

**Kaikoura Multi-Sport Complex  
Needs Assessment**

Final Draft

**October 2017**

# Information

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## EXECUTIVE SUMMARY

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Visitor Solutions Ltd was commissioned to undertake a Needs Assessment for a Multi-Sport Complex in Kaikoura. Following the devastating 2016 earthquake the sport and recreation community identified a need to develop a multi-sport complex. This report looks at defining what the community need is and some options for how this could potentially be realised.

The Kaikoura District Council Long-Term Plan (2015-25 LTP) identified the need to develop a multi-sport complex. The LTP identified the need for a "...consolidation of sports complexes and sports fields into one Community complex"

During community engagement with the community two main themes emerged when defining a multi-sport complex. The first was a bringing together of sports clubs, while the second was the development of more indoor court space to alleviate the demand pressures placed on the Kaikoura High School gym.

During the development of this report an emerging theme to develop a combined sporting and cultural centre, potentially incorporating the Memorial Centre, old Council Administration and Fire Station areas was floated. The co-location of a multi-sport/cultural complex with the proposed new Kaikoura Pool would create a strong "consolidation of sporting complexes" and there would be potential for significant community, sporting and cultural organisations and festivities to occur in the one, central place.

### Conclusions

1. The Kaikoura population is not predicted to have huge growth. The provision of quality sport and recreation facilities can attract people to live, work and play.
2. There will be an aging of the population that will need to be considered in any development
3. Sport participation rates in Kaikoura are relatively similar to other areas within New Zealand. It is not anticipated that Kaikoura's participation rates will increase significantly over time, all things being equal.
4. The community has identified the need for:
  - a. New indoor court space to relieve pressure on the Kaikoura High School facility, and
  - b. A multi-use sports club facility to cater for a large number of codes to help improve their sustainability.
5. The evidence presented suggests that there is a need for additional court space; with current users only having restricted use of the high school gym, and other potential users not able to gain regular access the venue.
6. A multi-sport club facility could be provided alongside the indoor courts providing key partners can agree usage terms and understand the various modes of operating they would bring to a shared use asset.
7. An opportunity exists to explore a cultural element in any new development, leveraging the rich history of the Kaikoura Peninsula.

## Recommendations

- Proceed to the feasibility stage for Indoor Court space, including an assessment of the preferred location, operating model and capital cost.
- As part of any feasibility study consider the multi-sports club facility, either as part of the initial development, or in a staged approach.
- The size and scale of any new development needs to be carefully thought through to ensure it is fit-for-purpose and sustainable over time.
- Consider wider community and cultural use in the development of any multi-sport complex to increase usage, and ultimately sustainability

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# 1.0 INTRODUCTION

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## 1.1 Report Purpose

Kaikoura and surrounding areas was struck by a significant earthquake event in November 2016. During the recovery process, the community has identified a need for a multi-sport complex. This report has been commissioned to further understand the community needs and provide some high-level analysis of what a multi-sport complex would be in Kaikoura.

## 1.2 Scope and Methodology

This needs assessment has used a range of engagement strategies to understand the needs (and wants) of the Kaikoura community. An initial community workshop was held on the 16<sup>th</sup> of March to map out a wider recovery process. During this workshop, a number of ideas around the proposed multi-sport complex were recorded. This workshop was followed up with one-on-one interviews with interested organisations and individuals, as well as an online survey sent to all of Kaikoura's sport and recreation community groups.

This needs assessment does not test the feasibility of the various community needs that have been identified. Rather this report presents the available information that can then be tested through a formal feasibility study / business case process should the Kaikoura community wish to proceed to the next stage of the planning process.

It is important to take stock of the information presented and not rush to a solution. Rather, careful planning should ensure the Kaikoura community can have a fit-for-purpose facility network for years to come.

This report looks at the current and projected population of Kaikoura alongside the participation rates in the relevant sport and recreation activities. Club data from a user group survey is used to understand the current and future needs of the sporting community. These data are then brought together to form some initial options for a multi-sport complex.

## 1.3 Previous Planning

The concept of a Multi-Sport Complex in Kaikoura is not new. It was identified as a project as early as 2005 and was subsequently placed in the Kaikoura District Council's long-term planning documentation. The 2015-2025 Long Term Plan stated:

*"The Council would like to start a conversation with Sports clubs and Community groups about consolidation of sports complexes and sports fields into one Community complex. This would save money on buildings and maintenance. This would also provide some clubs with facilities they don't currently have. However, this will not be done until the existing facilities need replacing.*

*The Council knows the Community cannot afford this complex and so will look to fund 50% of the cost by loan. A total cost of \$3,483,900 is estimated. The Council will look at options for funding moving into the future and will start consultation with the Community within this Long Term Plan period."*<sup>1</sup>

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<sup>1</sup> Kaikoura District Council – 2015-2025 Long Term Plan

## 2.0 DEMOGRAPHIC CONTEXT

### 2.1 Introduction

The main demographic features investigated here were the current and projected populations of Kaikoura District, with a distinction included between the town and its surrounding region. These areas were represented respectively by the Statistics New Zealand Area Units of 'Kaikoura Township' and 'Kaikoura Rural'. The main variables reported here are population numbers and age-group breakdowns (current and projected). Other demographic features were investigated briefly but none were noted that were considered sufficiently unique or relevant to influence future sport and recreation facility use. Summary findings on population and age-group changes are briefly noted below.

### 2.2 Recent and Projected Population Change

The recent population trends in the Kaikoura District are summarised in Table 2.1. These show trends of only very minor change in population over the last 13 years overall. The main feature is not change, but the overall stability in population numbers. This is reflected in the relatively stable electoral roll numbers between 2013 (2,700) and 2016 (2,720) (Source: Local Authority Electoral Statistics, Department of Internal Affairs).

Table 2.1: Recent Population Change (2001-2013)

	2001	2006	2013	change 2001-2013	% change
Kaikoura Township	2,103	2,175	1,971	-132	-6
Kaikoura Rural	1,377	1,449	1,581	204	15
Kaikoura District	3,483	3,621	3,552	69	2
Canterbury Region	481,431	521,832	539,436	58,005	12

Source: Statistics NZ Census Counts, 2001-2013

Looking forward over the next 30 years (Table 2.2), it is apparent that this population stability is largely projected to continue at current levels by Statistics New Zealand.

Table 2.2: Projected Future Population Change (2013-2043)

	2013	2018	2023	2028	2033	2038	2043	change 2013-2043	% change
Kaikoura Township	2,010	2,010	2,000	1,970	1,930	1,880	1,810	-200	-10
Kaikoura Rural	1,620	1,680	1,730	1,770	1,790	1,800	1,800	180	11
Kaikoura District	3,640	3,690	3,720	3,740	3,720	3,680	3,610	-30	-1
Canterbury Region	562,900	623,200	664,200	694,300	721,700	745,800	767,300	204,400	36

Source: Source: Statistics New Zealand Subnational Population Projections: medium series

Taking account of post-quake conditions, it is possible that there may be short term fluctuations in population<sup>2</sup> due to negative impacts on tourism activities and businesses, and the positive impacts from reconstruction-related activities<sup>3</sup>. Longer term implications are yet to be determined<sup>4</sup>, but it would appear reasonable to anticipate that the longer-term Statistics NZ projections for population numbers are likely to remain applicable, although the business and employment focus may temporarily shift from tourism to reconstruction. Of more significance for community facility provision than overall population numbers may be the changing population composition, particularly with respect to age groups.

### 2.3 Future Age-group Projections

Looking ahead over the next 30 years, Table 2.3 and Figure 2.1 show the projected numbers and changes in age groups for Kaikoura District. Overall the main feature here is an aging of the overall population, with the only growth area in the 65+ age group (83%), while younger age groups show decreases. The 65+ age-group is projected to increase from around 20% to 36% of the total population. This effect is stronger in the 'Kaikoura Rural' area, with the 65+ age group projected to increase by 165%, compared with only 44% in 'Kaikoura Township'.

Table 2.3: Projected Age Group Numbers and Change: Kaikoura

	2013	2018	2023	2028	2033	2038	2043	Change 2013-2043	% change
0-14 years	630	640	630	600	580	550	530	-100	-16
15-39 years	910	860	860	840	800	770	760	-150	-16
40-64 years	1,380	1,350	1,240	1,170	1,110	1,070	1,020	-360	-26
65+ years	710	840	990	1,130	1,230	1,290	1,300	590	83
Total	3,630	3,690	3,720	3,740	3,720	3,680	3,610	-20	-1

Source: Statistics NZ Subnational Population Age-Group Projections

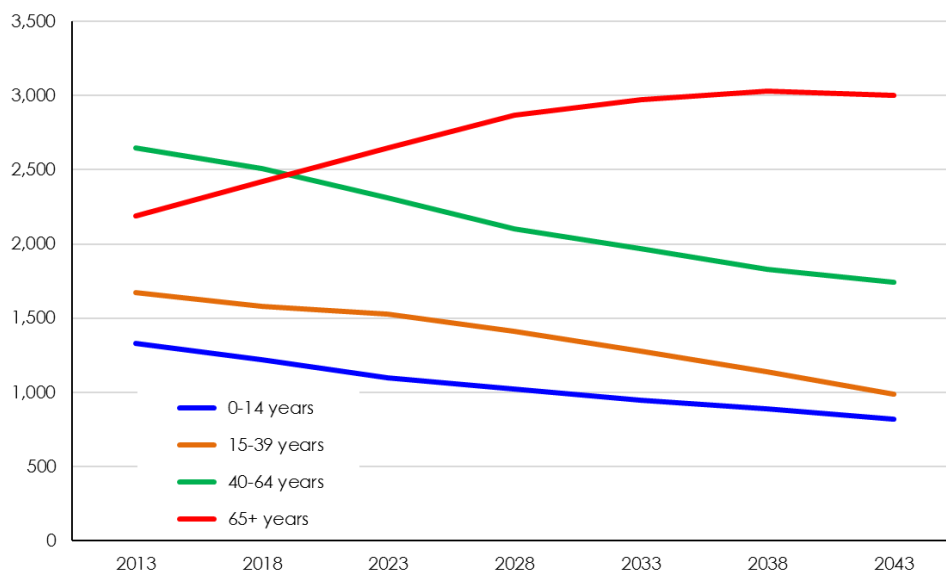
<sup>2</sup> The analyst company Infometrics has suggested in a 2016 report titled 'Rebuilding Kaikoura', that a population decrease of up to 16% could occur in the short term.

<sup>3</sup> As noted by NZ Treasury in its 'Monthly Economic Indicators Report - November 2016: Special Topic: Implications of Kaikoura Earthquakes for the New Zealand economy'.

<sup>4</sup> A 'Kaikoura: Tourist Travel Behaviour and Recovery Framework' report prepared for Ministry of Business, Innovation and Employment in December 2016 suggests tourism can recover, but in new forms that may represent unique development opportunities. In the shorter term, domestic visits and uses in particular are seen as key drivers of both the tourism and general community recovery.



Figure 2.1: Projected Age Group Numbers and Change: Kaikoura



An aging population is a nationwide trend that is often overlooked, or easily dismissed, by those seeking upgraded or new facilities. Given the over 65-year age group will be the largest cohort by the year 2020, consideration needs to be given to facilities that can adapt over time and be accessible for all residents.

## 2.4 Population Ethnicity

Another feature of the Kaikoura District shown in Table 2.4 is its high proportion of Maori residents (18%) compared with Canterbury overall (8%). The proportion is relatively higher in Kaikoura township (29%).

Table 2.4: Population ethnicities<sup>5</sup>

	European	Māori	Pacific	Asian	Other ethnicity	Total
Kaikoura Township	86	20	1	3	3	1,884
Kaikoura Rural	90	15	1	2	2	1,479
Kaikoura District	88	18	1	2	3	3,363
Canterbury Region	87	8	2	7	3	516,360

Source: Statistics NZ Census Counts 2013 (and Ethnicity Projections)

The relatively high proportion of Maori in Kaikoura District is projected to increase in coming years from its current 18% to around 27% in 2038. While in the whole of the Canterbury Region it is only projected to increase from 8% to 13%.

<sup>5</sup> Note that ethnicity totals can exceed 100% as an individual may specify multiple ethnicities

## 2.5 Demographic Conclusions

Kaikoura has a similar profile to many parts of New Zealand, with an aging population and a decrease in the number of residents of working age. The ageing population in the district places additional emphasis on the type of multi-sport complex that should be developed in Kaikoura.

Several survey responses from groups with predominantly elderly members requested additional meeting and recreational spaces in Kaikoura. This trend will continue as the population ages in coming years.

It is projected that the proportion of Maori will increase significantly over the next twenty years which is another factor to consider in sport and recreation facility developments. There is also feedback suggesting a combined sport /recreation and cultural hub, celebrating the history of the area.

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## 3.0 SPORT AND RECREATION PARTICIPATION

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### 3.1 Community Organisations

Based on current activity participation levels for the Kaikoura District<sup>6</sup>, those activities currently engaged in which have a high dependence on community sport and recreation facilities have generally low levels of overall population participation. Some examples are listed below:

- The top facility-based activities were Swimming (15%); Golf (13%); Dance (11%); Aerobics - step/circuit (11%); Tennis (8%); and Pilates/Yoga at gym/class (8%).
- These were followed by Rugby, Netball (outdoor), Basketball, and Football (outdoor) at 5% each,
- There were also under 5% levels for Touch Rugby; Aquarobics (aqua/water jogging); Callisthenics; Exercise classes/going to the gym; Cricket (outdoors); Netball (Indoor); Horse Riding/Equestrian; Football (indoor); Gymnastics; Cheerleading; Trampolining; Bowls (outdoor); Squash; Table Tennis; Athletics; Diving; and Shooting

While these activity participation levels may appear low, they are largely consistent with the corresponding population participation percentages for the wider Canterbury Region and New Zealand overall. Given the generally low participation levels for virtually all active sport and recreation activities<sup>7</sup>, there is considerable scope, based on overall population numbers, for implementation of the right facilities and programmes to achieve considerable increases in activity participation levels.

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<sup>6</sup> Based on data extracted from the Sport New Zealand 'Insights' Tool, from activities engaged in during the last year

<sup>7</sup> Data from the Sports NZ 'Insights' Tool indicates Walking (60%), Gardening (57%), Cycling (33%); Mountain biking (21%) and Jogging/Running (18%) are the top 5 physical sport and recreation activities in Kaikoura District (and New Zealand)

The following table provides a summary of some of the key sporting codes in Kaikoura<sup>8</sup>

Table 3.1 Reported Sporting Club Participation in Kaikoura

Sport	Adult Participants	Junior Participants	Reported Trend <sup>9</sup>
Basketball (Kaikoura Basketball Association)	60	25	Membership / participation staying about the same
Bowls (Takahanga only)	64	-	Membership / participation staying about the same
Boxing (Kaikoura Boxing Club)	10	12	Membership / participation staying about the same
Croquet (Kaikoura Croquet Club)	N/A	11	Increasing membership/participation
Football (Kaikoura AFC)	30	40	Increasing membership/participation
Gymnastics		60	Increasing membership/participation
Martial Arts (Kaikoura Judo Club)	5	43	Increasing membership/participation
Netball	80	160	Membership / participation staying about the same
Rugby (Kaikoura Rugby Club Inc)	60	70	Decreasing membership/participation
Shooting (Kaikoura Miniature Rifle Club Inc)	4	10	Decreasing membership/participation
Swimming (Kaikoura Swim Club)	-	140	Increasing membership/participation
Swimming (Bluestone Swim School)	20	369	Increasing membership/participation
Squash (Kaikoura Squash Club)	100	30	Increasing membership/participation
<b>Tennis</b>			
Volleyball (Kaikoura Volleyball Club)	25	300	Increasing membership/participation

<sup>8</sup> Based on survey responses. Does not include some codes due to no response.

<sup>9</sup> Membership numbers have not been independently verified

The table above shows that there are currently approximately 200 adult participants and 565 junior participants accessing the KHS gymnasium outside of school hours. Note: Some participants may use it for more than one code, so these may not necessarily be actual numbers of participants, rather participations.

### 3.2 Visitors to Kaikoura

Particular note needs to be made of potential future facility use by non-residents, with a particular focus on Tourist visitors (domestic and overseas). While tourist numbers and local facility uses will be currently down due to the November 2016 earthquake they have been significant in the past, with the average daily accommodation capacity in Kaikoura previously having been for 1,334 people each day<sup>10</sup>. This represents a considerable added population to that of Kaikoura residents. This moving pool of 'temporary residents' can provide an additional user market for local community sport and recreation facilities, in a similar way to which they currently make use of the local utility facilities.

While only a small minority may use local community recreation facilities during their short tourism stays, they do represent a potential added-user market for local sport and recreation facilities. Such uses may not come from a high proportion of non-resident visitors, but even a small proportion of their large overall numbers could represent significant added facility use-levels if suitable facility opportunities and accessibilities are activated.

### 3.3 Changes in Leisure Time Participation

The variety of activities now readily available in New Zealand is far greater than at any time in the past. The changing demographics of society has brought diversity, which has led to community facilities being expected to cater for a wider range of activity types.

Sports parks have always hosted traditional activities such as rugby and football, while now also being required to support new burgeoning activity such as touch, AFL and Gaelic football. Community halls once home to only a few more traditional activities are now being used for a wider range of uses. There are now also more varied forms of activities such as growth in the diverse styles of martial arts and new technologically based sports (e.g. drone racing) and hobbies.

The challenge facing the Kaikoura District Council is in providing an acceptable level of provision to ensure all varieties of activity can occur. With all these changes, it is therefore important the Council ensures community facilities are flexible to accommodate changing activity patterns<sup>11</sup>.

### 3.4 Increasing Service Level Expectations

Service level expectations have increased over time as innovations and development have driven improvements in the quality and capacity of facility provision nationally. More and more sport and recreation activities are moving indoors. The climate in the Kaikoura area can be harsh and sports are looking for indoor areas for training and competitions.

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<sup>10</sup> Sourced from 'Key tourism statistics for Kaikoura and Hurunui districts', Ministry of Business, Innovation and Technology. Average accommodation capacity per night for the YE July 2016. Later data for Kaikoura District are not available.

<sup>11</sup> Future-proofing of facilities: Needs to consider facility design and functionality in relation to service provision / capability. Facilities will need to accommodate demographic change (e.g. growth in older age cohorts) and population, participation, and preference changes. Communication technology has rapidly sped up the transfer of new sport and hobby trends

Many people expect facility owners and managers to provide levels of service to the same standard as facilities in larger local authorities or those provided by commercial operators. This can prove challenging for territorial authorities like the Kaikoura District Council, as budgets are inevitably lower than large urban councils and the ability to consistently attract a reasonable level of attendance is more challenging.

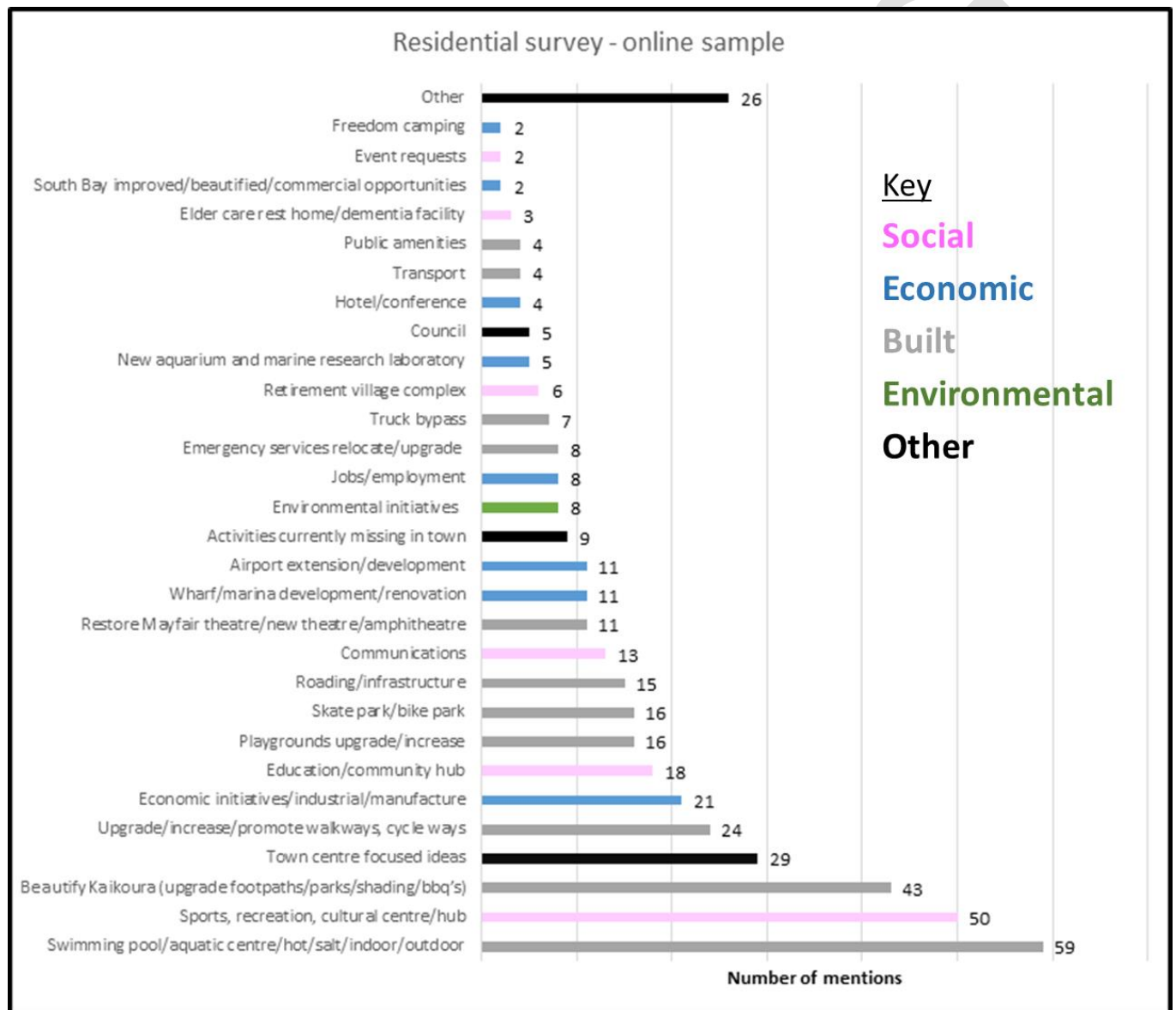
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# 4.0 COMMUNITY FEEDBACK

## 4.1 Introduction

During a post-earthquake resident survey<sup>12</sup> a high number of respondents ranked the development of a sports, recreation, culture centre/hub as an important piece of infrastructure to be developed during the recovery process.

Figure 4.1 Summary of the on-line Resident Survey Results<sup>13</sup>



<sup>12</sup> From Kaikoura District Council (31 January 2017) Framing our Future Recovery Workshop notes

<sup>13</sup> from Kaikoura District Council (31 January 2017) Framing our Future Recovery Workshop

Of note is the high number of respondents that wanted a swimming pool and also those that wanted a sports, recreation and cultural centre/hub. At the March sport and recreation workshop a number of these themes began to emerge, identifying the type of multi-sport hub people envisaged.

## 4.2 Multisport Facility - Survey Response Summary

The March workshop was followed up with one-on-one interviews and an online survey to capture further information and ideas.

Of those responding to the survey:

- 10 groups indicated that their activity memberships/participation levels have been increasing over the last 5 years, 7 that they were staying at around the same levels, and 2 that they were decreasing a little.
- Overall there appears to be a general increase in reported membership/participation in sport and recreation activities.
- However, it is important to acknowledge the relatively small scale of any membership/participation changes in terms of the modest base numbers of the current groups. Large gains in participation numbers are not anticipated with the status quo of the club and facility network.
- More specific to multisport facilities/ user groups,
  - 16 groups indicated support for the concept and suggested key components they would like to see
  - Many groups highlighted the need for a range of space sizes and types to cater for different use types and scales,
  - Many groups also indicated common/shared facility requirements, including multi-purpose indoor courts; social 'after-match facilities; outdoor training and playing grounds; weights and exercise facilities; and meeting, utility and storage spaces
  - Some suggested key components that were very activity/group-specific, as noted below:
    - Kaikoura Miniature Rifle Club – competition range (20-25m) allowing more activity/event hosting
    - Kaikoura Judo Club – set room or space with multi-use mats in place (or sufficient storage for mats if regular session roll-outs required)
    - Kaikoura Netball Centre – 4 quality outdoor courts (ideally 2 all-weather) and space indoors for 1 quality court

Most groups indicated they would actively use such facilities/spaces for their activities (such as the RSA), unless they were groups who already had their own key facilities/spaces at a sufficient scale, quality and cost. For example, Kaikoura High School (KHS) already have a Gym and Kaikoura Primary School a School Hall. However, for larger or higher-level competitions, training or events they may consider more specialised facility options.

Location and cost were indicated as being key associated variables. Kaikoura is relatively isolated from other major towns and cities that have sporting facilities and therefore need to be relatively self-sufficient in its provision of a sporting network. Some groups also noted that the current indoor facilities at schools were often constrained by school priority uses, limited sizes and low specifications.

Overall, 16 of the 19 groups indicated that even with current closures aside, there were gaps in the scope of sports and recreation facilities available in Kaikoura (in both the pool and multi-sport contexts).



## 5.0 RELEVANT EXISTING FACILITY NETWORK

An important part of a needs assessment for a new or upgraded facility is to understand the current and predicted capacity of the existing network. Kaikoura has several facilities to consider when determining the future facility network.

Table 5.1 Relevant Sports Facilities in Kaikoura

Facility Name	Description	Sports Catered for
Kaikoura High School Gymnasium	School indoor court space that is shared by the community outside of school times, when available	Gymnastics Basketball Netball Volleyball Football Rock Climbing
Kaikoura High School Sports Fields	Sports fields (damaged by earthquakes)	Rugby
Kaikoura High School Hard Courts	Multi-use games area (half artificial, half asphalt)	Hockey, Netball, Junior Hockey
Takahanga Domain	The largest council sporting venue in Kaikoura where several sports are located  Damaged hard courts and a number of club base facilities surround a central grassed area.	Bowls, Croquet, Tennis, Rugby, Cricket, Squash
Kaikoura Memorial Centre	Large meeting space, centrally located (adjacent to Takahanga Domain) that has previously been used for indoor sport activities	None at the present time
Kaikoura Community Gym	Not-for-profit provider of health and fitness facility.  Has seen an increase in membership and use as a result of the temporary workers coming in to Kaikoura	General health and fitness provision Some sport specific training

## 5.1 Kaikoura High School Gymnasium

Like many smaller, provincial towns in New Zealand the local school sport and recreation assets are an integral part of the network. One of the most critical assets in the Kaikoura sport and recreation facility network is the Kaikoura High School gymnasium. The gym is used by a range of school and community groups for sporting activities. During assessments for this report a common thread of feedback related to a lack of available space at the gym for sporting groups. This however does show a willingness by the school to at least share their assets.

The following table highlights an indicative week of bookings at the Kaikoura High School<sup>14</sup>

Table 5.2 Indicative Kaikoura High School Gym Bookings (out of school hours)

	Mon	Tue	Wed	Thu	Fri	Sat	Sun
3.00-3.30		Netball		Koru Games	Netball		Football (1-3pm)
3.30-4.00	Gymnastics	Netball	Gymnastics	Koru Games	Netball		
4.00-4.30	Gymnastics	Netball	Gymnastics	Netball	Netball		
4.30-5.00	Gymnastics	Netball	Gymnastics	Netball	Basketball		
5.00-5.30	Gymnastics			Netball	Basketball		
5.30-6.00	Basketball	Netball		Netball	Basketball		
6.00-6.30	Basketball	Netball	Netball				Football
6.30-7.00	Basketball		Netball				Football
7.00-7.30	Basketball	Volley Ball	Netball	Netball			Football
7.30-8.00	Basketball	Volley Ball	Indoor Football	Netball			
8.00-8.30	Basketball	Private Hire	Indoor Football				
8.30-9.00	Basketball	Private Hire	Basketball				
9.00-9.30		Private Hire	Basketball				

### Key:

Yellow = School groups

Blue = Community groups (and private hires)

<sup>14</sup> The table excludes school time use and is sourced from KHS Facebook Page.

As table 5.2 highlights, there is limited capacity during week nights, with KHS reportedly turning away some groups wanting access, or declining additional week night hours for existing groups. KHS has also indicated they are restricting their own use of the facility to allow a reasonable level of community access. Currently KHS use the gym for approximately 7 hours per week after school while wider community hours total 18 hours.

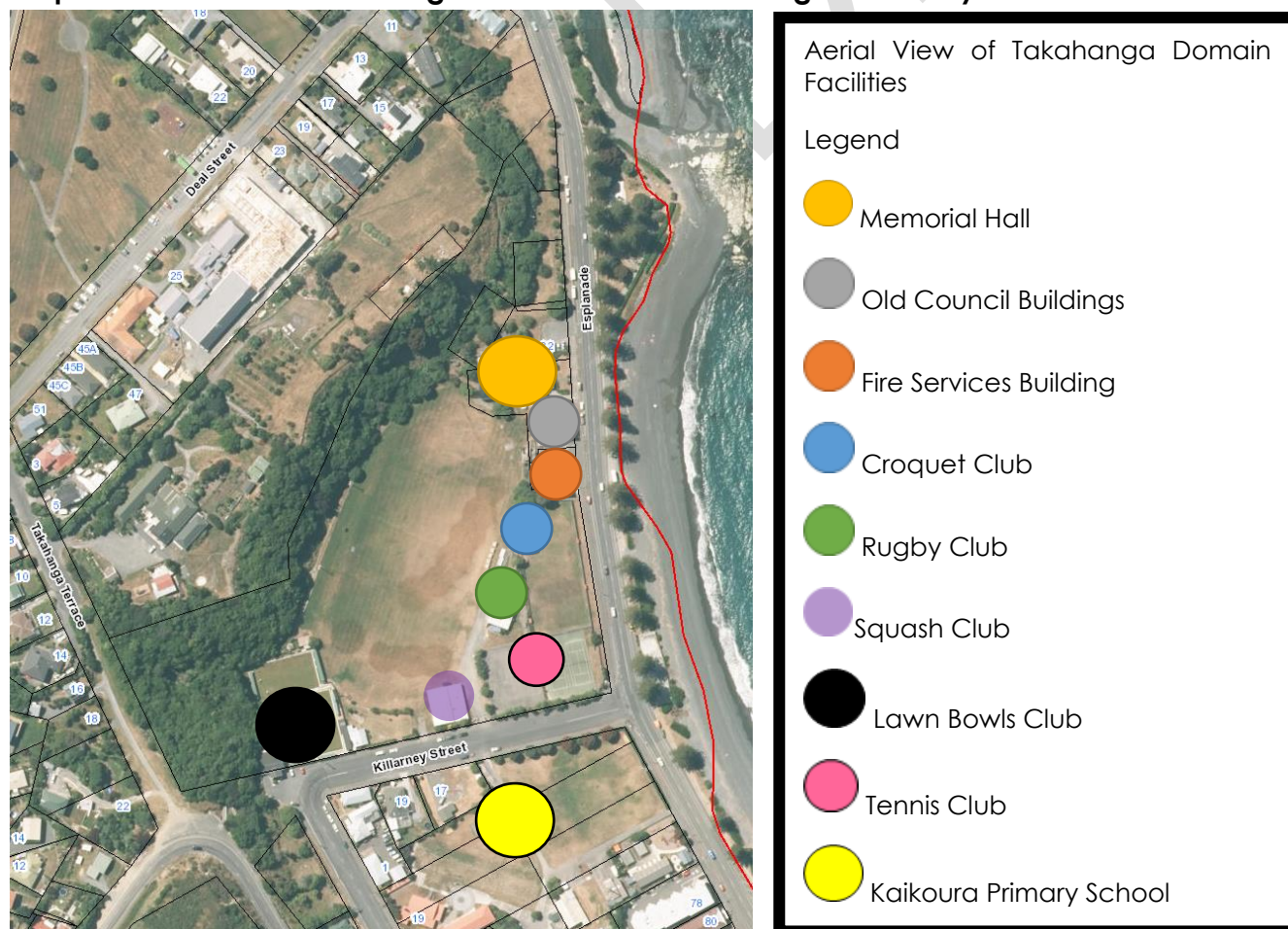
While there is some capacity during weekends this is generally the time that participants are involved in other, predominantly outdoor, sport and recreation activities. Given this, it would be fair to assume (and for the purposes of this report) that the KHS gym is at, or near, capacity.

## 5.2 Takahanga Domain and Surrounds

Many of the Takahanga Domain lease holders have indicated an interest in a multi-use facility. Other groups who are not currently located at Takahanga Domain have also signalled an interest in co-locating with some of the codes based here.

The following aerial view<sup>15</sup> shows the Takahanga Domain and surrounding properties. It highlights the number of activities and facilities on or adjacent to the area. An opportunity exists to re-configure facilities on this Domain to create a true multi-sport complex.

**Map 1: Aerial view of Takahanga Domain and surrounding community infrastructure**



<sup>15</sup> Source: Canterbury Maps Website search

The Takahanga Domain is similar to many domains and sports parks created around New Zealand with various sports club facilities located on an open space, with little or no sharing of services or assets. Many of these assets were developed before the concept of shared facilities was accepted practice in developing community facilities.

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## 6.0 MULTI-SPORT COMPLEX THEMES

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When considering the current facility network and community feedback, two key themes have emerged.

### 6.1 Theme One: Multi-Sports Club environment

A large amount of feedback focussed on the sustainability of sports clubs and the desire to bring clubs together under a common roof. This was seen as a way of sharing resources and lessening the burden on volunteers. Some feedback also indicated a desire to move to a paid sports administrator across a number of codes.

Shared, multi-sport facilities have risen in popularity in recent times<sup>16</sup>. The sustainability of sports clubs is increasingly coming under pressure and new ways of operating are being implemented to ensure club facility usage is maximised. Fewer and fewer stand alone, sole use sports clubs are being promoted in New Zealand.

The concept of a multi-use club facility is to share administration costs, playing facilities and ancillary facilities such as clubrooms and changing areas. The amount of sharing is determined by the groups involved.

It is important to note that a multi-use hub can be developed without any sharing of facilities. Shared administration services are a form of multi-sport hub. Often a new building is not the first step toward a solution for struggling clubs, rather a look into how administration costs can be minimised.

### 6.2 Theme Two: Multi-Sports Complex focussed on Indoor Court/s provision

Another key theme emerging is the development of additional indoor court space in Kaikoura. Feedback from several workshop attendees and survey respondents is that the existing facility at Kaikoura High School cannot meet demand.

Another venue in Kaikoura for indoor sport would allow KHS to utilise their facility more outside of school hours and provide additional space for community groups who report limited availability of the KHS facility.

Indoor court space is generally in demand during the peak week day hours of 5pm – 9pm. Some other codes have been unable to get a regular booking at the KHS venue (Judo), while others want more time but it is not available (Volleyball, Basketball and Gymnastics). Along with this there is a nationwide trend for Netball, particularly at a senior level, to move indoors. Kaikoura Netball has indicated an interest in moving to an indoor delivery model should a suitable court/s system be developed.

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<sup>16</sup> "Just as the design of cities is heading towards a greater emphasis on mixed uses...a shift in planning and design of sporting facilities, which are similarly moving towards a greater multi-use focus..." (The Future of Sport – Synergia, for Sport NZ April 2015)

### 6.3 Theme Three: A Combined Model

Theme one and two are not mutually exclusive and this was recognised by some survey respondents and workshop contributors. Conceivably, the Kaikoura community could develop a multi-sport complex that included a mix of the requirements of the two themes outlined above. This could be for a facility to include:

- Indoor court space
- Separate change facilities for both indoor and outdoor codes
- Meeting spaces (that are complementary to other community meeting spaces)
- Hospitality and Function area (shared clubrooms that would also be available for community hire)
- Storage for regular users
- Possible public toilet facilities

#### 6.3.1 Staged Approach

Any future development could be staged particularly if funding is not all available at the commencement of the project. Consideration should be given to securing available land as it comes available to allow the multi-sport complex the footprint required to deliver both indoor courts and a multi-sport club area.

The Feasibility Study that has been developed for the proposed new Kaikoura Pool recognises that other components could be added on to that development at some stage. Again, ensuring there is the available space is critical.

#### 6.3.2 Priority Developments

Based on the available information on usage and membership trends the priority for development should be the indoor court. The combined membership of the indoor court users is significant and the need for additional indoor court space is more obvious and clear compared with the development of a new, multi-sport clubrooms space.

## 6.4 Summary

The following table highlights the key spaces that would need to be investigated when developing a multi-sport / cultural complex. It demonstrates that a hybrid model would have the ability to cater for a wider range of user groups. The range of facilities developed would need to reflect this wider use.

Spaces	Multi-Sports Club	Indoor Courts/Cultural Centre	Combined Sports Club and Courts/Cultural Complex
Indoor Sports Court	✓	✓✓✓	✓✓✓
Change areas	✓✓✓	✓✓	✓✓✓
Community meeting/gathering spaces	✓✓	✓✓✓	✓✓✓
Clubrooms	✓✓✓	✓	✓✓✓
Hospitality and Function area	✓✓	✓✓✓	
Outdoor surfaces playing	✓✓✓	✓	✓✓✓
Outdoor event areas	✓	✓✓✓	✓✓✓

### Key:

✓ = Low priority

✓✓ = Medium Priority

✓✓✓ = High Priority



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## 7.0 POTENTIAL OPTIONS FOR MULTI-SPORT COMPLEX

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Often communities tend to default to developing a new facility, however it is important that all options are considered that could meet the identified needs. The following options are identified as multi-sport complexes that could potentially meet the current and future needs of the Kaikoura community.

1. Re-development or re-purposing of existing community facilities
2. Consolidate community access to school facilities
3. Develop new community facilities on existing site/s
4. Seek a Greenfields site for new multi-sport complex

### 7.1 Re-development or re-purposing of existing sporting and cultural facilities

Many sports are currently located at the Takahanga Domain and there are other community functions close by, including the Kaikoura Primary School, Fire Brigade and Memorial Centre and old Council administration buildings. While a site assessment is outside of the scope of this report, this area presents a unique opportunity for the Kaikoura District Council to further consolidate sport and recreation activities.

It is understood that the Council's old administration building, Memorial Centre and the Fire service building are potential sites for re-purposing. An opportunity may exist for a multi-sport hub to be located within this area. The existing Memorial Centre presents an opportunity to be retrofitted so it is available for indoor sport and cultural uses. The location of the Memorial Centre, adjacent to the Takahanga Domain lends itself to be part of a wider multi-sport complex.

Additional indoor community court space could be developed alongside the hall. There are recent examples of low cost indoor court facilities being developed in New Zealand. There are a number of different construction methods that could be explored.

Wider cultural and community activities could also be catered for in a multi-complex provided care has been taken in ensuring complementary activity users could be hosted. Developing a multi-use space for activities wider than sport could be an opportunity for bringing together a significant part of the Kaikoura community.

Should other sports wish to locate to the Takahanga Domain further retro-fitting could occur to upgrade the Rugby Clubrooms to a shared, community venue. The upgrading of an existing facility should be considered as a legitimate opportunity for the Kaikoura community.

### 7.2 Consolidate Community Access to School Facilities

Many provincial communities rely on a strong partnership between the local school and community for shared use of sporting facilities. A multi-sport complex could be developed at KHS, consolidating this area as the hub for community sport.

There is potential to develop further sporting assets on the school grounds<sup>17</sup>. The school is currently viewed as one of the key sporting hubs in Kaikoura and there would be efficiencies in furthering the school-community partnership. At the same time, school community partnerships can have additional layers of complexity that would need to be weighed up against the benefits for the wider community (including KHS).

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<sup>17</sup> Depending on the willingness of the Board of Trustees and ultimate approval of the Ministry of Education



A consolidation of sporting facilities to the school could include a wider range of community users than currently if the facilities and spaces were at an acceptable level. Currently the re-location of field sports would be problematic given the poor standard of drainage of fields at KHS. Consideration could be given to the development of a second indoor court adjacent to the existing court to cater for both school and community use.

### **7.3 Develop New Community Facilities on Existing Site/s**

Should the current facilities be unsuitable for upgrading<sup>18</sup> then the community may decide to develop a purpose built multi-sport complex that could cater for existing and new user groups. This option would allow the community to consider what activities would be best co-located on one site.

A new venue could provide a combination of indoor court space and multi-sports club spaces. Any new development would also have the ability to cater for the wider community, not just sport.

### **7.4 Seek a Greenfields site for new multi-sport complex**

If existing sporting code sites (in particular Takahanga Domain and KHS grounds) ultimately prove to be unsuitable then it may be necessary to develop a new site for sport and recreation activity.

The topography of the Kaikoura Peninsula limits the number of places where a multi-sport complex could be located<sup>19</sup>. The corresponding Kaikoura Pool Feasibility Study has identified some potential green fields sites, however these are limited. It is therefore even more important that facilities are located in the right places due to the scarcity of available land.

Ideally any such development would be co-located with other sport and recreation assets that are proposed. An example of this could be co-location with the proposed new pool. This would see a range of synergies that could be capitalised upon<sup>20</sup>.

### **7.5 Size and Scale**

Any of the options pursued above need to be very mindful of the population in Kaikoura. The population is predicted to be relatively stable over the next 30 years. Even with moderate growth Kaikoura would still be considered a small provincial community. The size and scale of any option pursued needs to reflect the community.

Some community feedback requested large scale, multi-court developments. It is our opinion that this would not be a sustainable solution for Kaikoura. Every care should be taken in future planning stages to reflect the evidence based needs identified in this report as opposed to the wants and desires of some in the community.

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<sup>18</sup> The status of all existing clubrooms on Takahanga Domain is not known however it is understood repairs are required on at least the Rugby Clubrooms.

<sup>19</sup> Significant flood plains, steep terrain and potential culturally significant sites

<sup>20</sup> A quantifiable example would be a shared reception area. If this was required to be staffed then those working on reception could be responsible for entry to both a pool and the multi-sport complex. Saving salary and wage costs that when added up over the life of the facility can be hugely significant.

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## 8.0 PARTNERSHIP OPPORTUNITIES

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A critical success factor in multi-sport complexes is the willingness of the various parties to come together and work toward a common goal. Key partners in any such multi-use facility include:

- Land Owner
- Building Owner/s
- User groups
- Funders

It is important any **landowner** is comfortable with the concept of a multi-sport venue. It is important that proponents of a new facility seek the land owners approval at an early stage in the planning processes to avoid any surprises. Land owners will have legislative requirements that are dependent on their own designation (e.g. school and Ministry of Education, Council or Crown ownership)

**Building owner/s** need to be aware of the anticipated usage of any facility they are leasing to a multi-sport group. In Kaikoura this could be either the Council, KHS or other building owner understanding what is occurring in their facility and when.

**User groups** need to understand their own requirements along with those of other user groups. This often leads to compromise by all user groups for the greater good with sports codes having to negotiate access. Compromise is an inevitable part of sports club partnerships, and in particular It may require some codes to change their traditional delivery model to gain access to a facility.

Working with **funders** to understand their requirements and interpretation of multi-use shared facilities is something that should begin in the planning stages. More funders are moving toward supporting multi-use facilities as they see the benefits and efficiencies that can be gained. Early involvement allows the project proponent/s to ensure their funding proposal is more likely to meet the specified criteria of funders.

It is important that the group cultures and values are complementary to minimise any user conflict. This is a consideration for any group/s wanting to share spaces. If the culture and/or values of the groups are too divergent then there is greater risk of the partnership not working over time.

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## 9.0 CONCLUSIONS AND RECOMMENDATIONS

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Sport and recreation are an important part of the social fabric that makes up Kaikoura.

The Kaikoura community has identified the opportunity to develop a multi-sport complex. This needs assessment has considered the feedback received by the various sporting user groups along with demographic and participation projections.

The terminology “Multi-Sport Complex” has several meanings to the community and therefore this assessment has addressed the key themes and provided some options for future consideration.

*A summary of the key facts shows:*

The Kaikoura population is under 4,000 and predicted to be relatively stable for the next 30 years. There will be an ageing population that inevitably has an impact on the number of people who will participate in the identified sports.

There are many tourists who visit Kaikoura, but their level of use of community sport and recreation facilities is assessed as low.

Current Indoor Court usage by community groups totals approximately 200 adults and 565 participants per week.

The KHS is a very willing community partner in allowing the amount of access that currently occurs and ongoing proactive management of the community – school partnership needs to be considered.

### Conclusions

8. The Kaikoura population is not predicted to have huge growth, but there will be an aging of the population that will need to be considered in any development
9. Participation rates in Kaikoura are relatively similar to other areas within New Zealand. It is not anticipated that Kaikoura's participation rates will increase significantly over time, all things being equal.
10. The community has identified the need for:
  - a. New indoor court space to relieve pressure on the Kaikoura High School facility, and
  - b. A multi-use sports club facility to cater for a large number of codes to help improve their sustainability.
11. The evidence presented suggests that there is a need for additional court space; with current users only having restricted use of the high school gym, and other potential users not able to gain regular access the venue.
12. A multi-sport club facility could be provided alongside the indoor courts providing key partners can agree usage terms and understand the various modes of operating they would bring to a shared use asset.
13. An opportunity exists to explore a cultural element in any new development, leveraging the rich history of the Kaikoura Peninsula.

### Recommendations

- Proceed to the feasibility stage for Indoor Court space, including an assessment of the preferred location, operating model and capital cost.
- As part of any feasibility study consider the multi-sports club facility, either as part of the initial development, or in a staged approach.
- The size and scale of any new development needs to be carefully thought through to ensure it is fit-for-purpose and sustainable over time.
- Consider wider community and cultural use in the development of any multi-sport complex to increase usage, and ultimately sustainability

Final Draft