

SOUTH CANTERBURY SPORT AND ACTIVE RECREATION SPACES AND PLACES STRATEGY

September 2018



Acknowledgements

Through its Community Sport and High Performance Sport Strategies, Sport New Zealand (Sport NZ) This is the first truly regional Sports Facilities Strategy for South Canterbury. Sport Canterbury lead the development of the strategy with our key partners the Mackenzie District Council, Timaru District Council and the Waimate District Council. Strategic and financial support was provided by Trust Aoraki and

The Mid & South Canterbury Community Trust and Sport New Zealand. The South Canterbury sporting community provided valuable input via the project Reference Group - this is a true community plan.

Sport Canterbury would also like to thank the many local, regional and national sporting groups and individuals who provided information for the plan.



Foreword

Through its Community Sport and High Performance Sport Strategies, Sport New Zealand (Sport NZ) aims to enrich and inspire New Zealanders to develop a life-long love of participating in community sport and produce more winners on the world stage. Locally-led development of spaces and places for sport and active recreation that provide quality experiences for participants are critical to this success.

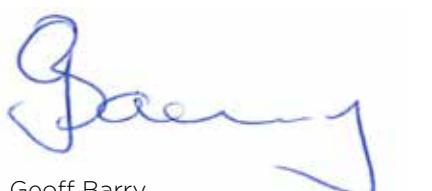
Sport NZ is committed to supporting national and regional sport organisations, local government and others with an interest in the planning, design, procurement, construction and operating of more affordable and sustainable sport and recreation spaces and places.

With leadership from the network of Regional Sports Trusts, Sport NZ is supporting and enabling better decision-making and investment for future sporting spaces and places. Sport NZ believes better decisions will be made through a collaborative regional approach if they involve local and regional government, education, funders, national and regional sports organisations.

The drivers for taking a regional approach to facility planning can be one or more of the following:

- The desire of funders to invest wisely in identified priority projects that will make the most impact.
- An ageing network of facilities needing refurbishment, re-purposing, replacement or removal.
- Changing demographics within a community, such as an increase in the population.
- Changing participation trends nationally and within a region requiring new types of facilities, or a new use of an existing facility.
- Increasing expectations of users and user groups.
- A growing acknowledgement that there is a hierarchy of facilities and that regional collaboration is the only fair and reasonable way to build and manage international, national, regional and sub-regional facilities.
- The risks inherent in focussing on and responding to the wants rather than the priority needs within a region.

Sport Canterbury and its local government and funding partners are to be commended for taking a collaborative approach to develop a strategic region-wide view of what needs exist and identifying those priority projects for future spaces and places provision that will grow and sustain participation in community sport.



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Contents

1	Executive Summary	5
2	Introduction	11
2.1	Purpose	11
2.2	Scope	11
2.3	Methodology	12
2.4	Using this Strategy	13
3	Advantages, Trends, Challenges, and Needs	14
3.1	Regional Competitive Advantage	14
3.2	South Canterbury Population and Demographic Overview	15
3.3	Liability from Facility Condition	16
3.4	Fit-for-purpose facilities	16
3.5	Accessibility issues due to geographic distribution of facilities	16
3.6	Increased burden on volunteers	17
3.7	Development of hubs	17
3.8	Opportunities for regional competitions	18
3.9	Current Providers	18
3.10	Operating Challenges	19
3.11	Collaborative and partnership approaches	20
3.12	Hub and Spoke Approach	20
4	Future Planning and Principles	21
4.1	Facility and Space Hierarchy	21
4.2	Facility and Space Planning Principles	21
4.3	Facility and Space Planning Criteria	23
5	Supply at a Regional Level	25
6	Key Facility Strategy Recommendations for the Region	27
6.1	Sector-Wide Recommendations	27
6.2	Sport and Active Recreation Hubs	30
6.3	Sports Fields	32
6.4	Indoor Courts	33
6.5	Outdoor courts	34
6.6	Specialised Sports Facilities	35
7	Implementation Plan	39
8	Appendices	47
8.1	Population Data	47
8.2	Steering Group Members	48
8.3	Project Control Group Members	48
8.4	Reference Group Members	48

Executive Summary

This is the first regional strategy for South Canterbury focused on sport and active recreation facility provision. It provides a high level strategic overview of the current and projected sport and active recreation facility needs for South Canterbury. The Strategy has a 20-year horizon. It identifies current priorities and provides an on-going and robust method to review and prioritise potential projects across the region. However, it is essential that detailed, site specific investigations are undertaken to assess the feasibility and viability of individual facility projects when identified.

The South Canterbury region faces a number of challenges that impact on the current and future provision of facilities. It is essential that these challenges are clearly defined and addressed to ensure that the region has a flexible and fit-for-purpose network of facilities to meet the region's future sport and active recreation needs.

Relatively slow population growth is projected for the next 25 years and additional demand from population changes will primarily be for facilities suitable for the projected larger number of older adults in the resident population.

The sport and active recreation sector, like many community-based sectors, is experiencing other trends including:

- Increasing expectations in the standard of facilities from users;
- A decrease in volunteer culture;
- An increased demand for 'pay for play' associated with the casualisation of sport;
- Increasing responsibilities and burden placed on volunteers to meet user expectations, health and safety and other compliance requirements;
- Increasing financial pressures from maintaining ageing, often no longer fit-for-purpose facilities, and the decline/loss of traditional income streams such as sponsorship and bar takings; and
- Increasing accountability as funders are increasingly evidence based in their decision-making

Sport and active recreation popularity and participation rates are changing in response to changing demographics, emerging new sports, increasing informal recreation pursuits and increasing competition from sedentary activities (often digital technology based). As community needs change, sport and active recreation facilities need to respond accordingly, by being adaptable and flexible to meet those changing needs. Most facilities now need to be more multi-purpose and adaptable to better meet the needs of a wider range of activities and users.

Key findings of the research and consultation regarding current supply are:

- Facility needs across the region are generally met by current provision;
- Some gaps in the provision of fit-for-purpose and right-sized social facilities;
- Some gaps in the provision of fit-for-purpose amenity provision (toilets, seating, storage, shade, shelter and Wi-fi access);
- Some codes have had a decline in participation and now have an over-supply of facilities or are maintaining flat participation levels, but the number of facilities is not sustainable;
- Potential for consolidation and rationalisation within codes and through cross-code sharing;
- Strong desire for all-weather facilities to eliminate or significantly reduce interruptions to training and competition activities including:
- Local access for hockey to suitable part-size artificial surfaces for practice and for junior small-sided game purposes;
- Access to sufficient indoor courts, particularly in Timaru, for netball and futsal (demand for indoor courts from these codes is expected to grow as per national trends) and traditional users such as basketball and volleyball; and
- A fit-for-purpose and right-sized multi-code outdoor arena with a single high-performance rectangular grass field shared by rugby, rugby league, football plus other outdoor events requiring a fenced venue to enable charge for entry.

Facilities that can adapt and develop will thrive, whereas those that don't are likely to struggle. The active recreation pursuits and sports codes that were assessed as having adequate facilities to meet demand at present need to be pro-active in their planning to maintain fit-for-purpose facilities. The long-term strategy for some of these codes when facilities need renewal should be to co-locate as part of larger multi-code hub facilities. This will enable sharing of support facilities such as clubrooms. In some cases, this will provide easier access to and use of their facilities for casual bookings through a shared reception/booking system.

The majority of South Canterbury's sport and active recreation facilities were developed over 30 years ago to meet the specific needs of a number of traditional sporting codes. While many of these codes have grown and prospered, some have declined over the past 30 years. This has led to a mismatch between current supply and demand for some codes.

In total, 44 active recreation pursuits and sports codes were assessed, with 31 (75%) having adequate supply of facilities to meet current demand across the South Canterbury region. The table below provides a brief overview of the 13 codes that have been assessed as having significant facility provision challenges at a regional or sub-regional level based on information provided during research undertaken in 2017.

Table 1: Sports Codes with Under and Over Supply Issues

SPORT CODE	ISSUES
Athletics	Concern with the condition of grass club training track and field facilities from a health and safety compliance perspective. There is also a perception of under-supply of 400m grass training tracks in some areas. Recent expert advice indicates the artificial surface of the Trust Aoraki All Weather Athletics Track needs to be renewed in the next two years.
Basketball (indoor/outdoor)	Southern Trust Event Centre (STEC) is often at full capacity during traditional peak times, e.g. after school and evenings and can be interrupted by event bookings. STEC is too small to attract national level events.
Equestrian	Equestrian pursuits have been without an eventing course in the region following the closure of Cannington, so riders from Pony Club level right through to International level have had to travel considerable distances for competitions.
Golf	Over-supply of courses and related amenities.
Hockey	Shortfall in local artificial turf facilities to enable “practice local and play away” for 11v11 teams and practice and play local (home & away) for junior 6v6 teams.
Mountain Biking	Potential under-supply of higher challenge/difficulty tracks (Grade 3-5 tracks).
Netball (indoor/outdoor)	Under-supply of covered courts due to national trend of shifting netball indoors. Potential over-supply of outdoor courts, particularly when use of indoor/covered courts increases.
Roller Skating	Not having a suitable size road track circuit for racing and training.
Rugby	Potential over-supply of fields and clubrooms in rural areas. Lacking fit-for-purpose amenities for female players. Lacking a fit-for-purpose spectator arena for major games.
Rugby League	Limited participation base (currently 2 teams) means no established home grounds, limited field availability, reliant on other codes to accommodate them, lack of home clubroom facility and a fit-for-purpose spectator arena for major games.
Rowing	Inadequate supply of accessible waterways for training and related shore facilities (storage & amenities) in Timaru.
Shooting (full-bore and small-bore rifle, clay, pistol)	Ongoing maintenance and compliance, duplication of amenities.
Tennis (indoor/outdoor)	Potential over-supply of outdoor courts (some, mostly rural, courts falling into disrepair). Lack of all-weather indoor or covered courts suitable for tennis.

1 Small-sided games have teams that have less players on the field of play than the traditional number (such as 6v6 rather than 11v11) and are played on a smaller field.

In planning for the future requirements, the Strategy identifies a hierarchy of provision from community through to a few national and, in some cases, international standard facilities.

While there are challenges to facility provision, it is clear that a multi-code partnership approach is required to reduce duplication in provision. This could be through consolidation, or investment in local sporting hubs for any future development. This would mean fewer better quality and fit-for-purpose facilities, helping to enable higher use and occupancy. These measures will generate economies in scale to aid long-term sustainability

The Strategy is founded on robust facility planning principles and criteria to improve future decision making when investing in sporting facilities. The Strategy identifies 42 recommendations for key facility networks within the following main groups:

Recommendations:

SECTOR-WIDE (AND RESOURCING STRATEGY IMPLEMENTATION)	
1.	Mackenzie, Timaru and Waimate District Councils adopt the Strategy and use it in their planning of regional and local facility provision, including the facility hierarchy, planning principles and prioritisation criteria
2.	Establish and maintain a representative Regional Sport and Recreation Facility Governance Group (RFGG) to oversee the Strategy's implementation.
3.	That there will be annual reviews of the Strategy recommendations and full review of the Strategy every 3 years (timing synchronised to inform future local authority Long Term Plans).
4.	That resources are provided to fund a Facility Navigator role to manage implementation of the Strategy, particularly to work with clubs, RSOs and other stakeholders to explore potential to reshape facility networks and to develop community sport hub entities and facilities.
5.	That resources are provided to fund a Facility Activator role to work with facility owners and users to activate facilities.
6.	Local authorities consider reviewing their respective funding mechanisms for sport and recreation facilities to create regional alignment and a potential funding source for future provision.
7.	Local authorities explore ways to obtain a share of the region's increasing tourist spend, to take advantage of the increasing tourist utilisation of the region's sport and recreation facilities – particularly tracks and trails etc.
8.	Local authorities actively encourage greater collaboration and partnerships between sports codes and reduce duplication/over-supply through selective endorsement of facility projects and incentive funding, with the support of key stakeholders.
9.	Local authorities endorse the sport hub concept and actively support their development.
10.	Local authorities identify beneficial school/community facility partnership opportunities and actively support their formation and development.
11.	Local authorities identify opportunities to modify existing facilities and ensure new facilities cater for the needs of older adult users who often have declining physical abilities.
12.	Local authorities consider a coordinated and centralised on-line booking and monitoring system to generate reliable data on occupancy and use of facilities, supported by key stakeholders.
13.	Local authorities improve the visibility and accessibility of facilities by: <ul style="list-style-type: none">Utilising and sharing facility data collected with the community and visitors via appropriate media and digital platforms.Exploring opportunities to collaborate with the various Community Vehicle Trusts (CVTs) throughout the region to utilise their vehicles to access facilities and other sport and recreation opportunities requiring travel.Better promotion of the Timaru Links bus (in partnership with ECAN), to sport and recreation users, codes, and facility providers, encouraging them to utilise the service to access facilities, and to align training and game schedules to make facilities more accessible.

Recommendations:

SPORTS AND ACTIVE RECREATION HUBS	
14.	That all current and planned sports and active recreation hubs in the region are identified and formally designated as such by the relevant local authority.
15.	That all designated hub parks have comprehensive development plans and have a Reserve Management Plan (potentially an omnibus plan) in place or updated within 5 years.
16.	Support Geraldine Combined Sports (GCS) to develop a hub facility (subject to the outcome of the feasibility study).
17.	Explore opportunities to develop additional community sporting hubs with a wide range of users through partnerships and consolidation at a local community level. These should be aimed at providing multiple sporting opportunities alongside other community activities to promote a wider community/social hub.
18.	That opportunities are explored to increase collaboration, partnerships and sharing of information and resources at an operational and governance level between existing regional sports hub facilities, and their associated entities.
SPORTS FIELDS	
19.	Undertake a detailed sports field supply and demand analysis study for rugby, rugby league and football to minimise the risk of over-provision and better target investment in field upgrades, artificial turf and flood lighting where appropriate (with adherence to lighting restrictions in the Mackenzie District).
20.	Monitor cricket supply and demand in the short term to determine impacts of new game structures and ground utilisation methods expected to result in more effective utilisation of the region's existing cricket field supply.
21.	That stakeholders continue to work together with the Fraser Park Trust to maximise the opportunity for multi-use provision of facilities
22.	Investigate options for the creation of a pool of portable seating units for use at events across the region.
23.	Update the Regional 'Home of Football' plan against latest Football NZ National Facility Strategy 'Home of Football' and implement the Sir Basil Arthur Master Plan
INDOOR COURT FACILITIES	
24.	Facilitate greater coordination and collaboration between indoor sport users and indoor sport facility providers to more effectively utilise existing spaces, particularly given the numerous school gymnasium upgrades occurring in the short term and the covered court concept at Aorangi Park which will enhance the region's indoor sport capacity and quality.
25.	That a consistent, collaborative approach is developed between community indoor court sports and schools to maximise the community use of school indoor courts. Priority should be given to community investment into school facilities where significant additional long-term community access has been secured by formalised multi-year use agreements (usually in return for a capital contribution).
26.	Complete a feasibility study of proposal to cover 4 netball courts for multi-purpose use at Aorangi Park (primarily for community sport participation) to be carried out concurrently with the Aorangi Park Master Plan Review.
27.	That the STEC is actively managed in tandem with Waimate Event Centre and school gymnasiums (the new Craighead court in particular) and any other new courts to minimise interruptions to community sport during their seasons and to maximise the utilisation of existing indoor court spaces for major events.
28.	Indoor court demand and capacity is effectively monitored to enable the more detailed planning required to determine if there is an actual need for additional indoor courts, once the above recommendations have been actioned.

OUTDOOR COURTS	
29.	That detailed specific facility plans are developed by basketball, hockey, netball and tennis to consider the overall network, and partnerships between clubs, schools and other users with a view to consolidate/rationalise the supply of courts and to maximise the use of courts in the future. This is likely to involve a reduction in number of outdoor courts to avoid over-supply when additional indoor or covered courts are operational.
30.	That once the basketball, hockey, netball and tennis facility plans are completed, an aligned approach to multi-code outdoor sports courts needs and provision is actively undertaken.
31.	Review the outcome of the facility plans for hockey, netball and tennis to identify skateboarding, scootering and outdoor basketball provision opportunities in the region, as there may be opportunities to repurpose redundant or underutilised courts.
SPECIALISED SPORTS FACILITIES	
32.	Assist athletics clubs to ensure long-term tenure of current grass track facilities and partner with those facilities to provide appropriate, health and safety compliant areas on site (e.g. throws cages and long jump run-ups). Formalised partnerships should be the first option before considering other stand-alone locations for local training for track and field.
33.	The development proposed by Temuka Athletics at Torepe Fields should be reviewed against a formalised partnership with Opihi College before any investment decisions are taken.
34.	That a funding plan is formalised with potential contributors and immediately implemented by the Trust Aoraki All Weather Athletics Track Trust to meet the cost of imminent renewal of the track and field artificial surface at Aorangi Park as well as subsequent renewals.
35.	Leverage off the potential investment in the Craigmore Station Equestrian Centre and encourage co-locating other compatible activities (e.g. trail running, mountain biking, rogaining).
36.	That a detailed golf facility plan is developed, in line with the Golf NZ National Facility Strategy, to consolidate and rationalise the supply of courses and amenities and to maximise the use of retained courses in the future.
37.	That a detailed hockey facility plan is developed with support from Hockey NZ to consider the overall network, turf sustainability and partnerships with tennis clubs, schools and other users (e.g. hockey, futsal, netball, outdoor basketball) to provide a network of local facilities.
38.	Develop a Regional Off-Road Tracks and Trails Strategy that would incorporate; <ul style="list-style-type: none"> Identification of additional recreational tourism partners Identification of regional opportunities to link to Alps to Ocean Cycle Trail (A2O), determine feasibility and priorities Identify collective marketing/promotional approach Identify investment required to develop and sustain new tracks and maintain the existing track network
39.	Mountain biking clubs to engage with golf clubs and the proposed Craigmore Equestrian development to identify opportunities to establish mountain bike parks and share amenities through co-location.
40.	Consider options for the development of a multi-use road track circuit at least 400m long suitable for in-line speed skating, roller skating, cycling, scootering and other non-motorised wheeled sport and recreation activities potentially located at Caroline Bay.
41.	Undertake a Facility Needs Analysis for rowing, and other water sports (e.g. sailing, kayaking, white water paddling, water skiing, etc.) with particular focus on potential for a water sports hub with better access to waterways and storage.
42.	If a Water Sports Hub is deemed appropriate undertake a feasibility study into developing a training site for outdoor water-sports with multi-code storage.
PARK OR SITE SPECIFIC (AND MULTI-CODE)	
43.	Further investigate the concept of creating a hub park for 'high risk and/or high noise, specialised activities' (e.g. shooting, archery, motor cross, etc.) and in particular explore the potential of Aorangi Shooting Range and/or Levels Race Way being suitable locations.
44.	Update the Aorangi Park Master Plan to effectively guide the future development of the park.

2.0 Introduction

2.1 Purpose

This is the first regional strategy for South Canterbury focused on sport and active recreation facility provision. The purpose of the South Canterbury Sport and Active Recreation Spaces and Places Strategy is to guide the future development of sport and active recreation facilities for the South Canterbury region.

The Strategy is designed to provide:

- An inventory of existing facilities.
- Analysis of the gap between current facilities and current and future needs.
- Identification of future investment requirements.
- A facility hierarchy of sport and active recreation facilities in the South Canterbury region.
- A prioritised list of recommendations for the development or rationalisation of facilities.

The intention is for a full review of the Strategy every 3 years (timing synchronised to inform future local authority Long Term Plans).

2.2 Scope

The following sport codes and active recreation activities were included in the initial scope.

INDOOR COURT CODES:	OUTDOOR FIELD SPORTS:	SPECIALISED SPORTS:
<ul style="list-style-type: none">• Badminton• Basketball• Futsal• Gymsports• Netball• Squash• Tennis	<ul style="list-style-type: none">• Cricket• Football• Rugby• Rugby League• Softball• Touch	<ul style="list-style-type: none">• Archery• Athletics• Croquet• Cycling - BMX• Cycling - Mountain Biking• Cycling - Track• Equestrian• Fencing• Hockey• Golf• Ice Sports• Indoor Bowls• Lawn Bowls
OUTDOOR COURT SPORTS:	AQUATIC SPORTS:	
<ul style="list-style-type: none">• Basketball• Netball• Tennis	<ul style="list-style-type: none">• Canoe• Fishing• Kayak• Rowing• Surfing• Swimming• Yachting• Water Skiing	<ul style="list-style-type: none">• Marching• Martial arts• Motor Racing• Rock Climbing• Roller-skating• Shooting• Skateboarding• Snow/Alpine sports• Ten Pin Bowling• Tri-sport• Ultimate Frisbee /Frisbee Golf• White Water Paddling• Wrestling

The scope excluded:

- Passive recreation activities (e.g. hobbies)
- Minor or incremental changes to sports fields
- Parks and gardens
- Community facilities (e.g. halls - except where these currently include a dedicated sport and recreation asset)
- Wharves, jetties or other recreational boating assets
- Gyms and fitness centres
- Active transport
- Art and culture spaces and places provision

2.3 Methodology

The following structure was established to oversee, guide and inform the development of this strategy, ensuring it was both reflective and responsive to local needs.

Project Steering Group (PSG):

Role: Set and approved the overall direction of the Strategy, and championed, promoted, fronted and facilitated the project, and provided guidance as required.

Representatives:

- 1 Elected member from each local authority
- 1 Sport Canterbury Trustee
- 1-2 Community sports representatives
- 1-2 Funding sector representatives
- 1 Business community representative

Project Control Group (PCG):

Role: Responsible for all operational aspects of the project, and liaising with the PSG, as well as communication updates, contacts, controls and ensuring the project was delivered to budget and within deadlines.

Representatives:

- Officers of Timaru District Council, Waimate District Council and Mackenzie District Council.
- Officers of Sport Canterbury

Reference Group (RG):

Role: An informal group of stakeholders that tested concepts at key stages of the project.

Representatives: A representative cross section of secondary stakeholders

In developing this Strategy, a comprehensive process was undertaken to engage with the key stakeholders and collate the baseline information of existing facilities and identification of current and future needs. These included:

- Document reviews (including national and regional facility strategies and plans, population data);
- Questionnaires were used to obtain data for the inventory and to identify the issues and challenges facing sport and active recreation in the region (Regional Sport and Recreation Organisations, Sport and Recreation Groups, Schools);
- Key Stakeholder interviews;
- Reference Group workshops; and
- Regional sports organisation workshops.

Sport Canterbury led the process and coordinated input from the partners. Key outputs have been:

- The development of an inventory of current sport and active recreation facilities in the South Canterbury region. This was a significant task and will need updating on an on-going basis;
- Completion of Code Summaries based on data and feedback sourced; and
- Completion of the Strategy report.

2.4 Using this Strategy

This is a high-level strategy, ambitious in scope, both geographically and in terms of content. The Strategy should not be seen as a replacement for detailed planning by individual sports codes, nor national facility strategies that currently exist and those that may be developed in the future.

Individual local authorities and facility owners determine their own specific levels of service through strategies, policies and planning processes. It is intended that this Strategy provide a framework to help guide regional and district provision and local authority levels of investment and service for sport and active recreation facilities.

The Strategy has examined issues based on available evidence at a region-wide network level. There may be instances where a particular club or code have aspirations to develop facilities to a higher standard than is required or in a location where other facilities are already available or their aspirations may not align with the Strategy. Where this eventuates, it is important to take a network-based approach across the region to ensure that the regional priorities are met first.

It is envisaged the Strategy be used as a tool to assist the coordination of future sport and recreation facility planning and provision, and the funding and investment needs that are required.

Limitations

This Strategy has been developed using the available data at the time of writing. Given the reliance on the available secondary data and the primary data collection from third parties, it is considered likely that there will be some gaps in the detailed facility audit. However, this Strategy represents the most comprehensive regional facility analysis available at the current time.

This Strategy has identified potential projects across the region. However, it will be essential that detailed, site specific investigations are undertaken to assess the feasibility and viability of individual projects.

3.0 Advantages, Trends, Challenges, and Needs

The South Canterbury region faces a number of challenges that impact on the current and future provision of facilities. It is essential that these challenges are clearly defined and addressed to ensure that the region has a flexible and fit-for-purpose network of facilities to meet future sporting and active recreation needs. The challenges identified are summarised in this section but first we will look at the competitive advantages of the region.

3.1 Regional Competitive Advantage

The South Canterbury region is unique and has a number of competitive advantages that impact on sporting and recreational opportunities. In considering these it is essential that the region plays to its strengths as well as recognising some of the limitations. The regional competitive advantages include:

Natural Environment

The region is supported by an abundance of natural features from mountains to sea, which provide for a range of outdoor recreation activities including snow and alpine sports, surfing, running, walking, triathlon, mountain biking and horse riding. The most significant and iconic of these natural features is Aoraki/Mt Cook National Park. Some parts of the region, particularly the Mackenzie District, are significantly impacted by the growth of tourism, often associated with these natural features. Tourism focused commercial investment supports provision of outdoor recreation facilities and amenities, such as snow sports and other adventure sports and recreations.

Location

The central South Island location of the region is a major strategic advantage in terms of attracting sport and active recreation events, particularly to the Timaru District. South Canterbury is also located on the main tourism corridor between Christchurch and Queenstown. This has led to development of significant snow and alpine sport and outdoor recreation facilities and opportunities, particularly in the Mackenzie District. The sustainability of these facilities is often underpinned by out-of-region tourist visitors.

Major Facilities

There are a number of major facilities which are significant at a regional level and in some cases South Island or national level. Many are clustered at Aorangi Park in Timaru and include the Southern Trust Events Centre (STEC), the Trust Aoraki All Weather Athletics Track and the Trust Aoraki Hockey Turfs. There are other major stand-alone facilities such as Meridian White-Water Course, Lake Ruataniwha, Trust Aoraki South Canterbury Tennis Centre, Waimate Events Centre, the Alpine Energy Stadium, Mt Dobson and Round Hill Ski Area. These facilities regularly host South Island, and some higher-level events, acting as a significant draw to the region.

A Partnership Approach

The region has some established community based, multi-code sport hubs. These partnership approaches to collaborating across codes and sharing integrated facilities demonstrate an on-going willingness of the community and key stakeholders to work together to develop local solutions.

Opportunities exist to learn from, support and further develop the existing partnerships and develop new partnerships to ensure community-led delivery of sport and active recreation is supported in a sustainable and collaborative way.

Regional Funding Support

Sport and active recreation in the region is supported by a strong and mixed funding base of philanthropic trusts, local government and commercial sponsors. A coordinated approach to funding has the significant potential to drive and enable regional priorities to be developed and implemented.

Participation and Development Pathways

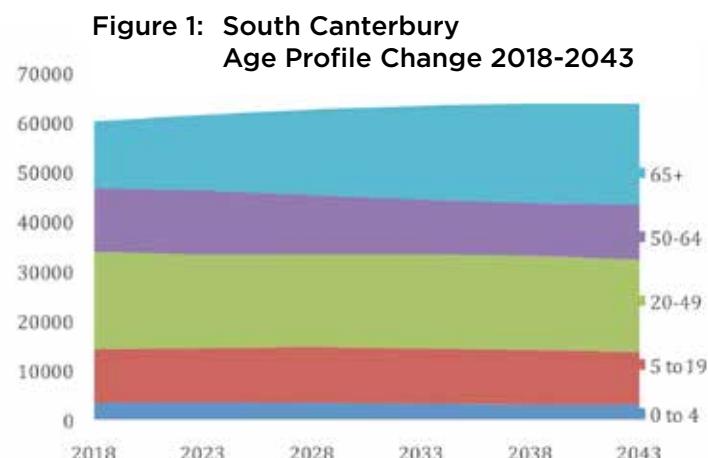
The region has a high level of participation in sport and recreation and a strong track record in supporting and developing talented athletes in a wide range of codes. Opportunities exist to build on these and ensure the region is recognised for good quality participation opportunities and as an incubator of talent.

3.2 South Canterbury Population and Demographic Overview

The South Canterbury region comprises three local authorities, the Timaru, Waimate and Mackenzie District local authorities who together serve an estimated population of around 59,210 people (2016/17 estimate)². The South Canterbury region has:

- Currently a higher proportion of older adults (65+) than the national average.
- As with most of provincial New Zealand, population growth is expected to be minimal with the possibility of decline from the 2030's, explained by the population shifting from natural increase (more births than deaths) to natural decline².
- In keeping with trends elsewhere population projections indicate significant structural ageing of the population, with virtually all future growth being in the older ages, with residents over 65 years old accounting for one-third of the population by the 2030's.
- Lower proportions of Maori and Pacific People's compared to the national average, and while ethnic diversity may increase, NZ European/Pakeha is likely to remain the dominant ethnic group.
- Lower proportions of people in the higher deprivation deciles when compared to the national average, which is not expected to significantly change.

Population projections for the next 25 years are shown Figure 1.



Sport and Active Recreation Facility Provision Implications

While the population isn't projected to change significantly, its demographic make-up is. Sport and active recreation facilities will need to cater more for the needs of older adults in terms of:

- Physical design – enabling easy access, warmth and suitable amenity provision
- The way facilities are activated - ensuring they cater for aspects such as socialisation
- Appropriate pricing of activities & programmes to remain accessible for older adults on a fixed income.

The relatively stable population base supports the general rationale of retrofitting and activating key existing facilities, rather than creating additional capacity. Financial sustainability of facilities will be a key consideration, given on the increase in residents on fixed incomes due to the ageing population. Facilities will need to adopt a higher volume, lower cost model to cover costs.

² Ministry of Health, Population of South Canterbury DHB 2016

3.3 Liability from Facility Condition

There has been significant historical investment into the development of sport and active recreation facilities in the region which has enabled generations of residents to be physically active and take part in a wide range of activities. However, the facility network is ageing across the region, particularly for some traditional sports, and many facilities have significant deferred maintenance issues. The region is sitting on a legacy of unsustainable and ageing facilities.

Clubrooms and changing facilities are ageing. In many cases meeting basic facility maintenance standards is a significant challenge for codes, as they struggle to comply with factors such as building code compliance and earthquake strengthening. In some cases, this applies to the actual playing facilities as well. There is a recurring theme of deferred maintenance and renewals, particularly for facilities which have lower membership numbers and lower use than in past decades.

3.4 Fit-for-purpose facilities

As referred to above, many community sport and active recreation facilities are ageing, with many also struggling to remain fit-for-purpose. Several codes identified that often it is not the number of facilities that is a concern, but the suitability of those facilities to meet current needs. In addition, participation trends and participant expectations are changing. The current limited provision of flood lights (on sports parks and on school sites) is one example. Lack of flood lighting is seen as a significant barrier to maximising use of existing facilities. The need for flood lights is, in some instances, being driven by:

- Less availability of volunteer coaches during winter daylight hours to lead after-school trainings and games; and
- In rural area, amalgamated teams or teams drawing from a wider geographic area than previously, meaning more people are travelling longer after work to get to trainings.

3.5 Accessibility issues due to geographic distribution of facilities

Most users of sport and active recreation facilities want convenience in accessing facilities (shorter travelling times so less cost commuting to venues) and generally are less concerned about the spread of facilities across administrative boundaries. The codes also usually need to have a hub facility that can cater for at least regional level competition and events.

The shape of the South Canterbury region, the travel distances and road network configuration and the location of the main population centre (Timaru) on its coastal (eastern) edge means that there can be significant travel for some Mackenzie District residents. This is an issue for those residents to access most of the regional level sporting venues for high performance training and competition.

Therefore, transport is a critical factor in enhancing the accessibility of the region's sport and active recreation facilities, particularly for those residents who are unable to drive or do not have access a private motor vehicle. Many of these residents, children in particular, are heavy users of sport and active recreation facilities. There are opportunities to optimise alternative transport options that exist with the region's communities such as Community Vehicle Trust vans, school buses and vans, and bus services like Timaru Links.

3.6 Increased burden on volunteers

A significant challenge facing regional and local sport and active recreation is the increasing burden placed on a decreasing number of volunteers. This is due to limited funding, increased expectations of members/users, demand from users to 'pay for play' (without volunteering themselves), responsibility for health and safety, compliance requirements and limited asset management experience.

These challenges are often exacerbated in traditionally strong sport codes that have a large number of clubs dispersed across the region, all involving volunteers performing administrative roles such as treasurer and secretary. This duplication of administrative roles creates significant pressure on the volunteer network and can take them away from coaching and managing the actual sport activity.

A key challenge is to reduce the burden on volunteers, especially when the current volunteers are struggling with the day-to-day club operation workload. This usually needs some external support to establish and operationalise the hub entity.

3.7 Development of hubs

Development of regional and local hubs is a strong national trend to co-locate and integrate the provision of key facilities to gain benefits in efficiency and effectiveness. Benefits include economies of scale, shared spaces and services, and critically, the provision of one-stop-shop and energised destinations that are attractive to participants and are economically sustainable. Usually hubs are located on significant sport and recreation parks.

Community sport is often capable of meeting the day-to-day running costs of facilities. However, most are unable to generate the additional revenues to cover the ongoing operational and maintenance costs of the facility they use for its useful life. Sports club partnerships are seen as a solution through sharing the cost burden of consolidated/rationalised social and support facilities. Successful club partnerships demonstrate a willingness and track record of the community and key stakeholders to work together to develop local solutions.

One of the key challenges when community-based organisations take over the responsibility for community sport hub facilities (or individual club-based facilities) is the responsibility for the long-term repair and maintenance that is transferred to the hub entity as well. Most facilities still require external capital investment for major works.

A further challenge commonly faced by hubs is to deliver more integrated community sport participation opportunities without placing an unreasonable burden on the volunteers to undertake the management and governance of them.

3.8 Opportunities for regional competitions

A number of codes identified that a lack of access to suitable facilities restricted the ability to host regional, national or international competitions. Across all codes there is a limited number of national and international events and there is intense competition between regions to attract these events. In addition, some codes are limiting events to centres with good air travel capability and sufficient commercial accommodation.

3.9 Current Providers

There are many different organisations involved in the provision and management of sport and active recreation facilities within the region, these include:

- Local Authorities (Mackenzie DC, Timaru DC and Waimate DC);
- Regional Sports Organisations (RSOs);
- Clubs;
- Facility Trusts;
- Ministry of Education/Schools;
- Private/commercial providers; and
- Public good funders.

While a number of partnership approaches have been developed over the years, traditionally the above owners and managers of facilities have mostly operated in isolation. It is important to understand how these roles are changing and the implications of those changes.

Table 2: Organisation and Role

ORGANISATION	KEY ROLES	KEY ROLE: CURRENT AND FUTURE CHALLENGES
Territorial Local Authorities	Planner Provider Enabler Investor	Local authorities have a lead role in the planning and provision of facilities through direct ownership and management and leases to clubs. In some rural communities, local authorities have delegated responsibilities to Recreation Reserve Committees (former Domain Boards). Nationally, there is an increasing move by local authorities to transfer the responsibility for some of their smaller facilities to the community sector. While this can provide short-term benefits in terms of community management, it raises significant long-term sustainability challenges for the new owners and community funders. In some instances, the reverse is occurring where facilities are handed to local authorities by clubs going into recess or being wound up.
Regional Sports Trust	Lead Enable Deliver	Lead the sector in facility planning and enable others to also do so. Assist sport and recreation organisations to undertake their own facility (and broader sport and recreation) planning.
Regional Sports Organisations (RSOs) and National Sporting Organisations (NSOs)	User Planner Provider	The majority of RSOs have been passive in the planning and coordination of provision of local facilities. Most have been active planning and advocating for provision of regional and national level facilities in their region. Many RSOs in other regions are now taking a lead from their NSOs who have completed National Facility Strategies and are actively planning and shaping their future facility network such as the Central Otago Hockey Facility Plan. RSOs are also users of facilities, mostly located in Timaru. This places significant pressure to secure access for regional competition and training often at the expense of community users.
Clubs	User Provider	Some clubs are taking an increased role in the ownership and provision of facilities, whilst others are looking to minimise their risks associated with ownership of facilities. The former can place an increased burden on volunteers to manage additional facilities without the resources (financial and people) to ensure the long-term sustainability.
Facility Trusts	Provider	A small number of sporting facility trusts have been established to own and manage facilities on behalf of the community. This provides independent community ownership and access. However, establishing and maintaining sustainable income streams to fund operations and renewals to secure their long-term future is a challenge, as is the establishment of effective governance and operational support.

ORGANISATION	KEY ROLES	KEY ROLE: CURRENT AND FUTURE CHALLENGES
Ministry Of Education / Schools	Provider	<p>The education sector has a long track record of providing sporting facilities, many of which are made available for community use. However, there is a mixed picture; some schools are more restrictive of community use, whilst others are entering into partnerships enabling greater community use.</p> <p>Opportunities to maximise facility use with the school during the day and community at evenings and weekend provide a win-win situation. The challenge is to ensure that access is managed in such a way to maximise use and ensure the long-term viability of the facilities.</p> <p>Nationally, the Ministry of Education (MOE) is now more actively supporting community-school dual use and dual provision partnerships. It released a Shared-Use Policy in 2015 to support its intent. However, the MOE does not include swimming pools in its provision of facilities. This is a long-held position. Provision of pools is at the discretion of schools and their communities.</p>
Private / commercial providers	Enabler Investor Provider	The commercial sector plays a significant role in providing a small range of sporting facilities, primarily adventure sport, learn to swim, health and fitness and indoor sport where there is potential to generate a commercial return.
Public good funders	Enabler Investor	National, regional and local public good funders are vital enablers through investment in sport and active recreation facilities.

3.10 Operating Challenges

A number of challenges have been identified regarding operational efficiencies and the long-term sustainability of community owned/managed facilities. Transferring more and more facilities to community from local authority ownership does have many benefits including:

- Governance and management is closer to the activity and is likely to be better informed as to needs of users and can act to remedy asset issues;
- Can be more entrepreneurial in approach to operating and sustaining the asset;
- In-kind contributions of materials and labour from local businesses can be greater as they are aligned with the owner organisation (often members); and
- Ability to secure third party funding for renewal and re-development of facilities.

Challenges include:

- Insufficient expertise in the governance and management of the owner organization;
- Lack of resources to employ experienced personnel to manage and activate the asset;
- Transfer of asset does not have realistic level of on-going funding support for asset costs (operating, maintenance and renewals); and
- Vulnerability to declining membership base and participation necessary to sustain the asset.

³ Community owned refers to facilities owned by incorporated societies and trusts rather than by local authorities.

3.11 Collaborative and Partnership Approaches

Many clubs and facilities are struggling with day-to-day club management, administration and governance. They are facing very similar challenges regarding administration, bookings, health and safety requirements, finance, website, on-line approaches to registration and bookings, marketing and advertising etc.

While collaborative approaches can improve the quality and efficiency of service delivery and increase the use of a facility, the challenge is to ensure that the facilities are of an appropriate scale and are suitably resourced to ensure that the administrative burden on volunteers is not perpetuated. It is essential to develop quality resources to ensure the effective, efficient and sustainable management of facilities. Partnership approaches to create integrated facilities require a willingness of key stakeholders to work together to develop integrated solutions.

Clubs and organisations usually set affordable membership fees because price is a significant barrier to inclusive participation. However, where over-supply of facilities occurs, pricing/fees collected are usually inadequate to ensure that all facilities are sustainable in the long-term. Financial subsidies from rate-payer for local authority owned facilities are common. Grants and other funding support are usually required to sustain community owned facilities. This can perpetuate a mismatch between supply and demand. The support also comes at a significant opportunity cost to other sports organisations unable to access this limited funding for other initiatives.

3.12 Hub and Spoke Approach

A Hub and Spoke approach has been adopted in much of the recent national-level facility planning. The premise is a regional hub facility is at the centre of a network of 'spoke' or satellite facilities to optimise provision and minimise duplication of facilities at the regional and national level. Much of this planning has been based on the assumption that the regional hub (or regional competition base) for a code is located where the largest concentration of population (and participants) is. 'Spokes', or satellite facilities are distributed around the regional hub in smaller population centres (in outlying areas) providing local access to the sport mainly for training or local competition purposes.

This approach infers most sports codes have a network with a regional 'hub' venue for the sports main competition and events and local 'spokes' to provide good accessibility for training, particularly in outlying areas of the region. Codes can consider positioning new or replacement 'spoke' or satellite facilities as part of multi-code local sports and active recreation hubs where they exist in that location or community (see the Development of Hubs and the Collaborative and Partnerships Approaches sections above for rationale for sharing). It is important to note that these 'spokes' do not necessarily need to be full sized facilities, in some instances half fields or courts for training may be adequate.

Key parks with sufficient size for multi-code regional hubs are mostly located in larger population centres similar to or larger than Timaru. However, around New Zealand, local sports and active recreation hubs have developed on smaller parks and in partnership with schools, particularly in smaller or isolated towns. It is logical for sports that have a relatively small land footprint and/or can share support facilities and services to consider facility consolidation over the long term at these hub sites. Codes with specialised facility needs can make it difficult or unworkable to share may look to have their own hub at a stand-alone site.

Land allocation and use are critical at any hub. A long-term master planning approach (30-50 years) are more commonly used to provide a comprehensive development for these sites. These often provide context for development or refreshing of Reserve Management Plans for hubs located on Reserve land.⁴

⁴ As prescribed and mandated under the Reserve Management Act 1977

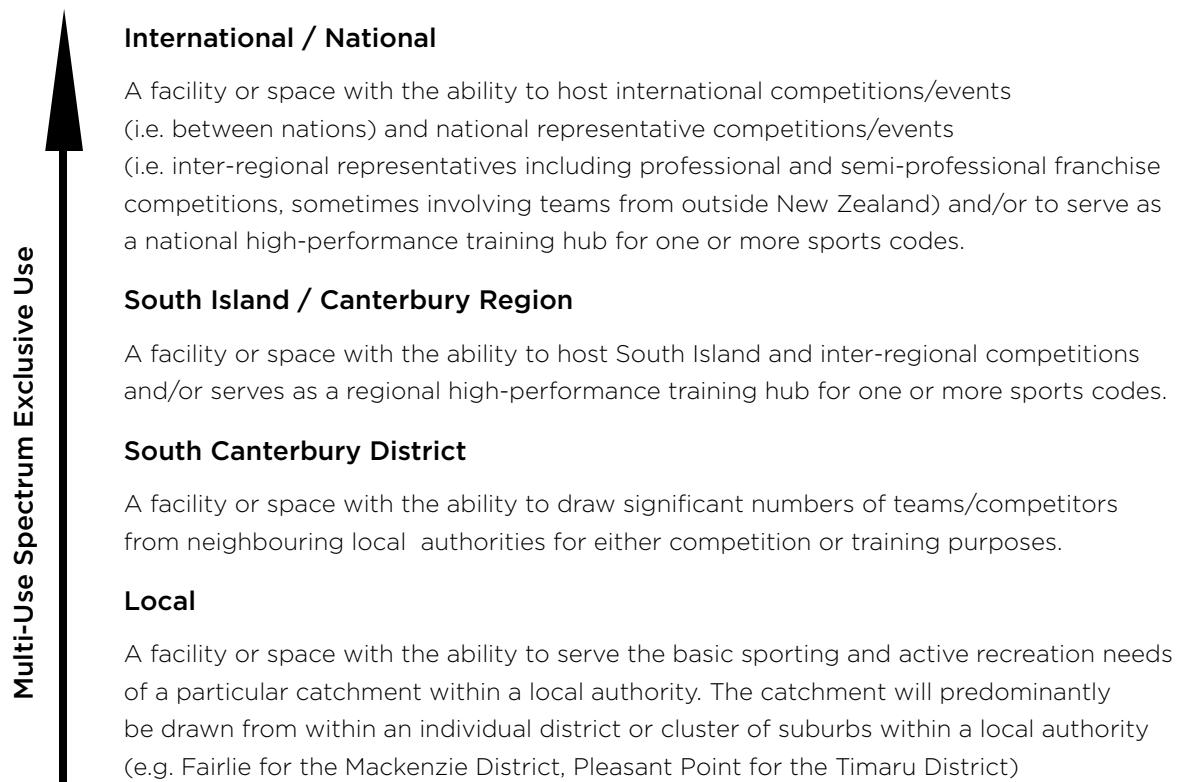
4 Future Planning and Principles

4.1 Facility and Space Hierarchy

In considering the network of facilities and spaces in the South Canterbury region it is important to recognise that each fit-for-purpose facility has a role to play in meeting the range of needs as part of the network.

The following hierarchy is suggested for use in the Spaces and Places Strategy and future related planning in the region.

Facility and Space Hierarchy Definitions



Generally, the higher up the facility or space hierarchy, the more specialised the sport/activity specific provision required. So, an international/national space or facility will usually be more exclusive in its use than a local facility or space which can be utilised for a range of different activities.

It is important to recognise that levels within the hierarchy are not exclusive and a single facility or space can meet the needs of different levels, for example a regional facility or space will also likely meet district and local needs.

4.2 Facility and Space Planning Principles

In considering future facilities and spaces to meet sporting and active recreation needs it is essential that we learn from the past and ensure that future facilities and spaces are developed in a robust and planned way. Sport NZ's National Sport Facilities Framework identifies a set of planning principles to improve future decision making when investing in facilities.

As part of the development of this Strategy, Sport NZ's planning principles have been reviewed, expanded on, and endorsed as central planning principles to underpin all future facility developments in the region.

They are:

- Meeting an identified need and fit-for-purpose to meet the need;
- Sustainability – consideration of whole of life costs;
- Partnering / Collaboration / Co-ordination;
- Co-location and Integration;
- Activation;
- Social interaction;
- Future proofing – adaptability;
- Accessibility;
- Reflective of the community/region;

Meeting an identified need and fit-for-purpose to meet the need

Experience shows that there is often insufficient rigour applied to the fundamental question of need and what is the fit-for-purpose solution. The best outcomes are achieved when all of the potential users of the facility or space are identified, and a deep understanding is gained about their needs.

Sustainability – consideration of whole of life costs

Sustainability means able to be maintained at a certain rate or level. Experience shows that often there is insufficient consideration of the ongoing costs of a facility or space, what the operating and maintenance costs will be, and how they will be funded over time. The best outcomes are achieved when the 'whole of life' costs of a facility or space are considered at the outset and a clear plan established around how the costs will be met. Often investment up-front in, for example, shared reception or greater energy efficiency, can deliver large dividends over the life of a facility.

Partnering / Collaboration / Co-ordination

Historically, sport and active recreation facilities have tended to be planned and built without sufficient early identification, engagement, collaboration and co-ordination between potential partners (particularly neighbouring local authorities).

Better outcomes are achieved when well-co-ordinated, collaborative partnerships are developed with those beyond the traditional sport and active recreation sector, such as education, health, iwi, and the private sector. Adopting a network approach across a district or region and placing importance on relationship building is essential. This increases the likelihood that the facilities and spaces will be used to their full potential, maximising the return on investment in terms of participation and funding.

Co-location and Integration

Often the best outcomes are achieved by sharing. Experience shows that an effective way of achieving these outcomes is to create integrated hub facilities or spaces, multi-use facilities or spaces, or to co-locate with other sport and active recreation, community, education groups. This usually means some consolidation of provision at these key hub sites.

Activation

Activation, in essence, is bringing a facility or space to life through well promoted and planned programmes, activities, festivals and events that encourage utilisation, and foster vibrancy and a sense of community ownership of the facility or space. Quite often this aspect is an afterthought in the facility or space planning process. However, planning for how a space will be activated is a vital component of ensuring its effective utilisation. It is also important to take a network approach with regards to activation, assessing how a number of facilities or spaces within a district or across a region can be activated together to more effectively and efficiently utilise existing resources to meet demand.

Social Interaction

Facilities and spaces need to be designed and equipped to create opportunities for social interaction, which is the meaningful contact people have with one another (during, before and after the sport or active recreation activity). The term 'meaningful' is important here, because it implies an exchange that includes real communication, and leaves each party feeling that they have shared something with another human being. Social areas are where people – often from many parts of the community and/or diverse backgrounds – meet naturally and interact comfortably and pleasurable because of the nature or attraction of the facility or space and/or the activities associated with it. As with activation, social interaction is often an afterthought in the facility or space planning process. However, it is something that can be addressed with relatively simple modifications typically through the addition of space for comfortable seating (e.g. bean bags and couches) and tea and coffee making facilities.

Future proofing – adaptability

The best long-term outcomes are achieved by designing facilities and spaces in ways that enable them to be adapted, developed and extended in response to future demands. Experience shows that facilities and spaces should be designed to accommodate changing demographics and needs over time.

Accessibility

Most people would agree that society is more inclusive than it once was. Experience shows, however, that we still tend to associate 'accessibility' with building facilities that cater for people with disabilities. An accessible facility or space also needs to meet the needs of the young, the old, people from different cultures, genders, and many other groups, such as shift workers.

Given our goal of ensuring all New Zealanders have access to sport and active recreation, the best outcomes are achieved when we develop spaces and facilities, with programmes and activities within them that consider all demographic, physical and cultural diversity within our communities.

It is important that facilities and spaces are accessible for all to get to (can be reached by foot, bike or public transport), move within (physically accessible), and use (priced appropriately).

Reflective of the Community/Region

Facilities and spaces need to be reflective of the character of the community, district and/or region that surround them, both visually and operationally, to create an environment where everyone feels welcome.

4.3 Facility and Space Planning Criteria

To implement the Strategy and ensure that the priorities are identified and determined in a fair and transparent way, a series of facility planning criteria have been developed based on best practice within the sector. These criteria recognise that:

- There are not enough funds to go around; we can't afford to keep building individual sport or active recreation facilities or spaces for each community;
- Evidence indicates we can't afford to maintain the facilities and spaces we have, let alone build more to meet growing and changing needs;
- We need to be smarter and prioritise future investment; and
- Care is needed to ensure that the needs of smaller community facilities and those of larger facilities which are used almost to capacity by one code, are not overlooked.

To assist with identifying the future priorities and help in project development, facility and space planning criteria have been developed at three levels. These are:

Level 1 – Essential Criteria. Projects should meet criteria to a high degree.

Level 2 – High Priority Criteria. While not essential to meet all of these criteria, projects should demonstrate clearly how they address the criteria to some degree.

Level 3 – Desirable Criteria. Important criteria which should be considered but are not identified as key drivers for facility or space development.

Level 1 – Essential Criteria	
Participation levels:	The degree of positive impact on participant numbers now and reliably projected into the foreseeable future if the project is actioned.
Supply vs Demand:	The degree to which current demand/needs exceeds current facility or space provision.
Capability:	The degree to which the partner organisation(s) involved have the capability to deliver, sustain and manage the facility or space.
Evidence Base:	The degree to which the proposed development is supported by reliable and verifiable research and consultation.
Gap in Provision:	The degree to which the needs identified, and the proposed development can only be met through additional facility/space provision (i.e. additional facility/space provision is the only option).
Strategic Planning:	The degree to which the proposed development aligns with, and supports, the implementation of National and/or Region wide planning processes, where these exist (e.g. Regional and District Councils, National and Regional Sport Organisations, Ministry of Education, Department of Conservation, other providers and funders processes and plans.)
Activation:	The degree to which consideration and subsequent plans are in place for how the facility or space will be activated.

Level 2 – High Priority Criteria

Industry Best Practice:	The degree to which the proposed development reflects industry best practice, including, but not limited to, multi-use, multi-code, partnership/collaboration, hubbing, cross sector, all-weather.
Flexibility:	The degree to which the proposed development can adapt physically and operationally to reflect changing demands and trends.
Impact on other facilities:	The degree to which the proposed development's use positively impacts and complements (rather than competes with) existing facilities, spaces or sports and active recreation hubs.
Sustainability:	The degree to which capital and operational costs can be met by considering the whole of life costs.
Social Interaction:	The degree to which consideration and subsequent plans are in place for how the facility or space will foster social interaction.
Events:	The degree to which the proposed development enhances the region's ability to host major events, consistent with relevant events policies and strategies.
Activation:	The degree to which consideration and subsequent plans are in place for how the facility or space will be activated.

Level 3 – Desirable Criteria

Reflective of the local community:	The degree to which consideration and subsequent plans are in place to ensure the facility or space (visually and operationally) will reflect the character of the local community, district and/or region that surrounds it.
Pathways:	The degree to which the proposed development enhances the sporting and active recreation pathways in the region as a both an incubator of talent and, where appropriate, a centre of excellence.

5 Supply at a Regional Level

The sports codes and active recreation pursuits listed in the table below have been assessed as currently having an adequate supply of facilities (i.e. not having significant facility challenges) to meet their needs. They will need regular reviews to update assessments of demand against supply, as some codes such as bowls (based on national trends) may require further facility rationalisation and/or consolidations in the future to remain sustainable.

All sports codes and active recreation pursuits consulted have individual code summaries that can be found in the supplementary Code Summaries Report.

Table 3: Sports codes & active recreation pursuits with adequate supply

CODE	CODE
Archery	Martial Arts
Badminton	Motor Racing
Canoe/Kayak/ White Water Canoeing	Rock Climbing (indoor/outdoor)
Cricket	Skateboarding/Scootering
Cycling – BMX, Track, Bike Polo	Snow, & Alpine Sports
Croquet	Surfing
Disk Golf	Softball
Fencing	Squash
Fishing	Swimming
Football	Tri-sport
Futsal	Touch
Gymsports	Volleyball (indoor/outdoor beach)
Ice Sports	Water Skiing
Indoor Bowls	Wrestling
Lawn Bowls	Yachting
Marching (indoor/outdoor)	

The table below provides a brief overview of each code that has been assessed as having significant facility provision challenges at a regional or sub-regional level based on information provided to date.

Table 4: Sports Codes with Under and Over Supply Issues

SPORT CODE	SUPPLY
Athletics Concern with the condition of club training track and field facilities located on grass from a health and safety compliance perspective. The artificial surface of the Trust Aoraki All Weather Athletics Track needs to be renewed in the next two years.	
Basketball (indoor/outdoor) Southern Trust Event Centre (STEC) is often at full capacity during traditional peak times, eg after school and evenings and can be interrupted by event bookings. STEC is too small to attract national level events.	
Equestrian Equestrian pursuits have been without an eventing course in the region following the closure of Cannington, so riders from Pony Club level right through to International level have had to travel considerable distances for competitions.	
Golf Over-supply of courses and related amenities.	
Hockey Shortfall in local artificial turf facilities to enable “practice local and play away” for 11v11 teams and practice and play local (home and away) for junior 6v6 teams.	
Mountain Biking Potential under-supply of higher challenge/difficulty tracks (Grade 3-5 tracks).	
Netball (indoor/outdoor) Under-supply covered courts due to national trend of shifting netball indoors. Potential over-supply of outdoor courts, particularly when use of indoor/covered courts increases.	
Roller Skating Not having a correct suitable size racing and training track circuit.	
Rugby Potential over-supply of fields and clubrooms in rural areas. Lacking fit-for-purpose amenities for female players. Lacking a fit-for-purpose spectator arena for major games.	
Rugby League Limited participation base (currently 2 teams) means no established home grounds, limited field availability, reliant on other codes to accommodate them, lack of home clubroom facility and a fit-for-purpose spectator arena for major games.	
Rowing Inadequate supply of accessible waterways for training & related shore facilities (storage & amenities) in Timaru.	
Shooting (full-bore and small-bore rifle, clay, pistol) Ongoing maintenance and compliance, duplication of amenities.	
Tennis (indoor/outdoor) Potential over-supply of outdoor courts (some mostly rural courts falling into disrepair). Lack of all-weather indoor or covered courts suitable for tennis.	

KEY Potential Under supply/Facility issue
Over supply

6 Key Facility Strategy

Recommendations for the Region

The following recommendations, related commentary and rationale have been grouped by type of facility following the sector-wide recommendations. Some sports that use two facility types (e.g. netball indoor and outdoor courts) will be addressed in the relevant sub-sections.

Most recommendations are directed at renewal and consolidation/rationalisation within the existing facility network in the region, particularly for those codes that have experienced declines in membership compared to historical levels when their facilities were developed. These recommendations are directed at improving the 'match' between supply and current and foreseeable demand for facilities as well as ensuring more facilities in the network are fit-for-purpose.

Many facilities are ageing and require a planned approach to ensure the liability is effectively managed. Facilities in each network will need to be selectively upgraded and modernised to be fit-for-purpose, re-purposed and/or rationalised. This requires codes in this situation to undertake their own detailed planning to identify their facility related liabilities and their future direction. However, many codes will require assistance with this process from their respective National Body, local authority and Sport Canterbury.

Sports with an adequate match between supply and demand and no other significant issues are not addressed in this section (please see code summaries in the supplementary Code Summaries Report). However, the sector wide recommendations listed below will apply to these sports if a significant issue arises.

6.1 Sector-Wide Recommendations

The following sector-wide recommendations are based on trends in facility provision for sport and active recreation. Mackenzie, Timaru and Waimate District local authorities need to adopt policies that encourage sustainable facility provision for current and future residents of all ages. Other key stakeholders such as Sport Canterbury, schools, funders and sports codes should support and be guided by these recommendations.

Effective governance and leadership is needed if the Strategy is to be implemented effectively. A representative Regional Sport and Recreation Facility Governance Group (RFGG) could provide this leadership and oversee implementation. The following sectors/groups should be represented – with other parties temporarily co-opted as needed:

- Sport Canterbury;
- Regional Sports Organisations;
- Local Authorities;
- Education providers;
- The network of Combined Sports Hub; and
- Funders

The RFGG could also look to secure additional resources for implementation of the Strategy, such as capturing some of the tourism spend on outdoor recreation and related amenities.

In terms of implementation there is a critical need for suitably skilled human resources to implement the Strategy and ensure it is a living document. Suggestion is establishment of 1 FTE 'Navigator' and 1 FTE 'Activator', both employed initially under a 24-month contract by Sport Canterbury funded by local authorities and local funders.

The Navigator would support the RFGG and manage the Strategy's implementation.

The Activator would be focused on enabling facility providers and users to more effectively 'activate' existing facilities. A focus will be to facilitate adoption, adaption of successful activity programmes for embedding in similar facilities elsewhere in the region e.g. Southern Trust Events Centre play-for-play activity programmes adopted and implemented at Waimate Event Centre.

In many situations, a partnership approach should be considered from the outset when the long-term sustainability of a facility or facilities is in question. Often a transfer of ownership of the asset to a larger multi-code partnership entity is required. There needs to be timely support in the form of impartial expertise to help navigate a successful transfer of ownership.

Improved monitoring of actual use and occupancy of sport and recreation facilities is needed to optimise use, improve accessibility and better plan for financial sustainability of facilities across the region. Initially, monitoring of use should be focused on facilities with known under-supply in relation to expressed demand, such as indoor court facilities. Occupancy can be efficiently monitored through an online booking system. Creating an integrated online booking system/s enables ease of facility booking, better monitoring of usage and will inform future facility planning across the region. This should start with local authority owned and managed facilities, evolving over time to all sport and recreation facilities available for community use (e.g. school facilities outside of school hours).

Many of the codes recognise that some facilities are underutilised and that significant benefits could be gained from developing a multi-code approach and partnering with others to maximise the use of the facilities. This should also reduce the pressure on volunteers by shifting some of the administrative and management workload to paid staff.

In considering the development of any new regional or local hub facilities it is important to assess the potential impact on existing facilities at a regional, sub-regional/district or local level, particularly in areas with small and/or slow growth populations. Expansion of existing facilities or new provision should trigger a review and likely rationalisation of the existing facilities network. Over time, this will enable transition to more modern, higher quality and fit-for-purpose facilities. In communities with small and/or slow growth populations, where agreement cannot be reached to rationalise the existing provision, the development of new facilities should be challenged.

It will not be possible with available resources to meet the demands of every code to host national or international events in the region, but consideration should be given to ensuring each code has access to a suitable facility for any South Canterbury intra-regional competitions they operate.

Greater coordination and planning is required to ensure that significant new regional facilities are located within reasonable proximity of the majority of potential users to meet the need, and to maximise use (see also Hub and Spoke Approach section). Where this is not the case with existing facilities, a coordinated approach is required to ensure that all relevant stakeholders work collaboratively to ensure that these regional and sub-regional facilities are sustainable, accessible (improving transport options)

and effectively utilised. Any additional provision is to address evident unmet demand in the areas of most need in the region and align with the network in a sustainable manner.

Recommendations

1. Mackenzie, Timaru and Waimate District Councils adopt the Strategy and use it in their planning of regional and local facility provision, including the facility hierarchy, planning principles and prioritisation criteria.
2. Establish and maintain a representative Regional Sport and Recreation Facility Governance Group (RFGG) to oversee the Strategy's implementation.
3. That there will be annual reviews of the Strategy recommendations and full review of the Strategy every 3 years (timing synchronised to inform future local authority Long Term Plans).
4. That resources are provided to fund a Facility Navigator role to manage implementation of the Strategy, particularly to work with clubs, RSOs and other stakeholders to explore potential to reshape facility networks and to develop community sport hub entities and facilities. The role should include:
 - Engaging with stakeholders to identify network revision and hub opportunities;
 - Act as a navigator through local authority and other funding systems and processes;
 - Work with the stakeholder organisations to actively drive and develop the network revision project;
 - Project manage the network planning phase and/or feasibility study phase of planning; and
 - Work with no more than 4 or 5 projects at any one time.
5. That resources are provided to fund a Facility Activator role to work with facility owners and users to activate facilities. The role should include:
 - Engaging with facility owners and managers to identify spare capacity and activation opportunities;
 - Work with the facility owners and user groups to actively drive greater utilisation of facilities;
 - Identify successful activity programmes (usually pay-for-play and generating net surpluses) suitable for syndication and adaption for delivery at multiple facilities in the region; and
 - Work with no more than 6-8 facilities at any one time.

6. Local authorities consider reviewing their respective funding mechanisms for sport and recreation facilities to create regional alignment and a potential funding source for future provision.
7. Local authorities explore ways to obtain a share of the region's increasing tourist spend, and possible funding, to take advantage of the increasing tourist utilisation of the region's sport and recreation facilities – particularly tracks and trails etc.
8. Local authorities actively encourage greater collaboration and partnerships between sports codes and reduce duplication/over-supply through selective endorsement of facility projects and incentive funding, with the support of key stakeholders.
9. Local authorities endorse the sport hub concept and actively support their development
10. Local authorities identify beneficial school/community facility partnership opportunities and actively support their formation and development
11. Local authorities identify opportunities to modify existing facilities and ensure new facilities cater for the needs of older adult users who often have declining physical abilities
12. Local authorities consider a coordinated and centralised on-line booking and monitoring system to generate reliable data on occupancy and use of facilities, supported by key stakeholders.
13. Local authorities improve the visibility and accessibility of facilities by:
 - Utilising and sharing facility data collected with community and visitors via appropriate media and digital platforms.
 - Exploring opportunities to collaborate with the various Community Vehicle Trusts (CVTs) throughout the region to utilise their vehicles to access facilities and other sport and recreation opportunities requiring travel.
 - Better promotion of the Timaru Links bus (in partnership with ECAN), to sport and recreation users, codes, and facility providers, encouraging them to utilise the service to access facilities, and to align training and game schedules to make facilities more accessible.

6.2 Sport and Active Recreation Hubs

Development of sports and active recreation hubs is a strong national trend to co-locate and integrate provision of key facilities and clubs, to gain benefits from economies of scale, shared spaces and services, and critically, to provide one-stop-shop and energised destinations that are attractive to participants and are economically sustainable. There is increasing recognition in the sport and recreation sector in South Canterbury of the importance of hub facilities and club partnership organisations to govern and manage them.

6.2.1 Local Sports Hub Organisations

South Canterbury has a network of community sports partnerships at various stages of development with some operating hub facilities. A cooperative network approach to greater co-ordination between several hub facilities at a management and operational level has the potential to:

- Share resources and learning;
- Develop sufficient scale to provide management and operational expertise;
- A single point of contact to engage with key partners including local authorities and regional funders;

- Avoid duplication of programme development and increase adoption of successful activity programmes across the network;
- Reduce the burden on volunteers (creation, management and delivery of activities);
- Increase occupancy, use of facilities, and revenues, particularly from pay-for-play activities; and
- Develop management and operational expertise that can be utilised across a number of sites.

6.2.2 Local Sports Hub Facilities

The region has several Local Sports Hub Facilities, most have established community hub organisations or are working towards forming them. The current local hub facilities include:

- Geraldine Domain;
- Pleasant Point Domain and old High School;
- Temuka Domain;
- Twizel Events Centre and surrounds;
- Waimate Events Centre; and
- Aorangi Park.

Potential new Local Sports Hub Facilities in the short to medium term include:

- Tekapo Community Centre – addition of gym, relocation of squash courts;
- Twizel – creation of multi-purpose clubrooms;
- Fairlie – Strathconnan Park;
- Anzac Square;
- Ashbury Park; and
- Sir Basil Arthur Park

Usually hubs are located on significant sport and recreation parks. Land allocation and use are critical at any hub park. A long-term, master planning approach (30-50 years) needs to be taken to provide comprehensive guidance for the development of these hub sites. This should provide context for specific facility developments and for reviewing Reserve Management Plans for each hub park.⁵

Local sports and active recreation hubs can be developed on smaller parks such as Geraldine Domain and in partnership with schools, particularly in smaller or isolated towns such as at Twizel Area School with the adjacent Twizel Events Centre. There is logic for sports that have a relatively small land footprint and/ or can share support facilities and services to consider facility consolidation over the long-term at these hub sites. Some codes with specialised facility needs that make it difficult or unworkable to share may look to have their hub at a stand-alone site such as Equestrian pursuits.

⁵ As prescribed and mandated under the Reserve Management Act 1977

6.2.3 Regional Sports Hub Facilities

A number of facilities have been developed across the region to provide a regional focus for sporting activity. These are considered regionally significant and should be supported with future facility planning, recognising their role and considering how future facility development will integrate with these facilities. Most of these hubs are located in Timaru, as the major population centre in the region, with a major cluster of separate facilities at Aorangi Park, Timaru. The following facilities are recognised as the regional facility hubs for various codes:

- Trust Aoraki South Canterbury Tennis Centre;
- Southern Trust Events Centre (Basketball, Volleyball, Netball, Badminton);
- Aorangi Park Netball Courts;
- Trust Aoraki Hockey Turfs;
- Trust Aoraki All Weather Athletics Track;
- Alpine Energy Stadium (Rugby);
- Aorangi Oval (Cricket);
- Sir Basil Arthur Park (Football);
- CBAY Trust Aoraki Aquatic Centre (Swimming);
- Lake Ruataniwha (Rowing);
- Levels Raceway (Motor Sports, Speed Skating, Cycling);
- Aoraki/Mt Cook National Park (Alpine Sports); and
- Caroline Bay Skating Rink (Speed Skating).

Recommendations

14. That all current and planned sports and active recreation hubs in the region are identified and formally designated as such by the relevant local authority.
15. That all designated hub parks have comprehensive development plans and have a Reserve Management Plan in place (or updated) within 5 years, with regularly programmed reviews.
16. Support Geraldine Combined Sports to develop a hub facility (subject to the outcome of the feasibility study being undertaken in 2018).
17. Explore opportunities to develop additional community sporting hubs with a wide range of users through partnerships and consolidation at a community level. These should be aimed at providing multiple sporting opportunities, alongside other community activities, to promote a wider community/social hub.
18. That opportunities are explored to increase collaboration, partnerships and sharing of information and resources at an operational and governance level between existing regional sports hub facilities, and their associated entities.

6.3 Sports Fields

Rugby league has some issues with access to fields and support facilities. Football has sufficient outdoor fields. Rugby union has demand from the growth of women's rugby, requiring adaption and upgrade of existing change facilities for female players and referees. There is a potential over-supply of rugby fields and facilities in rural areas and this needs further detailed investigation.

Demand for training

A significant challenge for all field sports codes is that, on average, for every hour of competition game time, there is 1.5 times the demand for training. This level of demand for training and the limitations on the availability of coaches and players, due to work and other commitments, results in a high demand for training in the early evening. In winter, the limited availability of training lights means floodlit areas are over-loaded and feedback from codes indicates there is a shortfall in floodlit training areas. While it is clear that additional training lights and improved field capacity would meet these demands, a challenge is to ensure that the needs, not the wants, are met. Undertaking a detailed sports field supply and demand analysis would minimise the risk of over-provision and better target investment in field upgrades and flood lighting.

Outdoor Arena

Events are an important part of the region's economy. There is a need for an appropriate sized scale outdoor arena to host national and inter-regional games, and for intra-regional club competitions and tournament finals with suitable spectator seating capacity. This facility needs a high-quality field with good drainage performance (a hybrid turf is proposed) to minimise or avoid wet weather cancellations and suitable floodlighting. The current outdoor arena (Alpine Energy Stadium) does not meet these modern requirements. There is a proposal from South Canterbury Rugby Union to redevelop the Alpine Energy Stadium to address these current gaps. Prior to any investment, a long-term shared access agreement needs to be put in place to provide certainty that such a facility will be multi-purpose with key potential users being rugby, rugby league and football.

Portable seating

An arena of the scale needed could have a mix of permanent, in situ spectator seating, portable seating and corporate host capacity. An arena with solely permanent in situ seating is not necessarily the most cost-effective and flexible option for meeting the wider demands across the region and across sports and other events (e.g. cultural, agricultural, etc.). Greater flexibility can be achieved by using easily portable seating units that fit on a truck and require minimal set-up and take- down. These units can also be moved around in the venue to provide a different seating configuration (e.g. for performance art event). A regional pool of portable seating units would reduce transport costs rather than sourcing from out of region for an event and provide the required temporary capacity where needed across the region. The portable seating should be more frequently used than in situ permanent seating at a single venue. This portable seating bank could be expanded over time to meet the target capacity required.

Multi-use artificial turf fields

Multi-use artificial turf fields are an increasingly common solution to growing demand and limited land availability. Hockey has pioneered artificial turf in New Zealand and it is increasingly being adopted by football and, to a lesser extent, by rugby and rugby league. Installation of these surfaces can compromise use by cricket of the same field areas.

Regional 'home of football'

NZ Football have developed the concept of a 'home of football' in each federation which includes an all-weather artificial turf field. Some sub-regions are looking to develop a similar level of provision. South Canterbury have a 'Home of Football' development underway at Sir Basil Arthur Park. More detailed planning is needed to assess whether there is sufficient demand for an artificial field and an assessment as to its sustainability if built, especially in light of South Canterbury Rugby Union's plan to develop a multi-use hybrid turf.

Recommendations

19. Undertake a sports field supply and demand analysis for rugby, rugby league and football to minimise the risk of over-provision and better target investment in field upgrades, artificial turf and flood lighting.
20. Monitor cricket supply and demand in the short term to determine impacts of new game structures and ground utilisation methods expected to result in more effective utilisation of the region's existing cricket field supply.
21. That stakeholders continue to work together with the Fraser Park Trust to maximise the opportunity for multi-use provision of facilities.
22. Investigate options for the creation of a pool of portable seating units for use at events across the region.
23. Update the Regional 'Home of Football' plan against latest Football NZ National Facility Strategy 'Home of Football' and implement the Sir Basil Arthur Master Plan.

6.4 Indoor Courts

Indoor court provision has been a topical issue in the region with strong advocacy in submissions to the Timaru District Council Long Term Plan 2015-25 for additional court capacity at the Southern Trust Events Centre (STEC) in Timaru. STEC provides 3 indoor courts in Timaru, their availability for community sport during the full season is interrupted due to the impact of other event bookings at the Centre. STEC is also too small to attract national-level events for volleyball, netball and basketball.

Netball competitions tend to be shifting indoors with other centres particularly in the South Island playing entirely indoors due to wet and cold winters. An indoor court provides many more useable hours in the evenings so a reduction in the number of courts will still deliver more court hours per week than the larger number of outdoor courts. Shifting to indoor courts, where a smaller number of courts in total is required due to increased hours of available use, particularly with the addition of 3 new courts (2 courts at Waimate Event Centre and the Craighead Diocesan School gymnasium court).

Futsal is a sport that has emerged as a heavy user of indoor court space elsewhere in New Zealand and has an increasing presence in the region, particularly in Timaru. Demand is expected to continue to increase across the region.

Schools are significant providers of indoor court space, particularly for basketball, and this should be maintained and strengthened. The quality of facilities is improving with the recently completed upgrade of Mackenzie College gymnasium and the new full-size netball/basketball court at the Craighead gymnasium. The Craighead facility is fully compliant for netball and basketball (safety run-offs) and has spectator seating. There are other planned upgrades at Mountainview High School, Geraldine High School and Timaru Girls' High School, which present opportunities for further community-school partnerships. There is potential for additional capacity through a planned new single court gymnasium at Roncalli College (if available for community use).

The recent addition of the two-court Waimate Event Centre has also boosted supply of indoor wooden floor courts for community sport and events. These recent and planned developments, combined with the covered four court concept proposed by South Canterbury Netball (if deemed feasible by a recommended study) will all add significant all-weather court capacity for community sport and may also enable South Canterbury to host larger events.

Recommendations

24. Facilitate greater coordination and collaboration between indoor sport users and indoor sport facility providers to more effectively utilise existing spaces, particularly given the numerous school gymnasium upgrades occurring in the short term and the covered court concept at Aorangi Park which will enhance the region's indoor sport capacity and quality
25. That a consistent, collaborative approach is developed to maximise community use of school indoor courts. Priority should be given to community investment into school facilities where significant long-term community access has been secured by formalised multi-year use agreements (usually in return for a capital contribution).
26. Complete a feasibility study of proposal to cover 4 netball courts for multi-purpose use at Aorangi Park (primarily for community sport participation) to be carried out concurrently with the Aorangi Park Master Plan Review.
27. That the STEC is actively managed in tandem with Waimate Event Centre and school gymnasiums (the new Craighead gymnasium in particular) and any other new courts to minimise interruptions to community sport during their seasons and to maximise the utilisation of existing indoor court spaces for major events.
28. Indoor court demand and capacity is effectively monitored to enable the detailed planning required to determine if there is an actual need for any additional indoor courts. (This recommendation should be actioned once the above recommendations have been actioned and all indoor court related projects are completed, see recommendation 10.)

6.5 Outdoor courts

Outdoor courts play a valuable role within the community. The challenge is to ensure that they are utilised as fully as possible and that duplication is minimised. The use of outdoor courts is changing:

- There is an extensive network of outdoor courts at schools across the region. Access policies vary between schools and there has been a national trend to limit access to the public. However, the MOE and some schools are open to partnerships to make their facilities more available.
- Tennis and netball both have major regional hubs in Timaru and extensive networks of clubs. Netball has four sub-regional centres of Mainland Netball, in South Canterbury (Timaru, Geraldine, Temuka and Waimate), and each has an outdoor court facility. Some tennis clubs have declining membership. Tennis and netball need to review their provision and plan the shape of their future network, identifying the potential for partnered provision with other codes or providers (e.g. schools), and surplus facilities should be repurposed or rationalised.
- The outdoor 3v3 version of basketball often referred to as 'streetball' is growing in popularity and commonly uses publicly available, outdoor courts for casual participation and events. Opportunities for outdoor basketball provision could exist through re-purposing of outdoor courts identified as surplus to requirements through the tennis/netball court review mentioned above, as well as some multi-use surface overlays.
- Hockey NZ is encouraging associations to take the game into local communities where the potential young players live utilising courts at school sites with suitable surface overlays to increase participation. This should primarily happen at school hard-court sites where lighting exists or can be installed or could be multi-use overlays on tennis/netball club courts (see Hockey in Specialised Sports section below).

Schools and tennis/netball clubs across the region provide local opportunities that would benefit from a more coordinated approach. Tennis, netball, hockey and basketball have developed their own National Facility Strategies that provide some guidance, and support should be sought from the respective National Body to assist with facility planning.

Recommendations

29. That detailed specific facility plans are developed by netball, tennis, basketball, and hockey, and to consider the overall network, and partnerships between clubs, schools and other users with a view to consolidate/rationalise the supply of courts and to maximise the use of courts in the future. This is likely to involve a reduction in the number of outdoor courts to avoid over-supply when additional indoor or covered courts are operational
30. That once the netball, tennis, basketball and hockey specific plans are completed, an aligned approach to multi-code outdoor sports courts needs and provision is actively undertaken.
31. Review the outcome of the facility plans for hockey, netball and tennis to identify skateboarding, scootering and outdoor basketball provision opportunities in the region, as there may be opportunities to repurpose redundant or underutilised hockey, netball and tennis courts for these activities.

6.6 Specialised Sports Facilities

The following sports requiring specialised facilities that are not readily shared were identified as having significant gaps or over-supply of facilities.

6.6.1 Aquatic Facilities

Aquatic facilities are an important part of facility provision for active recreation and aquatic sport. The development of CBay Aquatic Centre was a major improvement in provision in South Canterbury.

There is continuing expressed demand for improvement to local authority owned seasonal community aquatic facilities. However, the supply of community aquatic facilities in South Canterbury is considered adequate with no significant issues and no major actions foreseen within the next 10 years. The community aquatic facilities throughout the region are generally well maintained and have provisions in place for limited upgrades, repairs and renewals.

6.6.2 Athletics

Competition and high-performance training needs are well met with all-weather track and field facilities at Aorangi Park in Timaru. However, such artificial surfaces need renewal usually after 10 to 15 years depending on the type of surface and local conditions. The current surface has been in place for 14 years and is showing signs of age, due in part to increased utilisation since the Christchurch earthquake. Expert advice has estimated that the track will need to be renewed in the next two years. Users will need to contribute towards the renewal, particular Athletics South Canterbury as the main user. Trust Aoraki All Weather Athletics Track Trust needs to formalise a funding plan with potential contributors and revise the level of on-going annual contributions by users to its reserve fund for the imminent renewal and future renewals.

There appears to be a gap for quality 400m grass training facilities with track and field equipment that are health and safety compliant across the region. Co-location at secondary schools of all-weather athletics training facilities should be considered to increase the use and promote the sport in these schools. There are opportunities to provide equipment and grass tracks in formalised long-term partnerships between clubs and secondary or area schools in the region to share costs and avoid duplication.

Recommendations

32. Assist Athletics clubs to ensure long-term tenure of current grass track facilities and formalised partnership arrangements with those facilities to provide appropriate, health and safety compliant areas on site (e.g. throws cages and long jump run-ups). Formalised partnerships should be the first option before considering other stand-alone locations for local training for track and field.
33. The development proposed by Temuka Athletics at Torepe Fields should be reviewed against a formalised partnership with Opihi College before any investment decisions are taken.
34. That a funding plan is formalised with potential contributors and immediately implemented by the Trust Aoraki All Weather Athletics Track Trust to meet the cost of imminent renewal of the track and field artificial surface at Aorangi Park as well as subsequent renewals.

6.6.3 Equestrian

Show jumping and dressage have facilities that meet their needs at club and regional levels (a privately owned indoor facility and the Southern Canterbury A&P Showgrounds both located at Waimate provide quality facilities). Eventing has a major gap in provision having been without an eventing course in the region since the closure of the Cannington Eventing Course circa 2007. Hunting is reliant on the private sector to provide facilities. Riders from Pony Club level through to international level have had to travel considerable distances for competitions outside of the region. The lack of a high-quality Eventing course also means the region has missed out on hosting South Island and National level events. There is a current proposal to address this gap by developing an Eventing Centre at Craigmore Station in Maungatī. This new facility would also be available for Pony Club use.

Equestrian demand could potentially increase in the region, as recreational riding becomes increasingly popular for residents and tourists. The main threat as in other parts of the country is the loss of bridal tracks, this is of particular concern in the Mackenzie District as residential and tourist development pressures increase. The Craigmore Eventing Centre presents an opportunity to boost the profile of eventing and other disciplines.

Recommendation

35. Leverage off the potential investment in the Craigmore Station Equestrian Centre and encourage co-locating other compatible activities (e.g. trail running, mountain biking, rogaining).

6.6.4 Golf

Most clubs report declining, and ageing membership and the number of rounds played has halved between 2010 and 2017. This is a nationwide trend. Aorangi Golf Association is trying to counter this decline through employment of a Development Officer. Several solutions have been mooted including rationalisation in the number of courses and reduction from 18 to 9 holes with surplus land converted for other uses such as a mountain bike park and/or sold when owned by Golf.

Recommendation

36. That a detailed Golf facility plan is developed, in line with Golf NZ's National Facility Strategy, to consolidate and rationalise the supply of courses and amenities and to maximise the use of retained courses in the future.

6.6.5 Hockey

Hockey has 20 clubs across the region. Hockey has adequate provision at its major regional hub with two full-size turfs at Aorangi Park in Timaru (these are due for surface renewals at significant cost in the short to medium term). Hockey NZ is encouraging associations to take the game into local communities where the potential young players live. To do this, Hockey NZ is encouraging utilisation of part-size turfs and courts at school sites with suitable surface overlays to increase participation. Hockey in South Canterbury needs to develop its local 'spokes' (or satellite part-size surfaces) for local practice and junior, small-sided games.

These should be flood lit, multi-use, sand-based surfaces, preferably developed in partnership with other field and court sport codes and schools. Most should be overlays on existing hard courts and primarily happen at schools. If this is not feasible an alternative could be multi-use overlays on tennis/netball courts.

Recommendation

37. That a detailed hockey facility plan is developed to consider the overall shape of the network and partnership opportunities with tennis/netball clubs, schools and other users (e.g. futsal, outdoor basketball) with a view to supply hockey with suitable surfaces in local communities in the future.

6.6.6 Mountain Bike and Trail Cycling

South Canterbury appears to be well supplied with an increasingly popular and ever-expanding network of mountain bike tracks and trails. The network offers a mix of grades and types from downhill, to gentler trail rides on riverside tracks through to boardwalks along Caroline Bay. Anecdotal evidence suggests demand appears to be increasing alongside national trends. This is boosted by tourism, particularly in the Mackenzie District, and the related track developments such as Alps 2 Ocean. Supply appears adequate for tracks with lower grades of difficulty (grades 1-2), however there is potential under-supply for grade 3-5 tracks. These more technical tracks have generally been developed by volunteers and appear to have no major maintenance issues. Greater coordination is required in terms of planning track provision and to better promote and link existing tracks to create a more effective and connected network of tracks throughout the region.

A mountain bike park similar to those in other parts of the country is desired.

Recommendations

38. Develop a Regional Off-Road Tracks and Trails Strategy that would incorporate:
 - Identification of additional recreational tourism partners;
 - Identification of regional opportunities to link to A2O, determine feasibility and priorities;
 - Identify collective marketing/promotional approach; and
 - Identify investment required to develop and sustain new tracks and maintain the existing track network
39. Mountain biking clubs to engage with Golf clubs and the proposed Craigmore Equestrian Centre development to identify opportunities to establish mountain bike parks and share amenities through co-location.

6.6.7 Roller Skating

Roller skating is experiencing facility limitations that multi-use tracks at Caroline Bay would alleviate and also be of greater community benefit. The track, if linked to other pathway provision, could be used by other in-line disciplines and by the public for casual recreational use and for community events. There is no local road circuit for competition or training that can be closed off from vehicle traffic in the region.

Recommendation

40. Consider options for the development of a multi-use road track circuit at least 400m long suitable for in-line speed skating, roller skating, cycling, scootering and other non-motorised wheeled sport and recreation activities potentially located at Caroline Bay.

6.6.8 Rowing

There is an inadequate supply of accessible waterways for training and related shore facilities (storage & amenities) in Timaru, with Salt Water Creek being too shallow and having ongoing weed problems. Lake Opuha presents an opportunity to create a water sports hub with shared facilities and services as well as suitable storage for craft and equipment. Competition provision for Rowing is well catered for in the region with good facilities and access to Lake Ruataniwha.

Recommendations

41. Undertake a Facility Needs Analysis for rowing, and other water sports (e.g. sailing, kayaking, water skiing, etc.) with particular focus on potential for a water sports hub with better access to waterways and storage.
42. If a water sports hub is deemed appropriate undertake a feasibility study into developing training site for outdoor water-sports with multi-code storage.

6.6.9 Shooting

Demand appears to be increasing in line with local Olympic success in 2016 in the sport. Facilities appear adequate though many groups have issues with ongoing maintenance. Localised amalgamations of different shooting activities could be a more sustainable approach.

A solution could be the investigating the possible creation of a hub park for 'high risk and/or high noise, specialised activities' (e.g. with archery, motorsports, etc.) in particular exploring the potential of Aorangi Shooting Range and/or Levels Raceway being suitable locations. See recommendation in Park and Site section of Implementation Plan.

Recommendation

43. Further investigate the concept of creating a hub park for 'high risk and/or high noise, specialised activities' (e.g. shooting, archery, motor cross, etc.) and in particular explore the potential of Aorangi Shooting Range and/or Levels Raceway being suitable locations.

7 Implementation Plan

A collaborative approach is essential to ensure the support and implementation of the strategy.

A representative Regional Sport and Recreation Facility Governance Group (RFGG) is proposed to:

- Oversee the implementation of the Strategy;
- Review & prioritise Strategy recommendations & actions (full review every 3 years to inform local authority Long Term Plans);
- Promote the Strategy within the region and through key stakeholder organisations;
- Monitor, review and provide regular updates on the progress in implementing the Strategy; and
- Review and advise on key regional facility projects based on application of the principles and assessment criteria;

Prioritisation is reflected in the time frame for completion of each recommendation: short-term (years 0-3), medium-term (years 4-10) and long-term (years 10+);

These timeframes are indicative as priorities will change to adapt to new circumstances and enable workload management of key personnel, particularly where they are dependent on significant effort by volunteers to implement the recommendation.

Table 5: Implementation Schedule

RECOMMENDATIONS	TIME-FRAME	REGIONAL /DISTRICT	LEAD	SUPPORT
SECTOR-WIDE (AND RESOURCING STRATEGY IMPLEMENTATION)				
1. Mackenzie, Timaru and Waimate District Council adopt the Strategy and use it in their planning of regional and local facility provision, including the facility hierarchy, planning principles and prioritisation criteria	Short	Regional	MDC TDC WDC	RFGG Sport Canterbury (Navigator as key support role)
2. Establish and maintain a representative Regional Sport and Recreation Facility Governance Group (RFGG) to oversee the Strategy's implementation.	Short	Regional	Sport Canterbury (Navigator)	MDC TDC WDC
3. That there will be annual reviews of the Strategy recommendations and full review of the Strategy every 3 years (timing synchronised to inform future local authority Long Term Plans).	On-going	Regional	RFGG	Sport Canterbury (Navigator as key support role) MDC TDC WDC
4. That resources are provided to fund a Facility Navigator role to manage implementation of the Strategy, particularly to work with clubs, RSOs and other stakeholders to explore potential to reshape facility networks and to develop community sport hub entities and facilities.	Short	Regional	Sport Canterbury	RFGG Agreement in principle by MDC, TDC & WDC to explore funding options for the role
5. That resources are provided to fund a Facility Activator role to work with facility owners and users to activate facilities.	Short	Regional	Sport Canterbury	RFGG Agreement in principle by MDC, TDC & WDC to explore funding options for the role

RECOMMENDATIONS		TIME-FRAME	REGIONAL /DISTRICT	LEAD	SUPPORT
SECTOR-WIDE (AND RESOURCING STRATEGY IMPLEMENTATION)					
6.	Local authorities to consider reviewing their respective funding mechanisms for sport and recreation facilities to create regional alignment and a potential funding source for future provision.	Short	District	MDC TDC WDC	
7.	Local authorities explore ways to obtain a share of the region's increasing tourist spend, to take advantage of the increasing tourist utilisation of the region's sport and recreation facilities - particularly tracks and trails etc.	Medium	Regional	MDC TDC WDC	RFGG Local Tourism Providers
8.	Local authorities actively encourage greater collaboration and partnerships between sports codes and reduce duplication/over-supply through selective endorsement of facility projects and incentive funding, with the support of key stakeholders.	Short	Regional	MDC TDC WDC	RFGG Sport Canterbury (Navigator)
9.	Local authorities endorse the sport hub concept and actively support their development	Short	Regional	MDC TDC WDC	RFGG
10.	Local authorities identify beneficial school/ community facility partnership opportunities and actively support their formation and development	Short	Regional	MDC	RFGG Co-opt MOE
11.	Local authorities identify opportunities to modify existing facilities and ensure new facilities cater for the needs of older adult users who often have declining physical abilities	Medium	Regional	MDC TDC WDC	RFGG Co-opt Age Concern
12.	Local authorities consider a coordinated and centralised online booking and monitoring system to generate reliable data on occupancy and use of facilities, supported by key stakeholders.	Short	Regional	MDC TDC WDC	RFGG Sport Canterbury (Navigator)
13.	Local authorities improve the visibility and accessibility of facilities by: <ul style="list-style-type: none"> Utilising and sharing facility data with the community and visitors via appropriate media and digital platforms. Exploring opportunities to collaborate with the various Community Vehicle Trusts (CVTs) throughout the region to utilise their vehicles to access facilities and other sport and recreation opportunities requiring travel. Better promotion of the Timaru Links bus (in partnership with ECAN), to sport and recreation users, codes, and facility providers, encouraging them to utilise the service to access facilities, and to align training and game schedules to make facilities more accessible. 	Short	Regional	TDC WDC	RFGG Sport Canterbury (Navigator) Co-opt ECAN Co-opt CVTs

RECOMMENDATIONS	TIME-FRAME	REGIONAL /DISTRICT	LEAD	SUPPORT
SPORTS AND ACTIVE RECREATION HUBS				
14. That all current and planned sports and active recreation hubs in the region are identified and formally designated as such by the relevant local authority	Short		RFGG	Sport Canterbury (Navigator as project manager)
15. That all designated hub parks have comprehensive development plans and a Reserve Management Plan (potentially an omnibus plan) in place or updated within 5 years	Medium	Local	RFGG	Sport Canterbury (Navigator as liaison/monitor/ probity)
16. Support Geraldine Combined Sports (GCS) to develop a hub facility (subject to the outcome of the feasibility study)	Medium	Local	GCS	Sport Canterbury (Navigator as liaison/monitor/ probity)
17. Explore opportunities to develop additional community sporting hubs with a wide range of users through partnerships and consolidation at a local community level. These should be aimed at providing multiple sporting opportunities alongside other community activities to promote a wider community/ social hub.	Short then on-going	Local	RFGG	Sport Canterbury (Navigator as project manager)
18. That opportunities are explored to increase collaboration, partnerships and sharing of information and resources at an operational and governance level between existing regional sports hub facilities, and their associated entities.	On-going	Regional	RFGG	Sport Canterbury (Navigator as project manager)

RECOMMENDATIONS	TIME-FRAME	REGIONAL /DISTRICT	LEAD	SUPPORT
SPORTS FIELDS				
19. Undertake a detailed sports field supply and demand analysis study for rugby, rugby league and football to minimise the risk of over-provision and better target investment in field upgrades, artificial turf and flood lighting (with adherence to lighting restrictions in Mackenzie District).	Medium	Local	Each TLA	Sport Canterbury (Navigator as liaison/monitor/ probity)
20. Monitor cricket supply and demand in the short term to determine impacts of new game structures and ground utilisation methods expected to result in more effective utilisation of the region's existing cricket field supply.	Short	Regional	SC Cricket	MDC TDC WDC Sport Canterbury (Navigator as liaison/monitor/ probity)
21. That stakeholders continue to work together with the Fraser Park Trust to maximise the opportunity for multi-use provision of facilities	Short	Regional	Fraser Park Trust	RFGG Sport Canterbury (Navigator as project manager for feasibility study, Activator for facilitating shared utilisation) South Canterbury Rugby Union South Canterbury Football South Canterbury Rugby League

RECOMMENDATIONS		TIME-FRAME	REGIONAL /DISTRICT	LEAD	SUPPORT
SPORTS FIELDS					
22.	Investigate options for the creation of a pool of portable seating units for use at events across the region.	Medium	Regional	RFGG	Sport Canterbury (Navigator as project manager for feasibility study, Activator for facilitating shared utilisation)
23.	Update the Regional Home of Football plan against latest Football NZ National Facility Strategy 'Home of Football' and implement the Sir Basil Arthur Master Plan	Short	Regional	South Canterbury Football	Sport Canterbury (Navigator as project manager)

RECOMMENDATIONS		TIME-FRAME	REGIONAL /DISTRICT	LEAD	SUPPORT
INDOOR COURT FACILITIES					
24.	Facilitate greater coordination and collaboration between indoor sport users and indoor sport facility providers to more effectively utilise existing spaces, particularly given the numerous school gymnasium upgrades occurring in the short term and the covered court concept at Aorangi Park which will enhance the region's indoor sport capacity and quality	Short then on-going	Regional	RFGG	Sport Canterbury (Activator for facilitating shared utilisation)
25.	That a consistent approach is developed between community indoor court sports and schools to maximise the community use of school indoor courts. Priority should be given to community investment into school facilities where significant additional long-term community access has been secured by formalised multi-year use agreements (usually in return for a capital contribution).	Short then on-going	Regional	RFGG	Sport Canterbury (Navigator as project manager for development opportunities, Activator for facilitating shared utilisation)
26.	Complete a feasibility study of proposal to cover 4 netball courts for multi-purpose use at Aorangi Park (primarily for community sport participation), to be carried out concurrently with the Aorangi Park Master Plan Review.	Short Concurrent with Netball Facility Plan	Local/Regiona	Netball SC	Sport Canterbury (Navigator as project manager for feasibility study, Activator for facilitating shared utilisation) TDC SC Basketball Aoraki Volleyball SC Tennis SC Football
27.	That the STEC is actively managed in tandem with Waimate Event Centre and school gymnasiums (the new Craighead court in particular) and any other new courts to minimise interruptions to community sport during their seasons and to maximise the utilisation of existing indoor court spaces for major events.	On-going	Local/Regional	STEC Manager to lead until the Sport Canterbury Activator is appointed	STEC Waimate Events Centre Craighead Diocesan School (Gymnasium)
28.	Indoor court demand and capacity is effectively monitored to enable the more detailed planning required to determine if there is an actual need for additional indoor courts, once the above recommendations have been actioned	On-going	Local/Regional	RFGG	Sport Canterbury (Activator for monitoring shared utilisation)

RECOMMENDATIONS	TIME-FRAME	REGIONAL /DISTRICT	LEAD	SUPPORT
OUTDOOR COURTS				
29. That detailed specific facility plans are developed by Basketball, Hockey, Netball and Tennis to consider the overall network, and partnerships between clubs, schools and other users with a view to consolidate/ rationalise the supply of courts and to maximise the use of courts in the future. This is likely to involve a reduction in number of outdoor courts to avoid over-supply when additional indoor or covered courts are operational.	Short Concurrent with feasibility study	Regional	SC Basketball Hockey SC Netball SC Tennis SC	Sport Canterbury (Navigator as project manager)
30. That once the Basketball, Hockey Netball and Tennis, and Hockey specific plans are completed that an aligned approach to multi-code outdoor sports courts needs and provision is actively undertaken.	Medium	Regional	RFGG	Sport Canterbury (Navigator as project manager) Basketball SC Netball SC Tennis SC SC Hockey
31. Review the outcome of facilities plans for hockey, netball and tennis to identify skateboarding, scootering and outdoor basketball provision opportunities in the region, as there may be opportunities to repurpose redundant or underutilised tennis/netball courts.	Medium	Local/ Regional	RFGG	Sport Canterbury (Navigator as project manager) SC Basketball Roller Sports

RECOMMENDATIONS		TIME-FRAME	REGIONAL /DISTRICT	LEAD	SUPPORT
SPECIALISED SPORTS FACILITIES					
32.	Assist Athletics clubs to ensure long-term tenure of current grass track facilities and partner with those facilities to provide appropriate, health and safety compliant areas on site (e.g. throws cages and long jump run-ups). Formalised partnerships should be the first option before considering other stand-alone locations for local training for track and field.	Medium	Regional	Athletics Canterbury	Sport Canterbury (Navigator oversight)
33.	The development proposed by Temuka Athletics at Torepe Fields should be reviewed against a formalised partnership with Opihi College before any investment decisions are taken.	Short	Local	Athletics Canterbury	Sport Canterbury (Navigator oversight)
34.	That a funding plan is formalised with potential contributors and immediately implemented by the Trust Aoraki All Weather Athletics Track Trust to meet the cost of imminent renewal of the track and field artificial surface at Aorangi Park as well as subsequent renewals.	Short	Regional	Trust Aoraki All Weather Athletics Track Trust	TDC WDC MDC
35.	Leverage off the potential investment in the Craigmore Station Equestrian Centre and encourage co-locating other compatible activities (e.g. trail running, mountain biking, rogaining).	Short	Regional	South Canterbury North Otago Eventing	RFGG Sport Canterbury (Navigator as project manager) Activator for facility activation ideas
36.	That a detailed Golf facility plan is developed, in line with the Golf NZ National Facility Strategy, to consolidate and rationalise the supply of courses and amenities and to maximise the use of retained courses in the future.	Short	Regional	Aorangi Golf	RFGG TDC MDC Sport Canterbury (Navigator as project manager)
37.	That a detailed Hockey facility plan is developed with support from Hockey NZ to consider the overall network, turf sustainability and partnerships with tennis clubs, schools and other users (e.g. hockey, futsal, netball, outdoor basketball) to provide a network of local facilities.	Short	Regional	Hockey SC	Sport Canterbury (Navigator as project manager)
38.	Develop a Regional Off-Road Tracks and Trails Strategy that would incorporate; <ul style="list-style-type: none"> Identification of additional recreational tourism partners Identification of regional opportunities to link to A2O, determine feasibility and priorities Identify collective marketing/promotional approach Identify investment required to develop and sustain new tracks and maintain the existing track network 	Short	Regional	MTB Project Working Group	RFGG MDC TDC WDC Sport Canterbury (Navigator as project manager) Co-opt Tourism SC Part funded by Territorial Local Authorities against specific tasks
39.	Mountain biking clubs to engage with Golf clubs and the proposed Craigmore Equestrian development to identify opportunities to establish mountain bike parks and share amenities through co-location.	Short	Local/Regional	Mountain Bike Clubs	RFGG Sport Canterbury (Navigator as liaison/monitor/probity)

RECOMMENDATIONS	TIME-FRAME	REGIONAL /DISTRICT	LEAD	SUPPORT
SPECIALISED SPORTS FACILITIES				
40. Consider options for the development of a multi-use road track circuit at least 400m long suitable for in-line speed skating, roller skating, cycling, scootering and other non-motorised wheeled sport and recreation activities potentially located at Caroline Bay	Medium	Regional	TDC	RFGG Sport Canterbury (Navigator as project manager)
41. Undertake a Facility Needs Analysis for Rowing, and other water sports (e.g. Sailing, Kayaking, White Water Paddling, Water Skiing, etc.) with particular focus on potential for a water sports hub with better access to waterways and storage.	Medium	Regional	RFGG	Sport Canterbury (Navigator as project manager) Water sports
42. If a water sports hub is deemed appropriate undertake a feasibility study into developing a training site for outdoor water-sports with multi-code storage.	Medium	Regional	Water sport Project Working Group	Sport Canterbury (Navigator as project manager) MDC

RECOMMENDATIONS	TIME-FRAME	REGIONAL /DISTRICT	LEAD	SUPPORT
PARK OR SITE SPECIFIC (AND MUTI-CODE)				
43. Further investigate the concept of creating a hub park for 'high risk and/or high noise, specialised activities' (e.g. shooting, archery, motor cross, etc.) and in particular explore the potential of Aorangi Shooting Range and/or Levels Race Way being suitable locations	Medium	Regional	TDC	RFGG Sport Canterbury (Navigator as liaison/ monitor/ probity)
44. Update the Aorangi Park Master Plan to effectively guide the future development of the park	Short	Regional	TDC	RFGG Sport Canterbury (Navigator as liaison/ monitor/ probity) Sports with an interest

8 Appendices

8.1 Population Data

A range of sources have been reviewed to understand the region's population and demographic profile and projections⁷, and while there are subtle variances between each district, a summary of relevant regional key findings follows.

The South Canterbury region has:

- Currently a higher proportion of older adults (65+) than the national average.
- As with most of provincial New Zealand, population growth is expected to be minimal with the possibility of decline from the 2030's³, explained by the population shifting from natural increase (more births than deaths) to natural decline².
- In keeping with trends elsewhere population projections indicate significant structural ageing of the population, with virtually all future growth being in the older ages⁸, with residents over 65 years old accounting for one-third of the population by the 2030's.
- Lower proportions of Maori and Pacific People's compared to the national average¹, and while ethnic diversity may increase, NZ European/Pakeha is likely to remain the dominant ethnic group.
- Lower proportions of people in the higher deprivation deciles when compared to the national average, which is not expected to significantly change¹.

Population projections for the three Territorial Local Authorities are shown in the table below.

**Table 6: Population Projections
(based on Statistic NZ 2013 Census data – Medium Projections)**

AREA	YEAR AT 30 JUNE	2013	2018	2023
Timaru District	45400	47400	48500	
Mackenzie District	4300	4680	4790	
Waimate District	7810	8040	8190	

The table and graph below show the projected age profile of the resident population in the region. The heaviest users of sports facilities are the 5 to 19 year age group. This age group is projected to have an additional 450 residents by 2028 compared to 2018 levels but by 2043 will have 250 less compared to 2018 levels. In contrast, there will be an additional 3,880 residents 65 years and over by 2028 and an additional 6,880 residents by 2043.

⁷ Key References were:

- Timaru District Council - Population and Household Projections
- Ministry of Health, Population of South Canterbury DHB 2016
- Statistics New Zealand, 2013 Census Data
- Timaru District and South Canterbury Economic and Growth Scenario's October 2014
- Timaru District Council - Population and Household Projections 2013-2063
- Mackenzie District Council - Population and Household Projections 2013-2063
- Waimate District Council - Population and Household Projections 2013-2063
- Waimate District Council 2018-28 Long Term Plan Population Projections

⁸ • Timaru District Council - Population and Household Projections 2013-2063
• Mackenzie District Council - Population and Household Projections 2013-2063
• Waimate District Council - Population and Household Projections 2013-2063

**Table 7: South Canterbury Population Projections by Age
(based on Statistics NZ 2013 Census data – Medium Projections)**

YEAR	0 TO 4	5 TO 19	20 TO 49	50 TO 64	65+	TOTAL POPN
2018	3,470	10,810	19,560	12,900	13,380	60,120
2023	3,500	10,980	18,840	12,980	15,200	61,500
2028	3,420	11,250	18,700	11,930	17,260	62,560
2033	3,250	11,160	18,980	11,070	18,850	63,310
2038	3,130	10,940	19,040	10,570	20,050	63,730
2043	3,140	10,560	18,590	11,160	20,260	63,710

8.2 Steering Group Members

Damon Odey (chairperson), Timaru District Council
 Lindsay Hewitson, Business Representative
 Peter Collins, Waimate District Council
 James Leslie, Mackenzie District Council
 Howard Smith, Trust Aoraki
 Dave Forman, Community Trust of Mid & South Canterbury
 Nigel Davenport, Sport Canterbury
 Julian Blanchard, Community Representative

8.3 Project Control Group Members

Kevin Collier, Sport Canterbury
 Shaun Campbell, Sport Canterbury
 Lee-Anne Lang, Sport Canterbury
 Garth Nixon, Mackenzie District Council
 Fabia Fox, Waimate District Council
 Bill Steans, Timaru District Council
 Craig Motley, Timaru District Council
 Steven Doran, Timaru District Council

8.4 Reference Group Members

Verna Parker, Community Representative
 Karen Naylor, Aorangi Park Association and South Canterbury Netball
 Bevan Newlands, Sports Twizel
 Ali Talbot, Temuka Sports Group
 Andrea Atkinson, Sport Waimate
 Arron McCullough, Geraldine Combined Sport
 Mick Geary, Association of Pleasant Point Sport
 Andrew McRae, Gresson Dorman & Co
 Nigel Bowen, Timaru CBD Spokesperson
 Murray Thomas, Department of Conservation
 Sarah Davis, Aoraki Secondary Principals' Association
 Alan Short, South Canterbury Primary Principals' Association
 Anna Miller, South Canterbury Primary Principals' Association