

# Yararow

## STADIUM

EVENT & FUNCTION CENTRE

### Strategic Plan 2015 - 2025

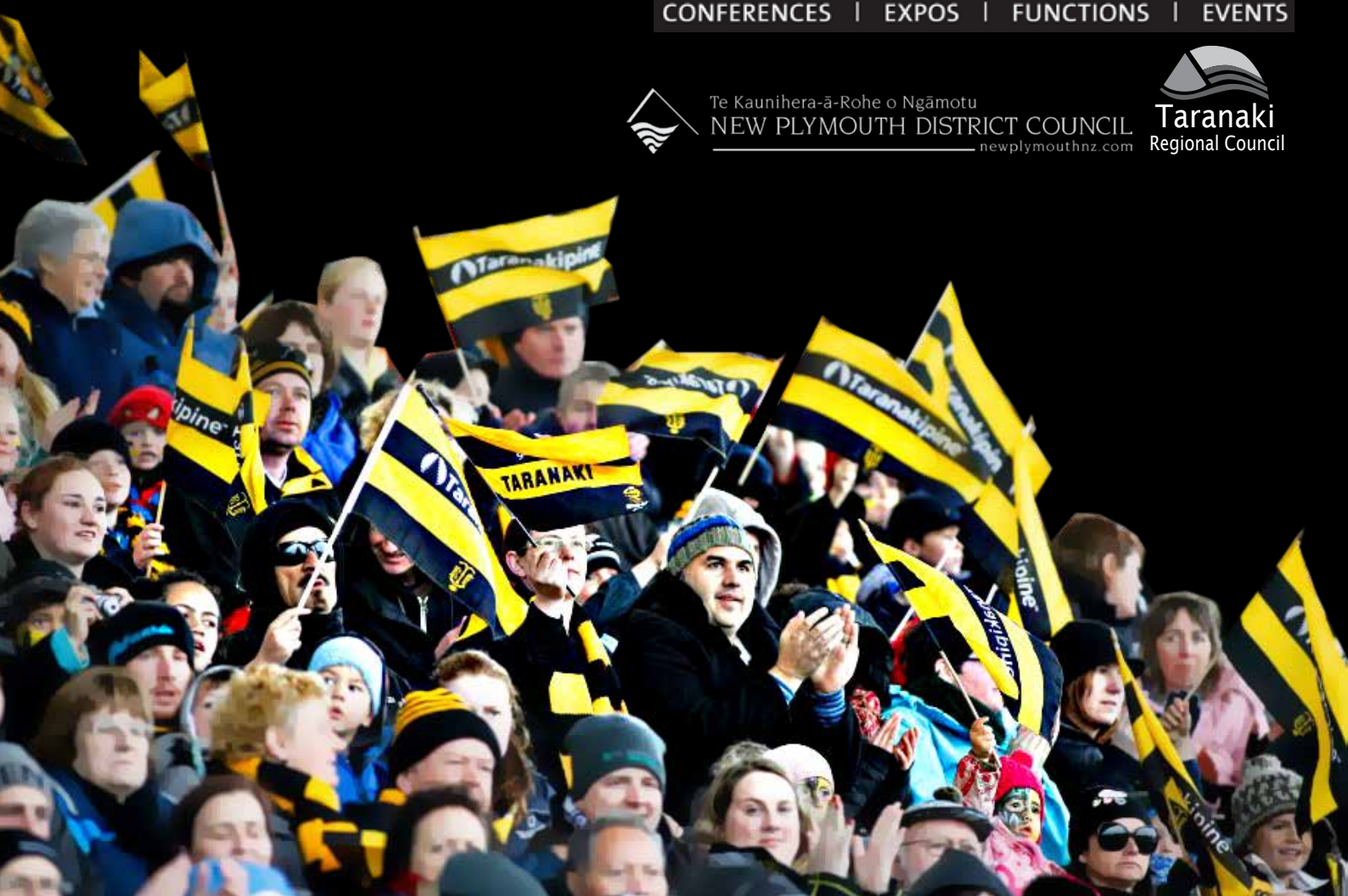
NEW PLYMOUTH event venues  
CONFERENCES | EXPOS | FUNCTIONS | EVENTS



Te Kaunihera-ā-Rohe o Ngāmotu  
NEW PLYMOUTH DISTRICT COUNCIL  
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Taranaki  
Regional Council







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*The Strategic Plan will be reviewed on a three year cycle.*





## Background

Yarrow Stadium is Taranaki's premier outdoor sporting venue, located within a short distance from New Plymouth's central area in the suburb of Westtown. The venue was first developed as a rugby ground in 1931, with the first stadium completed in 1947. A major redevelopment in 2002 saw new grandstands added and considerable modernisation. Further enhancements to the venue were completed in 2010, raising the capacity to 25,500. Facilities now include two grandstands, main sand-based grass field, three other grass fields and a car park.

The property is owned by the Taranaki Stadium Trust (the Trust). The purpose of the Trust is to promote the effective and efficient maintenance, development, management, operation and promotion of Yarrow Stadium as a community asset used for recreation, sporting and cultural activities for the benefit of the people of Taranaki, working in particular with Taranaki Regional Council (TRC) and New Plymouth District Council (NPDC).

TRC and NPDC have entered into dual funding partnerships for the operations and long term maintenance and development of the Yarrow Stadium. NPDC manages, generates the revenue and funds the operations of Yarrow Stadium and TRC funds the long-term maintenance and development of the stadium. A Joint Management Committee, comprising of two NPDC elected members and two TRC elected members, have a governance and decision making role for the stadium management, including developing asset management plans and implementation budgets. NPDC also contributes to the Major Events Fund, which can be used to attract events to Yarrow Stadium.

This Strategic Plan presents a vision and goals for the future of Yarrow Stadium. Strategies through which goals will be achieved are presented with a number of these being capital developments. Together the capital development projects are presented in a master plan under Goal Seven.

# Meet the Team

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## **Taranaki Stadium Trust**



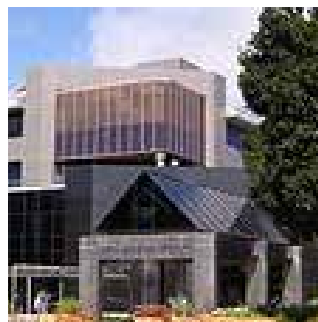
Owner of Yarrow Stadium assets. A Council-controlled organisation of TRC. Provides funding to NPDC for the delivery of approved long-term development and major maintenance programmes. Contracts, through a management agreement, with NPDC for the operation of the stadium.

## **Taranaki Regional Council**



Responsible for the long-term maintenance and development of Yarrow Stadium through the receipt and approval of long-term development and major maintenance programmes from the Yarrow Stadium Joint Committee and subsequent instruction to the Taranaki Stadium Trust to fund the development and major maintenance programme. Provides annual funding of \$876,000 to the Taranaki Stadium Trust for the long-term development and major maintenance programme. Holds and controls the Taranaki Stadium Trust as a Council-controlled Organisation.

## **New Plymouth District Council**



Responsible for the operation of Yarrow Stadium including delivery of the approved long-term development and major maintenance programmes, securing of events at the stadium and delivery of event management. At a governance level NPDC also receives and approves the long term development and major maintenance programme. The Council also provides administrative support to the Yarrow Stadium Joint Committee.

## **Yarrow Stadium Joint Committee**



Made up of two NPDC elected members and two TRC elected members. Responsible for the development of the asset management plan and long-term development and major maintenance programme and associated annual budgets. Proposed that role be expanded to include strategic oversight, support and leadership for all aspects of Yarrow Stadium securing and programming of events and operations.

## **Taranaki Rugby Football Union**



A regional sports organisation and provincial rugby union responsible for the delivery of rugby at all levels in Taranaki. Key tenant and user of Yarrow Stadium with offices within the TSB Stand. Taranaki Rugby Football Union have a key role in the hosting of major rugby events at Yarrow Stadium.

## **Venture Taranaki**



Taranaki's economic and tourism development agency with the role of supporting businesses and events through a number of services including management of the Major Events Fund.







## Vision

The best regional stadium in New Zealand that regularly hosts national and international sports and entertainment events.

A stadium for both major events and community events and the premier outdoor field for team sports codes.

A stadium that is loved by sports fans and the local community

A stadium that is a quality experience for event promoters, participants and spectators, which is achieved through superior event facilities, presentation and management and through the early adoption and smart use of technology.

## Goals

1. A programme of national and international events.
2. Host key community events.
3. Maximise the use of Yarrow Stadium.
4. Optimise visitor and economic impact and promote the Taranaki brand.
5. Strengthen the connection of the people of Taranaki to the Stadium.
6. Improve financial performance.
7. Facility development initiatives to maintain the stadium's competitive advantage and improve customer experience.



# 1. A programme of national and international events

Yarrow Stadium has a history of hosting a number of major events including All Blacks Matches, FIFA U20 World Cup 2015 games and motor sport shows such as Crusty Demons. We want to grow the number and diversity of major events in order to deliver the best possible major event programme on the number one field. Achieving this goal will assist the goals of optimised visitor and economic impact and positive promotion of the Taranaki brand (goal four) and strengthen the connection of the people of Taranaki to the stadium (goal five).

## ***Strategies through which this will be achieved include:***

- Increase the amount of quality space for hospitality hosting.
- Ensure the stadium complies with minimum facility specification requirements of the targeted codes being rugby, football, rugby league and cricket.
- Redevelop field number two or three with an artificial turf to enable training and other games to continue during times when field number one is unavailable due to a major event. External funding will be sought for this project which will determine its timing along with the Trust's ability to contribute funding. This will be reviewed as part of the Master Plan and Asset Management Plan review in 2018.
- Continue the collaborative "Team Taranaki" approach for event proposal development.

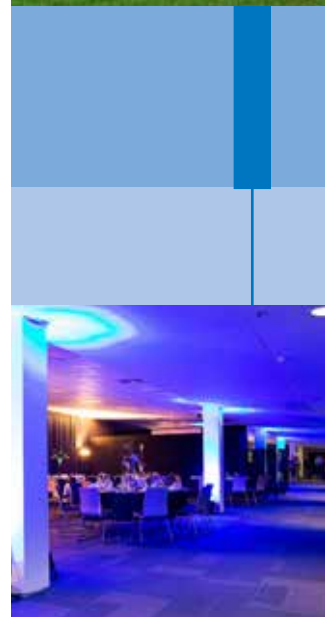
## 2. Host key community events

Playing, performing or viewing events at an international standard stadium is an experience we want more of the community to experience. Currently the community events programme is limited. Reasons for this include the cost of hiring the facility for smaller events when the only changing facilities are within the main stand. At times the availability of the fields can be diminished by preparation required for a major event or simply field capacity being reached in the case of field number two.

### ***Strategies through which this will be achieved include:***

- Work with community groups to minimise the cost of venue hire and/or explore opportunities for external subsidisation.
- Redevelop field number two or three with an artificial turf which will provide greatly increased capacity of this field and a quality playing experience.\*
- Develop new amenity facilities to service fields two, three and four therefore reducing the needs and costs associated with opening the main stadium for community sport and events.\*

\* External funding will be sought for these projects which will determine their timing along with the Trust's ability to contribute funding. This will be reviewed as part of the Master Plan and Asset Management Plan review in 2018.



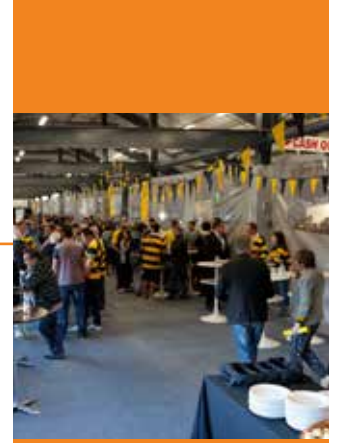
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## 3. Maximise the use of Yarrow Stadium

We want the overall community utilisation of Yarrow Stadium as a venue to increase and be more regular. As well as outdoor fields, Yarrow Stadium has a number of indoor spaces suitable for functions and other community activities.

### ***Strategies through which this will be achieved include:***

- TSB Stand concourse and Legends Lounge development – polish/new floors, partitioning and speakers to improve flexibility and quality of the spaces.
- Implement an event booking system that provides an efficient utilisation of the venue and an efficient booking process.
- Develop and implement a strong marketing strategy.





## 4. Optimise visitor and economic impact and promote the Taranaki brand

Events hosted at Yarrow Stadium have an impact on the economy of the region through increased visitors and promotion of the Taranaki Brand. In 2013, the rugby test between the All Blacks and France attracted 6,500 visitors and injected \$4.53 million in to the Taranaki economy. We want to optimise the visitor and economic impact and work collaboratively with stakeholders to promote the Taranaki brand as part of hosting stadium events and attract more events.

### ***Strategies through which this will be achieved include:***

- Investigate opportunities to work the tourism industry, particularly air industry to attract events in shoulder or low visitor seasons.
- Develop and implement a strong marketing strategy.
- Consider the establishment of a Yarrow Stadium Advisory Group to promote collaboration on promotion of the Taranaki brand as well as other aspect of stadium operations.



## 5. Strengthen the connection of the people of Taranaki to the stadium

Pride and passion go hand in hand with sporting and other entertainment events. As well as the events that occur within, we want Yarrow Stadium to be a venue that is loved by sports fans and the local community. Being within walking distance of the New Plymouth Central area and with the back drop of Mount Taranaki there is great opportunity for people to feel a connection. People visiting the stadium more often, with more major events, community events and other functions will be an important step in achieving this goal. There are also other aspects to consider such as the stadium being home to Taranaki Rugby which in itself sees thousands of people visit for all levels of the sport and how this connection can be built upon.

### ***Strategies through which this will be achieved include:***

- Investigate options for development of a space for display of memorabilia and/or theming in some stadium areas
- Develop a strong brand strategy that includes a social media aspect.

## 6. Improved financial performance

An important goal for the management of any community asset. We want Yarrow Stadium to be run as efficiently and effectively as possible with the aim of reducing the cost to ratepayer. Currently the operational cost of Yarrow Stadium is met by NPDC through rates funding. Over time growing utilisation at Yarrow Stadium is projected to increase revenue, and while in some cases increased event hosting will result in increased cost, reducing the operation subsidy needed from the ratepayer is the goal.

### ***Strategies through which this will be achieved include:***

- Develop a comprehensive business plan.
- Increase opportunities for commercial signage revenue and naming rights, along with other commercial partnerships.
- Ensure appropriate agreements in place with stadium tenants.
- Ensure facilities provide the most efficient operational set-up to reduce event costs.









## 7. Facility development initiatives to maintain the stadium's competitive advantage and improve customer experience

To be the best regional stadium in New Zealand, a programme of ongoing facility development is needed to ensure the facility maintains competitive advantage and is up to date with stadium trends. Through facility development initiatives we want to provide an improved experience to all stadium customers from spectators to sports codes. A 10-year master plan has been developed to identify facility projects and future areas of focus.

Other facility initiatives include:

- Initiate a project for the replacement of flood lighting with LED including options for a partnership approach to design and delivery.
- Continue to work with Central Football on the provision and access to facilities for football at Yarrow Stadium, including considering a business case for a second artificial turf in the future.
- Work with New Zealand Cricket to explore the possibility of ICC dispensation for Yarrow Stadium to host international cricket in the future and identify the facilities associated needs.



**Yarrow** STADIUM *Master Plan*



# Major Projects

## 2016 / 17

- A** Redevelop the upper part of Yarrow Stand or TSB Stand to create increased hospitality space and new amenities area.  
Est. \$1.87 million
- B** Redevelop outer areas where needed to improve customer experience, including gate 1 configuration and main entrance arrival signage.  
Est. \$300,000
- C** TSB Stand Legends Lounge  
Sound proof partitions, upgrade toilets, bars, kitchen, ceiling, lights and memorabilia space.  
Est. \$400,000

## 2018 / 19

- D** Venue reception, entrance, office and heating upgrade.  
Est. \$350,000
- E** Upgrade lights 200 lux for fields 3 and 4.  
Est. \$450,000
- F** Current floodlight replacement/ upgrade for No.1.  
Est. \$545,000

## 2019 / 20

- G** Review current layout of public food and beverage area if new Yarrow Stand amenities/corporate block is not built.  
Est. \$300,000

## 2023 / 24

- H** Maratahu Street Streetscape/premier entrance development.  
Est. \$468,000

## TIMING OF PROJECTS NOT DETERMINED

- I** Redevelop field No. 2 with an artificial turf and 500 lux appropriate floodlighting, including carpark, driveway and staff car parks.  
Est. \$3.05 million
- J** Develop new amenity facilities to service fields 2, 3 and 4 and storage and gym relocation.  
Est. \$925,000

External funding will be sought for these projects which will determine their timing along with the Trust's ability to contribute funding. This will be reviewed as part of the Master Plan and Asset Management Plan review in 2018.

