



# STRATEGIC PLAN

2021 – 2024



eventfinda | STADIUM

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# Eventfinda Stadium

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## About Us

The North Shore Events Centre Trust Board was formed in 1986 to initiate the building of the Eventfinda Stadium (“now EFS, Formerly NSEC”). Eventfinda Stadium was opened in September 1992 and operated by the North Shore City Council under the auspices of the Stadium Trust Board. A key aspect of the operations at EFS has always been a preferential split between the Community and Commercial use of the building.

In January 1998 the ownership, management, operation and development of the facility were transferred from North Shore City Council to the North Shore Events Centre Trust Board.

EFS is in Wairau Valley and is centrally located to most parts of the North Harbour region. The center is just 10 minutes from the Auckland City, 40 minutes from the airport and with good access from the northern motorway, is accessible to the whole Auckland region. The Harbour Basketball Association and North Harbour Gymnastics Centre have their offices located in and operate from the NSEC.

EFS has, in the past attracted significant regional and national events on a regular basis, however in the mid-1990s the loss of an Environment Court battle related to noise outputs saw EFS lose its position as a dominant force in the sport and recreation market in Auckland. 2005 saw the opening of The Trusts Stadium and 2007 Vector (now Spark) Arena. These new venues combined with the environment court ruling collectively left EFS significantly out of the attraction events circuit.

In 2016 the operable Unitary Plan for Auckland once again enabled the delivery of high volume and visitation events, however the venue has long since disappeared from the event radar and is widely perceived as out of date and “tired”.

This plan sets out to design a pathway back to being regionally significant and ultimately delivering a community driven redevelopment of the facility.

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## **Our Stakeholders**

At the Trust level our stakeholders are many and varied, they span a wide cross section of the Auckland community and include;

- Auckland Unlimited
- Local Boards
- Principal User Groups
- Auckland Council
- Sport North Harbour
- Other Community facilities on the North Shore
- Trustees & Staff
- Sponsors / Supporters

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## **Our Strengths**

1. The intimacy of the venue
2. A well-established name in Auckland
3. Committed team of staff
4. Very new fittings and equipment
5. Financially sound operation
6. Generous parking is a significant strength
7. Excellent zoning underlay for growth

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## **Our Weaknesses**

8. An aging building, increasing costs/risk
9. Over the bridge
10. Not as appealing to commercial hirers as newer venues
11. Limited regionwide profile
12. Current funding model is challenged
13. Current maintenance inputs don't reflect the age of the building

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## Our Opportunities

14. The new unitary plan zoning creates new opportunities
15. We can leverage support from Auckland Unlimited and the ability to “tap into” a bigger network
16. Growth in North Shore & Auckland population is creating opportunities for new use
17. Introduction of new leadership (alongside current) on the board will support new growth
18. The predicted growth in the facilities network across Auckland may present opportunities to expand EFS
19. A clean building with little to no signage (aside of Naming rights)
20. Rejuvenation of Trustees to better reflect the North Shore Community

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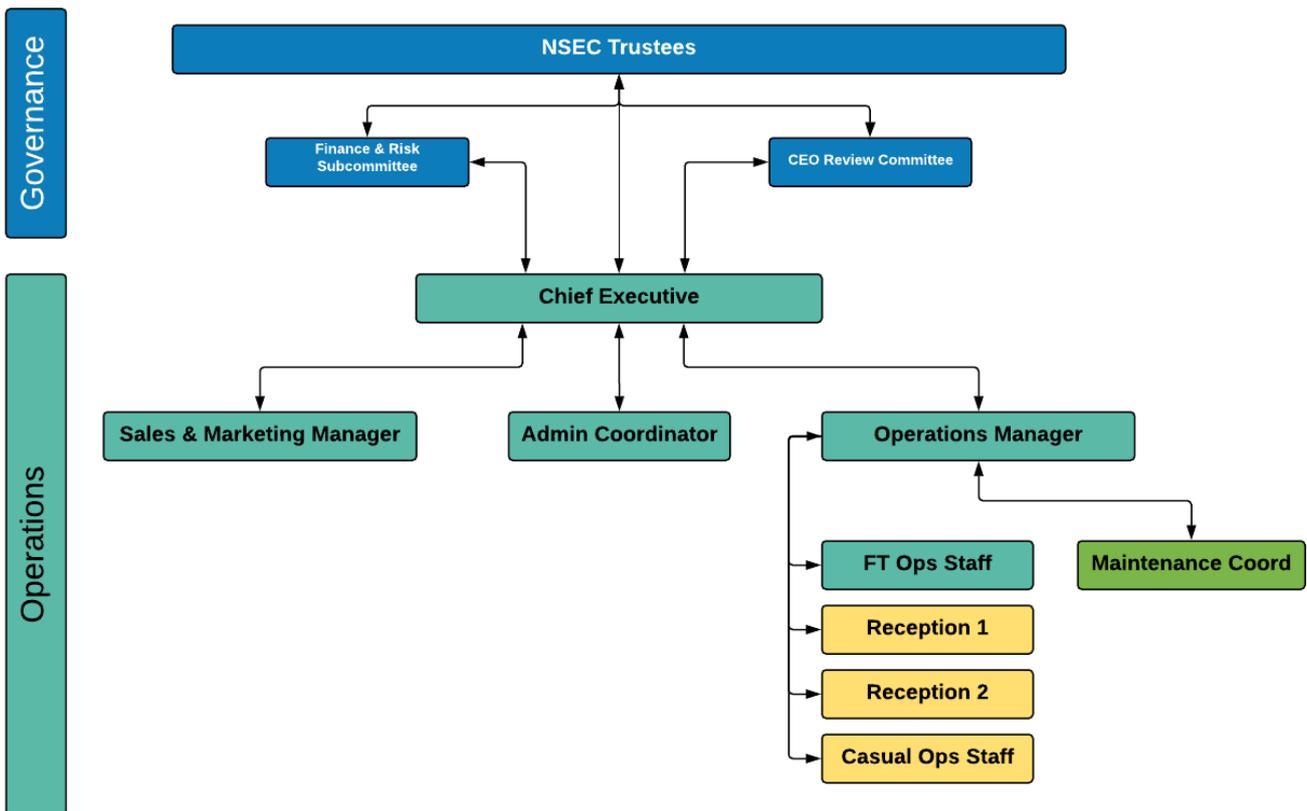
## Our Threats

21. Restrictions placed on the site by Reserves Act limit future opportunities
22. Failure to adapt to changing community demands will render EFS un-needed
23. Ageing venue is over halfway through its expected lifespan and will require significant investment inside of 10 years
24. Other venues in Auckland have, until now crowded out the event space. EFS have to re-insert ourselves at an appropriate place
25. Loss of confidence in the board by either Auckland Unlimited or Council could see reduced future support, financial and other
26. Losing current users/or clients while moving to a more sustainable footing

## Our Structure

Our structure is designed to be efficient, effective and accountable to our stakeholders

This will be reviewed annually in line with our Strategic Outcomes to ensure we are staffing to meet our goals, not setting goals which keep staff.



# Eventfinda Stadium - Strategic Plan

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## Our Purpose Is...

“to create spaces, places and experiences that foster and enhance the Mana of those we host”.



[www.eventfindastadium.co.nz](http://www.eventfindastadium.co.nz)

# Strategic Outcomes

Our strategic outcomes are key aspects of our business that we prioritise our decision making around. These outcomes serve to keep us focused and ensure we deliver over a specific period. In the business plan these outcomes are broken down into deliverable initiatives and actions to be taken by owners with measures.

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## 1. Celebrate our Foundation Partners

The relationship between Harbour Basketball and North Harbour Gymnastics is of a symbiotic nature. Success enjoyed by our Foundation Partners is success that we all enjoy, and likewise for failure. It is imperative we support and grow our Foundation Partners. Accordingly, we will...

- A. Support and encourage the growth of North Harbour Gymnastics / Gymnastics Community Trust
  - B. Support and encourage the growth of North Harbour Basketball
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## 2. Curate Memorable Experiences

Visitors to our facility, no matter the reason have their experience shaped by us. Whether it's a dirty toilet, drunken patrons or a court not setup these things affect the way our community sees, engages with and values our facility so we must always take a curative approach to the experience we create. We will do this by;

- A. Be deliberate in how we deliver all our experiences
  - B. Craft our customer experience for all users
  - C. Deliver experiences that leave a lasting and positive impression
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## 3. Be collaborative and relationship focused

We can shape experiences and attitudes by the way we interact with our stakeholders, users, and people around us. Ours is an organisation what has its success marked by our ability to build meaningful, truthful, and supportive relationships with all our stakeholders. To protect this pillar, we will;

- A. Build relationships with Iwi / Mana Whenua
- B. Work to grow users current and future
- C. Build relationships with our stakeholders

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#### **4. Offer flexible & accessible spaces & places that are future focused**

In order to win new clientele, we need to be flexible and not hide behind policy or process but instead proactively produce solutions to clients' problems. As a market taker in our industry our people and our flexibility are our key tools to success.

We will...

- A. Maintain a fit for purpose precinct
- B. Attract events of significance
- C. Offer a range of events
- D. Offer a quality service

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#### **5. Be a robust and sustainable entity**

To meet the needs of our community we must first continue to exist. Sustainability for us also includes focusing on our ability to continue performing at a high level to ensure our users are not subject to inconsistency and variations.

To achieve this we will...

- A. Be economically sustainable
- B. Be environmentally sustainable
- C. Socially responsible