

**Workshop - Council**  
**NOTES ATTACHMENTS**

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

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| <b>TABLE OF CONTENTS NGĀ IHIRANGI</b>                                      | <b>PAGE</b> |
|--|-------------|
| <b>2. Venues Ōtautahi Ltd - Draft Statement of Intent 2026/27</b>          |             |
| A. Venues Otautahi FY 2027 - 2029 Statement of Intent presentation.....    | 3           |
| <b>3. One New Zealand Stadium at Te Kaha - Traffic Management Plan</b>     |             |
| A. One NZ Stadium at Te Kaha Traffic Management Council presentation ..... | 25          |

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# Venues Ōtautahi

Draft Statement of Intent FY27-29





# “Where Ōtautahi comes together”

Our mission, to strategically manage and leverage the venues to deliver positive social, cultural, environmental, and economic benefit to the region.

VENUES  
ŌTAUTAHI



## Christchurch Town Hall

Ownership



## Wolfbrook Arena

Ownership



## Apollo Projects Stadium

Venue + Asset Management



## Hadlee Pavillion

Venue + Asset Management



## Hagley Oval

Venue + Major Events



## Airforce Museum of NZ

Event Management



## One NZ Stadium

Venue + Asset Management



## VŌ Events

Mobile Events

## V̄O Statement of Intent FY27-29 Overview

### FY26–28 - “Build and Prepare”

- Stadium coming
- Capability building
- Growth projections
- Investment phase

### FY27–29 - “Operate and Optimise”

- Stadium operational
- Revenue realisation
- Portfolio transition complete
- Financial discipline and maturity

*SOI evolves from a future-focused, prepare and readiness strategy to a commercially mature, performance-driven operating model anchored by One NZ Stadium.*





# Strategic Priorities, Risks and Opportunities

FY27-29 Draft Statement of Intent

VENUES  
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# VŌ Strategic Framework, Fundamentals Unchanged

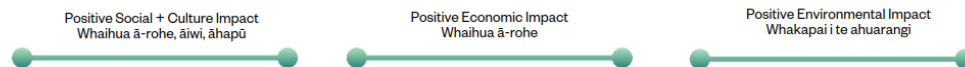
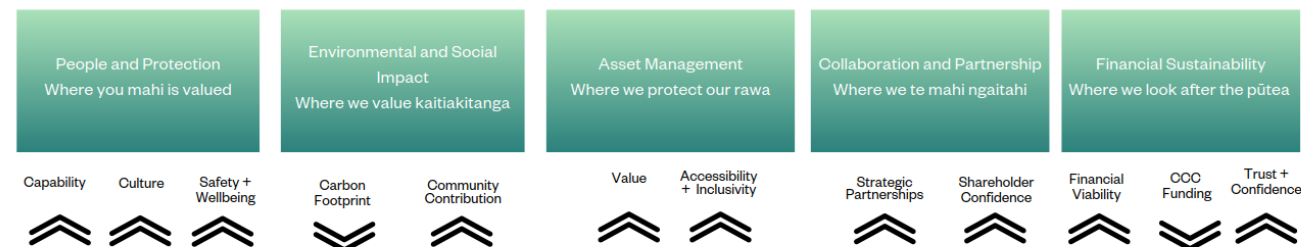
## Rautaki Our Strategic Framework

Where Ōtautahi comes together

### Delivery Pillars



### Enabling Pillars



**VENUES  
ŌTAUTAHI**



## VŌ Strategic Framework, Key Changes

### Shift from **Preparing for** to **Leveraging** One NZ Stadium

- FY26–28: Focus on building capability and readiness
- FY27–29: Focus on maximising Stadium as anchor asset, all pillars

### Even **Stronger Commercial** Orientation

- FY26–28: Revenue diversification and growth core strategic priority
- FY27–29: Even stronger emphasis on revenue growth, diversification, yield optimisation, and commercial leverage (prem hospitality, partnerships)

### **Integration of One NZ Stadium** into every pillar

- Blueprint for guest experience and technology
- Driver for event attraction and competitive advantage
- Platform for environmental leadership
- Leverage Stadium to deepen support for and contribution to local



## VŌ Strategic Framework, Core Priorities

- Maximise **Venue Utilisation**
  - Ensure all available venues are used to their fullest potential.
- Realise **Stadium Opportunity**
  - Leverage the potential and opportunities presented by the stadium.
- Grow and Diversify **Revenue**
  - Expand and diversify income streams to increase financial robustness.
- Strengthen **Financial Independence**
  - Enhance self-sufficiency and reduce reliance on external funding.
- Maintain **Guest Experience Excellence**
  - Continue to provide outstanding experiences for all guests.
- Drive **Business Efficiency**
  - Improve operational efficiency across all aspects of the business.



## V̄O Strategic Risks and Opportunities

### Transition from **Delivery Risk** to **Performance Risk**

- FY26–28
  - Focus on construction, commissioning, and pre-opening complexity.
  - Heavy emphasis on resourcing, procurement, and readiness risk
- FY27–29
  - Focus shifts to operational optimisation and revenue realisation
  - Risks become market-driven (demand, competition, delivery at scale)

### **Reduced Focus on Capital/Setup** Challenges

- FY26–28
  - Includes procurement, systems and policy establishment
- FY27–29
  - Signals transition to steady-state operations

### Increased Emphasis on **Market Positioning**

- FY27–29
  - Competing for NZ-exclusive major events
  - Leveraging portfolio scale for partnerships

### **Economic Volatility**

- FY27–29
  - Reiterates the criticality of preparedness for economic volatility



## VŌ Strategic Risks, Mitigations

- **Stringent Cost Control**
  - Continuing to implement stringent measures
  - Manage expenses and enhance operational efficiency.
- **Revenue Diversification**
  - Expanding income sources to reduce reliance on any single stream.
- **Local Procurement**
  - Prioritising local sourcing and fostering community partnerships.
- **Strategic and Long-Term Commercial Partnerships**
  - Securing long-term contracts for content
  - Ensures stability and underpins strong premium hospitality portfolio.
- **Operational Discipline**
  - Maintaining rigorous standards for operations and ensuring preparedness.



# Current Position

FY27-29 Draft Statement of Intent

VENUES  
ŌTAUTAHI

## V̄O Scale Of Operations, A Step Change

### Local Employment

|         |            |
|---------|------------|
| FY24/25 | 550 staff  |
| FY25/26 | 850 staff  |
| FY26/27 | 900 staff  |
| FY27/28 | 1000 staff |

### Events

|         |     |
|---------|-----|
| FY24/25 | 400 |
| FY25/26 | 450 |
| FY26/27 | 550 |
| FY27/28 | 560 |

### Revenue

|         |         |
|---------|---------|
| FY24/25 | \$24m   |
| FY25/26 | \$30m   |
| FY26/27 | \$50m   |
| FY27/28 | \$51.4m |

### Estimated Economic Impact

|         |        |
|---------|--------|
| FY24/25 | \$42m  |
| FY25/26 | \$50m  |
| FY26/27 | \$90m  |
| FY26/27 | \$100m |

### Guests

|         |           |
|---------|-----------|
| FY24/25 | 700,000   |
| FY25/26 | 850,000   |
| FY26/27 | 900,000   |
| FY27/28 | 1,000,000 |

### Community

|         |           |
|---------|-----------|
| FY24/25 | \$115,000 |
| FY25/26 | \$130,000 |
| FY26/27 | \$150,000 |
| FY27/28 | \$175,000 |



# Performance Measures

Operational and Financial Performance Measures Aligned  
with Strategy

VENUES  
ŌTAUTAHI



## VÖ Operational Performance Targets Overview

- **Consistent Framework Underpinned by Growth**
  - Asset stewardship, compliance, and delivery at greater scale
  - Consistent but enhanced operational performance across expanded portfolio
- **Clear Alignment to Council Letter of Expectation**
  - Step change to more detailed and granular reporting
  - Greater transparency of stadium performance
- **Increased Granularity (One NZ Stadium)**
  - FY26-28
    - Portfolio-level metrics (guests, events, NPS)
  - FY27-29
    - Disaggregated operational measures
    - Stadium-specific targets
    - Enables visibility of stadium performance within portfolio
- **One NZ Stadium from Transition to Core Operating Engine**
  - FY26-28
    - Readiness, launch, first 10 weeks of operation
  - FY27-29
    - Fully embedded in performance framework
    - Measured, defined, and accountable as a core asset

## VŌ Operational Performance Targets, Highlights

- People and Protection
  - Maintain consistency of engagement + 75%
  - Consistent health and safety performance
- Environmental Impact
  - Integrate One NZ Stadium into Carbon Reduction Framework
  - 20% reduction in carbon emissions in FY28 (existing portfolio)
- Economic Impact
  - Commitment to local produce consistent at 80%
  - Commitment to local suppliers and contractors at 70%
  - Continued growth of major events
- Social and Cultural Impact
  - Value of community discount commitment + 52%
  - Guest numbers + 67%





# Financial Performance Targets

FY27-29 Draft Statement of Intent

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## V̄O Financial Performance Targets



### Revenue Growth

- \$24m (FY24/25) - \$50.6m (FY26/27) - \$51.4m (step change sustained through SOI period)
- Consolidated EBITDA surplus and growth



### Core Financial Position

- No operational funding from Council across FY27-29
- Continued self-funding of major event attraction
- Confirmation of transition to a fully self-sustaining commercial model driven by One New Zealand Stadium



### Diversified Revenue Model

- Food and beverage (primary revenue driver)
- Premium hospitality (new high-yield stream)
- Venue hire, partnerships, sponsorship, ticketing

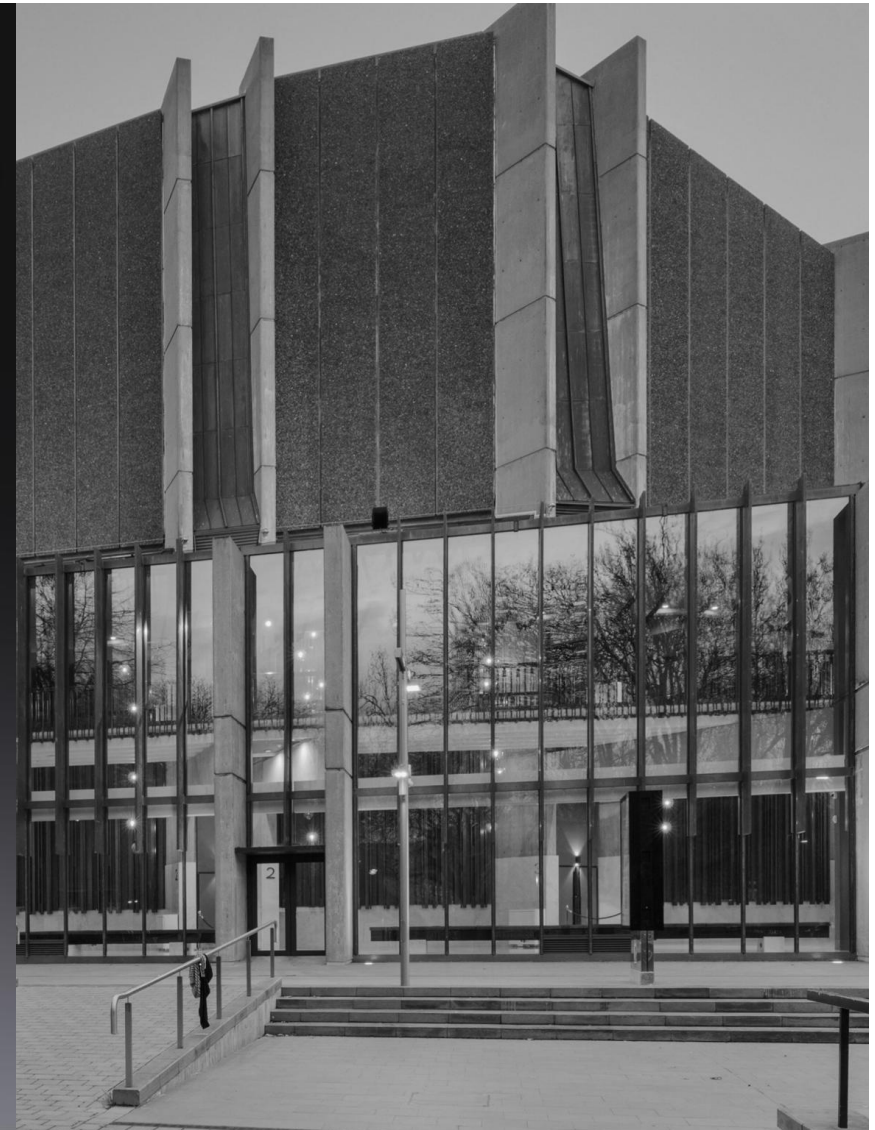


### Key Assumptions

- Market licence fee / rent paid to Council for One NZ Stadium (Council retains asset ownership)
- Living wage commitment embedded in cost base (accreditation under review)
- Conservative, long-term forecasts across event pipeline, premium hospitality, commercial partnerships

## V̄O Financial Risks and Strategic Intent

- Disciplined Growth in a Volatile Environment  
*Economic Reality* Not Yet Explicitly Recognised
- Global *Volatility Impacting*
  - Food and beverage input costs
  - Freight and shipping costs
  - International touring economics (artist viability)
- *Domestic* Pressure
  - Reduced corporate spend (hospitality, business events)
  - Lower discretionary consumer spend (tickets, F&B)
  - Workforce cost pressure
- *Mitigation* and Financial *Discipline*
  - Revenue diversification across venues and event types
  - Portfolio scale driving cost efficiencies
  - Strong cost control and operational discipline
  - Conservative forecasting and contingency embedded



# V̄O Financial Risks and Strategic Intent

## Strategic Financial Intent

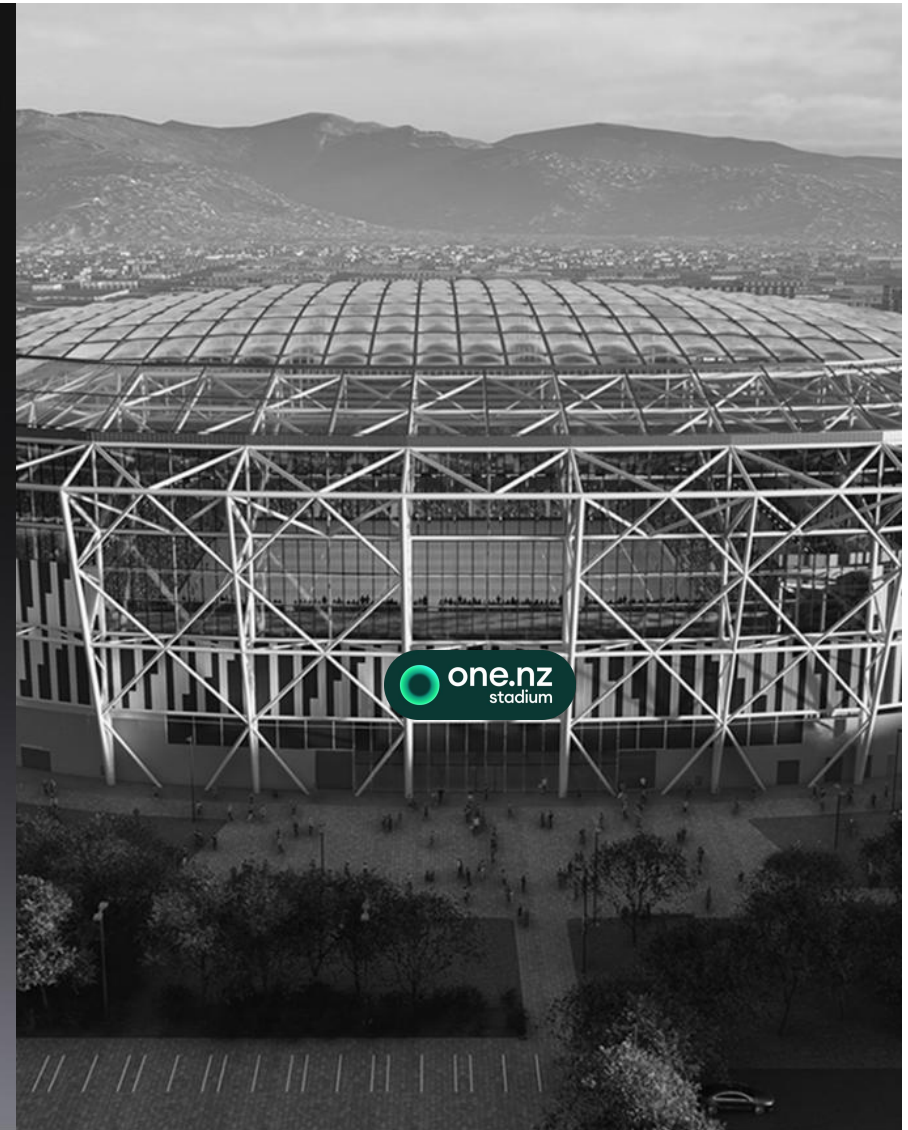
- Maintain long-term financial sustainability and independence
- Continue self-funded investment in major event attraction

## Maximise

- Premium hospitality and partnerships
- Year-round stadium utilisation
- Economic impact for the city

## Bottom Line

- Resilient, commercially disciplined organisation
- Positioned to perform despite economic headwinds
- Delivering maximum value for the shareholder and the city



# VŌ Partnership with Council

Critical to success

Strong  
Outcomes  
Alignment

Transparency  
and Trust

Shared  
Ambition for  
the City



## VŌ SOI Draft to Final - What Could Change

### One New Zealand Stadium

- 10 weeks of operation
- Operational model validation
- Commercial performance validation
- Guest experience insights
- Workforce and operational

### Other Impacts

- Global economic landscape more clear (including impacts)
- Finalisation of Operator Agreement with Council
- Asset Management Planning, Town Hall and Arena



# WHERE WE SUPPORT LOCAL

VENUES  
ŌTAUTAHI

 one.nz stadium

 CHRISTCHURCH  
TOWN HALL

 WOLFBROOK  
ARENA

 HAGLEY  
OVAL

 Apollo  
PROJECTS STADIUM

 TE WHAKAIRINGA MUTU  
AIR FORCE MUSEUM  
OF NEW ZEALAND

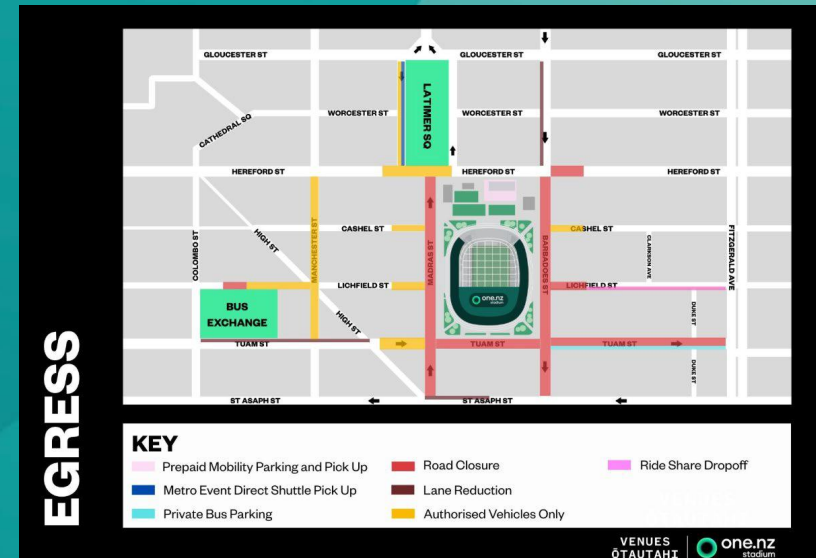
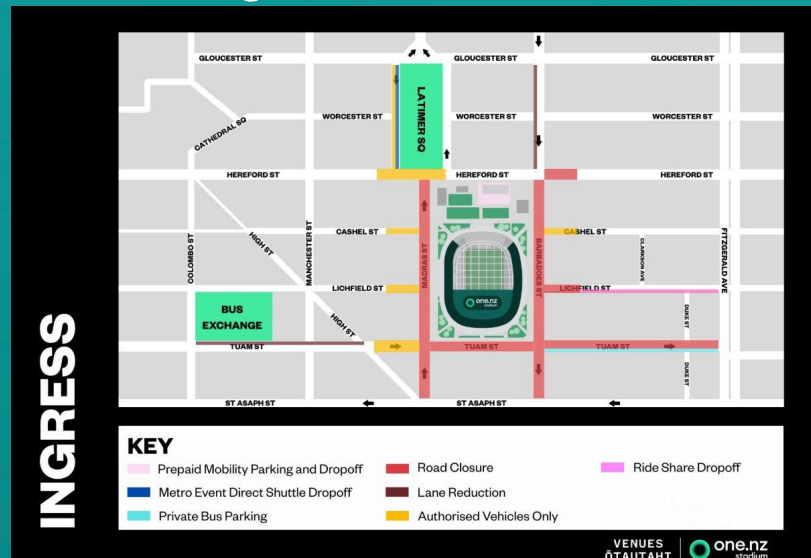
# Temporary Traffic Management for One NZ Stadium at Te Kaha

# Traffic Management timeline...

- 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 included 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.
- 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.
- In early 2026, a security assessment provided by New Zealand Police recommended a shift in approach. In response, the venue operator has proposed a more comprehensive traffic management methodology for events.

# Traffic Management timeline...

- 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.
- The full TMP for the first event has been received by Council and will be processed in the coming weeks.



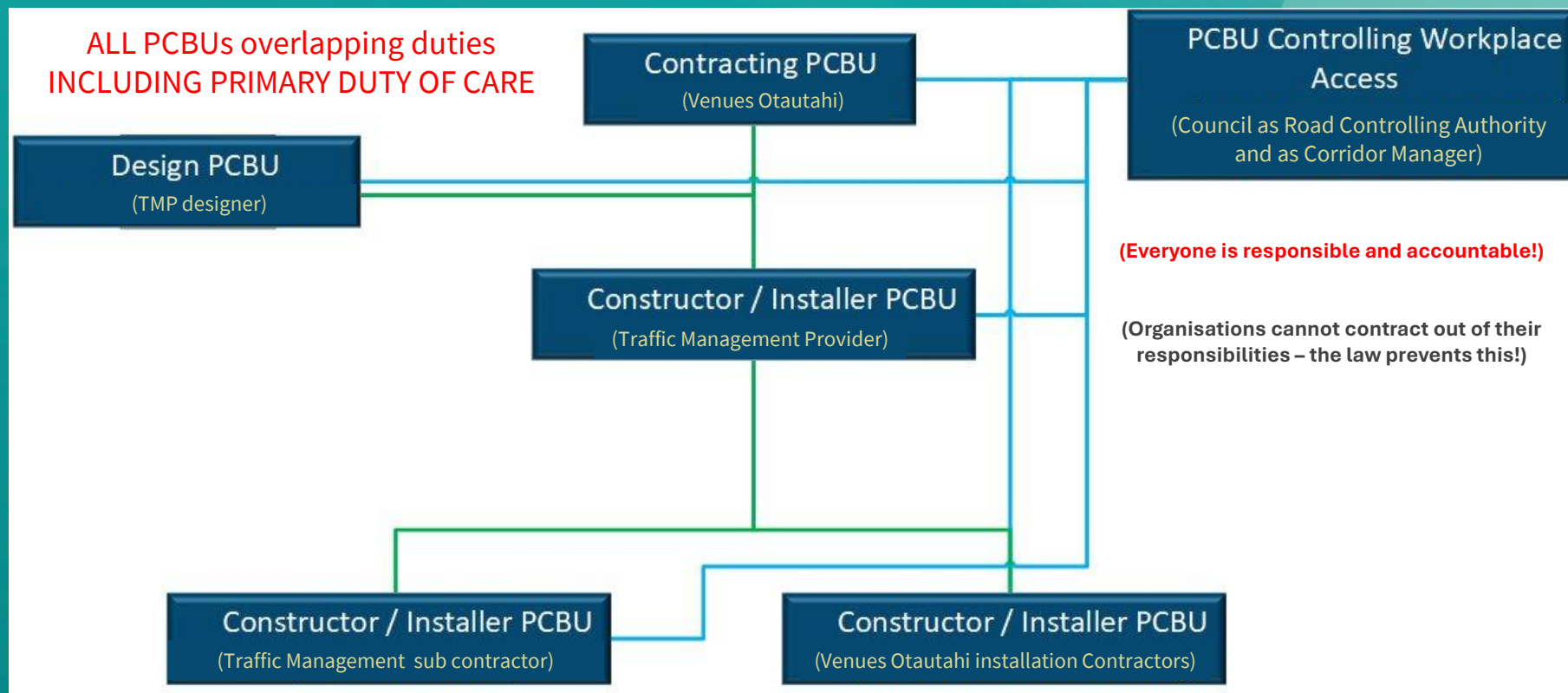
# Traffic Management...

- Not just for the sake of cones and signs.
- It's to tell people something is different .
- Should be no more or no less than what is needed to keep people safe – workers and the public.
- Needs to provide the lowest net risk for all.
- The parties introducing hazards must eliminate or minimise impacts from those hazards to workers and the public.





# Legislative Perspective

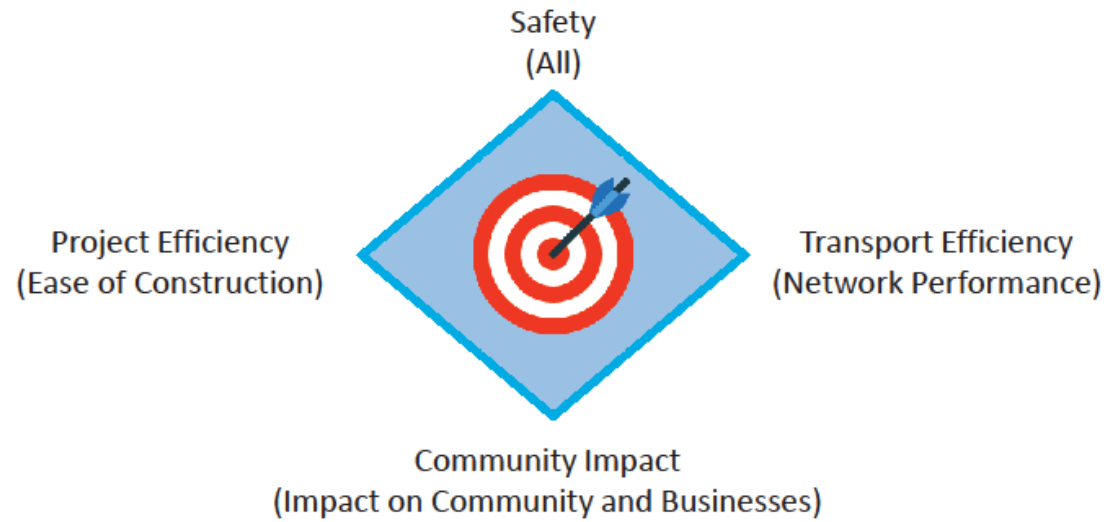


Person Conducting a Business or Undertaking (PCBU)

# Responsibility Perspective

| Transport Corridor<br>(Corridor Manager)   | “Contracting” PCBU<br>Client / Principal  | Design PCBU<br>(Design of the Activity)  | Contractor<br>(Constructor)  | TTM Contractor<br>(TTM Installer)  |
|--|---|--|--|--|
| <b>Responsible and Accountable for Road Network:</b><br>-Minimising disruption<br>-Safety<br>-Facilitating coordination<br>-Authorising network access | <b>Responsible and Accountable for safety of workers in relation to their business or undertaking. Also responsible for health and safety of “other persons”</b><br>As they contract the Design PCBU they are also accountable for them to execute their responsibilities under HSWA2015, Section 39 and pass on this information | <b>Responsible and Accountable for designing activity in a way that that can be constructed or carried out without risk to the health and Safety of persons (SFAIRP).</b><br><br>This must be provided to the Constructor / Installer.<br>(Contracting PCBU responsible to provide this to the TTM Contractor) | <b>Responsible and Accountable for the way in which they install / construct to be without risks</b> | <b>Responsible and Accountable for the way in which they install / construct to be without risks</b> |
| (Council)  | ← (Venues Otautahi) →   |  |  |  |

## Planned Event Philosophy



# Questions

