival promotion and design		Distribution of promotional material	
Overall Festival management		Liaison with local community groups	
Logistics (stage, security, traffic control, rubbish, liquor license, ambulance)		Liaison individual events	
Event management on the day/week		Liaison with Performers	
Monitoring or evaluation of Festival activities			

4. Please provide comments about three activities in the table above (question 3.) that **worked particularly well**, and **why they worked well** (*Please write 'not applicable' in the space provided if you cannot think of three activities that worked particularly well, or a reason why*).

**Activity 1:**

Why you think the activity worked well (and why)?

**Activity 2:**

Why you think the activity worked well (and why)?

**Activity 3:**

Why you think the activity worked well (and why)?

Any other activities you think worked well (and why)?

5. Please provide comments about three activities in the table above (question 3.) that you think **did not work well**, and **how they could be improved** (*Please write 'not applicable' in space provided if you cannot think of three activities that did not work well, or how they could be improved*).

**Activity 1:**

What could be improved to make this activity work better?

**Activity 2:**

What could be improved to make this activity work better?

**Activity 3:**

What could be improved to make this activity work better?

Any other activities you think could be improved?

6. If you provided answers to Question 5 above, please provide comments about how suggested improvements could be implemented (*Please write 'not applicable' in spaces provided if you cannot think of ways that improvements could be implemented*).

**Activity 1:**

How could your suggested improvement be implemented?

**Activity 2:**

How could your suggested improvement be implemented?

**Activity 3:**

How could your suggested improvement be implemented?

7. Please provide any other comments about the 2011 Festival of Lights.

**Thank you for completing this survey. We look forward to sharing our evaluation findings with you**

# Appendix C - Survey for festival participants



## Lyttelton Harbour Festival of Lights – Survey 2011

(Must be aged 18 or over)

People who **complete the survey** go in a draw to win one night free accommodation at Terrace Downs Resort in a deluxe 2 bedroom Villa for up to 4 people (voucher is valid for 12 months)<sup>8</sup>.

### A) What age group are you? (Tick boxes)

18 - 24  25 - 34  35 - 44  45 - 54  55 - 64  65+

### B) What is your **Male** **Female** gender?

### C) Where do you live at present? (Tick boxes and write in spaces)

- a) Lyttelton  Years in Lyttelton? \_\_\_\_\_
- b) Lyttelton Harbour  Which town? \_\_\_\_\_
- c) Christchurch  Which suburb? \_\_\_\_\_
- d) Elsewhere in New Zealand  Which town? \_\_\_\_\_
- e) Overseas (International)  Country? \_\_\_\_\_

### D) Have you attended a previous Festival of Lights in Lyttelton? **Yes** **No**

### E) How did you find out about the Festival of Lights in 2011? (Tick box and write in spaces)

- a) Newspaper  Which newspaper? \_\_\_\_\_
- b) Radio  Which radio station? \_\_\_\_\_
- c) Internet  Which website? \_\_\_\_\_
- d) Other  Please specify \_\_\_\_\_

**Bus**  **Ferry**  **Car**  **Walked**  **Other**

<sup>8</sup> The offer excludes Friday and Saturday nights.



**F) How did you get to this years Festival of Lights?**

If Other, please specify \_\_\_\_\_

**G) Will you participate in next years Festival of Lights?**

Yes  No  Not sure

**H) What did you enjoy most about this Festival of Lights? (Write in space provided)**

**I) Please rate your level of satisfaction with the following aspects of the Festival of Lights by ticking your rating for each aspect. If you did not experience any of the aspects listed, tick the box on the right hand side.**

Aspects	Very Dissatisfied										Very Satisfied	Did not experience
a) Bands	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	6 <input type="checkbox"/>	7 <input type="checkbox"/>	8 <input type="checkbox"/>	9 <input type="checkbox"/>	10 <input type="checkbox"/>		<input type="checkbox"/>
b) Buskers	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	6 <input type="checkbox"/>	7 <input type="checkbox"/>	8 <input type="checkbox"/>	9 <input type="checkbox"/>	10 <input type="checkbox"/>		<input type="checkbox"/>
c) Community stalls providing information	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	6 <input type="checkbox"/>	7 <input type="checkbox"/>	8 <input type="checkbox"/>	9 <input type="checkbox"/>	10 <input type="checkbox"/>		<input type="checkbox"/>
d) Food stalls	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	6 <input type="checkbox"/>	7 <input type="checkbox"/>	8 <input type="checkbox"/>	9 <input type="checkbox"/>	10 <input type="checkbox"/>		<input type="checkbox"/>
e) Decorative lights around Lyttelton streets	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	6 <input type="checkbox"/>	7 <input type="checkbox"/>	8 <input type="checkbox"/>	9 <input type="checkbox"/>	10 <input type="checkbox"/>		<input type="checkbox"/>
f) The Lyttelton Port Company Fireworks	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	6 <input type="checkbox"/>	7 <input type="checkbox"/>	8 <input type="checkbox"/>	9 <input type="checkbox"/>	10 <input type="checkbox"/>		<input type="checkbox"/>
g) Toilet facilities	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	6 <input type="checkbox"/>	7 <input type="checkbox"/>	8 <input type="checkbox"/>	9 <input type="checkbox"/>	10 <input type="checkbox"/>		<input type="checkbox"/>
h) Rubbish facilities	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	6 <input type="checkbox"/>	7 <input type="checkbox"/>	8 <input type="checkbox"/>	9 <input type="checkbox"/>	10 <input type="checkbox"/>		<input type="checkbox"/>

**J) How could we make your Festival of Lights experience more enjoyable (what could be improved?)**

**K) Please tick one of three choices for the following questions and provide an example for each question, where applicable**

Did the Festival increase your awareness of....	Tick <u>one</u> of three choices			Provide an example of what you have learned
a) Environmental sustainability (e.g. good recycling options).	Not at all <input type="checkbox"/>	A little <input type="checkbox"/>	A lot <input type="checkbox"/>	
b) Local community organisations (e.g. service providers)	Not at all <input type="checkbox"/>	A little <input type="checkbox"/>	A lot <input type="checkbox"/>	
c) Local businesses	Not at all <input type="checkbox"/>	A little <input type="checkbox"/>	A lot <input type="checkbox"/>	
d) Local bands and buskers	Not at all <input type="checkbox"/>	A little <input type="checkbox"/>	A lot <input type="checkbox"/>	
e) Festival sponsors	Not at all <input type="checkbox"/>	A little <input type="checkbox"/>	A lot <input type="checkbox"/>	

**L) Any further comments?**

*Thank you for completing our survey*

*Please provide your details here to go into the Terrace Downs Draw*

Surname	First Name	Email Address

If you do not have an email address, please provide a mailing address above.

# Appendix D - Interviews with key stakeholders - topic guide



## Evaluation of 2011 Festival of Lights

### Interviews with key stakeholders – Topic guide

Dear [Name here]

Project Lyttelton is currently evaluating six of its projects, including the 2011 Festival of Lights. A logic model diagram depicting the activities that are part of the planning and running of the Festival of Lights and the outcomes that we would expect to see as a result of running the event has also been provided to you. Please review this diagram as we will use it as part of our interview with you to facilitate discussion.

Thank you for agreeing to participate in a 20-30 minute interview with us.

The key topics we are likely to cover during the interview include:

- Activities that were part of the planning for and running of the 2011 Festival of Lights that worked well, and why.
- Activities that were part of planning for and the running of the 2011 Festival of Lights that could be improved, and why.
- Suggestions on how any changes to the way the Festival is planned for or run could be implemented.
- Whether outcomes presented in the logic model look about right or if any more could be added.
- Any thoughts or suggestions that you may have for next year's event.

Thank you for agreeing to participate in this interview. Your views are really appreciated.

Warm regards

Wendy Everingham, Andrew Turner, and Sue-Ellen Sandilands, Project Lyttelton.