

# RUGBY PARK FUTURE DEVELOPMENT - COMMERCIAL OPTIONS AND OPPORTUNITY REVIEW

## FINAL DRAFT REPORT



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Prepared by Otium Planning Group Pty Ltd in  
partnership with Warren & Mahoney Architects  
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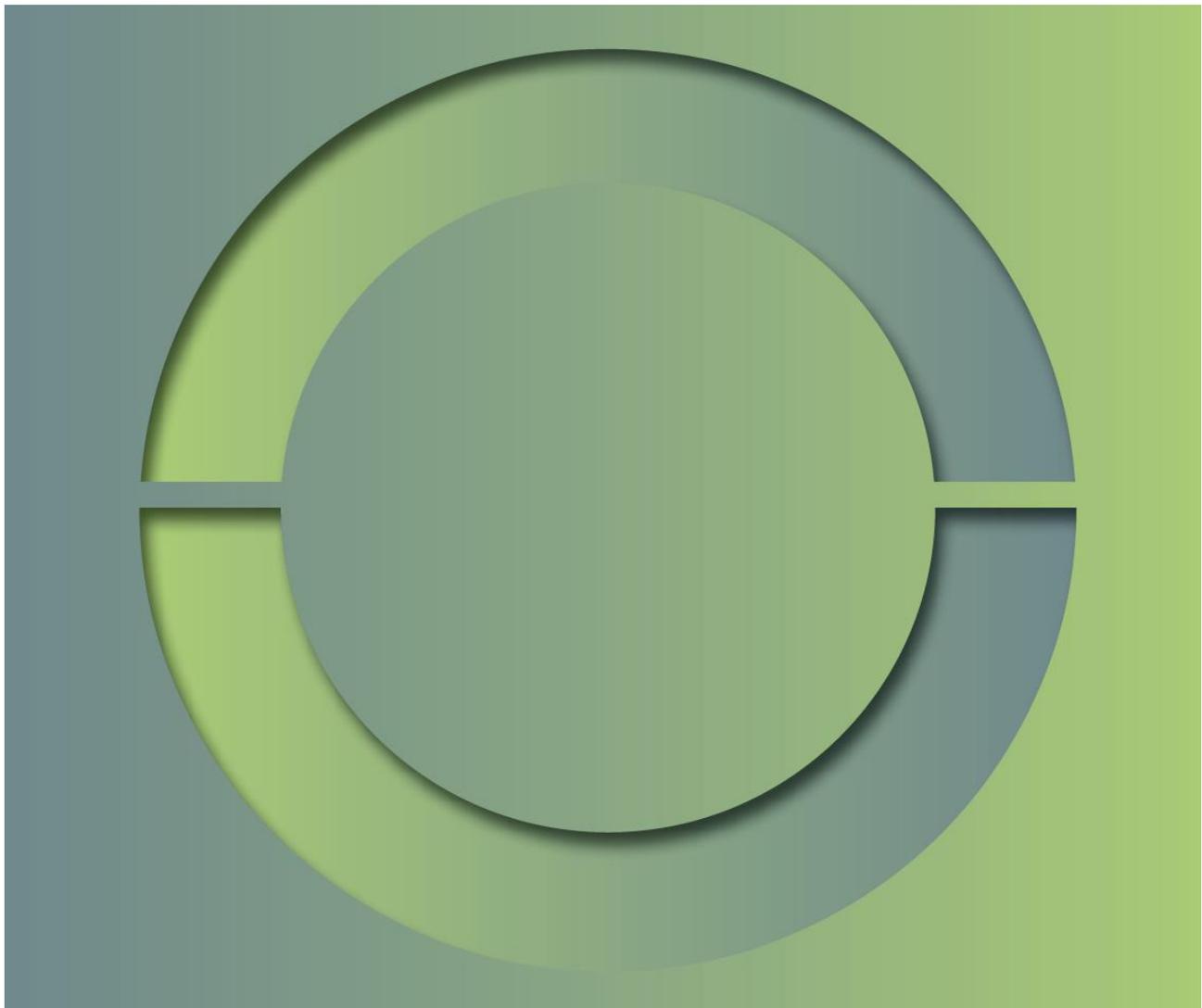
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# Executive Summary

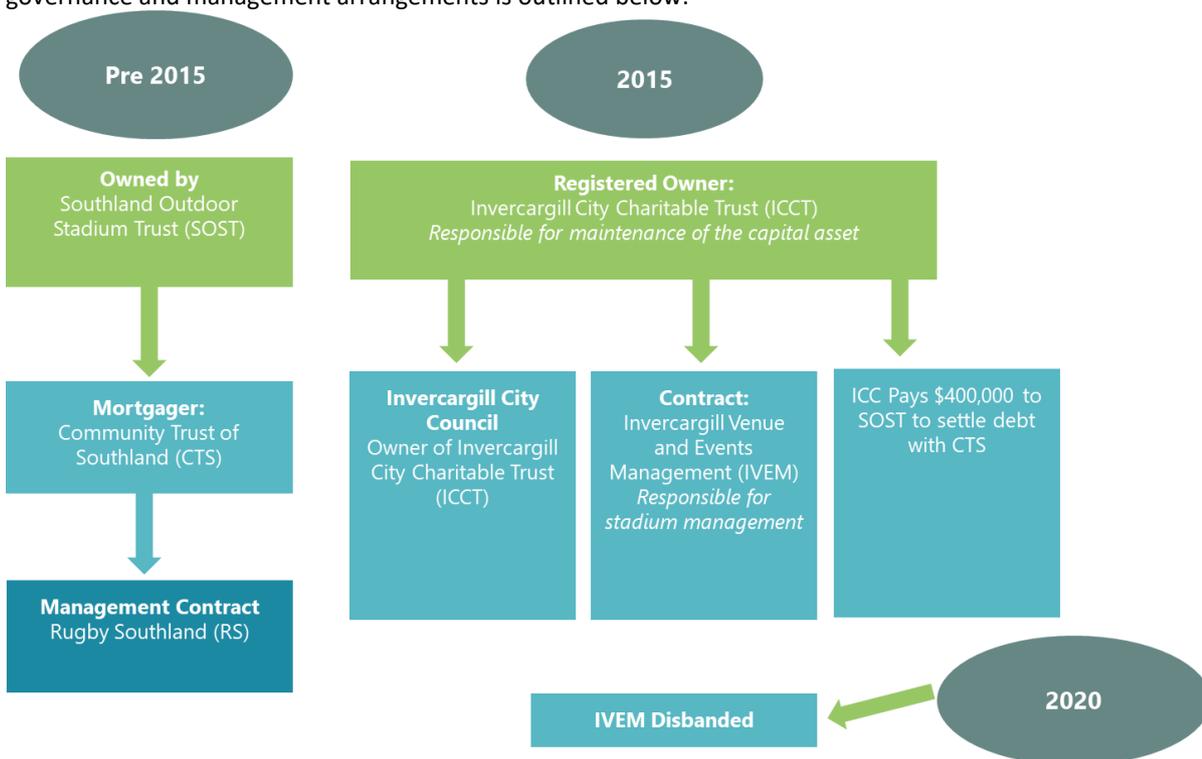
Rugby Park, Invercargill is a regional sports stadium that was fully rebuilt in 2002 with improved player facilities and corporate boxes. Rugby Park services the Southland Region, that has an approximate population in the order of 100,000 people. Recognised as the “home of Southland rugby”, Rugby Park has experienced several challenges impacting on the ability of the site to full maximise its use and viability, including:

- The impact of deteriorating infrastructure as a result of increasing deferral of maintenance investment;
- Lack of event acquisition and delivery focus; and
- No marketing and/ or management strategy that provides a clear direction for the Stadium, and ensures adequate operating funding is allocated.

There are existing problems with the West Stand at Rugby Park. The structure of the stand has previously been rated at 16% NBS (new building standard) requiring strengthening, and the space underneath this section has been affected by mould from the ingress of moisture. During recent investigation work, the Main Stand was revealed to have a seismic strength issue. Inadequate asset management arrangements, including ad hoc programmed maintenance in the past, has also resulted in a large amount of deferred maintenance needing to be undertaken to Rugby Park infrastructure.

## Governance

Over time across the varying governance and management models, experienced venue management expertise has been lacking, and combined with a lack of strategy and action in both maintenance and marketing, Rugby Park has both been deteriorating and not maximising its full usage and financial potential. A summary of the historical governance and management arrangements is outlined below:



Further access agreements exist with Southland Rugby Supporters and the Referees Club which are provided long term (99 year) exclusive, free of charge access to their respective club rooms.

Council budgets \$250,000 per annum - \$100,000 paid to the ICCT towards the management of Rugby Park.

## Asset Condition

Whilst Rugby Park meets provision standards for rugby union, the overall venue condition is considered ageing and not consistent with contemporary facility expectations for players, officials, media and spectators.

Council is facing a number of structural issues to address, including New Building Standard (NBS) standards and ongoing mould from moisture. Indications are that the combined structural and mould remedial works, combined with undertaking the required deferred maintenance tasks will be \$4.6 million. This situation is as a result of building design, construction and climatic conditions.

The Rugby Park major infrastructure is estimated to have a remaining useful life of 29 years with an estimated replacement cost of approximately \$24 million. The estimated land value of the site is approximately \$1 - \$1.5 million. This suggests that decommissioning the major infrastructure at Rugby Park so far from its end of life would result in:

- The imbedded investment benefit from the 2002 development not being fully realised;
- A high replacement cost either at Rugby Park or an alternative site; and
- A relatively low land value benefit to offset the cost of demolishing the current infrastructure and their replacement.

## Financial

Whilst the operating deficit for Rugby Park is relatively low for a venue of this scale (low of -\$18,224 – 2019/20 and high of -\$134,613 – 2016/17), this is largely as a result of skeleton operations due to the very low occupancy levels and a deferment of required maintenance works.

Maximising venue hire and revenue from non-Rugby or local community events is critically important to the financial viability of Rugby Park. Potential revenues from these activities could assist to underwrite the subsidisation being provided to Rugby Southlands and local community events. However, despite the importance of these types of events, only one (1) major commercial event outside of rugby union has been held at Rugby Park since 2016.

## Usage

In order to secure future event opportunities and to maximise Invercargill as an attractive major outdoor event destination, Council, stakeholders and venue operators need to consider:

- Collaboration between venues, operators, tourism bodies and Council
- Provide financial incentives to event promoters and share the event risk
- Investigate the full economic benefit potential to Invercargill in order to justify financial incentives
- Remove current barriers such as playing surface protection, provided it maintains current standards required of New Zealand Rugby.

From consultation undertaken for this study, future new major commercial events could be attracted based on the facility offerings at Rugby Park include:

- New sporting events
- New major community events
- New outdoor events that form part of the South Island events circuit.

**Note** - It should be noted that whilst Rugby Park has the facility offerings and capacity to host the nature of the potential events identified within this report, the majority of these opportunities are subject to a competitive tendering process and/ or require some form of incentive and risk/ benefit sharing model between the promoter and the Stadium.

## Management

Regardless of the varied governance and management models implemented over the life of Rugby Park, there has been a distinct lack of venue management expertise, event attraction and delivery focus, asset management arrangements and a clear strategy and vision for the site. Regardless of the future facility improvements, a management model that supports the maximised use and viability of Rugby Park will be needed.

Major venues within Invercargill have their own dedicated management structure. This is resulting in internal competition, duplication of resourcing, loss of secondary event opportunities and reduced viability across each of the venues. On this basis, it is recommended the future management approach for Invercargill major venues explore opportunities to maximise collaboration between regional major venue and event operators, including relating to:

- Southland Stadium
- Splash Palace
- Rugby Park
- Civic Centre.

This model could be by way of:

- A Memorandum of Understanding;
- A Company Limited by Guarantee directly managing the venues; or
- A Company Limited by Guarantee appointing a third-party, specialised venue management group.

Further, it is recommended Council explore the establishment of an Advisory Board/ Group/ Committee to oversight the management performance of major venues in the City. This group should be skilled based and could include representatives of major users, including Southland Rugby.

To remove the risk of Rugby Park not being adequately managed in the future, including relating to its maintenance and event maximisation, the management entity appointed in future should be subject to an agreed set of performance measures. A role within Council, as the overall asset owner, should be established to oversight the performance of the management entity.

## Short to Medium Term Facility Direction

In determining the future direction of Rugby Park facilities, the following factors were considered:

- With Rugby Park in existence, Invercargill already has a regional outdoor stadium and therefore its highly likely that there will be community support for its retention;
- With the main grandstand built in 2002, the major Rugby Park infrastructure has an estimated remaining useful life of 29 years;
- Decommissioning the grandstands now would result in wasted imbedded capital investment from the 2002 development;
- The replacement cost of a regional outdoor stadium either at Rugby Park (estimated to be \$60.5 million) or an alternative site (\$80.5 million) will be high;
- A relatively low land value benefit (\$1 – 1.5 million) if the site was sold that would barely cover the cost of demolishing the current infrastructure, let alone the cost of the infrastructure replacement;
- Rugby Southland has advised that Rugby Park is considered one of the better regional stadiums in New Zealand in consideration of its scale and range of facility offerings;
- The current standard of the infrastructure on site is as a result of a lack of appropriate asset maintenance investment over time – rectifying the deferred maintenance and ensuring future asset management strategies are implemented will avoid such a deterioration again in future; and
- A new facility is not exempt for whole-of-life costs and/ or preventative maintenance investment from the date of its commissioning.

On this basis, the option to address the structural and mould infrastructure risks, undertake deferred maintenance tasks, and to redevelop northern, western, eastern areas into open green & hardstand space is the recommended future short to medium term facility direction for Rugby Park as it supports flexibility in future decision making, recognises estimated remaining life of main grandstand of 25-30 years, supports temporary bump-in infrastructure, doesn't design out improved user experience and Splash Palace synergies, rates highly within the non-cost and cost related multi-criteria analysis undertaken for this study, and supports a diversity of use.

The estimated indicative capital cost of this option is \$8.5 million.

**Note** - From an operating perspective, it is imperative that Council, as the asset owner, ensures appropriate funding allocations to ensure required maintenance activities are undertaken. Operating forecasts prepared for this report factor in expenditure necessary to ensure this outcome.

The full redevelopment of Rugby Park in accordance the recommended improvements is estimated to result in:

- Annual revenue of between \$0.96 million and \$1.17 million;
- Annual expenditure of between \$1.30 million and \$1.65 million;
- Annual operating deficit (excluding any Council funding) of between \$0.33 million and \$0.47 million;
- Annual number of events in the order of 376, including smaller non-event related functions, conferences and training related hires; and
- Annual number of visits of between 204,000 to 226,000 people.

Whilst the analysis for this study has assumed the full redevelopment occur in one stage, Council and its funding partners should consider a staged approach that aligns with funding availability, minimises disruptions to trade and focusses on the highest priority improvements being delivered first.

### Long Term Facility Direction

In the medium to longer term, Council should explore all facility improvement options in consideration of the Major Considerations outlined below:

1. Is **Rugby Park or an alternative venue** best placed to service the long term (15 – 20 years) outdoor stadium needs of Invercargill?
2. What are the **realistic event opportunities** for Invercargill and **what facilities are needed** to secure these events?
3. What are the minimum **facility requirements** for **rugby**?
4. What are the **cost** implications of the options?
5. Which solution will **maximise community, use and viability outcomes**?
6. What future **management model** should be implemented to support maximised events, community use and financial sustainability of the stadium?
7. Does the future strategy align with the **Spaces and Places Strategy** and other **regional planning policies**?
8. Is the venue **name Rugby Park consistent** with the vision for the site to be a **multi-use community facility**?



# 1. Project Background

## 1.1 Overview of Rugby Park

Rugby Park, Invercargill is a regional sports stadium that was fully rebuilt in 2002 with improved player facilities and corporate boxes. The Invercargill City Council (Council) took over the management of Rugby Park in April 2015. Rugby Park is owned by the Invercargill Charitable Trust (Trust). Rugby Park services the Southland Region, that has an approximate population in the order of 100,000 people.

Rugby Park incorporates a main stand, west stand, concrete tiered terraces, viewing mounds, corporate facilities, player and official facilities, offices and administration facilities and lighting. With the addition of temporary seating, Rugby Park can accommodate in the order of 20,000 spectators.

Recognised as the “*home of Southland rugby*”, Rugby Park has experienced several challenges impacting on the ability of the site to full maximise its use and viability, including:

- The impact of deteriorating infrastructure as a result of increasing deferral of maintenance investment and structural issues relating to previous design, construction and climatic conditions;
- Lack of event acquisition and delivery focus; and
- No marketing and/ or management strategy that provides a clear direction for the Stadium, and ensures adequate operating funding is allocated.

Rugby Park has been additionally used for a variety of other sporting and community events in the past.



Figure 1 Rugby Park – View from Northern Spectator Mound

## 1.2 Study Need

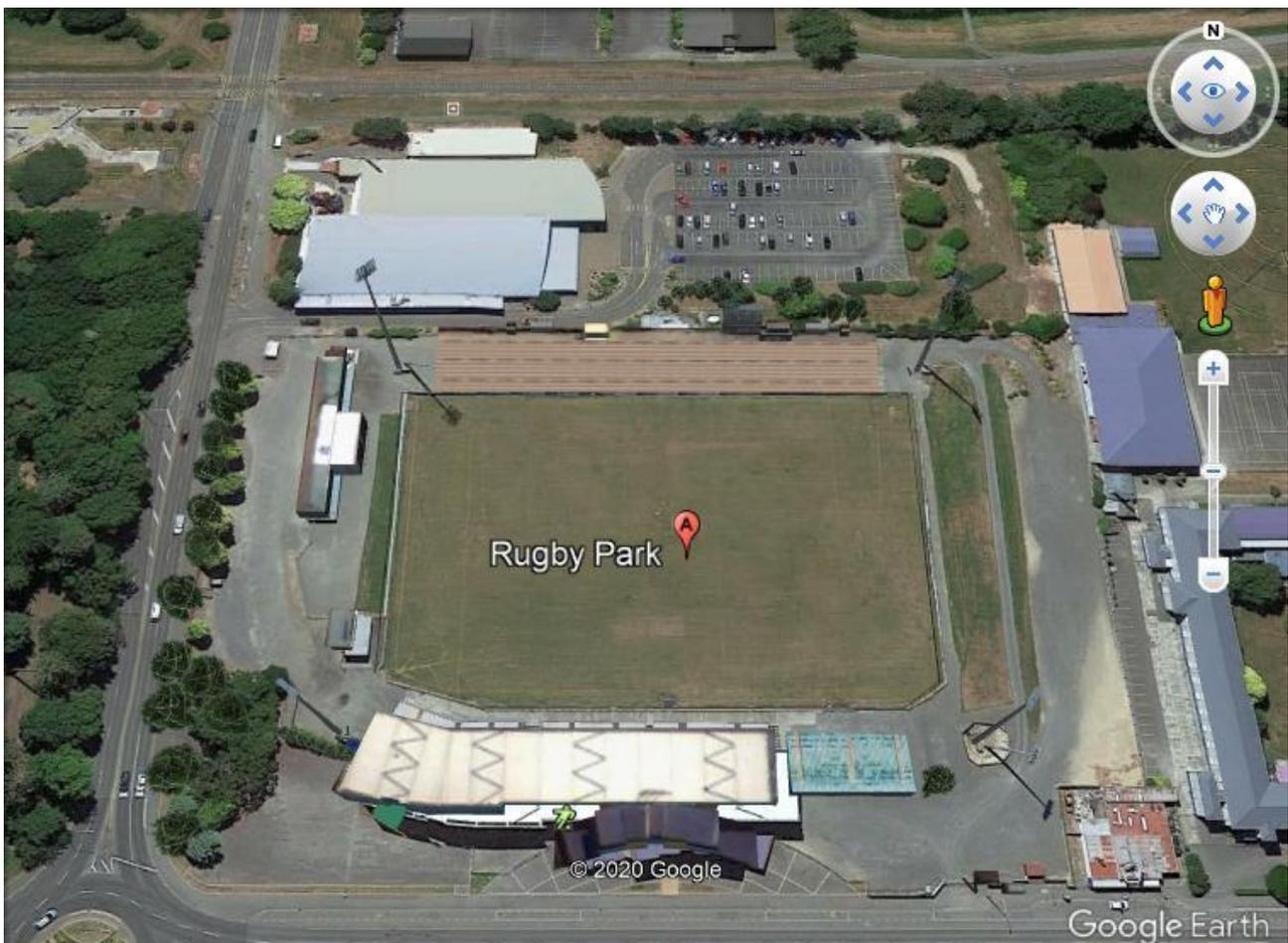
There are existing problems with the West Stand at Rugby Park. The structure of the stand has previously been rated at 16% NBS (new building standard) requiring strengthening, and the space underneath this section has been affected by mould from the ingress of moisture. During recent investigation work, the Main Stand was revealed to have a seismic strength issue. These structural issues are the result of previous design, construction and climatic factors. Inadequate asset management arrangements, including ad hoc programmed maintenance in the past, has also resulted in a large amount of deferred maintenance needing to be undertaken to Rugby Park infrastructure.

The above risks have resulted in Council restricting access to some areas of the West Stand. Some works to rectify the mould issues have been undertaken, with Council funding \$100,000 towards the cost to refit the Rugby Park Supporters Club, including for electrical work, replacing wall linings and ceiling and carpeting work. Works are also occurring to reinstate Rugby Southland to their administrative office areas within the Stadium.

Council is currently investigating options relating to undertaking structural improvement and deferred maintenance works. These investigations may result in a long-term reduction in fixed, covered seating for Rugby Park.

There is a need to explore the realistic future event and usage opportunities for Rugby Park in order to inform the future permanent site infrastructure needs.

Figure 2 Aerial Image of Rugby Park, Invercargill



## 1.3 Study Objectives

This Rugby Park Future Development Options & Opportunity Review will incorporate the following three service integrated reviews:



**Figure 3 Study Process Summary**

The study will review, analyse and provide future direction on Rugby Park relating to:

- Governance/ management arrangements
- Current and future infrastructure needs
- Realistic future usage opportunities
- Funding implications.

Study oversight will be undertaken by Council's Project Governance Group, including representatives of:

- Invercargill City Councillors
- Rugby Southland
- Independent rugby representative
- Sport Southland
- Sport New Zealand
- YMCA.



## 2. Current and Historical Review

### 2.1 Governance

Rugby Park was previously owned by the Southland Outdoor Stadium Trust, an Independent Trust that included members of the community. The Invercargill City Council took over the facility in 2015 via a Council Controlled Organisation, the Invercargill City Charitable Trust (ICCT). The figure and timeline below illustrate the ownership transition and key milestones in the history of Rugby Park's ownership and governance.

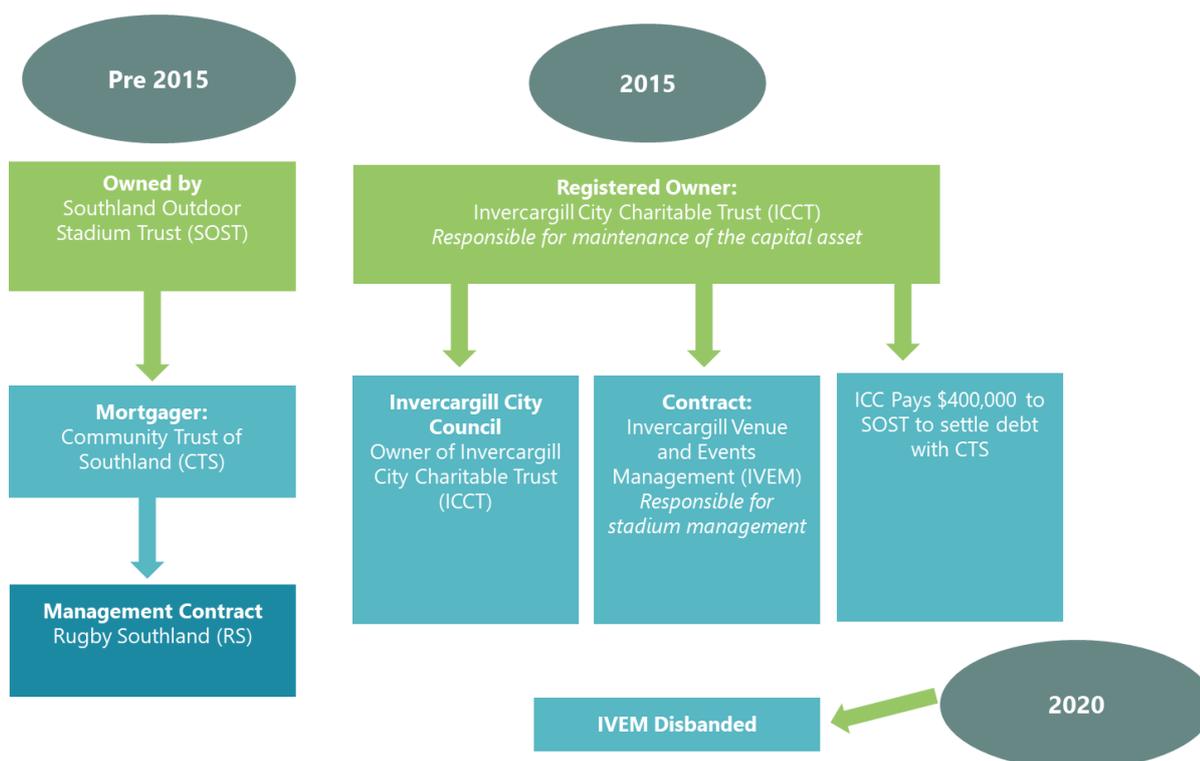


Figure 4 Rugby Park Ownership and Governance History

Further detail on the governance, management and major funding history is summarised in the table below:

Table 1 Rugby Park Governance, Management and Major Funding History

Approximate Timing	Ownership/ Management/ Governance Outcome
Pre-2014	Southland Outdoor Stadium Trust owns Rugby Park and has a mortgage with the Community Trust of Southland.
	Southland Outdoor Stadium Trust leased the administration offices to Rugby Southland (16 year prepaid lease (subject to adjustment) at a rental of \$55,000 per annum).
2014	Southland Outdoor Stadium Trust facing cash flow difficulties due to the impending repayment of a loan to the Community Trust and the upcoming maintenance requirements on the stadium. This included debts of: <ul style="list-style-type: none"> <li>\$750,000 to the Community Trust (which the Community Trust resolved to reduce to \$400,000)</li> <li>\$740,000 to Rugby Southland (incurred under the Management Contract).</li> </ul>
	Council in discussions with Southland Outdoor Stadium Trust, the Community Trust of Southland and other key parties regarding the future of Rugby Park.

29 January 2015	<p>Council commenced consultation on proposed options for the future of Rugby Park, the preferred option being:</p> <ul style="list-style-type: none"> <li>• Council offers Southland Outdoor Stadium Trust \$400,000 to settle the debt with the Community Trust of Southland</li> <li>• Southland Outdoor Stadium Trust transfers ownership to Council in exchange for Council taking over the debt of approximately \$740,000 owed to Rugby Southland (to be reduced at the rate of \$55,000 per year in exchange for free office rental to Rugby Southland).</li> </ul>
31 March 2015	Council resolved that Invercargill Venue and Events Management Limited take full management responsibility of Rugby Park if Council, or its nominee, takes ownership.
31 March 2015	<p>Management Agreement between Rugby Southland and Southland Outdoor Stadium Trust was terminated.</p> <p>Deed of Arrangement was signed by Rugby Southland, Southland Outdoor Stadium Trust, Invercargill City Council, Community Trust of Southland and the Invercargill Licensing Trust where the lease and prepayments are assigned to the Invercargill City Council as part of the Resolution of Stadium Ownership and the ultimate wind-up of the Southland Outdoor Stadium Trust.</p>
Mid-2015	<p>Council took ownership via the Invercargill City Charitable Trust (ICCT). ICCT tasked with maintaining the capital asset. Funding of maintenance and improvements falls to the ratepayer.</p> <p>The operation of Rugby Park contracted to Invercargill Venue and Events Management Ltd.</p> <p>Council budgets \$250,000 per annum - \$100,000 paid to the ICCT, the remainder to the IVEM who have the contract to manage the stadium.</p> <p>ICCT has a lease with Rugby Southland who have a long-term desire to be based at Rugby Park.</p>
8 July 2016	Final ownership documents signed officially naming Invercargill City Council as owner. Title Deed notes Invercargill City Charitable Trust Board as the Registered Owner. Council-owned Invercargill Venue and Events Management Ltd to continue to manage the stadium.
2016	Highlanders Rugby Club Limited Partnership (HRCLP) and Invercargill Venues and Events Management Limited (IVEM) entered into an agreement where HRC would play one game per Super Rugby Season at Rugby Park on the condition that Council would act as guarantor for IVEM.
2018	A variation of lease for use of the offices by Rugby Southland was signed, reducing the annual rental to \$47,000 per annum (expiry August 2033).
July 2019	Access to the Rugby Southland, Rugby Supporters Club and Rugby Referees' areas were prevented due to health and safety issues associated with the presence of toxic mould.
August 2019	Cancellation of the agreement with the HRCLP and IVEM (one year and one game early) due to changes to both parties' circumstances, HRC business model and Council, absolving Council in its capacity as guarantor.
January 2020	Council officers recommend a review of the pros and cons of transferring ownership of Rugby Park to Council.
November 2020	IVEM is disbanded with Council to explore the long-term management model for Rugby Park.

Over time across the varying governance and management models, experienced venue management expertise has been lacking, and combined with a lack of strategy and action in both maintenance and marketing, Rugby Park has both been deteriorating and not maximising its full usage and financial potential.



## 2.2 Infrastructure

### 2.2.1 Facility Provision

Rugby Park has the following fixed seating provision:

**Table 2: Rugby Park Current Fixed Seating Provision**

Area	Capacity
Main Stand	1,952
West Stand – Upper Bleachers	1,053
West Stand – Lower Bleachers	512
<b>Total Seated Capacity</b>	<b>3,517</b>

Additional facility elements include:

- Additional seating (full site capacity approximately 20,000 with temporary seating bump-in):
- Concrete tiered terraces
- Viewing mounds
- 4 x change rooms
- Referees change room
- Physio/ doctor room
- First aid room
- Multiple public toilets
- Southland Rugby Supporters room
- Referees Club room
- Offices and administration
- Kitchen
- Storage
- Holding kitchen
- 14 x corporate boxes
- Media box
- West Stand, first floor corporate lounge and corporate box
- West Stand, upper floor corporate lounge/ bar & 5 x corporate boxes
- Control room
- Meeting rooms
- Lighting to television standard.

Rugby Southland has advised that Rugby Park is considered better than most regional outdoor facilities, and if maintained and repaired as needed, much better than most. The main grandstand was built in 2002.



The figure below provides an overall site layout plan of Rugby Park:

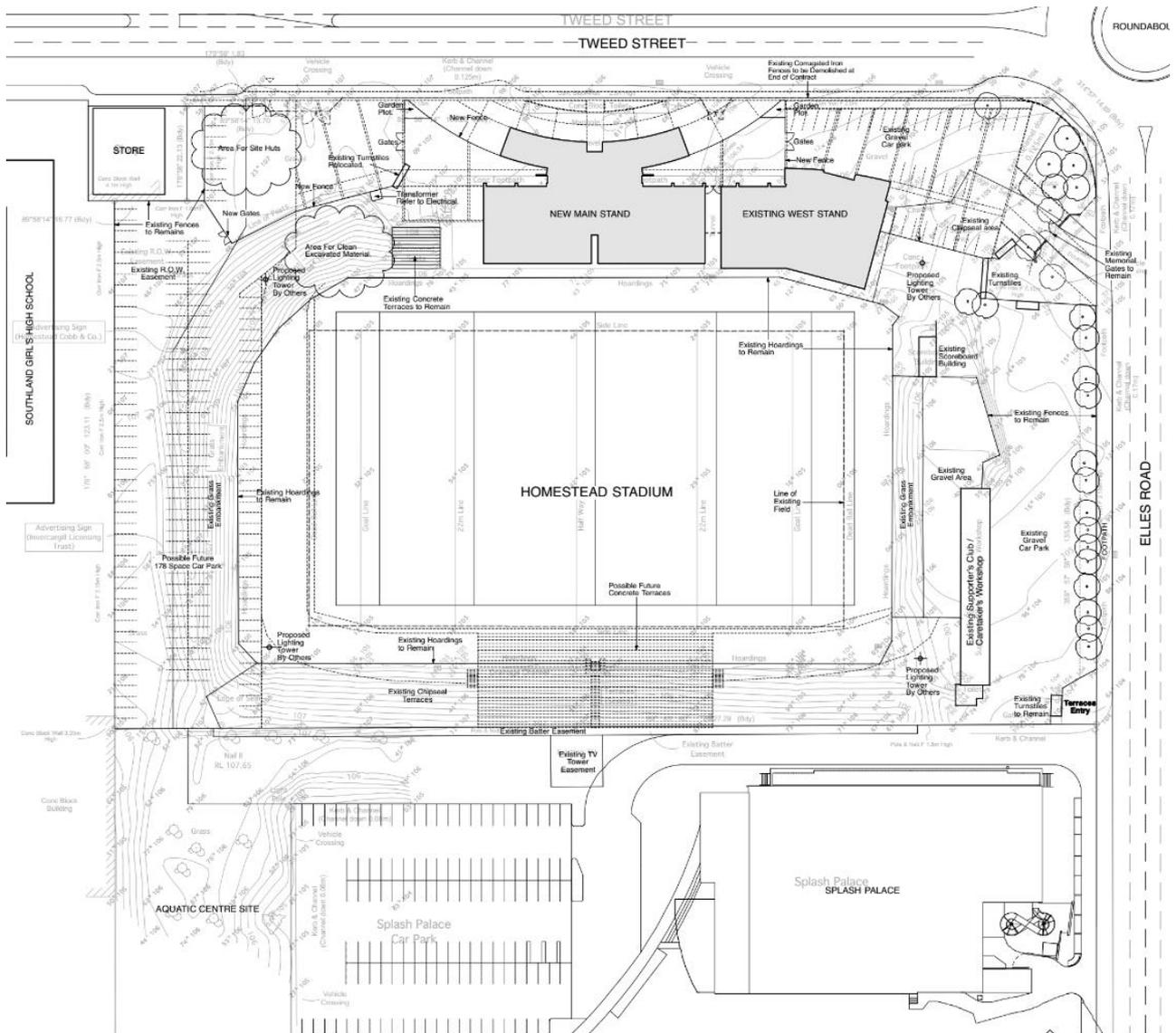


Figure 5 Rugby Park Site Plan

## 2.2.2 Asset Condition

Whilst the individual facility provision for Rugby Park is sound, overall, the standard of Rugby Park is an ageing venue that does not meet contemporary expectations to support quality user, participant, official and spectator experiences.

### Site Analysis

Project partner, Warren and Mahony Architects undertook a site inspection of Rugby Park. A summary of the key finding of this site inspection is outlined below:

#### Overview

The general condition of the main building and ancillary buildings is relatively poor, with deterioration due primarily to insufficient maintenance. Access to west building was unavailable due to works within associated with mould contamination, caused by leaks through grandstand.

The main building levels are arranged in a hierarchy which offers changing rooms, kitchen and external toilets at ground floor, media and coach boxes at 1st floor, and function and corporate viewing from top level.



#### Ticketing and Entry Arrangements

Entry is through 1 of 5 gates, ranging from street side turnstile gates for general public access to glazed doors at gate 2 for access to main building and corporate boxes. Gates do not offer much external gathering space roadside and there is little consistency in design used throughout.



#### Fixed Spectator Seating

Fixed bleachers are flip style with galvanised frame, some corrosion is evident on bleachers which are not subject to rain wash.



#### Corporate Boxes

Feature kitchenette, fridge, TV, and internal and external seating. Condition is better than other areas of the building. Glazing is openable but leaves large gaps when closed.



**Secondary Spectator Seating**

Entire north side of the field is dedicated to a terraced standing area comprised of concrete with railings separating areas. No protection from weather.



**Food and Beverage / Merchandise**

External food and beverage and merchandise are all managed from temporary facilities brought in on game day, while ground floor kitchen and upper level reheat kitchen (linked by lift) serves corporate boxes. General condition of kitchen is reasonable comparative to other spaces. Features walk in chiller.



**Media**

A half-finished media tower stands to the north of the field above the terraces, accessed from a galvanised stairway to rear. Satellite dish located alongside for broadcasting. Further Media/ radio spaces are available on first floor of main building and field side space is dedicated to media and broadcast as shown on site plan.



**Balcony**

Precast panel system is leaking around balcony into lower levels.

- Basement – Storage/ plant
- Ground floor – WCs serving public
- Level 1 – spectator box available for rent
- Level 2 – media/ broadcast room lined and operational
- Level 3 – unfinished media room.



**Function Spaces**

Currently named '1st XV lounge' is situated on the west end of 2nd floor. Large open plan area, which can be split in 2 with operable divider. Features a bar and wash up area. Loose indoor seating and glazed façade with glass doors out to private bleacher area. Referees Club with bar is very dated, no windows or natural light.



**Lighting – Fields**

Floodlights are approximately 15 years old and in need of maintenance.



**Lighting – Interior**

General interior lighting is a mixture of overhead batten and wall mounted fittings. Quality of internal light is average, with some dark spots.



**Heating**

Spaces are generally heated with overhead panel heaters.



**Toilets**

Toilets throughout the facility range in condition and specification. Provision and location appear suitable for allocated areas.



**Accessibility Issues**

No noticeable accessibility issues, toilets all feature designated accessible stalls, ACC WC/ Shower is provided in changing room level. Lift provides access to all levels; doorways have flush thresholds to external. External seating is provided by way of designated area at base of bleachers on south side of field.



**Change Rooms**

Changing facilities are available for 4 teams, (2 primary, 2 smaller) Match officials, Ball person. All changing facilities are located on ground floor, except for Ball person. Main changing rooms feature large space with bench seat, shelf and hooks, toilets, open plan showers and strapping room. General condition of fittings is ok, flooring is poor.



**First Aid** A designated first aid room on ground floor adjacent changing rooms.



**Office & Meeting Rooms** General office and meeting rooms are located in the west stand – site inspection not possible due to mould removal works.

**Ancillary Buildings** Timekeeping room, with analogue clock and scoreboard, generally good condition. Maintenance workshop and to the west of field is in poor condition, with leaking mouldy roof.



### Latest Structural Improvement and Deferred Maintenance

The most recent investigation into the structural and asset condition of Rugby Park identified a number of structural issues to be addressed:

- Structure of the West Stand previously rated at 16% New Building Standard (NBS) and requires strengthening
- Space underneath the West Stand has been affected by mould from ingress of moisture
- South Building, which houses corporate boxes, has inadequate seismic strength in the roof (above the bleachers) in the longitudinal direction (i.e. east-west)
- Considerable deferred maintenance work accumulated due to prior lack of maintenance and includes replacing plastic seats, light fittings, repairs to roof leaks, media tower fit-out, electrical safety improvement, timing hit asbestos removal
- Building and maintenance work required due to quality of materials used and lack of maintenance.

Council recently engaged a Consultant to provide a Concept Design and cost estimate for addressing the deterioration of the lower bleachers and strength of the upper bleachers. The two options are:

1. Option 1 which makes the corporate suites, the upper bleacher seats and the space underneath the stand safe to occupy.
2. Option 2 which will make the space underneath safe to occupy but the upper bleacher seats will be removed.

Within each option there is target of 67% NBS at IL3.

Further, several items were identified at Rugby Park needing to be addressed in order to ensure the site remains fit-for-purpose and safe.

Indications are that the combined structural and mould remedial works, combined with undertaking the required deferred maintenance tasks will cost \$4.6 million.

## Infrastructure Investigations and Studies

Several infrastructure investigations and studies into the condition of Rugby Park facilities have been undertaken in recent years. Outlined below is a summary of these investigations.

### Structural Risks, Mould and Moisture

Council is currently investigating potential costs and strategies to structural risks, mould and moisture at Rugby Park. Investigations in February 2020 have found:

- In mid-2019 the presence of toxic mould in the Rugby Southland offices and Rugby Supporters Club was confirmed and access to these areas was terminated in July 2019 due to health and safety
- Issues related to weather tightness and structural integrity have existed since the time of constructions
- Some issues were addressed on an interim bases (e.g. bracing of the west end stand)
- Other issues addressed, but not successful (e.g. weather tightness of roof, offices)
- Issues with the west end stand relate to ongoing water ingress, ultimately leading to toxic mould
- In May 2019 IVEM received advice from Kensington Consulting that the west end stand, including the offices underneath, was not suitable for occupation beyond the 2019 season without remedial work to the structure
- Recommends remedial work to be completed by June 2020 to decontaminate toxic mould damage, retest the environment and complete restoration work (bracing and other works including in-situ bleachers/ balustrade, exist stairs and concrete pad) that permits use of the facilities by Rugby Southland staff and the Rugby Southland Supporters Club – these works have been partly achieved.

### Building Compliance

Building Warrant of Fitness (BWOFF) dated 31 March 2020 certifies Rugby Park and Media Tower as compliant.

### Temporary Seating

Emails from 2015 regarding temporary seating stored at Rugby Park. Background states that the seating is owned by the Southland Indoor Leisure Charitable Trust (purchased using a grant from Invercargill Licensing Trust and the Community Trust of Southland). Rugby Southland used the stands free of charge in return for the Charitable Trust being able to store them at Rugby Park. Following the change of ownership of Rugby Park, health and safety issues were identified with storage of the seating on site and a suitable alternative was being sought. The emails do not indicate whether a solution was found.

### Mould Assessment Report (20 September 2019, Chemsafety)

A mould assessment of the Rugby Southland Supporters Club (RSSC) clubrooms and shared amenities determined that the space is not suitable for occupation. The report recommended remediation prior to occupation, including:

- Confirming weather tightness of the grandstand prior to commencement of remediation
- Removal and disposal of affected wall and ceiling tiles
- Steam cleaning of the fabric chairs to treat for elevated bacterial levels (Rugby Southland have advised these seats have since been removed from the site)
- Cleaning of affected non-porous items such as tables
- Steam cleaning of carpets to treat for elevated bacteria levels.

### B.R.I.E.F Assessment (Building Related Indoor Environmental Forensics) (Biodec, May 2019)

This investigation into mould contamination confirmed the presence of toxic mould and provided a decontamination plan, which primarily involved removal of carpet, affected wall and ceiling, wall attachments, cleaning, treatment and clearance testing.

### **Inspection of Lower Level Bleachers to West Stand (Kensington Consulting, 2019)**

A yearly review of the condition and integrity of the installed supplementary scaffold bracing beneath the lower west end stand section revealed:

- The scaffold bracing is considered fit for its purpose for the 2019 season only
- Deterioration of concrete bleachers and supporting steelwork means certification of the bleacher units would not be possible beyond the 2019 season unless major additional propping of every unit is undertaken. The report recommended demolition.
- The raking steel beams would also be unable to be certified however, they are likely providing supporting struts to the north concrete wall and office area beneath the stands. The report recommended that if the west stand is to be removed, detailed structural review to ascertain the impact of removing the struts and determining an appropriate solution.

### **Design Build Remediation Proposal (Aegon, April 2019)**

Quotation to repair and reinstate the grandstand, specifically:

- Reinstating the steel structure to its original condition by removing corrosion and repairing areas of significant corrosion
- Removing and reinstating defective concrete beams
- Waterproofing the area beneath the grandstand and repairs to defective areas of bleachers
- Injection of epoxy resin to prevent water penetrating concrete cracks.

The repair estimate was \$377,006.62.

### **Report on Immediate Works Completion (Faris Consulting, 2016)**

Report relating to the inspection and review of scheduled immediate works on the buildings.

Works related to:

- Entrance building
- West elevation plaster panel
- Link roof
- Main stadium roof
- West end bleachers.

Of note, stop gap repairs to the west end bleachers were not carried out as it was agreed full reconstruction would be more beneficial than temporary works.

### **Condition Survey (Faris Consulting, 2015)**

Report on a visual survey inspection of the stadium building to understand weathertightness failure issues, recorded construction defects and general condition. In particular, this survey found:

- Substantial weathertightness issues occurring for some time resulting in damage to structure and finishing's.
- Evidence of general maintenance matters that have been deferred and require considerable remediation works.

### 2.2.3 Compliance with Standards

New Zealand Rugby has set minimum facility standards for Mitre 10 Cup venues. The Mitre 10 Cup is the national rugby union competition of which the Southland Rugby owned Rams participate. Whilst there is an exhaustive list of minimum facility standards, New Zealand Rugby's main venue concerns are player facilities, broadcast capability, and lighting lux levels. Seating levels are typically a matter for the individual rugby provinces.

A summary of the Mitre 10 Cup facility standards is summarised below:

- Stadium Capacity
  - Capacity of 10,000 for Round Robin games and 15,000 for the semi-finals and final
  - 1,000 covered seats for Round Robin matches and 2000 covered seats for semi-finals and final
  - 1,500 other seats for Round Robin matches and 3,000 other seats for semi-finals and final
- Access and Parking
  - Emergency access
  - Designated parking and drop-off for teams, VIP's, officials
- Broadcasting capable
  - Media and broadcasting facilities to support minimum of 2 broadcasters
- Lighting between 1,200 – 1,500 lux
- Electronic or manual scoreboard for both team names and scores
- Replay screen for final
- P.A. system
- Control room
- Bar and food outlets
- Hospitality lounge room
- Field of play in compliance with World Rugby Laws and Regulations
- Changing rooms
  - 2 x teams
  - Ball persons
  - Match officials
- Drug testing room
- Medical room
- Sideline seating for players, coaches and officials.

A high level analysis of Rugby Park against the Mitre 10 Cup facility standards has identified the following potential facility elements that may not meet the standards:

- Dedicated parking for teams, match officials and VIPs, including sponsors
- Electronic scoreboard
- Replay screen
- Contingency turf
- Scale and fit-out of change rooms
- Drug testing room
- Scale and fit-out of medical room
- Scale and fit-out of media areas, including IT requirements
- Scale and fit-out of coaches boxes.

### 2.2.4 Remaining Useful Life

An analysis of the remaining useful life of Rugby Park undertaken in July 2019 concluded that the main stadium buildings and outdoor stand seating had a residual life of 47 years. This suggest that with buildings being commissioned in 2002, the remaining useful life of the building structure is estimated to be a further 29 years.

This analysis also estimated the total Rugby Park infrastructure replacement cost to be over \$24 million.

### 2.2.5 Land Value

Investigations into the land value of the Rugby Park site by QV (June 2019) and again by Telfer Young (August 2020) concluded the value of the site to be between \$1 million and \$1.5 million.

## 2.2.6 Heritage Considerations

The Southland Footballers Memorial Gates, unveiled on 7 September 1924, are a memorial to the more than 200 Southland rugby players who had been killed during the First World War. Given the age of the Gates, any future potential redevelopment of this area will need to incorporate appropriate heritage sensitive design solutions.

Funding has recently been secured to refurbish the Southland Footballers Memorial Gates.

Figure 6 Southland Footballers Memorial Gates, Rugby Park



## 2.3 Management

### 2.3.1 Current Hiring Arrangements

Hiring arrangements at Rugby Park differ based on the nature of the group hiring the venue. The table below summarises current hiring arrangements:

**Table 3 Rugby Park Hiring Arrangements**

	Rugby Southland	Community Groups	Other Major Event Hirers
Hirer Responsibilities	<ul style="list-style-type: none"> <li>Event coordination</li> <li>Ticketing</li> <li>Security</li> <li>Cleaning</li> <li>Catering</li> <li>Communications</li> <li>Corporate activities</li> </ul>	<ul style="list-style-type: none"> <li>Event coordination</li> <li>Ticketing</li> <li>Security</li> <li>Cleaning</li> <li>Catering</li> <li>Communications</li> <li>Corporate activities</li> </ul>	<ul style="list-style-type: none"> <li>Event coordination</li> <li>Ticketing</li> <li>Security</li> <li>Cleaning</li> <li>Catering</li> <li>Communications</li> <li>Corporate activities</li> </ul>
Venue Hire	<ul style="list-style-type: none"> <li>\$1,000 Mitre 10 Cup</li> <li>\$150 Club Rugby</li> </ul>	<ul style="list-style-type: none"> <li>\$150</li> </ul>	<ul style="list-style-type: none"> <li>Price by Negotiation</li> </ul>
Corporate Facilities	<ul style="list-style-type: none"> <li>\$25,000 per annum</li> </ul>	<ul style="list-style-type: none"> <li>On negotiation</li> </ul>	
Entry/ Ticketing	<ul style="list-style-type: none"> <li>10% commission of turnover</li> </ul>	<ul style="list-style-type: none"> <li>10% commission of turnover</li> </ul>	
Food and Beverage	<ul style="list-style-type: none"> <li>No income to IVEM</li> </ul>	<ul style="list-style-type: none"> <li>No income to IVEM</li> </ul>	
Offices & Administration	<ul style="list-style-type: none"> <li>Free of charge to August 2033</li> </ul>	<ul style="list-style-type: none"> <li>N/A</li> </ul>	
Rugby Supporters Room	<ul style="list-style-type: none"> <li>Free of charge (99 year agreement)</li> </ul>	<ul style="list-style-type: none"> <li>N/A</li> </ul>	
Referees Club Room	<ul style="list-style-type: none"> <li>Free of charge (99 year agreement)</li> </ul>	<ul style="list-style-type: none"> <li>N/A</li> </ul>	

There are opportunities for groups to hire Rugby Park for functions, commercial training or meetings, however IVEM advised that these opportunities are cost prohibitive due to the increased site supervision needs to support such bookings. This constraint is largely as a result of the distance between the entrance and administration/ office areas to the function spaces.

There is currently no focus on event attraction and delivery in order to maximise the use and viability of Rugby Park. This lack of use and revenue generation is adversely impacting on the ability for appropriate funding allocation towards asset management tasks.

Currently the major venues within Invercargill operate under their own dedicated management structure. This is resulting in:

- Inability to maximise use and viability
- Avoiding potential management synergies & economies of scale savings
- Limiting focus on maximising event opportunities
- Internal competition for events across each major venue
- Unnecessary duplication of management services and resources
- No support for secondary and tertiary events
- Broader economic benefit being missed.

## 2.3.2 Usage and Visitation

A summary of events held at Rugby Park since 2016 is summarised below:

**Table 4: Rugby Park Events Since 2016**

Event Type	No. of Events			
	2016	2017	2018	2019
Commercial – Rugby	1	1	1	1
Community Fundraiser	1		1	
Community Sport	7	17	9	15
Kindergarten	1			
Meeting	2	2	1	1
Mitre 10 Game	5	5	5	5
Training	2	1	2	1
Function (e.g. wedding, party, awards night, roadshow)	2	2	1	1
Commercial – International (Nitro Circus)		1		
Council Function		2		
Community – Other			1	
<b>Total</b>	<b>21</b>	<b>31</b>	<b>21</b>	<b>24</b>

Based on the data available, the number of booking days was 32 in 2016, 38 in 2017, 29 in 2018 and 27 in 2019.

2019 data suggests that 16,552 patrons attended an event at Rugby Park across 10 of the 24 bookings (i.e. patronage data was not recorded for 14 bookings).

Recorded patronage data for 2019 is as follows:

**Table 5: Known Rugby Park 2019 Patronage**

Event	Approximate No. of Patrons
Rugby Southland Mitre 10 Cup Games (5 games)	7,275 (incl. 1,750 corporates)
Club Rugby Games (8 games)	2,250
Highlanders Super Rugby (1 game)	6,500
Southland Football (1 game)	500
Kids Triathlon	350
Dept. of Corrections Training	30
<b>Total (approximate) 2019 Patrons</b>	<b>61,755</b>

Regular hirers identified by Council in July 2020 include:

- Highlanders – however they have terminated their contract due to decreasing attendance numbers
- Rugby Southland
- Southland Football
- Sport Southland
- Southland Girls High School.

## 2.3.3 Financial Performance

### Overall Performance

An analysis of the financial performance of Rugby Park since 2016/17 is summarised below:

Table 6: Rugby Park Financial Performance 2016/17 to 2019/20

Item	2016/17	2017/18	2018/19	2019/20
<b>Operational Income</b>				
Hire Charges	\$168,587	\$108,248	\$18,038	\$34,080
Fees	\$42,911	\$12,785	\$23,418	\$17,864
Performance/ Technical Services	\$2,888	\$1,961	\$113	\$0
Advertising	\$15,000	\$15,000	\$15,000	\$7,500
Lease	\$1,692	\$2,167	\$77,090	\$1,833
Recoveries	\$16,768	\$12,141	\$8,866	\$15,498
<b>Total Operational Income</b>	<b>\$247,846</b>	<b>\$152,302</b>	<b>\$142,525</b>	<b>\$76,775</b>
<b>Operational Expenditure</b>				
Wages & Salaries	\$69,148	\$88,936	\$84,554	\$2,834
Accident Compensation	\$447	\$487	\$464	\$0
Staff Training	\$0	\$17	\$0	\$0
Agency Fees	\$56,000	\$40,630	\$39,233	\$0
General Expenses	\$1,059	\$0	\$180	\$3,158
Printing & Stationery	\$193	\$177	\$0	\$0
Subscriptions	\$977	\$680	\$2,104	\$0
Maintenance Buildings	\$90,729	\$7,809	\$47,240	\$9,463
Maintenance Electrical	\$11,542	\$919	\$369	\$985
Maintenance Ground	\$60,999	\$40,278	\$32,236	\$15,435
Maintenance Lighting	\$0	\$107	\$599	\$0
Maintenance Lift	\$0	\$0	\$0	\$3,853
Maintenance Plant and Equipment	\$6,092	\$2,132	\$7,832	\$612
Cafeteria Supplies	\$8,315	\$7,077	\$6,231	\$0
Show Packages Expenses	\$24,983	\$0	\$0	\$0
Cleaning Materials	\$7,414	\$5,290	\$2,338	\$842
Consultants	\$299	\$0	\$1,910	\$14,238
Contractors	\$2,681	\$0	\$150	\$1,144
Diesel	\$110	\$107	\$66	\$0
Electricity	\$3,911	\$1,017	\$6,871	\$27,430
Lease	\$10,000	\$10,000	\$10,000	\$0
Legal Fees	\$151	\$760	\$88	\$0
LPG	\$2,011	\$891	\$981	\$599
Motor Vehicle Maintenance	\$33	\$66	\$0	\$0
Motor Vehicle Licensing	\$49	\$63	\$34	\$0
Road User Charges	\$0	\$103	\$0	\$0
Plant Hire	\$0	\$2,920	\$7,160	\$5,410
Rates	\$4,307	\$5,431	\$5,175	\$6,131
Rubbish Disposal fees	\$979	\$0	\$368	\$355
Security	\$17,704	\$11,028	\$7,403	\$1,689
Depreciation - Plant & Equipment	\$2,326	\$1,831	\$1,344	\$821
<b>Total Operating Expenditure</b>	<b>\$382,459</b>	<b>\$228,545</b>	<b>\$264,930</b>	<b>\$94,999</b>
<b>Net Profit / (Loss)</b>	<b>\$134,613</b>	<b>\$76,243</b>	<b>\$122,405</b>	<b>\$18,224</b>

The figure below summarises the financial performance trends of Rugby Park since 2016/17:

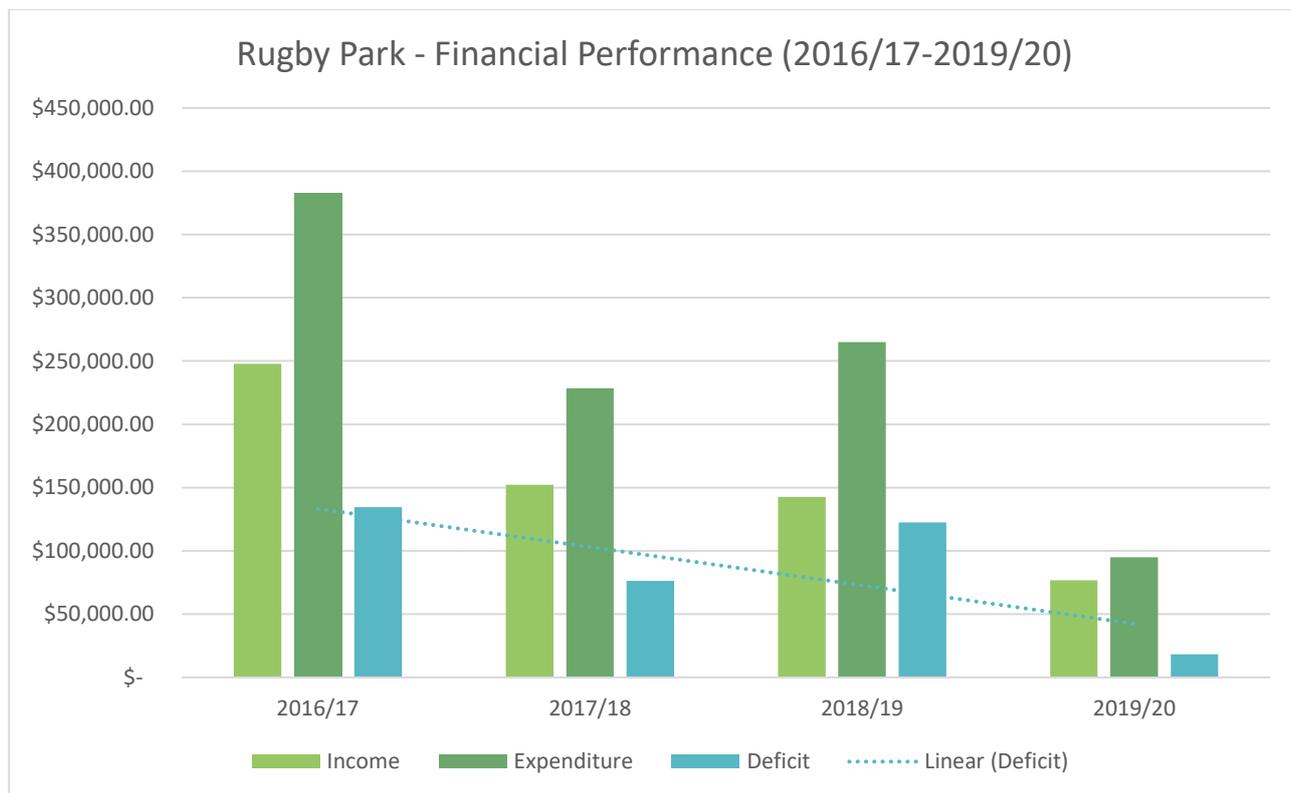


Figure 7 Rugby Park Financial Performance Trends

### Cost per Visit

Based on the estimated 2019 attendance, the cost per visit to Rugby Park was \$1.10.

### Performance by Area

An analysis of the financial performance of Rugby Park by area since 2016/17 is summarised below:

Table 7 Rugby Park Financial Performance by Area

Item	2016/17	2017/18	2018/19	2019/20
<b>Operational Income</b>				
Rugby Park Facilities	\$49,848	\$40,082	\$34,694	\$33,911
Rugby Park Function Rooms	\$7,053	\$747	\$548	\$0
Rugby Park Corporate Boxes	\$148,034	\$98,688	\$83,865	\$25,000
Rugby Park Ticketing	\$42,911	\$12,785	\$23,418	\$17,864
<b>Total Operational Income</b>	<b>\$247,846</b>	<b>\$152,302</b>	<b>\$142,525</b>	<b>\$76,775</b>
<b>Operational Expenditure</b>				
Rugby Park Facilities	\$303,968	\$176,450	\$221,097	\$94,935
Rugby Park Function Rooms	\$4,048	\$654	\$254	\$0
Rugby Park Corporate Boxes	\$73,179	\$48,621	\$42,086	\$64
Rugby Park Ticketing	\$1,264	\$2,820	\$1,493	\$0
<b>Total Operating Expenditure</b>	<b>\$382,459</b>	<b>\$228,545</b>	<b>\$264,930</b>	<b>\$94,999</b>
<b>Net Profit / (Loss)</b>	<b>\$134,613</b>	<b>\$76,243</b>	<b>\$122,405</b>	<b>\$18,224</b>

The figure below summarises the income performance trends by area of Rugby Park since 2016/17:

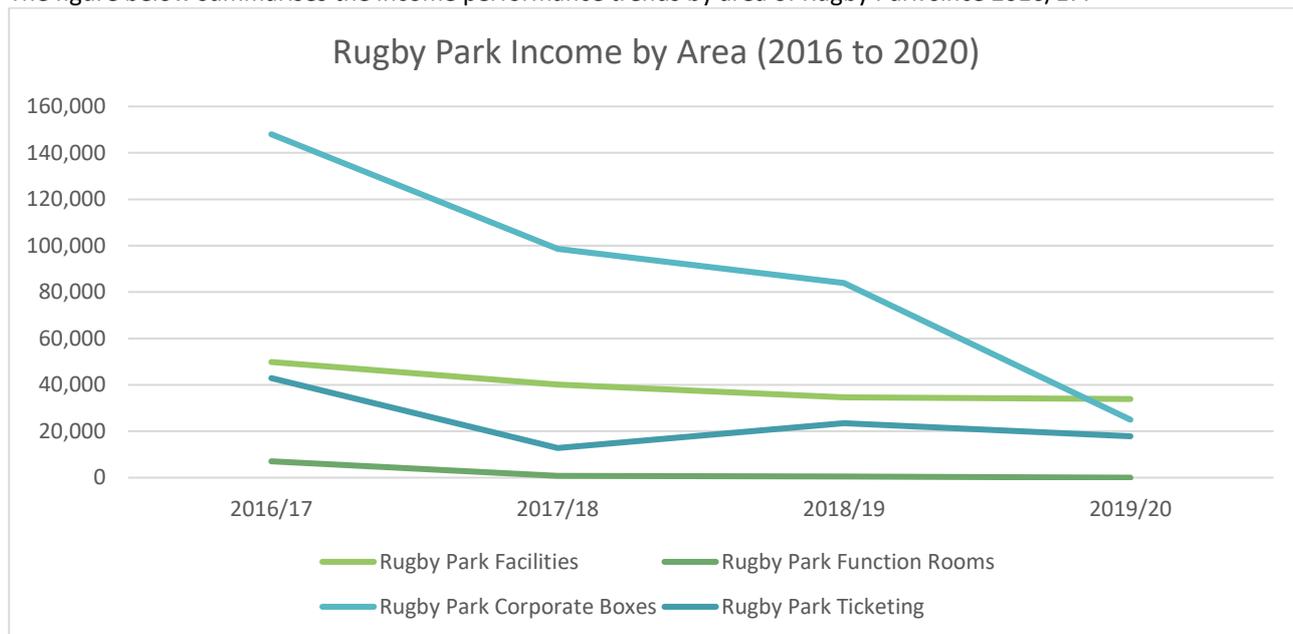


Figure 8 Rugby Park Income Trends by Area

The figure below summarises the expenditure performance trends by area of Rugby Park since 2016/17:

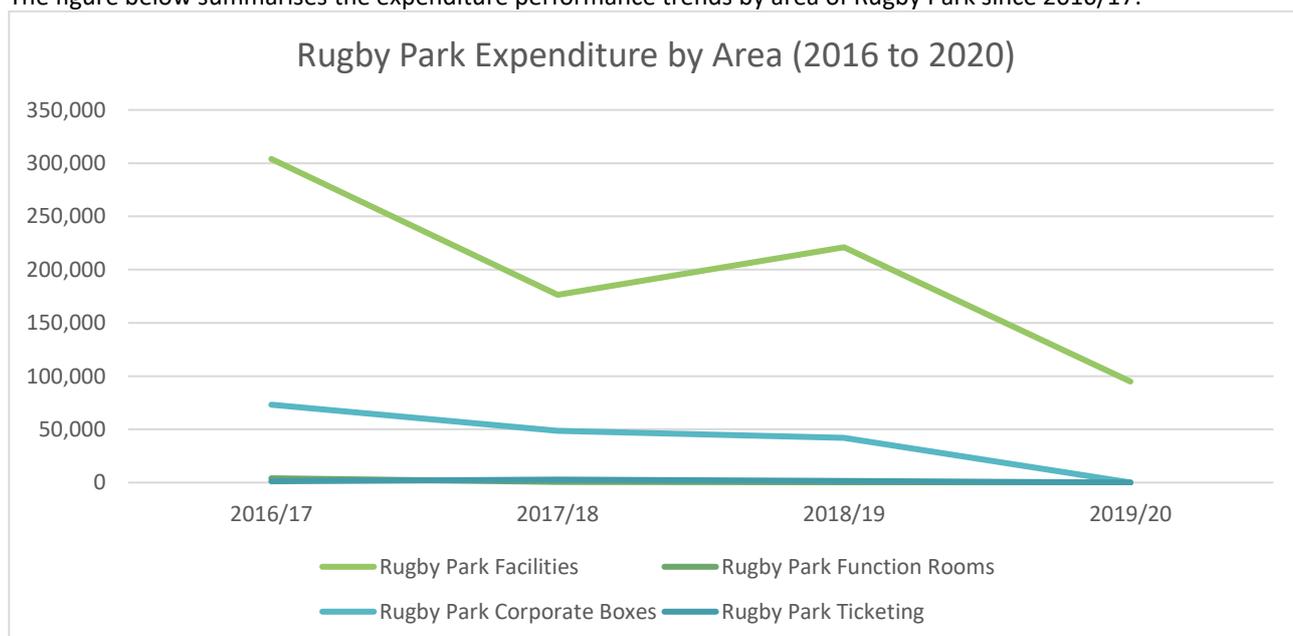


Figure 9 Rugby Park Expenditure Trends by Area

Further detail relating to Council investment is that:

- Council invested \$297,766.24 on “Main Stand Repairs” between October 2015 and January 2017, with key items being works to the entrance building, west elevation plaster panels, roof gutters, main stadium roof repairs, painting, fire alarm and electrical, boiler, and fire doors
- Council invested \$45,061.42 on “Other General Repairs” between May 2015 and April 2017 with key items relating to maintenance of plant and equipment, building maintenance, electrical maintenance and security.

## 3. Research and Consultation

### 3.1 Benchmarking

Several outdoor stadiums within New Zealand were benchmarked in order to understand their facility mix, capacity, covered seating levels and management arrangements. The following facilities were benchmarked:

- Forsyth Barr Stadium, Dunedin
- Yarrow Stadium, New Plymouth
- Central Energy Trust Arena, Palmerston North
- FMG Stadium, Hamilton
- Orangetheory Stadium, Christchurch
- Mount Smart Stadium, Auckland
- North Harbour Stadium, Auckland
- Trafalgar Park, Nelson
- Semenoff Stadium, Whangerei
- Rotorua International Stadium
- McLean Park, Napier.

Further detailed on the stadiums benchmarked can be found in Section 10.1 below.

Whilst several of the above stadiums have larger seating capacities and covered seating offerings, of the venues with regular bookings of Mitre 10 Cup or below, the average number of covered seats is in the order of 4,000 to 5,000.

The facility provision is similar in many cases to that of Rugby Park, however there is a clear differential between the quality and standard of the benchmarked stadiums compared to the ageing Rugby Park infrastructure.

Several varied management models are used to operate the stadiums, including:

- Trust
- Direct council
- Council owned company
- Private commercial operator company.

Similar to Rugby Park, the majority of the stadiums were centrally located, and close to the CBD, accommodation, restaurants and retail.



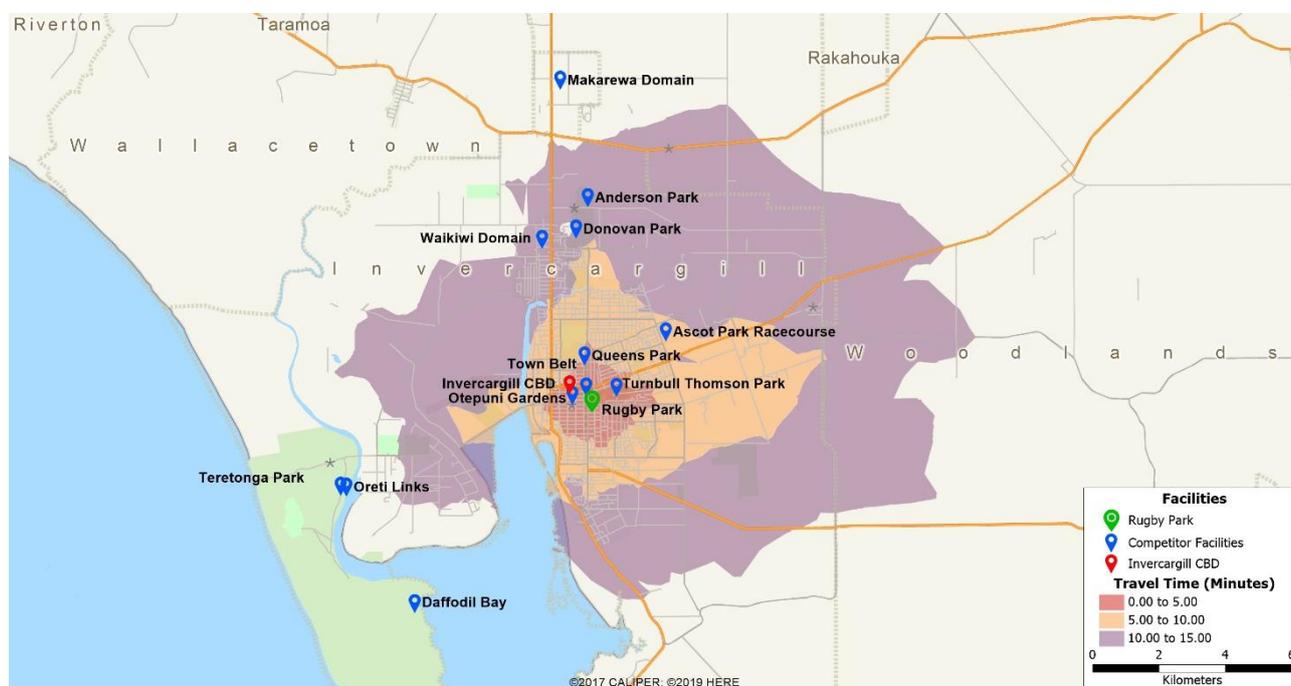
Figure 10 Trafalgar Park, Nelson

## 3.2 Community Event Spaces

As a large outdoor venue, incorporating indoor hospitality areas, Rugby Park has the capability of staging a variety of community events. However, there is a large number of alternative community event spaces within Invercargill, including:

- Anderson Park
- Ascot Park Racecourse
- Daffodil Bay, Sandy Point
- Donovan Park
- Makarewa Domain
- Oreti Links, Sandy Point
- Otepuni Gardens, Town Belt
- Queens Park (second Circle)
- Town Belt
- Turnbull Thomson Park
- Sandy Point leased areas, e.g. Teretonga Park
- Waikiwi Domain.

The map below summarises the location of the above community event spaces in relation to Rugby Park:



**Map 1: Travel Time Comparison – Rugby Park to Alternative Community Event Spaces**

The map above outlines that there are four alternative outdoor community event spaces within 5 minutes of Rugby Park, one within 10 minutes, and a further three within 15 minutes. Rugby Park and four other outdoor community event spaces are also within 5 minutes of the CBD.

The majority of the alternative outdoor community spaces are located within broader greenspace/ recreation park precincts. There is a point of difference between Rugby Park and the other outdoor community event spaces with Rugby Park offering:

- All weather protection
- Public amenities
- Secondary food & beverage options
- Secondary function/ event spaces
- Short term storage
- Controlled/ secured environment
- Lighting to support night events
- Media facilities
- Event management and coordination facilities
- Audio/ visual facilities.

### 3.3 Consultation

Consultation with the following organisations was undertaken:

- Members of the Project Governance Group
- Regional and National Sporting Organisations (outdoor playing field sports)
- Regional event promoters
- Outdoor event promoters
- Invercargill Venue and Event Management.

Detailed consultation information is outlined in Section 9.3 below.

The common themes from the consultation were:

- Rugby Park meets Rugby NZ facility provision standards
- The standard of facilities are ageing and do not meet contemporary standards
- There is a need to have a greater focus on event attraction outside of the core rugby union events
- There may be an opportunity for Council to consider establishing an event attraction fund
- The location and climatic conditions adversely impacts Rugby Park as an attractive outdoor event destination compared to other alternatives within the South Island
- Maximised participation events (national touch football events, masters games) should be the focus at Rugby Park as opposed to one-off major spectator events
- If Rugby Park was to be decommissioned, an alternative venue would need to meet the minimum standards imposed by NZ Rugby
- There is not enough focus on acquiring events and maintaining the assets at Rugby Park to an adequate standard.

Specifically, outdoor event promoters advised:

- Council and its partners (e.g. Great South) should collaborate to create a calendar of outdoor community events that can be held at Rugby Park
- In order to attract major spectator events on the South Island circuit, Council must be willing to provide financial incentives via minimal venue hire charges, marketing and promotion assistance, and a shared revenue model
- There is an opportunity to create annual, iconic events, such as a multi-artist music festival
- Council will need to remove the barriers to non-sporting events on the playing surface
- Invercargill would need to be able to support an influx of 15,000 visitors to the City to support a major spectator event
- In assessing the benefit of potential event opportunities, Council should take the full economic benefit to Invercargill likely to result from the event opportunity.

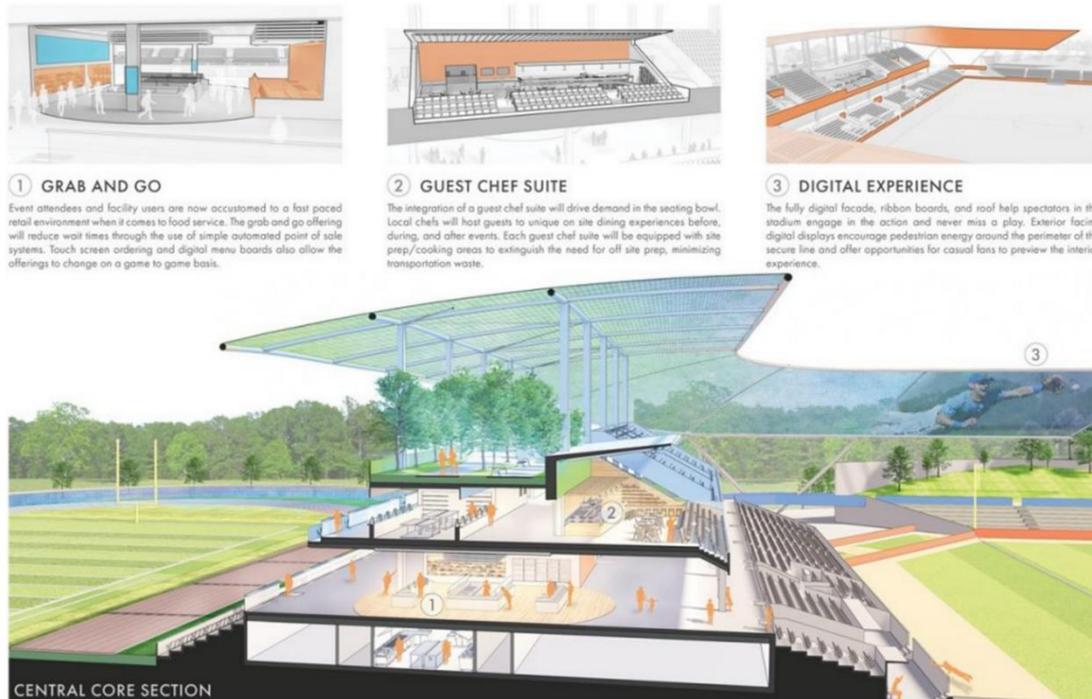
Great South, Southland's regional development agency has a clear mandate to leverage opportunities for Southland in the areas of economic and business development, tourism and events. Great South advised Rugby Park has the potential to be a major event destination for the Southland Region. On this basis, Great South is available to work in partnership with Council and IVEM to explore opportunities to expand the number of events held at Rugby Park.

### 3.4 Stadium Design Trends

The most recent contemporary trends for the design and facility provision of outdoor stadiums largely relates to:

- **Advancements in Lighting:**
  - Enhance the experience
  - Reduce operating costs
  - Systems can be choreographed to music to create a multidimensional experience
- **New Seating Design:**
  - Unique seating and viewing options
  - Reduced seating capacity in order to install a variety of suites and club seating and spaces
  - Standing room options
- **Connectivity:**
  - Crucial for fans to use their smartphones during games
  - Wi-Fi and DAS capabilities to accommodate all fan’s usage
  - Enhance fan experience
  - Encourage fans to post about their experience
- **Food & Beverage:**
  - Diversity of options and price points
  - Courtyard pre-post event offerings.

The figure below illustrates how the food & beverage and digital experience is changing in future outdoor stadiums:



**Figure 11 Example of Changing Food & Beverage and Digital Stadium Design**

In an environment such as Invercargill with moderate frequency of strong wind and rain events, there is likely to be an increased expectation of spectators of cover from the weather. Facility design solutions to protect spectators from wind and rain can take less expensive structural options as such as tension fabric rooves.



**Figure 12 Example of Tension Fabric Roof Design**

## 4. Opportunities Review

### 4.1 Analysis of Research and Consultation

#### 4.1.1 Governance and Access

The financial viability of Rugby Park has been experiencing difficulty for several years, including prior to 2014. The previous owner of Rugby Park, Southland Outdoor Stadium Trust experienced cash flow difficulties which came to a head in 2014. These difficulties were as a result of debt arrangements in place to:

- \$750,000 to the Community Trust
- \$740,000 to Rugby Southland (incurred under the Management Contract).

As a result, in early 2016, Council purchased Rugby Park via the Invercargill City Charitable Trust and appointed EVEM to manage the venue. IVEM was disbanded in 2020. This decision resulted in the debt with the Southland Outdoor Stadium Trust being settled and an agreement being reached for Council to take over the debt of approximately \$740,000 owed to Rugby Southland. The form of this agreement with Rugby Southland did not involve a cash transaction. An agreement that Rugby Southland would be provided rent free access to their office and administrative facilities at Rugby Park until August 2033 was signed.

Further access agreements exist with Southland Rugby Supporters and the Referees Club which are provided long term (99 year) exclusive, free of charge access to their respective club rooms.

#### 4.1.2 Asset Condition

Whilst Rugby Park meets provision standards for rugby union, the overall venue condition is considered ageing and not consistent with contemporary facility expectations for players, officials, media and spectators.

There is considerable deferred maintenance work accumulated due to prior lack of maintenance and includes replacing plastic seats, light fittings, repairs to roof leaks, media tower fit-out, electrical safety improvement, timing hit asbestos removal.

In addition, in mid-2019 the presence of toxic mould in the Rugby Southland offices and Rugby Supporters Club was confirmed and access to these areas was terminated in July 2019 due to health and safety. The presence of toxic mould related to weather tightness and structural integrity have existed since the time of constructions. At this time, some issues were addressed on an interim bases (e.g. bracing of the west end stand), whilst some other strategies such as weather tightness of roof, offices were not successful. Further structural issues are the result of previous design, construction and climatic factors.

Council is facing a number of structural issues to address, including New Building Standard (NBS) standards and ongoing mould from moisture. On this basis, Council is currently investigating potential costs and strategies to structural risks, mould and moisture, and deferred maintenance at Rugby Park. Indications are that the combined structural and mould remedial works, combined with undertaking the required deferred maintenance tasks will be \$4.6 million.

Council will need to factor into its decision making what an appropriate minimum number of covered seats is to ensure the maximised use and viability of Rugby Park. Benchmarking of venues with regular bookings of Mitre 10 Cup or below, suggests the average number of covered seats is in the order of 4,000 to 5,000.

The facility provision is similar in many cases to that of Rugby Park, however there is a clear differential between the quality and standard of the benchmarked stadiums compared to the ageing Rugby Park infrastructure.

The Rugby Park major infrastructure is estimated to have a remaining useful life of 29 years with an estimated replacement cost of approximately \$24 million. The estimated land value of the site is approximately \$1 - \$1.5 million. This suggests that decommissioning the major infrastructure at Rugby Park so far from its end of life would result in:

- The imbedded investment benefit from the 2002 development not being fully realised;
- A high replacement cost either at Rugby Park or an alternative site; and
- A relatively low land value benefit to offset the cost of demolishing the current infrastructure and their replacement.

Any changes to the design and layout of Rugby Park will need to incorporate appropriate heritage sensitive design solutions in recognition of The Southland Footballers Memorial Gates (1924). Recent funding has been committed to refurbish the Gates.

### **4.1.3 Financial Considerations**

Whilst the operating deficit for Rugby Park is relatively low for a venue of this scale (low of -\$18,224 – 2019/20 and high of -\$134,613 – 2016/17), this is largely as a result of skeleton operations due to the very low occupancy levels and a deferment of required maintenance works.

With the agreed venue hire arrangements between IVEM and Rugby Southland, the primary hirer of Rugby Park, there is reduced capacity for the stadium to fully realise its full commercial capability. This is because of current and historical agreements relating to:

- No rental income associated with the administration/ office areas, the Rugby Supporters Club room or the Referees Club room
- Moderate venue hire rental (\$1,000 Mitre 10 Cup and \$150 Club Rugby)
- Flat fee of \$25,000 per annum for Rugby Southland's use of the corporate facilities does not encourage or act as a commercial incentive for IVEM and Rugby Southland to work in partnership to maximise the revenue of these spaces
- The moderate 10% commission on ticketing turnover also does not act as a commercial incentive for IVEM and Rugby Southland to work in partnership to maximise this revenue stream.

The use of Rugby Park by Rugby Southland as its anchor tenant, however, does provide annual assured usage that the stadium can rely as guaranteed base income.

The very moderate venue hire of \$150 charged for other community events held at Rugby Park and the free access provided to the Rugby Supporters Club and Referees Club also have an adverse impact on viability.

For this reason, maximising venue hire and revenue from non-Rugby or local community events is critically important to the financial viability of Rugby Park. Potential revenues from these activities could assist to underwrite the subsidisation being provided to Rugby Southlands and local community events. However, despite the importance of these types of events, only one (1) major commercial event outside of rugby union has been held at Rugby Park since 2016.

### **4.1.4 Management**

Regardless of the varied governance and management models implemented over the life of Rugby Park, there has been a distinct lack of venue management expertise, event attraction and delivery focus, asset management arrangements and a clear strategy and vision for the site. Regardless of the future facility improvements, a management model that supports the maximised use and viability of Rugby Park will be needed.

There are multiple venue management models implemented throughout the country. There is no venue management model more effective than others. Determination of a venue management model will be influenced by a range of factors including:

- Venue location, scale and facility mix
- Management models implemented at other venues within the catchment

- The capacity of the asset owner to maximise the use and financial viability of a venue, with particular emphasis on expertise in:
  - Event attraction and management
  - Asset management
  - Risk management
  - Financial management, including commercial event arrangements
  - Marketing and communications
  - Contract management.

Major venues within Invercargill have their own dedicated management structure. This is resulting in internal competition, duplication of resourcing, loss of secondary event opportunities and reduced viability across each of the venues. There may be an opportunity to explore an alternative management model that supports improved collaboration between the management entities.

### 4.1.5 Maximising Potential

Benchmarking of other stadiums within New Zealand suggest the fixed seating capacity, full site capacity and facility provision within Rugby Park creates an opportunity to increase the occupancy and number of events held at the stadium. Given the low occupancy and importance to the future financial viability of Rugby Park to maximise future major commercial events, there is a need for increased focus on new major commercial event attraction.

From consultation undertaken for this study, future new major commercial events could be attracted based on the facility offerings at Rugby Park include:

- New sporting events
- New major community events
- New outdoor events that form part of the South Island events circuit.

**Note** - It should be noted that whilst Rugby Park has the facility offerings and capacity to host the nature of the potential events identified within this report, the majority of these opportunities are subject to a competitive tendering process and/ or require some form of incentive and risk/ benefit sharing model between the promoter and the Stadium.

#### **New Potential Sporting Events**

The focus for Rugby Park should be to maximise participation sporting events (national touch football events, masters games) as opposed to one-off major spectator events. Further, there is an opportunity to expand the number of rugby events held at Rugby Park, including opportunities for NZ Rugby tendered matches. Potential events that could be supported at Rugby Park, include:

- |   |   |
|---|---|
| <ul style="list-style-type: none"> <li>• Super Rugby pre and during season match</li> <li>• &lt;19 Sevens Tournament</li> <li>• Men’s and Women’s National Sevens (2-day event currently held in Tauranga)</li> <li>• &lt;19 Men’s and Women’s Nationals (10 day event currently held in Taupo)</li> <li>• NZ Secondary Schools Top 4 Schools Competition</li> <li>• NZ Secondary Schools boys and girls Sevens Competition</li> <li>• Touch Rugby League – Various events annually including World Cup.</li> </ul> | <ul style="list-style-type: none"> <li>• NRL pre-season matches</li> <li>• A-League pre-season matches</li> <li>• Cricket matches (drop-in pitch)</li> <li>• Lloyd McDermott Rugby Development Team – KARI Ella 7s</li> <li>• Oceania Rugby 7s (Men’s and Women’s)</li> <li>• Tag20 Rugby</li> <li>• Night of the Jumps – Freestyle MX World Championship.</li> </ul> |
|---|---|

From a rugby league perspective, NZ Rugby League Southern Zone has, in the past, used Rugby Park for the staging of finals in the Southland club competition (4 p.a.) and South Island Competition matches (1-2 p.a.). These matches attract crowds of 100-200 people. These opportunities still exist, however with such a small attendance, the use of Rugby Park is likely to be cost prohibitive.

There were no identified opportunities for football (soccer) at Rugby Park.

#### **New Potential Major Community Events**

There are multiple community spaces within the City that currently host outdoor events. Of those that already hold some form of outdoor community event, eight are within 15 minutes for Rugby Park and the CBD. However, there is an opportunity for Rugby Park to position itself as an outdoor community event venue where the scale and requirements of the event require a controlled environment, supported by building infrastructure opportunities (i.e. seating, cover, kitchen, corporate, media).

#### **New Potential Opportunities from South Island Event Circuit**

Possible major outdoor events that could be created or secured for Rugby Park include:

- Nitro Circus
- Events that have a synergy with Great South event priorities
- Wine festival
- Monthly car auctions
- Monthly craft markets
- Farmers markets
- World Jousting Championships and Medieval Faire
- Music Concerts and Festivals.

In order to secure future event opportunities and to maximise Invercargill as an attractive major outdoor event destination, Council, stakeholders and venue operators need to consider:

- Collaboration between venues, operators, tourism bodies and Council
- Provide financial incentives to event promoters and share the event risk
- Investigate the full economic benefit potential to Invercargill in order to justify financial incentives
- Remove current barriers such as playing surface protection, provided it maintains current standards required of New Zealand Rugby.

### **4.1.6 Major Considerations**

The following major factors should influence determination of the future direction of Rugby Park:

1. Is **Rugby Park or an alternative venue** best placed to service the long term (15 – 20 years) outdoor stadium needs of Invercargill?
2. What are the **realistic event opportunities** for Invercargill and **what facilities are needed** to secure these events?
3. What are the minimum **facility requirements** for **rugby**?
4. What are the **cost** implications of the options?
5. Which solution will **maximise community, use and viability outcomes**?
6. What future **management model** should be implemented to support maximised events, community use and financial sustainability of the stadium?
7. Does the future strategy align with the **Spaces and Places Strategy** and other **regional planning policies**?
8. Is the venue **name Rugby Park consistent** with the vision for the site to be a **multi-use community facility**?

## 5. Outdoor Stadium Facility Options

Giving consideration to the background research, consultation and analysis undertaken for this study, six (6) potential future outdoor stadium facility options were identified as summarised below:

1. OPTION 1 – Status Quo - Essential Infrastructure Condition Based Improvements to Rugby Park
2. OPTION 2 - As per Option 1 + Develop New Northern, Western, Eastern Facilities
3. OPTION 3 - Greenfield Development (site to be determined)
4. OPTION 4 - Brownfield Development (Surrey Park)
5. OPTION 5 – As per Option 1 + Redevelop Northern, Western, Eastern Areas into Open Green & Hardstand Space
6. OPTION 6 - Demolish Current Rugby Park Infrastructure + Develop a New, Stadium with Reduced Permanent Infrastructure

Outlined below are the facility components and a detailed multi-criteria analysis of each option in order to identify their individual risks and benefits, and a comparison across the options.



## 5.1 Option Summary

### 5.1.1 OPTION 1 – Status Quo - Essential Infrastructure Condition Based Improvements to Rugby Park

This options represents no change to the current facility mix, layout and functionality of Rugby Park. It involves addressing the toxic mould present as a result of weather tightness, the structural integrity risks of multiple structures and deferred maintenance items. However, in order to address the structural risks, this option assumes there will likely need to be a reduction in the previous covered seating capacity of between 15% from the previous capacity.

Deferred maintenance tasks include:

- Replacing plastic seats
- Light fittings
- Repairs to roof leaks
- Media tower fit-out
- Electrical safety improvement
- Timing hit asbestos removal.

#### Indicative Cost Estimate

The indicative cost estimate to undertake the structural and deferred maintenance works for Option 1 is \$4.6 million<sup>1</sup>.

### 5.1.2 OPTION 2 - Option 1 + Improved Site Functionality & Splash Palace Synergies

Option 2 involves undertaking the same works required for Option 1, re-lifeing and modernisation of the existing infrastructure, improving the overall site functionality and providing better synergies with Splash Palace that support increased revenue generation. Works to current infrastructure would include improvements to:

- Paintings
- Floor coverings
- Fittings
- Furnishings
- Technology
- Lighting
- Signage
- Media Tower.

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<sup>1</sup> Advised by Invercargill City Council

New facility improvements for Option 2 are summarised in the table below:

**Table 8 Rugby Park - Improved Site Functionality & Splash Palace Synergies Component Schedule**

Facility	Component	Specification	Area
<b>Wellness Centre</b> (North west corner with direct connectivity to Splash Palace)	Allied Health	<ul style="list-style-type: none"> <li>• 8 x Consultation Rooms (96m<sup>2</sup>)</li> <li>• Reception desk (8m<sup>2</sup>)</li> <li>• Storage 20m<sup>2</sup></li> <li>• Waiting Lounge 8m<sup>2</sup></li> </ul>	• 132m <sup>2</sup>
	Health & Fitness	<ul style="list-style-type: none"> <li>• Program rooms: <ul style="list-style-type: none"> <li>○ Group fitness room 400m<sup>2</sup> with moveable wall divide room into to three separate rooms</li> <li>○ Storage 20m<sup>2</sup></li> </ul> </li> <li>• Gymnasium/ weights area: <ul style="list-style-type: none"> <li>○ Gymnasium area 400m<sup>2</sup></li> <li>○ Assessment office 40m<sup>2</sup></li> <li>○ Storage 30m<sup>2</sup></li> </ul> </li> <li>• Waiting and Circulation 30m<sup>2</sup></li> <li>• Universal change and amenities: <ul style="list-style-type: none"> <li>○ Male amenities/change rooms 50m<sup>2</sup></li> <li>○ Female amenities/change rooms 50m<sup>2</sup></li> <li>○ Accessible change room located within close proximity to Health Club– 1 x 15m<sup>2</sup></li> </ul> </li> </ul>	• 1,035m <sup>2</sup>
<b>Secondary Entry &amp; Amenities</b> (North west corner)		<ul style="list-style-type: none"> <li>• Entrance/ ticketing (500m<sup>2</sup>): <ul style="list-style-type: none"> <li>○ Ticketing box office</li> <li>○ 6 X turnstiles</li> <li>○ Entry points must be equipped with facilities for searching persons and for temporarily storing prohibited items securely</li> </ul> </li> <li>• Indoor Amenities Building (575m<sup>2</sup>): <ul style="list-style-type: none"> <li>○ Merchandise outlet: <ul style="list-style-type: none"> <li>▪ 50m<sup>2</sup></li> </ul> </li> <li>○ Food and beverage outlet: <ul style="list-style-type: none"> <li>▪ Kitchen 75m<sup>2</sup></li> <li>▪ Servery 75m<sup>2</sup></li> </ul> </li> <li>○ Bar outlet: <ul style="list-style-type: none"> <li>▪ Bar 50m<sup>2</sup></li> <li>▪ Servery 75m<sup>2</sup></li> </ul> </li> <li>○ Public Toilets (250m<sup>2</sup>):</li> </ul> </li> </ul>	• 1,075m <sup>2</sup>

		<ul style="list-style-type: none"> <li>▪ Mix of both genders and PWD</li> <li>▪ Water closet (WC) Men – 2</li> <li>▪ Urinals - 10</li> <li>▪ WC Women – 20</li> <li>▪ Hand basin Men – 5</li> <li>▪ Hand basin Women – 10</li> </ul>	
<b>Secondary Seating</b> (Northern side)	Covered Seating	<ul style="list-style-type: none"> <li>• 1,500 individual seats</li> <li>• Covered structure (tension fabric or similar)</li> </ul>	<ul style="list-style-type: none"> <li>• 1,000m2</li> </ul>
<b>Main Entry &amp; Outdoor Events Area</b> (South east corner utilising eastern hill area and current gravel space at entry and behind hill at eastern end of field)	Outdoor Events Area	<ul style="list-style-type: none"> <li>• Mix of natural and artificial shade</li> <li>• Mix of natural grass and hard stand surfaces</li> <li>• Temporary food &amp; beverage, merchandise points within designated flat areas x 4: <ul style="list-style-type: none"> <li>○ Lighting</li> <li>○ Power (including 3-phase)</li> <li>○ Water</li> <li>○ Concrete pad</li> </ul> </li> <li>• Lighting: <ul style="list-style-type: none"> <li>○ LED safety lighting</li> </ul> </li> <li>• Waste dump point</li> <li>• Ensure unimpeded emergency vehicle access to the events and playing field areas</li> <li>• Event management office (16m<sup>2</sup>)</li> <li>• Secure ticketing and treasury facility (5m<sup>2</sup>)</li> <li>• Event related storage facility (65m<sup>2</sup>)</li> <li>• Toilets <ul style="list-style-type: none"> <li>○ Mix of both genders and PWD</li> <li>○ Water closet (WC) Men – 2</li> <li>○ Urinals – 1x70 people = 15</li> <li>○ WC Women – 1 x 35 people = 25</li> <li>○ Hand basin Men – 1 x 150 people = 6</li> <li>○ Hand basin Women – 1 x 70 people = 15</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• 3,000m2</li> </ul>
	Main Entry	<ul style="list-style-type: none"> <li>• Entrance/ ticketing: <ul style="list-style-type: none"> <li>○ Ticketing box office</li> <li>○ 10 X turnstiles</li> <li>○ Entry points must be equipped with facilities for searching persons and for temporarily storing prohibited items securely</li> </ul> </li> <li>• Outer stadium perimeter fencing (include spacing between entry; fencing; and ticketing areas)</li> </ul>	<ul style="list-style-type: none"> <li>• 900m2</li> </ul>

<b>Parking Arrangements</b> (South east corner utilising gravel space behind hill at eastern end of field)	Teams, Officials, Emergency & VIP Parking	<ul style="list-style-type: none"> <li>• Parking for teams:             <ul style="list-style-type: none"> <li>○ 2 x bus parking spaces, separated from public</li> <li>○ 220m<sup>2</sup></li> </ul> </li> <li>• Parking for match officials:             <ul style="list-style-type: none"> <li>○ 6 x spaces, separated from public</li> <li>○ 145m<sup>2</sup></li> </ul> </li> <li>• Venue management:             <ul style="list-style-type: none"> <li>○ 4 x spaces</li> <li>○ 100m<sup>2</sup></li> </ul> </li> <li>• Emergency services:             <ul style="list-style-type: none"> <li>○ 4 x spaces, separated from public</li> <li>○ 100m<sup>2</sup></li> </ul> </li> <li>• Parking for VIPs, including sponsors:             <ul style="list-style-type: none"> <li>○ 20 x spaces</li> <li>○ 475m<sup>2</sup></li> </ul> </li> <li>• Designated drop-off area:             <ul style="list-style-type: none"> <li>○ Suitable for vehicles and buses</li> <li>○ 220m<sup>2</sup></li> </ul> </li> <li>• Outside broadcast vans area:             <ul style="list-style-type: none"> <li>○ 650m<sup>2</sup></li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• 1,910m<sup>2</sup></li> </ul>
<b>Total New Facilities Area</b>	<ul style="list-style-type: none"> <li>• 9,052m<sup>2</sup></li> <li>• 0.9 hectares</li> </ul>		

### Indicative Cost Estimate

The indicative cost estimate for Option 2, including the structural and deferred maintenance works is \$25.5 million<sup>2</sup>.

<sup>2</sup> Southern Quantity Surveyors (including increase of \$0.5 million based on revised Council advice on Option 1 costs)

### 5.1.3 OPTION 3 - Greenfield Development (site to be determined)

Taking into consideration the earlier research and consultation undertaken for this study, a component schedule has been prepared based on a new greenfield site detailing the needs of a future potential outdoor stadium and events facility needs for Invercargill. This component schedule provides detail on the total footprint, individual facility elements and dimensions, and functionality/ connectivity needs. The component schedule considers:

- Key study findings of the need to maximise spectator experience and provide as much protection as possible from climatic conditions;
- New Zealand Rugby Mitre 10 Cup Facilities and Minimum Standards Guidelines;
- FIFA Facility Guidelines;
- Administrative needs of Southland Rugby;
- Seating capacity based on 15,000 spectators, with permanent amenities, food & beverage and corporate facilities have been based on 10,000 spectators;
- Otium Planning Groups experience in the planning and design of regional stadiums;
- Latest trends in stadium facility provision and design; and
- Outdoor community event opportunities beyond rectangular sport.

**Table 9 Greenfield Site - Outdoor Stadium and Events Centre Component Schedule (Invercargill)**

Facility	Component	Specification	Area
<b>Stadium and Outdoor Events Centre</b>	Rectangular Field	<ul style="list-style-type: none"> <li>• 122m x 70m playing field</li> <li>• 1,500 lux lighting to playing field (LED multi colour, programming options):               <ul style="list-style-type: none"> <li>○ Junction box at light poles with 10amp &amp; 3-phase points</li> </ul> </li> <li>• 5m perimeter safety zone</li> <li>• High grade perimeter fence surrounding main field</li> <li>• 2x substitute benches on sidelines for 23 people each</li> <li>• Pitch access and tunnel:               <ul style="list-style-type: none"> <li>○ The tunnel should be a minimum of 4m wide and a minimum of 2.4m high</li> <li>○ Tunnel on the halfway line and on the same side as the VIP box, media tribune and administrative offices</li> <li>○ Tunnel to be protected by means of a fireproof telescopic tunnel</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• 11,300m<sup>2</sup></li> </ul>
	Spectator Viewing	<ul style="list-style-type: none"> <li>• 15,000 seated capacity:               <ul style="list-style-type: none"> <li>○ 100% roof coverage for 5,000 seats to the drip line</li> <li>○ In the case of a “tented roof gradient” (four sides with 2x2 different slopes), a gutter must be built all around the pitch</li> <li>○ 5,000 unprotected seats via tier benchmarking (or similar)</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• 9,900m<sup>2</sup></li> </ul>

		<ul style="list-style-type: none"> <li>○ Standing viewing options within main grandstand building</li> <li>• Grass embankments: <ul style="list-style-type: none"> <li>○ Surrounding field with natural shading on peripherals (avoid sightline conflicts)</li> <li>○ Adequate space to support bump-in/ temporary seating over mound; and food &amp; beverage/ retail infrastructure on top of mound</li> <li>○ Accessible walkway at bottom of the hill; around field; between embankment and playing field</li> </ul> </li> <li>• Accessibility <ul style="list-style-type: none"> <li>○ Internal public concourses</li> <li>○ Circulation routes of a minimum of 1.2m</li> <li>○ 500mm seat width and 760mm row depth for seated areas</li> <li>○ Stair rises between 150mm and 180mm</li> <li>○ Stair treads a minimum of 280mm optimum at 305mm</li> <li>○ Handrails at 1.1m of stairs/ramp width</li> <li>○ 800mm barrier in front of fixed seats</li> <li>○ Accessibility to, within and from the venue for patrons with disabilities</li> <li>○ 115 wheelchair and 115 carer seats - each designated place should measure 1400mm x 1400mm to allow space for one helper per wheelchair space to sit alongside in a fixed or removable seat set aside seats at the end of rows or the front tier or to design entire rows to a higher standard – (i.e. for guide dogs)</li> </ul> </li> </ul>	
	Spectator Amenities	<ul style="list-style-type: none"> <li>• Corporate: <ul style="list-style-type: none"> <li>○ Foyer</li> <li>○ A mixture of banqueting suites, viewing lodges, boxes and suites, 10 to 20 people (2,000m<sup>2</sup>)</li> <li>○ Corporate seating for up to 500 spectators – internal and external options (750m<sup>2</sup>)</li> <li>○ 2 x medium corporate boxes – 24 persons (100m<sup>2</sup>)</li> <li>○ 10 X corporate boxes of 9-12 persons for each (240m<sup>2</sup>)</li> </ul> </li> <li>• Kitchen / Kiosk 40m<sup>2</sup></li> <li>• Toilets (660m<sup>2</sup>): <ul style="list-style-type: none"> <li>○ Mix of both genders and PWD</li> <li>○ Water closet (WC) Men – 1x600 people = 17</li> <li>○ Urinals – 1x70 people = 143</li> <li>○ WC Women – 1 x 35 people = 286</li> <li>○ Hand basin Men – 1 x 150 people = 67</li> <li>○ Hand basin Women – 1 x 70 people = 143</li> </ul> </li> <li>• First Aid 20m<sup>2</sup></li> <li>• Concession stands (2,400m<sup>2</sup>): <ul style="list-style-type: none"> <li>○ 60m<sup>2</sup> each</li> <li>○ Up to 40 concession stands required</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• 6,210m<sup>2</sup></li> </ul>

		<ul style="list-style-type: none"> <li>○ Mix of permanent and temporary provision</li> <li>○ Provide some with direct view to playing field to support pop-up restaurant options</li> </ul>	
	Entry	<ul style="list-style-type: none"> <li>● Entrance/ ticketing: <ul style="list-style-type: none"> <li>○ 2 X ticketing box office</li> <li>○ 15 X turnstiles</li> <li>○ Entry points must be equipped with facilities for searching persons and for temporarily storing prohibited items securely</li> </ul> </li> <li>● Outer stadium perimeter fencing (include spacing between entry; fencing; and ticketing areas)</li> </ul>	<ul style="list-style-type: none"> <li>● 1,400m<sup>2</sup></li> </ul>
	Players/ Officials	<ul style="list-style-type: none"> <li>● Player change rooms (link rooms 1 &amp; 3 together and rooms 2 &amp; 4 together) <ul style="list-style-type: none"> <li>○ Change Room 1 <ul style="list-style-type: none"> <li>▪ Open change area 80m<sup>2</sup></li> <li>▪ Amenity Room 35m<sup>2</sup></li> <li>▪ Massage Room 40m<sup>2</sup></li> <li>▪ Doctors Room 15m<sup>2</sup></li> </ul> </li> <li>○ Change Room 2 <ul style="list-style-type: none"> <li>▪ Open change area 80m<sup>2</sup></li> <li>▪ Amenity Room 35m<sup>2</sup></li> <li>▪ Massage Room 40m<sup>2</sup></li> <li>▪ Doctors Room 15m<sup>2</sup></li> </ul> </li> <li>○ Change Room 3 <ul style="list-style-type: none"> <li>▪ Open change area 80m<sup>2</sup></li> <li>▪ Amenity Room 35m<sup>2</sup></li> <li>▪ Massage Room 20m<sup>2</sup></li> </ul> </li> <li>○ Change Room 4 <ul style="list-style-type: none"> <li>▪ Open change area 80m<sup>2</sup></li> <li>▪ Amenity Room 35m<sup>2</sup></li> <li>▪ Massage Room 20m<sup>2</sup></li> </ul> </li> </ul> </li> <li>● Coaches rooms: <ul style="list-style-type: none"> <li>○ 1 x 30m<sup>2</sup></li> <li>○ 2 X match viewing facilities 16m<sup>2</sup></li> </ul> </li> <li>● Officials change room x 2: <ul style="list-style-type: none"> <li>○ Open change area 50m<sup>2</sup></li> <li>○ Amenity Room 35m<sup>2</sup></li> </ul> </li> <li>● Ball persons change room: <ul style="list-style-type: none"> <li>○ 20m<sup>2</sup></li> </ul> </li> <li>● Drug testing room: <ul style="list-style-type: none"> <li>○ 40m<sup>2</sup></li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>● 1,100m<sup>2</sup></li> </ul>

		<ul style="list-style-type: none"> <li>• Gymnasium 46m<sup>2</sup></li> <li>• Anti-doping control room 20m<sup>2</sup></li> <li>• Medical emergency centre 50m<sup>2</sup></li> <li>• Third Match Official 15m<sup>2</sup></li> <li>• Match Official 40m<sup>2</sup></li> <li>• Timekeeping 15m<sup>2</sup></li> <li>• Office 25m<sup>2</sup></li> </ul>	
	Venue Operations	<ul style="list-style-type: none"> <li>• Emergency vehicle access (250m<sup>2</sup>)</li> <li>• Scoreboard (50m<sup>2</sup>)</li> <li>• Storage 22m<sup>2</sup></li> <li>• Utility 5m<sup>2</sup></li> <li>• Venue security room 25m<sup>2</sup></li> <li>• Venue management room 30m<sup>2</sup></li> <li>• Advertising signage storeroom 50m<sup>2</sup></li> <li>• Operations: <ul style="list-style-type: none"> <li>○ 1 X 50m<sup>2</sup> storeroom on ground floor with access to the playing surface</li> <li>○ 1 X 200m<sup>2</sup> multi-use space</li> <li>○ Ability to deliver goods in or under the main stand</li> </ul> </li> <li>• Media conference room 60m<sup>2</sup></li> <li>• Broadcast box 2 x 16m<sup>2</sup></li> <li>• Venue operation centre 100m<sup>2</sup></li> <li>• Multi-purpose room 40m<sup>2</sup></li> <li>• Ground staff storeroom 50m<sup>2</sup></li> <li>• Tertiary facilities: <ul style="list-style-type: none"> <li>○ CCTV throughout</li> <li>○ Wi-Fi and DAS capabilities to accommodate all fan's usage</li> <li>○ Emergency power supply</li> <li>○ PA system</li> <li>○ Capacity for 2 x large screens</li> </ul> </li> <li>• Waste management area 1,000m<sup>2</sup></li> </ul>	<ul style="list-style-type: none"> <li>• 2,000m<sup>2</sup></li> </ul>
	Southland Rugby Administration	<ul style="list-style-type: none"> <li>• Exclusive offices x 4 (75m<sup>2</sup>)</li> <li>• Open space office area: <ul style="list-style-type: none"> <li>○ 12 x work stations (195m<sup>2</sup>)</li> <li>○ 1 x open space informal meeting spaces (12m<sup>2</sup>)</li> <li>○ Printer area (15m<sup>2</sup>)</li> </ul> </li> <li>• Kitchen/ eating lounge: <ul style="list-style-type: none"> <li>○ Open kitchen preparation area (60m<sup>2</sup>)</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• 670m<sup>2</sup></li> </ul>

		<ul style="list-style-type: none"> <li>○ Dining lounge (50m2)</li> <li>● Storage (45m2)</li> <li>● Meeting rooms <ul style="list-style-type: none"> <li>○ Small meeting room (40m2)</li> <li>○ Medium meeting room (60m2)</li> <li>○ Large meeting room (80m2), including kitchenette</li> </ul> </li> <li>● Foyer/ reception (16m2)</li> </ul>	
	Parking and Access	<ul style="list-style-type: none"> <li>● Parking for teams: <ul style="list-style-type: none"> <li>○ 2 x bus parking spaces, separated from public</li> <li>○ 220m2</li> </ul> </li> <li>● Parking for match officials: <ul style="list-style-type: none"> <li>○ 6 x spaces, separated from public</li> <li>○ 145m2</li> </ul> </li> <li>● Venue management: <ul style="list-style-type: none"> <li>○ 6 x spaces</li> <li>○ 145m2</li> </ul> </li> <li>● Emergency services: <ul style="list-style-type: none"> <li>○ 6 x spaces, separated from public</li> <li>○ 145m2</li> </ul> </li> <li>● Parking for VIPs, including sponsors: <ul style="list-style-type: none"> <li>○ 30 x spaces</li> <li>○ 720m2</li> </ul> </li> <li>● Designated drop-off area: <ul style="list-style-type: none"> <li>○ Suitable for vehicles and buses</li> <li>○ 220m2</li> </ul> </li> <li>● Outside broadcast vans area: <ul style="list-style-type: none"> <li>○ 650m2</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>● 2,300m2</li> </ul>
	Outdoor Community Event Area	<ul style="list-style-type: none"> <li>● Mix of natural and artificial shade</li> <li>● Mix of natural grass and hard stand surfaces</li> <li>● Temporary food &amp; beverage, merchandise points within designated flat areas x 8: <ul style="list-style-type: none"> <li>○ Lighting</li> <li>○ Power (including 3-phase)</li> <li>○ Water</li> <li>○ Concrete pad</li> </ul> </li> <li>● Lighting: <ul style="list-style-type: none"> <li>○ LED safety lighting</li> </ul> </li> <li>● Waste dump point</li> </ul>	<ul style="list-style-type: none"> <li>● 6,000m2</li> </ul>

		<ul style="list-style-type: none"> <li>• Provide designated wheelchair drop-off, entry routes</li> <li>• Designate truck routes for bump-in event infrastructure</li> <li>• Ensure unimpeded emergency vehicle access to the events area</li> <li>• Event management office (16m<sup>2</sup>)</li> <li>• Secure ticketing and treasury facility (5m<sup>2</sup>)</li> <li>• Event related storage facility (65m<sup>2</sup>)</li> <li>• Toilets <ul style="list-style-type: none"> <li>○ Mix of both genders and PWD</li> <li>○ Water closet (WC) Men – 3</li> <li>○ Urinals – 1x70 people = 29</li> <li>○ WC Women – 1 x 35 people = 57</li> <li>○ Hand basin Men – 1 x 150 people = 13</li> <li>○ Hand basin Women – 1 x 70 people = 29</li> </ul> </li> </ul>	
<b>Total Site Approximate Size</b>	<ul style="list-style-type: none"> <li>• 40,100m<sup>2</sup></li> <li>• 4.01 hectares</li> </ul>		

### Indicative Cost Estimate

The indicative cost estimate for Option 2, including the structural and deferred maintenance works is \$80.5 million<sup>3</sup>.

<sup>3</sup> Southern Quantity Surveyors (including increase of \$0.5 million based on revised Council advice on Option 1 costs)

### 5.1.4 OPTION 4 - Brownfield Development (i.e. Surrey Park)

This component schedule provides detail on the total footprint, individual facility elements and dimensions, and functionality/ connectivity needs for the development of an outdoor stadium co-located with the athletics centre at Surry Park. The component schedule considers:

- Key study findings of the need to maximise spectator experience and provide as much protection as possible from climatic conditions;
- New Zealand Rugby Mitre 10 Cup Facilities and Minimum Standards Guidelines;
- FIFA Facility Guidelines;
- Administrative needs of Southland Rugby;
- Seating capacity based on 15,000 spectators, with permanent amenities, food & beverage and corporate facilities have been based on 10,000 spectators;
- Otium Planning Groups experience in the planning and design of regional stadiums;
- Latest trends in stadium facility provision and design; and
- Southland Athletics facility needs.

The Outdoor Community Event Area is excluded from this component schedule based on the assumption this element could be located elsewhere within Surrey Park in order to ensure good connectivity between ILT Stadium, the proposed outdoor stadium and other precinct facilities.

**Table 10 Combined Outdoor Stadium and Surrey Park Athletics Centre Component Schedule**

Facility	Component	Specification	Area
Stadium and Outdoor Events Centre	Rectangular Field	<ul style="list-style-type: none"> <li>• 122m x 70m playing field</li> <li>• 1,500 lux lighting to playing field (LED multi colour, programming options):                             <ul style="list-style-type: none"> <li>○ Junction box at light poles with 10amp &amp; 3-phase points</li> </ul> </li> <li>• 5m perimeter safety zone</li> <li>• High grade perimeter fence surrounding main field</li> <li>• 2x substitute benches on sidelines for 23 people each</li> <li>• Pitch access and tunnel:                             <ul style="list-style-type: none"> <li>○ The tunnel should be a minimum of 4m wide and a minimum of 2.4m high</li> <li>○ Tunnel on the halfway line and on the same side as the VIP box, media tribune and administrative offices</li> <li>○ Tunnel to be protected by means of a fireproof telescopic tunnel</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Area captured within Athletics Facilities below</li> </ul>
	Spectator Viewing	<ul style="list-style-type: none"> <li>• 15,000 seated capacity:                             <ul style="list-style-type: none"> <li>○ 100% roof coverage for 5,000 seats to the drip line</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• 12,000m<sup>2</sup></li> </ul>

		<ul style="list-style-type: none"> <li>○ In the case of a “tented roof gradient” (four sides with 2x2 different slopes), a gutter must be built all around the pitch</li> <li>○ 5,000 unprotected seats via tier benchmarking (or similar)</li> <li>○ Standing viewing options within main grandstand building</li> <li>● Grass embankments: <ul style="list-style-type: none"> <li>○ Surrounding field with natural shading on peripherals (avoid sightline conflicts)</li> <li>○ Adequate space to support bump-in/ temporary seating over mound; and food &amp; beverage/ retail infrastructure on top of mound</li> <li>○ Accessible walkway at bottom of the hill; around field; between embankment and playing field</li> </ul> </li> <li>● Accessibility <ul style="list-style-type: none"> <li>○ Internal public concourses</li> <li>○ Circulation routes of a minimum of 1.2m</li> <li>○ 500mm seat width and 760mm row depth for seated areas</li> <li>○ Stair rises between 150mm and 180mm</li> <li>○ Stair treads a minimum of 280mm optimum at 305mm</li> <li>○ Handrails at 1.1m of stairs/ramp width</li> <li>○ 800mm barrier in front of fixed seats</li> <li>○ Accessibility to, within and from the venue for patrons with disabilities</li> <li>○ 115 wheelchair and 115 carer seats - each designated place should measure 1400mm x 1400mm to allow space for one helper per wheelchair space to sit alongside in a fixed or removable seat set aside seats at the end of rows or the front tier or to design entire rows to a higher standard – (i.e. for guide dogs)</li> </ul> </li> </ul>	
	Spectator Amenities	<ul style="list-style-type: none"> <li>● Corporate: <ul style="list-style-type: none"> <li>○ Foyer</li> <li>○ A mixture of banqueting suites, viewing lodges, boxes and suites, 10 to 20 people (2,000m2)</li> <li>○ Corporate seating for up to 500 spectators – internal and external options (750m2)</li> <li>○ 2 x medium corporate boxes – 24 persons (100m2)</li> <li>○ 10 X corporate boxes of 9-12 persons for each (240m2)</li> </ul> </li> <li>● Kitchen / Kiosk 40m<sup>2</sup></li> <li>● Toilets (660m2): <ul style="list-style-type: none"> <li>○ Mix of both genders and PWD</li> <li>○ Water closet (WC) Men – 1x600 people = 17</li> <li>○ Urinals – 1x70 people = 143</li> <li>○ WC Women – 1 x 35 people = 286</li> <li>○ Hand basin Men – 1 x 150 people = 67</li> <li>○ Hand basin Women – 1 x 70 people = 143</li> </ul> </li> <li>● First Aid 20m<sup>2</sup></li> </ul>	<ul style="list-style-type: none"> <li>● 6,210m2</li> </ul>

		<ul style="list-style-type: none"> <li>• Concession stands (2,400m<sup>2</sup>): <ul style="list-style-type: none"> <li>○ 60m<sup>2</sup> each</li> <li>○ Up to 40 concession stands required</li> <li>○ Mix of permanent and temporary provision</li> <li>○ Provide some with direct view to playing field to support pop-up restaurant options</li> </ul> </li> </ul>	
	Entry	<ul style="list-style-type: none"> <li>• Entrance/ ticketing: <ul style="list-style-type: none"> <li>○ 2 X ticketing box office</li> <li>○ 15 X turnstiles</li> <li>○ Entry points must be equipped with facilities for searching persons and for temporarily storing prohibited items securely</li> </ul> </li> <li>• Outer stadium perimeter fencing (include spacing between entry; fencing; and ticketing areas)</li> </ul>	<ul style="list-style-type: none"> <li>• 1,400m<sup>2</sup></li> </ul>
	Players/ Officials	<ul style="list-style-type: none"> <li>• Player change rooms (link rooms 1 &amp; 3 together and rooms 2 &amp; 4 together) <ul style="list-style-type: none"> <li>○ Change Room 1 <ul style="list-style-type: none"> <li>▪ Open change area 80m<sup>2</sup></li> <li>▪ Amenity Room 35m<sup>2</sup></li> <li>▪ Massage Room 40m<sup>2</sup></li> <li>▪ Doctors Room 15m<sup>2</sup></li> </ul> </li> <li>○ Change Room 2 <ul style="list-style-type: none"> <li>▪ Open change area 80m<sup>2</sup></li> <li>▪ Amenity Room 35m<sup>2</sup></li> <li>▪ Massage Room 40m<sup>2</sup></li> <li>▪ Doctors Room 15m<sup>2</sup></li> </ul> </li> <li>○ Change Room 3 <ul style="list-style-type: none"> <li>▪ Open change area 80m<sup>2</sup></li> <li>▪ Amenity Room 35m<sup>2</sup></li> <li>▪ Massage Room 20m<sup>2</sup></li> </ul> </li> <li>○ Change Room 4 <ul style="list-style-type: none"> <li>▪ Open change area 80m<sup>2</sup></li> <li>▪ Amenity Room 35m<sup>2</sup></li> <li>▪ Massage Room 20m<sup>2</sup></li> </ul> </li> </ul> </li> <li>• Coaches rooms: <ul style="list-style-type: none"> <li>○ 1 x 30m<sup>2</sup></li> <li>○ 2 X match viewing facilities 16m<sup>2</sup></li> </ul> </li> <li>• Officials change room x 2: <ul style="list-style-type: none"> <li>○ Open change area 50m<sup>2</sup></li> <li>○ Amenity Room 35m<sup>2</sup></li> </ul> </li> <li>• Ball persons change room: <ul style="list-style-type: none"> <li>○ 20m<sup>2</sup></li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• 1,100m<sup>2</sup></li> </ul>

		<ul style="list-style-type: none"> <li>• Drug testing room: <ul style="list-style-type: none"> <li>○ 40m<sup>2</sup></li> </ul> </li> <li>• Gymnasium 46m<sup>2</sup></li> <li>• Anti-doping control room 20m<sup>2</sup></li> <li>• Medical emergency centre 50m<sup>2</sup></li> <li>• Third Match Official 15m<sup>2</sup></li> <li>• Match Official 40m<sup>2</sup></li> <li>• Timekeeping 15m<sup>2</sup></li> <li>• Office 25m<sup>2</sup></li> </ul>	
	Venue Operations	<ul style="list-style-type: none"> <li>• Emergency vehicle access (250m<sup>2</sup>)</li> <li>• Scoreboard (50m<sup>2</sup>)</li> <li>• Storage 22m<sup>2</sup></li> <li>• Utility 5m<sup>2</sup></li> <li>• Venue security room 25m<sup>2</sup></li> <li>• Venue management room 30m<sup>2</sup></li> <li>• Advertising signage storeroom 50m<sup>2</sup></li> <li>• Operations: <ul style="list-style-type: none"> <li>○ 1 X 50m<sup>2</sup> storeroom on ground floor with access to the playing surface</li> <li>○ 1 X 200m<sup>2</sup> multi-use space</li> <li>○ Ability to deliver goods in or under the main stand</li> </ul> </li> <li>• Media conference room 60m<sup>2</sup></li> <li>• Broadcast box 2 x 16m<sup>2</sup></li> <li>• Venue operation centre 100m<sup>2</sup></li> <li>• Multi-purpose room 40m<sup>2</sup></li> <li>• Ground staff storeroom 50m<sup>2</sup></li> <li>• Tertiary facilities: <ul style="list-style-type: none"> <li>○ CCTV throughout</li> <li>○ Wi-Fi and DAS capabilities to accommodate all fan's usage</li> <li>○ Emergency power supply</li> <li>○ PA system</li> <li>○ Capacity for 2 x large screens</li> </ul> </li> <li>• Waste management area 1,000m<sup>2</sup></li> </ul>	<ul style="list-style-type: none"> <li>• 2,000m<sup>2</sup></li> </ul>
	Southland Rugby Administration	<ul style="list-style-type: none"> <li>• Exclusive offices x 4 (75m<sup>2</sup>)</li> <li>• Open space office area: <ul style="list-style-type: none"> <li>○ 12 x work stations (195m<sup>2</sup>)</li> <li>○ 1 x open space informal meeting spaces (12m<sup>2</sup>)</li> <li>○ Printer area (15m<sup>2</sup>)</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• 670m<sup>2</sup></li> </ul>

		<ul style="list-style-type: none"> <li>• Kitchen/ eating lounge: <ul style="list-style-type: none"> <li>○ Open kitchen preparation area (60m<sup>2</sup>)</li> <li>○ Dining lounge (50m<sup>2</sup>)</li> </ul> </li> <li>• Storage (45m<sup>2</sup>)</li> <li>• Meeting rooms <ul style="list-style-type: none"> <li>○ Small meeting room (40m<sup>2</sup>)</li> <li>○ Medium meeting room (60m<sup>2</sup>)</li> <li>○ Large meeting room (80m<sup>2</sup>), including kitchenette</li> </ul> </li> <li>• Foyer/ reception (16m<sup>2</sup>)</li> </ul>	
	Parking and Access	<ul style="list-style-type: none"> <li>• Parking for teams: <ul style="list-style-type: none"> <li>○ 2 x bus parking spaces, separated from public</li> <li>○ 220m<sup>2</sup></li> </ul> </li> <li>• Parking for match officials: <ul style="list-style-type: none"> <li>○ 6 x spaces, separated from public</li> <li>○ 145m<sup>2</sup></li> </ul> </li> <li>• Venue management: <ul style="list-style-type: none"> <li>○ 6 x spaces</li> <li>○ 145m<sup>2</sup></li> </ul> </li> <li>• Emergency services: <ul style="list-style-type: none"> <li>○ 6 x spaces, separated from public</li> <li>○ 145m<sup>2</sup></li> </ul> </li> <li>• Parking for VIPs, including sponsors: <ul style="list-style-type: none"> <li>○ 30 x spaces</li> <li>○ 720m<sup>2</sup></li> </ul> </li> <li>• Designated drop-off area: <ul style="list-style-type: none"> <li>○ Suitable for vehicles and buses</li> <li>○ 220m<sup>2</sup></li> </ul> </li> <li>• Outside broadcast vans area: <ul style="list-style-type: none"> <li>○ 650m<sup>2</sup></li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• 2,300m<sup>2</sup></li> </ul>
	Athletics Components	<ul style="list-style-type: none"> <li>• Lighting to 200 lux</li> <li>• Track: <ul style="list-style-type: none"> <li>○ Oval track with 8 lanes (400m + 0.04m x 1.22m ± 0.01m) and safety zones measuring not less than 1.00m on the inside and preferably 1.00m on the outside</li> <li>○ Straight with 8 lanes (100m + 0.02m x 1.22m ± 0.01m for sprints and 110m + 0.02m x 1.22m ± 0.01m for hurdles)</li> <li>○ Starting area: 3m min. (for 110m Hurdles, category V 2.5m min.)</li> <li>○ Run-out: 17m min</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• 17,900m<sup>2</sup></li> </ul>

		<ul style="list-style-type: none"> <li>○ Steeplechase track as for oval track with a permanent water jump (3.66m x 3.66m x 0.50m-0.70m) placed inside or outside the second bend</li> <li>● Jumping Events: <ul style="list-style-type: none"> <li>○ Facility for Long Jump with runway (40m min. x 1.22m ± 0.01m), take-off board (1.22m ± 0.01m x 0.20m ± 0.002m x 0.10m max.), placed between 1m and 3m from the nearer end of the landing area, and the landing area 2.75m min. wide with the far end at least 10m min. from the take-off line)</li> <li>○ Facility for Triple Jump as for Long Jump except for a take-off board placed 13m min. for men or 11m min. for women from the nearer end of the landing area for international competitions. For any other competition, this distance shall be appropriate for the level of competition</li> <li>○ Facility for High Jump with a semicircular runway (radius 20m min.) and landing area (6m x 4m min.)</li> <li>○ Facility for Pole Vault with a runway (40m min. x 1.22m ± 0.01m), a box for inserting the pole and landing area (6m x 6m min.) with an additional forward extension</li> </ul> </li> <li>● Throwing Events: <ul style="list-style-type: none"> <li>○ Facility for Discus Throw with throwing circle (2.50m ± 0.005m diameter), protective cage and landing sector (80m radius, 48m chord)</li> <li>○ Facility for Hammer Throw with throwing circle (2.135m ± 0.005m diameter), protective cage and landing sector (90m radius, 54m chord)</li> <li>○ Facility for Javelin Throw with runway (30m min. x 4m), arc with a radius of 8m and landing sector (100m radius, 50.00m chord)</li> <li>○ Facility for Shot Put with throwing circle (2.135m ± 0.005m diameter) stop board (1.21m ± 0.01m x 0.112m x 0.10m ± 0.02m) and landing sector (25m radius, 15m chord)</li> </ul> </li> <li>● Administration (shared use with Southland Rugby) <ul style="list-style-type: none"> <li>○ Exclusive offices x 1 (20m<sup>2</sup>)</li> <li>○ 2 x work stations (25m<sup>2</sup>)</li> <li>○ Storage (30m<sup>2</sup>)</li> </ul> </li> </ul>	
<b>Total Site Approximate Size</b>	<ul style="list-style-type: none"> <li>● 40,700m<sup>2</sup></li> <li>● 4.07 hectares</li> </ul>		

### Indicative Cost Estimate

The indicative cost estimate for Option 2, including the structural and deferred maintenance works is \$78.5 million<sup>4</sup>.

<sup>4</sup> Southern Quantity Surveyors (including increase of \$0.5 million based on revised Council advice on Option 1 costs)

### 5.1.5 OPTION 5 – As per Option 1 + Redevelop Northern, Western, Eastern Areas into Open Green & Hardstand Space

Option 5 involves undertaking the same works required for Option 1, re-lifeing and modernisation of the existing grandstands, and demolishing all other facilities. The areas where facilities are demolished would be replaced by open space, hardstand and grassed areas to support major and temporary event bump in outcomes.

This option is summarised in the table below:

**Table 11 Option 5 - As per Option 1 + Redevelop Northern, Western, Eastern Areas into Open Green & Hardstand Space**

Facility	Component	Specification	Area
<b>Main Grandstand</b>	Structural	<ul style="list-style-type: none"> <li>Address the toxic mould present as a result of weather tightness, the structural integrity risks of multiple structures and deferred maintenance items</li> </ul>	<ul style="list-style-type: none"> <li>2,900m<sup>2</sup></li> </ul>
	Deferred Maintenance	<ul style="list-style-type: none"> <li>Replacing plastic seats</li> <li>Light fittings</li> <li>Repairs to roof leaks</li> <li>Media tower fit-out</li> <li>Electrical safety improvement</li> <li>Timing hit asbestos removal</li> </ul>	
	Facility Improvements	<ul style="list-style-type: none"> <li>Upgrade Stadium lighting to LED technology in order to support:                             <ul style="list-style-type: none"> <li>Enhanced spectator the experience</li> <li>Reduced operating costs</li> <li>Ability to choreograph to music to create a multidimensional experience</li> </ul> </li> <li>Improve Wi-fi and DAS (Distributed Antenna System) Connectivity to support:                             <ul style="list-style-type: none"> <li>Smartphone connectivity and optimal performance</li> <li>Wi-Fi and DAS capabilities to accommodate all fan's usage</li> <li>Enhanced fan experience</li> <li>Encourage fans to post about their experience</li> </ul> </li> <li>Main Grandstand:                             <ul style="list-style-type: none"> <li>Upgrade painting finishes</li> <li>Replace carpets and hardstands</li> <li>Modernise lighting and fittings</li> <li>Refurbish toilets, amenities and change rooms</li> </ul> </li> <li>Signage:                             <ul style="list-style-type: none"> <li>Upgrade/ improve wayfinding signage</li> <li>Expand and improve digital signage offerings</li> </ul> </li> </ul>	
<b>Eastern Rugby Park</b>		<ul style="list-style-type: none"> <li>Demolish current infrastructure</li> <li>Maintain/ improve car park on eastern boundary</li> </ul>	<ul style="list-style-type: none"> <li>6,500m<sup>2</sup></li> </ul>

		<ul style="list-style-type: none"> <li>• Walkway <ul style="list-style-type: none"> <li>○ Along field fence</li> <li>○ 1.5m wide</li> </ul> </li> <li>• Viewing mounds: <ul style="list-style-type: none"> <li>○ Flatten at top for marquees</li> <li>○ Vehicle accessibility at rear to service marquees</li> </ul> </li> <li>• Safety Lighting</li> <li>• Wayfinding signage</li> <li>• Mix of green and hardstand in remaining areas</li> <li>• Multiple 10-amp, 3-phase and water points for temporary facility support</li> </ul>	
<b>Northern Rugby Park</b>		<ul style="list-style-type: none"> <li>• Demolish current infrastructure</li> <li>• Walkway <ul style="list-style-type: none"> <li>○ Along field fence</li> <li>○ 1.5m wide</li> </ul> </li> <li>• Viewing mounds: <ul style="list-style-type: none"> <li>○ Flatten at top for marquees</li> <li>○ Vehicle accessibility at rear to service marquees</li> </ul> </li> <li>• Safety Lighting</li> <li>• Wayfinding signage</li> <li>• Multiple 10-amp, 3-phase and water points for temporary facility support</li> <li>• Explore opportunities for connectivity at the rear from Splash Palace</li> </ul>	<ul style="list-style-type: none"> <li>• 2,600m2</li> </ul>
<b>Western Rugby Park</b>		<ul style="list-style-type: none"> <li>• Demolish current infrastructure</li> <li>• Walkway <ul style="list-style-type: none"> <li>○ Along field fence</li> <li>○ 1.5m wide</li> </ul> </li> <li>• Viewing mounds: <ul style="list-style-type: none"> <li>○ Flatten at top for marquees</li> <li>○ Vehicle accessibility at rear to service marquees</li> </ul> </li> <li>• Safety Lighting</li> <li>• Wayfinding signage</li> <li>• Mix of green and hardstand in remaining areas</li> <li>• Multiple 10-amp, 3-phase and water points for temporary facility support</li> </ul>	<ul style="list-style-type: none"> <li>• 6,100m2</li> </ul>
<b>TOTAL AREA</b>	<ul style="list-style-type: none"> <li>• 18,100m2</li> <li>• 1.81 hectares</li> </ul>		
<b>Potential Future Opportunities</b>	<i>Wellness Centre</i>	<ul style="list-style-type: none"> <li>• <i>Allied Health 132m2</i></li> <li>• <i>Health &amp; Fitness 1,035m2</i></li> <li>• <i>Potential for connectivity with Splash Palace</i></li> </ul>	<ul style="list-style-type: none"> <li>• 1,167m2</li> </ul>

	<i>Satellite Entry/ Food &amp; Beverage/ Merchandise</i>	<ul style="list-style-type: none"> <li>• Entrance/ ticketing 500m2</li> <li>• Merchandise 50m2</li> <li>• Food &amp; beverage 150m2</li> <li>• Bar 125m2</li> <li>• Public Toilets 250m2</li> </ul>	<ul style="list-style-type: none"> <li>• 1,025m2</li> </ul>
	<i>Northern Covered Seating</i>	<ul style="list-style-type: none"> <li>• 1,500 covered seats</li> </ul>	<ul style="list-style-type: none"> <li>• 1,000m2</li> </ul>
	<i>Outdoor Events Area</i>	<ul style="list-style-type: none"> <li>• Mix of natural grass and hard stand surfaces</li> <li>• Temporary food &amp; beverage, merchandise points within designated flat areas</li> <li>• LED safety lighting</li> <li>• Waste dump point</li> <li>• Unimpeded emergency vehicle access to the events and playing field areas</li> <li>• Event management office</li> <li>• Secure ticketing and treasury facility</li> <li>• Event related storage facility</li> <li>• Toilets</li> </ul>	<ul style="list-style-type: none"> <li>• 3,000m2</li> </ul>
	<i>Main Entry</i>	<ul style="list-style-type: none"> <li>• Ticketing box office</li> <li>• 10 X turnstiles</li> <li>• Facilities for searching persons and for temporarily storing prohibited items securely</li> <li>• Outer stadium perimeter fencing</li> </ul>	<ul style="list-style-type: none"> <li>• 900m2</li> </ul>
	<i>Parking and Access</i>	<ul style="list-style-type: none"> <li>• Parking: <ul style="list-style-type: none"> <li>○ Teams</li> <li>○ Match officials</li> <li>○ Venue management</li> <li>○ Emergency services</li> <li>○ VIPs, including sponsors</li> </ul> </li> <li>• Designated drop-off area</li> <li>• Outside broadcast vans area</li> <li>• Opportunity for connectivity between Splash Palace and Rugby Park car parks</li> </ul>	<ul style="list-style-type: none"> <li>• 1,910m2</li> </ul>

### Indicative Cost Estimate

The indicative cost estimate for Option 2, including the structural and deferred maintenance works is \$8.5 million<sup>5</sup>.

<sup>5</sup> Southern Quantity Surveyors (including increase of \$0.5 million based on revised Council advice on Option 1 costs)

## 5.1.6 OPTION 6 - Demolish Current Rugby Park Infrastructure + Develop a New, Stadium with Reduced Permanent Infrastructure

This option would be the same as Option 3 – Greenfield Development, however with reduced permanent infrastructure as summarised in the table below:

**Table 12 Option 6 – Summary of Reduced Permanent Facilities**

Components	Option 3 Facilities Impacted	Reduced Permanent Facilities - Option 6
Covered Seating	<ul style="list-style-type: none"> <li>• 5,000</li> </ul>	<ul style="list-style-type: none"> <li>• 2,000</li> </ul>
Persons with a Disability Seating	<ul style="list-style-type: none"> <li>• 115 wheelchair seats</li> <li>• 115 carer seats</li> </ul>	<ul style="list-style-type: none"> <li>• 58 wheelchair seats</li> <li>• 58 carer seats</li> </ul>
Corporate Facilities	<ul style="list-style-type: none"> <li>• Foyer</li> <li>• A mixture of banqueting suites, viewing lodges, boxes and suites, 10 to 20 people (2,000m<sup>2</sup>)</li> <li>• Corporate seating for up to 500 spectators – internal and external options (750m<sup>2</sup>)</li> <li>• 2 x medium corporate boxes – 24 persons (100m<sup>2</sup>)</li> <li>• 10 X corporate boxes of 9-12 persons for each (240m<sup>2</sup>)</li> </ul>	<ul style="list-style-type: none"> <li>• Foyer</li> <li>• A mixture of banqueting suites, viewing lodges, boxes and suites, 10 to 20 people (800m<sup>2</sup>)</li> <li>• Corporate seating for up to 200 spectators – internal and external options (300m<sup>2</sup>)</li> <li>• 1 x medium corporate boxes – 24 persons (100m<sup>2</sup>)</li> <li>• 4 X corporate boxes of 9-12 persons for each (96m<sup>2</sup>)</li> </ul>
Concession	<ul style="list-style-type: none"> <li>• Concession stands (2,400m<sup>2</sup>): <ul style="list-style-type: none"> <li>○ 60m<sup>2</sup> each</li> <li>○ Up to 40 concession stands required</li> <li>○ Mix of permanent and temporary provision</li> </ul> </li> <li>• Provide some with direct view to playing field to support pop-up restaurant options</li> </ul>	<ul style="list-style-type: none"> <li>• Concession stands (960m<sup>2</sup>): <ul style="list-style-type: none"> <li>○ 60m<sup>2</sup> each</li> <li>○ Up to 16 concession stands required</li> <li>○ Mix of permanent and temporary provision</li> </ul> </li> <li>• Provide some with direct view to playing field to support pop-up restaurant options</li> </ul>
Ticketing and Entry	<ul style="list-style-type: none"> <li>• Entrance/ ticketing: <ul style="list-style-type: none"> <li>○ 2 X ticketing box office</li> <li>○ 15 X turnstiles</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Entrance/ ticketing: <ul style="list-style-type: none"> <li>○ 1 X ticketing box office</li> <li>○ 6 X turnstiles</li> </ul> </li> </ul>
Players and Officials	<ul style="list-style-type: none"> <li>• Player change rooms <ul style="list-style-type: none"> <li>○ Change Room 1 <ul style="list-style-type: none"> <li>▪ Open change area 80m<sup>2</sup></li> <li>▪ Amenity Room 35m<sup>2</sup></li> <li>▪ Massage Room 40m<sup>2</sup></li> <li>▪ Doctors Room 15m<sup>2</sup></li> </ul> </li> <li>○ Change Room 2 <ul style="list-style-type: none"> <li>▪ Open change area 80m<sup>2</sup></li> </ul> </li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Player change rooms <ul style="list-style-type: none"> <li>○ Change Room 1 <ul style="list-style-type: none"> <li>▪ Open change area 80m<sup>2</sup></li> <li>▪ Amenity Room 35m<sup>2</sup></li> <li>▪ Massage Room 40m<sup>2</sup></li> <li>▪ Doctors Room 15m<sup>2</sup></li> </ul> </li> <li>○ Change Room 2 <ul style="list-style-type: none"> <li>▪ Open change area 80m<sup>2</sup></li> </ul> </li> </ul> </li> </ul>

	<ul style="list-style-type: none"> <li>▪ Amenity Room 35m2</li> <li>▪ Massage Room 40m2</li> <li>▪ Doctors Room 15m2</li> <li>○ Change Room 3 <ul style="list-style-type: none"> <li>▪ Open change area 80m2</li> <li>▪ Amenity Room 35m2</li> <li>▪ Massage Room 20m2</li> </ul> </li> <li>○ Change Room 4 <ul style="list-style-type: none"> <li>▪ Open change area 80m2</li> <li>▪ Amenity Room 35m2</li> <li>▪ Massage Room 20m2</li> </ul> </li> <li>• Coaches rooms: <ul style="list-style-type: none"> <li>○ 1 x 30m2</li> <li>○ 2 X match viewing facilities 16m2</li> </ul> </li> <li>• Officials change room x 2: <ul style="list-style-type: none"> <li>○ Open change area 50m2</li> <li>○ Amenity Room 35m2</li> </ul> </li> <li>• Ball persons change room: <ul style="list-style-type: none"> <li>○ 20m2</li> </ul> </li> <li>• Drug testing room: <ul style="list-style-type: none"> <li>○ 40m2</li> </ul> </li> <li>• Gymnasium 46m2</li> <li>• Anti-doping control room 20m2</li> <li>• Third Match Official 15m2</li> </ul>	<ul style="list-style-type: none"> <li>▪ Amenity Room 35m2</li> <li>▪ Massage Room 40m2</li> <li>▪ Doctors Room 15m2</li> <li>• Coaches rooms: <ul style="list-style-type: none"> <li>○ 1 x 30m2</li> <li>○ 2 X match viewing facilities 16m2</li> </ul> </li> <li>• Officials change room x 1: <ul style="list-style-type: none"> <li>○ Open change area 50m2</li> <li>○ Amenity Room 35m2</li> </ul> </li> <li>• Medical emergency centre 50m2</li> <li>• Match Official 40m2</li> <li>• Timekeeping 15m2</li> <li>• Office 25m2</li> </ul>
Venue Operations	<ul style="list-style-type: none"> <li>• Operations: <ul style="list-style-type: none"> <li>○ 1 X 50m2 storeroom on ground floor with access to the playing surface</li> <li>○ 1 X 200m2 multi-use space</li> <li>○ Ability to deliver goods in or under the main stand</li> </ul> </li> <li>• Media conference room 60m2</li> <li>• Broadcast box 2 x 16m2</li> <li>• Venue operation centre 100m2</li> <li>• Multi-purpose room 40m2</li> </ul>	<ul style="list-style-type: none"> <li>• Operations: <ul style="list-style-type: none"> <li>○ 1 X 50m2 storeroom on ground floor with access to the playing surface</li> <li>○ Ability to deliver goods in or under the main stand</li> </ul> </li> <li>• Venue operation centre 100m2</li> <li>• Multi-purpose room 40m2</li> </ul>
Outdoor Community Event Area	<ul style="list-style-type: none"> <li>• Event management office (16m2)</li> <li>• Secure ticketing and treasury facility (5m2)</li> <li>• Event related storage facility (65m2)</li> </ul>	<ul style="list-style-type: none"> <li>• Toilets <ul style="list-style-type: none"> <li>○ Mix of both genders and PWD</li> <li>○ Water closet (WC) Men – 1</li> </ul> </li> </ul>

	<ul style="list-style-type: none"> <li>• Toilets <ul style="list-style-type: none"> <li>○ Mix of both genders and PWD</li> <li>○ Water closet (WC) Men – 3</li> <li>○ Urinals – 1x70 people = 29</li> <li>○ WC Women – 1 x 35 people = 57</li> <li>○ Hand basin Men – 1 x 150 people = 13</li> <li>○ Hand basin Women – 1 x 70 people = 29</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>○ Urinals – 1x70 people = 12</li> <li>○ WC Women – 1 x 35 people = 23</li> <li>○ Hand basin Men – 1 x 150 people = 5</li> <li>• Hand basin Women – 1 x 70 people = 12</li> </ul>
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For major events requiring the full complement of facilities outlined within the Option 3 component schedule above (refer Section 5.1.1), this Option 6 assumes the additional facilities would be bumped-in on a temporary basis and on an event by event basis.

### Indicative Cost Estimate

The indicative cost estimate for Option 2, including the structural and deferred maintenance works is \$60.5 million<sup>6</sup>.

## 5.2 Options Assessment

A detailed multi-criteria analysis has been undertaken in order to explore the following potential outdoor stadium facility options. The Strategic Directions from the Southland Spaces and Places Strategy were used to guide the development of the Assessment Criteria, including Council’s major considerations outlined in 4.1.5 above and Council’s key objectives for the City’s long term outdoor stadium and community event facility needs.

**Note** - A major factor of this assessment relates to the cost related criteria that considers the affordability of each option to Council in consideration of other competing funding priorities and limited overall funding resources availability.

### Potential Land Sale

The analysis has considered that whilst the current Rugby Park could be sold for alternative uses if Options 3 or 4 were progressed, the anticipated relatively low land value, combined with the high cost of demolition, the value of the land sale would have a very modest impact on the overall project delivery budget.

### Assessment Outcomes

The assessment outcomes were:

- Highest ranking non-cost criteria: OPTION 4 - Brownfield Development (Surrey Park)
- Highest ranking cost related criteria: OPTION 1 - Status Quo - Essential Infrastructure Condition Based Improvements
- Lowest ranking non-cost criteria: OPTION 1 - Status Quo - Essential Infrastructure Condition Based Improvements
- Lowest ranking cost related criteria: Greenfield Development (site to be determined).

<sup>6</sup> Southern Quantity Surveyors (including increase of \$0.5 million based on revised Council advice on Option 1 costs)

Table 13 Multi-criteria Assessment – Future Outdoor Stadium Facility Options

Multi-criteria Assessment Framework - Invercargill Rugby Park Review (Long Term 5 - 20 Years)																		
SPACES & PLACES	WEIGHTING	SERVICE NEEDS AND BENEFITS	ASSESSMENT CRITERIA	SUB-CRITERIA DESCRIPTION	WEIGHTING	OPTION 1 Status Quo - Essential Infrastructure Condition Based Improvements		OPTION 2 As per Option 1 + Improve Site Functionality & Splash Palace Synergies		OPTION 3 Greenfield Development		OPTION 4 Brownfield Development (i.e. Surrey Park)		OPTION 5 As per Option 1 + Redevelop Northern, Western, Eastern Areas into Open Green & Hardstand Space		OPTION 6 Demolish Current Infrastructure + Develop New with Reduced Permanent Infrastructure		
						Score (1-5)	Weighted Score	Score (1-5)	Weighted Score	Score (1-5)	Weighted Score	Score (1-5)	Weighted Score	Score (1-5)	Weighted Score	Score (1-5)	Weighted Score	
FLEXIBILITY	20.0%	Create flexible places and spaces and in the approach to using them so that community needs is met	Increased events	Increased community/ commercial events	20.0%	3	0.6	4	0.8	4	0.8	5	1	4	0.8	3	0.6	
			Adaptability	Adaptable to changing facility and event trends	20.0%	2	0.4	3	0.6	5	1	4	0.8	4	0.8	4	0.8	
			Multi-use	Supports multi-use outcomes	20.0%	2	0.4	4	0.8	3	0.6	5	1	4	0.8	4	0.8	
			Management	Supports flexible management arrangements	20.0%	2	0.4	4	0.8	4	0.8	4	0.8	3	0.6	4	0.8	
			Concurrent events	Supports concurrent multiple event opportunities	20.0%	1	0.2	3	0.6	3	0.6	3	0.6	4	0.8	3	0.6	
			<b>Sub-total</b>		<b>100%</b>	<b>10</b>	<b>2.00</b>	<b>18</b>	<b>3.60</b>	<b>19</b>	<b>3.80</b>	<b>21</b>	<b>4.20</b>	<b>19</b>	<b>3.80</b>	<b>18</b>	<b>3.60</b>	
SUSTAINABILITY	20.0%	Review spaces and places in a sustainable way	Expansion	Footprint supports facility expansion/ improvements	10.0%	2	0.2	2	0.2	3	0.3	3	0.3	4	0.4	2	0.2	
			Management costs	Minimises management costs	12.5%	2	0.25	3	0.375	4	0.5	5	0.625	4	0.5	4	0.5	
			Accessibility	Supports effective public transport and traffic arrangements	10.0%	4	0.4	3	0.3	3	0.3	4	0.4	4	0.4	4	0.4	
			Facility standards	Meets/ exceeds minimum rugby union facility standards	12.5%	3	0.375	3	0.375	4	0.5	4	0.5	3	0.375	2	0.25	
			Safety	Supports user and spectator safety	12.5%	2	0.25	4	0.5	4	0.5	4	0.5	4	0.5	4	0.5	
			Management synergies	Encourages management synergies/ economies of scale savings	15.0%	2	0.3	4	0.6	4	0.6	5	0.75	3	0.45	4	0.6	
			Tourism and economic benefits	Supports tourism and local economic benefits	17.5%	1	0.175	4	0.7	3	0.525	4	0.7	4	0.7	3	0.525	
			Environmental	Avoids adverse environmental impacts	10.0%	5	0.5	4	0.4	3	0.3	4	0.4	5	0.5	5	0.5	
			<b>Sub-total</b>		<b>100%</b>	<b>21</b>	<b>2.45</b>	<b>27</b>	<b>3.45</b>	<b>28</b>	<b>3.53</b>	<b>33</b>	<b>4.18</b>	<b>31</b>	<b>3.83</b>	<b>28</b>	<b>3.48</b>	

Multi-criteria Assessment Framework - Invercargill Rugby Park Review (Long Term 5 - 20 Years)																	
SPACES & PLACES	WEIGHTING	SERVICE NEEDS AND BENEFITS	ASSESSMENT CRITERIA	SUB-CRITERIA DESCRIPTION	WEIGHTING	OPTION 1 Status Quo - Essential Infrastructure Condition Based Improvements		OPTION 2 As per Option 1 + Improve Site Functionality & Splash Palace Synergies		OPTION 3 Greenfield Development		OPTION 4 Brownfield Development (i.e. Surrey Park)		OPTION 5 As per Option 1 + Redevelop Northern, Western, Eastern Areas into Open Green & Hardstand Space		OPTION 6 Demolish Current Infrastructure + Develop New with Reduced Permanent Infrastructure	
						Score (1-5)	Weighted Score	Score (1-5)	Weighted Score	Score (1-5)	Weighted Score	Score (1-5)	Weighted Score	Score (1-5)	Weighted Score	Score (1-5)	Weighted Score
COLLABORATION	20.0%	Work together in the planning and investment of spaces and places	Community support	Likely support of majority of the community	20.0%	4	0.8	3	0.6	2	0.4	3	0.6	4	0.8	3	0.6
			Partnerships	Supports multiple event partnership opportunities	20.0%	2	0.4	4	0.8	3	0.6	5	1	3	0.6	3	0.6
			Stakeholder support	Likely support of surrounding business, residents and user groups	20.0%	4	0.8	3	0.6	2	0.4	4	0.8	4	0.8	3	0.6
			Historical Users/ Key Stakeholders	Recognises primary stakeholders and user groups / avoids unnecessary displacement & associated costs	20.0%	5	1	3	0.6	2	0.4	2	0.4	4	0.8	3	0.6
			Regional events	Provides venue solution for non-traditional stadium uses	20.0%	2	0.4	4	0.8	4	0.8	4	0.8	3	0.6	3	0.6
			<b>Sub-total</b>		<b>100%</b>	<b>17</b>	<b>3.40</b>	<b>17</b>	<b>3.40</b>	<b>13</b>	<b>2.60</b>	<b>18</b>	<b>3.60</b>	<b>18</b>	<b>3.60</b>	<b>15</b>	<b>3.00</b>
ATTRACTION	20.0%	Work together to market and attract events to Southland spaces and places	Contemporary	Contemporary stadium and events destination	10.0%	1	0.1	3	0.3	5	0.5	4	0.4	3	0.3	3	0.3
			Location and connectivity	Connectivity to town centre, retail, food & beverage & accommodation	12.5%	5	0.625	5	0.625	3	0.375	4	0.5	5	0.625	5	0.625
			Street presence	Strong site visibility and street frontage	15.0%	5	0.75	5	0.75	3	0.45	4	0.6	5	0.75	5	0.75
			Diversity of use	Supports diverse variety of sport, community and outdoor circuit events	15.0%	1	0.15	4	0.6	4	0.6	4	0.6	3	0.45	3	0.45
			Quality facilities	High quality user and spectator facilities	15.0%	1	0.15	4	0.6	4	0.6	4	0.6	3	0.45	3	0.45
			Weather protection	Protection from wind and rain events	12.5%	1	0.125	4	0.5	4	0.5	4	0.5	1	0.125	3	0.375
			Historical Affiliation/ Site Awareness	Historical recognition of site regional outdoor stadium locally and externally	10.0%	5	0.5	5	0.5	1	0.1	1	0.1	5	0.5	5	0.5
			Sense of place	Creates a 'sense of place' / sporting and community event destination	10.0%	2	0.2	3	0.3	4	0.4	4	0.4	3	0.3	3	0.3
			<b>Sub-total</b>		<b>100%</b>	<b>21</b>	<b>2.60</b>	<b>33</b>	<b>4.18</b>	<b>28</b>	<b>3.53</b>	<b>29</b>	<b>3.70</b>	<b>28</b>	<b>3.50</b>	<b>30</b>	<b>3.75</b>
<b>TOTAL Qualitative Score (out of 100)</b>						<b>52.25</b>		<b>73.13</b>		<b>67.25</b>		<b>78.38</b>		<b>73.63</b>		<b>69.13</b>	
<b>RANK (Non-cost)</b>						<b>6</b>		<b>3</b>		<b>4</b>		<b>1</b>		<b>2</b>		<b>5</b>	

Multi-criteria Assessment Framework - Invercargill Rugby Park Review (Long Term 5 - 20 Years)

SPACES & PLACES	WEIGHTING	SERVICE NEEDS AND BENEFITS	ASSESSMENT CRITERIA	SUB-CRITERIA DESCRIPTION	WEIGHTING	OPTION 1 Status Quo - Essential Infrastructure Condition Based Improvements		OPTION 2 As per Option 1 + Improve Site Functionality & Splash Palace Synergies		OPTION 3 Greenfield Development		OPTION 4 Brownfield Development (i.e. Surrey Park)		OPTION 5 As per Option 1 + Redevelop Northern, Western, Eastern Areas into Open Green & Hardstand Space		OPTION 6 Demolish Current Infrastructure + Develop New with Reduced Permanent Infrastructure	
						Score (1-5)	Weighted Score	Score (1-5)	Weighted Score	Score (1-5)	Weighted Score	Score (1-5)	Weighted Score	Score (1-5)	Weighted Score	Score (1-5)	Weighted Score
COST	20.0%	Value for money capital investment	Capital cost	Capital cost of project (lowest cost option achieves a score of 100, other options are given a score out of 100 as a proportion of lowest cost option) TO BE UPDATED FOLLOWING COST ESTIMATE EXERCISE	75.0%	5	3.75	4	3	3	2.25	3	2.25	5	3.75	3	2.25
		Minimise whole-of-life operating costs	Operational cost	Operational cost of project per year (lowest cost option achieves a score of 100, other options are given a score out of 100 as a proportion of lowest cost option) TO BE UPDATED FOLLOWING FINANCIAL MODELLING EXERCISE	25.0%	2	0.5	3	0.75	3	0.75	4	1	1	0.25	4	1
	<b>Total Cost Qualitative Score (out of 100)</b>						85		75		60		65		80		65
<b>RANK (Cost)</b>						<b>1</b>		<b>3</b>		<b>6</b>		<b>5</b>		<b>2</b>		<b>5</b>	

## 6. Management Options

Major sport, recreation and leisure facilities within the City have a diversity of management models, including:

- Rugby Park – IVEM (recently disbanded)
- ILT Southland Stadium – Southland Stadium Trust
- Southland Athletics Stadium – Athletics Southland
- Splash Palace – Direct Council management.

Giving consideration to the research and consultation undertaken for this study, below is a summary of future management options for Rugby Park, including risks and benefits of each option:

**Table 14: Future Management Options for Rugby Park**

Management Option	Benefits	Risks
Recent Model (IVEM)	<ul style="list-style-type: none"> <li>• Continuity of current venue intellectual property</li> <li>• Current model relatively new (since 2016)</li> <li>• Relatively low operating deficit</li> </ul>	<ul style="list-style-type: none"> <li>• History of very low patronage</li> <li>• No event attraction focus to maximise the use, viability and community/ social outcomes</li> <li>• Deferred maintenance history improves short term operating deficit, however, will result in longer term high asset remediation costs</li> <li>• Retains current City management arrangements of multiple operators resulting in unnecessary duplication of task and costs.</li> </ul>
Council Management + Engagement of Experienced Event Coordinator	<ul style="list-style-type: none"> <li>• Increased focus on event attraction will improve:               <ul style="list-style-type: none"> <li>○ Occupancy and use</li> <li>○ Revenue generation</li> <li>○ Viability</li> <li>○ Community and social outcomes</li> </ul> </li> <li>• Continuity of current venue intellectual property</li> <li>• Current model relatively new (since 2016).</li> </ul>	<ul style="list-style-type: none"> <li>• Increased event focus may not result in improved occupancy as a result of the ageing infrastructure and high costs from the physical disconnect between function facilities and the remainder of the venue outside of field event times</li> <li>• Retains current City management arrangements of multiple operators resulting in unnecessary duplication of task and costs.</li> </ul>
Alternative Current City-based Venue Operator: <ul style="list-style-type: none"> <li>• Southland Stadium; or</li> <li>• Splash Palace</li> </ul>	<ul style="list-style-type: none"> <li>• Alternative City based operators are specialised, experienced venue managers</li> <li>• Expanding current management arrangements</li> </ul>	<ul style="list-style-type: none"> <li>• Existing IEVM staff will need to be redeployed or transition to the new operator.</li> </ul>

	<p>from one venue to multiple venues will result in a range of management synergies</p> <ul style="list-style-type: none"> <li>• Expanding current management arrangements from one venue to multiple venues will encourage in a range of economies of scale savings resulting in the improved viability of both venues</li> <li>• Avoids unnecessary management and associated operating costs as a result of standalone models</li> <li>• Likely improved financial viability as a result of cost savings.</li> </ul>	
External Operator	<ul style="list-style-type: none"> <li>• Could result in more experienced operator being appointed, including one with a greater focus on event attraction and contemporary asset management practices.</li> </ul>	<ul style="list-style-type: none"> <li>• Introduces yet another operator to the City</li> <li>• Does not address the current unnecessary duplication of management duties and costs.</li> </ul>
Satellite Operator: <ul style="list-style-type: none"> <li>• Dunedin Venues Management Limited</li> </ul>	<ul style="list-style-type: none"> <li>• Specialised, experienced venue operator</li> <li>• Travel time between the two venues is relatively minor (&lt; 3 hours) to encourage shared staffing and other resources to improve the financial viability of both venues.</li> </ul>	<ul style="list-style-type: none"> <li>• Dunedin Venus Management Limited may provide higher priority to the larger stadium (Forsyth Barr Stadium) and Dunedin City Council</li> <li>• Introduces yet another operator to the City</li> <li>• Does not address the current unnecessary duplication of management duties and costs.</li> </ul>

# 7. Future Direction

## 7.1 Facilities

### 7.1.1 Discounted Future Facility Options

The following facility options are considered unviable based on:

- **OPTION 1 – Status Quo - Essential Infrastructure Condition Based Improvements to Rugby Park:**
  - Reduction in fixed seating capacity of 15%
  - No improvement to event experience
  - No consideration for increased event attraction
  - No consideration of improved synergies with Splash Palace
  - No impact on Stadium viability
  - Recognises estimated remaining life of main grandstand of 25-30 years
- **OPTION 3 - Greenfield Development (site to be determined):**
  - Disregards imbedded investment at Rugby Park - estimated useful life 25 – 30 years
  - Future site yet to be determined
  - Higher cost option compared to retaining current major infrastructure
  - Minimal land value (\$1.0 - \$1.5M) to offset required capital investment
- **OPTION 6 - Demolish Current Rugby Park Infrastructure + Develop a New, Stadium with Reduced Permanent Infrastructure:**
  - Disregards imbedded investment at Rugby Park - estimated useful life 25 – 30 years
  - « Results in reduced covered seating outcome
  - « Results in reduced facility offerings
  - « Higher cost option compared to retaining current major infrastructure
  - « Rugby Park estimated useful life in the order of 30 years.

### 7.1.2 Potential Future Facility Options

The following facility options are considered to be potentially viable for Rugby Park in the short to medium term based on:

- **OPTION 2 - As per Option 1 + Develop New Northern, Western, Eastern Facilities:**
  - Improves the synergies between Rugby Park and Splash Palace
  - Improves the user experience
  - Recognises estimated remaining life of main grandstand of 25-30 years
  - Locks Council into fixed future development commitment
- **OPTION 4 - Brownfield Development (Surrey Park):**
  - Opportunity to maximise management and event synergies with other Surrey Park facilities and management groups
  - Opportunity to expand secondary event opportunities through other on-site major facilities (i.e. Southland Stadium)
  - Opportunity to maximise economies of scale savings across the diversity of facilities
  - May disperse some current user groups
  - May further adversely impact car parking and access challenges on and surrounding the site
  - Minimal land value (\$1.0 - \$1.5M) to offset required capital investment
  - Disregards imbedded investment at Rugby Park - estimated useful life 25 – 30 years
  - Results in reduced covered seating outcome
  - Results in reduced facility offerings
  - Higher cost option compared to retaining current major infrastructure
  - Rugby Park estimated useful life in the order of 30 years
- **OPTION 5 – As per Option 1 + Redevelop Northern, Western, Eastern Areas into Open Green & Hardstand Space**
  - Supports flexibility in future decision making regarding these areas within the Stadium
  - Recognises estimated remaining life of main grandstand of 25-30 years
  - Supports temporary bump-in infrastructure for major events

- Doesn't design out improved user experience and Splash Palace synergies in future
- Supports a diversity of use in open space areas
- Reduction in fixed seating capacity of 15%.

### 7.1.3 Short to Medium Term Rugby Park Facility Direction

In determining the future direction of Rugby Park facilities, the following factors have been considered:

- With Rugby Park in existence, Invercargill already has a regional outdoor stadium and therefore its highly likely that there will be community support for its retention;
- With the main grandstand built in 2002, the major Rugby Park infrastructure has an estimated remaining useful life of 29 years;
- Decommissioning the grandstands now would result in wasted imbedded capital investment from the 2002 development;
- The replacement cost of a regional outdoor stadium either at Rugby Park (estimated to be \$60.5 million) or an alternative site (\$80.5 million) will be high;
- A relatively low land value benefit (\$1 – 1.5 million) if the site was sold that would barely cover the cost of demolishing the current infrastructure, let alone the cost of the infrastructure replacement;
- Rugby Southland has advised that Rugby Park is considered one of the better regional stadiums in New Zealand in consideration of its scale and range of facility offerings;
- The current standard of the infrastructure on site is as a result of a lack of appropriate asset maintenance investment over time – rectifying the deferred maintenance and ensuring future asset management strategies are implemented will avoid such a deterioration again in future; and
- A new facility is not exempt for whole-of-life costs and/ or preventative maintenance investment from the date of its commissioning.

Of the potential facility options for Rugby Park, Option 2 locks Council into a fixed future development commitment, whilst Option 4 may disperse some current Surrey Park user groups, could impact on car parking and access and is a higher cost than the Rugby Park retention options.

On this basis, **OPTION 5 – As per Option 1 + Redevelop Northern, Western, Eastern Areas into Open Green & Hardstand Space is the recommended future short to medium term facility direction for Rugby Park** as it supports flexibility in future decision making, recognises estimated remaining life of main grandstand of 25-30 years, supports temporary bump-in infrastructure, doesn't design out improved user experience and Splash Palace synergies, rates highly within the non-cost and cost related multi-criteria analysis undertaken for this study, and supports a diversity of use.

In the medium to longer term, Council should explore all facility improvement options in consideration of the Major Considerations outlined in Section 4.1.6.

## 7.2 Management

A major finding of this study is that the current management arrangement in place for Rugby Park does not support maximisation of its use and viability. Regardless of which redevelopment option is adopted, there is a need to introduce a new management model that supports Rugby Park, and other major venues in Invercargill, to reach their full potential.

Further, the current model of duplication as a result of individual management structures for major venues within Invercargill is:

- Not supporting maximisation of its use and viability
- Avoiding potential management synergies & economies of scale savings
- Limiting a focus on maximising event opportunities
- Creating internal competition for events across each major venue
- Unnecessarily duplicating management services and resources
- Not supporting secondary and tertiary events
- Missing broader economic benefits.

On this basis, it is recommended the future management approach for Invercargill major venues explore opportunities to maximise collaboration between regional major venue and event operators, including relating to:

- Southland Stadium
- Splash Palace
- Rugby Park
- Civic Centre.

This model could be by way of:

- A Memorandum of Understanding;
- A Company Limited by Guarantee directly managing the venues; or
- A Company Limited by Guarantee appointing a third-party, specialised venue management group.

Further, it is recommended Council explore the establishment of an Advisory Board/ Group/ Committee to oversight the management performance of major venues in the City. This group should be skilled based and could include representatives of major users, including Southland Rugby.

The first step for Council in order to achieve the above improved collaboration is to determine the management model for Rugby Park now that the IVEM has been disbanded. The immediate solution would be to enter into an agreement with one of the following major venue operators in order to explore an expansion of their responsibilities to also incorporate Rugby Park:

- Splash Palace – direct Council management
- Civic Centre - direct Council management
- ILT Southland Stadium – Southland Stadium Trust
- Southland Athletics Stadium – Athletics Southland.

It is recognised that the major venues outlined above have a diversity of tenure and governance arrangements which may complicate a transition to an operator model responsible for a variety of venues. The advantages of this model however, should the parties be able to form an agreement would include:

- Improved expertise and focus on event attraction and viability;
- Improved asset management arrangements;
- Economies of scale savings and management synergies positively impacting on the viability of multiple sites;
- Avoids internal regional competition amongst venues;
- Supports opportunities for the development of secondary and tertiary events across venues; and
- Maximises broader economic benefits for the region.

To remove the risk of Rugby Park not being adequately managed in the future, including relating to its maintenance and event maximisation, the management entity appointed in future should be subject to an agreed set of performance measures. A role within Council, as the overall asset owner, should be established to oversight the performance of the management entity.

## 8. Facility Design and Costings

As per Section 7 above, Option 5 to improve Rugby Park by undertaking essential infrastructure condition based improvements, re-life and modernise the existing grandstands, and demolish all other facilities has been assessed as the most preferred short to medium term facility option to address the future outdoor stadium needs of Invercargill. This option will also replace the demolished areas into open space, hardstand and grassed areas to support major and temporary event bump in outcomes.

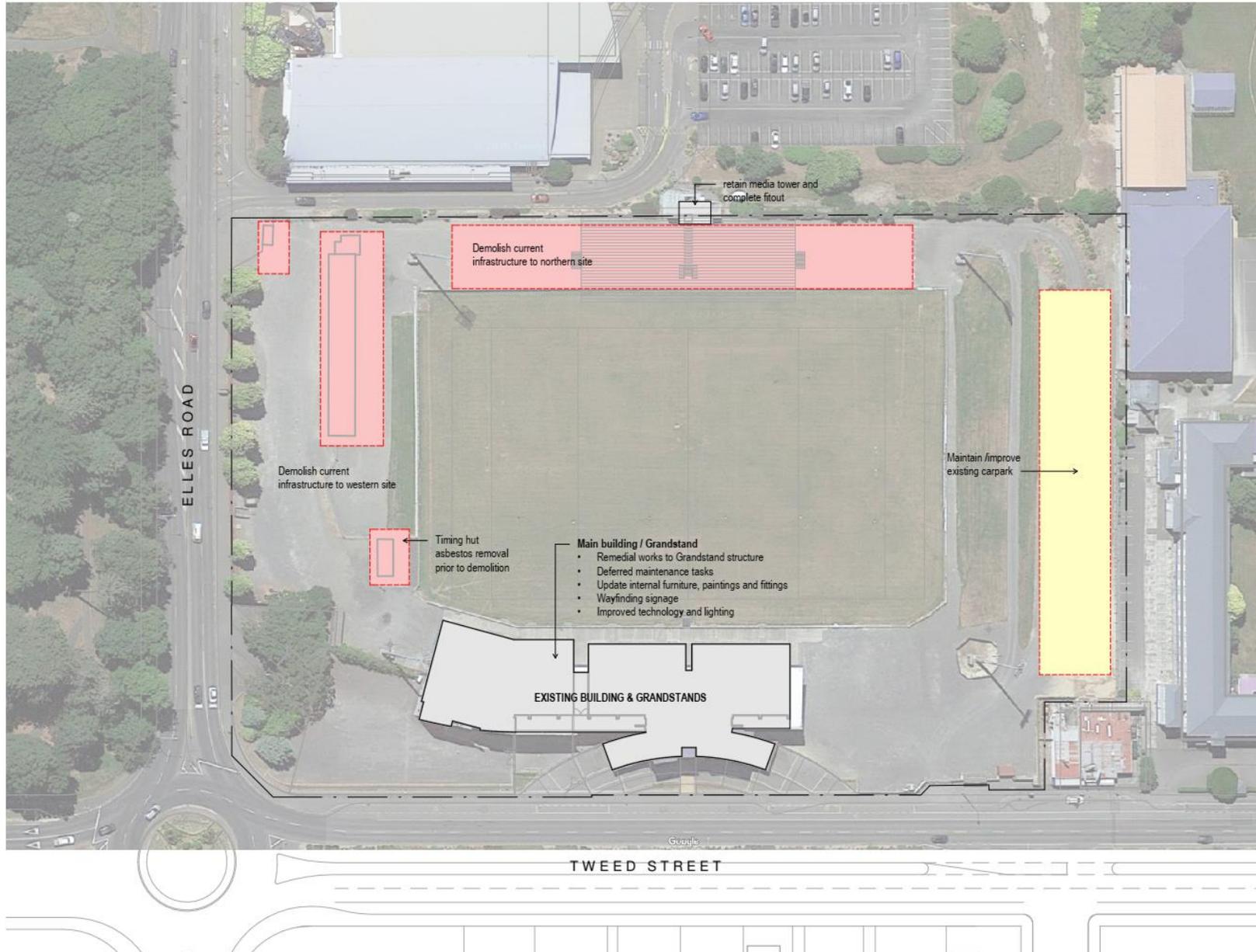
Summarised below is the concept design and indicative cost estimate.

# 8.1 Concept Plan

CONCEPT SITE PLAN 1 : 1000

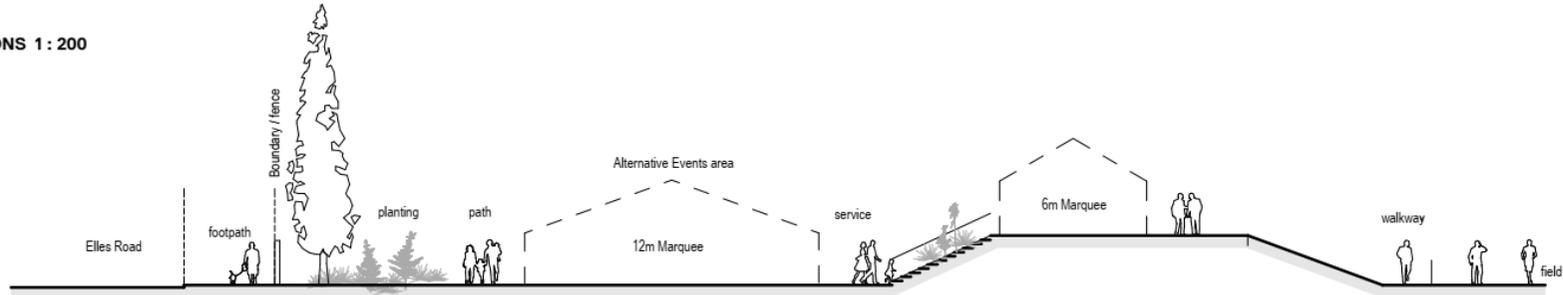


DEMOLITION AND MAINTENANCE 1 : 1000



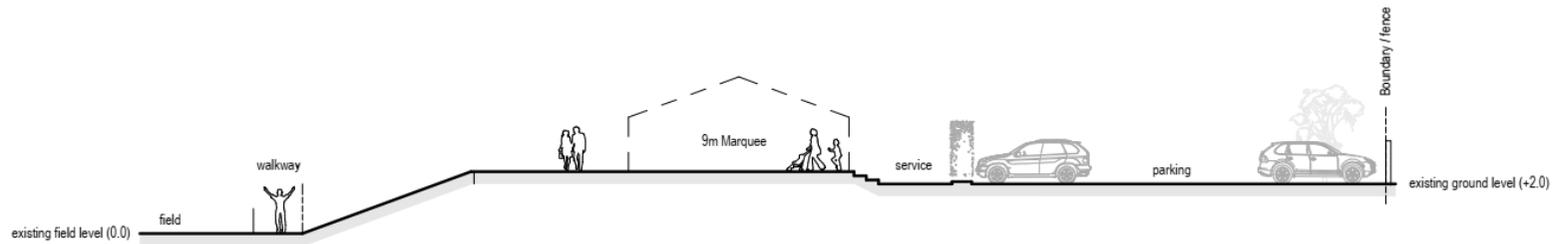
# RUGBY PARK

## CONCEPT SITE SECTIONS 1 : 200



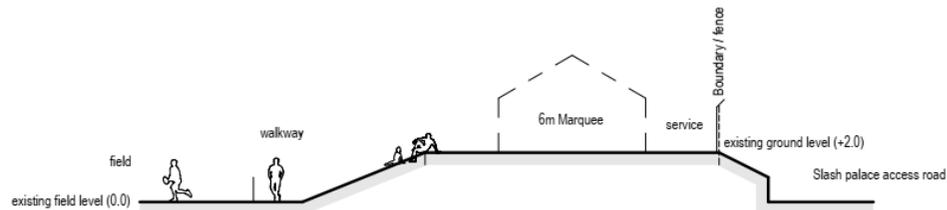
### SECTION A - WEST FIELD

1 : 200



### SECTION B - EAST FIELD

1 : 200



### SECTION C - NORTH FIELD

1 : 200

## 8.2 Indicative Cost Plan

The indicative cost plan prepared for the preferred Option 5 is summarised below<sup>7</sup>.

**Southern Quantity Surveyors**

Construction Cost Consultants  
Project Managers

### Estimate Detail Break Down

<b>Project:</b> PROJECTS 2020	<b>Details:</b> Rugby Park Commercial Options Estimates - Dec 2020
<b>Building:</b> ICC Projects - Surrey Park Future Redevelopment	

Autoc ode	Description	Quantity	Unit	Rate	Total
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#### OPTION 5 - As per Option 1 + Re-purpose Non-grandstand facilities into Multi-Use Open Space

1	Deferred maintenance tasks:				
2	No design information provided.				
3	Refer to ICC Infrastructure Services Committee report (Paul Horner - ICC Property Manager) - 3 November 2020				
4	Media Tower internal fit-out (never completed at construction)	1	sum	40,000.00	40,000
5	Remaining rook leaks (after the Farris Report improvements)	1	sum	70,000.00	70,000
6	Electrical installations improvement	1	sum	60,000.00	60,000
7	Bleacher seat replacement (because of UV light deterioration)	1	sum	300,000.00	300,000
8	Light Tower light replacements	1	sum	950,000.00	950,000
9	Timing hut asbestos removal (ceiling of ground floor rooms)	1	sum	60,000.00	60,000
10	Eastern fence replacement	1	sum	75,000.00	75,000
11	Roof re-coating (sandwich panel powdercoat surface) with higher quality material	1	sum	200,000.00	200,000
12	Wall cladding replacement (zincalume corrugated steel) which has rapidly deteriorated in unwashed areas	1	sum	250,000.00	250,000
13	Roof structural steel repaint	1	sum	250,000.00	250,000
14	Interior refurbishment (corporate / change / corridors)	1	sum	75,000.00	75,000
15	Storage shed (re-roof, repairs)	1	sum	80,000.00	80,000
16	Mould removal - storage shed and media tower	1	sum	75,000.00	75,000
17	Seismic Strengthening - West Stand - 67%NBS	1	sum	1,064,900.00	1,064,900
18	Seismic Strengthening - South Building - 67%NBS	1	sum	220,000.00	220,000
19	Fees for Structural Assessment and detailed design	1	sum	72,100.00	72,100
				<b>To Collection</b>	<b>3,842,000</b>

<sup>7</sup> Note - Council revised structural and deferred maintenance works by a further \$0.5 million following completion of the above cost plan.



## Estimate Detail Break Down

<b>Project:</b> PROJECTS 2020 <b>Building:</b> ICC Projects - Surrey Park Future Redevelopment	<b>Details:</b> Rugby Park Commercial Options Estimates - Dec 2020
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Autocode	Description	Quantity	Unit	Rate	Total
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**OPTION 5 - As per Option 1 + Re-purpose Non-grandstand facilities into Multi-Use Open Space** *(Continued)*

<b>TOTAL - OPTION 5</b>					<b>8,000,000</b>

Whilst the analysis for this study has assumed the full redevelopment occur in one stage, Council and its funding partners should consider a staged approach that aligns with funding availability, minimises disruptions to trade and focusses on the highest priority improvements being delivered first.

## 9. Operational Forecasts

A summary of the recommended redeveloped Rugby Park 10-year operating forecasts is outlined below.

The Otium Planning Groups Aquatic, Leisure and Cultural Community Electronic Financial Model has been used to reflect the exact component areas of each option and then developed a range of operating and usage assumptions for these components.

The key business and operating assumptions are based on a combination of:

- Benchmarked income and expenditure rates where possible;
- Maintenance expenditure based on 1.75% of the new asset value;
- Assumed role of the Rugby Park management to facilitate hirer/ contract relationships for third-party delivery, including for:
  - Event coordination, including ticketing, food & beverage and merchandise;
- Shared revenue (additional to venue hire) from ticketing, food & beverage and merchandise;
- Depreciation excluded;
- Event frequency as summarised in the table below.

Event Type	Annual Event Frequency
Mitre 10 Cup	5
Local/ Regional Sport	15
Community Events	26
Major Events	6
Non-event Functions	156
Non-event Conferences	12
Non-event Training Bookings	156

A summary of the estimated operating performance is outlined in further detail below:

## 9.1 Financial Performance

	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
<b>Income by area</b>										
Stadium General	\$285,587	\$304,395	\$320,929	\$334,910	\$349,465	\$364,617	\$380,391	\$396,811	\$409,997	\$423,621
F&B/ Ticketing/ Merchandise	\$678,360	\$699,782	\$714,063	\$721,204	\$728,345	\$735,485	\$742,626	\$749,766	\$749,766	\$749,766
	<b>\$963,947</b>	<b>\$1,004,178</b>	<b>\$1,034,992</b>	<b>\$1,056,113</b>	<b>\$1,077,809</b>	<b>\$1,100,103</b>	<b>\$1,123,017</b>	<b>\$1,146,577</b>	<b>\$1,159,763</b>	<b>\$1,173,387</b>
<b>Expenditure by area</b>										
Stadium General	\$1,281,341	\$1,315,760	\$1,351,138	\$1,387,504	\$1,424,886	\$1,463,313	\$1,502,816	\$1,543,427	\$1,585,177	\$1,628,101
	<b>\$1,281,341</b>	<b>\$1,315,760</b>	<b>\$1,351,138</b>	<b>\$1,387,504</b>	<b>\$1,424,886</b>	<b>\$1,463,313</b>	<b>\$1,502,816</b>	<b>\$1,543,427</b>	<b>\$1,585,177</b>	<b>\$1,628,101</b>
<i>undistributed management costs</i>	\$14,496	\$15,007	\$15,537	\$16,085	\$16,652	\$17,240	\$17,848	\$18,478	\$19,129	\$19,804
<b>Total expenditure</b>	<b>\$1,295,837</b>	<b>\$1,330,767</b>	<b>\$1,366,675</b>	<b>\$1,403,589</b>	<b>\$1,441,538</b>	<b>\$1,480,553</b>	<b>\$1,520,664</b>	<b>\$1,561,905</b>	<b>\$1,604,307</b>	<b>\$1,647,905</b>
<b>Projected operating performance</b>	<b>(\$331,890)</b>	<b>(\$326,590)</b>	<b>(\$331,683)</b>	<b>(\$347,476)</b>	<b>(\$363,729)</b>	<b>(\$380,450)</b>	<b>(\$397,647)</b>	<b>(\$415,327)</b>	<b>(\$444,544)</b>	<b>(\$474,517)</b>

## 9.2 Visitation

	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
<b>Visitation</b>										
Stadium General	204,034	210,477	214,773	216,921	219,068	221,216	223,364	225,511	225,511	225,511
<b>Total visitors per year</b>	<b>204,034</b>	<b>210,477</b>	<b>214,773</b>	<b>216,921</b>	<b>219,068</b>	<b>221,216</b>	<b>223,364</b>	<b>225,511</b>	<b>225,511</b>	<b>225,511</b>

## 9.3 Staffing

	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
<b>Staffing Direct FTE's</b>										
Centre Management	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0
	<b>3.0</b>									
<b>Staffing Expenditure</b>										
Centre Management	\$365,000	\$377,876	\$391,206	\$405,006	\$419,293	\$434,084	\$449,397	\$465,249	\$481,662	\$498,653
	<b>\$365,000</b>	<b>\$377,876</b>	<b>\$391,206</b>	<b>\$405,006</b>	<b>\$419,293</b>	<b>\$434,084</b>	<b>\$449,397</b>	<b>\$465,249</b>	<b>\$481,662</b>	<b>\$498,653</b>

## 9.4 Major Expenditure

	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
<b>Energy Costs</b>										
Stadium General	\$261,328	\$267,861	\$274,558	\$281,422	\$288,457	\$295,669	\$303,060	\$310,637	\$318,403	\$326,363
<b>Total</b>	<b>\$261,328</b>	<b>\$267,861</b>	<b>\$274,558</b>	<b>\$281,422</b>	<b>\$288,457</b>	<b>\$295,669</b>	<b>\$303,060</b>	<b>\$310,637</b>	<b>\$318,403</b>	<b>\$326,363</b>
<b>Building/Equipment Maintenance Costs</b>										
Stadium General	\$488,250	\$499,480	\$510,968	\$522,720	\$534,743	\$547,042	\$559,624	\$572,495	\$585,662	\$599,133
<b>Total</b>	<b>\$488,250</b>	<b>\$499,480</b>	<b>\$510,968</b>	<b>\$522,720</b>	<b>\$534,743</b>	<b>\$547,042</b>	<b>\$559,624</b>	<b>\$572,495</b>	<b>\$585,662</b>	<b>\$599,133</b>
<b>Marketing and Promotion Costs</b>										
Stadium General	\$45,000	\$46,035	\$47,094	\$48,177	\$49,285	\$50,419	\$51,578	\$52,765	\$53,978	\$55,220
<b>Total</b>	<b>\$45,000</b>	<b>\$46,035</b>	<b>\$47,094</b>	<b>\$48,177</b>	<b>\$49,285</b>	<b>\$50,419</b>	<b>\$51,578</b>	<b>\$52,765</b>	<b>\$53,978</b>	<b>\$55,220</b>

## 10. Warranties and Disclaimers

The information contained in this report is provided in good faith. While Otium Planning Group has applied their own experience to the task, they have relied upon information supplied to them by other persons and organisations.

We have not conducted an audit of the information provided by others but have accepted it in good faith. Some of the information may have been provided 'commercial in confidence' and as such these venues or sources of information are not specifically identified. Readers should be aware that the preparation of this report may have necessitated projections of the future that are inherently uncertain and that our opinion is based on the underlying representations, assumptions and projections detailed in this report.

There will be differences between projected and actual results, because events and circumstances frequently do not occur as expected and those differences may be material. We do not express an opinion as to whether actual results will approximate projected results, nor can we confirm, underwrite or guarantee the achievability of the projections as it is not possible to substantiate assumptions which are based on future events.

Accordingly, neither Otium Planning Group, nor any member or employee of Otium Planning Group, undertakes responsibility arising in any way whatsoever to any persons other than client in respect of this report, for any errors or omissions herein, arising through negligence or otherwise however caused.

# 11. Appendixes

## 11.1 Benchmarking

### 11.1.1 Forsyth Barr Stadium, Dunedin

- Capacity - 30,748
- Major Events Per Year - 22

The Forsyth Barr Stadium, Dunedin is the premier national level stadium servicing Southland and Otago regions. The Stadium is the closest (207km) major rectangular venue to Rugby Park and is considered the most contemporary stadium in New Zealand. The venue is the only fully roofed indoor rectangular stadium in New Zealand. The Stadium can accommodate temporary increased spectator numbers to service large scale events such as rugby internationals.

Since opening in 2011, over 1.35M people have attended events at the Stadium including Rugby World Cup features and major music concerts (i.e. Sir Elton John concert). The Stadium is the home of the Highlanders Super Rugby franchise.

Dunedin Venues Management Limited, a specialist venue management organisation, manages the Stadium. Dunedin Venues Management Limited, is also responsible for the management of the Dunedin Centre which includes the Dunedin Town Hall.



Figure 13 Forsyth Barr Stadium, Dunedin

### 11.1.2 Yarrow Stadium, New Plymouth

- Capacity - 22,000
- Major Events Per Year - 15

The New Plymouth District Council manages the Stadium. The Stadium is owned by the Taranaki Stadium Trust that is controlled by Taranaki Regional Council. New Plymouth District Council and Taranaki Regional Councils have agreed to a \$50 million plan to repair and upgrade the Stadium following damage from the Kaikōura earthquake in November 2016. As a result, the Stadium's two main stands have been out of action since June 2018 after they were deemed an earthquake risk.



Figure 14 Yarrow Stadium, New Plymouth

### 11.1.3 Central Energy Trust Arena, Palmerston North

- Capacity - 18,000
- Major Events Per Year - 30

The Stadium features a multisport sports field surrounded by a speedway track. The Stadium has an anchor tenant that play in the Mitre 10 Cup, the Manawatu Turbos. Manawatu play up to 7 matches during the winter season before the Robertson Holden International Speedway takes over in the summer season with up to 23 meetings a year. The main field has a grandstand providing undercover seating, embankment seating and standing areas.

The Stadium is managed by Venues and Events Palmerston North.



Figure 15 Central Energy Trust Arena, Palmerston North

### 11.1.4 FMG Stadium, Hamilton

- Capacity – 25,000
- Major Events Per Year – 12

FMG Stadium Waikato, is a 25,000-capacity international sports stadium. Completed in 2002, FMG Stadium Waikato continues to build on the proud history of the grounds it stands on by hosting a range of top-quality sports fixtures each year – predominately rugby, along with the likes of rugby league, rugby sevens and football.

The Stadium's Brian Perry Stand has five levels which are home to a range of spaces including corporate lounges, a boardroom, management offices, player changing facilities, retail concessions and media facilities. The venue's crowd capacity consists of around 10,000 in the Brian Perry Stand, 9000 in the Wel Networks Stand, 5,000 (standing) in the Greenzone and 840 at the Goal Line Terrace. The venue also has the ability to increase the capacity by a further 5,000 with the addition of temporary seating on the goal line at Tristram St.

Maori culture and practices play an important role at FMG Stadium Waikato. In 2003 the carved Whatanoa Gateway at the entrance to the Stadium was unveiled which commemorate the ancient traditions and landmarks of the Waikato Tainui, while the carvings Nga Tapuwae Ki Te Ao Marama (Sacred Footsteps into the World of Light) are located in the players tunnel.

FMG Stadium Waikato is owned and managed by H3, a business unit within Hamilton City Council.



Figure 16 FMG Stadium, Hamilton

### 11.1.5 Orangetheory Stadium, Christchurch

- Capacity - 25,800
- Major Events Per Year – 19

Best known as the home of Canterbury rugby, Orangetheory Stadium has a seating capacity of over 18,000 people for sporting events – a capacity that extends to 30,000 for concerts. The ground and buildings were redeveloped following the earthquakes and now serves as the venue for provincial and international rugby union and league matches, and outdoor arena concerts and shows. 13 corporate boxes overlook the grounds. Each is capable of holding up to 60 people.

The Stadium is managed by Vbase. Vbase also manages Horncastle Arena, Orangetheory Stadium, Air Force Museum, Christchurch Town Hall and Hagley Oval Pavilion.



Figure 17 Orangetheory Stadium, Christchurch

*Christchurch City Council and the New Zealand Government are currently progressing the development of a new NZ\$473 million stadium to be built on a Crown-owned block of land between Madras, Barbadoes, Hereford and Tuam Streets in the Christchurch CBD. Council hopes to begin enabling works in 2020, with construction to begin in 2021 ahead of completion by 2024. Council has sought nominations for Directors of a new company to be established to oversee the development of the Stadium.*

Figure 18 Artist Impression of Planned Future Christchurch Stadium



### 11.1.6 Mount Smart Stadium, Auckland

- Capacity – 30,000
- Major Events Per Year – 13

Mount Smart Stadium is a premier outdoor sporting, concert and festival venue. The Stadium is home to the New Zealand Warriors National Rugby League team and hosts a variety of outdoor concert and festivals.

The Stadium is managed by Auckland Stadiums, a division of Regional Facilities Auckland. Formed in 2012, Auckland Stadiums directly manage, operate and promote Mt Smart Stadium, North Harbour Stadium and Western Springs Stadium. They also work collaboratively with Eden Park, The Trusts Arena, Vodafone Events Centre, North Shore Events Centre, Spark Arena, and the ASB Tennis Centre.



Figure 19 Mount Smart Stadium, Auckland

### 11.1.7 North Harbour Stadium, Auckland

Located in Albany on Auckland's North Shore, North Harbour Stadium (formerly QBE Stadium) is purpose built for New Zealand's favourite sporting codes of rugby and football. The 14,000-seat stadium is the centrepiece of the 23-hectare North Shore Domain. The grounds also boast a large oval field and five sporting fields, including two artificial turfs dedicated to community use. Corporate hospitality facilities offer a relaxed environment for any event.

North Harbour Stadium is home to New Zealand Football, Northern Football Federation, North Harbour Rugby, Marist North Harbour Rugby Club, Harbour Sport and Auckland Tuatara.

The Stadium is also managed by Auckland Stadiums as described in Section 3.1.6 - Mount Smart Stadium, Auckland above.



Figure 20 North Harbour Stadium, Auckland

### 11.1.8 Trafalgar Park, Nelson

- Capacity: 18,000 (Covered seating for 1,360)

Major events include the 2011 Rugby World Cup, Super Rugby Games (3 in 2011) and the Mitre 10 Cup and music events (e.g. opera in the park). Trafalgar Park is Nelson's premiere enclosed sports and open-air events centre.

A 3.8M commenced in 2008, with a further \$2.55M in relation to the Makos and the Rugby World Cup bid. An additional 14,000 temporary seats were erected for the All Blacks test in 2018.

The venue is owned and managed by Nelson City Council.



Figure 21 Trafalgar Park, Nelson

### 11.1.9 Semenoff Stadium, Whangarei

- Capacity: 18,500 (estimate from plan approximately 2,400 covered + approximately 440 corporates)
- 15 Corporate suites (one is a double)

Located 2km from the CBD and 9kms from the Whangarei Airport, Semenoff Stadium is a multipurpose facility catering for conference, meetings, weddings, functions, festivals, concerts and sports events. The venue is hosting the World Cup in 2021. Other events hosted include:

- Rugby World Cup 2011
- FIFA U-20 World Cup 2015
- DHL British and Irish Lions
- Vodaphone Warriors
- SuperRugby
- Six60 Concerts
- Whangarei Fritter Festival
- Christmas Festival
- Mitre 10 Cup
- Rugby League Northland
- Northland Football Federation.

Redevelopment was completed in May 2010 at a cost of \$18.5 million. Northland Regional Council contributed \$13 million and Whangarei District Council \$3 million. Central Government contributed \$2.5 million to allow the events centre to meet Rugby World Cup 2011 standards. Prior to redevelopment, the facility had served the Whangarei region for 40 years predominantly for rugby union, but had reached the end of its economic life. The old grandstand was built in 1965 and was not of a suitable standard to host quality sporting fixtures, concerts, cultural events or major functions. The venue is governed by the Northland Events Centre Trust through a management agreement with Whangarei District Council (WDC).



Figure 22 Semenoff Stadium, Whangarei

### 11.1.10 Rotorua International Stadium

- Capacity: 20,000 (includes John Keaney Grandstand with 5,200 capacity and terraces with 5,000 capacity)

Originally built in 1911, the Rotorua International Stadium is able to host a variety of large and small events. Major events include British and Irish Lions Tour, Rugby World Cup, Mitre 10 Cup, NRL and festivals such as Raggamuffin and Searchlight Military Tattoo.

Facilities include:

- Main field with TV broadcast-quality floodlights and an 8m x 2m LED scoreboard.
- Grandstand – top level includes two lounges and two corporate boxes
- Media tower with four separate rooms and a tower roof balcony
- Training ground with lights and full-size athletics track.



Figure 23 Rotorua International Stadium

### 11.1.11 McLean Park, Napier

- Capacity: 19,700 (9,704 grandstand seating + 10,000 standing embankment)

Major events include the 1987 and 2011 Rugby World Cup, Mitre 10 Cup, two All Blacks tests, Super Rugby, 2015 Cricket World Cup, One Day Internationals, Twenty20 Internationals.

The McLean Park complex comprises an indoor stadium (Event Centre) with an international standard outdoor sportsground and stands.

The venue is home to the Hawke's Bay Rugby Union and Central Districts Cricket Association. The park was redeveloped in 2009.

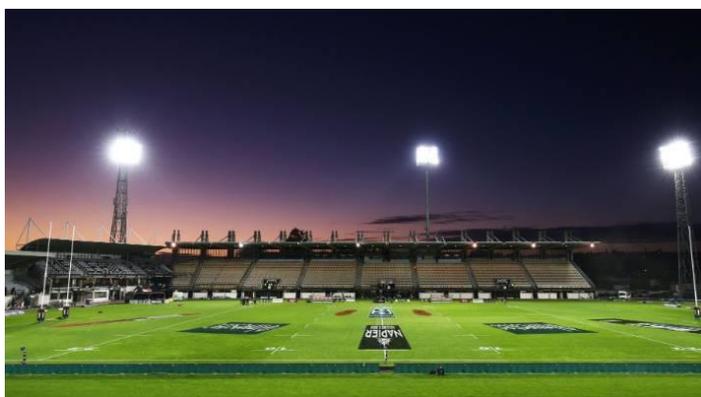


Figure 24 McLean Park, Napier

## 11.2 Local Major Venues

### 11.2.1 Surrey Park Athletics Centre



Figure 25 Surrey Park Athletics Centre Grandstand

The Surrey Park Athletics Centre includes a synthetic track recently upgraded, including sports lighting. There are two athletics club rooms and a grandstand that includes a further club room and storage areas under the seating.

A structural engineering assessment on the 1964 grandstand (refurbished in 1992) found structural issues that are of a high safety risk to patrons. The grandstand does not meet the current required earthquake ratings to ensure the building is consistent with seismic performance requirements of the Building Code.

The Surrey Park Athletics Centre is well used. Athletics Southland, Athletics Invercargill and St Pauls Harrier and Athletics Clubs operate from the Surrey Park Athletics Centre. Outside athletics, the Waihopai Amateur Football Club use the grass infield for soccer as a Winter tenant.

The Surrey Park Athletics Centre land is owned by Council, with the site assets and management responsibilities resting with Athletics Southland.

### 11.2.2 ILT Stadium

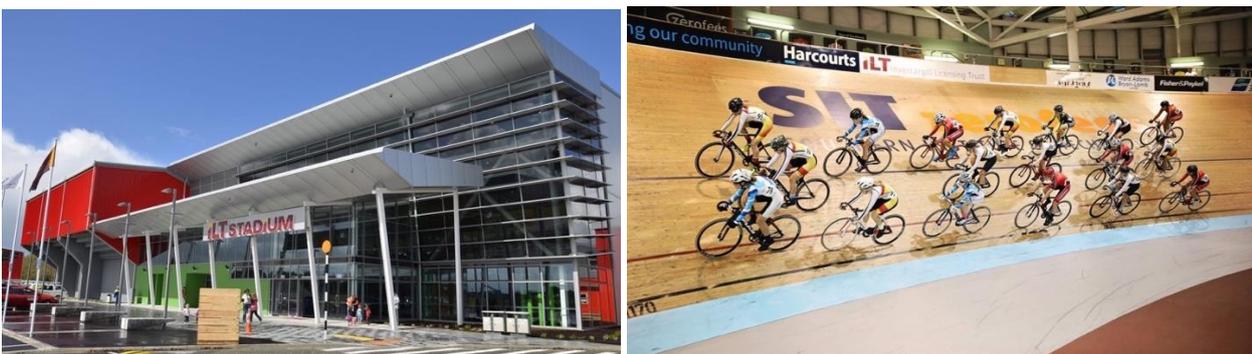


Figure 26 ILT Stadium

ILT Stadium Southland and SIT Zero Velodrome, located at Surrey Park, is a regional/ national standard indoor sports and entertainment facility providing sports courts, cycling velodrome, tennis courts, high performance gym, climbing walls and a Sports House. The Sports House accommodates Sport Southland and regional sporting organisations. The Stadium is multi-use and considered in excellent condition.

The ILT Stadium has a high court occupancy rate (84%) and all facilities are used daily in off peak and peak times. The Stadium is the main events venue in Invercargill hosting national/ international basketball and netball games, major indoor sports competitions for sports and schools, conferences, music concerts, markets and gala events.

ILT Stadium is managed by a Trust, Stadium Southland, oversee by its Board of Directors, with annual operating funding provided by Council.

There are competing demands on the venue for community use and major events. There is also no emergency recovery centre in Invercargill and the requirements of this service is one to consider for the future development of the Stadium.

### 11.2.3 Splash Palace

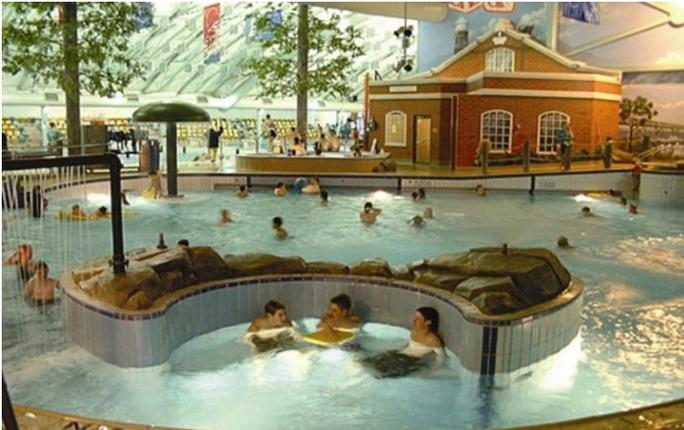


Figure 27 Splash Palace

Splash Palace is the regional aquatic and leisure centre in Invercargill. The facility has a 50m pool with a bulkhead boom, learn to swim pool, leisure water, swirl pool, tots' pool, sauna, cold plunge pool, water slide, meeting rooms, café and retail shop. New hydrosides will be installed in 2020/21.

Splash Palace reports growing admissions to over 410,000 from 300,000 in 2007/08. This is high compared to benchmark facilities of a similar size and age.

The facility has a growing demand on its existing pools as a result of the increase in admissions and growing programming demands from sport groups, learn to swim, aqua aerobics and school swim programs. The future development of Splash Palace will need to respond to these programming pressures together with understanding the needs of a community that is growing and ageing.

Splash Palace is directly managed by Council staff.

### 11.2.4 Turnbull Tomson Park

Turnball Tomson Park is large sport and recreation park to the north of Rugby Park. The Park includes a variety of facilities, including:

- Otepuni Walkway
- 4 rugby fields
- 1 league field
- 4 soccer fields
- 1 cricket (shared space) area
- 2 hockey fields
- 10 touch (shared spaces) fields
- 1 field for golf practice
- Playground
- Dog exercise area.

The Park is managed by Council with events able to be booked through Parks Division Office.



Figure 28 Turnbull Tomson Park, Invercargill

## 11.3 Consultation

### 11.3.1 Rugby Union

#### Facilities

- Rugby Park is considered to be within the second tier of outdoor stadiums within New Zealand by rugby, sitting outside of international stadiums such as Eden Park (Auckland) and Sky Stadium (Wellington), however commensurate with other regional outdoor stadiums.
- Rugby Park is regarded as being on a par with other provincial venues hosting teams in the Mitre 10 Cup e.g. Napier, Rotorua, New Plymouth and Whangarei.
- Evidently there has been some unrest in the rugby community about the management/ performance of the Stags in recent years. Structural issues with the stadium have compounded these issues.
- While Rugby Park appears basically sound, structural problems have meant offices cannot be used, a number of seats are out of action, and there are building leaks. Crowd control/ flow could be improved. In general, asset maintenance planning has been lacking.
- There is a strong preference to remain at Rugby Park and for the structural and maintenance issues to be rectified.
- The playing surface at Rugby Park is regarded as excellent. However, the venue has deficiencies from a Super Rugby perspective, including:
  - Need to be able to use all available covered seating
  - Change rooms are the same as when first built and some upgrade is needed
  - Need all stadium areas to be operational (e.g. offices capable of accommodating 35 staff, rooms, Sky Tv/ Wi-Fi etc.)
  - General repairs and maintenance.
- Rugby Southland wants to remain in the Mitre 10 Cup. If Rugby Park was to be decommissioned, an alternative venue would need to meet the minimum standards imposed by NZ Rugby. These include:
  - Field of play must comply with all relevant World Rugby Laws and Regulations
  - 1,000 covered seats for Round Robin matches
  - 2,000 covered seats for semi-finals and final
  - Ground capacity of 10,000 for Round Robin games and 15,000 for the semi-finals and final
  - Must comply with SKY Television minimum requirements for lighting (1,200 – 1,500 lux)
  - Range of technology requirements for broadcast
  - Control Room
  - Bar and food outlets
  - Personal hygiene facilities
  - Hospitality Lounge Room to cater for sponsors, corporate and VIP guests with unobstructed view of stadium
  - Ground signage free from obstruction
  - Minimum of two team changing rooms
  - Match officials changing room, drug testing room, medical room
  - Media Facilities.

#### Management

- There is a view that the historical and current management model for Rugby Park does not support a focus on event acquisition and sound asset management practices. The lack of management has resulted in a declining standard of facilities and a lack of event activity.
- Rugby Southland would welcome the opportunity to have a say in the running of the venue to improve its overall usage and viability.
- There is no problem from a rugby perspective in sharing the stadium with other users and these should be more actively sought.

- If an alternative venue capable of conducting Mitre 10 Cup games is to be developed, Rugby Southland want the assets on its books to be retained. This includes the remainder of the rent free stadium hire agreement valued at \$47,000pa for the next 17 years.<sup>8</sup>

### Events

- Rugby Park is predominantly used by Rugby Southland's team in the Mitre 10 Cup, the Stags. The Mitre 10 Cup is the tier below Super Rugby and comprises 14 teams from provinces throughout New Zealand which are split into two divisions of 7 teams. The Stags compete in the second division. There are usually 5 Stags games per season played at Rugby Park in a 12 week window (June to August). Crowds at Stags games range from 1,500 – 2,500 but as recently as 4 years ago were around 6,500. Games against traditional rivals Otago attract up to 8,000 spectators.
- Both Mitre 10 Cup and Women's Farah Palmer Cup matches have been broadcast when scheduled simultaneously at the one venue. However, Southland is the only one of the 14 provinces without a women's representative team in the Farah Palmer Cup.
- Men's and Women's finals in the local rugby competition are staged at Rugby Park. Over 17,000 people watched the live stream of the local competition finals which Rugby Southland believes demonstrates the interest in the sport at local level.
- The point was raised that other regional stadiums attract non-sport events to improve the bottom line. In particular, Forsyth Barr Stadium in Dunedin is used for a wide range of business, commercial and entertainment activities (e.g. concerts)
- The NZRU invites tenders for All Blacks games and other major events such as <19 Sevens Tournament, Men's and Women's National Sevens (2-day event currently held in Tauranga), <19 Men's and Women's Nationals (10 day event currently held in Taupo). NZ Secondary Schools also stage a Top 4 Schools Competition and boys and girls Sevens Competition
- Rugby Park has hosted a few high level rugby matches in the past, but the geographical location of Invercargill is a challenge. Rugby Park has been seriously considered for All Blacks games but low yield, temporary seating, and the need to charge the same ticket prices for uncovered seating as covered seating at other venues are constraints
- There is a preference to stage Super Rugby games in the evening and only Forsyth Barr Stadium in Dunedin and Rugby Park, Invercargill have suitable lighting for Highlanders games. Pre-season Super Rugby games are played during the day and these are generally taken to smaller grounds.
- When the Highlanders have had 7 or 8 home games in a season, they have in the past committed to playing one of these games at Rugby Park. These games have been attracting 8,000 – 9,000 people.
- Rugby Park has a vastly higher percentage of walk-up sales for Highlanders games than other venues due to patrons being wary of inclement weather if purchasing non-covered seats.

### 11.3.2 Rugby League

- NZ Rugby League Southern Zone has, in the past, used Rugby Park for the staging of finals in the Southland club competition (4pa) and South Island Competition matches (1-2pa). These matches attract crowds of 100-200 people
- Rugby league would like to use the venue in future for these games as well as club games, but the sport is extremely price sensitive (affordable hire in the hundreds, not thousands of dollars) and crowd numbers would be low
- Southland Competition games are conducted in summer months so there is no clash with the Rugby competition.

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<sup>8</sup> It is understood that when the management agreement between Rugby Southland and the Southland Outdoor Charitable Trust was terminated in 2015, the Trust entered into a lease with Rugby Southland for the use of administration offices at the stadium for a prepaid lease term of 16 years at an amount of \$55,000 per annum. A Deed or Arrangement was subsequently entered into whereby the lease and prepayments were assigned to Invercargill City Council with an option for Rugby Southland to vacate the premises at the lease expiry. A variation of the lease in 2018 reduced the annual rental to \$47,000 with the lease term expiring in 2033.

### 11.3.3 Football (Soccer)

- Southland Football uses Turnbull Thomson Park for regional games. Only 1-2 major games are staged each year with crowds of approximately
- Football cannot foresee any need to use Rugby Park in the future.

### 11.3.4 Governance Committee Members (non-Rugby)

- From a broader regional perspective Dunedin has a 30,000 seat covered outdoor stadium and a new covered outdoor stadium is going to be developed in Christchurch
- Need to examine the need for two outdoor stadiums in Invercargill and clarify the most appropriate grandstand size
- What is the best outcome for Southland? Generally open mind to alternatives
- Need to get value from Rugby Park than just 5 rugby games per annum. The venue has been used for non-sport activities in the past (e.g. Nitro Circus, auto shows, concerts)
- Rugby Park needs innovative management with clear objectives around securing more events to make the stadium as viable as possible. Rugby Park needs rebranding as not just a Rugby venue
- If retained, what should Rugby Park look like in 10-15 years and what are realistic alternative uses?
- Rugby crowds have declined in line with the performance of the Stags. Would like to see premier team retained in Southland
- People have mixed views about Rugby Park. There is a lot of sentimental attachment to the venue. Some community members are strongly aligned to Rugby, especially elderly supporters club members, and want the venue retained
- Would be a shame to demolish the remaining grandstand infrastructure which is in good condition. However, structural issues will be expensive to repair and its day may have passed
- Parking at Rugby Park is a constraint – use of school grounds is a possibility.

### 11.3.5 Event Promoters

Multiple outdoor event promoters were interviewed in order to identify the future event opportunities for Rugby Park and Invercargill more broadly. The summary of comments below suggests there are mixed views from event promoters on the potential future event opportunities:

- Invercargill is difficult from an event promoter perspective because it is the “bottom of the south”. Dunedin or Queenstown are more appealing
- It would be possible to hold events at Invercargill, provided the following incentives are offered:
  - The venue would need to be free to hire
  - ICC would need to provide marketing support and engage ratepayers (e.g. include fliers in rates notices etc.)
  - ICC would need to underwrite (major level) with funding.
- There is no one size fits all hiring model, but it would generally involve the model outlined above and profit-share of ticketing and sales to be negotiated
- The success of the event would depend on getting an act with a good exclusivity clause and an attractive hiring arrangement
- The best approach would be one major music festival per year with up to 6 acts. This would need a long term plan as the first year would not expect to break even, with profit growing in subsequent years
- To break even requires approximately 3,500 tickets and approximately 12,000 to 15,000 ticket sales is required to make a venue feel full (depending on how the bar, food zones and village are set up)

- In terms of venue requirements, the following are essential: toilets, fencing, power (3 phase). What is provided on site, will determine what needs to be brought in and therefore costs etc.
- Need to consider carparking, infrastructure (e.g. whether club rooms are available as green rooms etc.)
- Would generally aim to source local crew where possible (e.g. for fencing, catering etc. Sound, stage and lighting would need to be sourced from elsewhere)
- Other considerations include noise restrictions, turf protection policies and cleaning
- An example was Nelson – Council paid for stage infrastructure to be erected (approx. \$30k worth) for a summer and offered the venue at a reduced rate to event promoters
- If the facilities are good enough, attractive enough and the town can support the event, then promoters will take events there
- The impact of Covid-19 on the industry is a big consideration and an unknown. This includes impact on the industry and on personal finance to enable patrons to attend events
- The ability of the local community to support the event is crucial. Looking for the “ultimate marriage between the location and the appetite for the artist”. If there are not enough people in the region to support the artist, there would need to be significant attraction of outside patrons
- Potential for multi-line-up musicals or single artists that have the ability to draw 15,000 or more patrons
- Unless a fully covered arena, the window of opportunity due to weather is within the first three months of the year only
- Facilities need to be properly specked. Sound is critical – must be able to get the right sound
- The town must be able to support an influx of 15,000 people – accommodation, food outlets etc.
- Event locations are determined in several different ways – no single approach. If a Council approaches the promoter, the promoter then approaches the potential artists that might suit that venue and location. Conversely, Promoters look at artists that have approached them and match them to venues and locations etc.
- Hiring models differ across different locations. Would be looking at:
  - Council to provide the venue free of charge or at least at 50% discount
  - Council to make a significant financial contribution, including contribution towards marketing.
- Events of up to 15,000 people require \$150,000 just in staging costs, not considering marketing, ticketing etc. Looking at cost of up to \$500,000
- Council has to be prepared to take on some of the risk associated with producing events.
- Some Councils require an expected economic benefit from the event of \$2 million before they will consider contributing
- Considers Invercargill for NZ as the equivalent of Hobart to Australia – wonderful location, but requires a lot of hard work to stage an event there
- Nitro Circus, an action motor sport/ BMX/ Skateboarding touring event was held at Rugby Park about three years ago
- The event was secured by way of a Joint Venture between ILT Stadium and Invercargill Venue and Events Management Ltd (managers of Rugby Park)
- ILT Stadium has successfully staged numerous indoor entertainment events and sells the tickets for Stags games at Rugby Park
- A procurement fund may need to be considered to purchase events (indoor or outdoor) with assistance from funding agencies
- Possible events that could be created or secured could include:
  - Nitro Circus
  - Night of the Jumps – Freestyle MX World Championship
  - Events that have a synergy with Great South event priorities

- Wine festival
  - Monthly car auctions
  - Monthly craft markets
  - Cricket matches (drop-in pitch)
  - Lloyd McDermott Rugby Development Team –KARI Ella 7s
  - Tag20 Rugby
  - Oceania Rugby 7s (Men’s and Women’s)
  - World Jousting Championships and Medieval Faire
  - Touch Rugby League – Various events annually including World Cup.
  - NRL pre-season matches
  - A-League pre-season matches
  - Music Concerts and Festivals.
- Great South would like to work with Rugby Park to attract/ assist in creating events
  - Rugby Park has been regarded historically as predominantly a Rugby-exclusive.