Council Workshop
AGENDA

Notice of Workshop Te Pānui o te Hui:

A Council Workshop will be held on:

Date: **Tuesday 31 March 2026**
Time: **12.30 pm**
Venue: **Camellia Chambers, Civic Offices, 53 Hereford Street, Christchurch**

Membership Ngā Mema

Chairperson	Mayor Phil Mauger
Deputy Chairperson	Deputy Mayor Victoria Henstock
Members	Councillor Kelly Barber
	Councillor David Cartwright
	Councillor Melanie Coker
	Councillor Pauline Cotter
	Councillor Celeste Donovan
	Councillor Tyrone Fields
	Councillor Tyla Harrison-Hunt
	Councillor Nathaniel Herz Jardine
	Councillor Yani Johanson
	Councillor Aaron Keown
	Councillor Sam MacDonald
	Councillor Jake McLellan
	Councillor Andrei Moore
	Councillor Mark Peters
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27 March 2026

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Note: This forum has no decision-making powers and is purely for information sharing.

To find upcoming meetings, watch a recording after the meeting date, or view copies of meeting Agendas and Notes, go to:
https://www.ccc.govt.nz/the-council/meetings-agendas-and-minutes/

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1. Apologies Ngā Whakapāha

Apologies will be recorded at the workshop.

Item 2

2. Venues Ōtautahi Ltd - Draft Statement of Intent 2026/27

Reference Te Tohutoro: 26/548987

Presenter(s) Te Kaipāhō : Caroline Harvie-Teare – Chief Executive, Venues Ōtautahi

1. Detail Te Whakamahuki

Purpose and Origin of the Workshop	To provide an overview of Venues Ōtautahi Ltd's (VŌ's) draft Statement of Intent (SOI) for the three years 2026/27, 2027/28 and 2028/29 (refer **Attachment A**).
Timing	This workshop is expected to last for 30 minutes.
Outcome Sought	An understanding of VŌ's strategic objectives, performance metrics and the financial impacts on VŌ and the Council of the One NZ Stadium at Te Kaha.
Next Steps	A staff report with VŌ's draft SOI will be presented to the Finance and Performance Committee at its meeting on 22 April 2026 with a view to the Council formally commenting on the draft SOI (if it wishes) by 1 May (pursuant to clause 2, part 1 of schedule 8 of the Local Government Act 2002). Final SOIs are due to be adopted by CCOs by 30 June 2026.
Key points / Background	• The financial performance targets are on pages 37-39 of VŌ's draft SOI. They provide projections for the VŌ business in two forms - with and without the One NZ Stadium at Te Kaha. Staff have not yet reviewed the financial forecasts. • The following table shows the operating and capital grants that VŌ is seeking from the Council over the SOI period (including One NZ Stadium at Te Kaha impacts) which are consistent with the draft Annual Plan 2026/27:

	SOI Forecast 2026/27 $m	SOI Forecast 2027/28 $m	SOI Forecast 2028/29 $m
Operating subsidy	0	0	0
Capital grant	4.6	3.8	3.7
Forecast subvention receipts	0.75	0.5	0.5
Reimbursement of Stadium pre-opening costs	1.6	0	0

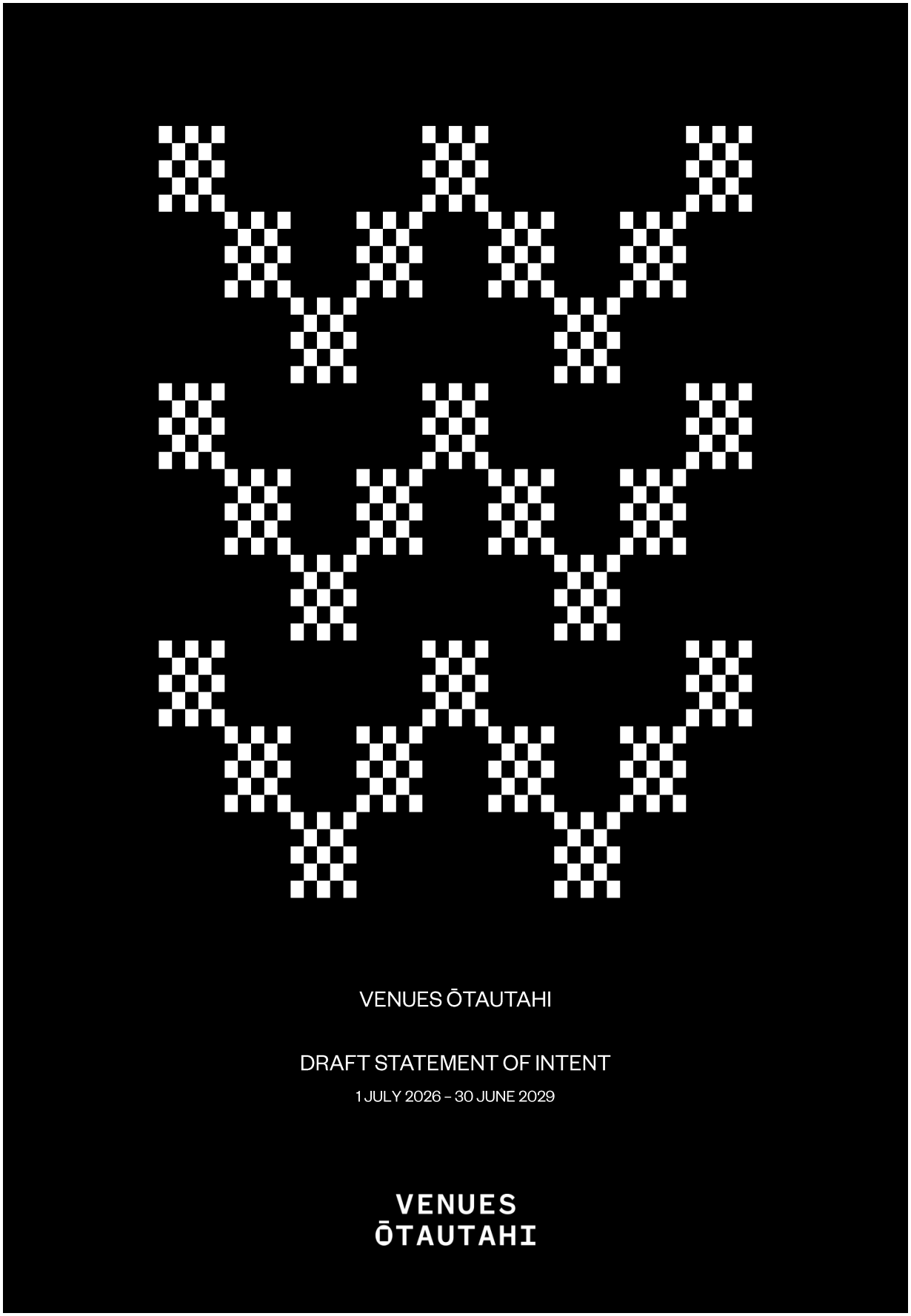
	• A significant portion of the capital grant is to service the Wolfbrook Arena which is 28 years old and in need of renewal and improvement. VŌ does not require any capital funding relating to One NZ Stadium at Te Kaha over the SOI period.
Useful Links	• N/A

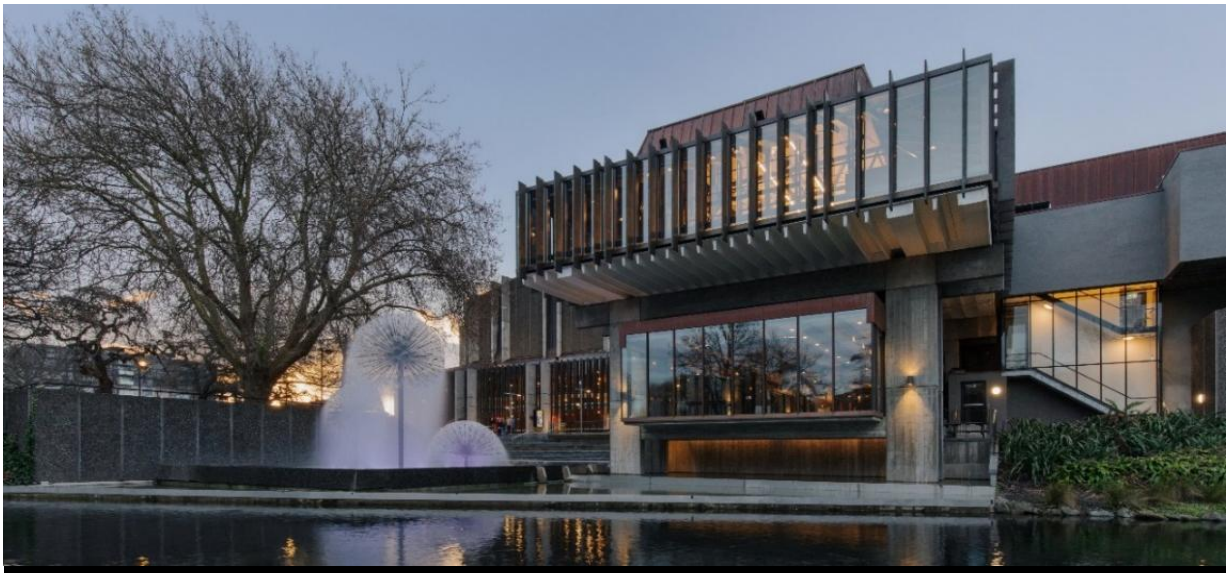
Attachments Ngā Tāpirihanga

No.	Title	Reference	Page
A	Venues Otautahi - Draft Statement of Intent 2026/27	26/603701	7

Signatories Ngā Kaiwaitohu

Author	Linda Gibb - Performance Monitoring Advisor CCO
Approved By	Bede Carran - General Manager Finance, Risk & Performance / Chief Financial Officer


VENUES ŌTAUTAHI
DRAFT STATEMENT OF INTENT
1 JULY 2026 – 30 JUNE 2029
VENUES
ŌTAUTAHI



CONTENTS

01 INTRODUCTION

Venues Ōtautahi Ltd is a Council Controlled Organisation (CCO) for the purposes of the Local Government Act 2002.

This Statement of Intent (SOI) is prepared by Venues Ōtautahi Ltd (VŌ) in accordance with Section 64(1) of the Local Government Act 2002.

This SOI specifies the objectives, nature, and scope of the activities to be undertaken by VŌ, and the performance targets and other measures by which the performance of the Company may be judged in relation to its objectives.

The SOI is a public and legally required document which is reviewed and agreed annually with the Company's sole Shareholder, the Christchurch City Council (Council) and covers a three-year period. This SOI covers the period from 1 July 2026 to 30 June 2029.

02 ABOUT VENUES ŌTAUTAHI

Venues and events are places for locals and visitors to connect for celebration, education, trade, and entertainment.

They, and the experiences they create, exist for community connection and to deliver social, cultural, environmental and economic benefits for our community. It is these philosophies which underpin the VŌ ethos and culture.

VŌ, where Ōtautahi comes together, is the largest venue, event and culinary services management company in New Zealand.

Each year, VŌ attracts, plans, and delivers a diverse range of ticketed, business, civic, lifestyle, wedding, education, culinary and community events, including major entertainment and sporting events in the city of Christchurch in addition to strategically managing the diverse and iconic portfolio of community assets under its portfolio.

The Company, established over 25 years ago, owns the Christchurch Town Hall and Wolfbrook Arena and manages the Air Force Museum of New Zealand, Apollo Projects Stadium, Hagley Oval, and One New Zealand Stadium, which opened its doors for the first time in April 2026.

The company also delivers large-scale events through the mobile culinary and event management services arm of the business, including events such as SailGP and has a preferred catering agreement with Parakiore.

VŌ has a number of critical commercial partnerships including ticketing, content, sponsorship, premium hospitality, venue hire partnerships and pourage all contributing to the long-term financial sustainability of the company.

VŌ's mission is to strategically manage and leverage the venues to deliver positive social, cultural, environmental, and economic benefit to the region. The venues are owned by the community and are for the community. VŌ are proud and privileged to manage them, and the community is proud to own them.

The diversity of the event portfolio is extensive, and the capability of the VŌ team reflects this. Across the portfolio of venues currently under the VŌ umbrella the company delivers over 450 events and welcomes around 700,000 guests each year. With the addition of One New Zealand Stadium to the venue portfolio, annual guest numbers increase to over 850,000 and event numbers to over 500.

The events delivered across the portfolio of VŌ venues deliver over $47m of estimated direct and indirect economic benefit annually to the Canterbury region including around $2m of direct contribution to local suppliers and producers of food and beverage, $15m of direct contribution to local service providers and contractors through our source local procurement strategy and around $30m of estimated economic benefit through visitation to the region.

With the addition of One New Zealand Stadium to the portfolio of VŌ venues in 2026 the estimated direct and indirect economic contribution to the region across the full suite of venues including visitor attraction, local sourcing and taking into consideration the employment of our local team, will be over $90m annually.

VŌ's way of doing business is to be aspirational, agile, and kind with a culture underpinned by community centric principles, a focus on innovation and revenue growth, a drive to be socially and environmentally sustainable for the generations ahead, a deep connection to the cultural heritage of the region, and a genuine motivation to do the best by and for Christchurch.

VŌ's focus in moving forward into the period of this Statement of Intent is to remain committed to maximising the utilisation of the suite of venues we are responsible, for growing and diversifying revenue streams to strengthen financial resilience and independence, for maximising the opportunity of the new Stadium and enhancing the client and guest experiences, at the same while continuing to drive efficiencies across the business.

Underpinning all aspects of the business is the commitment to valuing and supporting our people to perform at their best, to delivering positive social and environmental outcomes, to protecting the assets we are so privileged to own and operate, to embedding and embracing the principles of Te ao Māori, and to nurturing and building strategic partnerships critical to future success.

03 NATURE AND SCOPE OF ACTIVITIES

VŌ undertakes the following activities.

- Venue marketing, communications, and event attraction
- Commercial event and venue partnerships
- Sponsorship, advertising and commercial partnerships
- Event planning, management, delivery, and venue operations
- Retail, corporate, and mobile culinary services
- Asset management and facilities maintenance
- Community and strategic local partnership and engagement
- Premium hospitality member programme
- Stadium tours and broader activations

04 CORE REVENUE MODEL AND COST STRUCTURE

VŌ operates as an integrated venue management and event delivery organisation, generating income through diversified commercial streams while carrying significant responsibility for asset stewardship, workforce capability and event delivery.

Food and beverage represents the organisation's primary source of revenue, accounting for approximately half of total operating income. This includes retail and corporate hospitality catering, conference and banquet services, premium hospitality delivery, and associated beverage rights arrangements.

The scale of One New Zealand Stadium materially enhances this revenue category, with higher attendance volumes and expanded premium hospitality offerings driving increased turnover and operating leverage.

Venue hire and management activities contribute approximately 21 percent of total operating income with this revenue stream reflecting VŌ's role as both asset manager and event operator, encompassing sporting fixtures, concerts, business events, conferencing, long-term tenant arrangements and production-related services. The organisation's ability to manage a diverse portfolio of venues under a single operating model provides scale efficiencies and commercial consistency.

From FY26/27, premium hospitality contributes materially to total operating income, a primarily new steady state revenue stream.

The introduction of corporate suites, field club memberships and structured hospitality programmes within the stadium environment strengthens high-yield revenue streams and supports long-term financial sustainability. This segment is central to the commercial model underpinning the stadium and represents a material evolution of the organisation's earnings profile.

Commercial partnerships contributes a portion of operating income and includes naming rights, sponsorship inventory, digital assets, ticketing and pourage. While proportionally smaller than other categories, this revenue stream provides strategic leverage and supports brand positioning and event attraction.

On the expense side, the organisation's largest cost category is permanent staff expenditure, representing approximately 22 percent of total operating and event expenses.

As a service-intensive business operating complex public venues, VŌ relies on specialist operational capability, event management expertise, asset and facilities management, health and safety leadership and corporate governance functions to deliver safe, high-quality experiences.

Cost of goods sold for food and beverage makes for a material volume of operating and event expense with this scaling proportionately with revenue reflecting the high-volume nature of the organisation's primary income stream.

Casual labour, including food and beverage staff, guest hosts and event set-up crews, represents a material percentage of total operating and event expenses. This flexible workforce model enables the organisation to scale efficiently in response to event demand while maintaining service standards.

Core asset management costs, including rates, insurance and utilities, account for approximately 12 percent of total operating expenses reflecting the responsibility of maintaining major public assets to a high standard of compliance, resilience and long-term value protection.

Together the make up of these core revenue and expense items demonstrate VŌ's integrated commercial and delivery model and are those key levers that underpin the company's strategic imperatives through the period of this Statement of Intent.

05 STRATEGIC ALIGNMENT

VŌ's mission, ethos, and way of doing business is aligned with Council's vision for Ōtautahi, Christchurch to be a place of opportunity for all; open to new ideas, new people, new investment, and new ways of doing things – a city where anything is possible.

VŌ's nature and scope of activities align with and are driven to contribute to Council's Strategic Priorities.

Be an inclusive and equitable city
- Be an inclusive and equitable city which puts people at the centre of developing our city and district, prioritising wellbeing, accessibility and connection

Champion Ōtautahi Christchurch
- Champion Ōtautahi-Christchurch and collaborate to build our role as a leading New Zealand city.

Build Trust and Confidence in the Council
- Build trust and confidence in the Council through meaningful partnerships and communication, listening to and working with residents.

Reduce Emissions as a Council and as a city
- Reduce emissions as a Council and as a city, and invest in adaptation and resilience, leading a city-wide response to climate change while protecting our indigenous biodiversity, water bodies and tree canopy.

Manage ratepayer's money wisely
- Manage ratepayers' money wisely, delivering quality core services to the whole community and addressing the issues that are important to our residents.

Actively balance the needs of today's residents
- Actively balance the needs of today's residents with the needs of future generations, with the aim of leaving no one behind.

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VŌ's nature and scope of activities align with and are driven to contribute to Council's Community Outcomes.

A collaborative and confident city
- Community is at the heart of everything we do.
- Community access to and connection with the venues is a strategic priority.
- Strategic partnerships and collaboration are core to the VŌ way of doing business.

A green, liveable city
- Environmental, business, and social sustainability are a strategic priority.
- Local sourcing procurement model across all services and supply.
- Focus on growth and diversity building business resilience.

A cultural powerhouse city
- Events celebrate our identity through arts, culture, heritage, sport, and recreation.
- Social and cultural impact of diversity of event portfolio held at VŌ venues.
- Community venues are critical in making Christchurch an events powerhouse.

A thriving and prosperous city
- Direct contribution to regional economy through local sourcing model.
- Economic impact of major entertainment and sporting events held at VŌ venues.
- Events at the city's venues support a vibrant and thriving city centre.

VŌ is committed to a close and collaborative partnership with our shareholder, the Council, to navigate our way through the inevitable challenges in the future, to celebrating successes for Ōtautahi, Christchurch and to ensuring the people of Christchurch have access to, connection with an importantly pride in their venues.

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06 THE VENUES

1. Venue Ownership

Christchurch Town Hall is the city's premiere performance venue with a range of multi-purpose spaces, including the much-celebrated Douglas Lilburn Auditorium and James Hay Theatre as well as event spaces such as the Limes Room, Avon Room, and Victoria Room, all varying in capacity from 100 to 2,800. The Town Hall hosts around 280 events per year ranging from concerts, civic events, community events, trade shows, corporate and business events, gala dinners, school, and university events, performing arts and weddings.

Wolfbrook Arena is the largest indoor multipurpose arena in the South Island with a capacity of 9,000, hosting around 40 events per year. Wolfbrook Arena delivers a diverse range of events including major international concerts, major indoor sports, expos, large corporate events/dinners, school, and university events.

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2. Management (Venue and Asset Management)

Apollo Projects Stadium was, until the opening of One New Zealand Stadium, Christchurch's largest sporting Stadium and home to one of the World's most successful rugby teams, the Crusaders. The Stadium had a permanent seating capacity of 17,100 and held large concerts up to 27,000. Apollo Projects Stadium ceased operations in May 2026.

One New Zealand Stadium is Christchurch's newest venue, opened in April 2026. One New Zealand Stadium is New Zealand's most premiere venue with a seating capacity of 30,000 and the ability to hold large concerts of around 37,000 guests. With a permanent roof One New Zealand Stadium is a multi-use facility hosting around 200 events per year across a diverse range of event types including rugby union, rugby league, football, motorsport, boxing, corporate events, expos and tradeshows, education and conferencing events, and large, medium, and intimate style concerts.

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Hagley Oval/Hadlee Pavilion. Hagley Oval is Christchurch's iconic cricket ground and is home to the much-celebrated Hadlee Pavilion. The ground hosts around 30 events annually, has a capacity of 9,000 and hosts events ranging from international and domestic cricket, corporate events, and weddings.

3. Management (Events Only)

Air Force Museum of New Zealand. The Air Force Museum of New Zealand offers a wonderful and unique experience with a large open space and options to be surrounded by planes steeped in the history of war. The Air Force Museum hosts around 30 events annually of capacities up to 1,000 and hosts events ranging from expos, trade shows, art exhibitions, corporate and business events, gala dinners, and school events.

4. Venues Ōtautahi Mobile Events

The mobile culinary and event management services arm of the business delivering culinary, event and venue management services to venues aligned with the principles and ethos of VŌ as well as large scale mobile events such as SailGP.

07 PURPOSE AND MISSION

VŌ, where Ōtautahi comes together.

VŌ's mission is to strategically manage and leverage the venues to deliver positive social, cultural, environmental, and economic benefit to the region and to be aspirational, agile, and kind in how we achieve our mission.

Social benefits through inclusion and unity, cultural benefits through celebration of identity, pride in us and our city, economic benefits through employment, trade, visitor spending, city promotion and the impacts of local sourcing and employment and environmental benefits through guardianship, protection, and ethical sourcing.

Doing good for our community is at our very core and the ultimate measurement of success.

We aim to spend cautiously, invest wisely, and minimise operating grant funding while at the same time not allowing the latter to materially constrain economic, environmental, social, and cultural impact.

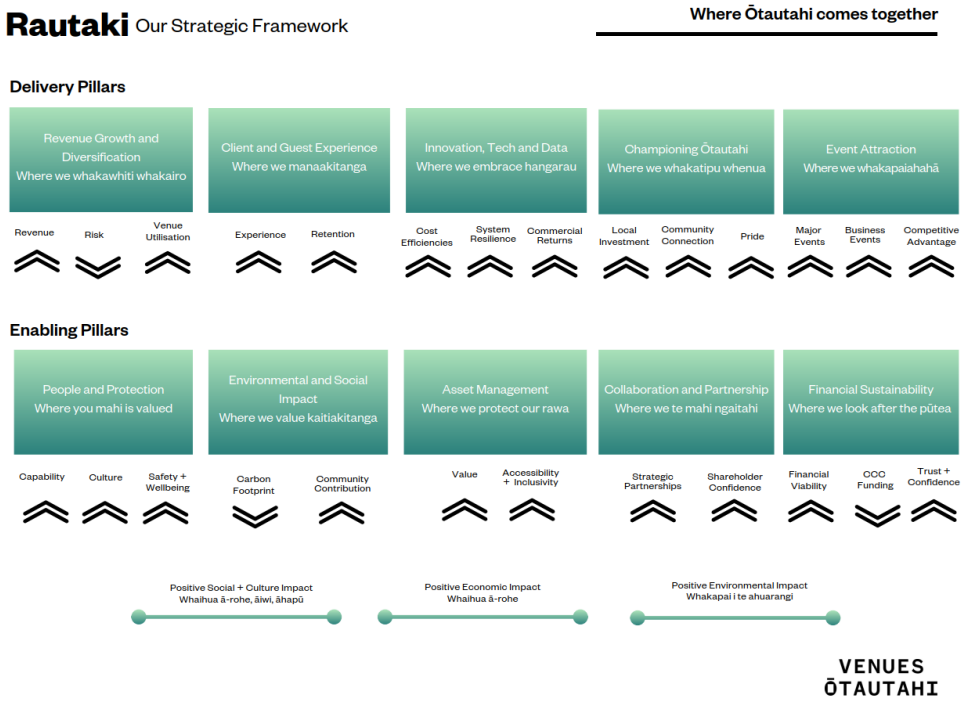
At a minimum the quantifiable economic and social benefit derived from the venues are expected to exceed the whole of life cost of developing, maintaining, and operating the venues.

Our people believe it is a special privilege to serve the venues and the community.

08 VENUES ŌTAUTAHI STRATEGIC FRAMEWORK

The VŌ strategic framework focuses on delivering commercial outcomes to ensure the company's long-term financial sustainability while creating meaningful social, cultural, environmental, and economic benefits for the Canterbury region.

The framework is built on ten interconnected delivery and enabling pillars.



Delivery Pillars

1. **Revenue growth and diversification, where we whakawhiti whakaaro**
   - Increase revenue through venue portfolio growth, and commercial partnerships.
   - Reduce business risks by broadening income sources.
   - Increase venue utilisation through a strategic approach to event attraction and promotion.
   - Maximise the opportunity of One NZ Stadium to attract a diverse range of year round events

2. **Client and guest experience, where we manaakitanga**
   - Enhance the guest experience through the development of holistic, venue-specific strategies.
   - Increase client retention and confidence by assuring a seamless event planning experience.
   - Use One NZ Stadium as the blueprint for technology led guest experience enhancements

3. **Innovation, Technology and Data, where we embrace hangarau**
   - Develop and execute a data strategy leveraging insights to underpin all commercial decisions.
   - Build a robust stock control and inventory management system to deliver cost efficiencies.
   - Execute the ICT strategy to assure a resilient and fit for purpose ICT platform for the future.
   - Invest in innovation to enhance the guest experience and generate commercial returns.

4. **Championing Ōtautahi, where we whakatipu whenua**
    - Execute a source local procurement strategy to deliver economic benefit to the region.
    - Develop initiatives to assure community engagement and connection to their venues.
    - Embed celebrate local in the company's communications strategy to ensure community pride.
    - Leverage the One NZ Stadium platform to deepen local partnerships and support local growth

5. **Event Attraction, where we whakapaiahahā**
    - Attract more major events through strategic investment in event delivery infrastructure.
    - Engage key promoters and sporting bodies in commercially strategic partnerships.
    - Enhance technology infrastructure at all venues for high yield business events.
    - Maximise competitive position of One NZ Stadium to attract NZ exclusive major events

Enabling Pillars

1. **People and Protection, where your mahi is valued and we whakaruruhau i ō tātou iwi**
    - Execute a development framework to assure VŌ has the capability to deliver on its aspirations.
    - Build a strong and connected culture underpinned by a genuine care for each other.
    - Protect the safety of all by focusing on critical risk and a safety leadership culture.
    - Take a holistic approach to wellbeing with a focus on physical, mental, social and spiritual health

2. **Environmental and Social Impact, where we kaitiakitanga**
    - Execute a carbon reduction strategy to achieve carbon neutrality for all VŌ venues by 2030.
    - Deliver positive community outcomes by executing a social impact framework.
    - Showcase One NZ Stadium as the blueprint for industry leading environmental initiative

3. **Asset Management, where we protect our rawa**
    - Execute long-term asset management plans to maintain safety and compliance of all venues
    - Take a strategic approach to asset renewal to maintain the value of the assets.
    - Assure the same experience for all through accessible and inclusive venues.

4. **Collaboration and Partnership**
    - Strengthen strategic partnerships through collaboration and shared risk and reward.
    - Deepen the shareholder relationship through collaboration and a focus on shared outcomes.
    - Strategically enhance commercial partnerships utilising the strength of the venue portfolio.

5. **Financial Sustainability, where we look after the pūtea**
    - Focus on revenue growth and diversification to reduce Council operational support.
    - Develop an enterprise risk framework to assure the long-term financial viability of the business.
    - Take a transparent and responsible approach to assure public trust and confidence.
    - Leverage the power of the VŌ portfolio to create purchasing economies of scale.

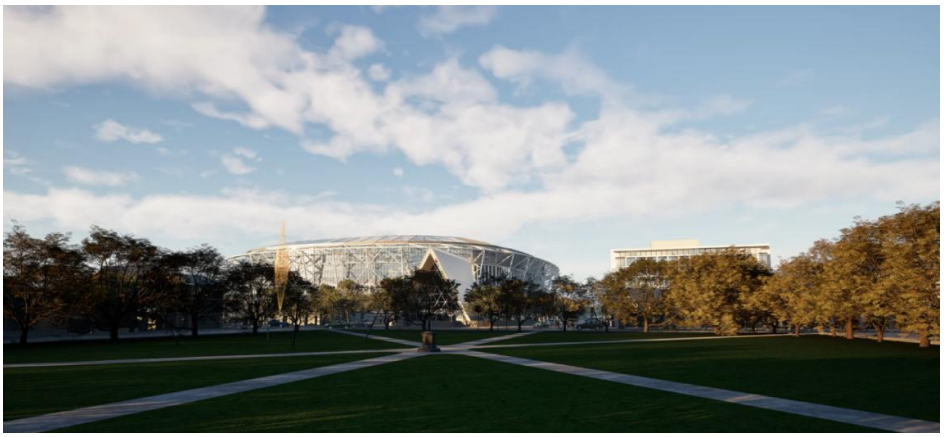
09 STRATEGIC OPPORTUNITIES AND CHALLENGES

There are key strategic opportunities and challenges material to the future of the business and remain the focus of the VŌ Board and Management in developing and evolving strategy.

Strategic Opportunities

1. **One New Zealand Stadium**

- One New Zealand Stadium is a game changer for Ōtautahi, Christchurch and for VŌ.
- This Statement of Intent reflects the strategic opportunity the Stadium presents as follows:
  - VŌ's enhanced commercial position as a result of new revenue lines such as premium hospitality and strengthened position with respect to content attraction, corporate food and beverage revenue and commercial partnerships.
  - One New Zealand Stadium will drive significant economic benefit to the region, circa $50m per annum with the strategic opportunity to grow this by attracting more NZ exclusive content.
  - A diverse range of all year round events enabled by the stadium being a purpose built multi use facility will also materially enhance the social and cultural fabric of the city.



2. **Venue Portfolio Growth**

- Acquiring the management of additional venues presents an opportunity for VŌ to expand its portfolio and increase revenue without the burden of asset ownership costs.
- By strategically selecting venues that complement rather than compete with the existing suite, this approach can deliver a strong commercial return, reduce reliance on shareholder funding, and enhance contributions to the local and regional economy.

3. **Diversification of Revenue**

- To strengthen financial resilience, reduce reliance on shareholder support, and enhance contribution to the local economy, the business seeks to diversify revenue streams where possible.
- For example the company continues to focus on growing the mobile arm of the business for events such as SailGP and while remaining aligned with core business considers opportunities such as retail food and beverage services at other large public facilities.

4. Regional Leadership

- VŌ plays a vital role in fostering regional economic growth by championing local procurement and collaboration with Council family partners.
- Through its commitment to sourcing locally, VŌ has achieved notable success, contributing significantly to the local economy and setting an example of sustainable and community-focused business practices.
- This success positions VŌ to take a leadership role regionally, supporting other businesses aspiring to adopt similar local procurement strategies.
- By leveraging partnerships, sharing best practices, and fostering collaboration, VŌ can drive collective economic benefits, strengthen the region's business ecosystem, and enhance community wellbeing.
- VŌ, in its role as a regional leader responsible for the largest portfolio of venues in the city, will also continue to play its role in the City Partners Group (CPG), the group responsible for governing the city's investment in major event attraction. This is irrespective of whether CPG funding is required by VŌ.

5. Long Term Financial Viability

- This SOI reflects initiatives to ensure the long-term financial viability of the business and goal to continue to reduce financial support required from the shareholder.

Strategic Challenges

1. Economic Conditions

- Current economic conditions in New Zealand continue to present challenges for the events and venues industry especially in light of the ongoing cost-of-living crisis. Inflationary pressures, rising costs of goods and services, and wage expectations are impacting both businesses and households.
- For VŌ, these conditions bring specific challenges:
  - Rising Operating Costs, including increases in asset management and maintenance costs, cost of goods, freight and shipping for third parties, including promoters, and general operational overheads.
  - With the rising cost of living, employees are experiencing increased financial strain. This amplifies the need for competitive wages and better support, especially in a large casual workforce.
  - Meeting the expectation of being a living wage employer is a significant challenge. Balancing this commitment with financial sustainability requires careful planning, as the large casual workforce and variable nature of event-based operations complicate consistent wage structures.
  - The economic environment also influences discretionary spending, impacting ticket sales, sponsorships, and other revenue streams. A reduction in disposable income among patrons may challenge venue profitability.
- VŌ is well positioned to navigate these economic headwinds by implementing strategies maximising revenue streams, and building efficiencies into our workforce strategy. This includes a commitment to maintaining high service standards while addressing wage expectations to support staff well-being and remain competitive in attracting and retaining talent.

2. Te Pae

- The opening of Te Pae in 2021 increased venue supply in Christchurch.
- The primary purpose of Te Pae remains to re-establish and grow Christchurch's share of the international conference and convention market however with a number of new regional convention centres recently opened, the risk Te Pae shifts their focus to the local market and therefore in more direct competition is heightened.
- Collaboration and city event attraction strategy development is key to the success of all city venues in this regard.

3. **Environmental Impact Aspirations**

- VŌ is deeply committed to achieving its sustainability aspirations, with environmental goals being a core element of its business strategy.
- However, implementing sustainable practices often comes with significant costs, presenting an ongoing challenge.
- The organisation remains focused on striking a careful balance between financial constraints and environmental responsibilities to ensure long-term, meaningful impact.

4. **Aging and/or Heritage Listed Infrastructure**

- Wolfbrook Arena is 28 years old and the Christchurch Town Hall, which reopened in 2019, despite having a significant restoration and repair post the 2011 earthquake is over 50 years old and is a heritage listed building.
- Both aspects present increased challenge due to aging facilities requiring higher costs for repairs, maintenance, and compliance with evolving safety and accessibility standards.
- Without continued investment, older (and particularly heritage listed) infrastructure can also struggle to meet modern event demands, including advanced technology and sustainability expectations, which can limit competitiveness and revenue opportunities.
- Balancing immediate upkeep needs with long-term investment for upgrades or redevelopment is a key challenge for ensuring the venues remain fit for purpose and financially viable.

5. **Section 17a Review**

- This SOI does not account for any potential outcomes impacting VŌ recommended for consideration by Council as a result of the Council's Section 17a review into its economic development activities.

10 CURRENT POSITION

1. Step Change in Scale, Responsibility and Impact

The addition of One NZ Stadium to the VŌ portfolio represents a transformational shift in the scale, complexity and impact of the organisation. Over the FY27–29 period, the stewardship of One New Zealand Stadium, a nationally significant venue and precinct, materially changes the organisation's financial profile, operating model and civic responsibility.

Between FY24/25 and FY26/27, the organisation's revenue grows from $24 million to $50 million. EBITDA increases from $300,000 to $2.6 million, reflecting both scale and improved operating leverage. Annual event delivery increases from 400 events to over 500 events, while guest attendance rises from 700,000 to over 850,000 visitors per annum.

Estimated economic impact to the region is projected to grow to approximately $90 million annually. Local employment across the organisation expands from 550 staff to approximately 1,000, reflecting both permanent capability growth and the expanded casual workforce required to operate five venues, including the Stadium.

This is not incremental growth; it is structural change. The addition of One NZ Stadium fundamentally reshapes the organisation's size, reach and influence within Christchurch and nationally. It also accelerates VŌ's transition toward financial sustainability. Over the same period, tax subvention materially reduces, and direct Council funding reduces from $3.25 million to nil by FY26/27.

VŌ does not underestimate the responsibility or privilege entrusted to it through stewardship of this asset. One New Zealand Stadium is the largest single civic infrastructure investment in Christchurch's history.

It carries economic, social and cultural significance extending well beyond its commercial performance. VŌ recognises success must be measured not only by revenue growth and profitability, but by the quality of guest experience delivered at scale, the strength of partnership with mana whenua, the accessibility of the venue for community use, the safety and wellbeing of all who work within it, and the long-term resilience of the asset itself.

The commercial uplift created by the stadium enables reinvestment across the broader venue network and strengthens Christchurch's competitive position as a host city for major sport, entertainment and business events.

The opportunity is generational. VŌ is committed to maximising both the commercial return and the social dividend the venue presents, recognising the trust placed in the organisation to deliver enduring value for the city.

2. One New Zealand Stadium

VŌ acknowledges the responsibility entrusted to us by the Council and the city as operator of One New Zealand Stadium. The Stadium represents the single largest infrastructure investment in Christchurch's history, and we do not underestimate either the privilege or the accountability that comes with maximising its commercial, social, cultural and environmental contribution to the city.

In recognition of the Stadium's role as a catalyst for wider economic activity, VŌ has established a Commercial Forum. This forum brings together local businesses, hospitality operators, accommodation providers, transport partners and key city stakeholders to ensure Christchurch maximises the commercial opportunity presented by major events.

It will operate as a practical working group focused, through collaboration, on assuring the Stadium's success translates directly into measurable uplift for local enterprises and the broader Canterbury economy.

Alongside this, VŌ will establish a Community Forum to provide a structured and ongoing channel for engagement with local residents and businesses in and around the Te Kaha precinct. This forum will enable proactive discussion of operational matters such as traffic management, event scheduling, noise, crowd dispersal and precinct safety. Importantly, it will operate as a collaborative problem-solving platform rather than a reactive complaints mechanism, ensuring issues are addressed early, transparently and constructively. Our objective is to embed the Stadium as a positive neighbour and long-term asset for the local community.

VŌ recognises Council's role as asset owner and shareholder and is committed to maintaining and enhancing shareholder value through disciplined financial management, proactive event acquisition, diversified revenue streams and rigorous asset stewardship.

The commercial model for the Stadium has been structured to continue to reduce reliance on Council operational support, supported by clear financial targets and a strong focus on the strength of commercial partnerships and consistent venue utilisation. Maintaining shareholder value also requires careful lifecycle planning and preventative maintenance, ensuring the long-term integrity and performance of this significant public asset.

Enhancing revenue from non-major event sources is a core component of our strategy to ensure year-round activation of the Stadium. We are actively developing opportunities across corporate functions, conferences, stadium tours, visitor experiences, hospitality offerings, in-house catering activations, retail and food tenancies, and community and school programmes. This diversified approach strengthens financial resilience and maximises the productivity of the asset.

We understand the reputational importance of One New Zealand Stadium to Christchurch and to Council. VŌ commits to notifying Council as early as possible of any matter that could negatively impact public enjoyment of the Stadium or Council's reputation. Clear escalation protocols and agreed communication pathways will ensure that any emerging issues are identified quickly and addressed collaboratively and transparently.

During the 12-month defects liability period, VŌ will work closely with Council staff, contractors and delivery partners to ensure timely identification and resolution of any defects. A structured defects management process has been developed with the VŌ and Council team already working closely together.

VŌ's focus moving forward throughout the period of this Statement of Intent will remain on protecting guest experience and operational continuity while ensuring asset rectification is addressed promptly and effectively.

VŌ will execute the Asset Management Plan, developed with the support of external specialists, in consultation with Council. Preventative maintenance scheduling, lifecycle forecasting, capital planning integration and condition monitoring will remain central to our operational model.

Given the scale and value of the Stadium asset, asset management is a strategic priority and will be supported by performance metrics and governance oversight to protect the long-term value of this generational investment.

Finally, VŌ will continue to execute the well-established and comprehensive public engagement plan to ensure the community is well informed of events and activities at the Stadium and aware of any potential impacts requiring preparation.

This plan will include forward event calendars, traffic and transport advisories, resident and business briefings, digital communication channels and structured stakeholder engagement sessions. Proactive communication will ensure residents and businesses can plan effectively for event days and share in both the excitement and the opportunity the Stadium generates.

VŌ does not underestimate this responsibility and this opportunity and is fully committed to delivering commercial success, community value and operational excellence in partnership with Council.

VŌ recognise the visibility and expectation attached to this project and remain focused on ensuring the Stadium delivers enduring benefit to Christchurch across economic, social, cultural and environmental dimensions.

3. Regional Impact

VŌ's mission is to positively contribute to the social, cultural, environmental, and economic well-being of the region and by leveraging the company's unique position as the owner or operator of the city's major venues, VŌ drives outcomes aligned with the community's long-term prosperity.

Every investment made in VŌ is, by extension, an investment in the growth and vibrancy of the city and the people in our community.

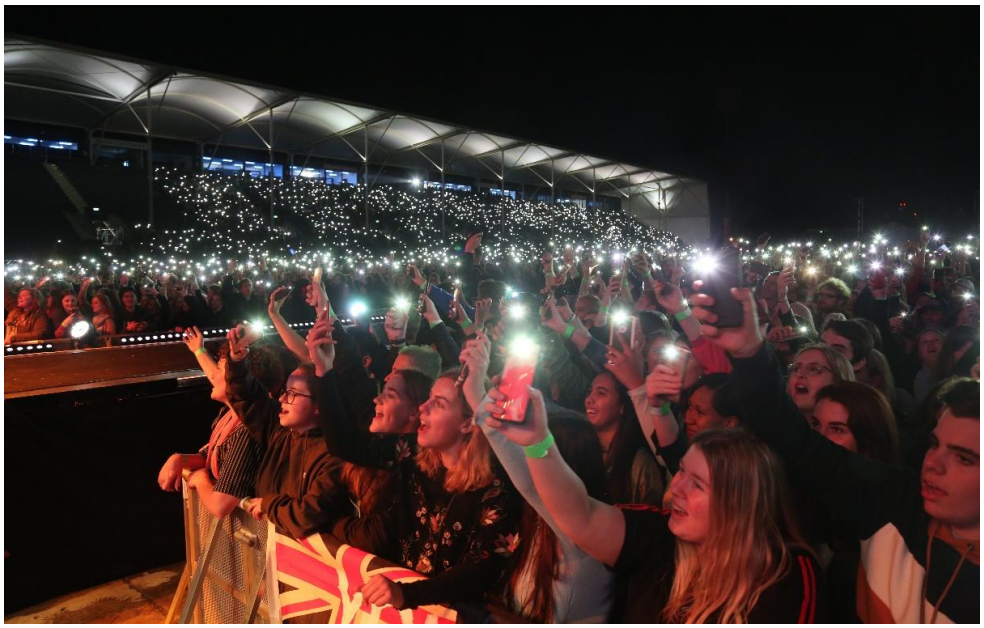
a) Championing Ōtautahi

VŌ is the only venue and event management company in Australasia delivering its food and beverage services in house with all other companies contracting this core part of the business to third party catering service providers. This is a unique point of difference for VŌ and in turn for Council and the city.

A core part of this strategy was to focus strategically on culinary innovation, reduce cost and control where products were sourced (and in turn implement a local procurement strategy for food and beverage).

This change has had a significant impact on the business. It has underpinned the company's ethos and has delivered significant regional economic, as well as cost and revenue benefits.

Championing Ōtautahi underpins VŌ's approach to all procurement with 80% of food across the venue portfolio and 70% of all contractors and service providers sourced from Canterbury. This direct contribution to local suppliers, producers, contractors and service providers will increase materially over the period of this Statement of Intent with the opening of One NZ Stadium.



For One New Zealand Stadium, VŌ's approach to supporting and celebrating local extends to providing a platform for local eateries to showcase their wares at the Stadium through the Ōtautahi food collective. Another way One New Zealand Stadium separates itself from the rest with no other venue in Australia taking the same approach.

Championing Ōtautahi will continue to underpin the way the company does business throughout the course of this Statement of Intent and beyond.

b) Visitation

Through the attraction of major entertainment and sporting events and National and International business events to the region, venues and events deliver significant economic benefit to the community with visitors who attend events from out-of-town spending on accommodation, hospitality, retail, and other activities.

Of the hundreds of events delivered across the portfolio, VŌ attract, plan, and deliver around 25 major events each year which deliver a large portion of the estimated economic impact to the region.

On this basis, the company is forecasting, from 2026 an estimated $80m - $100m of regional direct and indirect economic benefit each year from visitation to all events across the portfolio of venues, through the local procurement of food and beverage, from the engagement of local suppliers and contractors and, not previously included in economic forecast figures, from the employment of local staff.

VŌ for this reason, is focused on continuing to attract major and business events to its portfolio of venues, as these events deliver the most direct and indirect economic impact to the region.

With One NZ Stadium now included in the portfolio of venues, this is a powerful and competitive position for the region and one VŌ will leverage for the benefit of the city as a whole.

** The methodology utilised by VŌ in estimating economic benefit through visitation is industry methodology provided by Tourism New Zealand and is aligned with the methodology utilised by Council's economic development agency, ChristchurchNZ. This remains estimated as it is not externally validated.*

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4. Social and Environmental Impact

Caring for the environment using thoughtful and sustainable methods, always acting with future generations in mind, taking a role in contributing to the health, vitality, and sustainability of the social fabric of the region are long term strategic priorities of VŌ.

Environmental sustainability is essential for the long-term viability of major events. In an industry of mass gatherings generating large volumes of waste and in venues with peaks and troughs in activity, taking a strategic approach to sustainability is both a challenge and an opportunity.

VŌ commits to building a culture whereby responsibility for positive sustainability outcomes is embraced by every member of our team, whatever their role or position. The establishment of the Board sustainability subcommittee, Executive Leadership Team sustainability steering group and internal sustainability committee demonstrating the genuine governance, management and team commitment to delivering positive environmental sustainability outcomes.

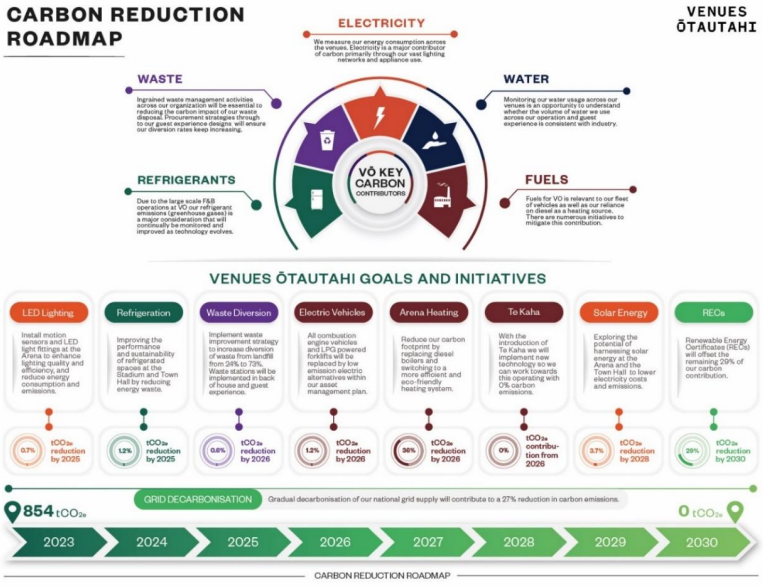
Making a positive social impact and contributing to the local community is a core part of our culture. Through our people-first approach, sustainability initiatives, and unwavering commitment to community engagement, we continue to create meaningful change for Christchurch.

a) Environmental Impact

VŌ has a target of carbon neutrality by 2030. In 2023 the baseline carbon emission footprint for the business was established and a carbon reduction roadmap developed. In FY23/24 the execution of the roadmap, to achieve the company's 2030 target, commenced. The roadmap focuses on five key carbon contributors: stationery and transport fuels, electricity, water, waste and refrigerants.

VŌ has implemented several key initiatives across these key carbon contributors including establishing a reporting and monitoring platform to track the company's carbon reduction progress.

VŌ to the end of 2025 had achieved a 16% reduction in electricity usage and carbon emissions, a 9% reduction in stationary fuel usage and carbon emissions, and a 49% reduction in usage and 47% reduction in carbon emissions for transport fuels.



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Looking forward across the period of this SOI the focus for VŌ in continuing to reduce carbon emissions and maintain the momentum required to achieve the company's 2030 target, is to:

- Integrate the Stadium into the environmental sustainability framework*.
- Continue to progress to electrify the VŌ vehicle fleet.
- Consider how renewable energy certificates can contribute to the company's targets.
- Establish the ability to quantify refrigerants
- Utilise newly implemented water meters to measure and reduce usage.
- Build environmental sustainability requirements into venue hire agreements.
- Continue to build team engagement and participation.
- Align the environmental impact framework with the UN Sustainable Development Goals.

In addition, with around 50% of all VŌ carbon emissions being attributed to Wolfbrook Arena and 39% of the total carbon footprint being the diesel boilers at the venue, the project to replace these has also commenced and is expected to be complete in the 2028 financial year.

Once complete, this will have a material impact on VŌ achieving its carbon neutral target by 2030.

To assure and validate our programme of activity across all venues, VŌ will also seek Toitū Envirocare accreditation in the 2028 financial year.

- *note, with much unknown about the operation of One New Zealand Stadium, the focus will be on establishing baseline data and a programme of activity to integrate the venue in the carbon reduction roadmap*

b) Social Impact

In taking a holistic approach to sustainability, VŌ also strives to deliver positive social sustainability outcomes. The company's approach to sourcing local, employing local, contributing local and partnering local all underpin a positive contribution to the social fabric of the region.

VŌ is committed to a diverse and inclusive culture, and one connected to our cultural heritage where our people are enabled to innovate and find new and better ways of delivering value to clients, guests, and the community at large.

VŌ is proudly a living wage employer, employing around 1,000 casual staff.

VŌ is both Hāpai and Sunflower accredited, affirming our commitment to inclusive practices and supporting hidden disabilities in our venues and utilises fundraising groups to support the delivery of events while supporting their fundraising efforts.

VŌ have a strong partnership with Ngāi Tūāhuriri with this cultural connection reflected in our culinary services offering, our front of house service and guest experience strategy and with the intention as we continue to deepen this partnership into future years, extending to training, development, and employment opportunities. All aspects of this partnership contributing to the economic growth of and support to our local Māori community.

Social responsibility and supporting those members of our community who need it the most is also core to the philosophies by which VŌ live by, and we are committed to meeting the highest standards of social and environmental performance, accountability, and transparency.

This includes for example the company's partnership with the Christchurch City Mission, with the Ministry of Social Development to create employment opportunities for those seeking work, with ChoicesNZ work experience program supporting inclusive employment initiatives, with Maia Health and with Full Bellies, supporting children in our community much in need.

VŌ believe in a system where businesses can benefit people, communities, and the planet, we intend to make long term strategic decisions over quick wins and will continue to measure our success in part based on the positive impact delivered by all aspects of the business.

Looking forward VŌ will integrate the social and environmental framework into a consolidated framework and roadmap reflecting the United Nations Sustainable Development Goals and will inherently continue to focus on where its efforts can support those in the community who need it most.

5. Health, Safety and Wellbeing

The health, safety, and wellbeing of our VŌ team, key delivery partners, clients, guests in the venues and all stakeholders involved with the business is paramount.

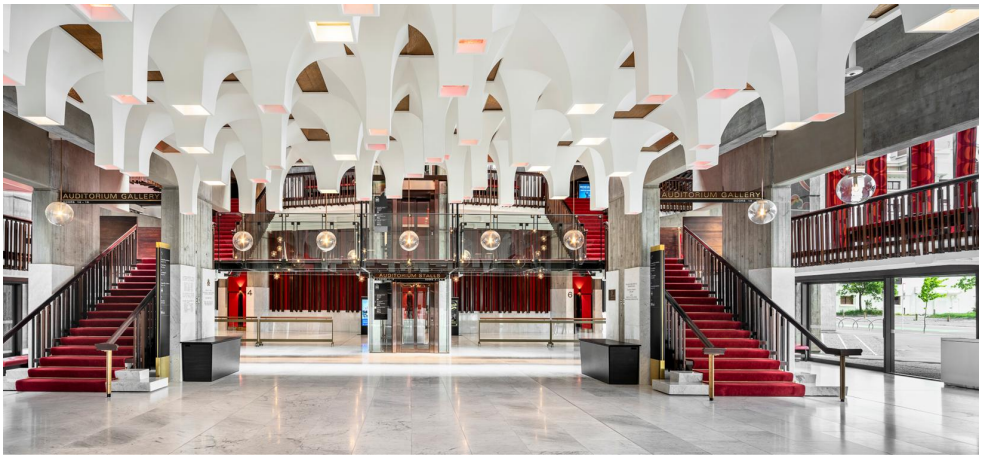
VŌ, in managing large civic assets, a high volume of contractors, venue and food safety for hundreds of thousands of guests, event safety for over 500 events of different scale and type each year, and hundreds of staff in a high-risk environment, assuring the health, safety and security of all is challenging and complex.

VŌ pursue collective and continuous improvement, genuine engagement across the business, have a focus on critical risk and a system underpinned by quality systems and processes to deliver outcomes focused on improving the health and wellbeing of all involved in or with the VŌ business.

By adopting best practices, VŌ ensures risk management strategies are not only effective but also integrated into everyday operations.

This focus on collective and continuous improvement across all aspects of health, safety, and wellbeing and the strategic management of critical risk is a strategic priority and will remain so into the future.

Mental health and wellbeing is also a core focus of the business and on this basis the development and implementation of a wellbeing strategy and approach that supports the mental, physical, social, and spiritual health of our people and strengthens the connection between us is a priority of VŌ, now and in the future.



6. Accessibility and Inclusivity

Assuring and enabling the same experience for all members of the community in all VŌ venues is a strategic priority of VŌ and on this basis accessibility and inclusivity are strategic fundamentals in everything we do.

Not only does the company have a focus on assuring all aspects of the business are reflective of the diverse make up of our community, but the venues evolve to assure the whole community has an enhanced but inherently safe and secure experience in all VŌ venues, including One New Zealand Stadium.

VŌ will continue work with the right community groups and individuals to understand the opportunities and the challenges not only for the current suite of venues but also for the new Stadium and the Te Kaha precinct throughout the period of this Statement of Intent.

7. Te ao Māori

VŌ has a deep connection to the community through the venues and to the rich cultural heritage of the region. VŌ is committed to continuing to deepen this connection through integrating Te Ao Māori principles across our strategic framework and how we do business.

Recognising the profound value of indigenous wisdom, VŌ has woven traditional Māori values such as kaitiakitanga (guardianship), whanaungatanga (relationships), and manaakitanga (hospitality) into our operations.

This holistic approach not only honours the cultural heritage of Aotearoa but also fosters sustainable practices, fosters deeper connections with clients and communities, and enhances overall business resilience.

Given all venues under the VŌ portfolio fall within the rohe of Ngāi Tūāhuriri we give particular focus to continuing to forge a close and strategic partnership with Ngāi Tūāhuriri and to continuing our journey together as we embark on a step change for the business in the coming years.

8. Strategic Asset Management

VŌ holds a crucial responsibility for strategically managing and maintaining the city's significant portfolio of assets, ensuring their long-term value and functionality. The organisation oversees close to $1 billion in owned or managed assets.

A key objective of the company is to maintain the value of these city assets ensuring the venues remain safe, compliant, operationally functional, and aligned with evolving technological and competitive standards.

As one of the most critical functions of the organisation, asset management demands a sophisticated approach to integrating repairs and maintenance with the operational needs of highly utilised venues.

Balancing event activity with necessary upkeep is complex, requiring careful scheduling to allocate 20% of venue utilisation time for repairs and maintenance. This ensures the assets are preserved without significantly disrupting their availability for events and activities.

The cost of asset management and maintenance is significant, amounting to approximately $8 million annually. To manage these costs effectively, VŌ achieves efficiencies through its internal team, reducing reliance on external contractors and allowing for timely and responsive asset care.

These costs to date have been offset through a mix of revenue streams: operating profits from event attraction, planning, and delivery, tax subvention through the Council tax group, and council operating support. With a step change in the financial forecasts of the business, from FY27/28, VŌ will meet these costs through operating surpluses.

Ultimately, this comprehensive and strategic management framework underpins the organisation's ability to sustain the value, safety, and functionality of its assets, ensuring they continue to serve the community and remain competitive in the marketplace.

VŌ has established asset management and preventative maintenance plans, utilising the services of an independent specialist, for all venues with a particular focus on Wolfbrook Arena. The Arena is 28 years old and continues to be in a period requiring significant asset renewal and improvement to maintain the quality, safety, compliance, and operational functionality of the asset.

The Christchurch Town Hall, despite being recently repaired and restored remains a heritage listed site and has maintained its over 50-year-old design features which makes this venue a more expensive asset to maintain and to operate.

Core to assurance the asset management plan is delivering safe, compliant and operationally functional venue in the most cost-effective way are the following key aspects.

- The asset management plans for Wolfbrook Arena, Christchurch Town Hall and One New Zealand Stadium Stadium are developed by an external specialist consultancy.
- VŌ qualified internal team work with the external specialist consultancy to provide a practical overlay to the Asset Management Plan to inform current state asset assessments.
- An annual internal and bi-annual independent review of the asset management plan is undertaken.

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11 COMMUNITY

VŌ primarily supports the local community by managing and operating the Christchurch Town Hall, Wolfbrook Arena, Hagley Oval, Apollo Projects Stadium, and One New Zealand Stadium, those assets owned by the people of Christchurch for their economic, social, environmental, and cultural benefit.

The Company also operates the Air Force Museum of New Zealand and considers this asset as a strategic venue in the portfolio of assets adding to the significant economic, social, environmental, and cultural benefit delivered from events across the portfolio of assets.

VŌ endeavours, and makes a strategic priority, to ensure reasonable local cultural and community event access to all venues under its ownership or management through the provision of discounted venue hire rates.

With venue compliance, maintenance, and operating costs, particularly in relation to the heritage listed Christchurch Town Hall and the Wolfbrook Arena increasingly costly given the age of the asset, but generally across all major venues, making affordability for these groups more challenging.

Any consideration of future acquisition of assets or establishment of management services agreements for additional venues and the growth of the mobile arm of the business VŌ Events, will always be underpinned by the alignment with VŌ community principles and in the best interests of Ōtautahi, Christchurch.

12 GOVERNANCE

The VŌ Board is responsible for the strategic direction and control of the Company. The Board guides and monitors the business and affairs of VŌ on behalf of the Shareholder to whom it is accountable within the framework of the purpose, direction and objectives set out in this Statement of Intent.

The VŌ Board meets monthly and has three subcommittees of the Board focused on strategic and business critical matters. These include a sustainability committee, audit and risk committee, and a remuneration committee.

All Directors are required to comply with a formal Code of Conduct, based on the New Zealand Institute of Directors' Principles of Best Practice. The Board conducts periodic self-reviews of Board performance and effectiveness and in FY27/28, will undertake an independent review.

13 PERFORMANCE TARGETS

1. Operational Performance Targets

In addition to the company's financial performance measures, VŌ will report to the Shareholder on a quarterly basis on the progress against the following operational performance metrics:

Objective and Strategy	Performance Measure		
	2026/2027	2027/2028	2028/2029
Economic Impact			
Attract and manage events that generate positive social, cultural, environmental and economic impact.	Maximise visitor spending by holding at least 16 major ticketed events at One NZ Stadium and 10 major events at other VŌ venues[1,]	Maximise visitor spending by holding at least 17 major ticketed events at One NZ Stadium and 10 major events at other VŌ venues[1,]	Maximise visitor spending by holding at least 17 major ticketed events at One NZ Stadium and 11 major events at other VŌ venues[1,]
Contribute direct economic benefit to the region[2] through implementation of local procurement strategy where commercially viable	80% of food procured from Canterbury. 70% of all third-party suppliers and contractors[10,] from Canterbury.	80% of food procured from Canterbury. 70% of all third-party suppliers and contractors[10,] from Canterbury.	80% of food procured from Canterbury. 70% of all third-party suppliers and contractors[10,] from Canterbury.
Social and Cultural Impact			
Maximise attendance at VŌ venues including One New Zealand Stadium.	Guests to venues exceed 435,000 at One NZ Stadium and 415,000 at other VŌ venues[13]	Guests to venues exceed 465,000 at One NZ Stadium and 435,000 at other VŌ venues[13]	Guests to venues exceed 545,000 at One NZ Stadium and 455,000 at other VŌ venues[13]
Make venues available to support local community groups/individuals	At least 55 events receive the community rate, or the value of community discounts applied equate to at least $130,000	At least 60 events receive the community rate, or the value of community discounts applied equate to at least $150,000	At least 65 events receive the community rate, or the value of community discounts applied equate to at least $175,000
Client and Guest Experience			
Guest Net Promoter Score (NPS[4])	Achieve greater than 55 NPS[4] during the year across all VŌ venues[1] including One NZ Stadium.	Achieve greater than 60 NPS[4] during the year across all VŌ venues[1] including One NZ Stadium.	Achieve greater than 60 NPS[4] during the year across all VŌ venues[1] including One NZ Stadium.
Client NPS[4]	Achieve greater than 55 NPS[4] during the year across all VŌ venues[1] including One NZ Stadium.	Achieve greater than 60 NPS[4] during the year across all VŌ venues[1] including One NZ Stadium.	Achieve greater than 60 NPS[4] during the year across all VŌ venues[1] including One NZ Stadium.

13 PERFORMANCE TARGETS

Objective and Strategy	Performance Measure		
	2026/2027	2027/2028	2028/2029
People and Protection			
Ensure the health and safety of our VŌ team, key delivery partners, clients, guests in the venues and all stakeholders involved with the business.	No serious harm[5] incidents involving critical risks[6] for guests, staff, or third-party stakeholders at VŌ.	No serious harm[5] incidents involving critical risks[6] for guests, staff, or third-party stakeholders at VŌ.	No serious harm[5] incidents involving critical risks[6] for guests, staff, or third-party stakeholders at VŌ.
Develop and maintain a supportive and engaging workplace culture.	Achieve a permanent staff engagement score of greater than 75%.	Achieve a permanent staff engagement score of greater than 75%.	Achieve a permanent staff engagement score of greater than 75%.
Environmental Impact			
Contribute to reducing the City's carbon footprint by achieving target of net carbon neutrality by 2030.	Achieve reduction in carbon emissions[7] from prior year.	Achieve 20% reduction in carbon emissions from stationery fuels and reduction in carbon emissions[8] from prior year.	Achieve reduction in carbon emissions[9] from prior year (excluding One NZ Stadium).
Assure One New Zealand Stadium contributes to the City's carbon footprint target of net carbon neutrality by 2030.	Establish baseline carbon footprint for One New Zealand Stadium	Track and monitor carbon emissions for One New Zealand Stadium as part of overall VŌ environmental sustainability framework	Achieve reduction in carbon emissions[9] from prior year.
Governance			
Report to Shareholder	Meet all Local Government Act (LGA) and Council reporting deadlines.	Meet all LGA and Council reporting deadlines.	Meet all LGA and Council reporting deadlines.
Asset Management			
Maintain the value of the assets on the balance sheet through strategic approach to asset management.	Asset management plans for all venues in place, reviewed annually and execution on track.	Asset management plans for all venues in place, reviewed annually and execution on track.	Asset management plans for all venues in place, reviewed annually and execution on track.

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1. ***Major Events*** *defined as:*
    1. *Arena: Event attendance > 5,000 and/or International Sport*
    2. *One New Zealand Stadium: Ticketed events > 10,000 and/or International Sport*
    3. *Hagley Oval: Ticketed events > 5,000 and/or International Cricket*
2. ***Regional is Canterbury.*** *Can include National or International suppliers if point of origin is Canterbury.*
3. ***Guests.*** *Guest numbers include attendees at events such as concerts and sports (ticketed events), dinners, conferences, expos and trade shows (non-ticketed events). Guest numbers for expos and trade shows are captured using a clicker system at the entry point to the venue.*
4. ***Net Promoter Score.*** *Any Net Promoter Score above 0 is 'good' and means that your audience is more loyal than not. A score above 20 is considered 'favourable'. Anything above 50 is excellent and means your organisation has considerably more satisfied customers than dissatisfied ones. An NPS score above 80 is World Class and means customers love you and your company generates a lot of positive word-of-mouth referrals.*
5. ***Serious harm*** *is a notifiable injury or illness as defined in section 23 of the Health and Safety at Work Act 2015.*
6. ***Critical risks*** *are those identified as per the Venues Ōtautahi critical risk framework.*
7. ***Carbon emissions*** *measured in FY26/27 are stationery and transport fuels, waste, energy and water.*
8. ***Carbon emissions*** *measured in FY27/28 are stationery and transport fuels, waste, energy, water and refrigerants.*
9. ***Carbon emissions*** *measured in FY28/29 are stationery and transport fuels, waste, energy, water and refrigerants.*
10. ***Third party*** *suppliers and contractors include operational expenditure only.*

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2. Financial Performance Targets

Financial sustainability is a strategic objective of VŌ with a focus on business and revenue growth to eliminate the need for Council operational support. Since 2019, the company has been focused on developing a business framework underpinned by commercial growth and cost control/efficiency.

Over the period of this SOI, VŌ will see the forecast step change in its financial position with respect to the need for operational support from the shareholder come to fruition. This is due to the opening of One New Zealand Stadium and the strength of the commercial proposition this new venue delivers.

The key assumptions underpinning the financial performance targets for One New Zealand Stadium are as follows:

- VŌ responsible for asset management and maintenance and commercial operations.
- Council will own the asset.
- Council manage the turf and will meet all turf management costs, including utilities.
- VŌ will pay a market rent for the Stadium under an operator agreement with Council
- Commercial and operational forecasts are conservative with a long-term view across all taken.
- Operational and capital asset management and maintenance costs account for risk of a large, complex and new asset (completed with the support of a specialist third party).
- VŌ portfolio approach applies with a consolidated view of overheads.
- Pre-opening expenses to be reimbursed by Council as per 2024-2034 LTP (FY25/26 and FY26/27).

Venues Ōtautahi Portfolio

The key assumptions underpinning the remainder of the VŌ portfolio are as follows:

- Event forecast and cost profile consistent with no cannibalisation of content from other venues.
- Apollo Projects Stadium ceased operations on opening of One New Zealand Stadium with no costs or revenue accounted for post 20 April 2026.
- Financial performance targets account for the increase to the living wage.
- Overheads include accounting for One New Zealand Stadium.

Council Operational Funding

The VŌ FY27-29 SOI financial performance targets assume the following:

- No operational support from Council throughout the period of the SOI.
- Subvention receipts of circa $750k in FY26/27, reducing further thereafter.
- The reimbursement of $1.6m of pre-opening expenses for One New Zealand Stadium in FY26/27.
- No change to VŌ capital funding requirements versus the 2024-34 LTP.
- No capital funding required for One New Zealand Stadium across this SOI period.

Note on the Financial Performance Targets

The financial performance targets presented are draft and subject to change on detailed review over coming months, prior to completion of the final SOI. There is the potential that values presented will change from this draft, however the expectation is that the overall position and funding requirements should not change negatively from this draft.

There remain areas which could cause material deviation from the financial performance targets presented. The key assumptions around these have been outlined below, with those assumptions forming the foundation of the targets.

One New Zealand Stadium

- Operator construct between VŌ and Council for One New Zealand Stadium yet to be confirmed, including license to operate and facilities management agreement.
- Capital maintenance and replacement process for One New Zealand Stadium yet to be confirmed, with VŌ unlikely to incur significant costs with these the responsibility of the asset owner.

Section 17a Review

- Any implications for VŌ with respect to outcomes of the section 17a review.

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a) EBITDA

The below will represent the forecasted EBITDA split between event and venue operational performance (operations), asset management, repairs, and maintenance (property) and One New Zealand Stadium pre-opening costs for FY27-29.

	2026/27	2027/28	2028/29
	$000	$000	$000
Event and Venue Operations (total)			
Existing operations excluding One NZ Stadium at Te Kaha			
Direct operating income	14,106	15,720	16,000
Less: Direct operating expenses	(7,114)	(7,800)	(8,000)
Operating margin (existing operations)	***6,992***	***7,920***	***8,000***
One NZ Stadium at Te Kaha			
Direct operating income	30,689	31,438	32,000
Less: Direct operating expenses	(16,814)	(17,246)	(17,500)
Operating margin (One NZ Stadium at Te Kaha)	***13,875***	***14,192***	***14,500***
Non-event income	3,173	3,211	3,200
Less: Net operating overheads and fixed costs*	(16,899)	(17,505)	(17,800)
Total Operating EBITDA	**7,142**	**7,818**	**7,900**
Asset Management, Repairs and Maintenance (Property)			
Direct operating income	225	225	225
VŌ Council operating support	Nil	Nil	Nil
Less: Net operating overheads and fixed costs*	(7,344)	(7,922)	(8,000)
Property EBITDA	**(7,119)**	**(7,697)**	**(7,775)**
One NZ Stadium at Te Kaha pre-opening			
One NZ Stadium at Te Kaha pre-opening reimbursement**	1,556	Nil	Nil
Less: One NZ Stadium at Te Kaha pre-opening expenses	Nil	Nil	Nil
One NZ Stadium at Te Kaha pre-opening EBITDA	**1,556**	**Nil**	**Nil**
Consolidated EBITDA	**1,579**	**121**	**125**

** Note that operating overheads and fixed costs are managed at a business-wide level, which allows for significant efficiencies in costs compared to as standalone venues.*

*** Pre-opening costs for One New Zealand Stadium funded by VŌ since FY22/23 with partial reimbursement to be received in FY27.*

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b) Consolidated Financial Performance Targets

The consolidated financial performance targets for VŌ are as follows:

	2026/27	2027/28	2028/29
Consolidated	$000	$000	$000
Direct operating income (existing venues)	14,331	15,945	16,225
One NZ Stadium at Te Kaha operating income	30,689	31,438	32,000
Non-event operating income	3,173	3,211	3,200
VŌ Council operating support	Nil	Nil	Nil
One NZ Stadium at Te Kaha operating grant	Nil	Nil	Nil
Less: Direct operating expenses	(23,928)	(25,045)	(25,500)
Less: Net operating overheads and fixed costs	(24,243)	(25,428)	(25,800)
EBITDA (Before ONZS at Te Kaha Pre-Opening Expenses)	**23**	**121**	**125**
One NZ Stadium at Te Kaha pre-opening reimbursement	1,556	Nil	Nil
Less: One NZ Stadium at Te Kaha pre-opening expenses	Nil	Nil	Nil
EBITDA	**1,579**	**121**	**125**
Forecasted Subvention	750	500	500
Operating cash surplus / (deficit) excluding net interest and depreciation	**2,329**	**621**	**625**

c) Forecast Capital Structure

The forecast capital structure and ratio of shareholder's funds to total assets for the next three years is:

	2026/27	2027/28	2028/29
	$000	**$000**	**$000**
Issued shares and other equity instruments	244,636	244,636	244,636
Debt	0	0	0
Total Assets	247,625	240,032	235,000
Shareholder funds to total assets ratio	76%	78%	78%

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d) Forecast Capital Expenditure

The forecast capital expenditure for VŌ owned venues is detailed below:

	2026/27	2027/28	2028/29
	$000	$000	$000
Asset management plan - Wolfbrook Arena *	3,983	1,438	1,252
Asset management plan - Christchurch Town Hall *	36	692	370
Operational equipment, ICT, other and reactive capex	2,007	1,831	2,261
Total Capital Expenditure forecast	**6,026**	**3,961**	**3,883**
Capital Grant (as per 2024/34 LTP)	4,586	3,836	3,774
Carried forward capital funding	Nil	Nil	Nil
Self-funded capital expenditure	1,440	125	109
The Capital Grant includes the inflationary adjustment as per the current Council forecast.			

** Includes carried forward projects, and adjusted for current AMP including a number of material items delayed due to venue availability.*

Capital funding in the 2027, 2028 and 2029 years is for costs associated with the continued delivery of the Asset Management Plan for required safety and compliance upgrades at Wolfbrook Arena and the Christchurch Town Hall as well as ongoing replacement of operational capital equipment.

14 COMPENSATION FROM COUNCIL

1. Operational, Capital and Debt Servicing Support

Public assembly venues such as town halls, entertainment and sporting arenas, and stadia exist to deliver economic, environmental, and social benefits to their communities.

The whole of life costs of developing, maintaining, operating, and refurbishing these types of assets is a significant investment by the local authority.

The operator of these assets is fully funded for asset development and care and will normally require some form of operating subsidy to ensure market competitiveness in event attraction and community access.

a) Operational Funding

Operational funding support historically contributed around 50% of the fixed largely uncontrollable costs associated with managing the city assets, Christchurch Town Hall, Wolfbrook Arena, and Apollo Projects Stadium.

These fixed costs included repairs and maintenance, rates, insurance, building compliance, and utilities which by and large are fixed and in the current economic climate are subject to material increases year on year.

With the company working to achieve greater financial independence and reduced impact on the rate payer, this Statement of Intent shows no operational funding is required from Council.

With the impact of depreciation on overall results, the company is likely to continue to receive small subvention payments from the tax group, which can be used to offset capital requirements.

Over time as the assets continue to age and repairs and maintenance costs increase for One New Zealand Stadium increase, this may change, however it is the company's intention to continue to develop and execute strong, strategic commercial arrangements to maintain this position.

b) Capital Funding

Capital funding support is utilised to support the delivery of the asset management plan for the Christchurch Town Hall and Wolfbrook Arena.

To provide ongoing clarity and assurance to Council as to the appropriate allocation of operating and capital support, VŌ provides dashboard reporting on a quarterly basis to clearly reflect the prioritisation of these funds.

Capital funding in this Statement of Intent remains consistent with the FY26-28 VŌ Statement of Intent and the 2024-2034 Council Long Term Plan.

c) Debt Funding

The majority of the historical Lancaster Park loan (relating to the construction of the Deans Stand, which opened in 2010 in preparation for the 2011 Rugby World Cup) was repaid in FY24 with the remainder of all VŌ debt being repaid during the course of this Statement of Intent.

Debt financing will reduce to nil from 2027/28.

2. One New Zealand Stadium Operational and Capital Funding

a) Pre-opening Expenses

Since FY23 and through to FY26, through operating cashflows, VŌ met the pre-opening costs associated with the Stadium. The purpose of VŌ meeting these costs directly was to support Council in minimising rates impact for the 2023, 2024 and 2025 years.

With the criticality of delivering the best commercial outcome for the shareholder and the city and particularly given the magnitude of this opportunity and the time it takes to negotiate material commercial arrangements the commencement of the commercial strategy started well before the venue is operational.

Between FY23 and FY26 pre-opening expenses total $4.3m. As per the 2024-2034 LTP, $1.56m of these costs will be reimbursed to VŌ in FY27 with these costs not being able to be offset with revenue prior to the venue being operational.

b) Operational and Capital Funding Support, One New Zealand Stadium

Due to One New Zealand Stadium being completed less than three months prior to the beginning of the Statement of Intent, no operational or capital funding support is required during FY27-29, with much of the initial maintenance covered by the building contractors and no material capital costs expected during the first three years of operation.

It is not expected capital funding support for One New Zealand Stadium at Te Kaha will be required until year seven of operation due to there being no material asset items requiring renewal in earlier years.

As the asset ages, capital funding support will be required.

3. Consolidated Operational, Capital and Debt Financing Support

The total operating, debt and capital support funding for the period of this SOI are included in the chart below.

Operating, debt financing and capital support funding			
	2026/27	**2027/28**	**2028/29**
	$000	**$000**	**$000**
VŌ Council operating support	Nil	Nil	Nil
VŌ debt financing support	Nil	Nil	Nil
One NZ Stadium at Te Kaha pre-opening reimbursement	1,556	Nil	Nil
One NZ Stadium at Te Kaha operating grant	Nil	Nil	Nil
Total operating and debt financing funding	**1,556**	**Nil**	**Nil**
Capital grant as per 2024/34 LTP (including inflation)			
	2026/27	**2027/28**	**2028/29**
	$000	**$000**	**$000**
Capital Grant (as per 2024/34 LTP, including inflation)	4,586	3,836	3,774
Total Capital Grant	**4,586**	**3,836**	**3,774**

15 ACCOUNTING POLICIES

VŌ has adopted accounting policies that are consistent with New Zealand International Financial Reporting Standards (NZ IFRS), generally accepted accounting practice and the policies adopted by the Christchurch City Council Group.

The Company's detailed accounting policies are available in the VŌ most recent annual report for the year ended 30 June 2025, as published in the CCO section of the Council website.

The VŌ actual accounting policies during the three-year period of this SOI may change as a result of changes to NZ IFRS standards and interpretations.

16 ACQUISITION/DIVESTMENT AND OTHER SIGNIFICANT TRANSACTIONS POLICY

The subscription or acquisition of securities in any company or organisation, or a divestment of part of the existing business, will only be considered where it is consistent with the long term strategic and commercial objectives of VŌ.

When the subscription, acquisition or divestment is considered by Directors to be significant to VŌ business operations, it will be subject to consultation with, and where required approval of, the Shareholder.

Major transactions as defined in the Companies Act 1993, s129(2), will be subject to Shareholder approval by special resolution.

Distributions

During the period of this SOI VŌ will not return capital funds to its Shareholder.

17 ESTIMATE OF COMMERCIAL VALUE

The Shareholder investment in VŌ was assessed as at 30 June 2025 by Deloitte at $193.4 million on a net asset value basis. The VŌ Board consider that the investment value is an appropriate estimate of the commercial value.

18 INFORMATION TO BE REPORTED TO THE SHAREHOLDER

1. No surprises

VŌ will operate on a 'no surprises' basis in respect of significant Shareholder related matters, to the extent possible in the context of commercial sensitivity and confidentiality obligations. Any sensitive issue that may result in media enquiry will be communicated to the Shareholder as soon as possible.

The Board aims to ensure the Shareholder is informed of all major developments affecting the Company, while at the same time recognising commercial sensitivity may preclude certain information from being made public.

Within this constraint, information is communicated to the Shareholder through periodic reports, occasional briefings, regular reports, and informal updates on important issues.

2. Local Government Act 2002 reporting requirements

VŌ will provide information requested by the Shareholder in accordance with the requirements of the Local Government Act 2002 and as per the Council Letter of Expectation.

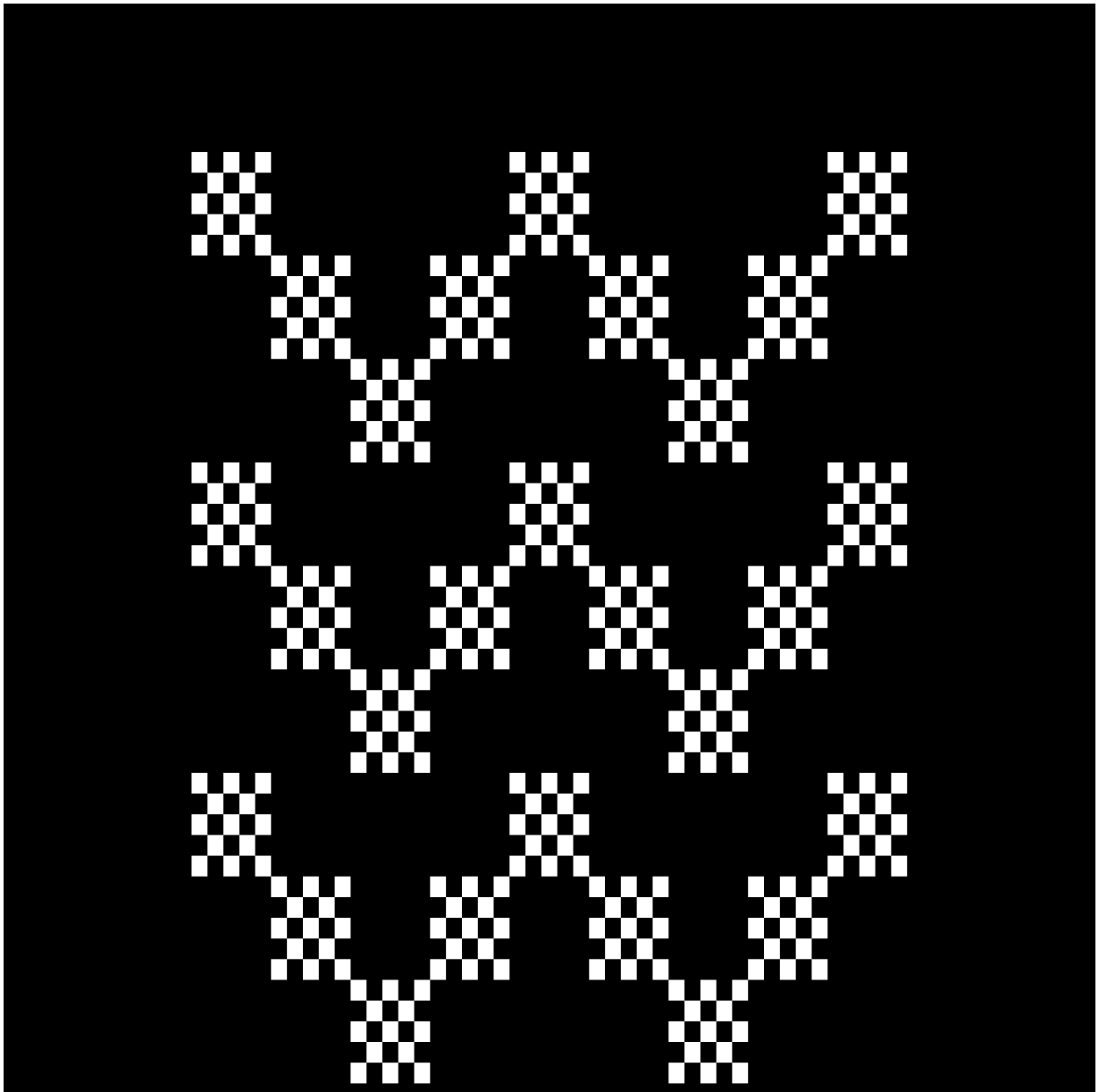
An Annual Report will be submitted to the Shareholder. The Annual Report will include audited financial statements and such other details as are necessary to permit an informed assessment of performance and financial position of the Company during the reporting period provided to the Shareholder.

Half Yearly Reports will also be provided to the Shareholder. These reports will contain unaudited information and comply with PBE IAS 34.

The SOI will be submitted to the Shareholder for consultation annually, as required by the Local Government Act 2002. The Directors will include any other information they consider appropriate and where it is necessary, due to significant changes, revised forecasts will be submitted to the Shareholder.

3. Other Reporting

Quarterly Reports will also be provided to the Shareholder, which will include the financial and non-financial performance of the Company and for the period of this SOI will include specific reporting on One New Zealand Stadium.



CONTACT DETAILS

Contact details for both the Chair and Chief Executive are at the VŌ registered office:

Address:	81 Jack Hinton Drive Addington Christchurch 8024
Telephone:	+64 3 339 3599
Website:	www.venuesotautahi.co.nz

VENUES
ŌTAUTAHI

Item 3

3. One New Zealand Stadium at Te Kaha - Traffic Management Plan

Reference Te Tohutoro: 26/410920

Presenter(s) Te Kaipāhō : Stephen Wright – Head of Transport & Waste Management and Simon Hodges -Team leader Temporary Traffic Management

1. Detail Te Whakamahuki

Purpose and Origin	• To provide information to elected members regarding the traffic management planning undertaken for the operation of One NZ Stadium at Te kaha. • The information is being provided after requests from elected members to understand the level of planning undertaken to facilitate events at the new stadium
Timing	This information session is expected to last for 30 minutes.
Outcome Sought	To brief elected members on the actions staff have taken to support Venues Ōtautahi, as the stadium operator, in preparing for the opening of One NZ Stadium at Te Kaha. This includes ensuring the stadium can operate effectively while maintaining a functional transport network, allowing events to proceed without causing unreasonable disruption to traffic or the wider city.
ELT Consideration	Not Applicable
Next Steps	Staff will continue working with Venues Ōtautahi on the traffic management plan, as well as the development and review of future plans. Lessons learned from each event will be incorporated into the planning of subsequent events.
Key points / Background	• Staff have been part of a working group on Event Traffic Management Plans and since 2023. The group's aim has been to develop comprehensive traffic management plans and identify infrastructure needs to support smooth event operations while minimising disruption to surrounding areas. • The group includes representatives from Venues Ōtautahi (stadium operator), Emergency Services, public transport operators, NZ Transport Agency Waka Kotahi, Council project managers, and the Temporary Traffic Management Team. • The group also considered a study **(Attachment A)** by an external consultant on the anticipated impacts of the stadium, including opportunities to use permanent infrastructure improvements to reduce effects on the wider city and implications for the venue operator's operational costs. • In November 2025, Venues Ōtautahi submitted proposed traffic management plans to Council that did not include road closures around the stadium, instead relying on the permanent infrastructure delivered through Council's Te Kaha surrounding streets project. **Attachment B** • In early 2026, a security assessment by New Zealand Police recommended a shift in approach. In response, the venue operator has proposed a more comprehensive traffic management methodology for events.

	• In light of the Police recommendations, staff support this approach as a fit-for-purpose solution that provides for safe and effective access and egress for event attendees. • Road closures for the first stadium event, the Super Rugby Super Round, to be held from 24 to 26 April 2026 were considered and approved by the Council Road Closure Subcommittee on 20 March 2026. These road closures can be seen in **Attachment C.** • As part of a broader travel demand strategy, a multi-agency Communications Group has been established to ensure consistent and coordinated messaging about transport impacts. The group is supporting delivery of the Super Round by developing key messages, FAQs, and other communications for a wide range of audiences, including attendees, visitors, commuters, and central city residents and businesses. Members include ChristchurchNZ, Venues Ōtautahi, Christchurch City Council, Environment Canterbury, New Zealand Police, NZ Transport Agency Waka Kotahi, Christchurch Attractions, New Zealand Rugby, and the Crusaders. A similar approach was successfully used for transport messaging during the SailGP events.
Useful Links	• Approved Road Closures for Events at One NZ Stadium at Te Kaha ○ https://www.ccc.govt.nz/news-and-events/public-notices/show/1397

Attachments Ngā Tāpirihanga

No.	Title	Reference	Page
A	Te Kaha Event Traffic Management Plan Report Abley 17 Nov 2022	23/372869	55
B	OneNZ Stadium at Te Kaha Traffic Management Plan 2025 - Preliminary Proposal	26/610320	108
C	Road Closures for One NZ Stadium - Super Round	26/531352	116

Signatories Ngā Kaiwaitohu

Author	Simon Hodges - Team Leader Temporary Traffic Management
Approved By	Stephen Wright - Head of Transport & Waste Management Brent Smith - General Manager City Infrastructure

Te Kaha – Event Traffic Management Plans

EXECUTIVE SUMMARY

Event Traffic Management Plans (ETMPs) have been prepared to outline the traffic management strategies for Te Kaha - Canterbury Multi Use Arena located in the Central City of Christchurch.

At the time of writing, Temporary Traffic Management Plans are required under the Code of Practice for Temporary Traffic Management (CoPTTM) and are subject to approval by Christchurch City Council as the Road Controlling Authority of the roads in the adjacent area.

As a range of events of different scales are expected to take place at Te Kaha, draft ETMPs have been developed for three scenarios. These are:

- Maximum weekend or weekday evening event (20-35K attendees)
- Design weekday evening, weekend afternoon or evening (10-20K attendees)
- Smaller event at any time (1k-10K attendees)

Bespoke TMPs will be needed when events coincide with evening commuter peak or maximum event during weekend afternoon. The purpose of this report is to document the development of the ETMPs and underlying assumptions.

The purpose of the ETMP is to detail how travel associated with events at Te Kaha will be managed to ensure the safe and efficient operation of the transport network. The development of the ETMPs has been informed through engagement with key stakeholders including Christchurch City Council, Venues Ōtautahi, Environment Canterbury and Waka Kotahi NZ Transport Agency, and ongoing engagement with these and other stakeholders is recommended. It is recommended that a Steering Group of key stakeholders is developed to manage the ETMPs over time.

The objectives of the ETMP are to:

- Facilitate travel choice for all visitors to Te Kaha
- Deliver a positive travel experience for visitors to Te Kaha
- Minimise disruption to general road users
- Support the operational requirements of Te Kaha

The ETMPs have been developed considering the likely level of uptake of various modes of transport to establish the needs of pedestrians, cyclists, public transport users and vehicle drivers, as well as considering the role of and access for rideshare and taxi services, coaches and emergency services. This has been informed by the current and anticipated future transport environments, scale and timing of events, anticipated mode split across available transport modes and an extensive transportation modelling study to understand the impacts of traffic associated with events on the local and wider transportation network. However, it is noted that the assumed level of uptake of the various modes has some flexibility, and a pragmatic approach has been taken. For example, a larger ride share zone has been allocated than would have been for the initial prediction of ride share spilt.

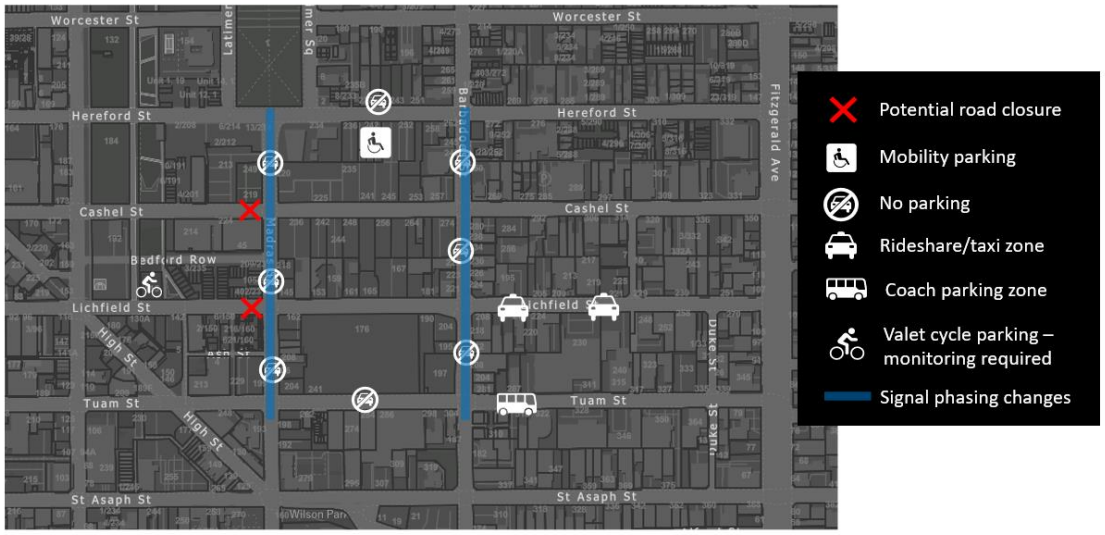
A range of traffic management measures have been established to address the needs of all transport modes including parking management. This is supported by a wayfinding strategy including the utilisation of permanent and temporary Variable Messaging Signs and permanent signage as part of a broader central city wayfinding strategy.

The ETMPs have been established for each of the three event scenarios and are shown for maximum, design and smaller events in the following diagrams. These show the location of dedicating parking areas (including for valet cycle parking, mobility parking, rideshare services and coaches, where parking is proposed to be banned, any road closures or other restrictions to traffic movements that may

be implemented before, during and/or after an event. It is concluded that based on the mode share, vehicle occupancy and other assumptions from this report, there is ample parking within a suitable walking catchment of Te Kaha, and the traffic management measures proposed for each event will adequately manage impacts on the wider network, meeting the objectives of the ETMP.

Traffic management setup before a maximum capacity event

Traffic management setup before a maximum capacity event



Traffic management set up for a design capacity event

Traffic management set up for a small event

The ETMPs will be supported by a communications strategy and ongoing monitoring strategy. The communications strategy will reinforce the fundamental principles of the ETMPs, these being to:

- Encourage the uptake of sustainable modes for visitors to Te Kaha;
- Provide timely information to make the journey to and from Te Kaha safe and enjoyable; and
- Minimise the disruption to other road users.

The ongoing success of the ETMPs requires monitoring as proposed below for the following scenarios, the findings will be used to inform any changes to the ETMP for the next event:

- Pre-event monitoring - first Design, Maximum and events that required a bespoke TMP, and then annually.
- During the event - first Design, Maximum and events that required a bespoke TMP, and then annually.
- Immediately after the event - first Design, Maximum and events that required a bespoke TMP, and then annually.
- Post event user feedback - after each event

Reporting the outcomes of the monitoring will include recommendations towards updating the ETMPs. The corresponding ETMP should be updated at the earliest opportunity and forwarded to Council for approval, ideally prior to the next corresponding event.

Successful ETMPs will provide for a good visitor experience and avoid adverse outcomes for event operations and associated staff, visitors to events and other road users. Some key risks have been identified in this report. Of note if the assumed mode share and vehicle occupancy assumptions from this report are not achieved, and there are more private motor vehicle trips, there may be additional impacts on parking supply and wider network congestion. This risk is expected to be addressed through subsequent work exploring alternative mode share scenarios.

It is further recommended that to achieve successful outcomes, the ongoing development of the ETMPs be delivered through a partnership approach across key stakeholders.

IMPORTANT NOTE

The draft Event Traffic Management Plans (ETMP) are still subject to stakeholder confirmation and refinement closer to the time of Te Kaha opening, specifically with:

- CCC regarding overall plan if the adjacent street upgrades do not proceed prior to opening
- CCC regarding the potential revisions of the mode split used in the modelling presented in this report
- CCC Reserves Team regarding the proposed valet cycle parking location
- Waka Kotahi regarding VMS strategy
- Emergency services regarding closures and access
- E-bikes and E-scooter rental-companies regarding parking zones etc
- Ride share providers (e.g. Uber) regarding drop off and pick up zones
- Integration of the ETMP with the emerging Evacuation and Emergency Management Plan (EEMP)

These matters may take time to resolve, therefore the draft ETMPs have been delivered under the Kōtui work and their further refinement will be undertaken by VO when the above matters are clearer.

It is also important to note that the Pedestrian Modelling undertaken by Mott Macdonald has not informed the ETMPs as the modelling focuses on the internal structure and immediate departure vicinity rather than the areas further away from the structure. The pedestrian aspects of the ETMPs are informed by the site mode share developed by Populus.

CRITICAL SAFETY COMPONENTS OF THE ETMPS

It is important to note the following components of the ETMPs that are the critical to the safety of Te Kaha event attendees:

- The temporary closure of Madras Street (just north of Tuam Street to just south of Hereford Street) for large events allows patrons to spill out of the event and safely cross the road to then access the areas west of Madras Street. The majority of attendees are predicted to head west.
- Any Madras Street temporary road closures will be facilitated through the use of manned vehicles that can be moved immediately such that emergency vehicle access (if required) will be unimpeded.
- Potential temporary closures of Lichfield Street and Cashel Street (just west of Madras Street) will also support attendee road safety and contribute to reducing the risk of hostile vehicle access to the Te Kaha site (noting that most of the mitigations are on the site edges).
- The removal of on-street parking in the direct vicinity to the site prevents the ability of explosives being planted in parked vehicles that could cause mass harm.
- The provision of valet cycle parking and e-scooter drop off areas to west of Madras Street are aimed at reducing conflicts with pedestrians in the Te Kaha public realm area.

Contents

Appendices

Te Kaha – Event Traffic Management Plans

Quality Assurance Information

Prepared for	Besix Watpac
Job Number	BWNZL-J001
Prepared by	Aini Fayaz Mansoor, Dave Smith
Reviewed by	Jeanette Ward

Date issued	Status	Approved by
8 May 2022	Final Draft	Jeanette Ward
17 November 2022	Final	Jeanette Ward

1. Introduction

Event Traffic Management Plans (ETMPs) have been prepared to outline the traffic management strategies for Te Kaha - Canterbury Multi Use Arena located in the Central City of Christchurch.

Temporary traffic management plans are required under the Code of Practice for Temporary Traffic Management (CoPTTM) and are subject to approval by Christchurch City Council as the Road Controlling Authority of the roads in the adjacent area. Note the New Zealand Guide to Temporary Traffic Management (NZGTTM) is currently in its draft form and will eventually supersede CoPTTM. The ETMPs will need to be reviewed when this change takes place.

As a range of events of different scales are expected to take place at Te Kaha, ETMPs have been created for three scenarios. These are:

- Maximum weekend or weekday evening event (20-35K attendees)
- Design weekday evening, weekend afternoon or evening (10-20K attendees)
- Smaller event at any time (1k-10K attendees)

Bespoke TMPs will be needed when events coincide with evening commuter peak or maximum event during weekend afternoon, or it may be appropriate to prepare additional ETMP templates should these become more frequent events.

The purpose of this report is to document the development of the ETMPs and underlying assumptions.

The contents of this report are as follows:

- Background - the current and future transportation context for which the event traffic management plans were developed, and how changes to the system will be managed.
- Consultation and engagement approach - the key stakeholders involved and engagement processes.
- Event scenario modelling - the transportation modelling which informed the ETMPs.
- Even traffic management plans - traffic management plans for three event scenarios.
- Communications strategy - how the public will be informed of temporary changes to the network
- Monitoring strategy - how the event traffic management will be monitored for effectiveness.

2. Background

2.1 Philosophy

The purpose of the ETMP is to detail how travel associated with events at Te Kaha will be managed to ensure the safe and efficient operation of the transport network.

The objectives of the ETMP are to:

- Facilitate travel choice for all visitors to Te Kaha
- Deliver a positive travel experience for visitors to Te Kaha
- Minimise disruption to general road users
- Support the operational requirements of Te Kaha

A key measure of success for the delivery and application of the ETMPs will be there is no negative media, and user surveys and Venues Ōtautahi (VO) give positive feedback. These matters are considered further in the monitoring section of this report.

2.2 Site Layout

At the time of preparing this report the design and construction process had reached the end of the Developed Design stage. Significant changes to the design are not expected to impact on the outcomes of and recommendations arising from this report.

The site is bordered by three one-way streets to the east, west and south: Barbadoes Street (southbound), Madras Street (northbound), and Tuam Street (eastbound) respectively. Hereford Street is situated on the northern side of the site and is a two-way street. The site's layout is shown in Figure 2.1. There is a one-way coach entrance and exit on Madras Street, a heavy vehicle access/service access on Madras Street, and the access to the accessible parking and drop-off area is on Hereford Street. The only car parking provided on-site is mobility parking for mobility permit holders. It is noted that the car park will be used by VO staff for day to day needs outside of event periods. The coach entrance is for coaches transporting sports teams and also for small events that may have delegates arriving by charter coach.

The main gates into the arena for attendees are on the south and east sides. The north and west gates do not service the main seating areas, however the western entrance will be the main entrance for the three levels of patrons in Corporate Areas as well as an additional level for venue staff, broadcast, match officials and media. During concerts, the pitch access vomitories (PAVs) will also be used (aligned with diagonal paths).

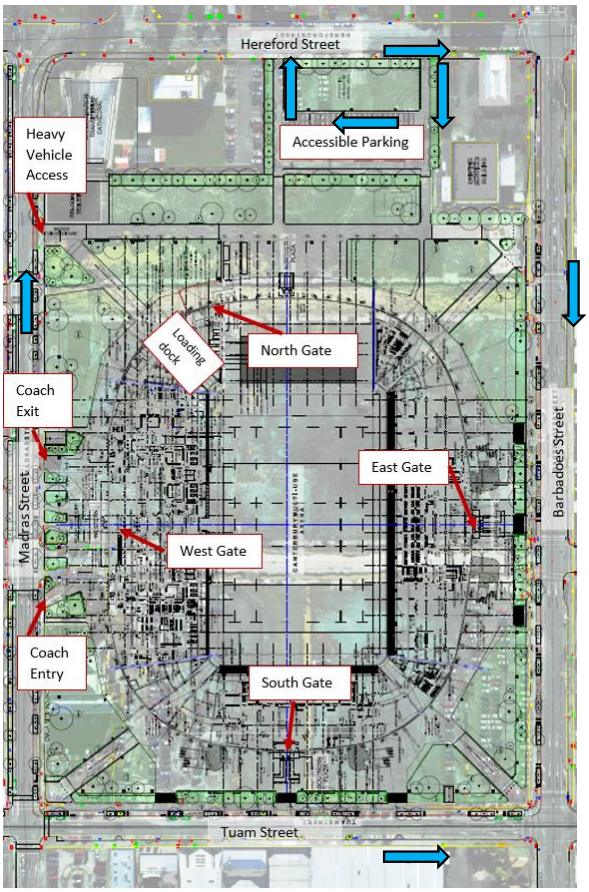


Figure 2.1 Te Kaha arena layout

2.3 Expected traffic and pedestrian movements on event days

As the only on-site car parking available during events is for mobility permit holders, all other event attendees will arrive at the arena on foot, on bikes, or using other micro-mobility.

A Preliminary Integrated Transport Assessment (ITA) was prepared by Aurecon (dated 12th October 2020) and has been used to inform the development of the ETMPs. The ITA estimates the likely trip generation, trip distribution and mode share of attendees of events at CMUA, and these estimates and underlying assumptions have been adopted for this assessment. However, it is noted that these may be revisited in the future especially for larger events. It is noted that the assumed level of uptake of the various modes has some flexibility, and a pragmatic approach has been taken. For example, a larger ride share zone has been allocated than would have been for the initial ride share spilt prediction.

The ITA predicted that people would arrive from each direction surrounding the area on event day and that 70% of pedestrians will come from the west and need to cross or walk along Madras Street. The predicted pedestrian flows for a large sports event are shown in Figure 2.2. The departure profile for a large sports event is shown in Figure 2.3. Around 60% of visitors are expected to depart the arena within 15 minutes of the event ending, and it is understood that patrons in corporate areas are likely to depart 60-90 minutes post-event. It is also important to note that the Pedestrian Modelling undertaken by Mott Macdonald has not informed the ETMPs as the modelling focuses on movement related to the

internal structure and immediate departure vicinity rather than the areas further away from the structure. The pedestrian modelling also uses shorter exit times (8 minutes).

Event servicing staff are expected to arrive and depart several hours before and after the event. The approximate timings of their arrivals and departures, vehicle type, and parking location are outlined in Appendix A; this also includes the team coaches and delivery vehicles in addition to servicing staff movements.

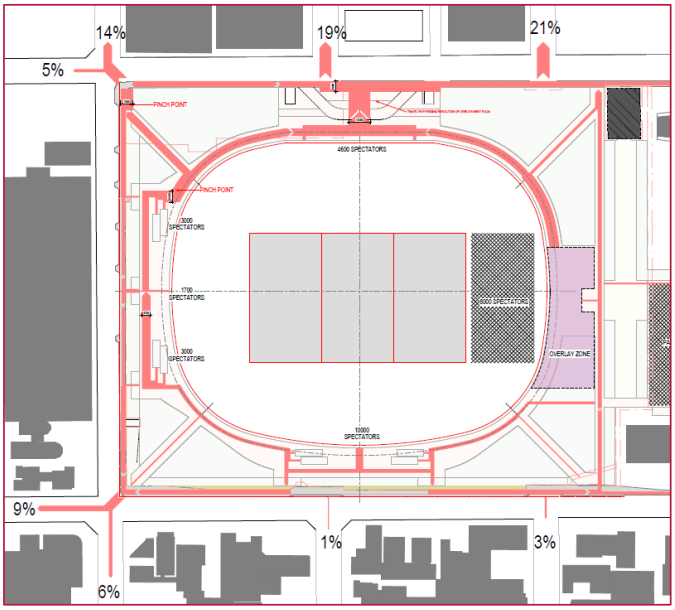


Figure 2.2 Predicted pedestrian flows on a sports event day (Source: Site Modal Split by Populous, 2021)

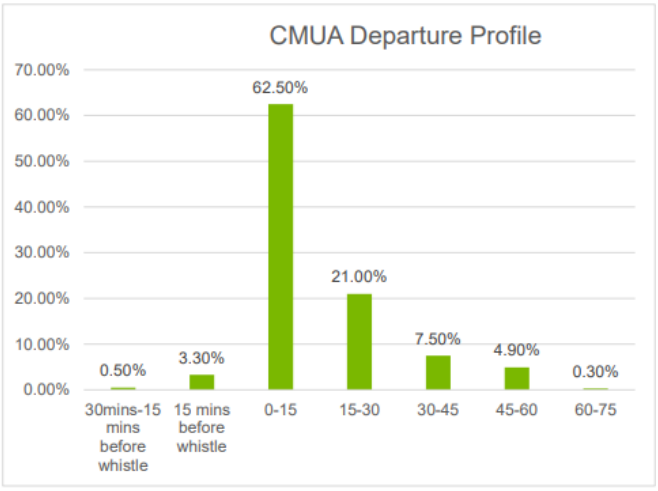


Figure 2.3 Departure profile for Te Kaha for a sporting event (Source: Preliminary ITA by Aurecon, 2020)

2.4 Current Network

The central city road network is set out in a grid format and the CMUA is located centrally in the south-eastern quadrant as shown in Figure 2.4. All streets bounding the site (Hereford, Barbadoes, Tuam, and Madras Streets) currently have a speed limit of 50 km/h. For a more detailed description of the transportation network please refer to the Aurecon ITA.

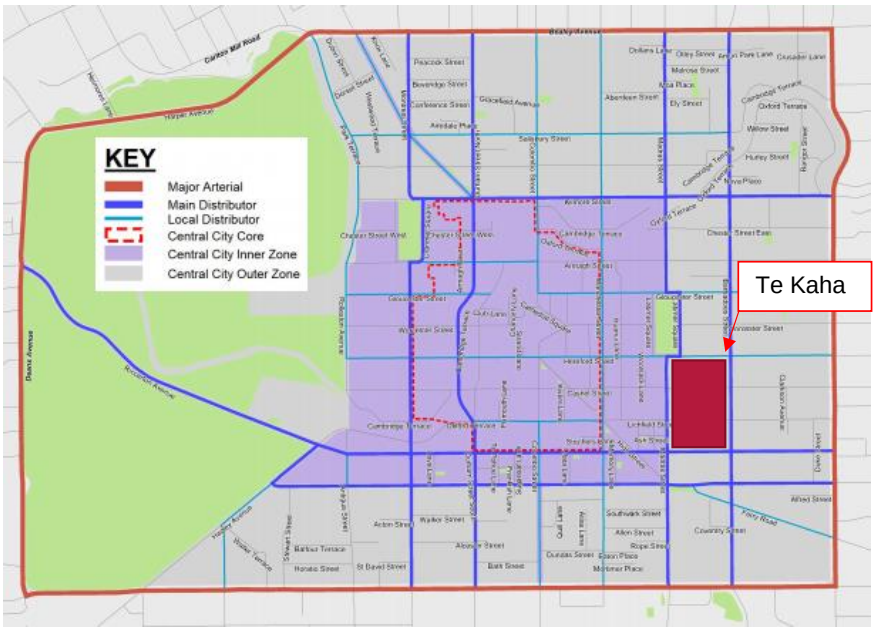


Figure 2.4 Christchurch central city roading network

Traffic Volumes

The north-south one-way pair, Barbadoes and Madras Streets, carry the most traffic of the four streets which front Te Kaha. During weekdays the peak flows are southbound in the morning and northbound in the evening peak periods. The morning peak occurs at 8 am, the evening peak is around 4 and 5 pm and the weekend peak is around 12 and 1 pm.

Peak traffic volumes on the four streets fronting Te Kaha in 2020 are shown in Table 2.1. Care will need to be taken for traffic management if events coincide with these traffic peaks to fully understand the impacts of road closures and lane drops on the central city network at peak times.

Table 2.1 Peak traffic volumes on frontage streets (Source: CCC Links Traffic Count Dashboard, 2020)

	Madras Street one-way northbound	**Barbadoes Street** one-way southbound	**Hereford Street** two-way east-west	**Tuam Street** one-way eastbound
Weekday AM peak traffic (8 am)	961	1735	300	565
Weekday PM peak traffic (4-5 pm)	1464	1238	406	816
Weekend peak traffic (12-1 pm)	877	843	237	362

Public Transport

The central city Bus Interchange is located approximately 400 metres to the west of Te Kaha. There are currently 982 services that run through the interchange daily during weekdays, and 767 services running through the interchange during the weekend with peak times aligning with the morning and evening periods throughout the whole week. The ITA understood the practical peak period capacity of the bus interchange to provide for a minimum of 120 buses/hour and has a maximum capacity of 1946 persons within the interchange building at any time.

In addition, the Manchester Street Super Stop is located with the super stop located close by to the northwest of Te Kaha on Manchester Street. Comprising of three northbound and three southbound stops, it has an overall capacity of 45 buses per hour in each direction. Outside of the interchange and super stops, many of the remaining stops in the vicinity of the site have limited seating and shelter.

There is one bus service on the north side of the site – Route 60 between Hillmorton and Southshore, and two bus services on the south side in the eastbound direction – Route 3 (Airport - Sumner) and Route 60 (Lincoln-Parklands). Bus services, the Interchange and super stops near Te Kaha are indicated in Figure 2.5.

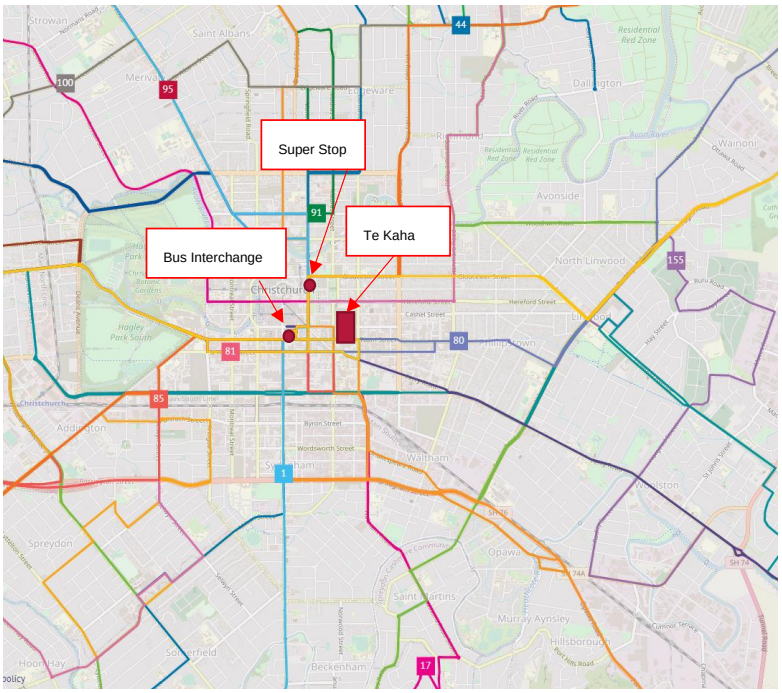


Figure 2.5 Public transport services around Te Kaha (Source: MetroInfo)

Active Transportation

Figure 2.6 shows the cycling facilities around Te Kaha. On-road cycle lanes are provided along Tuam Street and Madras Street immediately outside the Te Kaha site. As part of Central City street upgrades, separated one directional cycleways have been implemented on Tuam Street (west of High Street) and St Asaph Street. Along the east side of the central portion of Manchester Street there is a wide shared path which is complemented by a parallel shared zone and shared path through the Rauora Park in the East Frame.

All streets in the vicinity of the site have footpaths on both sides of the road however the level of provision is variable. Recent streetscape works between the site and the central city to the west (including laneways) has provided high amenity and pedestrian level of service. The east frame has a particularly good provision for walking with high-quality finishes. Most of the streets immediately surrounding the site have on average 3m wide footpaths, as is typical for many central city streets. There are signalised pedestrian crossing points at each intersection surrounding the site. Many of the intersections surrounding the site lack tactile paving to assist visually impaired users.

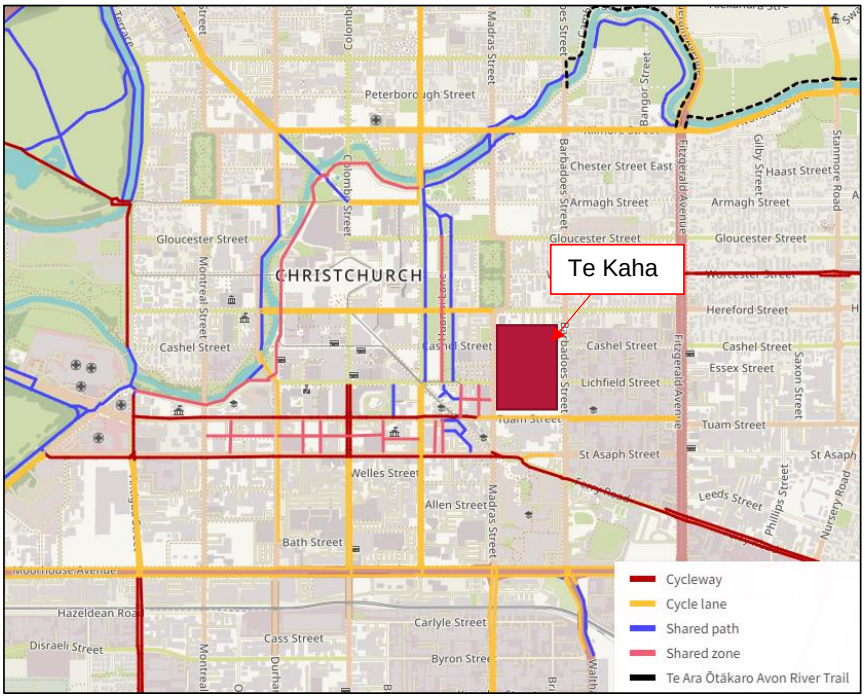


Figure 2.6 Cycling facilities around Te Kaha (Source: CCC – Christchurch cycle map)

Parking

The surrounding environment has a mixture of on and off-street parking for vehicles. Many empty lots from demolished commercial buildings are now being used as paid parking. On-street, there is a mixture of time limits depending on the adjacent land use and parking is typically metered west of Manchester Street. Recent occupancy data from Council live online sources indicate that the large off-street parking facilities reach optimal occupancy in the early afternoon (Hereford St 85% and The Crossing 65% at 1 pm) but this drops off by 6 pm as commuters leave the central city with only 20-40% occupancy reported.

2.5 Future network

An Accessible City

Following the Canterbury Earthquakes, a transport policy framework was developed to guide the shape of the transport future of the Christchurch central city as it recovered. The "An Accessible City" (AAC) formed this policy which has a focus on prioritising routes for various modes of transport to provide efficient and safe access to and from the central city. This incorporates a road use hierarchy approach that identifies different, preferred routes to access the central city depending on how people choose to travel.

As part of the AAC there are key changes to roads in the vicinity of Te Kaha as follows:

- Tuam Street becomes an eastbound one-way street (between Madras Street and Fitzgerald Avenue). It is currently only eastbound one-way west of Madras Street
- Lichfield Street between Barbadoes Street and Fitzgerald Avenue is converted from a one-way to a two-way street
- Revitalisation of High Street with a Tram extension loop
- Improvements on High Street from Hereford Street to St Asaph Street
- Central City Wayfinding including signs, intelligent traffic and mapping systems
- Lichfield and Cashel Streets within the CMUA have been stopped

Upgrades of streets bounding the site

CCC have prepared street designs for the following streets to reduce the area-wide event traffic management plans costs events, to create a sense of place and regeneration in the south-east city, and address planned sewerage, stormwater and water supply work in this area:

- Madras Street (Moorhouse Ave to Latimer Square)
- Lichfield Street (Manchester Street to Madras Street)
- Lichfield Street (Barbadoes Street to Fitzgerald Ave)
- Barbadoes Street (Hereford Street to Tuam Street)
- Tuam Street (Madras Street to Fitzgerald Ave)

If these upgrades do not procced then additional ETMP aspects will be required, predominately in relation to pedestrian footpath capacity.

Public Transport

The future of public transport in the Greater Christchurch area is currently being considered in the Greater Christchurch Public Transport Business Case (PT Futures). A range of short-, medium-, and long-term options will be put forward to the public transport (PT) system in a manner that results in increased patronage and mode share. From the ITA, the change in bus services anticipated at the Interchange is as follows. In the peak commuter periods, bus services are expected to almost double to around 160 per hour following medium term (7-10 years) improvements to the PT network (Figure 2.7). This would come about from increases to frequencies of current core routes and new high-frequency routes being proposed.

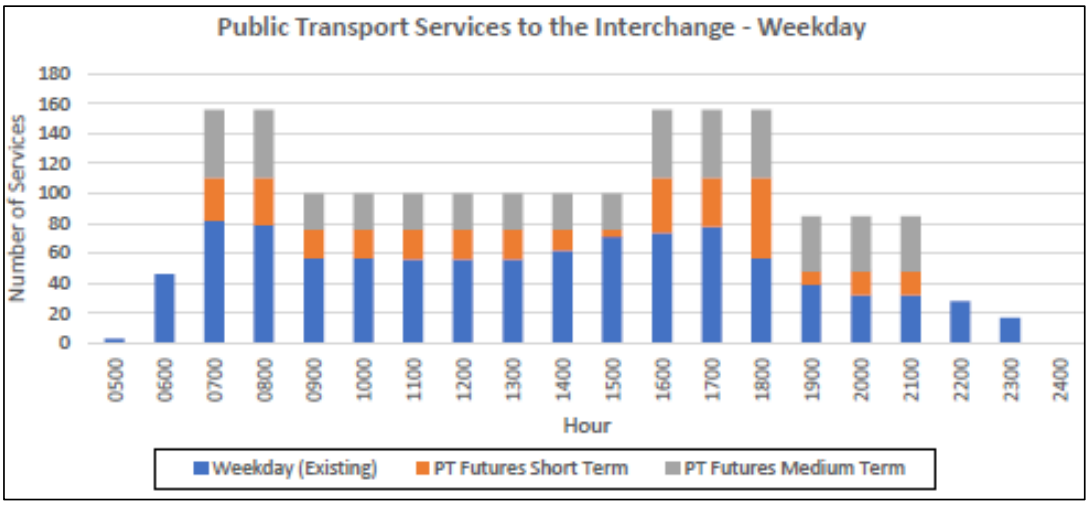


Figure 2.7 Greater Christchurch PT futures

Active Transportation

The Christchurch Major Cycle Routes (MCRs) are being progressively rolled out over the city. Each of the thirteen routes are designed as a cycle arterial route for Christchurch City. These link commercial centres, schools and key designations in a manner that provides for the "interested but concerned" 8 to 80-year-old rider to experience a safer and more enjoyable cycle experience. Four routes are fully completed, three are partially open, three are under construction or consultation, and three more are planned.

2.6 Mode Share

The preliminary ITA by Aurecon (2020) provided a projected mode share for Te Kaha. This is shown in Figure 2.8. The modal share for Te Kaha was determined using the mode share for similar sites in New Zealand, Australia, the UK, and the US. Current local mode share proportions were added to add a local context. It is expected that most event attendees will arrive by private vehicle. There is no on-site car parking so these attendees will be required to park off-site and walk to the arena. It is reiterated that the mode share assumptions may be revisited in the future especially for larger events. It is also noted that the assumed level of uptake of the various modes has some flexibility, and a pragmatic approach has been taken. For example, a larger ride share zone has been allocated than would have been for the initial of ride share spilt prediction.

The mode share is likely to change in the future. This is discussed in Section 2.7.

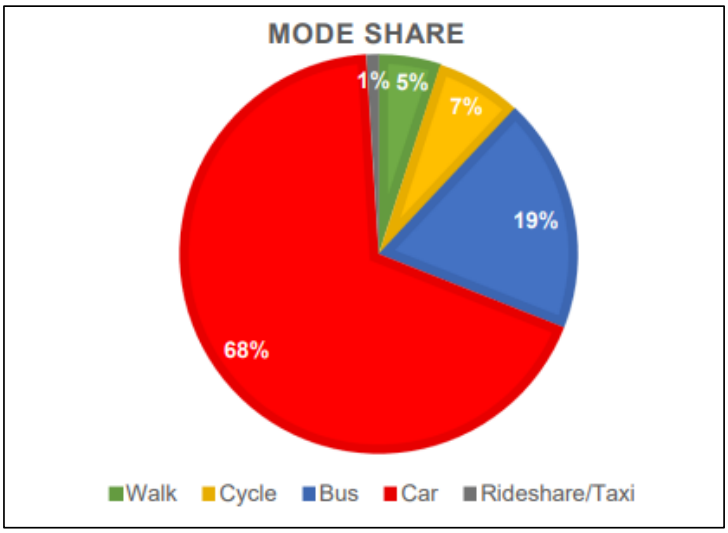


Figure 2.8 Anticipated mode share for Te Kaha[1] (Source: Preliminary ITA by Aurecon, 2020)

2.7 Change management process

Whilst the ETMPs are intended to be off-the-shelf plans that can be applied for corresponding events at CMUA, it is acknowledged that these are likely to require periodic updating as the surrounding environment changes. Specifically, future changes in transport infrastructure, public transport provision or available modes of transport may necessitate revision of the detail of the ETMP however the underlying philosophy is not anticipated to change.

Although it is recommended that the suitability of the ETMPs be formally reviewed on an annual (initially) or biannual basis to capture any changes in the surrounding environment, the change management process is also tied to ongoing monitoring which is addressed further in Section 7 of this report. This process would also capture learnings from the ongoing management of events held at Te Kaha.

[1] These may be revisited through further future assessment work

3. Consultation and engagement approach

The development of the ETMPs has been informed through engagement with key stakeholders. Individual stakeholder engagement meetings have been held with Environment Canterbury on 29 June 2021 and Christchurch City Council on 7 July 2021. A workshop was also held on 3 November 2021 with these two stakeholders as well as Waka Kotahi NZ Transport Agency, some Emergency Services and Venues Otautāhi (VO).

A final workshop was held on 19 October 2022 to discuss the draft report, this included VO, CCC, ECan, FENZ and Police.

The purpose of the individual stakeholder and workshop engagement was to:

- Provide an overview of the Traffic Management Plan process and philosophy
- Address the challenges for each mode of transport
- Seek input from stakeholders on requirements and concerns
- Share and seek feedback on strawman event TMPs

Further consideration has been given to the interdependencies between the ETMPs and the Emergency Management Plan which is being developed in parallel by Intelligent Risks. Any road closures or other restrictions imposed on the transport network should not impede access to the venue for emergency services.

The draft Event Traffic Management Plans (ETMP) are still subject to stakeholder confirmation and refinement, specifically:

- CCC – Overall plan, valet cycle parking location (Reserves team)
- Waka Kotahi - VMS strategy
- Emergency services – Closures and access
- E-bikes and E-scooter rental-companies – Parking zones etc.
- Ride share providers, e.g. Uber – Drop off and pick up zones
- Integration of the Evacuation and Emergency Management Plan (EEMP)

It is recommended that to achieve successful outcomes, the ongoing development of the ETMPs be delivered through a partnership approach across these stakeholders,

4. Event Scenario Modelling

The preparation of the ETMPs for Te Kaha has been supported by comprehensive transportation modelling undertaken by QTP Consultants using the Christchurch Assignment and Simulation Transport (CAST) Model. A range of scenarios have been run corresponding to the afternoon and evening event arrival times to understand the impacts of arrival traffic on the local and wider network. Additional scenarios which introduce proposed traffic management measures have also been tested to ensure that they do not lead to adverse operational impacts in the central city.

A full discussion of the modelling undertaken is in **Appendix B**.

The key outcomes arising from the modelling assessment are as follows:

- The quantum of traffic in the central city during afternoon and evening event arrival times is generally less than the weekday lunchtime peak and is much lower than the weekday commuter evening peak period;
- Traffic volumes at event departure times are anticipated to be lower again than the event arrival time periods;
- No traffic management is required for the design and maximum event scenarios from a network efficiency perspective;
- The introduction of the proposed TMP measures (which are introduced to improve pedestrian safety and avoid vehicles from diverting onto the key public transport corridor of Manchester Street) does not compromise the efficient operation of the network, an outcome which can further be supported through wayfinding;
- The impact of events and traffic management on travel times through the central city are considered minimal across all key corridors, and do not constitute adverse effects on the efficiency of the local and wider road network; and
- Ongoing monitoring of attendee's travel choices is recommended to ensure that the private vehicle mode share and subsequent parking requirements does not greatly exceed the levels included in this assessment.

5. Event Traffic Management Plans

Three scenarios have been considered for the ETMPs in this report. These are:

1. Maximum capacity event – 20-35K attendees
    - Weekend 7-7:30 pm start time
    - Weekday 7-7:30 pm start time
2. Design capacity event – 10-20k attendees
    - Weekday 7-7:30 pm start time
    - Weekend 2-2:30 pm start time
    - Weekend 7-7:30 pm start time
3. Smaller event – 1k-10k attendees
    - At any time

Bespoke TMPs will be needed when events coincide with evening commuter peak or maximum events on a weekend afternoon.

All ETMPs will be supported by communications and monitoring plans outlined in Sections 6 and 7.

5.1 Catering for all transportation modes

Walking

From the preliminary ITA by Aurecon, 5% of attendees are expected to arrive at the arena, having made their entire journey on foot. However, the actual amount of people on foot in the vicinity of the arena is expected to be significantly greater. The only car parking provided on site is for mobility card holders. Therefore, it is expected that all other visitors will walk to the site from bus stops, cycle valet parking area, the rideshare zone, or from car parks off-site. For this reason, pedestrian safety and wayfinding is important, particularly for maximum capacity and design events. The speed limit on all frontage roads to Te Kaha will be reduced to 30 km/h. Some of these speed limit changes are expected to be permanent. There will also be a need for temporary signal phasing changes on Barbadoes Street and Madras Street to provide pedestrians with more time to cross.

The ITA also showed that the around 60% of all attendees will typically depart the site within 15 minutes of the event ending. Therefore, for maximum capacity events, Madras Street between Tuam Street and Hereford Street will be closed, and a lane will be closed on Tuam Street during the event until pedestrian activity after the event has dissipated.

Cycling

Based on the preliminary ITA 7% of attendees are expected to cycle to the arena (noting that this may be revisited in future assessment work). Bikes will not be allowed to be ridden on the internal roads as they will cause conflicts with high pedestrian activity. Therefore, valet cycle parking is proposed to be provided off-site on the Lichfield Street end of Rauora Park for maximum and design capacity events. This site is subject to CCC Parks and Reserves approval and can cater for 300-450 bikes depending on the layout and rack style. Alternative sites are the green space just south of the Bus Interchange on Tuam Street, or the Ara Carpark adjacent to Barbadoes Street but these sites are further away so may be less desirable.

Public Transport

Based on the preliminary ITA 19% of attendees are expected to use bus services to access the arena (noting that this may be revisited in future assessment work). This is a significant proportion. Te Kaha is served well by public transport as shown in Figure 2.5. Due to the road closures which will be in place for maximum capacity events, some rat-running through the city can be expected. As Manchester Street is an important bus route, private vehicle access from Tuam Street and St Asaph Street on to Manchester Street will be banned for maximum capacity events to reduce rat-running through Manchester Street.

Driving for mobility card holders

On-site car parking is provided for mobility card holders as shown in Figure 2.1. The accessible car park can be accessed from Hereford Street.

Driving (parking)

Almost 70% of attendees are expected to drive to the arena. There is no parking provided on-site other than for mobility parking, or on the streets fronting Te Kaha. For maximum capacity events, there will be no parking on Lichfield Street between Manchester Street and Madras Street. This is to minimise traffic in the vicinity of the arena where there will be high pedestrian activity and for security purposes. Parking will be limited on Lichfield Street and Cashel Street between Barbadoes Street and Fitzgerald Ave as these streets will also be used as a rideshare/taxi zone and coach parking.

Those who choose to drive to an event will be advised to park outside of the city centre and walk to the arena to minimise traffic in the city centre. There are an estimated 12,048 on-street and off-street parking spaces available within a 20-minute walk of Te Kaha taking into consideration parking which may be taken up for other purposes and that some attendees may have access to private parking (employee or leased parks in the central city). Based on modelling assessment (Appendix B), there is ample on-street and off-street parking available to support design events and maximum events. This is dependent on the assumptions in the model so mode share and private vehicle use needs to be carefully monitored for maximum events. Refer to Appendix B for details on parking occupancy and availability.

Driving (wayfinding)

Most drivers will be familiar with the site location and how navigate to it. However, there is an opportunity for Council to add the arena as a destination to advanced directional signage on key arterial routes. This could be an icon approach, as used for the airport. Variable messaging signage will be used as per the ETMPs described below but this is mostly related to information about upcoming events and road closures. The arena will also be added to maps that inform navigation apps.

The wayfinding to assist with locating parking in the vicinity of the Arena will need to be carefully considered, given that there is no ancillary parking to the Te Kaha site itself. Agile wayfinding signs and apps that recommend parking buildings and availability for Arena events on the side of the city people approach from, and which seek to reduce "cross town" traffic to a minimum are key considerations in that regard.

Rideshare and taxis

Around 1% of attendees were estimated in the Preliminary ITA to arrive using a rideshare service or taxi. However, this proportion is likely to be higher based on feedback from the current stadium operations (noting again that this percentage may be revisited in future work). The drop off is likely to be more dispersed over time and location with some attendees visiting other destinations prior to an event. The pick-up will require more control given the more time-compressed nature of post-event pick

up activity. A rideshare/taxi pick-up and drop-off zone is proposed to be provided on either Lichfield Street or Tuam Street between Barbadoes Street and Fitzgerald Avenue for maximum and design capacity events. The proposal is to create sub-zones (Zone A, B, C etc) when drivers can contact their customers stating the sub-zone they have parked in. Clear wayfinding signage will be required to guide customers to their ride. How this operates could be developed in conjunction with lessons learnt from other stadiums.

It is also plausible that patrons could be encouraged to call rideshare vehicles from further afield including from central city streets in the post-event hospitality areas. This would assist with dispersing ride share traffic and lengthen the time period over which pick-up occurs.

Coaches

A coach parking zone is proposed to be provided on Tuam Street between Barbadoes Street and Fitzgerald Avenue for maximum and design capacity events.

Emergency services

Evacuation and Emergency Management Plans for events at the arena are being developed by Intelligent Risks. Consideration for emergency service vehicle access is included in the ETMPs. Emergency service vehicles will have access to the site via the vehicle accesses on Hereford Street and Madras Street.

Madras Street will be closed for large events after and possibly during some or all the event duration. A manned temporary traffic management vehicle will be used to block Madras Street along with barriers. If emergency services require access to Madras Street, the vehicle will be moved immediately to allow unimpeded access for emergency services, especially fire trucks needing access to the fire control panel on the west side of the building. If a control panel is included on the east side of the building, then the fire trucks will stop in the traffic lane, with other vehicles using the eastern traffic lane.

Police vehicles are more flexible in terms of access through road closures as they are smaller.

5.2 Maximum capacity weekend or weekday evening event

The ETMP for large events (20-35k attendees) will include a temporary traffic management set-up before the event as shown in Figure 5.1. The timing of the pre-event set up needs to be clearly communicated and would be included in the ETMP. Prior to a large event, the following interventions will be put in place:

- Speed limit reduction to 30 km/h on all road frontages
- No access to Madras Street via Cashel Street or Lichfield Street. Access will still be allowed on these streets at Manchester Street to various destinations such as residential apartments.
- Signal phasing changes on Barbadoes Street to provide more time for pedestrians.
- No car parking on the streets fronting Te Kaha for security and safety
- Cycle valet parking
- Pedestrian wayfinding (noting that much of the pedestrian wayfinding can be installed permanently as part of wider central city wayfinding)
- No access to Manchester Street from Tuam Street and St Asaph Street to limit rat-running through Manchester Street. Manchester Street is an important public transport route, so it is important to prevent buses from being held up by traffic before and during an event.

The VMS strategy for a maximum event is shown in Figure 5.4. Early messaging should be displayed in the week leading up to the event on all the temporary and permanent VMS.

Additionally, road closures and lane closures will be in place during the event as shown in Figure 5.3**Error! Reference source not found.**. These are to remain until the pedestrian activity has dissipated after the event. The closures in place are the following:

- Closure of Madras Street between Tuam and Hereford Streets so pedestrians can safely exist the site (most pedestrians are expected to use Madras Street – see Figure 2.2)
- Closure of the parking lane and potentially one lane on Tuam Street to create more space for pedestrians, particularly if the Tuam Street upgrade is not implemented prior to opening.

Figure 5.1 Traffic management setup before a maximum capacity event

Figure 5.2 Traffic management setup during maximum capacity event

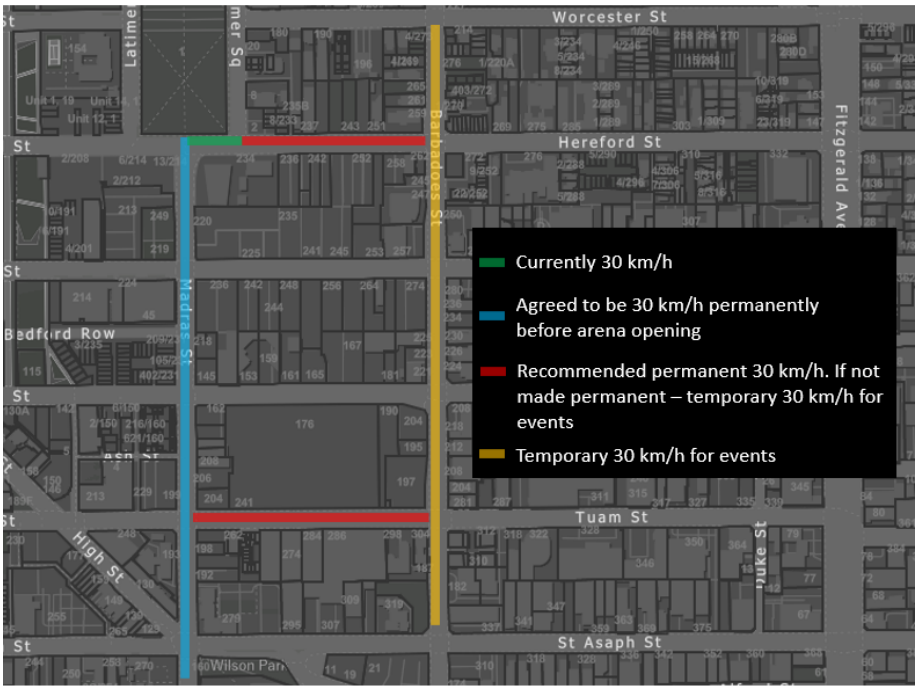


Figure 5.3 Speed limits strategy

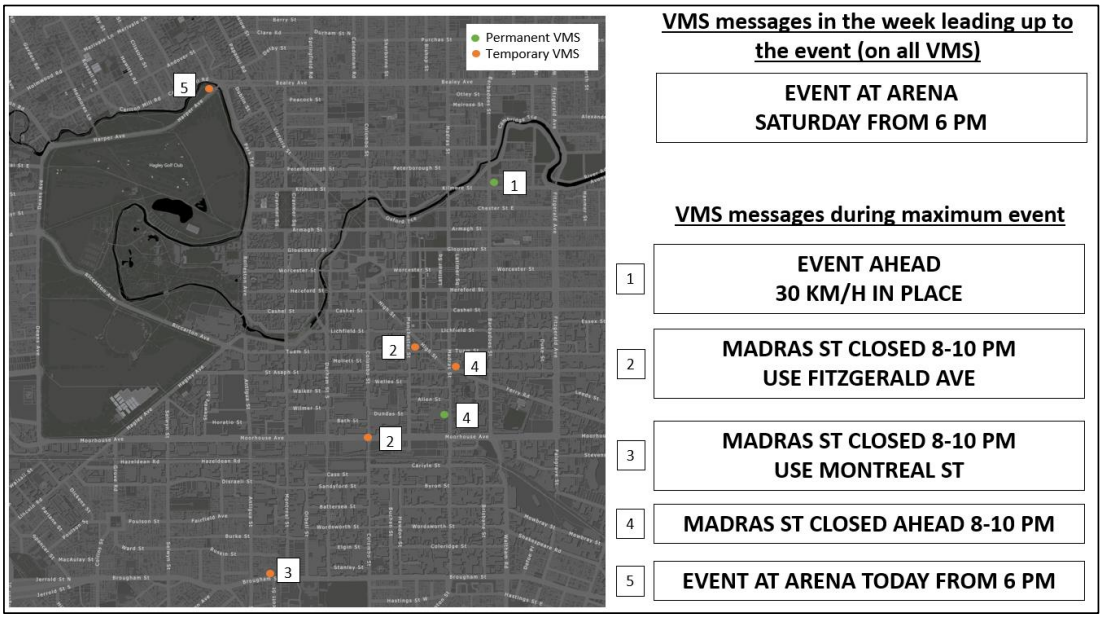


Figure 5.4 VMS strategy for maximum capacity event

Design capacity weekday evening, weekend afternoon or evening events

The proposed traffic management interventions for a design capacity event (10-20K attendees) are outlined in Figure 5.5.

The traffic management interventions to be implemented are the following:

- Speed limit reduction on all frontage streets to 30 km/h (Figure 5.3)
- Potential to restrict access to Madras Street via Cashel Street or Lichfield Street if adjacent street designs not implemented. Access will still be allowed on these streets at Manchester Street to various destinations such as residential apartments.
- Signal phasing changes on Madras Street and Barbadoes Street to provide more time for pedestrians.
- Valet cycle parking. This should be implemented for the first few events and the demand monitored. Valet parking can be removed if monitoring suggests that it is not needed for design events.
- No car parking on streets fronting the site for security and safety
- Rideshare and coach parking zones will be smaller than for a large event.
- Pedestrian wayfinding

The VMS strategy for a design event is shown in Figure 5.6. Early messaging should be three days prior to the event and displayed on all temporary and permanent VMS. The traffic speed strategy for design and maximum events are the same (Figure 5.3). There will be no road closures for these events.

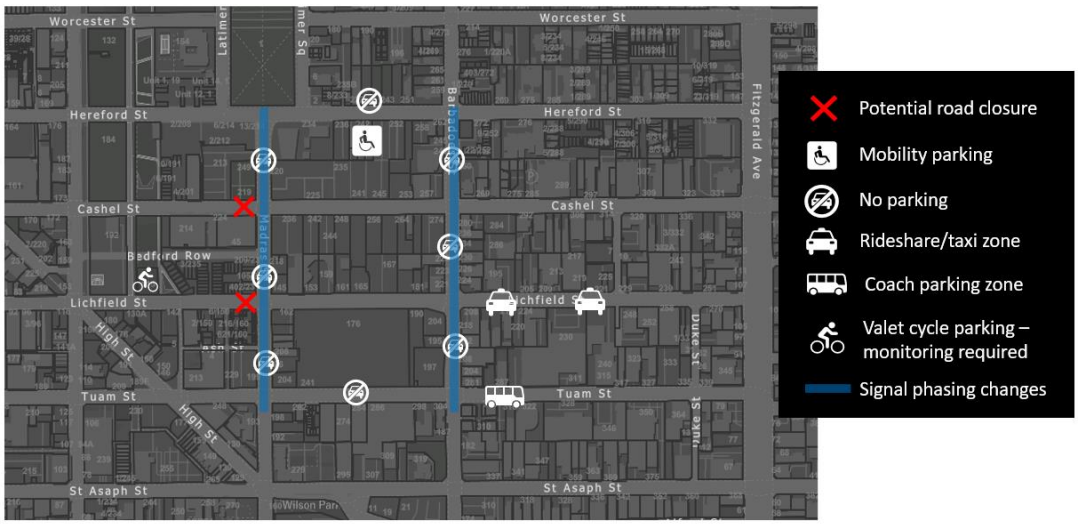


Figure 5.5 Traffic management set up for a design capacity event

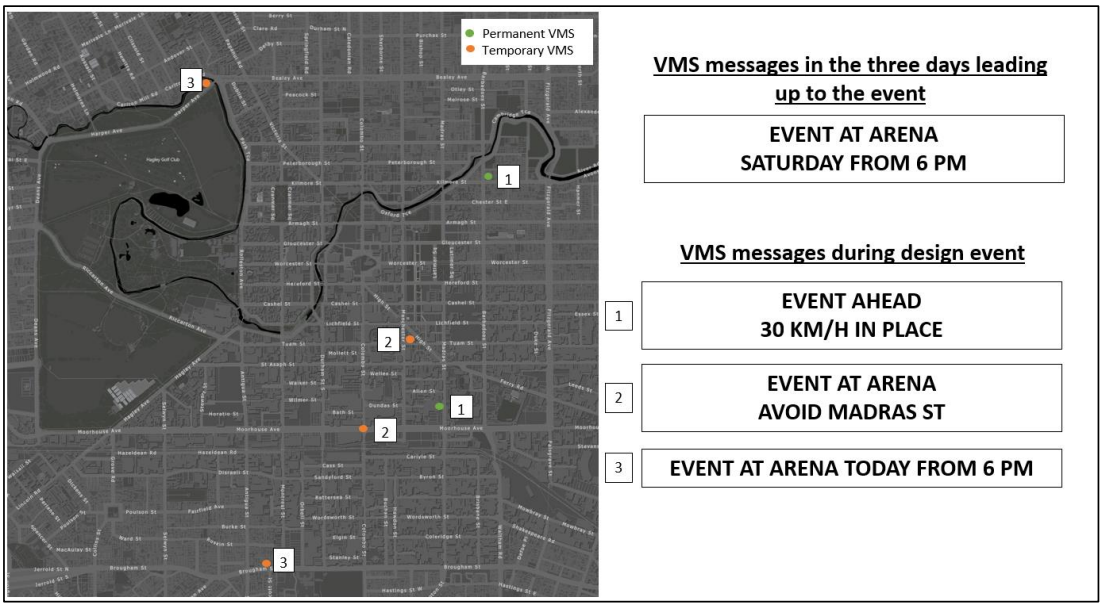


Figure 5.6 VMS for a design capacity event

5.3 Small events (1k-10k attendees)

For small events (1k-10k attendees), the traffic management strategy in Figure 5.7 will be in place.

There will be no road closures, additional speed limit reductions, signal phasing changes, or coach parking. A small rideshare zone will be designated for events expecting 1k-10k attendees. On-street parking will be banned, and pedestrian wayfinding will be needed.

The VMS strategy for these events only use the two permanent VMS (Figure 5.8).

Figure 5.7 Traffic management set up for a small event

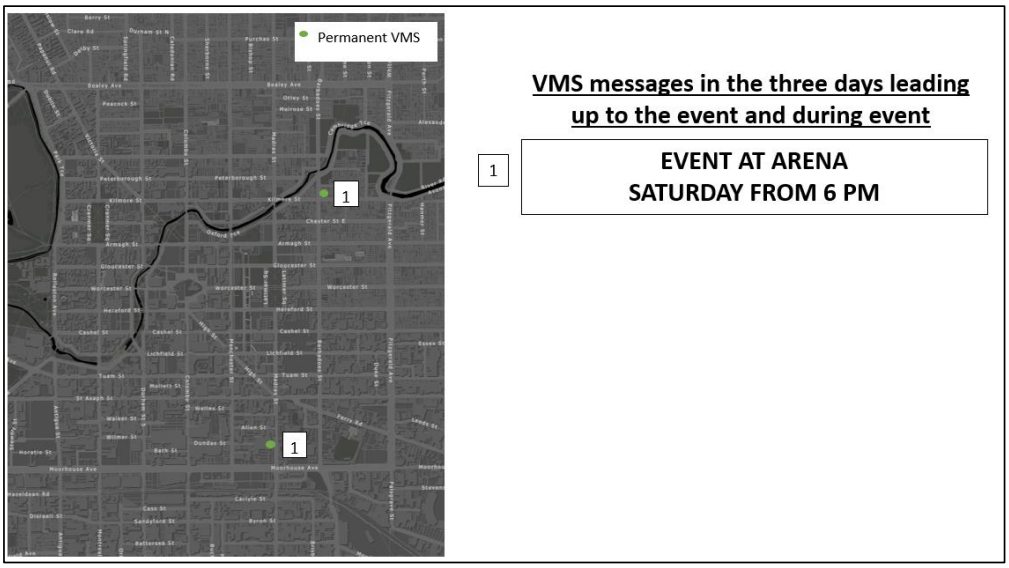


Figure 5.8 VMS strategy for small events

6. Communications strategy

A communications strategy will reinforce the fundamental principles of the ETMPs, these being to:

- Encourage the uptake of sustainable modes for visitors to Te Kaha;
- Provide timely information to make the journey to and from Te Kaha safe and enjoyable; and
- Minimise the disruption to other road users.

Several methods will be used to communicate information to visitors and the general public including wayfinding through static signage and the application of VMS (as shown in Figure 5.4, Figure 5.6, and Figure 5.8), digital media (websites and social media channels), traditional media (newspapers) and potentially a standalone app for the CMUA site. All media will include maps to provide a clear and easy-to-understand overview of the location of key destinations and preferred routes to and from the CMUA. VO intend to develop an app for the venue, this could communicate travel information by linking to other platforms such Metroinfo, this will make event information widely accessible.

The three key principles stated above are addressed below in turn.

6.1 Encouraging the uptake of sustainable modes

The communication surrounding events will encourage the uptake of sustainable modes by providing information about:

- Public transport access including the location of the Manchester Street Super Stops and bus interchange in relation to the arena. The app should be designed to allow the address of the patron to be added and the best bus route option shown.
- Integrated public transport ticketing options.
- Cycle valet parking and e-scooter pick up/drop off locations in relation to the arena and how they work.
- The location of high-quality pedestrian and cycle facilities in the vicinity of the Te Kaha including pedestrian wayfinding to and from bus services, off-site cycle parking, and rideshare locations.
- Encouraging visitors to carpool and if driving, to park further out and walk in rather than seek parking in the vicinity of the arena. The app can show the 20-minute walking area to encourage the parking further out.
- Publicise the fact there is very little on-street parking available in the vicinity of the arena.

6.2 Provide timely information to visitors

The communications strategy seeks to provide timely information to visitors through:

- Provide notifications through the app of options and any network closures
- Advanced notification of events including using the VMS;
- Providing information regarding arena opening times and recommendations on when to arrive;
- List of pre-event, during event, and post-event actions to allow for visitors to plan accordingly;
- Identifying the location of designated on-site parking for mobility card holders;

- Identify access options and locations for all modes as noted in Section 6.1 including the location of ride share pick up and drop off areas;
- Notify drivers of areas where parking is not available, specifically:
  - There is no parking available on-site for spectators who do not hold mobility cards.
  - Mobility parking and drop-off zone is available on site.
  - There will be no parking adjacent to Te Kaha on Madras Street, Hereford Street, Barbadoes Street, Tuam Street, and very little parking elsewhere in the vicinity of Te Kaha.
  - There will be no parking on Lichfield Street (between Manchester Street and Madras Street).
  - Parking will be limited on Lichfield Street and Tuam Street between Fitzgerald Avenue and Barbadoes Street.
  - No access to Manchester Street from Tuam Street and St Asaph Street
- Recommend drivers park further out and do not cross through the central city from their intended origin or destination; and
- Provide links to the bus timetables and wider metro info.

6.3 Minimise disruption to other road users

Though the expected impacts on the road networks are minor, the changes to the road network relating to events at Te Kaha must be continually communicated to the public to ensure transport related impacts for other transport system users are minimised in the area. The messages that will be delivered are:

- Advanced notification of events including using the VMS encouraging road users to avoid the area during the peak times affected for larger events;
- Madras Street will be closed to traffic (for larger events only as per the ETMPs with corresponding time period of closure specified);
- No access to Madras Street from Lichfield or Cashel Street; and
- No parking available in the areas specified above in Section 6.2.

The public also needs to be aware of the road closures to be expected for events and alternate routes to take. VMS can be used for this in the week leading up to a major event.

7. Monitoring strategy

7.1 Overall approach

The ongoing success of the ETMPs requires monitoring as proposed below for the following scenarios, the findings will be used to inform any changes to the ETMP for the next event:

- Pre-event monitoring - first Design, Maximum and events that required a bespoke TMP, and then annually.
- During the event - first Design, Maximum and events that required a bespoke TMP, and then annually.
- Immediately after the event - first Design, Maximum and events that required a bespoke TMP, and then annually.
- Post event user feedback - after each event.

It is recommended that the monitoring be managed by a suitably qualified transportation engineer, noting that monitoring may require involvement of manual surveyors and observers.

Reporting the outcomes of the monitoring should be supplied within 10 working days of the completion of monitoring including recommendations towards updating the ETMPs. The corresponding ETMP should be updated at the earliest opportunity and forwarded to Council for approval, ideally prior to the next corresponding event.

7.2 Pre-event monitoring

The following aspects will be monitored in the two hours leading up the start of an event:

- Pedestrian arrival patterns.
- Any unacceptable traffic congestion in the vicinity of the site.
- Any unacceptable queues or capacity issues for the cycle valet parking.
- Any capacity issues for the coach drop off zone.
- Where e-scooter users are leaving the devices.
- Onsite accessibility parking capacity and access management.
- Capacity and operation of Manchester Street super stops and central bus interchange.
- Any non-compliant parking in the vicinity of the site.

7.3 During event monitoring

The following aspects will be monitored while an event is underway:

- Is security operating at cycle valet parking?
- Are any coaches remaining parked in the drop off zone?
- Are the e-scooter providers collecting the devices and leaving them in designated locations?
- Any non-compliant parking in the vicinity of the site blocking pedestrian access.

7.4 Immediately after event monitoring

The following aspects will be monitored in the one-hour following an event ending:

- Pedestrian dispersal patterns.
- If no road closure how are pedestrians crossing Madras Street?
- Any unacceptable traffic congestion in the vicinity of the site.
- Any unacceptable queues for retrieving bikes at the cycle valet parking.
- Is the maximum capacity of the Bus Interchange being exceeded due to departing event attendees?
- How the rideshare pick up zones are operating.
- Any for capacity issues for the coach pick off zone.
- Any significant delays when departing from the onsite accessibility parking capacity.

7.5 Post event user feedback

In addition to the on-site monitoring, it is recommended that surveys be undertaken on a regular basis to capture the user experience and seek feedback as to how events can be improved for all visitors. This would be mostly through the app for subscribed users and potentially through an online survey which can be emailed out to a sample of visitors to Te Kaha. Participation can be encouraged through a prize draw or future discounts for survey respondents.

It is further recommended that feedback is sought from VO on a regular basis. This may take the form of quarterly meetings to share experiences and look for opportunities for improvement. As with the monitoring any identified improvements to the ETMPs arising through the engagement should be identified and implemented as soon as practicable.

8. ETMP Risks

Successful ETMPs will provide for a good visitor experience and avoid the following poor outcomes:

- Long pedestrian crossing delays.
- Unmanaged cycle parking causing reduced footpath widths.
- Conflicts between modes resulting in safety issues.
- Delays to buses using the network including poor travel time reliability or insufficient capacity.
- People circulating for parking and causing congestion and safety issues.
- Property accesses being blocked by non-compliant parking behaviour.
- Extent of on-street parking is larger than assumed and spills wider into residential areas.
- Network congestion (impacts aspects such as emergency service access).

It is therefore important to consider the key risks to the proposed ETMPs. These are:

- The assumed mode share and vehicle occupancy expectations are not achieved, and there are more private motor vehicle trips, with associated impacts on parking supply and wider network congestion. This may be addressed through subsequent work exploring alternative mode share scenarios.
- The assumed bus capacity cannot be provided leading to dissatisfied event attendees as they may be late to the game or not be able to get home on the bus as planned.
- If CCC do not upgrade the adjacent streets then TMP costs will be higher.
- Communications strategy fails to be comprehensive enough (one example of this might be if a travel app is not developed) which means that people are not informed of travel options and wayfinding.
- The accessible parking provision does not meet the demand, and mobility impaired people do not get to attend events.
- Rideshare providers do not buy-into the zone/sub zone proposal which means that drivers park illegally (to get as close as possible), and ride share customers are confused about where to go for pick up.
- Stakeholders do not continue to work together to review and refine ongoing traffic management requirements for events.

Appendix A. Event servicing details

Table A.1 Event servicing details. GO = Gates open, KO = Kick off (game starts), FW = Final Whistle (game ends)

Staff	Arrival Time	Departure Time	Associated Vehicle	Parking Location
Kitchen staff	GO – 10.5hr	FW + 0.5hr	Delivery trucks, Private car	Delivery trucks into loading dock
Facilities/Venue Management	GO – 10.0hr	FW + 0.5hr	Private car	Off site
Cleaning	GO – 9.0hr	FW + 2.0hr	Waste trucks, Private car	Loading dock and off site
Security	GO – 1.5hrs	FW + 2.0hr	Private car	Off site
Retail Food and Beverage	GO – 1.5hrs	FW + 1.0hr	Private car	Off site
Ticketing / Hosting	GO – 1.0hr	FW + 0.5hr	Private car	Off site
Broadcast	KO – 7.0hr	FW + 3.0hr	Semi-Trailers, vans	Northern Plaza
Medical staff	KO – 3.0hr	FW + 1.5hr	Minivans, private cars	Off site
Players & Coaches	KO – 2.0hr	FW + 1.5hr	Team coaches, minivans, private cars	Coach lane and loading dock for drop off, parking off site
Police & public medical staff	KO – 2.0hr	FW + 0.5hr	Police cars and ambulances	Ambulance in loading dock, public ambulance Police cars
Crusaders Horses	KO – 1.5hr	KO – 0.25hr	Horse floats, horse trucks cars	Mobility parking area

Appendix B. Transport Modelling Assessment

Canterbury Multi-Use Arena Transportation Modelling Assessment

Technical Note

Prepared for	Besix Watpac NZ
Job Number	BWNZL-J001
Revision	A
Issue Date	22nd April 2022
Prepared by	Dave Smith, Technical Director Transportation Planning
Reviewed by	Jeanette Ward, Technical Director Transportation Engineering

1. Introduction

The purpose of this technical note is to present the findings of a transportation modelling assessment undertaken to support the development of event Traffic Management Plans (TMPs) for the Canterbury Multi-Use Arena (CMUA).

2. Methodology

A transportation modelling assessment of the impacts of events at the CMUA on the wider network has been undertaken using the Christchurch Assignment and Simulation Transport (CAST) Model[1].

The CAST model has been run by QTP consultants and has been used to understand the performance of the central city road network during the arrival times for events at CMUA and to understand the impact of the closure of Madras Street proposed as part of the event TMP for larger events. In all cases a model assessment year of 2028 is assumed.

The following scenarios were initially run through the CAST model:

- Scenario A weekday evening (6-7pm) with no event
- Scenario B
- Scenario C weekday evening (6-7pm so indicatively a 7pm-730pm start) event with 35,000 attendees
- Scenario C1 – scenario C with a lower vehicle occupancy and higher vehicle mode share
- Scenario D weekend afternoon (1-2pm) with no event
- Scenario E weekend afternoon (1-2pm so indicatively a 2pm-230pm start) event with 20,000 attendees
- Scenario E1 – scenario E with a lower vehicle occupancy and higher vehicle mode share

[1] Modelling undertaken in December 2021 using the Version 18 CAST model

- Scenario F weekend afternoon (1-2pm so indicatively a 2pm-230pm start) event with 35,000 attendees
- Scenario G weekend evening (6-7pm) with no event

In all instances the modelling forecasts the extent of traffic within the central city by factoring back the weekday interpeak model or weekday evening peak model to match the demand flows in the corresponding modelling period. The factors applied were calibrated from central city traffic counts on the one-way pairs bordering the CMUA site. This is considered a best practice approach in the absence of a fully calibrated and validated model for the arrival period for each event.

Whilst the modelling focused on the likely peak arrival hour for attendees at each event tested, it is noted that traffic management may impact on the departure time of an event. For all of the above scenarios the quantity of background traffic on the central city network (indicatively 9-10pm or later for all evening events and 4-5pm or later for weekend afternoon events) was less than the quantum of traffic during the modelled arrival period. This means that the results are representative for impacts on the network during the period that most attendees will arrive for an event but are conservative for the departure period.

The modelling assumptions corresponding to event traffic were consistent with those set out in the Preliminary ITA (Aurecon, 2020) with respect to:

a) mode share and underlying assumptions relating to public transport provision and availability or other modes;

b) vehicle occupancy;

c) proportion of traffic arriving during peak arrival hour;

d) location of available on-street and off-street parking in the central city was updated based on latest Council database;

e) 'trip chaining' assumptions including the proportion of attendees that access the stadium from central city and locations other than the attendees residences; and

f) future road infrastructure assumptions other than Tuam Street between Madras Street and Barbadoes Street assumed to be one way eastbound.

A second series of models were run to explore the impacts of some or all of reducing speeds on Madras Street, closing Madras Street between Tuam Street and Hereford Street, closing access to Madras Street from Lichfield Street and Cashel Street, reducing access to Manchester Street for general traffic, and implementing a potential lane drop on Tuam Street between Madras Street and Barbadoes Street. These are presented later in this report as traffic management measures to improve pedestrian safety, so the purpose of these model runs was to understand their impact on the local and wider network.

The second set of model runs retained the same methodology and assumptions as the first set, and are as follows:

- Scenario C_TMP – scenario C with proposed traffic management implementation
- Scenario E_TMP – scenario E with proposed traffic management implementation

A table capturing the full range of model runs is included below.

Table 2.1 Summary of Modelling Scenarios

Time of event start	No event	Design event - 20K attendees	Max event - 35K attendees
Weekday 7pm-7:30pm	Scenario A	Scenario B	Scenario C (and C1 sens. test and C_TMP with TMP in place)
Weekend 2pm-2:30pm	Scenario D	Scenario E (and E1 sens. test and E_TMP with TMP in place)	Scenario F
Weekend 7pm-7:30pm	Scenario G		

Scenario G (weekend 6-7pm hour with no event) was observed to have less traffic and less congestion compared to Scenario A (weekday 6-7pm with no event) therefore the model findings for the weekday evening event arrival hour are considered to (conservatively) be representative of the corresponding weekend evening event arrival hour.

3. Modelling Results – no Traffic Management Plan

There are three key sets of outputs that have been extracted from the model and are presented in the following sections as follows:

- intersection average delays;
- travel times on key cross-central city routes; and
- on-street parking uptake.

Intersection delay results are presented based on the quantum of delay using the legend presented below in Figure 3.1. Whilst these do not strictly align with intersection level of service they are based on the weighted average of delay across all approaches. The intersections that are categorised as black (that is with average delays of 70 seconds or greater in the modelled hour) are considered to result in an undesirable level of delay for road users.

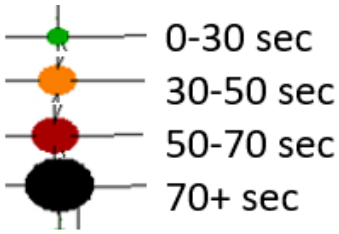


Figure 3.1 Legend for average intersection delay outputs

Travel times have been calculated from the model through the central city for across the two one-way pairs bordering the site and for Moorhouse Ave, Fitzgerald Ave and Manchester Street. These routes are shown in Figure 3.2. It is noted that the performance of Manchester Street is critical for public transport movement through the central city.

Route	Description
1a	Fitzgerald Ave Northbound
1b	Fitzgerald Ave Southbound
2a	Moorhouse Ave Eastbound
2b	Moorhouse Ave Westbound
3	Tuam St Eastbound
4	St Asaph St Westbound
5a	Manchester St Northbound
5b	Manchester St Southbound
6	Madras St Northbound
7	Barbadoes St Ave Southbound

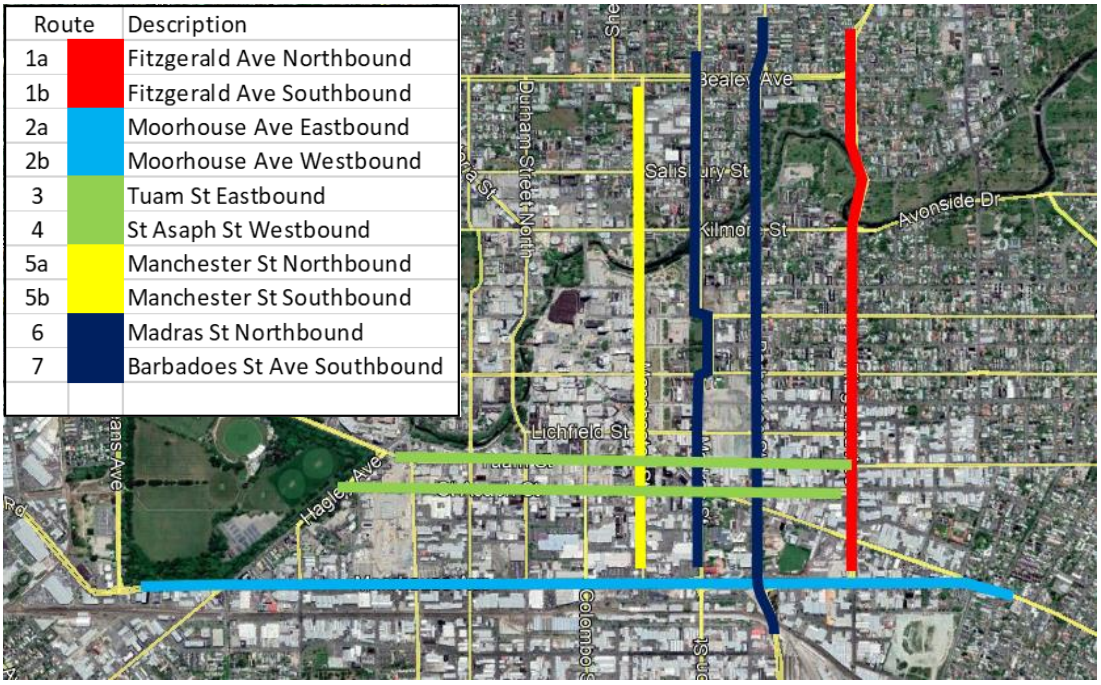


Figure 3.2 Modelling travel time routes

On-street parking uptake is presented as a function of the parking occupancy for various parts of the central city. This is an important indicator to understand the extent to which the central city parking supply can cater for parking demand, how far vehicle occupants are required to walk to/from the CMUA and how the ETMPs (and especially wayfinding) can assist with reducing the likelihood of parking circulation and localised congestion.

The performance of the central city road network during a typical weekday interpeak (corresponds to 12-1pm) and evening commuter peak (corresponds to 5-6pm) period is shown in Figure 3.3respectively. This demonstrates that several key intersections perform poorly in the evening commuter peak with delays in the order of 70 seconds or more (black) and where delays are approaching these undesirable levels at between 50 and 70 seconds (in red). These are the future 2028 baseline models against which the CMUA scenarios are compared.

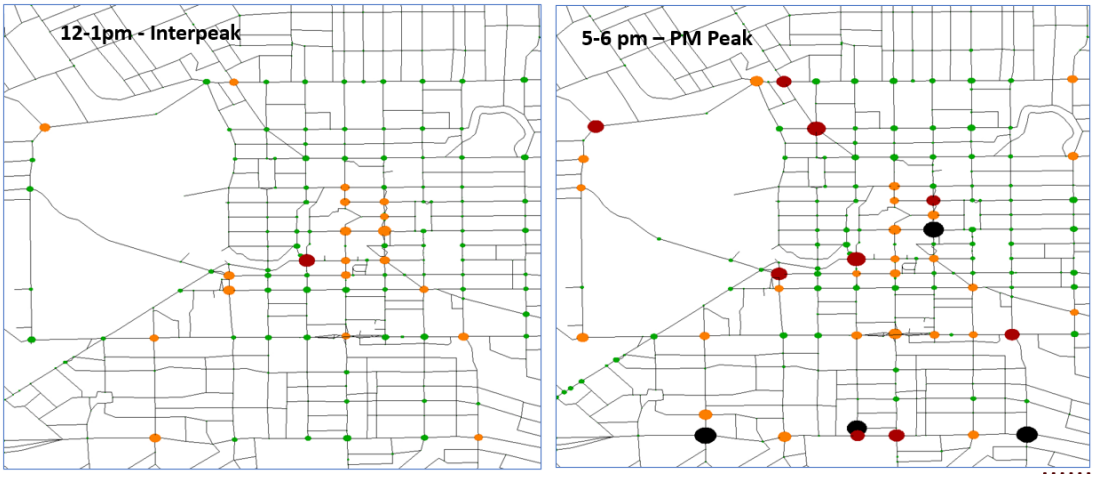


Figure 3.3 Weekday interpeak and evening peak intersection performance

The interpeak outputs corresponds to typical traffic congestion levels expected in 2028 between 12-1pm on a weekday with the central city operating with minimal delays and only one intersection (Durham / Lichfield) experiencing average delays of over 50 seconds. The evening peak results correspond to modelled typical traffic congestion during the commuter peak of 5-6pm in 2028. There are several intersection in the vicinity of the Brougham Street corridor and Manchester / Hereford (located one block from the CMUA) operating with average delays of over 70 seconds and a further 9 intersection with high relatively high delays.

Weekday (and weekend) evening events

The intersection performance outputs for the weekday evening peak modelled hour of 6-7pm with and without a design event of 20,000 attendees is shown in Figure 3.4.

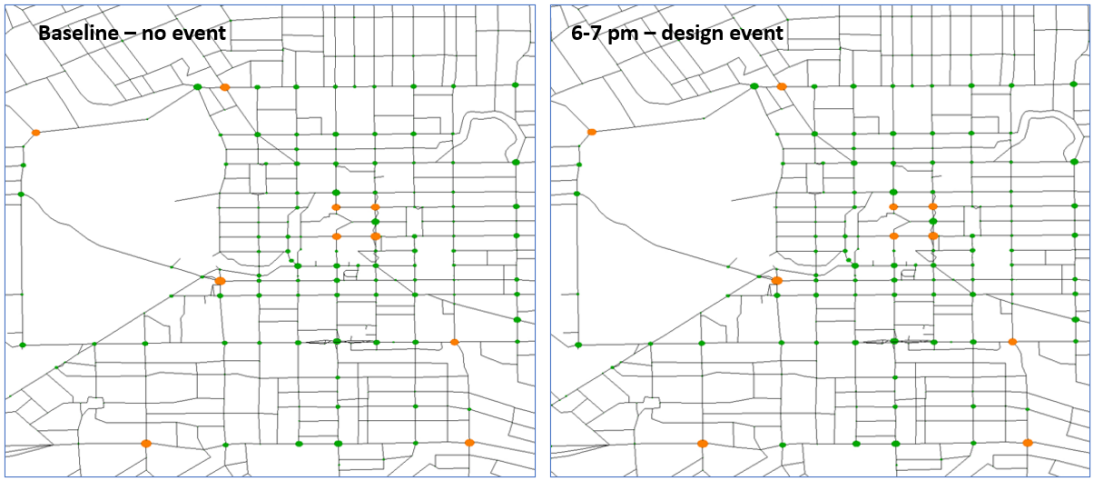


Figure 3.4 Scenario A and B – Weekday evening design event intersection performance

The weekday period of 6-7pm shown on the left has substantially less congestion than the modelled 12-1pm and 5-6pm weekday periods shown in Figure 3.3, with no intersections experiencing an average delay of over 50 seconds. The inclusion of design event traffic on the model makes little impact with intersection delays remaining largely unchanged. It is noted that the model assumes that traffic entering the central city to visit an event at the CMUA will park around the periphery rather than searching for a park closer to the CMUA. This in turn assumes that wayfinding for attendees to access preferred parking zones are well embedded through communication materials and attendees are compliant in that regard. It is concluded that no traffic management is required for this scenario from a network efficiency perspective.

The intersection performance outputs for the weekday evening peak modelled hour of 6-7pm with and without the larger maximum event of 35,000 attendees is shown in Figure 3.5. Changes in intersection performance are highlighted with red circles.

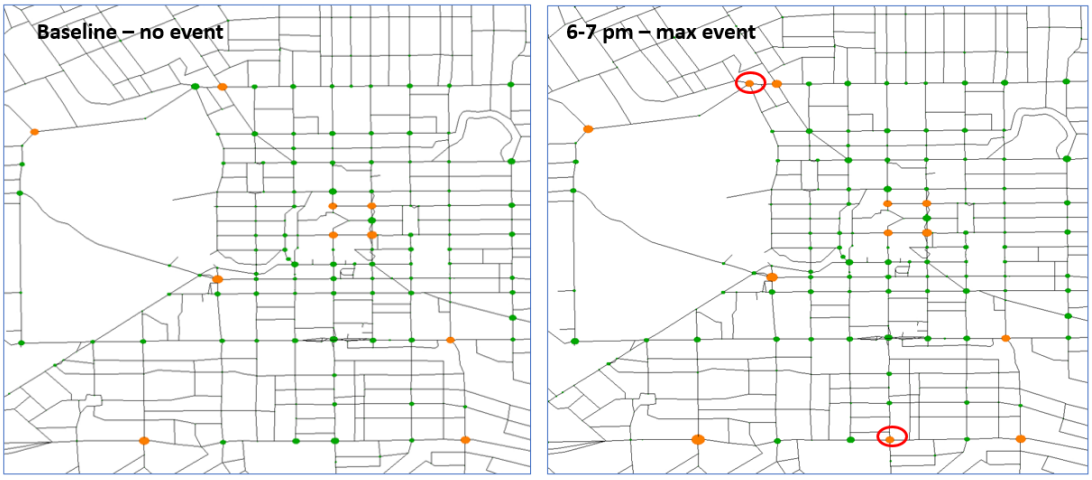


Figure 3.5 Scenario A and C – Weekday evening maximum event intersection performance

The inclusion of maximum event traffic on the model has a modest impact two intersections around the periphery of the central city shifting from the 0-30 second to 30-50 second category. There are no intersections with average delays in excess of 50 seconds and no worsening of performance adjacent to the CMUA. It is concluded that no traffic management is required for this scenario from a network efficiency perspective.

A sensitivity test has been included on the weekday evening peak maximum event scenario whereby a higher private vehicle mode share (of 80% as opposed to 69%) and lower vehicle occupancy (of 2.5 persons per vehicle down from 2.8 persons) is estimated resulting in high level of traffic on the road network. The intersection performance results are shown in Figure 3.6.

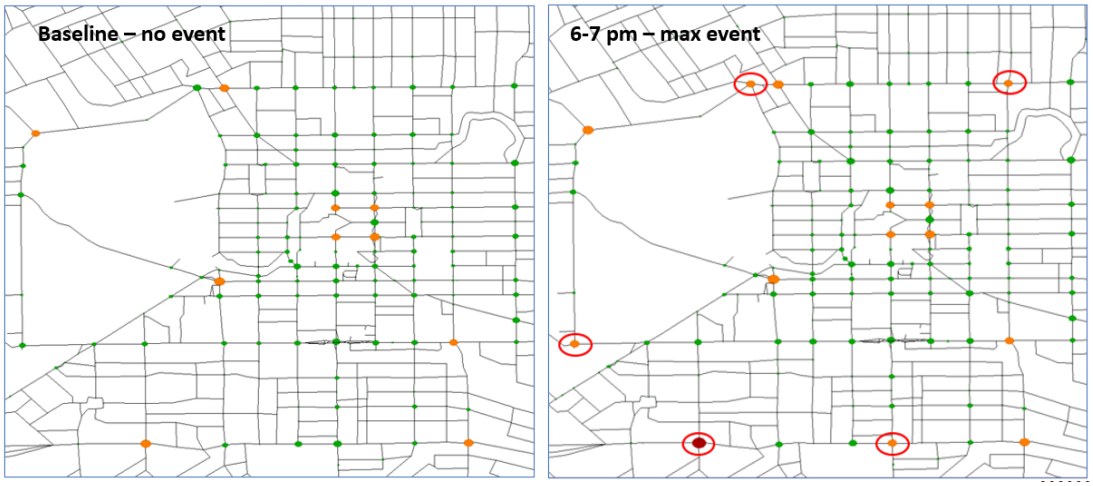


Figure 3.6 Scenario A and C1 – Weekday evening maximum event intersection performance – sensitivity test

The sensitivity test results for the maximum event show five intersections around the periphery of the central city deteriorating to the next delay category. Notably the intersection of Brougham Street and Selwyn Street experiences average delays in excess of 50 seconds. This is better than the current evening peak performance and is somewhat isolated from the location of the CMUA. The results of the sensitivity test reinforce the conclusion that no traffic management is required for this scenario from a network efficiency perspective.

It is reiterated that the results in this section apply to both the weekday and weekend evening events.

Weekend afternoon events

The modelled intersection performance for a weekend afternoon design event starting around 2pm-2:30pm are shown in Figure 3.7. It is noted that the traffic volumes in the central city network for a weekend late afternoon event with start time around 4pm-4:30pm are generally lower so this modelling would be suitable for considering the impacts of a broader range of start times.

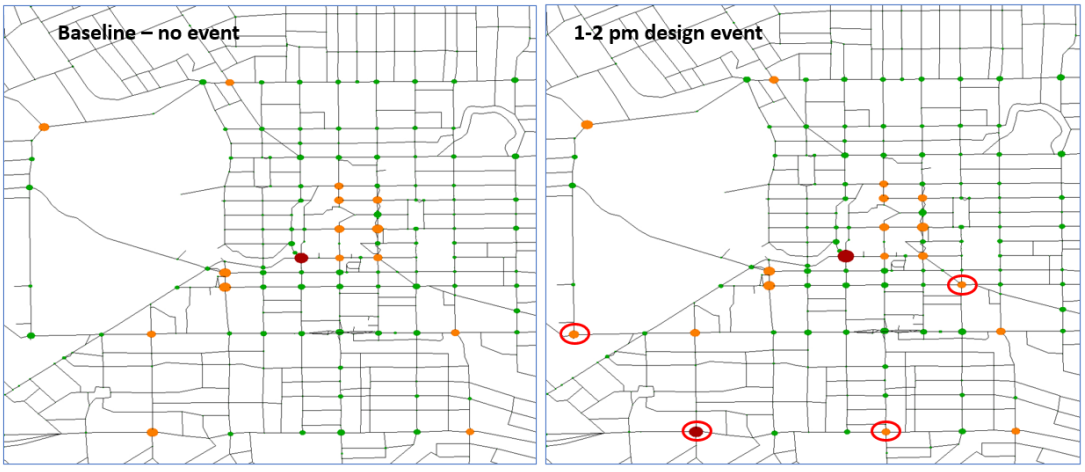


Figure 3.7 Scenario D and E - Weekend afternoon design event intersection performance

The intersection performance on a weekend afternoon in the central city is generally acceptable with only one intersection (Durham Street /Lichfield Street) experiencing delays of over 30 seconds on average. The inclusion of the design event traffic on the model has a modest impact with four intersections around the periphery of the central city deteriorating to the next delay category. There are no intersections with average delays in excess of 50 seconds, however the intersection of Madras Street and St Asaph Street increases to the 20-30 second delay range. The performance of the network with a design event is performing better than the typical weekday interpeak and evening peak models, and it is concluded that no traffic management is required for this scenario from a network efficiency perspective.

A sensitivity test has been included on the weekend afternoon peak design event scenario whereby a higher vehicle mode share and lower vehicle occupancy is estimated resulting in high level of traffic on the road network. The intersection performance results are shown in Figure 3.8.

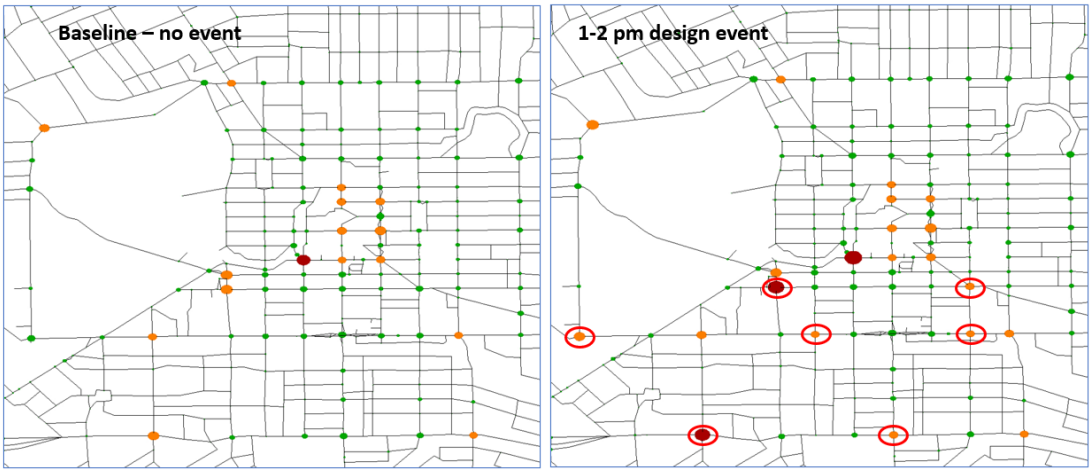


Figure 3.8 Scenario D and E1 - Weekend afternoon design event intersection performance - sensitivity test

The sensitivity test results for the design event show seven intersections around the periphery of the central city deteriorating to the next delay category. Notably no intersections experience delays of over 70 seconds however the intersections of Brougham Street / Selwyn Street, and St Asaph Street / Antigua Street experiences average delays in excess of 50 seconds. The overall central city network performance remains better than the current evening peak performance and worsening intersections are somewhat distant from the location of the CMUA. The results of the sensitivity test reinforce the conclusion that no traffic management is required for this scenario from a network efficiency perspective.

The modelled intersection performance for a weekend afternoon design event starting around 2pm-2:30pm are shown in Figure 3.9.

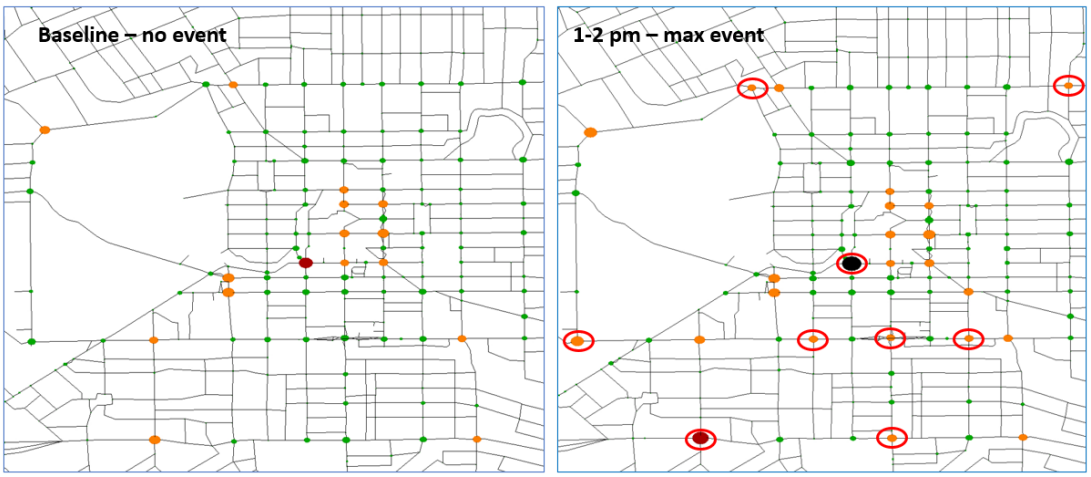


Figure 3.9 Scenario D and F - Weekend afternoon maximum event intersection performance

The introduction of a maximum event of up to 35,000 attendees on a weekend afternoon has modest impacts with nine intersections around the periphery of Hagley Park and the central city experiencing worsening a higher average delay category. Most notably, the intersection of Durham / Lichfield Streets has modelled delays of 50-70 seconds without and over 70 seconds with an event, and as noted in earlier in this section this is the worst performing intersection within the model. The Brougham / Selwyn Street intersection is the only other key intersection with delays in the order of 50-70 seconds. It is concluded that no traffic management is required for this scenario from a network efficiency perspective although it may be prudent to consider the ongoing management of delays at these two intersections irrespective of CMUA events.

4. Modelling Results – with Traffic Management Plan

The modelling results from the previous section have demonstrated that the impact of events on intersection delay are modest with no scenario leading to congestion at the level currently experienced in the weekday evening commuter peak period. Subsequently road closures, lane drops and/or restrictions to vehicle movements are not required to address issues relating to the efficiency of the transport network.

However, in considering pedestrian safety in the vicinity of the CMUA, several such measures are proposed to be implemented through the TMP to ensure the safe operation of the transport network prior to, during and after an event. These measures for the design event as modelled are:

a) reduce Madras Street, Barbadoes Street, Tuam and Hereford Streets to 30 km/hour (noting that Madras Street may be a permanent change)

b) close eastern end of Cashel Street and Lichfield Street between Manchester and Madras Streets (with corresponding green time allocated to Barne's Dance pedestrian movements), so still allowing access into these streets at Manchester Street to various destinations.

The TMP measures included for maximum events as modelled are:

a) reduce Madras Street, Barbadoes Street, Tuam and Hereford Streets to 30 km/hour (noting that Madras Street may be a permanent change)
b) ban left turn from Tuam into Manchester
c) ban right turn from St Asaph into Manchester

d) close Madras Street between Tuam and Hereford Streets
e) close eastern end of Cashel Street and Lichfield Street between Manchester and Madras Streets (with corresponding green time allocated to Barne's Dance pedestrian movements), so still allowing access into these streets at Manchester Street to various destinations.

These TMP measures have been modelled to understand if they result in additional impacts on the central city network. The weekday evening peak maximum event scenario with TMP is compared to the no event (and no TMP) baseline scenario in Figure 4.1.

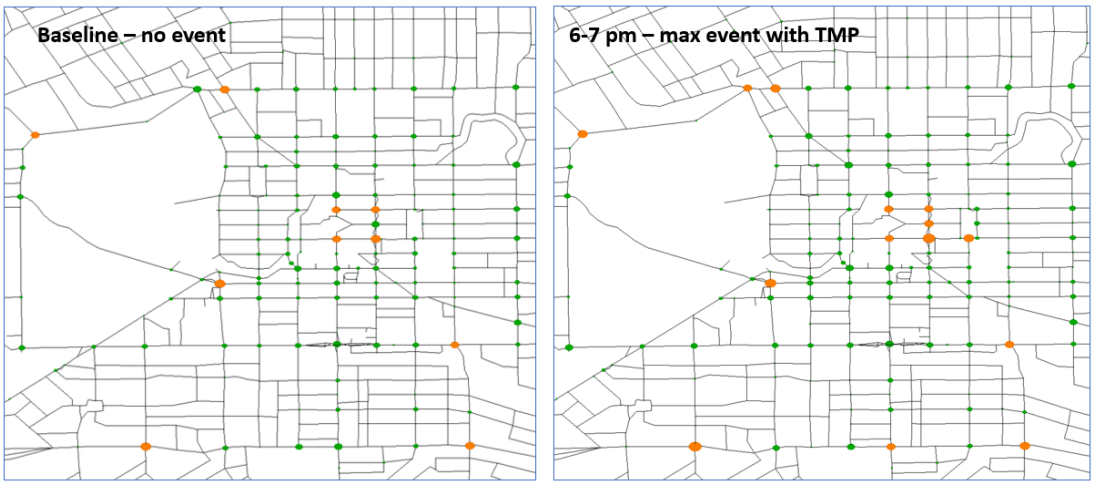


Figure 4.1 Scenario A and C_TMP Weekday evening maximum event with TMP intersection performance

Whilst there are some small changes in delay category between 20-30 seconds and 30-50 seconds delay categories it is evident that there are no intersections operating with an average delay of 50 seconds or greater in either scenario. On this basis it is concluded that the implementation of the safety-focused closures and lane drop proposed in the TMP will not themselves lead to any adverse efficiency effects on the central city network for weekday (and weekend) evening events.

The TMP measures have also been applied to the weekend afternoon design event scenario which is compared to the no event (and no TMP) baseline scenario in Figure 4.2.

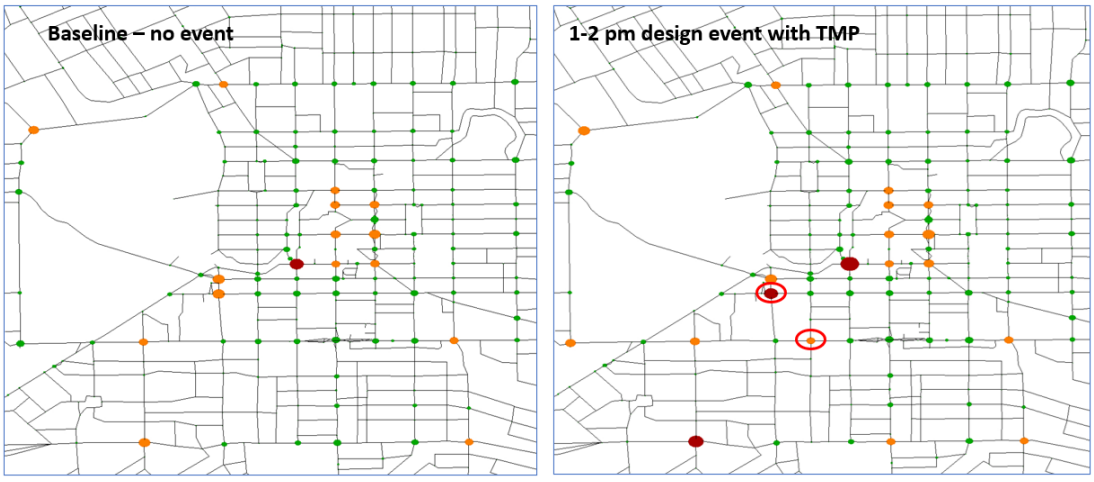


Figure 4.2 Scenario D and E_TMP Weekend afternoon design event with TMP intersection performance

The most notable change in intersection performance is at Antigua Street / St Asaph Street which has an increase to 50-70 seconds of delay with the addition of the design event and implementation of TMP, however it is noted that this is somewhat remote from the CMUA site so is likely to be a result of vehicles re-routing in the vehicle assignment. There are no intersections observed to have an average delay of 70 seconds or greater in either scenario. On this basis it is concluded that the implementation of the safety-focused closures and lane drop proposed in the TMP will not themselves lead to any adverse efficiency effects on the central city network for weekend afternoon design events.

5. Travel time results

The impact of the events on travel times has been modelled using the travel times routes shown in Figure 3.2 which includes the one-way pairs in the vicinity of the CMUA and key through routes on the eastern and southern sides of the central city.

The travel time results for the weekday evening event scenarios are summarised in Table 5.1 and for the weekend afternoon event scenarios are shown in Table 5.2.

Additional travel time results have been analysed for the weekend evening event time period and it is confirmed that all travel times are similar to or less than the weekday evening event period travel time results. As with the intersection delay results the inferences made for the weekday evening 6-7pm arrival hour are considered to conservatively address network conditions for the weekend 6-7pm arrival hour.

The travel time paths travel through the central city and correspond to a 5-10 minute trip in the base case (no CMUA event) and the addition of design event traffic adds 0-18 seconds and 1-33 seconds of travel time in the weekday evening event arrival period and weekend afternoon arrival period respectively. The corresponding increase in travel times with a maximum event operating is 1-46 and 3-55 seconds for the weekday evening and weekend afternoon arrival times respectively.

The additional travel time results corresponding to the sensitivity tests add a further 5-10 seconds of travel time as a result of the additional traffic resulting from the vehicle occupancy and mode share assumptions with the worst result being an additional 13 seconds.

The travel time impacts of implementing the TMP has also been modelled for the weekend evening maximum event and weekday afternoon design event scenarios with a modest increase in travel times across the board but generally of no more than 10 seconds delay. The Tuam Street eastbound travel time has the largest increase of 18 seconds under the maximum event TMP scenario due to the lane drop on Tuam Street.

Table 5.1 Weekday evening event - base and changes in travel times (seconds)

Route	Description	Distance	Base (A)	Design (B)	Max (C)	Max Sens Test (C1)	**Max with TMP (C_TMP)**
1a	Fitzgerald Ave Nthbnd	2.402	310	+2	+3	+4	+17
ab	Fitzgerald Ave Sthbnd	2.402	307	+8	+12	+15	+14
2a	Moorhouse Ave Eastbnd	3.602	407	+18	+36	+46	+38
2b	Moorhouse Ave Westbnd	3.602	424	+2	+6	+8	+7
3	Tuam St Eastbound	1.969	384	+5	+11	+18	+29
4	St Asaph St Westbound	2.159	361	+0	+1	+3	+15
5a	Manchester St Nthbnd	2.120	536	+6	+3	+4	+13
5b	Manchester St Sthbnd	2.120	496	+9	+23	+36	+33
6	Madras St Nthbnd	2.218	330	+3	+10	+16	no path
7	Barbadoes St Sthbnd	2.416	312	+17	+31	+41	+38

Table 5.2 Weekend afternoon event - base and changes in travel times (seconds)

Route	Description	Distance	Base (D)	Design Event (E)	Design Sens Test (E1)	Design with TMP (E_TMP)	**Max (F)**
1a	Fitzgerald Ave Nthbnd	2.402	302	+1	+2	+2	+3
ab	Fitzgerald Ave Sthbnd	2.402	324	+10	+13	+10	+19
2a	Moorhouse Ave Eastbnd	3.602	430	+22	+29	+24	+38
2b	Moorhouse Ave Westbnd	3.602	447	+4	+4	+4	+7
3	Tuam St Eastbound	1.969	377	+7	+9	+13	+14
4	St Asaph St Westbound	2.159	397	+5	+7	+5	+11
5a	Manchester St Nthbnd	2.120	565	+2	+3	+2	+4
5b	Manchester St Sthbnd	2.120	563	+18	+26	+22	+34
6	Madras St Nthbnd	2.218	333	+14	+19	+20	no path
7	Barbadoes St Sthbnd	2.416	364	+33	+46	+41	+55
1a	Fitzgerald Ave Nthbnd	2.402	302	+1	+2	+2	+3

These results demonstrate that the addition of CMUA traffic and combination of sensitivity tests and TMP implementation limit the increase in travel times to no more than one minute which is considered minimal in the context of a 5-10 minute through trip across the town centre. For cross town trips the full journey may be 20 minutes or more such that the increase in travel time of one minute is even less substantive.

Of particular note for public transportation movement the worst performing scenarios on Manchester Street add 13 seconds to the northbound journey and 36 seconds to the southbound journey although this relates to general traffic movement and does not account for the bus priority measures which would mitigate any increase in travel times for bus services.

In summary the increases in travel times are considered minimal across all key corridors, and do not constitute adverse effects on the efficiency of the local and wider road network. On this basis the change in traffic patterns and proposed TMP measures can be supported with respect to network travel time impacts.

6. Parking occupancy and availability

There are an estimated 12,048 on street and off-street parking spaces that are available within a 20-minute walk of the CMUA taking into consideration the likely level of parking taken up for other purposes during typical event arrival times. This has built off the assessment in the Preliminary ITA prepared by Aurecon and extended to consider that some attendees may have access to private parking (such as using their own employee or leased parks in the central city).

The key assumptions which relate to available parking within this 20-minute catchment are conservative such that the resultant assessment is more likely to underestimate the extent of parking available during the arrival period for an event, and are as follows:

- Off-street parking is 40% occupied at the start of an event;
- On-street parking is 30% occupied at the start of an event; and
- Only 1 in 20 (5% of) private (employee and leased) parks will be used by visitors.

The CAST modelling holds an inventory of the location and quantity of available car parking in the central city. The model diverts the vehicle trip ends of vehicles whose occupants are attending events at the venue to the nearest available parking to the arena from the side of the City they are approaching the CMUA from. This means that attendees will not be travelling across the central city to locate parking but instead will curtail their trip short of the venue and walk the remainder of the distance.

The catchment of parking within an approximate 20-minute walk of the CMUA which includes 12,048 parks during the arrival period for an event is shown in Figure 6.1 (taken directly as Figure 26 from Preliminary ITA).

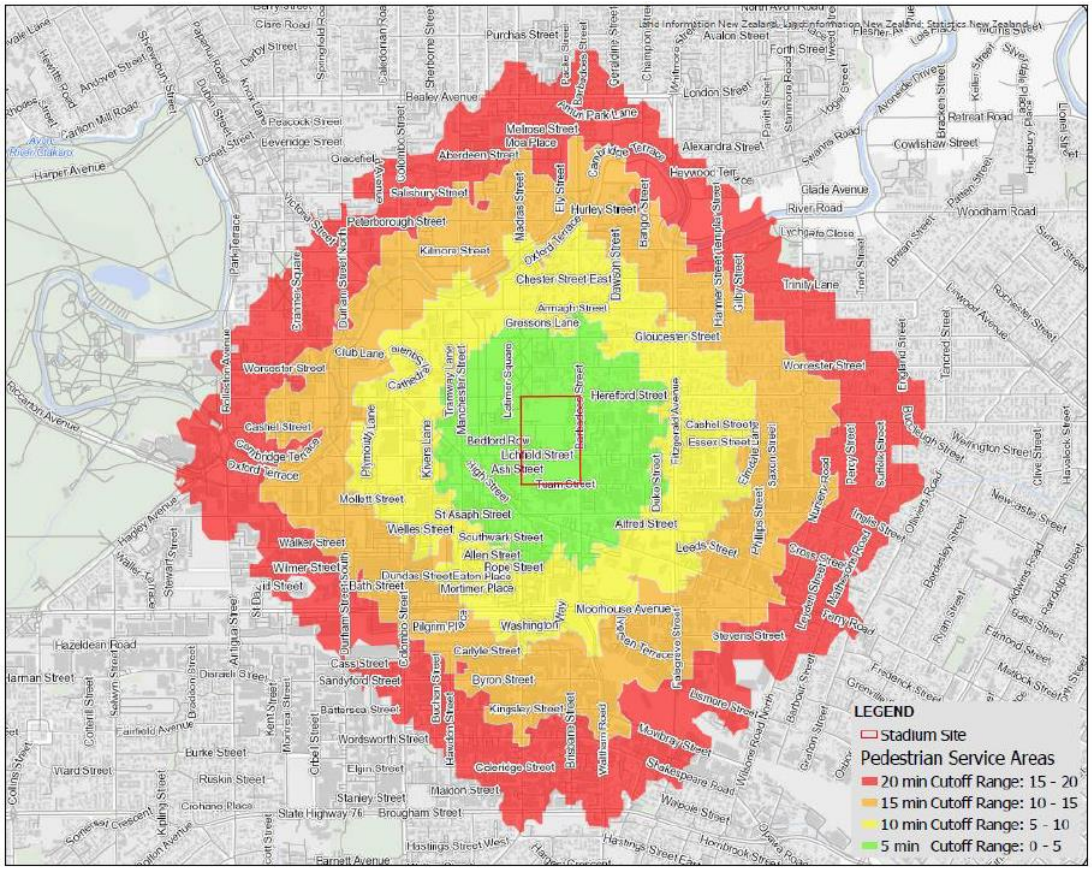


Figure 6.1 Pedestrian catchment within a 20 minute walk (Preliminary ITA, Aurecon)

The total number vehicles that are estimated to arrive and locate parking within this catchment are as follows:

- Design events = 20000 * 69% / 2.8 = 4,930 vehicles (40.7% occupied); and
- Design events sensitivity test = 20000 * 80% / 2.5 = 6,400 vehicles (53.1% occupied).
- Maximum events = 35000 attendees * 69% vehicle mode share / 2.8 persons per vehicle = 8625 vehicles such that available parking within the walk catchment is 71.6% occupied;
- Maximum events sensitivity test = 35000 * 80% / 2.5 = 11,200 vehicles (92.9% occupied);

There is ample on-street and off-street parking available to support design events and based on the default assumptions for maximum events (of 69% private vehicle mode share at 2.8 persons per vehicle), there is ample parking for maximum events of 35,000 attendees.

However, there is a risk that a higher mode share is realised with less carpooling, the catchment within a 20-minute walking distance will experience a higher than desirable parking occupancy of over 85%. This reinforces the need to monitor the attendee mode share and extent of vehicle usage for maximum events, and to encourage the use of alternative modes as far as possible. Whilst a 20+ minute walk may not deter some visitors to the CMUA (or may encourage uptake of alternative modes) it may disincentivise attendance for maximum events. However, it is reiterated that the assumptions relating to the likely extent of use of private parking and occupancy of on-street and off-street parks prior to an event are intentionally conservative.

7. Conclusions

The preparation of the event TMPs for the CMUA has been supported by comprehensive transportation modelling undertaken by QTP Consultants using the Christchurch Assignment and Simulation Transport (CAST) Model. A range of scenarios have been run corresponding to the afternoon and evening event arrival times to understand the impacts of arrival traffic on the local and wider network. Additional scenarios which introduce proposed traffic management measures have also been tested to ensure that they do not lead to adverse operational impacts in the central city.

The key outcomes arising from the modelling assessment are as follows:

- The quantum of traffic in the central city during afternoon and evening event arrival times is generally less than the weekday lunchtime peak and is much lower than the weekday commuter evening peak period;
- Traffic volumes at event departure times are anticipated to be lower again than the event arrival time periods;
- No traffic management is required for the design and maximum event scenarios from a network efficiency perspective;
- The introduction of the proposed TMP measures (which are introduced to improve pedestrian safety and avoid vehicles from diverting onto the key public transport corridor of Manchester Street) does not compromise the efficient operation of the network, an outcome which can further be supported through wayfinding;
- The impact of events and traffic management on travel times through the central city are considered minimal across all key corridors, and do not constitute adverse effects on the efficiency of the local and wider road network; and
- Ongoing monitoring of attendee's travel choices is recommended to ensure that the private vehicle mode share and subsequent parking requirements does not greatly exceed the levels included in this assessment.

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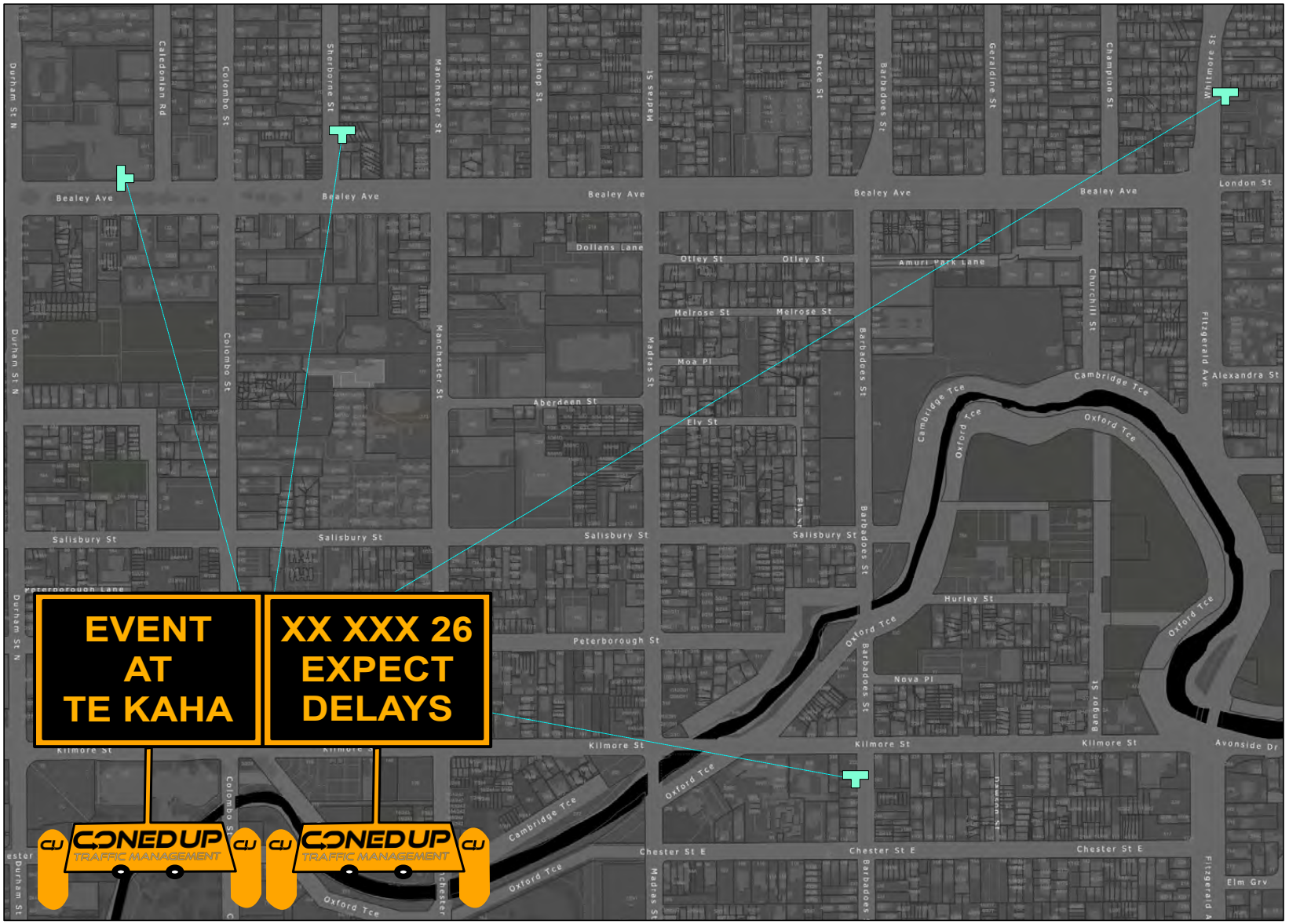

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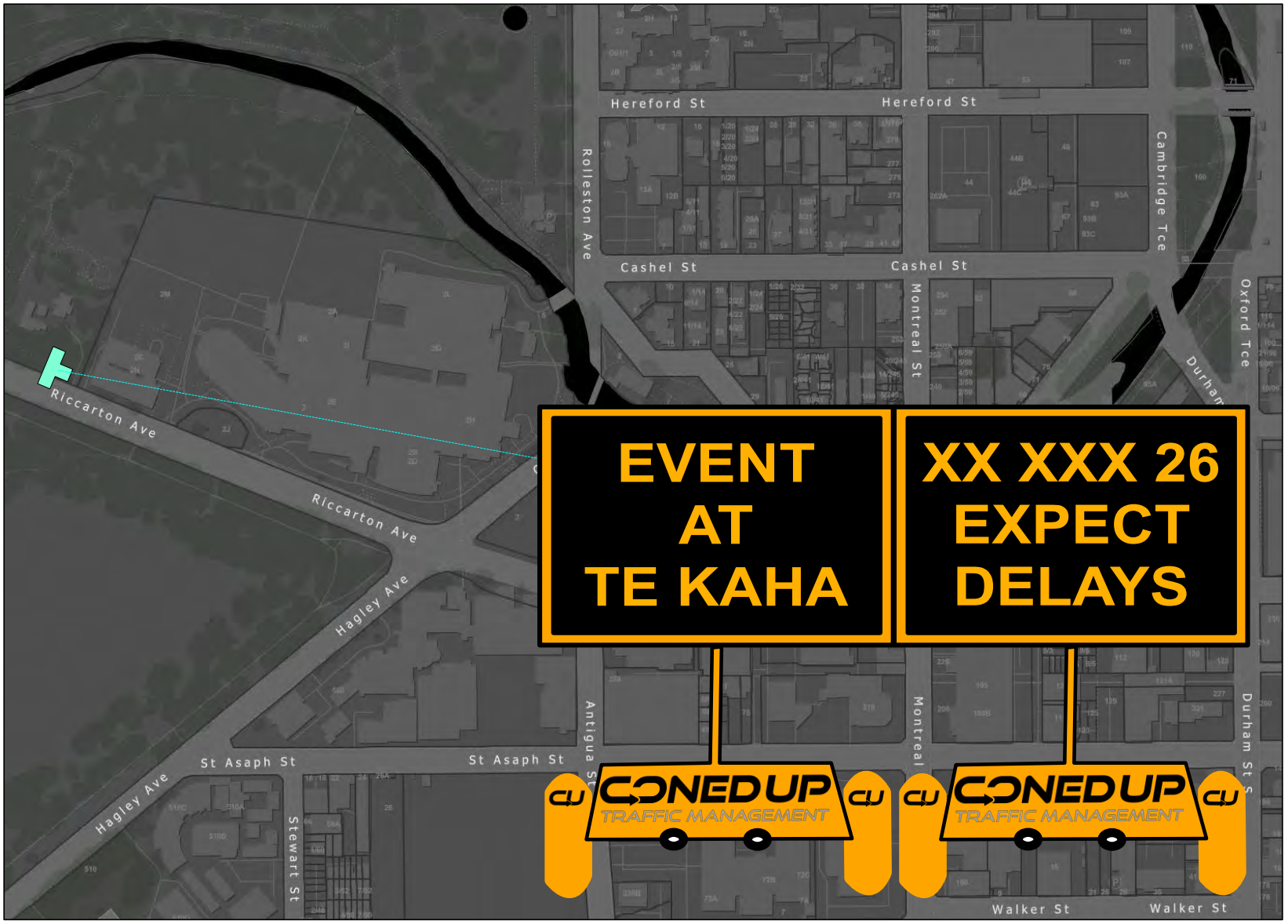

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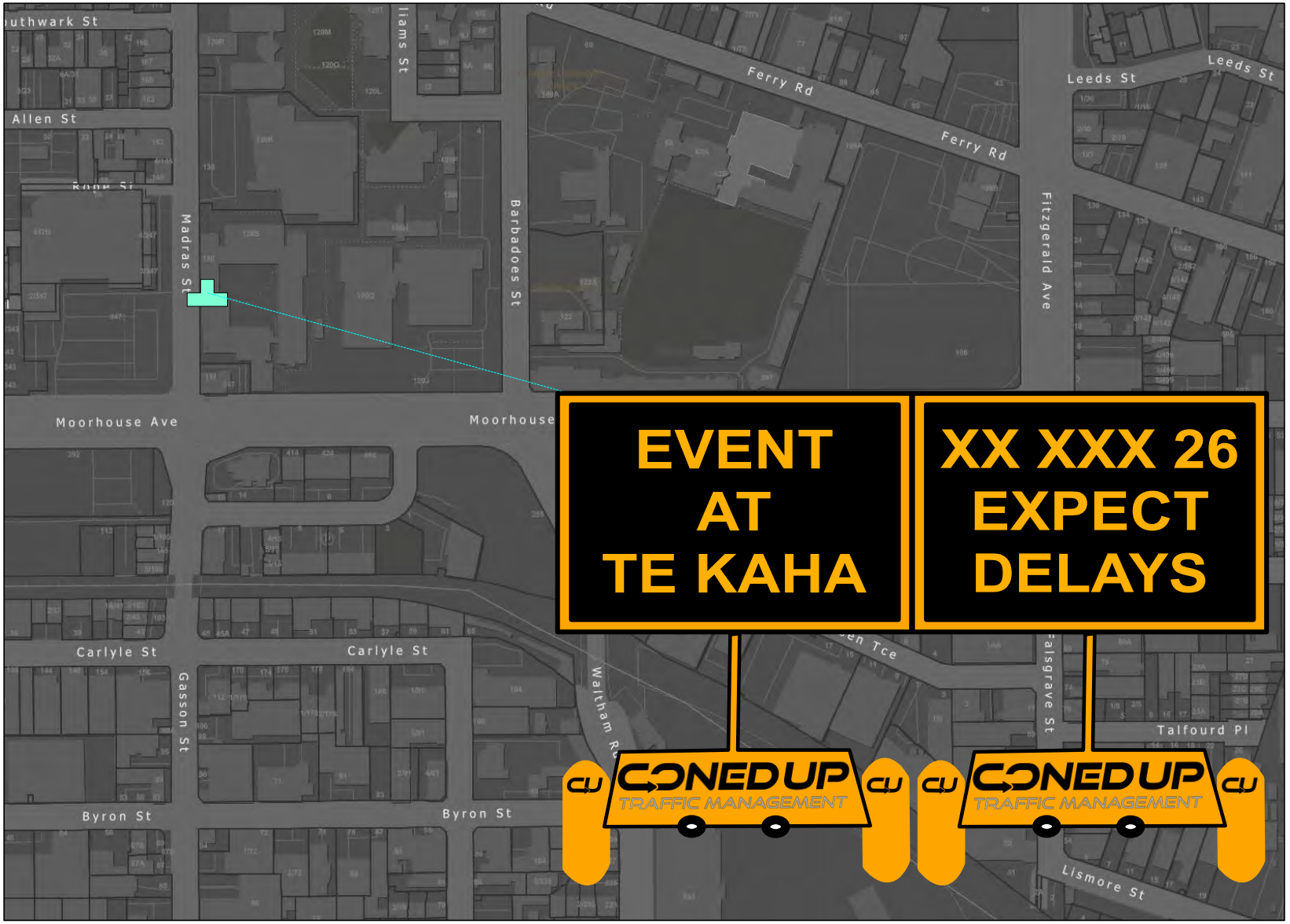

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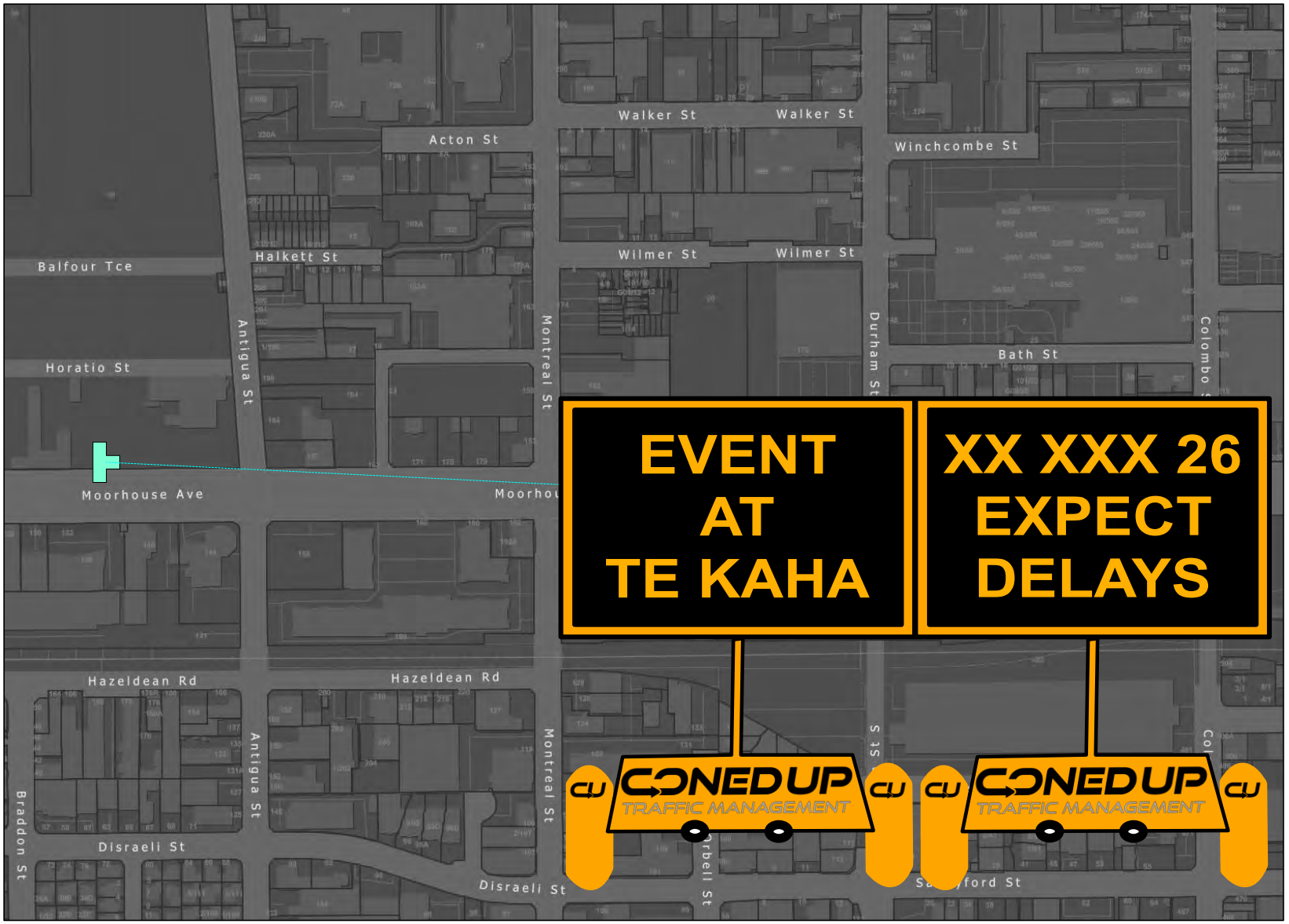

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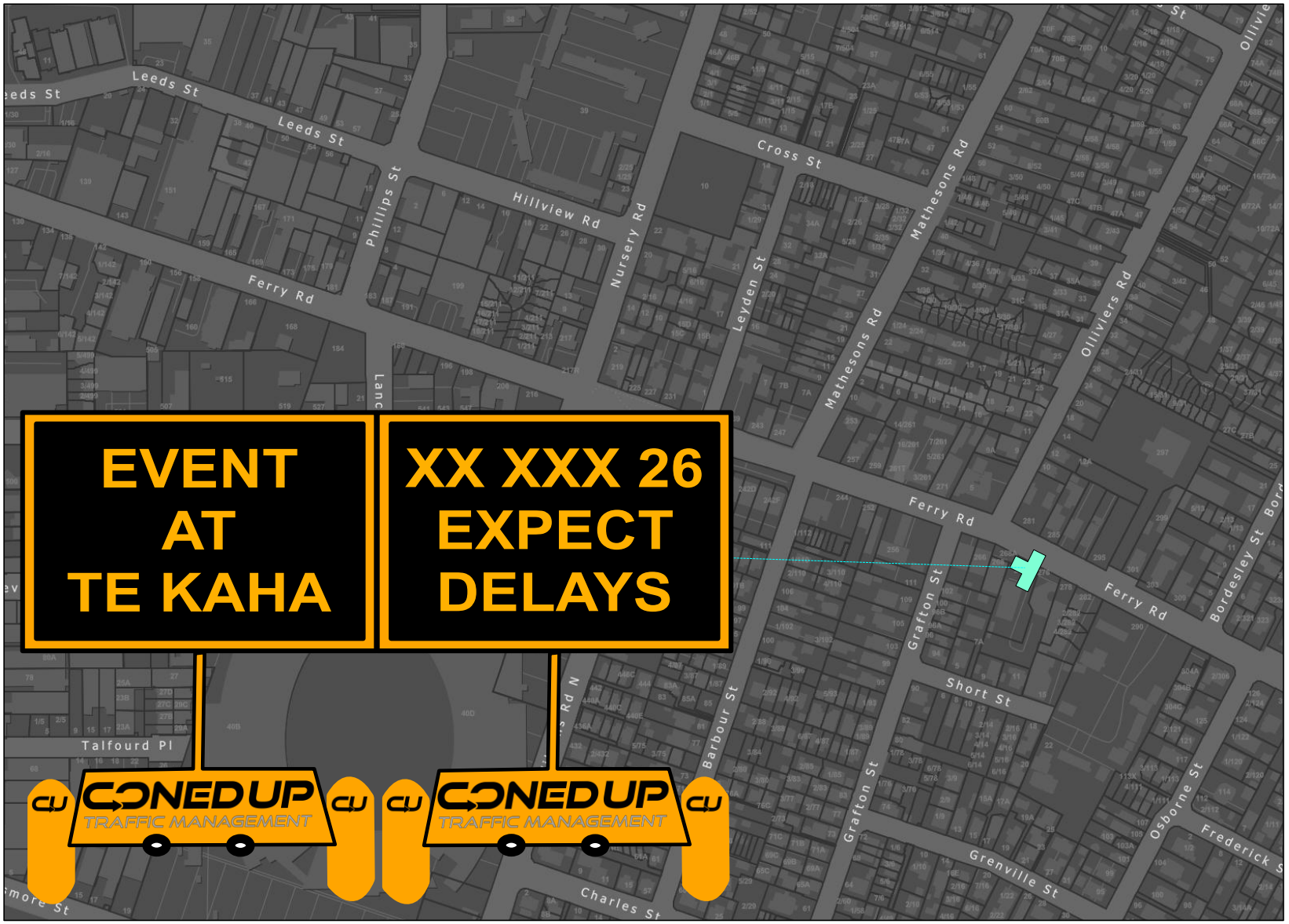

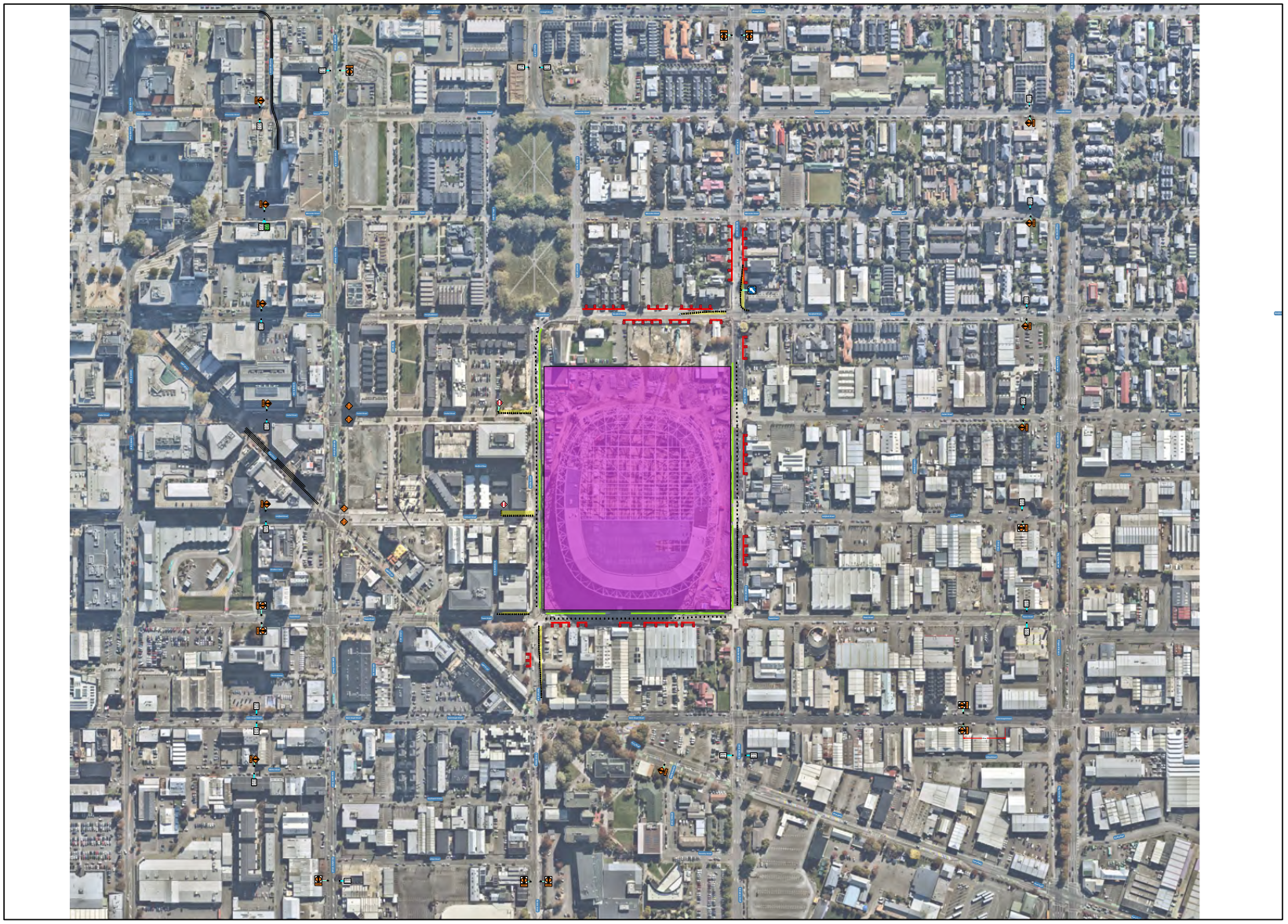
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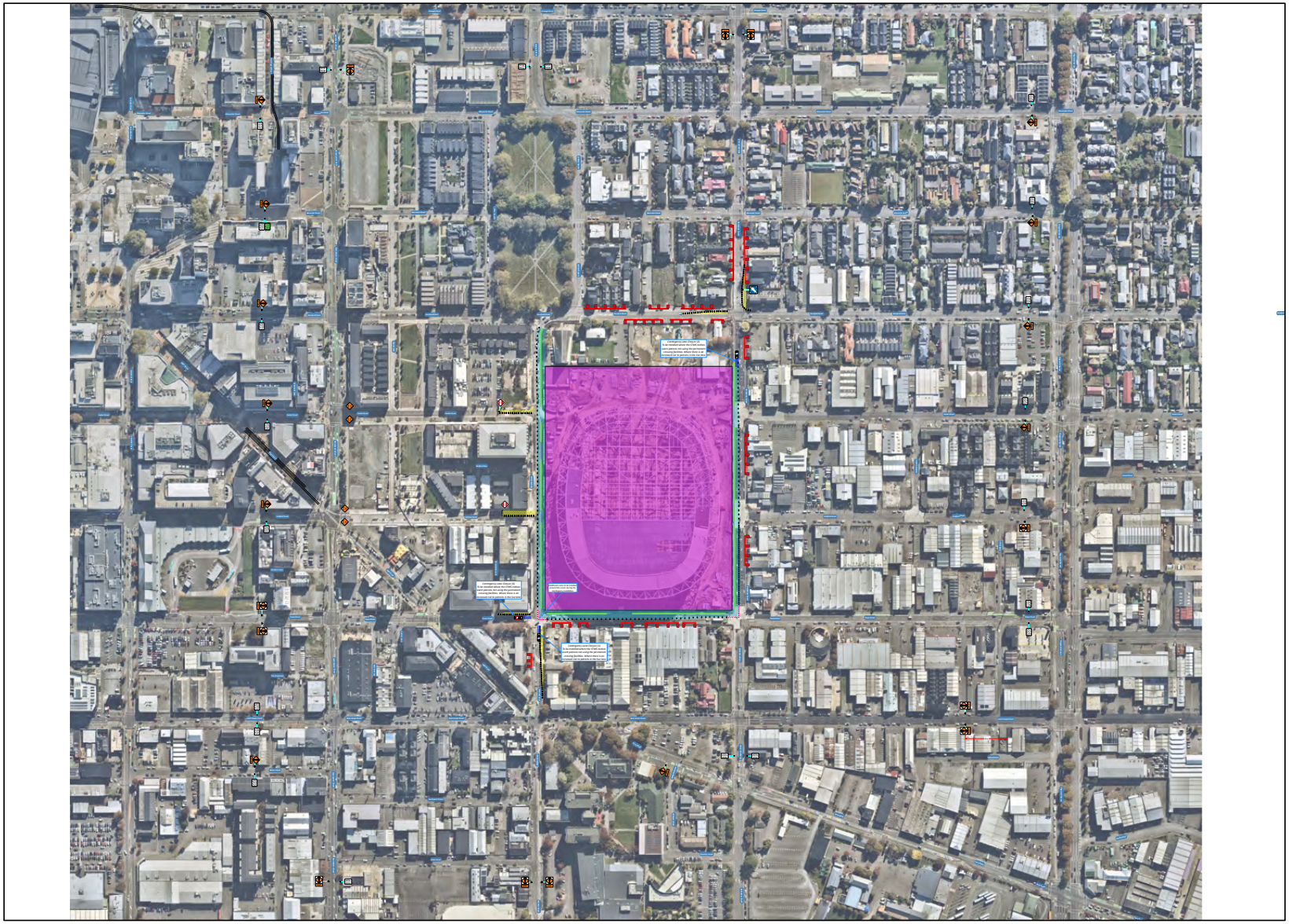

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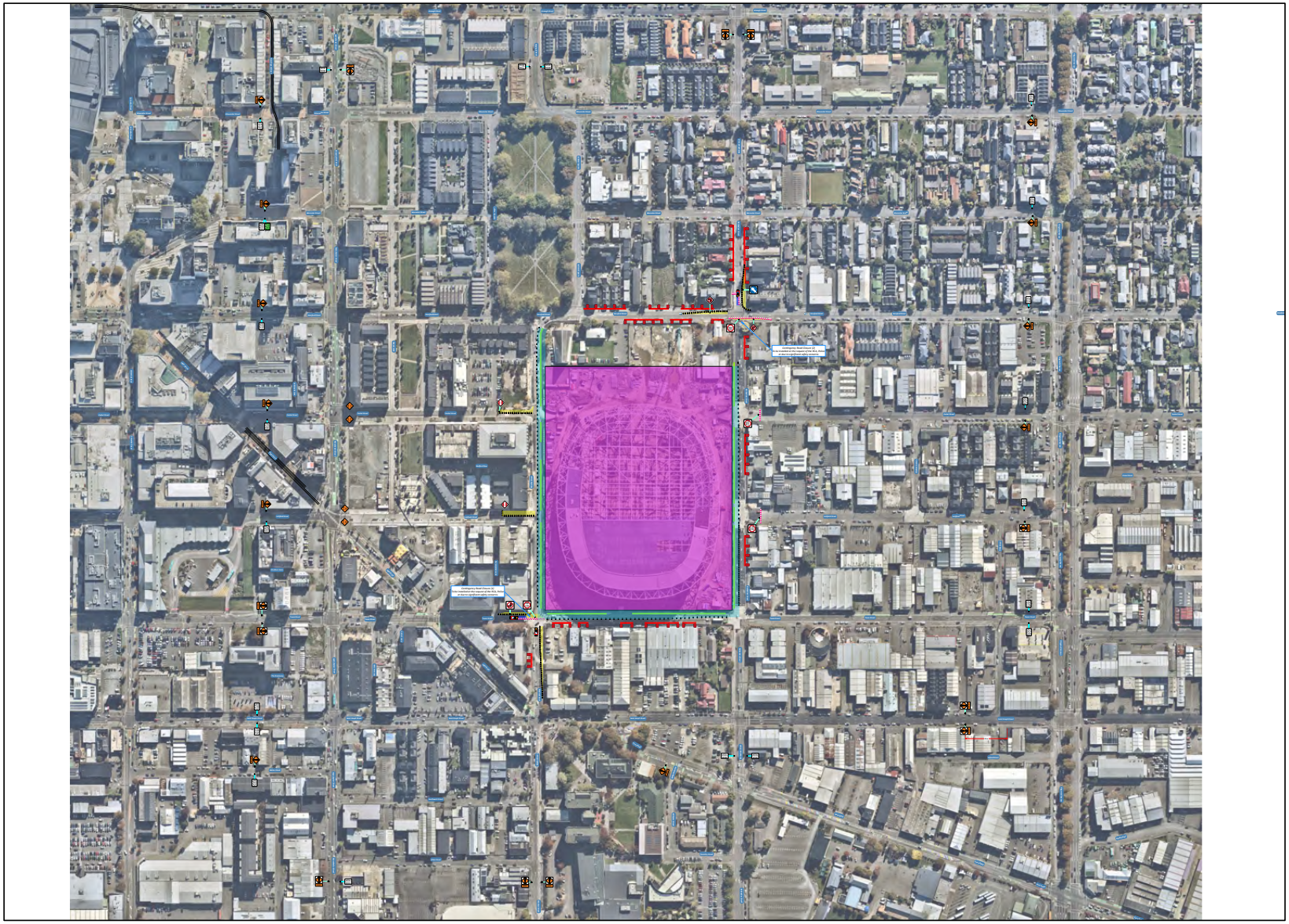

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Project: Proposed Temporary Road Closures One NZ at Te Kaha - Ingress
Comments: From 4:30pm to 11:59 pm Friday 24 April 2026 From 2pm to 11:59pm Saturday 25 April 2026 From 11am to 9:30pm Sunday 2026

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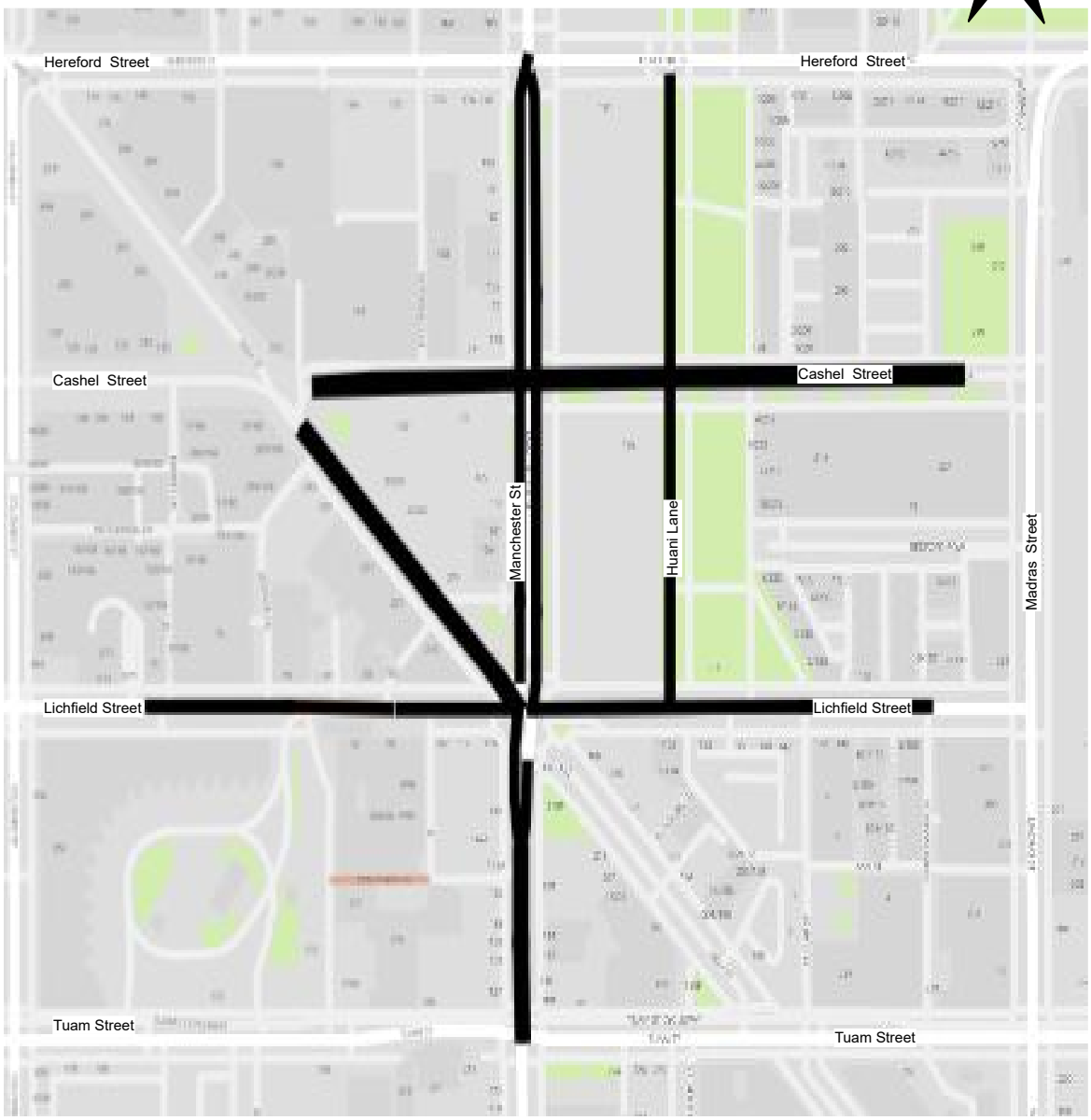

Project: Proposed Temporary Road Closures One NZ at Te Kaha - Egress

Comments:
From 8:30pm to 11:59 pm Friday, 24 April 2026

From 8:30pm to 11:59pm Saturday, 25 April 2026

From 5:30pm to 9:30pm Sunday, 26 April 2026

4. Items Closed to the Public

The information session/workshop items noted from the next page will not be open to the public under the sections of the Local Government Official Information and Meetings Act 1987 (LGOIMA) outlined in the table on the following page. The full wording of the noted LGOIMA sections is found in section 6 or section 7 of the Act.

In the Council's view, these reasons for exclusion are not outweighed by public interest considerations in section 7(1) favouring their release.

The public can ask the Ombudsman to review this decision. Information about how to make a complaint is available at www.ombudsman.parliament.nz or freephone 0800 802 602.

ITEM NO.	GENERAL SUBJECT OF EACH MATTER TO BE CONSIDERED	SECTION	SUBCLAUSE AND REASON UNDER THE ACT	PUBLIC INTEREST CONSIDERATION	POTENTIAL RELEASE REVIEW DATE AND CONDITIONS
5.	ONE NEW ZEALAND STADIUM AT TE KAHA - TRANSPORT IMPACT AND TRAFFIC MANAGEMENT PLANNING UNDERTAKEN BY VENUES OTAUTAHI.	S6(A), S7(2)(C)(I), S7(2)(D)	SECURITY AND DEFENCE OF NEW ZEALAND OR INTERNATIONAL RELATIONS, PROTECTION OF SOURCE OF INFORMATION, PROTECTION OF HEALTH OR SAFETY OF INDIVIDUALS	PUBLIC INTEREST DOES NOT OUTWEIGH THE NEED FOR PUBLIC SAFETY CONSIDERATIONS	30 MARCH 2027 AFTER EVENT HAS CONCLUDED
6.	SCOPING STUDY PROGRESS UPDATE	S 7(2)(F)(I), S 7(2)(H)	FREE AND FRANK DISCUSSION, COMMERCIAL ACTIVITIES	THIS COUNCIL BRIEFING CONSISTS OF EARLY STAGE OPTIONS AND DISCUSSION WITH THE COUNCIL. IT ALSO INCLUDES DISCUSSION OF COMMERCIAL CONSIDERATIONS THAT, IF PROGRESSED, INCLUDES MARKET SENSITIVE INFORMATION.	30 JUNE 2026 COUNCIL DECISION REPORT